

A G E N D A

Joint Meeting of Lane County Board of Commissioners
and Fair Board

Commissioners Conference Room

125 E. 8th Avenue, Eugene, OR 97401

Tuesday, November 14, 2006 Noon to 1:30 PM



FAIR BOARD MEMBERS: Bob Zagorin, Chair, Tom Hunton, Angel Jones, Steve Ward, Mike Schwartz

- | | | | |
|----|--|-------------|---------|
| 1. | Fair Board – Introduction | Bob Zagorin | 5 Min |
| 2. | Executive Summary
Economic Impacts of The Lane Events Center
Market Demand and Impact Report | Rod Markin | 25 Min |
| 3. | YMCA Proposal | Bob Zagorin | 60 Min. |

NEXT FAIR BOARD MEETING – November 14, 2006 at 5:00 p.m.

All meetings are open to the public and wheelchair accessible. For individuals who are deaf or hard of hearing, an interpreter or FM assistive listening system can be provided with 48 hours notice prior to the meeting. Spanish language interpretation will also be provided given 48 hours notice. To arrange for these services or for more information about the Lane County Fair, contact fair staff at 682-4292.

El lugar de la reunión es accesible para personas con discapacidad. A las personas sordas o con dificultades auditivas les ofrecemos intérpretes o sistemas FM de asistencia auditiva con 48 horas de anticipación. También se ofrecen intérpretes de español con 48 horas de anticipación. Para disponer de estos servicios o para mayor información sobre la Feria comuníquese con el personal de la comisión al 682-4292. Los materiales en formatos alternativos están disponibles sobre pedido.

DATE: November 6, 2006
TO: Board of County Commissioners
FROM: Fair Board
SUBJECT: YMCA Proposal

EXECUTIVE SUMMARY

At its October 9 meeting, the Board adopted the following recommendation to the County Commission in response to the YMCA Proposal to convert the Livestock Building to an all-year, multi-purpose sports facility. The Board worked diligently to have the recommendation establish a basis to address long-term issues facing the Board, including the generation of more activity at the Lane Events Center, future of the Fairgrounds, financial stability and the lack of resources for infrastructure and site planning. The recommendation is:

- ❖ Enter into a ten-year lease with the YMCA for the Livestock Building wherein the YMCA will remodel the facility with its own resources and program it as an all-year, multi-purpose sports facility, and
- ❖ Direct the Fair Board to negotiate with the YMCA a financial agreement that returns to the Fair Board the loss of rental revenue from the Livestock Building and a share (base plus percent-above-base) of the annual net earnings generated by the YMCA operated programs, and
- ❖ Direct the County Administrator or his designee to negotiate a lease agreement with the YMCA for the Livestock Building consistent with the negotiated financial agreement between the YMCA and Fair Board, and
- ❖ Direct the Fair Board to rent an off-site facility to accommodate the horse events, including events currently not conducted at the Fairgrounds such as a rodeo, for the 4H/FFA Youth Fair and County Fair for an equivalent ten-year term, with all other animals associated with these Fairs such as cows, sheep, goats, chickens, rabbits and so on remaining at the Fairgrounds, using proceeds from the YMCA payment to the Fair Board to pay the rent and associated expenses of an offsite facility, and
- ❖ Direct the Fair Board to place the net return from the YMCA, that is the gross return less cost of off-site horse facility, for the first three years in a Master Planning Reserve account, and

- ❖ Amend Board Order #05-12-7-2 to capture any Excess Transient Room Tax above the base of \$900,000 adjusted for inflation for the period 2008-2015 and allocate it to the Fair Board to establish a Master Planning Reserve account, and
- ❖ Direct Fair Board via the annual budget process to use the resources in the Master Planning Reserve account, when sufficiently funded in years three-five, to undertake a Master Planning process to include plans and designs for facilities and site and financing mechanisms to reinvest and redevelop the present Fairgrounds (Lane Events Center) and/or a new fairgrounds amenable to traditional fairgrounds-type activities in a location unencumbered by environmental and urban-type regulations.

Text of complete Board motion in section titled "Board Recommendation".

This is a very exciting, yet difficult and risky concept. The Board has struggled over the years with the charge to keep the LEC viable. This is the sole opportunity in a decade that seems to have a reasonably high probability of success and payoff to simultaneously meet the mission statement tenet of serving youth, creating activity and providing resources for future facility and site planning. The Board is cognizant that this concept will not be accepted by all parts of its constituency and, further, it may erode the overall ambience of the Youth Fair and County Fair.

In the end, the Board unanimously endorsed the concept forwarded to you. The Board requests you consider the concept in a thoughtful and deliberative manner as a viable means to address the long-standing issues facing the Board and, in turn, the Commission. The Board requests you take action on the recommendation so that the public, YMCA and Board will have clear direction on this issue; draft motion stated below. The Board will be available to respond to your questions and awaits further direction from you.

ACTION REQUESTED:

Move to adopt the Fair Board's recommendation on the YMCA Proposal and direct County Administrator and County Counsel to work with Board to prepare required documents to execute and implement the Board's recommendation.

BACKGROUND

The Fair Board is established under ORS 565 to manage the Fairgrounds; and, it also serves as an advisory board to the County Commission. Toward that end, the Board has established as its mission the provision of programs that support

family, youth and community values; the visitor and convention industry; and, a venue for community celebrations and events.

SITE

The Fairgrounds was sited at its current location over a hundred years ago, when the Eugene City limits ended at Charnelton Street. Like the predecessor to the Eugene Airport, which was sited several blocks away, the Fairgrounds was in rural Lane County at that time unencumbered by urban land use and other regulatory restrictions to which it is now subject.

The site is 55 acres, divided by the Amazon Creek, placing the developed portion to the north (40 acres) and undeveloped and perhaps not developable (15 acres) to the south. The Amazon Creek is a designated Federal Clean Waterway subject to Corp of Engineers and Environmental Protection Agency management. The clear value of the site, however, is good transportation access, close to the heart of urban Eugene and a relatively adequate amount of flat, open parking areas.

The physical facilities on the Fairgrounds are functional and meet basic user requirements. However, the infrastructure is aging, with the youngest building being over 25 years old and some buildings being 60 or more years old. Many of the buildings do not meet current building or accessibility codes. In addition, as evident by the site description, there is really no room for growth and addition to the facility layout. At some point, the County will need to reinvest in a significant manner to upgrade, replace and/or expand the physical plant at the Fairgrounds, and site amenities such as parking and lighting to ensure the continued viability of the LEC.

With financial assistance from the County Commission, the Board has undertaken activities to improve the functionality, appearance and revenue-generating capacity of the Fairgrounds by improvements to the transportation system including the Jefferson Street Entry; construction of the Atrium in the Events Center Building; Ice Center improvements to allow a semi-professional hockey team to base at the LEC; and, substantial parking and landscape improvements to enhance the Fairgrounds.

MEMORANDUM OF UNDERSTANDING - POLLUTION

In 1999-2001, with a threatened lawsuit due to animal pollution entering the Amazon Creek, the Board and the City of Eugene, the agency responsible for enforcing the Clean Water Act in this area, entered into a Memorandum of Understanding (MOU) that required:

- ❖ The construction of a Summer Stormwater Collection System that would capture any pollution runoff and direct it to the Sanitary System for treatment at the Regional Pollution Control Facility.

- ❖ Large animal events, wherein animals such as cows and horses might be on the grounds, are restricted to the “dry weather” period. Initially, the “dry weather” period was defined as June 16—September 15; but, this was expanded to May 16—October 15 at the request of the Board and management earlier this year, unless the animal event is totally under cover.
- ❖ The Board incorporates “best practices” into its facilities and grounds operating procedures to prevent pollution runoff into the Amazon Creek, for animal and non-animal related activities.

Although the adjacent Amazon Creek is the proximate cause of the restriction on large animal events, the limit on the time-period in which large animals can be on site and how the resulting pollution is managed has to do with the City of Eugene’s Sanitary Collection System and the Eugene-Springfield Regional Pollution Control Facility. Basically, in the “dry weather” period, the Facility has sufficient capacity to take normal flow and any potential additional rainfall-cause flow captured by our system. However, during the “wet weather” period, the Facility does not have the capacity to process more than the combined normal waste flow and the flow caused by I&I (Infiltration and Inflow) into the Sanitary Collection System because of pipe leaks and low water tables. Thus, the restriction on use of the Fairgrounds for large animal events is largely driven by exogenous factors beyond the Board’s control. As recently as mid-October, staff has reconfirmed this understanding with the City officials and there are no changes contemplated now or in the future to this restriction.

The end result of the MOU is that the Livestock Building has not been used very extensively since 1999. With limited availability and initially two of the three months basically consumed with the Youth and County Fairs, there was not much opportunity for other horse uses. As evidenced by ATTACHMENT A, most of the usage is non-animal related with animal usage primarily related to the 4H//FFA Youth Fair and the County Fair. Obviously, the decrease in use has had a financial impact and the Board responded appropriately to address that issue.

The Board has come to the conclusion that in the long-run the current site will not serve the citizens of Lane County as a traditional fairgrounds facility given the regulations that govern land and activity use and the lack of room for growth.

FINANCIAL

The Board’s underlying policy assumption is that it will operate the Lane Events Center in a financially viable and prudent manner within the given financial and operating structure. The Board essentially operates as an enterprise and must generate its own revenue to cover expenses. Over the past ten years this structure, which worked previously, has become untenable because of the steep

increases in the cost of employee benefits. The Board has consistently adjusted fees, charges, rents, admissions, registrations and retainage-percents on concessionaire-type contracts to market rates, but is still unable to cover its operating expenses.

Similarly, on the capital side, the Board has not been able to generate revenue to support the repairs, maintenance and rehabilitation of existing infrastructure and replacement of assets. This is a critical issue as noted by the age and condition of the facilities; and, one consequence is the inability to increase fees much given the condition of the facilities and equipment.

Over the years, the Board has initiated efforts to generate more activity and revenue on the Fairgrounds including an Ice Arena (1990), Fourth of July Celebration (1996), Holiday Lights (1996), sports programs (1999), Planetarium (2000), and innumerable other ventures.

The Commission has been very supportive of the Board's efforts to attain financial stability. The Commission extended Excess Transient Room Tax to the Board initially for capital projects and more recently to subsidize the Operating Budget, with the most recent action being Board Order #05-12-7-2 (ATTACHMENT B) that extended this commitment to 2015. The financial support in the form of the Excess TRT enables the Board to remain a viable entity, making some inroads to repairing infrastructure and replacing assets and covering the Operating Budget loss. This situation is no different than for most Oregon County Fairs and the State Fair.

LIVESTOCK BUILDING

The Livestock Building is used primarily during July and August for the 4H/FFA Youth Fair and County Fair, respectively. During the balance of the year, there are some events taking place but not on a continuous use basis. For the majority of the year, the building is not used. ATTACHMENT A is a schedule depicting usage during the FY06; and, it should be noted that the BMX has not returned in FY07 and it is unclear that the Oregon Logging Conference will use the building in FY07.

The Livestock Building has had limited use since 1999 when the ability to have large animal events on the Fairgrounds throughout the year was restricted. The Board has undertaken a number of initiatives to generate more usage in that building including an effort to convert the facility into a sports facility (2001) and a study by MedSolutions on a Multi-Purpose Activities Center Business Plan for Livestock Building (2002). The sports facility initiative died for lack of capital funding to convert the building to an indoor sports facility but the MedSolutions report did result in the BMX use of the Livestock Building. However, given its design and dirt floor, alternative uses are minimal.

YMCA PROPOSAL

Early this year, YMCA management approached Board staff to discuss LEC facilities that might meet the YMCA's need for additional programming space. The discussion narrowed to converting the Livestock Building to a multi-purpose sports facility. The YMCA and Board have formally discussed the concept at three Board meetings over the past six months and both entities have had consultants look at various capital options, with the YMCA reviewing the feasibility of converting the building and the Board at alternative venues in which to hold events currently taking place in the Livestock Building.

Management presented to the Board the YMCA Proposal to convert the Livestock Building to a multi-purpose indoor sports facility at its April meeting. At that point, the proposal entailed a 10-month sports program and a two-month animal use. In establishing the parameters for future discussions with the YMCA, management structured the Board's position along the following parameters:

- ❖ The necessity to retain the Livestock Building for the 4H/FFA Youth and County Fairs; or, to find an alternative venue for these events.
- ❖ Conversion of the Livestock Building would require substantial capital resources that the Board did not have available.
- ❖ The operating costs of bifurcated use of the Livestock Building would be significant; that is, moving dirt in and out and the cleaning of the building.

The Board directed staff to continue discussions with the YMCA subject to the following assumptions:

- ❖ All capital cost to convert Livestock Building would be the responsibility of the YMCA.
- ❖ All operating costs of the programs facilitated in the converted Livestock Building would be the responsibility of the YMCA.
- ❖ All additional operating and capital costs incurred by the Board as a result of the Livestock Building being used by the YMCA would be borne by the YMCA.

The YMCA engaged PIVOT Architects to help them review the feasibility of converting the Livestock Building. PIVOT is also the Board's architect-of-record and as the original architect for the Livestock Building was able to assist the YMCA in an efficient review and analysis of the concept. Staff discussions with the YMCA also took place over various operating policies and procedures, financial requirements and other site and infrastructure issues should the concept come to fruition.

The Board has addressed the YMCA Proposal at five meetings over the past seven months. The following is a chronological summary of the discussions and actions that transpired at these meetings. ATTACHMENTS C, D and E, respectively, are the background memoranda for the May, June and September Board meetings.

APRIL

Fred Mohr, Chair of the YMCA Board and former Fair Board member, discussed the YMCA's interest in the Livestock Building as a multi-purpose sports facility.

Fair staff informed the Board that they had met with representatives of the YMCA on the feasibility of joint use of facilities and other potential ventures. One area that generated positive interest is the Livestock Building as an indoor sports facility. Since the imposition of the "dry weather period" as part of the agreement between the Board and the City of Eugene to protect the Amazon Creek, this building has been severely under-utilized, especially during the winter months when it is basically used as a BMX course. The building was also not used by the Oregon Logging Conference in 2006 as it has been in the past. During the past fiscal year, the building basically has been used by ten clients (ATTACHMENT A) for varying time-periods. In the past, the Board has conducted architectural and engineering studies and an operating feasibility study on alternative uses of this building.

Staff did point out to the YMCA that the Fair Board 1) had no capital funds to invest in the facility; 2) was not interested in operating the program; 3) was very supportive in the concept given the need for sports facilities in the community; and, 4) strongly supported bringing this facility into a "greater and higher" use.

The problematic issues, although not insurmountable, are 1) the need for the facility by the 4H Youth Fair and the County Fair; 2) the large capital costs required for the conversion; and, 3) the significant operating costs of "reconfiguring" the building for sports and non-sports clients. There are several clients that use the building and an alternative use such as a sports facility may cause a displacement of their events. By the same token, non-sports events may cause a disruption in the operating continuity of a sports facility throughout the year. To some extent, this is the same issue currently faced with the Sports Center in Expos 3, 4 and 5.

YMCA staff did a "walk-through" of the Livestock Building. Fair staff arranged a meeting of YMCA staff with PIVOT Architects to review previous work on conversion of the Livestock Building to a sports facility and to ascertain if their contemplated use of the building is feasible.

The Board directed staff to continue discussions with the YMCA on use of the Livestock Building as an indoor sports facility.

MAY

The Board devoted the entire meeting to the YMCA Proposal. Presentations were made by YMCA Board Chair Fred Mohr, YMCA Executive Director Dave Perez, and, Bill Seider, PIVOT Architecture, YMCA architect and also the Board's architect. In addition, comments were provided by staff of the Oregon State University Extension Services and 4H Program as well as users of the Livestock Building.

The Board provided direction on seven policy issues:

1. YMCA PROPOSAL – Does the Board endorse the YMCA Proposal to convert the Livestock Building to a multi-purpose sports facility? If “yes”, the Board should request a formal business plan from the YMCA.

Discussion: As evidenced in the background information and client listing provided, the Livestock Building is clearly an under-utilized public asset. The Board is appreciative of the clients that do use the facility and find it satisfactory for their requirements. However, there is insufficient revenue generated by the facility. The Board has no capital resources to undertake a building conversion nor does it have operating resources to assume the administration, programming or operation of a sports facility.

Board Direction – Approved

2. FISCAL YEAR COMMITMENT – Should the Board commit, with the exception cited in “3” below, the Livestock Building to the YMCA for ten months of the fiscal year, namely September–June and reserve the remaining two months of July-August for the 4H and County Fairs? An assumption being made in this question is that it is financially and operationally impractical to move the dirt out and in for any existing event within the ten-month period.

Discussion: The ability of the YMCA to viably program a multi-purpose sports facility depends on its availability to users when the demand exists and on a continual, uninterrupted basis. The demand for an indoor sports facility of the nature being discussed would generally be the September–June period. Commitment of the Livestock Building for that time period would basically require the Board to accommodate, to the extent possible, current clients who use the building in this period in other Board facilities or assist them in finding alternative off-site facilities.

Board Direction – Approved.

3. OREGON LOGGING CONFERENCE – If it is technically feasible to place heavy equipment on the surface of the playfields, should the Board require the YMCA to accommodate the Oregon Logging Conference for their February event in the multi-purpose sports facility.

Discussion: The Oregon Logging Conference has been a long-term and valued client of the LEC. The Conference has historically used the Livestock Building for equipment displays and the Saw Dust Bowls. In 2006, the Conference did not use the Livestock Building as it transitioned to a biennial exhibition of large equipment. If the strategy of the Logging Conference is sustained, they would need the Livestock Building in 2007 and every other year thereafter. It may be that this event could be housed in a tent or possibly integrated into the Expo Building displays.

Board Direction – Approved; follow-up discussion with Oregon Logging Conference to determine their future interest in the building and also YMCA architect to determine technical feasibility of placing equipment displays in the reconfigured Livestock Building. Preliminary analysis indicates that this is not feasible due to the weight of the equipment and the affect on the turf. If this conclusion is upheld, an alternative is for the Conference to use a tent or expand their use of the Expo Buildings.

4. CURRENT CLIENTS

- a. Should staff work with Livestock Building clients to accommodate them in a Lane Events Center venue or assist them in finding a suitable, off-site location?
- b. Should the Board consider some form of “transition assistance” to mitigate the cost to move to another Fairgrounds venue or off-site?

Discussion: Several clients have moved to the Livestock Building from other Board venues to reduce their costs. It may be possible to move some Livestock Building clients to other venues on the Fairgrounds which would entail a higher rent. In some situations, there may be no venue available or suitable on the grounds and an off-site location would be the only option available to the client. The one user that the Board has a specific interest in accommodating is the 4H Program given its historical relationship to the Board and the Fairgrounds.

Board Direction – Approved, with caveat that 4H Program is highest priority client to accommodate. There was also recognition that the Oasis BMX program could not be accommodated on the Fairgrounds as there is no alternative venue; but, that all of the other clients could

probably be accommodated in other existing venues or in temporary structures.

5. FINANCIAL – Should the YMCA Proposal be expense-neutral to the Board?

Discussion: A number of financial issues are discussed under Administrative Issues-Financial, in the background material provided. (ATTACHMENT C)

Board Direction – Approved, in concept. Basically the Board agreed that all capital and operating expenses associated with the conversion of the Livestock Building and the operations of a multi-purpose sports facility be borne by the YMCA and that the Board also negotiate for a net positive income.

6. TERM – Should the Board enter into an agreement to June 30, 2015?

Discussion: The YMCA would prefer a long-term lease of the Livestock Building to enable it to amortize the capital investment and to develop a viable program in the facility. The County Commission adopted on December 7, 2005 Board Order #05-12-7-2 (ATTACHMENT B) stipulating that the Fairgrounds will stay at the present site at least until 2015. It seems logical to select this date as the ending date for the agreement with the YMCA. Provisions would be incorporated in the agreement to extend the term should that be the desire of both organizations.

Board Direction – Approved, 2015 or ten-year term.

7. MERGER OF BOARD AND YMCA PROGRAMS – Should a desirable outcome be the integration of the Ice and Sports Centers with the YMCA programs?

Discussion: It seems that, assuming the Board and the YMCA decide to pursue this proposal, that an ultimate goal may be the integration of the Board's Ice and Sports Programs with that of the YMCA. The YMCA is "in the business" of providing sports/recreational programs as part of its core competency and would be a candidate to take over the Ice and Sports programs should the Board decide to either outsource or eliminate the functions.

Board Direction – Approved, in concept.

