



# SAN JUAN COUNTY FAIRGROUNDS MASTER PLAN

**DRAFT**

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ENTRY TAG  
CLASS VI LOT 19  
ARTICLE  
AWARD NO 17638  
EXHIBIT NO.  
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FRIDAY MARKET  
WASHINGTON

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WASHINGTON

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SECOND PRIZE  
SAN JUAN COUNTY FAIR  
FRIDAY MARKET  
WASHINGTON



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ENTRY TAG  
CLASS VI LOT 17  
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EXHIBIT NO.  
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FIRST PRIZE  
SAN JUAN COUNTY FAIR  
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FIRST PRIZE  
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FRIDAY MARKET  
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FIRST PRIZE  
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# 1. INTRODUCTION

*This plan outlines strategies for developing and operating the San Juan County Fairgrounds in a manner that is responsive to County residents and focuses on long-term financial sustainability.*

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The San Juan County Fairgrounds Master Plan is a tool for prioritizing future investment. In line with County goals and community feedback, the Plan focuses on strategies that expand uses for the Fairgrounds while honoring its cultural significance and ensuring financial sustainability. The document is informed by on-site analysis of facilities and operations, stakeholder meetings and community surveys, market research, and a review of other fairgrounds in Washington.

The project goals include:

- Reviewing previous planning efforts and eliminating earlier proposals as needed
- Building community consensus on vision for both fair and non-fair uses
- Responding to community needs and County goals/policies (e.g. sustainability, affordable housing, etc.)
- Identifying short- and long-term investment needs

The plan was developed using the extensive input of interested stakeholders and county residents at large (see Chapter 5). In addition to a summary of community needs related to the fairgrounds, it provides a historical context, an overview of existing conditions, and an analysis of economic and financial considerations. The plan concludes with a near- and long-term capital improvement plan based on all of the findings generated during the planning process.

For nearly 100 years, the fairgrounds have been a source of enjoyment and identity for the people of San Juan County. This plan aims to continue that legacy for residents today and far into the future.



## **2. HISTORY**

### **2.1 FAIRGROUNDS FACILITIES**

The first San Juan County Fair was held in 1906 at a warehouse in Friday Harbor. The event was a success but was not held annually until 1921. In 1923, an association of shareholders established a permanent home for the fair with the purchase of ten acres at its current location. Development of the site occurred in several phases, beginning with the initial construction of a main exhibition barn, livestock barn, and pioneer log cabin in 1924. Over the next six years, the main barn was expanded, a kitchen and dining hall (a building possibly later known as the 4-H Building) were built, and the American Legion sponsored construction of a grandstand for a baseball field.

In the years between the Great Depression and World War II, little new construction occurred at the fairgrounds, despite a fire that burned the livestock and poultry buildings in 1936. Many local and regional fairs were not held during the war years. Not until 1947 were funds allocated to rebuild the Livestock Building, later known as the Horse Barn. Modest new construction in the 1950s and 1960s included a new 24-foot wide by 60-foot long barn, an extension to the dining hall, and extensions to the Horse Barn. The arena was fenced for the first time in the early 1960s, which solidified the emergence of horse showmanship and games at the fair. Just as in 1924, the bulk of exhibition activities continued to be centered in the northeast corner of the property.

It is estimated that sometime between the late 1960s and early 1970s a building named the Grey Top was placed along the northern edge of the property. The building was the senior center for San Juan Island and was also the food bank at one point. It would later host the Jr. Arts and Crafts for the fair.

Concurrent with a substantial spike in the county's population and the deeding of the fairgrounds to the county, in the early to mid-1970s three pre-engineered, unenclosed animal shelters from the Texmo Company (which still operates today in Bellingham) were added in the southeast corner of the property. This resulted in a new exhibition area for cows, sheep, pigs, and goats. After a fire destroyed the original Main Building in 1978, volunteers constructed a replacement. Unfortunately, this replacement building was condemned by the county just ten years later due to building code violations.

For several years in the early 1990s, the Fair Board and County Commissioners debated potential construction of a new Main Building. They considered proposals to build classrooms for the Skagit Valley Community College, a senior citizen center, and an agricultural building. To accommodate other events and uses staged at the fairgrounds such as the Jazz Festival and Pig War barbecue, the County Commissioners expressed their desire for the new building to handle multiple uses. Ultimately, a multi-purpose, pre-engineered building was completed in 1992 and designed for future additions if needed.



*Figure 1. San Juan County Fairgrounds in 1972 (left) and 2018 (right); notice the original main building in 1972 which remains today as a concrete slab used for the food court.*

Since 2000, the County expanded the fairgrounds with the purchase of additional acreage of the east side of the property and construction of the Marie Boe Building. The County also demolished the 4-H Building, which likely dated to the early years of the fair and the Grey Top building that was located along the northern edge of the property and likely dated to the late 1960s or early 1970s. The Grey Top demolition was completed in 2013 in response to deteriorating conditions. Most recently, much of the Horse (now Tack) Barn was demolished, while a portion was retained and renovated.

All of these efforts in recent decades have reflected a shift away from smaller, purpose-built facilities which were often built with volunteer labor.



*Figure 2. Horse/Tack Barn before renovation (Photo: Greg Sellentin, Islands Sounder)*



*Figure 3. Horse/Tack Barn after renovation*

## 2.2 ARCHITECTURAL CHARACTER

Architecture at the fairgrounds has remained remarkably consistent over the years in terms of general form. Core architectural characteristics commonly shared by buildings and structures include:

- Single-story
- Unenclosed, covered space along one side
- Wood post-and-beam structural framing
- Open and rectangular floor plan, sometimes with added interior framing for animal stalls
- Large doorways centered on ends for access to a central bay or open interior space
- End gable-roof form made with standing-seam or corrugated metal
- Wood siding (either vertical plank, board and batten, or plywood)



*Figure 4. Forty-year old pre-fabricated livestock building showing many of the fairground's consistent architectural features*



*Figure 5. The Marie Boe Building, one of the newest structures, embraces the basic form of earlier buildings*

Existing and former primary buildings at the fairgrounds can be divided into two basic groups. The first is a farmstead vernacular (including the original Main Building, original Livestock Building, 4-H Building, Fiber Arts Building, Tractor Shed, and Stables). They are/were typically built by volunteers. The second major group of buildings includes pre-engineered, and in some cases also pre-fabricated, types ordered from and erected by commercial vendors and professional contractors. This group can be further divided into wood-framed or wood-sided buildings (Jim Crook, and Marie Boe Buildings), and metal-sided buildings (Texmo-brand livestock buildings and the Main Building). The Main Building is unique among the primary pre-engineered buildings in that it also has concrete walls and steel framing.

The Log Cabin, while considered a primary building, is an outlier with its log walls, wood shake roof, and stone chimney. Secondary buildings, such as restrooms and storage buildings, include examples of wood (Storage), metal (4-H Storage), and concrete block construction.

Nearly all fairgrounds buildings and structures have metal roofs, either standing seam or corrugated. When used, fenestration (i.e. the arrangement of windows and doors on the elevations of a building) at the Fairgrounds generally consists of single-hung one-over-one light types. They are either wood, as in the case of the Log Cabin, or vinyl or metal-clad wood such as with the Marie Boe and Main Buildings. Door types present include glazed, solid, and paneled.

Both the farmstead vernacular and pre-engineered types have historical significance. Earlier buildings are expressions of local knowledge, agricultural architecture, and the county's economy during a period when the fair was run by a private association, whereas buildings constructed after the 1970s reflect a newer approach to minimizing design, construction, and maintenance costs within a new framework of building codes and the transition to formalized county management by the Commissioner appointed Fair Board.

## 2.3 RECOMMENDATIONS

### PRESERVATION

As fairgrounds facilities age, the need for repairs will grow. Funding limitations will not make it possible to preserve all structures, nor would it be strategically prudent. For that reason, each of the existing major facilities were assigned a score from 1 to 5 according to three weighted factors; chronological significance being the most important, followed by functional significance and building integrity. The results of this assessment, shown in the figure at left, approximates which structures are most significant from a historical perspective. While not exact, the ranking aids the planning process by identifying which buildings might be most worthy of retention and future investment. The assessment is not meant to be an absolute ranking or list of buildings to save, but rather is a tool to understand the relative significance among buildings.

A challenge for the Master Plan is how to address community needs and the potential for future development while respecting the historic resources. The Master Plan recommends retaining physical representatives of the historical spectrum of the fairgrounds so that buildings show a progression through time. For example, the concrete slab used for the food court, which was the foundation for the original main building, can be retained to represent the early period of fair development while the recently renovated Tack Barn represents the mid-century. Where replacement of facilities is necessary, the historical use of an area should be maintained and new structures should preserve the architectural character of the demolished facility. These measures will help retain a connection to the history of the Fairgrounds while ensuring that facilities are safe and functional.



*Figure 6. Estimation of historical significance based on characteristics of chronology, function, and integrity*

## **COMMEMORATION**

Recognition of the fairgrounds' historical and cultural significance requires an effort beyond the retention of buildings, but also efforts to share the site's history. Based on public engagement during the planning process, it became apparent that many residents do not understand the history or evolution of the fairgrounds besides what they have experienced directly.

As a simple method of education, the fairgrounds should incorporate historical signs and building markers that identify some of the oldest built features on-site, such as the original main building foundation (e.g. food court). A high-quality sign can likely be built and installed for under \$1,000, particularly if local historians or other interested volunteers will provide pro bono assistance. The sign installation should be considered in tandem with some of the other improvements in the north portion of the property as discussed in Chapter 6.

Beyond historical markers, there should also be an effort for future development to help convey the fairgrounds' history and meaning to the community. In particular, as was done during the recent renovation of the Tack Barn, building materials should be salvaged for potential reuse or incorporation into the landscape.



*Figure 7. Nondescript concrete pad remnant from an earlier fairgrounds building; this and other historically significant features should be identified*



*Figure 8. Example of interpretive historical sign*

## TRADITIONAL, CONSONANT ARCHITECTURAL CHARACTER

The Master Plan proposes future development, but recognizes the importance of reflecting the history and established forms of the fairgrounds in new projects. Any new structures should embrace the “farmstead vernacular” architectural style present today. The basic elements recommended for incorporation are illustrated below.



**End-gable form**



**Rectangular footprint**



**Relatively low height;  
generally single story**



**Open interior space**



**Wood framing and vertically  
oriented wood siding**



**Metal roof**

*Figure 9. Basic recommended building elements*

In addition to these design elements, other strategies should be embraced to promote lasting connection and traditions, including:

- **Design and construction of buildings with a long-term perspective.** The fairgrounds have nearly a century of history and will continue to exist with the community's support. Capital investment and other development decisions should recognize the fairgrounds as an importance source of shared history and continuity.
- **Cultivation of long-term uses.** Promotion of permanent uses will help solidify the fairground's role in the community and the connections to people's lives. Traditions, like attending the fair every year, are what ensure the fairgrounds matter to people.
- **Preservation of long-standing relationships in the built environment.** Given the fairground's origin as a private endeavor by local residents, organizations like the 4-H and American Legion are critical to the identity of the site and should always be taken into account.
- **Programmatic focus on inter-island community building and local use.** Above all else, the fair and fairgrounds are an asset built by and for residents. In a county scattered multiple islands and hundreds of square miles, the fairgrounds are one of the few convergence points that can truly unify people.



# 3. EXISTING CONDITIONS

## 3.1 FACILITIES

### FACILITIES BY FUNCTION

The existing buildings and structures at the fairgrounds have a total floor area of approximately 40,000 gross square feet excluding uncovered outdoor areas like the main arena and the livestock ring. Nearly all facilities are owned by the County apart from a small number that belong to outside groups like the American Legion.

The facilities can be grouped into three general categories based on their primary use outside the fair: event spaces, animal facilities, and storage. The tables on the following pages list the facilities in each group.

The Main Building and Marie Boe Building are the two facilities used most extensively and also house active uses throughout the year. They are also two of the most recently constructed buildings and feature the best interior conditions (e.g. heating, sealing from the elements, etc). While minor improvements are needed for these two buildings, they are in good to excellent condition and generally serve their intended purposes well.

EVENT SPACES				
FACILITY	APPROX. AREA (GSF)	FAIR USER	NON-FAIR USES	CONDITION
Main Building (excluding storage)	13,750 Admin = 1,900 Restrooms = 1,300 Main Hall = 10,550	Main Exhibition Hall ( <i>Vendors and information booths; displays for fruits and vegetables, baking, food preservation, beer/wine, etc.</i> ); Administration; Restrooms	Event rentals; indoor sports and recreation	Good
Marie Boe	1,800	4-H	Event rentals, including theater productions	Excellent

Tables are based on field measurements, aerial imagery, construction documents, stakeholder interviews, and observations at the 2018 fair  
 N/A in NON-FAIR USE indicates a temporary facility used only during the fair.

Animal facilities at the fairgrounds are primarily used during the fair and are typically used for storage during the rest of the year. In recent years, about half of the space required for animals has been provided in temporary tents. The two main tent areas accommodate horses and poultry, rabbits, and cavies respectively. Apart from horses, large animals are housed in a complex of three barns along the southern edge of the property.

The permanent animal facilities present two major concerns. The first is their configuration and lack of flexibility. The buildings were constructed with fixed pens, rendering the structures useless for anything other than housing animals during the fair and for storage at other times. Second, the buildings were built as informal pole structures that were improved in an incremental and haphazard manner over the decades. For example, some of the barns have concrete floors that were poured years after construction. Without a more detailed structural inspection of the poles, footings, and other structural elements, it is reasonable to assume that any of the animal facilities constructed in the 1970s have a maximum of 10 more years of useful life.

<b>ANIMAL FACILITIES</b>			
<b>FACILITY</b>	<b>APPROX. AREA (GSF)</b>	<b>NON-FAIR USE</b>	<b>CONDITION</b>
Sheep & Goat Barn	3,500	Storage	Poor
Cattle Barn	2,600	Storage	Fair
Swine Barn	2,100	Storage	Poor
Tack Barn	1,300	Storage	Good
Stables	1,500	None	Fair
Poultry, Rabbit, Cavy Tent	3,400	n/a	n/a
Horse Tent	10,000	n/a	n/a
Main Arena (incl. grandstands and pen)	39,100	Arena	Good
Livestock Arena	3,850	None	Good



Figure 10. Typical pole barn construction



Figure 11. Interior of the Cattle Barn

Fairgrounds storage is currently located in multiple buildings throughout the site. Some are dedicated storage facilities, while others are used during the fair for exhibits. The condition of storage facilities ranges widely, reflecting their respective ages. Older structures like the Fiber Arts Building are poorly sealed and unheated so they are only useful for storage outside fair week and may even be poorly suited to the that purpose given rain and pest intrusion. Other structures like the Jim Crook Building have finished interiors, allowing non-storage uses during the winter.

<b>STORAGE FACILITIES</b>				
<b>FACILITY</b>	<b>APPROX. AREA (GSF)</b>	<b>USE DURING FAIR</b>	<b>NON-FAIR USE</b>	<b>CONDITION</b>
Main Building (storage portion)	400	Storage	Storage	Excellent
Tractor Shed	1,200	Storage	Storage	Poor
Fiber Arts Building	2,200	Textiles, weaving and wool, quilts	Storage	Fair
Storage Buildings	410	Storage	Storage	Fair
Jim Crook Building	850	Youth Arts	Storage	Excellent
Tack Barn	1,300	Tack Barn	Storage	Good
4-H Storage	650	4-H Storage	4-H Storage	Fair

There are many smaller buildings scattered across the fairgrounds as listed in the table below. Some of the buildings are no longer used and should be demolished immediately, as described in Chapter 6. For the most part, these minor facilities are functional but require upgrades that range from cosmetic improvements to alterations for improved accessibility.

<b>MINOR FACILITIES</b>	
<b>FACILITY</b>	<b>APPROX. AREA (GSF)</b>
Picnic Shelter (at Main Building)	1,000
Restrooms (RV area)	900
Picnic Shelter (RV area)	800
Pads for Parkinson's Trailer	720
Boy Scout House	500
American Legion Shack	350
Restrooms (arena)	350
Log Cabin	300
Rambler's Shack	240
Storage Buildings	200
Old Restrooms (vacant)	200
Gazebo	150
<i>*Excludes Island Rec facilities (i.e. playground, skate park, and picnic shelter).</i>	



Figure 12. A livestock building showing signs of wood rot



Figure 13. Interior of Fabric Arts building where bracing appears to have been altered and added

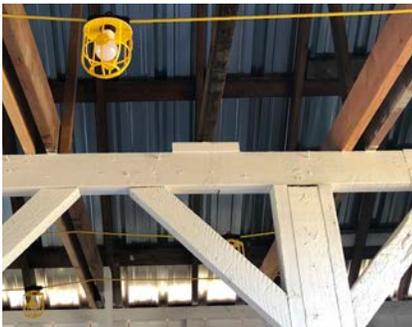


Figure 14. Typical interior lighting

## SUMMARY OF ISSUES

### CONDITION

Wooden post-and-beam construction typical of agricultural uses is common at the fairgrounds and the majority of facilities are at least forty years-old. These factors have led to roof deterioration, structural warping, and emerging wood decay in the pre-1970s facilities. Numerous improvements have been made to facilities over the years, but many of the wood structures require major improvements or replacement. Structural condition issues are most pronounced among the older livestock and storage buildings. The roofs are in particularly poor condition for the Sheep and Goat Barn and Tractor Shed.

Over many years, some of the facilities have been substantially altered, either to repair deficiencies or to improve functionality. Many of these improvements were designed and built by non-professional volunteers and may not meet current standards. All of these incremental actions have left the older buildings functional but patched together. Essentially, these substandard buildings can provide minimal weather protection during the fair but are not particularly useful beyond that.

Apart from the Main Building, Marie Boe Building, and the Jim Crook Building, structures at the fairgrounds are not in a condition to support users during the wet, winter months.

## ACCESSIBILITY

Given the age of the fairgrounds, many of the buildings offer poor accessibility for individuals with physical disabilities or mobility impairment. Generally speaking, buildings near the main entrance (e.g. Main Building and Marie Boe) offer the best accessibility. The buildings themselves are more accessible and are located close to parking areas.

Older outlying buildings along the northern and southern property lines are much less accessible. While the interiors of the buildings are open and have enough room for wheelchairs, they have poor ground surfaces and transitions from the exterior into the building. Furthermore, these buildings are more difficult to access due to siting and the lack of improved pathways. For example, the Fiber Arts Building is over 500 feet from the main entry and can only be reached using partially improved roadways and crossing over an open lawn. Overall, the primary obstacles to accessibility are ground conditions and the proximity of buildings to parking, not the slope of travel pathways.

## SITE

Outside of the building footprints, the site itself is only moderately developed with gravel parking and roadways and a minimal amount of concrete. The vast majority of the site remains covered with grass. The lack of site improvement and proper grading leads to stormwater ponding during heavy rainfall. Due to the age of the facilities, modern stormwater management practices have not been implemented at the fairgrounds. This issue is particularly apparent around the Main Building where roads and parking, which were originally unimproved, have been incrementally converted to gravel surfaces.

The site was generally developed informally and incrementally. This approach is not atypical for a 100-year old site, but does not meet the needs and expectations of current users. Isolated improvements have been made, such as the parking lot near the skate park, but the site is rustic and fragmented overall.



*Figure 15. Restroom with non-accessible entry*



*Figure 16. Typical ground conditions are a mix of gravel and natural surfaces; roadways are used for pedestrian circulation during the fair*



*Figure 17. Area in need of grading and other stormwater management improvements*

## 3.2 UTILITIES

### POWER AND GAS

The fairgrounds are powered by five single-phase transformers (three phase service is not currently available). There are six meters on site, two of which are connected to transformer 1210375. The Main Building is on one of these meters, with the other serving the Marie Boe Building, Horse Barn, Arena, animal facilities, and the gravel median used by vendors during the fair. Though this transformer serves the majority of facilities, it is currently at 60% capacity and capable of handling additional demand. Transformer 1210272 is also capable of greater usage. It is currently operating at 8% capacity. All other transformers are considered at full capacity and cannot handle additional loads.

Demand for electricity at the fairgrounds is highly dependent on the time of year. The usage measured at the Main Building's meter nearly doubles during the Fair and the winter months, compared to average rates during the rest of the year. The other meters have recorded between four and ten-times the average demand during the fair as measured in kilowatt hours (kWh). Transformers 1210272 and 1210273 see very limited use during non-fair months.

Propane needs are serviced by three above ground tanks at the Main Building, Marie Boe Building, and the RV Restrooms. No capacity or system issues have been reported, but community outreach surveys and meetings identified that the existing propane system in the Main Building may not provide adequate heat.



Figure 18. Updated power panel servicing the Food Court area



Figure 19. Example of wiring in one of the livestock barns



Figure 20. Circuitbreakers and propane tank at RV Shed and Restrooms

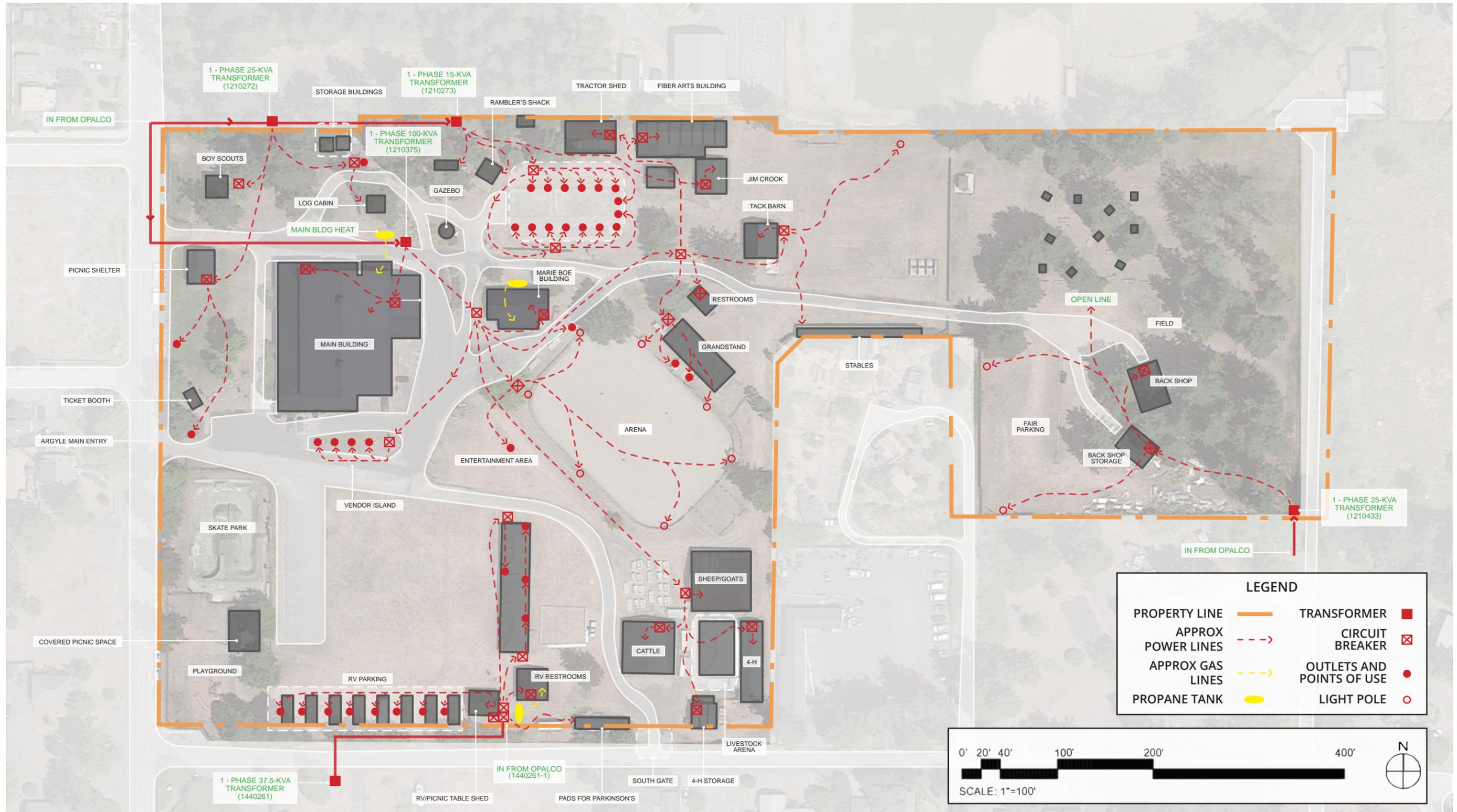


Figure 21. Map of existing electricity and gas infrastructure

## WATER

Domestic water at the fairgrounds is provided from an 8-inch main owned by the Town of Friday Harbor. From the connection point on Argyle Avenue near the main entry, a metered 2-inch line provides domestic water service to the entire fairgrounds via various pipes. Water is readily available throughout the western half of the site. Water availability is extremely limited in the eastern half where group camping and the shop are located. Service in this area is limited due to a utility sink at the fence that separates this location from the rest of the site.

