



**Evergreen State Fairgrounds
Master Plan Report - Book 2 Appendix**
Monroe, Washington

August 2014

Prepared for:
Snohomish County
Everett, WA

Fairground Designers/Planners:
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Evergreen State Fairgrounds

Master Plan Report Appendix

Monroe, Washington

August 2014

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Vendors and Concessions



Musical Performance at the Grandstand Stage

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The planning process is detailed below:

Phase 1 – Research and Analysis

First Visit – Kick-off Meeting: August 13, 2013

Prior to our first visit we requested and had sent to us extensive background information regarding the facilities and financial operations of the Evergreen State Fairgrounds.

Members of the design team met in Monroe for an intensive two-day data collection and site analysis work session.

We evaluated all aspects of the proposed grounds and area to be master planned.

We met with the Fair Board and those with a vested interest in the Fair.

We discussed the vision of the Fairgrounds, its goals and objectives, and conducted interviews with staff.

Each building and facility on the grounds and the entire site was reviewed, and photographed. Notes were made as to the existing conditions and possible improvements required to enhance usage.

We reviewed scope of work, schedule, and final products with the fair board.

Attended Fair: August 27, 2013

An important part of our process is actually seeing the annual event taking place. We reviewed the current operations of the fair and observed firsthand the pinch points as traffic flows around the grounds and other conflicts with the annual event operation.

Other elements that caught our attention were the move-in and move-out of livestock from the barns and the restocking of vendor and exhibitor booths. During our visit we viewed a grandstand show and moved through the grounds at different times of the day. This visit was the driving force behind the flow development of the Site Use Concepts presented later.

Market Demand Study

Our market demand analysis involved research and analysis that identified the variety of market needs that could be met by the Proposed Facilities at the Fairgrounds. During this phase of the study, numerous factors that impact the ability to attract events to the Fairgrounds were assessed – site location, existing facilities, support services and amenities, competitive facilities, and demographic/economic trends.

The results of the market demand analysis were twofold: 1. *Identification and quantification of the types of events and activities that could be hosted at the Fairgrounds.* 2. *Recommendations of facility and site needs to successfully attract and retain those events.* See update Memos and full report included in this booklet.

Master Plan Approach

Development of the Facility Conditions Analysis

We prepared base maps from the information gathered.

Reviewed zoning, airport flyover zones, county/city limits, transportation, county comprehensive plan and other related information available.

Reviewed property information, a site survey and other legal documents affecting the site.

We analyzed the following off-site factors:

- Land use / Expansion capability

- Vehicular access

- Property ownership

- Adjacent development

- Zoning

- Utility locations

- Neighborhood relation issues

- Comprehensive plan implications

We analyzed the following on-site factors:

- Vehicular circulation and parking

- Pedestrian circulation

- Topography

- Applicable zoning restrictions

- Site layout axis

- Wetlands and sensitive environmental areas

- Views and vistas

- Areas of vegetation

- Utility conditions

- Livestock/Rodeo use zones

- Facilities conditions and future use potential

Proposed Facility List

The first part of the programming process was to develop a listing of existing and proposed

facilities – based on the data generated 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.

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 not only 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 used is to develop opportunities and constraints diagrams based upon information obtained, and compare the multi-purpose layouts for the various functions. For this project we developed eight alternative Site Use Concepts (also called layout options or use-zones) describing building enhancements and

Master Plan Approach

proposed new facilities; these included scaled site plans describing new and existing facilities.

County Council Presentation: December 10, 2013

On December 10, 2013, our team presented the initial phase findings of our study. The initial elements presented included the Market Demand Study and the Facility Conditions Analysis. The Market Study proposed a future program for the fairgrounds with recommended sizing of the proposed elements. Using the conditions information, the market study, and the proposed program with sizing a series of eight Site Use Concept graphics were created and presented at this meeting as well. No decisions were made as a second meeting was set-up to inform newly elected members who were not present for this session.

County Council Presentation: January 28, 2014

The team represented the Council presentation given on December 10, 2013. The goal set forth was to gather feedback to accept the Market Demand Study findings and to further narrow the concepts toward a final idea which would become the impetus of development for the final Fairgrounds Master Plan. During this visit a presentation was also given to the Fair Board.

County Council Presentation: April 8, 2014

Another meeting with the Snohomish County Council was scheduled. At this visit we presented a preliminary Initial Phase Plan

and Long Range Plan. The Initial Phase Plan represented a phase 1 set of ideas and the Long Range Plan represented a phase 2 set of ideas. Along with these graphics associated construction costs were presented and a narrative of the proposed ideas was formulated to discuss both diagrams. The same presentation was also given to the Fair Board.

Conceptual Costs

We compiled a magnitude of cost data for all alternatives. The Final refined facilities plan included descriptions as well as cost and phasing data (the project was divided into three phases). We discussed new programs, new ideas, and alternative layouts for various uses and events.

Financial Feasibility and Funding Analysis

Refinements to the market demand analysis and projections of the financial feasibility of the Proposed Facilities were prepared in this phase of the study. In this section, the financial aspects of operating and marketing the facility, facility rental charges and a look ahead projection of operating results were prepared. This information is summarized and presented in a fully documented report along with our recommendations.

Develop Refined Concept Design

Updates to the existing budget cost estimate to include demolition, renovation, relocations, new construction, testing, surveys, design fees, and contingencies.

We provided Detail on the following:

- Site improvements.
- Buildings and structures.
- Character enhancements

Develop Project Phasing

Show proposed project phasing for all items indicated in the Final Master Plan in relation to Final Financial Analysis.

County Council Presentation: June 10, 2014

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

We also reviewed the refined concept plan, budget cost estimates, and project phasing with the Fair Board, we then began our final preparation of the final plan documents for public review and this document.

Evergreen Status Update September 23, 2013

Memorandum

To: Evergreen State Fairgrounds
From: K/O Fairground Planners
Date: September 23, 2013
Re: Status Update – Evergreen State Fairgrounds Master Plan

This memo serves as a status update of our facility assessment and initial market research associated with the master plan for the Evergreen State Fairgrounds (Fairgrounds). Facility design, staffing, marketing and operations are tied to the future usage that facilities are anticipated to accommodate. As such, the market demand analysis is an important element in evaluating and prioritizing future improvements and developing an appropriate business plan for the Fairgrounds. The following summarizes our preliminary findings to date and outlines our next steps.

Purpose of the Study

The purpose of the study effort is to prepare a fairgrounds master plan that encourages innovation, fiscal and environmental sustainability and the creation of public spaces to assist the County in its future planning efforts. Important factors to be addressed in the study effort are to assess organizational, management and operating structures; identify market supportable events, activities and uses for the Fairgrounds; recommend facility needs and priorities to successfully attract and retain the recommended events, activities and uses; and

assess the long-term financial viability of operating the Fairgrounds subsequent to enhancing and improving its facilities, structures and infrastructures.

Work Plan

The following tasks have been completed:

- Conducted interviews and/or work sessions with key stakeholders including Fairgrounds staff, Fair Advisory Board members, and management of the Evergreen Speedway.
- Reviewed previous studies and documentation related to the Fairgrounds.
- Reviewed historical Fairgrounds operating data including major third party agreements.
- Analyzed select market attributes including demographic/economic data; employment base; accessibility; tourism statistics; seasonality issues; and area attractions that may impact future demand for the Fairgrounds.
- Analyzed Washington 4-H participation trends over the past five years.
- Conducted interviews with past and potential equestrian event promoters. Interviews with agricultural groups and consumer show producers are on-going.
- Obtained programmatic and operating data on competitive/comparable complexes in the Pacific Northwest.

The following outlines general evaluation criteria that will guide our recommendations for future new or enhanced facilities:

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- Market demand opportunities
- Complementary use with existing Fairgrounds facilities
- Ability to serve multiple demand segments
- Revenue generation potential
- Ability to draw new visitor segments during shoulder season(s)
- Economic/fiscal impact potential
- Preliminary order of magnitude cost/benefit

Market Attributes

- Population serves as a base from which events at the Fairgrounds draw attendance and other forms of support. Snohomish County, which serves as the primary market for many activities at the Fairgrounds, has a population approximately 734,000 which represents more than 10% of that for the State. The Seattle-Tacoma-Bellevue metropolitan area and broader media market provide a significantly larger population base from which to draw for major events. Both the County and the surrounding area are projected to experience minimal growth over the next five years.
- The area's ethnically diverse population base, particularly the Hispanic/Latino and Asian segment, provides an opportunity to host unique food, cultural/heritage, and music festivals at the Fairgrounds.
- Income offers a broad measurement of spending potential for a specific population because it indicates the general ability of individuals or households to purchase a variety of goods and services including admission to events and participation in various competitive activities. Median household income in

both Snohomish County and the Seattle-Tacoma-Bellevue metropolitan area is approximately \$65,000 which is significantly higher than that for the State (\$56,800) and the U.S. (\$49,300).

- More than 50% of the population in the County and the surrounding area is between the ages of 18 and 54 years old which is a popular target market for expositions, concerts, rodeos, festivals and other spectator events. Approximately 24% of the County's population base is under 18 years old which is the primary age range for 4-H activity.
- A broad workforce distribution helps lessen a community's dependency on support from any one single industry segment. Employment diversification also helps a local economy withstand economic downturns due to dependency upon one industry; should one industry fail, there are others upon which the local economy can rely. In addition, advertising and sponsorship opportunities can be impacted by the area employment base. Snohomish County's employment base is dominated by manufacturing; aerospace; trade, transportation and utilities; and government which, in aggregate, comprise approximately 63% of total jobs. In addition, Boeing Co. accounts for nearly 50% of total jobs in Snohomish County.
- The unemployment rate in Snohomish County (4.9%) is lower than that for the State of Washington (6.9%) and the U.S. (7.3%).
- The location and accessibility of the Fairgrounds relative to the population base and other target markets can impact its marketability for certain types of events. Highway accessibility is primarily provided by U.S. Highway 2 providing direct access to Everett

Evergreen Status Update September 23, 2013

to the northwest and access to State Road 502 linking Interstate 405 to Bellevue and Seattle.

- Climate plays a factor in the marketability of outdoor venues. Monroe experiences the least amount of rainfall between April and September. Providing covered and improved indoor venues can enhance the overall competitiveness and broaden event activity at the Fairgrounds during the rainier season.

Competitive Environment

One issue to consider when evaluating proposed enhancements to the Fairgrounds is the existing supply of area facilities. Facility size, program elements, configuration, geographic location, age, market focus and date availability impact how competitive or complementary area facilities are to existing and planned facilities at the Fairgrounds.

- There are a variety of fairgrounds in the State of Washington, Oregon, and southern British Columbia.
- The Fairgrounds is one of the largest in terms of total acreage in the State.
- Most area complexes offer at least one indoor arena with seating and several offer outdoor stadiums for rodeos and other entertainment events.
- The supply of permanent stalls at the Fairgrounds is among the largest in the State.
- Many competitive facilities offer full-service kitchens to supply concessions for the entire complex.
- Concessions are typically provided by a third party while catering is allowed by using a list of preferred providers.

- Most area facilities offer some amount of indoor, divisible, climate-controlled space that can be used for various meetings and social functions with setup configurations available for classroom, theater, banquet, or reception style.

Potential Market Segments

One of the objectives of the master plan is to expand non-Fair activity related revenues. As such, interviews/surveys were conducted with past and potential Fairgrounds' equestrian show managers, agricultural event planners, and consumer show producers to assess the strengths, challenges, opportunities and threats of the Fairgrounds and its location relative to each market segment.

Live Entertainment in Event Center and/or an Outdoor Amphitheater

- Consolidation of venues and live entertainment combined with economic pressures on ticket buyers has created a very competitive environment for attracting concerts and festivals.
- The Event Center's capacity makes it competitive with casinos offering smaller sized clubs for entertainment acts, often offered free of charge to promote casino attendance.
- There are several indoor arenas within the media market that accommodate a range of seating capacities, are located in closer proximity to the population base, and/or provide more modern amenities for live entertainment acts (i.e., fixed seating, concourses, VIP areas, dressing rooms, etc.).

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- Amphitheaters are focused in the types of event activity that typically tour and usage is relatively cyclic and extremely dependent on the types and number of acts that tour in any given year.
- The area's typical rainy season limits potential outdoor entertainment activity and could make some events non-profitable given the risk of bad weather.

Equine Activity

- Many State and regional equestrian shows have experienced reductions in their participants due to gasoline price increases as well as general economic conditions negatively impacting disposable incomes and the ability to own and show horses.
- Overall facility rental cost and accessibility to participants are the primary factors driving site selection.
- Representatives of shows not currently held at the Fairgrounds cited Speedway noise during their competitions as the primary reason. Discussions with Speedway management indicated there is potential to communicate the schedules of larger equestrian competitions in advance and coordinate for non-race activity to take place at the Speedway during those times whenever feasible
- Footing quality and desire for covered warm-up arena are the primary complaints of existing equestrian users at the Fairgrounds.
- Existing users also prefer the ability to utilize motorized carts, scooters, etc. to move throughout the complex within certain boundaries.
- Representatives at several major regional shows indicated they are unlikely to choose the Fairgrounds if their membership includes States south of Oregon

due to the increased drive distance for these participants.

- While making improvements to the equestrian center such as enhanced footing, drainage, and/or covering arenas and bleacher seating to protect attendees from the elements are desirable from the users' perspective; the economic conditions of the overall equine industry suggest significant costs would be difficult to recover from a revenue perspective.

Agricultural Activity

- Interviews with various agricultural organizations are on-going.

Consumer Shows/Expositions

- Interviews with promoters of consumer shows/expositions are on-going.

Facility Assessment

The following outlines initial observations regarding existing program elements and supporting infrastructure at the Fairgrounds from a marketability perspective.

- There is a need for an improved flow of pedestrian, vehicle, and animal traffic throughout the Fairgrounds complex.
- Directional signage along Highway 2 as well as throughout the complex should be improved and uniform with an Evergreen State Fair brand.
- The new event center is not well-ventilated or efficient for climate control.
- Food service capabilities throughout the complex are limited.

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- Many of the agricultural buildings are antiquated, have leaking roofs and are in need of significant repair or replacement.
- Some restrooms are in need of significant upgrades.
- Grass recreational vehicles (RVs) and vehicle parking can be muddy during rainy season which was viewed as a negative by user groups.
- Improvements should be made to enhance various ancillary revenue streams including:
 - Technology (e.g., WiFi access throughout complex)
 - Food/beverage sales and service
 - Parking (grass lots can be muddy during rainy season, Speedway users are charged for parking but Fairgrounds users are not - could be mitigated with appropriate signage/access points)
 - RV lot improvements – specifically RV hook-ups should be upgraded to include full-service (i.e., electric, water, and sewer) utility access and better angled parking for ingress/egress
- The Speedway track needs resurfacing, the grandstands need upgrades, enhanced safety improvements (e.g., handrails, etc.).
- The overall security in buildings and throughout complex could be improved to address concerns that the Fairgrounds is open and accessible.
- New or improved buildings should maintain the agricultural/rural feel in aesthetics but offer modern amenities and efficiencies to support the long-term objectives for the Fairgrounds.

Summary of Preliminary Observations

The next page illustrates a chart based on the primary and secondary market research conducted to date, the following summarizes common themes related to general market strengths and challenges of the current Fairgrounds property:

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Strengths/Opportunities	Challenges/Threats
<ul style="list-style-type: none"> • Significant population base in broader media market • Relatively strong income characteristics and lower unemployment than State or U.S. • County is ranked among top in State and U.S. in terms of 4-H participants • Ethnic diversity present opportunities for food, heritage, and/or music festivals • Area wineries and micro-breweries represent opportunities for themed festivals • Equestrian complex amenities • Community meeting and social functions • Agriculture related conventions/tradeshows • State/regional animal shows/competitions • Enhanced museum to foster agriculture education • Weekly farmer's market 	<ul style="list-style-type: none"> • Immediate site access can be congested • Vehicular, pedestrian, and animal traffic flow throughout site • Security of individual zones and overall complex • Signage leading to and within site • Rainy season limits outdoor activity during those months • Supply of competitive venues throughout Washington and Oregon • Overall live entertainment industry conditions have made it harder to make a financial return on this type of activity • Supply of indoor and outdoor

<ul style="list-style-type: none"> • and/or community garden • Summer and/or school holiday youth agriculture-themed camps 	<p>concert venues including casinos</p> <ul style="list-style-type: none"> • Lack of sufficient full-service kitchen to accommodate entire site • Some RV sites lack full-service hookups • Lack of higher end, flexible indoor space for meetings/banquets • Lack of supporting infrastructure for larger events drawing out-of-town attendees (i.e., hotels, restaurants, retail, etc.) • Speedway noise during other events • Economic conditions negatively impacting the equestrian industry
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Next Steps

Remaining research tasks in this phase of work to be completed include:

- Completing interviews with agricultural users and consumer show/exposition producers.
- Analyzing competitive/comparable fairgrounds rental rates, usage and financial operations.
- Recommending renovation, reuse, and/or new program element developments from both a marketability and physical facility assessment perspective.
- Summarizing findings in a written report and conduct a work session with the core client group.

If you have any questions regarding this memo or require any additional information, please do not hesitate to contact us.

Evergreen Status Update December 10, 2013

Memorandum

To: Evergreen State Fairgrounds
From: K/O Fairground Planners
Date: December 10, 2013
Re: Status Update – Evergreen State Fairgrounds Master Plan

We have been working to complete Phase 1 of our services under contract for the Master Planning of the Evergreen State Fairgrounds. You have been sent in advance several materials in regard to this effort. The materials provided and our PowerPoint focus on the following five areas:

- Market Analysis and Demand Study
- Facilities Inventory and Site Analysis
- Programming and Space Use Needs
- Site Use Concepts/Needs
- Equestrian Evaluation

We need your assistance in order to continue moving forward. You will need to decide if the elements presented are items you wish us to continue developing. If there are any elements that the Council feels strongly about either for or against we need to make sure we receive that input. We will need this input as soon as is reasonable to keep on track.

We need direction on a site use layout and/or elements from various layouts that Council wishes to see further developed.

We need direction on the various elements of the Market Demand Study so we can further develop a Financial Analysis around them.

Looking Ahead our schedule is as follows:
We are under contract to complete two more phases of work in regard to this assignment which will include two more presentations to this Council based on future meeting times for Operations Committee.

Work scope for the next two Phases:

Phase 2 -	Conceptual Site Plan Presentation Proposed Buildings Equestrian Area Concepts Financial Feasibility Analysis
Phase 3 -	Presentation of Final or Near-Final Master Plan Presentation of Costs based on Final Plan Finalize Market and Financial Analysis Develop Realistic Phasing of Plan based on Budgets and Anticipated Revenues

Thank you in advance for your input.

Conditions Analysis Approach

Facility Conditions Analysis

One of the early steps involved in any functional master plan is to inventory and understand the existing conditions of the given infrastructure. Armed with this information one ensures that all future market based decisions are supported or improvements to the existing facilities must take place.

Process

On the next several pages we prepared base maps and ranked all of the facility and site information gathered in matrix and narrative form.

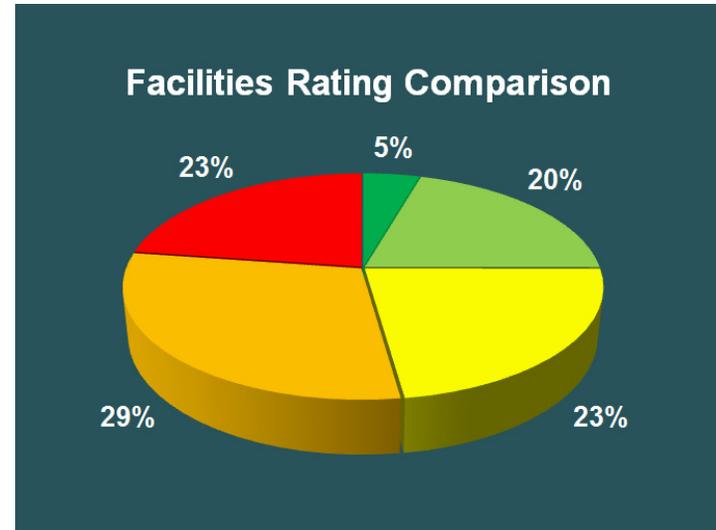
The following were reviewed: zoning, airport flyover zones, county/city limits, transportation, county comprehensive plan and other related information available, a site survey and other legal documents affecting the site.

We analyzed the following off-site factors:

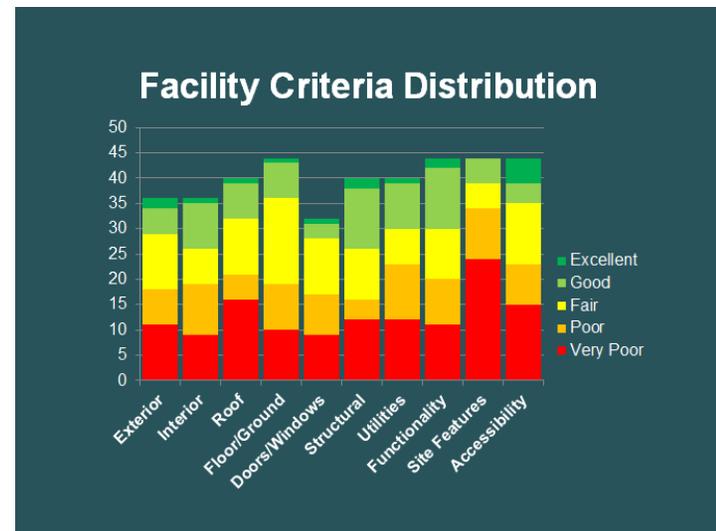
Land use / Expansion capability, Vehicular access, Property ownership, Adjacent development, Zoning, Utility locations, Neighborhood relation issues, and Comprehensive plan implications

We analyzed the following on-site factors:

Vehicular circulation and parking, Pedestrian circulation, Topography, Applicable zoning restrictions, Site layout axis, Wetlands and sensitive environmental areas, Views and vistas, Areas of vegetation, Utility conditions, Livestock/Rodeo use zones, and Facilities conditions and future use potential



Facility Conditions – Criteria Magnitude



Facility Conditions – Criteria Distribution

Conditions Analysis Approach

Conditions Analysis Approach

Over 50 Facilities were reviewed – 44 contributing
 10 Base Level Evaluation Criteria were used:

- Exterior Walls
- Interior/Finishes
- Roof
- Floor or Ground
- Doors/Windows
- Structural System
- Utilities
- Functionality
- Site Features
- Accessibility

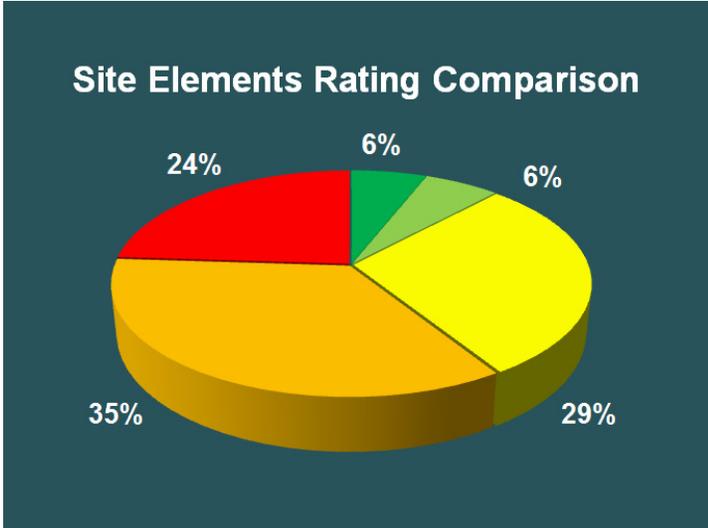
The 195 Acre Site was Divided into 17 Unique Review Areas

Grading Criteria

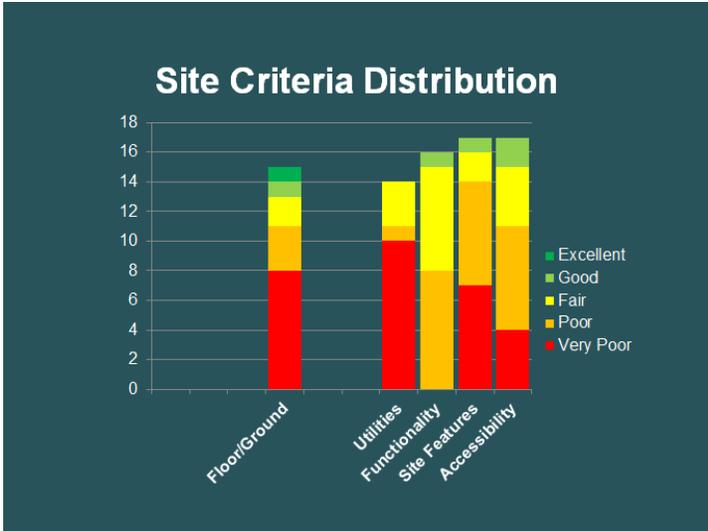
Conditions were reviewed using a 5 point grading system (see Assessment Summary after next few pages):

- 1 = Very Poor (in need of replacement)
- 2 = Poor (heavy deterioration)
- 3 = Fair (average deterioration)
- 4 = Good (weathered minimal deterioration)
- 5 = Excellent (new or recently repaired)

The score of each of the 10 Base Level items were averaged to determine overall item rating.
 The ratings were also each assigned a color for graphic purposes (green = excellent, light green = good, yellow = fair, orange = poor, red = very poor)



Site Conditions – Criteria Magnitude

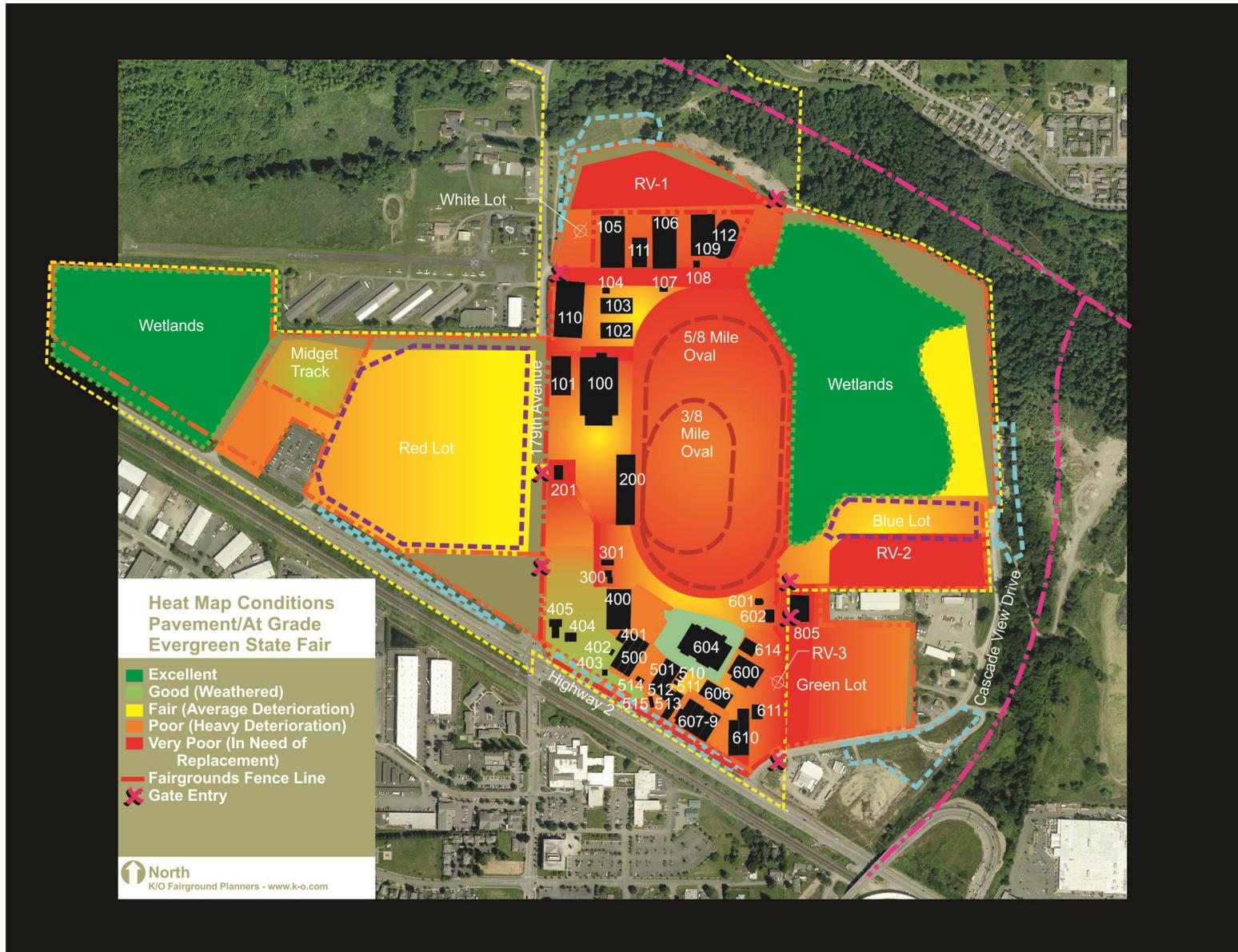


Site Conditions – Criteria Distribution

Heat Map – Built Conditions



Heat Map – Pavement at Grade



Facility Condition Assessment Summary

The Following Buildings are not considered significant contributors to the Development of the Evergreen State Fair Master Plan and thus their evaluations were not included as part of this Study: 302, 303, 304, 408, 502, 503, 504, 613. Other ancillary unnumbered structures might not be identified as well.