Ultimately, the Board relied on the policy principle of the "greater and higher" use of the public asset and its mission to provide a venue for fairs

and festivals, youth activities and trade show facilities to make its decision. The discussion also highlighted the dilemma of being an exhibition show venue and a traditional-fairgrounds venue in an urban setting with limitations on authorized uses of the current site. The Board will continue to work on this issue and hopes the Economic Impact Study and the Market Feasibility Study on facilities and site will provide additional information toward resolution of this issue.

The Board unanimously approved the following motion: “. . . endorses the YMCA's preliminary proposal to convert the Livestock Building to a multi-purpose sports facility and requests a business plan to evaluate along with designs for a final decision.” The YMCA will report back to the Board on June 27 and the Board intends to make a final decision on the YMCA Proposal at that meeting.

JUNE

After input from the public, 4-H, County Fair Superintendent, Board consultants and the YMCA, the Board concluded that a ten-month/two-month use of the Livestock Building for sports and animal events, respectively, was not feasible from a cost and operational perspective. PIVOT Architecture also discussed two high-level schematics showing the remodeled Livestock Building to an indoor sports venue (ATTACHMENTS F and G). Thus, the Board requested a Business Plan from the YMCA that incorporates a 12-month program and market rent for the Livestock Building.

As a corollary to the YMCA Proposal, the Board directed staff to develop options to accommodate the 4H and County Fairs' animal related events, either on the Fairgrounds or through other facilities that may be available. The alternative venue is a prerequisite to a viable agreement with the YMCA if the 4H/FFA Youth and County Fairs are to continue, per se.

The Chair appointed Steve Ward and Mike Schwartz to take “lead” in the YMCA Proposal process.

SEPTEMBER

The Board continued its discussion of the YMCA Proposal. The Board received cost information on the two alternative venue options that could be sited at the Fairgrounds. The complete set options are as follows, including capital costs obtained from a construction cost estimator and operating costs that are “ball-park” estimates.

- ❖ Option One – Rent an existing facility, namely the Oregon Horse Center.

- Operating – Owner would not cite a rent amount but is very interested in renting the facility to the Board.
- ❖ Option Two – Outdoor arena to replace Livestock Building, covered by a tent during the 4H/FFA Youth Fair and County Fair; could use during “dry-weather” period.
 - Capital – \$485,000, hard and soft costs
 - Operating – \$125,000 – \$200,000, estimate
- ❖ Option Three – Building to replace Livestock Building and Stables, completely under cover; could use entire-year.
 - Capital – \$13,440,000, hard and soft costs
 - Operating – No estimate, probably close to current Livestock Building costs.

Dave Perez, Executive Director of the YMCA, presented the Business Plan (ATTACHMENT H) for the multi-purpose facility and discussed the proposed programs (ATTACHMENT I) that would be housed in it and the demographics it would serve. The Business Plan demonstrates that the facility could generate sufficient revenue to pay for its operations, debt service on the building remodeling financing and provide the Board with a in-lieu-of-lost-rent and a share of the operating surplus—approximately \$70,000 per year for the first four years and increases in outer years.

Although a very exciting and added-value proposal, the Board’s Managing Director recommended cessation of discussion on this specific YMCA Proposal, due to prohibitive capital and operating costs of an alternative venue and the dilemma of finding an alternative venue and/or site for large animal events if the Livestock Building is not available for these events. The Director noted the symbiosis of the large animal events and the balance of the Youth or County Fairs creates an ambiance that is critical to the success of both Fairs. The Board declined to act on the Director’s recommendation.

The Board agreed to continue the discussion in a Worksession in early October. Participation by Commissioners was suggested as ultimately the decision will be made by the Commission since the most frequently discussed outcomes involve real estate transactions or voter financing.

OCTOBER

The Board received additional information on Option One and a new Option Four. To recapitulate, the four options are as follows:

- ❖ Option One (ATTACHMENT J) – Rent an existing facility, namely the Oregon Horse Center.

- ❖ Option Two (ATTACHMENT K) – Outdoor arena to replace Livestock Building, covered by a tent during the 4H/FFA Youth Fair and County Fair; could use during “dry-weather” period.
 - Capital – \$485,000, hard and soft costs
 - Operating – \$125,000 – \$200,000, estimate

- ❖ Option Three (ATTACHMENT L) – Building to replace Livestock Building and Stables, completely under cover; could use entire-year.
 - Capital – \$13,440,000, hard and soft costs
 - Operating – No estimate, probably close to current Livestock Building costs.

- ❖ Option Four (ATTACHMENT M) – Construct a covered area between the Stables and the Livestock Building to allow large animals on-site all year, subject to approval by appropriate regulatory authorities.

For Option One, information from the Oregon Horse Center is that the cost to rent the facility for the 4H/FFA Youth Fair would be approximately \$7,000 and \$14,000 for the County Fair.

For Option Four, PIVOT Architecture provided a cost estimate of \$1,600,000 to build a covered area between the existing Stables and Livestock Building, wherein animals could be unloaded and loaded under cover. If the concept is approved by the City of Eugene, this option could theoretically allow large animal events during the entire year. A market feasibility study would be required to determine if a market actually exists for the venue. This option would preclude the YMCA Proposal.

The Board agreed to forward to the Commission the following recommendation:

- ❖ Enter into a ten-year lease with the YMCA for the Livestock Building wherein the YMCA will remodel the facility with its own resources and program it as an all-year, multi-purpose sports facility, and

- ❖ Direct the Fair Board to negotiate with the YMCA a financial agreement that returns to the Fair Board the loss of rental revenue from the Livestock Building and a share (base plus percent-above-base) of the annual net earnings generated by the YMCA operated programs, and

- ❖ Direct the County Administrator or his designee to negotiate a lease agreement with the YMCA for the Livestock Building consistent with

the negotiated financial agreement between the YMCA and Fair Board, and

- ❖ Direct the Fair Board to rent an off-site facility to accommodate the horse events, including events currently not conducted at the Fairgrounds such as a rodeo, for the 4H/FFA Youth Fair and County Fair for an equivalent ten-year term, with all other animals associated with these Fairs such as cows, sheep, goats, chickens, rabbits and so on remaining at the Fairgrounds, using proceeds from the YMCA payment to the Fair Board to pay the rent and associated expenses of an offsite facility, and
- ❖ Direct the Fair Board to place the net return from the YMCA, that is the gross return less cost of off-site horse facility, for the first three years in a Master Planning Reserve account, and
- ❖ Amend Board Order #05-12-7-2 to capture any Excess Transient Room Tax above the base of \$900,000 adjusted for inflation for the period 2008-2015 and allocate it to the Fair Board to establish a Master Planning Reserve account, and
- ❖ Direct Fair Board via the annual budget process to use the resources in the Master Planning Reserve account, when sufficiently funded in years three-five, to undertake a Master Planning process to include plans and designs for facilities and site and financing mechanisms to reinvest and redevelop the present Fairgrounds (Lane Events Center) and/or a new fairgrounds amenable to traditional fairgrounds-type activities in a location unencumbered by environmental and urban-type regulations.

The Board will discuss this proposal with the Commission at the November 14 Joint Meeting.

ALTERNATIVE ON-SITE VENUES REVIEWED

Based on Board direction at the June meeting, staff developed three options for alternative venues in which to conduct the 4H/FFA Youth Fair and County Fair animal events that currently take place in the Livestock Building. A fourth facility option was added after the September meeting; and, this option provided for a "connection" between the Stables and the Livestock Building's Warm-up Arena. The purpose of the fourth option was illustrate the costs of providing the "connection" that may allow all-year animal use of the Livestock Building but, preclude the YMCA use of that building for sports programming.

In developing these options, the Board's principle objective was to find an alternative venue in which to conduct the large animal Fair events if the Livestock

Building is used all-year as a sports facility. The Board felt very strongly that these animal events must be maintained, whether on the current site or an alternative site. The following summarizes the options considered by the Fair Board:

- ❖ Option One (ATTACHMENT J) – Rent an existing facility, namely the Oregon Horse Center. Information from the Oregon Horse Center is that rent for the 4H/FFA Youth Fair would be approximately \$7,000 and \$14,000 for the County Fair. The key advantage to this option is that it would provide a larger array of facilities in which to conduct the horse events and, perhaps, even add an activity such as a rodeo or concerts. The clear disadvantage is that the horse events would not be conterminous to the balance of the Fairs, although a transportation protocol may be available during the County Fair such as a free LTD Shuttle to this site.

- ❖ Option Two (ATTACHMENT K) – Outdoor arena to replace Livestock Building, covered by a tent during the 4H/FFA Youth Fair and County Fair; could use during “dry-weather” period.
 - Capital – \$485,000, hard and soft costs
 - Operating – \$125,000 – \$200,000, estimateThe clear disadvantage to this option is the huge annual operating cost and the venue may be impaired if there is substantial rain prior to or during the Fairs.

- ❖ Option Three (ATTACHMENT L) – Building to replace Livestock Building and Stables, completely under cover; could use entire-year.
 - Capital – \$13,440,000, hard and soft costs
 - Operating – No estimate, probably close to current Livestock Building costs.The clear advantage to this option is that it would enable animal events all-year at the Fairgrounds and would consolidate the stables and arena under one roof; but, the clear disadvantage is the large capital cost involved.

- ❖ Option Four (ATTACHMENT M) – Construct a covered area between the Stables and the Livestock Building to allow large animals on-site all year, subject to approval by appropriate regulatory authorities. This option was estimated to cost \$1,600,000. The advantage is that it would allow all-year animal events, subject to city approval, but, it would preclude the YMCA Proposal from being realized.

YMCA BUSINESS PLAN

At the request of the Board, the YMCA prepared a Business Plan (ATTACHMENT H) and presented it at the September Meeting. Key points incorporated into the Business Plan are:

- ❖ The YMCA assumes all capital costs of converting the Livestock Building to a multi-purpose sports facility.

- ❖ The YMCA assumes all operating costs of the programs housed in the Livestock Building.

- ❖ The financial compensation to the Board as incorporated in the Business Plan calls for:
 - A minimum payment of \$25,000 per year to compensate for loss of revenue by not having this venue available to rent.
 - A Net Earnings sharing agreement wherein the Board would receive 60% of Net Earning generated by the programs in this building; approximately \$45,000 – \$135,000.

The fundamental concept to understand about the Business Plan is that it is simply a forecast based on various assumptions. The more important point is that this Business Plan is the “starting point” for negotiating a financial agreement with the YMCA for use of the Livestock Building if the Board’s recommendation is approved.

BOARD RECOMMENDATION

After spending nearly seven months analyzing and discussing the YMCA Proposal, the Board adopted the following motion at its October 9 meeting:

WHEREAS, the Fair Board is established by ORS 565 as the entity responsible for managing the Lane County Fairgrounds (aka Lane Events Center) and, the Lane County Board of County Commissioners have appointed the Fair Board and uses the Fair Board as an advisory entity on Fairgrounds activities and issues, and

WHEREAS, the Fair Board has established as its mission the provision of programs that support family, youth and community values; the visitor and convention industry; and, a venue for community celebrations and events, and

WHEREAS, the facility known as the Livestock Building has been under-utilized because of environmental restrictions (Federal restrictions enforced by the City of Eugene) that limit large animal events to initially three months and most recently five months out of the year, and,

WHEREAS, the Eugene Family YMCA approached the Fair Board in April, 2006 with a concept to convert the Livestock Building to a multi-purpose indoor

sports facility which will benefit all Lane County residents, and especially youth, and the YMCA and Board met three times over six months to discuss, analyze and formulate the concept, and the Fair Board met separately two additional times, and

NOW, THEREFORE, the Lane County Fair Board recommends that the Board of County Commissioners approve the following concept::

- ❖ Enter into a ten-year lease with the YMCA for the Livestock Building wherein the YMCA will remodel the facility with its own resources and program it as an all-year, multi-purpose sports facility, and
- ❖ Direct the Fair Board to negotiate with the YMCA a financial agreement that returns to the Fair Board the loss of rental revenue from the Livestock Building and a share (base plus percent-above-base) of the annual net earnings generated by the YMCA operated programs, and
- ❖ Direct the County Administrator or his designee to negotiate a lease agreement with the YMCA for the Livestock Building consistent with the negotiated financial agreement between the YMCA and Fair Board, and
- ❖ Direct the Fair Board to rent an off-site facility to accommodate the horse events, including events currently not conducted at the Fairgrounds such as a rodeo, for the 4H/FFA Youth Fair and County Fair for an equivalent ten-year term, with all other animals associated with these Fairs such as cows, sheep, goats, chickens, rabbits and so on remaining at the Fairgrounds, using proceeds from the YMCA payment to the Fair Board to pay the rent and associated expenses of an offsite facility, and
- ❖ Direct the Fair Board to place the net return from the YMCA, that is the gross return less cost of off-site horse facility, for the first three years in a Master Planning Reserve account, and
- ❖ Amend Board Order #05-12-7-2 to capture any Excess Transient Room Tax above the base of \$900,000 adjusted for inflation for the period 2008-2015 and allocate it to the Fair Board to establish a Master Planning Reserve account, and
- ❖ Direct Fair Board via the annual budget process to use the resources in the Master Planning Reserve account, when sufficiently funded in years three-five, to undertake a Master Planning process to include plans and designs for facilities and site and financing mechanisms to reinvest and redevelop the present

Fairgrounds (Lane Events Center) and/or a new fairgrounds amenable to traditional fairgrounds-type activities in a location unencumbered by environmental and urban-type regulations.

The Board decided to present this recommendation to the Commission at the November 14 Joint Meeting and request Commission approval at that meeting.

JOINT MEETING

The Board will present the YMCA Proposal and its recommendation to the Commission at the November 14 Joint Meeting. The Board has thoroughly reviewed and discussed the YMCA Proposal; considered many alternative options; and, developed what it believes to be a viable and strategic recommendation to the Commission. The Board recognizes that there are risks and acknowledges that not all constituents are happy over the Board's recommendation. However, the Board has diligently reviewed and modified the initial YMCA Proposal and has a concept that it believes will address several long-standing issues, all previously discussed with the Commission over the years, that up to this point this and prior Boards have been unable to address adequately. The recommended concept provides a long-term strategy to address:

- ❖ Mission – Part of the Board's mission is to serve youth and this would provide an opportunity to serve a larger number of youth in Lane County.
- ❖ Facility Usage – The Livestock Building is a public asset that is underutilized and this proposal would enable a “higher and greater use” of this asset.
- ❖ Facility and Site Planning Resources – If the concept to establish a Master Planning Reserve out of the surplus return from the YMCA and by capturing the Excess TRT above the base amount allocated to the Board is approved, it will be the first and perhaps only opportunity for the Commission, Board and citizens to have the financial capacity to study and develop a Master Plan for either the:
 - reinvestment in the current Fairgrounds site;
 - relocation to a site more conducive to traditional fairgrounds-type of activities;
 - or, a combination of both.

We look forward to a substantive and definitive discussion on the Board's recommendation and the Commission's approval of the recommendation.

ACTION REQUESTED:

Move to adopt the Fair Board's recommendation on the YMCA Proposal and direct County Administrator and County Counsel to work with Board to prepare required documents to execute and implement the Board's recommendation.

ATTACHMENTS – 16
(ATTACHMENTS N, O, and P are handouts from the public)

CURRENT EVENTS HELD IN LIVESTOCK BUILDING

Event Name	Event Date	Revenue from Last Event	Other Facility Options On Campus (if any)	Client Comments
Oasis BMX Racing	Mid-Oct to Mid-Feb	\$11,371.25	None	Very unhappy as no alternate locations will work for them
OR Logging Conference	End of February	\$5,720 (in 2005)	Outside Tents or Other Buildings. Large exhibitors return is in question.	Didn't seem too terribly concerned about info. Event may not even use location again-TBD.
4-H Beef Weigh In	First Friday in March	\$250.00	Possible locations are LS Warm Up Area, Stalls or Expos	Prefer that they be allowed to expand their pre-fair held first of June if large animal ordinance expanded.
4-H Sheep/Goat/Swine Weigh In	Fourth Sat in April	\$250.00	Possible locations are LS Warm Up Area, Stalls or Expos	Prefer that they be allowed to expand their pre-fair held first of June if large animal ordinance expanded.
Auto Swap Meet	Third W/E in May	\$1,312.50	Possible locations are Expos or Auditorium	Appreciate potential to move show to alternate location within same price range.
AKC Dog Agility Trials	Fourth W/E in May	\$4,425.00	Alternate locations problematic as dirt or carpet surface is required.	Client not sure how long show will continue. They may begin to look at alternate locations as a back up.
Alpaca Marketplace	Fourth W/E in June	\$2,275.00	Auditorium could be used but is somewhat small and not as cool as the LB	Client appreciated the call from LEC.
4-H Youth Fair	Third Week in July	RV Permit Sales Revenue	Protected Event	Client appreciates LEC's protection.
Lane County Fair	Third Week in August	Lots	Protected Event	Protected Event
Lane County Club Calf Sale	Second W/E in Sept	\$730.00	Would be open to looking at alternate locations on site.	May look at alternate locations as a back up such as Linn County Fairgrounds
	Total Revenue	\$26,333.75		

IN THE BOARD OF COUNTY COMMISSIONERS
OF LANE COUNTY, OREGON

ORDER NO. 05-12-7-2

) IN THE MATTER OF EXTENDING THE
) USE OF TRANSIENT ROOM TAX
) FUNDS FOR CAPITAL IMPROVEMENTS
) AT THE LANE COUNTY FAIRGROUNDS
)

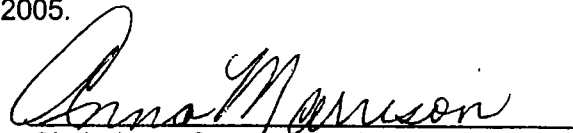
WHEREAS, in 2002, pursuant to LC 4.175(5) the Board of Commissioners approved the use of excess transient room tax revenues for capital improvements for a period beginning with the refinancing of certain debt and ending June 30, 2007, to be used for capital projects pursuant to the Fairgrounds Capital Improvements Plan (Board Order No. 02-1-9-4), and

WHEREAS, the Fair Board and the Board of Commissioners met on November 2, 2005 to discuss continuation of that commitment in a manner consistent with the Board of Commissioners' action on September 13, 2005 expressing its intent to not sell the Lane County Fairgrounds within the next 10 years, and

WHEREAS, after due consideration, the Board of Commissioners is willing to express an intent to authorize continuation of a specified amount off excess transient tax revenues for that period,


NOW, THEREFORE IT IS HEREBY ORDERED that it is the Board of County Commissioners' intent that any excess transient room tax revenues, as provided by Lane Code 4.175(5) and as determined by the Department of Management Services, at a base not to exceed \$900,000 in FY 07-08 and indexed annually beginning in FY 08-09 to the CPI-U, U.S. City average, be made available for transfer to the Fair Board for the period beginning July 1, 2007 through June 30, 2015, to be used for capital projects pursuant to the Fairgrounds Capital Improvements Plan.

DATED this 7th day of December, 2005.


Chair, Lane County Board of
Commissioners

APPROVED AS TO FORM

Date 12/7/05 Lane County


OFFICE OF LEGAL COUNSEL

DATE: May 15, 2006
TO: Fair Board
FROM: Warren Wong
SUBJECT: YMCA Proposal – Convert Livestock Building to Multi-Purpose Sports Facility

Per Board direction at the April 25 Board meeting, staff have met with YMCA representatives to pursue the proposal to convert the Livestock Building to a multi-purpose sports facility. At your May 23 meeting, the Board will hear a status report from YMCA Executive Director Dave Perez; Bill Seider, PIVOT, on architectural issues; and, staff on policy and administrative issues. You will be asked to provide direction to staff on several policy issues and, in essence, the overall concept encompassed in the YMCA Proposal.

BACKGROUND

The Livestock Building was constructed in 1990 as a replacement facility for Horse Arena (now the Ice Center). Up to 1999, the Livestock Building was used year-round for traditional fairgrounds-type animal uses and other uses such as the Shriners Circus and Oregon Logging Conference. A major activity was riding by Horse Club members throughout the year.

In 1999, concerns about the animal waste pollution to the Amazon Creek escalated, including threats of injunctions and lawsuits. An agreement was reached with the City of Eugene to prevent animal and other types of pollution to the Amazon that stipulated:

1. Large animals could be on the Fairgrounds only during the “dry weather” period, ostensibly June 15—September 15.
2. In order to accommodate the “dry weather” period allowance, the Board had to implement a Summer Stormwater Collection System to divert any pollution to the Sanitary Sewer System and on to the Wastewater Treatment Plant. The Summer Stormwater Collection System Capital Project was completed in 2002 and cost approximately \$1.3 million. Because of the Stormwater Collection System, Fairgrounds pollution during the “dry weather” period is treated at the Wastewater Treatment Plant instead of going into the Amazon Creek and ultimately the Willamette River.