The fairgrounds water system for fire suppression is connected to the public system via an 8-inch water main that runs through the center of the main portion of the site. Hydrants are located along this main, which also provides water for the fire sprinkler system in the Main Building.

No maximum fire flow rate and static pressure data is available. According to fairgrounds staff, no water capacity problems have been encountered.



Figure 22. Water hookup at RV site



Figure 23. Camping Area water service located at the west fence

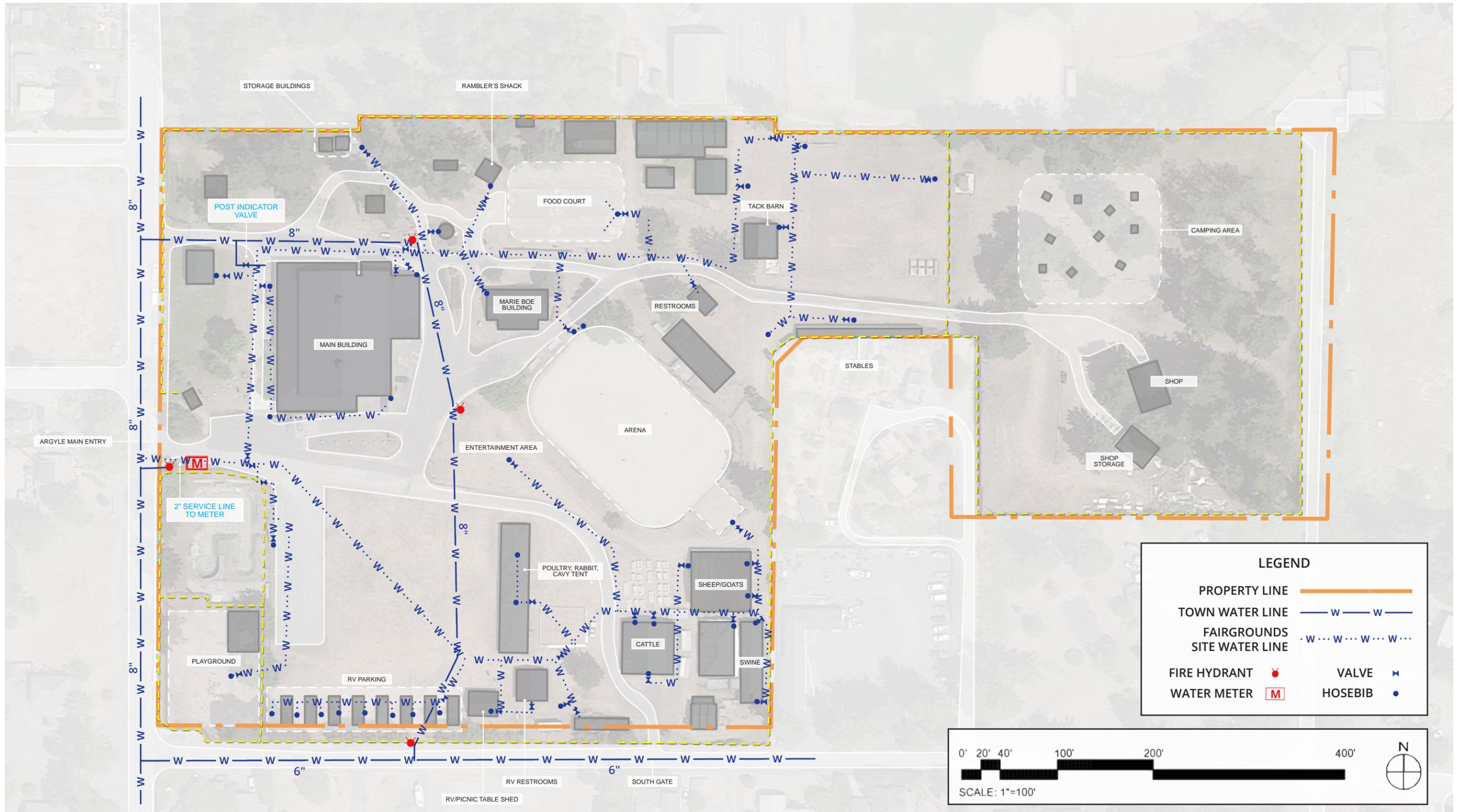


Figure 24. Map of existing water infrastructure

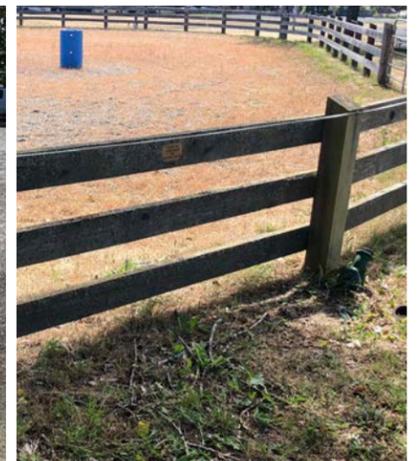
## SEWER & SEPTIC

The fairgrounds are outside the Town of Friday Harbor limits for sewer system service. As such, the entire site is served by septic. There are seven septic tanks with four drainfields on-site, all of varying sizes. There is a 3,000-gallon holding tank at the Main Building. The largest drainfield is below the main horse arena surface and services the Main Building. The potential for soil compaction is not a serious concern if arena usage remains limited to the week of the fair. Certain details of tank construction and drainfield locations are unknown but were estimated based on field observations and interviews with staff. All tanks are regularly pumped and maintained. Staff did not identify any urgent issues with the septic system.

Connection to the town sewer system under current conditions is not necessary. The scale of development proposed in the Master Plan will not trigger a necessity. Municipal sewer would require the fairgrounds to negotiate connection and usage fees with the Town of Friday Harbor. An extension of the existing sewer main located north of the property would be necessary, which in turn would require construction in the public right-of-way at significant cost. In addition, pumps may be required for service to buildings located far from the Argyle Avenue service point. For these reasons, connection to the public sewer is not proposed at this time.



*Figure 25. Septic system access between the Main Building and Marie Boe Building*



*Figure 26. The largest septic drain field is located underneath the arena*

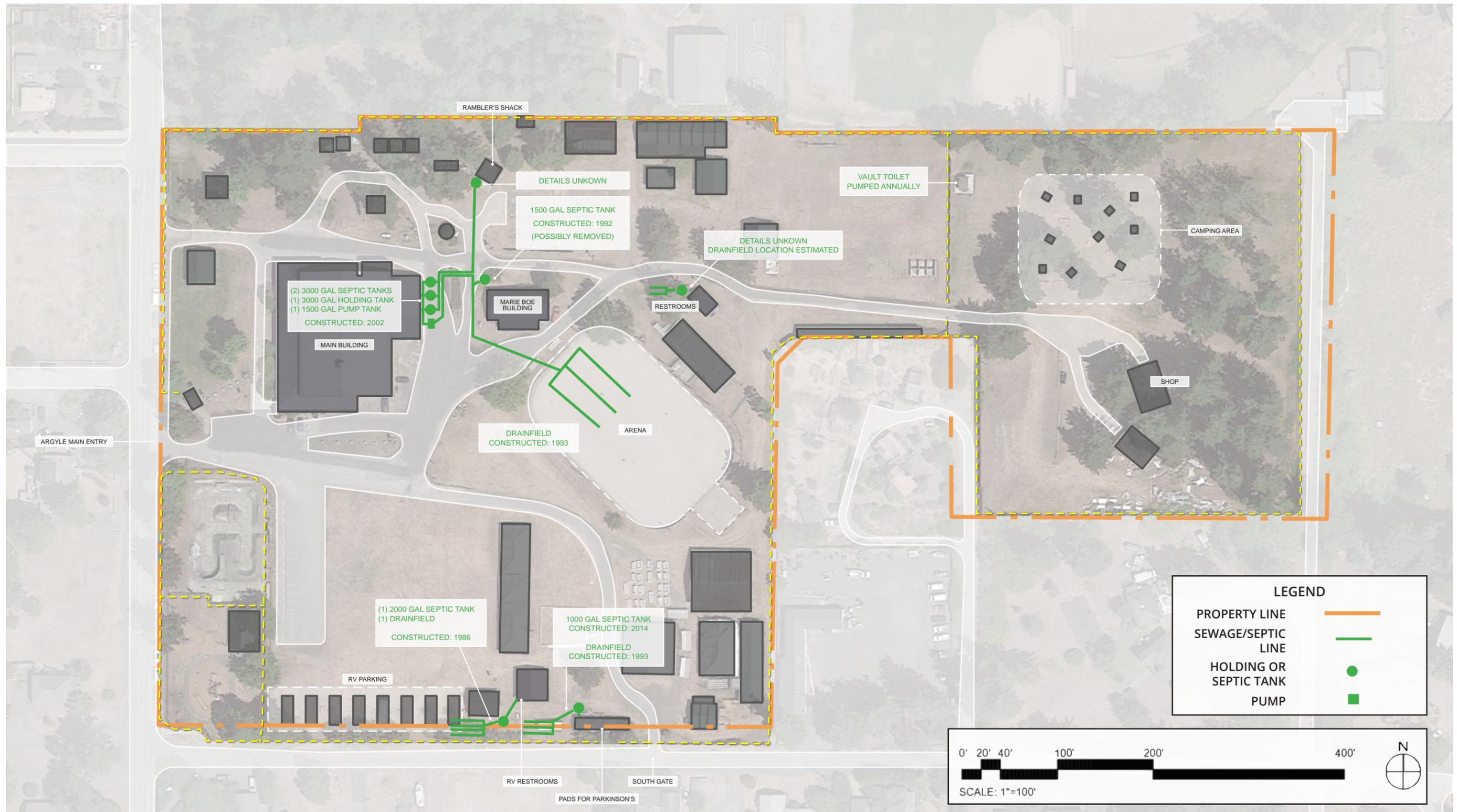
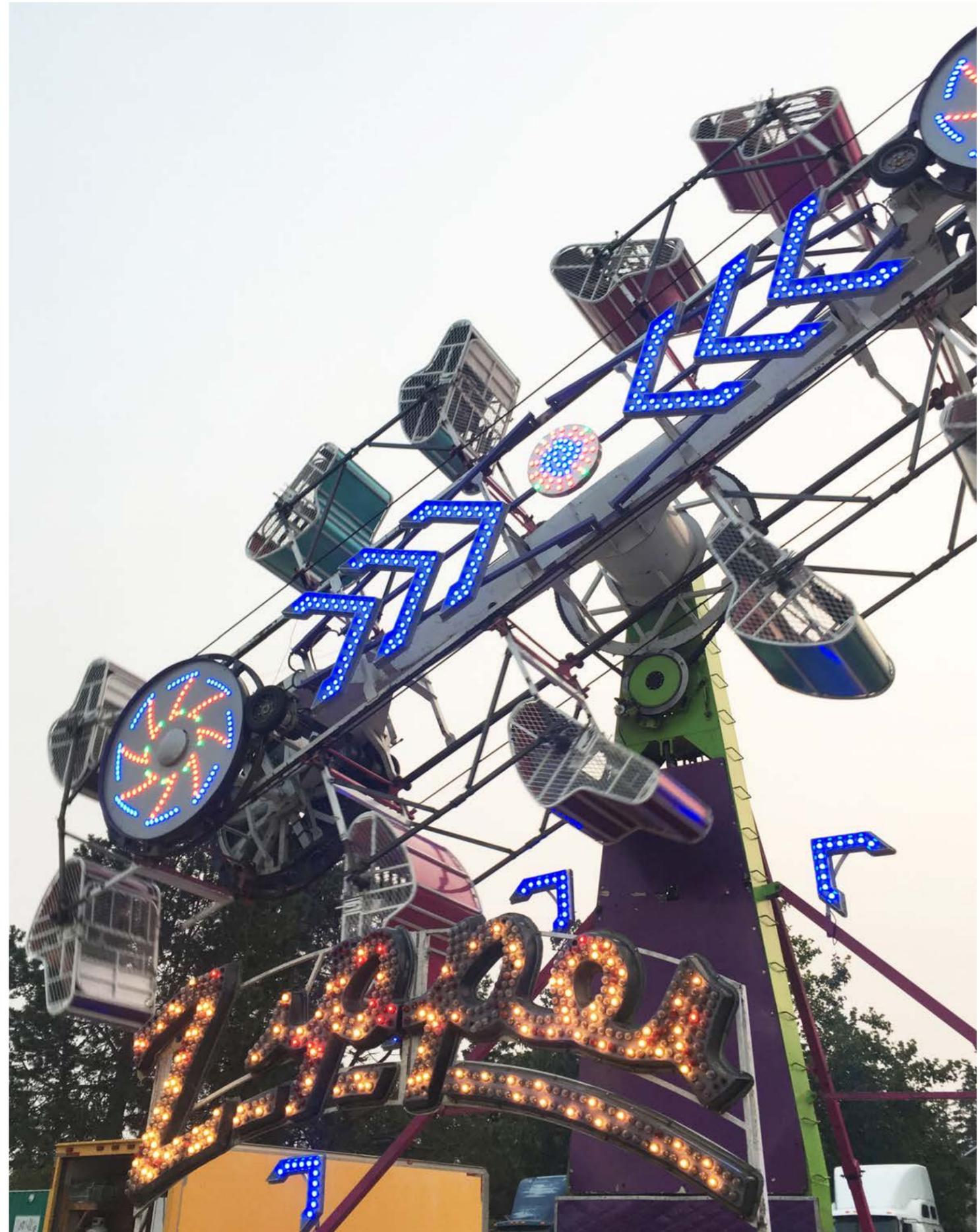


Figure 27. Map of existing sewage/septic infrastructure



# 4. FINANCIAL & ECONOMIC ANALYSIS

## 4.1 INTRODUCTION

It is important that the planning effort draw the distinction between the fair itself and the fairgrounds. While the annual fair has the largest attendance of any single event at the fairgrounds, it only occurs for a week each summer. During the rest of the year, the fairgrounds hosts a wide range of other activities.

The fair, as an event, and the fairgrounds, as a multi-purpose County-owned property, have distinct facility and infrastructure requirements; revenue sources and opportunities; and operational costs. When reviewing the projects discussed in Chapter 6, it is important for readers to keep this relationship in mind. In some cases these factors overlap, such as a building that house both fair events in August and other programming during the rest of the year (e.g. the Main Building). In other cases, they are distinct, such as the annual cost to pump the septic system for the purpose of accommodating the influx of fair attendees, which is an effort that would not otherwise be unnecessary.

The types of major projects recommended in the Master Plan require relatively large capital investment on the part of the County and any potential external funding partners. They should be evaluated not only for the initial price tag, but also how they impact the longer horizon for operating revenues and costs.

Ideally, new projects will reduce costs while increasing revenue. Capital investment helps achieve this goal in many ways. For example, a new building that include a high-performance features will rarely require maintenance. Compared to a structure from the 1970s that constantly needs repair, this will reduce the overall cost to operate and maintain the fairgrounds. At the same time, capital investment can support increased revenue. For example, adding amenities to a facility allows the fairgrounds to attract new rental customers and charge higher rates.

## 4.2 THE FAIR

The San Juan County Fair is the largest single event held in the county each year. Between 7,000 and 8,000 tickets are sold annually. While ticket sales reached a 10-year low in 2016, they began to rebound in 2017. Between 2017 and 2018 ticket sales rose close to 7%.

Typically, fair revenue is equal to about 40% of the fairground's operational expenses, excluding capital projects. Like other government-provided services such as parks, the fairgrounds require taxpayer support. Unlike other parts of government, the San Juan County Fairgrounds has the ability to sustain itself financially

The 10-year average for fair revenue is approximately \$158,000, which is dependent not only on ticket sales, but also vendor booth rentals, the number of fair entries, and merchandise and concession sales. In addition to fluctuating fair revenue, the composition of the fair itself has changed over the years in line with larger societal changes. As the county has developed and property has become more expensive, the local agricultural industry has seen a shift toward farms with smaller production and fewer large animals. For example, the current number of cattle in the county is at its lowest point in forty years. These changing conditions are logically reflected in factors that affect the Fair, such as the decline in large animals exhibits at the fair.



Figure 28. Vendor booths that generate a portion of fair revenue

## IMPACT

As the largest single event in the county, the fair generates substantial direct and indirect spending. From an economic perspective, this spending is most beneficial when it brings “new” money into the community. The typical source that injects this new money is visitors from outside the county, but it can also come from local residents. Opportunities for entertainment and other forms of discretionary spending are so limited in San Juan County that resident spending likely “leaks” outside the county. This can occur when a resident travels to the mainland to see a movie in Burlington or visits a restaurant in Anacortes. The fair helps to capture some of that leakage.

The first point to consider is how much fair spending is tied to visitors from outside the county. Based on gate surveys, approximately 20% of fair tickets are sold to non-San Juan County residents. At closer look, the gate survey shows that fair attendees from outside the county typically attend the fair as part of a longer visit and often stay with family or friends on the island. This means they are unlikely to visit specifically for the fair and may be unlikely to stay in local hotels or rental accommodations. As discussed in the next section, Washington fairs typically attract visitors from the local region or within a two to three hour drive. Given its location, less than 10% of state residents live within this distance from San Juan Island. By comparison, 25% or more of Washingtonians can reach a more centrally-located site like the Southwest Washington Fair in Chehalis by driving less than three hours. The net impact is that the San Juan County Fair may be limited in its ability to generate economic benefits on its own, which does not necessarily diminish its overall value.

While any consideration of the Fair’s economic impact should be tempered by the realities of its ability to attract visitors from outside the County, there should be no doubt of its broader value to residents. The fair, like many other public goods, exists not only to generate spending but for the intangible benefits it provides. The fair provides residents a sense of community and history, offers youth development opportunities, and functions as one of the few chances where residents from all of the islands can interact and socialize. Beyond any potential economic gains for the county as a whole, the Fair has a beneficial financial impact for many local organizations. Groups including the Lions Club, Soroptomists, San Juan Community Foundation, and local high school organizations benefit directly from their ability to conduct fundraising activities at the fair. These organizations rely on the fair to reach thousands of people, which in turn provides financial support for their missions.

## 4.3 FAIRS IN CONTEXT

In order to better understand the broader context facing fairs today and to provide data points for comparison, a survey was sent to every fair/fairground in Washington. The survey asked the following questions:

- What is the governance structure (i.e. part of county, part of city, independent, other) and who owns the property on which your fair is located?
- What is your market region for the fair (i.e. where do fair attendees come from)?
- What are your latest fair attendance trends and how have the fairgrounds and fair performed financially over the past five years?
- What have you done to increase revenue, particularly during the off season?

The detailed information from fairs that responded to the survey can be found in the Appendix. Common themes are described below and the most relevant responses from each responding fair is in the table on the opposite page.

- A majority of respondents are governed as part of their county and most fairgrounds operate under a land ownership agreement or own the fairgrounds outright.
- Fairs typically attract from the host county and areas within 150 miles of the fairgrounds.
- 2/3 of respondents have seen stable attendance or limited growth in fair ticket sales.
- Overall financial performance of the fairgrounds varies.
- Strategies used to increase fairground revenue include: facility rentals (events, storage, equestrian, etc.), facility improvements, adapting schedules, expanding partnerships/sponsorships, rebranding, and marketing.

	<b>Key Takeaways</b>
<b>Whitman County/ Palouse Empire Fair</b>	Slowly declining attendance; supplements revenue with winter storage and facility rentals
<b>Evergreen State Fairgrounds</b>	Facility and RV site rentals are largest non-fair revenue sources; facility rental income is three times that of RV income; non-fair operations currently break even
<b>Grant County Fairgrounds</b>	Requires \$500,000 county subsidy; focused on increasing non-fair revenue; staff of 7 to operate 187 acres
<b>Spokane County Fair and Expo Center</b>	Financial performance during previous four years was “adequate” while current year was “great”; increase likely due to better weather and economy
<b>Pend Oreille County Fair</b>	Capital improvements and youth programming mostly funded by Kalispell Tribe; minimal county support
<b>Jefferson County Fair</b>	Overall performance is “doing well”; generates revenue from year-round campground, off-season boat/RV storage, and annual garage and holiday sales
<b>Northeast Washington Fair</b>	Ticket sales reliant on all-day sponsorship from companies like Boise Cascade; barns rented for off-season boat and RV storage; operate RV park April to November
<b>Kitsap County Fairgrounds Event Center</b>	Fairgrounds and Event Center operate at \$700,000 deficit; ticket sales increasing by about 1.5% per year
<b>Washington State Fair</b>	Attendance is flat other than an a boost in 2016 from extending fair dates; spring fair and other events starting to growing
<b>Southwest Washington Fairgrounds</b>	2018 was best performing year since 2013; hosting more events like newly rebranded Washington State Garlic Fest



Figure 29. The Jefferson County Fairgrounds, with 58 RV sites, uses rental like many other Washington fairgrounds to generate revenue

## 4.4 THE FAIRGROUNDS

While many people primarily associate the fairgrounds with the fair, it is critical to remember that the site serves a much broader purpose for the San Juan County Parks, Recreation, and Fair department and county residents. Fairgrounds operations include Island Rec programs, drive-in movies, theater productions, community events, private functions, and RV camping.

From a financial perspective, the majority of non-fair revenue generated by the fairgrounds is attributed to RV Camping and short-term facility rentals. These revenues are many times smaller than fair revenue but allow the fairgrounds to generate income throughout the year without having to rely solely on the fair. Avoiding dependency on the fair is critical for financial sustainability because fair revenue is generated during a condensed period and is vulnerable to external factors, such as weather, interruptions to the ferry system, and smoke from wildfires.

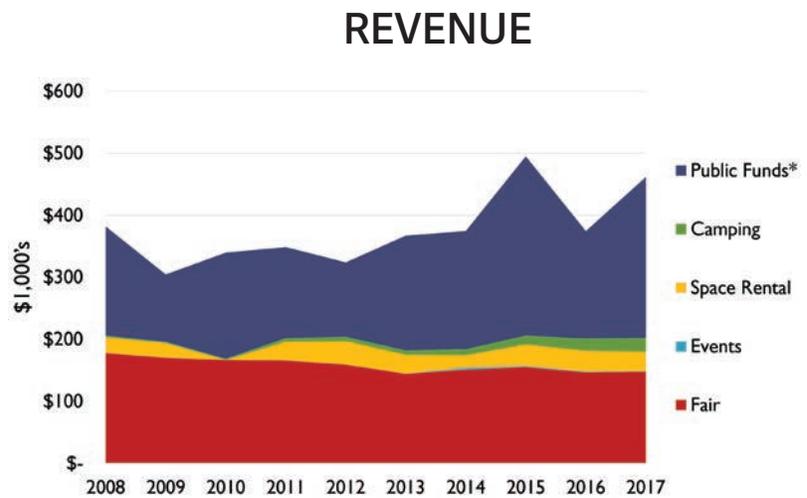


Figure 30. Fairgrounds revenue for recent years

\*Public funds does not include revenue from capital improvement account

Over the past five years, non-capital operational expenses for the fairground have averaged \$374,000 annually. As with most organizations, the largest single expense is personnel, which includes the salaries and benefits for the fairgrounds manager, grounds/facilities workers, part-time program coordinator, and seasonal labor. By comparison, capital expenses are highly variable, funded from non-operating revenue sources, and rise as major projects are implemented. As shown in the chart at the bottom of the page, capital expenses were \$50,000 or less in many years over the past decade, but spiked as major projects were implemented. Recent increases since 2015 reflect projects like the partial demolition and renovation of the Tack Barn and electrical system upgrades.

