

2016 Kittitas Valley Event Center Master Plan



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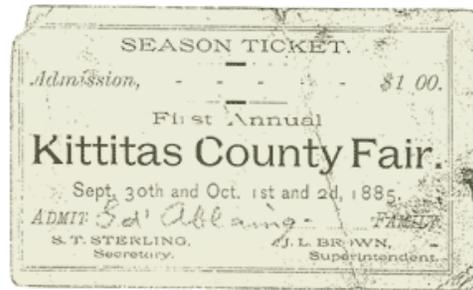


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Introduction

Kittitas County Fair

From the first organized Kittitas County Fair in 1885 to the modern five-day event held each Labor Day weekend, the fair has always been about agriculture. From its inception by local farmers and ranchers the fair has showcased the best that Kittitas County has to offer. With the building of the rodeo arena and the first permanent buildings on the fairgrounds in 1923, the beginnings of the



permanent location for the combined County Fair and Rodeo took hold. Now, each year, as in 1923, agricultural exhibits and competitions, a four-day rodeo and a gathering of Yakama Indians takes place.

The Fairgrounds Historic District is listed on both the Washington State and National Registers of Historic Places and includes some structures built over 75 years ago. A permanent Heritage Center is now housed on the Fairgrounds, showcasing all the different groups that made Kittitas County the place it is today.

Ellensburg Rodeo

Yakama Nation tribal people gathered for hundreds of years on the Kittitas plains, and this gathering was a forerunner of the Ellensburg rodeo. The Ellensburg rodeo had its modern origins in a local 1885 reunion of veterans of the Grand Army of the Republic.

Ellensburg held its first rodeo on September 13, 1923 when Ellensburg townspeople gathered to participate in a Western rodeo. The event became an annual celebration of both the town and Western culture.

Rodeos combine community celebration with the opportunity for

Native Americans, cowboys, and ranch hands of both sexes to compete and to demonstrate their mastery of essential livestock management skills.

This event evolved over time into an annual street fair with exhibition rodeo events. A 1923 infusion of \$10,000 from the state enabled organizers to conduct Washington's first official rodeo. Many of the rodeo's original competitors had participated in bi-weekly "Sunday Rodeos" west of Ellensburg near the town of Thorp. These loosely organized competitions drew as many as 300 spectators. It was this interest as well as income potential and a desire to honor the already-waning romantic notion of the Old West that prompted local townspeople to sponsor the event.



The Ellensburg Rodeo opens every Labor Day weekend along with the Kittitas County Fair. The Ellensburg Rodeo has grown from a local competition among ranch hands to the professional event of today with over 500 contestants and prize money in excess of \$250,000. Within the Pacific Northwest the Ellensburg Rodeo is second in size only to the Calgary Stampede in Calgary, Alberta, and is considered to be one of America's top 25 rodeos.

The Spot Beneath the Hill (Shwoowtookpama)

The Native Americans gathered here, at the spot beneath the hill.

Their spirit continues on today, and like tradition, always will.

With a twist of fate and progress, each year we return to gather here.

We come to compete and enjoy displays, at the spot we hold so dear.

The first recorded fair took place in 1885.

With the re-union of Civil War Vets, who were happy to survive.

The Grand Army of the Republic Vets would re-unite in the summer air.

In conjunction with their re-union, they would hold a county fair.

The fair took place near Leonhard's bridge, in a grove, one mile from town.

The event lost money, but the county knew that would never slow them down.

After that, they met in different spots, and their enthusiasm grows.

The 1906 Street Fair displayed exhibits, in downtown store windows.

The First Annual Kittitas County Fair was held in 1912 with pride.

They had no official fairgrounds, they took their problem on in stride.

In 1914 a huge tent was used for all exhibits until dark.

All the games and races were held at the location of the old ball park.

In 1915, The Harvest Festival was held in place of the fair.

Which left 50 local businesses scrambling and pulling out their

hair.

They tried to feed all participants, with a ton of meat, some bread and more.

They ran out of food and had to buy all the food from every local store.

The businessmen laughed at their mistake, as their wallets shed a tear.

The agenda changed in the next 12 months, the fair resumed again, next year.

1917 through 1919 was canceled, because of World War One.

With family at war, who could have a fair and still have any fun?

The 1920 fair resumed, in a vacant woolen mill they say.

Which is now the Boise-Cascade Building. And stands proudly, still today.

After World War One, the county's first extension agent became involved.

W. Leonard Dave was his name, now their problems would be solved.

The 1920 and 21 fairs were a success in every way.

They were getting better, every year, which continues on today.

In 1922, Davis would drum up interest on permanent grounds.

The movement would spread like a prairie fire and grow leaps and bounds.

The Ellensburg Evening Readers Editor, Clifford Kaynor, joined the crew.

With leaders like this behind the wheel, things are easier to do.

A committee was formed from county agents, parks department and even two schools.

From businessmen's clubs and the farm bureau, this committee would have all the tools.

A second committee was formed as well this team would search for a permanent site.

With Senator McCauley, Davis and Kaynor, they knew that things would get done right.

Six sites were found to fit the bill, but there was one more problem at hand.

The state would not allow any counties to purchase, or to own land.

Senator McCauley introduced a bill for the state to change their tune.

The bill was passed the very next year, in the early days of June.

Then the county purchased 18 acres it was bought within the week.

They obtained the spot beneath the hill, which was crossed by Wilson Creek.

With the land obtained, the county knew, there was a job to do out there.

A motion was made and agreed upon, to add a rodeo to the fair.

So the county planned a workday, they'd need 500 men at least.

With 200 horses and four tractors, while the women would provide the feast.

On June 14th 1923, every business and office closed its doors.

At the spot beneath the hill they met, to begin the county's chores.

Businessmen and farmers worked side by side in the heat and dust that day.

The amount of work completed out there, was unbelievable they say.

The county came together as one it was a time all should remember.

Some smaller teams completed more jobs before opening day in September.

And still today the county unites to put on this Labor Day weekend show.

Two committees work hard all year to put on this fair and rodeo.

Throughout the years good times were had, the memories linger still.

So join us friends, as we gather again, at the spot beneath the hill.

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Edward R. Cook

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Existing facilities

Inventory

Kittitas Valley Event Center is located on 21.0 acres between University Way/East 10th Avenue/Vantage Highway on the north and East 5th Avenue on the south, North Poplar Street on the west and North Alder Street on the east near downtown Ellensburg.

The site is bounded on the west by the City of Ellensburg's Memorial Park and Kittitas Valley Memorial Pool, on the west and south by older single-family residential neighborhoods, on the east by a 50 to 60 foot high bluff occupied by Ellensburg's Reed Park, the VFW Hall, single-family residential neighborhood, and city water tower, on the northeast by Shady Brook Mobile Village, and to the north across University Way/East 10th Avenue by the Central Washington University (CWU) campus.

Kittitas County owns most Event Center land including street rights-of-way that were vacated by the City of Ellensburg. The Ellensburg Rodeo Association owns lands under the Posse Barns at the northeast edge of the site as well as portions of the property under the rough stock holding pens on East 8th Avenue.

The Ellensburg Rodeo Association owns lands to the northeast north of Iron Horse Trail and the irrigation canal off East University Way that the Rodeo uses for horse trailers, horse pens, and rodeo participant parking. The Rodeo also utilizes a City of Ellensburg property and KXLE Radio station grounds across East University Way for parking during the Rodeo.

Vehicular access is provided from the main arterial roadways into Ellensburg from East University Way on the north and then by East 8th Avenue, East 9th Avenue, and North Alder Street controlled by traffic signals located at North Chestnut and North Alder Streets.

Local city and neighborhood access is provided from North Chestnut Street, a city arterial, by way of East 7th Avenue and by a one-way local street loop on East 5th Avenue, North Poplar Street,

and East 6th Avenue past the City of Ellensburg's Kittitas Valley Memorial Pool and Memorial Park. All local streets provide parallel parking and the section of East 6th Avenue in front of the Kittitas Valley Memorial Pool provides angled parking.

Service access is provided by a perimeter lane extending from a livestock barn entrance at East 5th Avenue along the east boundary at the bluff's edge north around the outside of the arena perimeter track and cattle holding pens and across Iron Horse State Park and the irrigation canal to the Ellensburg Rodeo Association's holding pens and trailer parking lot to East University Way.

Bicycle access is provided on all local streets and pedestrian access by sidewalks on all local streets as well as a stairway and trail from the top of the bluff on North Poplar Street right-of-way to East 4th Avenue.

Wilson Creek flows year-round, flooding at times during the rainy season and spring snow melt, southward as a daylight creek under University Way and through the site along the east boundary to south of East 8th Avenue then through an underground pipe to south of the South Grandstand, then by covered culvert past the livestock barns to resume as a daylight creek at the west edge of Bloom Pavilion, then in a culvert from North Poplar Street to North Chestnut Street, then as a daylight open creek continuing south through Ellensburg toward the Yakima River.

Iron Horse State Park Trail (John Wayne Trail) is a 1,612-acre park that was once part of the path of the Chicago-Milwaukee-St. Paul-Pacific Railroad. More than 100 miles of trail extends from Cedar Falls to west Ellensburg city limits then again from North Alder Street at the fairground edge east to the Columbia River.

Bonneville Power Administration (BPA) transmission lines share an alignment with the Iron Horse State Park corridor and extend west from North Alder Street to North Maple Street in the fairgrounds,

then north on North Maple Street through Central Washington University.

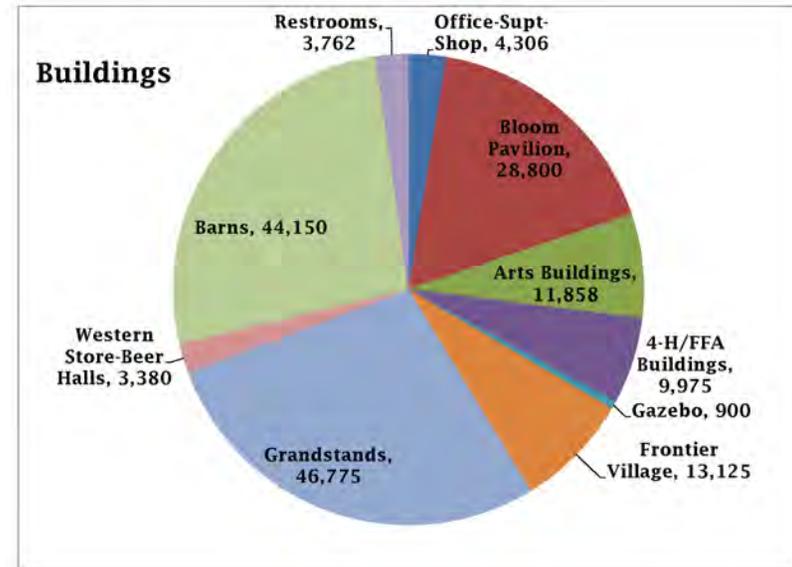
Fair entrance gates and ticket offices for the general public are located in a former single-family house located on East 8th Avenue and a security operations building located on East 6th Avenue for locals and neighborhood residents. Rodeo entrance gate and ticket office is separately located in Western Village on East 8th Avenue across from the north grandstands.

Buildings were constructed in the 1920's, 1930's, and 1950's except for Bloom Pavilion that was built in 1978. The south and west arena grandstands were completed in 1927 and are listed on the historic register.