3. Implementation of "best practices" policies and procedures to prevent both animal and non-animal pollution to the Amazon Creek. For example, clients may wash vehicles on site with water only rather than the previous practice of using solvents or detergents.

The prohibition of large animals on the Fairgrounds during the "wet weather" period, unless totally under cover, resulted in a dramatic decrease in the use of the Livestock Building. Horse Clubs stopped using the building for riding from 2000 on and large animal events basically disappeared from the schedule, finding alternative venues in Lane and Linn Counties. The end result was a significant loss of revenue, approximately \$100,000 per year, and a very small utilization rate for the Livestock Building and adjacent Warm-Up Area. Currently, the Livestock Building is used for animal events primarily during the 4H and County Fairs.

Given the significant loss of revenue and the low utilization rate of the Livestock Building, the Board undertook several efforts to identify alternative revenue sources and uses for that venue. Two key products include:

1. February, 2001 -- Livestock Arena Remodel and Development, by PIVOT (formerly WBGs; Bill Seider)
2. March, 2002 -- Multi-Purpose Activities Center Business Plan by MedSolutions (Kim Short)

The PIVOT report was a preliminary analysis and costing of converting the Livestock Building to a multi-purpose sports facility. The MedSolutions report examined various activities that might make use of the Livestock Building under scenarios ranging from "as is" to converting the facility to a multi-purpose activities venue. As a result of the MedSolutions Report, BMX became an on-going user of the Livestock Building.

In the end, there were four principle reasons for the Board not moving forward on either the physical modification of the Livestock Building or the active implementation of alternative activities.

1. The Board was heavily involved in the effort to bring the Planetarium from Alton Baker Park to the Fairgrounds and in the associated capital fund-raising campaign for a new facility.
2. The Summer Stormwater Collection System Capital Project was in the process of being designed and constructed.
3. The Stormwater Project and several other major capital projects including reroofing of the Events Center and Expo Buildings and energy retrofits of the Events Center and Ice Center basically exhausted all available capital resources to fund a major facility renovation.

4. During this period, the Operating Budget deficits and lack of working cash rose to a level of high concern and consumed the Board's Workplan.

In this financial environment and given the Board's top-priority to achieve financial stability, major physical changes to the Livestock Building were placed on the "back burner". In the interim, the Livestock Building has been used for limited "wet weather" events and the two Fairs in the "dry weather" period.

YMCA PROPOSAL

The YMCA has presented the Board a proposal to convert the Livestock Building to a multi-purpose sports facility for approximately ten months of the year. The proposal converts the Livestock Building to in-door playfields. To this end, the current thinking is that the dirt would need to be removed, a hard surface placed on the footprint and either synthetic turf or dirt would be placed on that surface depending on whether the venue was used for sports or animal events, respectively. The YMCA and PIVOT are continuing to examine alternative technical solutions to the dirt issue. The YMCA may also have use for the adjacent Warm-up Area while retaining the existing dirt floor.

Staff has met with Mr. Perez and his staff; and, Mr. Perez has also met with Mr. Seider, PIVOT, on the YMCA Proposal. At your May meeting, the YMCA and PIVOT will discuss in further detail their proposal and the results of their research and analysis.

CURRENT USERS

A significant outcome of implementing the YMCA Proposal would be that the Livestock Building will not be available to a number of existing clients who use that building; and, it would not be, for all intents and purposes, a livestock facility for ten months of the year.

In the past year, there were nine uses of the Livestock Building, ranging from the six-day County Fair to the 4-H Beef Weigh-In that took less than a full day to the BMX that operated on weekends from October to February. Note that the Oregon Logging Conference did not use the facility in 2006 but plans to in 2007 and biennially thereafter.

Clients have been apprised of the YMCA Proposal and staff has committed to keep them apprised of its status. In general, clients understand the issue and their reactions ranged from non-committal to understanding to opposition. The following table provides information on each event; including alternative options on the Fairgrounds.

<u>EVENT</u>	<u>DATE</u>	<u>REVENUE</u>	<u>ALTERNATIVE VENUE on Fairgrounds</u>
LC Club Calf Sale	2 nd W/E in Sept	\$730	Warm-up Area
Oasis BMX Racing	Mid-Oct to Mid-Feb, W/E	\$11,371	None
Oregon Logging Conference	End of February	\$5,720 (in 2005)	May be able to use floor of sports facility; tents; Expo Bldgs
4H Beef Weigh-In	1 st Fri in Mar	\$250	Warm-up Area; Expo Bldgs
4H Sheep/Goat/Swine Weigh-In	4 th Sat in Apr	\$250	Warm-up Area; Expo Bldgs
Auto Swap Meet	3 rd W/E in May	\$4,425	Aud or Expo Bldgs
AKC Dog Agility Trials	4 th W/E in May	\$2,275	Exhibition Hall but carpet required
Alpaca Marketplace	4 th W/E In June	\$2,275	Aud or Expo Bldgs; temperature not as cool
4H Youth Fair	3 rd wk in July	No rent; RV permits	Protected
County Fair	3 rd wk in Aug	No rent	Protected
TOTAL REVENUE		\$27,296	

ISSUES

In analyzing the YMCA Proposal, staff has identified a number of issues. The issues are dichotomized into "policy" and "administrative". At this stage, the administrative issues have been identified as "placeholders" and are the subject of further analysis and negotiations as the process evolves; thus, the explanations or options described are simply "what ifs" at this time.

Policy Issues

1. YMCA Proposal – Does the Board endorse the YMCA Proposal to convert the Livestock Building to a multi-purpose sports facility? If "yes", the Board should request a formal business plan from the YMCA.

Discussion: As evidenced in the background information and client listing provided above, the Livestock Building is clearly an underutilized public asset. The Board is appreciative of the clients that do use the facility and find it satisfactory for their requirements. However, there is insufficient revenue generated by the facility. The Board has no capital resources to undertake a building conversion nor does it have operating resources to assume the administration, programming or operation of a sports facility.

2. Portion of Fiscal Year Commitment – Should the Board commit, with the exception cited in “3” below, the Livestock Building to the YMCA for ten months of the fiscal year, namely September–June and reserve the remaining two months of July-August for the 4H and County Fairs? An assumption being made in this question is that it is financially and operationally impractical to move the dirt out and in for any existing event in the ten-month period.

Discussion: The ability of the YMCA to viably program a multi-purpose sports facility depends on its availability to users when the demand exists and on a continual, uninterrupted basis. The demand for an in-door sports facility of the nature being discussed would generally be the September–June period. Commitment of the Livestock Building for that time period would basically require the Board to accommodate, to the extent possible, current clients who use the building in this period in other Board facilities or assist them in finding alternative off-site facilities.

3. Oregon Logging Conference – If it is technically feasible to place heavy equipment on the surface of the playfields, should the Board require the YMCA to accommodate the Oregon Logging Conference for their February event in the multi-purpose sports facility.

Discussion: The Oregon Logging Conference has been a long-term and valued client of the Lane County Fairgrounds. The Conference has historically used the Livestock building for equipment displays and the Saw Dust Bowls. In 2006, the Conference did not use the Livestock Building as it transitioned to a biennial exhibition of large equipment. If the strategy of the Logging Conference is sustained, they would need the Livestock Building in 2007 and every other year thereafter. It may be that this event could be housed in a tent or possibly integrated into the Expo Building displays.

4. Clients –
 - a. Should staff to work with Livestock Building clients to accommodate them in a Lane Events Center venue or assist them in finding a suitable, off-site location?
 - b. Should the Board consider some form of “transition assistance” to mitigate the move to another Fairgrounds venue or off-site?

Discussion: Several clients have moved to the Livestock building from other Board venues to reduce their costs. It may be possible to move some Livestock Building clients to other venues on the Fairgrounds which would probably entail a higher rent. In some situations, there may be no venue available or suitable on the grounds and an off-site location would

be the only option available to the client. The one user that you have a specific interest in accommodating is the 4H Program given its historical relationship to the Board and the Fairgrounds.

5. Financial – Should the YMCA Proposal be expense-neutral to the Board?

Discussion: A number of financial issues are discussed under Administrative Issues, Financial

6. Term – Should the Board enter into an agreement to June 30, 2015?

Discussion: The YMCA would prefer a long-term lease of the Livestock Building to enable it to amortize the capital investment and to develop a viable program in the facility. The County Commission adopted on December 7, 2005 Board Order #05-12-7-2 stipulating that the Fairgrounds will stay at the present site at least until 2015. It seems logical to select this date as the ending date for the agreement with the YMCA. Provisions would be incorporated in the agreement to extend the term should that be the desire of both organizations.

7. Integrate Ice and Sports Programs and YMCA Program – Should a desirable outcome be the integration of the Ice and Sports Centers with the YMCA programs?

Discussion: It seems that, assuming the Board and the YMCA decide to pursue this proposal, that an ultimate goal may be the integration of the Board's Ice and Sports Programs with that of the YMCA. The YMCA is "in the business" of providing sports/recreational programs as part of its core competency and would be a candidate to take over Board's Ice and Sports programs should the Board decide to either outsource or eliminate the functions.

Ultimately, with respect to the YMCA Proposal and the Livestock Building, your positions on these policy issues rest with the "greater and higher" use principle of this public asset; whether the proposal is consistent with your adopted mission; and, whether it complies with your business strategy.

Direction from the Board is requested on the policy issues at the May meeting.

Administrative Issues

1. Legal
 - a. Subject to discussions with legal counsel, a long-term lease and/or a memorandum of understanding will be the legal instrument to enshrine the relationship.

2. Architect

- a. The Board will incur cost to ensure due diligence on any capital project to convert the Livestock Building to a multi-purpose sports facility.
- b. Management has requested the YMCA retain PIVOT for any architectural and related work required to convert the Livestock Building.

3. Financial

- a. Capital Outlay – Management has advised the YMCA that the Board has no resources to fund any part of the Livestock Building conversion.
- b. Marginal Operating Costs – Any additional operating expenses incurred by the YMCA's use of the Livestock Building must be financed by the YMCA. The Board has no provision in its Operating Budget to assume any marginal operating expenses incurred under the YMCA proposal.
- c. Converted Livestock Building Revenue – It may be feasible for the Board to obtain some net revenue from the YMCA multi-purpose sports facility. The following are concepts raised with the YMCA:
 - i. Revenue Loss – Supplant revenue loss by not having clients in the Livestock Building and make Board “whole” for that loss.
 - ii. Building Rent – Initially there will probably be no building rent, per se, while the YMCA program is being established; but, cash rent may be imposed after initial startup. For example, we can impute the rent for the building and amortize that against the capital investment for the conversion; and, when that has been covered, cash rent can be implemented.
 - iii. Revenue Sharing – Perhaps as part of the “Building Rent” discussion, a revenue sharing scheme might be encompassed.
- d. Utilities – Under the best of circumstances, the building would be metered separately; but, this is unlikely given the various practices of the utilities we deal with. Electricity can be separately metered at this time. However, gas, water, etc. are on the general Fairgrounds meters and some allocation of costs would need to be worked out.

- e. Building Maintenance – The Board would continue to provide building maintenance and recover this expense to the YMCA.
4. Dirt – This is a very, very significant issue in the Livestock Building change-out from an animal facility to a sports facility and back. The sequence of transforming the building use requires moving the dirt, storing or disposing of it, cleaning the building and fixtures and returning stored dirt or new dirt. The dirt removed after an animal event is “contaminated” and must be disposed of or stored according to strict environmental regulations.

The amount of dirt on the Livestock Building floor is substantial? It is approximately 2,133 cubic yards; the equivalent of 213 dump truck loads; or, a pile of dirt with a base of 60 ft. x 120 ft., 14 feet high, with a 2:1 slope.

a. Storage on Site

- i. The issue with storage on site is whether it is permissible and, if so, in what kind of structure or form. No formal contact has been made with the City of Eugene, which would be the regulatory agency that must approve this approach. A Conditional Use Permit may be required.
- ii. Conceptually, the “simple” solution would be to prepare a hard and impermeable surface adjacent to the Livestock Building, mound the dirt, prevent dust erosion while doing this procedure and cover it with a non-porous material that will not break or leak. The more “complex” solution might be to construct a concrete holding structure, with a floor and roof sufficiently tall to get a loader and other equipment in and out to manage the dirt. Estimated cost: \$250,000 - \$350,000.
- iii. Move dirt out, place in on-site storage and move back. Estimated cost – \$17,000.
- iv. Estimates are it would take three days to move the dirt out and four days to return the dirt.

b. Disposal of Dirt

- i. Another approach might be to remove the dirt and dispose of it; and, buy new dirt and install it at the start of a new animal season. Estimated cost: \$76,300 – \$86,300
- ii. It may be feasible to work with a natural products recycling entity to use the dirt as an ingredient to their compost production.

c. Building Cleaning

- i. Clean the building after removing the dirt. Estimated cost:
\$1,700 – \$2,500.

5. Building Naming Rights – Retained by Board.
6. Sponsorships – Existing Board sponsorships must be honored; may have opportunities for joint venture.
7. Existing Contracts – Existing Board contracts must be honored; for example, food and beverage concessionaire or electrician.
8. Insurance – Coverage to hold Board harmless.
9. Hours of Operation – Consistent with current practices.
10. Fairgrounds Closure – In a situation where the entire Fairgrounds is rented, YMCA would need to use alternative access route and find alternative parking sites. This happens about three times per year.
11. Parking – Comply with Board regulations on traffic and client requirements.
12. Security – If required because of YMCA event or Fairground security requirements increase as a result of YMCA activity, Board may stipulate security level or processes.
13. Compliance with laws – Especially noise ordinance.
14. Neighborhood – Sensitive to neighborhood concerns on noise, traffic, litter, etc.
15. Remediation – If after building conversion, the YMCA program is discontinued; remediate building if so directed by Board.
16. Etc.

STAFF RECOMMENDATION

The YMCA Proposal is one of the most positive, exciting initiatives that have come before the Board in quite some time. As described above, there are many, many issues to analyze and resolve before this proposal can come to fruition. Substantial staff and financial resources will be incurred in the process by both entities. Thus, to ensure that the YMCA clearly understands the key parameters

for this relationship and to provide management with clear Board direction, the Board should address each of the seven Policy Issues.

ACTION

Discuss and take action on each of the seven Policy Issues identified.

ATTACHMENTS – 2

DATE: June 22, 2006
TO: Fair Board
FROM: Warren Wong
SUBJECT: YMCA Proposal – Update and Current Status

At your May 23 meeting, you directed staff to continue discussions with the YMCA on their proposal to convert the Livestock Building to a multi-purpose sports facility for ten months of the fiscal year and to continue as an animal event facility for the two months of the 4H/FFA Youth Fair and County Fair.

Subsequent to that meeting, there have been discussions among interested parties (YMCA, OSU Extension Office, Board, Commissioners, consultants, etc.) and a number of issues, concerns and opportunities have been raised and additional information has been developed. The following is a synopsis of the "questions" raised in the interim:

- ❖ Is the YMCA paying market rent for the Livestock Building?
- ❖ Are there other entities interested in using the Livestock Building and are they willing to pay market rates?
- ❖ Do the additional two months in the "dry weather period" affect the marketability and financial performance of the Livestock Building under the current rental format?
- ❖ Can the horse users' requirements be met in the converted Livestock Building?
- ❖ Is it feasible to deal with the dirt on-site given zoning and environmental regulations?
- ❖ Is it cost-effective to deal with the dirt storage or disposal?
- ❖ Are there potential health issues posed by using the same facility for animal and sports events?
- ❖ Given the cost of the dirt move-out and move-in, the uncertainty of storage or disposition of the dirt and the potential health issues of multiple uses of the same facility, should the Board enter into a full-year use agreement with the YMCA rather than the ten-month term currently being discussed?
- ❖ If the Livestock Building were used by the YMCA for the entire calendar year, where would the 4H and County Fair animal events be held on the current Fairgrounds site?
- ❖ If an outdoor animal arena were constructed, what are the implications for noise, drainage, lighting, dust abatement, maintenance, etc.?
- ❖ Is an outdoor arena for horse events viable at the contemplated location north of the Cattle Tent area given the location of the Stables, Warm-up Arena and the Northwest Quadrant layout during Fair?
- ❖ Should the Board expand the discussion to include the Sports and Ice Center programs becoming part of the YMCA "package of services"?

- ❖ What is the time-frame for the Fairgrounds to continue with its current composition of exhibition facilities, sports facilities and traditional Fairgrounds activities? See note below.
- ❖ What are the long-term implications for the 4H Youth Fair and County Fair at this site?
- ❖ What are the long-term implications for the Fairgrounds site? See note below.
- ❖ What are the long-term implications for the County Fair?

In sorting through the issues and concerns raised and extrapolating from the discussions that have taken place, the following scenarios are beginning to emerge. I have prepared three scenarios, with intermediate and long-term consequences for you to ponder. As a caveat, the Board of County Commissioners passed Board Order #05-12-7-2 that essentially enshrined a discussion at their December 5, 2005 meeting committing to keep the Fairgrounds at its present site to June 30, 2015.

TIME-FRAME	SCENARIO #1	SCENARIO #2	SCENARIO #3
	<u>DO NOTHING</u>	<u>TEN-MONTH USE of LIVESTOCK BUILDING by YMCA</u>	<u>TWELVE-MONTH USE of LIVESTOCK BUILDING by YMCA</u>
<u>INTERMEDIATE-TERM</u>			
Livestock Building	Continue with current users; potentially expand number of users with additional two months in "dry weather" period.	Multi-purpose sports facility September-June; used by 4H/FFA Youth Fair and County Fair July-August; dirt moved out and in.	Multi-purpose sports facility, full-year.
Outdoor Arena			Outdoor dirt arena, not covered, constructed on Fairgrounds; available for use May 16—October 15 for large animal events; potential site is the area north of the Livestock Building.

Obstacles		Capital fund raising by YMCA; architectural and engineering feasibility; cost and feasibility of moving dirt out and in for on-site storage or off-site disposal; environmental and health issues; YMCA absorbs all operating costs for Livestock Building; rent to Fair Board; dirt floor and associated infrastructure must viably accommodate horse events.	Capital fund raising by YMCA for both the Livestock Building and the Outdoor Arena; architectural and engineering feasibility; environmental and health issues; YMCA absorbs all operating costs for Livestock Building; rent to Fair Board from Livestock Building; outdoor arena must viably accommodate horse events.
Opportunities	Additional revenue from two additional months in the "dry weather" period.	Rent for Livestock Building; greater utilization of public asset; more visitors to Fairgrounds, spin-off to other activities; continuation of animal activities and addition of sports facility; facilitates Board's Mission to provide youth activities.	Rent for Livestock Building; greater utilization of public asset; more visitors to Fairgrounds, spin-off to other activities; additional revenue from two additional months in the "dry weather" period; continuation of animal activities and addition of sports facility; facilitates Board's Mission to provide youth activities.
Financial	Some additional revenue from additional two months in "dry weather" period.	All capital and operating costs of conversion and operation of Livestock Building covered by YMCA;	All capital and operating costs of conversion and operation of Livestock building absorbed by

		requested some form of rent, \$0-\$500,000.	YMCA; requested some form of rent, \$0 \$500,000; capital cost to construct outdoor arena absorbed by YMCA; some additional revenue anticipated from additional two months in "dry weather" period.
LONG-TERM			
New Fairgrounds NOTA BENE: The long-term scenario under Scenario #3 could also apply in the long-term under Scenarios #1 and #2.			Off-site facility acquired, constructed or leased to facilitate animal events, especially the 4H/FFA Youth and County Fair; ultimately move entire County Fair to new facility; presumably the facility can be rented or leased to private clients.
Financial — Capital			Site acquisition and facility construction funds are required; probably through a General Obligation Bond placed before the electorate by the County Commission; YMCA rent may assist financing.
Financial — Operating			Contract with a private entity to manage and

			operate the facility; some type of "concession" agreement; not operated by Fair Board.
Implications for Fairgrounds			Current site will probably evolve to an exhibition facility and sports complex; perhaps, site for a conference center/ hotel complex.
Implications for County Fair			County Fair as we now know it will probably no longer exist, per se; it is possible the exhibits, carnival and entertainment could remain at current site; but, it would be sans animals that will be at a different site; this could impinge on the current Net Revenue generated by the Fair and affect the Board's finances; definite change in ambiance from current Fair setup; Fair could move to new site if facilities available.