### NON-CAPITAL EXPENSES

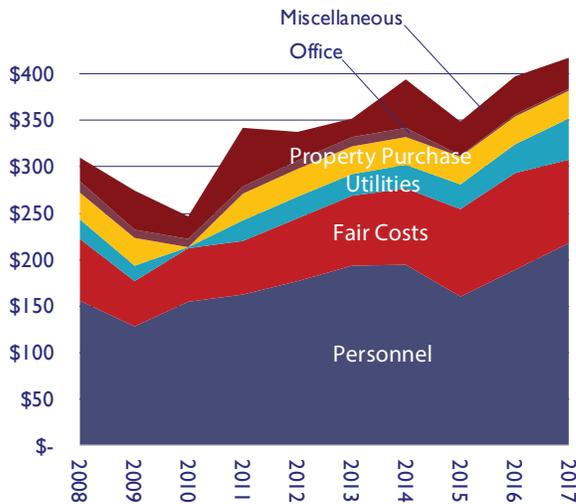


Figure 31. Non-capital fairgrounds expenses for recent years

### CAPITAL EXPENSES



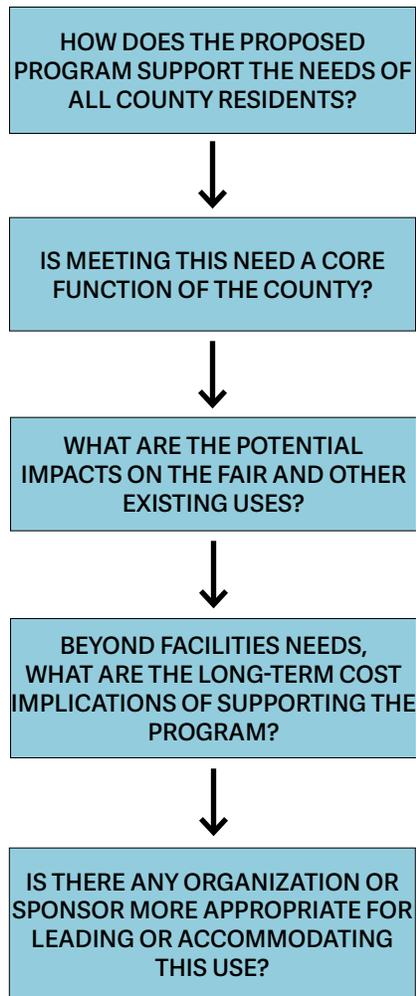
Figure 32. Fairgrounds capital expenses for recent years

## 4.5 PROGRAMMING

Performance of the fairgrounds, financial and otherwise, is defined by its program. When programs perform at an optimal level, so do the fairgrounds. This section summarizes major non-fair programs with revenue and cost implications, while the next page presents an approach for considering new programs.

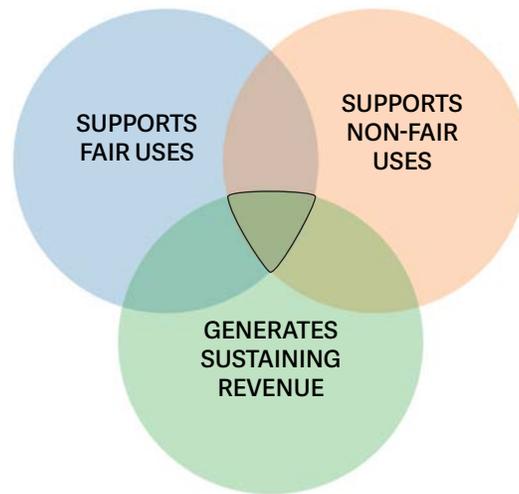
EXISTING PROGRAMS		
ELEMENT	CURRENT SITUATION	RECOMMENDATIONS
Main Building Rentals	Apart from the fair, primarily used on a long-term basis by groups like Island Rec and San Juan Island Racquet club; rented for occasional stand-alone events by external organizations.	Identify opportunities for maximizing year-around use of the facility.  Consider how rental rates should be structured for different user types (e.g. non-profit/government vs. private organization).
Marie Boe Building Rentals	Used for small to medium size meetings (e.g. commission meetings, local groups) and frequently rented by Island stage left. Facility was renovated in recent past. Based on stakeholder outreach, not all potential users realize it is available for rent.	Add kitchen facilities to expanded the range of potential users (see Chapter 6).  Consider improving event space information on the web site, such as adding floor plans.
RV and Group Camping	RV sites used throughout the year; group camp occupied primarily during summer. Not in use for approximately two weeks in August in order to operate the fair.	Identify whether the current rate structure is competitive and reflective of the market.

Change is one of the few constants at the fairgrounds. Horse pulling events of 100 years ago have given way to tennis in the Main Building and drive-in movies on the lawn. In order to respond to this change, staff need a tool to evaluate new programs and other proposals which reflects the fairgrounds' strategic direction.



## 4.6 REVENUE OPPORTUNITIES

When considering projects for their financial implications, the Master Plan seeks to consider how well they achieve the balance of objectives shown in the figure below. At the center is the ideal project that supports fair uses, is flexible enough to be used the rest of the year, and provides opportunities to generate revenue (or at least limits costs). While there is no perfect project, it is useful to identify where a planned project or other action would fall in this diagram. For example, building a shopping mall on the fairgrounds could generate revenue but it would do nothing to support the fair and other uses.



The purpose of this section is to identify opportunities for additional revenue generation while supporting the fair. Based on public input, interviews with stakeholders, and a review of local conditions, two major opportunities were identified: increased facility rentals and additional RV and/or tent camping. Other opportunities for impacting revenue, such as adjusting fair ticket prices or booth rental rates are not addressed here, but are not precluded by the recommendations of the Master Plan.

## EVENT VENUE RENTALS

In general, revenue from facility rentals has been highly variable at the fairgrounds. In the past 10 years, annual revenue has ranged from around \$5,000 some years to more than \$30,000 in others. While facility rentals are offered, they have not been a core focus of the fairgrounds. More specifically, there has not been a strategic effort to attract short term event rentals such as weddings and fundraisers. Currently, the facility is most widely used by non-profit and government organizations, such as Island Rec, under long term lease agreements at \$30 per hour.

Before exploring opportunities to expand facility rentals, it is important to understand existing supply and demand. The median event space in San Juan County is 1,200 SF and only eight spaces are larger than 2,000 SF. The Main Building at the fairgrounds is the largest venue in the county (12,000 SF) and the next largest has half the capacity.

In terms of medium to large venues, there are three main competitors on San Juan Island: the Grange, Brickworks, and Roche Harbor. These venues provide potential customers a range of price points for daily rentals, from \$300-\$400 at the Grange, \$1,400 at Brickworks, and at least \$1,500 at the Roche Harbor Pavilion, each of which includes some level of service and equipment (e.g. chairs, dishes, etc.).



Figure 33. San Juan Island Grange

There are several factors affecting opportunities to expand facility rentals at the fairgrounds, including the balance between existing users; the appropriate rate structure; the level of service, equipment, and amenities needed; and staffing requirements

Expanded use of fairgrounds facilities may require limiting access for existing users. Thankfully, there is inherent compatibility in the demand. Rentals for weddings or similar gatherings are likely to occur during the peak summer season during which users such as Island Rec are less likely to require indoor space. In the future, it may be necessary to develop a prioritization tool for user scheduling.

In addition to scheduling, the opportunity for increased rental revenue will require a strategic approach to the rates. It is recommended that the fairgrounds consider both the user type and demand. For example, Island Rec can be charged nominal user fees during weekdays and throughout the winter, while one-time events during peak season weekends can fetch higher rates. Regardless of the approach taken, the rates should be established in a transparent and rational manner.



Figure 34. Roche Harbor Pavilion



Figure 35. Brickworks

## RVS AND CAMPING

There are currently eight RV sites at the campground, which are located along the southern edge of the property. RV site rental revenue has been climbing steadily, going from under \$5,000 in 2012 to approximately \$20,000 in recent years. While the ferry ticket to bring an RV to the San Juan islands is relatively expensive, it is cost-effective for many visitors, as typical hotel rates exceed \$200 per night during the summer.

In addition to the fairgrounds, San Juan County Park has five RV sites that can accommodate small RVs but lacks water and electricity hookups. Lakedale Resort has five campsites, each of which includes electricity and water, a fire pit, and picnic table. Combined with the fairgrounds sites, there are less than 20 RV sites, excluding any informal sites on private property. The very low number of available sites likely results in unmet demand, which is confirmed by anecdotal evidence from the fairgrounds manager who must turn away RVs during the summer.

Group camping at the fairgrounds is a relatively small operation that generates a few thousand dollar in annual revenue. Due to current zoning, group camping is allowed to support the fair and other events at the fairgrounds (e.g. Bike and Brew). Individual camping is not currently allowed.

The demand for RV and tent camping, like all accommodations in San Juan County, is highly seasonal. Sites are likely to be fully booked in July and August, and sparsely occupied during the winter season from October to April. This radical disparity is evident in county lodging receipts. Lodging receipts in July are approximately seven times that of January. This high level of seasonality should be taken into account for any actions related to RV or tent camping.



Figure 36. RV camping at Lakedale Resort



# 5. COMMUNITY NEEDS

## 5.1 OUTREACH

Community engagement was integral to the Master Plan process. Public outreach was essential to creating development recommendations that best serve the needs of San Juan County residents. Outreach consisted of a series of stakeholder meetings, pop-up events, and online surveys.

Three stakeholder meetings were held with fairgrounds staff and members of the Fair Board, representatives from organizations that use the site and its facilities, residents involved in fair production, and other stakeholders. These meetings identified available resources and opportunities at the fairgrounds, elaborated stakeholder concerns, and refined opportunities for further engagement with the community.

Pop-up events took place at Friday Harbor Market Place, Orcas Island Market, Lopez Village Market, and on-board ferries between Friday Harbor, Orcas Island, and Lopez Island. These events featured informational posters and a survey kiosk. The survey offered respondents an opportunity to share their perspectives on current facilities and programming at the Fairgrounds, as well as the issues and community needs the Master Plan should prioritize. Community members were also invited to ask questions and share input with pop-up event staff. The Master Plan booth at the fair used the pop-up format with the addition of an interactive three-dimensional model of the fairgrounds to encourage visitors to experiment with the placement of new facilities and discuss potential uses.

The first online survey was available from July to early September 2018. Questions were identical to the kiosk survey offered at pop-up events. Community members were notified about the online version at those events and through online forums, local organizations' distribution channels, and physical fliers. Over 300 responses were collected from the kiosk and online survey. Approximately 90% of respondents were year-round county residents and nearly all had been to the fairgrounds. Based on feedback from the County Council, a second online survey was conducted to gather more input from youths aged 13-21. The survey was available for three weeks and gathered 35 responses. In both surveys, approximately 75% of respondents were from San Juan Island.

## 5.2 SUMMARY OF NEEDS AND OPPORTUNITIES

Community input from the outreach efforts clarified needs and opportunities at the fairgrounds. During meetings, stakeholders expressed a desire for expanded partnerships between the fairgrounds and local organizations. Facility improvements and other concerns were also identified. The pop-up events and surveys provided insight into how the community currently uses the fairgrounds and how they envision facilities and programs can meet their needs in the future.

### STAKEHOLDER MEETING TAKEAWAYS

- Year-round use of the fairgrounds is important for economic sustainability and provides the most common good
- Staffing needs and operating costs should be considered in any proposal presented by the Master Plan
- Proposals should expand uses and be responsive to community needs and culture
- Expansion of programming partnerships with local organizations would benefit the community and encourage more year-round use of the fairgrounds
  - Developing youth-focused partnerships such as mentorship and after-school programs are widely supported by stakeholders
  - Entertainment and equestrian groups are interested in growing partnerships
- Facility and grounds improvements are needed to better accommodate current uses and encourage more utilization during non-fair months
  - Upgrading the Main Building's heating system and investing in soft goods could provide more opportunities to use facility's abundant space
  - Textile groups have demand for greater participation during the Fair but require more space than the Fiber Arts building can provide
  - Storage facilities need to be replaced and consolidation should be considered
  - Better circulation and ADA accessibility is a concern
  - Investing in landscape and general aesthetic improvements is needed to attract event rentals of facilities and would benefit all users
  - The commercial kitchen addition to Marie Boe has been previously explored and is widely seen as an opportunity to expand facility rentals and food production space for the Fair and other events

## SURVEY TAKEAWAYS

Community input from the surveys was primarily from residents with experience at the fairgrounds and mirrored many of the takeaways from the stakeholder meetings.

### VISITING THE FAIRGROUNDS

Approximately 65% of survey respondents visit the fairgrounds at least a few times per year on average. Respondents to the first survey pointed to knowledge of events and activities as the primary impact on whether or not they visit the fairgrounds. Cost, quality of facilities, and convenience were also influential and in-person discussions with county residents from other islands frequently noted the difficulty of reaching San Juan Island and the fairgrounds on a regular basis.

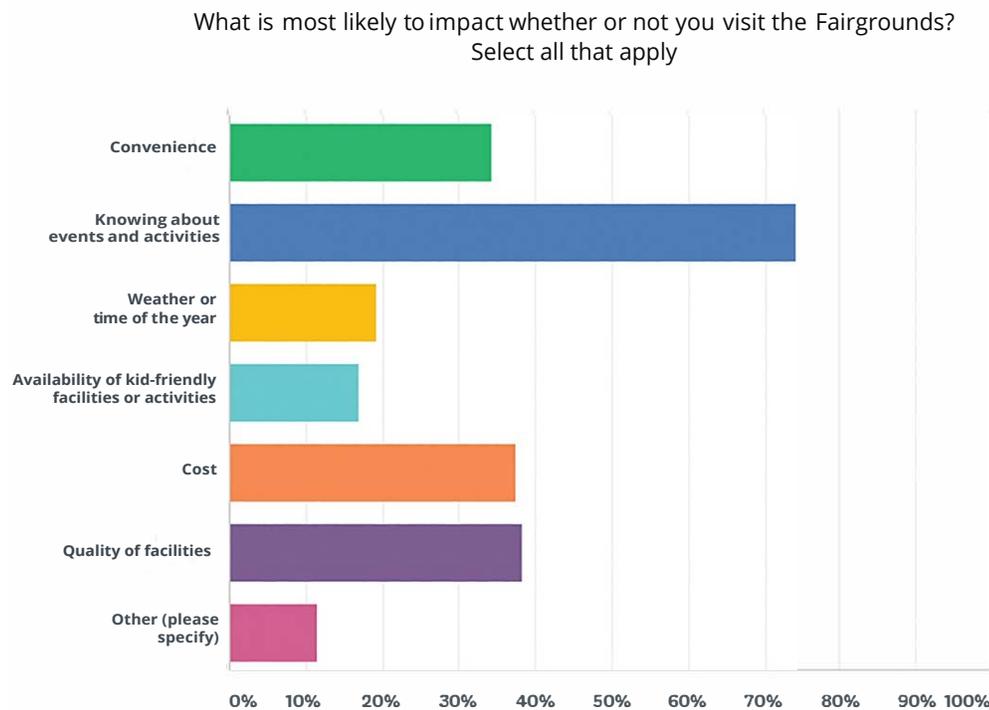


Figure 37. Survey Responses - Factors Impacting Fairgrounds Visits

Youth responses to similar questions suggest that the 13-21 age group see the fairgrounds as easily accessible and that the availability of certain activities is a main driver of visits to the grounds. More than 60% of youth respondents enjoy the current activities offered, with Island Rec programs and the Skate Park being the most widely attended. Young respondents also showed interest in a wide variety of specific potential activities such as art classes and food events, but typically prefer organized activities that do not require an ongoing commitment.

These findings suggest that programming and information distribution are key factors to consider in Master Plan proposals.

**COMMUNITY VISION FOR THE MASTER PLAN**

Notably, in addition to supporting the other findings from the stakeholder meetings, the respondents to the first survey showed support for a Master Plan that is progressive but balanced in its vision. This balanced approach should thoughtfully expand the range of uses at the fairgrounds where possible. When asked what factors should be considered the most important for determining projects to implement, an expansion of uses was chosen by nearly 60% of respondents.

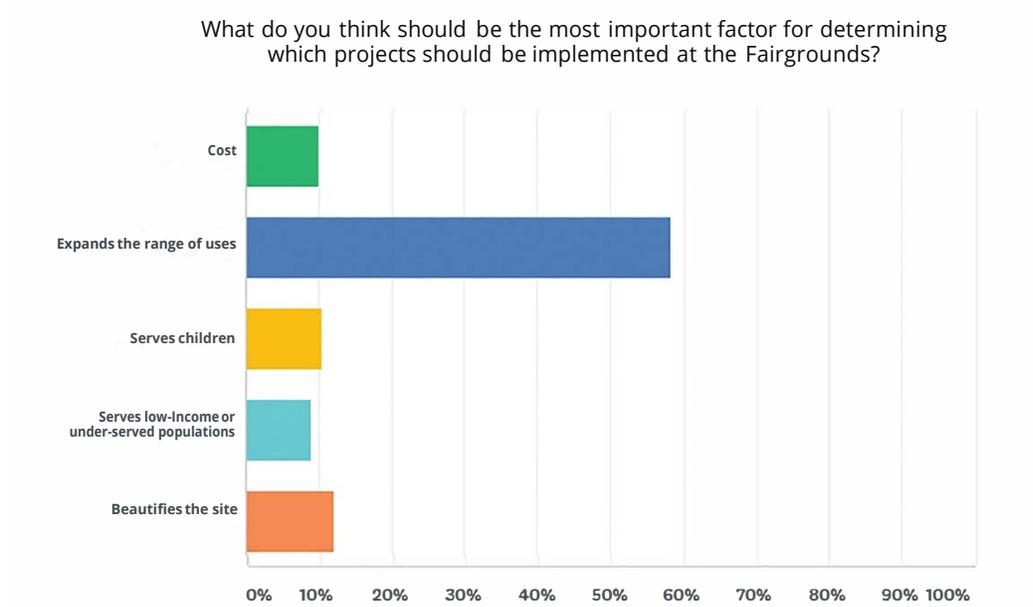


Figure 38. Survey Responses - Factors Impacting Fairgrounds Visits

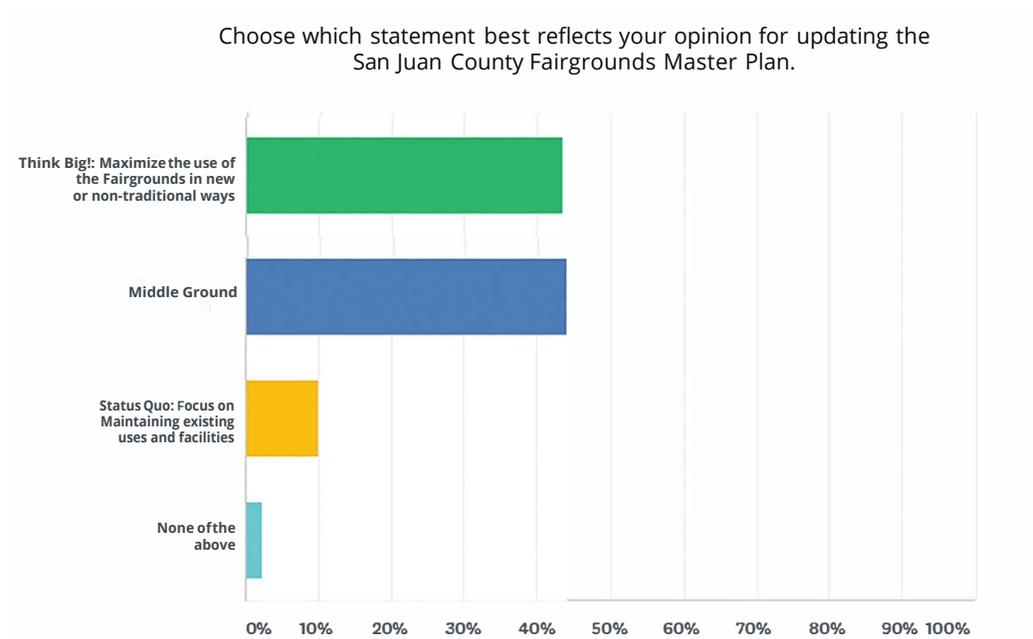


Figure 39. Survey Responses - Opinions on Updating the Master Plan

## 5.3 PLANNING FRAMEWORK

Based on the identified needs and opportunities, a set of guiding principles and strategies for meeting community expectations were developed to inform Master Plan proposals.

### GUIDING PRINCIPLES

- Expand uses at the fairgrounds while balancing existing and proposed uses
- Develop a cohesive and attractive environment that supports revenue-generating activities (e.g. facility rentals) and daily use of the grounds
- Remain responsive to community needs

### STRATEGIES

- Prioritize proposals based on ability to expand uses to meet community needs, generate revenue, and improve or maintain fair event operations
- Preserve cultural integrity of fairgrounds through historically-informed decisions on material selection, architectural forms, and use of areas on-site
- Design new facilities with a focus on multi-functional, adaptable spaces
- In developing and implementing proposals, partnerships should be identified and established in the early phases to encourage investment in and prompt utilization of new facilities and programs
- Establish and maintain effective distribution channels early in projects or program planning to keep the community informed and involved



# 6. CAPITAL IMPROVEMENT PLAN

## 6.1 OVERVIEW

The Capital Improvement Plan outlines a 20-year plan for investment in the fairgrounds and its facilities. It is based on the five-month planning process described in the previous chapters, including public input, collaboration with fairgrounds staff, consultation with the Fair Board, and analysis performed by the consultant team. All projects are described at a conceptual level and do not include many of the elements that will be identified and refined at later stages if and when individual efforts move forward.

## IMPLEMENTATION STRATEGIES

Each of the projects described in this chapter represent a significant investment by the County and its residents. As such, the strategies below have been identified to ensure responsible, forward-focused investment in the fairgrounds.

- Prioritize projects that serve multiple purposes and users.
- Avoid constructing and maintaining facilities that are only useful during the Fair.
- Plan for expansion and evolving needs over time.
- Define clear expectations for site partners and building users.
- Support non-County capital projects on the site as appropriate but ensure functional capability with the fair and fairgrounds.
- Staffing needs and costs should be considered in the early stages of project implementation. Where beneficial, partnerships with contractual staff such as local event planners should be established.

## 6.2 PROJECTS

The table below and the map on the opposite page identify the major projects that comprise the Capital Improvement Plan, which is divided into near-term (e.g. the next six years) and the long-term (7-20 years). The cost estimates for each project are intended to provide a rough order of magnitude for planning purposes only. They were developed using the best available cost information and attempt to take into account local factors, such as the increased cost of labor and materials on San Juan Island. In addition, building construction costs include contractor fees and other “soft” costs, a 10% project contingency, and price escalation to 2021 (e.g. potential cost increases beyond inflation).