Buildings and structures	Square feet
Armory	????
Office - security	1,806
Superintendent Building	700
Shop	1,800
Bloom Pavilion	28,800
Fine Arts Building - Teanaway Hall	3,458
Home Arts Building - Umtanum Hall	8,400
4-H & FFA Building - Colockum Room	9,100
4-H Office & Scale	875
Gazebo	900
Frontier Village (7 structures)	13,125
Grandstands - North, West, and South including Manastash, Heritage, Naneum, Tanecum Rooms	46,775
Grandstands - East	?????
Western Village	1,296
South Grandstand Beer Hall	1,034
Behind the Chutes Beer Hall	5,525
Golf Buckle	5,525
Subtotal	123,594
Swine Barn	2,800
Cattle Barn	10,000
Draft Horse Barn	9,500
Light Horse Barn	4,250

Dog, Poultry, Rabbit Barn	1,500
Directors Tie Stall Barns (2)	8,000
Posse Barns (2)	8,100
Subtotal	44,150
Office area restrooms	950
4-H office area restrooms	484
South grandstand restrooms	1,508
Buckaroo grandstand restrooms	420
Calf chutes area restrooms	400
Subtotal	3,762
All total	171,506

Bloom Pavilion is 120 feet by 240 feet or 28,800 square feet with outside walls 25 feet high and the center ridge 35 feet high. The riding area is 90 feet by 190 feet enclosed with metal panels with a cattle or horse lane on the west side and portable bleacher seating on the east side.



The Rodeo arena is 328 feet by 179 feet or 58,712 square feet, not including the outside track, and able to be split into 164 foot x 179 foot sections. The grandstands are 80,000 square feet and rated for 9,800-seat capacity.

Rough stocks are housed in portable panels configured to hold horses and bulls between the north edge of the perimeter track and East 8th Avenue. Rough stock horses and bulls are transported to the pens by long semi-truck hauled trailers that enter from the east on Vantage Highway/East University Way then loop North Alder Street to East 8th Street to Poplar Street and north back to University Way and then back east to Vantage Highway.

Rough stocks are shuttled back and forth between the rough stock holding pens across the perimeter track and the arena chutes using portable runways. Cattle are herded around the perimeter track and housed in a holding pen adjacent to the west grandstand, and returned through a chute at the east end of the arena into holding pens. Horse riders enter the arena on the perimeter track at the west end between the west and south grandstands.

On-site RV exhibitor hookups and fair attendee parking is provided on unimproved grounds between University Way and East 8th Avenue year-round and north on Central Washington University parking lots across University Way and north off North Alder Street during the Fair and Rodeo. In some previous years, the Fair operated a shuttle service between the farthest lots located on North Alder Street and the main Fair and Rodeo entrances on East 8th Avenue.

Current use and functional deficiencies

During the Fair and Rodeo, Bloom Pavilion - is temporarily sectioned with portable panels to provide 2 small show arenas with portable bleachers and pens for overflow stalling of cattle and other small animals. Colockum Barn, which is the narrowest and lowest height historic barn, is configured to house swine with temporary chutes connected to the show arenas in Bloom Pavilion. The historic cattle, draft horse, and light horse barns are used as designed originally as the wooden partitions cannot be altered. The historic

poultry and rabbit barn is used for dogs and any other compatible small animals. Animal wash racks, sawdust, and waste piles are located across the perimeter service lane from the barns.

This arrangement is no longer workable. The barns do not have stalling capacity or flexibility to accommodate growth in 4-H livestock or the continuously changing ratios between swine, cattle, horses, and small animals and fowl. While the historic wooden barns are aesthetically pleasing, the interior wooden partitions severely limit possible uses. The barns could accommodate considerably more stalling capacity and flexibility if the wooden partitions removed and the barn's historic shells kept intact. The livestock barns would also provide a considerably safer management environment for 4-H exhibitors if the wash racks were located at the ends of each barn to avoid possible conflicts with service vehicles.

Some horses are housed in the light horse barn during Fair in order to meet state requirements for fairgrounds funding. However, the horse fair activity is separately scheduled weeks before the Fair and Rodeo due to the limited capacity available for horses and livestock in the horse barns, Bloom Pavilion, and the exterior arenas and tracks for equestrian showing and warm-ups. The dual horse and livestock fairs are burdensome to 4-H exhibitors who show in both and limiting to fair-goers looking for the widest variety of horse and livestock exhibitions and 4-H participants.

Additional and more flexible stalling barns with configurable stall panels, interior show and warm-up arenas, and wash racks and other supporting spaces need to be constructed to accommodate future growth in livestock and horse showings and to be able to recombine both events into the main Fair. Outdoor arenas also need to be provided, even if temporarily during Fair, to meet show and warm-up needs.

Food vendors and an entrainment stage - are located in the grass areas adjacent to Wilson Creek's covered culvert between the livestock barns, the south grandstands, and Teanaway and Umtanum Halls. Vendors are provided water and power from a series of temporary utility hookups in the green space.

While this arrangement has worked relatively successfully in the past, the configuration limits the number of vendors, fair-goer entertainment seating, and eating areas, and the potential amenities possible from the open green space. The configuration also inhibits access to the livestock barns and the potential use of the open space for temporary arenas and warm-up areas.

The carnival - is located in Memorial Park with portable fencing panels erected around the park for security and access control. Carnival rides are provided power through a series of temporary electricity cables.

While this arrangement has worked relatively successfully in the past, the configuration limits the number and visibility of the rides, creates noise for adjacent residential uses, and limits opportunities for flexible entertainment or fair-goer seating and eating areas.

The carnival operator would like to move the carnival to the north edge of the event center adjacent to East University Way to improve visibility and functional layout provided the ground surface were paved or landscaped to avoid dust in the equipment and the rides were not located to interfere with the BPA overhead transmission lines.

Fair vendor booths - including car, tractor, boat, and other open air displays are located along the central corridor extending south from East 8th Avenue between the Armory and perimeter arena track to Bloom Pavilion. Vendors are provided power and some water hookups from temporary and permanent hookups located in the center of the roadway.

While this arrangement has worked relatively successfully in the past, the configuration limits the number of booths, booth sizes, access aisles, functional operation, and aesthetic image. The corridor could accommodate more booths were the area to be improved with accent paving, utility hookups, street trees and cover, and a theme-based vendor marketing strategy.

Too many of the vendors market items that are available anywhere rather than western, Native American, fair, or other items unique to the Fair and Rodeo.

Rodeo arena grandstands - include the historic covered wooden northwest and west grandstands and seating over the cattle chutes, the historic covered wooden south grandstands and seating over the meeting rooms, restrooms, and Heritage Center, the covered north steel grandstands (Buckaroo Stands) and seating over the rough stock chutes, and the newest open air steel east grandstand and seating located on top of the original race track next to the Golden Buckle.

Concrete seating was developed around the arena perimeter at the lowest edge of the grandstands to provide box seating and for handicapped.

The northwest and north (Buckaroo) grandstands are accessed from Western Village by walking across the perimeter track and then by stairs to the north and northwest grandstands, and by an outer perimeter walk to the Golden Buckle. The south grandstands are accessed from stairs located on the south side of the stands in the fairgrounds and by an elevated walkway over the perimeter track from the west grandstands. The new east grandstand is accessed by walking across the cattle exit chute or by walking through the fairgrounds and then from the south grandstand entrances.

The historic wooden grandstands need to be retrofit to provide seat backs for comfort, low maintenance composite materials for seats, safety handrails for the steep stairs, and wider, more visible elevated connecting aisles between the north, northwest, west, and south grandstands. The elevated walkway over the perimeter track entrance between the west and south bleachers is unsafe and needs to be replaced.

Restrooms and concessions are in ground level buildings located behind the northwest bleachers requiring rodeo-goers to walk up and down the stairs for convenience and comfort. Restrooms and concessions in the south grandstand are located on the ground level on the south side of the building facing the fairgrounds requiring

rodeo-goers to exit the ticketed seating area for access, and rodeo personnel to monitor exit and entry.

Rodeo stalling barns - include 2 historic wooden Tie Stall barns located between Wilson Creek and North Alder Street and adjacent Western Village and the perimeter track, and 2 historic wooden Posse barns located south of Wilson Creek and the east perimeter service road. All 4 barns are configured with wooden partitions and some include access to outdoor stall areas. All 4 barns are located within Wilson Creek's buffer area.

Yakama Indian Village - is located inside the bend in Wilson Creek on the east side of North Alder Street between Iron Horse State Park and East 8th Avenue outside the ticketed controlled boundary of the Fair and Rodeo. The Yakama conduct performances, operate vendor stalls, and camp overnight in traditional teepees. In years past, the Village has been located in numerous sites inside the Fair boundary.

The current site is too small to accommodate Village activities, particularly performance and vendors. The current site is not improved with signage, seating, utilities, restrooms, and other amenities and conveniences. The Tribe would like a permanent location with enough capacity to expand the performance area, vendor booths, and teepee camping as well as improved visibility and amenities.

RV hookups - are provided by permanent water and power outlets for food vendors in the grass area between Teanaway and Umtanum Hall and the livestock barns, for fair vendors in the vendor corridor from East 8th Avenue to Bloom Pavilion, and for Fair exhibitors in an RV lot located between East 8th and 9th Avenues, and North Maple and Alder Streets.

The hookups are old, above ground standards that limit flexible use of the areas for other activities and for newer, longer RV rigs. The hookups do not provide cable or wifi service.

On-site parking areas - are grass, dirt, and gravel surfaces located between East 8th Avenue and East University Way, and North Maple and North Alder Streets accessed from East 8th and 9th Avenues

and North Alder Street. Mature trees align portions of Maple Street but otherwise the parking areas are nondescript lacking drainage, curbing, walkways, landscaping, and other remedial improvements.

In general, the parking areas are not functionally defined nor easily managed for traffic access or parking capacity configurations. The lots nondescript function and appearance reflect poorly on what should be the front door to the Event Center.

The parking areas, if better defined and possibly expanded within logical boundaries of the Event Center, should be able to provide sufficient parking capacity for activities other than during the Fair and Rodeo. The Event Center site even if expanded, however, will never be able to provide the peak parking requirements necessary during the Fair and Rodeo. The Fair and Rodeo will always depend on off-site parking arrangements with Central Washington University (CWU) which, given the low density, sprawling nature of the university campus, should continue to be available.

Armory - following the transfer to Event Center ownership and retrofit project, provides Event Center administration offices, 2 medium sized conference and training rooms, and the central large assembly space.

The well-equipped and furnished Armory meeting spaces accommodate a wide variety of activities and events but lack kitchen services, a bar, stage, and other entertainment features with which to host major parties, celebrations, banquets, and special events.

Frontier Village - includes 7 homestead, blacksmith shop, saloon, schoolhouse, general store, and other outbuildings and equipment collected, moved, and reassembled on site by volunteers. The historic buildings are well preserved, furnished, hosted, and interpreted during Fair by volunteers.

Volunteers have options on more historic buildings including a church that could be moved to the site. The current configuration, however, is somewhat cramped and lacks a central performance or

entertainment space and focus. The layout could be reconfigured to provide more open space and allow additional structures.

Western Village - is 2 buildings located at the intersection of East 8th Avenue and North Alder Street that function as the ticket booth and entrance to the Rodeo grounds. The western building houses the ticket booth, offices, and a meeting room with bar. The eastern building houses public restrooms and a series of retail tenants.

The buildings are in good condition and the Rodeo Association indicated a desire to possibly expand or extend the buildings to include Rodeo administration offices and the Rodeo Hall of Fame.



