



# **Moffat County Fairgrounds**

## **Multi-Use Events & Resiliency Center**

### **Feasibility Study & Master Plan**



**JOHNSON  
CONSULTING**



**CDSmith**

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**November 2024**



# Table of Contents

SECTION	1	PAGE 4: Introduction	SECTION	5	PAGE 49: Regional & Comparable Facilities Analysis
SECTION	2	PAGE 10: Existing Conditions	SECTION	6	PAGE 78: Strategic Recommendations
SECTION	3	PAGE 28: Market Analysis	SECTION	7	PAGE 87: Site Analysis
SECTION	4	PAGE 41: Stakeholder & Community Engagement	SECTION	8	PAGE 99: Site Concept Options

# Table of Contents

SECTION	9	PAGE 109: Architectural Renderings	SECTION	13	PAGE 146: Final Plan & Implementation Strategy
SECTION	10	PAGE 120: Probable Cost Estimates	APPENDIX	A	PAGE 156: Community Survey Results
SECTION	11	PAGE 123: Demand & Financial Projections	APPENDIX	B	PAGE 236: Detailed Cost Estimates
SECTION	12	PAGE 134: Economic & Fiscal Impact Analysis			



# Section 1

## Introduction



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# Introduction

## Transmittal Letter (November 13, 2024)

Re: Moffat County Fairgrounds Multi-Use Events & Resiliency Center Feasibility Study & Master Plan

C.H. Johnson Consulting, Inc. (Johnson Consulting), in association with MIG, Inc., Charles D. Smith Architecture & Planning, LLC and Cumming Group (the “Consulting Team”) is pleased to submit this report to you regarding the potential for a new Multi-Use Events & Resiliency Center at, and broader campus improvements to, the Moffat County Fairgrounds in Craig, CO. Pursuant to our engagement, this report provides an evaluation of the state of the Moffat County Fairgrounds today; an analysis of the economic, demographic, and market characteristics of Moffat County, as well as the broader region; summarizes key observations from stakeholder engagement; identifies characteristics of regional and comparable facilities; presents strategic recommendations and initial use zones; and projects demand for an improved campus, culminating in a market validation assessment and preliminary implementation directive, followed by a site analysis and site concept options; architectural renderings; estimates of the cost of the recommended improvements; financial performance projections; economic and fiscal impact estimates, and a final Master Plan.

The Consulting Team has no responsibility to update this report for events and circumstances occurring after the date of this report. The findings presented herein reflect analyses of primary and secondary sources of information. The Consulting Team used sources deemed to be reliable but cannot guarantee their accuracy. Moreover, some of the estimates and analyses presented in this study are based on trends and assumptions, which can result in differences between projected results and actual results. Because events and circumstances frequently do not occur as expected, those differences may be material. This report is intended for the Clients’ internal use and cannot be used for project underwriting purposes without Johnson Consulting’s written consent.

We have enjoyed serving you on this engagement and look forward to providing you with continuing service.

Sincerely,

*C.H. Johnson Consulting, Inc.*

C.H. Johnson Consulting, Inc. | MIG, Inc. | CD Smith | Cumming Group



# Introduction

The Consulting Team was retained by Moffat County to provide a Feasibility Study and Master Plan for a new Multi-Use Events & Resiliency Center at, and broader campus improvements to, the Moffat County Fairgrounds in Craig, CO. Moffat County is exploring the potential for a Multi-Use Events & Resiliency Center to diversify County revenues and serve as an economic development driver that will draw visitors from outside of the local area, particularly given that there are very few venues like this in the region. This in turn will help to offset the impact of the closure of Tri-State Energy's coal mines and the Craig Station power plant, by 2028.

## Objectives

The intent is to explore a range of fiscally sustainable options that will assist the County in making decisions about the future of the Fairgrounds. These options will:

1. Maintain the core function of the Fairgrounds and facilitate the annual Fair and other major events, including Grand Old West Days (GOWD).
2. Increase year-round events, attendance, and revenue generation, to maximize the Fairgrounds' economic impact, and drive economic development and tourism.

The Consulting Team developed and executed a comprehensive methodology to analyze the market potential for, and feasibility of, various potential improvements to the Fairgrounds site, as highlighted in the graphic to the right. A summary of our observations, analysis, and conclusions are presented throughout the balance of this report.

## Methodology

The Consulting Team developed and executed a comprehensive methodology to analyze the market potential for, and feasibility of, various potential improvements to the Fairgrounds site, as follows:

1. Toured Moffat County Fairgrounds, including existing buildings and facilities, and the surrounding local area.
2. Met with Moffat County representatives and Fairgrounds' staff to discuss the Fairgrounds, including the potential for a new Multi-Use Events & Resiliency Center, from both a conceptual and business planning standpoint. We also met with other key stakeholders, and conducted an online community survey, to identify issues and opportunities as they relate to the future of the Fairgrounds.



# Introduction

## Methodology

3. Reviewed current operations of Moffat County Fairgrounds, based upon data provided by Moffat County representatives relating to organizational structure, existing tenancies and contracts, booking policies, sales/ marketing priorities, utilization, and financial performance, among other key metrics. The intent of this review was to provide a basis of information regarding current events and operations, and the ability to expand or duplicate more of the same types of events particularly in the typical closed season, and to help provide direction on how a Multi-Use Events & Resiliency Center and other improvements could support and grow future operations of the Fairgrounds, including the opportunity to attract and capture conferences, which is a market segment that is currently underserved in the region.
4. Analyzed key market trends, demographic and socioeconomic characteristics, and visitor and spending statistics relevant to Moffat County and surrounding areas, and identified published and secondary data sources to guide and substantiate various assumptions relating to the future performance of the Fairgrounds. These published and secondary sources included ESRI Business Analyst Online (BAO), which is a demographic mapping software based on U.S. Census data estimated for the current year and projected over a 5-year period, U.S. Bureau of Labor Statistics (BLS), Datafy, which uses SaaS and Ad tech platforms to leverage big data related to visitation and destination marketing, and Placer.ai, which is a location analytics platform that provides aggregated location data based upon visit trends, trade areas, and demographics.
5. Identified and analyzed regional Fairgrounds facilities, and a set of comparable venues, regionally and nationally, to help gauge the market opportunity for various improvements to Moffat County Fairgrounds.
6. Provided recommendations regarding various improvements to the Fairgrounds, including a phased approach for implementing those improvements.
7. Projected the market performance of the Fairgrounds over a 10-year period, in terms of events, use days and attendance, taking into consideration existing demand at the Fairgrounds and demand levels reported at comparable venues.
8. Prepared visitation and spending estimates for the Fairgrounds, based upon the recommended Master Plan improvements, based on published and secondary data sources, including Datafy, Placer.ai and the U.S. General Services Administration, which provides location-specific per diem spending rates on lodging, meals and incidentals.

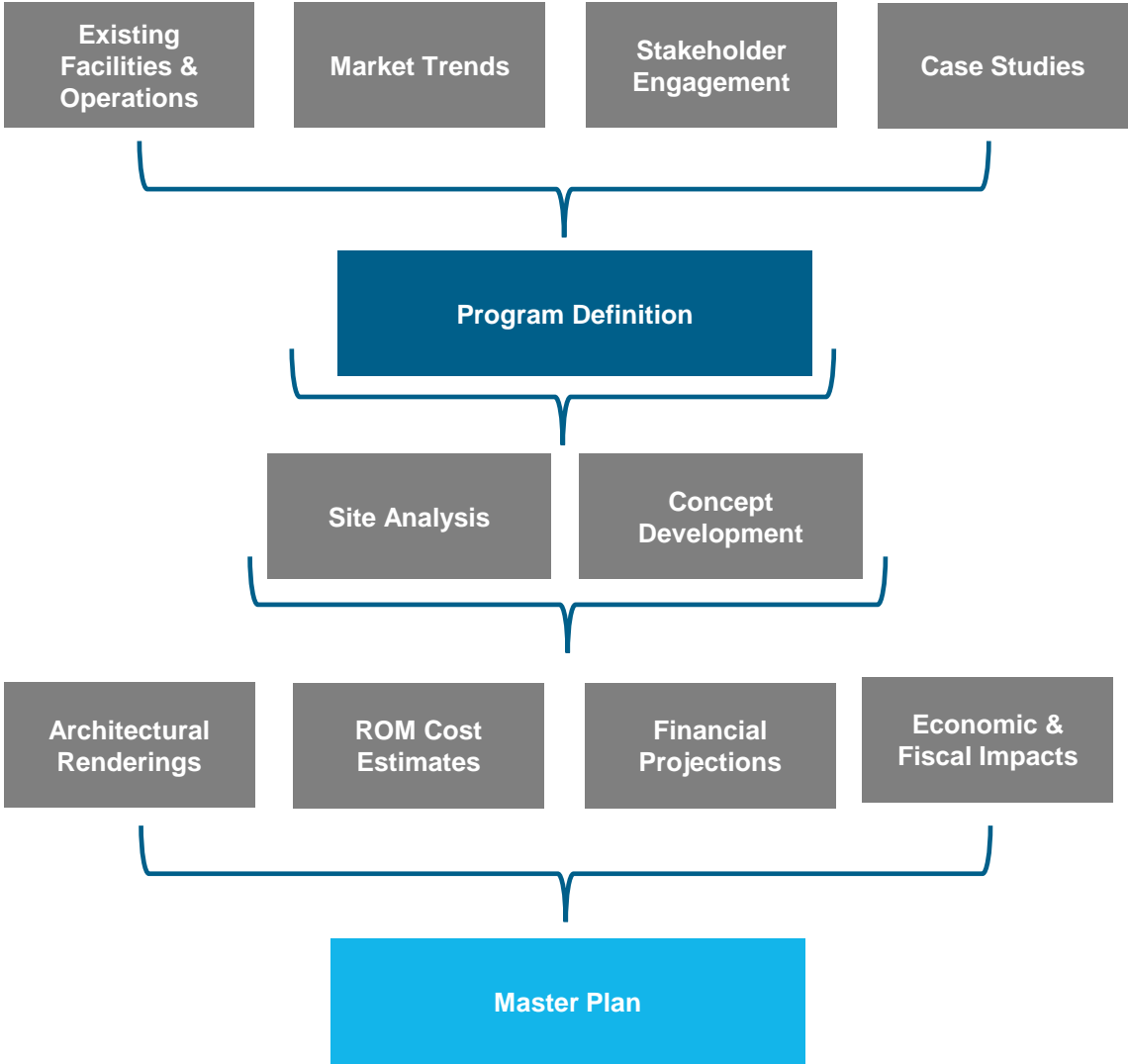


# Introduction

## Methodology

- 9. Utilized data gathered from case study Fairgrounds and facilities to test, substantiate and/ or refine visitation and spending estimates for the improved Moffat County Fairgrounds.
- 10. Performed an economic and fiscal impact analysis of the improved Fairgrounds, using multipliers specifically purchased from the U.S. Bureau of Economic Analysis (BEA) - RIMS II – inputted into an input-output model, which analyzes the commodities and income that normally flow through various sectors of the economy.
- 11. Calculated the tax revenues by jurisdiction over a 10-year period.
- 12. Calculated the estimated number of ongoing jobs by sector that would be supported throughout the economy as a result of recommended Master Plan improvements to the Fairgrounds.

A summary of our observations, analysis, and conclusions are presented throughout the balance of this report.





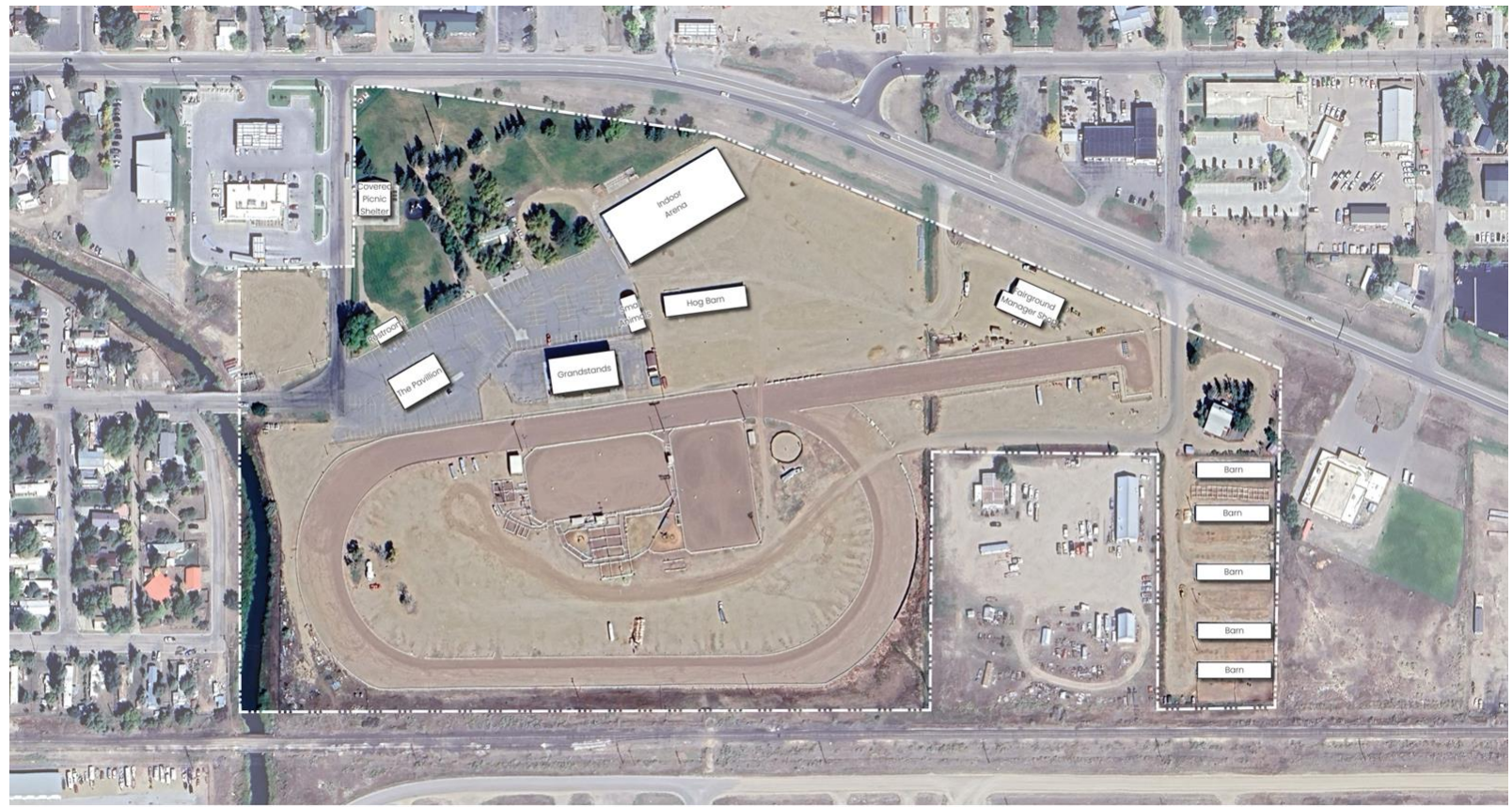
# Introduction

## Site Overview

The 37-acre Moffat County Fairgrounds is located in Craig, CO, the county seat of Moffat County, immediately to the east of downtown, just off U.S. Highway 40. Development surrounding the Fairgrounds is predominantly commercial and industrial, with a small pocket of residential development immediately to the west.

The Fairgrounds is home to the annual Moffat County Fair, which runs for 5 days in early-August, although Fair-related activities span for 13 days from late-July. The 1<sup>st</sup> annual Fair was held in 1918 in Maybell, CO. The Fairgrounds also hosts the annual Grand Old West Days (GOWD), which runs for 5 days, and is programmed throughout the year with a variety of other events.

The Moffat County Fairgrounds and Moffat County Fair are a treasure for the local community, the region, and the State. Given the small size of Moffat County's population, the Fairgrounds play a critical role in supporting social activities for the local community and this function must be retained and fostered as modifications to the campus are contemplated.



**MOFFAT COUNTY FAIRGROUNDS**



Concurrently, the location of the Fairgrounds in Northwest Colorado, central to many ag-oriented Western States and in close proximity to the borders of Wyoming (to the north) and Utah (to the west), uniquely positions it to draw visitors from a wide catchment area, with the right mix of facilities and events, including visitors from out-of-State who will shift their spending to Colorado. Indeed, a new Multi-Use Events & Resiliency Center, if targeted and marketed appropriately, would support the County's vision to optimize and enhance the Fairgrounds to serve the Fair, other annually repeating events, current users and the local community, and grow year-round utilization and revenues by attracting new users, events and activities.





# Section 2

## Existing Conditions



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# Existing Conditions

## Introduction

This section presents an independent evaluation of the state of the Moffat County Fairgrounds today – physically, functionally, and operationally – reflecting primary observations from the Consulting Team’s site visit in February 2024, as well as data and information provided by Moffat County and Fairgrounds’ Management. From a physical planning perspective, initial observations provide a basis of information for informing more detailed site analysis and potential facility and campus enhancements. From an operational perspective, it is critical to understand how the Fairgrounds functions and performs today in order to determine whether the stewardship and management model needs to be restructured so as to ensure that recommendations identified through the Master Plan process can be implemented effectively.

Moffat County Fairgrounds - Craig, CO Existing Facilities			
Facility	Event Space (SF)	Capacity (Persons)	Features/ Amenities
Pavilion	3,705	-	6,000 SF building with 3,705 SF main floor area; Remodeled in 2009; Full kitchen; Restrooms; Stage Area; Sound System; Projection System; Rental includes 40 (8') tables & 300 chairs
Grandstand	-	1,800	-
Grandstands Building	4,000	250	Wi-Fi; Concession Stand Area; Rental includes 40 (8') tables & 170 chairs
Outdoor Arena A	45,000	-	Main Arena (150' x 300'); Sandy Loam Footing; Chutes; Announcer Stand; PA System; Lighting
Racetrack	1/2 Mile	-	Sandy Loam Footing; Full 1/2-mile track with 400 yard straight-away; Lighting in front of Grandstands
Indoor Arena	16,800	-	100' x 240'; PA System; Heated Office; Restrooms;
Outdoor Arena B	36,000	-	150' x 240'; Sandy Loam Footing; Lighting
Picnic Shelter	3,600	500	24 tables; 3 charcoal grills; Water Spigot; Electrical Lights & Outlets; Adjacent Playground
Barns	-	-	5 Horse Barns; Beef, Goats & Lamb; Chicken & Turkeys; Swine

Source: Moffat County Fairgrounds, Johnson Consulting, MIG, CD Smith, Cumming



## Existing Facilities

The 37-acre Moffat County Fairgrounds is improved with an Indoor Arena, 2 Outdoor Arenas, an 1,800-seat Grandstand, a ½-mile racetrack, indoor event space in the Grandstand Building and Pavilion, a Picnic Shelter, a playground, and multiple horse and animal barns, with 120 permanent and 100 portable stalls, supported by a small number of RV hookups and parking.



# Physical Review

## High-Level Functionality Assessment

Moffat County Fairgrounds has not seen the level of investment that has been observed at similar facilities, nationally. When capital improvements have occurred, they have not always been tied to a broader, long-term vision for the grounds.

Developed areas of the campus need some improvement and these must be balanced with new improvements on the Fairgrounds site.

Some structures have an obvious need for upgrade or replacement. Direction on what activities, events, and programs can be supported at the Fairgrounds will inform decisions about which facilities should be retained/upgraded, replaced, or eliminated altogether.



MOFFAT COUNTY FAIRGROUNDS





# Operational Review

## Introduction

Before we opine on the feasibility of a new Multi-Use Events & Resiliency Center and various Master Plan elements for the Moffat County Fairgrounds, it is important to consider how the Fairgrounds currently operates, as this will have direct implications for the success of existing facilities and any improvements to the site. The following comprehensive review of operational policies and performance is based upon key metrics for 5 distinct but intertwined functional areas:

1. Staff and Structure.
2. Existing Tenancies and Contracts.
3. Booking Policies and Sales/ Marketing Efforts and Priorities.
4. Demand (booking patterns, seasonality, lost and turned-away business).
5. Finances (profit and loss statements, funding subsidies, sources of revenue for operations and capital cost).

The mission of the Moffat County Fairgrounds is to “maintain, operate and improve a safe high-quality facility for numerous uses by the general public and private sector.”

# 1. Staff & Structure

Stewardship of the Moffat County Fairgrounds is provided by the 3-member Board of County Commissioners. Day-to-day operations lie within the County’s Public Works Department. The Fairgrounds has a very lean staff of 2 full-time equivalent (FTE) employees – Fairgrounds Manager and Grounds/ Facility Maintenance Technician.

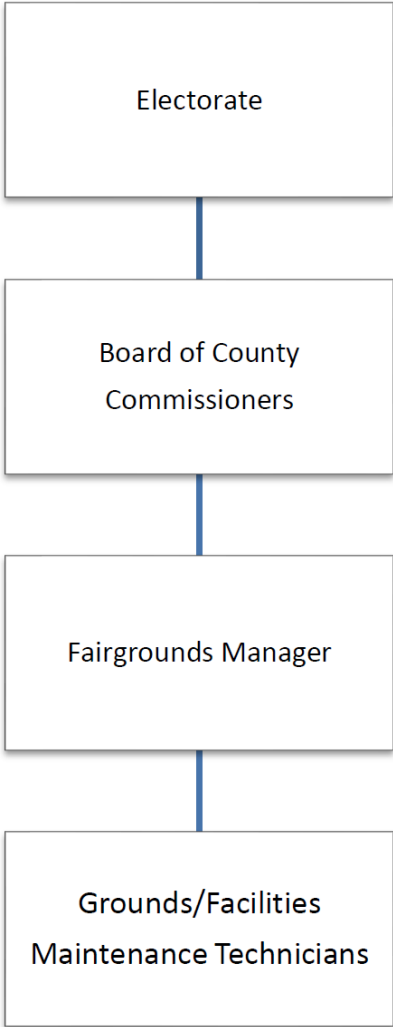
The annual Moffat County Fair is planned and hosted by the 11-member Moffat County Fair Board. Members of the Fair Board are appointed 3-year terms. The mission of the Fair is to provide “an opportunity for all residents of Moffat County to exhibit, encourage and promote their agricultural heritage as well as skills and accomplishments in the mechanical, industrial, horticulture, home economics and livestock industries in the County.” The Fair also “provides the opportunity and means for all 4-H and FFA projects to be completed, exhibited and judged for the youth in Moffat County.” The Fair has a very lean staff of 0.72 FTE employees – Administrative Supervisor (0.48 FTE) and Staff Assistant (0.25 FTE)

# 2. Existing Tenancies & Contracts

Anchor tenancies and contracts can serve as an important, guaranteed revenue source for Fairgrounds. Although the Moffat County Fairgrounds is home to a number of annually repeating events, including the Moffat County Fair, Grand Old West Days (GOWD), which runs for 4 days over Memorial Day weekend, and Moffat County High School Rodeo, among others, and has numerous regular user groups, the preponderance of these events and groups utilize the facilities for free.

In 1972, Moffat County entered into a 99-year lease agreement with Rio Caromo Arena, Inc., a non-profit corporation, to construct the Indoor Arena. For the lease sum of \$1, Rio Caromo Arena, Inc. has the exclusive right to manage and operate the Indoor Arena from November 1 thru May 1 each year. Outside of that period, the County manages and operates the Indoor Arena, coinciding with the County Fair and GOWD, which are 2 of the largest events held at the Fairgrounds.

**Fairgrounds Organizational Chart**






# 3. Booking Policies & Sales/ Marketing Efforts & Priorities

Based upon information provided by Moffat County Fairgrounds’ staff, the Fairgrounds does not currently have a formal marketing plan. Marketing efforts are limited to an active website, within the County’s main website and a separate website for the annual Fair, and Facebook, which is predominantly used for promoting activities during the Fair. There are also live Instagram and Twitter accounts but these do not appear to be as regularly updated as the Facebook account.

Current sales and marketing efforts likely reflect the lean staff at the Fairgrounds and present numerous opportunities for improvement. Targeted future strategies should be thoughtful, forward-looking and include actionable items and mechanisms for implementation.



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## Moffat County Fairgrounds

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Manager

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The Moffat County Fairgrounds ([750 East 4th Street](#)) located in Craig, Colorado provides a facility for livestock work and recreations such as rodeos, roping, barrel racing, horse and livestock shows, horse racing, auctions, concerts and the county fair. Also provided is a pavilion building with kitchen facilities used for many functions such as family gatherings, parties, dances, theater performances, concessions, meetings among others. A large room under the grandstands is also available for meetings, dances and gatherings. Contact us if you are interested in hosting an event. Our staff will be happy to work with you. Come and enjoy Northwest Colorado. For rental inquiries, click [here](#).

Indoor Arena & Stalls

Outdoor Arena, Race Track, Grandstands & Parking

Pavilion & Picnic Shelter



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# 4. Demand

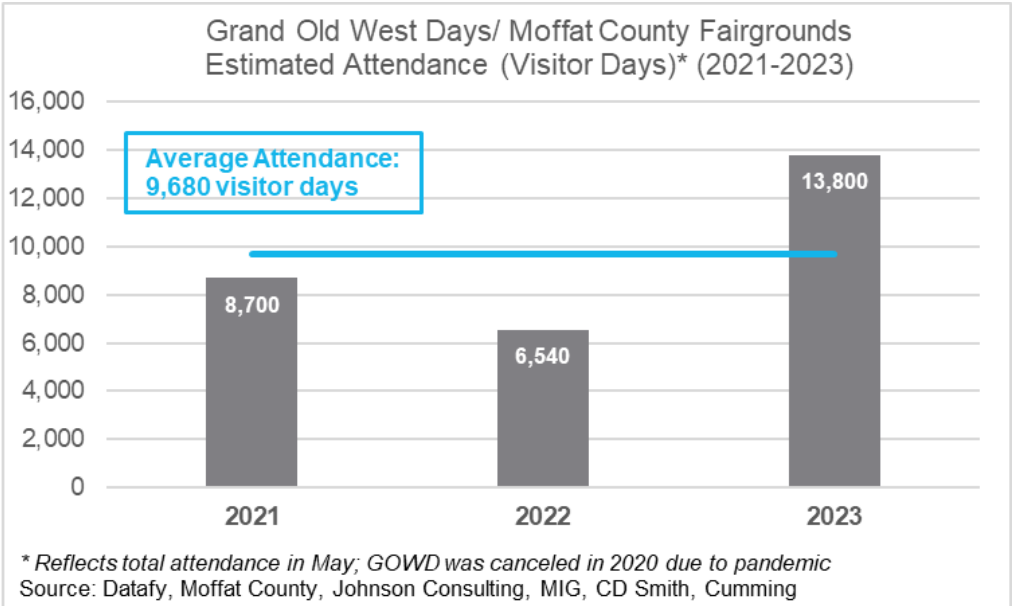
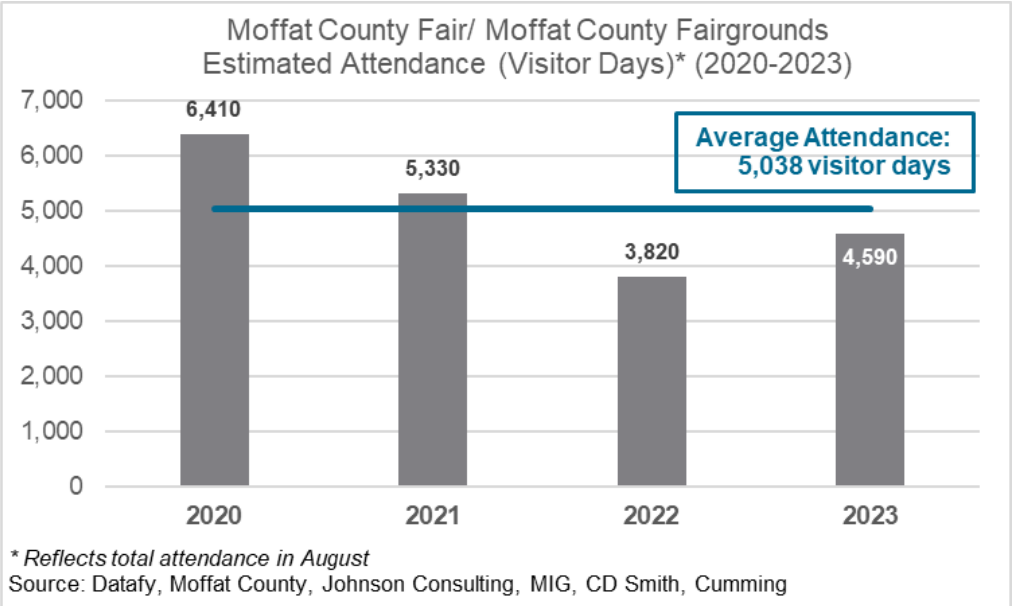
## Moffat County Fair

The Moffat County Fairgrounds is home to the annual Moffat County Fair, with the preponderance of events concentrated over 5 days in early-August, although Fair-related activities span 13 days from late-July. Historically, Fair-related activities ran for 15 days but were shortened to 13 days in 2023.

The County does not specifically track Fair attendance, however information sourced by the County indicates that in 2023 the Fairgrounds reported 4,590 visitor days (including multiple visits by the same unique visitor) in August, when the largest event held at the Fairgrounds is the annual Fair. This represented an increase over 2022, when 3,820 visitor days were reported, but was lower than visitor day estimates during August of 2021 (5,330 visitor days) and 2020 (6,410 visitor days). Overall, between 2020 and 2023, attendance at the Fairgrounds during August averaged 5,038 visitor days, accounting for an average of 17.7 percent of total annual attendance at the Fairgrounds.

## Grand Old West Days

Grand Old West Days (GOWD) runs for 4 days over Memorial Day weekend. Similarly to the Fair, specific attendance data is not available, however information sourced by the County indicates that in 2023 the Fairgrounds reported 13,800 visitor days in May, when the largest event held at the Fairgrounds is GOWD. This represented more than double the number of visitors days reported in May of 2022 (6,540 visitor days) and a significant increase over May 2021 (8,700 visitor days). Overall, between 2021 and 2023, attendance at the Fairgrounds during May averaged 9,680 visitor days, accounting for an average of close to one-third (33.1 percent) of total annual attendance at the Fairgrounds.





# 4. Demand

## Use Days

In 2023, the Fairgrounds reported 434 use days, including the annual Fair and GOWD. This was consistent with 2022, when the Fairgrounds reported 434 use days, and represents a considerable increase over 2021 (344 use days), as well as pre-pandemic utilization of 355 use days in 2019. Overall, between 2019 and 2023 (excluding 2020, when use days were impacted by the pandemic), total use days at the Moffat County Fairgrounds increased at an average annual rate of 6.9 percent. This was, in part, attributed to a significant increase in General use of the Fairgrounds, which grew from 2 use days in 2019 to 50 use days in 2023. Significant growth was also reported in use days at the Grandstand Building, increasing at an average annual rate of 9.1 percent between 2019 and 2023. During the same period, use days at the Pavilion remained fairly steady.

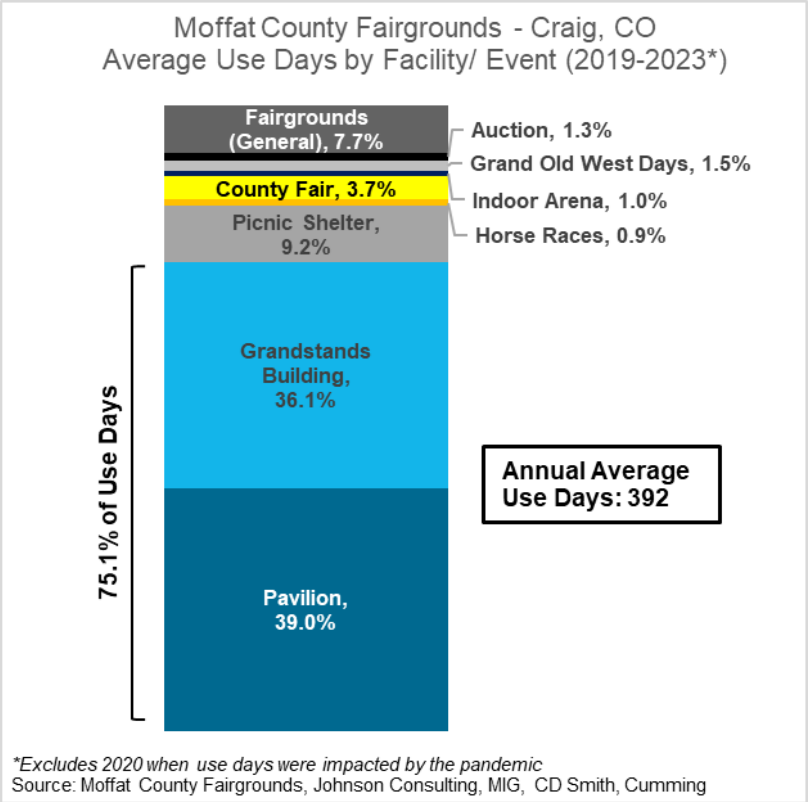
Overall, between 2019 and 2023 (excluding 2020), the Fairgrounds reported an average of 392 use days per annum. On average, the highest proportion of use days occur in the Pavilion (39.0 percent) and Grandstands Building (36.1 percent), collectively accounting for three-quarters (75.1 percent) of total use days, on average, between 2019 and 2023. The Fair accounts for 3.7 percent of total use days and GOWD accounts for 1.5 percent.

It is noted that use days include actual event days (when both participants and spectators are present), along with set up/ tear down, routine maintenance, and other non-participant or spectator activities. Since these functions can occur on the same day as other activities occurring within the same building, or elsewhere on the campus, use days can exceed 365 calendar days, as was the case at Moffat County Fairgrounds in 2022 and 2023. While it is common for Fairgrounds to report use days, overall attendance is highest during event days when both participants and spectators are present.

Management of the Fairgrounds does not maintain a log of lost and turned-away business.

Moffat County Fairgrounds - Craig, CO Use Days (2019-2023)						
Facility/ Event	2019	2020	2021	2022	2023	CAGR*
Pavilion	160	90	150	145	156	(0.8%)
Grandstands Building	128	86	103	169	166	9.1%
Picnic Shelter	35	31	40	40	29	(6.1%)
Horse Races	6	1	3	3	2	(30.7%)
County Fair	15	15	15	15	13	(4.7%)
Indoor Arena	-	-	-	7	8	-
Grand Old West Days	6	6	6	6	6	0.0%
Auction	3			8	4	10.1%
Fairgrounds (General)	2	16	27	42	50	192.4%
TOTAL	355	245	344	435	434	6.9%

\*Compounded Annual Growth Rate 2019-2023 (excluding 2020 when use days were impacted by the pandemic)  
Source: Moffat County Fairgrounds, Johnson Consulting, MIG, CD Smith, Cumming



# 4. Demand

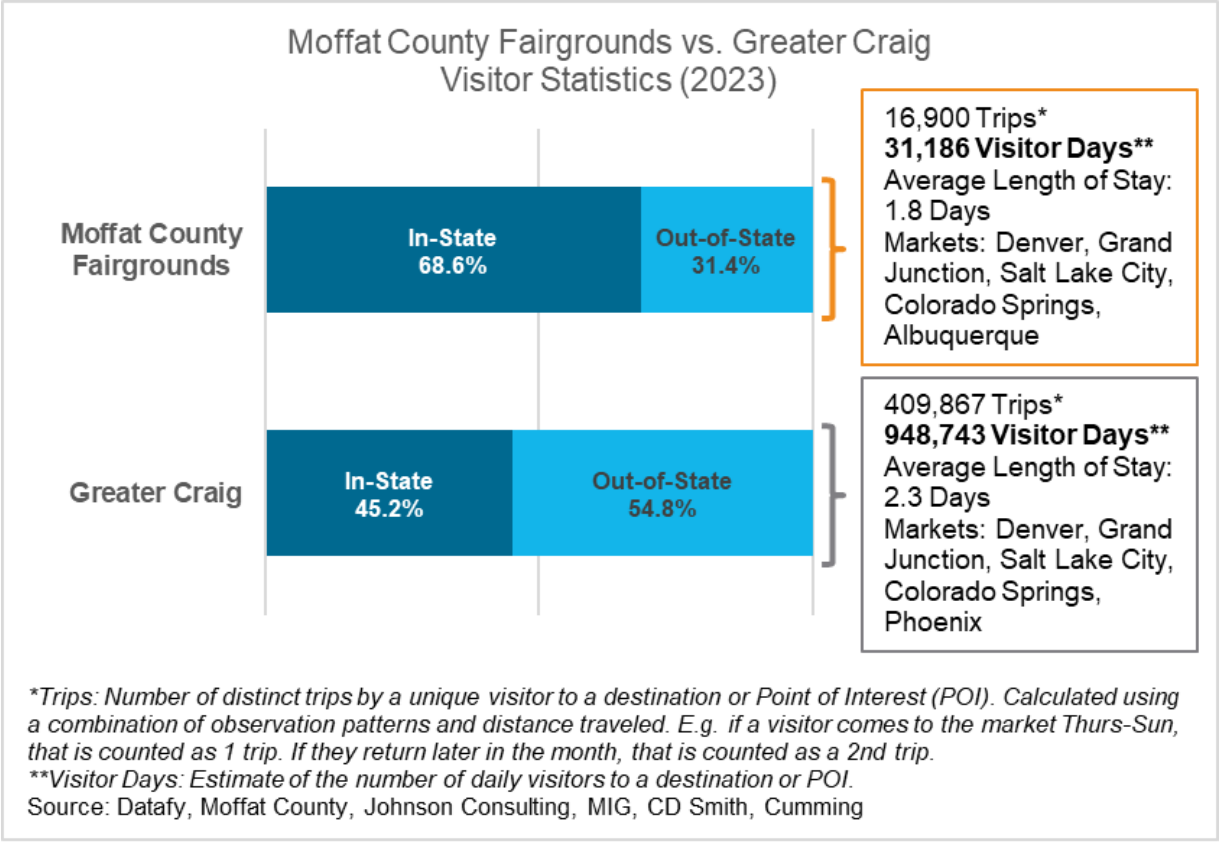
## Visitors

In 2023, data from Datafy indicates there were 16,900 trips by unique visitors to Moffat County Fairgrounds, totaling 31,186 visitor days (defined as the number of daily visitors). This represented growth rates of 29.3 percent in total trips and 38.9 percent in visitor days over 2022. Visitation to the Greater Craig area amounted to 409,867 trips and 948,753 visitor days in 2023, up 26.2 percent and 17.1 percent, respectively, over 2022.

The average length of stay of visitors to Moffat County Fairgrounds was 1.8 days in 2023, up slightly from 1.7 days in 2022. Of the visitors who stayed overnight, more than three-quarters (76.1 percent) stayed for between 3 and 4 nights. During the same period, the average length of stay of visitors to the Greater Craig area decreased slightly from 2.5 days in 2022 to 2.3 days in 2023, with the highest proportions of overnight visitors staying for either 2 days (26.8 percent) or 6 or more days (31.7 percent).

In 2023, more than two-thirds of visitors (68.6 percent) to Moffat County Fairgrounds originated from within the State of Colorado. Between 2022 and 2023, the proportion of out-of-State visitors increase by 14.0 percent. During the same period, the proportion of out-of-State visitors to the Greater Craig area contracted slightly by (3.9) percent. Notwithstanding this, the proportion of out-of-State visitors to the Greater Craig area (54.8 percent) still exceeded the proportion of in-State visitors (45.2 percent). Overall, this demonstrates the ability of the area to draw visitors from a wide catchment area. Both the Fairgrounds and the Greater Craig area reported out-of-State visitors from Utah, Texas, New Mexico and Arizona.

For comparative purposes, 2023 data from Placer.ai indicates that 32.0 percent of total visits (correlating with Datafy’s definition of visitor days) to the Moffat County Fairgrounds were by visitors who originated from out-of-state. This indicates a high confidence interval between the 2 data sources.



# 5. Finances

## Revenues & Expenses

The County reports separate revenues and expenses for Moffat County Fairgrounds and specifically for the Moffat County Fair. In 2022, which is the most recent actual data, the Fairgrounds reported total operating revenues of \$42,271. The single largest category of revenues was Department Fees (\$29,335), which are facility and equipment rental charges. During the same year, the Fairgrounds reported \$377,118 in operating expenses, resulting in a net operating loss of (\$334,347). The largest categories of expenses were – 1). Full Time Wages (\$96,285); 2). Equipment Miscellaneous (\$77,063, which was abnormally high in 2022); 3). Utilities (\$53,551); and 4). Fringe Benefits (\$43,569). Salaries & Wages and Benefits are almost always among the highest expenses for Fairgrounds and similar event and entertainment facility operations.

Estimated 2023 revenues and expenses, as provided by the County, indicate a reduction in both operating revenues and expenses resulting in a net operating loss that is generally consistent with 2022 actuals (\$336,950). The 2024 budget includes Equipment Vehicle expenses of \$60,000, resulting in an even higher projected deficit of (\$433,900).

Overall, between 2021 (actual) and 2023 (estimated) total operating revenues at the Fairgrounds decreased at an average annual rate of (17.1) percent. Concurrently, total operating expenses grew by 16.2 percent per annum. The result is a steady increase in the operating deficit, at a rate of 20.8 percent per annum.

Moffat County Fairgrounds - Craig, CO Revenue & Expense Statement (2021-2024)					
	2021 Actual	2022 Actual	2023 Estimate	2024 Budget	CAGR*
OPERATING REVENUES					
Campground Rental	\$2,676	\$4,528	\$1,000	\$3,000	(38.9%)
Department Fees	22,380	29,335	15,000	22,000	(18.1%)
RV Dump Fees	11,974	8,908	10,000	8,000	(8.6%)
Reimbursement	822	-	-	-	(100.0%)
Total Operating Revenues	\$37,852	\$42,771	\$26,000	\$33,000	(17.1%)
OPERATING EXPENSES					
Personnel					
Full Time Wages	\$98,583	\$96,285	\$150,500	\$150,500	23.6%
Over Time	30	1,378	3,500	2,500	980.1%
Longevity	2,610	2,600	2,600	2,600	(0.2%)
Leave Paid Out	-	3,557	-	22,000	-
Contract Labor	41,441	33,005	43,000	53,000	1.9%
Fringe Benefits	46,790	43,569	52,314	70,000	5.7%
Retirement	3,988	6,099	9,186	9,000	51.8%
SubTotal Personnel	\$193,442	\$186,493	\$261,100	\$309,600	16.2%
Operating					
Utilities Garbage Removal	\$588	\$1,978	\$1,500	\$1,800	59.7%
Maintenance Contracts	4,472	4,472	5,600	5,600	11.9%
Repairs Building	866	452	1,500	1,500	31.6%
Repairs Equipment/ Maintenance	3,494	6,484	7,500	7,500	46.5%
Utilities	45,056	53,551	46,000	67,000	1.0%
Telephone	1,775	1,821	2,500	2,500	18.7%
Gas & Oil	75	197	400	400	130.9%
Maintenance Supplies	6,303	9,624	11,000	11,000	32.1%
Miscellaneous	3,040	2,075	-	-	(100.0%)
SubTotal Operating	\$65,669	\$80,654	\$76,000	\$97,300	7.6%
Capital					
Capital Improvements	\$0	\$0	\$0	\$0	-
Capital Outlay	-	-	-	-	-
Equipment Miscellaneous	8,250	77,063	12,650	-	23.8%
Equipment Vehicles	-	-	-	60,000	-
Fairgrounds Building	1,572	32,908	13,200	-	189.8%
SubTotal Capital	\$9,822	\$109,971	\$25,850	\$60,000	62.2%
Total Operating Expenses	\$268,933	\$377,118	\$362,950	\$466,900	16.2%
Operating Profit (Loss)	(\$231,081)	(\$334,347)	(\$336,950)	(\$433,900)	20.8%

\*Compounded Annual Growth Rate (2021-2023)  
Source: Moffat County, Johnson Consulting, MIG, CD Smith, Cumming



# 5. Finances

## Revenues & Expenses

In 2022, which is the most recent actual data, the annual Moffat County Fair reported total operating revenues of \$68,822, sourced entirely from Donations. During the same year, the Fair reported \$217,562 in operating expenses, resulting in a net operating loss of (\$148,740). The largest single category of expenses was Entertainment (\$73,525).

Estimated 2023 revenues and expenses, as provided by the County, indicate a reduction in both operating revenues and expenses resulting in an improved net operating position over 2022, but still a net operating loss of (\$99,837). The 2024 budget is unchanged from the 2023 estimate.

Overall, between 2021 (actual) and 2023 (estimated) total operating revenues reported by the Fair decreased at an average annual rate of (73.9) percent. Concurrently, total operating expenses also decreased, albeit at a lower average annual rate of (14.1) percent. The result is an increase in the operating deficit, at a rate of 34.2 percent per annum.