Given some of the questions and concerns, I suggest the Board not make a decision on the YMCA Proposal at your June 27 meeting. Rather, invite more public comment; spend time discussing in more detail the issues raised and especially focus on the long-term outlook for the Fairgrounds and County Fair; and, then, provide staff and interested parties more explicit direction on the YMCA Proposal and requested Business Plan.

Use the three scenarios as the basis for your discussion. Board consultants, CMGS and PIVOT, and representatives from the YMCA will be available for questions.

As an alternative process, given the complexity of the issues involved and the long-term and serious ramifications for the County Fair and Fairgrounds, you may wish to consider the establishment of a time-certain Task Team to assist you in sorting through the issues. The charge to the Task Team might be:

Examine feasibility of YMCA Proposal and timeframe, its impact on users of the Livestock Building and develop recommendations to the Fair Board to accommodate (or not accommodate) the YMCA Proposal, County Fair and 4H/FFA Youth Fair.

The Task Team might consist of two Board members and representatives to the YMCA, OSU Extension Services, County Fair Horse Superintendent and one non-large animal user of the Livestock Building. Staff and consultants can support the Task Team.

Also, there was some discussion about the Commissioners being able to meet with the Board in Joint Session to discuss this issue, perhaps at the Joint Meeting scheduled for July 20.

MOTION OPTIONS:

Move to end discussions with YMCA on proposal to use the Livestock Building as a multi-purpose sports facility.

or

Move to affirm the Board's interest in pursuing the YMCA Proposal as follows:

- ❖ Assume a 10-month use of the Livestock Building as a multi-purpose sports facility and two months as an animal events facility;
- ❖ Request the YMCA submit a Business Plan reflective of this motion to cover all capital costs of renovating the Livestock Building and addressing the dirt storage or disposal issue, covering all marginal operating costs of the renovated Livestock Building, and payment of rent to the Board.

or

Move to affirm the Board's interest in pursuing the YMCA Proposal as follows:

- ❖ Assume a 12-month use of the Livestock Building as a multi-purpose sports facility, contingent on being able to site and construct an outdoor animal arena on the Fairgrounds;
- ❖ Request the YMCA submit a Business Plan reflective of this motion to cover all capital costs of renovating the Livestock Building and constructing and equipping an outdoor animal arena, covering all marginal operating costs of the renovated Livestock Building, and payment of rent to the Board.

DATE: September 22, 2006
TO: Fair Board
FROM: Warren Wong
SUBJECT: YMCA Proposal

BACKGROUND

At your June 27 meeting, your principle agenda item concerned the YMCA Proposal to convert the Livestock Building to a multi-purpose sports facility. After receipt of comments from the community and Board discussion, you took the following action:

- Requested the YMCA prepare a Business Plan to convert the Livestock Building to a multi-purpose sports facility assuming a twelve-month program. All marginal capital and operating costs to be funded by the YMCA.
- Directed staff to develop options to accommodate the 4-H and County Fairs' animal related events, either on the Fairgrounds or through other facilities that may be available. The alternative venue is a prerequisite to a viable agreement with the YMCA if the 4-H/FFA Youth and County Fairs are to continue, per se.
- Appointed Steve Ward and Mike Schwartz to take "lead" in the YMCA Proposal process.

CURRENT STATUS

YMCA BUSINESS PLAN

A Business Plan prepared by the YMCA is attached. Dave Perez, Executive Director, will be at your meeting to review the Plan and address any questions.

ALTERNATIVE VENUES

Staff, in consultation with facilities architect, PIVOT, and landscape architect, CMGS, has developed three options for the Board to consider. Much of alternative venue concept is driven by input from the two major large animal users of the Livestock Building; namely, the 4-H, represented by Carolyn Ashton, and the County Fair, by Sharon Mathews, the Board's Fair Horse Superintendent. Both Carolyn and Sharon identified facility and grounds requirements necessary to continue the programs they administer and that currently used the Livestock Building. These requirements are "minimums" and thus represent a conservative approach to the alternative venue.

The alternative venue options developed are:

- Option One – Rent an existing facility. This would probably translate to moving the portion of the Youth Fair dealing with large animals, horses and cattle, to an alternative site and having the remainder of the Youth

Fair remain at the Lane Events Center. This is not a viable solution from a programming and management perspective for the 4-H staff and participants. This is likewise not a viable solution as it separates the animal portion from other facets of the County Fair.

Val Major contacted Major Defoe, Oregon Horse Center, and received a positive response on the use of his facility. No rental amount was discussed.

- Options Two and Three – PIVOT and CMGS are currently working on these options and obtaining costs from a construction estimator. They will preview the schematics with Carolyn and Sharon to ensure that the designs are feasible from a practical and programming perspective. The cost information and schematics will be available at the Board meeting.

The Fairgrounds site has a number of environmental issues including a high water table and the Amazon Creek. City, state and federal regulations require infrastructure and operating procedures to mitigate runoff to the Amazon or the creation of other forms of pollution.

- Option Two – Minimum alternative venue consisting of an outdoor arena and renting a tent for one month to accommodate the Youth and County Fairs; removing part of the dirt after the County Fair; covering the dirt during the rainy season; and, topping off the arena with a new layer of dirt at the start of the new “dry weather” period. In theory, this facility could be used during the entire ‘dry weather’ period assuming it does not rain.
- Option Three – This version is an enclosed arena and warm-up area, replacement of the current stables and is designed to theoretically operate all year as the animals would be under cover at all times. In essence, this is a replacement facility for the existing Livestock Building and Stables in a very large structure.

ISSUE

The cost of the alternative venues will be a key obstacle to the viability of the concept under consideration with the YMCA. The agreement for the pursuit of the YMCA Proposal was that all marginal operating and capital costs would be assumed by the YMCA. The YMCA Business Plan demonstrates that the marginal operating costs of the converted Livestock Building can be covered by revenue; but, the “surplus” is insufficient to finance the capital, rental or operating costs that the Board would incur in an alternative venue.

Second, the issue of separating the large animal portions of the Youth Fair or County Fair from the balance of activities is problematic. With respect to the County Fair, the symbiosis of activities that consists of the Lane County Fair would be lost and the current ambience would be irreplaceable in separate venues. There would be

significant downside risks and costs; but, these have not been costed-out or thoroughly analyzed.

BOARD ACTION

If the large animal aspect of both Fairs is to remain at the existing Fairgrounds, the removal of the Livestock Building as a large animal venue is not feasible. The YMCA Business Plan will not support the estimated capital and/or operating costs of any of the alternative venue options that. The YMCA Proposal is exciting and definitely value-additive to the Lane Events Center; but, it is time to end pursuit of this Proposal given the financial requirements to make it feasible and given the programmatic impacts on the two Fairs.

However, the “silver lining” in this discussion and analysis is that there are options “out there” that could be pursued further by both entities. They include but are not limited to:

- Replacing the Fairgrounds – Acquire land and build facilities at a site that is viable and conducive to traditional “fairgrounds-type” of activities.

- Long-term lease of property to the YMCA for construction of a Sports Facility.

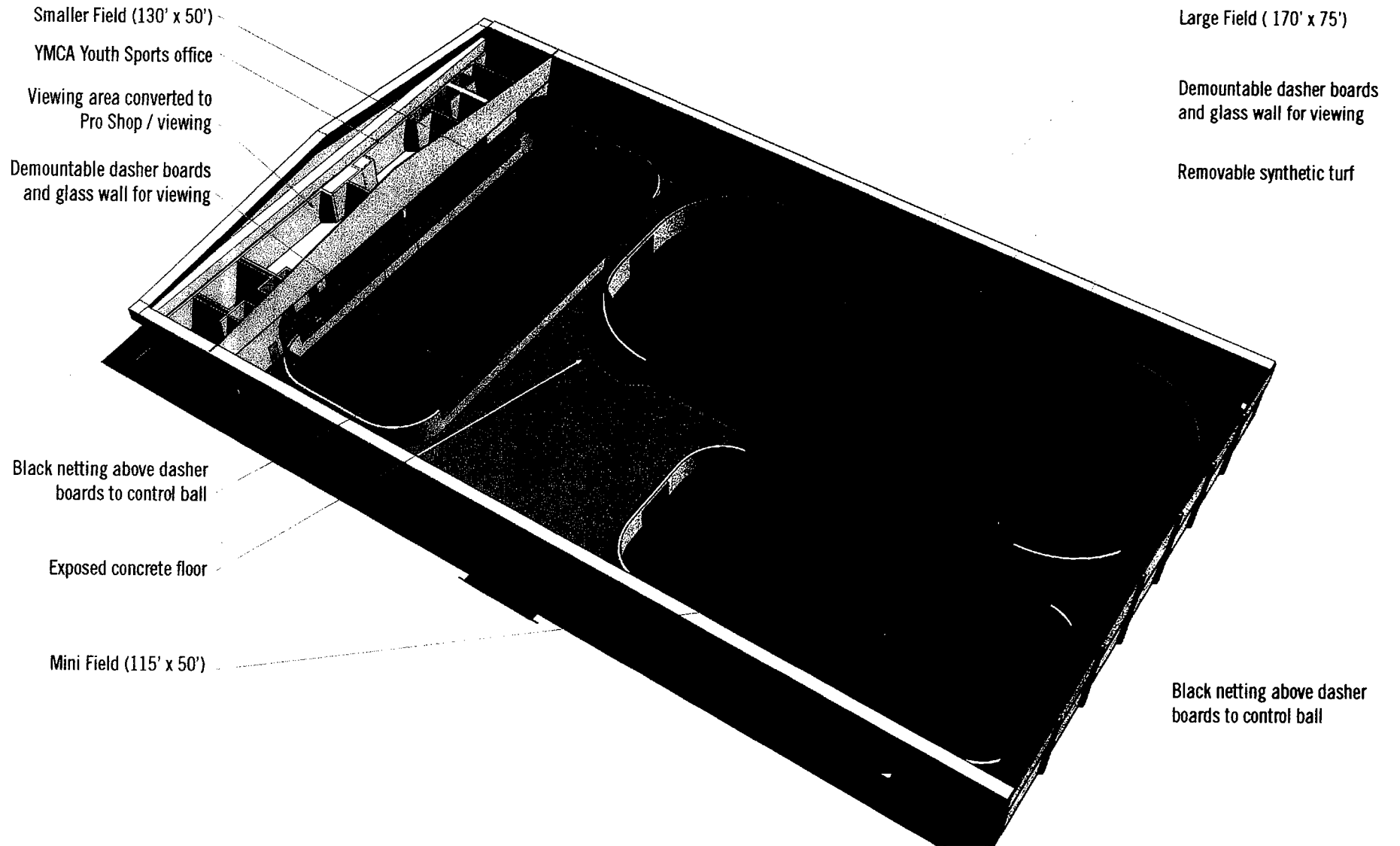
- Long-term lease of property to the YMCA to move their entire operation from the Patterson Street location.

All three options require substantial planning and analysis and, ultimately, the Board of County Commissioners political, financial and legal support. In many ways, this places the issue of replacement of the Fairgrounds on the agenda; something the Board has discussed many times over the years and that most entities agree will eventually need to take place in order to have a viable Fairgrounds, animal events and County Fair.

MOTION: Move to terminate discussion with the YMCA on the current proposal to convert the Livestock Building to a multi-purpose sports faculty; and, express the Board’s sincere appreciation to the YMCA for initiating the proposal and working with the Board to explore its feasibility.

ATTACHMENT – 1

ATTACHMENT F

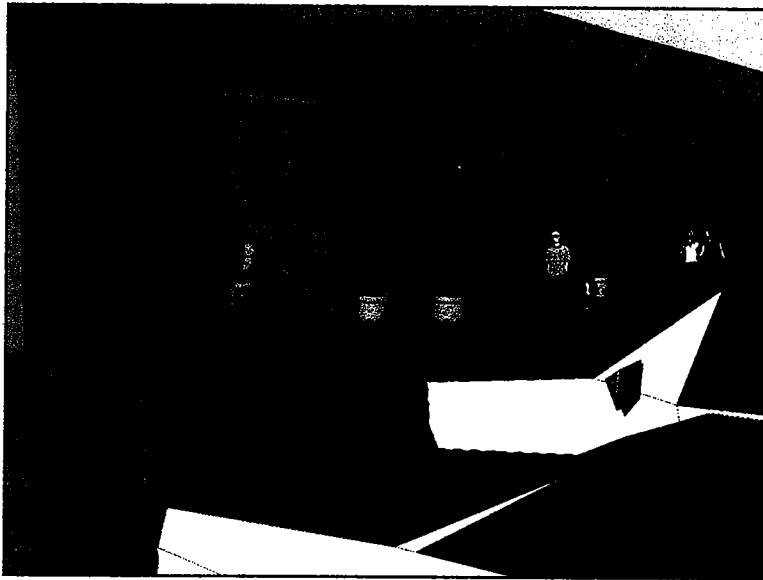


YMCA MULTI-PURPOSE SPORTS FACILITY

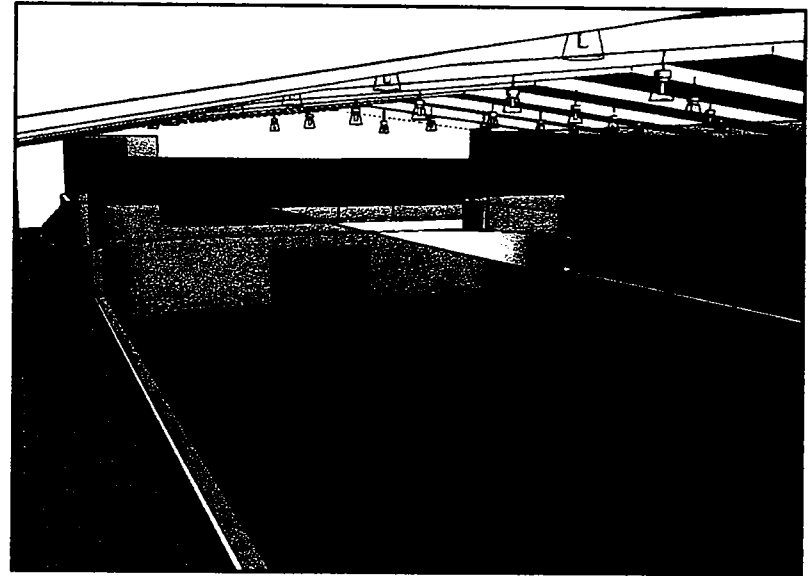
LIVESTOCK BUILDING AT THE LANE EVENTS CENTER -- PRELIMINARY STUDY -- 10/5/06



PERSEPECTIVE VIEWS

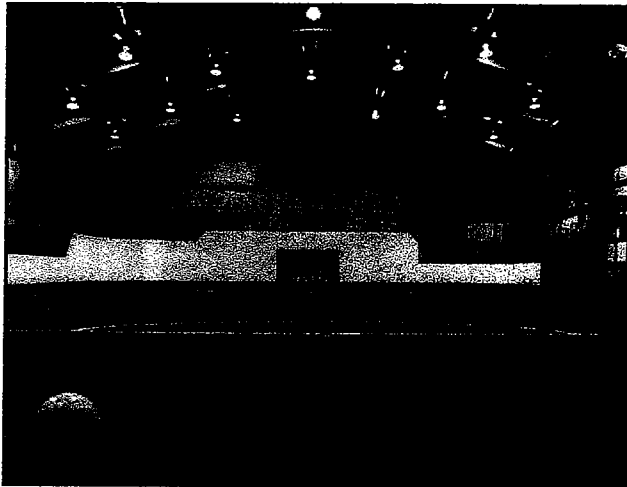


NORTH ELEVATION OF REMODELED LIVESTOCK BUILDING

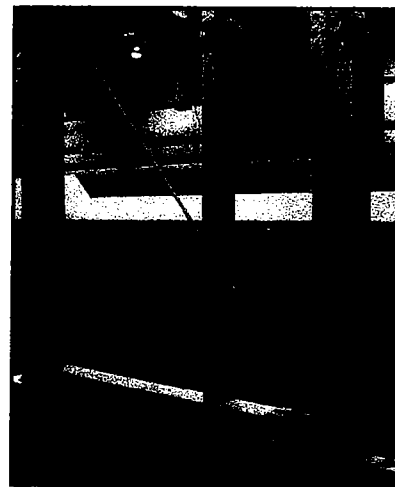


INTERIOR PERSPECTIVE SHOWING SOCCER FIELDS

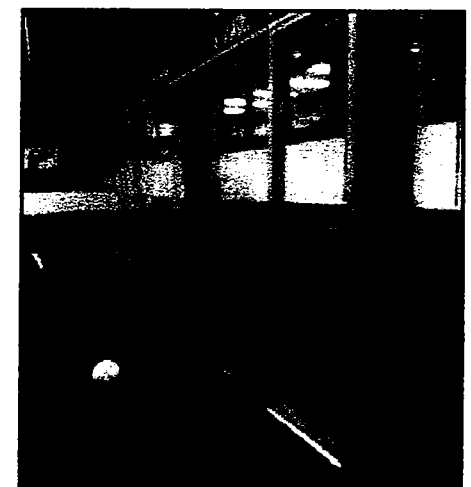
IMAGES



EXISTING INDOOR SOCCER CONFIGURATION



GATE CONSTRUCTION



TRANSPARENT DASHER BOARDS



YMCA MULTI-PURPOSE SPORTS FACILITY

LIVESTOCK BUILDING AT THE LANE EVENTS CENTER -- PRELIMINARY STUDY -- 10/5/06

P.VOT

*Business Plan Proposal for
Conversion of Lane County Fairgrounds Livestock Arena into
Indoor YMCA Sports Fields*

*Submitted by: The Eugene Family YMCA
September 2006*



YMCA

We build strong kids,
strong families, strong communities.

This document is confidential and proprietary. It may not be circulated or disclosed in whole or part without the written permission of the Eugene Family YMCA. No representations or guarantees are made or implied. Plans and projections are subject to change. All stated amounts are approximate and estimated.

The YMCA builds strong kids, strong families and strong communities.

*Our mission is to provide life-enriching opportunities
to people of all generations and walks of life.
All "Y" activities seek to create
a safe, loving and fun environment,
which fosters spiritual, emotional and physical growth.*

Executive Summary

The Eugene Family YMCA proposes to lease the Livestock Building from the Lane County Fairgrounds for conversion to three (3) indoor soccer fields and YMCA Youth Sport offices for year-round programming, operated by the YMCA.

Assumptions:

- ❑ The Lane County Fairgrounds Board is seeking ways in which to increase revenue and program options to Lane County residents.
- ❑ The YMCA is seeking to expand its Youth Sports program to include indoor soccer and other sports opportunities (i.e. lacrosse, ultimate frisbee, arena football, etc.)
- ❑ The YMCA will oversee all operations of the facility and its programs.
- ❑ Lane County Fairgrounds will maintain ownership of the property and lease it to the YMCA for a period to be determined.

Origin of Proposal

Due to program growth and an aging facility, the YMCA Board of Directors appointed a Facility Development Task Force to identify a site for new YMCA facilities. It was brought to our attention that the Livestock Building at the Lane County Fairgrounds was not being utilized to its full potential. Dave Perez, CEO of the YMCA met with Warren Wong, Manager of Lane County Fairgrounds, to discuss the conversion of the Livestock Arena into indoor soccer fields to be used for YMCA youth, family and adult programming. Both saw potential for an excellent opportunity that would benefit each organization and our county.

Subsequent meetings between staff and board members of each organization examined the benefits and barriers of the idea, engaging the general public and other interested parties. A ten-month operational proposal was presented as a possible solution to displacing the current user groups, but this was deemed cost-prohibitive and a measure not necessary to the continuation of most programs currently housed in the arena.

The YMCA retained the services of PIVOT Architecture to render drawings of the proposed conversion and provide a cost estimate for the project. The results were promising and determined to be feasible, so a formal proposal was requested and is herein presented to the Lane County Fair Board.

Why Soccer?

Soccer is the world's number one sport and has shown dramatic growth nationally and locally. Indoor soccer facilities on Lane County land in its population center will be welcomed by a diverse cross-section of our county's population.

- Since 2004, there has been a **15.5% increase** nationwide in indoor soccer participation, making it one of the fastest growing sports in the nation. (Sports participation Topline Report, 2006 edition.)
- **Due to the state-of-the-art design, size of the fields and number of fields,** youth and adult soccer teams from around the state will have a central destination for tournaments here in Lane County.
- **Soccer is the most popular sport among Hispanics** living in the United States (*Pew Research Report, June 2006*). Along with the growth of cultural diversity in our community, comes the need to expand and grow the recreational opportunities available to all kids and families who call Lane County their home.
- The current blueprint of the proposed facilities includes three differently sized fields: small, medium and large; designed intentionally to encourage **diverse populations of participants** (i.e. young children and 50+ adults).
- **Socio-Economic Diversity:** The YMCA Youth Scholarship Fund ensures **that no child is turned away because of his or her family's inability to pay.** We have a strong reputation for keeping this promise to our community—and families of all socio-economic backgrounds appreciate the diversity that is found in Y programs as a result.