Evergreen State Fair Site and Building Condition Assessment Summary

Building Number and Name	Average Condition Total	Area (Square Feet or Acres in Site Items)	Year Built	Exterior Walls	Interior/Finishes	Roof	Floor/Ground	Doors/Windows	Structural System	Utilities	Functionality	Site Features	Accessibility
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Equestrian Park Buildings													
100 Arena	2.80	57,000	1970	3	2.5	3	3	3	4	2.5	3	2	2
101 Covered Arena	3.14	20,000	1991	NA	NA	4	2	NA	4	2	4	4	2
102 Horse Barn	1.60	13,000	1970	1	1	1	3	1	3	1	3	0	2
103 Horse Barn	1.60	13,000	1970	1	1	1	3	1	3	1	3	0	2
104 Restrooms	1.00	924	1983	2	2	1	1	1	1	1	1	0	0
105 Horse Barn	3.05	30,900	1984	3.5	3	3	4	3	4	2	4	1	3
106 Horse Barn	2.85	30,900	1984	3.5	3	3	2	3	4	2	4	1	3
107 Residence	1.00	960	1970	1	1	1	2	1	2	1	1	0	0
108 Restrooms	0.90	952	1985	1	2	1	1	1	1	1	1	0	0
109 Outdoor Ring	2.00	28,000	NA	NA	NA	NA	1	NA	NA	NA	2	2	3
110 Outdoor Ring	2.00	33,000	NA	NA	NA	NA	1	NA	NA	NA	2	2	3
111 Outdoor Ring	2.00	13,000	NA	NA	NA	NA	1	NA	NA	NA	2	2	3
112 Practice Arena	2.00	17,800	NA	NA	NA	NA	1	NA	NA	NA	2	2	3

Facility Condition Assessment Summary

Evergreen State Fair Site and Building Condition Assessment Summary

Building Number and Name	Average Condition Total	Area (Square Feet or Acres in Site Items)	Year Built	Exterior Walls	Interior/Finishes	Roof	Floor/Ground	Doors/Windows	Structural System	Utilities	Functionality	Site Features	Accessibility
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Performance, Exhibit and Commercial Buildings													
200 Grandstand	2.00	27,000	1967	2	2	3	2	2	2	2	3	1	1
400 Commercial Building	0.65	24,000	1948	0	1	1	1	1	0.5	1	0	0	1
401 Restrooms	2.00	1,952	1975	3	2	1	2	2	3	2	1	3	1
402 Shannahan Cabin	2.75	420	1900	3	3	2.5	2	3	3	3	3	3	2
403 VIP Cabin	3.40	768	1980	4	4	3	3	4	4	4	4	4	0
404 Indian Longhouse	3.60	2,400	1984	3	4	3	4	3	4	4	4	3	4
405 Admin Building	3.70	4,000	1988	3	4	4	4	3	4	4	4	3	4
500 Display Hall	1.60	21,600	1948	1.5	2	1	2.5	2	1	2	2	1	1
501 4-H Building	1.45	15,000	1948	1.5	2	1	1	2	1	2	2	1	1
510 Restrooms	2.95	2,014	1974	3	4	3	4	2	2	3.5	3	1	4
514 Courtyard Stage	0.95	896	1979	1	1	1	1	1	1	0.5	3	0	0
515 Ribbon Trailer	1.00	1,300	1984	1	1	1	2	1	1	2	1	0	0
611 Western Museum	3.60	2,300	1988	4	4	4	4	4	4	4	4	2	2

Facility Condition Assessment Summary

Evergreen State Fair Site and Building Condition Assessment Summary

Building Number and Name	Average Condition Total	Area (Square Feet or Acres in Site Items)	Year Built	Exterior Walls	Interior/Finishes	Roof	Floor/Ground	Doors/Windows	Structural System	Utilities	Functionality	Site Features	Accessibility
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Animal Buildings													
511 FFA Office	2.60	560	1995	3	3	4	3	3	3	3	4	0	0
512 Swine Arena	3.00	2,200	1974	NA	NA	4	3	NA	4	3	3	2	2
513 Swine Barn	1.80	6,200	1989	1.5	2	1.5	3.5	1.5	3	1	2	1	1
600 Beef Barn	3.10	15,800	1985	3	3	2	3	3	4	3	4	2	4
604 Exhibit Building	4.85	36,200	2011	5	5	5	5	5	5	5	4.5	4	5
606 Judging Arena	2.57	13,000	1974	NA	NA	2	3	NA	3	2	3	2	3
607 Sheep Barn	0.83	13,050	1948	0	0	0	3	NA	1	0.5	0	0	3
608 Goat Barn	0.83	8,120	1973	0	0	0	3	NA	1	0.5	0	0	3
609 Goat Barn	0.83	6,450	1948	0	0	0	3	NA	1	0.5	0	0	3
610 Dairy Barn	1.50	18,000	1948	1	2	2	2	2	1	2	0	0	3
614 Beef Judging Arena	1.71	5,000	1990	NA	NA	1	3	NA	2	2	2	0	2

Facility Condition Assessment Summary

Evergreen State Fair Site and Building Condition Assessment Summary

Building Number and Name	Average Condition Total	Area (Square Feet or Acres in Site Items)	Year Built	Exterior Walls	Interior/Finishes	Roof	Floor/Ground	Doors/Windows	Structural System	Utilities	Functionality	Site Features	Accessibility
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Public Service Buildings

201 Entrance Tunnels	3.33	2,500	1984	4	4	4	3	NA	4	3	3	0	5
201 Red Entry Gate	3.50	3,300	1984	3	4	3	2	3	3	4	4	4	5

Public Service Buildings Continued

300 Speedway Office	2.30	1,924	1948	3	2	2	3	3	3	3	2	2	0
301 Restrooms	4.40	1,260	2001	5	4	4	4	4	5	4	5	4	5
601 Restrooms	1.00	952	1985	2	2	1	1	1	1	1	1	0	0
602 Blue Entry Gate	3.50	2,835	1984	3	4	3	3	3	3	4	4	3	5
805 Maintenance	2.80	14,000	1985	2	3	3	3	2	4	4	4	0	3

Site Conditions

Red Lot	2.80	28	NA	NA	NA	NA	3	NA	NA	1	4	2	4
Green Lot	1.00	8	NA	NA	NA	NA	1	NA	NA	0	2	0	2
Blue Lot	1.60	4	NA	NA	NA	NA	1	NA	NA	1	2	2	2

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Site Conditions Continued													
White Lot	1.80	2	NA	NA	NA	NA	1	NA	NA	1	3	2	2
Livestock Pavement	1.40	17	NA	NA	NA	NA	1	NA	NA	1	3	0	2
Administration/Midway Pavement	2.80	7	NA	NA	NA	NA	3	NA	NA	3	3	3	2
Equestrian Pavement	1.40	16	NA	NA	NA	NA	1	NA	NA	1	3	0	2
RV-1	0.80	6	NA	NA	NA	NA	1	NA	NA	1	2	0	0
RV-2	1.00	6	NA	NA	NA	NA	2	NA	NA	1	2	0	0
RV-3	1.00	1	NA	NA	NA	NA	1	NA	NA	1	2	0	1
Speedway	1.40	20	NA	NA	NA	NA	1	NA	NA	1	2	2	1
Perimeter Fence	2.00	NA	3	0	3								
Midget Track	3.30	3	NA	4	3	4	4	4	4	2	3	3	2
Wetlands	4.33	45	NA	NA	NA	NA	5	NA	NA	NA	NA	4	4
General Landscaping	2.33	NA	2	2	3								
Maintenance Shop Area	2.60	1	NA	NA	NA	NA	2	NA	NA	3	3	2	3
Miscellaneous	2.40	21	NA	NA	NA	NA	2	NA	NA	3	2	2	3

Existing Facilities

100 The Arena

This building is a 57,000 square foot concrete foundation and steel-framed riding arena built in 1970. With a capacity of 3,800 people, the Arena is used primarily for equestrian activities throughout the year. It is showing its age and several updates are needed starting with basic accessibility needs – compliance with local building codes, ADA, and exiting requirements are a must. Beyond life/safety improvements new brighter lighting could be added. A fresh coat of light paint on the interior walls and ceiling would be money well spent. Several of the seats are in disrepair and in need of replacement. The exterior is drab in appearance as something should be done to protect the exposed fireproofing from continuing to delaminate from the structure. See equestrian specific comments for additional needs.



101 Covered Arena

The 20,000 square foot steel frame Covered Arena is was built in 1991. As with most arenas of this style, it has open sidewalls and a metal roof. Located just west of the Arena, the Covered Arena lacks adequate lighting for evening activities and covered seating for patrons. Side bleacher seating should be covered from weather and increased almost four fold. Other updates could be an enhanced audio system and translucent sidewalls on the clerestory roof to prevent weather from entering the arena during performances. The footing within arena should be replaced as it is worn out and does not provide good traction. Overall it is a very useful and nice facility that compliments the horse park well. See equestrian specific comments for additional needs.



Existing Facilities

102 & 103 Horse Barns

Both in almost identical condition these two 13,000 square foot metal structures are located just north of the Arena and west of the race track. Built in 1970, each barn contains 60 animal stalls. The barns have low ceilings, limited access to natural light, insufficient power options, and poor ventilation. Worn metal panels on the exterior and few locations for electrical outlets inside the barn highlight safety issues in need of improvement. Upon review exposed power panels and multiple power strips (with extension cords strung together) were visible throughout. These barns might be best suited by having their steel frames repurposed without sidewalls for use as covered arena structures in another section of the Horse Park. If removed they could be replaced with a much more efficiently laid out multi-purpose barn. See equestrian specific comments for additional needs.



104 Restrooms

This 924 square foot concrete block restroom station was constructed in 1983. It provides a necessary permanent cleaning and toilet facility in the horse park. The concrete structure is showing significant signs of wear and is in need of constant maintenance through painting and patching. The building as it sits does not meet accessibility guidelines and is in need of many updates and modernizations of finishes and fixtures. It is assumed due to its age that the hidden wood roof framing is in need of strengthening and repairs. This should be verified in further detail when a future roof replacement project is undertaken. If buildings 102 and 103 are rebuilt, restrooms should be included in the new structure. This would facilitate the demolition of building 104. See equestrian specific comments for additional needs.



Existing Facilities

105 & 106 Horse Barns

Both of these barns were constructed from the same floor plan in 1984. Horse barn 105 sits just west of 106 and both are located just north of horse barns 102 and 103, on the northern edge of the fairgrounds. These are both very nice examples of wood framed barn construction. The wood posts sit on top of concrete floors; the stalls in both barns vary slightly depending on where you are located but for the most part they are made of metal and wood panel systems. Abundant natural lighting fills the space, but light fixture improvements should be made. Inadequate hygienic walls surfaces are present in wash stalls and should be updated as well. Better access to power outlets and hiding of electrical panels for safety reasons is recommended. Some basic floor improvements (105 is better than 106) are required as well as roof repairs. A limited number of exterior wall panels should be fixed as well. See equestrian specific comments for additional needs.



107 Caretaker's Residence

Constructed in 1971 and containing 960 square feet this residence is well beyond its useful life. Repairs made to this structure are essentially throwing good money at a bad cause. Most likely this building was placed on site because of a need to quickly erect housing in a cost effective manner. These types of buildings should never be constructed with a long term use in mind. The siding, roof, doors, and windows need replaced. Typically on trailer types of buildings the walls are so thinly constructed that by the time any visible deterioration is detected extensive damage has already been done to the interior of the wall. Although it may not be apparently evident the structural system in building 107 more than likely should be replaced as well. Given the fact that the building is over 40 years old the electrical, plumbing and any mechanical systems should be replaced as well.



Existing Facilities

108 Restrooms

This 952 square foot concrete block restroom facility was constructed in 1985. Located in the far northeast corner of the equestrian park it provides a necessary shower and toilet location for exhibitors. Although the building is constructed of load bearing concrete block it is showing signs of wear and is in need of constant maintenance. The building is not insulated properly and is showing evidence of stress due to repeated cycles of freeze/thaw. The single pane windows and plastic clerestory glazing are only conduits for moisture intrusion and thus constant deterioration. The building does not meet current accessibility guidelines and is in need of many updates. It appears that the interior finishes were recently updated but these improvements will be short lived with the underlying problems present. By observation, the metal roof and roof framing are in need of strengthening and repairs. See equestrian specific comments for additional needs.



109, 110 and 111 Outdoor Arenas

Located throughout the fair's equestrian park, the outdoor rings consist of localized dirt with footing surfaces surrounded by white picket fences. They vary in size from Arena 110 at nearly 33,000 square feet, 109 at 28,000 square feet to 111 (the smallest) at 13,000 square feet. As a general comment all locations of fencing are in adequate condition and only need monitoring for routine maintenance. In all instances the footing is in need of repair and in most cases complete replacement. Standing water was observed somewhere in almost all arenas indicating that grading the base and proper slope should be addressed when footing is replaced. These are areas that are in need of constant monitoring and maintenance. If kept up or improved, these arenas could be one of the quickest ways to see increased revenue on the grounds. See equestrian specific comments for additional needs.



Existing Facilities

112 Practice Arena

This area lies to the east of Outdoor Arena 109 which is east of Horse Barn 106, in the northeast corner of the fairgrounds. The 17,800 square foot practice area, like the others on the grounds, consists of localized dirt for footing surfaces – and as with the other arenas, the footing is degraded and should be replaced. As this arena has limited fencing, it is used primarily for equine exercising. This arena is perfectly situated to supplement 109. Currently used as a lunging arena it suffers from the same problems that the other lunging arenas south of 105 and 106 do. As grading, footing, and standing water issues are addressed this arena should be combined with arena 109. If perimeter fencing was added to 112, both arenas could be reworked to form two very useable arenas. There is the possibility to install a removable fence between the two allowing for a single large outdoor venue. This would open up the horse park to other types of events. See equestrian specific comments for additional needs.



200 Grandstands

The Grandstand, built in 1967, seats 5,500 for the fair's motorsports events, outdoor entertainment, and concerts. Partially covered and located on the west side of the racetrack, the 27,000 square foot area underneath the stands is optimally situated to accommodate commercial vendors. This facility however, is in need of several updates/repairs. The exterior wall panels and roof have damage that needs addressed, while accessibility should be improved throughout. The concessions are not adequate to serve the level of dining experience required and should be replaced when the timing makes sense. Although the restrooms have had improvements recently, they are in need of a facelift. The interior is gloomy and in need of new finishes and lighting. The seating in the stands portion of the building should be upgraded to individual seats with backs.



201 Red Entry Gate and Entrance Tunnels

Two entrance tunnels greet patrons when they enter the fairgrounds from the Red parking Lot. The two tunnels total 2,500 square feet of covered space under 179th Avenue SE and are each formed from a section of corrugated steel drainage pipe. The tunnels lead walk-in traffic right to the Red Gate. Constructed in 1984 they are starting to show some age but still seem to be holding up as functional elements. Some modern lighting should be added and like anything structural they should be monitored regularly for deterioration or moisture damage. The entry gate element on the east side of the tunnels is made up of a single larger admissions building with walk-up ticket windows, and three separate smaller ticket booth buildings all under a single 3,300 square foot open air shelter structure. The wood framed shelter has a metal roof and was built in 1984. It is in fairly decent condition for its age but needs a coat of paint on all of its exposed wood. The roof appears to have a few years of life left but the lighting should be updated to have a brighter output. The largest hazard related to the ticket gate is the pavement. As an architectural feature the pavement was divided up into several 5'x5' squares of exposed aggregate pattern. Some of these 5'x5' panels of concrete have heaved and are starting to create a tripping hazard that should be repaired when needed and then monitored. This condition will only become worse with time, eventually resulting in a complete pavement replacement project.



Red Entry Gate



Entrance Tunnels

Existing Facilities

300 Speedway Office

The speedway office is two stories and with just over 1,924 square feet on the main level and 884 square feet on the upper level. The exterior is constructed of load bearing concrete block and requires constant maintenance of paint and patching. Like any concrete block structure it should be constantly monitored for movement fractures and freeze/thaw related damage. A contemporary HVAC system should be installed with new electrical updates made to the building to include power and lighting. Once that is complete, the windows should be replaced with an insulated glazing system. The interior layout is cut up and not very efficient for office use as well as both levels do not meet current code requirements for accessibility and exiting. The roof appears to be in at the end of its time and should be replaced soon.



301 Restrooms

This load bearing concrete block restroom was constructed in 2001, and contains 1,260 square feet. This is a very nice building and amenity centrally located in the middle of the grounds. It has an exposed wood frame structure supporting a standing seam metal roof. The translucent plastic clerestory is a nice touch to allow natural light into the building and the glass block on the side walls is a much nicer method of providing natural light than steel framed single glazed windows as found in other restrooms on the grounds. The plumbing fixtures are stainless steel, making them virtually bullet proof to damage and inadvertent vandalism. The power and lighting are up to date and with two exits per side, meets current code exiting. As this facility was constructed in 2001 it meets current accessibility guidelines.



Existing Facilities

400 Commercial Building

The Commercial Building, located on the south side of the fairgrounds, is found south of the grandstands. Constructed in 1948, the 22,000 square foot wooden structure hosts many commercial vendor exhibits during the fair. The columns of the wood structure are not spaced for adequate utilization and are showing their age. The concrete flooring is in terrible shape and should be replaced. The roof is leaking and has reached the end of its useful life. Electrical upgrades are also necessary. The doors, windows and exterior panels should all be replaced or repaired. Functionally, the concessions within the building should face inward and outward to take advantage of the same staff and fixtures for large events. Investment in toilet rooms, exterior/interior finishes, HVAC, and power would easily make this a year-round venue. However, given the extent of issues replacement of this structure should be considered.



401 Restrooms

This 1,952 square foot restroom facility was built in 1975 and consists of wood framing, wood siding and asphalt shingle roof. The layout of the fixtures in each side of the restroom should be rearranged to avoid embarrassing sightlines. The building is not necessarily in top condition and should have several updates made. If the structure is rebuilt, the main level should be lowered to place the building at grade to avoid the ramp at the entry. The interior finishes are in need of updates and fixtures similar to those found in building 301 should be used. As building 401 is in an odd location between two other structures on the grounds, it would make sense to consider relocating its functions to the interior of buildings 400 or 500, if either or both are ever rebuilt. This building also needs updated ventilation and accessibility. The lobby space, although a nice touch, is an inefficient use of space when enclosed space on the grounds is a premium.



Existing Facilities

402 Shannahan Cabin

The Shannahan Cabin was built in 1900 and is of log construction. At 420 square feet the structure is primarily used as an example of a historic log cabin that might have existed at turn of the century in Snohomish County. There is evidence of moisture damage on the interior at the underside of the roof and along the walls. This may be from previous problems now solved or it could be from current issues. The windows and doors appear in decent condition. The wood shake roof appears to be curling and cracking and within 5-10 years of the end of its life. Given its limited use, repair of these issues may not be a top priority of the fair. However, the fact that this building is a historic structure means continuous monitoring is important or this resource will eventually be lost to time and weather.



403 VIP Cabin

The VIP Cabin is only 768 square feet and was constructed in 1980. This is a pseudo log cabin structure utilized for meetings and possibly very small group banquets. It has modern power and heat. The interior contains a small kitchen and toilet room. Interior finishes are in decent condition and in need of minimal repair, only monitoring and continual upkeep. The exterior siding is in good condition but needs to be treated to protect it from the elements. The roof is either a clay tile or faux clay tile shingle. No matter what the product, it appears to be in good condition and not in need of any repairs at this time. Several roof penetrations exist on the roof and given the age of the structure these should be checked for integrity to avoid any future problems with moisture infiltration. The only downside to this facility is that due to its raised main level, the building is not accessible without a ramp.



Existing Facilities

404 Indian Longhouse

The longhouse, located in the southwest corner of the fairgrounds adjacent the fair administration building, provides a valuable meeting place with an in-house kitchen facility providing banquet capabilities for small groups. The clear span wood structure was built in 1984 and has an area of 2,400 square feet. This building appears to be in very good condition on the interior and is adequate for any number of future uses. The exterior is showing some signs of age and in need of some attention. The vertical wood siding is weathered, showing early signs of dry rot, and should be treated to prevent further deterioration. The shake roof has about 5+ years of life remaining as does the associated rake, fascia, and gutter systems.



405 Administration Building

Constructed in 1988, the fair administration building has an area of just over 4,000 square feet and is located in the southwest corner of the grounds adjacent the Indian Longhouse, at the south end of the main parking lot off of 179th Avenue SE. The office offers adequate accessibility for employees and the public at large. The wood siding exterior and metal roof are in good condition and in need of monitoring and maintenance as time moves forward. The interior finishes are in decent condition for the age of the structure and will need replaced only as they wear out. The electrical system seems adequate, as do the through wall HVAC units, which seem to serve the purpose as designed. However, if any updates are in the future, it might make sense to move to a more efficient ducted HVAC system.



Existing Facilities

500 Display Hall

Built in 1948, this 21,000 square foot wood framed structure is located just east of the Shannahan and VIP cabins on the fairgrounds southern edge. This building is showing its age and should either be replaced or a significant effort should be made to preserve it. The exterior metal wall and roof panels show considerable damage and should be replaced where worn. The sliding doors do not meet required accessible exiting guidelines and should eventually be supplemented with swinging man doors. For better off season utilization, the HVAC should consider being added to, to help with greater air flow. This would also necessitate a complete update of the electrical system to bring the building up to current codes. Direct enclosed access to building 401 or having restrooms accessible inside the building would make this a desirable off-season rental facility as well.



501 4-H Building

Constructed in 1948, building 501 houses most of the 4-H displays during the fair. The metal clad building is supported by a wood frame sitting atop concrete foundations with concrete floors containing just over 15,000 square feet. Although in poor condition, the kitchen, bath and laundry facilities are present for 4-H members to utilize. The litany of problems associated with this building parallel building 500 almost exactly. A majority of the walls, roof, doors and windows are in need of replacement. Accessibility is a concern that should be addressed from a usability and code standpoint. If long term year round use is desired, the addition of an all building HVAC system and the eventual updating of the electrical within the building should be made a priority. As a large exhibit structure, the addition of internal toilet facilities or direct connection to nearby building 510 should be considered.



Existing Facilities

510 Restroom

This 1,700 square foot concrete block structure was constructed in 1974 and is located just north of the swine area and adjacent to building 501. Originally an FFA display building, it has been repurposed into a contemporary set of toilet rooms. This building appears adequate as is and is in need of very few updates. The roof appears about halfway through its useful life. The open rafter tails could present future problems as an opportunity for moisture infiltration from the roof edge. To remedy this, consideration should be given to install a gutter/downspout system along the eave edges of the roof. The continuous plastic clerestory glazing, although a nice feature, is held in with a single trim tab, placing the integrity of the entire system in jeopardy if any one portion of the trim deteriorates from weather, unless maintained over time. To use year round, the addition of an HVAC should be studied.



511 FFA Office

This 560 square foot structure was erected in 2001. Constructed as an onsite office for the FFA, it is a metal panelized building situated on a concrete slab foundation. This type of building is typically built to be a temporary storage structure, but functions very nicely as it is programmed and fits in with the current fairground aesthetic. It has a metal roof, metal doors and windows. As it is fairly new it probably has adequate power and lighting. From the looks of the structure it might make sense to add supplemental ventilation or an HVAC system for year-round use. It would make sense to incorporate the function of this building into a new exhibit structure or building 501 if ever restored or rebuilt. This building is still in good condition and would be very easy to relocate as needed to accommodate any new planning concepts or programming on the grounds.



Existing Facilities

512 Swine Arena & 513 Swine Barn

The wood framed 2,900 square foot Swine Arena, built in 1989, is in decent condition for its age. A continued effort to monitor the state of the roof and wood columns should be developed with repairs provided as needed. On the other hand, the 1974 Swine barn is in rough condition on the exterior. The 6,400 square foot structure is wood framed with a metal roof and wood siding. The wood siding is deteriorated beyond its years and should be replaced. It is well lit however; additional lighting would make sense and better access to electrical could be developed. The P/A system is adequate but should be updated. Additional ventilation and/or conditioned air need to be added to the space. This is one of a series of single use barns on the south grounds that could be better laid out if it had shared services and a different clear-span structural system.



514 Courtyard Stage

At 896 square feet, the courtyard stage was built in 1979 and stands in the middle of the south portion of the grounds between Display Hall and the 4-H Buildings. The structure contains a small stage for outdoor performances with contained changing rooms back stage. The steel and wood framed structure is showing its age and should be up for replacement soon. The exterior wood siding and metal roof need repaired. Functionally, the stage itself is too small for most multi-person acts that the fair would wish to attract to its event. Backstage should be expanded as well – it should include restrooms, a shower, and a larger changing room. If these improvements are made more power and lighting should be brought in. Some acts have sound boards thus provisions should be made to run a remote connection out into the middle of the audience. Permanent seating for patrons should be added with the current seating area expanded.



Existing Facilities

515 Ribbon Trailer

This structure at 1,344 square foot was erected in 1984 and stands just behind the 4-H Building. At first glance it appears in passable condition but after closer evaluation it is apparent that it is nearing the end of its useful life. This building was placed on site because of a need to quickly erect office space behind the 4-H building in a cost effective manner. The siding, roof, doors, and windows need repaired or replaced. Most likely since visible deterioration is detected on the exterior, extensive damage has already been done to the hidden portions of the walls and floor. The enclosed crawl space under this building may have caused more harm than good. What was good at keeping out animal and plant infestations was also good at trapping in moisture. Functionally, the building is poorly located as space is at a premium behind the barns for loading and unloading. If given the opportunity, building 515 should be removed or relocated.



600 Beef Barn

The 1985, 15,800 square feet Beef Barn is located just east of building 604, the new Exhibition Building. The wood framed, steel sided and roofed barn is in decent condition for its age but does show signs of wear. Evidence of moisture infiltration was seen from the underside of the roof. This building is perfectly located to serve as overflow expansion to building 604. To facilitate this several upgrades would be necessary. There should be upgrades to restrooms, increased access to power and improved lighting. The walls should be insulated and a commercially acceptable interior finish should be installed. The addition of HVAC and additional man doors are also necessary improvements. The concrete floor should be examined and restored for continued use, or replacement should be highly considered. The functionality between the two structures could be greatly improved with the addition of a connecting link building.



Existing Facilities

601 Restrooms

This concrete block restroom was constructed in 1985. Located near the Blue Entry Gate, this 952 square foot facility was built at the same time as building 108 using the same floor plan. Thus, the problems associated with these two facilities almost mirror each other. This building is constructed of load bearing concrete block and is showing signs of wear. The single pane windows and plastic clerestory glazing are only conduits for moisture intrusion and thus constant deterioration. The building does not meet current accessibility guidelines and is in need of many updates. It appears that the interior finishes were recently updated but these improvements will be short lived with the underlying problems present. By observation the metal roof and roof framing are in need of strengthening and repairs. If this building is to remain long term it is recommended that it eventually be rebuilt and new plumbing fixtures installed.



602 Blue Entry Gate

This metal roof clad, open-walled wooden structure provides controlled access to and from the fairgrounds' east side. Labeled the Blue Entry Gate, it was constructed in 1984 and contains 2,800 square feet. This gate was constructed at the same time and from a very similar floor plan as the Red Entry Gate – the Red Gate is approximately 73 feet wide while this gate is about 63 feet wide. Like on the other side of the grounds, this gate is made up of a single larger admissions building with walk-up ticket windows and separate smaller ticket booth buildings, all under a single open air shelter structure. It is in fairly decent condition for its age but needs a coat of paint on all of its exposed wood. The roof appears to have a few years of life left but the lighting should be updated to have a brighter output.



Existing Facilities

604 Exhibit Building

Built in 2011, building 604 is the newest structure on the grounds. At 33,600 square feet, the multipurpose, climate controlled facility provides ample space for animal displays and exhibits during the fair. As this is a brand new structure, there are no accessibility issues associated with it. The toilet rooms are in great condition and the exterior has no maintenance items that need to be addressed. It is set-up nicely to offer flexible event space for year-round shows and exhibitions. The only criticisms that exist with this facility relate to functionality. The addition of a full kitchen would expand the use of this building as a conference or mini-convention center. Similarly, the ability to divide the building into sections would increase the ability to rent this building out to smaller groups. As discussed with building 600 above, the creation of an enclosed connecting link between these two buildings would increase the opportunities to attract various shows to the grounds.



606 Judging Arena

This metal roof clad, open-walled wood structure provides space to exhibit various animals for judging. It is centrally positioned within the livestock area of the grounds which is as much an asset as it is a liability. In its current location it is very convenient to all the barns, but it also requires the crossing of animal and people traffic as there is no back side to this arena. Constructed in 1974, it contains just over 13,000 square feet. The exposed wood columns have aged well given how many years they have been exposed to the elements. If this building is to remain in its current location, it might make sense to start replacing or shoring up the wood elements that are showing damage due to weathering. The metal roof shows evidence of water infiltration but may not be in immediate need of replacement. The lighting appears adequate but additional power might be needed to add a couple of large barn fans under the roof to help with air movement during hot days.



607, 608, 609 Sheep and Goat Barns

These multiple barns are located on the south side of the fairgrounds flanked to the west by the Swine Barn and to the east by the Dairy Barn. They house sheep, pygmy goats and dairy goats. Two of the barns, 607 which contains 13,050 square feet and 609 which is 6,450 square feet, were erected in 1948. Both of these buildings have a wood frame structure. Building 608 was built in 1973 and is 8,120 square feet in area. Combined, the three barns have an approximate area of 28,000 square feet. Barn 608 has a steel frame structure and is more of an infill between barns 607 and 609. All three buildings have a steel roof that needs replaced and wood siding showing several signs of weather and rot. These buildings do not meet current code or accessibility guidelines. All three barns should have lighting and ventilation updates completed as well. The column layout within each building is not very efficient and if rebuilt could be laid out more efficiently. The south side of these barns and 513 Swine Barn borders the fairgrounds property line with the south paved drive area in the DOT right-of-way. If in the future the State chooses to widen Highway 2 the barns will need to be removed to facilitate the road project. This, coupled with the poor barn conditions and the fact that the paved access road on the south side of the barns is too narrow to allow for safe loading and unloading, is a good reason to consider relocating or rebuilding the barns in the near term.



Building 608 Interior



Building 607

Existing Facilities

610 Dairy Barn

The Dairy Barn contains approximately 15,000 square feet of space under one roof and is located next to the Western Heritage Center. Constructed in 1948, it is of wood framed construction with wood siding, capped by a metal roof. The building contains the milking parlor and dairy shrine exhibits, dairy cattle, llama, alpaca animals. The wood frame is in decent condition for its age, and has obviously been kept up at a basic level. The wood siding is in very poor condition showing many areas of damage and rot. The roof should be replaced. Better exit signage should be installed around the building. Similar to the other barns, the width between columns creates an inefficient layout that could be better reconfigured if it was a column free space. The SW corner of this barn is on the fairgrounds property line placing it at the edge of the DOT right-of-way. Given this barn's litany of issues it might be better to replace it if any significant dollars are going to be spent.



611 Western Heritage Center Museum

At 2,300 square feet, this interactive museum center erected in 1988 stands in the far southeast corner of the fairgrounds and contains exhibits and learning displays for all ages. The wood framed structure and exterior wood siding appear well kept and in good condition. The wood shake roof is in decent shape with several years left. The doors, windows, and interior finishes appear to be in good shape as well. Given the quantity of items to display it would appear to make sense if several of these were kept in longer term storage and rotated out on a regular schedule, possibly changing annually or semi-annually. This would reduce the junky appearance inside and around the museum exterior and alleviate how overwhelming in appearance it is now. In its current use the building is too small. That said, the building is sized correctly when compared to similar history museums elsewhere. Focus should be given to the quality not quantity of items exhibited.



Existing Facilities

614 Beef Judging Arena

Similar to arena 606, yet smaller in scale, the open-walled wooden structure provides space to exhibit cattle for judging and is well positioned adjacent to building 600, the Beef Barn. Constructed in 1990, it contains just less than 5,000 square feet. The wood structure is unfortunately showing signs of being exposed to the weather. The wood columns and trusses should be protected soon to prevent them from suffering further deterioration. The metal roof is in very poor condition and should be replaced when funding allows. This particular structure could use a large overhead barn fan to circulate air. Due to its location and grade, it is not accessible from the north or west side – the two sides that face the Beef Barn. This is quite odd from a functional standpoint as is where most of the traffic issues come from. If this building were reconfigured it might make sense to expand it to allow for a covered seating area.