Bowling Alley - and parking lot located at the corner of East 9th Avenue and Poplar Street were recently acquired by the County to

provide access to the Event Center and define the western edge of the future boundary. The building includes a commercial kitchen, bar, meeting room, store, and the space originally devoted to the bowling alleys and pins equipment.

The structure is generally sound though in need of roofing improvements and the removal of the bowling alley and equipment. The building's open interior space is larger than any other buildings in the Event Center, and with the kitchen and bar, could support the major parties, celebrations, banquets, and special events not easily accommodated in the Armory or other buildings on the fairgrounds.

Shady Brook Mobile Village - is a private property located between East University Way on the north and Iron Horse State Park on the south, and North Alder Street on the west and the irrigation canal to the east. The property includes commercial uses fronting onto East University Way (Last Chance Saloon). The County owns 2 residential lots located at the southeast corner of the site. Wilson Creek flows south from University Way through the property.

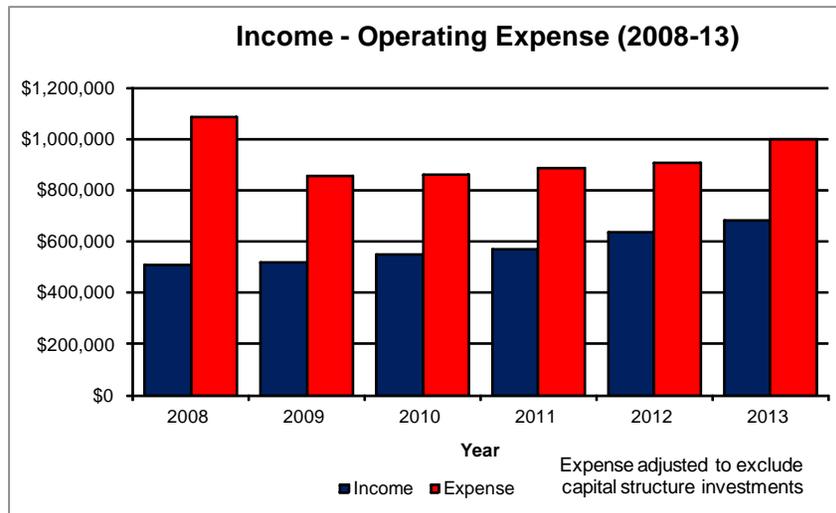
The property is not well maintained and includes a large number of derelict and deteriorating singlewide mobile homes and lean-to structures configured in in close quarters and directly abutting Wilson Creek.

The County has made an offer on the mobile village portion of the property and is currently conducting due diligence on the condition of the site and the assistance that would be necessary and appropriate to relocate the low-income tenants.

Finance and management

Operating income and expenses

Kittitas Valley Event Center income peaked in 2008 then declined during the economic recession and gradually improved in the years since.



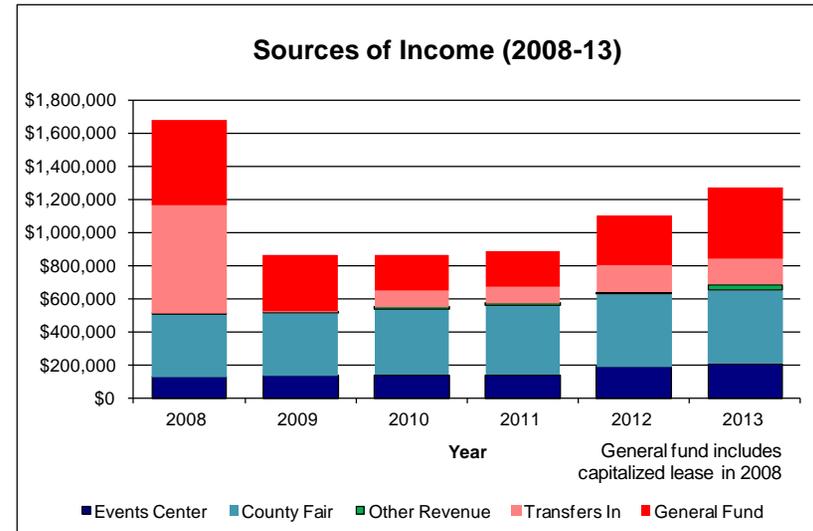
Like most fairgrounds and related publicly owned event facilities, earned income from the Event Center is not adequate to fully cover operating expenses, resulting in an operating deficit that is funded from non-facility related revenues.

The primary sources of Event Center funding support are from the lodging tax and general fund. The Events Center has been averaging about a \$300,000 operating deficit (+/- 10%) since 2009.

Sources of income

Sources of earned income for the Events Center come from facility rentals, the Fair, and other miscellaneous revenue together with contributed or County financial support transferred from the

lodging tax and general fund contributions.



The Fair contributes the most revenue followed by the Events Center primarily in the form of short-term facility rentals for off-fair use.

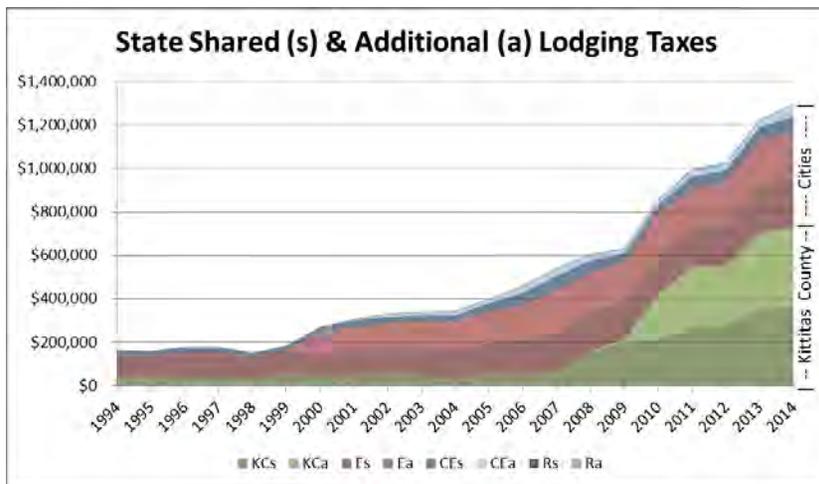
Additional income contributions are required to offset the approximately \$300,000 per year deficit (after 2008) with about \$100,000 per year coming from lodging tax revenues and \$200,000 from the general fund on an annual basis.

- **The Event Center's cost recovery** - has improved from 47% of operating expense in 2008 (excluding structures) to 68% in 2013.
- **The Event Center experiences a continuing substantial net deficit** - although revenues have increased from 18% to 35% of allocated expense since 2008 due largely to increased rents rates for non-fair, year-round use.
- **The Fair generates positive net revenue for the Events Center** - contributing \$50,000 to \$90,000 net surpluses each year.

- **Rodeo arena, YOCF, and Frontier Village operate at a small deficit** - ranging from just over \$1,000 to less than \$15,000 from 2009-13.
- **Building structure investments totaled \$1,000,000 from 2008 to 2013** - coming from non-revenue sources including the general fund.

Lodging tax revenue

Lodging tax revenues are generated by Ellensburg, Cle Elum, Roslyn, South Cle Elum in one year, and Kittitas County under the following authorizations of RCW 67.28:



- **State-shared revenue** - is a 2.0% portion of the state sales tax that is returned to local jurisdictions for tourism promotion.
- **Additional lodging taxes** - are allowed at 2.0% with varied years of implementation and resulting collections starting for Ellensburg in 2000, Cle Elum in 2001, unincorporated Kittitas County in 2009, and Roslyn in 2011.

As of 2014, the combined state-shared and additional lodging taxes accounted for \$1,300,000 in lodging tax revenues generated by participating jurisdictions in Kittitas County. Of this amount, over

\$728,000 or 56% of the total came from lodging establishments located in unincorporated Kittitas County - with the remaining 44% from lodging establishments in Ellensburg, Cle Elum, and Roslyn.

Combined county and local city lodging tax revenues increased from just over \$160,000 in 1994 to \$1,300,000 in 2014. While this equates to a nearly 14% annual average rate of increase, a major portion of the growth is attributable to the imposition of the additional 2% tax which occurred more recently.

A more reliable indicator of long-term underlying lodging revenue trends is indicated by the 2.0% state-shared portion of the tax - for which Washington State Department of Revenue (DOR) data is available extending back to 1994. State-shared lodging tax revenues increased by an average of about 5% per year over the 20-year time period

Much of the growth in lodging tax occurred in unincorporated Kittitas County due to recent hospitality-related developments like Suncadia. The rate of revenue growth, including the 2% shared tax revenues, over the last two decades for the County exceeded 12% per year on average. However, maintaining this pace of growth would require further significant new lodging development - as well as increasing room rates coupled with full occupancies.

Implications

There is clear precedent for using the County's general fund and a portion of the County's lodging tax dollars to support the Event Center and Fair activity - primarily for annual operating support but occasionally for capital funding related purposes as well. The rapid increase in lodging tax revenues in recent years made it possible to make a greater contributions to a range of tourism development and promotional activities.

The use of the County's general fund, however, will compete with other general fund uses - notably for essential public services. Lodging tax funding for capital improvements will compete with other allowed allocated uses for tourism marketing and promotion. Strategically, the County's general fund and lodging tax resources

are applicable for Event Center capital funding from two alternative perspectives:

- **As a first-in resource** - to leverage capital dollars from other non-tax sources
- **As a last-in resource** - to fill the remaining gap after applying other available non-tax revenue sources of funding

Determining which path to take will represent an important strategic choice for the County - as it will affect how other sources can be most effectively tapped, as well.

Funding options

A range of funding sources are potentially available to support Event Center capital improvements. Some funding sources may have capacity to support all anticipated Event Center capital project costs, subject to legislative and, in some cases, voter approval. Other sources realistically available, at best, may support only a portion of total project costs.

The following chart provides a summary listing of current and potential funding resources for Event Center facilities.

Fund Option	Ops	Cap	Comments
Lodging Tax	●	●	Broad statutory authority for tourism marketing, special events/festivals, operational expenses of public and non-profit facilities, and capital funding of public facilities; not available for privately owned facilities
General Funds	●	●	Has served as major source of fairgrounds gap funding to date; competes with funding essential public services
User Fees	●	○	Can range from apportionment of

			concessionaire revenues to rentals for facility use (especially for event center facilities available on a year-round basis)
Private Funding	○	●	Best option for year-round facilities with ownership and/or management offering clear profit potential
Donations	○	●	Best for capital facilities with broad public use & donor appeal, possibly used in conjunction with naming rights
Federal & State Grants	○	●	Relatively few sources which can be highly competitive; options currently may include state distressed county sales tax or federal USDA or EDA funding
Public Facilities District (PFD)	○	●	Formed by action of County with options for voter approved property tax, up to 0.2% sales tax, non-voted admissions (5%) and parking (10%) tax revenue sources
Parks District	●	●	Requires voter approval as separate taxing district
Revitalization Financing (LRF)	⊕	●	Repaid w/added taxes, possible combo as with the state's recent CERB-LIFT program or under the auspices of a Public Development Authority (PDA)
Voted GO Bond	⊕	●	Voted general obligation (GO) bonding requires 60% super-majority voter approval

Non-Voted GO or Revenue Bond	⊕	●	Non-voted GO debt does not require voter approval up to amount of available non-voted capacity; revenue bonds may be issued without GO backing subject to adequate debt coverage of clearly identified source of repayment
Special Legislation	○	○	State funding or authorization of mechanisms (such as lodging tax adjustments) for fairgrounds related improvements; could occur for Ellensburg only or in cooperation with other interested fairgrounds statewide.