Brief Overview of the Y

The YMCA is a 501(c) 3, not-for-profit organization. We employ 37 full-time people and 110-150 part-time employees, depending on the season. For 119 years, our YMCA has been operating programs for kids, teens, families, adults and older adults in Lane County. In addition to youth sports, we offer childcare and summer camp, aquatics, tennis, golf (*The First Tee of Willamette Valley*), mentoring (*Big Brothers Big Sisters*), and adult, family and older adult health and wellness programs.

YMCA Members—that is, facility members, program participants, donors, volunteers, staff and partner organizations—are a large and loyal part of our community. A 2005 survey conducted by *The Ulum Group* confirmed that we have extraordinary name recognition and an excellent reputation in Lane County.

This report and surveys done by *United Way of Lane County* also tell us that in an effort to make the most of our community's resources, donors and key leaders would like to see strong, working partnerships between non-profit organizations and government agencies. We currently partner with over 25 agencies and organizations in our county, striving always to maximize our resources available before expending new monies and energy. This proposal is made in the same spirit: recognizing the space and facility holdings of the fairgrounds and youth and adult program expertise of the YMCA.

Governance

We have a governing Board of Directors with 30 members. The full Board meets quarterly to attend to the business as required by the by-laws, i.e. budget approval, election of officers, voting about major organizational issues.

- An Executive Committee oversees the on-going operations and meets monthly with the Executive Director and Development Director
 - Other standing committees: Finance, Development, PR and Marketing
 - Advisory Boards (8-12 members) represent the interests of the following YMCA programs: Big Brothers Big Sisters, Swim Team, Tennis and The First Tee
 - Current Task Forces (appointed and dissolved as needed): Facility Development
- There are currently 52 YMCA policy volunteers serving in one of the above capacities.

Y Youth Sports

YMCA Youth Sport programs have grown from 765 participants in 1995 to 6,802 participants in 2005. What started as a South Eugene opportunity has evolved into a countywide youth sports program serving nearly 7,000 kids and engaging over 1,200 volunteers every year. YMCA programs operate in Eugene, Springfield, Creswell, Cottage Grove, Pleasant Hill, Mohawk, Lowell, Junction City, Elmira, Veneta, and Oakridge/Westfir. We remain committed to quality and affordability as we grow, maintaining flexibility to meet the changing needs of each smaller community and our county as a whole.

As a department of the larger Y organization, YMCA Youth Sports is able to keep overhead costs such as insurance, financial operations, and staffing at a minimum, efficient level. For example, the YMCA Youth Sports department employs only three full-time and two part-time staff, relying on YMCA administration and volunteers for critical operational and program support.

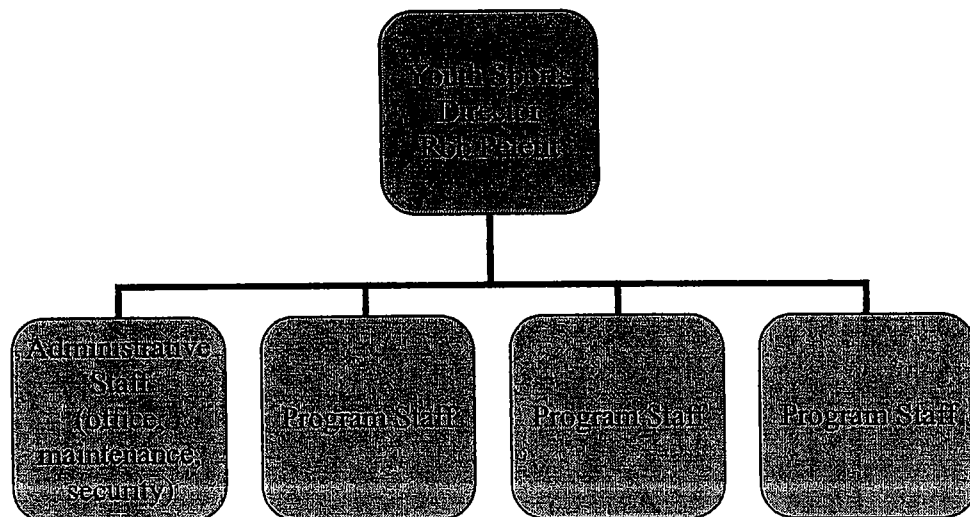
Proposed Programs

The addition of indoor soccer is a natural expansion of YMCA Sports programming. We have determined that the following programs are the most sought after, provide the highest revenue yield and serve the greatest number of people. We will use the three indoor soccer fields to provide:

- Youth Clinics ages 3-5 and 6-12
- Youth Leagues All ages, girls, boys and co-ed
- Men’s Leagues (Competition and Rec Leagues)
- Women’s Leagues (Competition and Rec Leagues)
- Co-Ed Leagues (Competition and Rec Leagues)
- College Leagues (ages 18-24, co-ed)
- Teen Leagues (13-17 boys and girls)
- Family Recreation
- Homeschool Programs
- After-School, Non-School Hours Programming (all ages)
- Summer Camps
- Alter-Abled Access Leagues
- Regional and State Tournament Host
- Ultimate Frisbee
- Lacrosse
- Arena Football
- Special Events and Sport Clinics

Organization and Management

The Y Soccer Program will require the following five (5) staff to maintain efficient, successful programming throughout the hours and seasons of projected operation:



Dave Perez, Executive Director.

Dave has been a part of the YMCA movement since 1973 and Executive Director of the Eugene Family YMCA since 1992. He began his career in the Los Angeles YMCA and has worked for Ys in California, Washington and Oregon. His first challenge in Lane County was to stabilize our Y's budget. He did so and has maintained a secure, balanced budget and significant growth of programming in the 14 years since. An avid sports enthusiast, he officiates for basketball, softball, baseball and football throughout the region.

Ron Petetit-Youth Sports Director

Rob has been the YMCA Youth Sports Director since 1994. He inherited a solid but small program that served under 1000 youth each year. Rob has efficiently grown the Y Youth Sports program to serve almost 7000 kids throughout Lane County annually. He is committed to strong community partnerships and relationships.

Marketing and Sales Strategy

The Eugene Family YMCA employs a full-time PR and Marketing person who works closely with a volunteer PR and Marketing Board Committee to determine goals and implement marketing strategies for all YMCA programs. We will work closely with current soccer organizations in the region to advertise the availability for use of indoor fields. The YMCA Soccer program also will be promoted through a variety of media, including print, web, radio, and television, in addition to internal newsletters and postings, which cumulatively reach over 9,000 households.

Financials and Facility Plans

Attached

Eugene Family YMCA and the Lane County Fair Board

The Fairgrounds Fieldhouse Proposal

Financial Projections 10 Years w. 6 Month Startup

In Thousands of \$

Lease Yr	20%		Standard w. Debt					Standard w. No Debt				Totals
	Startup	Build Up										
	1/07 to 7/07	1	2	3	4	5	6	7	8	9	10	
	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17		
Revenue												
Indoor Soccer	85	396	495	495	495	495	495	495	495	495	495	495
Other Sports	8	32	40	40	40	40	40	40	40	40	40	40
Other Events	4	16	20	20	20	20	20	20	20	20	20	20
Concessions		4	5	5	5	5	5	5	5	5	5	5
(Youth Scholarships)		-20	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25
Total Revenues	97	428	615	635	635	635	635	635	635	635	635	5,340
Expenses												
Referee Costs	10	42	53	53	53	53	53	53	53	53	53	53
Reception Security	8	34	42	42	42	42	42	42	42	42	42	42
Maintenance	6	25	31	31	31	31	31	31	31	31	31	31
Supplies		0										
Operating	5	19	24	24	24	24	24	24	24	24	24	24
Maintenance	2	10	12	12	12	12	12	12	12	12	12	12
Utilities	8	24	30	30	30	30	30	30	30	30	30	30
Insurance	2	8	10	10	10	10	10	10	10	10	10	10
FH Management		34	42	42	42	42	42	42	42	42	42	42
YMCA OH (8%)		33	41	41	41	41	41	41	41	41	41	41
Total Expenses	41	228	285	285	285	285	285	285	285	285	285	285
Net Revenue	56	200	250	250	250	250	250	250	250	250	250	250
Debt Payoff	16	150	150	150	150	150	150	150	150	150	150	150
Pay to County	25	25	25	25	25	25	25	25	25	25	25	250
Surplus	40	25										
Acc Surplus		65										
Operating Reserve												
Surplus			75	75	75	75	225	225	225	225	225	225
Distribution:												
County		60%	45	45	45	45	135	135	135	135	135	135
YMCA		40%	30	30	30	30	90	90	90	90	90	90

Eugene Family YMCA and the Lane County Fair Board

The Fairgrounds Fieldhouse Proposal

Financial Proforma with Assumptions

Revenues	One Year Full Operation Standard	Seasons	Teams	Fee Per	(Calc) Games	Weeks	Open Hrs
Indoor Soccer							
Team League Fees	480,000	4	200	600	3,200	36	4,200
Tournament Fees	10,000	4	20	125	240		
Field Rental	5,000	20 hrs per week * 50 wks * 20 * .25 rent use					
Other Leagues (Lacrosse, Frisbee, Arena Football)	40,000	4	20	500	80		
Other Tournaments and Special Events (Dodgeball, Graduations, etal)	20,000						
(Scholarship Assistance for Youth)	(25,000)						
Sublet - ProShop and Snacks	5,400						
Total Revenues	535,400				3,520	36	4,200
Expenses							
Operating							
Referee Costs	52,800				Games @		15
Reception/Security (Front Desk Activity)	42,000				Open Hrs @		9
Maintenance	30,800						
Supplies							
Operating	24,000				2000 per month		
Maintenance	12,000				1000 per month		
Utilities	30,000				2500 per month		
Insurance	10,000						
FH Management	42,000				35 K + 20% Load		
YMCA OH (8%)	41,800						
Capital and Lease							
Leasehold Payback	150,000				600,000 @ 8% 5 Years		
Payments to County	26,000						
Total Expense	460,400						
Surplus / (Deficit)	75,000						

TimeLine		
Today	July 06	
Start	Jan 07	
First GM	Apr 07	
Build up Yr	July07-Jun08	Yr 1 on Loan
Standard Yrs	July07-Jun12	Yr 2 to 5
Non-Debt Yrs	July12-Jun17	Yr 6 to 10

Leasehold Costs

Principle
Time to Full Payout
Interest Rate

\$ 600,000.00
6 Months
8%

Loan Fees Included
Build up Interest Included

Payments	2 Yr	\$27,136.37
/Month	3 Yr	\$18,801.82
	4 Yr	\$14,647.75
	5 Yr	\$12,165.84
	6 Yr	\$10,519.94
	7 Yr	\$9,351.73
	8 Yr	\$8,482.01
	9 Yr	\$7,811.23
	10 Yr	\$7,279.66

The Fairgrounds & The

*Proposal for
Conversion of Lane County
Fairgrounds Livestock
Arena into
Indoor YMCA Athletic Fields*

The YMCA builds strong kids, strong families and strong communities.

*Our mission is to provide life-enriching opportunities
to people of all generations and walks of life.
All "Y" activities seek to create
a safe, loving and fun environment,
which fosters spiritual, emotional and physical growth.*



YMCA

We build strong kids,
strong families, strong communities.

Proposal

- Convert the Livestock Building into three (3) indoor soccer fields
 - Fairgrounds retains ownership of the building; YMCA leases the building
 - YMCA secures the capital necessary for conversion
 - YMCA operates and oversees all programs
 - The Fairgrounds and the County will incur no capital or operational costs
 - Surplus revenue will be shared in a mutually-agreed upon manner

Assumptions

- Fairgrounds seeks to increase revenue
- The “Y” seeks to expand its Youth Sports program to include indoor soccer
- There is an identified need for indoor soccer facilities in our community
- The Fairgrounds and the YMCA, collectively, have the facilities and expertise necessary to fulfill this need

Brief history of this proposal

- Need for indoor soccer fields in our county was identified
- Livestock arena was identified as under-utilized
- YMCA and Fair staff initiated conversations
- Fair Board Members and County Commissioners were consulted
- PIVOT Architecture was retained for initial cost estimates

Why Soccer?

- **Popularity** Since 2004, there has been a **15.5% increase** nationwide in indoor soccer participation
- **Tourism** Youth and adult soccer teams from around the state will have a central destination for tournaments in Lane County
- **Diversity**
 - **Soccer is the most popular sport among Latinos** living in the United States
 - Small, medium and large fields designed to host players of **all ages** from Itty Bitty clinics (3-4 yrs) to 60+ leagues
 - The YMCA Youth Scholarship Fund ensures **that no child is turned away because of his or her family's limited financial resource**

The in Lane County

- The YMCA is a 501(c) 3, not-for-profit organization. We have been in our county for **119 years** providing youth and family recreation, services and programs.
- We are the largest private childcare provider in Lane County.
- We employ 37 full-time people and 130 part-time employees.
- YMCA Members are a large and loyal part of our community. We touch over **12,000 lives in our county** each year.
- In an effort to make the most of our community's resources, we are **committed to strong, working partnerships** between non-profit and private organizations and government agencies.
- Our Y is affiliated with the International YMCA, yet autonomous in our governance. Our **local Board of Directors determines the mission, vision and services** that our Y will offer our community. There are 52 policy volunteers ensuring the ongoing the strength of our organization.



Youth Sports

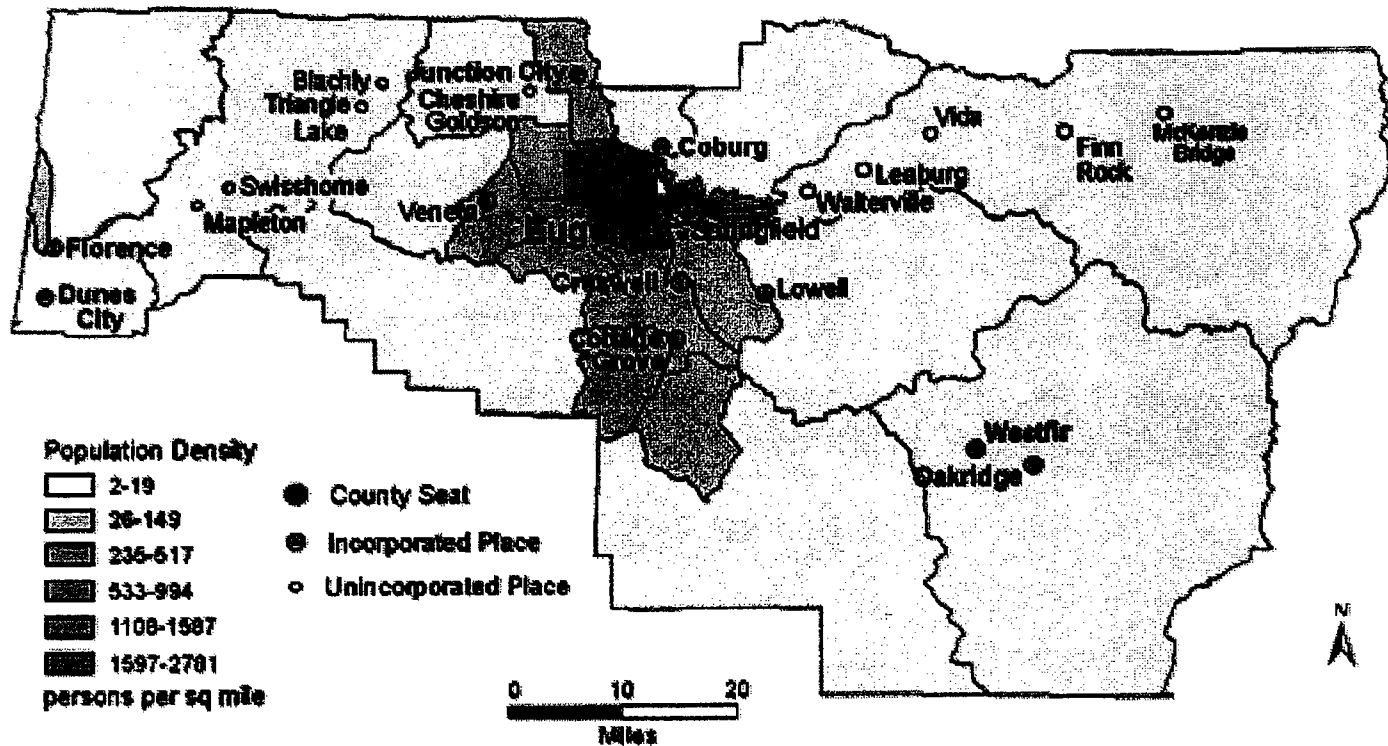
- Basketball, Soccer, Volleyball, Tennis, T-ball, Racquetball, Aquatics
- Eugene, Springfield, Creswell, Cottage Grove, Pleasant Hill, Mohawk, Lowell, Junction City, Elmira, Veneta, and Oakridge/Westfir.
- Nearly 7,000 youth annually
- Three full-time and two part-time staff
- Over 1,200 volunteers

Proposed Programs

- Youth Clinics & Leagues
- Men's Leagues
- Women's Leagues
- Co-Ed Leagues
- College Leagues
- Teen Leagues
- Alter-Abled Access Leagues
- Family Recreation
- Home School Programs
- Summer Camps
- After-School, Non-School Hours Programming
- Regional and State Tournaments
- Ultimate Frisbee
- Lacrosse
- Arena Football
- Special Events and Sport Clinics

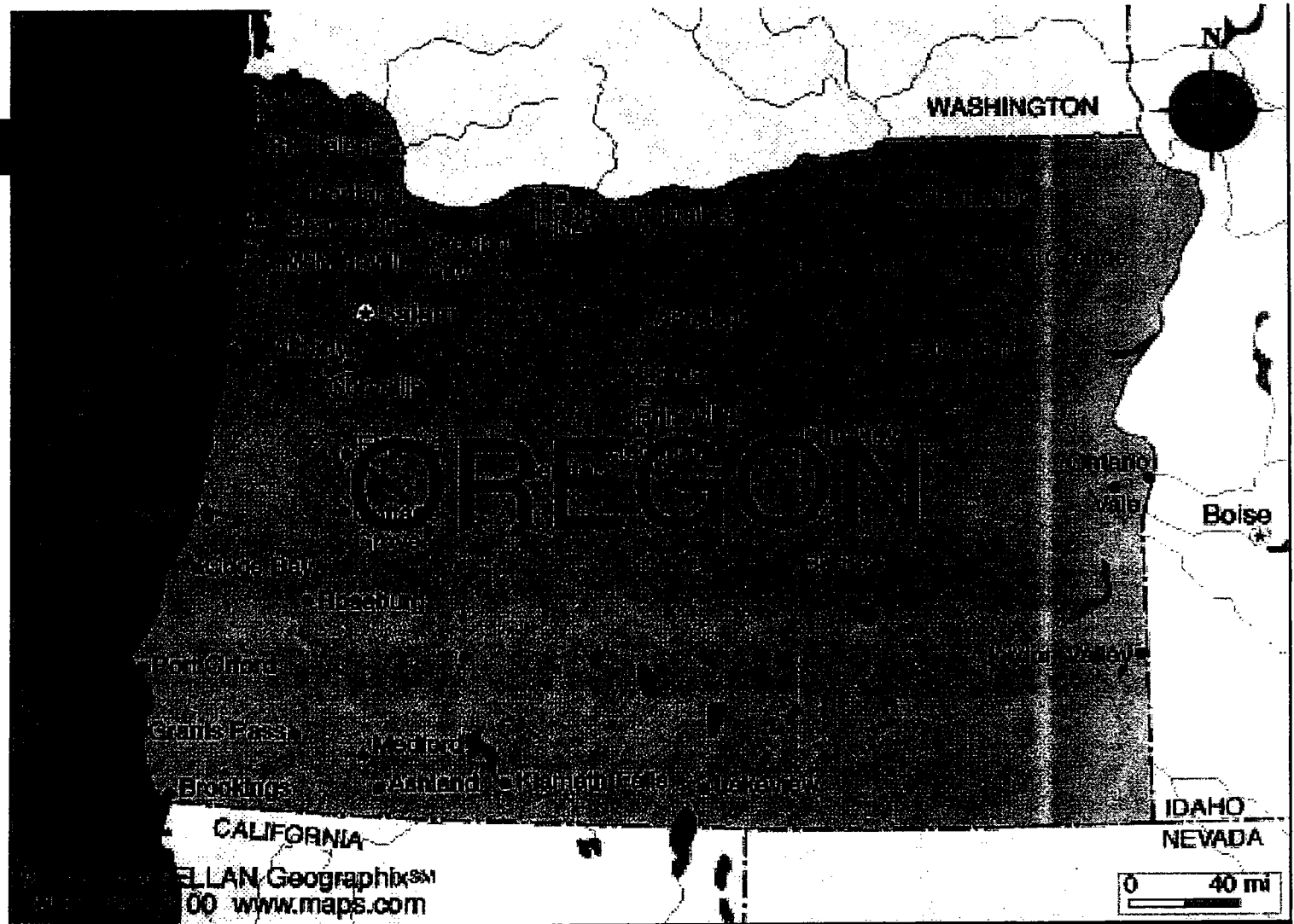
Build it and they will come... from...