		<b>Planning Level Cost Estimate</b>
<b>6-Year Projects</b>		
1	Grandstand Cover & Storage	\$150,000
2	Northwest Corner Building Demolition & Landscape Improvements	\$55,000
3	Additional RV & Tents Sites	\$60,000
4	Marie Boe Kitchen Addition (building and equipment)	\$1,100,000
5	Main Building Improvements	\$82,500
<b>Long-term Projects</b>		
6	New Pavilion #1	\$575,000
7	New Pavilion #2	\$365,000
8	New Livestock Ring & Plaza	\$120,000

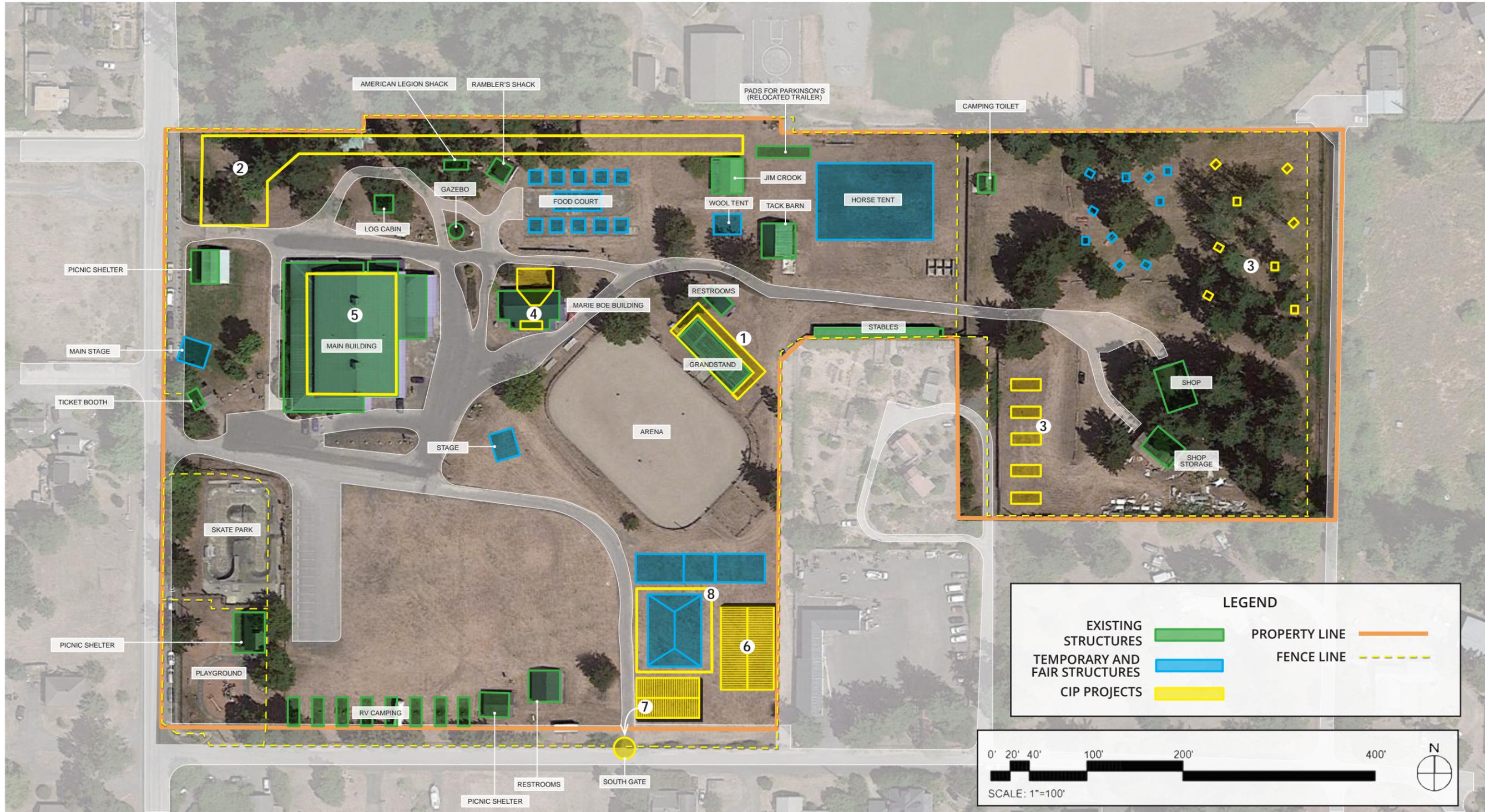


Figure 40. Map of proposed capital improvement projects

## PROJECT 1

### GRANDSTAND COVER & STORAGE

**Description:** Constructs a consolidated storage facility that also includes a partial awning for the arena bleachers and a new landmark sign for the fairgrounds.

**Rationale:** Existing fairgrounds storage is inefficiently scattered throughout the site in multiple aging facilities. Storage consolidation allows the demolition of numerous older buildings that detract from the site's appearance. In addition, a new facility provides the opportunity to optimize storage (e.g. racks or other equipment) and will likely enable an overall reduction in the storage footprint.

**Fiscal Considerations:** The estimated project cost is \$150,000 for a purpose-built post-frame structure with concrete slab.

**Implementation Considerations:** The project should be designed to support a comprehensive consolidation of all storage across the fairgrounds for both fair and non-fair uses.



Figure 41. Concept for storage with canopy and signage behind the arena bleachers.

## PROJECT 2

### NORTHWEST CORNER BUILDING DEMOLITION & LANDSCAPE IMPROVEMENTS

**Description:** Demolish or relocate the Boy Scout House and demolish the storage buildings, old restroom building, and tractor shed. Develop the following grounds improvements to transform the area into a year-round park-like setting: 1/4 mile gravel loop path; gravel parking lot for five vehicles; and landscape improvements and additional seating.

Demolish the Fiber Arts Building and relocate its fair users (e.g. quilting, wool, etc.) to the Main Building. To accommodate this rearrangement, informational booths currently housed in the Main Building will be moved to tents outside the building.

**Rationale:** The northern edge of the property is the most vegetated and park-like area of the fairgrounds but the presence of vacant and dilapidated buildings detracts from the setting. Furthermore, there are few fair-related activities in this area, leaving the area underused and overlooked.

**Fiscal Considerations:** The estimated cost for demolition and removal of the four buildings is approximately \$20,000. Development of a gravel parking lot (with one paved ADA space) and loop pathway is approximately \$25,000. New plantings, bench seating, and similar improvements vary in cost but are estimated at \$10,000 for planning purposes.

**Implementation Considerations:** Clear signage is recommended that identifies the “park”, outlines allowed uses (e.g. no off leash dogs), and directs cars to the appropriate parking areas. The parking can be constructed with gravel but should include one paved ADA space. The path should be built with stabilized gravel. A path alignment should be chosen so that at least a portion is ADA accessible; the accessible route should be marked with signs.



Figure 42. Concept for gravel walking path, seating, and landscape improvements in the northwest corner of the site.

## PROJECT 3

### ADDITIONAL RV & TENT SITES

**Description:** Develop five additional RV sites, eight walk-in tent camping sites, and a 600-square foot picnic shelter on the far eastern portion of the fairgrounds, known as the “back four acres.” Parking for tent sites will be located at the main fairgrounds entrance and users will access sites on foot. All visitors will use the existing vault toilet in the camping area or the restrooms located elsewhere on the fairgrounds property.

**Rationale:** RV and tent camping provide an opportunity for the fairgrounds to generate revenue with a relatively low capital investment and minimal disturbance to the site.

**Fiscal Considerations:** The total estimated cost is approximately \$60,000, including the gravel RV pads; connection to electricity with hookup posts; one picnic table per RV or tent camping site; and a 20 by 30 foot pole structure picnic shelter on a concrete pad. To decrease development costs, RV sites will be constructed with electricity connections only (i.e. no water or sewer service).

Based on RV site rentals in previous years, anticipated demand, and the lack of accommodations on San Juan Island during peak season, the investment in camping and RV sites will quickly recoup costs. A conservative financial model was developed using a rate of \$30 for RV sites and \$25 for tent sites. Assuming 50% occupancy during the summer peak, 25% during shoulder seasons, and 10% during the rainy October to April season, a \$60,000 initial investment would be returned by the third year of operation. If development costs increase by 50%, the project would be profitable by the fourth year of operation.

**Implementation Considerations:** The primary implementation concerns are the necessary revisions to the Fairgrounds Overlay in the San Juan County land use code. Changes are required to allow additional RV sites and individual tent camping.



Figure 43. Existing tent camping during the fair



Figure 44. Location of proposed RV sites

## PROJECT 4

### MARIE BOE KITCHEN ADDITION

**Description:** The project includes a 1,000 SF commercial kitchen addition to the Marie Boe Building.

**Rationale:** A commercial kitchen is proposed to serve a wide range of fairgrounds users. The community currently lacks a well-equipped publicly-available kitchen and must rely on private organizations. The kitchen's purpose is multi-faceted. First, it provides a resource for education and skill development by organizations like the 4-H. Second, it supports economic development by providing local food producers and caterers with a resource they could not otherwise afford. Lastly, it serves to increase the appeal of the fairgrounds as a venue rental for weddings and comparable events where food service is an integral part of the activity. The Fair will also benefit from the kitchen, as it will allow vendors to comply with food preparation regulations.

**Fiscal Considerations:** The estimated project cost is approximately \$900,000 for design and construction of the addition, plus \$200,000 for kitchen equipment. Costs for non-building site development (e.g. parking, pedestrian paving, etc.) and bringing 3-phase power onto the fairgrounds site are covered in the Site Improvements section at the end of this chapter.

All users will be expected to pay for use of the kitchen, but development of the rate schedule should be carefully considered. Commercial kitchens typically rent for \$15 to \$25 per hour. Most kitchens charge users based not only on the length of use, but also what they use. For example, bakers



Figure 45. Proposed site plan of Marie Boe Building and kitchen addition

requiring extensive use of ovens are charged higher rates to compensate for electricity consumption. Users may also be charged for refrigerator or freezer storage. Split pricing allows users to tailor resources to meet needs.

As the kitchen is expected to serve a variety of users, consideration should be given to non-County financial support. Entities such as the San Juan Island Community Foundation may provide direct or in-kind assistance through its supporters.

**Implementation Considerations:** A variety of potential external partners have been identified for this project, including:

- San Juan County Health & Community Services for
- WSU Extension and 4-H
- San Juan Island (Joyce L. Sobel) Family Resource Center
- Island Rec
- San Juan Island Agricultural Guild
- Local schools

The kitchen will likely host a variety of uses and users, from food safety programs and cooking classes to commercial food production by local farmers. As such, development and operation of the kitchen should consider balancing these various interests. Users should be consulted before purchasing equipment and installing fixed building components to ensure the space will serve the targeted audiences.



Figure 46. View of existing Marie Boe Building and proposed addition

## PROJECT 5

### MAIN BUILDING IMPROVEMENTS

**Description:** Non-structural improvements to the Main Building to better serve existing users and attract revenue-generating events, such as weddings, community events, conferences, and retreats.

The project adds two propane-fueled 300,000 BTU/h unit heaters with downward deflectors.

In addition to the improvements recommended here, smaller improvements such as painting and repair should be performed as necessary.

**Rationale:** The main building is the most heavily used fairgrounds building and serves the widest range of uses. Further investment achieves two goals. First, it will make the building a more useful, enjoyable, and safe space for all users. Second, an improved space will attract a wider range of rental customers and can be rented at higher rates.

**Fiscal Considerations:** The estimated project cost is \$82,500, which includes:

- \$10,000 for heating units
- \$5,000 for safety padding
- \$25,000 for event tents
- \$7,500 for high volume low-speed (HVLS) fan
- \$10,000 for event decor, lighting, and equipment
- \$25,000 for floor/wall repair and cosmetic improvements



*Figure 47. Example of a multi-use fairgrounds building prepared for event rental (Kendall County Fairgrounds, Illinois)*

**Implementation Considerations:** Beyond better serving existing users, the improvements provide opportunities to rent the facility more often and at higher rates. Successfully marketing the facility and operating events may require additional staffing. As demand for the space is uncertain, the county should consider contracting an events planner on San Juan Island to help identify likely customers and event needs, and to assist with event production on an as-needed basis. An event planning professional will help the fairgrounds staff understand the market and establish essential elements of the event-management structure.

While opportunities for increased revenue generation will help to sustain the fairgrounds and its facilities, it is essential to take a systematic approach to determining availability of the Main Building. For example, by developing a tool that gives customers paying market-rate prices priority for high-demand days will increase overall revenue. Regardless of the approach, the system should be transparent and its need to balance fairground operating goals clearly stated.



*Figure 48. Example of padding to ensure safety for users like Island Rec*



*Figure 49. Example of an event tent installed inside an existing building*

## PROJECTS 6, 7 AND 8

**Description:** These projects include a total reconstruction and reconfiguration of the livestock facilities located along the southern edge of the property. Project 6 (Pavilion #1) is a 5,000 SF multi-purpose facility with open sides and a concrete floor. Project 7 (Pavilion #2) is a similar 3,200 SF facility. Both buildings will be designed as clear-span structures to maximize flexibility. During the fair, portable animal pens and natural ground cover will be added in order to house sheep, goats, swine, cattle, and other large animals. Outside the fair, the buildings will be available for weddings, fundraising, recreational activities, and other events. Project 8 (New Livestock Ring & Plaza) will serve as a plaza for the pavilion buildings and provide an updated replacement to the current livestock arena.

**Rationale:** While existing livestock buildings adequately house animals during the fair, they are nearing the end of their service lives and do not meet the evolving needs of fairground users and the ever-changing composition of fair exhibits.

**Fiscal Considerations:** The estimated cost for all three projects is approximately \$1,060,000, consisting of \$575,000 for the first pavilion, \$365,000 for the second pavilion, and \$120,000 for the multi-purpose plaza that will also house the livestock ring, tent, and bleachers during the fair. These costs include demolition of the existing structures and site preparation. Staff will need to be assigned to maintaining the buildings and plaza.

**Implementation Considerations:** The project is configured to be implemented in two phases. The first phase includes the demolition of the sheep/goat barn, swine barn, and 4-H storage building and construction of Pavilion #1. In order to accommodate construction, the livestock ring will be moved to a temporary location south of the arena. When additional capital funding is available, the second phase can be implemented. This includes demolition of cattle barn and construction of Pavilion #2 and the new multi-use plaza.



Figure 50. Concept for new multi-purpose livestock pavilions and plaza



Figure 51. A multi-purpose unenclosed structure at the Nevada County, California fairgrounds similar to the pavilions proposed for the San Juan County Fairgrounds

## PROPOSED DEMOLITION

One of the major challenges for operating and maintaining the fairgrounds is the number of small, outdated, and deteriorating buildings. These structures not only detract from the appearance of the site but they create long-term cost liabilities, especially as major building components such as roof and structural elements require repair or replacement. The buildings listed below are recommended for demolition either in conjunction with proposed facility construction or as an independent action to clear the property of unneeded buildings.



### **Boy Scout House**

Action: Provide the Boy Scouts the opportunity to relocate the facility off site; otherwise the building should be demolished.

Rationale: The building is deteriorating, does not serve fairground related uses, and is poorly configured for reuse.



### **Storage Buildings**

Action: Demolish

Rationale: Buildings are small and in poor condition. Storage needs would be better served by an improved and consolidated facility.



### **Old Restrooms**

Action: Demolish

Rationale: Facility is vacant and no longer used.

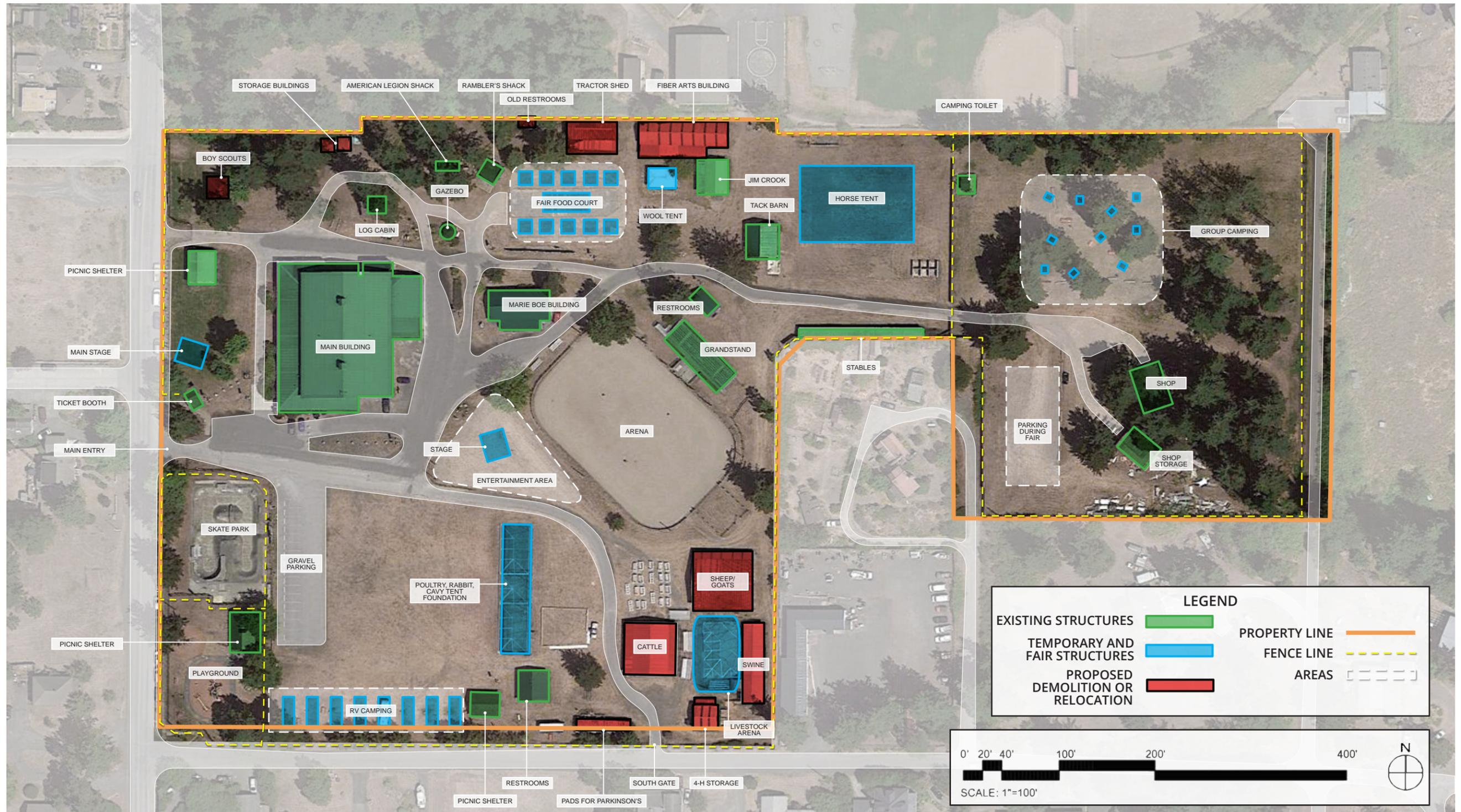


Figure 52. Map of proposed demolition

**Sheep & Goat Barn**

Action: Demolish and replace with multi-purpose livestock facilities (Projects 6 and 7).

Rationale: Building has reached the end of its lifespan, requires roof replacement, and lacks permanent structural elements, such as a concrete foundation.

**Cattle Barn**

Action: Demolish and replace with multi-purpose livestock facilities (Projects 6 and 7).

Rationale: Building lacks structural features necessary to remain permanently, lacks a finished floor, and is poorly configured for evolving needs.

**Swine Barn**

Action: Demolish and replace with multi-purpose livestock facilities (Projects 6 and 7).

Rationale: Facility is a pre-fabricated structure that has reached the end of its useful life.

**4-H Storage**

Action: Demolish and relocate storage to consolidated facility.

Rationale: Building is functional but will eventually require replacement as the pre-fabricated structure continues to age. Demolition allows for a complete reconfiguration of this portion of the fairgrounds to accommodate new livestock buildings.



**Tractor Shed**

Action: Demolish and relocate storage to consolidated facility.

Rationale: Building is primarily used to store surplus materials that can be kept elsewhere. Structure requires repair to vital components. Due to condition and configuration, the building is poorly suited for reuse.



**Fiber Arts Building**

Action: Provide short-term repairs as necessary but eventually replace with a new facility.

Rationale: The building has been modified many times, likely through volunteer labor, but is poorly designed for permanent occupancy. Support posts and other structural elements make it difficult to use the space efficiently.



## OTHER PROJECTS

In addition to the projects discussed earlier in this chapter, there are various site improvements and building repairs that should be implemented. These projects are recommended for near-term implementation because they provide the foundational elements required for successful operation of the site and support future development.

### ELECTRICITY

In anticipation of the project to construct a commercial kitchen addition to the Marie Boe Building, 3-phase service should be requested from OPALCO. The estimated cost for installation is between \$30,000 to \$40,000. This new service will not only support the kitchen but also provides additional capacity for possible future demand. Whenever possible, power upgrades should be performed on a comprehensive, site-wide basis for the sake of efficiency. For example, the installation of underground conduit is less expensive if done once rather than rehiring contractors over many years.

### GROUND IMPROVEMENTS NEAR MAIN BUILDING AND MARIE BOE BUILDING

A package of improvements near the Main Building and Marie Boe Building supports the entire fairgrounds. The image below shows a conceptual configuration for the addition of paving, gravel parking areas, and stormwater infrastructure.

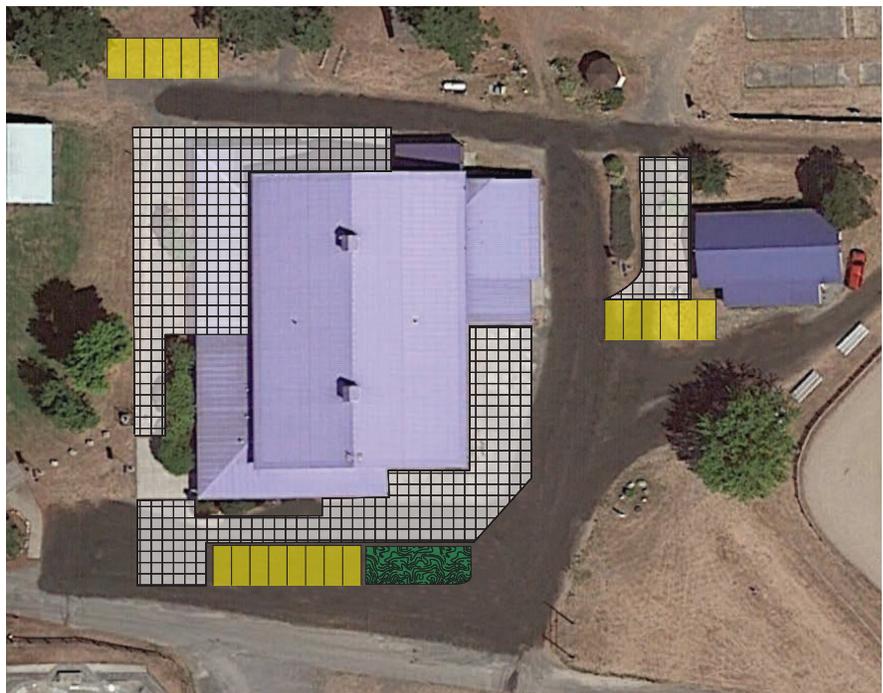


Figure 53. Concept for paving (white), stormwater management infrastructure (green), and additional parking (yellow) near the Main Building

These improvements serve complementary purposes. First, paving and regrading around the Main Building provide the opportunity to address persistent stormwater ponding that occurs as a result of the gravel surface. Second, the paved areas allow for a better use of this centrally-located outdoor space, particularly during the fair. In order to accommodate a rearrangement of uses, such as moving the quilting and wool exhibits into the Main Building, additional space will be needed for the informational booths and vendors they displace. Lastly, these improvements provide better accessibility in the most heavily used portion of the fairgrounds.

The cost to implement these improvements will vary based on the scope, choice of paving materials, and other factors. For planning purposes, the conceptual package of improvements is estimated at \$200,000 to \$300,000.

### **ACCESSIBLE PATHWAYS**

The cost to develop paved pathways across the site is primarily dependent on the length of pathway. For a point of reference, a 4-foot asphalt path costs approximately \$14 per linear foot. The cost includes materials, labor, and soft costs. A 500-foot long path from the Main Building to the livestock buildings would cost approximately \$7,000, while a connection from the Main Building to the camping area would cost roughly \$11,000.

Pedestrian circulation on the site primarily occurs along the existing gravel roadways. As such, construction of accessible paved pathways should occur alongside established routes. Approximately 2,000 linear feet of pathway is needed to provide thorough connections throughout the site, including linkages to adjacent public sidewalks. Including design and other costs, a basic, 4-foot wide network of pathways will cost approximately \$50,000.