Ops = annual operating costs, Cap = capital facility projects

● = likely applicable for at least some portion of Event Center expense

○ = not as likely to be applicable for Event Center use though not out of the question

⊕ = not likely applicable either for legal or financial reasons

Funding sources are not necessarily mutually exclusive. For example, lodging (hotel/motel) tax revenues may be used to pay for capital improvements either on a cash pay-as-you-go basis or with annual payments pledged to debt financing. The following comments are for consideration of potential funding suitability of each funding source:

Lodging tax revenues - likely play a potentially pivotal role because of their current use in supporting Event Center operations plus alternative uses for other tourism promotion activities region-wide. However, lodging tax will represent, at best, just one part of the total funding equation. For example, even if 100% of all existing city and county lodging tax were dedicated to debt repayment, less than \$24,000,000 in debt financing would be supported - assuming a 30 year repayment period and 3.50% annual interest rate.

General fund revenues - are not expected to contribute substantially to capital improvements, except perhaps for smaller improvements - especially as long as continuing general fund subsidy support in the range of \$200,000 is required to offset the annual event center / fairgrounds operating deficit.

User fees - typically are viewed as a source to first defray operating expenses. New facilities may actually increase the operating deficit (at least temporarily) until added revenues capability is proven with increased marketability, attendance, and or rates with new and improved facilities. Achieving operating self-sufficiency should not be expected given the experience of most other comparable facilities.

Private funding - as a for-profit venture does not appear to be a feasible option for full Event Center operations, based on the experience of existing fairgrounds and related event venues in the Pacific Northwest. There may be portions of fairground operations that could be spun-off if shown to reduce operating deficits, especially for facilities suitable for steady year-round use.

Donations - could play a potentially significant role if an aggressive capital campaign could be organized around major donors as champions of a state-of-the-art Event Center facility. Considerable lead-time is typically required to assess feasibility and mount a successful campaign.

Federal and state grants - can also be expected to play a role in the overall funding program, especially for smaller, stand-alone components of the overall improvement program as in the \$250,000 - \$2,000,000 range. A pivotal question is whether to make grants a major part of the overall funding program or whether to take a more opportunistic approach for initial grants to *prime the pump* for more significant later phase funding.

Public Facilities Districts (PFDs) - are proving to be the most versatile tool for funding and management of major event centers in Washington state. Most PFDs to date have taken advantage of a now-expired sales tax credit, with little track record to date of

seeking or obtaining voter approval for property and/or sales tax mechanisms potentially available by state statute.

Revitalization financing - tools of a wide variety have been tried in Washington state, though with limited success to date. Applicability to a fairground is questionable as most of the funding mechanisms rely on some form of increased tax revenue (a factor of obvious limited applicability to publicly owned and/or operated facilities).

Voted general obligation bonding - represents a source that conceivably could play a major role - with capacity conceivably to underwrite up to 100% of project costs. Recommended is that a preliminary survey be conducted to assess voter interest in this option - and at what level of potential funding support.

Non-voted GO or revenue bonding - is also possible but cannot be expected to carry the full cost of redevelopment - unless improvements are phased over a substantial time period (likely beyond 15 years). Revenue bonding is possible with pledging of specific resources such as lodging tax but with coverage requirements that could require demonstration of cash flows well in excess of annual debt repayments. GO bonding backed by the full faith and credit of Kittitas County will buy far more indebtedness capacity than revenue bonding but is viable only to the extent that sufficient resources are allocated within the County to make principal and interest payments over the full term of repayment. Unless revenue sources other than lodging tax can also be secured, non-voted debt should be expected to cover only a portion of the facility cost - at least in the short term.

Special legislation - has proven to be a means for funding a wide range of event facilities across the state - especially for facilities proven to of significance to the entire state and not just one community or region. Examples of such legislative appropriations or tax authorizations have been made for facilities as diverse as Expo '74 in Spokane (including facilities that became the Performing Arts Center and Convention Center), Yakima Sun Dome, Tri-Cities Trade Recreation Agriculture Center (TRAC), the Washington State Convention Center in Seattle, and restoration of the Officers Row in Vancouver, While obtaining special legislation for communities

outside the Puget Sound region can be challenging, these examples illustrate the role that legislation action can play in facilitating major event projects that likely would not occur without supplemental or non-local funding support.

Conclusion

A multiplicity of funding sources will likely be required to fund the full range of Event Center improvements. As noted at the outset, funding will also not likely occur all at once, but incrementally. Success with each phase will provide stronger rationale and support for each subsequent round of funding.

Management options

The Event Center is owned and managed by Kittitas County with some property portions owned by the Ellensburg Rodeo Association. Operating under the authority of the Kittitas County Board of County Commissioners, the Fair Board is responsible for conducting the Annual Agricultural County Fair. The annual Labor Day weekend Rodeo is the responsibility of the nonprofit Ellensburg Rodeo Association.

The opportunity to make major capital improvements often provides an opportunity to re-evaluate current ownership and management arrangements - to assure that facility management is in alignment with capacity for increased financial outlays to pay for capital improvements and expanded operations.

Following is a detailed comparison of alternative management options including examples of facilities owned and operated in a similar fashion to the Event Center as well as a variety of hybrid approaches. The Event Center is operated as a county or publicly owned approach for most on-site activities except for the annual Rodeo which is consistent with the county-owned and non-profit operational model.

There appear to be no identified models of a purely private owned and operated fairgrounds-related event facility in the Pacific Northwest. What are often considered as private operations

typically fall into the category of non-profit ownership and/or management.

Examples of private operators operating under a management agreement with a public or non-profit facility owner are often convention and conference facilities rather than properties where fair-related use is the dominant activity. Private ownership interest can be expected only when there is clear profit potential from all operations. This is typically not the case for fairgrounds, convention centers, and arenas that almost always require non-project based funding support.

Fairground & Events Facility Management Options

Option	Examples	Pros & Cons	Comments
County or Publicly-Owned & Operate	<ul style="list-style-type: none"> • Kittitas Events Center (for non-rodeo events) • Spokane County Fair & Expo • Evergreen State Fairgrounds • Linn County Fair & Expo • Deschutes County Fair & Expo • Portland Expo Center (Metro) 	<p>Pros:</p> <ul style="list-style-type: none"> • Maintains public control & accountability • Provides options for multiple public uses <p>Cons:</p> <ul style="list-style-type: none"> • Relatively high cost w/need for on-going public subsidy • Reduced focus on marketing 	Popular approach in Oregon and with some large fairgrounds in Washington
County-Owned & Non-Profit Operate	<ul style="list-style-type: none"> • Kittitas Events Center (for rodeo events) • Benton-Franklin Fair 	<p>Pros:</p> <ul style="list-style-type: none"> • Widely used approach • Combines public control with non-profit leadership 	Traditional Washington state fair management model, but shifting over

	& Rodeo	<p>Cons:</p> <ul style="list-style-type: none"> • Management of public & non-profit relationship • Constrained financial sustainability, especially for major capital improvements 	time to other alternatives for improved financial sustainability
County-Owned w/Public Facilities District (PFD)	<ul style="list-style-type: none"> • Town Toyota Center (Wenatchee) • Three Rivers Convention Center (Kennewick) • Clark County Event Center • Cowlitz County Conference Center • Kitsap County Fair & Event Center 	<p>Pros:</p> <ul style="list-style-type: none"> • Created by but operated separate from county government • Access to multiple tax & non-tax revenue sources <p>Cons:</p> <ul style="list-style-type: none"> • Property & sales tax sources subject to voter approval • Less directly accountable to voters (for board members) 	Emerging model that offers benefits of added revenue capacity & public ownership but one-step removed from general purpose government
Non-Profit Owned & Operate d	<ul style="list-style-type: none"> • Central WA State Fair (Yakima) • Puyallup Fair & Events Center • Northwest Washington Fair (Lynden) • Pendleton 	<p>Pros:</p> <ul style="list-style-type: none"> • Eliminates/manages need for public \$\$ (via contract) • Control clearly vested with local leaders / sponsors <p>Cons:</p> <ul style="list-style-type: none"> • Less direct public accountability • Challenged 	Goal to operate w/o public \$\$ However, Central WA uses public funded & owned Sun Dome; Pendleton was on land

	Round-Up	financial sustainability (unless public funding support is available)	leased @ \$1, now donated by City (w/tax issues)
Privately Owned and/or Operated	<ul style="list-style-type: none"> No examples of privately owned/operated PNW facilities Private management occurs at some public venues as with the amphitheater at Clark County fairgrounds, Three Rivers Convention Center (Tri-Cities), Everett & Spokane PFDs 	<p>Pros:</p> <ul style="list-style-type: none"> May eliminate need for public funding Often better marketing focus <p>Cons:</p> <ul style="list-style-type: none"> Venues must be marketable year-round to be sustainable 	Private ownership likely not viable unless facility generates revenue adequate to cover operating & debt costs

If Kittitas County were to consider changing its current ownership and organizational structure, the options likely to prove most viable for consideration include:

- Transfer ownership and operation - from direct Kittitas County responsibility to a County-created Public Facilities District (PFD); and/or
- Contract management - of some or all on-site facilities to a private operator based on a competitive Request for Proposal (RFP) process.

Next steps

The following **7-step** program is recommended for financial planning in conjunction with Event Center master plan implementation:

Identify and more thoroughly vet - the best federal/state grant funding opportunities available in the near term - matched to specific improvement projects (or bundles or projects).

Begin discussions with local legislative delegation - and possibly with other fairgrounds to assess potential for special state funding (whether for Kittitas only as a facility of statewide significance or for multiple fairground improvements statewide).

Assess capacity and priorities for debt financing - including identification of lodging tax or other sources of repayment and consistency with available debt capacity for Kittitas County or other participating jurisdictions.

Test voter sentiment - for support of pivotal capital funding and management options - including property tax levy or sales tax increase to support event center and fairground investment

Assess potential for a capital campaign - including interest from potential lead donors.

Contact operators of other potentially comparable event center venues - to assess interest and conditions for private sector management.

As needed, conduct market/feasibility assessment for planned major facilities - (exhibition hall, indoor arena, Bloom Pavilion upgrade, RV park) to assess likely changes in facility attendance and participant involvement together with associated facility-specific income-expense projections.

Based on the results of the 7-step process it should be possible to prepare a more detailed and refined capital funding budget with

explicit identification of sources and uses of funds accompanied by overall facility annualized income-expense projections including debt service.