POPULATION



Sources: U.S. Census Bureau, LCOG, Oregon SSCGIS

and from...



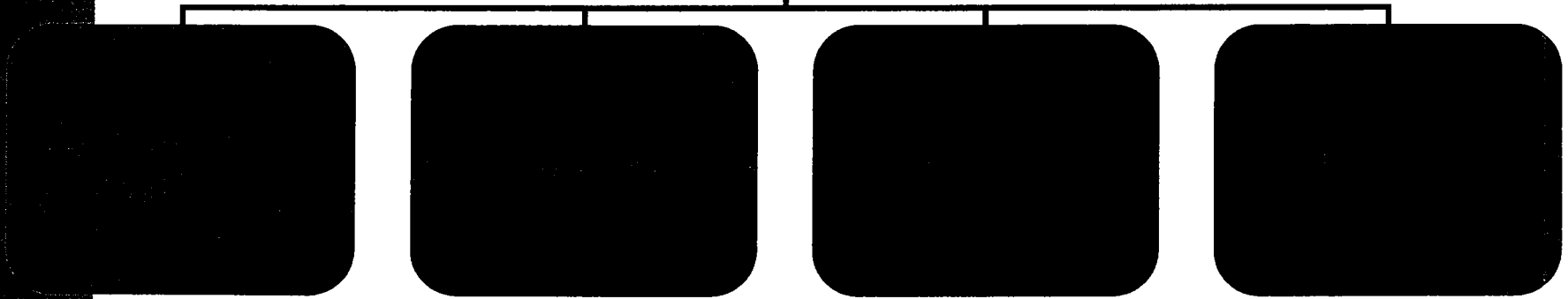


And from other surrounding areas

Lane County
Fairgrounds



Proposed Staff: 5 FTEs



Marketing and Public Relations

- YMCA Marketing Staff and Volunteer PR/Marketing Committee will determine goals and strategies consistent with overall Y Marketing Plan
- We will work collaboratively with regional sports organizations to promote this facility as a resource for all
- The YMCA Indoor Athletic program also will be promoted through a variety of media, including print, web, radio, and television, in addition to internal newsletters and postings

Highlights

- 7 days a week: youth recreation opportunity
- 1200 people will use this facility every week
- The YMCA will provide over \$25,000 in youth soccer scholarships for recreational and league play in this facility
- Facility will benefit kids, families and communities

The Bottom Line

- Capital Investment

- Lane County **\$0**
- Lane County Fairgrounds **\$0**
- Eugene Family YMCA **\$600,000**

Projected 10 year return on investment
Lane County Fairgrounds **\$1,105,000***

*in today's dollars

The Bottom Line

- Operating Investment
 - Lane County \$0
 - Lane County Fairgrounds \$0
 - Eugene Family YMCA \$285,000*

*in today's dollars

Thank You!



YMCA

We build strong kids,
strong families, strong communities.

Warren Wong

From: Tom Hunton [TomH@SureCrop.Com]
Sent: Saturday, October 07, 2006 6:33 AM
To: Warren Wong; Val Major
Cc: bobzagorin@comcast.net; angel.l.jones@ci.eugene.or.us; henlund@m-jacobs.com;
steve@wardinsurance.net
Subject: Oregon Horse Center Rental Proposal

Oregon Horse Center

From: Julie Harper [mailto:julie@oregonhorsecenter.com]
Sent: Friday, October 06, 2006 5:20 PM
To: Tom Hunton
Subject: Proposal

Hi Tom,

Attached are two proposals- one for the horse activities at the youth fair and one for the horse activities at the Lane County Fair.
The Youth fair estimate, based on 100 stalls and 25 RV's would be approximately \$7000.00. The Lane County Fair, based on the same number of stalls would be approximately \$14,000.00.

I want to get a cover letter to you by Monday. I haven't had time to put it together today, but I will send it before Monday morning. It's not the important part though... I wanted you to have the important parts (attached) to look over this weekend.

Thanks for contacting us. We would love to try and make this work.

Talk to you soon.

~julie

Julie Harper
Manager, Oregon Horse Center
541-689-9700

Oregon Horse Center

90751 Prairie Rd • Eugene, OR 97402
(541) 689-9700 • fax (541) 689-2723

Facility/Event Contract 2007

Show Dates: August 14-19, 2007

Organization: Lane County Fair – Horse Events

During the term of this agreement, Organizer is entitled to exclusive use of the following portions of the facility:
Main Arena, concourse, stalls/tack rooms, show office, and two covered warm-up arenas.
Concessions will be provided by OHC during the performances.

ARENA FEES

Silverado Arena: 6 days @ \$550	\$3300.00
2 additional arenas Logan & Emerald (for duration):	\$300.00
Move-In Monday August 13 th	\$300.00
(Use of the arenas upon move in)	
2 Arenas for two 3-hour blocks of ride time on two days the week prior to the Lane County Fair.	
Exhibitors will be allowed to haul-in and ride in order to get familiar with the facility.	\$470.00
• Arena Rental for all arenas includes basic utilities, use of PA and phone system, show office, arena drags as needed, and water.	

STALL CHARGES

Stalls (tack stalls/horse stalls same price)	\$12.00 per day
1 day only – midnight-midnight (stall prices quoted with 1 st bedding)	
If a horse occupies a stall at any time during the 24-hour (midnight to midnight) period, the stall fee applies	

MISC. FEES

Haul-Ins	\$10.00 per horse per day
(Horses hauled in for the day, no stall)	

Bedding/Shavings

You may order bulk shavings for your event @ rate of \$55/per unit. Shavings are ordered through OHC and order must be placed at least one week prior to event. Baled shavings are also available at a cost of \$5.50 per bag. Arrangements for baled shavings must also be made in advance.

RV Hook-ups with electricity	\$15.00 per night
RV without electrical	\$10.00 per night

Please sign and mail in the attached contract with your \$500.00 deposit.
A signed contract will be mailed back to you.

Julie Harper, Oregon Horse Center Facility Manager • 541) 689-9700 • (541) 554-5716
email julie@oregonhorsecenter.com or Visit our website at www.oregonhorsecenter.com

Please sign below and return. A copy will be mailed back to you upon receipt.

Authorized Lessor Signature / Date

Authorized Lessee Signature / Date

RMD (Initial) / Date

Oregon Horse Center

90751 Prairie Rd • Eugene, OR 97402
(541) 689-9700 • fax (541) 689-2723

Facility/Event Contract 2007

Show Dates: Lane County Youth Fair – July 20-22, 2007

Organization: OSU/Lane County Extension Service 4-H Program

During the term of this agreement, Organizer is entitled to exclusive use of the following portions of the facility:

Main Arena, concourse, stalls/tack rooms, show office, and two covered warm-up arenas.

Concessions will be provided by OHC during the performances.

ARENA FEES

Silverado Arena: 3 days @ \$550 per day \$1650.00

Logan & Emerald Arenas (for duration of show): \$ 300.00

Thursday Move-In (July 19th) \$ 300.00

This move in day entitles you to use of the arenas, stalls, wash racks, & office 1 day prior to start of show (not exclusive use).

- Arena Rental for all arenas includes basic utilities, use of PA system to all arenas, phone system, show office, arena drags as needed, and water as needed.

STALL CHARGES:

Stalls (tack stall/horse stall same price) \$12.00 per day

1 day only – midnight-midnight

(stall prices quoted with 1st bedding)

If a horse occupies a stall at any time during the 24-hour (midnight to midnight) period, the stall fee applies

MISC. FEES:

Additional Bedding/Sawdust

You may order bulk shavings for your event @ rate of \$55/per unit. Shavings are ordered through OHC and order must be placed at least one week prior to event. Baled shavings are also available at a cost of \$5.50 per bag. Arrangements for baled shavings must also be made in advance.

RV Hook-ups with electricity

\$15.00 per night

RV without electrical

\$10.00 per night

Please initial and date all pages. Sign page three of the contract and mail in with your

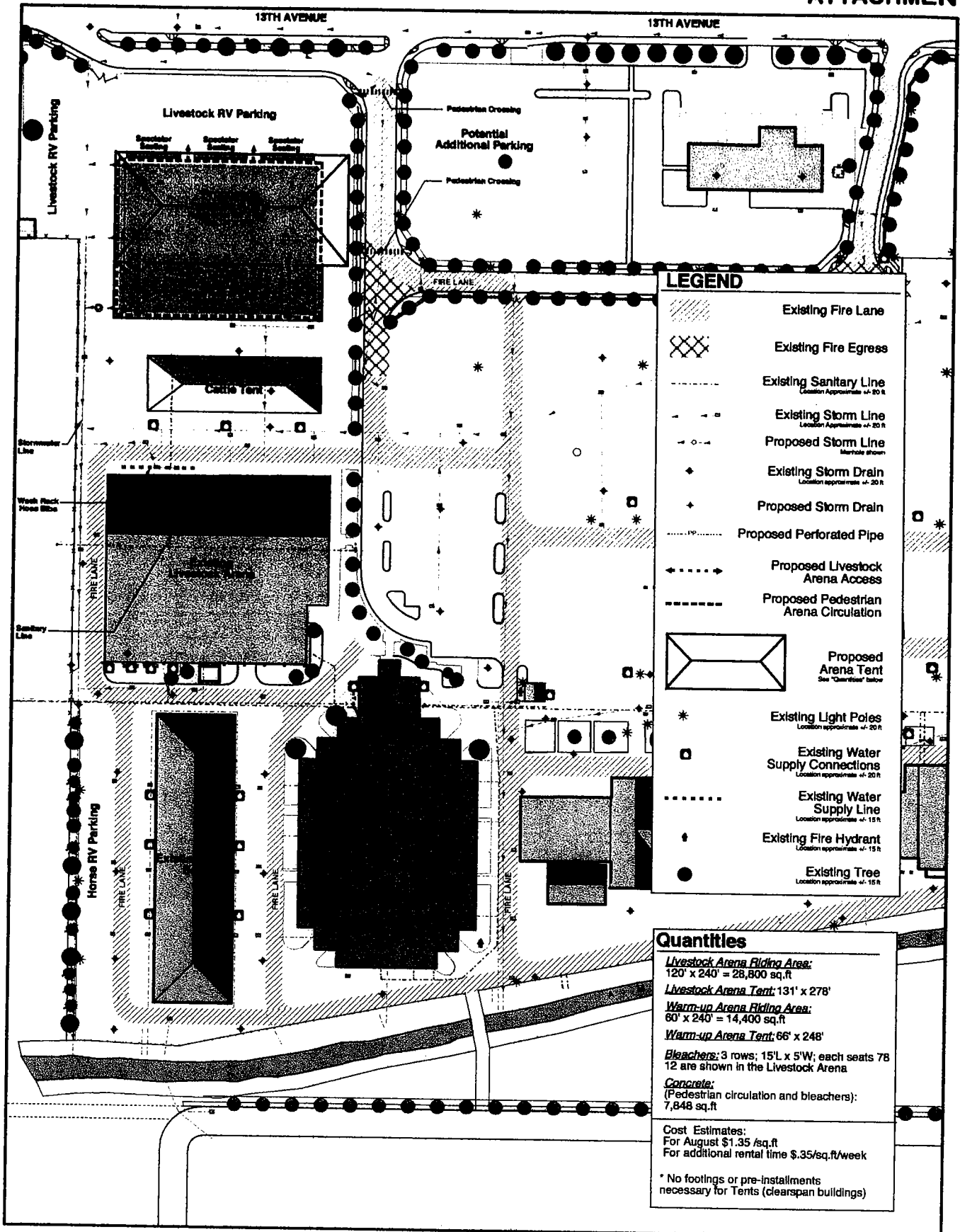
\$500.00 deposit. A signed copy will be mailed back to you upon receipt.

Mail to: 90751 Prairie Rd., Eugene OR 97402, Attn: Julie Harper

Authorized Lessor Signature / Date

Authorized Lessee Signature / Date

Julie Harper, Oregon Horse Center Facility Manager • 541) 689-9700 • (541) 554-5716
email oregonhorsecente@aol.com or Visit our website at www.oregonhorsecenter.com



LIVESTOCK ARENA: OPTION TWO

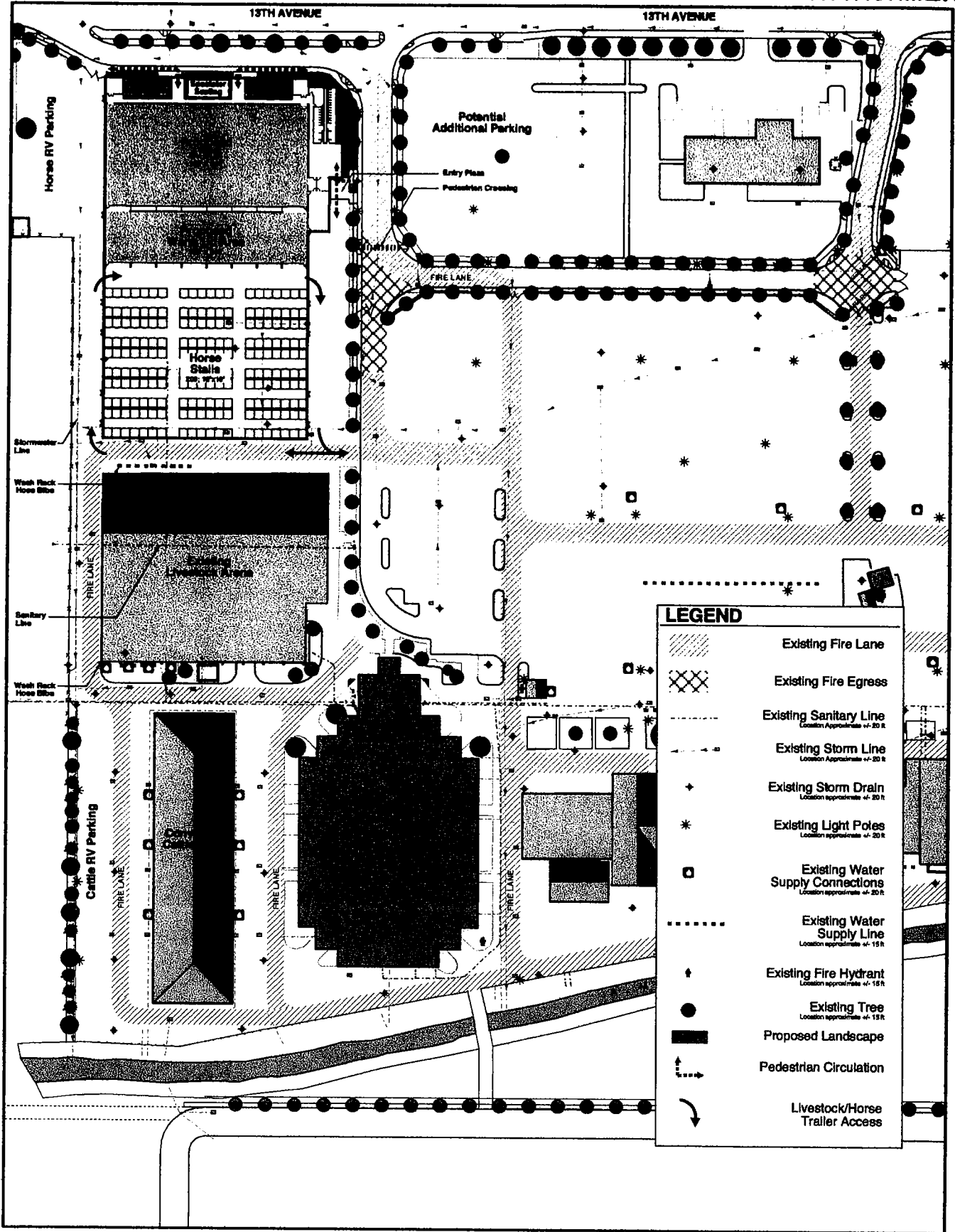
Scale: 1" = 150'

November, 2006



LANE COUNTY FAIRGROUNDS MAP





LIVESTOCK ARENA: OPTION THREE

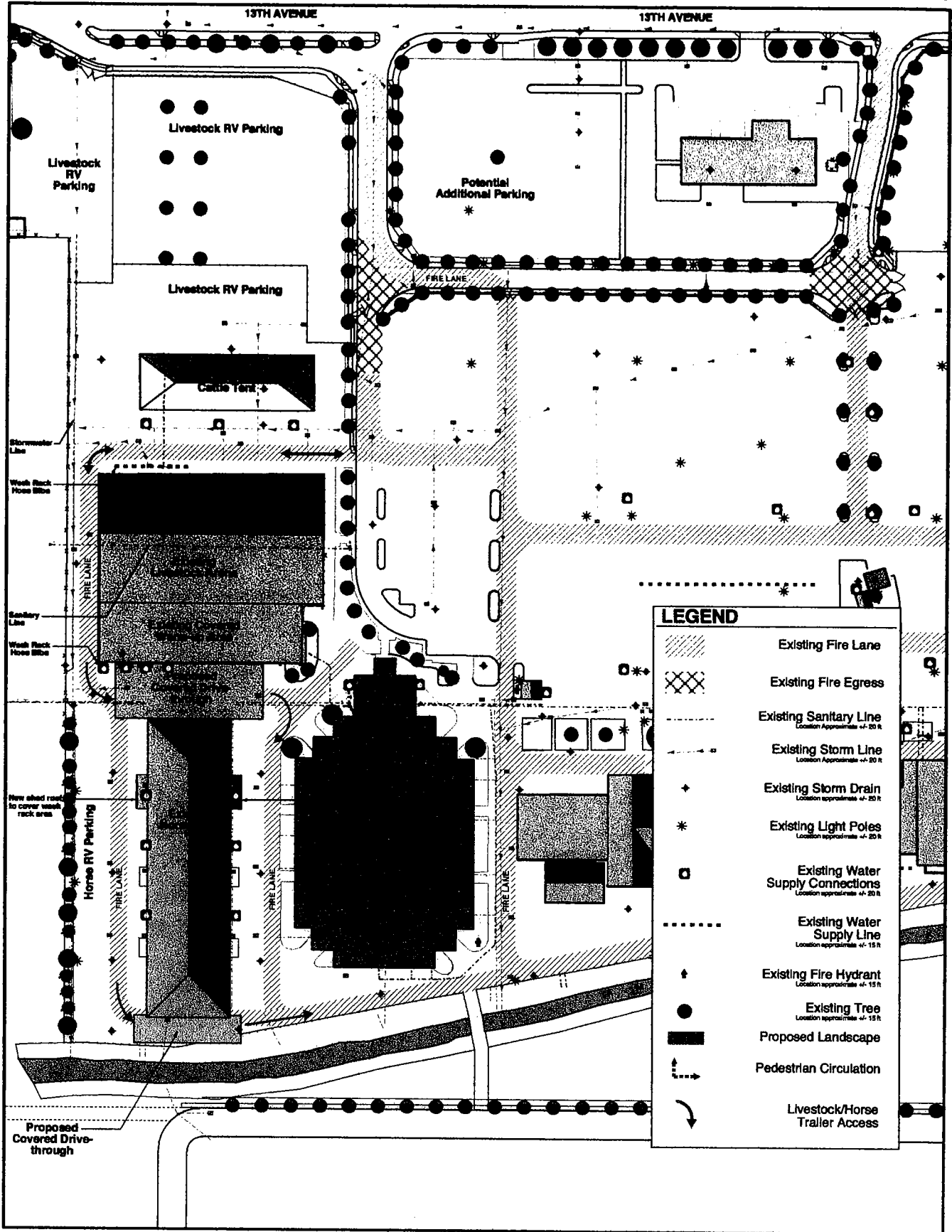
Scale: 1" = 150'

November, 2006

CMC CAMERON - MCCARTHY
G&S GILBERT & SCHSIRE
 LANDSCAPE ARCHITECTS ELLP
 100 Oak Street, Suite 200, Eugene, OR 97401
 Tel: 541-345-1341 Fax: 541-345-1342
 www.cmcgandg.com

LANE COUNTY FAIRGROUNDS MAP

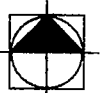




LIVESTOCK ARENA: OPTION FOUR

Scale: 1" = 150'

November, 2006



NORTH

MEMORANDUM

TO: FAIR BOARD

FROM: SHARON MATTHEWS
Fair Horse Superintendent and Exhibitor

DATE: OCTOBER 3, 2006

RE: ISSUES AND CONCERNS

I'm sorry I can't attend the worksession, because many points you are discussing need expansion and dialogue. That was what I was hoping to do at the last Fair Board meeting. I was invited by staff because they felt I had some insight to share from the livestock point of view. I was not allowed to speak – only to make a list, since the meeting was “too long”. I was greatly disappointed that I wasted two hours and one hour of travel time without being able to do what I was invited to do!