Moffat County Fair - Craig, CO					
Revenue & Expense Statement (2021-2024)					
	2021	2022	2023	2024	CAGR*
	Actual	Actual	Estimate	Budget	
OPERATING REVENUES					
State Department of Agriculture	\$36,109	\$0	\$0	\$0	(100.0%)
Donations	51,972	68,822	6,000	6,000	(66.0%)
Total Operating Revenues	\$88,081	\$68,822	\$6,000	\$6,000	(73.9%)
OPERATING EXPENSES					
Personnel					
Full Time Shared Wages	\$22,941	\$23,268	\$25,650	\$25,650	5.7%
Part Time Shared Wages	7,345	5,111	8,313	8,313	6.4%
Call Out Wages	5,000	5,000	5,500	5,500	4.9%
Over Time	4,169	3,750	5,000	5,000	9.5%
Longevity	1,240	1,069	1,235	1,235	(0.2%)
Contract Labor	1,652	1,623	1,762	1,762	3.3%
Judges	8,341	9,905	7,062	7,062	(8.0%)
Fringe Benefits	16,601	15,268	15,548	15,548	(3.2%)
Retirement	1,701	1,591	1,613	1,613	(2.6%)
SubTotal Personnel	\$68,990	\$66,585	\$71,683	\$71,683	1.9%
Operating					
Entertainment	\$43,394	\$73,525	\$10,907	\$10,907	(49.9%)
Advertising/ Legal Notices	6,337	10,064	2,562	2,562	(36.4%)
Premiums	2,323	2,323	2,323	2,323	0.0%
Security	600	3,600	600	600	0.0%
Printing	800	558	400	400	(29.3%)
Awards & Ribbons	8,116	10,089	6,062	6,062	(13.6%)
Copies	281	125	500	500	33.4%
Fair Book	4,000	2,934	4,000	4,000	0.0%
Fair Queen Expense	309	395	-	-	(100.0%)
Miscellaneous	5,227	6,952	3,000	3,000	(24.2%)
Office Supplies	797	654	900	900	6.3%
Open Horse Show	1,945	1,024	1,000	1,000	(28.3%)
Operating Supplies	20	2,049	1,500	1,500	766.0%
Postage	372	576	400	400	3.7%
County Fair Stimulus Grand	-	36,109	-	-	-
SubTotal Operating	\$74,521	\$150,977	\$34,154	\$34,154	(32.3%)
Capital					
Capital Improvements	\$0	\$0	\$0	\$0	-
SubTotal Capital	\$0	\$0	\$0	\$0	-
Total Operating Expenses	\$143,511	\$217,562	\$105,837	\$105,837	(14.1%)
Operating Profit (Loss)	(\$55,430)	(\$148,740)	(\$99,837)	(\$99,837)	34.2%

\*Compounded Annual Growth Rate (2021-2023)  
Source: Moffat County, Johnson Consulting, MIG, CD Smith, Cumming

# 5. Finances

## Revenues & Expenses

Regionally and nationally, there are examples of even the most highly-utilized Fairgrounds that still report a net operating deficit year-over-year. Typically, as is the case in Moffat County, the annual Fair reports higher total operating revenues than year-round operations of the Fairgrounds, however the scale of operations of the annual Moffat County Fair is not sufficient to contribute to any substantial reduction in the overall deficit reported by year-round operations of the Fairgrounds. This in part reflects the fact the Fair itself reports an annual operating deficit.

When the revenue and expense statements for the Moffat County Fairgrounds and Fair are considered in combination, revenues totaled \$111,593 in 2022, while expenses totaled \$594,680, resulting in a net operating deficit of (\$483,087). Overall, between 2021 and 2023, combined revenues decreased at an average annual rate of (49.6) percent and expenses increased at an average annual rate of 6.6 percent, resulting in an increase to the deficit at a rate of 23.5 percent per annum.

Moffat County Fairgrounds - Craig, CO					
Fairgrounds & Fair Revenue & Expense Statement (2021-2024)					
	2021	2022	2023	2024	CAGR*
	Actual	Actual	Estimate	Budget	
OPERATING REVENUES					
Operating Revenues - Fairgrounds	\$37,852	\$42,771	\$26,000	\$33,000	(17.1%)
Operating Revenues - Fair	\$88,081	\$68,822	\$6,000	\$6,000	(73.9%)
Total Operating Revenues	\$125,933	\$111,593	\$32,000	\$39,000	(49.6%)
OPERATING EXPENSES					
Operating Expenses - Fairgrounds	\$268,933	\$377,118	\$362,950	\$466,900	16.2%
Operating Expenses - Fair	\$143,511	\$217,562	\$105,837	\$105,837	(14.1%)
Total Operating Expenses	\$412,444	\$594,680	\$468,787	\$572,737	6.6%
Operating Profit (Loss)	(\$286,511)	(\$483,087)	(\$436,787)	(\$533,737)	23.5%

\*Compounded Annual Growth Rate (2021-2023)

Source: Moffat County , Johnson Consulting, MIG, CD Smith, Cumming



# 5. Finances

## Rental Rates

Current facility rental rates at the Moffat County Fairgrounds range from \$50 per day for County residents hosting a non-profit event at the Pavilion to \$1,000 per day for any groups renting the Racetrack. Different fee structures are provided for private events, commercial/ for-profit events and non-profit events, as well as for County residents vs. non-residents. Generally speaking, aside from the Racetrack, the Pavilion and Grandstands Building are the most expensive for private events and commercial/ for profit events. These facilities are lower priced for non-profit events and the Fairgrounds charges a premium to these groups for events charging admission at the Outdoor Arena A, Indoor Arena and Outdoor Arena B.

Moffat County Fairgrounds - Craig, CO Rental Fees per Day (2024)						
Facility	Size (SF)	PRIVATE EVENTS		COMMERCIAL/ FOR-PROFIT EVENT		NON-PROFIT EVENT
		County Resident	Non-County Resident	County Resident	Non-County Resident	County Resident
Pavilion*	3,705	\$275 / \$450 for 3 days (excl. weekends)	\$300	\$450	\$700	\$50
Grandstands Building	4,000	\$250	\$275	\$400	\$650	\$50
Outdoor Arena A	45,000	\$75	-	\$275	\$525	\$75 \$100 if admission is charged
Racetrack	1/2 Mile	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Indoor Arena	16,800	\$250		\$400	\$750 (<500 persons) \$1,000 (500+ persons)	\$250 \$275 if admission is charged
Outdoor Arena B	36,000	\$75		\$275	\$375	\$75 \$100 if admission is charged
Picnic Shelter	3,600	\$75 \$150 (100+ persons)	\$100 \$150 (100+ persons)	\$300	\$750 (<500 persons) \$1,000 (500+ persons)	-
Fairgrounds/ Loudy-Simpson Park	29-acres	\$300 (1-3 Days); \$500 (3-5 Days); \$100 per additional day		\$300 (1-3 Days); \$500 (3-5 Days); \$100 per additional day		\$300 (1-3 Days); \$500 (3-5 Days); \$100 per additional day

\*Excludes \$75 cleaning fee for all users and event types  
Notes: Excludes \$500 refundable deposit; County Staff may use Pavilion and Picnic Shelters for free for County-related business  
Source: Moffat County Fairgrounds, Johnson Consulting, MIG, CD Smith, Cumming

# 5. Finances

## Funding Sources

The Fairgrounds is funded by the revenues it generates, with funding support from the County for capital improvements. In recent years, these improvements have been funded via – 1). American rescue Plan Act funds, and 2). Capital Project Fund expenditures. In 2022, capital improvement funds allocated to the Fairgrounds totaled \$126,460, with the 2023 estimated allocation being slightly higher at \$132,247, while the 2024 budget shows a significant reduction in funding to \$77,481.

The County has committed funds for a new multi-use building at the Fairgrounds, via the County’s Capital Improvement Program (CIP). The CIP is a multi-year planning tool to identify and implement short-term and long-term capital needs. At the Fairgrounds, 25 percent of the County-owned mineral revenue is being designated, per Resolution 2006-137 Designation of Revenue in Capital Projects Fund, for a new multi-use building. The 2024 budget shows an estimated balance of \$775,957 for the new multi-use building at Moffat County Fairgrounds.

Moffat County Fairgrounds - Craig, CO Funding Sources (2021-2024)				
	2021 Actual	2022 Actual	2023 Estimate	2024 Budget
American Rescue Plan Act Expenditures - Fairgrounds Improvements	\$0	\$118,253	\$132,247	\$77,481
Capital Projects Expenditures - Fairgrounds Building	50,283	8,207	-	-
<b>Total Funding Sources</b>	<b>\$50,283</b>	<b>\$126,460</b>	<b>\$132,247</b>	<b>\$77,481</b>
<b>Capital Improvements Program</b>				
CIP Committed Funds (Balance) - Multi-Use Building	\$810,010	\$775,957	\$775,957	\$775,957

Source: Moffat County , Johnson Consulting, MIG, CD Smith, Cumming



# Observations

## 1. Structure and Staff

Moffat County Fairgrounds operates with a very lean, competent and passionate staff. In order to increase year-round utilization of the Fairgrounds and achieve fiscal sustainability, it may be practical to expand staffing to include dedicated marketing, sales and booking, and/ or sponsorship procurement functions.

## 2. Existing Tenancies and Contracts

The Fairgrounds does not currently have any tenancies or contracts that provide any significant contribution to operating revenues. Nationally, Fairgrounds that have actively sought anchor tenancies have reported these revenues accounting for 20-25 percent of total operating revenues. Long-term and renewable tenancies and contracts have a positive impact on “known” revenue streams and operating income. While the Fairgrounds does host annually repeating events, contracts create certainty of this recurring income and should be sought. Other Fairgrounds, regionally and nationally, have established contracts with permanent tenants that activate their campuses with synergistic uses and drive year-round visitation. Examples include:

- **Ag & Equestrian Associations:** The National Horse Center at the Kentucky Horse Park (KHP) in Lexington, KY is perhaps the preeminent, being home to 33 of the State’s leading equestrian organizations, housed in 15 office buildings. While tenants include a multitude of national organizations, State and local tenants include Central Kentucky Riding for Hope, Kentucky Equine Education Project, Kentucky Horse Council, Kentucky Horse Park Foundation, Kentucky Horse Racing Commission and Kentucky Mountain Saddle Horse Association.
- **Ag Extension Offices:** It is not uncommon for extension offices to be located on, or in close proximity to, fairgrounds. In 2023, the newly opened Exploration Center at the Missoula County Fairgrounds (MCF) in Missoula, MT became home to the Missoula County Extension and Weed District.
- **Museums & Year-Round Attractions:** Permanent museums that showcase the history of ag, equestrian and animal activity in the region are a synergistic use that exist at numerous fairgrounds nationally. The Washington County Fairgrounds in Greenwich, NY is home to the Washington County Fair Farm Museum and the Alameda County Fairgrounds in Pleasanton, CA is home to the American Farm Tractor Museum. On a larger scale, the Equine Theme Park at KHP includes the International Museum of the Horse, along with a visitor information center, gift shop and restaurant, and offers Parade of Breeds and Hall of Champions shows, horseback riding, horse drawn tours, and other activities. The newly opened Exploration Center at MCF includes the Missoula Butterfly House and Insectarium and 2.5 acres of educational gardens.

# Observations

- **Government Departments:** The State's Department of Agriculture and Department of Natural Resources are both located at the Illinois State Fairgrounds in Springfield, IL.
- **Sports Facilities:** A growing trend, nationally, is the development of sports uses on fairgrounds campuses. Both the MCF and Lane Events Center (LEC) in Eugene, OR, are home to privately-operated ice rinks and a MiLB stadium is also being contemplated at the LEC. Many fairgrounds have intentionally designed new indoor multi-purpose facilities to accommodate indoor sports, with some developing indoor and outdoor facilities large enough to attract tournaments.
- **Commercial Uses:** Some larger fairgrounds, nationally, house onsite hotel properties, such as the Georgia International Horse Park in Conyers, GA, and others have developed master plans that include hotel properties, such as Georgia National Fairgrounds & Agricenter in Perry, GA and Kentucky Exposition Center in Louisville, KY. Onsite restaurants, that operate during both event and non-event periods, are also becoming increasingly popular.

## 3. Booking Policies and Sales/ Marketing Efforts and Priorities

By Moffat County Fairgrounds Management's own admission, current sales and marketing efforts are limited. Although the Fairgrounds is well managed and hosts numerous events each year, more robust sales and marketing efforts are encouraged to maintain and grow demand and revenues and ensure the long-term success of the Fairgrounds. As a starting point, the following future marketing efforts should be contemplated:

- A. Website:** Having 2 distinct webpages for the Fairgrounds property and the annual Fair is an effective approach that many other Fairgrounds nationally have taken, as a valuable means of communicating that the Fairgrounds is more than just the "location of the annual Fair". While the Moffat County Fairgrounds and Moffat County Fair do have separate websites, both could benefit from enhanced searchability/ user navigation, content and visuals. For the Fairgrounds, it is recommended that the website be separated from the County's website to support these improvements. An important component of the website is clear descriptions of rental facilities including dimensions, ceiling heights, capacity, accessibility, tech specs, etc. This area of the website should be expanded. Providing example layouts, and photos of past events, can also help prospective users visualize their event in the facilities. Online booking forms will streamline the booking process, which in turn should encourage increased demand.
- B. Analytics:** The Fairgrounds should identify the optimum utilization for each rental building/ facility in relation to physical constraints, market demand, seasonality of demand, unrentable gaps between events, community needs, and financial viability to maximize benefit and guide revenue projections and targeted marketing efforts.

# Observations

- C. Sponsorships:** These can be sought for specific events and/ or for facilities and should be contemplated for facilities on the Fairgrounds, particularly if new facilities are constructed. Revenues can be generated from an inventory of signage located within facilities, as well as in concourses and on scoreboards. Many sponsorship and advertising contracts are long-term and for a constant amount until renewal. If a facility has an anchor tenant, then naming rights can also be marketed and sold. It is anticipated that local and regional agriculture, animal-health, manufacturing and other similar organizations may be interested in associating with facilities, and these organizations should be actively targeted through a dedicated sponsorship campaign. As noted above, procurement of sponsorships may require additional dedicated staffing.
- D. Cross-Promotion:** The Moffat County Tourism Association, local area chambers of commerce and similar organizations can be effective partners for cross-promotion, as information can reach their members and affiliates through their established marketing and communications databases. Opportunities also exist to cross promote with other County assets. Utilizing vendors for cross-promotion should also be contemplated.
- E. Other Advertising Mediums:** There are a multitude of advertising mediums, such as advertisements in local, regional and even national publications, billboards, brochures, etc. that while are more costly than social media, can be effective. Communication regarding non-Fair activities should be expanded. In essence, any mediums that are utilized for advertising the Fair should also be leveraged for advertising year-round events at the Fairgrounds.
- F. Testimonials:** Testimonials from past clients can be will an invaluable marketing tool and can be published on the non-Fair area of the website. A simple “post-event” survey is a useful tool for receiving testimonials, as well as feedback as it relates to the facilities, staff, and overall experience to help guide and refine operations. This is also an opportunity to solicit interest in holding subsequent events at the Fairgrounds, which can focus sales and marketing efforts to specific groups.
- G. “Festivalization”:** A growing trend in the events industry, particularly for educational and corporate events that refers to the blending of educational/ formal meeting activities with unique immersive and/ or interactive entertainment, often over a multi-day period. There here may be opportunities to “upsell” or “cross-sell” facilities to encourage and accommodate synergistic activities during events. Marketing and sales efforts should focus on “what else the Fairgrounds can offer” outside of a client’s immediate facility needs.



# Observations

## 4. Demand

Demand, as measured by the total use days, 434 use days, including the annual Fair and GOWD. The Fairgrounds reported strong growth in total use days in recent years, at a rate of 6.9 percent per annum between 2019 and 2023 (excluding 2020, when use days were impacted by the pandemic). On average, the highest proportion of use days occur in the Pavilion (39.0 percent) and Grandstands Building (36.1 percent), collectively accounting for three-quarters (75.1 percent) of total use days, on average, between 2019 and 2023. The Fair accounts for 3.7 percent of total use days and GOWD accounts for 1.5 percent. A prevalence of 4H and animal activities reflects the core mission of the Fairgrounds, although many of these groups utilize the facilities for free. Increased utilization by groups that are charged rental fees should be actively pursued as a means of growing revenues and improving fiscal sustainability.

Relative to the Greater Craig area, the Fairgrounds reports fairly modest out-of-State visitation but there is a clear opportunity to penetrate out-of-State demand with the right mix of facilities and event offerings, particularly given the proximity of Craig to the Utah and Wyoming state borders.

## 5. Finances

In recent years, the Fairgrounds has operated at a deficit. While there are many examples of County-owned and operated Fairgrounds that are not self-sustaining, typically there are available revenue sources, such as the County's General Fund, to cover shortfalls related to either the Fair or year-round operations in any given year. There are also numerous examples of Fairgrounds that received dedicated funding support, typically a portion of hotel/ motel tax, sales tax or property tax receipts. Expanding staffing, as discussed above, will result in increased expenses and this will need to be counteracted by growth in operating revenues through higher utilization by fee-paying groups.

The rental fee structure at the Moffat County Fairgrounds is complex. While there is merit in pricing different groups for their use of various facilities, particularly given sensitivities around continued use of facilities if improvements correlate with increased rental fees, simplifying the rental fee structure would allow for more simple communication with potential users of the facilities.



# Section 3

## Market Analysis



**JOHNSON**  
CONSULTING



CDSmith

CUMMING  
GROUP

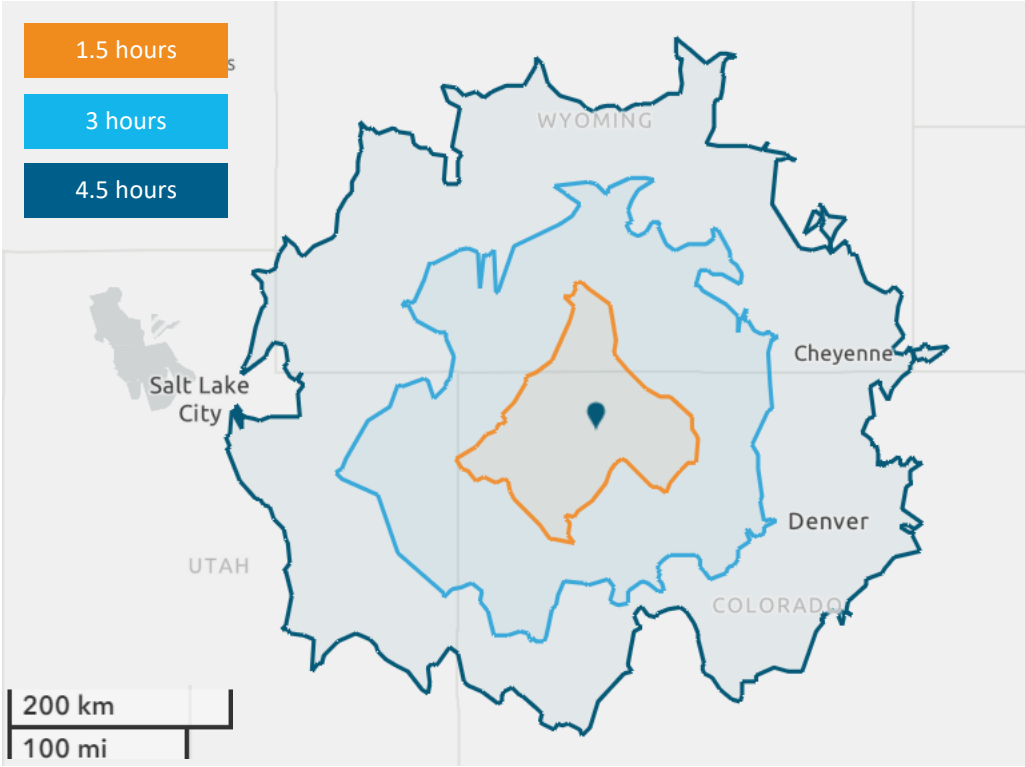


# Market Analysis

## Overview

Moffat County is located in Northwest Colorado, approximately 95 miles west of Steamboat Springs and 250 miles northwest of Denver, the state capital. Access to the County is provided via:

- **Air:** Craig-Moffat County Airport, which is a general aviation airport, is located in Moffat County, approximately 1.5 miles to the southeast of the Fairgrounds. The closest commercial airport is Yampa Valley Regional Airport (HDN), which is located 19 miles to the east of the Fairgrounds, and is served by United Airlines and Southwest year-round, with seasonal (winter) flights also offered by Alaska Airlines, American Airlines, Delta Air Lines, and Jet Blue to and from 16 domestic destinations. The largest airport in the region is the Denver International Airport (DEN) in Denver, CO, and provides non-stop service to 218 destinations (190 domestic and 28 international) via 25 airlines. In 2023, DEN served 77.8M passengers.
- **Rail:** There are ongoing efforts to re-establish passenger rail service from Denver through Steamboat Springs and into Craig.
- **Transit:** Steamboat Springs Transit (SST) operates 15 transit buses, 3 daily services between Craig and Steamboat Springs. Since 2021, the Colorado Department of Transportation's Bustang Outrider has also provided service between Craig and Denver, via Hayden, CO, where HDN is located.
- **Road:** US Highway 40 runs east-west through Moffat County and intersects with Colorado State Highway 318 which connects the Utah State Line to Browns Park. State Highway 13 is the major north-south road connection, connecting Craig to Interstate 70, approximately 90 miles to the south.



The following analysis considers key economic and demographic indicators within a 1.5-, 3-, and 4.5-hour (drive time) radius of the Moffat County Fairgrounds, which represent the primary, secondary and tertiary catchment areas for a variety of events and activities at the Fairgrounds. The tertiary catchment area (4.5-hour drive time) effectively spans from the outskirts of Salt Lake City to the outskirts of Denver. It is noted that this tertiary catchment area reflects the draw of some of the larger equestrian activities at the Fairgrounds today, although the primary and secondary catchments account for the preponderance of visitors to the Fairgrounds. This is consistent with comparable Fairgrounds in similar locations.



# Market Analysis

## Population

Large and growing population bases are a critical component of ensuring the success of event and entertainment facilities. Larger regional populations equate to more potential “drive-to” visitors and locally based demand. The 2023 resident population of Moffat County was 13,164 persons. Within a 1.5-hour drive-time radius, the population increased to 42,607 persons and to over half a million persons (502,987) within a 3-hour drive-time radius. Within a 4.5-hour drive-time radius, there was access to a population of 5.2M persons.

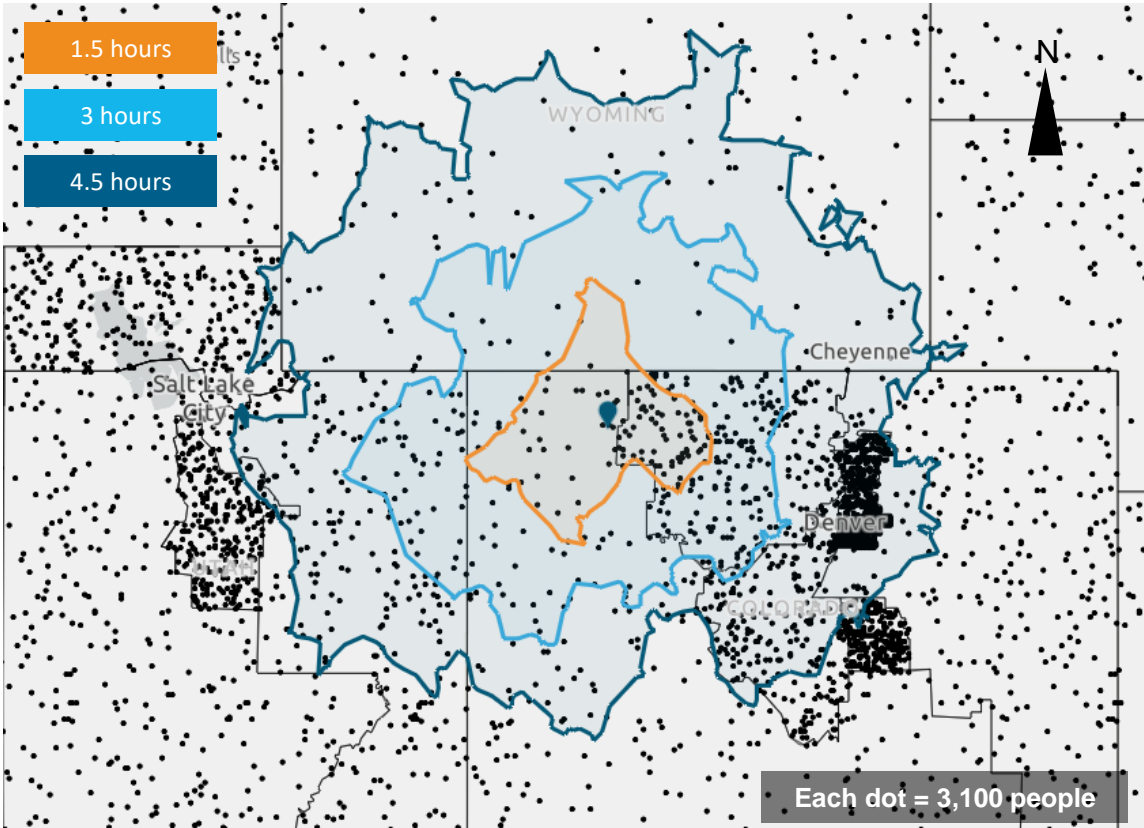
Between 2010 and 2023, the population of Moffat County decreased at a rate of (0.4) percent per annum. However, modest population growth was reported in the catchment areas, mirroring State and national trends.

Moffat County, CO Historic and Current Population (2000-2023)					
	2000	2010	2023	CAGR* 2000-2010	CAGR* 2010-2023
United States	281,421,906	308,745,538	337,470,185	0.9%	0.7%
Colorado	4,301,261	5,029,196	5,971,129	1.6%	1.3%
Moffat County	13,184	13,795	13,164	0.5%	(0.4%)
1.5 Hours (Drive Time)**	37,371	42,153	42,607	1.2%	0.1%
3 Hours (Drive Time)**	387,637	472,611	502,987	2.0%	0.5%
4.5 Hours (Drive Time)**	3,710,289	4,382,131	5,211,447	1.7%	1.3%

\*Compounded Annual Growth Rate

\*\*Drive Time from Moffat County Fairgrounds

Source: Esri, Johnson Consulting, MIG, CD Smith, Cumming



The map above illustrates the population distribution throughout Moffat County and the broader region. Each dot represents 3,100 residents. As shown, there are several large population bases located within and right outside of the 4.5-hour (drive time) radius of the County, including Denver and Salt Lake City.

# Market Analysis

## Forecast Population

Over the next 5 years (through 2028), the population of Moffat County is projected to further decrease, but at a slower rate of (0.2) percent per annum than historically. Slight decreases are also projected throughout the 1.5- and 3-hour (drive time) catchment areas, while a slight increase is projected within the 4.5-hour (drive time) catchment area, more in line with national projections.

## Age

Age is an important demographic indicator to consider when evaluating the market. Some markets seek to combat “brain drain,” a phenomenon where primarily college-educated young professionals are leaked to larger metropolitan markets. Other markets seek to attract wealthier retirees, which bring economic spending, leisure time, and philanthropic dollars with them. Event and entertainment facilities must offer amenities that match their markets and cater to all ages, ranging from family shows for children, conferences and conventions for working professionals, and consumer shows that may appeal to a broad range of demographics. The key is to achieve a programming balance that works within the social and economic context of the market.

The residents of Moffat County had a median age of 38.1 years in 2023, equal to the State and slightly younger than the national median of 39.1 years. Going forward, the median age in the County is projected to increase to 38.8 years by 2028, representing an average annual rate of growth of 0.4 percent, which is lower than the State but equal to the national growth rate.

Moffat County, CO Current and Forecast Population (2023-2028)			
	2023	2028	CAGR* 2023-2028
United States	337,470,185	342,640,129	0.3%
Colorado	5,971,129	6,161,512	0.6%
<b>Moffat County</b>	<b>13,164</b>	<b>13,003</b>	<b>(0.2%)</b>
1.5 Hours (Drive Time)**	42,607	42,252	(0.2%)
3 Hours (Drive Time)**	502,987	506,121	0.1%
4.5 Hours (Drive Time)**	5,211,447	5,367,657	0.6%

\*Compounded Annual Growth Rate

\*\*Drive Time from Moffat County Fairgrounds

Source: Esri, Johnson Consulting, MIG, CD Smith, Cumming

Moffat County, CO Historic & Forecast Median Age (2010-2028)						
	2010	2023	2028	CAGR* 2010-2023	CAGR* 2023-2028	% Growth 2023-2028
United States	37.1	39.1	39.8	0.4%	0.4%	1.8%
Colorado	36.1	38.1	38.5	0.4%	0.2%	1.0%
<b>Moffat County</b>	<b>35.9</b>	<b>38.1</b>	<b>38.8</b>	<b>0.5%</b>	<b>0.4%</b>	<b>1.8%</b>
1.5 Hours (Drive Time)**	38.0	40.5	41.3	0.5%	0.4%	2.0%
3 Hours (Drive Time)**	35.7	38.0	38.5	0.5%	0.3%	1.3%
4.5 Hours (Drive Time)**	35.8	37.9	38.3	0.4%	0.2%	1.1%

\*Compounded Annual Growth Rate

\*\*Drive Time from Moffat County Fairgrounds

Source: Esri, Johnson Consulting, MIG, CD Smith, Cumming

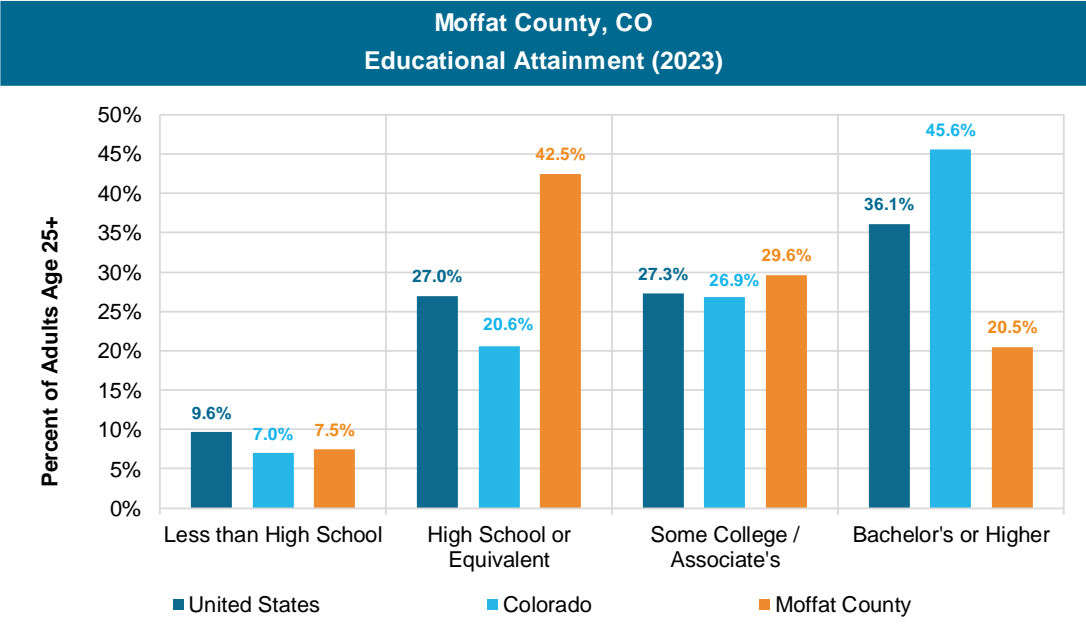
# Market Analysis

## Education & Income

Education and income, although not strict predictors of event and entertainment facility performance, are important market attributes for benchmarking the level of activity. Markets with higher educational attainment and income levels are more likely to have a robust economic base and healthy education system, which are key components of ensuring long-term growth and resiliency. Well-educated, higher income markets have a significant advantage when it comes to attracting new businesses, and are also more likely to have the nightlife, retail, and tourism scenes that appeal to event planners.

Moffat County is home to Colorado Northwestern Community College – South Routt Service Area and Meeker Service Area, with Colorado Mountain College being in close proximity as well, approximately 130 miles (or a 2.5-hour drive time) from Moffat County. In 2023, 20.5 percent of the County’s residents, aged 25+ years, held a bachelor’s degree or higher, which was significantly below both the national (36.1 percent) and State (45.6 percent) educational attainment levels.

In keeping with lower rates of higher-education attainment, whereby higher-education attainment tends to be directly correlated with income, Moffat County had a lower median household income (\$60,889) than the State (\$85,656) and the U.S. (\$72,603). Having said that, the median household income in Moffat County is projected to grow at a high rate (4.3 percent per annum) over the next 5 years relative to the State (3.5 percent per annum) and the U.S. as a whole (2.6 percent per annum). The catchment areas all have higher and growing median household incomes as well.



Source: Esri, Johnson Consulting, MIG, CD Smith, Cumming

Moffat County, CO			
Current & Forecast Median Household Income (2023-2028)			
	2023	2028	CAGR*
United States	\$72,603	\$82,410	2.6%
Colorado	\$85,656	\$101,751	3.5%
Moffat County	\$60,889	\$75,196	4.3%
1.5 Hours (Drive Time)**	\$81,240	\$94,523	3.1%
3 Hours (Drive Time)**	\$77,788	\$88,619	2.6%
4.5 Hours (Drive Time)**	\$88,256	\$103,607	3.3%

\*Compounded Annual Growth Rate

\*\*Drive Time from Moffat County Fairgrounds

Source: Esri, Johnson Consulting, MIG, CD Smith, Cumming



# Market Analysis

## Entertainment & Recreation Spend

Residents of Moffat County have a lower propensity to spend on entertainment and recreation relative to the national average, spending approximately 15.0 percent less across all identified categories in 2023. This is in contrast to the State of Colorado, and the various catchment areas, all of which exhibit a higher propensity to spend. This may reflect comparatively lower median incomes in Moffat County or limited opportunities to spend on entertainment and recreation, or a combination of these factors.

Average Spending on Entertainment, Recreation & Sports Moffat County (2023)												
Spending Category	USA		Colorado		Moffat County		1.5-Hour Drive Time Catchment*		3-Hour Drive Time Catchment*		4.5-Hour Drive Time Catchment*	
	Average Spend**	Index***	Average Spend**	Index***	Average Spend**	Index***	Average Spend**	Index***	Average Spend**	Index***	Average Spend**	Index***
Tickets to Theatre/Operas/Concerts	\$54.57	100	\$61.39	112	\$40.40	74	\$56.64	104	\$55.84	102	\$63.47	116
Tickets to Movies	\$27.61	100	\$33.16	120	\$21.39	77	\$29.16	106	\$29.06	105	\$34.38	125
Tickets to Parks or Museums	\$27.82	100	\$25.77	112	\$17.02	72	\$29.86	107	\$29.54	106	\$33.82	122
Admission to Sporting Events	\$27.82	100	\$17.02	72	\$22.42	81	\$58.47	100	\$58.83	101	\$67.58	116
TOTAL	\$137.82	-	\$137.34	-	\$101.23	-	\$174.13	-	\$173.27	-	\$199.25	-

\*Drive Time From Moffat County Fairgrounds  
\*\*Average spend per household, per annum  
\*\*\*National Average = 100  
Source: Esri, Johnson Consulting, MIG, CD Smith, Cumming

# Market Analysis

## Location Quotients by Industry Sector

The top 3 industries with the highest number of employees in Moffat County are:

- Construction
- Health Care / Social Assistance
- Retail Trade

Moffat County has a particularly high concentration of employees in Health Care/ Social Assistance (35.1 times the national average), as well as Manufacturing (18.5 times the national average), Construction (11.4 times the national average), and Other Services (7.9 times the national average). The exceptionally high concentration in Health Care/Social Assistance may correlate with the presence of Memorial Regional Health, which is the largest employer in the County.

The table to the right provides a location quotient analysis of the number of employees in Moffat County by industry sector relative to that of the U.S. as a whole. Location quotients of 1 (colored white) indicate a similar relative concentration of that particular industry in the County, while values higher than 1 (colored blue) indicate higher concentrations of that industry, and values lower than 1 (colored orange) indicate lower concentrations of that industry. The location quotient values are color-coded accordingly.

Employment Location Quotient by Industry Sector - Moffat County, CO (2023)					
Sector	Moffat County		United States		Location Quotient
	# of Employees	% of Workforce	# of Employees	% of Workforce	
Construction	737	13%	1,800,364	1%	11.4
Health Care/Social Assistance	720	12%	572,355	0%	35.1
Retail Trade	653	11%	11,436,649	7%	1.6
Accommodation/Food Services	428	7%	16,270,228	10%	0.7
Utilities	423	7%	3,029,991	2%	3.9
Educational Services	417	7%	16,983,986	10%	0.7
Public Administration	399	7%	9,030,322	6%	1.2
Other Services (excl Public Administration)	377	6%	1,335,596	1%	7.9
Transportation/Warehousing	298	5%	3,143,967	2%	2.6
Mining/Quarrying/Oil & Gas Extraction	279	5%	8,135,458	5%	1.0
Agriculture/Forestry/Fishing/Hunting	247	4%	2,901,448	2%	2.4
Professional/Scientific/Tech Services	237	4%	13,955,935	9%	0.5
Manufacturing	144	2%	216,593	0%	18.5
Admin/Support/Waste Management Services	140	2%	7,195,390	4%	0.5
Wholesale Trade	88	2%	14,946,588	9%	0.2
Arts/Entertainment/Recreation	84	1%	22,116,242	14%	0.1
Finance/Insurance	69	1%	3,578,196	2%	0.5
Real Estate/Rental/Leasing	63	1%	10,883,548	7%	0.2
Information	48	1%	7,645,915	5%	0.2
Management of Companies/Enterprises	0	0%	7,857,372	5%	0.0
Total Employees	5,851		163,036,143		

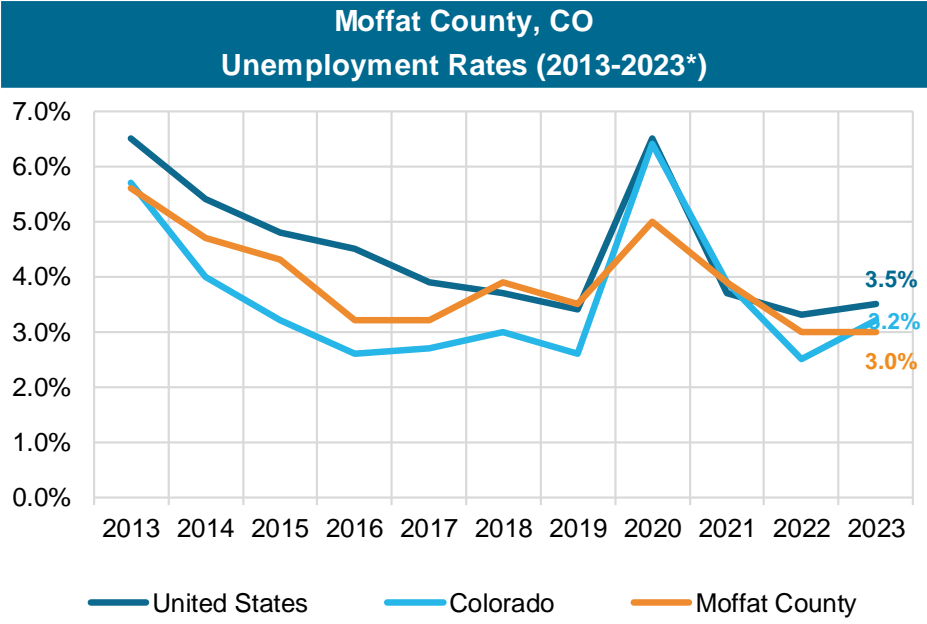
Source: Esri, Johnson Consulting, MIG, CD Smith, Cumming

# Market Analysis

## Unemployment

High unemployment rates are indicative of socioeconomic challenges, while low unemployment rates can reflect issues like qualified workforce shortages. Moffat County’s unemployment rate (3.0 percent in 2023) was lower than both the State (3.2 percent) and the national (3.5 percent) rate. This continues the general downward trend observed since 2018 (with the exception of 2020 which was impacted by the pandemic). Overall, between 2013 and 2023 Moffat County’s unemployment rate generally tracked above State average but below the national average.

While unemployment rates don’t always capture the entire picture as they ignore variables like underemployment and labor participation rate, low unemployment in Moffat County reflects the overall health of the local economy and concurrently, may be indicative of an opportunity for additional job creation. Concurrently, the closure of Craig Station coal-fired power plant and Colowyo Mine, both of which will be decommissioned in 2030, will result in a significant loss of jobs and will directly affect the County’s ability to maintain relatively low unemployment rates.



\*YTD data as of November 2023

Sources: Bureau of Labor Statistics, Johnson Consulting, MIG, CD Smith, Cumming



# Market Analysis

## Hotel Inventory

Data from CoStar/ Smith Travel Research (STR) – a hotel research firm whose statistics are widely used in the industry – indicates that Moffat County has 12 hotel properties totaling 562 guest rooms and 3,221 SF of meeting space. There are currently no under construction or planned properties in Moffat County’s hotel pipeline.

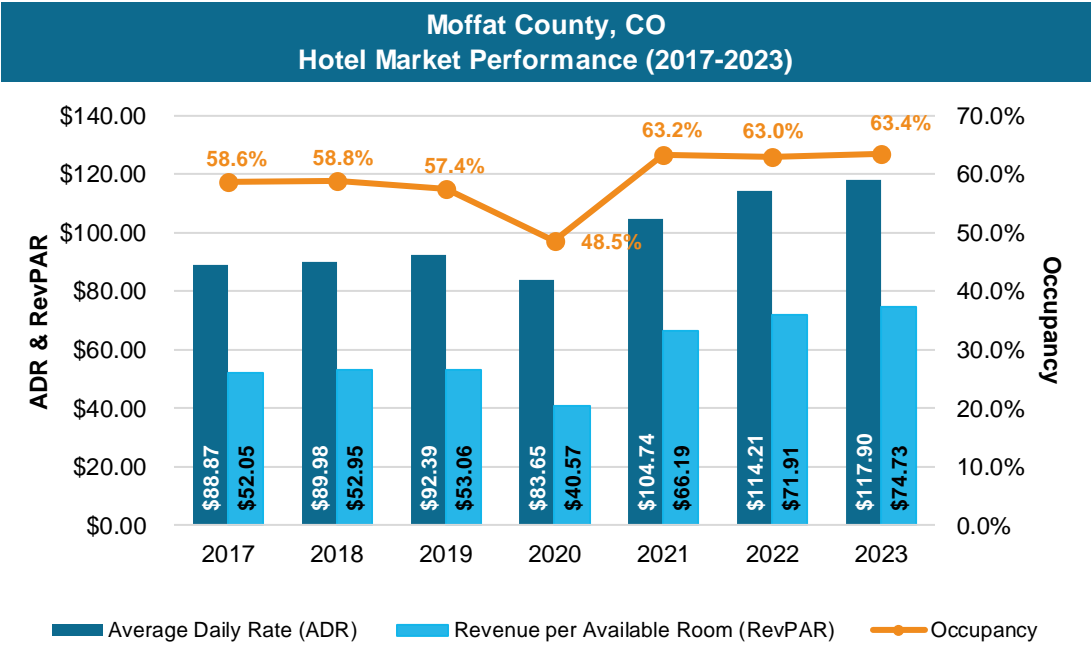
In 2023, the Average Daily Rate (ADR) reached \$117.90 per night, slightly up from \$114.21 in 2022 and surpassing the pre-pandemic peak of \$92.39 in 2019. Revenue per Available Room (RevPAR) also increased in 2023 to \$74.73 per available room, up from \$71.91 per available room in 2022. Following that growth trend, RevPAR also remains well above the pre-pandemic peak of \$53.06 observed in 2019. Similarly, occupancies have surpassed pre-pandemic levels reaching 63.4 percent in 2023 (compared to 57.4 percent in 2019). Despite the relatively small inventory of hotel properties, occupancy levels in the County are healthy and growing (it is noted that the industry considers 70.0 percent occupancy to be the threshold for profitability).

It is understood that workers engaged in the decommissioning of Craig Station and Colowyo Mine are currently serving as a significant demand source for local hotels. Upon closure of these facilities, in 2030, area hotels will become reliant on alternative demand sources to maintain occupancy levels. Major special events and new initiatives at an improved Fairgrounds will be critical to increasing hotel demand and further growing occupancy rates within the market.

Moffat County, CO Hotel Market Inventory (2023)					
Hotel	Chain Scale (Class)*	Year Built (Renovated)	# of Rooms	Largest Meeting Space (SF)	Total Meeting Space (SF)
Quality Inn & Suites Craig	Midscale	1981 (2006)	152	1,000	2,921
Hampton Inn & Suites Craig	Upper Midscale	2009	89	300	300
Candlewood Suites Craig Northwest	Midscale	2008	76	-	-
Super 8 Craig	Economy	1977	60	-	-
Best Western Plus Deer Park Hotel and Suites	Upper Midscale	1997 (2015)	42	-	-
Travelers Inn & Suites-Craig	Economy	1980	41	-	-
Elk Run Inn	Economy	1936 (2008)	24	-	-
Colorado Inn	Economy	1930 (1960)	20	-	-
Trav-O-Tel Motel	Economy	1935 (1975)	20	-	-
Westward Motel	Economy	1939	19	-	-
Old Victory Hotel	Economy	1894 (2007)	11	-	-
Terrace Motel	Upper Midscale	1974	8	-	-
TOTAL			562	1,300	3,221

\* Chain scale defined by Smith Travel Research (STR) whereby 1) Upscale are typically full-service hotel properties with a variety of onsite amenities, such as restaurants, meeting spaces, exercise rooms or spas; 2) Upper Midscale, Midscale and Economy are typically limited-service properties that offer limited facilities and amenities, typically without a full-service restaurant; 3) Independent are properties that are not affiliated with a chain and are independently operated.