805 Maintenance Building

Constructed in 1985 and containing just less than 9,000 square feet, this building was recently gutted to be used as the maintenance facility for the grounds. As this building is not used for public access it does not need to be kept up to the same standards as the other publically accessible structures. It was observed that wall panels around the base of the building were damaged and should be repaired over time. The location of this building is perfect for its use, as it is basically centrally located on the grounds and has quick access to the perimeter roads around the fair site. The walls and roof will need to be monitored as the exterior finishes are at the end of the useful life and should be replaced as time goes on. The site and utilities will need to be modified as needs change within the department, but as of this report are adequate for general maintenance duties around the fair.



Red, Green, Blue, and White Lots

These lots are the major parking areas around the fairgrounds. The Red, being the major lot located to the west of the grounds, has paved roads and grass parking areas. Over time the paving will need to be replaced with new – especially since the DOT uses the lot for snow plow practice. Over time it would make sense for the Fair to recapture use of the northwest corner occupied by the Midget Track, and ownership of the southwest corner occupied by the Park and Ride & the northern strip owned by the Airport (Firstair Field). These three operations although innocuous at present, compound future problems as the Fair runs out of space for its operations and needs to look towards expansion. Removal of the airport operation would also help with noise levels in the Horse Park. The Green lot is the main lot off of the east entry and is not paved except at the north end up near building 805. A majority of this lot is used for accessible parking. The Blue lot is all dirt and is just north of the RV-2 parking area. The White lot is a dirt lot located just inside the White gate up in the Equestrian Park. All of these parking lots generate a large amount of dust on hot, dry days during the fair and in the off season when in use. Paving of the drive lanes is always encouraged to help alleviate this problem and the planting of a very hearty grass in the parking areas is desired as well. If grass will not hold up in these areas then the installation of a grass paver system is recommended. Either changes will not only keep down the dust but encourage smart use of resources by not placing hard surface paving on everything.

Pavement

Pavement throughout the site is in rough shape, although still serviceable in most areas. The worst spots are generally at the entrances to the fairgrounds, where repeated turning movements have taken their toll. The generally poor condition of the pavement is likely due to skimping on pavement and base material in previous paving efforts. The soils in this area are not particularly great from a structural standpoint and they experience all sorts of strange loadings with the different uses of the site. We recommend that the fairgrounds look at replacing the pavement at the entrances as soon as possible and then replace other areas in phases as soon as feasible as the site is developed. There have been several areas of pavement replacement over the years but pavement maintenance is always an ongoing battle. Beyond the entrances there are many specific areas showing evidence of distress and deterioration. For example, other areas in poor condition include the drive lanes in and around the Livestock Barns and also the main roads down through the Equestrian Park. There is broken pavement in the drive lane just north of the entrance to building 100, the Horse Arena. There is broken and heaved pavement at the Red Gate, creating a potential trip hazard. Other pavement problems show up near the Green Lot, and along the road that enters the south by the Dairy Barn. Regardless, any master plan the Fair should consider should include developing a pavement maintenance and replacement plan similar to what municipalities use to maintain their road systems.

RV-1, RV-2, RV-3 Lots

RV lot 1 is located in the northern portion of the Equestrian Park. It is a little over 2 acres and contains 22 improved hook-ups. RV lot 2 is located north of the Maintenance Building and south of the Blue Parking Lot. It has about 4.5 acres and contains about 100 hook-ups. RV lot 3 is located on the western edge of the Livestock area and is a little over half an acre. It contains 18 hook-ups. All of the lots contain paved drive lanes and either grass or gravel parking areas for the RVs. Each lot could benefit from more vegetation and improved paving. RV-1 lot could definitely use additional hook-ups and better access to a shower/toilet facility. The other two RV lots could use better access to toilet/shower facilities as well. More and improved RV facilities would open up more opportunities for different types of trade and animal shows to the fair in the off-season.

Speedway

The condition of the speedway is an important discussion. As it sits right now, the speedway needs to undergo a significant paving project. See comments on Pavement as these are directly applicable to the condition of the Speedway. As auto racing seems to be on the decline in this region, it might make sense to seriously consider a reduction of size of the main track. If the repaving of the Track at whatever size is undertaken, significant ground prep should take place as well as making sure the pavement types and depths are correct for the anticipated use. Right now the large oval is 5/8 of a mile around. Significant future paving

and earthwork could be saved if the track was reduced to 1/2 mile or even 3/8 of a mile long.

Fencing

The existing chain link fencing appears tired and is in marginal condition in several areas. The master plan proposes a dressed up wrought iron-look decorative fencing surrounding the perimeter area where most fair and non-fair activities occur. This type of fencing improves the overall image of the facility and is “see-through” allowing the perception of transparency and maintains the security of the facility. Not all fencing needs replaced immediately. Sections should be phased in focusing on the walk-in entries first, then the drive-up entries. It is important to maintain the edges of the fairgrounds public friendly, and define the vast open space of the grounds. This plan proposes a sidewalk to line the street edge surrounding the grounds, allowing access around the site prior to entry. A landscaped inner edge 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. Such fencing should be sturdy, safe and easily maintained (i.e. chain link is acceptable). An additional level of fencing should be considered separating the Equestrian Park from the Speedway. This fencing should contain a level of sound protection – as the noise produced by the speedway causes problems with certain horse events.

Midget Racing Facility

Access was not granted to specifically review the Midget Racing Facility located on the NW corner of the Red Parking Lot. However, most of the facility can be viewed through the chain link fence that surrounds the venue. The grounds for this track are leased from the Fair and not under the Fair's control. The facility contains a 1/20th mile paved oval track and various support buildings. Currently they appear to be kept up and the buildings and facility appear to be in very good condition. Although the buildings appear in decent condition now they are of a residential construction quality and without constant maintenance will soon fall into disrepair. Although the facility is a good neighbor it is an odd arrangement to have it located on the property. As space and parking increasingly become a premium for the Fair, the lease arrangement with the Midget facility should be reconsidered.

Drainage

Drainage systems onsite appear to be in reasonably good shape based on discussions with the maintenance staff. There is a small detention or treatment facility on site, plus some demonstration rain gardens, but generally no existing site wide storm water facilities are present. Minor changes within the site can likely be accomplished without much in the way of detention and water quality as long as they fall within the footprint of the existing site. In general, livestock washing and cleanup areas are routed to the sewer, but there are a few places where there may still be a need to address livestock waste. These issues

can be addressed if new facilities are going to be created. To realize the wholesale changes that a master plan recommends will most likely require new impervious areas, which will necessitate new detention and water quality facilities. Estimated sizes of these new facilities have not been calculated yet, as the master plan is not complete. But the space typically required for stormwater facilities will probably be around 10 to 15% of new impervious areas. It is recommended that the Fair undergo a site wide long range stormwater plan prior to implementing any phases of the future master plan.

Wetlands

Any future work that is to take place on the southern edge of the site might have restrictions placed on it. Depending on the level of work the impact to the stream needs to be determined. Although the stream is in poor condition there will likely be restrictions on working within not only the stream, but in vegetated areas adjacent to the stream. The big wetlands east of the racetrack and the wetlands west of the Red Parking Lot are off limits without an unlimited budget for anything more than a nature walk or interpretive uses.

Water and Sewer

Water supply is adequate within the site. Conversations with maintenance personnel did not identify any supply problems or issues with failing water infrastructure. Obviously, there will need to be new piping added to supply any new facilities. That said, sewer may present some restrictions. The sewer drains to a lift station in the southwestern corner of the site and the collection system is relatively shallow. Expansion to the east of the existing fairground (into the Green Lot and beyond) will likely not be able to gravity drain to the existing sewer facilities. A new lift station may be required to fully use the eastern part of the site. The parks engineer and maintenance staff also noted that the existing maintenance facility east of the site currently goes to a failing septic system. Currently the barn wash facilities drain to this septic system; these should be rerouted to the existing sewer. An overall plan should be developed to route all sewer collection from the septic facility to the existing sewer. This plan should also include the overall engineering required to make sure the infrastructure is in place to continue to tie in all of the pieces of the master plan as they are phased in over time.

Signage

One of the main criticisms of the site was way finding. Upon entry to the grounds one finds it difficult to understand where to go. This can be remedied through visual clues of how the streets and paths are organized down to how clear is the directional signage system. Not only clarity at a vehicular level (along Hwy

2 and 179th Avenue) but at a pedestrian level as well. It is recommended that a site wide coordinated graphics system be implemented. 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: off street, marquees, streets, entries, gates, directional, and building identification. Graphics should also be simple and typical of the community. Signs should utilize a single font, be sized appropriately for ease of readability, have a common color pallet, and meet accessibility (ADA) requirements.

Competing Equestrian Facilities

NORTHWEST AREA VENUES COMPETING FOR REGIONAL SHOWS

Donida Farms
16600 SE 367th St., Auburn, WA 98092

80 acres, 40 with trails
Full court sand/rubber outside dressage arena
Two 225' X 250' outdoor 'all weather' sand/rubber arenas
100' X 200' indoor arena with Nike footing additive
70' X 150' indoor warm up arena
Cross country jump course
Covered round pen
160 permanent stalls (75 rentable)
100 portable stalls
Dry lot campground with showers
Heated riders lounge available for show exhibitors



Competing Equestrian Facilities

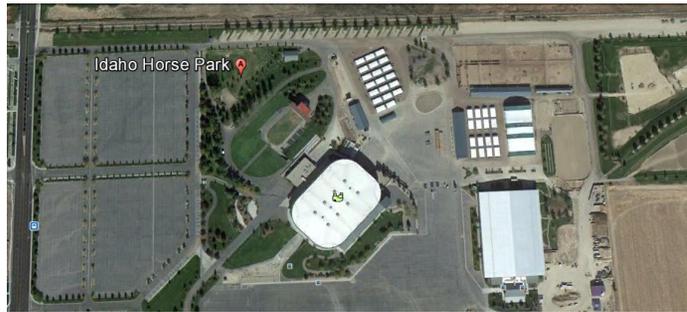
Thunderbird Equestrian Park Show Park
24550 72 Avenue, Langley, BC V1M3W8
(1.5 hours from ESF)

Approximately 4 sand/rubber show arenas
Two GGT sand/felt show arenas
Grass Grand Prix field
4 Sand/rubber warm up arenas
One fabric covered arena also alternately used as
a barn.
Stalls = 600?



Competing Equestrian Facilities

Idaho Horse Park Nampa, Idaho



Washington State Horse Park 1202 Douglas Munro Blvd. Cle Elum, WA 98922

112 acres, 4 outdoor arenas
Cross Country course being built
Derby/Grand Prix field being built
Stalls
Reportedly use fees are \$1200 per day



Competing Equestrian Facilities

WASHINGTON STATE LOCAL SHOW COMPETING VENUES:

Bridle Trails State Park 116th Avenue NE, Redmond, WA

Local, day use show grounds
One main show arena, nice, all weather
sand/rubber/felt footing
One warm up arena, sand footing



Tacoma Unit #1 17812 14th Ave E., Spanaway, WA 98387

100' X 200' covered arena
50' X 100' covered warm up arena
Outdoor arena 190' X 290'
288 stalls
RV area, some spaces with hookups



Equestrian User Comments

Comments From Individual Exhibitors:

1. It was not a fun place to show anything young, green, and spooky!
2. It is a fairgrounds with all which that implies. I have never had a horse bothered by the car racing or the airplanes, only riders are bothered by that. However, the facilities compared to Thunderbird, Milner Downs, Evergreen and Hunter Creek are shabby and worn out. That doesn't mean we should close it down but it sure could use a facelift. It is close to town (Seattle) compared to the others and there are nearby decent places to eat but it is still a fairgrounds not a horse show grounds.
3. The planes and cars have never bothered me or my horses but the footing is poor. There has got to be a better way to do the outdoor so that the tiniest bit of rain doesn't turn it into a skating rink. There are some really great options if someone would just spend a little money.
4. Maintaining or replacing the clay stall floors in some of the stalls in the upper barns would be great - some horses dig big holes, and they don't get filled in after, just have shavings dumped on top at the next show. Better footing, especially in the small warm-up rings and lunging areas would be great. One of the problems with the footing in the indoor ring is that the arena is also used by the reining/cutting horses, so the base can get gouged out, making the end of the ring "bottomless" and a hazard especially to the jumpers, so a more durable base would be terrific. Running

some used rubber conveyor belt for the horses to walk down from the back barns on would be good. Adding more stalls to the bathroom closest to the ring would be a relief for all. If there was some way to keep the metal floor/steps/seats in the indoor grandstands from making so much noise, it would be much appreciated. Fixing all the potholes in the parking lot would be good. Allowing more food vendors to come in would be very nice. And since I did have a horse who would bolt for the barn when a plane went over (don't think closing the airport is a sensible answer) and stood on its hind feet when the race cars were going, I do think that the race car practice schedule could be changed to keep people from getting hurt. There have been more than a few horses that lose it over the cars in the 15+ years I've been showing there.

5. No racing when horse shows are going on. There are enough other weeks in the year to race. Too much concrete for the horses to walk on. Facility condition is fair, could use an overall upgrade. Footing indoors changes from show to show because of all the equestrian events that take place.

6. I've shown there off and on since the late 80s. It's definitely better than it used to be. After the small plane crashed in the outside ring years ago, they redid the fencing, footing, and planted a tree screen around that has now grown up and definitely blocks the noise from the road and keeps the small planes up at a more reasonable level. It also is very nice looking. So that is definitely an improvement. However, that said, it's still one of my least favorite places to show. Boring. All concrete, not a lot of shade trees or nice places to sit

Equestrian User Comments

and watch. All the outdoor rings have very limited seating. The barns are nice as they are permanent and undercover, and provide a lot of stabling and space. Number of rings can be a problem. For the H/J shows, there really are only three usable rings, with only 1 warm up and a couple of small lunging areas. You end up with Novice Riders in with the big jumpers all trying to warm up. And this year at the fair, they were trying to run draft horses, 4H dressage and 4H Hunters all at once in the various rings. There was absolutely no warm up space for anybody.

7. Better/more warm up areas adjacent to the rings

8. Less concrete and more landscaping that would also serve to separate the horses from the spectators. That is an accident waiting to happen the way it's laid out right now.

9. Better seating for spectators and exhibitors

10. Better concessions. A little competition would be helpful. Right now it's a monopoly.

11. Hadn't realized the concessions had changed, I've avoided them for so long. I do know that a few years back, the Springs Nationals management had to move heaven and earth to get permission to provide evening activities that provided dinners free of charge to exhibitors (taco bar, a pizza oven, etc), and to provide the breakfast hospitality center, because the concessionaires had a monopoly on food on the grounds. It was a pretty big deal. Don't know about

now. They seem to be still providing those amenities, so they must have worked it out.

12. I volunteered both days for the 4H Over Fences sections. The mix of fair goers and the large amount of horses in the main thoroughfare was harrowing. It looked like a Risk Management nightmare.

13. The Puyallup Fairgrounds (Washington State Fair now) has concessions but always allows food brought in. The Arabian Daffodil holds their shows there (and they are the biggest club), Friday night is the wine and cheese meet and greet, Chili cook off on Saturday, and some sort of fundraiser breakfast on Sunday morning. Each barn usually has drink and food for the rolling barn parties too.

14. Angle the RV parking! Too hard to back in!

15. PA system - hard to tell what is actually being called, especially out in the back barns, lots of volume, no definition.

16. I have had more near-death experiences via planes coming in for a landing over the schooling rings than the car noises. But if there was a way to muffle the exhaust and raceway noises at all it would be nice!

17. Footing, footing, footing. Also, if there is any way to fix the squeakiness of the chairs inside, that'd be great. Spooked my horse every time someone stood up!

18. Better schooling arenas.

Site Use Concept Narratives

Site Use Concept Descriptions

This is a breakdown of the major items shown on each proposed Site Use Concept 1 through 8. For brevity, not all changes or improvements are shown.

Concept 1 New permanent stage constructed east of 200 in Speedway
Focus on Rebuilding Livestock Area out of DOT right-of-way
Several new livestock stalling facilities constructed
Infill between 600 and 604
Infill between 500 and 501
Remove 102 and 103
Build new Horse stall building
Cover 110 and 111
Expand Fence Line into Green Lot
Museum to NE corner of Green Lot

Concept 2 Recapture area north of 5/8 oval from Track for Equestrian Park
New permanent stage constructed east of 200 in Speedway
Focus on Rebuilding Livestock Area out of DOT right-of-way
Livestock Building around 606
Secondary Livestock Building around 611
Infill between 600 and 604
Remove building 400
Build new Exhibit Building
Remove 102, 103, and 104

Build new Horse stall building with connection to 100
Expand Fence Line into Green Lot
Reconfigure 109 and 112
Add new facilities in Horse Park
Museum within Fence line in SE corner of Green Lot

Concept 3 Reduce Track to 3/8 mile oval
New permanent stage constructed east of 200 in Speedway
Focus on Rebuilding Livestock Area out of DOT right-of-way
Connecting Link between 600 and 604
Single large livestock building
Remove building 400
Build new Exhibit Building
Reduce Track to 3/8 mile oval
Remove 102, 103, and 104
Build new Horse stall building
Reconfigure 109 and 112
Add new facilities in Horse Park
Cover 110
Museum in SE corner of Green Lot

Site Use Concept Narratives

Concept 4 Track completely removed
New Performance Venue with seating and stage constructed
Livestock Facilities completely relocated
Infill between 600 and 604
Remove building 400
Infill between 500 and 501
Remove 111 for new Entry
New stalling and open-air covered arena building
Expand Fence Line into Green Lot
Museum within Fence line in SE corner of Green Lot

Concept 5 Reduce Track to 3/8 mile oval
New Performance Venue with seating and stage constructed
Several Buildings Removed – Carnival located in new parking lot fronting Highway 2
New Livestock Building
Infill between 600 and 604
New Exhibit Facilities Located near Red Gate
Remove 102, 103, and 104
Build new Horse stall building
Reconfigure 109 and 112
Add new facilities in Horse Park
Museum to NE corner of Green Lot

Concept 6 Reduce Track to 3/8 mile oval
New Performance Venue with seating and stage constructed
Several Buildings Removed – Carnival located in new parking lot fronting Highway 2
New Exhibit Building
Connecting Link between 600 and 604
New Livestock Facilities Located near Red Gate
Remove 102, 103, and 104
Build new Horse stall building
Reconfigure 109 and 112
Add new facilities in Horse Park
Museum to SE corner of Green Lot

Concept 7 New permanent stage constructed east of 200 in Speedway
Focus on Rebuilding Livestock Area out of DOT right-of-way
Infill between 600 and 604
Infill between 500 and 501
Expand Fence Line partially into Green Lot
Remove 102, 103, and 104
Build new Horse stall building with connection to 100
Cover 110 and 111
Several new livestock stalling facilities constructed
Museum to NE corner of Green Lot

Site Use Concept Narratives

Concept 8 Relocate 3/8 oval track to Red Lot, construct Grandstands and all required amenities
New permanent stage constructed east of 200 at location of removed Speedway
Connecting Link between 600 and 604
Focus on Rebuilding Livestock Area out of DOT right-of-way
New Livestock Building
Infill between 500 and 501
Remove 102, 103, and 104
Build new Horse stall building with connection to 100
Cover 111
Reconfigure 109 and 112
Several new livestock stalling facilities constructed
Museum to SW corner of Green Lot

















Site Use Concepts – Snapshot Comparison

Evergreen State Fair

Phase 1 - Site Use Concept Differences - Snapshot Comparison

K/O Fairground Planners

Lower Number = Lower Construction Cost and Higher Market Potential Combination

January 20, 2014

Program Areas	Cost Magnitude 1 to 5 = Low to High	Site Use Concept Number							
		1	2	3	4	5	6	7	8
Equestrian Park Moderate Market Potential		2	2	2	2	2	2	2	2
Remove 102 and 103	1	1.5	1.5	1.5		1.5	1.5	1.5	1.5
Build New Horse Stalling Building	4	3	3	3		3	3	3	3
Cover Arena 110	3	2.5		2.5				2.5	2.5
Cover Arena 111	3	2.5						2.5	
Add Area North of 5/8 Track to Horse Park	1		1.5						
Remove 104	1		1.5	1.5		1.5	1.5	1.5	1.5
Build Connection between New Stalling and Arena	4		3					3	
Reconfigure Uncovered Arenas 109 and 112	3		2.5	2.5				2.5	2.5
Reconfigure Uncovered Arena 112	2					2	2		
Remove 107	1		1.5	1.5		1.5	1.5		1.5
New Covered practice Arena	3		2.5	2.5		2.5	2.5		2.5
New uncovered practice Arena	3			2.5		2.5	2.5		2.5
New Stalling Building on East End	4		3	3		3	3		3
Remove 111 for New Entry Building	4				3				
New Stalling and Covered Arena Building	4				3				
Remove 108	1					1.5	1.5		1.5

Site Use Concepts – Snapshot Comparison

Speedway Not Determined Market Potential									
Current 5/8 mile Track		x							x
5/8 mile Track w/o North Area			x						
3/8 mile Track				x		x	x		
Track Removed					x				
Relocate 3/8 mile Track to Red Lot									x
Remove 300 Speedway Office				x	x	x	x		x
Remove 200 Grandstand					x				

Exhibit Space & Banquet Hall High Market Potential		1	1	1	1	1	1	1	1
Remove 514 and 515	1	1		1	1	1	1	1	1
Remove 513	1	1	1	1	1	1	1	1	1
Infill between 500 and 501	3	2			2			2	2
Remove Building 400	1		1	1	1	1	1		1
Build New Exhibit Building	5		3	3		3	3		3
Rebuild 514	3		2	2					
Remove 500 and 501	1					1	1		
Remove 510-512	1			1		1	1		1
Connecting Link between 600 and 604	2			1.5			1.5		
Infill between 600 and 604	3				2	2			

Livestock High Market Potential		1	1	1	1	1	1	1	1
Remove 607-609	1	1		1	1	1	1	1	1
Remove 610	1	1		1	1	1	1	1	1
Remove 611	1			1		1			1
Remove 606	1			1		1	1	1	1
Remove 614	1						1		
Infill between 600 and 604	3	2	2		2	2		2	
Connecting Link between 600 and 604	2			1.5			1.5		1.5
Construct 3 New Livestock Stalling Buildings	5	3							

Site Use Concepts – Snapshot Comparison

New single Livestock Building	5			3				3	3
Expand Fence Line into Green Lot	2	1.5	1.5		1.5			1.5	
Rebuild Livestock Area out of DOT right-of-way	N/A	x	x	x				x	x
Build Livestock Building around 606	3		2						
Build Livestock Building around 611	3		2						
Relocate Livestock Area w/ New Facilities	5				3	3	3		
RV Sites Moderate Market Potential		2	2	2	2	2	2	2	2
RV Site Expansion	4			3					3
Add additional Full-Service hook-ups	3	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Museum Low Market Potential		3	3	3	3	3	3	3	3
New Museum NE corner Green Lot	4	3.5				3.5		3.5	
New Museum SW corner Green Lot	4		3.5	3.5	3.5				3.5
New Museum SE corner Green Lot	4						3.5		
Museum outside fence line	N/A	x		x		x	x	x	x
Museum inside fence line	N/A		x		x				
Performance Venue Low Market Potential		3	3	3	3	3	3	3	3
New Permanent Stage East of Grandstand	3	3	3	3				3	3
New Performance Venue w/ seating and stage	5				4	4	4		
Remove 200 Grandstand	2				2.5				

Site Use Combined Concepts Narrative

Site Use Combined Concept Comments

Another meeting with the Snohomish County Council was scheduled. At this visit we presented a preliminary Initial Phase Plan and Long Range Plan. The Initial Phase Plan represented a phase 1 set of ideas and the Long Range Plan represented a phase 2 set of ideas. Along with these graphics associated construction costs were presented and a memo outlining a narrative of the proposed ideas was formulated to discuss the diagrams.

Conceptual Costs

We compiled preliminary building cost data for the Long Range Plan. This cost information helps formulate the discussion to understand the feasibility of the proposed improvements. This cost information is included a few pages into this section.

Initial and Long Range Phase Planning Items

A more in depth discussion of each of these items is found in the Memo dated April 8, 2014 included in this section of the report.

Area C Carnival/Parking

Removal of the commercial building provides an opportunity to open up the center of the fairgrounds for parking that can serve both the new (9) building and the Gary D. Weikel Event Center.

Area E Exhibits and Display

New 75,000 square feet commercial building (Building 9). Building 200 grandstand expansion. The existing grandstand building provides 27,000 square feet of space. Expansion of the grandstand to will provide opportunity for a speedway office, 20,000 square feet of new vendor space, and development of new concessions.

Area L Livestock

New livestock exhibit area (Buildings 6 & 606) should include better load in load out capabilities for trucks, bedding materials and feed away from pedestrian traffic along the south and east edge. Develop a covered connection between the Gary D. Weikel building (604) and building 600 to provide more flexibility for renting to larger events. Add livestock exhibit show ring off the back of 600 for livestock auctions.

Area H Horse Park

(12) New covered 33,000 square feet show arena with seating, (13) New equestrian barn to allow for larger shows and easy access from barn to show rings. (14) New covered practice area to increase all season use of the equestrian facility

Covered Walk Connections

Covered walkways will have a minimum of 14'-0" clearance to allow access by larger trucks and equipment.

Site Use Combined Concepts Narrative

Sound Walls

Sound walls along the edge of the speedway and US 2 will help mitigate the impacts of the racetrack and road and train noise impacts on fairgrounds activities.

Concert Performance Venue

Develop concert and community stage area with seating for 3,000. Stage building shall include dressing rooms, bathroom and truck access for concert support.

Western Heritage Museum

The museum is located to provide more space for exhibits and easy access to the fairgrounds. Site development would include improved parking and a fenced area around the museum to protect collection and allow separate access from the rest of the fairgrounds when the fairground's is closed.

Main Circulation Route

Provide primary circulation routes with clear visual access to help with way-finding around the fairgrounds and during the 12 day fair. Route should include room for larger trucks supporting events or to help direct pedestrian traffic.

Cabins

Include cabins to provide housing for 4H kids and parents during 12 day fair. Promote use by skiers and for recreation use during the rest of the year.

Gates

Locate gates as focal points to improve visual access to facilities and way-finding on the grounds. Improve arrival at main red lot gate by creating entry plaza.

Evergreen Status Update April 08, 2014

Memorandum

To: Evergreen State Fairgrounds
From: K/O Fairground Planners
Date: April 08, 2014
Re: Status Update – Evergreen State Fairgrounds Master Plan

We have begun working through our Phase 2 services under contract for the Master Planning of the Evergreen State Fairgrounds.

On December 10th of 2013 and a repeated presentation for the two new Council members on January 28th, 2014, Chip Overton with K/O Fairground Planners presented phase 1 of the master planning effort to Council. Council provided direction that the plan should include preserving the speedway, improving circulation at the fairgrounds, consider a bike path along US 2, improve parking and return on investment when proposing renovating or developing new facilities.

In reaction Council's feedback and additional research Keffer/Overton has produced a follow-up long range plan along with a phasing plan for review.

The remainder of this memo is the accompanying narrative for the long range plan to accompany the graphics provided:

Area C Carnival/Parking

Removal of the commercial building provides an opportunity to open up the center of the fairgrounds for parking that can serve both the new (9) building and the Gary D. Weikel Event Center. The space can be utilized for a central community plaza and the carnival and food vendors during the 12 day fair.

Area E Exhibits and Display

New 75,000 square feet commercial building (Building 9). Building should include as much clear span flat floor space as possible to allow flexibility in programming the space for large shows that might include exhibits, vendors, festivals, educational breakout spaces, offices, rest room, support equipment storage and a concession/catering kitchen.

Building 200 grandstand expansion. The existing grandstand building provides 27,000 square feet of flat space for vendors under the seating area. Expansion of the grandstand to will provide opportunity for a speedway office, 20,000 square feet of new vendor space, development of a new concessions space to replace existing and should provide room for more activities that will encourage better connectivity to the equestrian area during the 12 day fair.

Area L Livestock

New livestock exhibit area (Buildings 6 & 606) should include better load in load out capabilities for trucks, bedding materials and feed away from pedestrian traffic along the south and east edge. Building should include separation between animal pathways and pedestrian traffic to address health concerns along with hand washing facilities at all transition areas between food and animals.

Develop a covered connection between the Gary D. Weikel building (604) and building 600 to provide more flexibility for renting to larger events. Add livestock exhibit show ring off the back of 600 for livestock auctions, demonstrations and educational programs. Improve truck and livestock access off east side away from pedestrian traffic. Provide covered walkway between buildings to encourage all season all weather use of facility.

Area H Horse Park

(12) New covered 33,000 square feet show arena with seating, announcer booth, and attached café with upstairs seating with a view into arena and drive-up window for coffee along 179th Ave. Drive-up window would increase volume of sales and viability of providing food concessions for equestrian area.

(13) New equestrian barn to allow for larger shows and easy access from barn to show rings.

(14) New covered practice area to increase all season use of the equestrian facility

Provide covered walkways with space for horse and pedestrian traffic between all areas to increase all season all weather use of facility.

Covered Walk Connections

Covered walkways will have a minimum of 14'-0" clearance to allow access by larger trucks and equipment. Walkways shall provide dry walking paths between major use areas at the fairgrounds and help define activity areas to help with finding your way around the fairgrounds.

Sound Walls

Sound walls along the edge of the speedway and US 2 will help mitigate the impacts of the racetrack and road and train noise impacts on fairgrounds activities. Sound wall along US 2 could include relief panels with artwork representing the fairground and Snohomish County themes and culture.

Concert Performance Venue and Cultural Center

Develop concert and community stage area with seating for 3,000. Stage building shall include dressing rooms, bathroom and truck access for concert support. Area should include exhibits of the rich cultural heritage of Snohomish County.

Western Heritage Museum

The museum is located to provide more space for exhibits and easy access to the fairgrounds. Site development would include improved parking and a fenced area around the museum to protect collection and allow separate access from the rest of the fairgrounds when the fairground's is closed.

Evergreen Status Update April 08, 2014

Main Circulation Route

Provide primary circulation routes with clear visual access to help with way-finding around the fairgrounds and during the 12 day fair. Route should include room for larger trucks supporting events or to help direct pedestrian traffic.

Cabins

Include cabins to provide housing for 4H kids and parents during 12 day fair. Promote use by skiers and for recreation use during the rest of the year.

Gates

Locate gates as focal points to improve visual access to facilities and way-finding on the grounds. Improve arrival at main red lot gate by creating entry plaza.