I hope you will discuss the points I list in this memo and consider the benefits or consequences of each:

1. If you decide to go off-site for the cows and horses, you will change the whole nature of the Fair. I believe this will create a very negative impression with your paying, voting public. This is a piece of America's link to the country that many city people love, and to not include it on-site would be the same as excluding it completely. Either would be PR suicide!
2. Is the Fairgrounds going to change its image to be more of a sports and convention center? If so, now is the time to start the process of relocation! No money? I agree, but it will be a bigger problem if the voting public is put off by the direction the Fairgrounds follows in this matter.
3. Consider the option of the “all year cover” of the area between the stalls and the covered area of the Livestock Building, plus a “pull-in and unload” alley on each side of the stalls with curbs for manure containment. Yes, it costs money, but then you can make more money instead of breaking even or losing money.
4. Market it, market it, market it!!! Perhaps I'm missing something, but I have heard of no active marketing done for the five to six months the facility could be used in its present situation! Contact horse breed associations, other animal groups, motocross bike groups, truck

convention people, professional animal clinicians, etc. There are too many to list here!

5. Is there any possibility that before the River Ridge is set in stone for the hospital location, the dynamics of the County Commissioners would change and afford another sales opportunity for the site? If not, what about a sale or lease of the small animal and/or large animal area for a hotel to complement the convention center if the Fair relocates?
6. Has the YMCA considered the regional sports center in Springfield, since it is enlarging? It would not take capital funds for them. Given the limited footprint of the current Fairgrounds, either livestock alternative (A or B at the Board meeting) would create not only a parking nightmare but a total lack of location continuity. People will not walk that far!! Also, the extras needed (i.e. lighting, plumbing, RV hookups, tent rental yearly, etc.) on Option A will add up to more in the long run than covering what we have.
7. If you can find a sale possibility for part or all of the current site, consider Major Defoe's possible offer to sell the Oregon Horse Center. There is available adjacent land, good freeway access, and you would be able to make money by renting the large number of stalls there. You have a ready-made money flow because of an almost 100% current booking of the facilities. A side point – with the cover, if it is installed on the current horse site, the Fairgrounds could attract shows that now aren't able to book at the Horse Center and must go out of town. This would increase the room tax, because show people stay and spend money!!

In closing, please consider the alternatives I mentioned instead of money "expected" to be made with the YMCA proposal. First, there is no money they are able to provide to replace the facility. Second, when the Ice Center was built in the Horse Arena, everyone projected a great positive cash flow – how has it worked out? What if the YMCA proposal doesn't make what they need to pay back the Fairgrounds? Who is left holding the bag? Your current Livestock Building is underused, but even without anything done, that could be changed! Consider that before you make changes that cannot be easily undone.

Thank you for your time and consideration of these points. I would welcome the opportunity to clarify or help in any way I can.

Warren Wong

From: Bill Fleenor [bf@williamfleenor.com]

Sent: Friday, October 06, 2006 3:39 PM

To: bobzagorin@comcast.net

Cc: Warren Wong; angel.l.jones@ci.eugene.or.us; henlund@mjacobsfurniture.com;
steve@wardinsurance.net

Subject: Public Commnet Regarding Proposed Lease of Lane County Fairgrounds Animal Pavilion..

To: Robert Zagorin, President, Lane County Fair Board
From: Bill Fleenor, Incoming West Lane County Commissioner
Re: YMCA Proposal Alternatives - Public Comment
Date: October 6, 2006

Dear Mr. Zagorin,

Due to a conflict in my schedule, I will be unable to attend the October 9th, 2006, Regular Fair Board Meeting/Work Session. I would, however, respectfully request that this correspondence be read and entered into the public record during the above referenced meeting.

I am categorically opposed to the proposed lease of the Lane County Fairgrounds Animal Pavilion for non-animal purposes (namely - indoor athletic fields for the Eugene-based YMCA) - further removing rural Lane County citizens from the historic function of this facility.

Having a County Fair without animals would make it just a carnival, and further weaken public attendance and support!

As the in-coming County Commissioner from West Lane County, I've been barraged by residents across West Lane County, particularly in the Junction City, Fern Ridge, Veneta-Elmira, and Highway 36 corridor areas, concerned that this proposed action will drive not only rural residents and their animal pursuits away from our Fairgrounds, but many parents and children who rarely get to see and touch these animals.

Please let me remind the Board that the investments made earlier to create an Animal Pavilion were for the purposes, I understand, of housing animals - not the proposed activities at issue - however important they may be.

While the income stream from a multi-year lease may be attractive, has the Fair Board actively and aggressively explored and performed its due diligence on addressing any existing hurdles towards a 12-month, year-round animal usage policy - working with the City of Eugene's Public Works, Waste Water Division?

Before any precipitous commitment on this proposed lease arrangement is

10/9/2006

contemplated, I request that the Fair Board attempt to negotiate a year-round waste discharge permit with the City of Eugene, and in addition, hold public hearings in Florence, Junction City, Veneta and Santa Clara in order to more fully understand the concerns of ALL Lane County residents and tax-payers on this proposal.

Cc. Tom Hunton (home mailing address)



MARKETING Lane County FAIRGROUNDS 2006

3 Minute PUBLIC Segment
Lane County Fairboard Meeting, October 9, 2006

Prepared by:
Cindy Land
2705 E. 43rd Ave. Eugene OR 97405
344-2932

Goal of this 3 Minutes:

- Present questions about the YMCA's Proposal to take over Livestock Arena, Horse Barns & Parking Area
- Review ORS 562.010 (3)(4) Definitions
- Suggestions for Revenue Solutions for the Fairgrounds
- Recommendations for Livestock Arena 2002
- Request for maintaining the Fairgrounds by definition and increase focused on that goal.

YMCA mission:

To put Christian principles into practice through programs that build healthy spirit, mind and body for all.

“Build it and they will come.”

**NORTHWEST SPORTS
COMPLEX, Springfield,
OR 8/9/06**

Broad Base, sold the new Sports Complex for \$3.8 Million shortly before it was forced into foreclosure.

This Sports Facility is built and looking for users.

Questions regarding the rough proposal from Eugene Young Men’s Christian Association (YMCA) for a long-term lease of the Livestock Arena, without the Horse Barns, to be retrofitted & remodeled into soccer fields for their membership for 10 years, presented to the Fairboard 9/26/06.

- Did the proposal include \$600,000 that would be invested to retrofit the Livestock Arena into soccer fields, and the implication was these “changes” would become a \$1,000,000 asset for the Fairgrounds after 10 years? **Used Astro Turf & other changes wouldn’t they depreciate (and deteriorate) over 10 years?**
- Did the proposal offer a bit over \$1,100,000 over 10 years for exclusive use of the Livestock Arena? **Was the proposal equal to roughly \$9,100 per month for 10 years for one of the largest blocks, and acreage, of prime downtown property?**
- Why would the Fairboard consider a proposal that earns roughly \$110,000 per year, but would cost \$72,000 per year in tent rentals, displacement of current youth groups and endangering prime trade show tenants...**Wouldn’t that generate a net LOSS instead of promised revenue?**
- With the proposal offering to have 5 full-time employees at the new proposed soccer facility, will any FTE county fairgrounds employees need to be laid off from the facility due to lack of work?
- Does this proposal qualify for “public park” or “park facilities for the public” when it is being exclusively leased to a membership-based athletic club? Why not Downtown Athletic Club, or Kidsports or Courtsports?

County Fairgrounds Definition:

Oregon Revised Statues 2005

565.010 Definitions. As used in this chapter, unless the context requires otherwise:

- (3) “County fair” means an exhibition held for the purposes of disseminating knowledge concerning, and encouraging the growth and prosperity of, all agricultural, stock raising, horticultural, mining, mechanical, artistic and industrial pursuits in a county, including the racing of animals and vehicles.
- (4) “County fairgrounds” means the ground and all other property owned, leased, used or controlled by a county and devoted to the use of a county fair. [Amended by 1969 c.239 §1; 1977 c.55 §11; 1997 c.435 §1; 2005 c.777 §21]

Oregon Revised Statues 2005

565.230 Management of county fairs; licenses; disposition of proceeds; donations of real property; agreements for limitation of liability.



(2) In order that the fairgrounds and buildings may be utilized to the fullest extent for pleasure, recreation and public benefit, the board shall at all times have the authority to provide park facilities for the public or to issue licenses and grant permits for the holding of any exhibitions, shows, carnivals, circuses, dances, entertainments or public gatherings upon the fairgrounds.

Does the displacing main activities during the 4-H and county fair fulfill the definition of a county fairgrounds? Displacing some?

Does it this current proposal "disseminate knowledge concerning, and encouraging the growth and prosperity of, all agricultural, stock raising, horticultural, mining, mechanical, artistic and industrial pursuits in a county, including the racing of animals and vehicles".

Marketing the current Livestock Arena & Horse Barns would accomplish the definition and purpose of county fairgrounds, while increasing revenues & activities.

Groups like 4-H, FFA, Oregon High School Equestrian Teams, Pony Clubs, BMX Racing, Dog Agility, AKC Clubs, Sheriffs Posse, Drill Teams and others would benefit tremendously from a public facility.



- 2005 Board Order #05-12-7-2 stipulating that the Fairgrounds will stay at the present site at least until 2015 or 10 year term.
- “Ultimately, the Board relied on the public policy principle of the ‘greater and higher’ use of the public asset and its mission to provide a venue for fairs and festivals, youth activities and trade show facilities to make its decision.” Approved Minute 5/23/06 Executive Summary

YMCA is a MEMBERSHIP CLUB

JOINING FEE: \$25 to \$60

FAMILY MEMBERSHIPS

Family Membership
\$979/\$1199

Single Parent Family
\$715/\$935

FT Student Family
\$715/\$935

Senior Family
\$715/\$935

Household +
\$1199/\$1419

Per YMCA Eugene website 10/6/06

INDIVIDUAL MEMBERSHIPS

Youth 0-14 years
\$165/\$275

High School 15-18 years
\$275-\$85

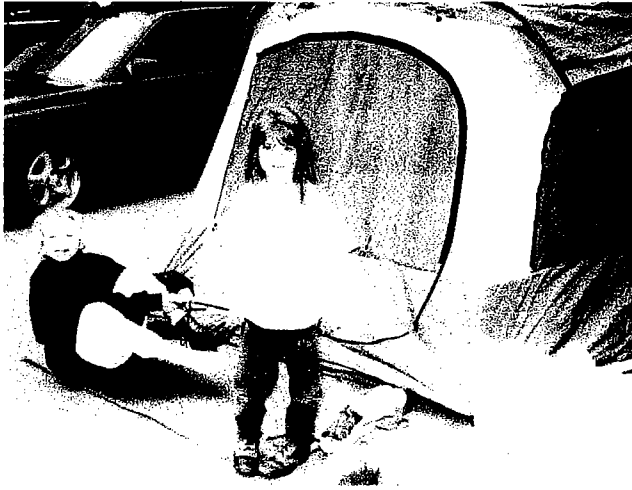
Full Time Student or 19-24
years old \$363/\$473

Adult 24-59 years
\$550/\$770

Seniors 60+ years
\$396/\$505

PUBLIC ASSET

IS A MEMBERSHIP FEE-BASED SOCCER FIELD CONSIDERED A "GREATER & HIGHER USE" OF THIS PUBLIC ASSET INSTEAD 4-H, FFA, PONY CLUBS, SHERIFFS POSSE, HIGH SCHOOL EQUESTRIAN TEAMS, BREED ORGANIZATIONS, DOG FANCIERS, LIVESTOCK WEIGH-INS, BMX RIDERS AND MANY OTHER GROUPS?



**THE RURAL LANE HOBBYISTS,
AG BUSINESSES, EQUINE
LIVESTOCK & ANIMAL EVENTS
ARE THE GREATER & HIGHER
USE OF THIS FACILITY.**

Budget Concerns for 2006/2007

2007 CONCERN:

In the recent budget passed for 06/07, there are some discrepancies & concerns in the quest to continue a successful Fairgrounds venue:

LANE COUNTY FAIRBOARD Budget:

From Fairboard FY 06-07 Proposed Budget Lane County Oregon Page 131-138 (and accepted)

Revenue Accounts:	<u>Current Budget</u>	<u>Proposed 2006/2007</u>	Admissions	\$1,100,000	\$ 707,500 (that is
a 35.68% decrease in attendance?)		\$ 750,000	with 35.68%	\$1,178,682 (that is a 57.16% increase in food	
sales				\$1,886,182 (the total is about the same from 2005/6 to 2006/7)	
fewer attendees?		\$1,850,000			

Did someone get these two numbers reversed in the 2006/2007 budget? The Amusements show a modest projected 3.85% increase in revenue..... is it just a mistake?

Expenditure Accounts:	<u>Current Budget</u>	<u>Proposed 2006/2007</u>
Advertising & Publicity	\$150,000	\$65,360

With the proposed decrease of -35.68% in admission revenue, it seems unusually optimistic that they could cut the advertising down -56.43%, and ONLY get a -35% decrease. If the numbers may have been reversed, it is even more unrealistic to expect same attendance with such a cut in promotion. Is the 2007 Lane County Fair set up to fail?

A drastic decrease in public awareness (advertising) will affect the attendance, usually proportionate to the decrease. This is a self-fulfilling decreased attendance at the fair, not caused by a lack of interest, but by an intentional lack of perceived enthusiasm for the event. This budget will hamper the success of the 2006/2007 Lane County Fairground. If Advertising funds have been diverted into Miscellaneous, or there is "like-kind" advertising, I would suggest that be made public and included in the 2006/2007 budget for review. (A "tag" mention on a Lane County Visitors & Convention Bureau TV commercial is not the same as promoting every day's events at the Fair, and should not be a replacement. It is penny-wise, pound foolish. Erosion of the effectiveness in advertising is caused by subtle things. It's my business to know what they are.)

The Oregon Country Fair was packed and sold out on Saturday, plus had an increase in attendance. Ticket Price \$30+ per day. The Eugene Pro Rodeo was \$13-\$16 per day and had an increase in attendance. There are many other successful events held throughout the Lane County Area. Residents pay \$20, \$40, \$100 to see a concert. The demand for good, value-based entertainment is evident; you are competing for the entertainment dollar.

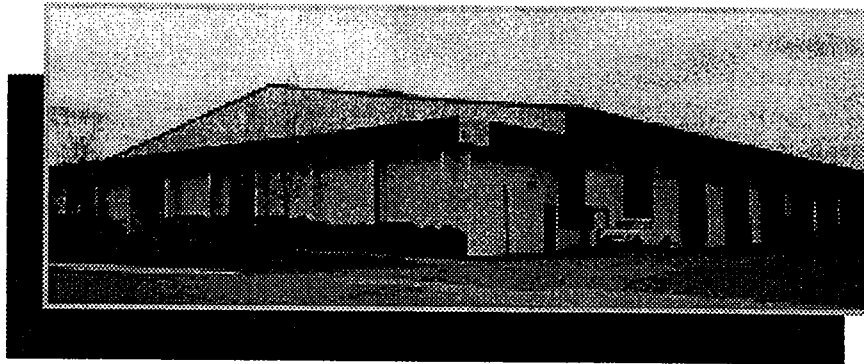


Lane County Livestock Arena Marketing Plan 2002

- Maintain the Livestock Arena to benefit thousands of Lane County Youth and other groups.
- Stabilize by generating sufficient revenue to be a valued entity as it stands
- Promote creative uses to generate year-round clientele
- Improve and expand programs for youth of rural Lane County.



**4 YEARS LATER,
WHAT HAS BEEN DONE TO
MARKET THIS FACILITY?**



**LANE COUNTY
LIVESTOCK PAVILION**

MARKETING PLAN 2002
"3 Min. INTRODUCTION"

**prepared by:
Cindy Land**



Goal of this Introduction:

1) To show that you can maintain the Livestock Pavilion to benefit thousands of Lane County Youth and other groups.

Lane County 4-H Clubs, 4-H Fair, Lane County Equestrian Teams, Pony Clubs, Educational Animal Clinics, High School & Public Drill Teams, High School Rodeo, Future Farmer's of America, Breed Clubs, Dog, Cat, Rabbit, Pigs, Sheep, Goat, Pigeons, Guinea Pigs, Cattle plus the public service groups like the Sheriff's Posse, Search and Rescue Groups need a subsidized location to practice, perform and learn to continue their training and expand their successes.

2) To stabilize the Livestock Pavilion's future by generating sufficient revenue to be a valued entity at the Lane County Fairgrounds as it stands.

The Livestock Pavilion was abandoned during the environmental issues of 2000/2001. It been sitting vacant and has become a non-productive building leading the Fair Board to consider changing it's unique & specialized usage. It could be profitable as it stands with a targeted marketing program.

3) To promote creative uses to generate year-round clientele at the Livestock Pavilion for the continued improvements and upgrades necessary at the site for the future.

The Livestock pavilion's unique features and benefits offer a special combination of marketable possibilities if packaged and presented to local, regional and national event prospects, even in a recessionary economy quickly and cost-effectively.

4) To improve and expand programs for the Youth of Rural Lane County and other Youth groups.

Our Youth need a subsidized public arena to develop their skills, sportsmanship and emotional management as they gain an understanding of community, plus respect for their own dedication & hard work. It takes a successful marketing program for the Livestock Pavilion to generate the revenue to finance these philanthropic ventures.

Current Booked Rentals Estimate:

Lane County Fairgrounds:

Lane County Fairgrounds Facility's Projected Booked Rentals*:

<u>2002</u>	Jan.	\$72,284
	Feb.	\$91,079
	Mar.	\$73,867
	Apr.	\$65,214
	May	\$47,439
	Jun.	\$8,900
	July	\$ 6,995
	Aug.	\$ 0
	Sept.	\$46,434
	Oct.	\$44,434
	Nov.	\$49,750
	Dec.	<u>\$38,970</u>

**Projected Calendar Year
Rental Income to
Lane County Fairgrounds
2002:**

\$545,366.

Projected Calendar Year Capacity Estimate:

<u>2002</u>	Jan.	24%
	Feb.	26%
	Mar.	25%
	Apr.	17%
	May	18%
	Jun.	5%
	July	1%
	Aug.	0%
	Sept.	14%
	Oct.	17%
	Nov.	8%
	Dec.	6%

**Projected Booked
Capacity
Monthly Average at
Lane County Fairgrounds
2002:**

+14%

VACANCY RATE:

-86%

*Based on "2002 Public Events 2002" received: 2/12/02. Rental Rates are based on 2001/2002 rate card e-mailed by Tom 2/12/02 with adjustments made for the Livestock Pavilion at \$800 per day and \$200 move-in, move-out as quoted by Carrie Matsushita. This summary is an estimate with each event including a move-in day, move-out day before and after their scheduled rental. Rate card rates used for all bookings. THIS IS FOR ILLUSTRATION ONLY AND IS AN ESTIMATE based on available public information.

Current Booked Rentals Estimate:

LIVESTOCK PAVILION:

CURRENT PROJECTION:

LC Livestock Pavilion's Projected Booked Rentals:

2002	Jan.	\$0
	Feb.	\$1,000
	Mar.	\$0
	Apr.	\$0
	May	\$3,600
	Jun.	\$0
	July	\$0
	Aug.	\$0
	Sept.	\$0
	Oct.	\$0
	Nov.	\$0
	Dec.	\$ 0

**Projected Calendar Year
Rental Income to
Livestock Pavilion:
2002:**

\$4,600.