Regularly update the projections based on actual experience and as specific projects queue up for next phase implementation

Pacific Northwest Event Center & Fairground Comparables

Name of		Location		Key Facilities	Organizational Structure
Fair/Events Center	City	State			
County / Publicly Owned & Operated					
Spokane County Fair & Expo Center	Spokane Valley	WA	Expo, ag and multi-purpose buildings (144,608 sq ft exhibit space) + four arenas on 97 acres	Owned/operated by Spokane County w/an appointed advisory board. The Spokane County Interstate Fair is a 10 day event accounting for greater portion annual Fair & Expo Center revenues - as an enterprise fund with the County meaning the facility receives no GO tax funds.	
Evergreen State Fairgrounds	Monroe	WA	Multipurpose event facility & largest PNW county fair on ~200 acres, next to Evergreen Speedway	Owned/operated by Snohomish County through Parks & Recreation Department. 11 member Fair Advisory Board to advise, consult & assist the Fair Manager in fair operation and mangement; 28% of revenues from non-fair events	
Linn County Fair & Expo Center	Albany	OR	209,000 sq ft multi-purpose buildings (most year round); w/ 48,600 sq ft events center, 48,000 sq ft arena & RV park	Managed as a department of Linn County, located next to City of Albany's 100 ac Timber Linn Park	
Deschutes County Fair & Expo Center	Redmond	OR	Multi-purpose event, arts, equestrian, sports center with 114,0000 sf of meeting/trade show space, 95,000 sf barns, 3 arenas & RV park on 132 acre site	Owned and operated as a department of Deschutes County. Includes Fair Board and Fair Association.	
Portland Expo Center	Portland	OR	53 acre campus with 5 exhibit halls totaling 333,000 square feet	MERC which is now under auspices of Metro (also with responsibility for regional transportation planning, convention center, zoo, PAC)	
County Owned w/Non-Profit Operating Responsibilities					
Kittitas County Fair & World Famous Ellensburg Rodeo	Ellensburg	WA	Held on Labor Day weekend @ 21 acrer site (126,000 sf buildings) w/one of top 10 rodeos in the U.S.	Fair Board operates under the authority of the County Commissioners, responsible for the annual fair. Separate Rodeo Assn & Friends of the Fairgrounds as non-profit 501 (c) 3 to fund related education projects	
Benton-Franklin Fair & Rodeo	Kennewick	WA	126 acre site with five heated buildings (41,900 sq ft) available for rent plus 3,250 seat arena	Fair Association (4 FT employees) leases the Fairgrounds from Benton County each August.	
County Owned w/PFD or Other Public Facility Involvement					
Clark County Event Center / Fairgrounds	Ridgefield	WA	100,000 square foot event center, 18,000 square foot amphitheater	County-owned & managed by Fair Site Management Group, annual fair by Fair Association Board, amphitheatre by Quincunx. Events Center funded by Clark County PFD.	
Cowlitz County Regional Conference Center and Exposition Center	Kelso	WA	Situated on 47 acres with 64,000 sq ft of buildings including 24,000 sq ft conference center	Property is publicly owned, conference center funded by Cowlitz County PFD. Management of the Fair is the responsibility of County Commissioners, which appoints the Fair Board as and advisory body for the annual county fair.	
Kitsap County Fairgrounds & Event Center	Bremerton	WA	Fair is host to 80,000 annual attendees, with overall complex year-round use of 211,000+; includes multi-sports gymnasium & event camping area	Operated as a department of Kitsap County Parks, with Fair Board appointed by County Commisioners to act as community liaison for planning and operations. PFD responsible for fairgrounds renovation including Pavilion regional center	
Non-Profit Owned & Operated					
Central Washington State Fair	Yakima	WA	State Fair Parkhosts the annual fair & 8,000 seat SunDome	State Fair Park is organized as a 501(c)3 non-profit, with \$30 million in improvements made over the last 20 years w/local, state, federal \$. Sun Dome is owned by Yakima County, leased to & managed by the CW Fair Association	
Puyallup Fair & Events Center	Puyallup	WA	On a 169 acre site, the Washington State Fair is billed as in the top 10 in the world	Operated as a private, not-for-profit 501-C3 corporation without government funding support. Excess proceeds pay for improvements.	
Northwest Washington Fair	Lynden	WA	Year round 18,000 sf heated expo & smaller buildings plus 20,000 sq ft equestrian, 29,700 sq ft tractor arena & rodeo grandstand	Incorporated in 1911 as 501c3 non-profit; fair supported by off-season faciity rentals. Supplemented by separate Fiar Foundation non-profit	
Pendleton Round-Up	Pendleton	OR	Improved 16,133 seat arena with adjoining 26,000 sq ft Pendleton Convention Center	Round-Up incorporated as non-profit in 1910, land dedeed to City & leased back for \$1/year, which also owns/manages the Convention Center. In 2010, City gave land back to Association as collateral for \$8.3 million bank loan, triggering potential property tax liability.	

Goals and objectives

Goals

The following goals are based on an extensive analysis of the existing Kittitas Valley Event Center grounds and facilities, current and projected user demands and needs, and financial prospects and requirements.

- **Update and increase the capacity of Fair and Rodeo facilities** - to meet current and growing attendance and user needs.
- **Increase marketing and promotion of Fair and Rodeo facilities** - to attract more users on a year-round basis; make more efficient use of the facilities; and increase revenues to more effectively cover operation and development costs.
- **Create a long range operating and development plan for the fairgrounds** - to maximize the potential of this important regional facility and provide a transparent and accountable management structure.

Objectives

The following objectives are based on an extensive series of workshops with Kittitas Valley Event Center users and participants as well as the analysis of the existing grounds and facilities.

- **Update and increase the capacity of the livestock barns and facilities** - to accommodate more and changing ratios of animals, increase judging and show arena capacities, and provide facilities to support 4-H participants.
- **Expand barn and arena capacity sufficiently** - to allow the simultaneous scheduling of the horse fair during the same week as the livestock fair in order to meet state requirements and 4-H members desires.
- **Rebuild the north rodeo arena grandstands** - to meet safety

and handicap needs, increase capacity, incorporate restroom and food vendors, and provide upper story walkway connections around the arena and between the north, west, and south grandstands.

- **Improve the rough stock holding area** - to provide a safe buffer for fair and rodeo attendees, safe delivery and loading of animals, direct access to holding chutes and the arena, and flexible capacity pens.
- **Develop additional stalling barns** - in a safe and convenient location to the rodeo track and arena to increase capacity for rodeo participant horses.
- **Improve the north parking lots** - to increase capacity, provide direct, safe, and convenient access from University Way/Vantage Highway, and improve aesthetics.
- **Consolidate fair vendor booths** - within a central corridor to improve visibility, increase capacity for different vendor booth sizes, provide utility hookups, improve aesthetics, and allow flexible use during the rest of the year by fairground users.
- **Move the carnival** - to a portion of the north parking lots to increase the carnival's visibility in accordance with carnival promoter desires and allow the reuse of Memorial Park for food vendors and entertainment activities.
- **Consolidate food vendors** - in Memorial Park to increase capacity for more and varied vendor booths, provide utility hookups, increase space for entertainment activities, and allow the expansion of the livestock barn activities.
- **Acquire and redevelop the mobile home park site** - into a RV park to service fair and rodeo participants and exhibitors during the fair and rodeo and other users, exhibitors, and the public during the rest of the year.

- **Relocate the Yakama Indian Village** - to the Wilson Creek buffer area in accordance with Yakama Tribe desires to increase village capacity, reside in a natural and historical setting, improve visibility, and enhance functionality for performances, native vendors, and food festivals.
- **Retrofit the Bowling Alley** - kitchen, meeting room, and former alleys to accommodate large meetings, parties, and public presentations by fair and rodeo participants as well as the general public in order to expand revenue opportunities year-round.
- **Depending on market feasibility, develop an exhibition hall** - to provide for indoor vendors, trade shows, large meetings and presentations, entertainment events, and a variety of other activities in order to compete in the regional fair and rodeo market

and expand revenue opportunities year-round.

- **Depending on market feasibility, develop an indoor arena** - to provide equestrian events, rodeo competitions, livestock shows, trade shows, entertainment events, and a variety of other activities in order to compete in the regional fair and rodeo market and expand revenue opportunities year-round.



Composite Long Range Plan

Master plan elements

The following describe the principal improvement actions in the Kittitas Valley Event Center master plan. The actions are organized by function and indexed in the segmented plan graphics.

Livestock barns

The master plan includes a number of actions to enhance the functional operations and capacity of the fairground livestock barns.



1: Bloom Pavilion renovation - install seismic reinforcements; upgrade ventilation and heat; insert natural sky-lighting; and utilize new flexible bleacher systems.

2: Bloom Pavilion Lean-to - demolish Colockum Barn (an undersized and inefficient structure) and build an extension of the Pavilion to increase capacity; provide flexible stalling for hogs, cattle, and horses; with direct access into the Pavilion.

3: Livestock barn retrofitting - reframe the existing historical barns; remove wooden stalls; install changeable metal stalls for hogs, cattle, and horses; configure a direct aisle through all of the barns into Bloom Pavilion; and add wash racks.

4: Dog Barn demolition - demolish the small and inefficient poultry and dog barn at the east end of the line of barns to provide a safe vehicle turning radius and visibility for livestock loading and unloading access.

5: Maintenance facility - build a new, efficient, and functional maintenance facility at the end of Poplar Street in place of the underused warm-up lot.

6: 4-H changing rooms - retrofit the existing maintenance yard building to provide restrooms, showers, changing facilities, lockers, and lounge for 4-H participants.

7: Stalling Barn 1 - construct a new flexible stalling barn outfitted with changeable metal stalls, internal arena, and wash rack in place of the existing maintenance yard south of Bloom Pavilion.

8: Stalling Barn 2 - demolish the existing ticket gate, counter, and administration building and build a new flexible stalling barn outfitted with changeable metal stalls, internal arena, and wash rack; and new adjacent public restrooms.

9: Stalling Barn 3 - if and when the property becomes available, construct a new flexible stalling barn outfitted with changeable metal stalls, internal arena, and wash rack in place of the residential structures west of Bloom Pavilion.

10: Temporary outdoor arena - during Fair, erect a temporary outdoor arena with bleachers over Wilson Creek culverts north of the livestock barns for warm-ups, livestock judging, and auctions.

11: Kids Fair - during Fair, erect a temporary space to provide a petting zoo, toy farm equipment, and other interpretive and interactive displays for children.

12: Frontier Village - in cooperation with Frontier Village, relocate some structures to the north end of the site and construct an outdoor stage and grassy commons for presentations and entertainment in the center of the complex.

13: South access roadway - to improve safety and circulation, relocate wash racks adjacent to the barns and remove all structures and activities from the access road along the hillside.

14: Poplar Street - install street trees, widened sidewalks, pedestrian lighting, and landscaping on the east side of Poplar Street from 6th Avenue to the path and hillclimb stairs to Craig Avenue to buffer the neighborhood from the fairgrounds.

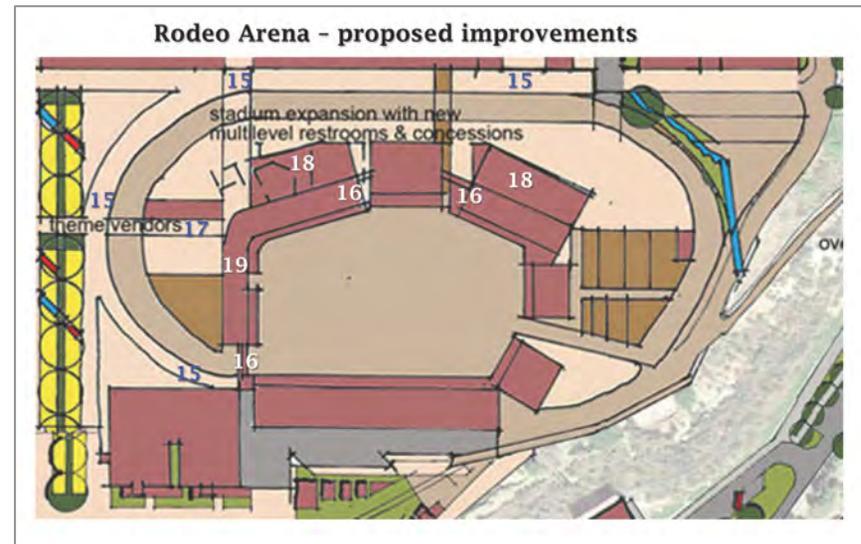
Rodeo arena

The master plan includes a number of actions to enhance the functional operations and capacity of the rodeo arena and grandstands - see the graphic above.