Source: CoStar/ STR, Johnson Consulting, MIG, CD Smith, Cumming



Source: CoStar/ STR, Johnson Consulting, MIG, CD Smith, Cumming

# Market Analysis

## Regional Fairgrounds Inventory

There is a well-developed inventory of Fairgrounds throughout Western Colorado. These Fairgrounds range from small venues, with minimal facility offerings, to larger scale campuses. As such, there is significant variation in the extent to which they compete with Moffat County Fairgrounds.

The closest Fairgrounds to Moffat County Fairgrounds is Routt County Fairgrounds, located approximately 17 miles to the east, which offers a 27,600 SF indoor arena, with limited bleacher seating. The largest facility, in terms of seating capacity, is the 24,000 SF indoor arena at Garfield County Fairgrounds, approximately 90 miles to the south of Moffat County Fairgrounds, with seating capacity for 2,000 spectators. The Indoor Arena at Montrose County Fairgrounds has fixed seating for 1,727 spectators but can accommodate up to 6,000 attendees.

Non-Fairgrounds indoor arenas and multi-purpose event centers in the State are characterized by significantly larger venues, and the preponderance are located in more densely populated metropolitan areas, particularly Denver.

Key Characteristics of Regional Fairgrounds (Western Colorado)										
Facility	Distance from Moffat County Fairgrounds	Annual Fair	Campus Size	Largest Multi-Purpose Event Space/ Indoor Arena			Largest Outdoor Arena			Other Facilities
				Size (SF)	Max. Seating Capacity	Flooring	Size (SF)	Max. Seating Capacity	Grandstand	
Moffat County Fairgrounds Craig, CO	-	Moffat County Fair (5+ days)	37 acres	16,800 SF	Limited bleacher seating	Dirt	45,000 SF	1,800	✓	Pavilion (3,705 SF); Grandstand Building (4,000 SF); 1/2-Mile Racetrack; Outdoor Arena B (150' x 240'); Picnic Shelter (3,600 SF); 5 Barns
Routt County Fairgrounds Hayden, CO	17 Miles	Routt County Fair (10 days)	37 acres	27,600 SF	Limited bleacher seating	Dirt	51,496 SF	N/A	✓	Exhibit Hall (Capacity for 150 persons)
Rio Blanco Fairgrounds Meeker, CO	49 Miles	Rio Blanco Fair (6 days)	22 acres	28,800 SF	None	Dirt	58,480 SF	2,500	✓	2,500-seat Grandstand; Outdoor Arena; Ballfield
Garfield County Fairgrounds Rifle, CO	90 Miles	Garfield County Fair & Rodeo (9 days)	29 acres	24,000 SF	Limited (2,000 standing capacity)	Dirt	34,648 SF	2,000	✓	7,500 SF Exhibit Hall
Kremmling Fairgrounds & Rodeo Arena Kremmling, CO	94 Miles	Middle Park Fair & Rodeo (8 days)	27 acres	Approx. 1,200 SF (Dance Hall)	120	Concrete	45,582 SF	1,500	✓	Extension Hall (Capacity for 80 persons); 4 Animal Barns; Large Outdoor Arena & Track; Small Outdoor Arena
Eagle County Fairgrounds Eagle, CO	109 Miles	Eagle County Fair & Rodeo (6 days)	147 acres	32,500 SF	150 (Expandable to 500)	Dirt	11,300 SF	2,600 (expandable to 4,000)	✓	5,000 SF Multi-Use Building; 2,600-seat Outdoor Arena (expandable to 4,000 patrons for concerts); 2022 Master Plan recommends new 40,000 SF Expo Events Center
Mesa County Fairgrounds Grand Junction, CO	155 Miles	Mesa County Fair (5 days + Carnival for additional 4 days)	93 acres	31,250 SF Covered Arena (Not Enclosed)	-	Dirt	24,921 SF	3,000 (expandable to 3,700)	✓	2 additional pavilions of similar size; 4,200 SF Exhibit Building; 1,080 SF Building; 25,000 SF Livestock Pavilion adjacent to Arena
Delta County Fairgrounds Hotchkiss, CO	167 Miles	Delta County Fair (12 days)	48 acres	30,000 SF Covered Arena (Not Enclosed)	-	Dirt	35,200 SF	2,000	✓	6,500 SF Heritage Hall (Exhibit Space); The Maloney House (Meeting Facility with Max. Capacity for 30 persons); Livestock Barn; Entertainment Stage; Boat Ramp; Disc Golf (18 holes); 2022 Master Plan recommends additional Equestrian and Livestock Facilities & Recreation Amenities
Montrose County Event Center Montrose, CO	204 Miles	Montrose County Fair & Rodeo (9 days)	30 acres	34,320 SF	1,727 (Expandable to 6,000)	Dirt	33,780 SF	1,500	✓	17,580 SF Exhibit Hall; 5,400 Banquet Hall; 3 Meeting Rooms (900 SF each)
Gunnison County Fairgrounds Gunnison, CO	210 Miles	Gunnison Cattleman's Days (3 days)	24 acres	10,000 SF (Multi-Purpose Room)	Approx. 800	Concrete	Approx. 50,000 SF	N/A	✓	15,500 SF (net useable) 'Fred. R. Field Western Heritage Center (Multiple Rooms including 10,000 SF Multi-Purpose Rooms); 4,000 SF Pavilion; Multiple Barns
Ouray County 4H Events Center & Fairgrounds Ridgeway, CO	231 Miles	Ouray County Fair & Rodeo (4 days)	5 acres	4,600 SF (2 combined Multi-Purpose Rooms)	450	Concrete	11,200 SF	N/A	✓	Livestock Barn; 2,400 SF South Patio (outdoor patio and courtyard)
San Miguel County Fairgrounds & Regional Park Norwood, CO	239 Miles	San Miguel Basin Fair & Rodeo (10 days)	54 acres	13,188 SF	Limited bleacher seating	Dirt	37,926 SF	1,000	✓	Indoor Arena is located within 30,000 SF Event Center; 6,000 SF Pig Palace (Open Air); Ball Fields; Playground
La Plata County Fairgrounds Durango, CO	309 Miles	La Plata County Fair (5 days)	32 acres	33,000 SF Covered Arena (Not enclosed)	-	Dirt	33,600 SF	1,600	✓	10,000 SF Multi-Use Building; Baseball Fields; Picnic Shelter
Archuleta County Fairgrounds Archuleta, CO	336 Miles	Archuleta County Fair (4 days)	24 acres	5,084 SF	-	Dirt	64,350 SF	Limited bleacher seating	✗	Extension Office; Barn
Montezuma County Fairgrounds Cortez, CO	340 Miles	Montezuma County Fair (11 days)	106 acres	52,500 SF	1,200	Dirt	40,572 SF	1,500	✓	1/2-Mile Dirt Track; Barn

Source: Relevant Facilities, Johnson Consulting, MIG, CD Smith, Cumming

# Market Analysis

## Conference/ Meeting Facility Inventory

There is no dedicated conference/ meeting facility in Moffat County that is available to the public, with The Pavilion at Moffat County Fairgrounds primarily serving to accommodate these types of events. Within a 3-hour (drive-time) radius of the Moffat County Fairgrounds, there are 11 hotel and non-hotel event facilities, offering between 15,000 and 40,000 SF of total event space, that target and attract conferences and meetings, as well as other social events including weddings and banquets.

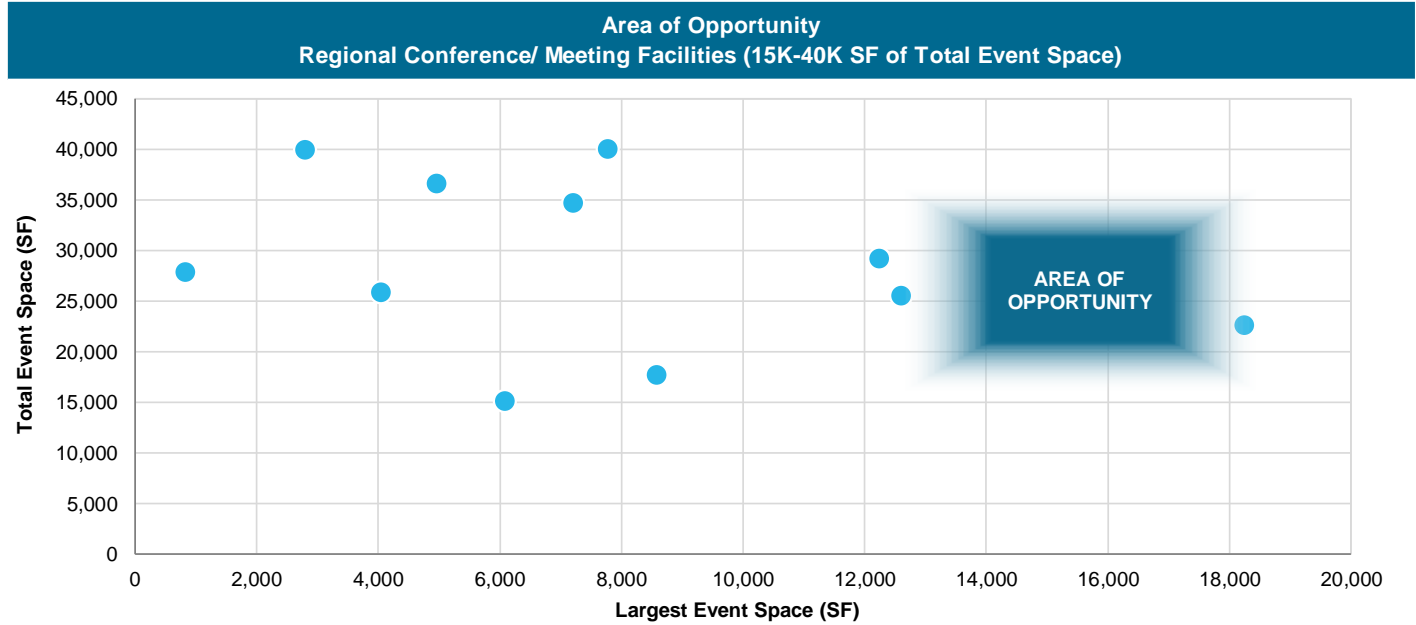
The closest facility to Moffat County Fairgrounds is La Joya Dulce in Steamboat Springs, CO. The facility comprises 25,000 SF of total event space, with the largest contiguous space been 12,600 SF. The largest contiguous event space is available at Grand Junction Convention Center, approximately 151 miles to the southwest of Moffat County Fairgrounds, totaling 18,250 SF.

The preponderance of facilities within a 3-hour (drive time) radius of Moffat County Fairgrounds offer 10,000 SF or less of contiguous event space. There is a clear gap in the market for a facility with approximately 15,000 SF of dedicated conference/ meeting space. This indicates that Moffat County Fairgrounds may be well-positioned to attract conferences and meetings of this scale with the right facility offerings, amenities and marketing.

Regional Conference/ Meeting Facilities (15K-40K SF of Total Event Space) 3 Hour Drive-Time of the Moffat County Fairgrounds				
Facility	Location	Distance from Moffat County FGs (miles)	Total Event Space	Largest Event Space
La Joya Dulce	Steamboat Springs, CO	48	25,500	12,600
The Brush Creek Luxury Ranch Collection	Saratoga, WY	115	39,958	2,800*
Grand Hyatt Vail	Vail, CO	116	15,131	6,076
Uintah Conference Center	Vernal, UT	121	29,187	12,240
Inn At Silvercreek	Granby, CO	125	36,596	4,956
Copper Mountain Resort	Copper Mountain, CO	137	39,976	7,776
Breckenridge Resort	Breckenridge, CO	144	25,882	4,044
Beaver Run Resort & Conference Center	Breckenridge, CO	144	34,659	7,200
Grand Junction Convention Center	Grand Junction, CO	151	22,570	18,250
Hotel Maverick	Grand Junction, CO	152	27,848	830
Colorado Mesa University Center	Grand Lake, CO	152	17,683	8,577

\*Largest facility is 32,160 SF dirt floor equestrian arena therefore the figure shown relates to the largest, contiguous meeting space.

Sources: Cvent, Northstar, Relevant Facilities, Johnson Consulting, MIG, CD Smith, Cumming



Sources: Cvent, Northstar, Relevant Facilities, Johnson Consulting, MIG, CD Smith, Cumming



# Market Analysis

## Equestrian Industry Trends

The equestrian industry is a significant component of the U.S. economy, contributing \$50B of direct economic impact each year according to the American Horse Council’s (AHC) 2017 *Economic Impact of the Horse Industry* report. That direct economic impact, as well as the nearly 1M jobs and \$38 billion in wages sustained by the industry, creates additional induced and indirect spending, for a total of \$122B dollars of economic impact each year.

This considerable economic impact comes despite the fact that only an estimated 1.6M U.S. households own horses. Part of this is because horse ownership tends to be quite expensive, with the 2017 AHC report finding that the average cost of a riding horse is \$3,444 per annum and the average annual ownership cost is \$7,896 (\$4,264 and \$9,776 in 2023 dollars, respectively). Related to this, half of horse owners have an annual income of over \$100,000. This phenomenon applies to visitors to equestrian facilities as well. The 2017 AHC report estimated that there are roughly 7.2M horses in the U.S., with the plurality being recreational horses.

Overall, 1.92 percent of the U.S. population participated in some form of horseback riding in 2023, which despite being a small percentage represents over 5.0M people. As the table to the right shows, horseback riding in Moffat County is slightly lower, but generally consistent with the U.S. In the 1.5- and 3-hour (drive time) catchment areas, the percentage and index are well over the national and State statistics, likely contributed to by an existing inventory in equestrian centers. Moffat County is home the Wild Horse Refuge and Sombrero Ranches (horse rentals), with the Fairgrounds offering the only dedicated facilities for equestrian events and rodeos.

As it relates to the horse racing industry, IBISWorld, which is a trusted multi-industry research firm, reported a (7.2) percent decline in market size, a (4.8) percent decline in the number of businesses, and a (5.4) percent decrease in both employment and wages between 2017 and 2022. Since 2000, an estimated 10.0 percent of horse racing tracks in the U.S. have closed. In contrast, over the next 5 years, IBISWorld projects that the horse racing industry will experience slight growth, primarily due to rising per capita disposable income, which is expected to encourage the industry's customer base to increase their spending on discretionary purchases. Nevertheless, this customer base is expected to continue shrinking as the industry fails to attract younger consumers to replace the aging customer base. Industry operators are expected to implement measures to combat this decline and better compete with alternative forms of entertainment and gambling.

Equestrian Participation - Moffat County, CO (2023)		
	% of Population Participating	Index*
United States	1.92%	100
Colorado	1.96%	102
Moffat County	1.88%	98
1.5 Hours (Drive Time)**	2.25%	117
3 Hours (Drive Time)**	2.10%	109
4.5 Hours (Drive Time)**	1.96%	102

\*National Average = 100

\*\*Drive Time From Moffat County Fairgrounds

Source: Esri, Johnson Consulting, MIG, CD Smith, Cumming

# Market Analysis

## Observations

The presence of Moffat County Fairgrounds, as an agricultural education, equine, recreational, tourism and economic development asset is an invaluable resource for the local and regional communities. Moffat County has a fairly small population base (13,264 person in 2023), that is projected to decrease slightly over the next 5 years. Residents of the County are slightly younger (median age of 38.1 years), albeit comparable, with the national population. Lower median household incomes in the County (\$60,889) reflect lower educational attainment levels, and correlate with a lower propensity to spend on entertainment and recreation activities relative to Colorado and the U.S. Having said that, incomes are projected to increase significantly over the next 5 years (\$75,196 in 2028) and the County benefits from lower unemployment rates than observed nationally, with top industries of employment being construction, health care/ social assistance and retail trade.

The location of the Fairgrounds in Northwestern Colorado gives it the ability to draw visitors from Steamboat Springs, Denver, eastern Utah and southern Wyoming. Looking beyond the County to the population characteristics within a 1.5- and 3-hour (drive time) radius of the Moffat County Fairgrounds there is access to a significant population bases of 42,607 persons and 502,987 persons, respectively, characterized by households with higher median incomes and much greater propensity to spend on entertainment and recreation activities relative to residents of Moffat County. Within a 4.5-hour (drive time) radius of the County Fairgrounds, there is access to a substantial population base of 5.2M persons.

Overarching, it is noted that ag and equestrian activities are dominant throughout the region surrounding the Fairgrounds, with 5 rodeos held each year on the 4th of July all attracting participants from Colorado, Utah and Wyoming. There is a significant opportunity for the Moffat County Fairgrounds to continue to draw visitors from these catchment areas, and to increase visitation volumes, with the right mix of facility offerings and event types, thereby enhancing the role of Moffat County Fairgrounds in driving economic development and tourism, and leveraging its established reputation as a high-quality location for rodeos and other equestrian activities.





# Section 4

## Stakeholder Engagement



**JOHNSON**  
CONSULTING



CDSmith

CUMMING  
GROUP



# Summary of Stakeholder Engagement

## Overview

As with any project of this magnitude, it is crucial to engage with a variety of individuals and organizations throughout the community and the broader region in order to help to define community needs and foster a sense of buy-in. Since many community stakeholders are intimately familiar with the market area and sources of demand that may provide support for the Moffat County Fairgrounds, their input was used to inform the study's observations, conclusions, and recommendations.

The Consulting Team engaged with the community via individual and group interviews conducted in-person and virtually, and via a community online survey, to understand community needs and priorities relating to the future of the Fairgrounds. Each outreach event was conducted with the following goals in mind:

- Identify opportunities and challenges related to the Fairgrounds and its facilities.
- Consider how the Fairgrounds facilities, including a potential new Multi-Use Events & Resiliency Center, can support economic drivers in the region.
- Determine key community needs and priorities across a variety of user groups.
- Explore creative ideas for the financial sustainability of the Fairgrounds.
- Co-create a community vision for the future of the Fairgrounds.

## Outreach Activities

Information gathered during outreach events allowed the Consulting Team to apply a community-driven approach to Master Plan recommendations and concepts that will help envision the future of the Fairgrounds and better serve the Moffat County community. The following summarizes each of the activities used to reach and engage as many stakeholders and community members as possible:

- **Project Orientation and Site Tour:** The Project Orientation and Site Tour gave the Consulting Team and County representatives the opportunity to identify project goals, the components of an actionable Master Plan, and the challenges and opportunities relating to the Fairgrounds and the overall Moffat County community.

# Summary of Stakeholder Engagement

- **Stakeholder Interviews:** The Consulting Team conducted several in-person and virtual interviews to gain a broader understanding of potential opportunities, challenges, and ideas. County representatives helped identify interview participants based on knowledge and understanding of the Fairgrounds and surrounding community. In addition to Moffat County Commissioners and staff, and Moffat County Fairgrounds management and staff, our Consulting Team engaged with representatives of the City of Craig, CSU Extension, Rio Caromo, CNCC Rodeo Team, Carnival operator (during the annual Fair), Memorial Regional Health, Moffat County Road and Bridge Department, and Moffat County Tourism Association. Together, these meetings informed the site opportunities and constraints mapping and guided development of the community online survey.
- **Community Online Survey:** The community online survey gathered community-wide feedback on existing conditions, needs and priorities for future developments at the Fairgrounds. The survey was available online from April 9 – April 26, 2024, and received a total of 401 responses supported by promotions through project partner websites and email lists. Questions asked how respondents use the Fairgrounds, what they like the least and the most about facilities, what changes they would like to see, and how they hear about events and activities at the Fairgrounds. More detailed information from the community online survey can be found in Appendix A.
- **GOWD Booth:** Representatives of the Consulting Team attended the 2024 GOWD at the Fairgrounds, which ran from May 24 to May 27. Preliminary site concept options were displayed and feedback from event attendees was solicited. This feedback helped to further inform community needs and priorities that are reflected in the Master Plan for the Fairgrounds.
- **Project Team:** Throughout the planning process, the Consulting Team met regularly with representatives of the County and Fairgrounds to present and discuss information and gather feedback from draft materials and results from the other outreach activities.

1

PROJECT  
ORIENTATION &  
SITE TOUR

12

STAKEHOLDER  
INTERVIEWS

401

TOTAL ONLINE  
SURVEY  
RESPONSES

Feedback provided to the Consulting Team through the engagement process is summarized herein. It is noted that the information presented represents the opinions of the interviewees and survey respondents, and not necessarily the opinions of the Consulting Team.

# What We Heard

## Moffat County...

Has a mission to promote what it already offers – attractions with potential to provide a unique experience

Has significant ecotourism potential

Lacks large year-round multi-purpose/ conference/ expo space - residents have to leave the community to host / attend events

Needs improved hotel inventory to support large events

Lacks good transportation connectivity - potential for a depot if passenger rail comes into Craig

Has a deficit of sports facilities (outdoor fields, indoor courts, swim/ dive facilities)



# What We Heard

## Moffat County Fairgrounds...

Should be positioned as an economic driver with community benefit

Lacks large year-round multi-purpose/ expo space

Lacks updated equestrian/ livestock/ rough stock facilities

The Pavilion - the main space used for community events - has functional/ capacity limitations

Parking is a challenge

# What We Heard

## A new Multi-Use Events & Resiliency Center...

Would provide the ability to have indoor year-round events at the Fairgrounds

Should be presented to the community as a true multi-use facility

Must ensure that ease of resident use is not lost (booking policies and cost)

Could be mutually beneficial to the Fair, by providing a larger and newer space with updated facilities/amenities

Will require updated equestrian/ livestock facilities (proximate stalls)

Will require more storage space and thoughtful parking/ trailer parking

May be limited by transportation (lack of ride-share options, year-round service to Hayden airport)

Could attract new equestrian and sports/ entertainment events to the market (skijoring, extreme trail riding, monster truck shows)

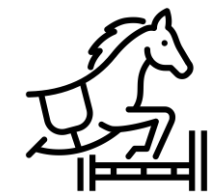
Could attract people from Steamboat and other regional areas to Moffat County – most residents work in Steamboat

Could accommodate youth sports – residents currently leave Craig

Potential for the arts community to utilize a new facility and expand their current events (such as the Holiday Artisan Market)

# What We Heard

## Desired Programming and Demand Layers



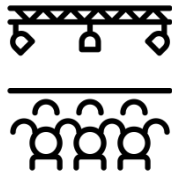
Equestrian Events



Community / Cultural  
Events



Conference / Expo /  
Trade Show / Consumer  
Show Events



Concerts /  
Entertainment



Ag Events



4H/ FFA Events



Enhanced Fair



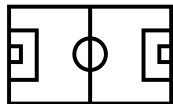
Agritourism



Extreme Trail Riding,  
Motorcycle Jumping,  
Skijoring, etc.



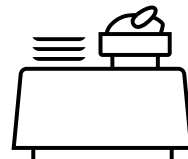
Weddings



Youth Sports



Education  
Programming/  
Classrooms



Commercial Kitchen/  
Catering/ Food  
Service



Flex Space



Parking



# Summary of Stakeholder Engagement

## Key Needs

Overall, the stakeholders and survey respondents, who represented a broad range of interests in the local and regional communities, indicated support for improvements to the Moffat County Fairgrounds. The results of the engagement activities helped identify common themes and key needs, and served to inform site-specific recommendations and the conceptual alternative diagrams, for the Fairgrounds. Key identified needs include:

- **Create more multi-purpose space:** The general sentiment among interviewees and survey respondents is that Moffat County has significant unmet demand for a variety of event types, including consumer shows/ expos, concerts/ entertainment events, meetings, community events and sports, particularly youth sports. A new Multi-Use Events & Resiliency Center at Moffat County Fairgrounds would add to the limited inventory of event space in the local area, serving to both support and grow the events industry and expanding options for activities, events and programming, which was identified by 21.8 percent of survey respondents as a key need at the Fairgrounds. Hotels and improved transportation/ parking accommodations were identified as key criteria for the success of a new facility at the Fairgrounds. Indeed, 29.8 percent of survey respondents stated that parking is one of the attributes of the Fairgrounds today that they like least.
- **Update existing equestrian and ag facilities:** Improvements to existing facilities at the Fairgrounds was also identified as a key need. Specifically, as it relates to the existing Indoor Arena, outdoor arenas and barns, 19.8 percent of survey respondents identified the availability of these facilities as being among their last favorite attributes of the Fairgrounds today.
- **Provide adequate parking for events:** There is concern for limited existing parking availability on the fairgrounds site. During in-person engagement, many respondents provided feedback on site layout options based on parking availability. A variety of parking options need to be provided to support the multi-purpose space and general equestrian uses.
- **Year-round activation:** Users have expressed the need for indoor spaces as seasonal changes greatly affect the usability of the existing site. Currently, 60 percent of respondents use the Fairgrounds a few times a year and 27 percent use it a few times a month or one a week. Additional indoor space will allow for more year-round use and activation of the Fairgrounds for the community.



# Section 5

## Regional & Comparable Facilities Analysis



**JOHNSON**  
CONSULTING



CDSmith

CUMMING  
GROUP



# Regional Facilities Analysis

## Benchmarking

As noted previously in this report, Moffat County Fairgrounds is one of 15 Fairgrounds located throughout Western Colorado. For each of the identified regional facilities, the following benchmarking analysis considers a variety of demographic, market and facility-specific metrics. Although there is variation in the degree to which the Moffat County Fairgrounds competes with these facilities, the benchmarking analysis is intended to provide a high-level assessment of how the Fairgrounds ranks among its most relevant peers.



Moffat County Fairgrounds Craig, CO



Routt County Fairgrounds Hayden, CO



Rio Blanco Fairgrounds Meeker, CO



Garfield County Fairgrounds Rifle, CO



Grand County/ Middle Park Fairgrounds Kremmling, CO



Eagle County Fairgrounds Eagle, CO



Mesa County Fairgrounds Grand Junction, CO



Delta County Fairgrounds Hotchkiss, CO



Montrose County Event Center Montrose, CO



Gunnison County Fairgrounds Gunnison, CO



Ouray County 4H Events Center & Fairgrounds Ridgeway, CO



San Miguel County Fairgrounds & Regional Park Norwood, CO



La Plata County Fairgrounds Durango, CO



Archuleta County Fairgrounds Archuleta, CO



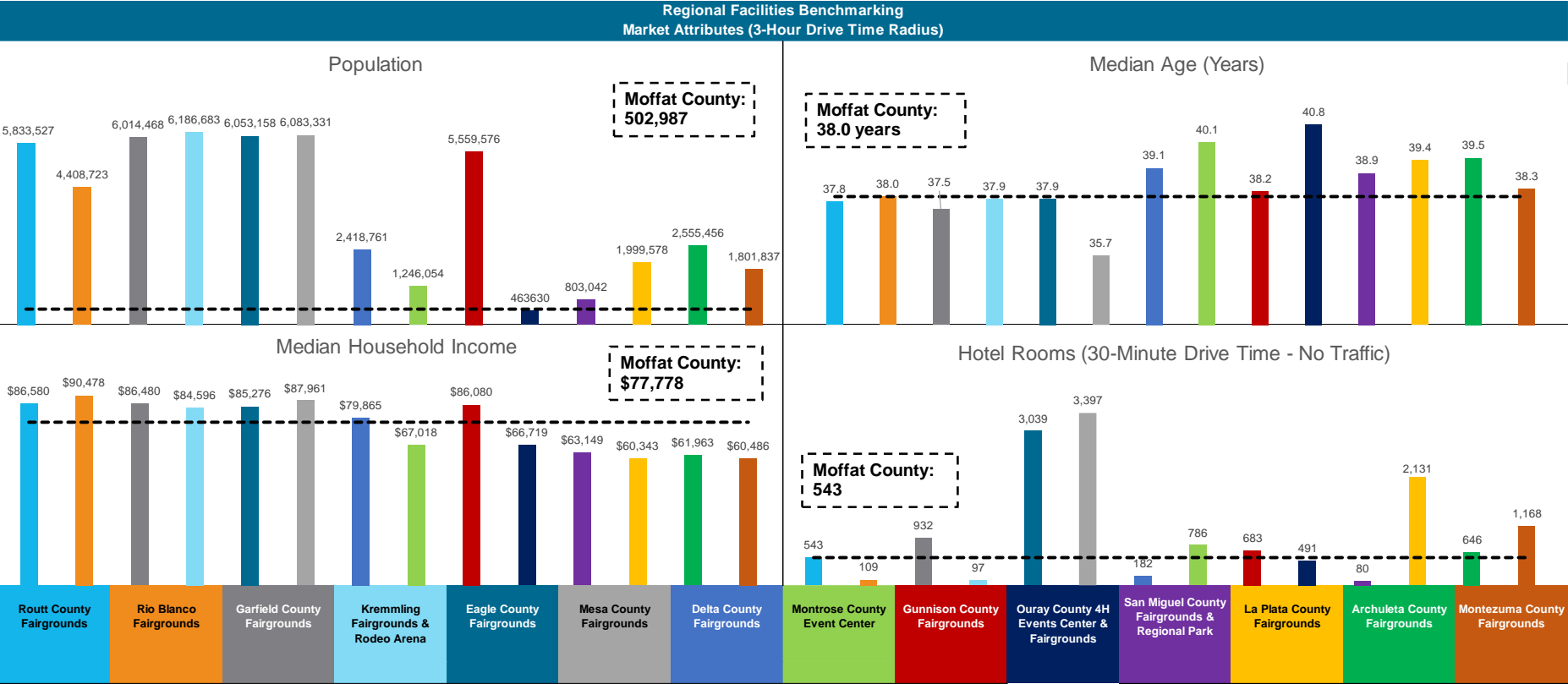
Montezuma County Fairgrounds Cortez, CO



# Regional Facilities Analysis

## Benchmarking – Market Attributes

Relative to the benchmarking set, and utilizing a 3-hour (drive time) radius, which represents the secondary catchment area, Moffat County Fairgrounds has the 2<sup>nd</sup> smallest permanent resident population (502,987 persons in 2023), behind only Ouray County 4H Events Center & Fairgrounds. The median age (38.0 years) and median household income (\$77,778 per annum) in Moffat County Fairgrounds’ secondary catchment area rank among the middle of the set. The inventory of hotel rooms within a 30-minute (drive time) of the Moffat County Fairgrounds (543 guest rooms) is equal 6<sup>th</sup> smallest among the 15 benchmarking facilities.



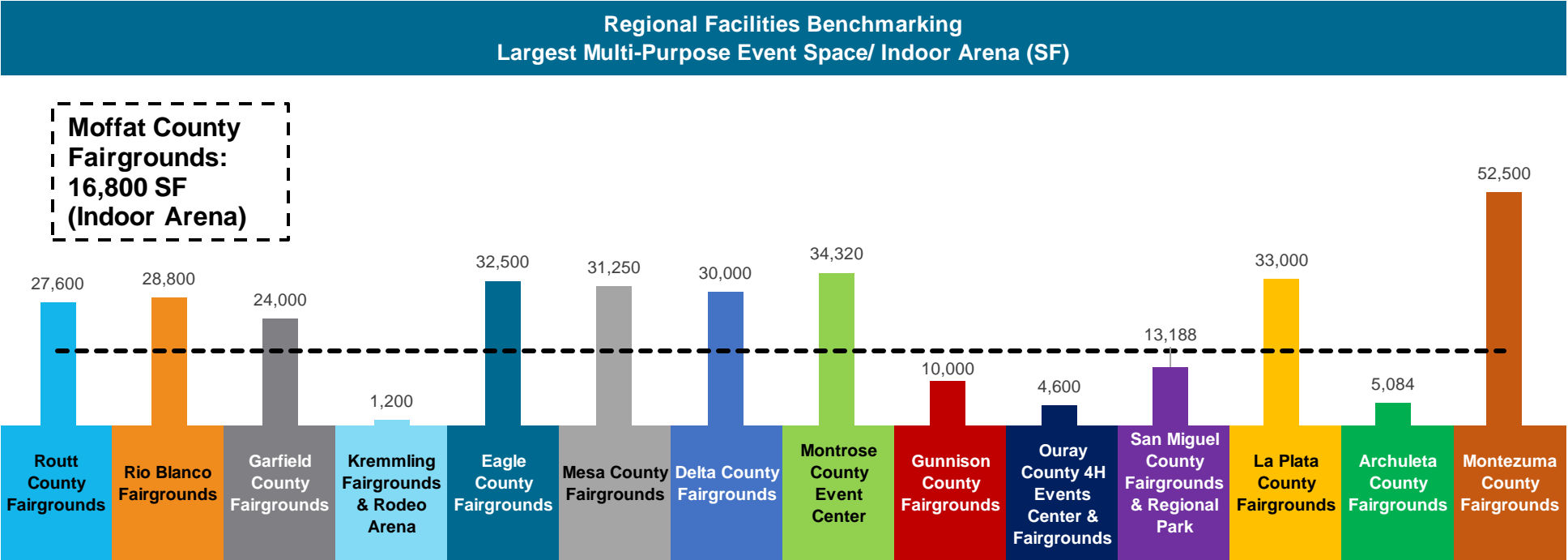
--- Moffat County Fairgrounds

Source: Esri, CoStar, Johnson Consulting, MIG, CDSmith, Cumming

# Regional Facilities Analysis

## Benchmarking – Largest Multi-Purpose Event Space/ Indoor Arena

As it relates to the largest indoor multi-purpose event space, Moffat County Fairgrounds' Indoor Arena (16,800 SF) is the 6<sup>th</sup> smallest among the benchmarking set, although it is noted that some of the smaller venues at regional Fairgrounds are meeting rooms rather than arenas. Montezuma County Fairgrounds has by far the largest single multi-purpose event space (52,500 SF), with the preponderance of facilities offering a multi-purpose event space in the range of 24,000 to 35,000 SF.

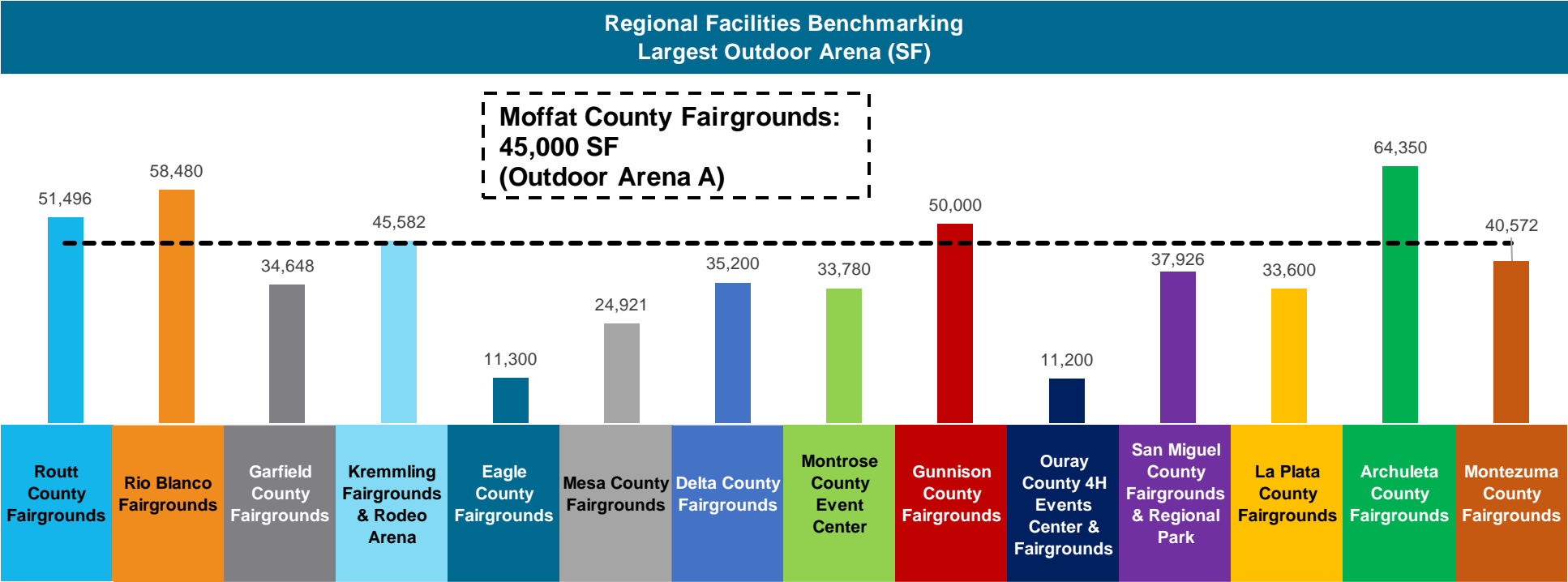


Source: Relevant Facilities, Johnson Consulting, MIG, CDSmith, Cumming

# Regional Facilities Analysis

## Benchmarking – Largest Outdoor Arena

In contrast to indoor multi-purpose space, Moffat County Fairgrounds has the 6<sup>th</sup> largest outdoor arena, being almost equal in size to the outdoor arena at Kremmling Fairgrounds & Rodeo Arena. The Archuleta County Fairgrounds has the largest outdoor arena space (64,350 SF) among the benchmarking set.



--- Moffat County Fairgrounds

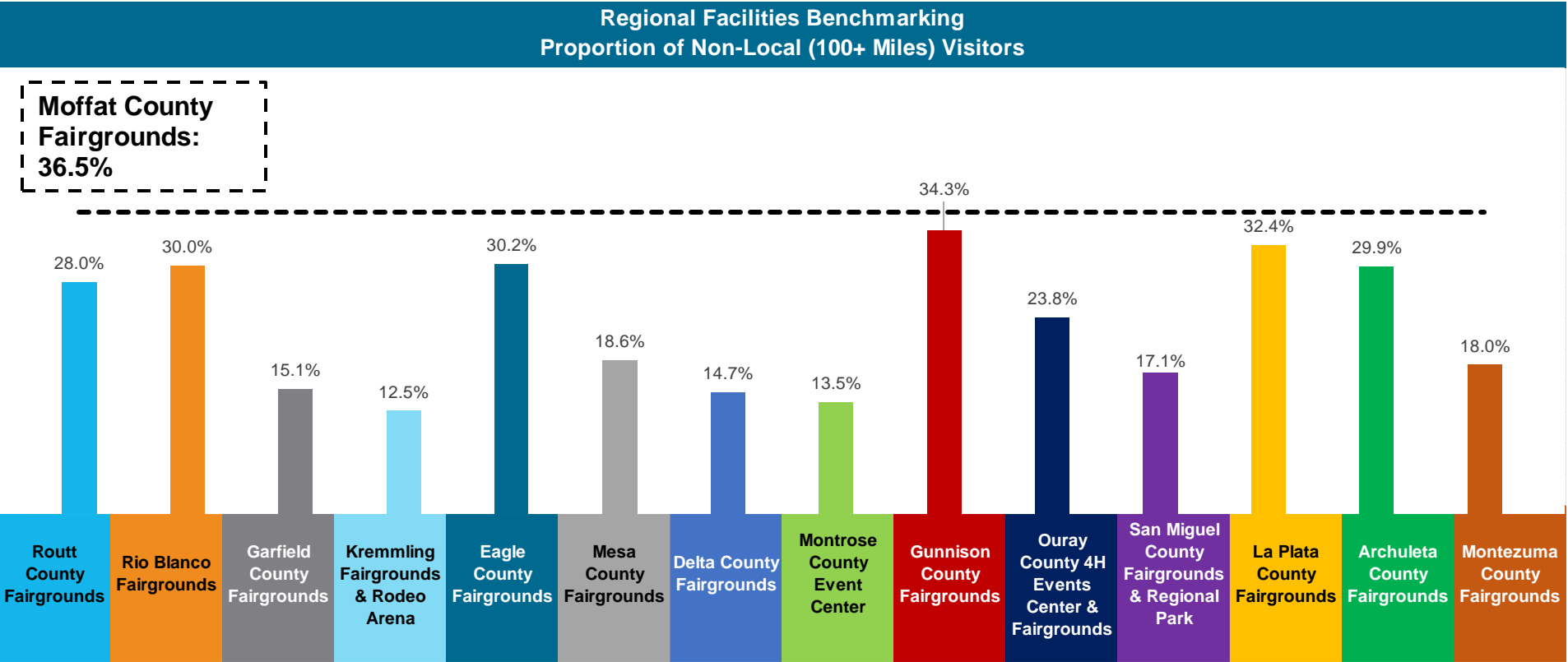
Source: Relevant Facilities, Johnson Consulting, MIG, CDSmith, Cumming



# Regional Facilities Analysis

## Benchmarking - Visitors

Moffat County Fairgrounds attracts the highest proportion of non-local visitors, meaning those who originate from 100+ miles away among the benchmarking set, accounting for 36.5 percent of visitors in 2023 compared to an average of 22.7 percent across the benchmarking facilities.



--- Moffat County Fairgrounds

Source: Placer.ai, Johnson Consulting, MIG, CDSmith, Cumming

# Comparable Facilities Analysis

## Introduction

In order to better understand the overall market opportunity for a new Multi-Use Events & Resiliency Center at the Moffat County Fairgrounds, as well as broader campus improvements, this section provides case study profiles of a set of comparable facilities. The information presented in the following case studies is intended to provide insight into best practices and the general parameters within the proposed facility could reasonably be expected to operate.



Western Park  
Vernal, UT



Montrose County  
Event Center  
Montrose, CO



Event Center  
at Archer  
Cheyenne, WY



Garfield County  
Fairgrounds  
Rifle, CO



Sweetwater Events  
Complex  
Rock Springs, WY

Key Characteristics of Comparable Facilities and Markets						
	Moffat County Fairgrounds	Western Park	Montrose County Event Center	Event Center at Archer	Garfield County Fairgrounds	Sweetwater Events Complex
Location	Craig, CO	Vernal, UT	Montrose, CO	Cheyenne, WY	Rifle, CO	Rock Springs, WY
Economic and Demographic Characteristics (2023) - 3-Hour Drive Time						
Population	502,987	976,812	445,834	5,260,920	516,450	2,284,839
Median Age (Years)	38.0	31.1	41.0	37.6	39.5	33.2
Median Household Income	\$77,788	\$79,583	\$67,899	\$87,713	\$75,177	\$81,719
Hotel Rooms (30-Minute Drive Time - No Traffic)	543	1,218	786	2,842	932	2,085
Facility Attributes						
Largest Multi-Purpose Event Space/ Indoor Arena (SF)	16,800	40,000	34,320	52,800	24,000	20,000
Capacity (Persons)	- (Up to 1,250)	1,500 Smaller Indoor Arena: 5,000	1,727 (up to 6,000)	1,164 (up to 2,164)	Limited Seating (2,000 standing)	1,500
Flooring Type	Dirt	Concrete	Dirt	Concrete	Dirt	Dirt
Largest Outdoor Arena (SF)	45,000	43,000	33,780	51,000	34,638	30,000
Capacity (Persons)	1,800	6,500	1,500	2,000	2,000	5,000
Largest Expo/ Meeting Space (SF)	4,000	10,000	17,580	21,500	7,500	20,000
Permanent Stalls	120	160	196	98	148	983
RV Hookups	~30	30	25	80	42	1,224
Racetrack	✓	✓	X	X	✓	✓
Amphitheater	X	✓	X	X	X	X
Commercial Kitchen	✓	✓	✓	✓ (OVG360 Use)	✓	✓
Demand						
Annual Fair	Moffat County Fair (5 days/ 13 days of total use)	Uintah County Fair (4 days)	Montrose County Fair & Rodeo (10 days)	Laramie County Fair (11 days)	Garfield County Fair & Rodeo (9 days)	The Big Show (4 days)
Event Days	434	600	260	160	356	550
Non-Local* Visitors (%)	36.5%	30.0%	13.5%	24.9%	15.1%	37.3%
Revenue & Expenses (Most Recent Actual)						
Operating Revenue	\$111,593	\$6,228,190	\$522,254	\$378,434	\$142,100	\$2,267,335
Operating Expenses	\$594,680	\$1,705,168	\$1,472,391	\$1,810,439	\$653,854	\$4,335,185
Income (Loss)	(\$483,087)	\$4,523,022	(\$950,137)	(\$1,432,005)	(\$511,754)	(\$2,067,850)
Governance						
Owner / Operator	Moffat County	Uintah County	Montrose County	Laramie County	Garfield County	Sweetwater County
Staff	2	10	4	6	5	15
Resources						
Funding Support	Capital Improvements Only	Sales Tax, General Fund, ZAP Program	General Fund	General Fund (6th Penny Sales Tax for construction)	General Fund	Property Tax, General Fund

\* Defined as visitors who live 100+ miles away

Source: Relevant Facilities, Esri, Placer.ai, Johnson Consulting, MIG, CD Smith, Cumming

# Comparable Facilities Analysis

## Western Park – Vernal, UT

**Location:** Western Park is a multi-use events complex located in downtown Vernal, UT, in northeastern Utah, just off U.S. Highway 40, approximately 173 miles east of Salt Lake City, the State capital. Western Park is home to the annual Uintah County Fair, which runs for 4 days in mid-August.

**Ownership/ Management:** Western Park is owned and operated by Uintah County. The County also owns and operates the adjacent Uintah Conference Center. Day-to-day operations of Western Park are overseen by a permanent staff of 10 full-time employees. Day-to-day operations of Uintah Conference Center are overseen by a permanent staff of 9 full-time employees, supported by 2 part-time night staff.

**Facilities:** The 32-acre Western Park complex includes 2 indoor arenas – the Main Indoor Arena is approximately 30,000 SF, heated and air-conditioned, with a dirt floor and fixed seating for 3,000 spectators, expandable up to 5,000 spectators with additional temporary seating; the additional Indoor Arena is approximately 40,000 SF with seating for 1,500 spectators and functions more as a multi-purpose venue, although the dirt floor arena in the Main Indoor Arena can also be covered to increase flexibility of use. Additional facilities on the campus include a convention center that comprises approximately 10,000 SF, divisible into 4 smaller areas of approximately 2,500 SF each, 2 outdoor arenas – the Main Outdoor Arena has seating for 6,500 spectators, a 5/8-mile race or training track, an amphitheater with 600 fixed seats and additional lawn seating, an Ice Rink that is home to the Western State Hockey League’s Vernal Oilers with seating for up to 300 spectators, Utah High School’s Uintah Utes and Ashley Valley Armature Hockey Association, and underwent a renovation in 2023, stalling for 600 horses, including 160 permanent stalls, 30 RV hookups, and an art gallery.