Looking Ahead our schedule is as follows:

We are under contract to complete two more phases of work in regard to this assignment which will include two more presentations to this Council based on future meeting times for Operations Committee.

As the project finishes up the following should be expected.

Work scope for the next two Phases:

Phase 2 - Conceptual Site Plan Completion
 Proposed Buildings
 Equestrian Area Concepts
 Financial Feasibility Analysis

Phase 3 - Presentation of Final or Near-Final Master Plan
 Presentation of Costs based on Final Plan
 Finalize Market and Financial Analysis
 Develop Realistic Phasing of Plan based on Budgets and Anticipated Revenues

The Final Master and all if its elements will be organized into a single document. Thank you in advance for your input.

Site Use Combined Concepts – Initial Phase Plan



Site Use Combined Concepts – Long Range Plan



Combined Concept Preliminary Building Costs

Evergreen State Fair Building Preliminary Costs Summary

Companion with Initial Phase and Long Range Plan Items

April 8, 2014

Contingencies, Fees, General Conditions, Inflation, and/or other ancillary costs are not included -
Add 25% or more to these numbers to account for these items

Zone or number on Plan	Building Number and Name	Area (Square Feet)	Unit Cost	Total Cost	Comment
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H	Equestrian Park Buildings				
100	100 Arena	57,000	2	\$114,000	Basic Maintenance/Updates
101	101 Covered Arena	20,000	1	\$20,000	Minor Improvements
x	102 Horse Barn	13,000	1	\$13,000	Remove Barn (60 Stalls)
x	103 Horse Barn	13,000	1	\$13,000	Remove Barn (60 Stalls)
13	New Horse Barn	41,000	50	\$2,050,000	New Barn (200 Stalls)
105	105 Horse Barn	16,000	1	\$16,000	Minor Improvements
106	106 Horse Barn	16,000	1	\$16,000	Minor Improvements
109	109 Outdoor Ring	28,000	0.50	\$14,000	Reconfigure Ring w/ 112
110	110 Outdoor Ring	33,000	0.25	\$8,250	Minor Improvements
12	Cover 110	33,000	30	\$990,000	New Cover

Combined Concept Preliminary Building Costs

111	111 Outdoor Ring	15,000	0.25	\$3,750	Minor Improvements (expand 40')
14	Cover 111	15,000	30	\$450,000	New Cover
11	Café	2,000	150	\$300,000	New Building
112	112 Practice Arena	17,800	0.50	\$8,900	Reconfigure Ring w/ 109

E	Grandstand & Commercial Buildings				
x	107 Residence	960	3	\$2,880	Remove Residence
200	200 Grandstand	27,000	3	\$81,000	Minor Improvemnts
10-ph1	New Commercial Exhibits	10,000	100	\$1,000,000	Shown in Initial Phase Plan
10-ph2	New Commercial Exhibits	10,000	100	\$1,000,000	Full Building is now 20,000SF
x	400 Commercial Building	24,000	1	\$24,000	Remove Building
7-ph1	New Arts and Crafts Bldg	15,000	100	\$1,500,000	Shown in Initial Phase Plan
7-ph2	New Arts and Crafts Bldg	22,000	100	\$2,200,000	Full Building is now 37,000 SF
8	New Performance Stage	4,000	150	\$600,000	New Building
8-seats	New Performance Venue Seating (3,000)	13,000	25	\$325,000	Bench Style Seating for 3,000
9	New Exhibit/Banquet/Office Building	72,000	100	\$7,200,000	New Building
x	514 Courtyard Stage	896	3	\$2,688	Remove Stage and Seats

Combined Concept Preliminary Building Costs

E	Exhibits and Display Buildings				
402	402 Shannahan Cabin	420	2	\$840	Minor Improvements
4	Relocate Cabin	1	500 0	\$5,000	Relocate
404	404 Indian Longhouse	2,400	1	\$2,400	Minor Improvements
x	500 Display Hall	21,600	1	\$21,600	Remove Building
x	501 4-H Building	15,000	1	\$15,000	Remove Building
3	New Museum			TBD	New Building
611	611 Western Museum	2,300	15	\$34,500	Repurpose for 4H/Outreach Office

L	Animal Buildings				
x	512 Swine Arena	2,200	2	\$4,400	Remove Barn
x	513 Swine Barn	6,200	1	\$6,200	Remove Barn
600	600 Beef Barn	15,800	20	\$316,000	Improvements
6	New Animal Barn	67,000	60	\$4,020,000	New Building
604	604 Exhibit Building	36,200	1	\$36,200	Add Concessions
1	Connecting Building	6,000	60	\$360,000	Enclosed Link
606	606 Judging Arena	13,000	3	\$39,000	Minor Improvements
x	607 Sheep Barn	13,050	1	\$13,050	Remove Barn

Combined Concept Preliminary Building Costs

x	608 Goat Barn	8,120	1	\$8,120	Remove Barn
x	609 Goat Barn	6,450	1	\$6,450	Remove Barn
x	610 Dairy Barn	15,000	1	\$15,000	Remove Barn
5	New Auction Building	10,000	60	\$600,000	New Building
x	614 Beef Judging Arena	5,000	1	\$5,000	Remove Barn

Public Service Buildings					
x	104 Restrooms	924	2	\$1,848	Remove Building
108	108 Restrooms	952	10	\$9,520	Improvements
201	201 Entrance Tunnels	3,360	0	\$0	No Work
201	201 West Entry Gate	576	0	\$0	No Work
x	300 Speedway Office	1,924	2	\$3,848	Remove Building
301	301 Restrooms	1,260	0	\$0	No Work
x	401 Restrooms	1,952	2	\$3,904	Remove Building
403	403 VIP Cabin	768	0	\$0	No Work
x	405 Admin Building	4,000	2	\$8,000	Remove Building
x	510 Restrooms	2,014	2	\$4,028	Remove Building
x	515 Ribbon Trailer	1,300	2	\$2,600	Remove Building

Combined Concept Preliminary Building Costs

601	601 Restrooms	952	10	\$9,520	Improvements
B-ph1	New Covered Walkway 105-106	1,050	35	\$36,750	New Covered Walk
B	New Covered Walkway 13-105	975	35	\$34,125	New Covered Walk
B	New Covered Walkway 12-13	1,500	35	\$52,500	New Covered Walk
B-ph1	New Covered Walkway 11-101	1,500	35	\$52,500	New Covered Walk
B	New Covered Walkway 13-100	1,500	35	\$52,500	New Covered Walk
B	New Covered Walkway 100-101	600	35	\$21,000	New Covered Walk
B	New Covered Walkway 10-100	2,250	35	\$78,750	New Covered Walk
B	New Covered Walkway 9-10	3,500	35	\$122,500	New Covered Walk
B-ph1	New Covered Walkway 7-9	5,700	35	\$199,500	New Covered Walk
B-ph1	New Covered Walkway 6-7	600	35	\$21,000	New Covered Walk
B-ph1	New Covered Walkway 1-606	1,150	35	\$40,250	New Covered Walk
x	602 East Entry Gate	3,360	1	\$3,360	Remove or Reuse Building
2	New Green Gate on East	3,500	60	\$210,000	New Building
805	805 Maintenance	14,000	0	\$0	No Work

Draft Master Plan Narrative

June Memo

Included with this section is the Memo presented to Council on June 8, 2013 covers the final pieces presented for the Master Planning process.

Conceptual Costs

We compiled a magnitude of cost data for all alternatives. The Final refined facilities plan included descriptions as well as cost and phasing data (the project was divided into three phases). We discussed new programs, new ideas, and alternative layouts for various uses and events.

Develop Project Phasing

We are currently show proposed project phasing for all items indicated in the Draft Master Plan in relation to Financial Analysis.

Building Development

The Draft Plan now includes incorporation of all previously presented and accepted information, consideration of the Market Analysis, the Programming Elements, Existing Conditions, and a realistic approach to the Financial Feasibility Analysis. This Draft Plan also includes conceptual layouts of the major structures proposed in the plan, review of a proposed phasing, review of costs, and review of the final plan.

Draft Master Plan with Proposed Phasing

While developing The Draft Plan the following ideas were revisited and considered. Incorporation of the County's Identified Strategies for the Long-Term Viability of the Fairgrounds:

Protect and enhance current lines of business and key individual profit centers including:

- The Annual 12-Day Fair
- Agricultural Activity
- Equestrian Center

Consideration was also given for the final elements of the Plan to create public/private, public/non-profit and community-based investment in the Fairgrounds redevelopment.

As updates are considered effort was placed to prioritize capital projects focusing on, facility upgrades, and adaptive reuse of existing buildings that provide:

- Operational flexibility and adaptability
- Financial and environmental sustainability
- Return on Investment

Evergreen Status Update June 03, 2014

Memorandum

To: Evergreen State Fairgrounds
From: K/O Fairground Planners
Date: June 03, 2014
Re: Status Update – Evergreen State Fairgrounds Master Plan

We are completing work through Phase 3 of our services under contract for the Master Planning of the Evergreen State Fairgrounds.

On December 10th of 2013 and a repeated presentation for the two new Council members on January 28th, 2014, Chip Overton with Keffer/Overton Fairground Planners presented the first part of the master planning effort to Council. After receiving direction from Council a follow-up 2 Phase plan was prepared and presented on April 8, 2014.

The following information and that which will be presented on June 10, 2014 is in reaction to Council feedback and additional research K/O has produced in combination with our consultant team and the Fair Board.

As mentioned in our memo prior to the April 8 meeting, work complete and presented during this phase shall include:

Phase 2 - Conceptual Site Plan Completion
Proposed Buildings
Equestrian Area Concepts
Financial Feasibility Analysis

Phase 3 - Presentation of Final or Near-Final Master Plan
Presentation of Costs based on Final Plan
Finalized Market and Financial Analysis
Phasing of Plan based on Budgets and Anticipated Revenues

Presentation

Included are several documents to review, these items are all labeled Draft as they have not been reviewed and approved by Council. Once approval or recommended changes are made these documents will be issued in their final form. The Draft documents will be summarized and presented at our meeting to be held on June 10.

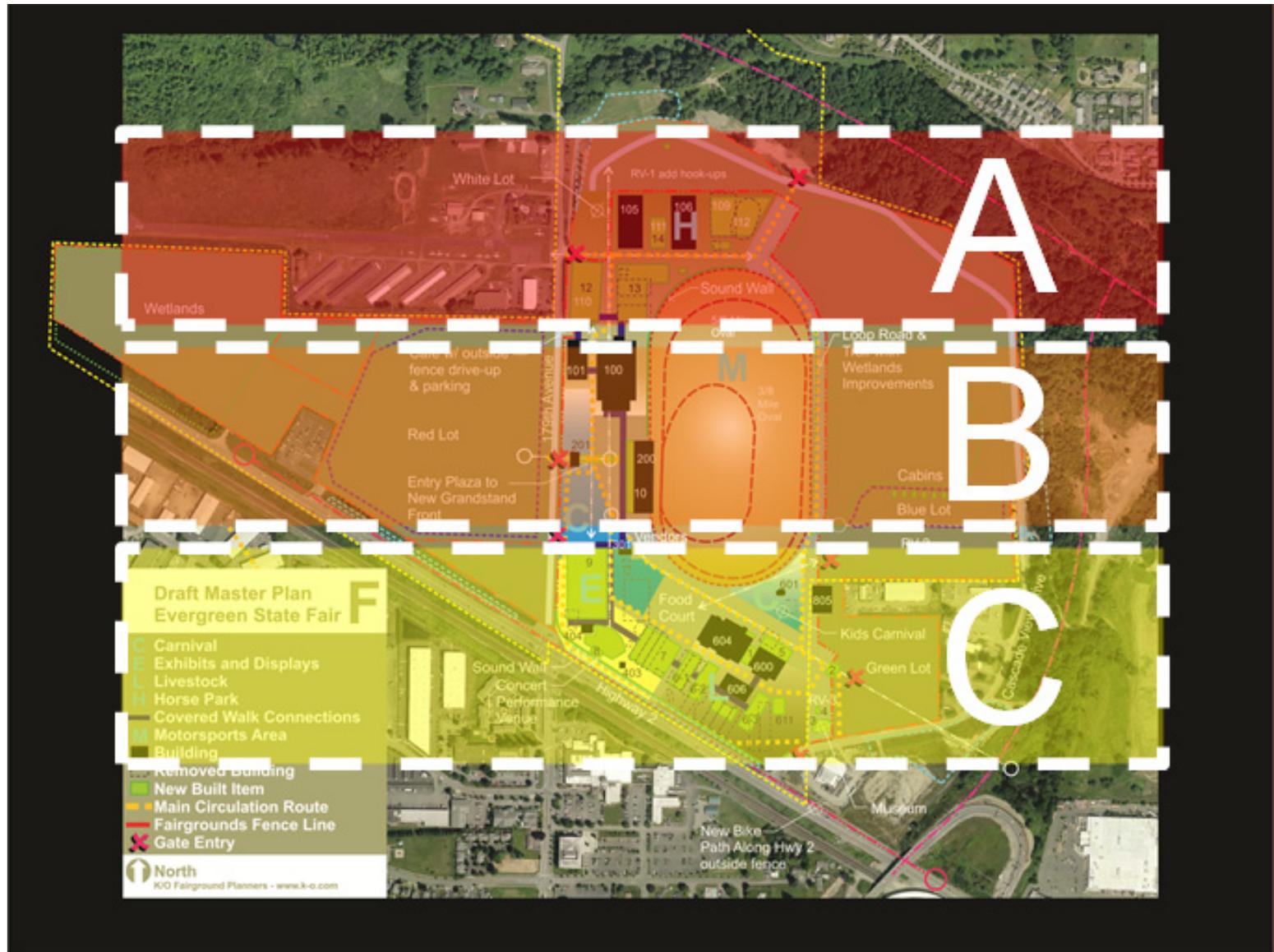
The documents for review are as follows:

- Draft copy of the Market and Financial Analysis
- Draft copy of the Final Master Plan (in color graphic form and in CAD)
- Draft copy of the Probable Cost Summary and Proposed Phasing of Plan Elements
- Draft Detail Planning Studies of each Zone with Phasing in CAD format.

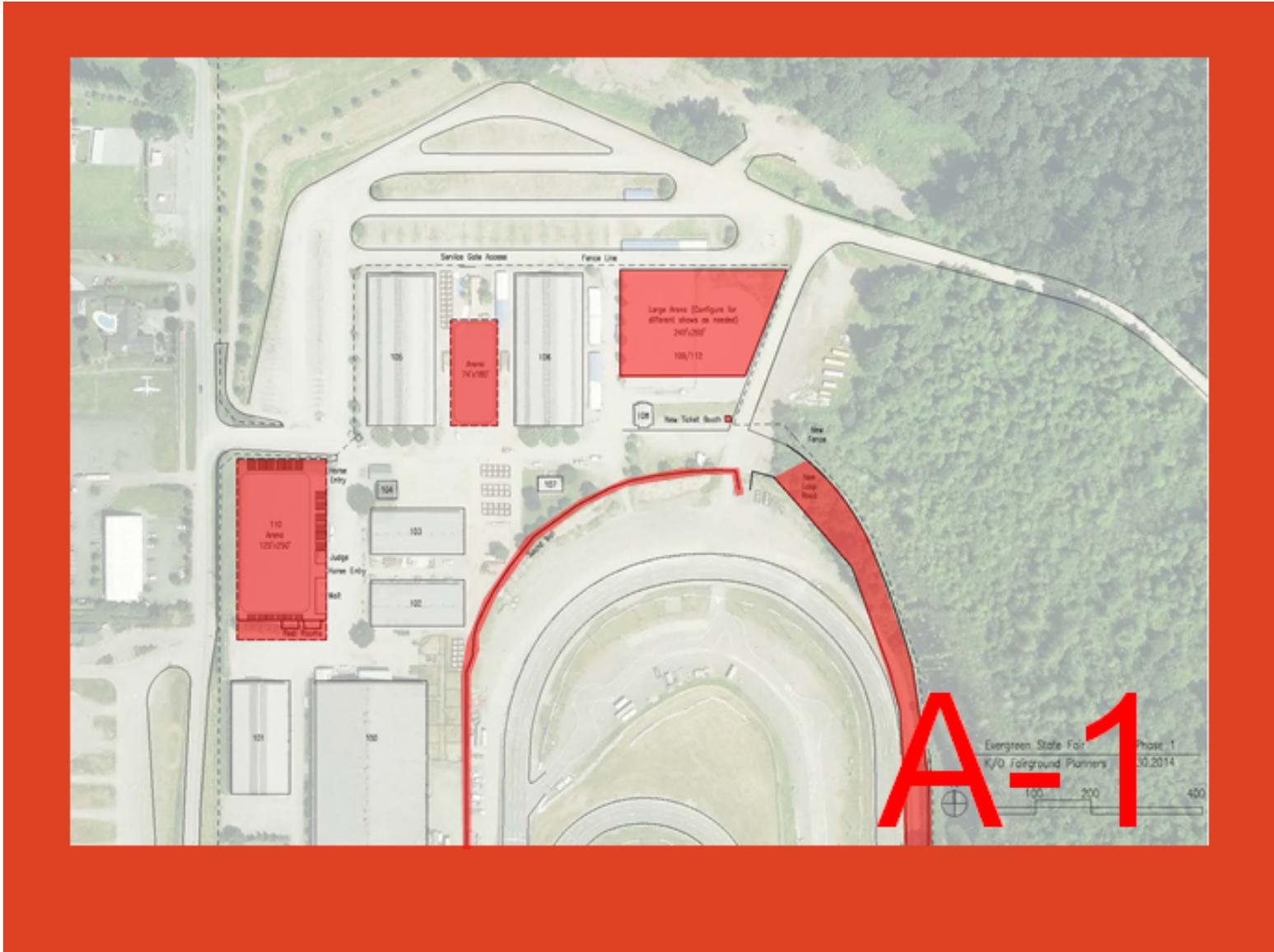
All Final documents will be organized into a single booklet at the completion of the project. Thank you in advance for your input.

Budget Costs by Program Area and Phase

Program Area	Base Construction Costs	Total Project Costs	Phase 1 Costs	Phase 2 Costs	Phase 3 Costs	Costs to be incurred in All Phases
Summary of Costs by Zone						
Equestrian Buildings Park	\$4,815,000	\$6,699,000	\$2,052,000	\$3,303,000	\$1,113,000	\$231,000
Grandstand and Commercial Buildings	\$13,867,000	\$19,295,000	\$2,296,000	\$10,035,000	\$6,852,000	\$113,000
Exhibit and Display Buildings	\$82,000	\$114,000	\$30,000	\$76,000	\$0	\$8,000
Animal Buildings	\$5,291,000	\$7,363,000	\$2,618,000	\$1,503,000	\$3,242,000	\$0
Public Buildings Service	\$1,222,000	\$1,700,000	\$301,000	\$1,090,000	\$297,000	\$13,000
Site Conditions	\$6,481,000	\$9,018,000	\$2,772,000	\$740,000	\$1,572,000	\$3,933,000
Total Cost of All Plan Elements in 2014 Dollars	\$31,758,000	\$44,189,000	\$10,069,000	\$16,747,000	\$13,076,000	\$4,298,000



Phase Diagrams by ABC Zone



Phase Diagrams by ABC Zone



Phase Diagrams by ABC Zone



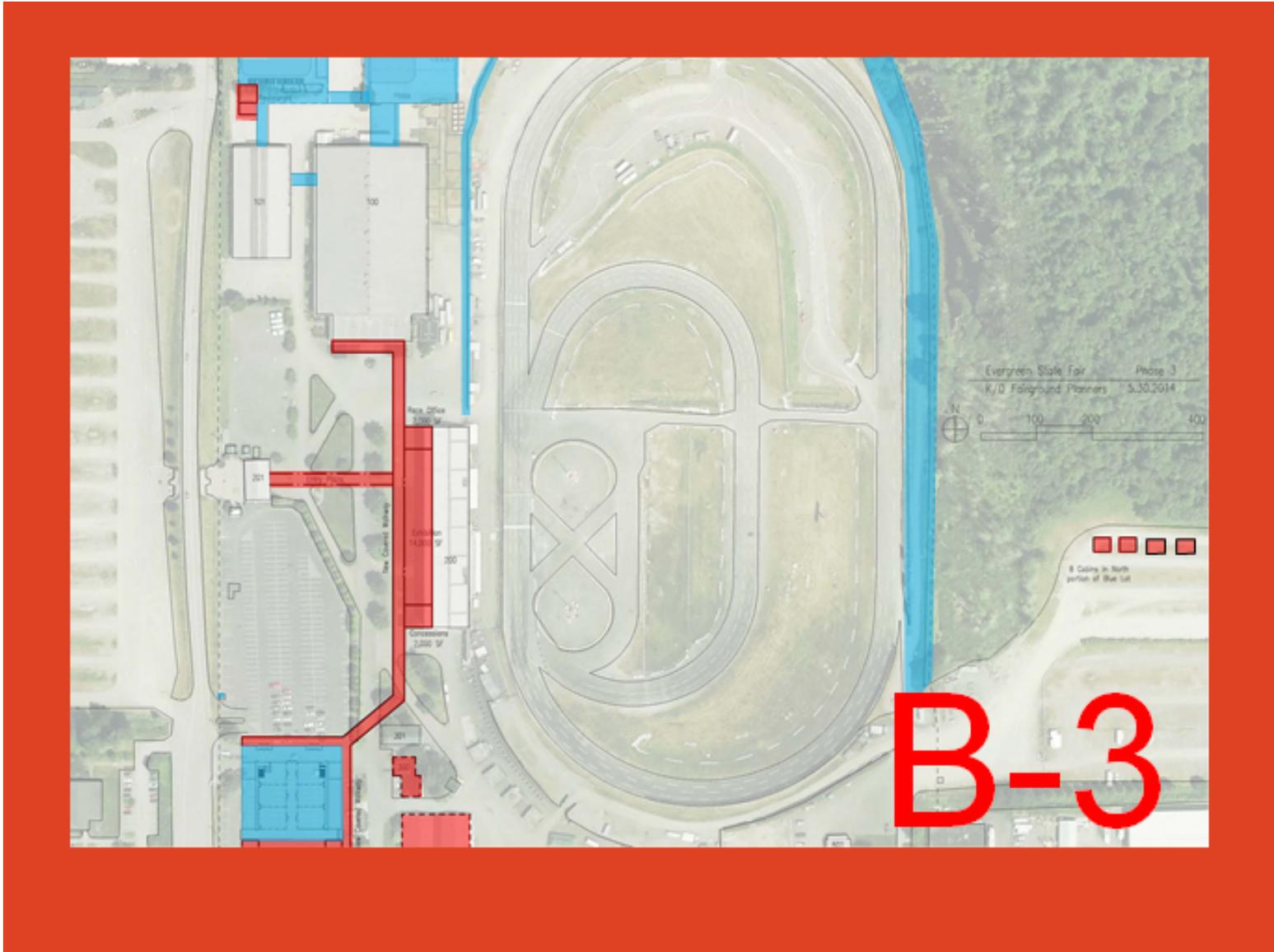
Phase Diagrams by ABC Zone



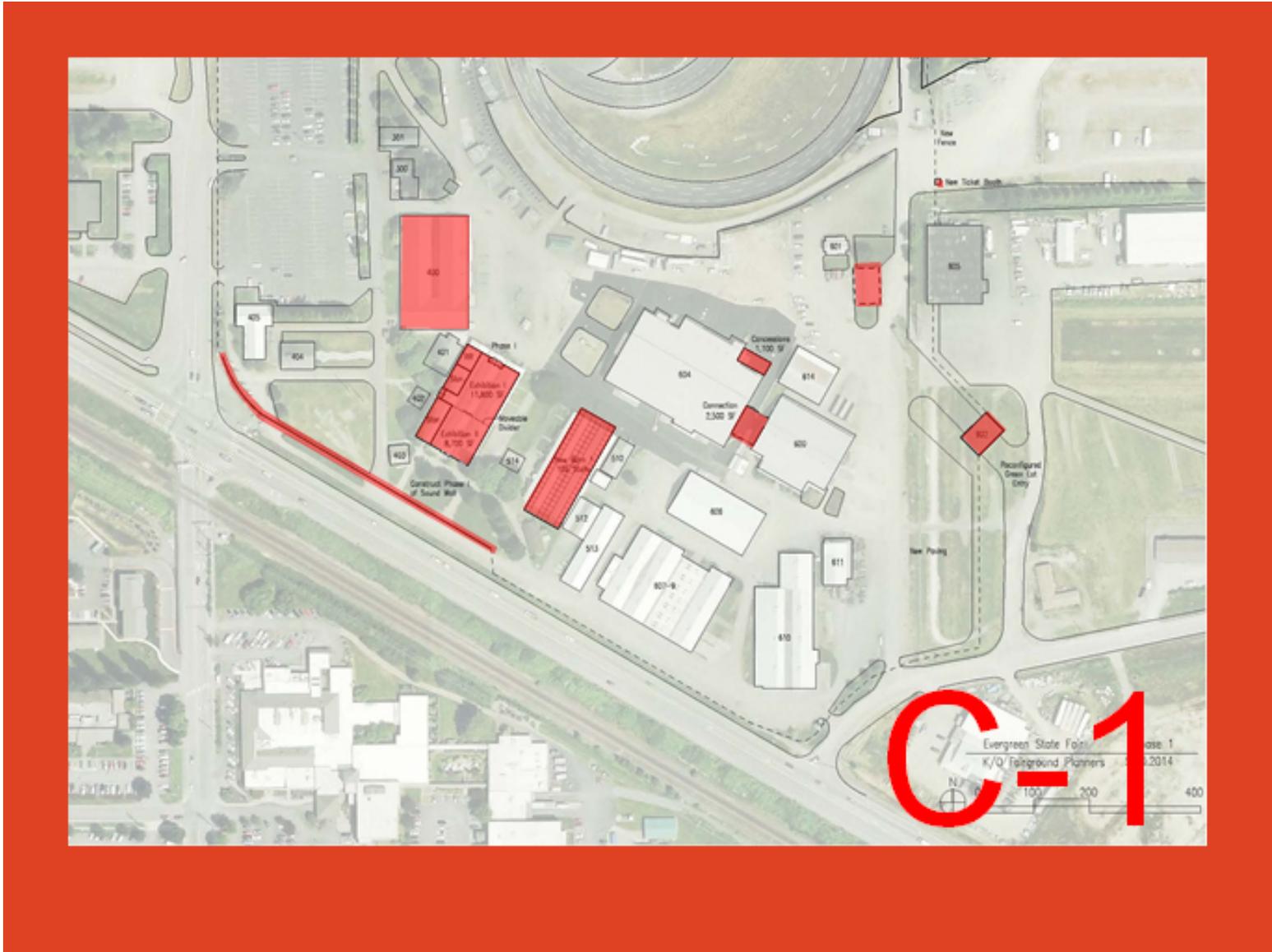
Phase Diagrams by ABC Zone



Phase Diagrams by ABC Zone



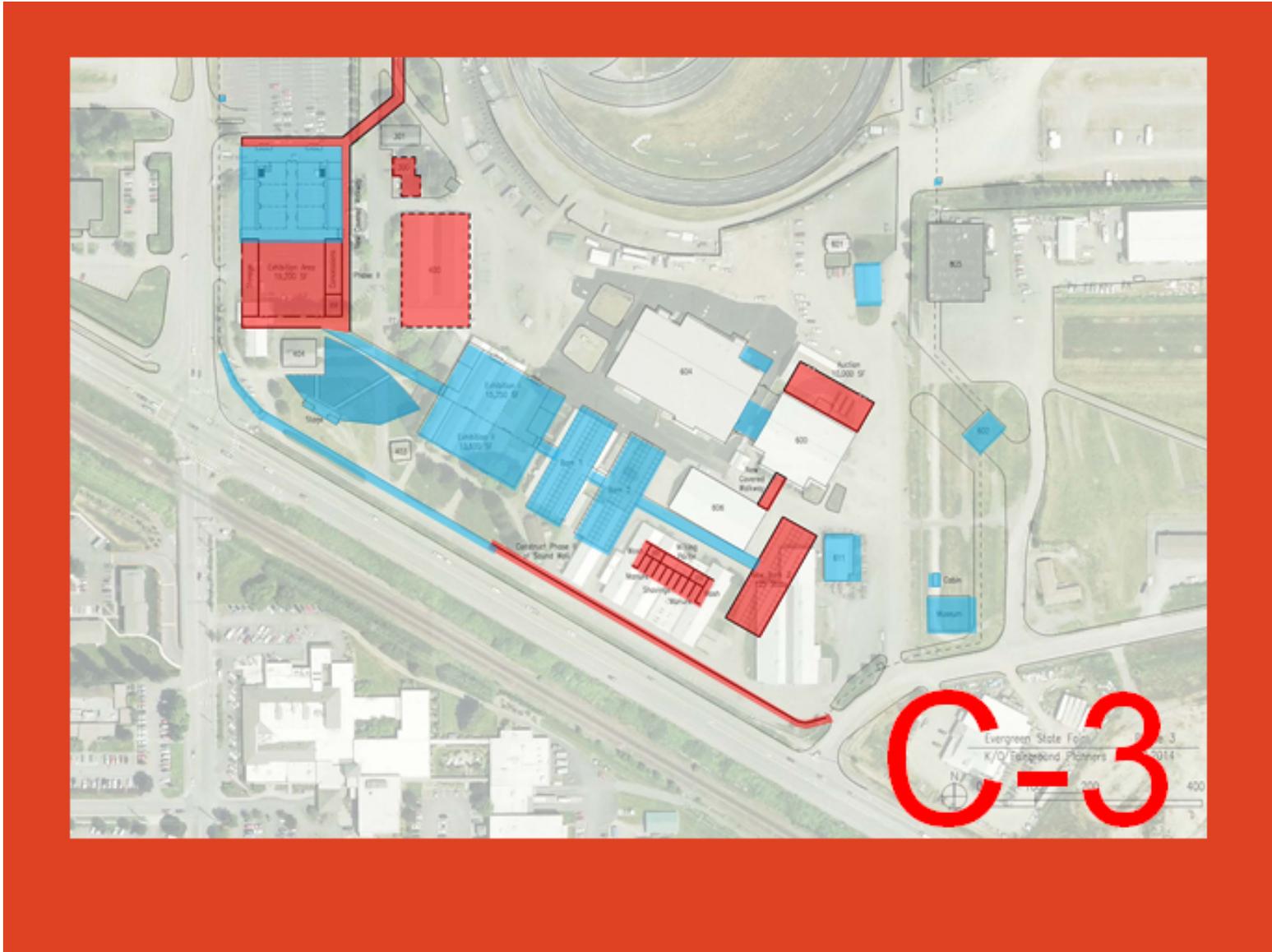
Phase Diagrams by ABC Zone



Phase Diagrams by ABC Zone



Phase Diagrams by ABC Zone





Preliminary Costs Summary

Draft - Evergreen State Fair Master Planning Probable Costs and Phasing Summary

K/O Fairground Planners

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

May 30, 2014

All Costs are in 2014 Dollars - Inflation, and/or other unanticipated cost increases are not included