Projected Calendar Year Capacity Estimate:

2002	Jan.	0%
	Feb.	4%
	Mar.	0%
	Apr.	0%
	May	15%
	Jun.	0%
	July	0%
	Aug.	0%
	Sept.	0%
	Oct.	0%
	Nov.	0%
	Dec.	0%

**Projected Booked
Capacity
Monthly Average at
Livestock Pavilion
2002:**

**5.75 days
1.58%**

**VACANCY RATE:
-98.42%**

*Based on "2002 Public Events 2002" received: 2/12/02. Rental Rates are based on 2001/2002 rate card e-mailed by Tom 2/12/02 with adjustments made for the Livestock Pavilion at \$800 per day and \$200 move-in, move-out as quoted by Carrie Matsushita. This summary is an estimate with each event including a move-in day, move-out day before and after their scheduled rental. Rate card rates used for all bookings. THIS IS FOR ILLUSTRATION ONLY AND IS AN ESTIMATE based on available public information.

Marketing:

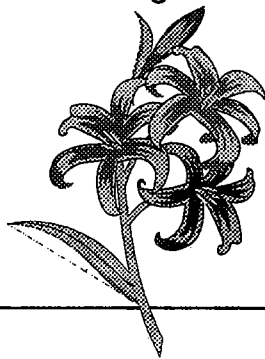
**“It does not matter what it is today...
Marketing creates
what you want it to be tomorrow.”**

Marketing Plan Introduction:

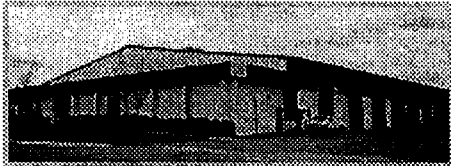
- 1) Partner with Local Groups and Businesses to form a
“WIN, WIN, WIN” Alliance:
 - Businesses will profit and gain additional goodwill in the community.
 - Promoter profits.
 - Lane County Fairgrounds profits from the Livestock Pavilion.

- 2) Direct Recommendations for an OPPORTUNITY EVENTS from the Lane County Fairgrounds Marketing Team to prospective groups, events and businesses. This targeted selling will add in activities and revenue during open dates where complementary events could increase the success of all exhibitors and reduce the high vacancy rates at the Fairgrounds.

- 3) Packaging Events, Sales, Dances and special events to generate public awareness while generating revenue in hard-to-fill dates.



POTENTIAL Rental PROJECTION:



LIVESTOCK PAVILION:

TARGETED PROJECTION:

Livestock Pavilion's Projected Booked Rentals:

<u>2002</u>		
Jan.	\$0	
Feb.	\$1,000	
Mar.	\$0	
Apr.	\$0	
May	\$3,600	
Jun.	\$0	
July	\$0	
Aug.	\$0	
Sept.	\$0	
Oct.	\$0	
Nov.	\$0	
Dec.	\$0	

**Projected Calendar Year
Rental Income to
Livestock Pavilion:
2002:**

\$99,550.

343 DAYS AVAILABLE; (Less 4-H/FFA, LC Fair)

• 274 NON-ANIMAL DAYS (135 days)
at 135 Days at \$500 average \$67,500

• 69 ANIMAL DAYS AVAILABLE (54.8 days)
at \$464.50/day average: \$32,050

(Total 189.8 Days Projected)

Projected Calendar Year Capacity Estimate:

<u>2002</u>		
Jan.	0%	
Feb.	4%	
Mar.	0%	
Apr.	0%	
May	15%	
Jun.	0%	
July	0%	
Aug.	0%	
Sept.	0%	
Oct.	0%	
Nov.	0%	
Dec.	0%	

**TARGETED
Monthly Average
in "SOLD INVENTORY"
at the Livestock Pavilion
2002:**

+55.33%

*That's a .57% Reduction
in the Vacancy Rate
from Current Projection
for this year!*

CY RATE:

~~98.42%~~

This summary is an estimate of AVERAGE Daily Rental Charges that take into consideration the renter's timing and inventory availability. Current quoted 2002 Rate card rates were not used for this projection. THIS IS FOR ILLUSTRATION ONLY AND IS AN ESTIMATE.

Background:

I attended my first meeting on February 21, 2001 to hear about the proposed closure of the Livestock Pavilion to animal-related activities. Please accept my sincere thanks for all the hard-work, meetings and money that has been invested in keeping the Livestock Pavilion available, as all of the interested parties continue to work through the maze of regulations, objections and financial challenges. You have done a tremendous service for the rural Youth of our community. Thank You.

It has been one year since then, and it has come to my attention that the Board could use an additional perspective for the 2002 Marketing Plan for the Fairgrounds and specifically the Livestock Pavilion.

As the availability of public funds continues to dwindle and the prospect of increased taxes appears to be a very negative political platform to fill the gaps, the Lane County Fairgrounds is forced to depend on its own ability to generate revenue. When I asked what the mission of the facility is, no one had an answer, but these are two directions that focused my Marketing Introduction:

*"We have to operate more like a private business than a public agency."
said a Fair board Member Francisca Johnson. "
If it rains during the Fair this year, we are in trouble."*

"Our mission is to serve the citizens of Lane County, create activities for Youth and generate Tourism dollars." said the Marketing Director.

The Mission of this Introduction is:

- 1) To show the Livestock Pavilion is a viable, revenue-producing entity AS IT STANDS NOW.**
- 2) To illustrate a focused marketing effort could stabilize the Livestock Pavilion, quickly and cost-effectively and resolve some of the cash-flow issues even WITHOUT large animal-uses year-round.**
- 3) To create time to resolve the environmental issues which are a temporary problem that should not eliminate the uniqueness and extraordinary benefits of the Livestock Pavilion.**
- 4) To generate subsidies that maintains the Livestock Pavilion to assist many Youth Groups for their special events.**

HOW?

- 1) **Educate the outside Partner's how to use the public information to benefit themselves and their clients and the Lane County Fairgrounds.**
- 2) **Focus the LCFG Marketing department towards for a similar private business model.**
 - revenue-generating opportunities
 - customer-service oriented
 - success of the their clients
 - can-do attitude TODAY
 - flexibility
- 3) **Promote the facility in simple, direct-response media for immediate revenue producing solutions.**
- 4) **Develop additional sources of revenue with the rentals of the building a primary, and add-ons (packages) that make it easy to increase income and recoup expenses.**
- 5) **Redesign the rate structure of the facility to reflect prime-time, volume bonuses, super-saver fillers and other inventory-related pricing structures to maximize profits.**
- 6) **Begin a public relations campaign to let the public know, Lane County Fairgrounds has new and improved attributes that are very beneficial to the entire population of Lane County.**
- 7) **Create a list and attend trade shows that would be profitable to attract regional/national bookings of desired conventions and events at the Fairgrounds.**
- 8) **Organize the non-revenue producing public service events and make specific times/days available.**
- 9) **Don't wait. Everyday inventory is vacant, another day in "inventory \$\$" cannot be recouped.**

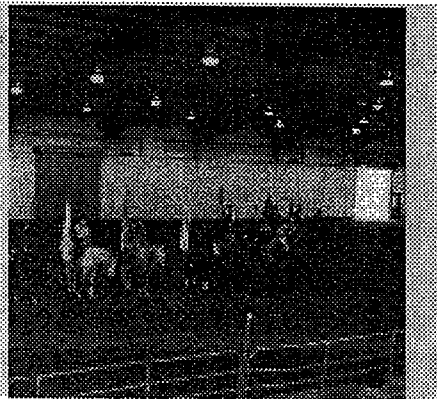
SUMMARY:

This marketing introduction is a catalyst to introduce a way to protect and preserve a balance between Urban and Rural uses of the Lane County Fairgrounds for the thousands of CHILDREN and future generations of this community.



The Livestock Pavilion can be a year-round, revenue-producing entity by using its unique attributes with a focused marketing effort. This can stabilize its financial projections cost-effectively and quickly for the immediate future.

It will take creativity, hard-work and targeted marketing to insure the time and the financial resources are available, without additional tax dollars, to fix issues that have become a focus for non-action and low-earnings for at the entire Fairgrounds.



There are NO PROBLEMS with the facility that require major capital improvements or alterations. The Facility's rentable inventory can be revenue-producing with good marketing, some advertising and promotion effort. Recognize what there is to work with, create the benefits for individual prospects, and promote it.

How To Proceed:

I discussed with Rita Svanks an interview, and her request to provide names of potential users, so they could be interviewed also. In my 21 years of advertising, marketing and promotional experience, 'prospects' are not 'users' until they understand the benefits for them. That's where the Marketing happens. I declined her request to be interviewed, as my opinions and insight would not fit into a traditional feasibility survey. She was polite and professional and referred me to Carrie Matsushita. I requested 3 minutes of public time today, February 20th Fairboard meeting. Carrie was very helpful and referred me to Ms. Johnson.

In response via e-mail 2/14/02, Francisca E. Johnson recommended that "...it is important to respect the Fair Board's process in hiring Mr. Short to complete his analysis and the business plan. I also feel it is important for the Fair Board to have sufficient time to review the business plan."

If the Fair board is going to acting like a private business, you will find that is very, very expensive "to wait". Lack of action will be very, very costly in the erosion of the LCFG Convention and Event Marketshare by competitors; idled staff potentially forcing layoffs of experienced personnel; and huge losses of revenue from unrented inventories.

I am interested in accomplishing the goal of increasing the Rented Capacity of the Livestock Pavilion to 55% this year. I am interested in improving the Rented Capacity of the entire Fairgrounds above 13%. (Averages indicate that with every 1% increase, there would be increased revenue of \$39,900.) These increases can be made immediately through the 9 "How" Steps outlined, with a motivated and focused staff. Achieving these goals will give the Livestock Pavilion the opportunity to accomplish its mission for the public, and the youth of our community.

There are simple, targeted solutions that could be cost-effective and financially gratifying without changing staff, remodeling, spending huge amounts of money or other drastic solutions that will take even more time and money to show any kind of accountability for success.

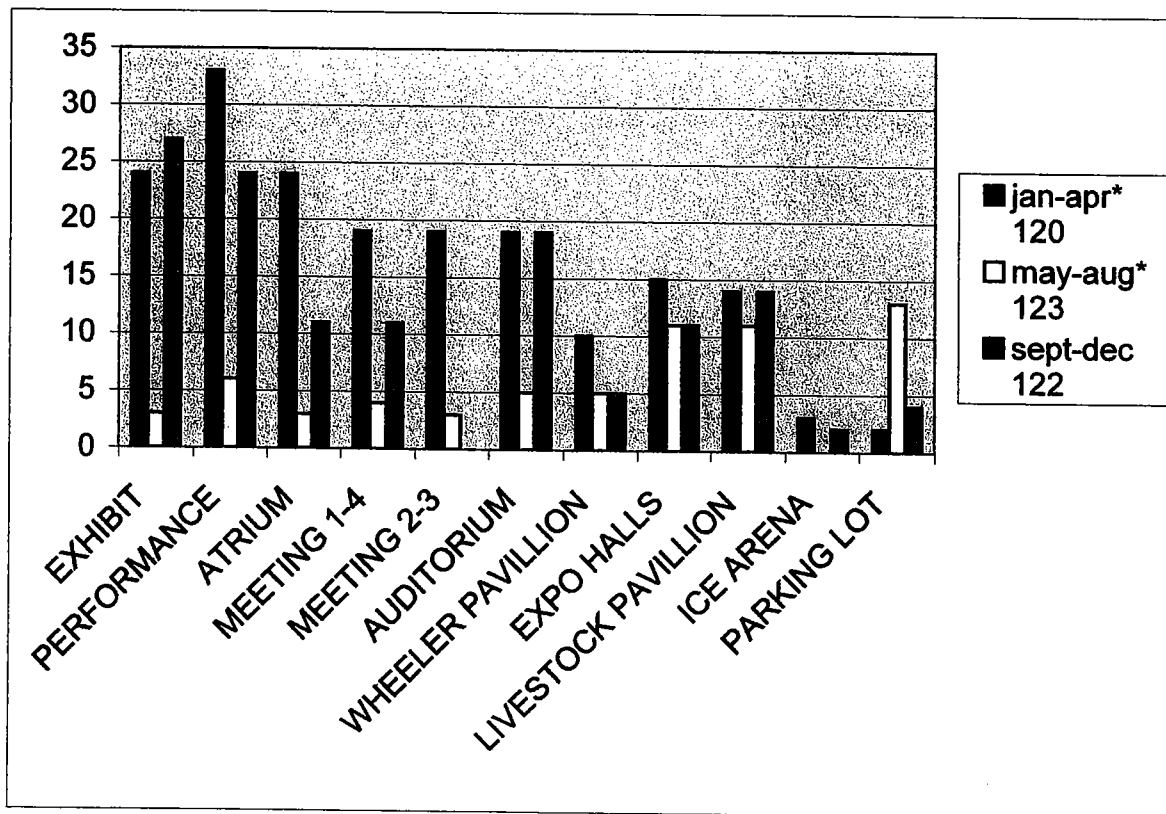
I will respectfully wait for the Fair Board to receive the Business Plan from Mr. Short as per Ms. Johnson's request.

NUMBER OF TOTAL DAYS RENTED

2006

(per PUBLIC EVENTS CALENDAR pdf on website 10/6/06)

total days:	jan-apr*		may-aug*		sept-dec		Total Effect	
	120	Effect	123	Effect	122	Effect		
ex EXHIBIT	24	20%	3	2%	27	22%	54	15%
pf PERFORMANCE	33	28%	6	5%	24	20%	63	17%
ga ATRIUM	24	20%	3	2%	11	9%	38	10%
mr MEETING 1-4	19	16%	4	3%	11	9%	34	9%
mr MEETING 2-3	19	16%	3	2%	0	0%	22	6%
au AUDITORIUM	19	16%	5	4%	19	16%	43	12%
wp WHEELER PAVILLION	10	8%	5	4%	5	4%	20	5%
ex EXPO HALLS	15	13%	11	9%	11	9%	37	10%
lp LIVESTOCK PAVILLION	14	12%	11	9%	14	11%	39	11%
ice ICE ARENA	3	3%	0	0%	2	2%	5	1%
pkin PARKING LOT	2	2%	13	11%	4	3%	19	5%
	182		64		128			



* February 20th-25th: Logging Conference-private trade show

*Horse Barn rental not listed

* July 16th-22nd: 4-H Youth Fair

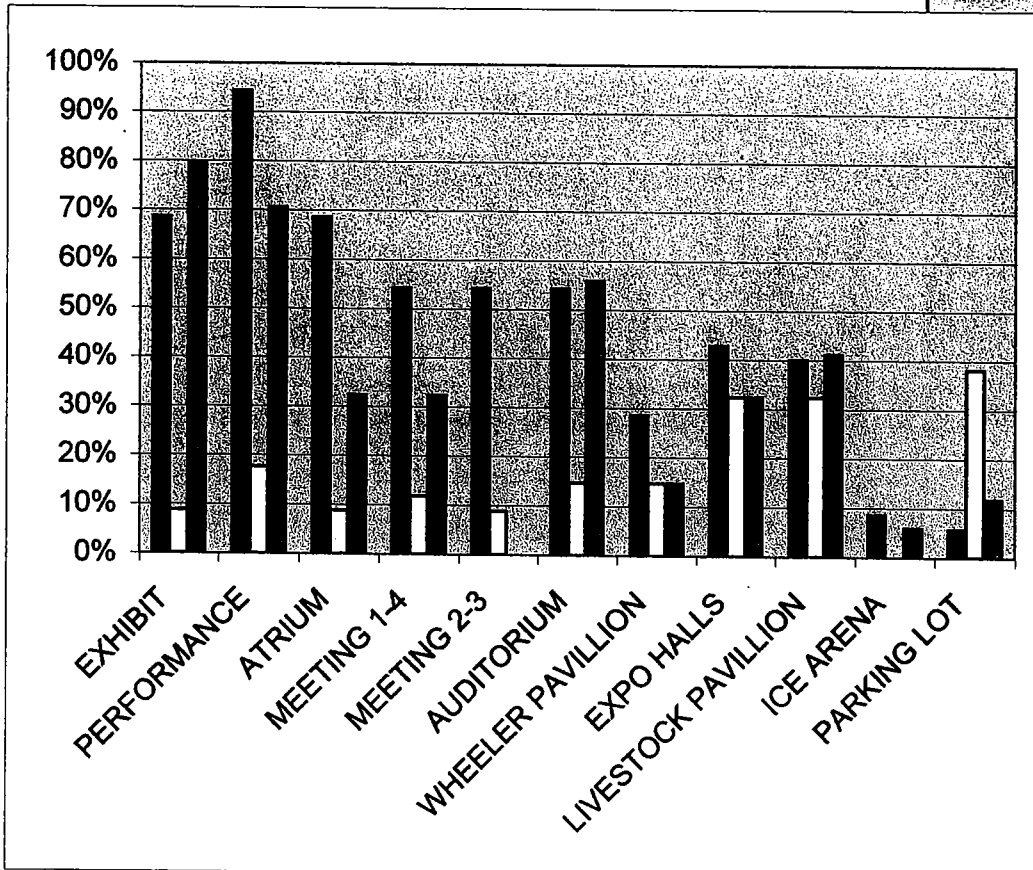
* August 15th-20th: Lane County Fair

This is an estimate. These projections is based on conflicting public information and should be used for illustration only.

% EFFECTIVENESS ON SAT/SUN WEEKEND DAYS

2006

Available Weekend Days:	may-aug*			Effectiveness		
	35	34	34	Annual Weekend %	Total Week Days Avail.	
ex EXHIBIT	69%	9%	79%	52%		
pf PERFORMANCE	94%	18%	71%	61%		
ga ATRIUM	69%	9%	32%	37%		
mr MEETING 1-4	54%	12%	32%	33%		
mr MEETING 2-3	54%	9%	0%	21%		
au AUDITORIUM	54%	15%	56%	42%		
wp WHEELER PAVILLION	29%	15%	15%	19%		
ex EXPO HALLS	43%	32%	32%	36%		
lp LIVESTOCK PAVILLION	40%	32%	41%	38%		
ice ICE ARENA	9%	0%	6%	5%		
pkln PARKING LOT	6%	38%	12%	18%		
				33%		Average Usage in All Available Buildings except Horse Barn.



90% of Weekends Booked reported in Lane County Adopted Budget FY 2006/2007 Page 138

Public Bookings average total is 33%.

Are there private bookings that make up the difference to equal 90%, the total reported to Lane County Commissioners & the Public?

This is an estimate. These projections is based on conflicting public information and should be used for illustration only.

Suggested Systems to Marketing for improve Revenue for Fairgrounds:

- New & Improved procedures for the sales and marketing of the The Lane County Fairgrounds and especially the Livestock Arena & Horse Barns would turn around the sales revenues:
 - a.) monetary goals & objectives clearly instructing staff to create a plan to achieve these goals.
 - b.) improved public information & restructuring on pricing, availability, usage guidelines
 - c.) staff trained with a working knowledge on effectively using the facility & competitive, user-friendly pricing of all facilities
 - d.) effective promotion of the benefits of the facility, size, location & amenities (target markets who could capitalize on the benefits.)
 - e.) research by staff to gain experience & depth with potential user groups, organizations and clubs and potential community partners
 - f.) good old-fashion contact: pitches, presentations and public awareness seminars of facilities' availability & benefits by staff
 - g.) improved attitude towards users- be professional hosts and the user as a guest, not an inconvenience & additional work
 - h.) poor past service by needs to be mended, service improved- ask what your clients need, listen to the answer & provide the best possible solutions
 - i.) accounting procedure changes to accurately compute net profit/loss, including Livestock Arena, Horse Barns, Parking, Camping
 - j.) accountability for results/goals in generating revenue & improved satisfaction through repeat business by marketing & sales FTE teams
 - k.) consistent, hard-work ramping up the activities, with user-friendly systems designed to increased business through modeling projections
 - l.) short term planning (next year) and long term planning (next ten years)- most events are booked 3 to 5 years out.

There are many opportunities for additional revenue throughout the year. Attached is the public 2006 calendar factored into each building's rental. Did quite a few private parties make up the 90% occupancy rate that was reported to the Lane County Commissioners and the public?

CONCLUSION:

- Any proposal to restructure the Livestock Arena, Horse Barns & Parking Area into a soccer arena should be weighed with the definition of a county fair and county fairgrounds. The mission, purpose & definition can work in tandem with revenue.
- YMCA's membership is not a higher or greater use of the facility.
- Recommendations for Livestock Arena 2002 were ignored and now another four (4) years has gone by, and again, the Fairboard looks to evict the rural athletes and hobbyist.
- Request a renewed commitment from the Lane County FAIRBOARD to our County FAIRGROUNDS for the present and the future of the AG business in Lane County.