Inventory of Facilities Western Park			
Facility	Size (SF)	Max. Capacity	Features
Main Indoor Arena	30,000	3,000 (Expandable to 5,000)	Dirt floor; Heated & air-conditioned; Permanent seating for 3,000 spectators expandable to 5,000 seats.
Additional Indoor Arena	40,000	1,500	Concrete floor.
Convention Center	10,000	900 (theater setting)	Contiguous space divisible into 4 smaller (2,500 SF) rooms; 2 full-service kitchens, drop down screens and ceiling mounted projectors.
Ice Rink	-	300	Home to the Western State Hockey League’s Vernal Oilers, Utah High School’s Uintah Utes and Ashley Valley Armature Hockey Association.
Ag/ Equestrian Facilities			
Main Outdoor Arena	43,000	6,500	Covered seating along for up to 6,500 spectators.
Additional Outdoor Arena	-	-	Dirt floor.
Permanent Barns / Stables	-	-	160 permanent stalls; Total capacity for 600 stalls.
Outdoor Spaces			
Amphitheater	-	600	600 fixed seats with additional seating on the grass berm area along the side.
Racetrack	5/8 Mile	-	
RV Hookups	-	30	-

Source: Western Park, Johnson Consulting, MIG, CD Smith, Cumming



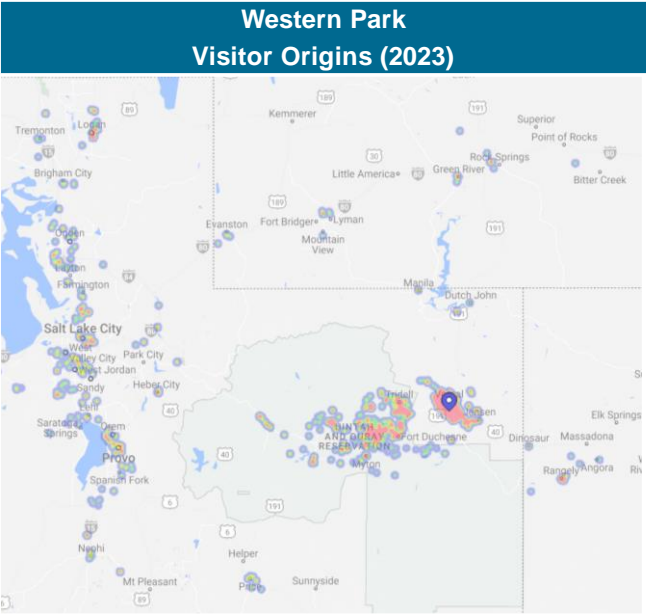
# Comparable Facilities Analysis

## Western Park – Vernal, UT

The Uintah Conference Center, which comprises approximately 20,000 SF of ballroom and meeting space, supplemented by 8,800 SF of pre-function space, is located directly across the street from Western Park on an 8-acre site and can be used in conjunction with Western Park’s facilities to accommodate larger events.

**Demand:** Western Park reports, on average, 600 use days annually, including club use, local meetings, and many small equestrian events and activities. Recent and upcoming events include a mix of sports, community, entertainment, equestrian and consumer shows. The largest scheduled events are the professional Bull Riders Challenge and the Professional PRCA Dinosaur Roundup Rodeo.

Western Park is able to draw visitors from a significant catchment area. In 2023, more than one-quarter of visitors (30.0 percent) originated from more than 100 miles (or 2+ hours drive time) away highlighting strong regional drawer, particularly to major events, such as the annually repeating Professional PRCA Dinosaur Roundup Rodeo in June, which will celebrate its 100<sup>th</sup> year in Vernal in 2024, as well as tenant sports at the Ice Rink.



Source: Placer.ai

Western Park (Vernal, UT) Recent & Upcoming Public Events by Type (2023-2024)		
Event Name	Event Type	Event Days
Basin Ag Expo	Consumer Show/ 4H	2
Future Outdoorsmen of the Uintah Basin	Consumer Show	2
Aggies in the Basin Alumni Chapter Kickoff	Community	1
Frightful Family Film Fest	Community	1
Meet the Candidates	Community	1
Cornhole on Ice	Community/ Fundraiser	1
Ladies Night Out	Community/ Fundraiser	1
No Bling Open Ranch Horse Judged Schooling Show	Equestrian	1
Professional PRCA Dinosaur Roundup Rodeo	Equestrian	3
Jordon World Circus	Entertainment	2
Bull Riders Challenge	Entertainment/ Sports	2
UTV Show N Shine	Entertainment/ Sports	1
Ride for Dorene	Fundraiser/ Equestrian	1
Esquire R.V. Show & Sale 2023	Public/ Consumer Show	1
Dinosaurland Cornhole Tournament	Sports	2
Split Mountain Archers 3D Shoot	Sports	3
Vernal Oilers	Sports	16
Tournament of Champions	Sports	2
TOTAL		43

*\*Upcoming events as of April 2024*

Source: Western Park, Johnson Consulting, MIG, CD Smith, Cumming

# Comparable Facilities Analysis

## Western Park – Vernal, UT

**Revenue & Expenses:** Western Park is structured as an Enterprise Fund within the County’s overall budget. In 2022, which is the most current actual data available, Uintah County reported \$6.2M in total revenues associated with Western Park (Fund 55), and \$1.7M in expenses, resulting in a net operating profit of \$4.5M. The 2024 approved budget includes \$2.3M in revenues and \$2.3M in expenses, resulting in a slight net operating profit of \$25,000. The significantly lower operating profit in 2024 is driven predominantly by a reduction in General Fund contributions (down from \$4.5M in 2022 to \$600,000 in 2024).

The Uintah Conference Center has an annual operating budget of \$1M, which is incorporated into the financial reporting of Fund 55.

**Rental Rates:** No rental rate information was made available by Management of Western Park.

Revenue & Expense Statement - Fund 55 (2020-2024) Western Park						
	2020	2021	2022	2023	2024	CAGR*
	Actual	Actual	Actual	Budget	Approved	
REVENUES						
Sales Tax	\$718,105	\$931,652	\$1,276,860	\$1,091,100	\$1,300,000	12.6%
Grants	20,025	25,000	23,000	18,000	13,000	(8.3%)
County Fair	6,342	35,783	62,359	59,800	59,500	56.5%
Ice Rink	85,690	99,632	132,591	146,900	142,000	10.6%
Miscellaneous Income	7,385	2,922	27,107	5,000	10,000	6.3%
Facility Rentals & Concessions	44,867	97,181	116,334	93,400	96,900	16.6%
Museum Sales	21,572	35,949	34,304	28,000	28,000	5.4%
Other Miscellaneous Income	16,299	16,498	55,635	28,500	34,200	16.0%
General Fund Contributions	544,700	-	4,500,000	3,526,400	600,000	2.0%
Total Revenues	\$1,464,985	\$1,244,617	\$6,228,190	\$4,997,100	\$2,283,600	9.3%
EXPENSES						
County Fair	\$32,498	\$20,800	\$128,819	\$169,000	\$164,500	38.3%
Western Park						
Salaries & Wages	\$339,768	\$307,177	\$360,035	\$510,100	\$499,600	8.0%
Temporary Staffing	204,478	200,665	153,190	160,000	160,000	(4.8%)
Benefits	184,401	81,434	78,455	284,600	300,000	10.2%
Offices Expenses & Supplies	15,859	14,554	14,495	21,500	27,500	11.6%
Equipment Supplies & Maintenance	29,649	90,105	41,330	136,000	75,000	20.4%
Building Supplies & Maintenance	53,461	72,430	72,115	82,000	90,000	11.0%
Utilities	86,288	91,280	117,932	110,000	170,000	14.5%
Concessions	-	-	-	1,800	1,800	-
Advertising	1,464	535	872	2,500	2,500	11.3%
Depreciation	213,666	216,594	222,581	-	-	-
Capital Projects	-	53,633	179,004	29,000	105,000	-
Miscellaneous Expenses	16,339	26,167	29,701	48,000	65,000	31.8%
Subtotal Western Park	\$1,145,373	\$1,154,574	\$1,269,710	\$1,385,500	\$1,496,400	5.5%
Ice Rink	\$142,887	\$157,931	\$137,922	\$189,900	\$339,200	18.9%
Western Heritage Museum	229,689	119,592	168,717	193,800	258,000	2.4%
Total Expenses	\$1,550,447	\$1,452,897	\$1,705,168	\$1,938,200	\$2,258,100	7.8%
Net Operating Income (Loss)	(\$85,462)	(\$208,280)	\$4,523,022	\$3,058,900	\$25,500	-
Capital Projects	\$0	\$0	\$0	\$7,100,000	\$1,000,000	-

\*Compounded annual growth rate  
Source: Uintah County, Johnson Consulting, MIG, CD Smith, Cumming

# Comparable Facilities Analysis

## Western Park – Vernal, UT

**Funding:** As an enterprise fund, the general expectation is that user fees and revenue from events at Western Park will be sufficient to cover operating expenses and contributions to reserves for future capital needs. Having said that, as noted above, Western Park has received sizeable General Fund contributions in recent years (\$4.5M in 2022 and a \$3.5M budget allocation in 2023) and these amounts have more than covered any operating deficit that would otherwise have been incurred. Operations are also bolstered by dedicated revenues from sales tax, amounting to \$1.3M in 2022, and budgeted at \$1.0M in 2023 and \$1.3M in 2024. Specifically, the Amphitheater (as well as the Western Heritage Museum that is no longer located on the campus) is able to leverage a portion of ZAP (Zoo, Arts and Parks) Program funding, which is generated from a (1) penny per every \$10 in sales tax collections by Salt Lake City.

**Observations:** Despite being located in fairly sparsely populated County, Western Park has established itself as a prime facility for equestrian, rodeo and entertainment events, both indoor and outdoor. The Main Indoor Arena, in conjunction with outdoor and multi-purpose meeting and event facilities, exemplifies the ability of a relatively small campus to penetrate a significant catchment area through diverse facility offerings and event programming. This is reflected in the fact that more than one-quarter of visitors in 2023 were non-local. To support its operations, Western Park receives dedicated sales taxes, as well as General Fund contributions from the County. This is somewhat in contrast to the intent of its structure as an Enterprise Fund but reflects the inherent value of Western Park to the community and the region.





# Comparable Facilities Analysis

## Montrose County Event Center – Montrose, CO

**Location:** Montrose County Event Center (MCEC) is located in downtown Montrose, CO, in Western Colorado, just off U.S. Highway 50, approximately 265 miles southwest of Denver, the State capital. MCEC is home to the annual Montrose County Fair & Rodeo, which runs for 10 days in mid- to late-July.

**Ownership/ Management:** MCEC is owned and operated by Montrose County. Day-to-day operations are overseen by 4 FTE staff.

The annual Fair & Rodeo is organized, promoted, overseen and financially accounted for by the 11-member Montrose County Fair Board.

**Facilities:** The 30-acre MCEC campus is anchored by a 78,000 SF Indoor Arena (Event Center), which opened in April of 2018. The Indoor Arena has a 34,320 SF dirt floor that can be covered with a high-impact stadium grade event floor to provide increased flexibility. The Arena, which opened in 2018) has fixed seating for 1,727 spectators, expandable to 6,000 attendees, and is supported by 4 concessions areas.

Additional facilities on the MCEC campus include the 17,580 SF Friendship Hall (exhibit hall) with capacity for 1,800 persons, the 5,400 SF Banquet Hall, 3 Meeting Rooms of 900 SF each, 2 commercial kitchens, and a 33,750 SF outdoor arena with 6 bucking chutes, a roping chute, holding and sorting pens, and a grandstand with capacity for 1,500 spectators.



Inventory of Facilities Montrose County Event Center			
Facility	Size (SF)	Max. Capacity	Features
Indoor Arena	34,320	6,000	78,000 SF building with 143' by 240' dirt arena floor, 4 concessions areas.
Friendship Hall	17,580	1,800	Concrete floor; Restrooms; Sound system.
Banquet Hall	5,400	-	Adjacent to Indoor Arena.
Meeting Rooms	2,700	-	3 meeting rooms of 900 SF each; Meeting Rooms 1 & 2 can be combined to create 1,800 SF of contiguous space.
<b>Ag/ Equestrian Facilities</b>			
Outdoor Arena	33,780	1,500	6 bucking chutes, a roping chute and additional holding and sorting pens; Restrooms; 2 concession stands; Upgraded footing (2010); Upgraded sound system (2012)

Source: Montrose County Event Center, Johnson Consulting, MIG, CD Smith, Cumming

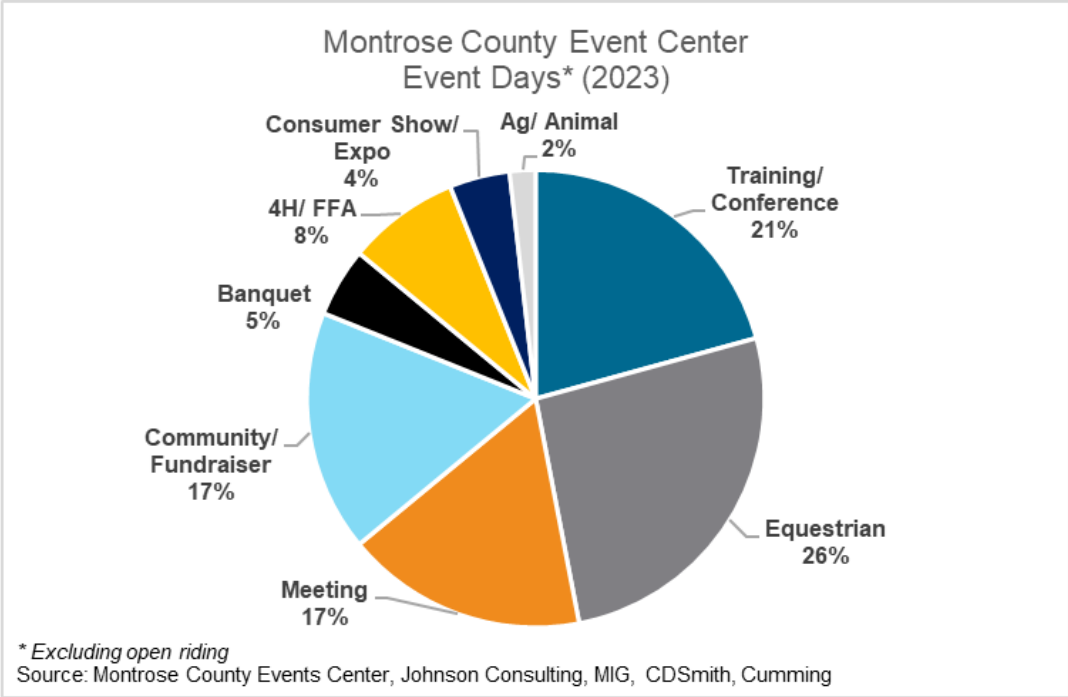
# Comparable Facilities Analysis

## Montrose County Event Center – Montrose, CO

**Demand:** The MCEC reported 207 event days in 2023, excluding the annual Fair and including open riding (total 43 days). The highest proportion of events were Equestrian (26.0 percent, excluding open riding), followed by Training/ Conferences (21.0 percent), and Meetings and Community/ Fundraiser events (both 17.0 percent). The MCEC, and particularly the Indoor Arena, host a number of regional and national entertainment and equestrian events – Colorado Pro Rodeo Association, Mountain States Ranch Rodeo, Colorado Classic Futurity, National Team Roping, and TLC Productions events.

In 2023, the Indoor Arena at MCEC hosted 61 events, totaling 130 event days, representing close to one-third (62.8 percent) of total event days across the campus. Rodeo/ Equestrian events accounted for half of events (50.0 percent), excluding open riding days, followed by 4H events and activities (22.3 percent). The upcoming event schedule for the Indoor Arena includes 25 events totaling 139 event days booked throughout 2024 (as of January), including a number of regional and national entertainment and equestrian events – Colorado Pro Rodeo Association, Buck-It Bull Riding, Mountain States Ranch Rodeo, Western Slope Showdown, Colorado Classic Futurity, National Team Roping, and TLC Productions events. Previously, the MCEC has hosted the Professional Bull Riders (PBR) and the Cowboys Professional Rodeo Association (CPRA).

Previously, the MCEC has hosted the Professional Bull Riders (PBR) and the Cowboys Professional Rodeo Association (CPRA). Despite this, the MCEC predominantly serves its local market. In 2023, 13.5 percent of visitors originated from more than 100 miles (or 2+ hours drive time).



# Comparable Facilities Analysis

## Montrose County Event Center – Montrose, CO

**Revenue & Expenses:** In 2022, the MCEC reported total revenues of \$522,254 and expenses of \$1,472,391, resulting in a net operating deficit of (\$950,137). When Transfers In (and Transfers Out) from the County’s General Fund are accounted for, the MCEC reported an ending of year fund balance of \$497,883 in 2022. The 2024 adopted budget includes an operating deficit of (\$1.2M).

Revenue & Expense Statement (2019-2024) Montrose County Event Center						
	2019	2020	2021	2022	2023 Revised Budget	2024 Adopted Budget
<b>Operating Revenues</b>						
Charges for Services	\$446,085	\$345,833	\$544,656	\$518,128	\$480,899	\$465,650
Intergovernmental	-	36,813	237,708	-	-	-
Miscellaneous	5,611	4,135	3,936	4,126	-	-
<b>Total Revenues</b>	<b>\$451,696</b>	<b>\$386,781</b>	<b>\$786,300</b>	<b>\$522,254</b>	<b>\$480,899</b>	<b>\$465,650</b>
<b>Operating Expenses</b>						
Current:						
General Government	-	\$1,158,845	\$1,185,641	\$1,399,911	-	-
Health and Human Services	\$1,146,045	-	-	-	-	-
Capital Outlay	-	\$17,076	\$146,965	\$72,480	-	-
Event Center & Fairgrounds Fund	-	-	-	-	\$1,742,045	\$1,738,544
<b>Total Expenditures</b>	<b>\$1,339,655</b>	<b>\$1,175,921</b>	<b>\$1,332,606</b>	<b>\$1,472,391</b>		
<b>Net Operating Income (Loss)</b>	<b>(\$887,959)</b>	<b>(\$789,140)</b>	<b>(\$546,306)</b>	<b>(\$950,137)</b>	<b>(\$1,261,146)</b>	<b>(\$1,272,894)</b>
<b>Other Financing Sources (Uses)</b>						
Proceeds from Sale of Capital Assets	\$10,380	-	-	-	-	-
Transfers In	1,205,327	1,134,214	1,279,000	1,278,000	-	-
Transfers Out	(331,442)	(331,442)	(331,442)	(331,442)	-	-
<b>Income (Loss)</b>	<b>(\$3,694)</b>	<b>\$13,632</b>	<b>\$401,252</b>	<b>(\$3,579)</b>	<b>-</b>	<b>-</b>

Source: Montrose County, Johnson Consulting, MIG, CD Smith, Cumming



# Comparable Facilities Analysis

## Montrose County Event Center – Montrose, CO

**Rental Rates:** Varying rental rates are offered for Commercial/ Private, Non-Profit/ Government and Youth Non-Profit (excluding the Indoor Arena) groups. Rental fees range from \$50 per day for Non-Profit/ Government groups utilizing the Livestock Barns to \$2,100 per day for Commercial/ Private groups renting the entire facility.

**Funding:** The County’s Event Center & Fairgrounds Fund was created in 2018 to account for operations of the MCEC, following completion of the Indoor Arena. Between 2019 and 2022, the MCEC has received, on average \$1.2M annual in operating subsidy from the County.

**Observations:** The MCEC is anchored by the relatively new Indoor Area, complemented by other facilities on the campus, which are smaller but provide more truly multi-purpose space, as well as outdoor ag- and equestrian facilities and amenities. The Indoor Arena at MCEC is a well-utilized venue, accounting for 63.4 percent of total event days (excluding open riding) in 2023. The ability to install a high-impact stadium grade event floor increases the flexibility of the dirt floor Arena, although the preponderance of events held in the Indoor Arena are equestrian-oriented and the Arena is able to attract large regional, and even national, equestrian and rodeo events. Having said that, the MCEC does not appear to draw visitors from a particularly large catchment area, which may limit its ability to generate an operating profit. At the same time, it exemplifies the role of Fairgrounds in balancing economic development with community benefit.

Montrose County Event Center Rental Rates (2024)			
Facility	Commercial / Private	Non-Profit / Government	Youth Non- Profit
Indoor Arena	\$1,000	\$750	-
Meeting Room 1, 2 or 3	\$225	\$165	-
Meeting Room 1 and 2	\$360	\$275	-
Meeting Room 4	\$500	\$365	-
Indoor Arena + Mtg Rooms 1,2,3	\$875	\$650	-
Indoor Arena + Mtg Room 4	\$1,350	\$1,005	-
Entire Facility	\$2,100	\$1,525	-
Friendship Hall	\$600	\$450	\$250
Arena + Track + Grandstands	\$300	\$150	\$100
Kitchen	\$150	\$75	\$75
Parking Lot	\$150	\$100	\$50
Pioneer Room	\$150	\$75	\$55
Livestock Barns	\$100	\$50	\$50
Sale Barn	-	\$150	\$100

*Note: Excludes set up fees and desposit*

Source: Montrose County, Johnson Consulting, MIG, CD Smith, Cumming

# Comparable Facilities Analysis

## Event Center at Archer – Cheyenne, WY

**Location:** The Event Center at Archer is located in Cheyenne, the State capital, just off Interstate Highways 80 and 25. The site forms part of the Archer Recreation Complex, which was purchased by the County in 2004 with the vision to create “a multi-functional campus for citizens to use and enjoy year-round”. The Event Center opened in 2019 and the site became the new permanent home for the Laramie County Fair. The Fair, which runs for 11 days in late-July/ early-August was previously held at Cheyenne Frontier Days Arena and grounds, which is also home to the Wyoming State Fair.



**Ownership/ Management:** The Event Center is owned and operated by Laramie County. Day-to-day operations are overseen by a permanent staff of 6 employees.

**Facilities:** The Archer complex is anchored by the 114,310 SF Event Center, which includes a 52,800 SF Main Arena, with bleacher seating for 1,164 spectators, supported by 21,500 SF of pre-function/ multi-use space. The east side of the Event Center includes a 14,500 SF indoor dirt floor barn. The 7,500 SF South Bumpout provides an additional climate-controlled space for event production, with office, meeting and administrative space. Additional amenities include a 14,850 SF cattle tie area.

The broader complex includes a 51,000 SF Outdoor Arena with seating for 2,000 spectators, Buildings M and K (Exhibit Hall), which include a small kitchen, 98 permanent stalls and 80 RV hookups. The adopted Master Plan includes additional barns and stalls, among other year-round campus amenities.

Inventory of Facilities Event Center at Archer			
Facility	Size (SF)	Max. Capacity	Features
Main Floor	49,731	1,164 - bleachers, 1,000 - chairs	Open customizable space
South Bumpout	7,500	-	Dedicated restrooms and showers, 10' roll up door entrances, sound system and free wifi, climate controlled
Meeting Rooms	2,271	-	-
M Building	7,500	-	-
K Building	4,800	-	-
Kitchen	-	-	Small kitchen attached to the M&K buildings
<b>Agriculture Facilities</b>			
Indoor Dirt Barn	14,000	-	Not usually used as an arena - weddings, shows and expos
Permanent Barns / Stables	-	98	98 stalls
<b>Outdoor Spaces</b>			
Outdoor Arena	51,000	2,000	-
RV Hookups	-	80	-

Source: Laramie County Events, Johnson Consulting, MIG, CD Smith, Cumming

# Comparable Facilities Analysis

## Event Center at Archer – Cheyenne, WY

**Demand:** It is estimated that the Event Center is utilized for approximately 160 event days annually. The annual County Fair attracts fairly modest attendance of approximately 3,000 visitors. The largest event is the 2-day Cowboy Christmas Market, which attracted 8,000 attendees in 2023.

Upcoming events at the Event Center include a mix of animal shows, community events, consumer and trade shows, entertainment, sports, and markets, totaling 19 scheduled events spanning 81 event days from August 2024 thru February 2025.

The Event Center is able to draw visitors from a significant catchment area. In 2023, approximately one-quarter of visitors (24.9 percent) originated from more than 100 miles (or 2+ hours drive time) away highlighting strong regional drawer.

**Revenue & Expenses:** The Event Center’s operations as structured as a Special Revenue Fund within Laramie County’s budget. In 2022, which is the most recent actual data available, the Event Center reported \$378,434 in operating revenues and (\$1.8M) in operating expenses, resulting in a net operating deficit of (\$1.4M). When Transfers In from the County’s General Fund are accounted for, the deficit was reduced to (\$291,961). An increase in Transfers In in the 2023 budget allows for a slight overall profit of \$97,466 in 2023.

Revenue & Expense Statement (2019-2023) Event Center at Archer					
	2019	2020	2021	2022	2023 Budget
<b>Operating Revenues</b>					
Taxes	\$491,345	-	\$42	\$35	\$41
Charges for services	92,364	139,166	197,969	296,581	300,271
Interest earnings	753	-	-	-	-
Miscellaneous revenues	66,643	47,405	100,490	81,818	70,844
<b>Total Revenues</b>	<b>\$651,105</b>	<b>\$186,571</b>	<b>\$298,501</b>	<b>\$378,434</b>	<b>\$371,156</b>
<b>Expenditures</b>					
Current:					
Public works	-	-	-	-	\$1,716,892
Health, welfare, and recreation	983,029	1,476,850	1,048,531	1,491,256	-
<b>Debt service:</b>					
Interest	-	2,669	1,884	907	-
Principal	-	17,963	18,748	19,725	4,175
Capital outlay	256,673	\$961,688	170,429	\$298,551	436,505
<b>Total Expenditures</b>	<b>\$1,239,702</b>	<b>\$2,459,170</b>	<b>\$1,239,592</b>	<b>\$1,810,439</b>	<b>\$2,157,572</b>
<b>Net Operating Income (Loss)</b>	<b>(\$588,597)</b>	<b>(\$2,272,599)</b>	<b>(\$941,091)</b>	<b>(\$1,432,005)</b>	<b>(\$1,786,416)</b>
<b>Other Financing Sources (Uses)</b>					
Transfers In	-	\$2,122,000	\$1,170,474	\$1,140,044	\$1,883,882
<b>Income (Loss)</b>	<b>(\$588,597)</b>	<b>(\$150,599)</b>	<b>\$229,383</b>	<b>(\$291,961)</b>	<b>\$97,466</b>

*\*The activities of the Fair Board are included in the Events Center Department as of 2019*

Source: Laramie County, Johnson Consulting, MIG, CD Smith, Cumming



# Comparable Facilities Analysis

## Event Center at Archer – Cheyenne, WY

**Rental Rates:** No rental rate information was made available by Management of the Event Center.

**Funding:** Construction of the Event Center was funded by a 6th penny tax, which is a voluntary, temporary taxing mechanism allowed by State law for use by counties, in cooperation with cities and towns, for the funding of specific projects. Ongoing operations are subsidized by the County’s General Fund, averaging \$1.6M annually between 2020 and 2023.

**Observations:** The Event Center at Archer is a fairly new facility that exemplifies the inherent value of flexible design, while also being intentional in the design of amenities that cater to the ag and equestrian markets. The pre-function space is regularly utilized as an event space, as well as a support space for events occurring both within the Main Arena and elsewhere on the campus. Revenues are modest, likely reflecting the County’s vision to create a community-serving facility. Having said that, the Event Center is able to draw visitors from a large catchment area.



# Comparable Facilities Analysis

## Garfield County Fairgrounds & Event Center – Rifle, CO

**Location:** The Garfield County Fairgrounds & Event Center (GCF) is located in Rifle, CO, 185 miles west of Denver, the State capital. The GCF is home to the annual Garfield County Fair & Rodeo, which runs for 9 days in July.

Inventory of Facilities Garfield County Fairgrounds & Event Center			
Facility	Size (SF)	Max. Capacity	Features
Indoor Arena	24,000	1,500 - 2,000	130' by 190' dirt arena floor; Standing capacity 1,500-2,000, with minimal seating available
South Hall	7,500	300	Tables and chairs available for rent; 2 restrooms
Event Hall	-	200	Tables and chairs available for rent; 2 restrooms; Connected to Indoor arena; Commercial kitchen and adjacent concession stand
North Hall	5,412	100	Tables and chairs available for rent; Restrooms; Small kitchen and concession stand
Agriculture Facilities			
Barn A	1,920	148	148 stalls in 5 barns; Outdoor pens (uncovered and covered) also available
Barn B	3,388		
Barn C	1,464		
Barn D	14,400		
Barn E	14,400		
Outdoor Spaces			
Covered Arena	17,856	-	124' x 144' arena
Outdoor Arena	34,648	1,500	275' x 150' arena
Track	-	-	335' x 40'
Grandstands	-	1,500	Concessions
RV Hookups	-	42	-

Source: Garfield County Fairgrounds, Johnson Consulting, MIG, CD Smith, Cumming



**Ownership/ Management:** The GCF is owned and operated by Garfield County. Day-to-day operations are overseen by a staff of 5 full-time employees.

**Facilities:** The 40-acre GCF is anchored by the 24,000 SF Indoor Arena, which has limited permanent seating but capacity for up to 2,000 standing attendees. The largest facility on the campus is the 34,648 SF Outdoor Arena with adjacent Grandstand seating for 1,500 spectators. The broader campus offers 2 smaller indoor multi-purpose event spaces, 148 permanent stalls in 5 barns, a covered arena and 42 RV hookups.

# Comparable Facilities Analysis

## Garfield County Fairgrounds & Event Center – Rifle, CO

**Demand:** In 2022, the GCF reported 356 event days, including the annual Fair & Rodeo, which was consistent with pre-pandemic event days. The preponderance of events held at the GCF are equestrian events and activities, including open riding in the Indoor Arena. Ticket sales to the Fair & Rodeo totaled 15,000 in 2022, which was the highest reported over the past several years.

In 2023, the Indoor Arena reported 327 utilization days, although it is noted that the Indoor Arena is available for reserved and open riding whenever it is not booked for another event. Excluding reserved and open riding, event bookings at the Indoor Arena totaled 119 event days, or 36.4 percent total utilization days at the facility.

Although the GCF does host regional and State equestrian and rodeo events, it predominantly serves its local market. In 2023, 15.1 percent of visitors originated from more than 100 miles (or 2+ hours drive time).

**Revenue & Expenses:** In 2021, which is the most current actual data available, the GCF reported total revenues of \$134,748, and expenses of \$585,118, resulting in a net operating deficit of (\$450,370). The 2023 budget reflects a similar net operating deficit of (\$482,849). This excludes operations of the annual Fair & Rodeo.

Event Days (2017-2022) Garfield County Fairgrounds						
	2017	2018	2019	2020	2021	2022
Event Days	355	355	356	90	232	356
County Fair Attendance (ticket sales)	6,255	8,852	9,705	0	10,573	15,000

Source: Garfield County, Johnson Consulting, MIG, CD Smith, Cumming

Revenue & Expense Statement (2021-2023) Garfield County Fairgrounds			
	2021 Actual	2022 Estimated	2023 Budget
<b>Operating Revenues</b>			
Charges for services	\$117,185	\$135,600	149,750
Miscellaneous	17,563	\$6,500	25,000
<b>Total Revenues</b>	<b>\$134,748</b>	<b>\$142,100</b>	<b>\$174,750</b>
<b>Operating Expenses</b>			
Salaries and Wages	\$177,195	\$212,862	\$220,317
Employee Benefits	\$107,675	\$137,176	\$101,182
Professional & Tech Services	\$19,507	\$12,000	\$35,000
Supplies	\$77,677	\$87,950	\$90,800
Purchased Property Services	\$173,102	\$180,000	\$185,000
Other Purchased Services	\$22,537	\$16,866	\$13,300
Other Expenses	\$3,332	\$3,000	\$3,000
Property/Capital Assets	\$4,093	\$4,000	\$9,000
<b>Total Expenses</b>	<b>\$585,118</b>	<b>\$653,854</b>	<b>\$657,599</b>
<b>Net Operating Income (Loss)</b>	<b>(\$450,370)</b>	<b>(\$511,754)</b>	<b>(\$482,849)</b>

Source: Garfield County, Johnson Consulting, MIG, CDSmith, Cumming



# Comparable Facilities Analysis

## Garfield County Fairgrounds & Event Center – Rifle, CO

**Rental Rates:** The Standard rental rates are varied for Parties/ Motorsports, Commercial Ticketed and Non-Ticketed, and Youth groups. Rental fees range from free use of the Covered Arena by Youth groups on weekdays to \$1.750 for rental of the entire GCF on weekdays by Commercial-Ticketed event groups.

**Funding:** Operations of the GCF are accounted for in a sub-department of the General Fund. The County’s Culture and Recreation Department includes the administration and costs associated with running certain County events such as the County Fair and Livestock Auction, which are held at the GCF. The Culture and Recreation Department also accounts for some operations at the Fairgrounds, and cost of agricultural and other educational programs provided by the CSU Extension Office, with a 2024 adopted budget of \$3.3M (inclusive of costs associated with other non-GCF County events run by the Department).

**Observations:** The GCF provides an example of a well-utilized Fairgrounds, with a popular annual Fair and year-round utilization that is bolstered by the presence of the CSU Extension on the campus. The overall campus is larger than the Moffat County Fairgrounds but has a similar inventory of facilities, being anchored by an Indoor Arena and a larger Outdoor Arena with a Grandstand, supplemented by a small amount of meeting/ exhibit space and various barns. The Indoor Arena is, however, somewhat limited by the lack of permanent seating relative to the arena floor and the scale of events and activities it could potentially attract. Further, like many Fairgrounds nationally, the GCF operates at a deficit and is reliant on General Fund support to subsidize operations.

Rental Rates (2024) Garfield County Fairgrounds					
Facility	Parties/ Motorsports	Daily Rates (Weekday/ Weekend)			
		Commercial - Ticketed	Commercial - Non-Ticketed	Standard	Youth
Entire Facility	-	\$1,500/\$1,750	\$1,000/\$1,200	\$750/\$900	\$350/\$450
Event Hall	-	\$200/\$250	\$150/\$200	\$125/\$175	\$75/\$100
Outdoor Arena	\$500/\$750	\$350/\$400		\$250/\$350	\$150/\$200
Indoor Arena	\$750/\$900	\$350/\$450		\$200/\$250	\$150/\$200
Covered Arena	-	\$200/\$250		\$100/\$150	\$0/\$50

*Note: Excludes deposit*  
Source: Garfield County, Johnson Consulting, MIG, CD Smith, Cumming





# Case Studies

## Sweetwater Events Complex – Rock Springs, WY

**Location:** The Sweetwater Events Complex (SEC) is a multi-purpose facility located in Rock Springs, Wyoming, close to Interstate Highway 80 and approximately 40 miles to the north of the Colorado and Utah borders. The complex is home of Wyoming's Big Show, which runs for 9 days in late July/ early August.

**Ownership/ Management:** The SEC is owned and operated by Sweetwater County. Stewardship is provided by the 7-member Sweetwater County Fair Board appointed by the County to oversee the planning of the annual Big Show and daily operations. Day-to-day operations of the SEC are overseen by a staff of 15 employees.

The Sweetwater Events Complex Foundation is a 501(c)3 charitable organization specifically established to raise funds to support improvements to the SEC. The Foundation is overseen by the 7-members of the Sweetwater County Fair Board.

**Facilities:** The 400-acre SEC campus is anchored by a 20,000 SF Exhibit Hall and a 20,000 SF Indoor Arena (100’ by 200’ dirt floor). The Exhibit Hall, which can accommodate up to 1,400 attendees (classroom setting) is supported by 3 meeting rooms and a commercial kitchen. The Indoor Arena has seating capacity for 1,500 spectators and an adjoining 12,000 SF (60’ x 200’) warm-up arena (East Indoor Arena). Other facilities include the 6,000 SF Small Hall, a 5,000-seat Grandstand and Outdoor Arena, 993 permanent stalls, 84 uncovered livestock box stalls, and 144 temporary stalls.

Event facilities are supplemented by the 3/8-mile Sweetwater Speedway, a BMX track, motocross track, pee-wee track, horseshoe pits, fishing ponds, 1,224 full-service RV campsites and parking for over 3,000 cars.



Inventory of Facilities Sweetwater Events Complex			
Facility	Size (SF)	Max. Capacity	Features
Indoor Arena	20,000	1,500	Dirt floor; Restrooms & showers; Concessions area
East Indoor Arena	12,000	-	Adjoins Indoor Arena; Utilized for warm-up & staging
Exhibit Hall	20,000	1,400	Ceiling height 10' 8" to 14'; Commercial kitchen; Heated & air conditioned
Bison Room	2,052	200	Ceiling height 8' 6"; Heated & air conditioned; Tables, chairs & podium available
Mustang Room	1,030	60	Ceiling height 8' 6"; Heated & air conditioned; Tables, chairs & podium available
Pronghorn Room	2,508	250	Ceiling height 8' 6"; Heated & air conditioned; Tables, chairs & podium available
Small Hall	6,000	360	Ceiling height 10'; Heated & air conditioned; Tables, chairs & stage available
<b>Agriculture Facilities</b>			
South, West & East Pavilions	-	993	Permanent stalls; 84 uncovered livestock box stalls and 144 temporary stalls also available on-site
Sheep Barn	-	-	-
<b>Outdoor Spaces</b>			
Grandstands & Outdoor Arena	20,000	5,000	-
Sweetwater Speedway	-	-	3/8-mile track
RV Hookups	-	1,224	3 campgrounds; 20' x 40' minimum size; 50 amp electrical, water & sewer; Restrooms & shower building; Available for nightly or weekly rentals

Source: SEC, Johnson Consulting, MIG, CD Smith, Cumming

# Case Studies

## Sweetwater Events Complex – Rock Springs, WY

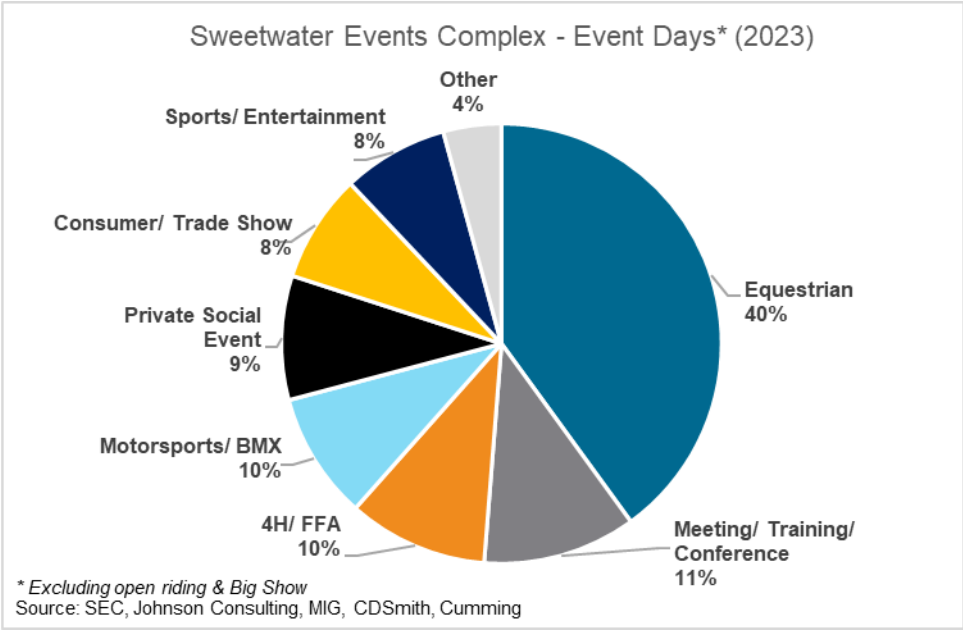
**Demand:** Anecdotal information from Management indicates that in 2023 the SEC reported a total of 1,313 use days, including the annual Fair, event set-up/ tear-down and routine maintenance, and accounting for multi-day events. Of these, Management indicated that just more than half of use days (52.1 percent) were related to banquets, private social events, trade shows, and meetings.

The SEC’s published event calendar for 2023 includes a total of 541 non-Fair event days (550 total event days). Of these, the highest proportion of events (40.0 percent) relate to equestrian events (excluding public open riding which accounted for 26 event days), including numerous regularly scheduled events such as Team Roping Club Practice, Team Sorting Club, horse racing, and private rentals of the Indoor Arena. The next highest proportion of events (11.0 percent) related to meetings, trainings and conferences.

The SEC’s published event calendar for 2024 includes a total of 593 event days. Of these, 333 (or 57.0 percent, excluding the annual Big Show) are booked at the Indoor Arena (246 event days) or Exhibit Hall (87 event days). The meetings rooms that adjoin the Exhibit Hall have an additional 80 event day bookings and the Small Hall has an additional 121 event day bookings. Collectively these facilities account for 91.4 percent of 2024 event days at the SEC, excluding the annual Big Show.

The highest proportion of event days at the Indoor Arena relate to Private Rentals (84 event days) and the preponderance of event activities are equestrian, supplemented by annually repeating motorcycle and BMX events. Event days at the Exhibit Hall include a mix of consumer/ trade shows, fundraisers, weddings/ quinceaneras/ private social events/ banquets, and public/ community events.

If the Exhibit Hall, adjoining meeting rooms and Small Hall are considered in tandem, with a total of 288 event days, this indicates that these facilities, which are oriented towards meetings, trainings, consumer and social events, account for an almost equal proportion of event days as the equestrian-oriented Indoor Arena.



# Case Studies

## Sweetwater Events Complex – Rock Springs, WY

The SEC is able to draw visitors from a significant catchment area. In 2023, 37.5 percent of visitors originated from more than 100 miles (or 2+ hours drive time) away highlighting a strong regional drawer.

**Revenue & Expenses:** The SEC’s financial statements are presented as a component unit of the County, and as such, it is difficult to ascertain direct operating revenues earned from rentals, and in fact, since 2022, the Complex has reported no revenues from Charges for Services. Notwithstanding this, it is clear that the facility relies heavily on funding support from the County, in past years on property tax revenues and in the 2024 budget, primarily on General Funds. In 2023, the SEC reported an operating deficit of (\$1.8M), including General Fund support, with a similar deficit approved in the County’s 2024 budget.

In the year-ending June 30, 2023, the Sweetwater Events Complex Foundation reported \$252,652 in assets and \$31,972 in revenues.

**Rental Rates:** Detailed rental fee information was not made available from Management of SEC, however published information for weddings and social events indicate that fees for the Exhibit Hall range from \$300 to \$675 for events up to 12 hours, with 800 guests.

**Funding:** Operations of the SEC are supported primarily by an appropriation of the County’s property tax receipts, along with dedicated funding from the County’s General Fund.

Revenue & Expense Statement (2021-2024) Sweetwater Events Complex				
	2021	2022	2023	2024
	Actual	Actual	Actual	Budget
OPERATING REVENUES				
Tax Revenues	\$2,793,398	\$2,644,043	\$2,267,083	\$96,682
Operating Grant Revenue	124,260	63,268	0	0
Charges for Service	0	664,658	0	0
Interest Revenue	677	992	252	252
Rental Revenue	510,082	738,057	0	0
Other Revenue	116,414	120,067	0	0
Total Revenues	\$3,544,831	\$4,231,084	\$2,267,335	\$96,934
OPERATING EXPENSES				
Salaries & Wages	\$1,641,570	\$1,643,964	\$0	\$0
Operating	935,960	1,820,521	4,335,185	5,326,256
Depreciation	788,037	848,780	0	0
Buildings & Improvements	0	0	0	692,219
Total Expenses	\$3,365,567	\$4,313,265	\$4,335,185	\$6,018,475
Net Operating Income (Loss)	\$179,265	(\$82,181)	(\$2,067,850)	(\$5,921,541)
FUND APPROPRIATION				
General Fund	\$0	\$0	\$292,681	\$4,186,627
Net Income (Loss)	\$179,265	(\$82,181)	(\$1,775,169)	(\$1,734,914)

Source: Sweetwater County, Johnson Consulting, MIG, CD Smith

# Case Studies

## Sweetwater Events Complex – Rock Springs, WY

**Observations:** The SEC provides an example of a facility that is anchored by an equally-sized Indoor Arena and Exhibit Hall (both with 20,000 SF of contiguous space). Looking more holistically at the campus, the Indoor Arena in tandem with the attached East Indoor Arena creates 32,000 SF of equestrian- and ag-oriented facilities, while the Exhibit Hall in tandem with the 3 adjoining meeting rooms and the adjacent Small Hall creates 31,590 SF of event space that is oriented to meetings, trainings, consumer and social events. These 2 groupings of facilities account for almost equal proportions of event days at the SEC, and overall the SEC reports a very high number of event days, reflecting a diversified offering of facilities that are able to attract a wide variety of event types and user groups. This is further evidenced by the fact that the SEC is able to draw visitors from a wide attachment, with 37.5 percent of visitors in 2023 being non-locals, which although only slightly higher than the Moffat County Fairgrounds today, is the highest proportion of non-local visitors reported across the comparable set.