Zone or # 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	Proposed Phase
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Summary of Costs by Zone										
H	Equestrian Park Buildings			\$4,814,500	\$481,450	\$794,393	\$609,034	\$6,699,377	See Below for Detail	
C	Grandstand and Commercial Buildings			\$13,866,688	\$1,386,669	\$2,288,004	\$1,754,136	\$19,295,496	See Below for Detail	
E	Exhibit and Display Buildings			\$81,740	\$8,174	\$13,487	\$10,340	\$113,741	See Below for Detail	
L	Animal Buildings			\$5,291,220	\$529,122	\$873,051	\$669,339	\$7,362,733	See Below for Detail	
	Public Service Buildings			\$1,221,508	\$122,151	\$201,549	\$154,521	\$1,699,728	See Below for Detail	
	Site Conditions			\$6,480,804	\$648,080	\$1,069,333	\$819,822	\$9,018,039	See Below for Detail	
Total Cost of All Plan Elements in 2014 Dollars				\$31,756,460	\$3,175,646	\$5,239,816	\$4,017,192	\$44,189,114		

Equestrian Park Buildings - Cost Detail										
100	100 Arena	57,000	2	\$114,000	\$11,400	\$18,810	\$14,421	\$158,631	Basic Maintenance/Updates	A
101	101 Covered Arena	20,000	1	\$20,000	\$2,000	\$3,300	\$2,530	\$27,830	Minor Improvements	A
x	102 Horse Barn	13,000	1	\$13,000	\$1,300	\$2,145	\$1,645	\$18,090	Remove Barn (60 Stalls)	2
x	103 Horse Barn	13,000	1	\$13,000	\$1,300	\$2,145	\$1,645	\$18,090	Remove Barn (60 Stalls)	2
13	New Horse Barn	41,000	50	\$2,050,000	\$205,000	\$338,250	\$259,325	\$2,852,575	New Barn (200 Stalls)	2
105	105 Horse Barn	16,000	1	\$16,000	\$1,600	\$2,640	\$2,024	\$22,264	Minor Improvements	A
106	106 Horse Barn	16,000	1	\$16,000	\$1,600	\$2,640	\$2,024	\$22,264	Minor Improvements	A
109	109 Outdoor Ring	28,000	0.50	\$14,000	\$1,400	\$2,310	\$1,771	\$19,481	Reconfigure Ring w/ 112	1
110	110 Outdoor Ring	33,000	0.25	\$8,250	\$825	\$1,361	\$1,044	\$11,480	Minor Improvements	1
12	Cover 110	33,000	30	\$990,000	\$99,000	\$163,350	\$125,235	\$1,377,585	New Cover	1
111	111 Outdoor Ring	15,000	0.25	\$3,750	\$375	\$619	\$474	\$5,218	Improvements (expand 40')	1

Preliminary Costs Summary

14	Cover 111	15,000	30	\$450,000	\$45,000	\$74,250	\$56,925	\$626,175	New Cover	1
11	Café	2,000	150	\$300,000	\$30,000	\$49,500	\$37,950	\$417,450	New Building	3
	Equine Storage and Shop Area	3,000	80	\$240,000	\$24,000	\$39,600	\$30,360	\$333,960	New Structures/Fence	2
109/112	New Fabric Arena Cover	25,000	20	\$500,000	\$50,000	\$82,500	\$63,250	\$695,750	Fabric Arena Structure	3
107	107 Residence	960	60	\$57,600	\$5,760	\$9,504	\$7,286	\$80,150	Improvements	2
112	112 Practice Arena	17,800	0.50	\$8,900	\$890	\$1,469	\$1,126	\$12,384	Reconfigure Ring w/ 109	1
	Total Costs Equestrian Park			\$4,814,500	\$481,450	\$794,393	\$609,034	\$6,699,377		

C	Grandstand & Commercial Buildings - Cost Detail									
200	200 Grandstand	27,000	3	\$81,000	\$8,100	\$13,365	\$10,247	\$112,712	Minor Improvements	A
10	New Commercial Exhibits	20,000	100	\$2,000,000	\$200,000	\$330,000	\$253,000	\$2,783,000	Race Office/Exhibit/Concessions	3
x	400 Commercial Building	24,000	1	\$24,000	\$2,400	\$3,960	\$3,036	\$33,396	Remove Building	3
7-ph1	New Arts and Crafts Bldg	15,000	110	\$1,650,000	\$165,000	\$272,250	\$208,725	\$2,295,975	Shown in Initial Phase Plan	1
7-ph2	New Arts and Crafts Bldg	22,000	110	\$2,420,000	\$242,000	\$399,300	\$306,130	\$3,367,430	Full Building is now 37,000 SF	2
8	New Performance Stage	4,000	150	\$600,000	\$60,000	\$99,000	\$75,900	\$834,900	New Building	2
8-seats	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	2
9-ph1	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 Floor	2
9-ph2	New Exhibit Expansion	29,000	100	\$2,900,000	\$290,000	\$478,500	\$366,850	\$4,035,350	New Building	3
x	514 Courtyard Stage	896	3	\$2,688	\$269	\$444	\$340	\$3,740	Remove Stage and Seats	2
	Total Costs Grandstand & Commercial			\$13,866,688	\$1,386,669	\$2,288,004	\$1,754,136	\$19,295,496		

Preliminary Costs Summary

E Exhibit and Display Buildings - Cost Detail										
402	402 Shannahan Cabin	420	2	\$840	\$84	\$139	\$106	\$1,169	Minor Improvements	A
4	Relocate Shannahan Cabin	1	5,000	\$5,000	\$500	\$825	\$633	\$6,958	Relocate	2
404	404 Indian Longhouse	2,400	2	\$4,800	\$480	\$792	\$607	\$6,679	Minor Improvements	A
x	500 Display Hall	21,600	1	\$21,600	\$2,160	\$3,564	\$2,732	\$30,056	Remove Building	1
x	501 4-H Building	15,000	1	\$15,000	\$1,500	\$2,475	\$1,898	\$20,873	Remove Building	2
3	New Museum			TBD	TBD	TBD	TBD	TBD	New Building	2
611	611 Western Museum	2,300	15	\$34,500	\$3,450	\$5,693	\$4,364	\$48,007	Repurpose for 4H/Outreach Office	2
Total Costs Exhibit and Display				\$81,740	\$8,174	\$13,487	\$10,340	\$113,741		

L Animal Buildings - Cost Detail										
x	512 Swine Arena	2,200	2	\$4,400	\$440	\$726	\$557	\$6,123	Remove Barn	2
x	513 Swine Barn	6,200	1	\$6,200	\$620	\$1,023	\$784	\$8,627	Remove Barn	1
600	600 Beef Barn	15,800	20	\$316,000	\$31,600	\$52,140	\$39,974	\$439,714	Improvements	1
6-1	New Animal Barn	15,000	70	\$1,050,000	\$105,000	\$173,250	\$132,825	\$1,461,075	New Stall Building	1
6-2	New Animal Barn	15,000	70	\$1,050,000	\$105,000	\$173,250	\$132,825	\$1,461,075	New Stall Building	2
6-3	New Animal Barn	15,000	70	\$1,050,000	\$105,000	\$173,250	\$132,825	\$1,461,075	New Stall Building	3
604	604 Exhibit Building	1,100	150	\$165,000	\$16,500	\$27,225	\$20,873	\$229,598	Add Concessions	1
1	Connecting Building	4,300	80	\$344,000	\$34,400	\$56,760	\$43,516	\$478,676	Enclosed Link	1
606	606 Judging Arena	13,000	2	\$26,000	\$2,600	\$4,290	\$3,289	\$36,179	Improvements	2
606-s	New Restroom/Milking Parlor	2,400	180	\$432,000	\$43,200	\$71,280	\$54,648	\$601,128	Includes Shavings and Waste Bins	3
x	607 Sheep Barn	13,050	1	\$13,050	\$1,305	\$2,153	\$1,651	\$18,159	Remove Barn	3
x	608 Goat Barn	8,120	1	\$8,120	\$812	\$1,340	\$1,027	\$11,299	Remove Barn	3
x	609 Goat Barn	6,450	1	\$6,450	\$645	\$1,064	\$816	\$8,975	Remove Barn	3
x	610 Dairy Barn	15,000	1	\$15,000	\$1,500	\$2,475	\$1,898	\$20,873	Remove Barn	3
5	New Auction Building	10,000	80	\$800,000	\$80,000	\$132,000	\$101,200	\$1,113,200	New Building	3
x	614 Beef Judging Arena	5,000	1	\$5,000	\$500	\$825	\$633	\$6,958	Remove Barn	3
Total Costs Animal				\$5,291,220	\$529,122	\$873,051	\$669,339	\$7,362,733		

Preliminary Costs Summary

Public Service Buildings - Cost Detail										
x	104 Restrooms	924	2	\$1,848	\$185	\$305	\$234	\$2,571	Remove Building	2
108	108 Restrooms	952	150	\$142,800	\$14,280	\$23,562	\$18,064	\$198,706	New Building	2
201	201 Entrance Tunnels	3,360	0	\$0	\$0	\$0	\$0	\$0	No Work	A
201	201 West Entry Gate	576	0	\$0	\$0	\$0	\$0	\$0	No Work	A
x	300 Speedway Office	1,924	2	\$3,848	\$385	\$635	\$487	\$5,354	Remove Building	3
301	301 Restrooms	1,260	0	\$0	\$0	\$0	\$0	\$0	No Work	A
x	401 Restrooms	1,952	2	\$3,904	\$390	\$644	\$494	\$5,432	Remove Building	2
403	403 VIP Cabin	768	0	\$0	\$0	\$0	\$0	\$0	No Work	A
x	405 Admin Building	4,000	2	\$8,000	\$800	\$1,320	\$1,012	\$11,132	Remove Building	3
x	510 Restrooms	2,014	2	\$4,028	\$403	\$665	\$510	\$5,605	Remove Building	2
x	515 Ribbon Trailer	1,300	2	\$2,600	\$260	\$429	\$329	\$3,618	Remove Building	1
601	601 Restrooms	952	10	\$9,520	\$952	\$1,571	\$1,204	\$13,247	Improvements	A
B	New Covered Walkway 12-13	1,500	35	\$52,500	\$5,250	\$8,663	\$6,641	\$73,054	New Covered Walk	2
B	New Covered Walkway 11-101	1,500	35	\$52,500	\$5,250	\$8,663	\$6,641	\$73,054	New Covered Walk	2
B	New Covered Walkway 13-100	1,500	35	\$52,500	\$5,250	\$8,663	\$6,641	\$73,054	New Covered Walk	2
B	New Covered Walkway 100-101	600	35	\$21,000	\$2,100	\$3,465	\$2,657	\$29,222	New Covered Walk	2
B	New Covered Walkway 10-100	2,250	35	\$78,750	\$7,875	\$12,994	\$9,962	\$109,581	New Covered Walk	3
B	New Covered Walkway 9-10	3,500	35	\$122,500	\$12,250	\$20,213	\$15,496	\$170,459	New Covered Walk	3
B	New Covered Walkway 7-9	5,700	35	\$199,500	\$19,950	\$32,918	\$25,237	\$277,604	New Covered Walk	2
B	New Covered Walkway 6-7	600	35	\$21,000	\$2,100	\$3,465	\$2,657	\$29,222	New Covered Walk	2
B	New Covered Walkway 600-606	1,150	35	\$40,250	\$4,025	\$6,641	\$5,092	\$56,008	New Covered Walk	2
B	New Covered Walkway 6-1 to 6-2	600	35	\$21,000	\$2,100	\$3,465	\$2,657	\$29,222	New Covered Walk	2
B	New Covered Walkway South of 606	4,860	35	\$170,100	\$17,010	\$28,067	\$21,518	\$236,694	New Covered Walk	2
x	602 East Entry Gate	3,360	1	\$3,360	\$336	\$554	\$425	\$4,675	Reuse Building	1
2	New Green Gate on East	3,500	60	\$210,000	\$21,000	\$34,650	\$26,565	\$292,215	Reused Building	1
Total Costs Public Service				\$1,221,508	\$122,151	\$201,549	\$154,521	\$1,699,728		

Preliminary Costs Summary

Site Conditions - Cost Detail										
	Red Lot	1,219,680	0.3	\$365,904	\$36,590	\$60,374	\$46,287	\$509,155	5% Improvement	A
	Green Lot	348,480	1	\$348,480	\$34,848	\$57,499	\$44,083	\$484,910	25% Paving/Grading	A
	Blue Lot	174,240	1	\$174,240	\$17,424	\$28,750	\$22,041	\$242,455	Grading and Minor Paving	A
	White Lot	87,120	1	\$87,120	\$8,712	\$14,375	\$11,021	\$121,227	Grading and Minor Paving	A
	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	3
M	Speedway	NA	NA	NA	NA	NA	NA	NA	No Work	A
	Speedway Sound wall	12,000	40	\$480,000	\$48,000	\$79,200	\$60,720	\$667,920	12 foot high Sound Wall	1
	Loop Road (around Speedway)	40,000	15	\$600,000	\$60,000	\$99,000	\$75,900	\$834,900	25 foot wide loop Road and Fence	1
	New Ticket/Gate Building	100	60	\$6,000	\$600	\$990	\$759	\$8,349	At East Livestock Entry	1
	New Ticket/Gate Building	100	60	\$6,000	\$600	\$990	\$759	\$8,349	North of 805	1
	New Ticket/Gate Building	100	60	\$6,000	\$600	\$990	\$759	\$8,349	North of New Building 9	2
	Livestock Pavement	740,520	1	\$740,520	\$74,052	\$122,186	\$93,676	\$1,030,434	20% Pavement Replacement	A
	Administration/Midway Pavement	304,920	0.6	\$182,952	\$18,295	\$30,187	\$23,143	\$254,578	10% Pavement Replacement	A
	Equestrian Pavement/Paths	696,960	1	\$696,960	\$69,696	\$114,998	\$88,165	\$969,820	20% Replacement and New Paths	A
	RV-1 - Toilet/Shower Facility	2,000	150	\$300,000	\$30,000	\$49,500	\$37,950	\$417,450	New Building	2
	RV-1	261,360	0.1	\$26,136	\$2,614	\$4,312	\$3,306	\$36,368	Misc. Grading and Striping	2
	RV-2	261,360	0.1	\$26,136	\$2,614	\$4,312	\$3,306	\$36,368	Misc. Grading and Striping	A
	RV-3	43,560	0.1	\$4,356	\$436	\$719	\$551	\$6,061	Misc. Grading and Striping	A
	50 additional RV hook-ups	50	2000	\$100,000	\$10,000	\$16,500	\$12,650	\$139,150	New Hook-ups (all RV areas)	2
	Perimeter Fence	4200	25	\$105,000	\$10,500	\$17,325	\$13,283	\$146,108	Fence Replacement on Frontage	1
	New West Entry Plaza	6000	15	\$90,000	\$9,000	\$14,850	\$11,385	\$125,235	New Plaza	3
	New South West Entry Gate	10000	10	\$100,000	\$10,000	\$16,500	\$12,650	\$139,150	Line up Gate w/ Red Lot Entry	2
	Realign Fence	5000	15	\$75,000	\$7,500	\$12,375	\$9,488	\$104,363	Rework for East (Green Gate)	1
	Hwy 2 Sound wall	18,000	40	\$720,000	\$72,000	\$118,800	\$91,080	\$1,001,880	12 foot high Sound Wall	1
	General Landscaping	200,000	1	\$200,000	\$20,000	\$33,000	\$25,300	\$278,300	Miscellaneous Landscaping	A
	Wetlands	NA	NA						No Work	A
	Total Costs Site Conditions			\$6,480,804	\$648,080	\$1,069,333	\$819,822	\$9,018,039		

Preliminary Costs Summary

Site Conditions - Continued - Cost Detail										
	Midget Track	NA	NA						No Work	A
	Maintenance	NA	NA						No Work	A
	Maintenance Shop Area	NA	NA						No Work	A
Total Costs Site Conditions - Continued				\$0	\$0	\$0	\$0	\$0		

			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			\$31,756,460	\$3,175,646	\$5,239,816	\$4,017,192	\$44,189,114		

Summary of Costs by Zone										
H	Equestrian Park Buildings			\$4,814,500	\$481,450	\$794,393	\$609,034	\$6,699,377	See Previous Pages for Detail	
C	Grandstand and Commercial Buildings			\$13,866,688	\$1,386,669	\$2,288,004	\$1,754,136	\$19,295,496	See Previous Pages for Detail	
E	Exhibit and Display Buildings			\$81,740	\$8,174	\$13,487	\$10,340	\$113,741	See Previous Pages for Detail	
L	Animal Buildings			\$5,291,220	\$529,122	\$873,051	\$669,339	\$7,362,733	See Previous Pages for Detail	
	Public Service Buildings			\$1,221,508	\$122,151	\$201,549	\$154,521	\$1,699,728	See Previous Pages for Detail	
	Site Conditions			\$6,480,804	\$648,080	\$1,069,333	\$819,822	\$9,018,039	See Previous Pages for Detail	
Total Cost of All Plan Elements in 2014 Dollars				\$31,756,460	\$3,175,646	\$5,239,816	\$4,017,192	\$44,189,114		

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Introduction

Snohomish County is located in northwest Washington State, 12 miles north of Seattle and 100 miles south of Vancouver, British Columbia. It is situated between Puget Sound, a saltwater estuary used for both recreation and commerce, and the Cascade Mountains. Two major river systems rise in the mountains and run west through rich agricultural valleys to the Sound. These natural amenities are supplemented and enhanced by the urban offerings of a major metropolitan area.

Historically, the County's economy was supported largely by agricultural sectors including farming, logging, lumber, and paper production. As these industries began declining in the latter part of the 20th century, the County experienced a transformation. The growth in the 1990s of regional technology industries, the construction of United States Naval Station Everett, and the major expansion of the Boeing plant to accommodate additional aircraft all contributed to the County's continued prosperity.

Background

As part of the County's commitment to its agricultural heritage, development of the current Evergreen State Fairgrounds (ESF) site began in 1912 and the 12-day Evergreen State Fair (Fair) has been held there annually since 1945. The Fair and ESF have a long history of promoting innovations in farming, agriculture, and livestock management while also serving as a venue for the exchange of ideas, entertainment, and amusement. The complex consists of 193 partially wooded acres as well as 55 buildings, a race track, heritage museum, RV Park, and equestrian venues. The most recent venue, the Weikel Events Center, opened in 2011 and offers a 33,000 SF clear-span space that can be used for trade shows, sporting events, training, entertainment events, and livestock shows.

The ESF is operated as part of the County's Parks and Recreation Division which is comprised of three program areas funded through the General Fund providing the following primary services: administration, operations, and maintenance. In an effort to continually maintain the complex and accommodate the changing needs of its community while upholding its agricultural heritage, multiple planning studies have been conducted throughout the ESF's history.

A long-range strategic business plan was completed in 2004 that recommended the following four goals for the ESF:

- Improve the public's awareness and perception of the ESF
- Increase the quality and quantity of interim events
- Establish measures, policies, and plans for reinvestment in facilities and programs
- Expand partnership relationships

In 2009, the Parks and Recreation Division updated County Council on its ongoing initiative to redevelop the ESF. This assessment found that several threats existed to the long-term viability of the complex: competition from other public and private venues; buildings that have exceeded their life expectancy; weather conditions; scarcity of public funds for capital investment; and external economic conditions.

Previous planning initiatives identified a vision for the ESF operating model that includes:

- A strategy to protect and enhance current lines of business and key individual profit centers including:
 - The Annual 12-Day Fair
 - Equestrian Center
 - Motor and Multi-Sports Venue
- Create opportunities for public/private, public/non-profit and community-based investment in the redevelopment of the ESF
- Prioritization of capital projects, facility upgrades, and adaptive reuse of existing buildings that provide:
 - Operational flexibility and adaptability
 - Financial and environmental sustainability
 - Return on investment

Scope of Services

Specific research tasks completed by Crossroads as part of its analysis include, but were not limited to, the following:

- Conducting interviews and/or work sessions with various stakeholders.
- Reviewing previous studies and documentation related to the ESF.
- Analyzing select market characteristics including demographic/economic data, employment base, accessibility, tourism statistics, climate, area attractions, and 4-H participation.
- Analyzing historical ESF operating data.

- Analyzing operating data from competitive/comparable facilities.
- Identifying market driven demand segments and their relative potential for future usage of an enhanced ESF.
- Developing recommended program enhancements/improvements to accommodate demand segments.
- Developing an estimate of potential usage/event activity and impact to ESF financial operations.
- Profiling potential funding sources and partnerships.
- Summarizing findings and conducting work sessions/presentations to convey results to stakeholders.

The remainder of this report summarizes the key findings from Crossroads' research and analysis.

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Market Overview

Given the County's vision identified by previous studies, Crossroads assessed the existing market within which the complex operates. This section of the report profiles select market characteristics including demographic/economic data, area employment, accessibility, tourism statistics, climate, area attractions, and 4-H participation.

Demographic/Economic Data

Demographic and economic indicators are pertinent to estimating future market demand for several reasons. Event activity at the ESF is diverse and includes equine and agricultural activity, consumer/tradeshows, as well as various other civic/community events such as 4-H activity, meetings/seminars, banquets, and entertainment acts. Depending on the scope and nature of the event, the facility draws from both area residents and out-of-town attendees.

In addition, event promoters/producers for certain event activity such as entertainment acts and consumer shows consider a variety of factors such as population, age distribution, and income characteristics when selecting markets to host their events. The demographic data presented in this report is based on the anticipated primary and secondary markets of the ESF as defined in this section.

Demographic statistics are provided by Claritas, a Nielsen company that provides current and projected U.S. demographics based on the most recent U.S. census figures.

Population

Population serves as a base from which events at the ESF draw attendance and other forms of support. Snohomish County is located in western Washington just north of Seattle and approximately 100 miles south of the Canadian border and Vancouver, British Columbia. Local, community based events tend to attract attendees from a relatively close geographic area such as Snohomish County. Events such as festivals, exhibit (flat floor events,) and entertainment acts typically draw from a broader area. Occasionally, events such as the Fair, regional/national shows and competitions may draw from an even larger radius. For purposes of this analysis, the primary market is defined as the Seattle-Tacoma-Bellevue Metropolitan Statistical Area (MSA) or Core Based Statistical Area (CBSA) and the secondary market is defined as the Seattle-Tacoma DMA.

According to the U.S. Census Bureau, CBSA is a collective term for both metro and micro areas. A metro area contains a core urban area of 50,000 or more population, and a micro area contains an urban core of at least 10,000 (but less than 50,000) population. Each metro or micro area consists of one or more counties and includes the counties containing the core urban area, as well as any adjacent counties that have a high degree of social and economic integration (as measured by commuting to work) with the urban core. As shown in the map that follows, the Seattle-Tacoma-Bellevue CBSA consists of Snohomish, King and Pierce Counties.

A Designated Market Area (DMA), or media market, is a region where the population can receive the same (or similar) television and radio station offerings, and may also include other types of media such as newspapers and internet content. They can coincide or overlap with one or more metropolitan areas, though rural regions with few significant population centers can also be designated as markets. Conversely, very large metropolitan areas can sometimes be subdivided into multiple media markets. Market regions may overlap, meaning that people residing on the edge of one media market may be able to receive content from other nearby markets. The Seattle-Tacoma DMA includes 15 counties and the San Juan Islands.

The adjacent map graphically illustrates the Seattle-Tacoma-Bellevue CBSA and the Seattle-Tacoma DMA.

Map of Primary and Secondary Market Areas



Source: The Seattle Times.

The following table shows the historical and projected trends in population for Snohomish County, the Seattle-Tacoma-Bellevue CBSA and the Seattle-Tacoma DMA. Approximately 734,000 people lived in Snohomish County in 2013. The ESF is located in a major metropolitan area that provides an incremental population of 2.8 million in the CBSA and 4.2 million in the DMA. This geographic location within a well-populated region is advantageous relative to other fairgrounds located in more rural communities and can provide a significant source of attendance for various activities. Between 2013 and 2018, the population in each of the profiled markets is projected to increase by an average annual rate of approximately 1.0% to 1.2%.

Trends in Population			
Data	Snohomish County	Seattle-Tacoma-Bellevue CBSA	Seattle-Tacoma DMA
2000 Census	606,054	3,043,881	4,234,507
2010 Census	713,335	3,439,809	4,797,553
2013 Estimate	734,010	3,563,443	4,959,514
2018 Projection	772,035	3,777,967	5,244,874
Average Annual Growth 2000-2010	1.8%	1.3%	1.3%
Average Annual Growth 2010-2013	1.0%	1.2%	1.1%
Average Annual Growth 2013-2018	1.0%	1.2%	1.2%

Source: Claritas.

Age Distribution

Analysis by age group is helpful since certain events are targeted toward consumers who fall within specific age categories. As shown in the following table, over 50% of residents in the profiled markets were within the ages of 18 and 54, a popular target market for expositions, concerts, rodeos, festivals and other spectator events. Nearly one-quarter (24%) of the County population was under 18 years old, the age range for 4-H activity.

2013 Population by Age						
Age Category	Snohomish County		Seattle-Tacoma-Bellevue CBSA		Seattle-Tacoma DMA	
	Number	%	Number	%	Number	%
Under 18 Years Old	175,800	24%	807,700	23%	1,109,800	22%
18 - 34 Years Old	163,800	22%	839,800	24%	1,144,100	23%
35 - 54 Years Old	216,700	30%	1,047,100	29%	1,396,700	28%
55+ Years Old	177,800	24%	868,900	24%	1,309,000	26%
2013 Median Age	37.7		37.6		38.3	

Source: Claritas.

Income

Income offers a broad measurement of spending potential for a specific population because it indicates the general ability of individuals or households to purchase a variety of goods and services including admission to events and participation in various competitive activities (e.g., 4-H shows, equestrian competitions, etc.). As shown in the table below, the 2013 median household income in the County (\$65,400) was consistent with the CBSA (\$65,000) and higher than the DMA (\$60,800). In addition, approximately 42% of the households in the County and CBSA had income levels of \$75,000 or more.

2013 Households by Household Income						
Income Category	Snohomish County		Seattle-Tacoma-Bellevue CBSA		Seattle-Tacoma DMA	
	Number	%	Number	%	Number	%
Less than \$25,000	44,401	16%	243,435	17%	371,889	19%
\$25,000 to \$49,999	60,154	22%	300,372	21%	447,541	23%
\$50,000 to \$74,999	54,836	20%	265,374	19%	379,344	19%
\$75,000 to \$99,999	42,475	15%	197,083	14%	272,057	14%
\$100,000 to \$149,999	48,634	18%	231,298	16%	295,812	15%
\$150,000 or more	26,316	10%	167,954	12%	199,403	10%
2013 Median Household Income	\$65,400		\$65,000		\$60,800	

Source: Claritas.

Ethnicity

Data for 2013 indicates that approximately 70% of the population in the County and the DMA is classified as White. In addition, approximately 20% of the population in each market was comprised of Hispanic/Latino and Asian ethnicities. This diverse population base provides a target markets for ethnic and cultural related event activity. The remaining population was distributed among other classifications such as Black/African American, American Indian, Alaska Native, Native Hawaiian, Other Pacific Islander, or multiple races.

2013 Population by Single Race Classification						
Category	Snohomish County		Seattle-Tacoma-Bellevue CBSA		Seattle-Tacoma DMA	
	Number	%	Number	%	Number	%
White	529,100	72%	2,356,393	66%	3,461,191	70%
Hispanic or Latino	73,827	10%	352,481	10%	494,040	10%
Asian	69,776	10%	427,021	12%	471,963	10%
Multiple Races	28,896	4%	163,392	5%	213,873	4%
Black/African American	19,252	3%	195,823	5%	216,402	4%
American Indian and Alaska Native	8,553	1%	30,404	1%	55,847	1%
Other Race	1,238	0%	7,305	0%	9,203	0%
Native Hawaiian and Other Pacific Islander	3,368	0%	30,624	1%	36,995	1%
Total	734,010	100%	3,563,443	100%	4,959,514	100%

Source: Claritas.

Area Employment Base

A broad workforce distribution helps lessen a community's dependency on support from any one single industry segment. Industry diversification also helps a local economy withstand economic downturns due to dependency upon one industry; should one industry fail, there are others upon which the local economy can rely. While Snohomish County offers employment in various industries, employment data shown in the following table indicates that the workforce is primarily concentrated in manufacturing; aerospace; trade, transportation and utilities; and government. In aggregate, these four industries comprise 63% of total jobs.

2013 Employment by Industry for Snohomish County		
Industry	Total Jobs	% of Total
Manufacturing	65,200	21.1%
Aerospace	46,800	15.2%
Trade, Transportation, Utilities	44,000	14.3%
Government	37,600	12.2%
Education and Health Services	28,700	9.3%
Leisure and Hospitality	22,700	7.4%
Professional/Business Services	21,800	7.1%
Mining, Logging, Construction	14,700	4.8%
Financial Activities	11,100	3.6%
Other Services	10,100	3.3%
Information	6,000	1.9%
Total	308,700	100%

Note: Sorted in descending order by total jobs.

Source: Snohomish County Economic Alliance.

As shown in the table that follows, Boeing represents nearly 50% of the County's major employers with its manufacturing facility located in Everett. The company began operations in the County during World War II and has continued to grow. Most recently, the Future of Flight Aviation Center & Boeing Tour debuted in December 2005. With developments in aviation technology, Boeing, Future of Flight Foundation, Snohomish County Public Facilities District and the Snohomish County Airport (Paine Field) teamed to create an interactive visitor center providing a glimpse into the future of commercial aviation.

Naval Station Everett is home to two destroyers, three frigates, one nuclear-powered aircraft carrier, and a Coast Guard buoy tender. There are about 6,350 sailors and civil service personnel assigned to commands located at the station.

Snohomish County Major Employers		
Company	Total Jobs	% of Total
Boeing Co.	41,000	48.8%
Naval Station Everett	6,350	7.6%
State of Washington	6,000	7.1%
Providence Regional Medical Center	3,500	4.2%
Tulalip Tribe Enterprises	3,500	4.2%
Snohomish County	2,700	3.2%
Premera Blue Cross	2,400	2.9%
Everett Clinic	2,100	2.5%
Philips Healthcare	2,000	2.4%
Edmonds School District	2,000	2.4%
Everett School District	1,900	2.3%
Swedish Edmonds Hospital	1,700	2.0%
Mukilteo School District	1,600	1.9%
Fluke Electronics	1,200	1.4%
City of Everett	1,200	1.4%
Aviation Technical Services	1,000	1.2%
Crane Aerospace	750	0.9%
Zodiac	650	0.8%
CEMEX	600	0.7%
Esterline Control Systems	600	0.7%
Intermec Technologies	400	0.5%
Panasonic Avionics	400	0.5%
Sososite	400	0.5%
Total	83,950	100%

Note: Sorted in descending order.