15: Pedestrian promenade - construct a pedestrian promenade with special paving, lighting, trees, and landscaping around the outside of the arena track from the fair and rodeo ticket gates to a new entry into the historic south grandstands.

16: Grandstand access - extend the pedestrian promenade from the fair and rodeo ticket gates across the track to the west end of the arena; install a handicap elevator; and construct an upper story walkway connecting all grandstands.

17: Fairgrounds access - extend the pedestrian promenade from the south grandstands across the arena track and into the



fairgrounds on East 7th Avenue and provide space for additional vendors and concessions.

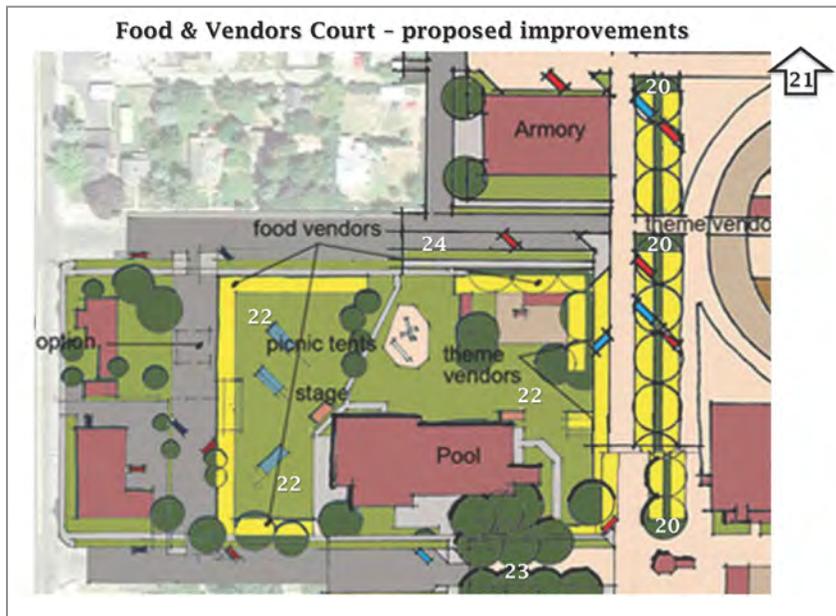
18: North grandstands - reconstruct the northwest and northeast grandstands to improve safety and meet building codes; increase seating capacity; provide box seats; and incorporate upper story concessions and restrooms.

19: Historic west grandstand - replace wooden seats; install seat backs; and reconstruct the walkway over the arena to improve safety and amenities.

Vendors and food court

The master plan includes a number of actions to enhance the functional operations and capacity of the fair, food vendors, and entertainment - see the graphic above.

20: Vendor corridor - consolidate vendors in corridors extending from the Armory to Bloom Pavilion and install accent paving, utility hookups, trees, and landscaping to increase vendor capacity during



Fair and RV campsites the rest of the year.

21: Carnival - when space allows, relocate the carnival to the north parking area near the Bowling Alley in accordance with carnival operator desires to improve visibility; increase safety and security; control access; and reuse Memorial Park.

22: Food court - relocate food vendors to Memorial Park to free up space for livestock activities in front of the barns; install utility hookups along 6th and 7th Avenue; and place entertainment activities and seating in the grassy park area.

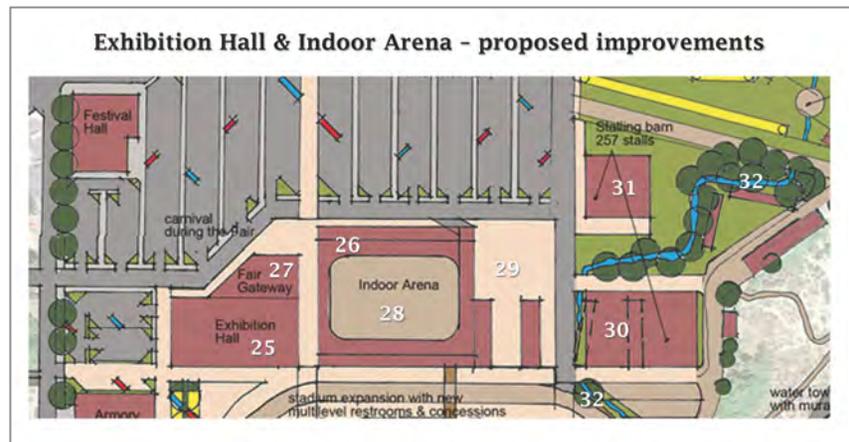
23: 6th Avenue - remove the existing ticket gates and improve the entry with special paving and landscaping to support neighborhood resident access to the fairgrounds and vehicle delivery before and after events.

24: 7th Avenue - reconfigure street parking to provide angled parking on the south side of the street to increase capacity for

vendor related parking during Fair and public parking for Memorial Park similar to what is provided on 6th Avenue.

Exhibition hall and indoor arena

The master plan includes a number of actions to increase market opportunities and revenues during the fair and rodeo and year-round - see the graphic above.



25: Exhibition Hall - when market feasibility indicates, develop an exhibition hall to provide indoor vendors, trade shows, large meetings and presentations, entertainment events, and a variety of other activities to expand revenue uses year-round.

26a: Interim Indoor Arena - erect a pre-fabricated structure over the rodeo rough stock area to house rough stock during the rodeo and be used for equestrian events, rodeo competitions, livestock shows, and a variety of other events year-round.

26b: Indoor Arena expansion - when market feasibility indicates, expand the indoor arena to provide a larger performance area with bleacher seating to host a greater variety of activities to expand events and revenue year-round.

27: Fair Gateway - construct a two-story entryway between the exhibition hall and expanded indoor arena with fair ticket sales and concessions on the ground floor and meeting/party rooms, lounge, and administration offices on the upper floor.

28: Rough stock - deliver and house rough stock horses and bulls to the indoor arena with direct delivery and loading from a dedicated gate from 8th Avenue and with a controlled access directly across the rodeo arena track to the chutes holding area.

29: Western Village - expand the complex to house the Rodeo Hall of Fame, additional concessions, and rodeo office and administration activities.

30: South Stalling Barn - demolish the existing structures and develop a new barn with flexible metal stalls and wash rack to house horses during Rodeo and horses and cattle during livestock shows and events in the Indoor Arena.

31: North Stalling Barn - develop a new barn with flexible metal stalls and wash rack to house horses during Rodeo and horses and cattle during livestock shows and events the rest of the year.

32: Wilson Creek - plant native vegetation and trees in the buffer area along Wilson Creek from John Wayne Trail to where the creek goes underground at the east end of the rodeo arena.

Bowling alley, parking lot, and Wilson Creek

The master plan includes a number of actions to improve parking and access as well as provide additional fair and rodeo related facilities - see the graphic above.

33: Vehicle access - create direct vehicle access to the north parking lots from Alder Street, East 9th Avenue, and East 8th Avenue to improve safety, simplify circulation, and increase parking during Fair and Rodeo and year-round.

34: Permanent parking lot - improve the parking lot between Maple and Alder with pavement, trees, landscaping, drainage, and



walkways from University Way to the Fair and Rodeo ticket gates.

35: Interim parking lot - as property owner interest indicates, acquire lots east of Poplar Street between 8th Avenue and University Way for additional permanent parking. Plant grass in the county-owned lots in the interim to buffer the neighborhood.

36: Pedestrian promenade - construct central walkways with special paving, lighting, and landscaping on Maple and Alder Streets from University Way to the Fair and Rodeo entry gates on 8th Avenue.

37: Streetscapes - install street trees, widened sidewalks, lighting, and landscaping on Poplar Street, University Way, and Alder Streets to buffer surrounding areas and define the boundaries and entries into the Fair and Rodeo grounds.

38: Bowling Alley/Festival Hall - subject to concessionaire agreement, retrofit the commercial kitchen, lounge, meeting room, and alleyways to provide a large meeting, presentation, banquet, and party hall for use year-round and during Fair.

39: Perimeter RV parking - install utility hookups and flexible parking aisles around the perimeter of the parking lots and pedestrian promenade to support exhibitors, participants, and other users during Fair/Rodeo and events year-round.

40: Mobile Home Park - acquire the mobile home park to resolve code and safety issues; facilitate better low cost housing options for occupants; and restore and adequately buffer Wilson Creek.

41: RV Park - subject to developer agreement, redevelop the mobile home site to provide an RV park with a community lodge to serve fair/rodeo participants and exhibitors during the fair and rodeo and year-round.

42: Wilson Creek restoration - replant native vegetation and trees to restore a buffer area along Wilson Creek from University Way to John Wayne Trail.

43: Yakama Village - locate the village in the Wilson Creek natural buffer area to increase village capacity; improve visibility; and enhance functionality for performances, native vendors, and food festivals during Fair/Rodeo.

44: Canal Maintenance Facility - if available, acquire the facility for the Fair maintenance yard as well as John Wayne trailhead parking and reuse the warm-up lot at the end of Poplar Street for exhibitor

parking.

45: Fair/Rodeo Directory Sign - replace the current sign with a new graphic electronic reader board and sign at University Way and Alder Street at the main entrance to the Fair/Rodeo grounds.

46: Wayfinding signs - install signs to the Fair/Rodeo from I-90 exits, US-97, East Vantage Highway, and other major roads into the city.

47: Water tower mural - paint a Fair/Rodeo mural on the city water tower at the north end of Reed Park overlooking the grounds.

Development costs

Cost estimates are complete and include hard costs for materials and labor plus 35% soft costs for design, permits, taxes, and contingencies.

- Short-term indoor arena 26a and all stalling barns 38-40 cost estimates are for pre-engineered buildings.
- Existing sheep, goat, draft and light horse barns 33-35 cost estimates are to remove existing wooden partitions and retrofit the interiors for flexible paneling and configurations.
- To be determined (tbd) cost estimates are subject to competitive proposals from developers and concessionaires for construction and financing subject to lease-to-own (LTO) agreements that may or may not include revenue sharing.
- The relocation and installation of additional historic buildings at Frontier Village will be done by volunteer labor as it has been done in the past.