Notwithstanding this, the SEC still operates at a deficit. As previously noted, this is not inconsistent with industry trends and it is the economic and fiscal impact of a busy, and diversified Fairgrounds, such as the SEC, to the local economy that usually far outweighs any operating and financial challenges. Indeed, a statement provided by Management of the SEC to the Sweetwater County Board of Commissioners in March 2024 indicated that the economic impact of the Complex totaled \$18.4M in 2023, up 15.0 percent from 2022. Of this, the Wyoming Big Show accounted for 19.7 percent of the total impact, having drawn 94,200 visitors in 2023.

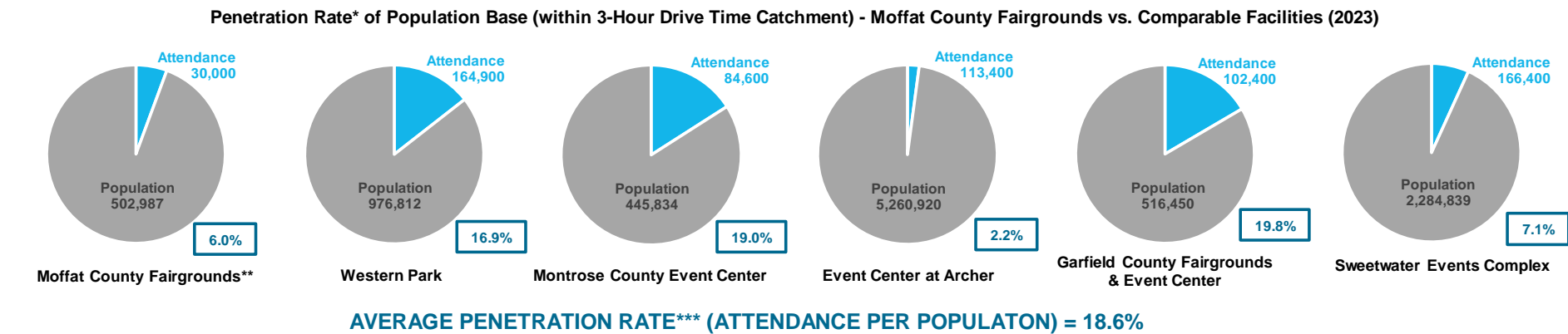


# Observations

Each of the facilities profiled was developed in response to a community’s desire to create an attractive civic amenity, generating significant benefits for the local and regional economies. All these facilities are firmly rooted in their specific mission and have developed appropriate operating programs to appeal to their base of users. Site-specific observations by theme include:

- Location/ Demographics:** The comparable facilities reflect a predominantly rural locational settings, with the exception of the Event Center at Archer which is in a more suburban/ semi-urban location. Within a 3-hour (drive time) radius, the Event Center at Archer has access to by far the largest population (5.3M), reflecting its proximity to downtown Cheyenne, WY, followed by Sweetwater Events Complex (2.3M persons), since its 3-hour (drive time) catchment area encompasses Salt Lake City, UT. The population of Moffat County is fairly small, but within a 3-hour (drive time) catchment area the population of 502,987 persons is comparable with the populations surrounding Montrose County Event Center (445,834 persons) and Garfield County Fairgrounds & Event Center (516,450 persons). The Event Center at Archer and Sweetwater Events Complex have the largest inventories have the largest inventory of hotel rooms within a 30-minute (drive time) radius, totaling 2,842 rooms and 2,085 rooms, respectively, with the smallest inventory surrounding Moffat County Fairgrounds (543 rooms).

It is estimated that Moffat County Fairgrounds attracts, on average, approximately 30,000 visitors annually, including visitors to the annual Fair and GOWD, based upon data sourced from Placer.ai. Reflecting a permanent population base of 502,987 persons within a 3-hour (drive time) radius of the Fairgrounds, this equates to a penetration rate of 6.0 percent.



\*Penetration rate calculated by dividing attendance (visits sourced from Placer.ai) by total population within catchment area (sourced from ESRI)  
\*\*Reflects estimate for Moffat County Fairgrounds (sourced from Placer.ai)  
\*\*\*Average penetration rate excludes Event Center at Archer and Sweetwater Events Complex which are outliers in terms of total population base  
Source: Placer.ai, ESRI, Johnson Consulting, CD Smith, MIG, Cumming

# Observations

With the exception of the Event Center at Archer and Sweetwater Events Complex, which are clear outliers with respect to the population within a 3-hour (drive time) catchment, Moffat County Fairgrounds' penetration rate is by far the lowest among the comparable facilities, and well below the average of 18.6 percent (excluding the Event Center at Archer and Sweetwater Events Complex). Further, the overall visitation levels to the Moffat County Fairgrounds today fall well below attendance at events and activities occurring at comparable Fairgrounds. This indicates an opportunity for Moffat County Fairgrounds to achieve greater attendance levels, with the right mix of facility offerings and events.

- **Ownership/ Management:** All of the comparable facilities are County-owned and operated. Moffat County Fairgrounds has the smallest number of staff, well below the average of 8 full-time employees across the comparable set.
- **Facilities:** All of the facilities include one or more indoor arenas, supplemented by outdoor arena(s) that cater to the equestrian market. Most also offer dedicated multi-purpose/ expo facilities, to supplement dirt floor space, albeit of varying scale. While having both an equestrian-oriented and true multi-purpose space does not guarantee success, the combination of these facilities often correlates to higher rates of utilization and greater revenue potential.
- The Event Center at Archer is the newest facility among the comparable set. The Event Center at Archer and Western Park both offer indoor arenas with concrete floors, which creates flexible space for a variety of different event types, although the Main Indoor Arena at Western Park has a dirt floor. Both Montrose County Event Center and Western Park have invested in removable event floors for their dirt floor facilities that create a flat floor surface for non-ag and equestrian events. Fixed seating ranges from capacity for 1,164 spectators at the Event Center at Archer to 1,727 seats at Montrose County Event Center.

While the Outdoor Arena at Moffat County Fairgrounds is the 2<sup>nd</sup> largest among the comparable facilities, its indoor event space offerings are by far the smallest. This may directly correlate to lower attendance at the Fairgrounds relative to comparable facilities given relatively fewer opportunities for year-round programming of events and activities, and an inability to attract larger events requiring indoor space.

- **Demand:** Relative to the comparable set, Moffat County Fairgrounds reports a relatively high number of event days and attracts the 2<sup>nd</sup> highest proportion of non-local visitors (those originating from 100+ miles away). Of the 5 comparable facilities, Sweetwater Events Complex is able to draw visitors from the most expansive catchment area, which likely reflects its diversified facility offerings, including a mix of equestrian- and ag-oriented facilities, supplemented by facilities oriented to meetings, consumer shows and other flat floor events.

# Observations

Even in the absence of such diversified facilities, Moffat County Fairgrounds already reports 36.5 percent non-local visitors. This reflects the draw of high-impact events currently held at the Fairgrounds, including GOWD, which includes State competitions (Colorado High School and Middle School Rodeo Finals) and the National Omoksee Championship, as well as hosting other regional and state events and competitions. Indeed, the Fairgrounds has an established reputation as a high-quality venue for rodeo and equestrian events, reflected in already high utilization and the fact that it won awards for ground performance during the 2024 season. This reputation is a key criteria in influencing event promotor and show manager's decisions to hold their events at the Fairgrounds.

- **Revenues & Expenses:** With the exception of Western Park, all comparable facilities report an operating deficit. Moffat County Fairgrounds reports the lowest deficit, but also reports the lowest operating revenues, and presents an opportunity for growth. Consistent with industry trends, it is not uncommon for Fairgrounds to operate at a deficit, often requiring subsidization from grants and government sources. This reflects their contribution to economic impact and role in serving the ag and equestrian industries, as well as their local and regional community, which does not always correlate to a net operating profit.
- **Rental Rates:** Where rental rate data was available for the comparable facilities, all offer varying fee structures for different user groups, with \$1,000 per day appearing to set the upper threshold for an individual facility for private/ commercial events. Moffat County Fairgrounds further provides distinction in rates between residents and non-residents of the County which is not observed at comparable facilities, although there is certainly merit in providing discounted rates to local residents as a means of serving the local community and maximizing utilization of the facilities.
- **Funding:** All of the comparable facilities receive subsidies from their respective County's General Fund to support both ongoing operations and capital improvement projects. Western Park also receive dedicated sales tax revenues to support ongoing operations, which likely correlates with its reported operating profit. SEC received dedicated property tax revenues but still reported an operating deficit. Moffat County Fairgrounds' funding support is limited to capital improvement projects.

# Observations

In summary, the most successful facilities are those that are thoughtfully designed, with a target market in mind, while also being able to adapt to respond to changing demographics and market dynamics. While Moffat County Fairgrounds is located in a relatively sparsely populated location, it benefits from its proximity to the Wyoming and Utah borders. Regional fairgrounds do not offer true multi-purpose indoor event centers or arenas of the scale nor quality that is being contemplated for the new Multi-Use Events & Resiliency Center at Moffat County Fairgrounds.

Indoor multi-purpose space of the scale and quality of comparable facilities, with the right balance of design elements, programming and marketing, will uniquely position Moffat County Fairgrounds to grow visitation, with the expectation that it can be programmed similarly to the comparable facilities described above. Indeed, supplementing equestrian-focused/ ag and animal facilities with multi-purpose space has enabled many comparable facilities to expand their demand calendars and generate additional revenues. Notwithstanding this, operating deficits are not uncommon. The key is to establish ongoing and reliable funding sources and define resources to attract sponsorships, donations and other forms of support.





# Section 6

## Strategic Recommendations



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# Facility Program & Master Plan Recommendations

## Program Recommendations

The functions of the Moffat County Fairgrounds, today, are multi-faceted and serve the needs of a variety of different user groups. Based upon the research and analyses presented in preceding sections of this report and input from stakeholders and the community, the Consulting Team has prepared an independent assessment of the market potential for a variety of improvements to the Fairgrounds campus, as follows:

**A. New Multi-Use Events & Resiliency Center:** A new 110,106 GSF indoor multi-use facility should be developed to leverage, support and grow activities already occurring at the Fairgrounds, as well as attract new events to the campus. The facility should comprise a 300' x 150' concrete floor arena (creating 45,000 SF of contiguous useable space), with seating for approximately 1,800 spectators, and dedicated conference/ meeting space of approximately 15,000 SF, supported by a commercial kitchen and concessions, formalized pre-function space, office space, merchandise area, restrooms, and back-of-house. The Multi-Use Events & Resiliency Center should be designed to LEED Certified Gold standards, incorporating geothermal and solar energy.

A concrete floor will allow for enhanced flexibility of the multi-use space, creating opportunities for consumer shows, trade shows, concerts, sports, and community events, in addition to providing a new, high-quality space for rodeos, equestrian, livestock and animal events and activities. Dedicated conference/ meeting space will respond to unmet demand in the local and regional communities, and allow for multiple events to occur concurrently. The commercial kitchen can serve both the Multi-Use Events & Resiliency Center and support other events occurring on the Fairgrounds campus. Further, a facility of this size and quality will be well positioned to compete effectively in the regional marketplace and attract users from a wide catchment, while also complementing existing facilities in the local area. It would be largest indoor facility, in terms of square footage, among regional fairgrounds in Northwest Colorado, with the exception of the 52,500 SF indoor arena at Montezuma County Fairgrounds, although it is noted that that facility had a dirt floor and is now 44 years old. It would be comparable in scale to the largest indoor arena at Western Park and to the Event Center at Archer, which is a modern facility.

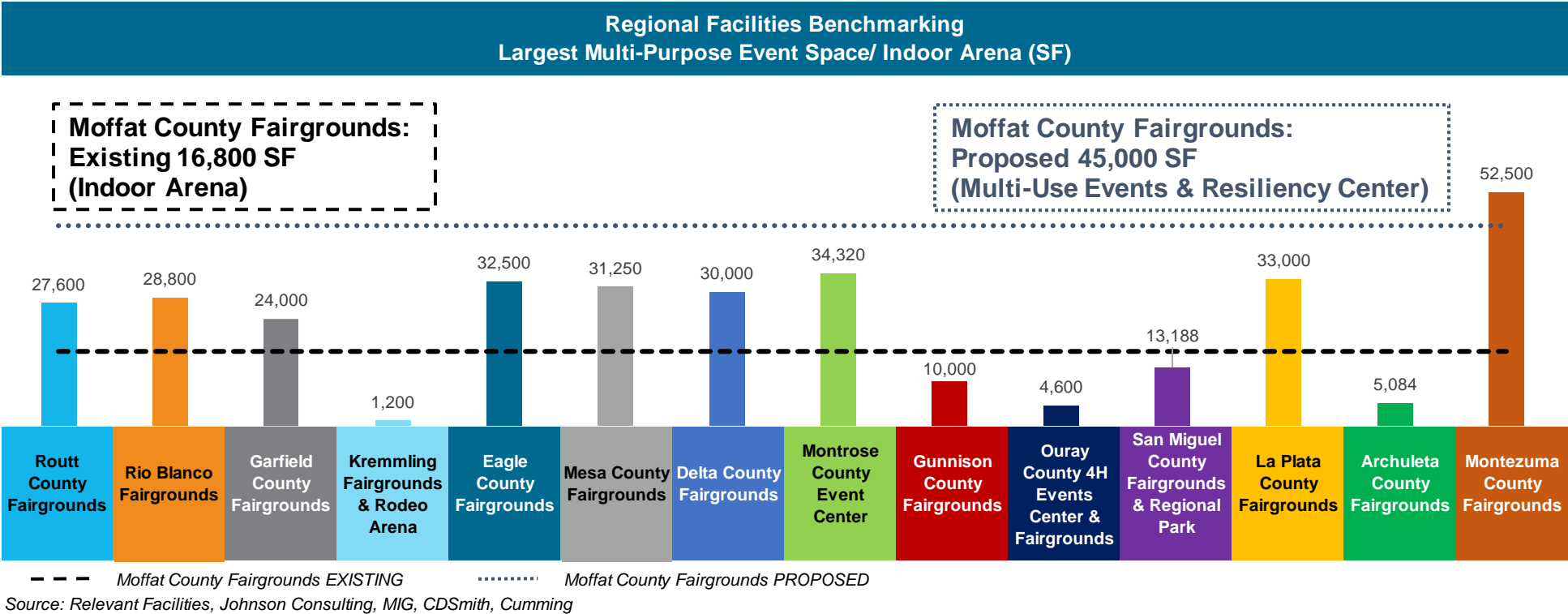
An allowance should also be made for the potential future expansion of the conference/ meeting space, to effectively double the amount of useable floorspace and creating an opportunity to develop ballroom space to accommodate new categories of events at the Multi-Use Events & Resiliency Center. This is consistent with industry trends and market needs, as determined by a limited inventory of existing conference and meeting facilities in and around Moffat County and information gathered through our online community survey. As demonstrated by Western Park and the adjacent Uintah Conference Center, both of which are owned and operated by Uintah County, these types of spaces are synergistic and serve to enhance overall visitation by providing a range of facilities to meet the needs of diverse groups.

# Facility Program & Master Plan Recommendations

## Program Recommendations

Industry trends and best practices indicate that the most successful fairgrounds are those that have a large, single building supported by multiple other buildings (which are currently in place at Moffat County Fairgrounds but should be replaced over time). The new venue should be designed to adequately accommodate activities during the Fair and GOWD, as well as other events and activities throughout the year. The design should consider flexibility for use by small to large groups, climate-controlled rooms for year-round use, and space for a variety of events year-round including trade/ consumer shows, expos, farmer’s/ flea markets, training, social, community and other civic events, and sporting events (such as basketball and volleyball).

Building upon the analysis presented in the preceding section of this report (Section 5), the recommended Multi-Use Events & Resiliency Center at Moffat County Fairgrounds, with 45,000 SF of contiguous space, would be the 2<sup>nd</sup> largest among all regional Fairgrounds, distinguishing itself from the Indoor Arena at Montezuma County Fairgrounds by being much newer, and having a concrete floor which will allow for greater flexibility of use by a variety of different event types.



# Facility Program & Master Plan Recommendations

## Program Recommendations

- B. Upgrades to Indoor Arena/ Repurposing:** The existing Indoor Arena should be re-skinned and foam insulation should be installed. This will prepare it to serve a variety of functions as desired by Management of the Fairgrounds.
- C. Remove Pavilion:** The Pavilion is outdated and too small to accommodate various potential event types. The new Multi-Use Events & Resiliency Center will be appropriately designed to absorb the functions of the Pavilion and hence, it is recommended that the Pavilion be demolished, and this area repurposed for parking.
- D. New Stalls & Warm-Up/ Practice Facilities:** To support the new Multi-Use Events & Resiliency Center, and better serve events and activities already occurring on the Fairgrounds, and attract new events, the stalling capacity should be expanded to approximately ~400 stalls. Ideally, these stalls should be adjacent to the new Multi-Use Events & Resiliency Center. Given site constraints, it may be practical to construct ~200 permanent stalls adjacent to the Multi-Use Events & Resiliency Center, with temporary stalling serving those events that require additional capacity. The Multi-Use Events & Resiliency Center would also benefit from an attached, covered warm-up/ practice arena (approximately 200' by 100'). Overall, the campus should comprise a total of 3 warm-up/ practice arenas.
- E. Grandstand Improvements:** Consistent with the recommendations provided in the 2003 Master Plan, the Grandstand should be improved to enhance functionality, accessibility, aesthetics, and visitor experience.
- F. Decommission Racetrack:** The existing Racetrack is underutilized, in part reflecting broader trends in the horse racing industry. Despite the potential for a slight increase in horse racing activity in the coming years, the effects of a shrinking industry over multiple decades will remain. The result of this will be an increasingly consolidated and competitive industry, making it more challenging for smaller, local and regional operators, like the Moffat County Fairgrounds, to compete. Decommissioning the Racetrack at Moffat County Fairgrounds is consistent with industry trends, as well as the recommendations provided in the 2003 Master Plan. Repurposing the area of the site will ultimately yield higher revenues for the Fairgrounds, and will open up additional land for other recommended Master Plan improvements. It is recommended that a short, straight track (approximately 60' by 390') be retained in front of the improved Grandstand.



# Facility Program & Master Plan Recommendations

- G. Additional RV Spaces:** Consistent with the 2003 Master Plan recommendations, the Fairgrounds has a deficit of RV hookups. A total of ~100 hookups would allow for maximum utilization during the Fair, GOWD and other non-Fair events. There may also be an opportunity for these sites to generate year-round revenue, assuming quality amenities and landscaping, and active marketing should be prioritized by Management.
- H. Address Parking Issues:** Current parking creates a significant challenge for the Fairgrounds, particularly during the Fair and Grand Old West Days. Parking needs will need to be addressed to support the multi-use facility, as described above, which will not only serve to increase visitation to the Fairgrounds but may also consume land that is currently used for parking, depending on the ultimate placement on the site.
- I. Storage:** Storage needs will be greater if a new Multi-Use Events & Resiliency Center is developed on the campus. The re-skinned Indoor Arena could potentially be deployed for this purpose.

## Additional Campus Recommendations

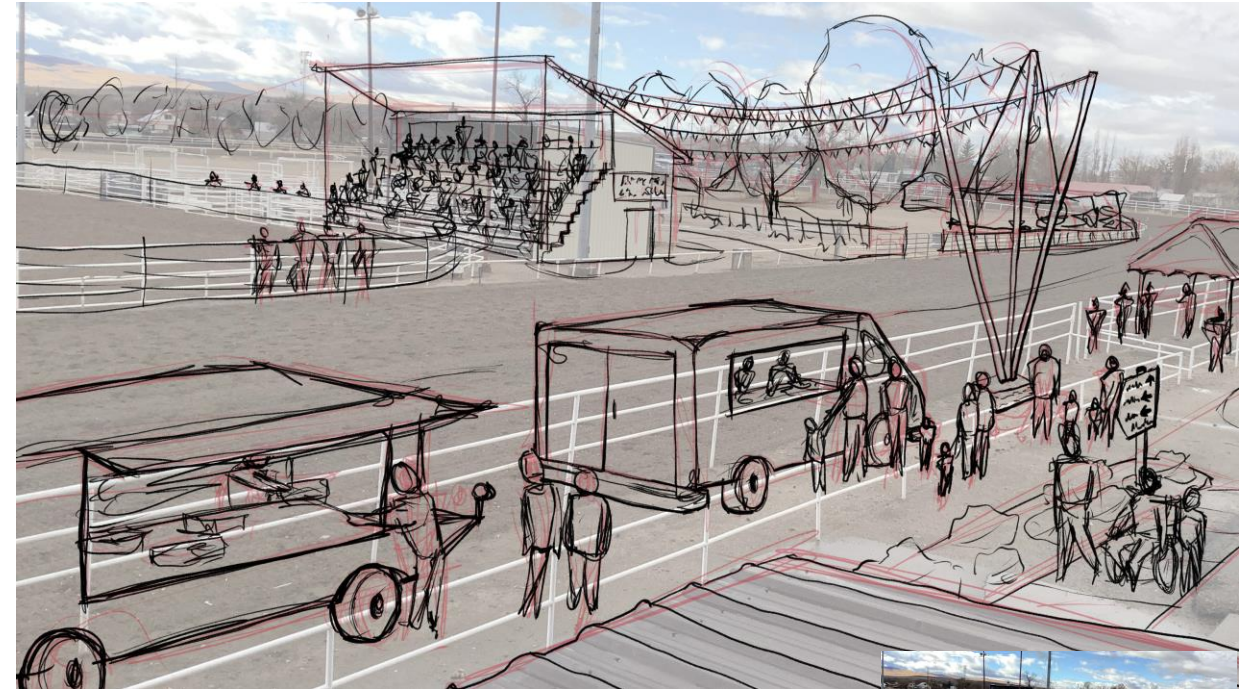
In addition to the facility- and site-specific strategies outlined above the following campus strategies should be implemented:

- A. Plan and design all Fairgrounds facilities to create a **cohesive, orderly, and welcoming presence and experience**. Architectural details, building and facility scale and massing, landscaping, and site circulation, should be consistent across the campus to blend existing or historical features with additions or improvements.
- B. Redesign primary site entrances to create **strong community gateways** to the site and support a distinctive campus identity. Prominent entryways include the main vehicular and pedestrian access points used by visitors to the campus. Pedestrian lighting, iconic signage, native landscaping, and durable fencing, and any security gates should all be considered for primary site entrances.
- C. Create a **cohesive and navigable wayfinding** system for pedestrians and motorists, that can help community members and visitors navigate the campus. Signage and wayfinding should have a distinctive design that contributes to the campus' overall identity and sense of place, with design elements that tie use of colors, fonts, and materials with site architecture and surrounding heritage, culture, and identity.

# Facility Program & Master Plan Recommendations

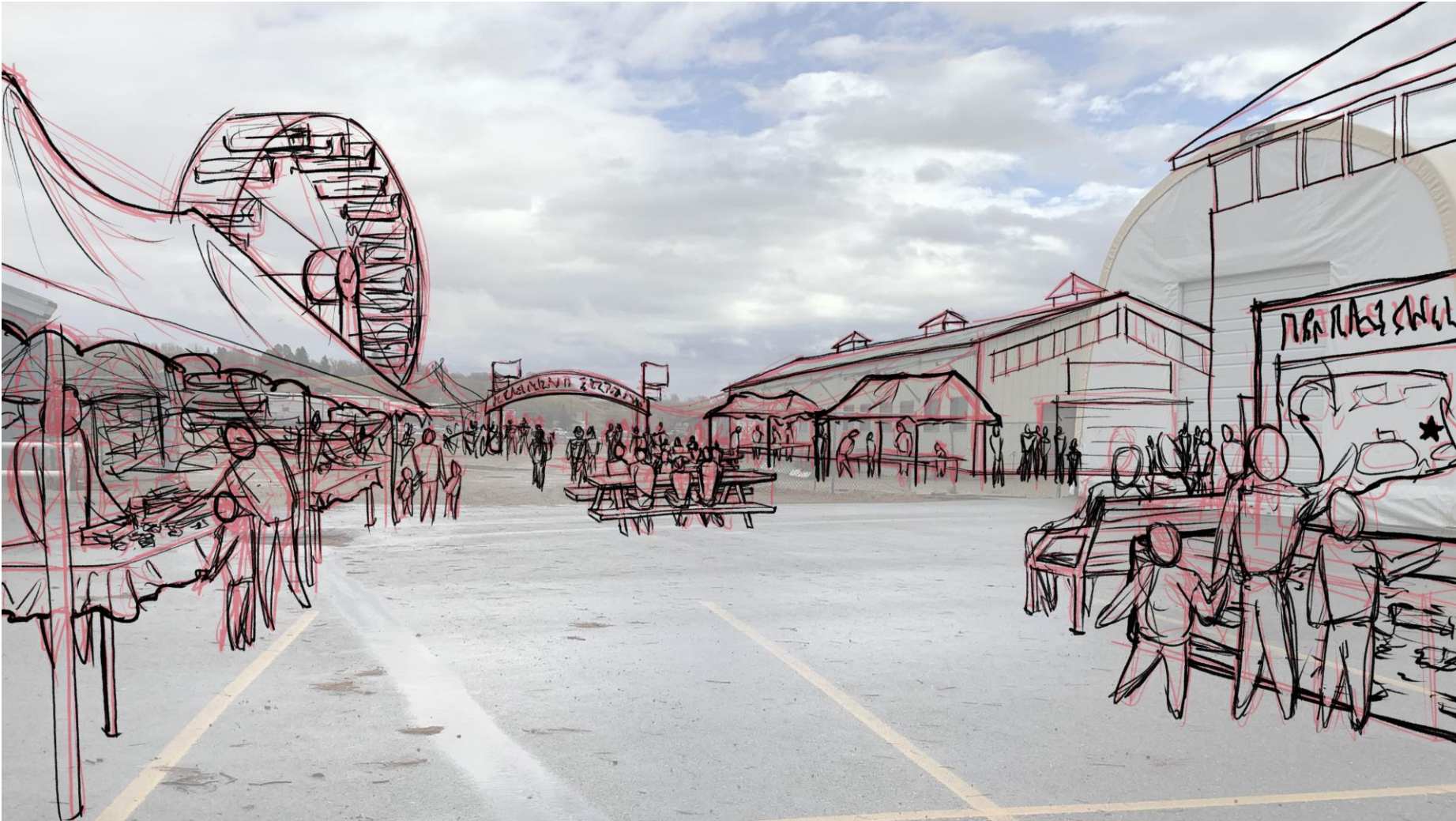
## Additional Campus Recommendations

- D. Strive to create a **more campus-like environment and welcoming, memorable experience** through improved public spaces, landscaping and greening. Public spaces on the campus should range from busy plazas surrounded by heavily programmed uses, to tree-lined promenades connecting site features, to large open spaces designed to accommodate large crowds for different events.
- E. Contemplation should be given to **acquiring the industrial property** to allow for a more continuous flow of activity on the Fairgrounds site, as well as providing additional land to accommodate new buildings and facilities on the campus.





# Facility Program & Master Plan Recommendations



# Facility Program & Master Plan Recommendations

## Operational Recommendations

As an overall theme, aside from a new multi-purpose venue, the focus of all enhancements to the existing facilities at the Moffat County Fairgrounds site should be on **maintenance and improvement rather than replacement** over the short- to medium-term. Concurrent to physical enhancements, **operational improvements** will be required to ensure the ongoing success of the Fairgrounds. The Fairgrounds currently operates with a very lean, competent and passionate staff. In order to increase year-round utilization of the Fairgrounds, particularly if new facilities are added to the campus, it may be practical to expand staffing to include **dedicated marketing, sales and booking, and/ or sponsorship procurement functions**. This will be particularly important in the initial years prior to opening of the new Multi-Use Events & Resiliency Center.

Increased utilization should be actively pursued and will be achievable with a new multi-purpose facility, as a means of growing revenues and improving fiscal sustainability. Expanding staffing, as discussed above, will result in increased expenses and this will need to be counteracted by growth in operating revenues.

































# Facility Program & Master Plan Recommendations

## Summary of Recommendations

Each of the opportunities identified above, including facility-specific uses and campus improvements, responds to the Fairgrounds’ mission, market demand or community needs, or a combination of these factors.

The intent is to create cohesive uses and dedicated facility offerings that appeal to specific user groups, while working synergistically with other uses to create a critical mass of facility offerings to support current users, attract new users, and ensure year-round utilization of the Fairgrounds campus. The recommended facility and site strategies will also serve to support the annual Fair and GOWD and encourage them to grow and draw visitors from a broader catchment.

	Mission-Driven	Community-Driven	Market-Driven
New Multi-Use Events & Resiliency Center			
Re-Skin Indoor Arena			
Remove Pavilion			
Additional Stalls & Warm-Up/ Practice Arenas			
Grandstand Improvements			
Decommission Racetrack (Maintain Short Track)			
Additional RV Spaces			
Address Parking Issues			
Cohesive Thematics			
Strong Community Gateways			
Enhanced Wayfinding			
Enhanced Campus Environment			
Acquire Industrial Property			
Marketing & Sponsorship Procurement Functions			

# Section 7

## Site Analysis



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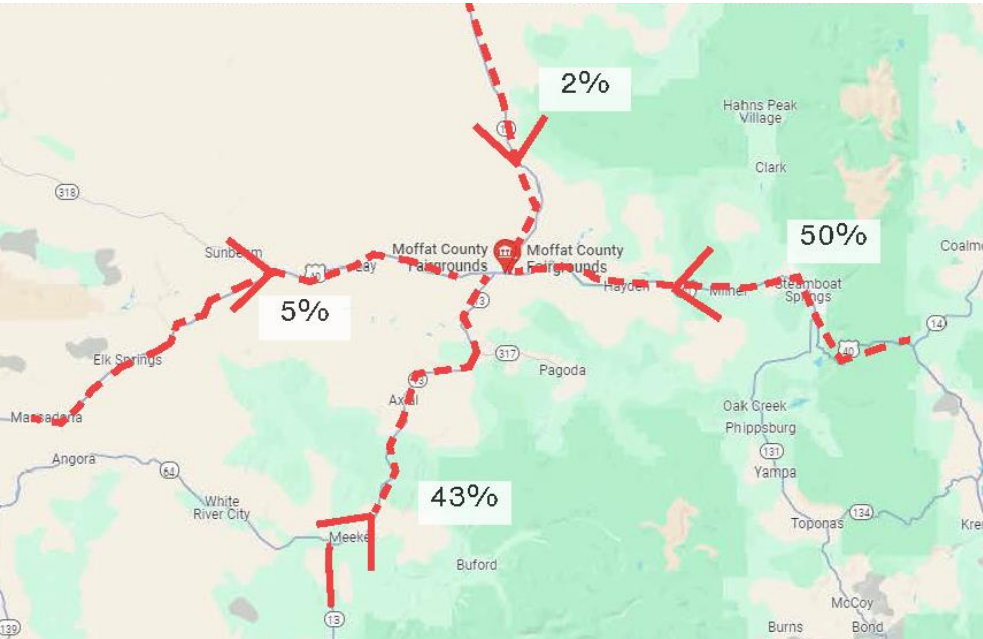
# Site Analysis

## Introduction & Methodology

The following site analysis was developed as part of the Consulting Team’s site visit in February 2024. The process included input from representatives of Moffat County, Fairgrounds’ staff, and other selected stakeholders and users of the Moffat County Fairgrounds.

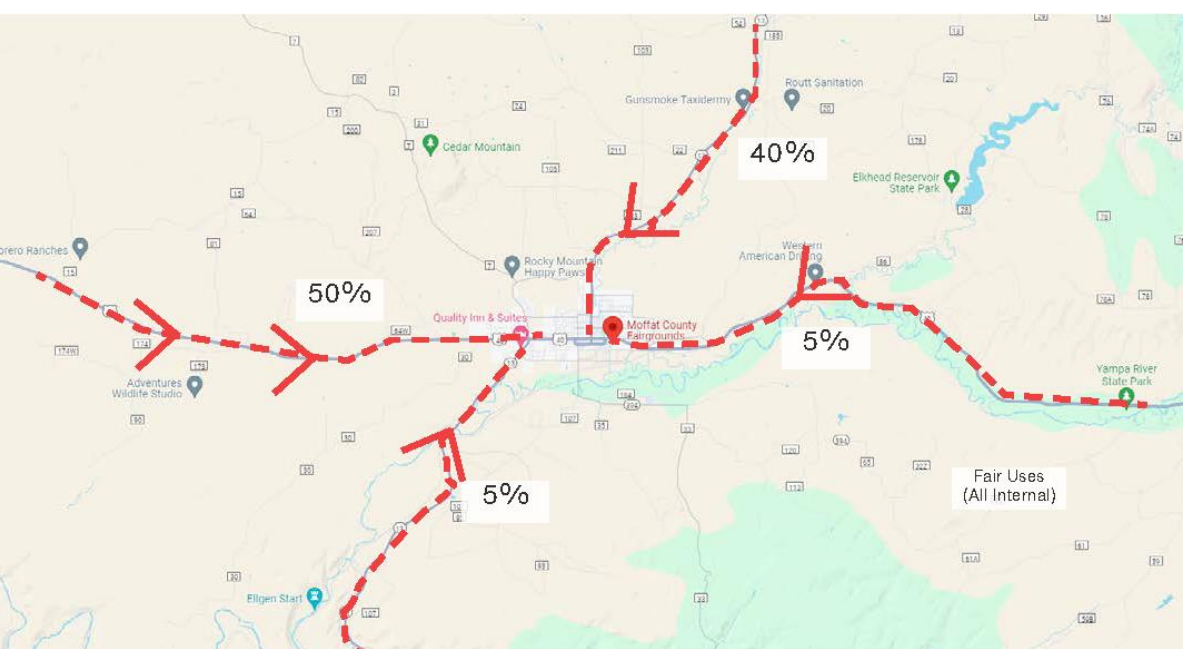
### 1. Regional Access

It was estimated that 50 percent of the attendees for the largest annual event, The State High School Rodeo Finals arrived from East of Craig travelling westbound on U.S. 40, 43 percent traveled Northbound on Highway 13, 5 percent traveled Eastbound on U.S. 40 and 2 percent traveled Southbound on Highway 13.



### 2. Local Site Access

It was also estimated that closer to the site, 50 percent of the attendees arrived in Craig travelling Eastbound on U.S. 40, 40 percent traveled Southbound on Highway 13, 5 percent travelled Northbound on Highway 13, and 5 percent traveled Westbound on U.S. 40.



# Site Analysis

## 3. Vehicular Circulation/ Ticket Booths/ Parking

Closer to the site, it was estimated that for the Rodeo Event, 53 percent of the participants arrived from the West on Victory Way and 43 percent arrived travelling Westbound on Victory Way. During the Fair, 90 percent of the attendees arrived at the Fairgrounds travelling Eastbound on Victory Way and 10 percent arrived travelling Westbound on Victory

Way. One temporary ticket booth is located at the Northwest corner of the Pavilion Building. The primary public parking lots are located on the Western portion of the site as shown on the diagram below.



## 4. Pedestrian Circulation

The primary pedestrian route connects the trailer parking area South of the race track with the Carnival and Grandstands. Similarly a pedestrian flow connects the parking areas on the Western portion of the site with the grandstands and carnival area.





# Site Analysis

## 5. Service Access

All service vehicles are directed to enter the site from East Victory Way on the Eastern portion of the site near the horse barns as shown on the diagram to the right.

## 6. Animal Movements

Horses move from the horse barns into the Southern side of the warm up arenas and penning areas. Other animals exhibited during the fair remain within their specified buildings as shown on the diagram below.



## 7. Adjacent Land Uses & Neighborhood Relations Issues

Much of the site is bordered by Light Industrial uses. Other surrounding land uses include Commercial and some residential areas. A Cultural Center is located in the Northeast corner of the site as shown on the diagram below.

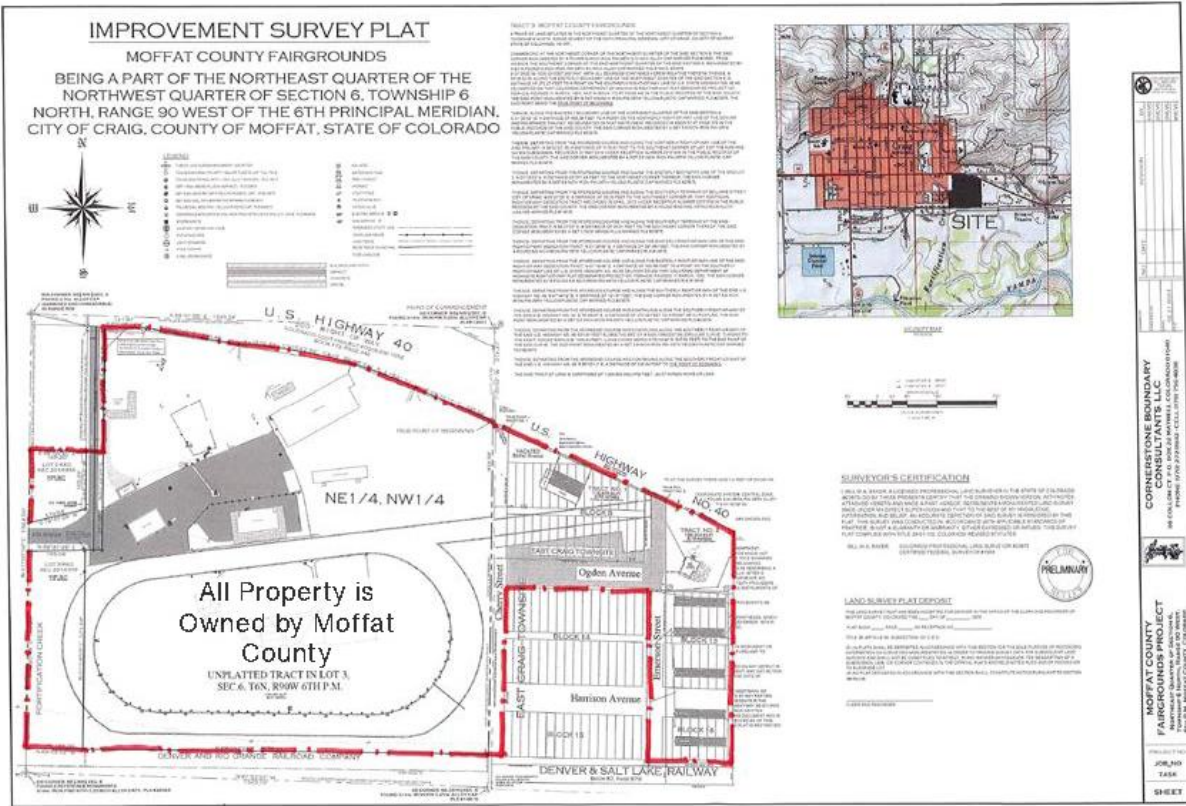




# Site Analysis

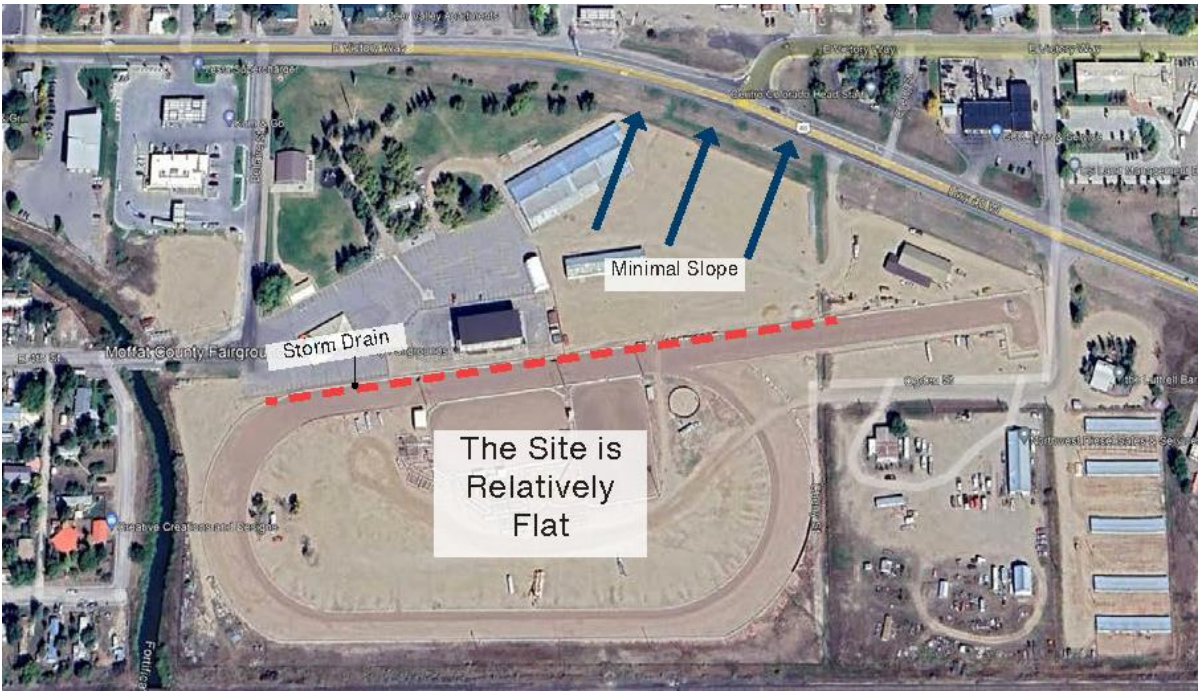
## 8. Property Limits & Ownership

The entire Fairgrounds site is owned by Moffat County as shown on the site survey on the diagram below.



## 9. Site Topography & Drainage Issues

The site is relatively flat with a slight slope to the North. An underground Storm Drain is located on the North side of the Racetrack.





# Site Analysis

## 10. Site Expansion Potential

Three areas exist for potential site expansion Those areas are noted as sites A,B and C on the diagram to the right.

## 11. Easements & Restrictions

The County's surveying company is identifying any Easements. No known site restrictions exist

## 12. Environmental Conditions/ Soil Conditions

No negative Environmental Conditions are known to exist on the site. Radon exists within the Arena construction. The soils are thought to be Sandy Clay with good bearing conditions. A high water table exists within the site.

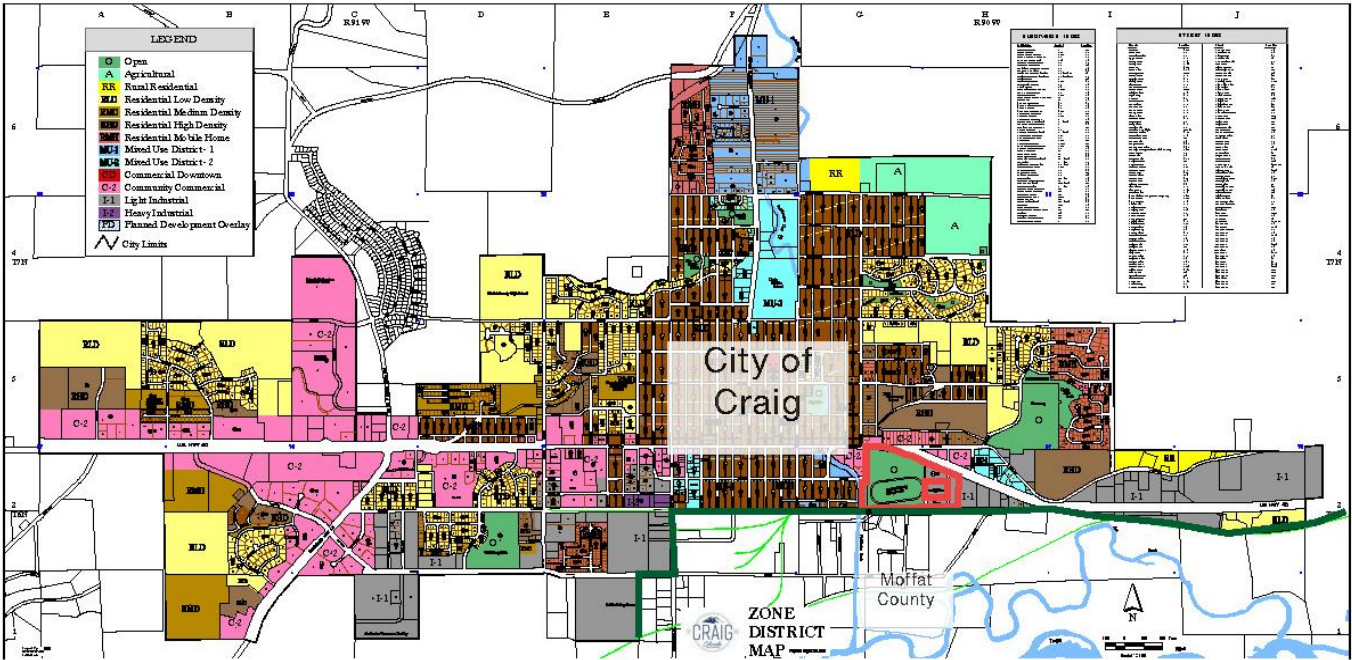




# Site Analysis

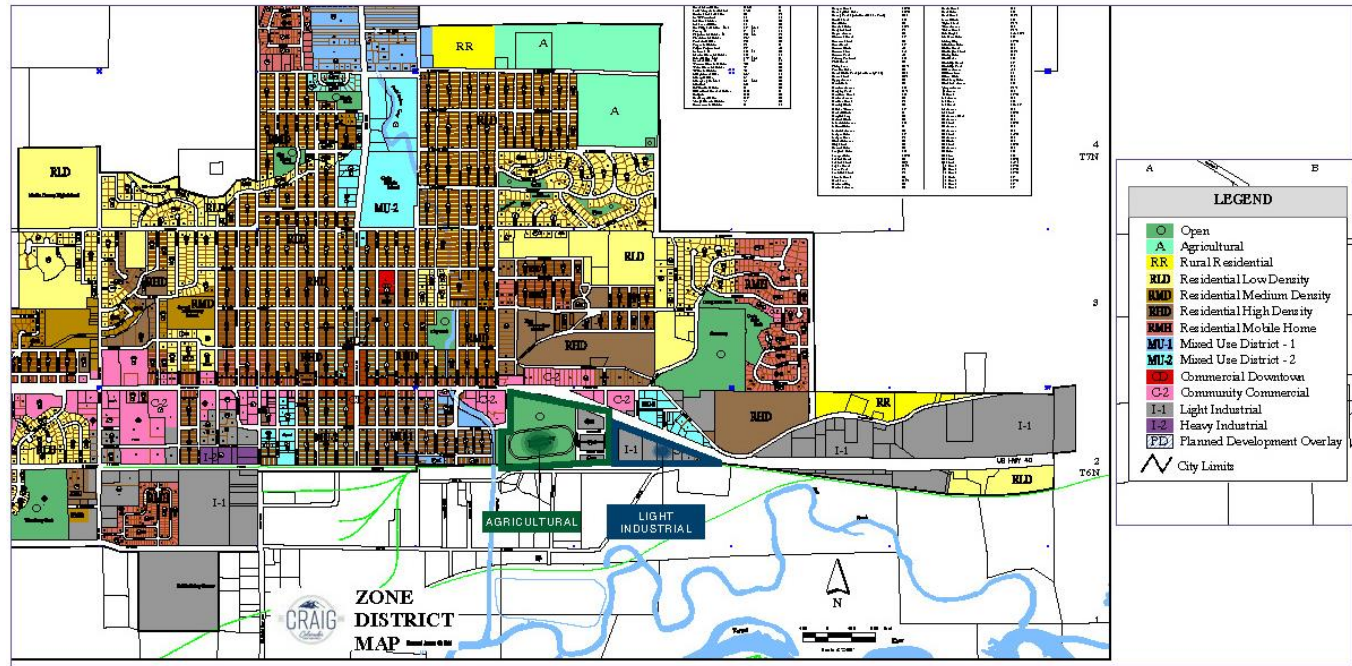
## 13. City/ County Limits

The entire site is located within the Craig City Limits and a good relationship exists between the City and County Governments.