Source: Snohomish County Economic Alliance.

As of December 2013, the unemployment rate for Snohomish County was 5.3%, which was lower than that for the State of Washington (6.7%) and the U.S. (6.5%).

Hotel Supply

Certain events attract overnight attendees that require hotel accommodations. Snohomish County offers a total of nearly 2,600 hotel rooms in 23 properties. As shown in the following table, there are two properties located in Monroe offering a combined total of 118 rooms. Offering additional hotels proximate to the ESF would make the complex more marketable for event activity that attracts overnight stays and can positively impact the area economy by generating visitor spending at local accommodations and other businesses.

Snohomish County Hotels		
Property	Location	Number of Rooms
Tulalip Resort Casino & Spa	Tulalip	370
Holiday Inn	Everett	243
Embassy Suites	Lynnwood	240
Courtyard by Marriott	Lynnwood	164
Hampton Inn & Suites	Lynnwood	151
Staybridge Suites	Mukilteo	134
Best Western Cascadia Inn	Everett	134
Hilton Garden Inn	Bothell	128
Residence Inn by Marriott	Lynnwood	120
Hilton Garden Inn	Mukilteo	102
Holiday Inn Express Hotel & Suites	Marysville	100
Holiday Inn Express	Everett	99
Medallion Hotel	Arlington	97
Edmonds Harbor Inn	Edmonds	91
Springhill Suites	Bothell	84
Holiday Inn Express	Lynnwood	80
Best Western Tulalip Inn	Marysville	69
Guest House Hotel & Suites	Monroe	66
Best Western Sky Valley Inn	Monroe	58
Fairground Inn	Monroe	60
Inn at Port Gardner	Everett	33
Inn at Snohomish	Snohomish	26
Monroe Motel	Monroe	20
Wallace Falls Lodge	Gold Bar	10
Arlington's River Rock Inn & Retreat Center	Arlington	5
Total		2,684

Note: Sorted in descending order by number of rooms.

Source: Snohomish County Tourism Bureau.

Tourism Statistics

Tourism is a significant economic generator for Snohomish County and the State of Washington. Visitors spending money on items such as lodging, retail, eating/drinking and entertainment/recreational establishments supplements local resident spending at area businesses and increases tax revenues to both local and State governments. As such, several research studies have been conducted at the State level.

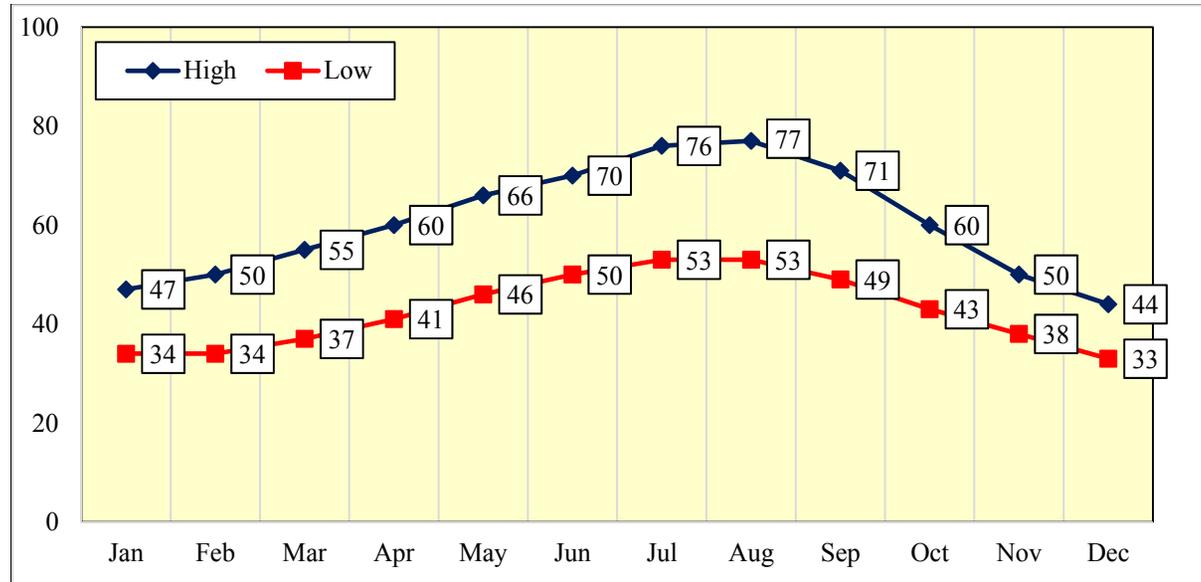
Over the past three years, Snohomish County has averaged approximately 2.4 million overnight visitors, accounting for a total of approximately 6.9 million person-nights per year. In 2012 alone, the County generated over \$550 million in direct spending from these visitors. In the State of Washington, 2012 overnight visitors totaled 36.4 million, visiting for a total of 110.7 million nights. The primary reasons for overnight trips to the State were for personal pleasure (40%) and visiting friends and relatives (32%), which are considered discretionary leisure trips most subject to influence by marketing and promotional activity.

The County currently imposes a \$1.00 per hotel/motel room per night lodging tax. In 2012, hotel/motel tax revenues in Snohomish County totaled over \$1.9 million. Developing new or improved facilities at the ESF could facilitate more overnight stays in the county generating increased spending at area businesses and associated taxes on those transactions.

Climate

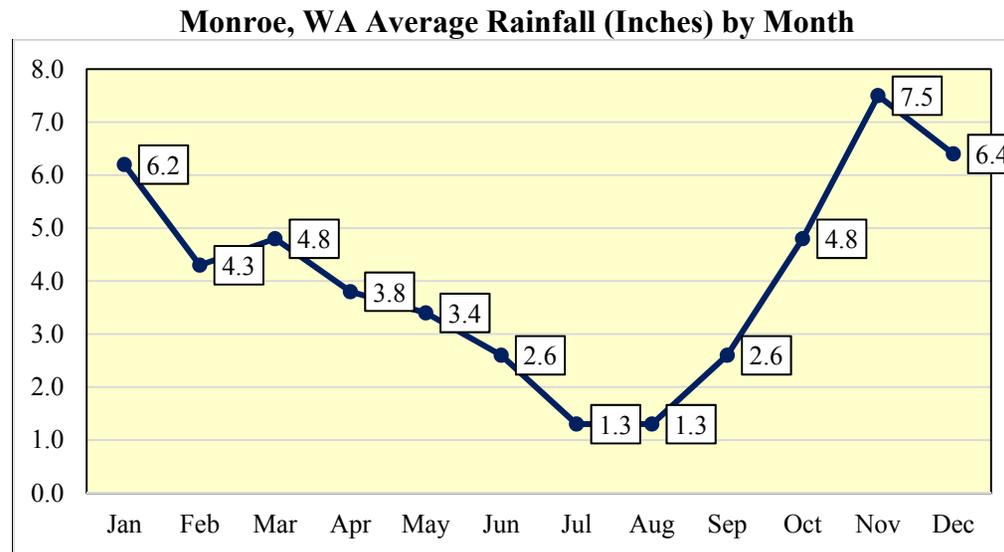
Both tourism to Snohomish County and usage at the ESF are impacted by the weather/climate particularly for outdoor activities. Average high temperatures in Monroe range from 44 degrees in December to 77 degrees in August, although historic highs have been as hot as 100 degrees in the summertime.

Monroe, WA Average Temperatures by Month



Source: The Weather Channel

As shown in the following graph, Monroe experiences its peak rain fall in the winter months from November through January which makes outdoor events less attractive during these months due to the mixture of cold temperatures and precipitation. Future ESF improvements that can mitigate weather conditions would make the complex more marketable for the Fair and non-Fair activities.



Source: The Weather Channel

Area Attractions

In order to attract incremental new visitors, the Fairgrounds should complement existing offerings in the community. The region is best known for its outdoor activities such as biking, hiking/backpacking, horseback riding and fishing. Some of the region's attractions include, but are not limited to, the following:

- Children's Museum
- Centennial Trail
- Port Gardner Bay Winery
- State forests
- Future of Flight
- Steven's Pass Ski Resort
- State and national parks
- Golf

Snohomish County, in addition to Whatcom, Skagit, King, Pierce, and Kittitas Counties, is also home to the Mount Baker-Snoqualmie National Forest, which comprises an area of over 1.7 million acres. The forest is home to some notable landmarks, including Mount Baker and Glacier Peak, volcanoes with elevations of over 10,000 feet. The forest contains over 1,500 miles of trails, has 31 different campgrounds, and draws over 5 million visitors every year.

4-H Activity

One of the big draws for the ESF is the agricultural element of the Fair hosted every year. The Washington State Extension 4-H Youth Development Program reaches more than 62,000 young people. It is an organization aimed at involving kids in the fields of animal ownership and management, as well as many other life skills. Membership is open to school-aged youth and the organization includes local 4-H clubs, special interest programs, 4-H camping, school enrichment, individual study, and instructional video. The program is operated by volunteer staff including both adults and youth, fostering leadership skills. A variety of activities and events are hosted year-round including local club meetings, educational sessions, volunteer training, and showmanship events including county fairs, State 4-H qualifying events, youth shows, and the State 4-H Fair. Showmanship must be a part of each 4-H member's annual experience.

According to statistics provided by the Washington State Extension office, the Seattle DMA represents nearly two-thirds of the State's overall 4-H program participants with Snohomish County ranked third within the DMA. As of 2012, more than 5,400 participants were registered in Snohomish County. The ESF is host to a variety of local and State 4-H activities as part of its mission to foster the area's agricultural heritage and provide educational activities for the benefit of area residents.

Summary

An area's demographics play a key role in its marketability for various activities. While many events at the ESF draw primarily from the County, the ESF's location within a major metropolitan area and media market is advantageous for drawing attendees to entertainment events including the Fair, festivals, and consumer shows. Median income of the County is higher than for the broader market. Approximately 20% of the population in each market is comprised of Hispanic/Latino and Asian ethnicities. This diversity could provide target markets for ethnic and cultural related event activity.

Snohomish County's workforce is primarily concentrated in manufacturing; aerospace; trade, transportation and utilities; and government. Boeing represents nearly 50% of the County's major employers with its manufacturing facility located in Everett. This and other regional technology companies represent potential industry segments for conference/meeting activity that could be accommodated by dedicated meeting/banquet space at the ESF. These companies also represent potential sponsors for new space that can be used for educational purposes.

Vehicular accessibility along U.S. Highway 2 presents opportunities to draw regular attendees from Monroe as well as from other cities in the area, including Snohomish and Everett. In addition, the Seattle-Tacoma International Airport provides air accessibility for events drawing from a broader market area. Congestion along Highway 2 can be problematic according to stakeholders and users. Potential widening of Highway 2 will encroach on the existing ESF's footprint but may help to alleviate traffic congestion, particularly during peak commuting hours.

The months of November through January bring the coldest temperatures and peak rainfall in the area. Long-term enhancements to the ESF that include elements such as covered walkways could serve to increase its marketability during the Fair and non-Fair season.

There are limited hotel rooms proximate to the ESF which impacts its marketability for events that draw overnight attendees. The overall County attracts approximately 2.4 million overnight visitors annually with its current supply of area attractions, outdoor amenities, and facilities such as the ESF. Future improvements to the complex and the addition of proximate hotel rooms could serve to draw additional visitors which can positively impact the County's economy through increased spending on lodging, retail, transportation, etc.

Washington State and Snohomish County, in particular, have a long standing history as an agricultural region. The County and State's 4-H programs are well-regarded nationally with significant participation levels and sought-after volunteer programs. The Seattle DMA accounts for 66% of the State's 62,700 4-H participants.

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Historical Operations

The mission of the ESF is to enrich the area’s quality of life by providing educational, entertainment, recreational, agricultural, commercial and social activities for the benefit of the residents and businesses of Snohomish County and surrounding communities. As such, the complex offers a number of buildings that can accommodate a range of event activity.

Overview of Existing Facilities

ESF Existing Layout



The ESF offers several existing facilities within four primary program areas including the following:

Equestrian Park

- Indoor arena - 57,200 SF with 2,700 permanent bleacher seats
- Covered outdoor arena - 20,000 SF
- Uncovered outdoor arenas – three (3) of varying sizes
- Lunging areas
- Horse stalls – four (4) barns totaling 400 stalls
- Space for temporary stalls
- Restroom/shower facilities
- RV parking

Speedway

- Outer oval – 5/8 mile paved
- Inner oval – 3/8 mile paved and 1/5 mile paved
- Dragstrip 1/8 mile
- Figure eight track
- Road course
- Covered grandstand – 5,768 seat capacity with additional uncovered modular grandstands for 1,400

Exhibits and Display Buildings

- 400 Commercial building – 24,000 SF for exhibits, consumer shows, small animal shows
- 402 Shennahan Cabin – 420 SF
- 403 VIP Cabin – 770 SF for meetings
- 404 Indian Longhouse – 2,400 SF for seminars, socials, small craft shows
- 500 Display Hall – 21,600 SF used for consumer shows
- 501 4-H Building – 15,000 SF used for consumer shows, meetings, banquets, auctions
- 604 Weikel Events Center – 36,200 SF

Animal Buildings

- 512 Swine Arena – 2,200 SF
- 513 Swine Barn – 6,200 SF
- 600 Beef Barn – 15,800 SF
- 606 Judging Arena – 13,000 SF
- 607 Sheep Barn – 13,050 SF
- 608 Goat Barn – 8,100 SF
- 609 Goat Barn – 6,450 SF
- 610 Dairy Barn – 15,000 SF
- 614 Beef Judging Arena – 5,000 SF

Utilization

The ESF produces the annual Fair, provides partnerships with the agricultural community, and offers opportunities for education, entertainment, and quality programs. As shown in the following table, the most popular events (in terms of the number of events) over the past three years include 4-H events, meetings and racing events. Combined, these three event types averaged nearly 70% of the annual number of events between 2011 and 2013. 4-H events consistently account for the greatest number of annual usage days with an average of 233 over the past three years. Usage days are defined as event days and any other required move in/out days. Racing events, meetings, consumer shows, and equine also rank highly in terms of usage days. Aside from the annual Fair, consumer shows and racing events consistently attract the highest number of total attendees. Attendance at non-fair activity grew by 4% and 9% over the most recent two years, respectively, drawing nearly 248,000 attendees in 2013.

Summary of Utilization - 2011					Summary of Utilization - 2012				
Event Type	Events	Use Days	Total Attendance	Average Attendance	Event Type	Events	Use Days	Total Attendance	Average Attendance
4-H	124	225	10,123	82	4-H	121	228	8,804	73
Meeting	77	136	4,461	58	Meeting	79	138	5,386	68
Racing Events	47	132	60,978	1,297	Racing Events	55	181	54,574	992
Consumer Show	40	132	108,129	2,703	Consumer Show	43	134	111,636	2,596
Equine	35	106	13,592	388	Equine	37	111	14,026	379
Agriculture	19	29	5,558	293	Agriculture	15	20	4,759	317
Parking	12	253	5,060	422	Parking	12	249	4,980	415
Entertainment	8	31	11,278	1,410	Entertainment	8	23	13,322	1,665
Banquet	6	6	825	138	Banquet	10	10	10,485	1,049
Fair	1	35	327,974		Fair	1	35	338,978	
Total	369	1,085	547,978		Total	381	1,129	566,950	

Summary of Utilization - 2013					Summary of Utilization - Three-Year Average				
Event Type	Events	Use Days	Total Attendance	Average Attendance	Event Type	Events	Use Days	Total Attendance	Average Attendance
4-H	134	246	9,221	69	4-H	126	233	9,383	74
Meeting	77	128	6,317	82	Meeting	78	134	5,388	69
Racing Events	60	181	70,871	1,181	Racing Events	54	165	62,141	1,151
Consumer Show	42	138	110,363	2,628	Consumer Show	42	135	110,043	2,620
Equine	38	117	14,632	385	Equine	37	111	14,083	381
Agriculture	20	29	5,963	298	Agriculture	18	26	5,427	302
Parking	12	252	5,060	422	Parking	12	251	5,033	419
Entertainment	13	43	22,641	1,742	Entertainment	10	32	15,747	1,575
Banquet	9	9	2,785	309	Banquet	8	8	4,698	587
Fair	1	35	340,767		Fair	1	35	335,906	
Total	406	1,178	588,620		Total	386	1,130	567,849	

Source: ESF management.

The following provides a brief description of the historical event types hosted at the ESF.

4-H events held at the ESF include related meetings, animal shows, workshops, and show judging. As mentioned previously, the County has an active 4-H organization and the ESF plays a vital role in their ability to accommodate their varied functions. The ESF's ability to offer more modern space to accommodate both people and animals will be critical for the local 4-H organization to continue to be a recognized leader.

Meetings include community, civic, and corporate functions and have been relatively consistent in number with increasing average attendance over the past three years.

Racing events have grown over the past two years due, in part, to the Speedway management's efforts to re-establish the venue as a multi-purpose track. Racing events include NASCAR, motocross, and weekly drift, karting, and drag races. The racetrack is utilized year-round with a race season of March through October. The track also hosts approximately 10 non-racing events annually (e.g., festivals, monster trucks, and auto shows).

Consumer shows include expositions open to the public such as gun shows, auto shows, etc. This type of activity has also remained fairly consistent over the profiled period.

Equine events have been relatively stable over the past three years with nearly every weekend date occupied during the typical nine month season for equestrian activity. This is indicative of the ESF's reputation as a quality equestrian complex. Improvements that would enhance its ability to accommodate smaller shows simultaneously may open up a few weekends for larger shows.

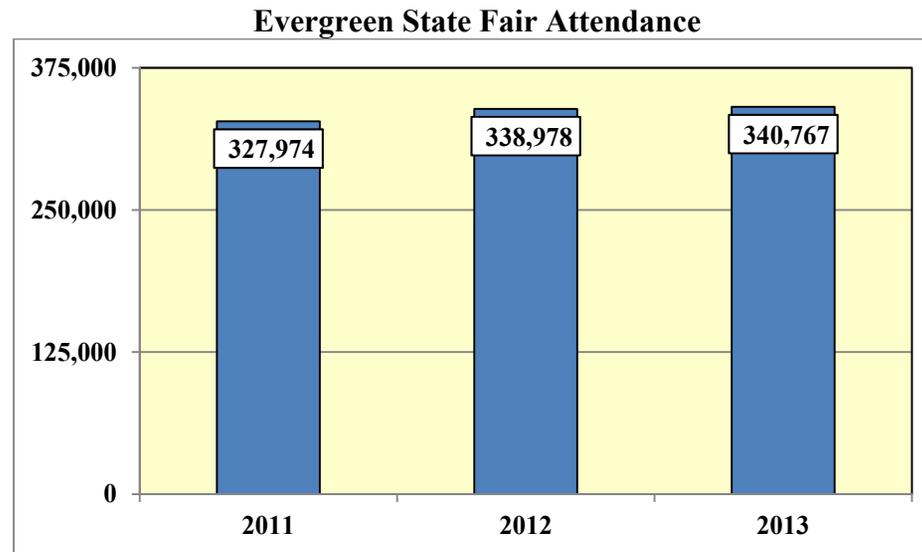
Agriculture events include animal shows which support the ESF's objective to promote the County's agricultural industry. Existing animal buildings are aging; improvements will be important to the ability for the ESF to continue to accommodate this demand segment and foster agricultural advancements (i.e., machinery, biotechnology, sustainability initiatives, etc.) in the future.

Entertainment events which include rodeo, indoor motorsports, and festivals have also increased in number and attendance over the past three years. This is likely due to the addition of the Weikel Events Center as well as ESF management's efforts to expand the complex's year-round use.

Banquets historically account for the least number of events and usage days which is reflective of the existing ESF's lack of dedicated banquet space. Given the County's fairly limited supply of meeting/ballroom space nearby, this type of event activity presents a growth opportunity for the ESF during the off-season.

Fair Activity

As mentioned previously, the Evergreen State Fair recently completed its 64th year at the current location. The 12-day event utilizes the entire complex and includes a carnival, concerts, agricultural shows, equestrian events, expos, as well as related 4-H and Future Farmers of America activities. The graph below illustrates annual Fair attendance for the past several years which accounts for approximately 60% of the total attendance at the ESF. This year marked the second consecutive year with a moderate increase in Fair attendance.



Source: ESF management.

As a point of reference, the Washington State Fair in Puyallup is the largest in the State drawing a reported 1.1 million attendees. Other fairs include the Clark County Fair and the Central Washington State Fair in Yakima each of which drew nearly 270,000 in 2013. The Oregon State Fair in Salem reported nearly 197,000 Fair attendees in 2013. As mentioned previously, the ESF's location within the Seattle metropolitan area is an advantage relative to other more rural communities. Modernizing/enhancing existing amenities, expanding capacity for various activities at the Fair and providing protection from inclement weather could all serve to enhance the Fair's marketability in the future.

Financial Operations

The ESF is operated as a unit of the County Parks and Recreation Division and is comprised of three program areas through the General Fund which provide the following services:

- *Fair Administration* – management, payroll, office support, customer service, contract processing and fair time entertainment
- *Fair Operations* – contract and manage year-round facility use, fair time commercial vendors, safety and physical setup services.
- *Fairgrounds Maintenance* – grounds and building maintenance, repairs, improvements, and landscaping to provide a clean, safe, and pleasant environment for users

In an effort to understand the financial impact of the Fair relative to all other non-Fair activity, the County segregates operating revenues. Accurately segregating Fair and non-Fair operating expenses is less precise given that many resources are shared for Fair and year-round event use. That said, the County does attempt to allocate expenses among these two segments. While not an exact science, these allocations do provide an order-of-magnitude estimate of the net operations of each segment. In order to more accurately account for the County's overhead associated with the Fairgrounds, certain expenses such as information technology, etc. are allocated as interfund subsidies and payments for services. For purposes of comparing Fair and non-Fair operations, these subsidies/payments are excluded from this analysis.

As shown in the following table, aggregate ESF operations averaged approximately \$4.9 million in annual revenues over the past three years including Fair sponsorship revenues. While Fair-related operating revenues decreased slightly in CY 2013, cash sponsorships were up 45% in the same year. The Fair accounted for approximately 76% of total revenues over the past three years and 66% of total expenses.

Non-fair related revenues have increased 9% and 12% in the past two years, respectively, which is indicative of management's efforts to expand year-round use of the ESF and accommodate a variety of demand generators. Combined, Fair and non-Fair operations averaged a net gain of approximately \$1.3 million over the three year period. The County and Fair Board noted that a primary objective for any future improvements at the ESF is that the complex remains financially self-sufficient.

ESF Historical Financial Operations				
Fair Operating Revenues	CY 2011	CY 2012	CY 2013	Three-Year Average
State Entitlement	\$77,104	\$69,124	\$75,028	\$73,752
Admission Tax	56,722	68,066	63,729	62,839
Gate/Concert Admissions	1,134,430	1,361,315	1,274,586	1,256,777
Parking/RVs	434,713	453,129	447,461	445,101
Food/Other Concessions	465,420	521,313	499,884	495,539
Carnival	630,563	642,436	650,253	641,084
Fairbooth Rentals	406,253	424,412	419,555	416,740
Cash Sponsorship	241,512	243,592	354,364	279,823
Other Revenues	22,080	26,801	22,012	23,631
Total Fair Operating Revenues	\$3,468,797	\$3,810,188	\$3,806,872	\$3,695,286
Fair Operating Expenses				
Salaries and Wages	\$676,195	\$727,321	\$778,236	\$727,251
Personnel Benefits	192,285	231,748	244,257	222,763
Supplies	67,468	64,577	70,476	67,507
Professional Services	1,321,245	1,408,076	1,444,855	1,391,392
Total Fair Operating Expenses	\$2,257,193	\$2,431,722	\$2,537,824	\$2,408,913
Total Fair Net Operating Income	\$1,211,604	\$1,378,466	\$1,269,048	\$1,286,373
Non-Fair Operating Revenues				
Admission Tax	\$72,788	\$98,448	\$114,882	\$95,373
Rental	576,266	585,054	676,384	612,568
Parking/RVs	163,505	182,494	194,528	180,176
Longterm Speedway	128,968	142,843	163,126	144,979
Food & Beverage	83,158	96,231	93,428	90,939
Other Revenues	60,230	72,189	78,580	70,333
Total Non-Fair Operating Revenues	\$1,084,915	\$1,177,259	\$1,320,928	\$1,194,367
Non-Fair Operating Expenses				
Salaries and Wages	\$730,366	\$731,676	\$737,305	\$733,116
Personnel Benefits	249,956	273,142	278,856	267,318
Supplies	87,728	87,606	83,486	86,273
Professional Services	129,696	119,619	154,478	134,598
Total Non-Fair Operating Expenses	\$1,197,746	\$1,212,043	\$1,254,125	\$1,221,305
Total Non-Fair Net Operating Income	(\$112,831)	(\$34,784)	\$66,803	(\$26,937)
Aggregate Operating Revenues	\$4,553,712	\$4,987,447	\$5,127,800	\$4,889,653
Aggregate Operating Expenses	\$3,454,939	\$3,643,765	\$3,791,949	\$3,630,218
Aggregate Net Operating Income	\$1,098,773	\$1,343,682	\$1,335,851	\$1,259,435

Note: Operating expenses exclude interfund subsidies and payments for services.

Source: ESF management.

Fair Operating Revenues

The annual Fair generates the following revenue streams:

State Entitlement – funding from the State based on a number of factors including: overall Fair attendance, number of exhibits (i.e., animal, still life), number of exhibitors (i.e., 4-H, FFA, open class), spending on exhibitors (i.e., ribbons, trophies, supplies), and the number of educational displays or exhibits

Admission Tax – the County imposes a tax of 5% on all admissions charged at the ESF; this includes gate admission and concert admission at the Fair

Gate/Concert Admissions – fees charged to Fair/concert attendees for admittance

Parking/RVs – net revenues generated by auto and RV parking throughout the Fair’s use days

Food/Other Concessions – net revenues retained by the ESF from food/beverage and retail/novelty concessions

Carnival – net revenues retained by the ESF for attendees purchasing carnival rides

Fairbooth Rentals – revenues from exhibit/display space rental

Cash Sponsorship – revenues from Fair donors and sponsors dedicated to a reserve fund for Fair-related expenditures

Other Revenues – include entry fees, inspection fees, insurance, and ATM/phone charges

Non-Fair Operating Revenues

Non-Fair event activity generates the following year-round revenue streams:

Admission Tax – revenues from the County tax for admission charges to some consumer shows (not all consumer shows charge an entrance fee) as well entertainment events

Rental – charges for horse arenas, barns, building, and grounds use

Parking/RVs – net revenues generated by auto and RV parking at non-Fair events

Longterm Speedway – includes the rent paid by High Road Promotions for Speedway lease

Food & Beverage – net revenues retained by the ESF for food/beverage associated with any non-Fair event activity

Other Revenues – include equipment/vehicle rental, shavings, ATM/phone charges, and other miscellaneous items

Operating Expenses

Overall ESF operating expenses include the following:

Salaries and Wages – include payment for the ESF’s Fair operations, administration, and maintenance staff

Personnel Benefits – ESF employee benefits paid by the County

Supplies – various office, operating, and repair/maintenance supplies as well as operating equipment

Professional Services – include various services such as judges/veterinarians, communications, travel, taxes and operating assessments, operating rentals/leases, utilities, printing/binding, premiums, assessments, dues/registrations

Staffing

ESF staffing is divided among the three accounting programs and FTE staff resources are summarized in the table below. As shown, one new administrative specialist position was added to Fair Administration General in 2013.

ESF Staffing Resources (FTEs)				
Program	CY 2011	CY 2012	CY 2013	Average
Fair Administration General	4.35	4.05	5.05	4.48
Fairgrounds Maintenance	10.20	10.20	10.20	10.20
Fair Operations General	2.00	2.00	2.00	2.00
Total	16.55	16.25	17.25	16.68

Source: Snohomish County.

Third Party Contracts

The County outsources certain services at the ESF including operations of the Speedway and food/beverage service. The major third party contracts are summarized in this section.

Racetrack

The County entered into a 25-year operating agreement with High Road Promotions LLC (High Road) in 2011 for management, promotion, marketing, operation, and maintenance of the racetrack. The agreement includes use of the track itself and grandstands. In addition to an annual base lease payment the County receives a share of ticket revenue on a graduated scale over the term of the agreement.

Set hours of operation are stipulated in the agreement to mitigate late-night noise. The agreement also sets limits for noise decibel levels and requires High Road to monitor and report such levels during all racing events. Parking lots and all associated revenues are maintained by the County. The agreement includes new event marketing with the goal that High Road will work to promote new, non-racing events at the ESF (not necessarily just those using the racetrack or grandstands). Future improvements of the ESF should also serve to expand these potential non-racing events.

Food/Beverage Service

Given the relatively limited gross food/beverage sales at non-Fair events to date, the ESF has struggled to maintain a quality food/beverage provider for the wide variety of events taking place in the off season. Until recently, one company provided service for all non-Fair activity but was not sufficiently profitable. As such, ESF management recently assessed overall food/beverage service and considered input from a local consultant, past users, as well as former food/beverage providers. The decision resulted in separate concessions/catering agreements for the Speedway and Equestrian Park. Other events have the opportunity to bring in outside caterers for their food/beverage needs with a flat user fee paid to the ESF for utilities and garbage disposal. The objective was to provide a fairly short-term solution to the overall grounds food/beverage service with the anticipation that future improvements and expanded non-Fair event activity could provide greater sales that may allow for greater profitability in the future.

To date, reviews from users have been mixed with some appreciating the choice of providers and others preferring a more hands-on service from the ESF. Some users continue to desire a catering kitchen to assist with the administration of their food service needs.

Summary

The ESF is an active facility that hosts a diverse set of event activity which provides a solid base of future business. The addition of the Weikel Events Center and Speedway operating agreement with a third party has resulted in increased racing and entertainment activity during the off-season. Aging exhibit/display and animal buildings as well as a lack of modern, dedicated meeting/banquet space will impact the complex's marketability for these types of events in the future, particularly as competitive fairgrounds continue to improve their facilities.

As with most similar complexes, the ESF typically realizes an operating deficit for its non-Fair activity which is subsidized by Fair operations. Food/beverage service has been challenging due to the breadth of event activity and their associated needs; relatively limited gross sales; and inadequate on-site kitchen amenities. Plans for future improvements at the ESF could include program elements to enhance food/beverage service and non-Fair event activity to augment this revenue stream. A modern concession/catering kitchen and greater year-round use would be beneficial to any food/beverage service provider(s) providing more demand stability and promote the consistency of service that users desire.

Future improvements that enhance existing facilities; augment exhibit and educational display space; offer modernized exhibit, meeting and banquet space; and improve utilities/maintenance efficiency should positively impact both Fair and non-Fair financial operations.