	Site improvements	Cost	Ph
1	Directory signage - University Way	\$33,750	2
2	Wayfinding signage - throughout city	\$3,375	2
3	Mural - city water tower	\$4,725	2
4	University Way - streetscape	\$113,400	2
5	Alder Street - streetscape	\$90,720	2
6	Promenade - through parking lot to arena	\$120,960	2
7	8th Avenue - realignment, streetscape	\$506,250	3
8	Parking lot - RV perimeter/promenade	\$513,000	2
9	Parking lot - north of 8th, east of Maple	\$1,701,000	2
10	Parking lot - west of Maple Street	\$1,080,000	4
11	RV Park	\$1,701,000	1
12	RV Park	tbd	
13	RV Park Lodge	tbd	
14	Wilson Creek buffer - RV Park/Tribal Camp	\$108,000	4
15	Promenade - around arena to south bleacher	\$216,000	2
16	Promenade - Armory to Bloom to Frontier	\$121,500	2

17	Memorial Park - perimeter utilities	\$148,500	2
18	Memorial Park - extend parking lot on west	\$540,000	2
19	Outdoor arena - temporary	\$108,000	2
20	Poplar Street - streetscape	\$30,240	2
21	Frontier Village - relocate, add buildings	na	
22	Frontier Village - install village green	\$83,700	2
Building elements			
23	Festival Hall/Bowling Alley	tbd	
24	Fair Gateway - 2 story	tbd	
25	Exhibition Hall	tbd	
26a	Indoor Arena - Short Term	\$2,012,850	2
26b	Indoor Arena - Ultimate	tbd	
27	North Stalling Barn	tbd	
28a	South Stalling Barn phase 1	\$337,500	2
28b	South Stalling Barn phase 2	tbd	
29	Rodeo arena bleachers	\$4,050,000	1
30	Bloom Pavilion Upgrade	\$927,450	1
31	Colockum (Swine) Barn	\$6,750	1
32	Bloom Pavilion Lean-to	\$525,150	1
33	Sheep & Goat Barn	\$990,225	1
34	Draft Horse Barn	\$814,050	2
35	Light Horse Barn	\$249,075	2
36	Dog Barn	\$6,750	1
37	Restrooms adjacent Stalling Barn 1	\$405,000	3
38	Stalling Barn 1 - redevelop office	\$696,600	3
39	Stalling Barn 2 - adjacent Wilson Creek	\$810,000	4
40	Stalling Barn 3 - in Maintenance Yard	\$844,425	3
41	4-H Changing Rooms	\$101,250	3
42	Wash Rack 1 - end of Bloom Lean-to	\$5,400	1
43	Wash Rack 2 - end of Sheep & Goat Barn	\$5,400	1
44	Wash Rack 3 - end of Draft Horse Barn	\$5,400	1
45	Wash Rack 4 - end of Light Horse Barn	\$5,400	1
46	Maintenance Shop/Office - warm-up lot	\$810,000	3
Total		\$20,832,795	

Phase 1 = 1-3 years, phase 2 = 4-6 years, phase 3 = 7-10 years,

phase 4 = 11-20 years

Development cost totals by phase were arranged to meet significant site and building functional priorities as well as distribute costs to match likely revenues possible from a mixture of lodging tax, user fees, levies, and bonds - subject to voter approval where required.

Development costs by phase

1 (1-3 yrs)	2 (4-6 yrs)	3 (7-10 yrs)	4 (11-20 yrs)
\$8,228,925	\$7,242,345	\$3,471,525	\$1,890,000

Development costs for the developer/concessionaire projects will depend on the financial terms the successful team proposes for the County to lease-to-own or lease/back and any revenue sharing options with the developer/concessionaire during the life of the agreement.

Development costs could vary significantly if the developer team uses a design/build process that reduces labor costs, shortens schedules, and reduces interim construction financing costs. Without considering such savings, the potential maximum costs could be as follows:

	Site improvements	Cost	Ph
12	RV Park	\$400,950	1
13	RV Park Lodge	\$421,875	1
23	Festival Hall/Bowling Alley	\$1,350,000	1
24	Fair Gateway - 2 story	\$8,100,000	unk
25	Exhibition Hall	\$10,125,000	unk
26b	Indoor Arena - Ultimate	\$20,250,000	unk
27	North Stalling Barn	\$775,575	2
28b	South Stalling Barn phase 2	\$675,000	4
	Total	\$42,098,400	

RV Park and Lodge #13 and #23, and the Festival Hall/Bowling Alley #24 - could be initiated in the first phase subject to the Event

Center being able to match the annual payments proposed in the developer/concessionaire agreement.

North Stalling Barn #27 - could also be initiated in the first or second phase subject to the Event Center cash flow requirements.

South Stalling Barn #28b - will depend on a resolution of Wilson Creek's ultimate alignment.

Exhibition Hall #25 and Indoor Arena #26b - will depend on an economic feasibility study of market potentials as well as cash flow requirements that could be proposed by a developer/concessionaire.

Land acquisitions

All proposed projects are on Kittitas County owned land with the exception for the resolution of due diligence for the acquisition of Shady Brook Mobile Village and of the ultimate purchase of the residential property for Stalling Barn 1 #7 adjacent to Bloom Pavilion if and when the property owner should be interested.

The County will eventually acquire the remaining residential properties located between East 8th Avenue, Maple Street, and East University Way to expand and complete the proposed parking lots.

Land acquisition costs have not been estimated but are assumed to be for assessed land values if and when private property owners indicate an interest in selling and the County has sufficient available funds.

Voter survey

Every registered voter in Kittitas County was mailed a postcard inviting them to take the final survey reviewing and prioritizing the proposed master plan goals, 46 projects, financing, and management options. A total of 679 respondents completed the survey including 175 or 26% who provided specific comments about event improvements and 205 or 30% who provided specific comments about facility improvements (see Appendix D). Following are the major findings.

Respondent characteristics

Survey respondents were asked how many times they attended the annual Fair and Rodeo and for other events the rest of the year.

	0	1	2-5	6-10	11-15	16-20	21+
Fair & Rodeo	4%	16%	30%	12%	7%	7%	24%
Rest of the year	10%	13%	38%	14%	8%	5%	12%

Survey respondents if they were a registered voter in Kittitas County, a Fair and Rodeo participant, and other characteristics.

	No	Yes
Registered voter in Kittitas County	6%	94%
4-H member exhibited at Fair	84%	16%
FFA or other member exhibited at Fair	87%	13%
Rodeo participant	86%	14%
User of Fair/Rodeo facilities rest of the year	37%	63%

Survey respondents were asked where they lived.

Kittitas	Roslyn	Cle Elum	Ellensburg	County	Other
7%	1%	8%	66%	15%	3%

Survey respondents were asked what age group they are in.

18-24	25-34	35-44	45-54	55-64	65+
5%	14%	17%	18%	26%	21%

Goals

Survey respondents were asked to rate a list of potential goals for the development of the master plan on a scale from lowest to highest priority. Following are the results ordered by the highest percentage accorded to the highest priority.

	lwst	low	ave	high	hist
Create a long-range operating and development plan to maximize the potential of this important regional facility and provide a transparent and accountable management structure	3%	4%	20%	37%	36%
Update and increase the capacity of Fair and Rodeo facilities to meet current and growing attendance and user needs.	3%	5%	29%	40%	23%
Improve the functionality and efficient use of facilities	2%	2%	23%	52%	21%
Increase marketing and promotion to attract more users on a year-round basis	4%	9%	33%	35%	18%
Increase all revenues to more effectively cover operating and development costs	5%	12%	38%	30%	15%
Enhance aesthetics and appearance	4%	10%	40%	33%	12%
Buffer adjacent neighborhoods	11%	21%	34%	23%	11%

Improvement projects

Survey respondents were asked to rate all of the proposed 47 master plan projects on a scale from lowest to highest priority. Following are the results ordered by the highest percentage accorded to the highest priority for all 47 projects.

Project priorities	lwst	low	ave	high	hist						
40: Mobile Home Park - acquire the mobile home park to resolve code and safety issues; facilitate better low cost housing options for occupants; and restore and adequately buffer Wilson Creek.	13%	14%	19%	25%	29%	expand revenue uses year-round.					
19: Historic west grandstand - replace wooden seats; install seat backs; and reconstruct the walkway over the arena to improve safety and amenities.	8%	8%	25%	37%	23%	11: Kid Fair - during Fair, erect a temporary space to provide a petting zoo, toy farm equipment, and other interpretive and interactive displays for children.	8%	12%	29%	32%	18%
18: North grandstands - reconstruct the northwest and northeast grandstands to improve safety and meet building codes; increase seating capacity; provide box seats; and incorporate upper story concessions and restrooms.	6%	9%	30%	34%	21%	3: Livestock barn retrofitting - reframe the existing historical barns; remove wooden stalls; install changeable metal stalls for hogs, cattle, and horses; configure a direct aisle through all of the barns into Bloom Pavilion; and add wash racks.	5%	8%	32%	38%	17%
42: Wilson Creek restoration - replant native vegetation and trees to restore a buffer area along Wilson Creek from University Way to John Wayne Trail.	12%	16%	27%	25%	20%	34: Permanent parking lot - improve the parking lot between Maple and Alder with pavement, trees, landscaping, drainage, and walkways from University Way to the Fair and Rodeo ticket gates.	9%	10%	29%	35%	17%
1: Bloom Pavilion renovation - install seismic reinforcements; upgrade ventilation and heat; insert natural sky-lighting; and utilize new flexible bleacher systems.	4%	6%	32%	39%	19%	32: Wilson Creek - plant native vegetation and trees in the buffer area along Wilson Creek from John Wayne Trail to where the creek goes underground at the east end of the rodeo arena.	11%	15%	34%	23%	17%
25: Exhibition Hall - when market feasibility indicates, develop an exhibition hall to provide indoor vendors, trade shows, large meetings and presentations, entertainment events, and a variety of other activities to	6%	9%	30%	36%	19%	2: Bloom Pavilion Lean-to - demolish Colockum Barn (an undersized and inefficient structure) and build an extension of the Pavilion to increase capacity; provide flexible stalling for hogs, cattle, and 650 horses; with direct access into the Pavilion.	6%	8%	32%	38%	16%
						33: Vehicle access - create direct vehicle access to the north parking lots from Alder Street, East 9th Avenue, and East 8th	5%	8%	33%	37%	16%

Avenue to improve safety, simplify circulation, and increase parking during Fair and Rodeo and year-round.						Craig Avenue to buffer the neighborhood from the fairgrounds.					
26b: Indoor Arena expansion - when market feasibility indicates, expand the indoor arena to provide a larger performance area with bleacher seating to host a greater variety of activities to expand events and revenue year-round.	7%	14%	34%	29%	16%	21: Carnival - when space allows, relocate the carnival to the north parking area near the Bowling Alley in accordance with carnival operator desires to improve visibility; increase safety and security; control access; and reuse Memorial Park.	7%	10%	31%	38%	14%
41: RV Park - subject to developer agreement, redevelop the mobile home site to provide an RV park with a community lodge to serve fair/rodeo participants and exhibitors during the fair and rodeo and year-round.	14%	17%	26%	27%	16%	16: Grandstand access - extend the pedestrian promenade from the fair and rodeo ticket gates across the track to the west end of the arena; install a handicap elevator; and construct an upper story walkway connecting all grandstands.	7%	12%	33%	34%	14%
22: Food court - relocate food vendors to Memorial Park to free up space for livestock activities in front of the barns; install utility hookups along 6th and 7th Avenue; and place entertainment activities and seating in the grassy park area.	8%	10%	29%	39%	15%	46: Wayfinding signs - install signs to the Fair/Rodeo from I-90 exits, US-97, East Vantage Highway, and other major roads into the city.	11%	16%	31%	29%	14%
6: 4-H changing rooms - retrofit the existing maintenance yard building to provide restrooms, showers, changing facilities, lockers, and lounge for 4-H participants.	6%	15%	34%	30%	15%	38: Bowling Alley/Festival Hall - subject to concessionaire agreement, retrofit the commercial kitchen, lounge, meeting room, and alleyways to provide a large meeting, presentation, banquet, and party hall for use year-round and during Fair.	13%	15%	32%	26%	14%
14: Poplar Street - install street trees, widened sidewalks, pedestrian lighting, and landscaping on the east side of Poplar Street from 6th Avenue to the path and hillclimb stairs to	13%	15%	28%	29%	15%	43: Yakama Village - locate the village in the Wilson Creek natural buffer area to increase village capacity; improve visibility; and enhance functionality for performances,	11%	13%	32%	31%	12%