## 14. Zoning/ Comprehensive Plan Limitations

The Western portion of the site is zoned Agricultural and the Eastern portion is zoned Industrial. Both Zones are compatible with the current uses.





# Site Analysis

## 15. Site Layout Axis

The primary site layout axis is linear and is parallel with the Arena and continues through the outdoor concessions / exhibitors zone.



## 16. Landscaping/ Vegetation

All the trees and landscaping are located at the perimeter of the site.









# Site Analysis

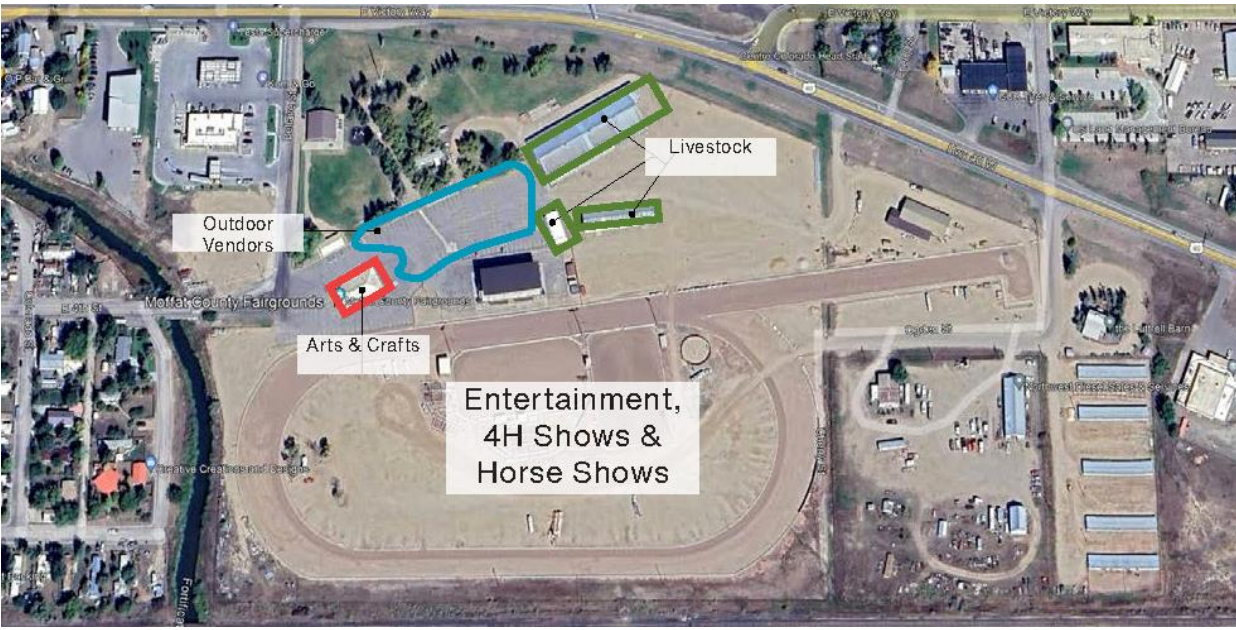
## 20. Architectural Themes/ Image

No unified Architectural Theme exists. The various color schemes are shown on the diagram below.



## 21. Fair Use Zones

The outdoor vendors are surrounded by the various existing buildings as shown on the diagram below.



# Site Analysis

## 22. Non-Fair Use Zones

The major Non-Fair Use is the High School Rodeo State Finals and utilize the entire site plus additional properties.



## 23. Significant Issues

The site’s significant issues are listed in the table below.

Moffat County Fairgrounds - Craig, CO Significant Issues
1. The site has excellent visibility from U.S. 40, Victory Way.
2. Parking availability is an issue.
3. The Racetrack is used very little and takes up a lot of space.
4. Some property expansion potential exists.
5. The Arena building has radioactive issues.
6. The Grandstands are not ADA accessible.
7. The development of an Emergency Operations Building on Site is a possibility.
8. The pavilion is limited in size.
9. The horse stalls and surrounding site is in poor condition.
10. Nice views of the mountains to the south exist.
11. The public space could be enhanced with landscaping.

Source: CD Smith, MIG, Johnson Consulting



# Site Analysis

## 24. Summary of Opportunities & Constraints

Opportunities and constraints related to the Moffat County Fairgrounds site are summarized on the table to the right.

Moffat County Fairgrounds - Craig, CO	
Site Analysis Summary of Opportunities & Constraints	
Opportunities	Constraints
1. Opportunity for significant growth.	1. Turning movement issues on Route 33.
2. Utilize existing service gate at the east end of the site on Rodeo Drive?	2. No separate service vehicle access.
3. Utilize easement (60') on North Boundary of site for a service drive?	3. Limited expansion potential without site acquisition.
4. Connect to city water (10") and sanitary sewer.	4. Visibility along Route 33.
5. City and county unified support.	
6. Engage Tetonia Efforts.	
7. Add additional trees to provide shade in major pedestrian areas.	
8. Enhance Frontage Along Route 33.	
9. Provide "Better Sense of Entry".	
Source: CD Smith, MIG, Johnson Consulting	





# Section 8 Site Concept Options



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# Site Concept

The Moffat County Fairgrounds Master Plan provides a roadmap for the future of the Fairgrounds based on the market analysis, community needs assessment, and regional and comparable facilities analysis presented in preceding section of this report, coupled with identified opportunities and constraints as they relate to the site. This section presents the recommended design concept for the site and includes a description of the process involved in prioritizing and refining future improvements.

## Key Opportunities & Concept Alternatives

In May 2024, the Consulting Team presented 4 alternative concepts to representatives of Moffat County Fairgrounds to receive direction. The intent of creating different concepts was to provide alternative solutions or approaches to achieving the envisioned future of the site, based on a common set of potential opportunities identified by the Team. Based on these alternatives, future discussions with Moffat County Fairgrounds' representatives, in conjunction with preliminary cost estimates for each, then helped understand potential tradeoffs and priorities for a single/preferred concept for the site, as presented in this section of the report.

### TOP OPPORTUNITIES TO IMPROVE MOFFAT COUNTY FAIRGROUNDS:

- Add a new Multi-Use Events & Resiliency Center that can provide greater event flexibility and opportunities for year-round activities and recreation
- Incorporate dedicated conference space to respond to unmet demand in the local and regional communities
- Design the Multi-Use Events & Resiliency Center to LEED Certified Gold standards, incorporating geothermal and solar energy.
- Add a covered warm-up arena
- Replace existing barns
- Improve the Grandstand
- Decommission the Racetrack, retaining a shortened straight track
- Add a community flex plaza as part of broader site improvements
- Provide additional parking, RV hookups and storage
- Redesign the primary site entrance to create strong community gateway
- Create a more campus-like environment through improved public spaces and landscaping
- Create a cohesive and navigable wayfinding system



# Site Concept



## Legend

- Buildings
- Landscaping
- Gravel
- Plaza
- Parking and Roads
- Concrete
- Arena Addition





# Phasing



## Phase 1 Plan

### Legend

- Buildings
- Landscaping
- Gravel
- Plaza
- Parking and Roads
- Concrete
- Arena Addition



# Phasing



## Phase 2 Plan

### Legend

- Buildings
- Landscaping
- Gravel
- Plaza
- Parking and Roads
- Concrete
- Arena Addition



# Phasing



## Phase 3 Plan

### Legend

- Buildings
- Landscaping
- Gravel
- Plaza
- Parking and Roads
- Concrete
- Arena Addition

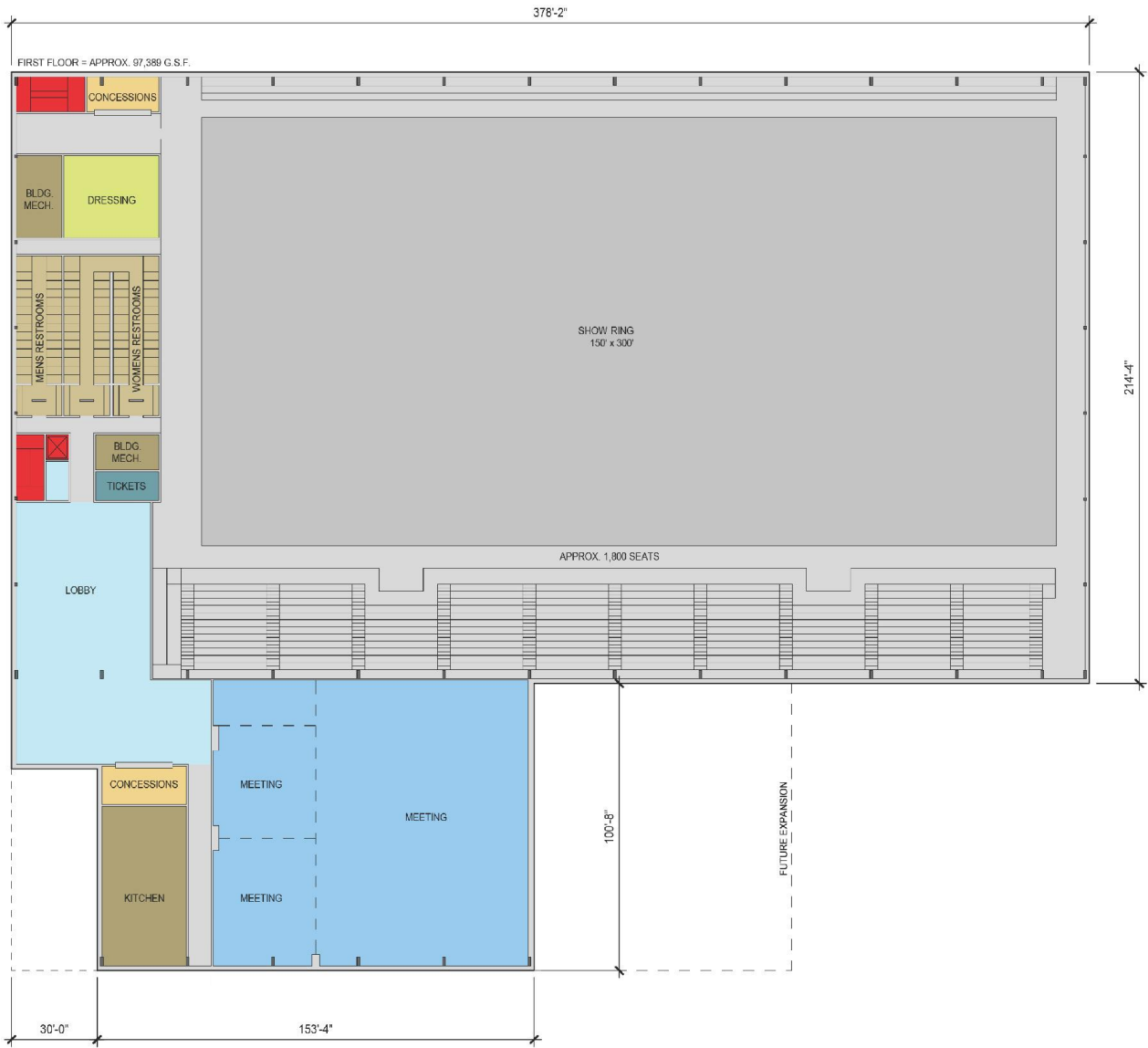




# Building Layout

## MULTI-USE EVENTS & RESILIENCY CENTER PLAN FIRST FLOOR

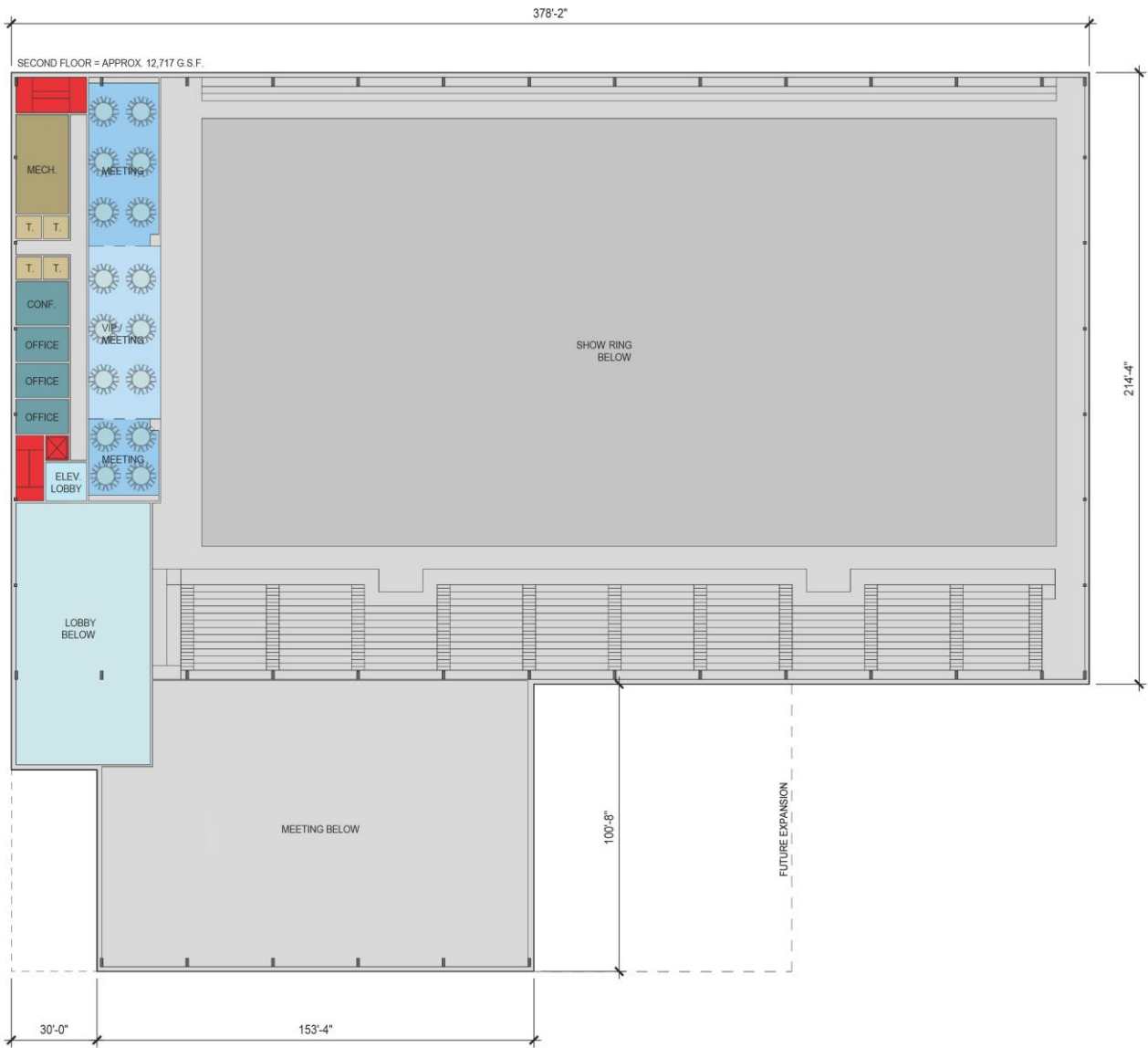
Merced County Fairgrounds and Arena | Concepts | 08/07/2024



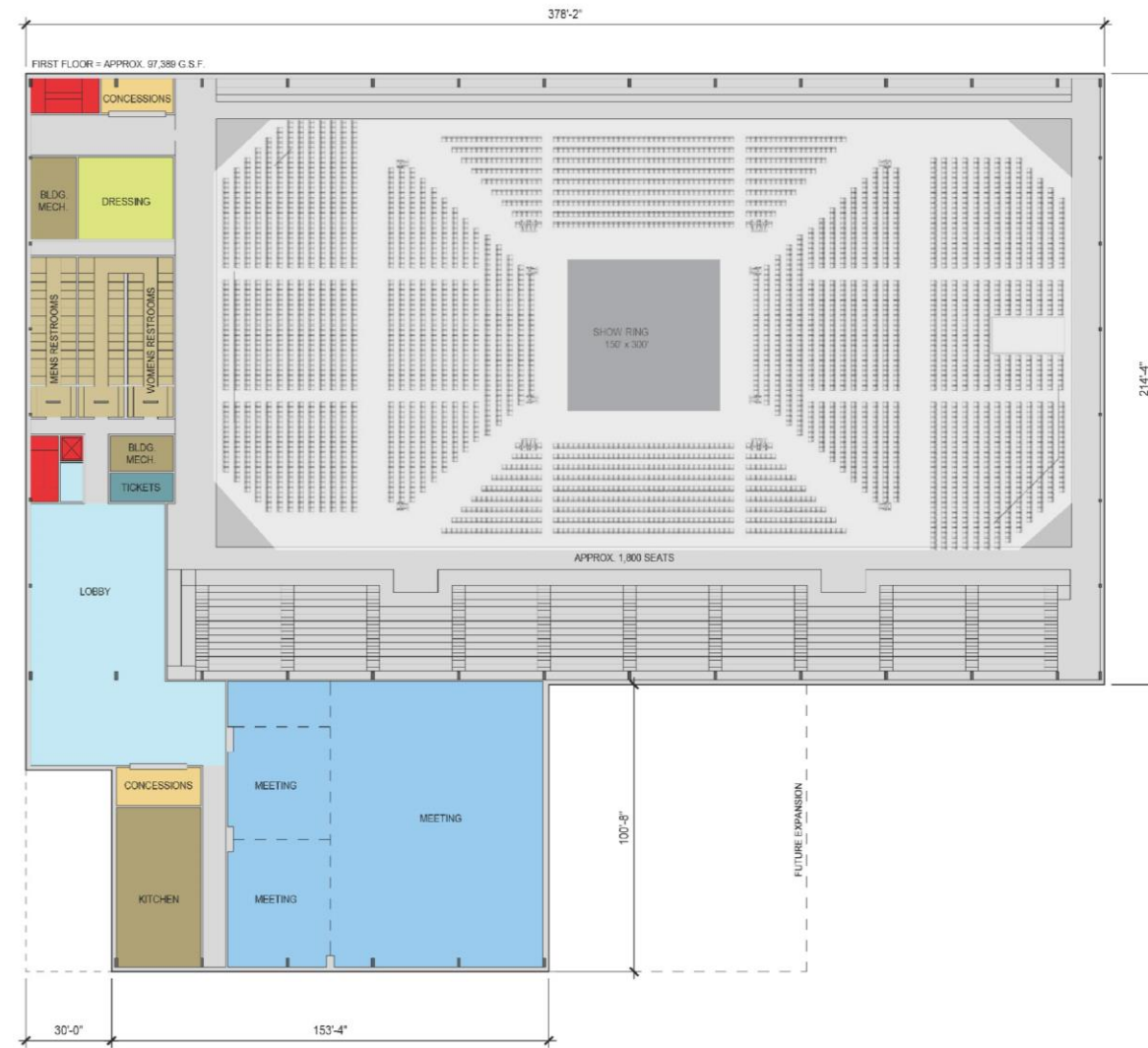
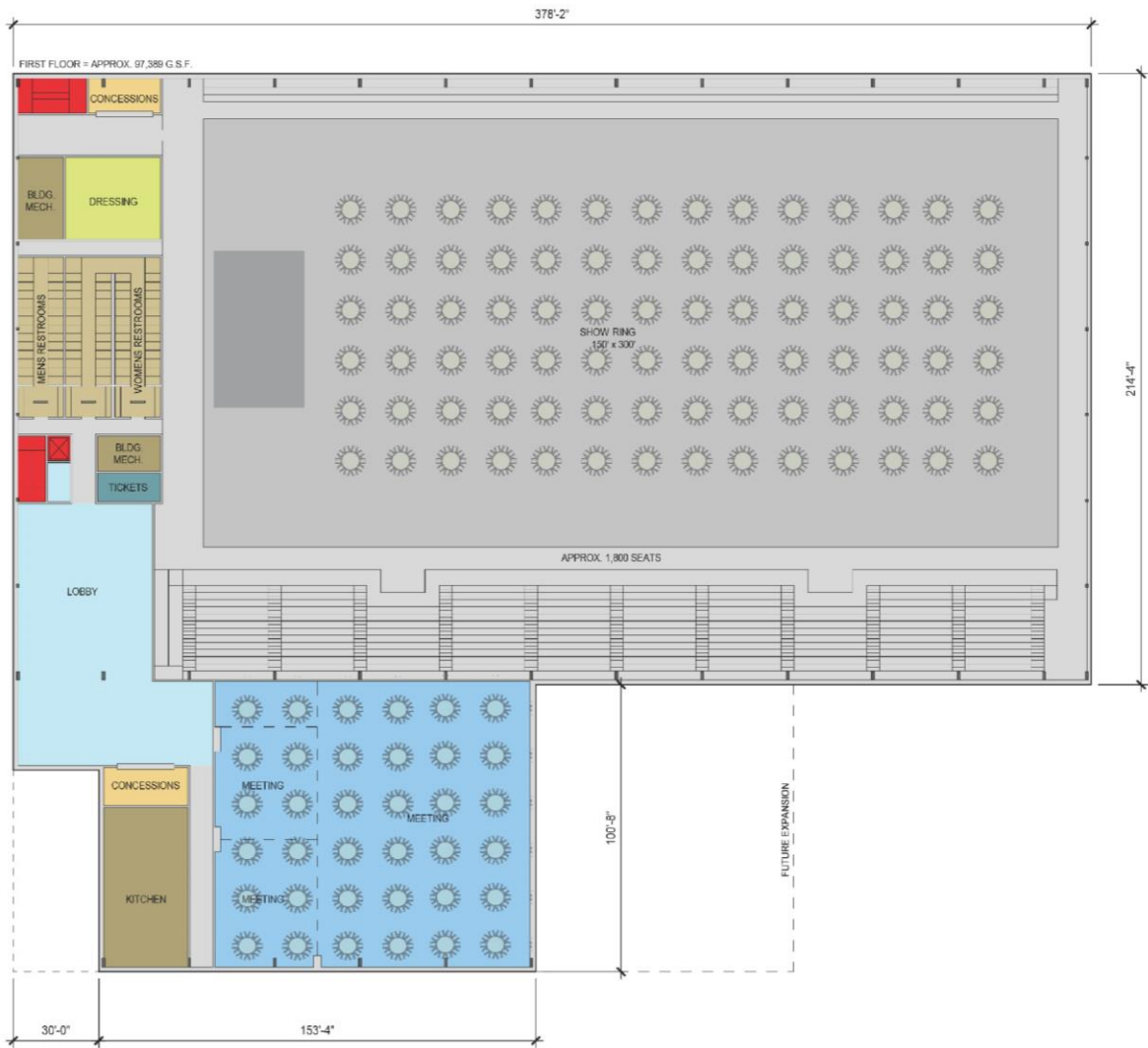
# Building Layout

## MULTI-USE EVENTS & RESILIENCY CENTER PLAN MEZZANINE FLOOR

Merced County Fairgrounds and Arena | Concepts | 09/07/2024

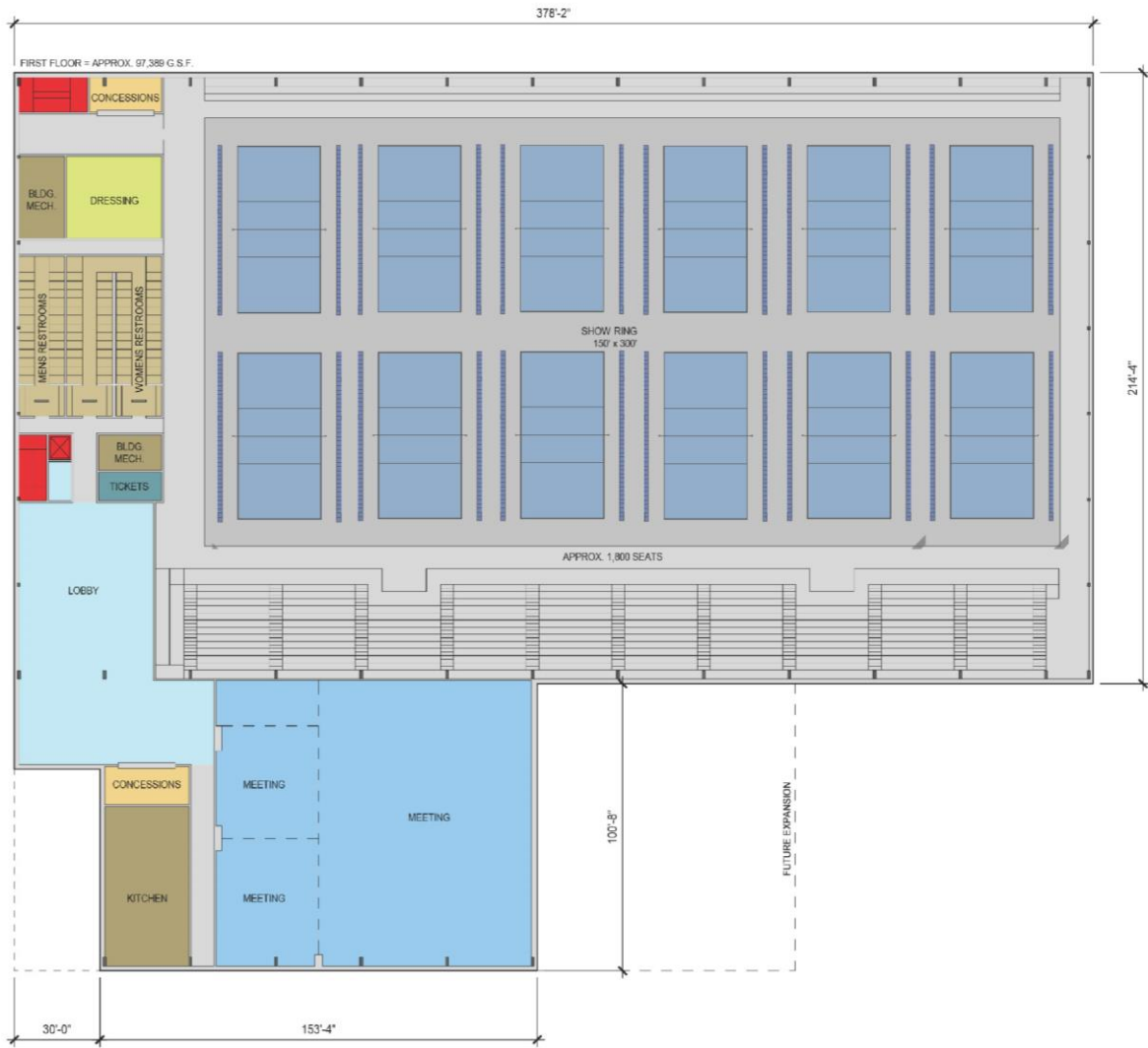
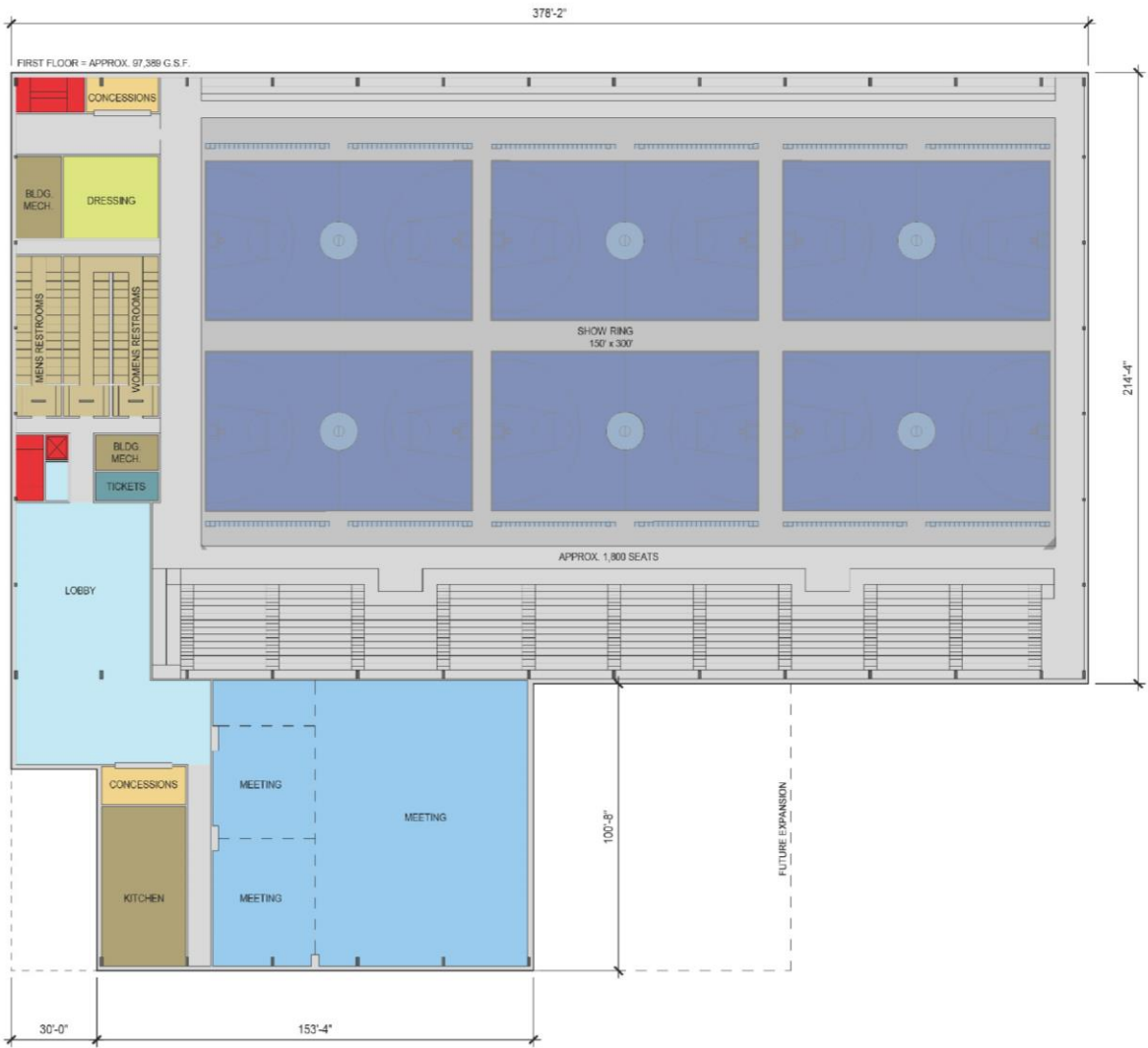


# Example Event Layouts





# Example Event Layouts





An aerial photograph of a fairground or festival site. The foreground and middle ground are filled with numerous white and silver trailers parked in rows. In the background, there are various structures, including a large white building, a green-roofed building, and several colorful rides and game booths. The site is surrounded by roads and some greenery.

# Section 9

## Architectural Renderings



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# Conceptual Aerial Renderings

BEFORE





# Conceptual Aerial Renderings

AFTER





# Conceptual Perspective Renderings

BEFORE  
GATEWAY



# Conceptual Perspective Renderings

AFTER  
GATEWAY





# Conceptual Perspective Renderings

BEFORE  
PLAZA



# Conceptual Perspective Renderings

AFTER  
PLAZA





# Conceptual Building Renderings – Multi-Use Events & Resiliency Center

RENDERING AT ENTRY

Multi-Use Events &  
Resiliency Center





# Conceptual Building Renderings – Multi-Use Events & Resiliency Center

RENDERING AT ENTRY  
MULTI-USE EVENTS &  
RESILIENCY CENTER



# Conceptual Building Renderings – Multi-Use Events & Resiliency Center

RENDERING  
AT PLAZA/ CARNIVAL/  
FLEX SPACE





# Conceptual Renderings – Multi-Use Events & Resiliency Center

RENDERING AT ENTRY







# Section 10

## Probable Cost Estimates



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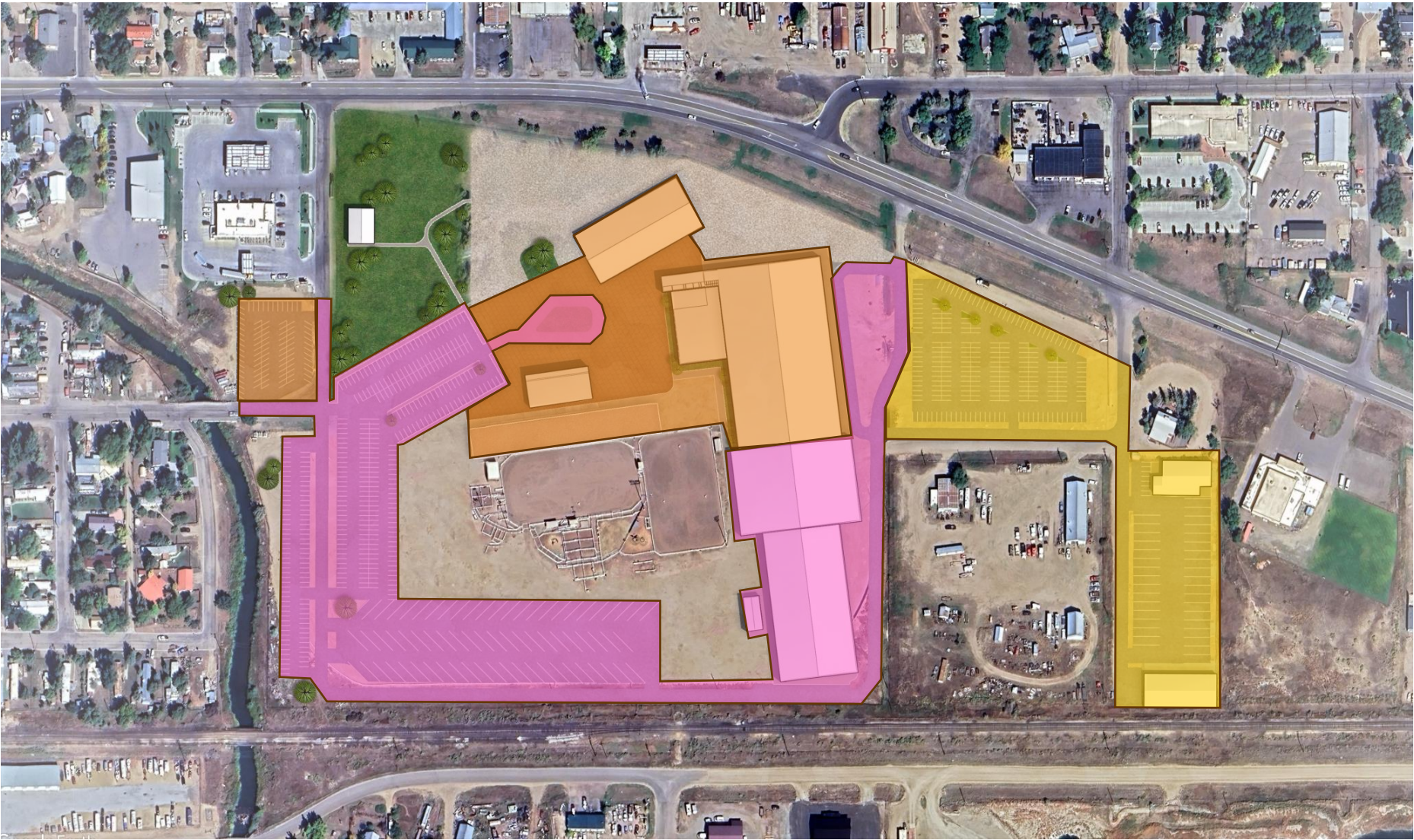


# Probable Cost Estimates

## Program & Phasing Summary

The Master Plan for the Moffat County Fairgrounds is anchored by a new ~45,000 SF (net useable) indoor Multi-Use Events & Resiliency Center, with dedicated arena and conference space. Future phases include the addition of an attached covered warm-up arena (100' x 200') and new barns with capacity for ~200 stalls. The existing Indoor Arena will be re-skinned and repurposed, and its functions will be absorbed by the new Multi-Use Events & Resiliency Center.

The Master Plan assumes a multi-phased development approach, whereby Phases are staggered every 2 years, commencing in Year 1, which represents the 1<sup>st</sup> full year of operation following completion of Phase 1 improvements.





# Probable Cost Estimates

## Summary

The probable cost of the recommended Master Plan improvements to Moffat County Fairgrounds, inclusive of a contingency of 20.0 percent and escalation, amount to \$51.3M for Phase 1, which is anchored by a new Multi-Use Events & Resiliency Center, \$31.3M for Phase 2, which includes a warm-up arena and stall barn attached to the Multi-Use Events & Resiliency Center, and \$4.7M for Phase 3.

The combined probable cost of Phases 1 thru 3 is estimated to total close to \$85.8M, inclusive of a contingency of 20.0 percent and escalation. This level of investment is not inconsistent with similar Fairgrounds and multi-purpose event centers, nationally.

Detailed cost estimates are provided in Appendix B to this report.

Moffat County Fairgrounds Master Plan Estimate of Probable Costs					
	\$/ SF	Phase 1	Phase 2	Phase 3	TOTAL
<b>PROGRAM ELEMENTS</b>					
- New Construction/ Renovation		Multi-Use Events & Resiliency Center; Indoor Arena; Plaza/ Flex Space; Small Animal Barn (Relocation)	Warm-Up Arena; Stall Barn; Holding Pens; Parking	Grandstand; Fair Office (Relocation); Storage; Parking	
- Demolition		Hog Barn; Racetrack	Pavilion	Existing Stall Barns	
<b>PROBABLE COSTS</b>					
Demolition & Site Prep	\$11	\$456,626	\$1,959,038	\$500,848	\$2,916,512
New Buildings & Structures	\$150	\$27,820,939	\$11,406,735	\$422,945	\$39,650,618
Hard Scapes	\$25	\$1,713,336	\$3,403,975	\$1,587,353	\$6,704,664
Soft Landscaping	\$4	\$962,342	\$125,667	\$0	\$1,088,009
Site Fixtures, Fittings & Furnishings	\$6	\$1,255,828	\$320,728	\$0	\$1,576,556
Site Lighting	\$4	\$537,500	\$322,500	\$215,000	\$1,075,000
Utilities	\$28	\$3,262,120	\$3,647,720	\$343,360	\$7,253,200
Subtotal	\$229	\$3,262,120	\$3,647,720	\$343,360	\$7,253,200
General Conditions & Requirements	\$13	\$2,070,500	\$1,218,216	\$176,497	\$3,465,212
Phasing Premium	\$3	\$457,000	\$268,900	\$39,000	\$764,900
Insurance	\$6	\$963,400	\$566,800	\$82,100	\$1,612,300
Contractor's Fee	\$13	\$1,975,000	\$1,162,000	\$168,400	\$3,305,400
Design Contingency	\$53	\$8,294,900	\$4,880,500	\$707,100	\$13,882,500
Total Estimated Construction Cost (2024 \$)	\$316	\$49,769,490	\$29,282,779	\$4,242,603	\$83,294,871
Escalation to MOC		\$1,482,260	\$2,043,426	\$465,764	\$2,480,730
Total Estimated Construction Cost (Escalated)		\$51,251,750	\$31,326,204	\$4,708,367	\$85,775,601
FF&E Allowance		\$3,310,000	\$500,000	\$200,000	\$4,010,000

Key Assumptions & Exclusions: Design, bid, build; Phased construction excluded; Flat site assumed; Excavated materials to be spread on site; All buildings are pre-engineered systems; Project soft costs excluded; Hazardous materials excluded; Utility installation assumed; Future use areas excluded; Fairgrounds manager shop & Luttrell barn

Source: Johnson Consulting, MIG, CD Smith, Cumming





# Section 11

## Demand & Financial Projections



**JOHNSON**  
CONSULTING



CDSmith

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GROUP



# Demand & Financial Projections

As previously noted, the Master Plan assumes a multi-phased development approach, whereby Phases are staggered every 2 years, commencing in Year 1 (representing the 1<sup>st</sup> full year of operation following completion of Phase 1 improvements). All Master Plan improvements are assumed to be completed by Year 5.

## Projected Use Days

Moffat County Fairgrounds Management reports use days, which include actual event days (when both participants and spectators are present), along with set up/ tear down, routine maintenance, and other non-participant or spectator activities. Since these functions can occur on the same day as other activities occurring within the same building, or elsewhere on the campus, use days can exceed 365 calendar days, as was the case at Moffat County Fairgrounds in 2022 and 2023.

Upon completion of the Master Plan improvements, it is anticipated that the preponderance of events occurring at the improved Fairgrounds will be single-day events and activities. A small number of larger events, particularly Conventions/ Trade Shows, Consumer Shows/ Specialty Shows, Rodeo/ Equestrian Events, and Entertainment/ Concerts/ Festivals/ Sports may span multiple days, thereby accounting for multiple use days, in addition to any necessary set-up/ tear-down days. It is also assumed that the annual Fair will continue to utilize the Fairgrounds for 13 days and GOWD for 6 days, consistent with the length of those events in 2023 (noting that the Fair itself runs for 5 consecutive days but Fair-related activities span 13 days).

Moffat County Fairgrounds - Craig, CO Projected Incremental Use Days										
	PHASE 1		PHASE 2		PHASE 3					
First Full Year of Operation	Year 1		Year 3		Year 5					
PROGRAM ELEMENTS	Multi-Use Events & Resiliency Center; Indoor Arena; Plaza/ Flex Space; Small Animal Barn (Relocation)		Warm-Up Arena; Stall Barn; Holding Pens; Parking		Grandstand; Fair Office (Relocation); Storage; Parking					
- New Construction/ Renovation										
- Demolition	Hog Barn; Racetrack		Pavilion		Existing Stall Barns					
ROM COST ESTIMATE (\$M)*	\$51.3		\$31.3		\$4.7					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Exhibit Events										
Conventions/ Trade Shows	12	12	16	20	24	24	24	24	24	24
Consumer Shows/ Specialty Shows	15	15	20	25	30	30	30	30	30	30
Subtotal Exhibit Events	27	27	36	45	54	54	54	54	54	54
Ag-Related Events										
Fair	13	13	13	13	13	13	13	13	13	13
GOWD	6	6	6	6	6	6	6	6	6	6
Animal Shows/ Auctions	6	7	10	11	14	14	16	16	16	16
Rodeo/ Equestrian Events	28	28	35	35	41	41	45	45	45	45
4-H & FFA Events	5	5	10	10	14	14	14	14	14	14
Farmers / Flea/ Vintage Market	2	2	4	4	6	6	6	6	6	6
Subtotal Ag-Related Events	60	61	78	79	94	94	100	100	100	100
Community and Social Events										
Meetings	100	120	120	150	150	150	150	150	150	150
Banquets	12	12	18	18	24	24	24	24	24	24
Entertainment/ Concerts/ Festivals/ Sports	9	9	12	15	19	19	19	19	19	19
Community and Other Events	16	16	19	19	23	23	23	23	23	23
Subtotal Community and Social Events	137	157	169	202	216	216	216	216	216	216
Total (Excluding Fair & GOWD)	205	226	264	307	345	345	351	351	351	351
Less Transferred Use Days*	86	86	164	164	164	164	164	164	164	164
Total Incremental Use Days (Excluding Fair & GOWD)	119	140	100	143	181	181	187	187	187	187
Baseline Use Days (2023)	434	434	434	434	434	434	434	434	434	434
Total Use Days (Including Fair & GOWD)	553	574	534	577	615	615	621	621	621	621

\*Assumes 50% of event days at the Pavilion and 100% of event days at Indoor Arena will transfer to new Multi-Use Events Center in Years 1 & 2; and almost all event days at the Pavilion will transfer to the new Multi-Use Events Center upon demolition of the Pavilion.