### **BUILDING REPAIRS**

In order to serve increased fairground use, particularly from additional RV and tent camping sites, stand-alone restrooms should be upgraded. This includes one restroom at the existing RV area and one behind the arena.

## **6.3 EXTERNAL PARTNER PROJECTS**

In addition to the County-sponsored projects discussed in the previous section, the planning process identified other potential projects for the fairgrounds property that could be developed and implemented by external partners. External partner projects are described below.

### **COLD STORAGE FACILITY**

The San Juan Islands Agricultural Guild is studying alternatives for providing cold storage locations to serve the county's agricultural producers and consumers. The fairgrounds property has been identified as a potential location for one of the facilities. The project would initially be a 650-square foot container, but could grow if the concept is successful. Beyond a site for the cold storage equipment, the project would also require vehicle access and parking for up to four pick-up trucks. This fairgrounds would serve as a host to the project but would not be the primary financial sponsor.

### **LOG CABIN UPGRADES**

The log cabin located behind the Main Building is identified for continued preservation. This effort will require planning and funding support from partner organizations, particularly the San Juan Historical Museum. The fairgrounds' role would continue mostly as host, with some financial support possible depending on the requirement.

## **HORSE FACILITY**

During the planning process, various members of the community identified their desire to incorporate a covered horse facility, including a covered riding area. This project was not included in the list of recommended capital projects in favor of moderately-scaled facilities that serve multiple uses. While a permanent, covered horse facility is not included as part of the Master Plan, the fairgrounds staff and Fair Board will continue to consider proposals from external partners.

## **SHORT-TERM, SEASONAL, AND EMPLOYEE HOUSING**

Given the fairgrounds well-situated location, multiple community members suggested exploring the potential for short-term housing at the fairgrounds. Further studies are needed to explore this suggestion, particularly regarding sponsorship of the project, its scale, who it would serve, and other factors. For these reasons, potential sites have not been identified. Fairgrounds staff remain open to exploring how the site can help meet county goals related to housing and other needs.



# APPENDICES



# **APPENDIX A.**

# **FAIRGROUNDS**

# **COMPARISON SURVEY**

# SURVEY OVERVIEW

The Fairgrounds Comparison Survey was an email survey distributed to fairgrounds throughout Washington in an effort to gain a better understanding of how fairgrounds in the state are organized, their recent financial performance, and what strategies they are using to increase revenue. Responses were used to give context to the San Juan County Fairgrounds' recent financial performance and inform strategies in the San Juan County Fairgrounds Master Plan.

## QUESTIONS

Each email survey asked the following questions:

1. What is the governance structure? (i.e. part of county, part of city, independent, other)?
2. Who owns the property on which your fair is located?
3. What is your market region for the fair (i.e. where do fair attendees come from)?
4. What are your latest fair attendance trends?
5. How have the fairgrounds and fair performed financially over the past five years?
6. What have you done to increase revenue, particularly during the off season?

## SUMMARY OF RESPONSES

The following are the main takeaways from survey responses:

- Majority of respondents are governed as part of their county and all properties other than the Washington State Fair are under an ownership agreement or outright owned by the governing county.
- Market regions typically consist of the host county and areas within 150 miles of the Fairgrounds.
- 7 of 11 respondents have seen stable attendance or limited growth. Whitman County / Palouse Empire Fair (slowly declining), Spokane County Fair & Expo Center (growing), Columbia County Fair (strong growth), and Southwest Washington Fairgrounds (growing) are exceptions.
- Financial performance varies. Respondents that gave actual figures were split - two of the four are operating at a loss, Evergreen State Fairgrounds is profiting, and Columbia County Fair and Southwest Washington Fairgrounds are improving but do not state if they are profitable.
- Successful strategies to increase revenue include: Renting facilities (events, storage, equestrian), improving facilities, adapting schedules, expanding partnerships/sponsorships, rebranding, and marketing.

# FULL RESPONSES

## WHITMAN COUNTY / PALOUSE EMPIRE FAIR

### 1. WHAT IS THE GOVERNANCE STRUCTURE? (I.E. PART OF COUNTY, PART OF CITY, INDEPENDENT, OTHER)?

Government – Whitman County

### 2. WHAT IS YOUR MARKET REGION FOR THE FAIR (I.E. WHERE DO FAIR ATTENDEES COME FROM)?

Whitman County, some from Idaho

### 3. WHAT ARE YOUR LATEST FAIR ATTENDANCE TRENDS?

From what I see in past State Fair reports, the attendance has been slowly declining (as has our entries).

### 4. HOW HAVE THE FAIRGROUNDS AND FAIR PERFORMED FINANCIALLY OVER THE PAST FIVE YEARS?

That one is tough for me to answer. I am trying to understand how the previous management justified their numbers, and I am unable to. My numbers show differently.

### 5. WHO OWNS THE PROPERTY ON WHICH YOUR FAIR IS LOCATED?

Whitman County

### 6. WHAT HAVE YOU DONE TO INCREASE REVENUE, PARTICULARLY DURING THE OFF SEASON?

We are looking at building some new buildings and improving the equestrian area.

## EVERGREEN STATE FAIRGROUNDS\*

### 1. WHAT IS THE GOVERNANCE STRUCTURE? (I.E. PART OF COUNTY, PART OF CITY, INDEPENDENT, OTHER)?

We are part of Snohomish County Parks, Recreation & Tourism

### 2. WHAT IS YOUR MARKET REGION FOR THE FAIR (I.E. WHERE DO FAIR ATTENDEES COME FROM)?

We are the largest government owned fair in Washington so we will get visitors from within 150 miles

### 3. WHAT ARE YOUR LATEST FAIR ATTENDANCE TRENDS?

We typically have around 340,000 people but are very weather dependent

### 4. HOW HAVE THE FAIRGROUNDS AND FAIR PERFORMED FINANCIALLY OVER THE PAST FIVE YEARS?

We have typically have revenues exceed expenses by about \$800 to \$1M

### 5. WHO OWNS THE PROPERTY ON WHICH YOUR FAIR IS LOCATED?

Snohomish County

### 6. WHAT HAVE YOU DONE TO INCREASE REVENUE, PARTICULARLY DURING THE OFF SEASON?

Winter Storage. Indoor Riding Arena Rental. We also rent our Community Building for meetings, wedding, and special events. We have a second smaller building that we rent out for birthdays, and small meetings. We are working on updating the heating/cooling system in a third building to hopefully attract more off season events.

## GRANT COUNTY FAIRGROUNDS

### 1. WHAT IS THE GOVERNANCE STRUCTURE? (I.E. PART OF COUNTY, PART OF CITY, INDEPENDENT, OTHER)?

We are a county Government, Grant County with three commissioners. We are not a charter county I believe.

### 2. WHAT IS YOUR MARKET REGION FOR THE FAIR (I.E. WHERE DO FAIR ATTENDEES COME FROM)?

Most of our fair attendees come from this county and the neighboring counties of Adams and Kittitas.

### 3. WHAT ARE YOUR LATEST FAIR ATTENDANCE TRENDS?

We saw a slight downturn in attendance this year but that was primarily attributed to smoke. Our trend is slightly up each year coinciding with growth in our county.

**4. HOW HAVE THE FAIRGROUNDS AND FAIR PERFORMED FINANCIALLY OVER THE PAST FIVE YEARS?**

Financially over the past five years we have requested county funds to break even. This number typically runs around \$500k. But we are seeing rental revenues increase and expect this trend to begin to move towards zero.

**5. WHO OWNS THE PROPERTY ON WHICH YOUR FAIR IS LOCATED?**

The county owns the fairgrounds – 187 acres.

**6. WHAT HAVE YOU DONE TO INCREASE REVENUE, PARTICULARLY DURING THE OFF SEASON?**

Our primary focus is non-fair related revenue. We are seeing larger numbers of Equestrian events at the fairgrounds and have geared our goals toward increasing this number. Our draw is 187 acres, 310 covered horse stalls, two large indoor riding arenas, one large outdoor practice arena and a rodeo arena that seats 6000 people. We are also centrally located in the state of Washington and draw attendees from Idaho and Oregon in addition to Washington. We also have more than 300 days of Sunshine each year and more than 300 RV sites on the grounds. In addition to Equestrian events two of our buildings are rented for family events, parties, etc. I can provide a rate schedule if that helps and you are more than welcome to tour our facility.

We currently have a staff of three office people plus myself and four grounds folks. Our last master plan was done in 2004 but we are needing an update in the not-to-distant future.

**SPOKANE COUNTY FAIR AND EXPO CENTER****1. WHAT IS THE GOVERNANCE STRUCTURE? (I.E. PART OF COUNTY, PART OF CITY, INDEPENDENT, OTHER)?**

County

**2. WHAT IS YOUR MARKET REGION FOR THE FAIR (I.E. WHERE DO FAIR ATTENDEES COME FROM)?**

Eastern Washington, Idaho, Western Montana, British Columbia, Alberta

**3. WHAT ARE YOUR LATEST FAIR ATTENDANCE TRENDS?**

Up significantly over last year around 15%. No smoke or rain, better economy. New attractions

**4. HOW HAVE THE FAIRGROUNDS AND FAIR PERFORMED FINANCIALLY OVER THE PAST FIVE YEARS?**

Last 4 years adequately, this year great!

**5. WHO OWNS THE PROPERTY ON WHICH YOUR FAIR IS LOCATED?**

County owned but within city limits of Spokane Valley.

**6. WHAT HAVE YOU DONE TO INCREASE REVENUE, PARTICULARLY DURING THE OFF SEASON?**

Advertise calendar of events in tourism publications, networking with Chamber and visitorsâ€™ Bureau.

**PENDE OREILLE COUNTY FAIR****1. WHAT IS THE GOVERNANCE STRUCTURE? (I.E. PART OF COUNTY, PART OF CITY, INDEPENDENT, OTHER)?**

Pend Oreille County Fair is run by board elected by citizens of Pend Oreille County for three year terms. twelve members plus one county commissioner.

**2. WHAT IS YOUR MARKET REGION FOR THE FAIR (I.E. WHERE DO FAIR ATTENDEES COME FROM)?**

Market is primarily Pend Oreille County plus some from Spokane County and Stevens County.

**3. WHAT ARE YOUR LATEST FAIR ATTENDANCE TRENDS?**

Fair attendance pretty consistent at about 4000 per year.

**4. HOW HAVE THE FAIRGROUNDS AND FAIR PERFORMED FINANCIALLY OVER THE PAST FIVE YEARS?**

We have been pretty self sustaining but not much extra for big capital improvements. Kalispell tribe had been extremely important in financing some remodeling and supporting youth.

**5. WHO OWNS THE PROPERTY ON WHICH YOUR FAIR IS LOCATED?**

Pend Oreille County owns property fair, board allowed to operate fair. County provides near zero financial support.

**6. WHAT HAVE YOU DONE TO INCREASE REVENUE, PARTICULARLY DURING THE OFF SEASON?**

Primary off season use is rv and boat storage October to April.

**JEFFERSON COUNTY FAIR ASSOC.****1. WHAT IS THE GOVERNANCE STRUCTURE? (I.E. PART OF COUNTY, PART OF CITY, INDEPENDENT, OTHER)?**

Jefferson County Fair Assoc is a nonprofit and we have a Memorandum of Agreement with Jefferson Count to fund, maintain and operate the fair and fairgrounds year round.

**2. WHAT IS YOUR MARKET REGION FOR THE FAIR (I.E. WHERE DO FAIR ATTENDEES COME FROM)?**

We draw from Jefferson, Kitsap, King, Clallam, Island

**3. WHAT ARE YOUR LATEST FAIR ATTENDANCE TRENDS?**

We average about 11,000

**4. HOW HAVE THE FAIRGROUNDS AND FAIR PERFORMED FINANCIALLY OVER THE PAST FIVE YEARS?**

We have been doing well over the past years.

**5. WHO OWNS THE PROPERTY ON WHICH YOUR FAIR IS LOCATED?**

Fairgrounds property is owned by Jefferson County

**6. WHAT HAVE YOU DONE TO INCREASE REVENUE, PARTICULARLY DURING THE OFF SEASON?**

We have a year round campground that provides income. We also have grounds & building rentals for events, off season storage for boats, cars, rvs. The Fair Assoc also hold a Garage Sale and Holiday Fair.

**NORTHEAST WA FAIR****1. WHAT IS THE GOVERNANCE STRUCTURE? (I.E. PART OF COUNTY, PART OF CITY, INDEPENDENT, OTHER)?**

The NE WA Fair and Fairgrounds is under the Stevens County Commissioners funding - I get a budget for the fairgrounds event center and rv park separate from that is the 4 days of the fair that is funded by the state and the county-the fair Association is an advisory board only used to be they put on the fair but that has been 13 years ago

**2. WHAT IS YOUR MARKET REGION FOR THE FAIR (I.E. WHERE DO FAIR ATTENDEES COME FROM)?**

about 150 mile radius

**3. WHAT ARE YOUR LATEST FAIR ATTENDANCE TRENDS?**

we run about 12,000 people each year - we have a good support base

**4. HOW HAVE THE FAIRGROUNDS AND FAIR PERFORMED FINANCIALLY OVER THE PAST FIVE YEARS?**

since we are a small tri county fair we have the local lumber mill Boise Cascade pay for everyone that comes on Thursday—(it was voted before I came to make thurs and Sun \$1 to get more people to come—so boise started out 5 years ago with about 1,200 people now we are up to almost 2,000—and Sunday was running about 125 people and with the local chevy dealership he started with 300 people and is up to over 800--

**5. WHO OWNS THE PROPERTY ON WHICH YOUR FAIR IS LOCATED?**

Odd deal for me - the fairgrounds sits on City of Colville Property but there is an agreement that states as long as there is a "Fair" - the ground is considered the county but the minute that there is no longer the 4 day fair the ground reverts back to the City.

**6. WHAT HAVE YOU DONE TO INCREASE REVENUE, PARTICULARLY DURING THE OFF SEASON?**

All the barns are full of Rv's and boats since I took over-They pay a one time fee for winter from Oct to May-\$12 a foot—I house over 60—I host Fire Camps- just had a Dog rescue for about a month-then the event center is busy each weekend and meetings during the week- can't get a weekend until after the first of the weekend. I have

family reunions and bike tours that come through on a regular basis- the RV park is full this winter with a logging company-

I am curious about others that have similar jobs as my management job—what they are paid—I am a party of one no employees—so I organize the fair and the events and take care of maintaining the grounds- the grounds sit on 6 acres –also the snow removal in the winter- I am in a city population of 5,000 so it would be good information to know

## COLUMBIA COUNTY FAIR

### 1. WHAT IS THE GOVERNANCE STRUCTURE? (I.E. PART OF COUNTY, PART OF CITY, INDEPENDENT, OTHER)?

we are county subdivision board structure. Cty Comm’s appoint board members who vote on fair business. Within Fair Board we have op committees that are then delegated responsibility for areas of fair.

### 2. WHAT IS YOUR MARKET REGION FOR THE FAIR (I.E. WHERE DO FAIR ATTENDEES COME FROM)?

mostly local, but some pull from couple 100 miles around.

### 3. WHAT ARE YOUR LATEST FAIR ATTENDANCE TRENDS?

gate was up about 30% year over year. We had better whether this year. It has been better every year

### 4. HOW HAVE THE FAIRGROUNDS AND FAIR PERFORMED FINANCIALLY OVER THE PAST FIVE YEARS?

about 14k gate in 2014 about 30k this year. Id guess sponsors at about 9k in ‘14 and 30k this year.

### 5. WHO OWNS THE PROPERTY ON WHICH YOUR FAIR IS LOCATED?

County

### 6. WHAT HAVE YOU DONE TO INCREASE REVENUE, PARTICULARLY DURING THE OFF SEASON?

other than the fair, we have no other revenue generating events. Sponsor drive and state funding allocation are the only other rev generators.

## KITSAP COUNTY FAIRGROUNDS EVENT CENTER

### 1. WHAT IS THE GOVERNANCE STRUCTURE? (I.E. PART OF COUNTY, PART OF CITY, INDEPENDENT, OTHER)?

County Government - Parks Department with Fair & Rodeo Advisory Board

### 2. WHAT IS YOUR MARKET REGION FOR THE FAIR (I.E. WHERE DO FAIR ATTENDEES COME FROM)?

Kitsap County and portions of Mason and Pierce Counties

### 3. WHAT ARE YOUR LATEST FAIR ATTENDANCE TRENDS?

Attendance the past 3 years has been about 1.5% increase, annually.

### 4. HOW HAVE THE FAIRGROUNDS AND FAIR PERFORMED FINANCIALLY OVER THE PAST FIVE YEARS?

Fair & Rodeo has generated revenue to offset approximately 85% of direct and indirect costs. Operation of the County Fairgrounds and Event Center, absence the Fair, runs a deficit of approximately \$700,000 annually.

### 5. WHO OWNS THE PROPERTY ON WHICH YOUR FAIR IS LOCATED?

Kitsap County owns the 129ac County Fairgrounds, and leases adjacent property for overflow parking.

### 6. WHAT HAVE YOU DONE TO INCREASE REVENUE, PARTICULARLY DURING THE OFF SEASON?

Permitted events have been fairly stagnant. Establishment/revision of fees to reflect a greater cost recovery has produced minimal revenue increases.

I would be happy to chat with you if you need additional information. We have contracted an outside firm to conduct a Fair Sustainability Study to determine the best organizational/management structure to continue the success of the Kitsap County Fair & Stampede. We expect the study to be presented January 2019.

## WASHINGTON STATE FAIR

### 1. WHAT IS THE GOVERNANCE STRUCTURE? (I.E. PART OF COUNTY, PART OF CITY, INDEPENDENT, OTHER)?

We are an independent 501(c)3 organization with a board of 12 directors elected by shareholders.

### 2. WHAT IS YOUR MARKET REGION FOR THE FAIR (I.E. WHERE DO FAIR ATTENDEES COME FROM)?

Ultimately we draw attendees from all over Washington State, Canada, and other Pacific Northwest states. The greatest percentage of attendees comes from Pierce County followed by King and Snohomish Counties.

### 3. WHAT ARE YOUR LATEST FAIR ATTENDANCE TRENDS?

We receive a slight attendance boost when we extended our dates in 2016. Other than that, the State Fair's attendance has been flat. However, Spring Fair and other year round events have seen steady growth.

### 4. HOW HAVE THE FAIRGROUNDS AND FAIR PERFORMED FINANCIALLY OVER THE PAST FIVE YEARS?

On average, over the past five years the Fairs financial performance has been very strong.

### 5. WHO OWNS THE PROPERTY ON WHICH YOUR FAIR IS LOCATED?

The 501(c)3 corporation; legally named Western Washington Fair Association dba Washington State Fair.

### 6. WHAT HAVE YOU DONE TO INCREASE REVENUE, PARTICULARLY DURING THE OFF SEASON?

The organization continually evolves with a particular eye towards financial performance and strategic planning. For instance, in the last five years, we have rebranded from the Puyallup Fair to the Washington State Fair, we have extended our dates from 17 days to 20 days of Fair, we have gone dark on Tuesdays during Fair, we have more aggressively promoted and driven attendance to the Spring Fair, and smaller details, too many to mention.

## SOUTHWEST WASHINGTON FAIRGROUNDS\*

### 1. WHAT IS THE GOVERNANCE STRUCTURE? (I.E. PART OF COUNTY, PART OF CITY, INDEPENDENT, OTHER)?

The Southwest Washington Fair is a division of the Central Services Department of Lewis County. The Fair Manager reports to the Central Services Director who reports directly to the Board of County Commissioners. We have a 7 member Southwest Washington Fair Advisory Commission that meets monthly to give advice to the Fair Manager and the BOCC.

The Southwest Washington Fair was originally established by RCW 36.90

<http://app.leg.wa.gov/rcw/default.aspx?cite=36.90>

### 2. WHAT IS YOUR MARKET REGION FOR THE FAIR (I.E. WHERE DO FAIR ATTENDEES COME FROM)?

We generally market from Seattle to Portland and Ocean Shores to White Pass. 45% of our attendees come from the immediate areas of Chehalis and Centralia.

### 3. WHAT ARE YOUR LATEST FAIR ATTENDANCE TRENDS?

Attendance for 2018 was up almost 10% from 2017.

### 4. HOW HAVE THE FAIRGROUNDS AND FAIR PERFORMED FINANCIALLY OVER THE PAST FIVE YEARS?

2018 was the best year since 2013. Our bad years were 2015 and 2016 where revenue was down by almost \$100,000 from 2018.

### 5. WHO OWNS THE PROPERTY ON WHICH YOUR FAIR IS LOCATED?

Lewis County

### 6. WHAT HAVE YOU DONE TO INCREASE REVENUE, PARTICULARLY DURING THE OFF SEASON?

Please see attached two documents that I had prepared for a meeting with the Lewis County Board of County Commissioners and the citizen budget advisory board. The documents highlight who we are (fairgrounds team) and what we have done in 2018.

# APPENDIX B.

# INTERVIEW NOTES

## Stakeholder Meeting Minutes

July 12, 2018

Location: San Juan County Fairgrounds

### Attendees

#### **San Juan County**

Dona Wuthnow (Parks & Fair Director)

Jennifer Allen (Fairgrounds & Event Manager)

#### **Fair Board**

Jennifer Rigg

#### **Stakeholders**

Bonnie Turman (Owner – Creative Passions, Superintendent of Junior Crafts)

Sue Fjellman (Superintendent for Crafts and Woodworking)

Nancy Ballman (Wags to Wiggles, horse barn advocate)

#### **MAKERS**

Andy Fenstermacher (Project Manager)

Cory Castagno (Urban Designer and Data Coordinator)

## Fair Activities and Facility Use

### Junior Crafts (under 16) – Jim Crook Building

- Facility Use
  - Space functions fine
  - Concerns about safety of concrete on side of building
  - Interior painting needed
- Preparation, pre-Fair activities take place at Creative Passions
  - Begin around July
  - 30' x 30' space at Creative Passions
- History should be acknowledged and well documented

### Adult (16+) Crafts – Main Building

- Facility Use
  - Not enough space – shared with garden, beer and wine, baking...