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Competitive Environment

Future improvements to the ESF are anticipated to accommodate a diverse set of Fair and non-Fair activity that may potentially be appealing to residents and out-of-town visitors. As such, it is useful to gain an understanding of the existing supply of State and regional facilities. Facility size, location, configuration, market focus and date availability are factors that impact how competitive area venues are, and may be in the future, to an enhanced ESF. While this section provides an overview of select State and regional facilities that may offer elements similar in nature to those at the ESF, it is not meant to be an exhaustive inventory.

Local Meeting/Banquet Facilities

Snohomish County offers limited venues with significant meeting and banquet space. As shown in the following table, Lord Hill Farms is the only venue with a minimum of 10,000 SF of meeting/banquet space in East Snohomish County and no larger, full-service meeting hotels are located in Monroe. According to surveys with stakeholders and past/potential users of the ESF, there is a market for this type of space from a variety of demand sources.

Snohomish County Meeting/Banquet Venues							
Facility	Location	Total Function Space SF	Total Ballroom SF	Largest Banquet Capacity	Total Meeting Room SF	Meeting Rooms	Sleeping Rooms
<i>Conference Centers</i>							
Lynnwood Convention Center	Lynnwood	21,500	11,800	730	9,700	9	
Warm Beach Conference Center	Stanwood	17,800	3,500	300	14,300	6	
Edward D. Hansen Conference Center	Everett	13,800	11,400	800	2,400	2	
Average		17,700	8,900	610	8,800	6	
<i>Meeting Hotels</i>							
Tulalip Resort Casino & Spa	Tulalip	22,600	15,000	672	7,600	9	370
Holiday Inn Downtown	Everett	11,000	7,000	550	4,000	6	243
Average		16,800	11,000	610	5,800	8	310
<i>Special Event Venues</i>							
Future of Flight Aviation Center	Mukilteo	32,300	28,200	350	4,100	4	
Hibulb Cultural Center	Tulalip	23,000		100	23,000	3	
Lord Hill Farms	Snohomish	12,000	8,500	450	3,500	1	
Average		22,400	18,400	300	10,200	3	

Note: Profiled venues are located in Snohomish County and offer a minimum of 10,000 SF of total function space.

Sources: Individual facilities; Snohomish County Tourism.

There are numerous meeting/banquet facilities in the Seattle MSA that cater to a different market niche desiring dedicated convention/conference space, full-service hotels, and/or proximate air access.

State/Regional Fairgrounds/Equestrian Facilities

There are a number of fairgrounds and equestrian facilities throughout Washington and the surrounding region. The following competitive facilities are profiled in this analysis based on their regional proximity, similarities in terms of program elements, and/or usage.

- Clark County Event Center – Ridgefield, WA
- Deschutes County Fair & Expo Center – Redmond, OR
- Donida Farm – Auburn, WA
- Expo Idaho – Boise, ID
- Idaho Horse Park – Nampa, ID
- Jackson County Expo – Medford, OR
- Meadowood Equestrian Center – Monroe, WA
- Northwest Washington Fair & Event Center – Lynden, WA
- Oregon State Fair & Expo Center – Salem, OR
- Spokane County Fair – Spokane, WA
- State Fair Park – Yakima, WA
- Thunderbird Equestrian Show Park – Langley, BC
- Washington State Fair Events Center – Puyallup, WA
- Washington State Horse Park – Cle Elum, WA

These facilities are profiled on the following page to provide an understanding of what program elements are available at the ESF relative to elsewhere in the region.

There is a significant supply (13) of fairgrounds and equestrian complexes in Washington as well as Oregon and Idaho making the market competitive particularly for State/regional equestrian activity. The ESF is among the largest regional complexes in terms of total acreage. It also offers a competitive inventory of program elements including indoor arenas, show rings, stalls, and RV sites.

Summary of Regional Fairgrounds/Equestrian Facilities														
Facility	Expo Idaho	Jackson County Expo	Existing ESF	Oregon State Fair & Expo Center	Washington State Fair Events Center	Clark County Event Center	Deschutes County Fair & Expo Center	State Fair Park	Washington State Horse Park	Idaho Horse Park	Spokane County Fair	Thunderbird Equestrian Show Park	Donida Farm	Northwest Washington Fair & Event Center
Location	Boise, ID	Medford, OR	Monroe, WA	Salem, OR	Puyallup, WA	Ridgefield, WA	Redmond, OR	Yakima, WA	Cle Elum, WA	Nampa, ID	Spokane, WA	Langley, BC	Auburn, WA	Lynden, WA
Program Element														
Site size (acres)	244	212	195	184	170	170	132	120	112	110	97	85	80	50
Indoor arena (number)	5	1	2	2	1	1	1	1	N/A	1	1	1	2	2
Indoor arena (capacity)	N/A	980	2,730/4,700	2,500/5,000	1,960	2,500	4,000	6,200	N/A		280	2,400	N/A	500
Indoor arena (SF of largest)	75,000	57,000	57,200	30,500	25,000	25,200	40,000	16,000	N/A	97,500	23,750	26,000	20,000	29,700
Show rings (number)	4	3	4	2	4	5	3	2	3	2	4	13	3	2
Outdoor stadium (capacity)	4,200	5,900	7,500	2,500	10,000	7,500	3,500	2,800	N/A	N/A	5,100	N/A	n/s	N/A
Stalls - permanent	253	196	400	220	250	194	75	152	N/A	305	199	550	160	185
Stalls - temporary	N/A			120	133	N/A	325	117	100	N/A	N/A	350	100	500
Exhibition Facility	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes
Banquet/meeting facilities	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes
Food service/catering	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes
Racetrack	No	No	Yes	No	No	No	No	Yes	No	No	No	No	Yes	No
Campground sites	101	n/s	278	50	127	N/A	106	200	23	44	163	75	N/A	500

Notes: Sorted in descending order by site size.

n/s - denotes not supplied; N/A - denotes not applicable.

Source: Individual facilities.

Several complexes have made improvements in recent years or are contemplating expansion:

- *Clark County* – added an exhibition hall
- *Cle Elum* – master plan for a dedicated equestrian complex; raising funds; no date for construction yet
- *Lynden* – added indoor warm-up and show arenas; modern technology capabilities
- *Puyallup* – added flex space building; upgraded banquet hall, signage, entrance/façade
- *Yakima* – added lighting, electrical upgrades throughout complex; sound upgrades in arena

Although there are several other private farms, and equine facilities throughout the region, most of these venues are focused primarily on boarding, training, riding and/or local agricultural/entertainment activity rather than on hosting larger competitive events.

In addition to traditional fair and equestrian program elements, many of the profiled regional facilities offer non-animal exhibit, meeting, and/or banquet space for use by consumer/trade shows, meetings, seminars, and various social functions. While the ESF offers a similar amount of exhibit space as the average of profiled facilities, its existing exhibit buildings are aged and in poor condition. As shown in the following table, the ESF offers less meeting and banquet space than profiled complexes. Some competitive facilities offer buildings that are multi-use, flex space that can be used as exhibit, banquet, and/or meeting space providing maximum flexibility for a variety of event types.

Regional Fairgrounds Facilities - Exhibit/Meeting/Banquet Space							
Facility	Location	Total Function Space SF	Total Exhibit Space SF	Total Ballroom SF	Largest Banquet Capacity	Total Meeting Room SF	Meeting Rooms
Clark County Event Center	Ridgefield, WA	147,200	147,200	n/a	n/a	n/a	n/a
Spokane County Fair	Spokane, WA	138,800	135,500	n/a	n/a	3,300	3
Washington State Fair Events Center	Puyallup, WA	101,900	79,100	8,100	240	14,700	5
Oregon State Fair & Expo Center	Salem, OR	96,800	82,100	4,000	220	10,700	4
Existing ESF	Monroe, WA	70,600	67,400	n/a	n/a	3,200	2
State Fair Park	Yakima, WA	30,800	16,000	14,800	330	n/a	n/a
Northwest Washington Fair & Event Center	Lynden, WA	13,600	6,400	6,000	290	1,200	1
Jackson County Expo	Medford, OR	13,000	n/a	6,000	225	7,000	1
Deschutes County Fair & Expo Center	Redmond, OR	12,700	12,700	n/a	n/a	n/a	n/a
Average (excluding ESF)		69,400	68,400	7,800	260	7,400	3

Notes: Excludes animal exhibition areas, arenas, and outdoor function space.

Sorted in descending order by total function space SF.

n/a - denotes not applicable.

Source: Individual facilities.

Most profiled facilities also offer concession capabilities and limited service or “warming” kitchens. Concessions are typically provided by a third party whereas catering is offered by outside sources either via a preferred provider list or an open choice by the event planner.

The ESF hosts significantly more (405) non-Fair events than other profiled fairgrounds for which data was available (which ranged from 101 to 138). It attracts more non-Fair attendees annually (247,900) than the Clark County Event Center (193,400) but fewer than the Washington State Fair Events Center (580,000). Comparable fairgrounds nationwide commonly operate at a deficit including both Fair and non-Fair activity. The ESF generates net income from aggregate operations which is likely attributable to its marketability, strong reputation in a variety of demand segments, successful management practices, and efficient operation.

Washington Indoor Event Centers

The state also offers a number of indoor arenas that host diverse demand generators ranging from sporting events, commercial entertainment acts, and equestrian/agricultural related users. As shown in the following table, there are eight indoor event centers in Washington within 150 miles of Snohomish County; six of which are within 75 miles of the ESF. Many entertainment acts and equestrian competitions require a minimum radius from one host venue to the next, typically ranging from 50 to 100 miles.

Washington Indoor Event Centers		
Facility	Location	Seating Capacity
Key Arena at Seattle Center	Seattle, WA	15,500
Comcast Arena	Everett, WA	10,000
Sho Ware Center	Kent, WA	7,800
Yakima Valley SunDome	Yakima, WA	6,200
Mercer Arena	Seattle, WA	6,000
Town Toyota Center	Wenatchee, WA	5,000
Kitsap SUN Pavilion	Bremerton, WA	4,300
University of Puget Sound Fieldhouse	Tacoma, WA	3,400
ESF Weikel Event Center	Monroe, WA	3,000

Note: Arenas within 150 miles of the ESF.

Sources: Individual facilities; Pollstar; Mapquest.

The concert and live entertainment industries are competitive both nationally and regionally and, as a result, are not as financially lucrative to the host venue given current industry economics including the supply of facilities, limited touring acts, and lower disposable incomes.

Summary

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 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.

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Input from Potential Demand Generators

Interviews/surveys were conducted with existing and potential State, regional and national event producers/promoters in order to identify future demand. Existing users and stakeholders were asked how the ESF could be improved to enhance their event's marketability, overall ingress/egress, revenue generation, and/or increase their likelihood of bringing additional events to the complex. Potential users were asked what program and/or destination characteristics were necessary to attract their event(s) to the ESF and, if interested, what their typical event statistics were. The input obtained is not intended to be statistically valid but rather reflects a representative sample of how future ESF improvements could impact usage by existing and potential user groups. Input was obtained from a variety of demand segments outlined in this section including: the annual Evergreen State Fair, Washington State 4-H Fair, agriculture/livestock, equestrian, exhibition/ meeting/banquet, and other complementary uses.

Washington State 4-H Fair

One of the objectives of the Fair Board's long-term plans for the ESF is the opportunity to host the Washington State 4-H Fair in conjunction with the annual Fair. The event takes place concurrently with the 17-day Puyallup State Fair in September and attracts 2,000 to 3,000 participants, 700 horses, 350 dogs, 100 cats, and 500 livestock animals. Required program elements to accommodate the 4-H Fair include one covered horse arena, one dog arena, four covered livestock arenas, horse and livestock stalling, on-site RV hook-ups, and dormitories for nearly 200 participants. Community attributes including accessibility and proximate hotel rooms are also important site-selection criteria for the 4-H Fair.

According to 4-H representatives, the Washington State Fair and Event Center subsidizes the State 4-H Fair in terms of rental, labor and equipment in the amount of nearly \$100,000 annually. Representatives cited Puyallup's on-site dormitories, better accessibility and hotel room supply relative to Monroe's as their key decision factors for not choosing the ESF. Should long-term plans include the development of on-site housing, enhanced County-wide hotel supply, and the ability for the ESF to subsidize the event, they would consider hosting the State 4-H Fair in Monroe.

Agricultural Activity

Input was received from local-based users such as the Fair Board and 4-H Extension, as well as State and regional agricultural organizations. A total of 20 existing users and 60 potential agricultural organizations were contacted. A total of 19 organizations responded representing a number of different agricultural areas including breed shows, training sessions, demonstrations, farmers market, and food presentations. Respondents represent a broad range of animals: cattle, sheep, goats, swine, dogs, rabbits, auctions/sales, and fiber animals (alpacas, llamas) as well as non-animal related activities.

Only three groups indicated the ESF is not a potential venue for their events due to their location in Eastern Washington and being unsure of the overall cost to utilize an enhanced complex. There is interest in using the ESF for a wide variety of event types including meetings, seminars, conferences, banquets, fund-raisers, and hands-on interactive learning.

Respondents interested in hosting events at an enhanced ESF cited the following building program needs:

- Enhanced/modernized agricultural exhibition space for animals
- Multi-use indoor, climate-controlled exhibition space for flat floor events (non-animal use) - up to 75,000 SF for agricultural related consumer and business-to-business expositions
- Flexible, higher-end meeting/banquet space that is equipped for catering, audio/visual capabilities, and divisible into separate break out rooms – offering a maximum banquet capacity of 1,000
- Enhanced food/beverage capabilities and healthier/fresh food options
- On-site dormitories to house up to 100
- Physical amenities that ranked highly include parking, on-site restaurant/catering facilities, and RV hook-ups
- Other important attributes include offering a venue proximate to their target audience and the overall price/value of the rental package.

On average, agricultural groups interested in meeting at an enhanced ESF would bring events with the following characteristics:

Existing/Potential Agricultural Users	
Event Statistic	Average Response
Number of animals	370
Number of participants	340
Number of spectators	190
Percent of attendees who stay overnight in hotels	30%
Percent of attendees originating from outside Washington	18%
Number of events days	2.0
Number of move in/out days	1.0
Number of total usage days	3.0
Number of show rings	3.4

More than half (55%) of groups represent regional (multi-State) events that draw attendees who would generate new economic activity in Snohomish County. Events held by these organizations are hosted year-round which could serve to augment the non-Fair season.

Equestrian Activity

State and regional equestrian organizations were contacted to gain insights regarding the ESF's marketability for their events. Other venues where respondents commonly host events include the Washington State Fair Events Center (Puyallup), Tacoma Unit, Oregon State Fair & Expo Center (Salem), and Deschutes County Fair & Expo Center (Redmond, OR). Results indicate there is interest from local, State, and regional breed shows for an enhanced ESF in Monroe. Challenges cited include limited date availability at the ESF during the peak show seasons of Spring/Summer.

A facility's ability to accommodate equestrian competitions is typically directly related to its program elements such as the nature and number of competition arenas, warm up arenas, stalls and RV hook ups. While the ESF equestrian park does offer a competitive package of these elements, respondents indicated some improvements could attract additional activity.

Recommended improvements include:

- Improved food/beverage service – quality, availability, and high-level catering functions
- Restroom improvements
- Additional hotel rooms nearby
- Covered lunging ring
- Indoor banquet space
- Racetrack noise abatement
- RV site upgrades/improvements

Other attributes important to show producers include the overall price/value of the complex rental package, highway access, and proximity to attendee base.

All respondents are interested in continuing to host their events and/or bringing new events to the ESF with the following average characteristics:

Existing/Potential Equine Users	
Event Statistic	Average Response
Number of horses	160
Number of stalls	208
Number of full-service RV hook-ups	60
Number of attendees	450
Percent of attendees who stay overnight in hotels	44%
Percent of attendees originating from outside Washington	29%
Number of events days	4.1
Number of move in/out days	1.3
Number of total usage days	5.4
Number of show rings	2.7

Exhibitions

In general, Snohomish County and the ESF offer limited open floor space for indoor expositions. Existing buildings are aging and lack some modern amenities. Additional exhibition space could be utilized by a variety of consumer/public shows such as craft fairs, home shows, large equipment supply shows, gun shows, coin shows, and other specialty exhibitions.

Additional exposition space would better accommodate the Fair offering expanded areas for small animal exhibitions as well as those associated with arts/crafts, 4-H presentations, vendor booths, etc. With the appropriate space, the County should be better able to capitalize on hosting expositions that are synergistic with its market attributes such as outdoor sporting/recreation and agriculture/agri-tourism related activity either independently or in conjunction with another event simultaneously being held at the ESF (e.g., equestrian competition/show and equine-related trade show at a multi-purpose exhibit hall).

A total of 24 existing consumer show users were surveyed; a total of eight (8) organizations responded representing a variety of industries. Respondents cited the following ideal building program needs/enhancements:

- Improved signage at entrance as well as throughout the complex
- Ingress/egress improvements
- 83% of respondents prefer modern, multi-use indoor, climate-controlled exhibition space for flat floor events (non-animal use) - average of 48,000 SF
- 50% could use covered outdoor exhibit space
- Consistent WiFi connectivity throughout exhibit buildings
- Paved parking in West lot
- Improved public restrooms
- Improved concessions service with freedom/flexibility to create event-themed food/beverage service

Events are held year-round and, on average, groups have the following characteristics:

Existing/Potential Exhibition Users	
Event Statistic	Average Response
Exhibit SF used	47,600
Number of attendees	4,650
Percent of attendees who stay overnight in hotels	11%
Percent of attendees originating from outside Washington	5%
Number of events days	3.0
Number of move in/out days	2.6
Number of total usage days	5.6

According to respondents, additional exhibit space at the ESF would allow show producers to:

- Increase attendance by 5% to 20%
- Increase the number of exhibitors by 5% to 20%
- Increase the number of shows hosted at the ESF

Entertainment Events

Input from the existing Fair entertainment consultant/buyer, Romeo Entertainment Group, was collected in order to assess how well the existing ESF accommodates their activity and whether there is a market for additional concert or other live entertainment events. Other than a need for improvements to restroom facilities and an enhanced backstage area, the existing ESF adequately accommodates their needs. According to Romeo Entertainment Group, there is not a market for additional concert activity during the non-Fair season given the region's supply of competitive venues with varying capacities and their locations in closer proximity to a broader population base. In addition, the non-alcohol policy at the ESF inhibits ticket sales for some music genres.

An intimately sized amphitheater developed at the ESF would not likely attract more non-Fair entertainment acts according to the entertainment buyer due to the fact that most amphitheater acts require larger capacities to make their act financially successful. Further, a more intimate capacity entertainment venue at the ESF was perceived to be competitive with existing area casinos that typically cater to smaller sized acts.

Other Complementary Uses

Interviews with stakeholders and surveys of past and potential users also highlighted several complementary uses that could augment non-Fair usage. These include the following:

- Interactive educational element focusing on agriculture of the future to complement efforts of the Heritage Museum which features the region's agricultural past
 - Host school groups, summer/holiday camps for kids
 - Co-promote with events/attendees at the ESF
 - Opportunity for corporate sponsorships of various interactive exhibits
 - Partner with Heritage Museum
- Monthly farmers market to promote smaller, local farms and sustainability initiatives (i.e., buying local, organic foods and driving less)
- Banquets/meetings – local users, corporate, non-profits, agricultural related seminars
- Festivals – beer/wine/local produce related – will likely have to be self-promoted; partner with Snohomish County Tourism Bureau, SnoCo Growers Alliance

Summary

Multiple demand generators expressed interest in utilizing an enhanced ESF:

- Agricultural animal shows
- Agricultural related conferences/training
- Consumer and business expositions
- Equine events
- Farmers market
- Festivals
- Meetings/seminars
- Social functions/banquets
- Youth educational camps/outings

Required/desired support elements from a user perspective varied by market segment and include the following:

- 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

Overall ingress/egress to the site and throughout the site should be carefully considered to accommodate increased auto, pedestrian, and animal traffic with any future improvements.

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Recommended Improvements

The previous sections discussed various supply and demand factors that may influence the type of improvements that would place the ESF in a better long-term strategic position. Market research called attention to several challenges that should be addressed by any future enhancements to the ESF:

- 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., WiFi connectivity, audio/visual equipment)
- Likely future encroachment from Department of Transportation along U.S. Highway 2
- Continued improvement of existing State/regional competitive venues
- Economic conditions and related pressures on agricultural, equestrian, and concert activity
- Limited proximate hotel supply

As mentioned previously, the County’s and Fair Board’s vision for the ESF includes continuing to accommodate the Fair; augmenting the non-Fair season; supplementing previous capital investments, enhancing revenue generation; maintaining financial self-sustainability; providing venues that highlight the area’s rich agricultural industry, draw visitors, and accommodate community needs for meeting, social, and entertainment functions. Given this long-term vision and the market research outlined in previous sections, several market demand segments were highlighted. These are summarized in the following tables along with the rationale for their potential demand.

Market Driven Segments/Demand Potential/Rationale

Fair

Demand Potential - High

- Historical significance to County
- Stakeholder objectives to prioritize Fair and maintain agricultural, family-friendly nature
- Potential to grow revenue streams via increased vendor space, modernized animal exhibit areas, enhanced food/beverage capabilities, more functional layout
- Most significant existing demand generator
- Ability to generate incremental new economic/fiscal impacts
- Need to enhance flow of people, animals, and vehicular traffic
- Address likely future encroachment of U.S. Highway 2 and State Road 522 onto existing ESF footprint to protect Fair's longevity
- Potential for public/private partnerships given broad business and community support of the Fair
- Improvements for Fair-related use marketable for multiple demand segments
- State 4-H Fair has long-term contract with Puyallup which subsidizes \$100,000+ annually; unlikely to move

Agricultural/ Livestock

Demand Potential - High

- Promotes maintaining the Fair's authentic agricultural theme
- Strong existing base of 4-H business
- County's and State's agricultural industry size and breadth
- County's reputation as a leader in 4-H involvement, training, and adoption
- Significant market potential to attract variety of event types including meeting/seminars, conferences, banquets/fund-raisers, hands-on interactive learning
- Breadth of interest for breed shows/activities
- Year-round activity
- Better accommodate Fair needs for animal exhibitions, demonstrations
- Foster County's agricultural heritage and sustainability initiatives
- Support local growers and sustainability efforts
- Ability to generate incremental new economic/fiscal impacts
- Partnership potential with agricultural, commercial, and educational institutions

Market Driven Segments/Demand Potential/Rationale (cont'd)

Exhibition/Meeting/ Banquet

Demand Potential - High

- Variety of potential year-round exhibition uses/target markets (i.e., equine, agricultural, outdoors, consumer related, large equipment, etc.)
- Existing exhibition users could increase number of vendors, attendees, and shows
- Allows Fair to expand vendors
- Variety of meeting/banquet demand generators including community, civic, corporate, agricultural organizations
- Ability to draw agriculture related conferences
- Clark County, Spokane, and Puyallup offer 83% more exhibit/meeting/banquet space (excluding animal exhibition areas)
- Limited supply of meeting/banquet space in eastern portion of County
- Potential revenue streams via rental, food/beverage, audio/visual services
- Flex space could provide exhibit, meeting, and banquet space for maximum efficiency

Equestrian

Demand Potential - Moderate

- Existing base of business and program elements
- General customer satisfaction with overall complex and service levels
- Relatively limited potential given date availability during peak show season
- Groups are price-sensitive due to economic pressures on overall equine industry
- Potential to replace local level shows with more mid-level shows that draw more overnight visitors
- Speedway proximity and associated noise
- Constrained by highway/roadway accessibility and hotel supply relative to competitive venues
- Economic pressures on industry overall

Market Driven Segments/Demand Potential/Rationale (cont'd)

Other Complementary Uses	Demand Potential - Low
<ul style="list-style-type: none">• Complement Heritage Museum efforts• Host school groups, summer holiday camps• Co-promotion with events/attendees at ESF• Foster County's agricultural heritage and sustainability initiatives (i.e., buying local, organic foods and driving less)• Promote smaller, local farms• Create year-round use and attract incremental visitors• Partnership potential with agricultural, corporate, and educational institutions• Co-promotion opportunities with Snohomish County Tourism Bureau and SnoCo Growers Alliance• Limited demand from touring concerts due to competitive nature of industry, supply of regional venues, and economic pressures on disposable income	

Estimated Cost

Based on the analysis conducted by Crossroads and K/O Fairground Planners, as well as direction provided by County Council, recommended improvements were made for four program areas as well as general site conditions and public service buildings. The following table summarizes the estimated construction cost and total project cost by program area. Total project costs include contingencies and other fees. As shown, the Grandstand & Commercial Buildings improvements have the highest cost which is primarily attributable to the addition of a new multi-purpose building.

Summary of ESF Long-Term Plan Improvements Cost Estimate		
Program Area	Base Construction Cost	Total Project Cost
Grandstand & Commercial Buildings	\$11,673,000	\$16,243,000
Site Conditions	\$8,688,000	\$12,089,000
Animal Buildings	\$6,180,000	\$8,600,000
Equestrian Park Buildings	\$4,617,000	\$6,425,000
Public Service Buildings	\$1,128,000	\$1,569,000
Exhibits & Display Buildings	\$664,000	\$924,000
Aggregate Cost	\$32,950,000	\$45,850,000

Notes: Amounts rounded to the nearest thousand.
Sorted in descending order by cost.

Source: K/O Fairground Planners.

The recommended improvements and their associated cost are presented in more detail in the K/O Fairground Planners report under separate cover. The next section of this report focuses on financial considerations of pursuing the above recommended improvements.

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Financial Analysis

In addition to market and site-related factors, the County is continuing to ascertain various financial factors as it explores the merits of expanding/enhancing the ESF given its objective to maintain the complex's financial self-sustainability. Based on market research and the long-range plan improvements prepared by K/O Fairground Planners and presented under separate cover, this section focuses on the impact to financial operations for each of the program areas: Equine, Exhibit, and Livestock; other operating strategies; a comparison of annual financial operating benefits to costs; and potential funding strategies.

Financial Operating Impact

Crossroads assisted the County in developing a hypothetical, order-of-magnitude estimate of incremental new operating revenues and expenses before depreciation and debt service for the proposed ESF long-term plan improvements for a stabilized year of operations. The financial estimate and related assumptions are based on information from primary and secondary sources including, but not limited to, historical ESF operations. This analysis is also based on certain hypothetical assumptions pertaining to operations of the complex, attendance levels and other related financial assumptions provided by and agreed to by the County. The accompanying analysis was prepared for internal use by the County for use as an initial planning tool for expansion/enhancement of the ESF and should not be used or relied upon for any other purpose including financing of the project.

The analysis performed was limited in nature and, as such, Crossroads does not express an opinion or any other form of assurance on the information presented in this report. As with all estimates of this type, we cannot guarantee the results nor is any warranty intended that they can be achieved. The estimates of operating revenues and operating expenses are based on the anticipated size, quality and efficiency of the proposed expanded/enhanced facilities. Since these estimates and assumptions are based on circumstances that have not yet transpired, they are subject to variation. Further, there will usually be differences between estimated and actual results because events and circumstances frequently do not occur as expected, and those differences may be material.



Estimate of Incremental Net Operating Income - ESF

The table below shows the three-year historical average, as well as the potential range of financial operations based on recommended improvements to each of the program areas outlined previously. Historical operating revenues for Exhibit, Equine, and Livestock related non-Fair activity are allocated based on actual revenues generated from specific event types (i.e., horse arenas/barns) as well as an analysis of certain historical revenue streams by event type (i.e., concessions) and the distribution of historical use days. The range of potential Fair-related operating revenues represents the impact due to all improvements combined. The range of potential operating revenues for Exhibit, Equine, and Livestock related improvements represent total non-Fair operations due to improvements in each respective program area individually. Finally, aggregate ESF revenues are presented taking into account the impact to Fair and non-Fair related activity assuming a full build-out of the long range plan. Due to the fact that historical operating expenses are difficult to allocate to each program area, the impact to operating expenses are shown in aggregate for all proposed improvements. Operating expenses are assumed to be primarily impacted by additional marketing and maintenance staff to accommodate incremental demand as well as various supplies and services. Many event-related expenses are assumed to be passed through to the user based on the type and distribution of new event activity. As shown in the following table, the combined long range improvements are estimated to generate aggregate net income of \$1.8 to \$1.9 million or a 46% to 54% increase over historical levels.

Estimated Annual Financial Operating Impact - Overall Long Range Plan Improvements			
Category	Three-Year Historical	Incremental Range	Total Range
Operating Revenues			
Fair	\$3,695,000	\$453,000 - \$639,000	\$4,148,000 - \$4,334,000
Equine	480,000	111,000 - 134,000	591,000 - 614,000
Exhibit	340,000	239,000 - 269,000	579,000 - 609,000
Livestock	39,000	24,000 - 26,000	63,000 - 65,000
Speedway	336,000	0 - 0	336,000 - 336,000
Aggregate ESF Operating Revenues	\$4,890,000	\$827,000 - \$1,068,000	\$5,717,000 - \$5,958,000
Operating Expenses			
Salaries and Wages	\$1,460,000	\$103,000 - \$153,000	\$1,563,000 - \$1,613,000
Personnel Benefits	490,000	36,000 - 54,000	526,000 - 544,000
Supplies	154,000	16,000 - 22,000	170,000 - 176,000
Professional Services	1,526,000	89,000 - 164,000	1,615,000 - 1,690,000
Aggregate ESF Operating Expenses	\$3,630,000	\$244,000 - \$393,000	\$3,874,000 - \$4,023,000
Aggregate ESF Operating Net Income	\$1,260,000	\$583,000 - \$675,000	\$1,843,000 - \$1,935,000

Notes: Speedway operating revenues include lease payment, parking, admission tax, and net concessions from Speedway related activity.

The impact to Speedway operations from ESF improvements are not taken into account in this analysis.

Excludes depreciation, and debt service.

As previously outlined in the historical ESF operations section, Fair operating revenues include net amounts retained by the ESF and include gate and concert admissions, carnival, concessions, parking, booth rentals, entry fees, admission tax, State entitlement, ATM fees, phone services, insurance, and inspection fee. Non-Fair revenues include net amounts retained by the ESF and include: rental for horse arenas/barns, equipment/vehicles, grounds, buildings, and RV hook-ups; admission tax; parking; concessions; shavings; and miscellaneous/ ATM/phone charges. Operating expenses includes those associated with staffing, various office, operating, and repair/maintenance supplies; as well as services such as judges/veterinarians, communications, travel, taxes and operating assessments, operating rentals/leases, utilities, printing/binding, premiums, assessments, and dues/registrations.

In order to assist the County with any prioritization or phased approach to the development plan, the remainder of this section focuses on the top line impact to Fair operating revenues from overall improvements as well as the impact to non-Fair operating revenues from planned improvements in the Exhibit, Equine, and Livestock program areas individually.