\*\*Construction Cost inclusive of contingency and escalation

Source: Johnson Consulting, MIG, CD Smith, Cumming

# Demand & Financial Projections

## Projected Use Days

In Year 1, following completion of Phase 1 of the recommended Master Plan improvements, use days are projected to total 205 days, in addition to the annual Fair and GOWD. Allowing for transferred use days from existing facilities on the Fairgrounds, estimated at 86 use days, results in 119 incremental use days in Year 1. Utilizing a baseline of 434 annual use days in 2023, including the Fair and GOWD, and assuming that this level of utilization could be maintained throughout the projection period in the absence of the recommended Master Plan improvements, total use days will amount to 553 days in Year 1, including the Fair and GOWD.

Following completion of Phase 2 (Year 3) and Phase 3 (Year 5) of the recommended Master Plan improvements, incremental use days at the Fairgrounds as are projected to stabilize at 181 incremental use days in Year 5, along with the annual Fair and GOWD. Utilizing a baseline of 434 annual use days in 2023, including the Fair and GOWD, total use days are projected to stabilize at 615 use days in Year 5. The projections assume a mix of single- and multi-day events. When multi-day events, set up/ clean up, the annual Fair, GOWD, and free and/ or local use days are accounted for, it is anticipated that Moffat County Fairgrounds will be utilized, in some capacity, every day of the year.

Projected use days at the improved Moffat County Fairgrounds are consistent with the level of demand observed at comparable facilities (refer to Section 5 of this report), adjusted to reflect the relative size of facility offerings, demand profile, competitive facilities, target markets, and other factors. By way of example, Exhibit Events at Moffat County Fairgrounds are projected to stabilize at 54 use days (Year 5), which is slightly higher than event days reported at the Event Center at Archer (45 event days) and Sweetwater Events Complex (48 event days), as use days account for set-up and tear-down, which can be extensive for some multi-day trade shows and consumer shows, in particular. Ag-Related Events are in line with the Event Center at Archer with regard to Animal Shows/ Auctions (10 event days) and Rodeo/ Equestrian Events are consistent with Sweetwater Events Complex (37 event days, excluding open riding). Community and Social Events are projected to include 150 use days related to Meetings, which is consistent with Sweetwater Events Complex (145 event days), which reports a high number of 4H/ FFA meetings, and these are also accounted for in the projections for the Moffat County Fairgrounds. Given the similarity in facility offerings, the projected number of use days related to Banquets is also consistent with Sweetwater Events Complex (23 event days), while Entertainment/ Concerts/ Festivals/Sports reflect a blended average of event demand at Montrose County Event Center, Sweetwater Events Complex and the Event Center at Archer. Overall, total use days are generally consistent with Garfield County Fairgrounds & Event Center (327 event days), and when combined with baseline demand, the projections for Moffat County Fairgrounds are generally consistent with Western Park (600 use days).



# Demand & Financial Projections

## Projected Event Demand

Upon completion of Phase 1 of the recommended Master Plan improvements, anchored by a new Multi-Use Events & Resiliency Center, the Moffat County Fairgrounds is projected to host 181 events in Year 1, along with annual Moffat County Fair and GOWD. Of these events, which will include Exhibit Events (conventions, trade shows and consumer/ specialty shows), Ag-Related Events (animal shows/ actions, rodeo/ equestrian events, 4-H/FFA events and farmers/ flea/ vintage markets), and Community and Social Events (meetings, banquets, entertainment events/ concerts, festivals, sports, and community activities), it is anticipated that there will be transferring of a significant number of existing events held at the Fairgrounds, particularly those occurring in the Indoor Arena and Pavilion, estimated at 41 events, resulting in a total of 140 new events upon completion of Phase 1.

Following completion of Phase 2 (Year 3) and Phase 3 (Year 5) of the recommended Master Plan improvements, new events attracted to the Fairgrounds as are projected to stabilize at 177 incremental events in Year 5, along with the annual Fair and GOWD, noting a larger number of transferred events following demolition of the Pavilion.

Moffat County Fairgrounds - Craig, CO Projected Event Demand										
	PHASE 1		PHASE 2		PHASE 3					
First Full Year of Operation	Year 1		Year 3		Year 5					
PROGRAM ELEMENTS										
- New Construction/ Renovation	Multi-Use Events & Resiliency Center; Indoor Arena; Plaza/ Flex Space; Small Animal Barn (Relocation)		Warm-Up Arena; Stall Barn; Holding Pens; Parking		Grandstand; Fair Office (Relocation); Storage; Parking					
- Demolition	Hog Barn; Racetrack		Pavilion		Existing Stall Barns					
ROM COST ESTIMATE (\$M)*	\$51.3		\$31.3		\$4.7					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Exhibit Events										
Conventions/ Trade Shows	6	6	8	10	12	12	12	12	12	12
Consumer Shows/ Specialty Shows	6	6	8	10	12	12	12	12	12	12
Subtotal Exhibit Events	12	12	16	20	24	24	24	24	24	24
Ag-Related Events										
Fair	1	1	1	1	1	1	1	1	1	1
GOWD	1	1	1	1	1	1	1	1	1	1
Animal Shows/ Auctions	6	7	10	11	14	14	16	16	16	16
Rodeo/ Equestrian Events	20	20	25	25	29	29	32	32	32	32
4-H & FFA Events	5	5	10	10	14	14	14	14	14	14
Farmers / Flea/ Vintage Market	2	2	4	4	6	6	6	6	6	6
Subtotal Ag-Related Events	35	36	51	52	65	65	70	70	70	70
Community and Social Events										
Meetings	100	120	120	150	150	150	150	150	150	150
Banquets	12	12	18	18	24	24	24	24	24	24
Entertainment/ Concerts/ Festivals/ Sports	8	8	10	12	16	16	16	16	16	16
Community and Other Events	16	16	19	19	23	23	23	23	23	23
Subtotal Community and Social Events	136	156	167	199	213	213	213	213	213	213
Total (Excluding Fair & GOWD)	181	202	232	269	300	300	305	305	305	305
Transferred Events	66	66	123	123	123	123	123	123	123	123
Total New Event Demand (Excluding Fair & GOWD)	115	136	109	146	177	177	182	182	182	182

\*Construction Cost inclusive of contingency and escalation  
Source: Johnson Consulting, MIG, CD Smith, Cumming

# Demand & Financial Projections

## Projected Attendance - Assumptions

As previously noted, it is assumed that the preponderance of smaller events occurring at Moffat County Fairgrounds will be single-day events, driven primarily by the large volume of Meetings that are anticipated to occur in the dedicated conference/ meeting space.

Our projections consider 2 categories of events:

- 1. Those with fewer than 1,000 attendees and;
- 2. Higher impact events with 1,000 or more attendees.

Assumptions, by event type, relating to the average length of events (number of days), proportion of events by size category and average attendance at those events, are summarized on the table to the right. The following projections reflect this average attendance, by event type, and assumptions relating to the distribution of events by size.

Attendance is projected to increase with increases in the number of events and average attendance at individual events is also projected to increase year-on-year. As such, when the event schedule remains steady, as is assumed beyond Year 5, total attendance is still projected to increase slightly.

Moffat County Fairgrounds - Craig, CO Attendance Assumptions by Event Type (Year 1)						
Events with <1,000 Attendees				Events with 1,000+ Attendees		
	Average Length (Days)	% of Events	Average Attendance	Average Length (Days)	% of Events	Average Attendance
<b>Exhibit Events</b>						
Conventions/ Trade Shows	2.0	80%	600	2.0	20%	1,050
Consumer Shows/ Specialty Shows	2.5	70%	800	2.5	30%	1,050
<b>Ag-Related Events</b>						
Fair	-	-	-	13.0	100%	5,100
GOWD	-	-	-	6.0	100%	9,690
Animal Shows/ Auctions	1.0	100%	400	-	-	-
Rodeo/ Equestrian Events	1.0	60%	600	2.0	40%	1,200
4-H & FFA Events	1.0	100%	300	-	-	-
Farmers / Flea/ Vintage Market	1.0	100%	300	-	-	-
<b>Community and Social Events</b>						
Meetings	1.0	100%	20	-	-	-
Banquets	1.0	100%	150	-	-	-
Entertainment/ Concerts/ Festivals/ Sports	1.2	50%	800	1.5	40%	1,400
Community and Other Events	1.0	100%	300	-	-	-

Source: Johnson Consulting, MIG, CD Smith, Cumming

# Demand & Financial Projections

## Projected Attendance

Attendance is projected to be 61,440 persons in Year 1, including visitors to the annual Fair and GOWD, with some growth in attendance projected at these events as a result of the Master Plan improvements, conservatively estimated at 2.0 percent per annum. Removing attendance at transferred events, and baseline attendance at the annual Fair and GOWD, total incremental attendance is projected to be 43,730 person in Year 1. Utilizing a baseline attendance of 30,000 persons in 2023, including attendance at the annual Fair and GOWD, and assuming that this level of attendance could be maintained throughout the projection period in the absence of the recommended Master Plan improvements, total attendance is projected to be 73,730 persons in Year 1.

Total attendance is projected to increase to 114,050 persons in Year 5 (upon completion of all Master Plan improvements), including 64,050 incremental attendees, and further increase to 131,690 total attendees in Year 10.

Moffat County Fairgrounds - Craig, CO Projected Attendance										
	PHASE 1		PHASE 2		PHASE 3					
First Full Year of Operation	Year 1		Year 3		Year 5					
PROGRAM ELEMENTS	Multi-Use									
- New Construction/ Renovation	Events & Resiliency Center; Indoor Arena; Plaza/ Flex Space; Small Animal Barn		Warm-Up Arena; Stall Barn; Holding Pens; Parking		Grandstand; Fair Office (Relocation); Storage; Parking					
- Demolition	Hog Barn; Racetrack		Pavilion		Existing Stall Barns					
ROM COST ESTIMATE (\$M)**	\$51.3		\$31.3		\$4.7					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Exhibit Events										
Conventions/ Trade Shows	4,050	4,050	5,700	7,020	8,380	8,520	8,660	8,800	8,940	9,080
Consumer Shows/ Specialty Shows	5,300	5,300	6,900	8,950	11,080	11,320	11,560	11,800	12,040	12,280
Subtotal Exhibit Events	9,350	9,350	12,600	15,970	19,460	19,840	20,220	20,600	20,980	21,360
Ag-Related Events										
Fair	5,100	5,200	5,300	5,410	5,550	5,690	5,830	5,980	6,130	6,280
GOWD	9,690	9,880	10,080	10,280	10,540	10,800	11,070	11,350	11,630	11,920
Animal Shows/ Auctions	2,400	2,870	4,200	4,730	6,160	6,300	7,360	7,520	7,680	7,840
Rodeo/ Equestrian Events	16,800	17,080	21,700	22,050	26,650	27,470	31,050	31,950	32,850	33,750
4-H & FFA Events	1,500	1,500	3,000	3,100	4,480	4,620	4,760	4,900	5,040	5,180
Farmers / Flea/ Vintage Market	600	600	1,200	1,240	1,920	1,980	2,040	2,100	2,160	2,220
Subtotal Ag-Related Events	36,090	37,130	45,480	46,810	55,300	56,860	62,110	63,800	65,490	67,190
Community and Social Events										
Meetings	2,000	2,400	2,400	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Banquets	1,800	1,800	2,700	2,700	3,600	3,600	3,600	3,600	3,600	3,600
Entertainment/ Concerts/ Festivals/ Sports	7,400	7,400	9,820	12,340	15,960	16,500	17,040	17,580	18,120	18,660
Community and Other Events	4,800	4,800	5,700	5,890	7,360	7,590	7,820	8,050	8,280	8,510
Subtotal Community and Social Events	16,000	16,400	20,620	23,930	29,920	30,690	31,460	32,230	33,000	33,770
Total	61,440	62,880	78,700	86,710	104,680	107,390	113,790	116,630	119,470	122,320
Less Baseline Attendance at Transferred Events*	3,210	3,210	6,130	6,130	6,130	6,130	6,130	6,130	6,130	6,130
Less Baseline Attendance at Fair & GOWD	14,500	14,500	14,500	14,500	14,500	14,500	14,500	14,500	14,500	14,500
Total Incremental Attendance	43,730	45,170	58,070	66,080	84,050	86,760	93,160	96,000	98,840	101,690
Baseline Attendance (Including Fair & GOWD)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Attendance (Including Fair & GOWD)	73,730	75,170	88,070	96,080	114,050	116,760	123,160	126,000	128,840	131,690

\*Reflects estimated 2023 attendance at events other than Fair & GOWD of 15,500 persons, equating to an average of 37 persons per use day and 86 transferred use days in Year 1 & 2, and 164 transferred use days in Year 3 onwards.

\*\*Construction Cost inclusive of contingency and escalation  
Source: Johnson Consulting, MIG, CD Smith, Cumming



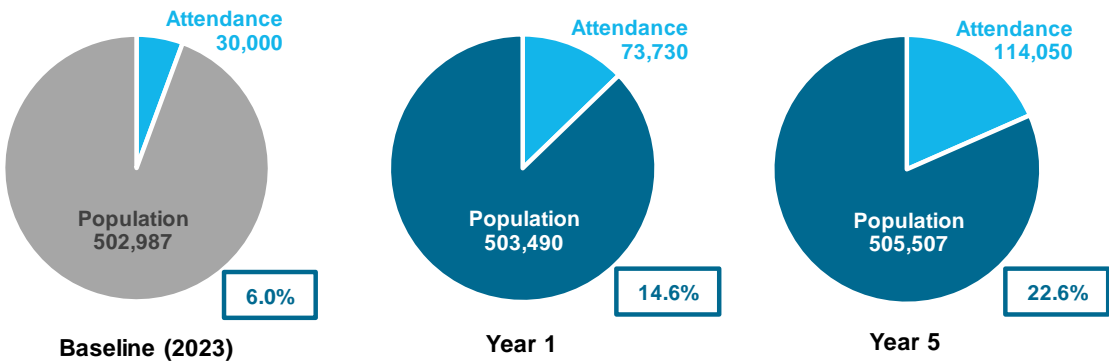
# Demand & Financial Projections

## Penetration Analysis

As discussed in Section 5 of this report, estimated visitation to Moffat County Fairgrounds in 2023 (average of 30,000 visitors, including visitors to the annual Fair and GOWD) equates to a penetration rate of 6.0 percent of the permanent population base (502,987 persons) within a 3-hour (drive time) catchment area. This is well below the average of 18.6 percent achieved by comparable facilities (Western Park, Montrose County Event Center, and Garfield County Fairgrounds & Event Center).

Upon completion of Phase 1 of the recommended Master Plan improvements, anchored by a new Multi-Use Events & Resiliency Center, it is projected that attendance at Moffat County Fairgrounds will be 73,730 persons in Year 1 and increasing to 114,050 persons in Year 5, upon completion of all recommended Master Plan improvements. Data from ESRI indicates a projected population growth rate of 0.1 percent per annum within the Fairgrounds’ 3-hour (drive time) catchment area between 2023 and 2028. Since the timing of commencement of the recommended Master Plan improvements is unknown, an annual growth rate of 0.1 percent is applied in Years 1 through 5. The resulting calculations indicate that Moffat County Fairgrounds will achieve a penetration rate of 14.6 percent in Year 1 and 22.6 percent in Year 5. This shows a stabilized penetration rate (22.6 percent) at a rate that is consistent with comparable facilities (18.6 percent), albeit slightly higher reflecting the scale and quality of recommended improvements to Moffat County Fairgrounds.

**Penetration Rate\* of Population Base\*\* (within 3-Hour Drive Time Catchment)  
Moffat County Fairgrounds (Baseline 2023 vs. Projected Year 1 & Year 5)**



**AVERAGE PENETRATION RATE\*\*\* (ATTENDANCE PER POPULATON) = 18.6%**

*\*Penetration rate calculated by dividing attendance by total population within catchment area (sourced from ESRI)*

*\*\*Population base is assumed to grow at an annual rate of 0.1 percent (based on projections sourced from ESRI)*

*\*\*\*As previously shown, includes average penetration rates of Western Park, Montrose County Event Center, and Garfield County Fairgrounds & Event Center (2023)*

Source: ESRI, Johnson Consulting, CD Smith, MIG, Cumming

# Demand & Financial Projections

## Financial Projections by Phase

Upon completion of Phase 1, the improved Moffat County Fairgrounds is projected to report \$446,642 in operating revenues, increasing to \$614,312 upon completion of Phase 2, and to \$923,119 upon completion of Phases 3. Incremental revenues, over 2022 actuals, are projected to amount to \$880,348 upon completion of all Master Plan improvements by Year 5.

Operating expenses are projected to amount to \$684,983 upon completion of Phase 1, increasing to \$819,763 upon completion of Phase 2, and to \$953,514 upon completion of Phase 3. Incremental expenses, over 2022 actuals, are projected to amount to \$686,367 upon completion of all Master Plan improvements by Year 5.

Before accounting for regular capital expenditures, excluding the Master Plan improvement costs, the improved Moffat County Fairgrounds is projected to report a net operating loss of (\$238,341) upon completion of the Phase 1, improving to a deficit of (\$205,450) upon completion of Phase 2, and to a slight deficit of (\$30,394) upon completion of Phase 3. This equates to an incremental increase of \$193,982 in net operating profit, over 2022 actuals, by Year 5.

Moffat County Fairgrounds						
Combined Pro Forma Operating Statement of Revenue and Expenses by PHASE (Inflated)						
		PHASE 1	PHASE 2	PHASE 3		
First Full Year of Operation		Year 1	Year 3	Year 5		
PROGRAM ELEMENTS		Multi-Use Events & Resiliency Center; Indoor Arena; Plaza/ Flex Space; Small Animal Barn (Relocation)	Warm-Up Arena; Stall Barn; Holding Pens; Parking	Grandstand; Fair Office (Relocation); Storage; Parking		
- New Construction/ Renovation						
- Demolition		Hog Barn; Racetrack	Pavilion	Existing Stall Barns		
ROM COST ESTIMATE (\$M)**		\$51.3	\$31.3	\$4.7		\$85.8
	2022 Actual	PHASE 1	PHASE 2	PHASE 3	Incremental	TOTAL* Assumptions
OPERATING REVENUES						
Campground Rental	\$4,528	\$9,195	\$10,350	\$10,605	\$6,077	\$10,605 Reflects new demand at improved campgrounds; Consistent with comparable Fairgrounds
Department Fees	29,335	374,358	535,860	841,004	811,669	841,004 Includes rental fees; Assumes outside organization is contracted to provide catering/ concessions (45% of gross sales are retained by the venue)
RV Dump Fees	8,908	18,089	20,362	20,863	11,955	20,863 Adjusted proportional to Campground Rental
Advertising/ Naming Rights	0	45,000	47,741	50,648	50,648	50,648 Assumes \$100,000 in advertising of which 90% is sold and 50% is retained by venue
Reimbursement	0	0	0	0	0	0
Total Operating Revenues	\$42,771	\$446,642	\$614,312	\$923,119	\$880,348	\$923,119
OPERATING EXPENSES						
Personnel						
Full Time Wages	\$96,285	\$189,174	\$200,694	\$212,916	\$116,631	\$212,916 Reflects 2 additional FTE staff (sales/ marketing and 1 x maintenance)
Over Time	1,378	1,419	1,506	1,597	219	1,597 Inflated
Longevity	2,600	2,678	2,841	3,014	414	3,014 Inflated
Leave Paid Out	3,557	3,664	3,887	4,124	567	4,124 Inflated
Contract Labor	33,005	33,995	36,065	38,262	5,257	38,262 Inflated
Fringe Benefits	43,569	85,601	90,814	96,345	52,776	96,345 Adjusted proportional to Full Time Wages
Retirement	6,099	11,983	12,713	13,487	7,388	13,487 Adjusted proportional to Full Time Wages
SubTotal Personnel	\$186,493	\$328,514	\$348,520	\$369,745	\$183,252	\$369,745
Operating						
Utilities Garbage Removal	\$1,978	\$2,973	\$5,339	\$8,463	\$6,485	\$8,463 Reflects incremental event days
Maintenance Contracts	4,472	4,606	4,887	5,184	712	5,184 Inflated
Repairs Building	452	466	494	524	72	524 Inflated
Repairs Equipment/ Maintenance	6,484	6,679	7,085	7,517	1,033	7,517 Inflated
Utilities	53,551	80,492	144,537	229,109	175,558	229,109 Reflects incremental event days
Telephone	1,821	1,876	1,990	2,111	290	2,111 Inflated
Gas & Oil	197	203	215	228	31	228 Inflated
Maintenance Supplies	9,624	9,913	10,516	11,157	1,533	11,157 Inflated
Event Costs (Dirt Floor)	0	177,125	218,530	261,880	261,880	261,880 New line item: Assumes \$6,500 per event to install/ remove dirt
Sales & Marketing	0	70,000	75,382	55,191	55,191	55,191 New line item: Assumes Marketing Firm is engaged in Years 1-3 for \$50,000 per annum.
Miscellaneous	2,075	2,137	2,267	2,405	330	2,405 Inflated
SubTotal Operating	\$80,654	\$356,469	\$471,243	\$583,769	\$503,115	\$583,769
Total Operating Expenses	\$267,147	\$684,983	\$819,763	\$953,514	\$686,367	\$953,514
Net Operating Profit (Loss)	(\$224,376)	(\$238,341)	(\$205,450)	(\$30,394)	\$193,982	(\$30,394)
Capital Expenditures	\$109,971	\$113,270	\$120,168	\$127,487	\$17,516	\$127,487 Inflated, in the interest of being conservative
Operating Profit (Loss)	(\$334,347)	(\$351,611)	(\$325,619)	(\$157,881)	\$176,466	(\$157,881)

\*Total upon completion of all Phases

\*\*Construction Cost inclusive of contingency and escalation

Source: Moffat County, Johnson Consulting, MIG, CD Smith, Cumming

# Demand & Financial Projections

## Key Assumptions

Key assumptions relating to projected revenues, which include all revenues that can be used for operations, at the improved Moffat County Fairgrounds include:

- 1. Department Fees:** Includes rental fees for buildings and equipment, and assumes an outside organization is contracted to provide food and beverage services at the new Multi-Use Events & Resiliency Center (to be completed in Phase 1) and that 45.0 percent of gross sales is retained by the Fairgrounds as profit.
- 2. Advertising:** New line item. Assumes \$100,000 in sponsorships is available for campus, of which 90.0 percent is sold and 50.0 percent of revenues are retained by the Fairgrounds.

Key assumptions relating to projected operating expenses, which include all expenditures on operations, and non-operating expenses at the improved Moffat County Fairgrounds include:

- 1. Personnel:** Assumes 2.0 full-time equivalent (FTE) are added to support the new Multi-Use Events & Resiliency Center, and the broader campus, including 1.0 FTE sales/marketing function and 1.0 FTE maintenance function.
- 2. Event Costs (Dirt Floor):** New line item. Assumes an average cost of \$6,500 per event requiring dirt flooring in the arena at the new Multi-Use Events & Resiliency Center.
- 3. Sales & Marketing:** New line item. Assumes an annual budget of \$50,000, inflated after Year 1. This is consistent with comparable facilities.
- 4. Capital Expenditures:** These are either maintained at 2022 levels or inflated throughout the projection period, in the interest of being conservative. Capital expenditures related to the recommended Master Plan improvements are accounted for separately in the probable cost estimates presented in Section 10 of this report. Although facilities usually have unique schedules for funding for their cap ex accounts, the annual amount deposited typically increases as the facilities age. For Moffat County Fairgrounds, it will be important to balance the needs associated with older buildings and amenities on the site and improvements that will occur pursuant to the Master

Moffat County Fairgrounds - Craig, CO		
Revenue Assumptions (Year 1)		
	Building & Equipment Rental Rate/ Unit	Av. Per Cap Spending*
Event Type		
Conventions/ Trade Shows	\$2,000 / day	\$10.00
Consumer Shows/ Specialty Shows	\$1,500 / day	\$5.00
Fair	- -	-
GOWD	- -	-
Animal Shows/ Auctions	\$1,000 / day	\$5.00
Rodeo/ Equestrian Events	\$1,500 / day	\$10.00
4-H & FFA Events	\$400 / day	\$5.00
Farmers / Flea/ Vintage Market	\$750 / day	\$0.00
Meetings	\$250 / day	\$3.00
Banquets	\$500 / day	\$20.00
Entertainment/ Concerts/ Festivals/ Sports	\$2,000 / day	\$15.00
Community and Other Events	\$250 / day	\$5.00
RV Rental	\$25 / space/ night	\$0.45
Other Revenue	\$20,000 / year	\$0.00

\* Per Attendee  
Source: Johnson Consulting, MIG, CD Smith, Cumming



# Demand & Financial Projections

## 10-Year Proforma

After consideration of all operating revenues and expenses, upon completion of all recommended Master Plan improvements, Moffat County Fairgrounds is projected to report \$923,119 in operating revenues and incur \$953,514 in expenses in Year 5, resulting in a slight net operating deficit of (\$30,394), before depreciation and cap ex. This represents an improvement of \$193,982 in the net operating income over 2022 actual figures. By Year 10, an improved Moffat County Fairgrounds is projected to report close to \$1.6M in operating revenues, and incur close to \$1.3M in operating expenses, resulting in a net operating income of \$292,146, before depreciation and cap ex. This represents an improvement of \$516,522 in the net operating income over 2022 actual figures.

When regular capital expenditures are accounted for, the Fairgrounds is projected to report an operating loss of (\$157,8812) in Year 5, improving to an operating profit of \$144,355 in Year 10. This represents an improvement of \$478,702 over 2022 actual figures.

All revenues and expenses are inflated at an annual rate of 3.0 percent.

Moffat County Fairgrounds											
Non-Fair Pro Forma Operating Statement of Revenue and Expenses (Inflated)											
	2022 Actual	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>OPERATING REVENUES</b>											
Campground Rental	\$4,528	\$9,195	\$9,451	\$10,350	\$9,805	\$10,605	\$9,622	\$9,638	\$9,655	\$9,672	\$9,690
Department Fees	29,335	\$374,358	\$403,333	\$535,860	\$650,733	\$841,004	\$940,651	\$1,070,905	\$1,207,108	\$1,349,498	\$1,498,327
RV Dump Fees	8,908	18,089	18,593	20,362	19,289	20,863	18,929	18,961	18,994	19,029	19,064
Advertising/ Naming Rights	-	45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005	58,715
Reimbursement	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>\$42,771</b>	<b>\$446,642</b>	<b>\$477,727</b>	<b>\$614,312</b>	<b>\$729,000</b>	<b>\$923,119</b>	<b>\$1,021,368</b>	<b>\$1,153,236</b>	<b>\$1,291,101</b>	<b>\$1,435,204</b>	<b>\$1,585,796</b>
<b>OPERATING EXPENSES</b>											
<b>Personnel</b>											
Full Time Wages	\$96,285	\$189,174	\$194,849	\$200,694	\$206,715	\$212,916	\$219,304	\$225,883	\$232,660	\$239,639	\$246,829
Over Time	1,378	1,419	1,462	1,506	1,551	1,597	1,645	1,695	1,746	1,798	1,852
Longevity	2,600	2,678	2,758	2,841	2,926	3,014	3,105	3,198	3,294	3,392	3,494
Leave Paid Out	3,557	3,664	3,774	3,887	4,003	4,124	4,247	4,375	4,506	4,641	4,780
Contract Labor	33,005	33,995	35,015	36,065	37,147	38,262	39,410	40,592	41,810	43,064	44,356
Fringe Benefits	43,569	85,601	88,169	90,814	93,539	96,345	99,235	102,212	105,279	108,437	111,690
Retirement	6,099	11,983	12,342	12,713	13,094	13,487	13,891	14,308	14,737	15,180	15,635
<b>SubTotal Personnel</b>	<b>\$186,493</b>	<b>\$328,514</b>	<b>\$338,369</b>	<b>\$348,520</b>	<b>\$358,976</b>	<b>\$369,745</b>	<b>\$380,837</b>	<b>\$392,263</b>	<b>\$404,030</b>	<b>\$416,151</b>	<b>\$428,636</b>
<b>Operating</b>											
Utilities Garbage Removal	\$1,978	\$2,973	\$4,067	\$5,339	\$6,811	\$8,463	\$10,114	\$11,793	\$13,473	\$15,152	\$16,831
Maintenance Contracts	4,472	4,606	4,744	4,887	5,033	5,184	5,340	5,500	5,665	5,835	6,010
Repairs Building	452	466	480	494	509	524	540	556	573	590	607
Repairs Equipment/ Maintenance	6,484	6,679	6,879	7,085	7,298	7,517	7,742	7,975	8,214	8,460	8,714
Utilities	53,551	80,492	110,111	144,537	184,407	229,109	273,811	319,279	364,746	410,213	455,681
Telephone	1,821	1,876	1,932	1,990	2,050	2,111	2,174	2,240	2,307	2,376	2,447
Gas & Oil	197	203	209	215	222	228	235	242	250	257	265
Maintenance Supplies	9,624	9,913	10,210	10,516	10,832	11,157	11,492	11,836	12,191	12,557	12,934
Event Costs (Dirt Floor)	-	177,125	188,216	218,530	230,993	261,880	268,427	275,137	282,016	289,066	296,293
Sales & Marketing	-	70,000	71,750	75,382	53,845	55,191	56,570	57,985	59,434	60,920	62,443
Miscellaneous	2,075	2,137	2,201	2,267	2,335	2,405	2,478	2,552	2,629	2,707	2,789
<b>SubTotal Operating</b>	<b>\$80,654</b>	<b>\$356,469</b>	<b>\$400,799</b>	<b>\$471,243</b>	<b>\$504,334</b>	<b>\$583,769</b>	<b>\$638,923</b>	<b>\$695,094</b>	<b>\$751,496</b>	<b>\$808,134</b>	<b>\$865,014</b>
<b>Total Personnel &amp; Operating Expenses</b>	<b>\$267,147</b>	<b>\$684,983</b>	<b>\$739,168</b>	<b>\$819,763</b>	<b>\$863,310</b>	<b>\$953,514</b>	<b>\$1,019,760</b>	<b>\$1,087,357</b>	<b>\$1,155,527</b>	<b>\$1,224,285</b>	<b>\$1,293,650</b>
<b>Net Operating Profit (Loss)</b>	<b>(\$224,376)</b>	<b>(\$238,341)</b>	<b>(\$261,441)</b>	<b>(\$205,450)</b>	<b>(\$134,310)</b>	<b>(\$30,394)</b>	<b>\$1,608</b>	<b>\$65,880</b>	<b>\$135,575</b>	<b>\$210,919</b>	<b>\$292,146</b>
<b>Capital</b>											
<b>SubTotal Capital</b>	<b>\$109,971</b>	<b>\$113,270</b>	<b>\$116,668</b>	<b>\$120,168</b>	<b>\$123,773</b>	<b>\$127,487</b>	<b>\$131,311</b>	<b>\$135,250</b>	<b>\$139,308</b>	<b>\$143,487</b>	<b>\$147,792</b>
<b>Total Operating Expenses</b>	<b>\$377,118</b>	<b>\$798,253</b>	<b>\$855,836</b>	<b>\$939,931</b>	<b>\$987,083</b>	<b>\$1,081,000</b>	<b>\$1,151,071</b>	<b>\$1,222,607</b>	<b>\$1,294,835</b>	<b>\$1,367,773</b>	<b>\$1,441,442</b>
<b>Operating Profit (Loss)</b>	<b>(\$334,347)</b>	<b>(\$351,611)</b>	<b>(\$378,109)</b>	<b>(\$325,619)</b>	<b>(\$258,084)</b>	<b>(\$157,881)</b>	<b>(\$129,703)</b>	<b>(\$69,371)</b>	<b>(\$3,733)</b>	<b>\$67,431</b>	<b>\$144,355</b>

Source: Moffat County, Johnson Consulting, MIG, CD Smith, Cumming

# Demand & Financial Projections

## Conclusion

Investment in the Moffat County Fairgrounds, pursuant to the recommended Master Plan improvements, will reflect investment in both the Craig and Moffat County communities. The preceding projections are in line with comparable facilities, from a demand and operating statement perspective, and are considered to be fair and reasonable. There are a myriad of policy, management and operating decisions to be made from this point forward. Many of these are material and could affect the demand and financial performance of Moffat County Fairgrounds.





# Section 12

## Economic & Fiscal Impact Analysis



**JOHNSON**  
CONSULTING



CDSmith

CUMMING  
GROUP



# Economic & Fiscal Impact Analysis

## Definitions

Various transactions occurring at the improved Moffat County Fairgrounds will generate ongoing, annual economic and fiscal impacts to the local and regional economies. Initial transactions occurring within the site will 'ripple out' and generate indirect spending, induced spending, increased earnings, and employment, as well as various tax revenues for the local economy. The impact of construction activities will also create a one-time influx of additional spending in the economy.

Economic impact is defined as incremental new spending in an economy that is the direct result of certain activities, facilities, or events. The levels of impacts are described as follows:

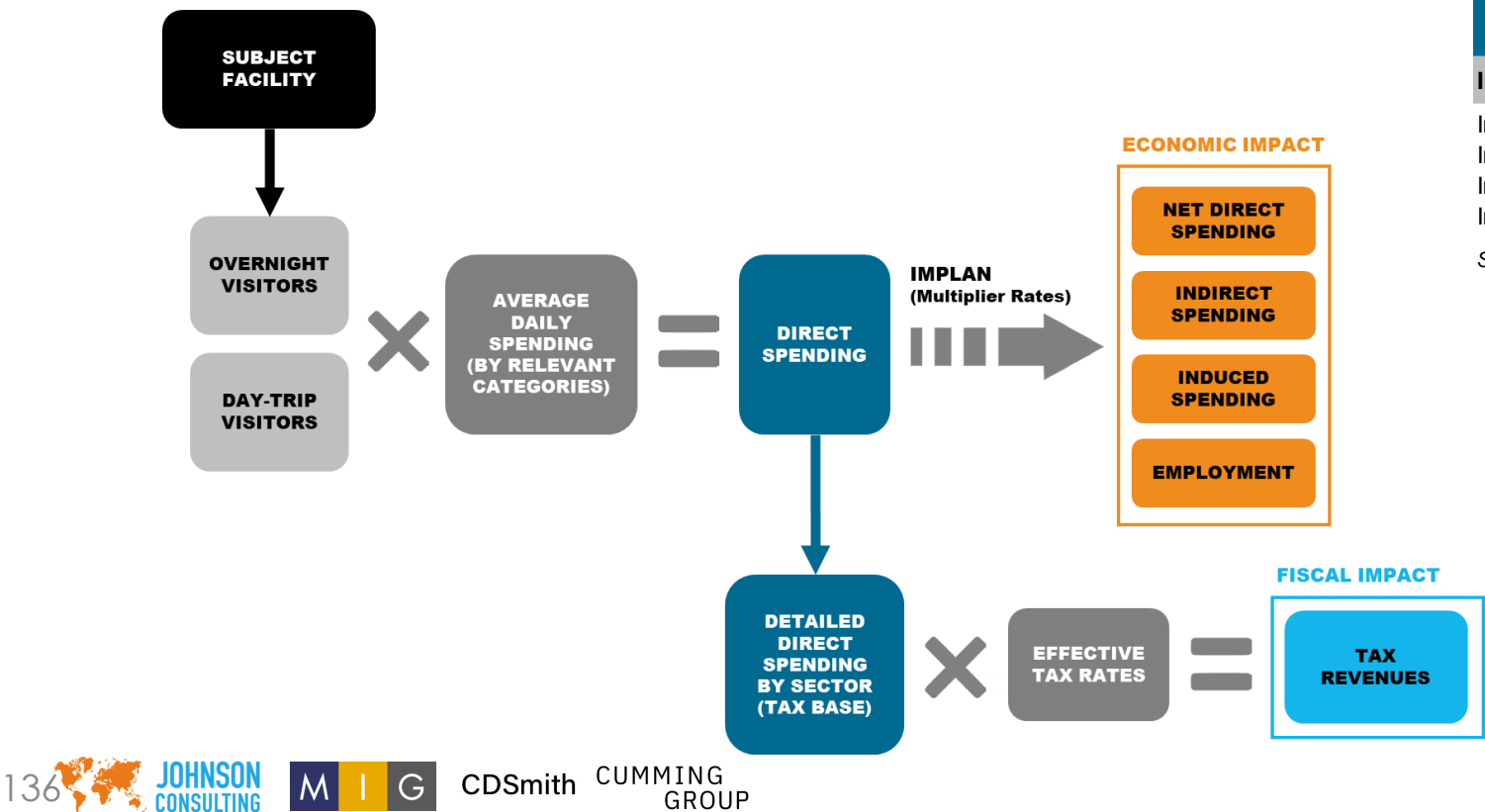
- **Direct Spending** is an expression of the spending that occurs as a direct result of the events and activities that occur at the Fairgrounds. For example, an event attendee's expenditures on event tickets, hotel rooms, shopping, and meals are direct spending.
- **Indirect Spending** consists of re-spending of the initial or direct expenditures, or the supply of goods and services resulting from the initial direct spending at the Fairgrounds. For example, an event attendee's direct expenditure on a restaurant meal causes the restaurant to purchase food and other items from suppliers. The portion of these restaurant purchases that are within the local, regional, or State economies is counted as an indirect spending.
- **Induced Spending** represent changes in local consumption due to the personal spending by employees whose incomes are affected by direct and indirect spending. For example, a waiter at the restaurant may have more personal income as a result of a patron's visit. The amount of the increased income the waiter spends in the local economy is called an induced spending.
- **Total Spending** is the sum of direct spending, indirect spending, and induced spending.
- **Increased Earnings** measures increased employee and worker compensation related to the project being analyzed. This figure represents increased payroll expenditures, including benefits paid to workers locally. It also expresses how the employees of local businesses share in the increased outputs.
- **Employment** measures the number of jobs supported in the study area related to the spending generated as a result of the events occurring at the Fairgrounds. Employment impact is stated in the number of ongoing jobs.

# Economic & Fiscal Impact Analysis

## Definitions

Indirect spending, induced spending, increased earnings, and employment are estimated using a set of multiplier rates that are applied to the amount of direct spending. These figures are derived from an input-output model specifically purchased from the Bureau of Economic Analysis. An input-output model analyzes the commodities and income that normally flow through various sectors of the economy.

Fiscal impact analysis measures the estimated tax revenues resulting from direct spending on certain activities, facilities, or events. For this analysis, fiscal impact estimates focus on major categories of tax revenues that are directly affected by a visitor's activity – general sales and use tax and hotel/ motel tax. It is assumed that the property will be exempt from corporate income tax.



Moffat County Fairgrounds - Craig, CO Economic Impact Multipliers		
Impact	Multiplier	
Indirect Spending	0.1637	per \$1 of direct spending
Induced Spending	0.1968	per \$1 of direct spending
Increased Earnings	0.4278	per \$1 of direct spending
Increased Employment (Ongoing Jobs)	9.9014	per \$1 million of direct spending

Source: BEA RIMS II, Johnson Consulting, MIG, CD Smith, Cumming

Moffat County Fairgrounds - Craig, CO Applicable Tax Rates	
Rate	
<b>General Sales Tax</b>	
State of Colorado	2.9% of total spending
Moffat County	2.0% of total spending
City of Craig	4.0% of total spending
<b>Total</b>	<b>8.9% of total spending</b>
<b>Accommodations Taxes</b>	
State of Colorado	4.0% of spending on lodging
Moffat County	2.0% of spending on lodging
City of Craig	2.3% of total spending
<b>Total</b>	<b>8.3% of spending on lodging</b>

Source: CO Dept. of Taxation, Moffat County, City of Craig

# Economic & Fiscal Impact Analysis

## Visitation

Total visitation to the improved Fairgrounds will equate to 76,650 person-days in Year 1, which is assumed to be the first full year of operation following completion of Phase 1, increasing to 131,710 person-days in Year 5, following completion of Phase 3, and to 134,120 person-days by Year 10. These figures account for baseline attendance, estimated for 2023 (including the annual Fair and GOWD) and maintained consistent throughout the projection period in the interest of being conservative.

## Out-of-Town Visitation

Person-days generated by visitors from out-of-town (meaning outside of Moffat County) will equate to 24,280 person-days in Year 1, representing 31.7 percent of total person-days, increasing to 36,481 person-days from out-of-town visitors in Year 5 and to 40,945 person-days in Year 10. This includes event attendees and other visitors such as performers, production team staff, contest officials, and others.

The overall proportion of out-of-town visitors is slightly lower than 2023 estimates (35.6 percent of visitors originated from 100+ miles away from the Fairgrounds). This is conservative and represents an offset between an assumption that the improved Fairgrounds will be able to attract a higher number of high-impact regional and even national events (data for GOWD indicates that 69.3 percent of visitors were “non-local”, classified as originating from a 50+ mile distance from home), while also accommodating an increased number of local events, particularly smaller meetings.

Moffat County Fairgrounds - Craig, CO Estimated Day and Overnight Attendees										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Person-Days = Attendance</b>										
Exhibit Events	9,350	9,350	12,600	15,970	19,460	19,840	20,220	20,600	20,980	21,360
Ag-Related Events	21,300	22,050	30,100	31,120	39,210	40,370	45,210	46,470	47,730	48,990
Community and Social Events	16,000	16,400	20,620	23,930	29,920	30,690	31,460	32,230	33,000	33,770
Baseline (Current Demand)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
<b>Total</b>	<b>76,650</b>	<b>77,800</b>	<b>93,320</b>	<b>101,020</b>	<b>118,590</b>	<b>120,900</b>	<b>126,890</b>	<b>129,300</b>	<b>131,710</b>	<b>134,120</b>
<b>Out-of-Town Person-Days      % Out-of-Town</b>										
Exhibit Events	40%	3,740	3,740	5,040	6,388	7,784	7,936	8,088	8,240	8,392
Ag-Related Events	30%	6,390	6,615	9,030	9,336	11,763	12,111	13,563	13,941	14,319
Community and Social Events	20%	3,200	3,280	4,124	4,786	5,984	6,138	6,292	6,446	6,600
Baseline (Current Demand)	36.5%	10,950	10,950	10,950	10,950	10,950	10,950	10,950	10,950	10,950
<b>Total</b>		<b>24,280</b>	<b>24,585</b>	<b>29,144</b>	<b>31,460</b>	<b>36,481</b>	<b>37,135</b>	<b>38,893</b>	<b>39,577</b>	<b>40,261</b>
<b>Est. Room Nights**      % Staying Overnight*</b>										
Exhibit Events	40%	831	831	1,120	1,420	1,730	1,764	1,797	1,831	1,865
Ag-Related Events	25%	888	919	1,254	1,297	1,634	1,682	1,884	1,936	1,989
Community and Social Events	20%	356	364	458	532	665	682	699	716	733
Baseline (Current Demand)	30%	1,825	1,825	1,825	1,825	1,825	1,825	1,825	1,825	1,825
<b>Total</b>		<b>3,899</b>	<b>3,939</b>	<b>4,657</b>	<b>5,073</b>	<b>5,853</b>	<b>5,953</b>	<b>6,205</b>	<b>6,309</b>	<b>6,412</b>

\*Reflecting out-of-town visitors who stay overnight in hotels and thus are generating room nights.

\*\*Assuming an occupancy factor of 1.8.

Source: Johnson Consulting, MIG, CD Smith, Cumming



# Economic & Fiscal Impact Analysis

## Out-of-Town Visitation

For each category of event – Exhibit, Ag-Related, Community, Social Events and Baseline (Current Demand) – the projections assume varying levels of out-of-town visitation, as follows:

- **Exhibit Events:** This category of events, including Conventions/ Trade Shows and Consumer/ Specialty Shows, is projected to attract 3,740 out-of-town attendees in Year 1 and stabilize at 7,784 out-of-town attendees in Year 5, assuming that 40.0 of attendees at Exhibit Events will originate from out-of-town. This reflects the fact that the new Multi-Use Events & Resiliency Center in Phase 1 will be the largest true multi-purpose facility in the region, and as such, is anticipated to attract some larger, regional and even national multi-day Conventions/ Trade Shows and Consumer/ Specialty Shows. Considering a 75-mile radius from the Moffat County Fairgrounds, which extends to the farthest border of the County, and removing the annual Fair and GOWD from calculations, data from Placer.ai indicates that 41.0 percent of visitors to the Fairgrounds in 2023 originated from outside of Moffat County. Although Exhibit Events will include many new types of events that have previously not been able to be accommodated at the Fairgrounds, it is anticipated that the Fairgrounds can continue to achieve this volume of out-of-town visitation for higher impact events.
- **Ag-Related Events (excluding annual Fair and GOWD):** Out-of-town attendees at Animal Shows/ Auctions, Rodeo/ Equestrian Events, 4-H & FFA Events, and Farmers/ Flea/ Vintage Markets at the Fairgrounds are projected to total 6,390 person days in Year 1, stabilizing at 11,763 person-days in Year 5. While the projections assume a small number of larger, regional and even national Rodeo/ Equestrian Events, that will attract a higher proportion of out-of-town visitors, the overall proportion of out-of-town visitors (30.0 percent) is diluted by an anticipated preponderance of local visitors to 4H & FFA Events and Farmers/ Flea/ Vintage Markets. This figure aligns with Western Park (30.0 percent of visitors were non-local in 2023) which is considered comparable to Moffat County Fairgrounds, particularly when the new Multi-Use Events & Resiliency Center is added to the campus.
- **Community and Social Events:** This category of events, including Meetings, Banquets, Entertainment/ Concerts/ Festivals/ Sports, and Community and Other Events, is projected to attract 3,200 out-of-town attendees in Year 1 and stabilize at 5,984 out-of-town attendees in Year 5. The preponderance of these events will be locally-oriented, particularly the Meetings and Community and Other Events, and as such, the lowest proportion of out-of-town visitors across the various event categories is assumed (20.0 percent). This figure aligns with the average observed across regional Fairgrounds in Northwest Colorado (22.7 percent of attendees were non-local in 2023, many of which have a predominantly local drawer.