### Poultry and Rabbits – Tent w/ Foundation

- Facility Use
  - Happy with current set-up
  - Foundation is nice wind block – keeps animals calm, less noise
  - Any new facility should provide similar wind/noise protection

## Other Spaces in San Juan County

- Alchemy
- Brickworks
- Creative Passions
- Odd Fellows

## Events in San Juan County

- Arts Fair used to be held but was replaced with arts series at Brickworks
  - Every Friday, 4 – 10 PM of August 2018
- Friday Harbor Film Festival is growing in popularity; held in October

## Equestrian Facilities and Programming

### Supporting Perspectives

- More kids are doing open riding
- Demand is there for more clinics and larger Fair participation if facilities available
  - People ride elsewhere (Horseshoe Ranch) but want better facilities
- Fundraising effort is already underway. Some pledges secured by Nancy B.
- Fairgrounds have amenities that could attract riders
  - Access to beach trails
  - Space

- Parking
- Good for groups that don't want to use their own arenas

### **Horse Barn / Stalls**

- Currently no permanent space for storage or to house animals safely
  - Year-round programming / activity not possible
- Stalls already purchased
  - 12' x 12'
- Is multi-functional possible?
  - Specific surface needed but could be removed / covered when needed
- Does not need to be a fully enclosed building; could be half-height walls

### **Arena**

- Some other arenas on the island but people prefer to gather together at Fairgrounds
  - Storage would encourage more use
- Grandstands – has been general talk to move over to other side over the arena and cover
  - Used to be covered, now in direct sunlight
  - Extra paneling added to bleachers recently
  - Position on other side of arena would provide wind block
  - Could improve pedestrian flow and ADA access
  - Improved safety for kids (no sitting on railing)

### **ADA / Senior Facilities, Access and Programming**

- Large retirement and special needs community
  - Demographic changes should be considered
  - ADA needed
- ADA accessibility is not adequate
  - ADA Parking and access at skatepark, front, and across street
  - Main problem areas: food court, arena, main building access
  - Gravel does not work in general, not just at Fairgrounds
  - Alternatives to gravel and paved hardscaping?
- Creating a destination – bring more people to the Fairgrounds year-round

### **Comparable Facilities in San Juan County**

- Odd Fellows, Lopez Community Center, Mullis Community Center, Brickworks, Alchemy, Creative Passions, Grange, and Yacht Club
- Main Building is uniquely sized – good opportunity

### **Stakeholder Perspectives**

#### **Bonnie Turman**

- Mostly comes during the Fair and for sales

- Junior Crafts – kid activities, organizes volunteers for set-up, judging, etc.
- Would like to see more events like movie nights
- Creating a destination – bring more people to the Fairgrounds year-round

### **Sue Fjellman**

- Superintendent Adults (16+) crafts
- There should be more kid-friendly and day uses for the grounds
- No county or other housing on-site due to safety concerns

### **Jenn Rigg**

- Makes t-shirts and is an apparel vendor at the fair in addition to superintendent of poultry and rabbits
- Wants to see more year-round use
- Rental facilities would benefit from beautification, rain gardens, etc.
  - Be more competitive to attract weddings and other events on the island
- Supports commercial kitchen
- Would like to see more ADA accessibility and senior-friendly programming
- Supports housing on-site
  - Judges, entertainment, etc.
  - Part of packages for rentals
- Supports water catchment
- Supports County Campus (or other partner) ideas
- RV storage possible

### **Nancy Ballman**

- 4-H, Wags to Wiggles (personal business), and horse facility advocate
- Advocated for horse barn to be demolished and new facility
  - Has conducted fundraising
- Would like to see youth-friendly horse programming

## **Follow-Up Items**

- Research other regional fairgrounds: Skagit and Whatcom counties
- Documentation of pedestrian flow during the Fair

## **Community Engagement**

### **Survey Distribution – Potential Outlets**

- Rant N Rave (Facebook)
- What's Up Friday Harbor

## Stakeholder Meeting Minutes

July 13, 2018

Location: San Juan County Fairgrounds

### Attendees

#### **San Juan County**

Dona Wuthnow (Parks & Fair Director)

Jennifer Allen (Fairgrounds & Event Manager)

#### **Fair Board**

Barbara Bevens - [mrs.bevens@gmail.com](mailto:mrs.bevens@gmail.com)

Brad Fincher - [bradf@sanjuanco.com](mailto:bradf@sanjuanco.com)

#### **Stakeholders**

Nancy Ballman – [nlnlb2@yahoo.com](mailto:nlnlb2@yahoo.com)

Adrienne Bourne – [addrienneb@sanjuanco.com](mailto:addrienneb@sanjuanco.com)

Matt Claussen – [cayman9@hotmail.com](mailto:cayman9@hotmail.com)

Amy Herd – [alhardy@hotmail.com](mailto:alhardy@hotmail.com)

Carol Hooper – [onstagecavaliers@aol.com](mailto:onstagecavaliers@aol.com)

Michelle Novak – [michellembn@hotmail.com](mailto:michellembn@hotmail.com)

Lars Sorensen – [lsorensen1000@gmail.com](mailto:lsorensen1000@gmail.com)

#### **MAKERS**

Andy Fenstermacher (Project Manager)

Cory Castagno (Urban Designer and Data Coordinator)

## Fairgrounds Staffing

- Staffing is one of the major challenges of expanding Fairgrounds use
  - Hiring rules
  - Finding qualified / available staff
  - Funding (need to show County economic benefit to garner support)
- 3 “pods” of staffing would be ideal for Fairgrounds
  - Facilities management, Fair event management, and event production
- Reducing strain on staff by focusing on facility management during non-fair
  - No event planning
  - Renters with self-contained / planned events
- Volunteers play a huge roll in the Fair
  - 3500+ volunteer hours
  - Likely needed for expanded events

## Fair Activities and Facility Use

### Quilting and Textiles – Weaving / Wool Building

- Facility Use
  - Not enough space for hanging quilts (vendors do not want to fold)
  - Have enough demand for another small space but vendors choose not to participate since it is not available

## Youth Activities and After School Programs

- New facilities such as playfields
- Emergency preparedness with the neighboring school
- Equestrian after school program
- Safety / anti-drug and mentorship programs
- Skate Park
- Youth-oriented events

## Equestrian Facilities and Programming

### Supporting Perspectives

- School kids have shown interest whenever horse activities are taking place
- Equestrian programs teach communication and responsibility skills
  - Caring and communicating with a large animal
  - Building confidence
- Fundraising is available - Amy Herd

### After School Program

- Boarding and care program – kids look after horses

- Classes
- Communication, responsibility, etc.
- Process of planning a program / curriculum already started - Amy H
  - Sheriff, Island Rec, Sue
- Test program during next summer?
  - Not viable during winter yet due to lack of enclosed facilities

### **Equine Therapy**

- Autism, rehab, physical therapy, etc. for all ages
- Program catered to 40+ women?

### **Horse Barn / Stalls**

- Need for enclosed facilities for winter use
  - Multifunctional

### **Arena**

- Arena roofing is not currently on cap improvements list
- Minimum of 80' x 120' if new one built (Amy H)

### **American Legion Facility and Events**

- All Legion revenue from food sales go to scholarships
  - Fair is the largest fundraiser

### **Burger Shack Building**

- New electrical and painting
- Hot water is in the works
- Has been there since 1924
- Currently only open during the Fair

### **Events**

- Would like to participate in more events
  - Movie nights, concerts, etc.
- Couple of weeks' notice for events needed
  - Food / supply ordering, cleaning, etc.
- Economically viable around 40-60 meals
  - Goal for other fundraisers is 40-60 meals
  - Could test new events where at least 50 people are attending
  - Plays are typically around 50 people – Carol H

### **Entertainment and Event Hosting**

- Fairgrounds are great opportunity space for entertainment / events

- Facilities, space, parking and built-in marketing due to community familiarity with Fairgrounds
- Business development is the greatest need for improvement
  - Less need for facility investment
  - Marketing events
  - Info on inventory, capacity, possibly types of events

### **Main Building**

- Only needs tweaks to make more attractive / functional as event space
- Large space is a benefit but also has issues
  - Acoustics
  - Can be remedied with cable, pipe, drape.. space division
- Adaptability is a strength
  - Blank canvas vs. telling/making it something in particular
  - Allow self-contained events to decorate the space

### **Marie Boe Building**

- Current size is minimum
  - Hard to make money without at least the current capacity
- Roll-up door is essential to loading for events

### **Event Needs / Soft Goods**

- Infrastructure for event hosting is already mostly in place
- Staging, sound system and soft goods
  - Better to buy than to rent due to cost of getting supplies to the Island
- Seating
  - Can be very simple: cushioned folding chairs
  - Sponsored cushions to offset price

### **Scheduling**

- Summer is when people are here – don't write it off
- Winter packages?
  - Work with Visitors Bureau to identify off-season opportunity
  - Hotels can benefit and may be open to partnerships

### **Event Types**

- Friday Harbor Film Festival
  - How successful is it?
- Wedding events
  - Aesthetic improvements
  - Potential new barn facility as wedding venue
- Concerts / Music Festivals
  - Bring in huge amounts of people from all over
  - Bill Moss' success?
- Rehearsal / local musical group spaces

- Bells (Carol H) – nowhere to rehearse due or have storage due to challenge of scheduling at other Island facilities
- Self-contained programs/users that just need space
  - Minimal staffing and resource involvement by Fairgrounds
- Theater events
  - Have successfully used Marie Boe for small plays but lack of backstage space makes it difficult, especially during winter
  - Any indoor space can serve as backstage
  - Could potentially perform 1 or 2 plays a year based off recent success (Carol H)
- Taste of Friday Harbor / food events
  - Competitions, tasters, classes, etc.

### **Comparable Spaces**

- Park Building (Beaverton),

## **Stakeholder Perspectives**

### **Barbara Bevens**

- Would like to see more collaboration with the schools – especially next door
  - Play fields
  - Emergency preparedness
- Supports RV storage
- Food court improvements needed
  - Re-pave
  - Possible to tent and heat space

### **Adrienne Bourne**

- Supports more community event hosting
- How do we make fairgrounds thought of as more than just the Fair?

### **Amy Herd**

- 4-H support, has ranch, rider
- Supports after-school horse related activities and investment in horse facilities
  - Willing to donate and help with fundraising
- Supports senior activities such as carnival
  - Better access needed
- Supports housing on-site
  - Housing forum
  - Homeless sheltering with live-in supervisor

### **Matt Claussen**

- Conservation District, alert dogs, Grange
- Supports youth activities and programming driven by youth input
  - How is Plan process including youth?

- Safety / anti-drug programs
- Skate park, youth events, mentorships
- Conservation partnerships
- Sustaining agricultural economy and community
- Resiliency and emergency preparedness is important to community
  - Food Hub
- Action is needed, not just talk
- Education on Fairgrounds as economic entity and benefit
  - Language that conveys that benefit and that it is not a given
- Fairgrounds should have diversity in use
  - Diversity in seasonality, age groups, etc.

### **Nancy Ballman**

- Supports horse related facilities and programs
  - Pay for use?
  - Covered / winter facilities
- Would like to see youth programs

### **Carol Hooper**

- Quilter, theater and music groups, dog training
- Quilt / textile exhibition space improvements
- More collaboration with theater and music groups
- Supports maintaining enough open space for dog activities

### **Lars Sorensen**

- 5-year resident, 35-year vet of entertainment
- Sees Fairgrounds as great venue / opportunity for entertainment
  - Supports food, music, theater, rental uses
- Think big while limiting liability or need for investment
  - Self-contained programs using space
  - Business development needed more than facility development
- Summer opportunities other than Fair are there
  - That's when people are here!

### **Brad Fincher**

- Board Member since 2001
- Supports commercial kitchen
- Supports on-site housing
  - Permanent "tiny home" for caretaker
- Big ambitions should be checked with awareness / responsibility
  - Upkeep of current assets is essential
  - Partnerships for funding are needed

### **Michelle Novak**

- American Legion and Ladies Auxiliary
  - Supports more year-round events

- Supports youth programs
  - Would like to see “reward” programs for service such as clean-ups

## Community Engagement

### **Survey Distribution – Potential Outlets**

- Youth-oriented outlets
  - Family Resource Center, Island Rec

### **Community Dynamics**

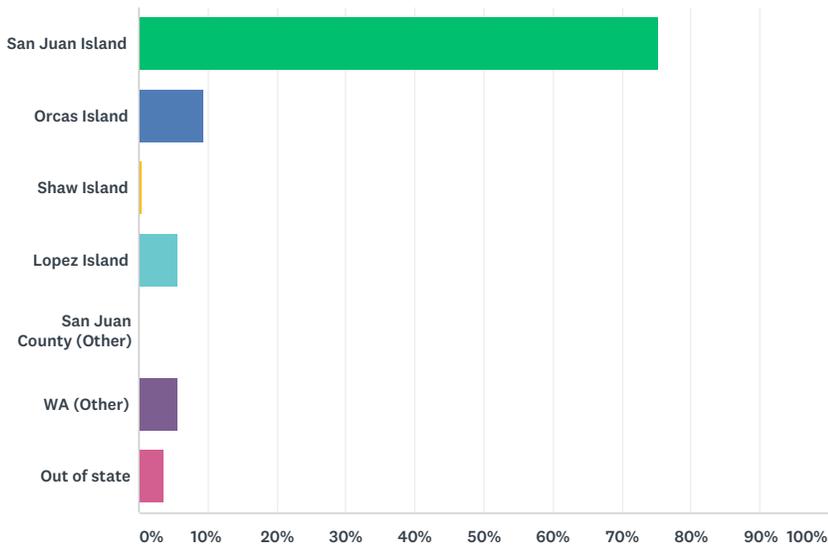
- County-wide dynamic is not one of cohesion. Islands don’t always relate as a county
  - Inter-island community events are hard due to travel
  - Separate tax entities

# APPENDIX C.

# ONLINE SURVEY RESULTS

### Q1 Where is your primary residence?

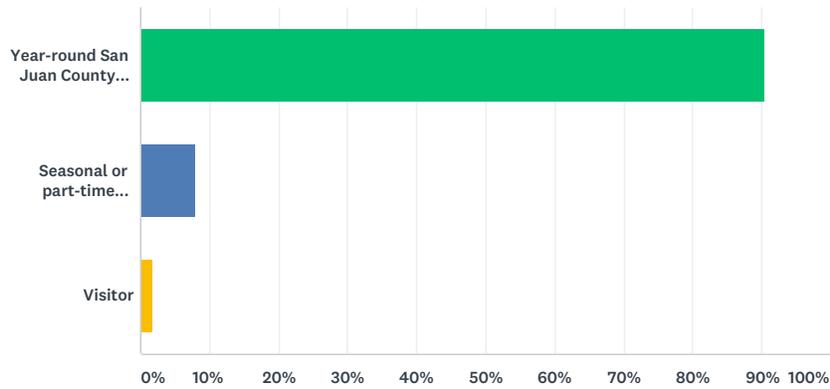
Answered: 305 Skipped: 0



ANSWER CHOICES	RESPONSES	
San Juan Island	75.41%	230
Orcas Island	9.51%	29
Shaw Island	0.33%	1
Lopez Island	5.57%	17
San Juan County (Other)	0.00%	0
WA (Other)	5.57%	17
Out of state	3.61%	11
<b>TOTAL</b>		<b>305</b>

### Q2 Which best describes you?

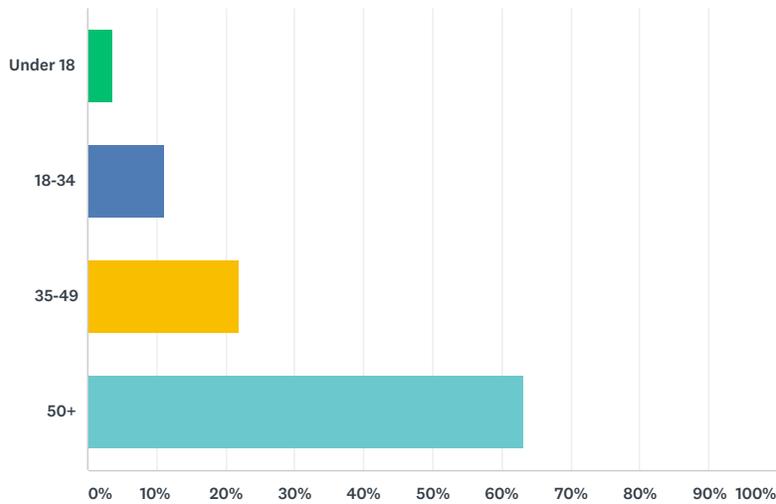
Answered: 288 Skipped: 17



ANSWER CHOICES	RESPONSES	
Year-round San Juan County resident	90.28%	260
Seasonal or part-time resident	7.99%	23
Visitor	1.74%	5
<b>TOTAL</b>		<b>288</b>

### Q3 Please select your age:

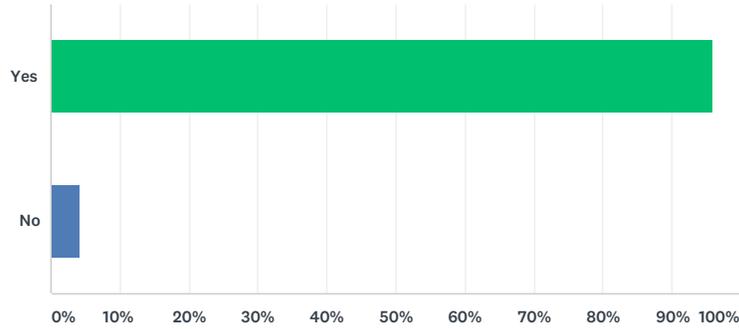
Answered: 304 Skipped: 1



ANSWER CHOICES	RESPONSES	
Under 18	3.62%	11
18-34	11.18%	34
35-49	22.04%	67
50+	63.16%	192
<b>TOTAL</b>		<b>304</b>

### Q4 Have you ever visited the San Juan County Fairgrounds?

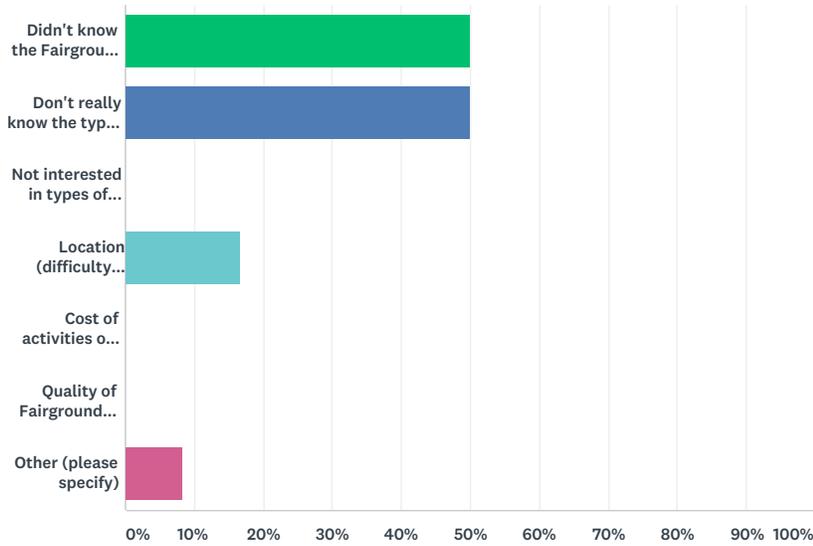
Answered: 304 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	95.72%	291
No	4.28%	13
TOTAL		304

### Q5 Which factors contribute to you not visiting the Fairgrounds? Select all that apply.

Answered: 12 Skipped: 293

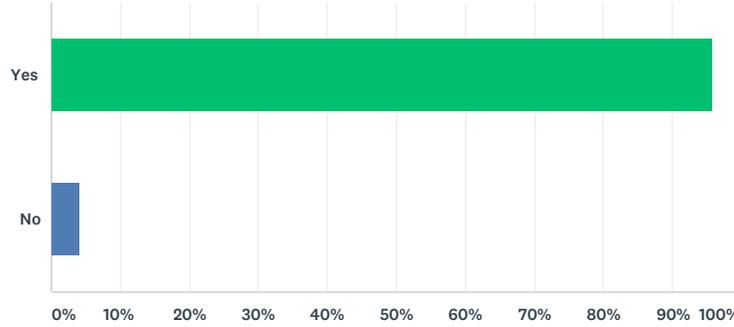


ANSWER CHOICES	RESPONSES
Didn't know the Fairgrounds existed	50.00% 6
Don't really know the types of activities and amenities available at the Fairgrounds	50.00% 6
Not interested in types of activities or events offered	0.00% 0
Location (difficulty getting there, cost of travel, etc.)	16.67% 2
Cost of activities or events	0.00% 0
Quality of Fairground facilities	0.00% 0
Other (please specify)	8.33% 1
Total Respondents: 12	

#	OTHER (PLEASE SPECIFY)	DATE
1	ferry schedule; some events (such as Halloween haunted house) held after last interisland departure from Friday Harbor, leaving no way to get home same day	8/11/2018 10:35 PM

### Q6 Have you ever attended the San Juan County Fair held every year in August?

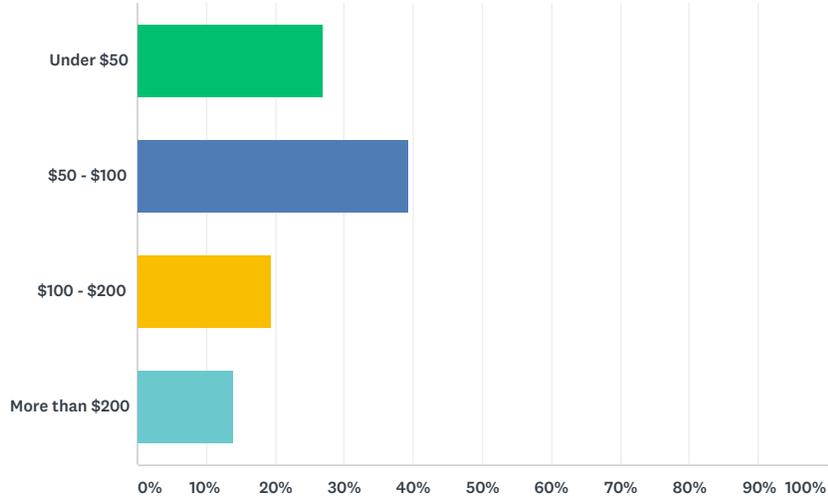
Answered: 292 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	95.89%	280
No	4.11%	12
TOTAL		292

### Q7 How much do you think you spent on tickets, food, and vendor purchases last time you attended the Fair?

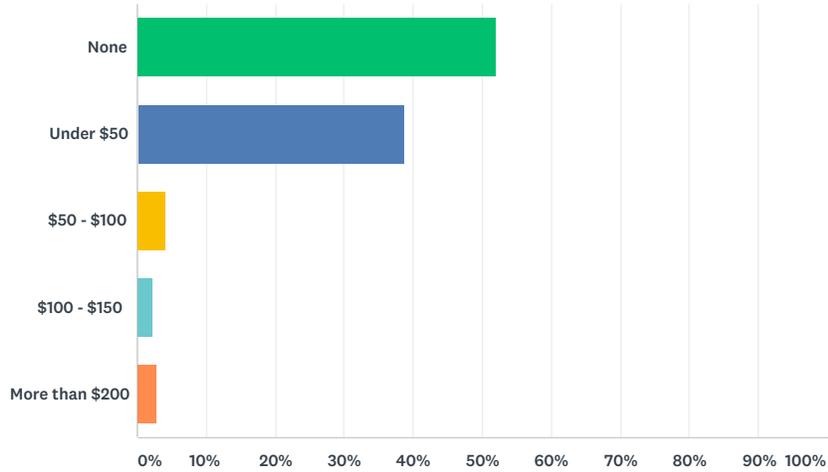
Answered: 277 Skipped: 28



ANSWER CHOICES	RESPONSES	
Under \$50	27.08%	75
\$50 - \$100	39.35%	109
\$100 - \$200	19.49%	54
More than \$200	14.08%	39
<b>TOTAL</b>		<b>277</b>

### Q8 How much do you think you spent on other expenses (travel, lodging, etc.) to attend the Fair?

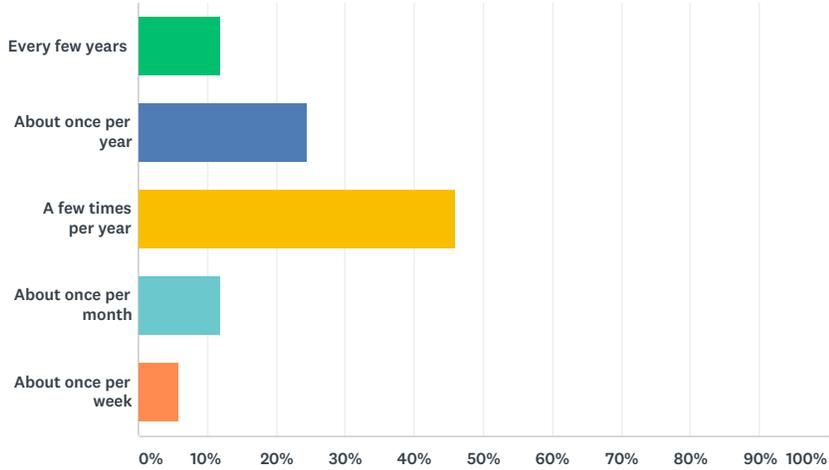
Answered: 269 Skipped: 36



ANSWER CHOICES	RESPONSES	
None	52.04%	140
Under \$50	38.66%	104
\$50 - \$100	4.09%	11
\$100 - \$150	2.23%	6
More than \$200	2.97%	8
<b>TOTAL</b>		<b>269</b>