native vendors, and food festivals during Fair/Rodeo.						26a: Interim Indoor Arena - erect a pre-fabricated structure over the rodeo rough stock area to house rough stock during the rodeo and be used for equestrian events, rodeo competitions, livestock shows, and a variety of other events year-round.	8%	17%	36%	27%	11%
4: Dog Barn demolition - demolish the small and inefficient poultry and dog barn at the east end of the line of barns to provide a safe vehicle turning radius and visibility for livestock loading and unloading access.	11%	15%	32%	30%	12%	35: Interim parking lot - as property owner interest indicates, acquire lots east of Poplar Street between 8th Avenue and University Way for additional permanent parking. Plant grass in the county-owned lots in the interim to buffer the neighborhood.	9%	15%	41%	24%	11%
13: South access roadway - to improve safety and circulation, relocate wash racks adjacent to the barns and remove all structures and activities from the access road along the hillside.	7%	14%	40%	28%	12%	45: Fair/Rodeo Directory Sign - replace the current sign with a new graphic electronic reader board and sign at University Way and Alder Street at the main entrance to the Fair/Rodeo grounds.	18%	20%	30%	21%	11%
12: Frontier Village - in cooperation with Frontier Village, relocate some structures to the north end of the site and construct an outdoor stage and grassy commons for presentations and entertainment in the center of the complex.	11%	15%	31%	32%	11%	47: Water tower mural - paint a Fair/Rodeo mural on the city water tower at the north end of Reed Park overlooking the grounds.	25%	19%	24%	21%	11%
24: 7th Avenue - reconfigure street parking to provide angled parking on the south side of the street to increase capacity for vendor related parking during Fair and public parking for Memorial Park similar to what is provided on 6th Avenue.	7%	12%	41%	30%	11%	20: Vendor corridor - consolidate vendors in corridors extending from the Armory to Bloom Pavilion and install accent paving, utility hookups, trees, and landscaping to increase vendor capacity during Fair and RV campsites the rest of the year.	5%	9%	40%	35%	10%
37: Streetscapes - install street trees, widened sidewalks, lighting, and landscaping on Poplar Street, University Way, and Alder Streets to buffer surrounding areas and define the boundaries and entries into the Fair and Rodeo grounds.	11%	17%	32%	29%	11%	36: Pedestrian promenade - construct central walkways with	9%	14%	36%	31%	10%

special paving, lighting, and landscaping on Maple and Alder Streets from University Way to the Fair and Rodeo entry gates on 8th Avenue.						pedestrian promenade to support exhibitors, participants, and other users during Fair/Rodeo and events year-round.					
7: Stalling Barn 1 - construct a new flexible stalling barn outfitted with changeable metal stalls, internal arena, and wash rack in place of the existing maintenance yard south of Bloom Pavilion.	8%	11%	43%	29%	10%	17: Fairgrounds access - extend the pedestrian promenade from the south grandstands across the arena track and into the fairgrounds on East 7th Avenue and provide space for additional vendors and concessions.	7%	14%	45%	27%	8%
15: Pedestrian promenade - construct a pedestrian promenade with special paving, lighting, trees, and landscaping around the outside of the arena track from the fair and rodeo ticket gates to a new entry into the historic south grandstands.	8%	17%	35%	31%	9%	31: North Stalling Barn - develop a new barn with flexible metal stalls and wash rack to house horses during Rodeo and horses and cattle during livestock shows and events the rest of the year.	8%	14%	43%	27%	8%
30: South Stalling Barn - demolish the existing structures and develop a new barn with flexible metal stalls and wash rack to house horses during Rodeo and horses and cattle during livestock shows and events in the Indoor Arena.	10%	14%	41%	27%	9%	29: Western Village - expand the complex to house the Rodeo Hall of Fame, additional concessions, and rodeo office and administration activities.	10%	14%	40%	27%	8%
23: 6th Avenue - remove the existing ticket gates and improve the entry with special paving and landscaping to support neighborhood resident access to the fairgrounds and vehicle delivery before and after events.	10%	13%	39%	30%	8%	28: Rough stock - deliver and house rough stock horses and bulls to the indoor arena with direct delivery and loading from a dedicated gate from 8th Avenue and with a controlled access directly across the rodeo arena track to the chutes holding area.	7%	16%	43%	26%	8%
39: Perimeter RV parking - install utility hookups and flexible parking aisles around the perimeter of the parking lots and	9%	17%	37%	29%	8%	10: Temporary outdoor arena - during Fair, erect a temporary outdoor arena with bleachers over Wilson Creek culverts north of the livestock barns for warm-ups, livestock judging, and auctions.	10%	16%	40%	26%	8%
						8: Stalling Barn 2 - demolish the existing ticket gate, counter, and	13%	16%	39%	24%	8%

administration building and build a new flexible stalling barn outfitted with changeable metal stalls, internal arena, and wash rack; and new adjacent public restrooms.					
5: Maintenance facility - build a new, efficient, and functional maintenance facility at the end of Poplar Street in place of the underused warm-up lot.	8%	16%	41%	28%	7%
44: Canal Maintenance Facility - if available, acquire the facility for the Fair maintenance yard as well as John Wayne trailhead parking and reuse the warm-up lot at the end of Poplar Street for exhibitor parking.	11%	22%	40%	19%	7%
9: Stalling Barn 3 - if and when the property becomes available, construct a new flexible stalling barn outfitted with changeable metal stalls, internal arena, and wash rack in place of the residential structures west of Bloom Pavilion.	17%	20%	38%	18%	7%
27. Fair Gateway - construct a two-story entryway between the exhibition hall and expanded indoor arena with fair ticket sales and concessions on the ground floor and meeting/party rooms, lounge, and administration offices on the upper floor.	12%	20%	43%	20%	6%

Financing options

Survey respondents were asked to rate financing options for the \$20,800,000 cost of improvements involving County funding methods, Following are the responses in rank order by highest priority.

Priorities	lwst	low	ave	high	hist
Grants - state and federal grants or loans finance projects that qualify under their programs assuming there are sufficient funds and Fair/Rodeo project applications are competitive for funding in state and federal programs.	3%	3%	14%	32%	47%
Donations - private, nonprofit, or corporate individuals or organizations finance projects sometimes in exchange for advertising or naming rights assuming there is sufficient interest in doing so.	3%	4%	26%	32%	35%
Lodging taxes - generated by motel, hotel, and campsite rentals finance Fair/Rodeo projects acknowledging, however, that Fair/Rodeo projects could compete with and/or reduce funds necessary to finance all other tourism related projects	9%	14%	33%	28%	16%
User fees - vendor, rental, and other user fees and charges finance projects assuming this source of revenue is not used and necessary to pay for operations, management, promotion, marketing, and maintenance needs.	7%	14%	40%	28%	11%

General obligation bond (if approved by 60% of all County voters) - finance projects with the bond being repaid by the voter approved additional annual property tax until the bond is retired (typically 20 years).	35%	23%	23%	13%	6%
General Fund - money generated from annual property and sales taxes finance Fair/Rodeo projects acknowledging, however, that Fair/Rodeo projects could compete with and/or reduce funds necessary to finance all other County services.	21%	18%	39%	17%	5%
Property tax levy lid lift (if approved by 50% of all County voters) - finance projects with the levy being repaid by voter approved additional annual property tax until the project is completed whereby the property tax returns to the original rate.	44%	20%	22%	9%	4%

Survey respondents were asked how much, if anything, they would be willing to pay in additional property taxes per year for a bond or levy financing period to finance the improvements outlined.

\$0	\$25	\$50	\$75	\$100	\$125	\$150	\$175	\$200
32%	30%	16%	3%	15%	1%	2%	0%	3%

Management and financing options

Survey respondents were asked to rate special funding and management options for financing the \$20,800,000 improvements costs. Following are the responses in rank order by highest priority.

Priorities	lwst	low	ave	high	hist
Public Development Authority (PDA) - a separate organization formed by County Commissioners able to borrow money to finance Fair/Rodeo projects and using admission, rental, and parking fees for operations and management.	21%	18%	34%	21%	7%
Metropolitan Park District - a separate organization approved by voters using voter approved property tax to finance Fair/Rodeo projects and using admission, rental, and parking fees for operations and management.	29%	22%	29%	13%	7%
Public Facilities District (PFD) - a separate organization formed by County Commissioners using voter approved property and sales taxes to finance Fair/Rodeo projects and using admission, rental, and parking fees for operations and management.	30%	17%	34%	13%	5%

Concessionaire/developer agreements

Survey respondents were asked to rate the advisability of developing some of the improvements by agreements with concessionaries to retrofit and operate the Bowling Alley/Festival Hall, with developers to build and operate the RV Park, and with developers to build and lease back the Exhibition Hall and Indoor Arena. Following are the responses in rank order by highest priority.

Priorities	lwst	low	ave	high	hist
Lease/purchase agreements - where a developer builds the Exhibition Hall and Indoor Arena and the County acquires it from the developer using the annual revenue generated by rental of the facilities	12%	11%	38%	27%	13%
Concessionaire agreements - where the County accepts a nominal percent of or forgoes revenue until a concessionaire recovers the cost of retrofitting the Bowling Alley for a Festival Hall.	14%	16%	42%	22%	7%
Developer agreements - where the County accepts a nominal percent or forgoes revenue until a developer recovers the cost of developing the RV Park and Lodge.	13%	16%	43%	22%	6%

Management options

Survey respondents were asked to rate possible management approaches for the Event Center regardless of how operations and improvements would be funded. Following are the responses in rank order by highest priority.

Priorities	lwst	low	ave	high	hist
County or publicly owned and operated - where Kittitas County maintains ownership, public control, and accountability including project financing and development, operations, maintenance, marketing, and promotion activities.	9%	6%	35%	27%	23%

County owned and nonprofit operated - where Kittitas County maintains ownership and may finance projects but a nonprofit organization performs operations, maintenance, marketing, and promotion activities.	10%	14%	32%	31%	14%
Nonprofit Public Development Authority (PDA) - is given ownership and finances projects and performs operations, maintenance, marketing, and promotion activities assuming the Fair/Rodeo can generate sufficient revenue to be feasible.	23%	23%	35%	13%	7%
Privately owned and/or operated - is given ownership, finances projects, and performs operations, maintenance, marketing, and promotion activities assuming the Fair/Rodeo can generate sufficient profit for a private party to be interested.	46%	17%	20%	11%	5%
County owned with Public Facility District (PFD) - where Kittitas County maintains ownership but the PFD finances projects and performs operations, maintenance, marketing, and promotion activities assuming voters approve a PFD property tax.	24%	17%	39%	15%	4%
Nonprofit Metropolitan Park District (MPD)) - is given ownership and finances projects and performs operations, maintenance, marketing, and	31%	23%	33%	9%	4%

promotion activities assuming voters approve a MPD property tax and operating levies.



Economic enterprise

Survey respondents were asked to rate the philosophy concerning how the Events Center should be operated as an economic enterprise. Following are the responses in rank order by highest priority.

Priorities	Not at all	minor	major
As a revenue generating enterprise.	16%	42%	42%
As a break-even enterprise neither making nor losing money.	15%	46%	39%
As a community endeavor regardless of cost.	36%	42%	22%

Master plan impacts

Survey respondents were asked what impact the 47 project improvements would have on their attendance at the annual Fair and Rodeo.

Impact	Not at all	minor	major
Would come more often.	39%	42%	20%
Would spend more money.	38%	46%	16%
Would recommend to others.	21%	31%	48%

Survey respondents were asked what impact the 47 project improvements would have on their use of the Event Center the rest of the year.

Impact	Not at all	minor	major
Would use more often.	26%	47%	27%
Would spend more money.	33%	48%	19%
Would recommend to others.	19%	35%	46%