General Assumptions

General assumptions used in this analysis include, but are not limited to, the following:

- The long-range plan improvements developed by K/O Fairground Planners are built including individual program area enhancements as well as general site upgrades including the addition of covered walkways, entry gate/plaza improvements, restroom improvements, Speedway sound wall, Speedway loop road, and Highway 2 sound wall.
- A primary objective of the proposed long range plan is to host more non-Fair activity.
- The complex continues to be publicly owned and operated by the County.
- Facility management will continue to have established contacts and strong relationships with state and regional event promoters/producers in the equine, agriculture/livestock, and commercial entertainment industries.
- The facility is aggressively marketed by established tourism agencies in addition to facility marketing efforts.
- A high level of quality customer service is provided.
- Potential impacts to the Evergreen Speedway or Heritage Museum operations are not considered as part of this analysis.
- No significant changes in the competitive marketplace occur.
- Amounts are presented in current dollars and reflect a stabilized year of operations which is defined in the utilization assumptions.
- No major economic fluctuations or acts of nature occur that could adversely impact the ESF's business, area employment, or disposable income.

Utilization Assumptions

The financial analysis is based on several factors including a hypothetical estimate of utilization for each event type that was developed based on the market research previously referenced and the proposed long range plan improvements. Subsequent to construction, event activity at new/enhanced facilities typically experiences a “ramp up” period to a stabilized level of activity which occurs for several reasons. For instance, some groups that book their event years in advance may not want to risk that a facility’s construction is delayed and not completed in time for their event. In addition, some groups may choose to let management “fine tune” its operations before hosting an event at an improved ESF. The length of time for new/enhanced venues to reach stabilized operations varies but typically ranges from three to five years. Overall utilization at any facility is typically dependent on a number of factors (e.g., market size; accessibility; nearby amenities; size, configuration and quality of the facilities offered; effectiveness of the management team in booking the facility; date availability; cost, etc.) and is rarely consistent. As such, the estimated range of utilization represents a stabilized year.

Comparison of Historical and Estimated Utilization at the ESF									
Event Type	Events			Use Days			Total Attendance		
	Three-Year Historical	Estimate With Improvements		Three-Year Historical	Estimate With Improvements		Three-Year Historical	Estimate With Improvements	
Fair	1	1	- 1	35	35	- 35	335,900	353,000	- 363,000
Consumer Show	42	47	- 49	135	150	- 157	110,000	141,000	- 147,000
Entertainment	10	12	- 13	32	38	- 42	15,700	21,600	- 23,400
Agriculture/4-H	144	158	- 166	259	284	- 299	14,800	20,500	- 21,600
Equine	37	39	- 40	111	116	- 119	14,100	15,300	- 15,600
Banquet	8	28	- 30	8	28	- 30	4,700	16,500	- 17,700
Meeting	78	125	- 140	134	213	- 238	5,400	8,800	- 9,800
Total	320	410	- 439	714	864	- 920	500,600	576,700	- 598,100
Percent Change		28%	- 37%		21%	- 29%		15%	- 19%

Notes: Use days include event days as well as any necessary move in/out days.
 Total attendance is rounded to the nearest hundred.
 Racing events and parking are excluded from this analysis.



The following describes the utilization assumptions by event type:

Fair – Proposed improvements including entry/gate enhancements, covered walkways, and modernized amenities are assumed to increase the Fair’s variety of vendors, exhibits and animal capacity and are assumed to increase Fair attendance by 5% to 8%.

Consumer Show – Based on surveys with past and potential consumer show producers, the addition of more modern, clear span exhibit space will make the ESF more marketable for various expositions including the growth of shows currently accommodated as well as the addition of local farmers’ markets, and agricultural business-to-business expos. A total of five to seven additional shows are assumed with a similar average event length to historical activity. New shows and anticipated growth in attendance at some existing shows is estimated to increase consumer show attendance by 28% to 34%.

Entertainment – Improvements are estimated to attract two to three food, wine, or cultural festivals. Covered walkways among buildings are anticipated to allow entertainment events to attract relatively higher average attendance than historical levels. Overall attendance at entertainment events is estimated to increase by 38% to 49%.

Agriculture/4-H – Based on surveys with existing and potential agricultural/4-H organizations, it is estimated that the ESF could attract 14 to 22 new events with the proposed improvements. These include agricultural related conferences, State/regional 4-H events, as well as additional breed shows. This new activity is estimated to draw 39% to 46% additional attendees from this demand segment. It should be noted that additional meeting/banquet activity for agricultural/4-H related organizations is taken into account under those individual event types.

Equine – Given its current activity level, strong repeat business, and interviews with past and potential users, improvements to the Equestrian Park amenities are assumed to allow the complex to accommodate simultaneous smaller shows thereby opening two to three weekends for additional events. Some of this new activity may include larger shows that cannot currently be accommodated due to date availability. Overall attendance at equine events is estimated to increase by 9% to 11%.

Banquet – The proposed new multi-purpose hall will offer higher end finishes with a more typical ballroom setting as well as a concessions/catering kitchen to accommodate a variety of social functions. Based on input from potential users and stakeholders, there is demand for banquets from the agriculture industry, corporate market, and community residents. It is estimated that the new ballroom space could accommodate 20 to 22 additional banquets. Given the limited options within the surrounding area, these new events are estimated to attract 3.5 to 3.8 times more attendees than historical levels.



Meeting – The proposed new multi-purpose hall will also offer dedicated meeting rooms with modern technological and audio-visual capabilities. Based on surveys with past and potential users as well as interviews with stakeholders, there is additional demand for meeting space from agricultural organizations, the corporate and residential community. In addition, opportunities exist to offer educational camps for school-aged children during Spring break and throughout the summer. Combined, these segments are estimated to generate 47 to 62 new meetings (or camp sessions) with the proposed improvements. Meeting attendance is estimated to increase by 63% to 81% with similar average attendance per meeting to historical levels.

The net increase in various program offerings and these utilization assumptions are the primary drivers of the estimated operating revenues. Limited changes to rental rates for arenas, stalls, buildings, grounds and RVs are assumed given the competitive market in which the ESF operates and the price-sensitive nature of many of its users. That said, some new activity such as higher end banquets and meetings are assumed to command higher rental and food/beverage prices than existing space can generate. This is a conservative approach for planning purposes.

Operating Revenue Impact of Overall Improvements to Fair

As mentioned previously, each of the program area improvements are anticipated to enhance the Fair operation from a marketability perspective, as well as from a functional, safety, and financial perspective. Enhanced entryways and covered walkways provide a more welcoming environment. Adjusting the site layout and enhancing circulation for people, vehicles, and animals will improve safety and the overall visitor experience. Equine improvements enhance revenue potential and create protection from inclement weather. Exhibit improvements will benefit the Fair by providing increased exhibit/display space, and vendor space. Covered walkways, improved animal/vehicle/pedestrian flow, and general improvements to visitor amenities will foster increased attendance and enhance revenue streams. Livestock improvements enhance safety and functionality of animal buildings, their overall flow among one another, increase space for additional entries, and promote the Fair’s identity as an authentic agricultural Fair. Exhibit and Livestock improvements provide the opportunity to increase involvement, making the Fair eligible for increased State entitlement funds.

Assuming all of the long-range plans are made, the Fair is estimated to experience a 12% to 17% increase in operating revenues.

Estimated Annual Fair Operating Revenues from Overall Improvements			
Category	Three-Year Historical Fair	Incremental Range	Total Range
Operating Revenues	\$3,695,000	\$453,000 - \$639,000	\$4,148,000 - \$4,334,000



Fair Related Assumptions/Rationale

The recommended long range plan improvements are estimated to increase Fair attendance by 5% to 8% positively impacting gate admissions, concert admissions, carnival, concessions, parking, and admission tax. New/enhanced exhibit space, animal buildings, and various overall grounds improvements are estimated to positively impact Fair booth rentals, entry fees, RV parking, and State entitlement.

Operating Revenue Impact of Exhibit Related Improvements

Recommended improvements to the ESF’s exhibit related buildings are estimated to generate \$239,000 to \$269,000 in incremental non-Fair operating revenues.

Estimated Annual Operating Revenues from Exhibit Related Improvements			
Category	Three-Year Historical Non-Fair	Incremental Range	Total Range
Operating Revenues	\$340,000	\$239,000 - \$269,000	\$579,000 - \$609,000

Exhibit Related Assumptions/Rationale

Exhibit related improvements include a new multi-purpose building and a concessions/catering kitchen to replace Building 400, an addition to Building 200, a new Arts & Crafts Building offering exhibit/display space, as well as a new outdoor performance stage with seating for at least 3,000. These combined improvements along with general site improvements such as covered walkways are estimated to positively impact the number of consumer shows, meetings, banquets, entertainment events (e.g., food, wine, and/or cultural festivals), 4-H activity, and non-animal agriculture related events (e.g., conferences, expos, meetings, and banquets). Based on input from past users, the improvements are also estimated to increase the attendance at some existing consumer shows. Exhibit capabilities could also increase year-round educational opportunities that could meet the objectives for highlighting the area’s agricultural heritage and future as well as conservation and sustainability efforts.

This increased exhibit related event activity and associated attendance is estimated to positively impact non-Fair rental revenue from equipment/vehicles, grounds/buildings rental, parking, as well as admission tax, food/beverage, and miscellaneous/ATM/phone charges. The new multi-purpose building is anticipated to offer dedicated meeting/banquet space unlike existing facilities at the ESF that can command higher rental rates and food/beverage prices.



Operating Revenue Impact of Equine Related Improvements

Recommended improvements to the ESF’s equestrian park are estimated to generate \$111,000 to \$134,000 in incremental non-Fair operating revenues.

Estimated Annual Operating Revenues from Equine Related Improvements			
Category	Three-Year Historical Non-Fair	Incremental Range	Total Range
Operating Revenues	\$480,000	\$111,000 - \$134,000	\$591,000 - \$614,000

Equine Related Assumptions/Rationale

Improvements to the ESF Equestrian Park include: removing Horse Barns 102 and 103 replacing with a new, larger stall barn; minor improvements to the 105 and 106 Horse Barns, and the covered arena; covering rings 110 and 111; reconfiguring rings 109 and 112; adding a café to ring 110; and covering walkways among elements. Equine related improvements are assumed to help the ESF retain its existing base of business in a changing competitive environment by offering a more marketable complex regardless of weather conditions. Improvements are assumed to allow some smaller equestrian events to be held simultaneously opening two to three weekends for additional events. This increased event activity and related attendance is estimated to positively impact horse arena/barn rental, RV hook-ups, shavings, and food/beverage revenues.

Operating Revenue Impact of Livestock Related Improvements

Recommended improvements to the ESF’s livestock related buildings are estimated to generate \$24,000 to \$26,000 in incremental non-Fair operating revenues.

Estimated Annual Operating Revenues from Livestock Related Improvements			
Category	Three-Year Historical Non-Fair	Range of Potential with Improvements - Incremental	Range of Potential with Improvements - Total
Operating Revenues	\$39,000	\$24,000 - \$26,000	\$63,000 - \$65,000



Livestock Related Assumptions/Rationale

Recommended livestock improvements include the replacement of many animal barns with 80,000 SF of new barn space, a new connector building between Buildings 600 and 604, a new auction building, as well as covered walkways among buildings. Based on market research, these improvements are assumed to enhance the ESF's marketability for various animal/breed shows. Increases in associated events and attendance are assumed to increase rental for buildings and equipment/vehicles, as well as RV hook-ups. While the estimated increase in animal/breed shows is estimated to have a fairly minimal impact from a financial perspective, enhancing the offerings for this demand segment provides a better product for agriculture related shows, expands the off-season agricultural uses of the ESF, supports the objective to maintain the Fair's authentic agricultural heritage, and enhances efficiency by offering modern ventilation and HVAC systems.

Other Operating Strategies

The following outlines various marketing and financial strategies that the County may want to consider incorporating in future operations of an improved/enhanced ESF.

Marketing Efforts

Given the recommended programmatic additions/enhancements and on-going master planning efforts, the ESF should develop a formal marketing plan to guide future efforts and measure performance associated with key target markets (e.g., equestrian, 4-H, livestock, conferences, meetings, banquets, entertainment, consumer shows, etc.). To ensure that this strategic plan is achieved, the marketing plan should provide strategies and action steps of execution along with goals to measure success. Moreover, the marketing plan should work in association with the County's image it wants to reflect to ESF visitors. The brand recognition connected with a facility is vital in conveying its marketability and distinguishing it from competitors.

Strategies should include leveraging local relationships to draw state, regional and/or national events such as Snohomish County 4-H and Washington State 4-H, Fair Board members, and High Road Promotions. For instance, networking with local residents who have a connection to various state, regional and/or national events that could be held at the ESF. A key objective should be to develop and grow relationships with broader event producers/promoters in the equestrian, exposition, agricultural and entertainment industries. ESF staff should collaborate with the Snohomish County Tourism Bureau on methods for lead generation, staff training, outreach and a joint marketing strategy. Efforts should be made to create consistent print/electronic marketing materials highlighting the destination and ESF attributes.



Financial Operations

Rental rates should be revised to reflect new/enhanced venues and market rates for certain activity (i.e., meetings, banquets, conferences, etc.) in order to maximize the ESF's competitive position and financial performance. Other price-sensitive groups or demand segments in highly competitive markets will require that rental rates be kept reasonable to accommodate these needs. The County should establish a policy relative to selling commercial rights such as naming rights, advertising, etc. Once the policy is formally established, efforts should be made to maximize revenue generation through marketing and sales of agreed-upon opportunities.

Any future food and beverage contract negotiations may positively impact financial operations and customer service given the estimated increased year-round attendance, relatively more food/beverage functions, and a new concessions/catering kitchen centrally located within the site to serve various event needs.

In order to maximize operating efficiency and more accurately report performance measures, the County should consider implementing a computer system that efficiently books/tracks event statistics, and maintains event settlement sheets which will improve overall operating efficiency. Reporting from the new system should allow management to assess the relative value of an event.

Finally, in order to protect the County's investment, the current dedicated, capital reserve fund should be maintained.

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Funding Analysis

The ESF has played an important role in the County’s agricultural heritage by providing a venue for the Fair and a variety of other educational, entertainment, and social activities. Over time its inventory of existing buildings has aged and the supply of competitive State/regional fairgrounds and area entertainment venues continues to expand/improve. In order to achieve the vision for the ESF to continue to play a role in fostering the agricultural heritage and future of the County, improvements to its general layout, support buildings, and inventory of space will need to be improved. As the County considers phasing the long-term plan improvements, it will want to consider both quantitative benefits as well as qualitative benefits.

Comparison of Estimated Incremental Operating Revenues and Costs by Program Area

The following table compares the incremental annual operating revenues to the incremental annual operating expenses and estimated annual debt service based on cost estimates provided by K/O Fairground Planners and financing terms provided by the County. Estimated incremental amounts are based on the three-year average of historical financial operations; however, it is important to note that over time if improvements are not made, the ESF may lose some business to other competitors thereby making the incremental benefit larger.

Summary of Estimated Incremental Operating Revenues and Costs for the Proposed ESF Long Range Plan Improvements - By Program Area															
Category	Fair		Exhibit		Equine		Livestock		Aggregate						
Incremental Operating Revenues															
Operating Revenues	\$453,000	-	\$639,000	\$239,000	-	\$269,000	\$111,000	-	\$134,000	\$24,000	-	\$26,000	\$827,000	-	\$1,068,000
Incremental Operating Costs & Debt Service															
Operating Expenses															
Debt Service	(\$829,000)	-	(\$829,000)	(\$1,042,000)	-	(\$1,042,000)	(\$390,000)	-	(\$390,000)	(\$522,000)	-	(\$522,000)	(\$2,782,000)	-	(\$2,782,000)
Total	(\$829,000)	-	(\$829,000)	(\$1,042,000)	-	(\$1,042,000)	(\$390,000)	-	(\$390,000)	(\$522,000)	-	(\$522,000)	(\$3,026,000)	-	(\$3,175,000)
Funding Gap															
Ratio of Operating Revenues to Costs	0.55	-	0.77	0.23	-	0.26	0.28	-	0.34	0.05	-	0.05	0.27	-	0.34

Notes: Operating revenues include admissions tax.

Debt service assumes a term of 30 years and an interest rate of 4.4% based on input from County representatives.

While each set of program area improvements may not be able to generate sufficient operating revenues to cover anticipated debt service on their own, the Fair is a beneficiary of all individual components. Market demand does not always have a direct correlation to financial performance given the competitive nature of the individual market segments and the price sensitivity of many ESF users. That said, the proposed long-term plan meets a variety of the County's and the Fair Board's objectives for the ESF including, but not limited to, the following: enhancing/protecting longevity of the Fair; maintaining its authentic agricultural experience; increasing year-round activity; augmenting educational opportunities; decreasing reliance on the Fair; improving aging buildings; enhancing safety; and improving the flow of traffic, people, and animals. The estimates presented herein are meant to serve as a planning tool for the County in its on-going decisions associated with long-term improvements to the ESF.

Potential Financing Techniques and Vehicles

Throughout the country, fairgrounds and other public assembly facilities have used a variety of financing techniques and sources of funding to construct their venues. This section of the report presents a description of traditional financing instruments and funding sources used to fund public assembly facilities. Each of these financing options impact the owner and/or local government partners differently, as each will have its own cost structure, tax implications and cash flow considerations. Although the various alternatives presented in this section represent the most commonly used forms of financing, not all of them may be appropriate for the County and the ESF long term plan improvements. Local and State laws, fiscal sources and debt issuance capacity of governmental entities for bonding purposes all influence the ability to use any one of these financing methods or funding sources.

Public assembly facilities such as exhibition halls, arenas, equestrian parks, and convention centers have been traditionally financed with a variety of public and private funds. Recent projects have increasingly sought to capitalize on private funding to assist in the overall financing plan. However, in many instances, the primary source of underwriting for debt service on construction is still derived from public sources.

Financing Instruments

This section summarizes traditional financing instruments. These financing instruments may or may not be applicable to financing the proposed ESF improvements.

General Obligation Bonds - Historically, many public assembly facilities have been financed by general obligation bonds issued by city, county or state governments. General obligation bonds are backed by a pledge of ad valorem taxes of the issuer. Since the tax base and taxing authority of the government are pledged to the repayment of the bonds, these bonds typically have the lowest interest of all forms of bond financing. Interest rates vary depending on the existing bond indebtedness and credit rating of the public sector entity. One disadvantage of using general obligation bonds is that the overall bond capacity for the issuing municipality is reduced. General obligation bonds issued by the City, County or by some State governments have to be coordinated with other government financing plans and typically require voter approval through a public referendum.

Revenue Bonds - Revenue bonds are special obligations secured by one or more defined revenue sources. Most public assembly revenue bonds are based on a pledge of a dedicated revenue source such as facility revenues, hotel/motel room night tax, admission tax, food and beverage tax, gross receipts tax or other special assessments. The use of special purpose tax levies represents a means by which capital costs may be linked with recurring benefits and is typically directed at those sectors of the local economy which directly benefit from the proposed new facility(s) such as hotel room night stays, ticket sales, food, and/or alcohol sales. One of the primary advantages of revenue bonds is that the issue need only pledge specific revenues and not the full faith and credit of the issuer. However, because of this, revenue bonds require a higher interest rate than general obligation debt.

Tax Increment Funding – Tax increment or tax allocation bonds are secured by a pledge of net increases in property or gross receipts tax (e.g., Washington State business and occupation tax) or both resulting from the development of an area within a defined development district. The success of this type of financing is dependent upon a development district being established and a strong market driven development atmosphere that would provide a constant source of new privately owned and financed projects within the district. This technique can be particularly useful in addressing infrastructure improvements needed for the construction of facilities. Often these “tax increment financing districts” are created in “blighted” areas. The Washington State Community Revitalization Financing statute outlines specific parameters as to the process for creating an “increment area”; what must be included in the development plan for the project; the method to identify the “base” taxes; the diversion of the incremental revenue; etc.

Certificates of Participation – Another funding alternative is the use of Certificates of Participation (COPs). Unlike general obligation or revenue bonds, this financing method does not legally pledge government money to pay the annual debt service. Under this method, COP holders are repaid through an annual lease appropriation by the sponsoring government agency. Because this agency does not legally commit taxpayers over a long term, funds can be obtained without voter approval. Further, COPs are not subject to many other statutory requirements applicable to bonds, including interest rate limitations, election requirements, competitive sales requirements, semi-annual or fixed-rate interest payment requirements. Consequently, a government agency can react quickly to favorable financial market conditions and structure a deal in a timely manner. On the other hand, because no funds are legally pledged



beyond annual appropriations, COPs typically have a higher cost of debt in comparison to traditional bond issuances. A COP holder's primary recourse upon default is the value of the asset (i.e., the facility).

Taxable Versus Non-Taxable Debt – While it is premature to ascertain whether the debt issuance will be taxable or non-taxable in nature, it is important to recognize that the structuring of certain contractual agreements with vendors, management and/or users can impact its tax status.

Funding Sources

Funding sources can usually be defined as one of two types: one-time and recurring. The most common one-time source of funding is a grant or cash contribution. However, the majority of funding sources are recurring in nature and include, but are not limited to, the following:

- Surplus revenue or designated operating revenues
- Lodging or hotel/motel room night tax
- Food and beverage tax
- Special taxes (e.g., admission or ticket tax)
- Community development tax
- Ad valorem tax
- Sales or gross receipts tax
- State and local appropriations
- Governmental grants
- Tax increment revenues

These sources of funds represent common means of funding sources for construction of public assembly facilities. Traditionally, these sources are paid into a fund account or are in some way dedicated or committed to the retirement of annual debt incurred through a particular financing medium.

A portion of the sources outlined above represent fiscal sources under the control of local and/or state government. Typically, joint financing plans that have local and state government involvement result in a facility owned and operated by the local governmental entity. Most facilities developed by local and/or state governments rely on fiscal sources such as sales or gross receipts tax, hotel/motel room night tax, food and beverage tax, or various redevelopment rebates. Increasingly, local governments have been able to capitalize on special funding that may require approval at the state level (e.g., changes in taxes imposed, rebates for collections within local jurisdictions or amounts on existing taxes) to assist in their project. In some instances, this may require approval of the State Legislature.



State and/or Federal grants also represent a potential funding source for both planning and project execution/implementation of the long range plan improvements. Many grants require matching funds which would allow the County to maximize its committed investment as well as any capital obtained from the private sector.

For projects that have components that could support agriculture, land management, enhance energy efficiency, use renewable energy, and/or sustainable technologies practices, the following agencies have various grant programs that should be considered:

- U.S. Department of Agriculture
- U.S. Department of Energy
- Partnership for Sustainable Communities (a partnership of Department of Transportation, Environmental Protection Agency, and Housing and Urban Development)
- U.S. Department of Commerce, Economic Development Administration
- Bureau of Reclamation, Water SMART grant program
- Washington State Department of Commerce
- Washington Economic Development Finance Authority

In general, infrastructure improvements at the ESF such as recycling the irrigation water, energy efficient pumps, using low-flow appliances/equipment, solar on the buildings, LED lighting in the barns/arenas, recycling facilities and educational elements, etc. may qualify for grants.

Potential Public Funding Sources

Based on input from County officials, potential public funding alternatives for future ESF improvements may include, but not be limited to, the following:

- *Operating Surplus* – A portion of the operating surplus is currently dedicated to the Weikel Event Center debt service and future repairs/maintenance. Continuing to dedicate future surpluses for specific uses such as marketing and/or a long-term repair/replacement plan for existing and new/improved buildings can serve to protect the County past and future investments.

- *Admissions Tax* – The County imposes a 5% admissions tax on events charging admission at the ESF as well as two other park facilities. Revenues generated from this tax are currently dedicated to an ESF fund for capital improvements and could be used to fund a portion of the proposed improvements.
- *Real Estate Excise Tax (REET)* – The State of Washington and Snohomish County levy a tax on the sale of real estate. The real estate excise tax is typically paid by the seller of the property. The State tax is 0.0128% and proceeds are primarily allocated to the general fund. The County rate is 0.5% and proceeds are typically shared between Parks & Recreation and Public Works projects. The ESF’s Equestrian Park and/or RV Park could be eligible for dedicated funding from this source for long-term debt repayment given their function as park land/recreation space.
- *Resources for Education/Youth Development* – County general fund resources are allocated annually for various youth development/ educational purposes. Given the ESF’s significant base of 4-H and Future Farmers of America activities that occur year-round as well as the anticipated ability to develop an educational summer/holiday camp program, certain aspects of the long-term plan may be eligible for County resources to augment its objective to provide educational activities for residents.
- *Public Facilities Districts (PFDs)* are municipal corporations with independent taxing authority and are taxing districts under the Washington State constitution. A PFD may charge fees for the use of its facilities, levy an admissions tax not exceeding 5%, and impose a vehicle parking tax not exceeding 10%. In addition to these revenue sources, state law allows PFDs to impose two different types of sales and use taxes. Public facilities districts may impose a local sales and use tax of up to 0.033% to finance regional centers and with voter approval, PFDs may also impose a local sales and use tax up to 0.2 percent to finance, design, construct, remodel, maintain, or operate public facilities. Snohomish County has partnered with the City of Everett and City of Lynnwood to create PFDs that provide needed public facilities to serve local and regional business, community, family entertainment, youth, recreation and athletic organizations; to promote economic development; and to further the revitalization of business, financial and commercial districts within the County. In the past, the County has preferred not to pursue a PFD for ESF funding.

Potential Private Funding Sources

Based on the project costs and estimated incremental event activity associated with the ESF long term improvements, a financing plan predicated on the use of incremental operating revenues will not be sufficient. As such, effort should be made to maximize private sector investment to minimize the public risk, where possible. There are several potential opportunities that may assist in mitigating the construction costs from non-governmental sources including the following:

- *Naming rights* - where one or more parties can be solicited for up-front or annually recurring commitments. Naming rights could be associated with specific program elements (e.g., covered arena, expo hall, etc.) or a section of the ESF property (e.g., equestrian park, animal display area, etc.).
- *Concessionaire rights* – where a third party concessionaire provides food/beverage equipment and/or capital in exchange for exclusive rights for a specified term.
- *Pouring rights* - where a beverage manufacturer pays the facility for exclusive selling rights for a specified term.
- *Long-term sponsorships* – include the sale of advertising for particular “zones” within or outside the facility such as a private area to gather prior to and after events, an interactive educational area, or an entry boulevard named for a sponsor. Based on input from stakeholders and past/potential user groups, opportunities exist to foster funding from private sector sources. According to user groups, equestrian and agricultural related business would be amenable to sponsoring developments at the ESF that foster their market niches. Specifically, the County’s strength as a 4-H participant/volunteer organization could be leveraged to solicit agricultural companies to sponsor a particular improvement. In addition, stakeholders mentioned the likely support from local corporations for educational elements. For instance, there may be potential to partner with area manufacturing and high-tech companies to develop interactive educational elements that can be used to highlight agriculture’s present/future role in the area’s economy.
- *Land sale/lease* – could include lease of a portion of overall site for a compatible use (e.g., a hotel, Fire Department, etc.)

However, it should be recognized that each of these options are highly market-driven and their viability at the ESF would need to be tested through an extensive pre-development marketing initiative. Given the preliminary nature of the proposed long range plan improvements, potential revenues from these sources are not estimated as part of this analysis. To the extent that certain specific revenues such as those noted above can be identified, they can be considered a supplemental revenue stream to the core finance plan which will still likely need to be based on traditional public financing with the use of governmental tax sources.

Many other communities contemplating similar development projects have noted the importance of harnessing multiple partners, leveraging Federal/State monies and private capital to create a funding plan that is viable for construction, necessary infrastructure, on-going operations and maintenance. As the long-term development and funding plan progresses, it will be important to consider both the advantages and potential restrictions of any funding partnerships.



Overall Summary

The proposed ESF long-range plan improvements represent an opportunity for the County to build on its long standing history as a leader in agriculture while also investing in the community's future. Developing the proposed improvements in conjunction with revising various operating strategies will place the ESF in a better position to effectively compete in a changing environment, accommodate residential needs, and maintain community pride associated with its agricultural heritage. Although incremental annual net income is not estimated to be able to cover debt service for construction, opportunities may exist to attract various funding partners from both the public and private sectors that can serve as an economic catalyst for the broader County. In addition, given the overall cost associated with the recommended improvements, the County may want to develop a phased strategy to implementation. One approach is to use ongoing revenues potentially in the range of \$500,000 to \$600,000 to make incremental improvements each year. These phased improvements are estimated to generate a modest annual increase on the return on investment (e.g., 2%) until such time that an entire venue or zone is complete and can produce the revenues estimated and outlined earlier in the Financial and Funding Analysis sections of this report.

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Limiting Conditions and Assumptions

This analysis is subject to our contractual terms, as well as the following limiting conditions and assumptions:

- This analysis has been prepared for Snohomish County (Client) for its internal decision-making purposes associated with the future operations of Evergreen State Fairgrounds and should not be used for any other purposes without the prior written consent of Crossroads Consulting Services LLC.
- The findings and assumptions contained in the report reflect analysis of primary and secondary sources. We have utilized sources that are deemed to be accurate but cannot guarantee their accuracy. No information provided to us by others was audited or verified and was assumed to be correct.
- Although the analysis includes findings and recommendations, all decisions in connection with the implementation of such findings and recommendations shall be the Client's responsibility.
- Estimates and analysis regarding Evergreen State Fairgrounds are based on trends and assumptions and, therefore, there will usually be differences between the projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material.
- This analysis does not constitute an audit of the facility, a projection of financial performance, or an opinion of value or appraisal in accordance with generally accepted audit standards. As such, we do not express an opinion or any other form of assurance. Any estimates or ranges of value were prepared to illustrate current and potential future market conditions.
- Although this analysis utilizes various mathematical calculations, the final estimates are subjective and may be influenced by our experience and other factors not specifically set forth in this report.
- We have no obligation, unless subsequently engaged, to update this report or revise this analysis as presented due to events or circumstances occurring after the date of this report.
- The quality of ownership and management of Evergreen State Fairgrounds has a direct impact on its economic performance. This analysis assumes responsible and competent ownership and management. Any departure from this assumption may have a significant impact on the findings in this report.
- Current and anticipated market conditions are influenced by a large number of external factors. We have not knowingly withheld any pertinent facts, but we do not guarantee that we have knowledge of all factors which might influence the operating potential of Evergreen State Fairgrounds. Due to quick changes in the external factors, the actual results may vary significantly from estimates presented in this report.
- The analysis is intended to be read and used in whole and not in part. Separation of any section or page from the main body of the report is expressly forbidden and invalidates the analysis.
- In accordance with the terms of our engagement letter, the accompanying report is restricted to internal use by Snohomish County and may not be relied upon by any third party for any purpose including any matter pertaining to financing.
- Possession of the report does not carry with it the right of publication. It should be used for its intended purpose only and by the parties to whom it is addressed.