### Q9 How often have you visited the Fairgrounds for the Fair or any other reason?

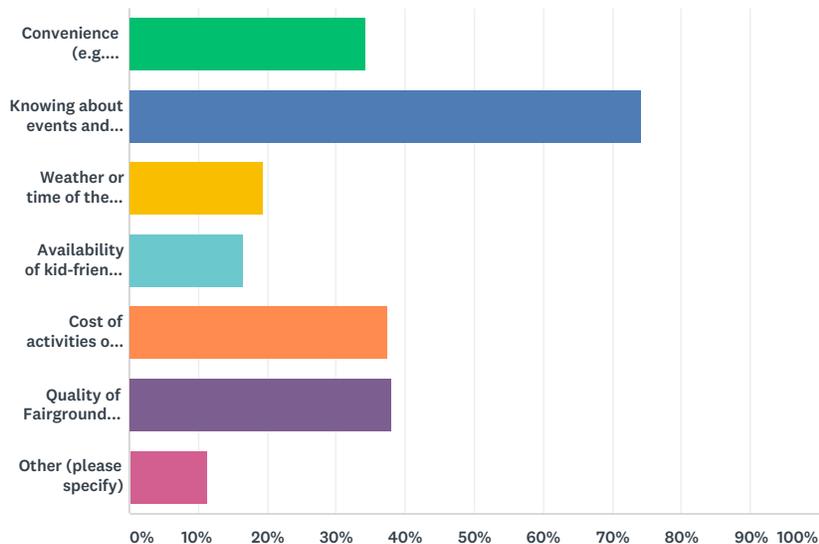
Answered: 287 Skipped: 18



ANSWER CHOICES	RESPONSES	
Every few years	11.85%	34
About once per year	24.39%	70
A few times per year	45.99%	132
About once per month	11.85%	34
About once per week	5.92%	17
<b>TOTAL</b>		<b>287</b>

### Q10 What is most likely to impact whether or not you visit the Fairgrounds? Select all that apply.

Answered: 283 Skipped: 22



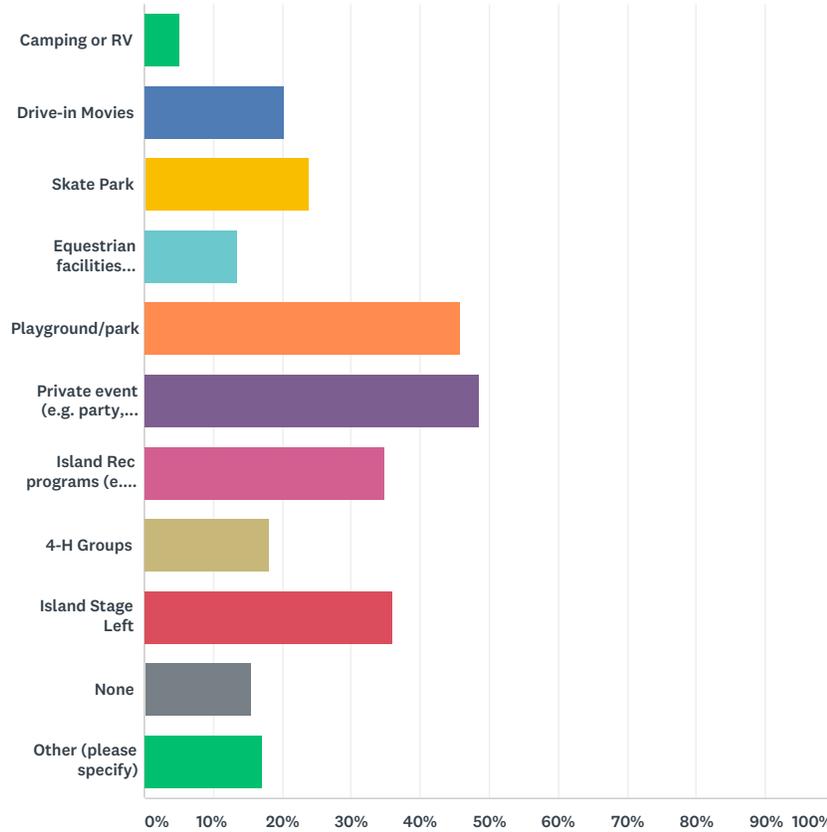
ANSWER CHOICES	RESPONSES
Convenience (e.g. Fairgrounds are close to home; fairgrounds are too far because you live on another island, etc.)	34.28% 97
Knowing about events and activities (e.g. seeing notice in newspaper, etc.)	74.20% 210
Weather or time of the year (e.g. only visit in the summer)	19.43% 55
Availability of kid-friendly facilities or activities	16.61% 47
Cost of activities or events	37.46% 106
Quality of Fairground facilities	38.16% 108
Other (please specify)	11.31% 32
Total Respondents: 283	

#	OTHER (PLEASE SPECIFY)	DATE
1	The number of activities.	8/28/2018 7:42 AM
2	whether i have time	8/27/2018 2:52 PM
3	The character of the place. I want it to always reflect the history and the culture of the islands.	8/27/2018 10:58 AM
4	just fun, and enjoy meeting island friends that are here	8/24/2018 5:21 PM
5	Lack of events and lack of passion to hold events instead just make money	8/24/2018 4:50 PM
6	Ferry schedule is often not conducive to get to San Juan and return.	8/24/2018 7:52 AM
7	4-H events at the Fair and otherwise	8/23/2018 2:49 PM
8	type of event	8/20/2018 10:35 AM

9	Whether an event is of interest to me or not	8/20/2018 10:29 AM
10	Availability of facilities or activities WITHOUT KIDS.	8/16/2018 7:54 PM
11	Specific activities bring me there. The quality and availability of facilities dictate the available events. The fair grounds, specifically the arena needs upgrades in order to support events.	8/14/2018 9:55 PM
12	ferry schedule	8/14/2018 4:02 AM
13	Equine facility: During fair it is unsafe due to proximity of rest of the fair activities. Ring needs updated footing and management (dust, drags, etc).	8/10/2018 4:34 PM
14	Variety of kinds of activities there	8/9/2018 6:13 PM
15	Reason for going - type of event, etc	8/8/2018 4:08 PM
16	Quality of vendors and rides	8/5/2018 10:50 AM
17	Whether it continues to honor its founders and traditions	8/5/2018 10:38 AM
18	see people	8/3/2018 10:24 PM
19	Historical Preservation of Buildings	8/1/2018 5:06 PM
20	What other events are offered	8/1/2018 1:28 PM
21	daughter was in 4-H 1999-2009. I Also entered photography during those years. I still love checking out 4-H events and Main photography entries.	7/20/2018 8:59 PM
22	This is the only functions that brings the whole county together. It's fun for the exhibitors and the visitors.	7/20/2018 8:51 PM
23	potential for private use	7/19/2018 8:56 AM
24	Wheelchair accessible	7/19/2018 7:02 AM
25	i live nearby	7/13/2018 1:18 PM
26	Ease or difficulties in finding parking.	7/13/2018 7:29 AM
27	availability/use of riding arena	7/12/2018 5:43 PM
28	Participate multiple times a week in the PADs for Parkinson's project	7/12/2018 7:24 AM
29	fair is stupid expensive	7/12/2018 5:57 AM
30	Horse arena	7/11/2018 7:23 PM
31	Dog walking	7/11/2018 12:48 AM
32	Horse barn	7/10/2018 11:29 PM

### Q11 Have you ever visited the Fairgrounds for any of the following non-Fair activities? Select all that apply.

Answered: 286 Skipped: 19



ANSWER CHOICES	RESPONSES	
Camping or RV	5.24%	15
Drive-in Movies	20.28%	58
Skate Park	23.78%	68
Equestrian facilities (other than the fair)	13.64%	39
Playground/park	45.80%	131
Private event (e.g. party, fundraiser, etc.)	48.60%	139
Island Rec programs (e.g. Children's Festival, skating, etc.)	34.97%	100
4-H Groups	18.18%	52
Island Stage Left	36.01%	103

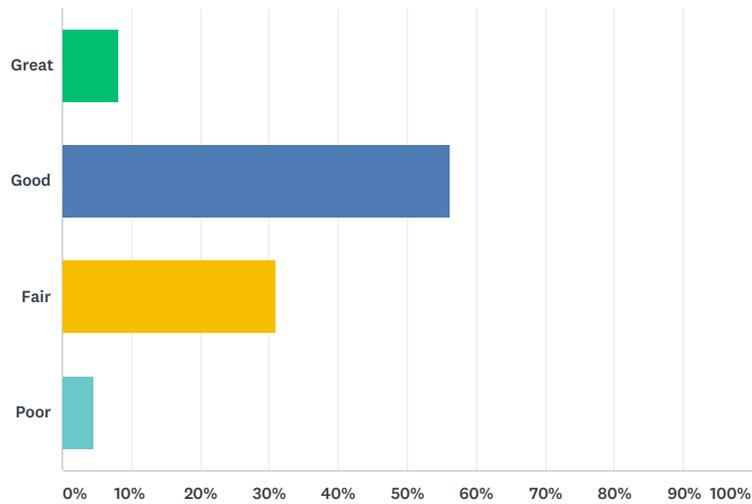
None	15.38%	44
Other (please specify)	17.13%	49
Total Respondents: 286		

#	OTHER (PLEASE SPECIFY)	DATE
1	Summer camps, rummage sales, I also use the bathrooms..please keep available.	8/28/2018 7:44 AM
2	Play (not island stage left)	8/24/2018 5:31 PM
3	Dogs	8/24/2018 7:52 AM
4	PADS training	8/23/2018 4:43 PM
5	walking	8/23/2018 3:03 PM
6	community information and survey events	8/20/2018 11:47 AM
7	walk our dog	8/19/2018 9:11 AM
8	community information dissemination	8/17/2018 7:49 PM
9	Shortcut to town	8/15/2018 7:53 PM
10	Art show	8/10/2018 8:54 AM
11	Fire department drill	8/9/2018 6:14 PM
12	walking our dog; dog training with Lisa	8/8/2018 9:31 PM
13	Meetings w/ staff	8/8/2018 4:09 PM
14	Dog sniffing	8/8/2018 10:49 AM
15	Dog walk	8/8/2018 9:17 AM
16	Meetings	8/6/2018 11:49 AM
17	dog training	8/5/2018 1:45 PM
18	Flea markets	8/4/2018 12:26 AM
19	Flea market	8/3/2018 10:25 PM
20	Native Plant Sales and Annual Rummage Sales	8/3/2018 12:13 PM
21	flea market	8/3/2018 9:41 AM
22	wrestling (non-Island Rec activity)	8/3/2018 9:24 AM
23	Fair	8/1/2018 5:07 PM
24	Oktoberfest; Halloween Haunted House	7/30/2018 4:12 PM
25	I volunteer at PADs so am there every week	7/29/2018 4:29 PM
26	Summer Solstice Festival	7/28/2018 1:08 PM
27	Flea Market, Salish Solstice Festival	7/25/2018 7:34 AM
28	Community Service	7/19/2018 5:21 PM
29	dog training	7/19/2018 2:09 PM
30	walking my old dog	7/19/2018 11:21 AM
31	Native Tree & Plant Sale	7/19/2018 8:41 AM
32	Library programs	7/19/2018 1:21 AM
33	Flea market	7/18/2018 9:23 PM
34	Dog training classes	7/18/2018 5:48 PM
35	plant sale	7/14/2018 12:31 PM
36	Dog training	7/14/2018 8:21 AM

37	public place to eat lunch	7/14/2018 7:45 AM
38	San Juan Community Theatre production	7/13/2018 4:38 PM
39	walk my dog	7/13/2018 1:19 PM
40	Plant sale	7/13/2018 1:18 PM
41	auction, flea market	7/13/2018 11:59 AM
42	Friday Harbor Bike-n-Brew event	7/13/2018 7:30 AM
43	flea markets	7/13/2018 4:56 AM
44	Flea Markets	7/12/2018 11:18 AM
45	puppy obedience classes	7/12/2018 10:19 AM
46	halloween	7/12/2018 9:19 AM
47	Dog training and PADs for Parkinson's	7/12/2018 7:24 AM
48	Native Plant Sale, Halloween Haunted House	7/11/2018 7:35 PM
49	Dog walking	7/11/2018 12:49 AM

### Q12 How would you rate the overall facilities at the Fairgrounds?

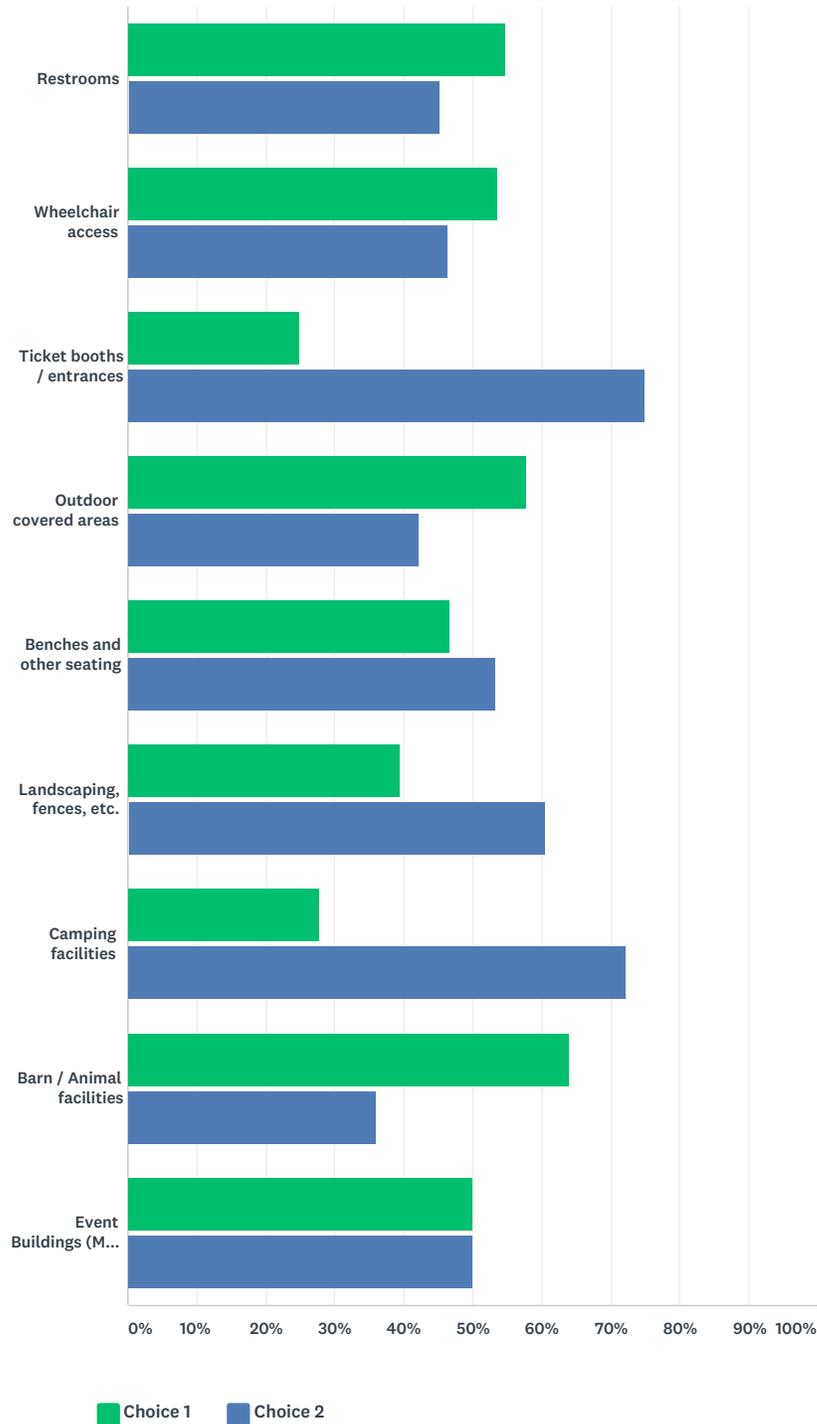
Answered: 284 Skipped: 21



ANSWER CHOICES	RESPONSES	
Great	8.10%	23
Good	56.34%	160
Fair	30.99%	88
Poor	4.58%	13
<b>TOTAL</b>		<b>284</b>

Q13 The County has a limited annual budget for making improvements at the Fairgrounds. With that in mind, what should be the investment priorities? Choose two options.

Answered: 268 Skipped: 37

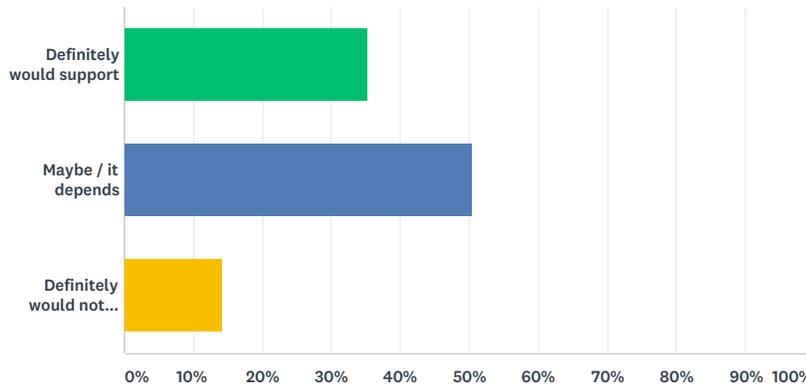


Restrooms	54.84% 51	45.16% 42	93
Wheelchair access	53.66% 22	46.34% 19	41
Ticket booths / entrances	25.00% 4	75.00% 12	16
Outdoor covered areas	57.69% 60	42.31% 44	104
Benches and other seating	46.67% 21	53.33% 24	45
Landscaping, fences, etc.	39.53% 17	60.47% 26	43
Camping facilities	27.78% 5	72.22% 13	18
Barn / Animal facilities	64.06% 41	35.94% 23	64
Event Buildings (Main Building, Marie Boe, etc.)	50.00% 41	50.00% 41	82

#	OTHER (PLEASE SPECIFY)	DATE
1	I would like the gardens to be much more green and lush. Not so dusty.	8/28/2018 7:46 AM
2	water fountains	8/24/2018 5:31 PM
3	Covered horse arena and covered stands would go a long way. Maintain old barns.	8/24/2018 7:55 AM
4	Preservation	8/23/2018 4:55 PM
5	Agricultural storage facility- walk in cooler, freezer, etc.	8/22/2018 11:29 AM
6	whatever is needed to make the fairgrounds more able to generate off season revenue	8/20/2018 10:37 AM
7	Arena	8/14/2018 9:56 PM
8	Improve the concrete surface for indoor sports. There are synthetic grasses that work for tennis and soccer.	8/8/2018 9:34 PM
9	Dedicated Quilt Building	8/8/2018 5:19 PM
10	Green up the whole place	8/8/2018 4:10 PM
11	Textile building is in very sad shape and rather small	8/8/2018 10:50 AM
12	More shade trees, please!	8/6/2018 8:57 AM
13	More ventilation for the chickens and rabbits. A police presents at night to protect our children and our local vendors from The carnival tribe	8/3/2018 12:50 PM
14	accessible ways to get around more easily for older people who can walk but have difficulty with the hills, gravel.	8/2/2018 6:19 AM
15	You must be joking, if it what they get they have use it for all of them.	7/20/2018 8:55 PM
16	I'll leave this question for people who use it more.	7/19/2018 2:09 PM
17	don't cut any trees!!!!	7/19/2018 11:22 AM
18	Asphalt to keep dust down	7/19/2018 9:28 AM
19	Fine for the fair.	7/18/2018 6:47 PM
20	Boy Scout Building, it's historical	7/14/2018 7:48 AM
21	make the main bldg more energy efficient	7/13/2018 1:20 PM
22	Wool Shed	7/13/2018 1:19 PM
23	Less gravel, more paved, handi-capped accessible pathways	7/13/2018 7:32 AM
24	Textile building is long over due for an upgrade	7/12/2018 2:00 PM
25	New Textile/Quilt facility- Chioce #1	7/12/2018 11:33 AM
26	Create an adult fitness route w/stations	7/12/2018 11:20 AM
27	Fiber & electricity - improve the infrastructure	7/11/2018 7:37 PM
28	make pathways ADA compliant	7/11/2018 4:27 PM

**Q14** There are currently eight RV rental sites at the Fairgrounds which help generate revenue that sustain the facility. Increasing the number would require upfront facility investment and changing the County code. Do you support the idea of expanding the number of RV sites?

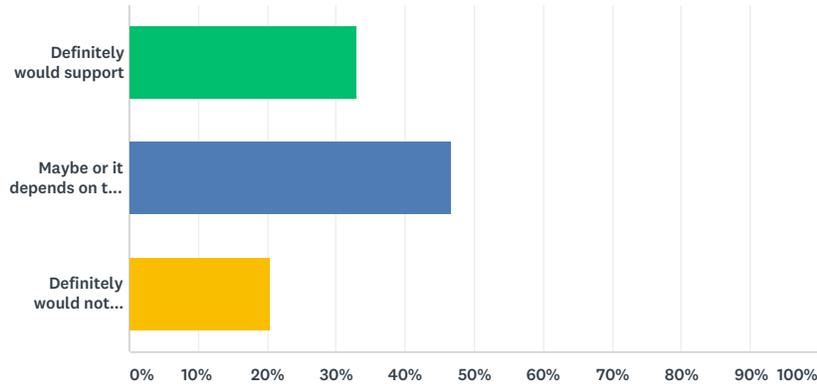
Answered: 295 Skipped: 10



ANSWER CHOICES	RESPONSES	
Definitely would support	35.25%	104
Maybe / it depends	50.51%	149
Definitely would not support	14.24%	42
<b>TOTAL</b>		<b>295</b>

**Q15 The Fairgrounds are located on County-owned land just outside Friday Harbor. Given the limited housing supply on the island, would you support using a portion of the Fairgrounds site for seasonal housing of County employees?**

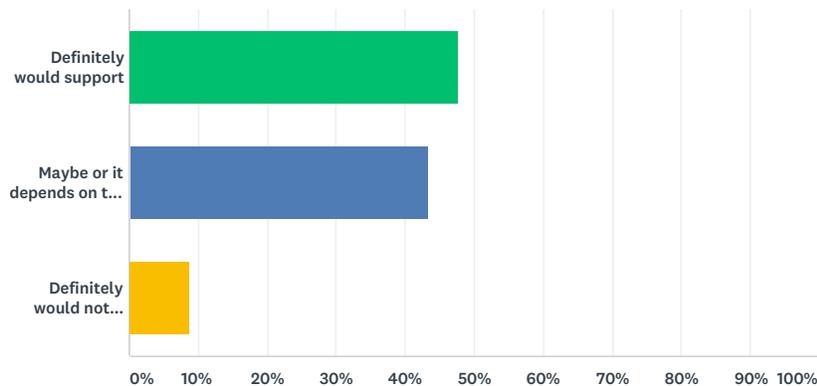
Answered: 294 Skipped: 11



ANSWER CHOICES	RESPONSES
Definitely would support	32.99% 97
Maybe or it depends on the details	46.60% 137
Definitely would not support	20.41% 60
TOTAL	294

**Q16 Local organizers, including the Ag Guild, have proposed using Fairground land or facilities for cold storage, commercial kitchens, and similar uses to support farmers, restaurants, and other businesses. Do you support this idea?**

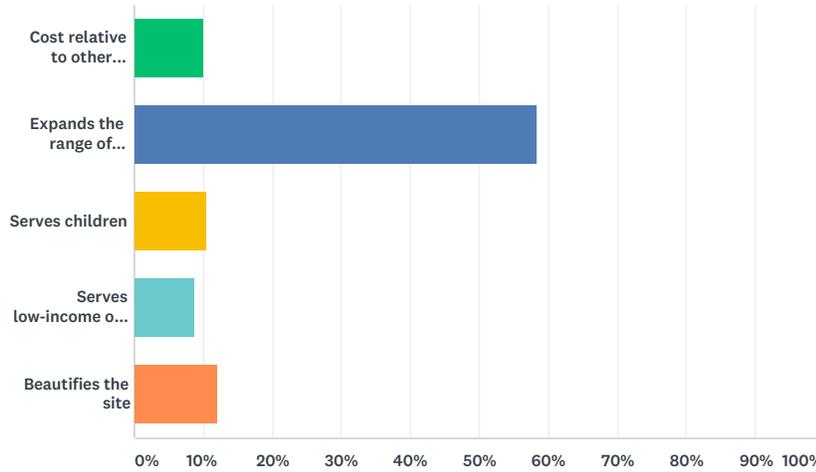
Answered: 295 Skipped: 10



ANSWER CHOICES	RESPONSES
Definitely would support	47.80% 141
Maybe or it depends on the details	43.39% 128
Definitely would not support	8.81% 26
TOTAL	295

### Q17 What do you think should be the most important factor for determining which projects should be implemented at the Fairgrounds?

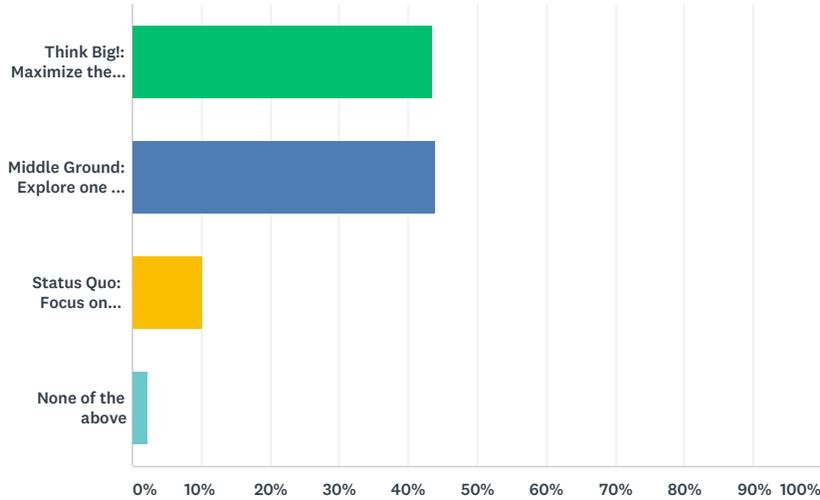
Answered: 296 Skipped: 9



ANSWER CHOICES	RESPONSES	
Cost relative to other projects; lowest possible cost is better	10.14%	30
Expands the range of existing uses	58.45%	173
Serves children	10.47%	31
Serves low-income or other under-served populations	8.78%	26
Beautifies the site	12.16%	36
<b>TOTAL</b>		<b>296</b>

### Q18 Choose which statement best reflects your opinion for updating the San Juan County Fairgrounds Master Plan.

Answered: 266 Skipped: 39

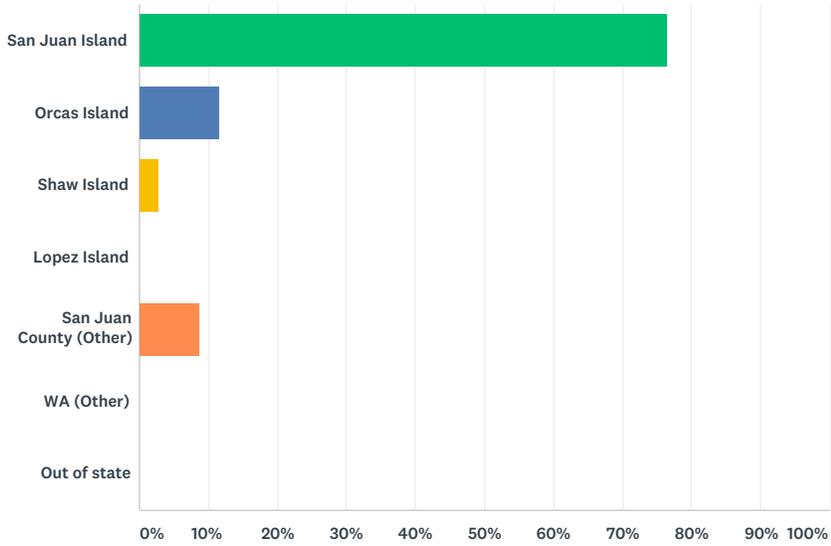


ANSWER CHOICES	RESPONSES	
Think Big: Maximize the use of the Fairgrounds in new or non-traditional ways	43.61%	116
Middle Ground: Explore one or two new ideas but don't go too wild	43.98%	117
Status Quo: Focus on maintaining existing uses and facilities; make repairs and minor improvements as needed	10.15%	27
None of the above	2.26%	6
<b>TOTAL</b>		<b>266</b>

# APPENDIX D. TEEN SURVEY RESULTS

### Q1 Where do you live?

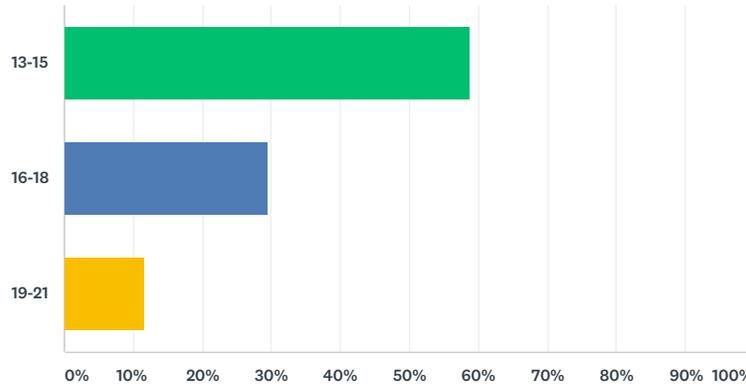
Answered: 34 Skipped: 0



ANSWER CHOICES	RESPONSES	
San Juan Island	76.47%	26
Orcas Island	11.76%	4
Shaw Island	2.94%	1
Lopez Island	0.00%	0
San Juan County (Other)	8.82%	3
WA (Other)	0.00%	0
Out of state	0.00%	0
<b>TOTAL</b>		<b>34</b>

### Q2 Please select your age:

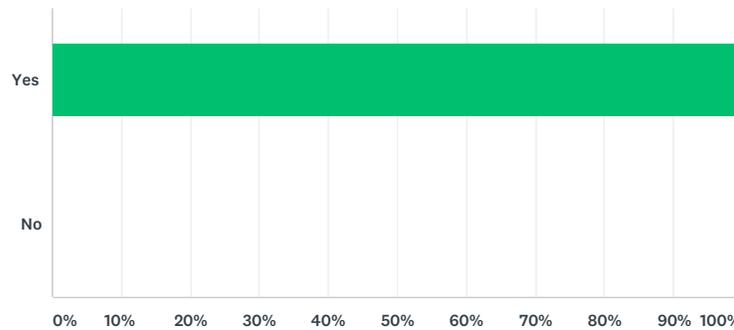
Answered: 34 Skipped: 0



ANSWER CHOICES	RESPONSES	
13-15	58.82%	20
16-18	29.41%	10
19-21	11.76%	4
TOTAL		34

### Q3 Have you ever been to the San Juan County Fairgrounds, either for the fair or another reason?

Answered: 34 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	34
No	0.00%	0
TOTAL		34

### Q4 Why haven't you been to the fairgrounds? Select all that apply.

Answered: 0 Skipped: 34

⚠ No matching responses.

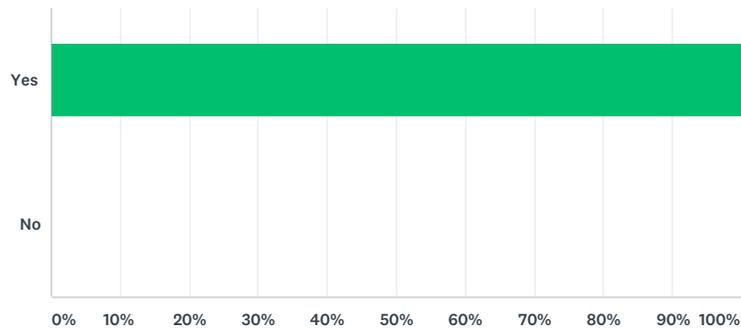
ANSWER CHOICES		RESPONSES	
Didn't know the Fairgrounds existed		0.00%	0
Don't really know the types of activities and amenities available at the Fairgrounds		0.00%	0
Not interested in types of activities or events offered		0.00%	0
Location (e.g. it's difficult getting there, cost of travel, etc.)		0.00%	0
Cost of activities or events		0.00%	0
Quality of Fairground facilities		0.00%	0
Other (please specify)		0.00%	0
Total Respondents: 0			

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

### Q5 Have you ever been to the San Juan County Fair which occurs every year in August?

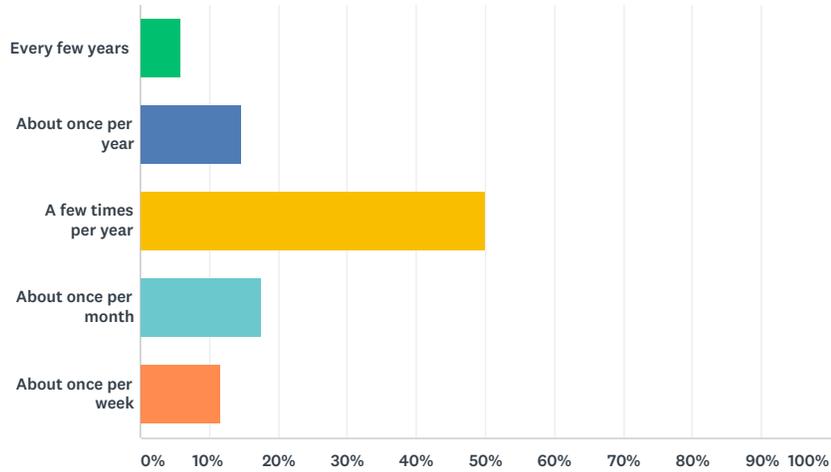
Answered: 34 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	34
No	0.00%	0
TOTAL		34

### Q6 How often do you go to the Fairgrounds for any reason, including the Fair and other activities?

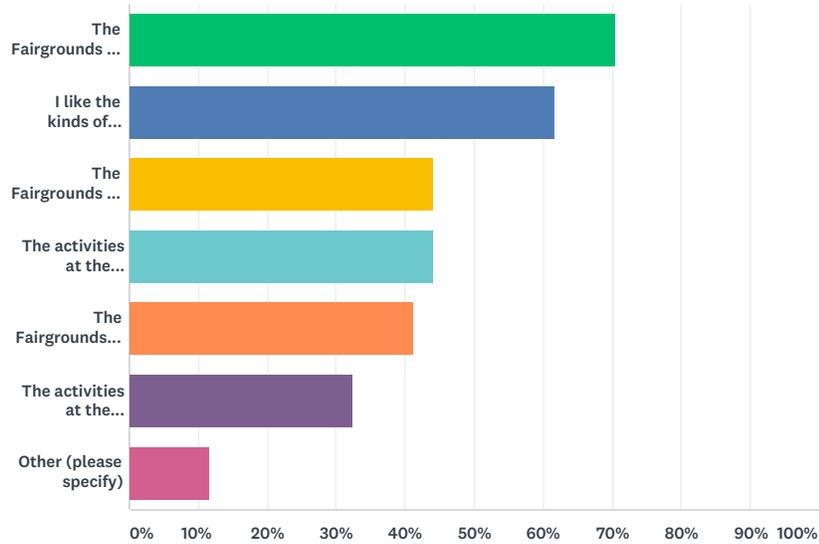
Answered: 34 Skipped: 0



ANSWER CHOICES	RESPONSES	
Every few years	5.88%	2
About once per year	14.71%	5
A few times per year	50.00%	17
About once per month	17.65%	6
About once per week	11.76%	4
<b>TOTAL</b>		<b>34</b>

### Q7 Which statements reflect your opinion about the Fairgrounds? Select all you agree with.

Answered: 34 Skipped: 0

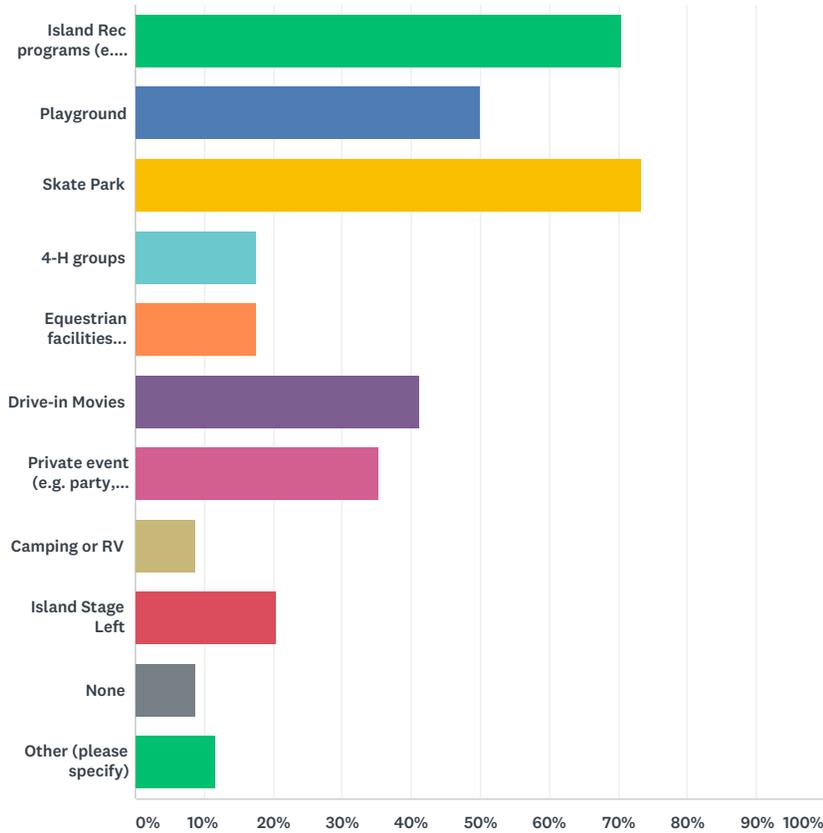


ANSWER CHOICES	RESPONSES
The Fairgrounds are easy to get to	70.59% 24
I like the kinds of activities at the Fairgrounds	61.76% 21
The Fairgrounds are worth visiting any time of the year, not just in the summer	44.12% 15
The activities at the Fairgrounds are affordable	44.12% 15
The Fairgrounds have things to do for kids my age	41.18% 14
The activities at the Fairgrounds are not too expensive	32.35% 11
Other (please specify)	11.76% 4
Total Respondents: 34	

#	OTHER (PLEASE SPECIFY)	DATE
1	The fair is FUNNN!	10/10/2018 9:31 PM
2	The fair is awesome!	10/8/2018 11:17 AM
3	The Scout house is needing repair, the troop meetings want to move there again	10/2/2018 3:19 AM
4	Skatepark	10/1/2018 11:17 AM

### Q8 Have you been to the Fairgrounds for something other than the fair itself? Select all that apply.

Answered: 34 Skipped: 0

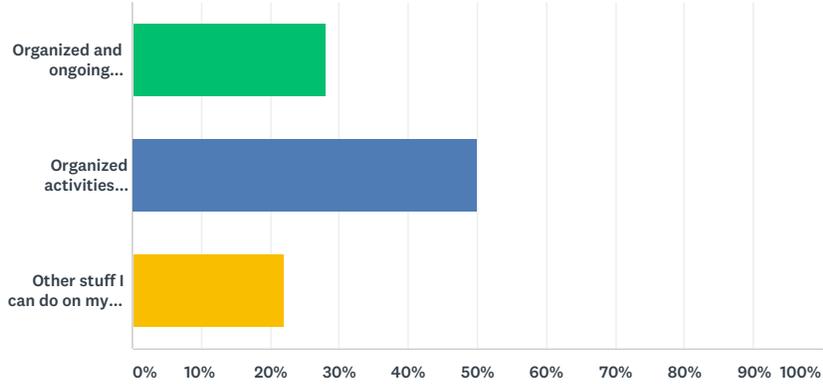


ANSWER CHOICES	RESPONSES
Island Rec programs (e.g. Children's Festival, skating, etc.)	70.59% 24
Playground	50.00% 17
Skate Park	73.53% 25
4-H groups	17.65% 6
Equestrian facilities (other than the fair)	17.65% 6
Drive-in Movies	41.18% 14
Private event (e.g. party, fundraiser, etc.)	35.29% 12
Camping or RV	8.82% 3
Island Stage Left	20.59% 7
Other (please specify)	11.76% 4
Total Respondents: 34	

#	OTHER (PLEASE SPECIFY)	DATE
1	PADS	10/7/2018 2:31 PM
2	Boy Scout & Cub Scout Meetings	10/2/2018 3:19 AM
3	halloween haunted house	9/28/2018 1:55 PM
4	Expos	9/28/2018 10:14 AM

### Q9 What type of non-Fair events or activities would you like most at the Fairgrounds?

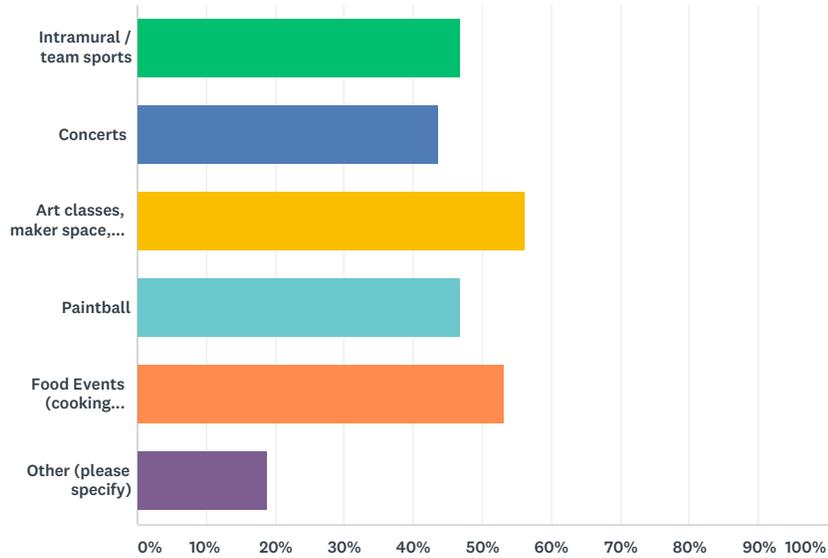
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Organized and ongoing activities (e.g. weekly classes, group meetings, sports, etc.)	28.13%	9
Organized activities without a commitment (e.g. music events, movie nights, etc.)	50.00%	16
Other stuff I can do on my own or with my friends (e.g. hang out space, playground, etc.)	21.88%	7
<b>TOTAL</b>		<b>32</b>

### Q10 What specific non-Fair events or activities would you go to? Select all that apply.

Answered: 32 Skipped: 2

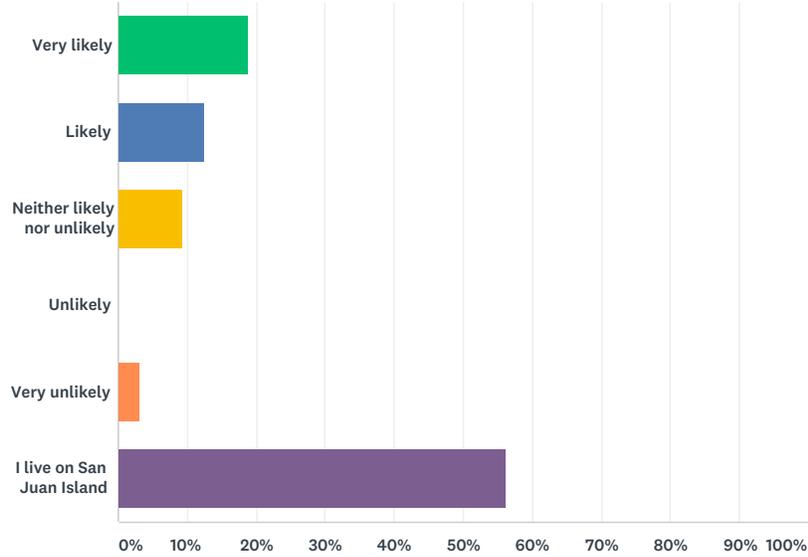


ANSWER CHOICES	RESPONSES
Intramural / team sports	46.88% 15
Concerts	43.75% 14
Art classes, maker space, etc.	56.25% 18
Paintball	46.88% 15
Food Events (cooking classes, competitions, etc.)	53.13% 17
Other (please specify)	18.75% 6
Total Respondents: 32	

#	OTHER (PLEASE SPECIFY)	DATE
1	Livestock/Equestrian events	10/14/2018 6:08 PM
2	Skatepark BMX classes	10/14/2018 2:08 PM
3	Dance and theatre	10/8/2018 11:19 AM
4	PADS	10/7/2018 2:32 PM
5	4h events	10/7/2018 11:31 AM
6	Scouting Events	10/2/2018 3:20 AM

### Q11 If you are traveling from another island, how likely are you to visit the Fairgrounds for events / activities?

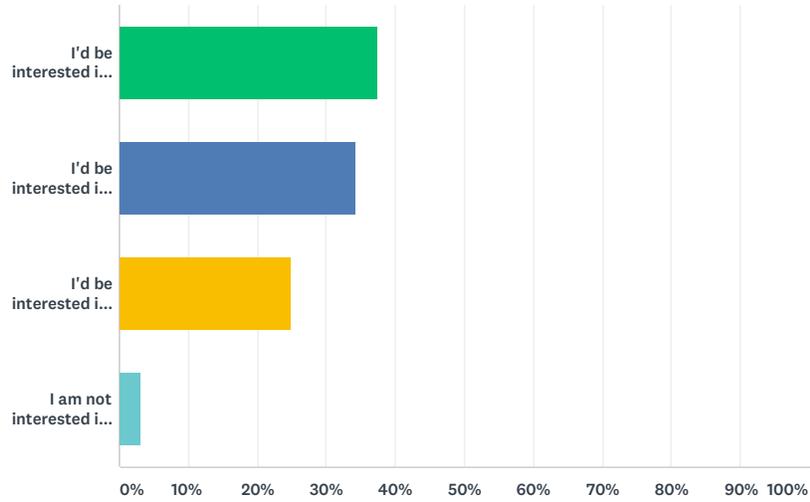
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Very likely	18.75%	6
Likely	12.50%	4
Neither likely nor unlikely	9.38%	3
Unlikely	0.00%	0
Very unlikely	3.13%	1
I live on San Juan Island	56.25%	18
<b>TOTAL</b>		<b>32</b>

### Q12 Not including the Fair, how much are you willing to spend at the Fairgrounds on activities and events?

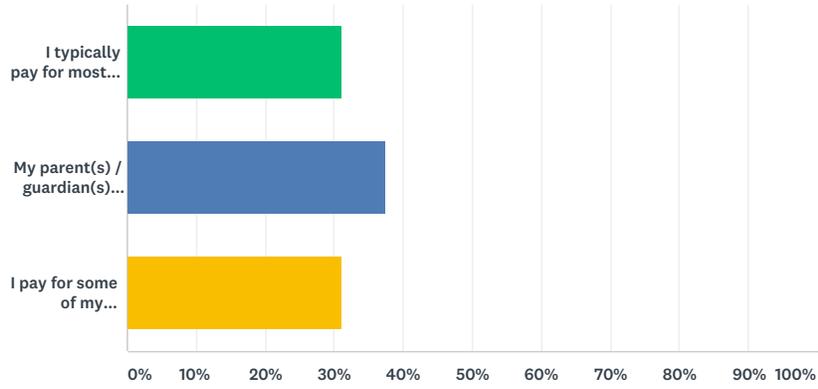
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
I'd be interested in free events and activities only	37.50%	12
I'd be interested in free and low-cost (less than \$20) events and activities	34.38%	11
I'd be interested in free and low-cost events, and could occasionally spend more (\$20-\$50)	25.00%	8
I am not interested in non-Fair events	3.13%	1
<b>TOTAL</b>		<b>32</b>

### Q13 Select the option that best describes you

Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
I typically pay for most or all of my activities	31.25%	10
My parent(s) / guardian(s) typically pay for most or all of my activities	37.50%	12
I pay for some of my activities but my parent(s) / guardian(s) typically pay if it's more than \$20-\$30	31.25%	10
<b>TOTAL</b>		<b>32</b>