# Economic & Fiscal Impact Analysis

## Out-of-Town Visitation

- **Baseline (Current Demand):** This category includes the annual Fair and GOWD, in addition to other events and activities currently occurring on the Fairgrounds. Out-of-town person days are projected to total 10,050 in Year 1 and, in the interest of being conservative, are held constant throughout the projection period. As previously noted, in 2023, 36.5 percent of visitors to Moffat County Fairgrounds were non-local (meaning the originated from 100+ miles away) and 41.0 percent originated from outside of the County (measured at a 75-mile travel distance). In the interest of being conservative, the projections assume that 36.5 percent of visitors to the Fairgrounds are classified as being from out-of-town.

## Room Night Generation

Out-of-town visitors will generate an estimated demand for 7,060 room nights in Year 1, increasing to 11,507 room nights in Year 5 and to 13,395 room nights in Year 10, based upon an average occupancy of 1.8 persons per room. This reflects the family-oriented nature of events and activities that are assumed to occur at the improved Fairgrounds. For each category of event – Exhibit, Ag-Related, Community and Social Events and Baseline (Current Demand) – the projections assume varying levels of room night demand, as follows:

- **Exhibit Events:** Out-of-town visitors to Exhibit Events at the Fairgrounds are projected to generate demand for 831 room nights in Year 1, stabilizing at 1,730 room nights in Year 5. This reflects an assumption that of the 40.0 percent of attendees who originate from out-of-town, 40.0 percent will stay overnight. This is considered to be conservative given an underlying assumption that these events will span, on average, 2.0 to 2.5 days, making the convenience of local accommodation appealing to visitors attending multiple days. As it relates to Conventions/ Trade Shows in particular, attendees oftentimes represent the organization that they work for and overnight accommodation for out-of-town attendees is included in those organization's marketing and business development budgets.
- **Ag-Related Events (excluding annual Fair and GOWD):** Room night demand generated by out-of-town attendees at Ag-Related Events is projected to total 888 room nights in Year 1, stabilizing at 1,634 room nights in Year 5. This reflects and assumption that of the 30.0 percent of attendees who originate from out-of-town, 30.0 percent will stay overnight. While many of these events are assumed to be single day, the projections assume some larger, regional and even national Rodeo/ Equestrian Events that will span multiple days. Having said that, it is anticipated that a proportion of overnight visitors will stay on-site, particularly those participating in ag and equestrian events. These are not accounted for in the room nights above as they do not impact hotel/ motel tax revenues.

# Economic & Fiscal Impact Analysis

## Room Night Generation

- **Community and Social Events:** Out-of-town visitors to Community and Social Events at the improved Fairgrounds are projected to generate demand for 356 room nights in Year 1, stabilizing at 665 room nights in Year 5. This reflects an assumption that of the 20.0 percent of attendees who originate from out-of-town, 20.0 percent will stay overnight. With the exception of some Entertainment/ Concerts/ Festivals/ Sports events, all events in this category are assumed to be single day, thus substantiating an assumption of a relatively low proportion of overnight visitors.
- **Baseline Events (Current Demand):** Given that this category includes GOWD and a number of other large, high-impact events already occurring at the Fairgrounds, the projections assume that 30.0 percent of current attendees who originate from out-of-town stay over night, equating to demand for 1,825 room nights in Year 1, and held constant throughout the projection period. This is considered to be reasonable, and conservative, given that 36.5 percent of attendees are non-local (meaning they originate from 100+ miles away) and that data for GOWD indicates that it has an even larger regional drawer.

## Spending Assumptions

The following estimates of economic and fiscal impact include 3 categories of spending – 1). Spending at Facility, 2). Spending Outside Facility and 3) Other Operational Spending. Key assumptions are as follows:

1. **Spending at Facility:** This reflects estimated non-Fair revenues generated by the Fairgrounds based on the projections presented in the previous section of this report, less revenues from Advertising/ Naming Rights.
2. **Spending Outside Facility:** This reflects spending assumptions derived primarily from published per diem rates from the U.S. General Services Administration. Spending on lodging relates only to those visitors who stay overnight at hotels and, in the interest of being conservative, spending on meals is applied only to out-of-town visitors. Total expenditures across all event categories are assumed to total \$162.00 per attendee per day.

Moffat County Fairgrounds - Craig, CO		
Average Daily Spending by Event Attendees (2023)		
	Per Diem	Unit
<b>Attendees</b>		
Lodging*	\$107.00	/ room night
Meals & Incidental Expenses*	\$50.00	
Meals	45.00	/ out-of-town visitor
Incidental Expenses	5.00	/ attendee
Retail and Transportation	5.00	/ attendee
<b>Total</b>	<b>\$162.00</b>	
<b>Exhibitors</b>	10.0%	of attendee spend per attendee
<b>Show Managers/ Media/ Event Staff</b>	1.0%	of attendee spend per attendee

\*Reflects per diem rates for Colorado: All locations without specified rates  
Source: U.S. General Services Administration, Johnson Consulting, MIG, CD Smith, Cumming



# Economic & Fiscal Impact Analysis

## Spending Assumptions

In addition to spending by attendees, the following estimates include a small amount of spending by Exhibitors (estimated to equate to 10.0 percent of spending by attendees, per attendee) and Show Managers/ Media/ Event Staff and other persons involved in event production (estimated to equate to 1.0 percent of spending by attendees, per attendee). Booth construction and related services are also included in the spending estimates for Exhibitors and a small number of Show Managers.

All per diem rates are inflated throughout the 10-year projection period at a rate of 3.0 percent per annum.

- 3. Other Operational Spending:** This corresponds to revenues generated by the annual Fair, with modest growth in revenues correlating with assumed growth in Fair attendance as a result of the improvements to the Fairgrounds.

# Economic & Fiscal Impact Analysis

## Estimated Impact

Reflecting the calculations, assumptions and multipliers described above, visitors to the improved Fairgrounds are projected to generate \$3.8M in total spending and \$1.4M in increased earnings, and support 33 jobs annually in Year 1, which is assumed to be the first full year of operation. Upon completion of all recommended Master Plan improvements (Year 5), visitors are estimated to generate \$6.6M in total spending and \$2.4M in increased earnings, and support 50 jobs annually. By Year 10, visitors are projected to generate \$8.7M in total spending and \$3.2M in increased earnings, and support 47 jobs annually.

By comparison, data for GOWD indicates a total economic impact of close to \$1.3M in 2022. This equates to \$263.04 per visitor day. The projections for the Fairgrounds equate to \$61.40 per visitor day (excluding GOWD) in a stabilized year (Year 5) and are thus considered to be reasonable given that GOWD is indicative of one of the highest impact events held at the Fairgrounds today, and while the improved Fairgrounds is anticipated to attract some high-impact regional and even national events, the volume of spend per visitor day will be diluted by smaller, more locally-oriented events.

The fiscal impact of the improved Fairgrounds is projected to total \$196,000 in tax revenues from sales and hotel/ motel taxes in Year 1, increasing to \$333,000 in tax revenues in Year 5 and to \$413,000 in Year 10.

Moffat County Fairgrounds - Craig, CO Estimated Economic and Fiscal Impact										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Activity Volume										
Attendance	76,650	77,800	93,320	101,020	118,590	120,900	126,890	129,300	131,710	134,120
Room Nights	3,899	3,939	4,657	5,073	5,853	5,953	6,205	6,309	6,412	6,515
Est. Spending Volume (\$000)										
- Spending at Facility*	\$402	\$431	\$567	\$680	\$872	\$969	\$1,100	\$1,236	\$1,378	\$1,527
- Spending outside Facility										
Lodging	\$626	\$648	\$802	\$893	\$1,067	\$1,109	\$1,186	\$1,231	\$1,277	\$1,324
Meals	\$1,254	\$1,298	\$1,582	\$1,747	\$2,075	\$2,155	\$2,301	\$2,388	\$2,477	\$2,570
Incidental Expenses	\$139	\$144	\$176	\$194	\$231	\$239	\$256	\$265	\$275	\$286
Retail and Transportation	\$435	\$451	\$550	\$608	\$723	\$751	\$802	\$832	\$863	\$895
Booth Construction and Services	\$360	\$373	\$482	\$536	\$658	\$683	\$738	\$766	\$794	\$823
Subtotal	\$2,815	\$2,913	\$3,592	\$3,978	\$4,753	\$4,937	\$5,282	\$5,481	\$5,686	\$5,898
- Other Operational Spending	\$70	\$72	\$73	\$74	\$76	\$78	\$80	\$82	\$84	\$86
Total Spending	\$3,287	\$3,416	\$4,231	\$4,733	\$5,701	\$5,984	\$6,462	\$6,799	\$7,149	\$7,511
Economic Impact (\$000)										
	Multipliers									
Direct Spending		\$3,287	\$3,416	\$4,231	\$4,733	\$5,701	\$5,984	\$6,462	\$6,799	\$7,149
Indirect Spending	0.1637	538	559	693	775	933	980	1,058	1,113	1,230
Induced Spending	0.1968	647	672	833	931	1,122	1,178	1,271	1,338	1,478
Total Spending		\$3,825	\$3,975	\$4,924	\$5,507	\$6,635	\$6,964	\$7,519	\$7,912	\$8,319
Increased Earnings	0.4278	\$1,406	\$1,461	\$1,810	\$2,024	\$2,439	\$2,560	\$2,764	\$2,908	\$3,058
Increased Employment (Ongoing Jobs)	9.9014	33	33	39	43	50	51	54	55	57
Fiscal Impact (\$000)										
	Tax Rates									
General Sales Tax										
State of Colorado	2.90%	\$63	\$66	\$81	\$89	\$107	\$111	\$119	\$123	\$133
Moffat County	2.00%	44	45	56	62	74	77	82	85	91
City of Craig	4.00%	37	39	48	54	64	67	72	75	80
Accommodations Taxes										
State of Colorado	4.00%	\$25	\$26	\$32	\$36	\$43	\$44	\$47	\$49	\$53
Moffat County	2.00%	13	13	16	18	21	22	24	25	26
City of Craig	2.25%	14	15	18	20	24	25	27	28	30
Total		\$196	\$203	\$251	\$278	\$333	\$346	\$370	\$384	\$413

\*Corresponding to facility proforma revenue less advertising revenue.  
Source: Johnson Consulting, MIG, CD Smith, Cumming

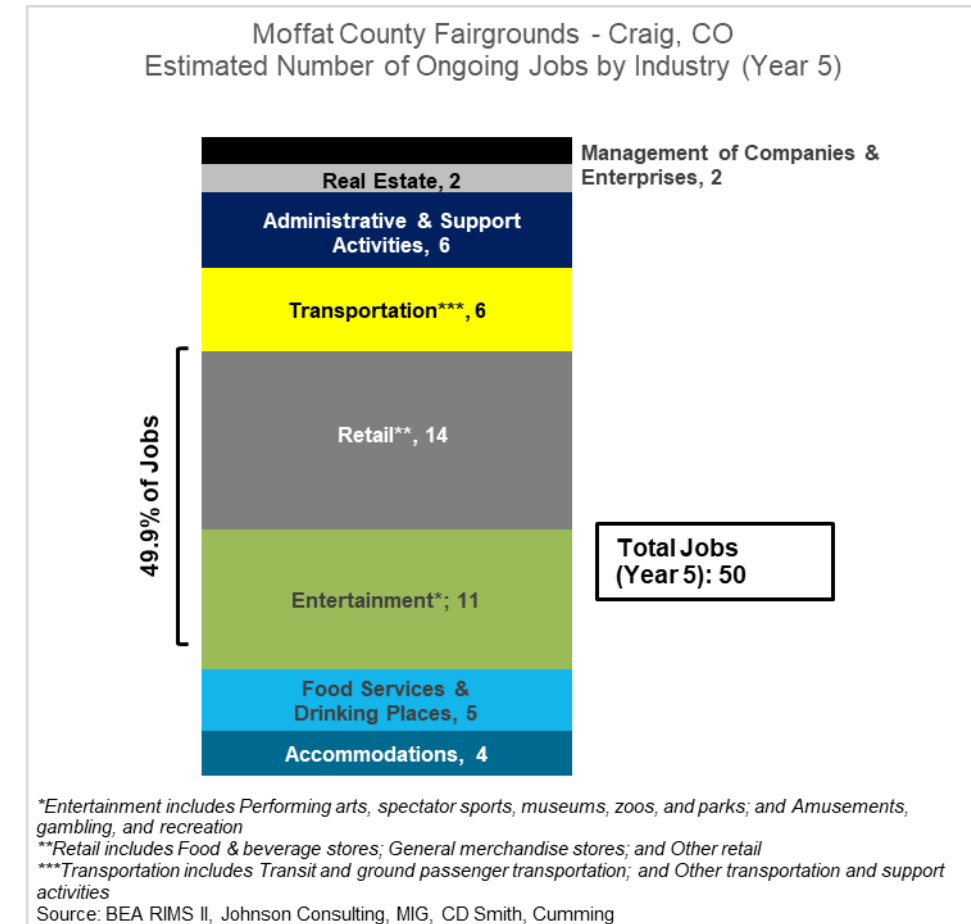
# Economic & Fiscal Impact Analysis

## Employment Multipliers

The Bureau of Economic Analysis' RIMS II multipliers provide a specific breakdown of multipliers by distinct industry sectors that are most relevant to the event and entertainment venues industry . In a stabilized year of operation (Year 5) it is estimated that, of the 50 ongoing jobs generated by events and activities occurring at the improved Moffat County Fairgrounds, almost half (49.9 percent) will be supported within the Entertainment (including Performing arts, spectator sports, museums, zoos, and parks; and Amusements, gambling, and recreation) and Retail (including Food and beverage stores; General merchandise stores; and Other retail) sectors.

Moffat County Fairgrounds - Craig, CO Employment Multipliers & Ongoing Jobs (Year 5)			
Industry Sector	Multiplier	Distribution (%)	Ongoing Jobs (#)
Accommodations	8.7210	7.0%	4
Food services and drinking places	12.0038	9.6%	5
Entertainment: Performing arts, spectator sports, museums, zoos, and parks	13.8464	11.1%	6
Entertainment: Amusements, gambling, and recreation	13.4116	10.8%	5
Retail: Food and beverage stores	11.5615	9.3%	5
Retail: General merchandise stores	11.2003	9.0%	5
Retail: Other retail	12.1272	9.7%	5
Transit and ground passenger transportation	0.0000	0.0%	0
Administrative and support activities	14.8437	11.9%	6
Other transportation and support activities	16.1467	13.0%	6
Real estate	5.4340	4.4%	2
Management of companies and enterprises	5.3648	4.3%	2
<b>Average</b>	<b>10.3884</b>	<b>100%</b>	<b>50</b>

Source: BEA RIMS II, Johnson Consulting, MIG, CD Smith, Cumming





# Economic & Fiscal Impact Analysis

## Employment Multipliers – Indirect Jobs

As it relates to indirect employment, in a stabilized year of operation (Year 5) it is estimated that events and activities occurring at the improved Moffat County Fairgrounds will support 9.2 indirect ongoing jobs. Of these, the highest proportion (31.1 percent) will be supported within the Food Services and drinking places sector, followed by Retail trade (27.9 percent). The next highest proportion of indirect jobs will be supported in the Arts, entertainment, and recreation sector (10.9 percent).

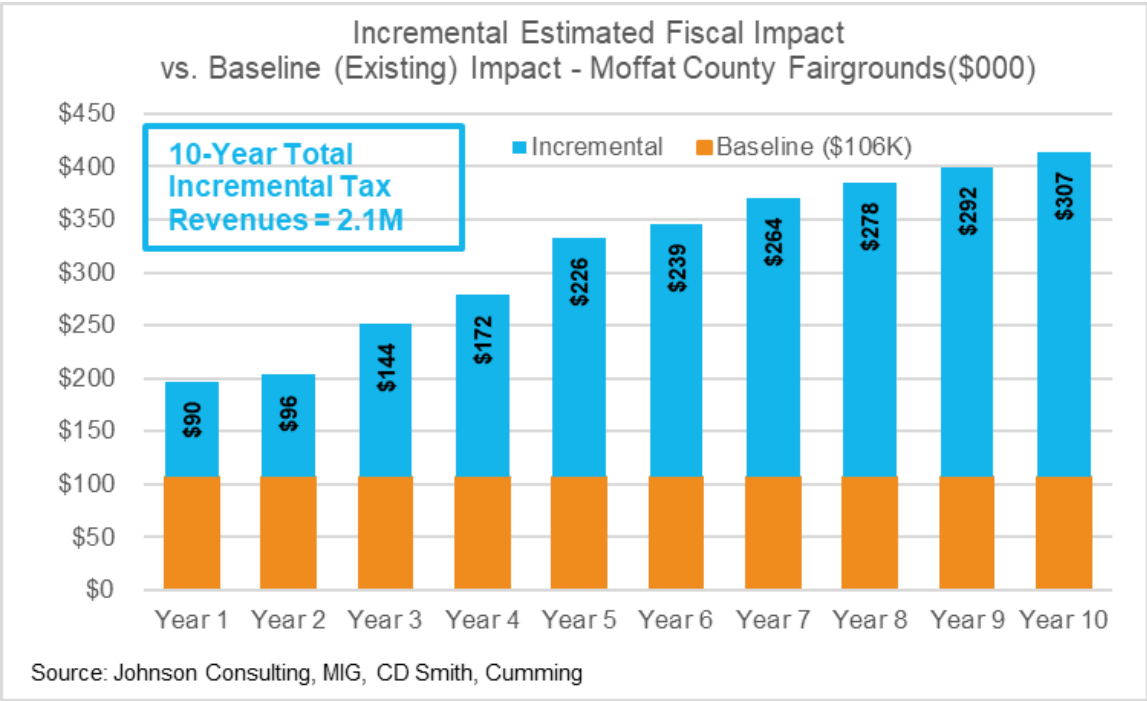
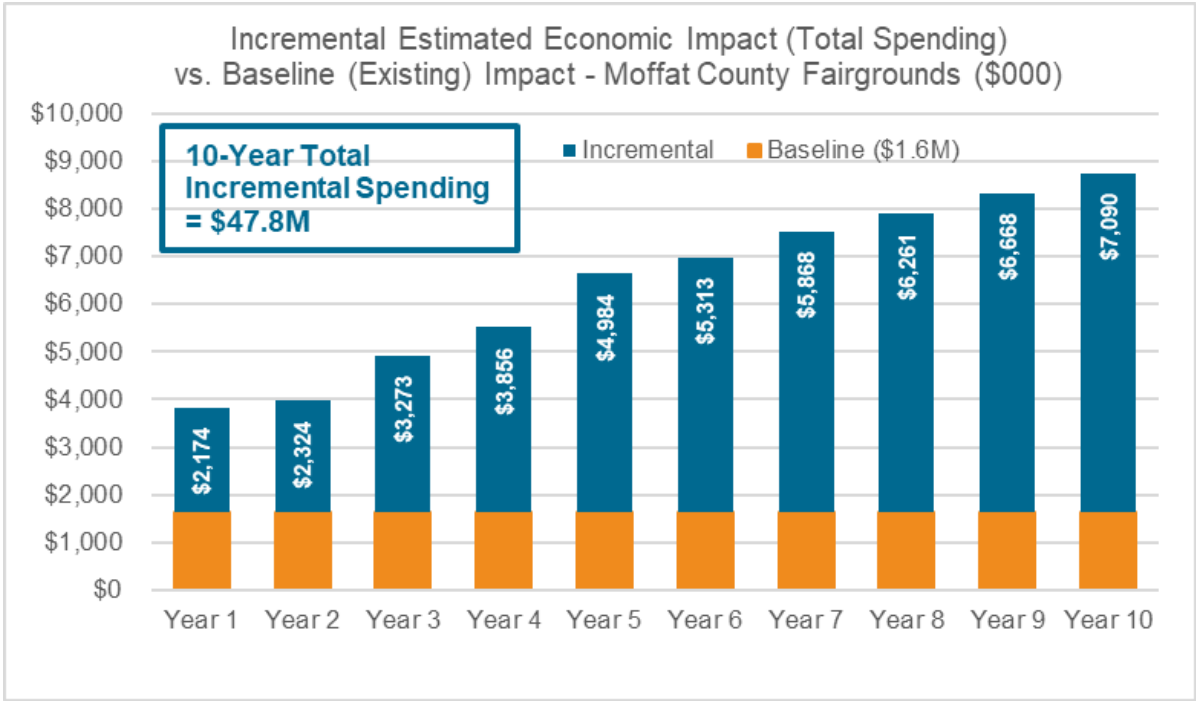
Moffat County Fairgrounds - Craig, CO			
Indirect Employment Multipliers & Ongoing Indirect Jobs (Year 5)			
Industry Sector	Multiplier	Distribution (%)	Ongoing Jobs (#)
Retail trade	31.1278	27.9%	2.6
Transportation and warehousing	6.7533	6.1%	0.6
Real estate and rental and leasing	5.8967	5.3%	0.5
Administrative and support and waste management and remediation services	6.7686	6.1%	0.6
Arts, entertainment, and recreation	12.1163	10.9%	1.0
Accommodation	7.2283	6.5%	0.6
Food services and drinking places	34.7178	31.1%	2.9
All other sectors, combined	varies	6.3%	0.6
Average	5.0724	100%	9.2

Source: BEA RIMS II, Johnson Consulting, MIG, CD Smith, Cumming

# Economic & Fiscal Impact Analysis

## Comparison to Current Impact

Reflecting the calculations, assumptions and multipliers described above, it is estimated that the 30,000 visitors to Moffat County Fairgrounds in 2023 generated \$1.6M in total spending and \$106,000 in tax revenues. This is conservative given that in 2022, GOWD generated \$1.3M in total economic impact. Nevertheless, holding these baselines constant throughout the 10-year projection period, it is estimated that an improved Moffat County Fairgrounds, pursuant to the Master Plan recommended improvements, will generate a cumulative total of \$47.8M in incremental economic impact (total spending) and \$2.1M in incremental fiscal impact (tax revenues).







# Section 13

## Final Plan & Implementation Strategy



**JOHNSON**  
CONSULTING



CDSmith

CUMMING  
GROUP



# Final Plan



## Legend

- Buildings
- Landscaping
- Gravel
- Plaza
- Parking and Roads
- Concrete
- Arena Addition





# Final Plan & Implementation Strategy

## Responsiveness to Key Objectives

The intent of this Feasibility Study & Master Plan for a new Multi-Use Events & Resiliency Center at, and broader campus improvements to, Moffat County Fairgrounds was to explore a range of fiscally sustainable options that will assist Moffat County and Fairgrounds Management in making decisions about the future of the campus. The options and recommendations presented in this report will:

### **1. Maintain the core function of the Fairgrounds and facilitate the annual Fair and other major events, including Grand Old West Days (GOWD).**

By definition, the core function of facilities like Moffat County Fairgrounds is to support and grow the ag and equine industries, support 4H/ FFA and youth activities, and host the annual Fair. Today, Moffat County Fairgrounds achieves all of these functions, and also hosts the annual GOWD which has the highest attendance of any event held at the Fairgrounds. The improvements recommended in this Master Plan will serve to maintain and enhance these distinct core functions, while expanding year-round utilization of the site, upholding the Fairgrounds' mission to "maintain, operate and improve a safe high-quality facility for numerous uses by the general public and private sector."

First and foremost, the Master Plan recommends the addition of a new Multi-Use Events & Resiliency Center (Phase 1) with a dedicated arena that will support the growth of the ag and equine industries, the promotion of 4H/ FFA and youth activities, and the hosting of the annual Fair and GOWD. The Events Center will allow for increased capacity for year-round events and activities, while simultaneously creating an attractive and modern facility that can draw new events to the market. In future phases (Phase 2), the addition of a covered warm-up arena and new stalls will further support ag and equestrian activities.

Reconfiguration of the racetrack to create a straight track (Phase 1) and improvements to the Grandstand (Phase 3) will also serve to support both the Fair and GOWD, while creating opportunities for other ag events and activities to be attracted to the Fairgrounds.

Adding new campsites to the campus, and constructing additional storage space, along with aesthetic, landscaping, wayfinding and signage improvements on the campus, will improve functionality and contribute to a positive customer experience during both the annual Fair and GOWD, as well as other events occurring year-round at Moffat County Fairgrounds.

# Final Plan & Implementation Strategy

## Responsiveness to Key Objectives

### **2. Increase year-round events, attendance, and revenue generation, to maximize the Fairgrounds' economic impact, and drive economic development and tourism.**

Beyond maintaining and enhancing Moffat County Fairgrounds' core functions, the Master Plan identifies opportunities to increase year-round utilization. The incorporation of dedicated conference space within the new Multi-Use Events & Resiliency Center will uniquely position the Fairgrounds to serve the meetings and conference market, thereby responding to significant unmet demand, both locally and regionally. The ability to capture this latent demand will contribute significantly to the financial sustainability of the Fairgrounds by creating opportunities to host a range of events, year-round, while also allowing the Fairgrounds to continue to accommodate existing events that may be beginning to outgrow The Pavilion.

The inclusion of a concrete floor in the arena within the Multi-Use Events & Resiliency Center further expands the opportunity to host larger events such as consumer shows, trade shows, and sporting events. These larger events tend to have greater economic and fiscal impacts, bringing in more out-of-town attendees and driving room night demand, as well as spending at local restaurants and retailers.

Critical to the ongoing success of the Fairgrounds is an expansion of staffing. Today, Moffat County Fairgrounds operates with a very lean, competent and passionate staff but in order to increase year-round utilization of the Fairgrounds, and effectively program the new Multi-Use Events & Resiliency Center to achieve fiscal sustainability, it will be necessary to expand staffing to include dedicated marketing, sales and booking, and maintenance functions.

Upon completion of all recommended Master Plan improvements, the Fairgrounds is projected to host 181 incremental use days in Year 5, which is the first full year of operations following completion of all 3 Phases, along with activities during the annual Fair and GOWD. Attendance is projected to be 114,050 persons in Year 5, including visitors to the annual Fair and GOWD. Total attendance is projected to increase to 131,690 persons by Year 10.

It is projected that the Moffat County Fairgrounds will report \$923,119 in operating revenues and incur \$953,514 in expenses in Year 5, resulting in a slight net operating deficit of (\$30,394), before depreciation and cap ex. This represents an improvement of \$193,982 in the net operating income over 2022 actual figures. By Year 10, an improved Fairgrounds is projected to report a net operating income of \$292,146, before depreciation and cap ex, representing an improvement of \$516,522 over 2022 actual figures.



# Final Plan & Implementation Strategy

## Responsiveness to Key Objectives

Visitors to improved Moffat County Fairgrounds are projected to generate \$6.6M in total spending and \$2.4M in increased earnings, and support 50 jobs annually in Year 5. In the same year, the fiscal impact of improved Fairgrounds is projected to total \$333,000 in sales and hotel/ motel tax revenues to State and local jurisdictions. By Year 10, visitors are projected to generate \$8.7M in total spending and \$3.2M in increased earnings, and support 57 jobs annually, generating \$413,000 in sales and hotel/ motel tax revenues to State and local jurisdictions

Overall, the impact of Moffat County Fairgrounds is not insignificant today. With the implementation of the recommended Master Plan improvements, the Fairgrounds will be positioned to generate an even more significant economic and fiscal impact, 4-times the economic impact and 3-times the fiscal impact of current operations, reflecting its true role as a recreational, tourism and economic development asset and an invaluable resource for Craig, Moffat County, and the State of Colorado, as well as communities in the neighboring areas of Wyoming and Utah.

## Funding Strategy

In North America, the construction, improvement and expansion of Fairgrounds are typically financed with public debt, which is repaid over a 20- to 30-year period. Grants and benefactor support are also sourced. Sources of funds used to repay the debt are usually tax revenues and are often those generated from activities or businesses that are most likely to use, or otherwise benefit from, the facility. Hotel room occupancy taxes, special taxes on restaurants, sales taxes, car rental fees, parking taxes, airport access fees, and adjacent real estate taxes and profits are most often the revenue sources used to repay debt service. In addition, these tax sources are frequently used to finance the ongoing operating, capital improvements and marketing needs of the facility.

Investment in Moffat County Fairgrounds will be required in order to elevate the campus to the recommended level to align it with its peers and effectively position it to showcase the role and value of the ag, equine and animal industries to the State of Colorado. Deferred maintenance needs across the campus today must also be addressed.

The mix of revenue sources selected in any given case depends upon the comparative level of existing taxes or fees, as well as what is considered to be both fair and reasonable under the unique political and economic circumstances relating to each specific project or venue. In most communities, a high level of commitment and coordinated community-wide effort, including both state and local governments, is necessary to successfully fund a new or improved project.

# Final Plan & Implementation Strategy

## Funding Strategy

There are numerous financing mechanisms used to fund public assembly facilities that could be applied to the recommended Master Plan improvements at Moffat County Fairgrounds. These include:

- 1. Pay-As-You-Go Financing:** Projects that are relatively small or that are financed in municipalities with rapidly growing tax bases are sometimes paid for directly out of appropriated funds each year. However, the majority of facilities are financed with long-term debt so that payment of capital costs corresponds to the period over which the facility is used and its economic benefits are realized. Some portion of improvements to the Moffat County Fairgrounds might be paid for out of the County's General Fund, but that portion is likely to make up a small amount of the overall capital stack.
- 2. General Obligation Bond Financing:** Long-term bonding using the general obligation of the County and/ or State either directly as part of a capital outlay program or as guaranteed debt of an authority that would provide strong credit and relatively low borrowing costs. General obligation bonding is typically reserved for projects perceived to benefit the population as a whole, such as educational, environmental, economic development, or transportation, and Moffat County Fairgrounds certainly falls within this category of projects.
- 3. Revenue Bond Financing:** Revenue bonds are another source of finance that can be used to build, own, and operate public purpose facilities that have no power to tax. They derive their revenues from user fees and other sources and must finance general and capital expenditures out of these receipts and whatever amount they are permitted to borrow, which can be tailored to fit the specific requirements of the involved local and State governments.
- 4. Capital Development Funds:** Certain public or non-profit organizations have funds devoted specifically to capital development projects. Often these funds are used for smaller, pay-as-you-go type projects, but they can also make up part of the capital stack on a larger project or improvement plan.
- 5. FEMA Funds:** The Federal Emergency Management Authority (FEMA) will often contribute funds to facilities which it can use in its response to national disasters. FEMA invests in spaces in several fairgrounds and other event venues nationally, as they have become important regional safety headquarters.

# Final Plan & Implementation Strategy

## Funding Strategy

6. **ARPA Funds:** The American Rescue Plan Act (ARPA) of 2021 is a \$1.9T economic stimulus package designed to help the U.S. recover from the COVID-19 pandemic. Part of that money can be used by States and Counties to finance various initiatives, including capital projects, and Moffat County Fairgrounds received some ARPA funding between 2022 and 2024 (budget). ARPA funds must be committed by the end of 2024 and spent by the end of 2026.
7. **Grants:** In addition to the Office of Just Transition (OJT) and the Office of Economic Development & International Trade's (OEDIT) Colorado Coal Transition Community Funding Opportunities grant program, the Fairgrounds may be able to apply for other grant programs such as the Colorado Department of Local Affairs(DOLA) Energy/Mineral Impact Fund (EIAF) program which granted \$52,933 to San Miguel County Fairgrounds in Norwood, CO in 2023 to fund infrastructure improvements to perimeter fencing; or Great Outdoors Colorado (GOCO), which is funded by Colorado Lottery proceeds and awarded \$559,251 to Routt County Fairgrounds in Hayden, CO to support various initiatives including improved ADA accessibility, a new pedestrian bridge, a new sand volleyball court, 9 full-service RV sites, and portable bleachers.
8. **Infrastructure Contribution:** Infrastructure contributions can be a creative method of financing improvements to public assembly facilities. A government body can contribute infrastructure – such as roads, sewers, electricity, etc. – to a project, allowing it to use its public works budget rather than another component of its budget.

Of the financing strategies described above, the most logical tools for funding the recommended Master Plan improvements at Moffat County Fairgrounds include General Obligation Bonds, FEMA Funds, ARPA Funds, and Grants. Partial funding from the County's General Fund should also be contemplated as part of the capital stack, along with already pledged Capital Improvement Program funds for the new Multi-Use Events & Resiliency Center.



# Final Plan & Implementation Strategy

## Funding Strategy

In addition to the financing tools described above, there are a number of taxing mechanisms that could be used to fund improvements to the Fairgrounds, including:

- 1. Sales Taxes:** Sales tax provides a strong credit structure because it is relatively predictable and tends to track with inflation and economic growth. A general sales tax increase (local option sales tax) or expansion of the base, can provide a robust incremental revenue stream. However, these taxes are often difficult to implement because they primarily tax local residents and require referendum and/ or State legislative approval. There are examples of municipalities using a general sales tax, over a fixed period, to finance major capital projects. The quick-pay method enables municipalities to generate the necessary revenue over a short period of time, but a general sales tax is a blunt taxing instrument that does not provide a direct correlation between burden and beneficiary. Having said that, local jurisdictions in the State of Colorado have imposed sales tax rates as high as 6.5 percent for State-collected County tax and 6.0 percent for State-collected City tax, over an above the State rate of 2.9 percent. Neither Moffat County nor the City of Craig currently impose a sales tax rate at that upper threshold.
- 2. Hotel Occupancy Tax:** Hotel taxes have the major advantage of primarily taxing out-of-town visitors, rather than local residents. A number of facilities throughout the country have had their debt service for construction and improvements paid fully, or in part, by dedicated hotel tax revenues. In 2015, Moffat County approved the creation of a Local Marketing District (LMD). The intent of the LMD, which is a State taxing mechanism that levies a 4.0 percent tax on hotel room nights in the County, is to “support, enhance and encourage initiatives that create economic diversification, development, and stability for Moffat County. This will include, but is not limited to, the promotion of Moffat County as a premier recreation and tourism destination.” Estimated lodging tax revenues to be received by the LMD in 2024 will total \$325,000. Key to the LMD’s mission is to supporting community events. This could be a meaningful partnership for helping to attract local events to the Fairgrounds.
- 3. Tax Increment Financing (TIF):** TIFs are based on the incremental tax value of ancillary economic development projects that are triggered by a major facility. The tax base of a defined TIF district is frozen and any increases in the future tax base are used to repay TIF bonds. While typically instated prior to construction of a new facility, they can be applied to support capital improvements and ongoing operations. The most powerful TIFs are those based on sales tax but there are many example of property tax based TIFs throughout the country. Notwithstanding this, as a County-owned property, a TIF may be politically difficult to implement as it would directly affect surrounding properties or businesses located within the City of Craig.

# Final Plan & Implementation Strategy

## Funding Strategy

4. **Property Tax:** While there are examples of local property taxes being used to support improvements to Fairgrounds, a strong case needs to be made that the Fairgrounds is consistent with other uses and services that currently receive, or have previously received, a dedicated share of property taxes from the County. Moffat County's 2024 budget distributes the County's allocation of property tax receipts to the General, Human Services, Public Health, and Hospital Funds.
5. **Land Lease Income:** Fees for the right to develop projects near a public assembly facility can assist in funding. These so-called linkage fees have been imposed in locations where land adjacent to a public assembly facility is at a premium, typically on hotels, parking decks, retail stores, and other uses that can benefit from their proximity to the facility. Having said that, the Moffat County Fairgrounds is fairly compact and there may not be sufficient land to accommodate ancillary development.

It is recommended that traditional financing mechanisms be supplemented by one or more taxing mechanisms, which the County will have to approve for the Fairgrounds. There are also a number of examples that reflect creative approaches to funding Fairgrounds and other event and entertainment facilities, operationally and when major capital improvements have been needed. These include:

- **Ag/ Equine Associations:** Attracting animal, ag and equestrian associations to a Fairgrounds campus drives year-round visitation and activates the site with synergistic uses. Similarly, having a permanent CSU Extension presence on the campus would also be effective for fostering continued 4H activities and events.
- **Sponsorships/ Partnerships:** Sponsorships can be sought for specific events and/ or for facilities and should be contemplated for facilities at the Fairgrounds, particularly the new Multi-Use Events & Resiliency Center. Revenues can be generated from an inventory of signage located within facilities, as well as in concourses and on scoreboards. Many sponsorship and advertising contracts are long-term and for a constant amount until renewal. It is anticipated that local and regional agriculture, manufacturing, and other similar organizations may be interested in associating with facilities, and these organizations should be actively targeted through a dedicated sponsorship and partnership campaign. Strengthening partnerships with local organizations such as Visit Moffat County and chambers of commerce can also be used.

Fairgrounds are important community cornerstones. Their role in supporting cultural, heritage and traditions that reflect both the County and the State where they are located is often understated and underappreciated. Identifying an optimal funding strategy, both for capital improvements and operational costs, will be critical to the ongoing success of Moffat County Fairgrounds.

# Final Plan & Implementation Strategy

## Implementation Strategy

In order to assist Moffat County in prioritizing improvements to the Moffat County Fairgrounds, the Consulting Team assigned an implementation ranking based upon cost, ease and the ability to create meaningful outcomes for the Fairgrounds with regard to demand and revenue potential. It is noted that the implementation ranking is a quantitative measure and should be used in conjunction with the recommended phasing plan, as this will be most effective in positioning the Fairgrounds for ongoing success, albeit for more substantial financial outlay.

Moffat County Fairgrounds Master Plan Recommended Improvements - Phasing & Implementation Rating									
Program Element		Recommended Improvement	Community/ User Need <sup>1</sup>	County Priority <sup>1</sup>	Ease <sup>2</sup>	Cost <sup>3</sup>	Effectiveness <sup>4</sup>	Cumulative Impact on Demand	Cumulative Impact on Demand (cost weighted)
PHASE 1 (Year 1)	New Multi-Use Events & Resiliency Center	Construct new 110,106 GSF building including 300' x 150' concrete floor Arena (45,000 SF of net useable space), seating for ~1,800 spectators, dedicated conference space (11,400 SF), supplemental meeting rooms (3,700 SF), commercial kitchen and concessions areas.	1	1	5	5	5	16	26
	Indoor Arena	Re-skin Arena; add spray foam insulation & paint	2	1	5	2	3	12	16
	Hog Barn	Removal	5	1	2	1	3	11	13
	Racetrack	Reconfiguration to create a straight track (60' x 390')	4	3	1	3	3	11	17
	Plaza/ Flex Space	Formalized plaza/ flex space between new Multi-Use Events Center, Indoor Arena and Grandstand	3	4	1	3	3	10	16
	Small Animal Barn	Relocation to accommodate plaza/ flex space	3	4	1	3	2	9	15
	Staffing	Add dedicated marketing, sales and booking, and/ or sponsorship procurement functions	3	2	2	2	4	11	15
PHASE 2 (Year 3)	Covered Warm-Up Arena	Add attached, covered warm-up arena (100' x 200') to new Multi-Purpose Events Center	2	3	3	4	4	13	21
	Stall Barn	Add new stall barn, attached to the warm-up arena and accommodating ~200 (10' x 10') stalls	2	2	2	4	4	12	20
	Holding Pens	Improvement to holding pens to the south of existing Outdoor Arenas	3	2	1	1	3	8	10
	Pavilion	Removal of Pavilion (functions absorbed by new Multi-Use Events Center)	4	2	2	2	5	13	17
	Parking	New parking to be developed to the east and northeast of demolished racetrack; Trailer parking to be developed to the south of demolished racetrack.	2	2	2	3	4	11	17
PHASE 3 (Year 5)	Grandstand	Renovate/ improve	3	2	3	2	2	10	14
	Storage	Construction of new storage facility on the south end of the new parking area (formerly where the barns were located)	3	2	1	3	3	10	16
	Parking	Demolition of existing barns; Conversion trailer parking	2	2	2	3	4	11	17
	Fair Manager Shop	Relocate to northeast area of campus	4	2	2	2	2	10	14

1. Community Need/ User Need & County Priority: 1 = Greater Interest; 5 = Less Interest  
2. Ease: 1 = Easily Implemented; 5 = Difficult to Implement  
3. Cost: 1 = Inexpensive to Implement; 5 = Expensive to Implement  
4. Effectiveness: 1 = Results in Less Meaningful Changes, 5 = Results in Meaningful Changes

Source: Johnson Consulting, MIG, CD Smith, Cumming



# Appendix A



**JOHNSON**  
CONSULTING



**CDSmith**

**CUMMING**  
**GROUP**

# **MOFFAT COUNTY FAIRGROUNDS MULTI-USE EVENTS CENTER**

## **Round 1 Survey Analysis**

**May 17, 2024**

The survey for the first round of public engagement was available online from April 9 through April 26 and received 401 responses. This report summarizes the survey and provides insights into the results. The quantified results with open-ended responses is available at the end of this report.

### **Outreach**

The survey was distributed by County staff to stakeholders, members of groups and organizations that may be interested in the project, and via social media.

### **Number of Responses**

The survey received 281 completed surveys and 120 partial surveys, although 86 surveys were disqualified due to a number of reasons, including blank responses or duplicates, resulting in a total of 315 qualified responses. Those qualified responses were analyzed below.

### **Question Organization**

The survey included nine general questions for the community, 21 questions for targeted user groups known to use the fairgrounds facilities on a regular basis, four demographic questions, the opportunity to sign up for email updates, and space to provide other comments regarding the fairgrounds and the project.

A control question was used to identify false responses from bots and bad actors. This question, asking if the responder lived in Craig, Moffat County, or elsewhere, was asked at the beginning of the survey as well as in the demographic questions section and was checked for consistency. Surveys with two different answers were reviewed more carefully. No surveys included inconsistencies besides failing to answer one of the control questions.

The general questions aimed to identify how the fairgrounds is most frequently used and ways in which the new multi-use events center could meet community needs.

The targeted questions were optional for anyone associated with the following groups:

- Staff of the Memorial Regional Health Hospital
- Parents, students, and staff of the Moffat County School District
- The Rio Ca Romo Roping Club
- 4-H members
- CNCC students and faculty

The targeted questions were specific to those user groups and focused on known uses and concerns as identified by County staff or from stakeholder interviews, including frequency of fairgrounds use, needs, and desired improvements.

Final demographic questions were optional but provided an understanding of who was responding to the survey. Questions include age, race/ethnicity, and tenure within the community.

## **Insights**

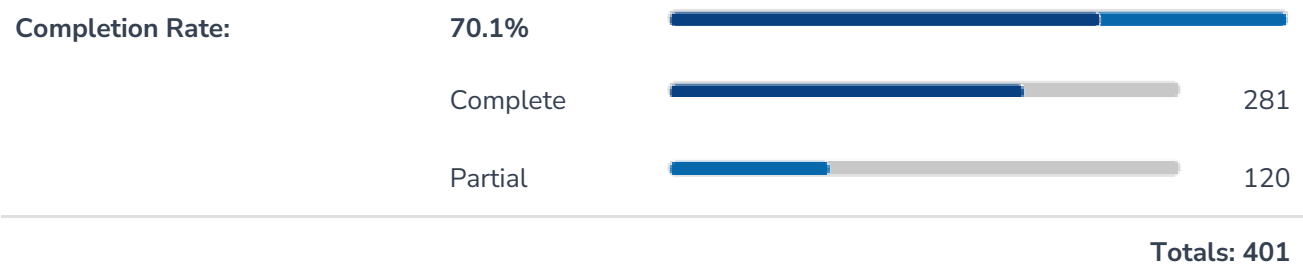
- The vast majority of responders reside within Craig or Moffat County, but outreach to other user groups was effective. Of those responders who reported living outside of Moffat County, responses were generally scattered around the state, including as far as Fort Collins to the east, Cortez to the south, and La Junta to the southeast.
- The biggest concern mentioned in comments regards funding and an assumption that this project will be funded through tax dollars, as well as regarding the sustainability of an event center considering poor results at similar event centers in the Front Range. Details regarding the proposed funding structure should be provided in further engagement.
- There is a general excitement in having the opportunity for more meeting and event space, as well as for improved equestrian and livestock event space. Open comments frequently mentioned the need for a recreation center, but people are also hoping to see other activities such as concerts, commercial kitchen space, and improved amenities during fairs and large events (such as expansion of food offerings and vendors). Indoor facilities are frequently mentioned as both a need and a wish.
- For those living outside of Craig and Moffat County, the main reason to use the fairgrounds is reported to be for the rodeo and other equestrian uses, although “other public events” was also listed as a major draw.
- Of people living within Craig or Moffat County, about 60% used the fairgrounds just a few times a year. 27% used the fairgrounds at least a few times a month or every week. Across all age groups, the most common reasons to use the fairgrounds tended to be the Moffat County Fair, carnivals, other public events, and private events.
- Of the targeted user groups, students, parents, and staff of the school district (77 responses), as well as members of the 4-H Club (70 responses), by far had the greatest number of responses. Both groups indicate the need for year-round space for activities such as sporting events and gym space, animal boarding, and robotics club activities.

The full report from the survey host Alchemer, included open-ended question responses, is included on the next page. Disqualified answers are not included in that report. Email addresses that were provided for future project updates were removed for privacy.

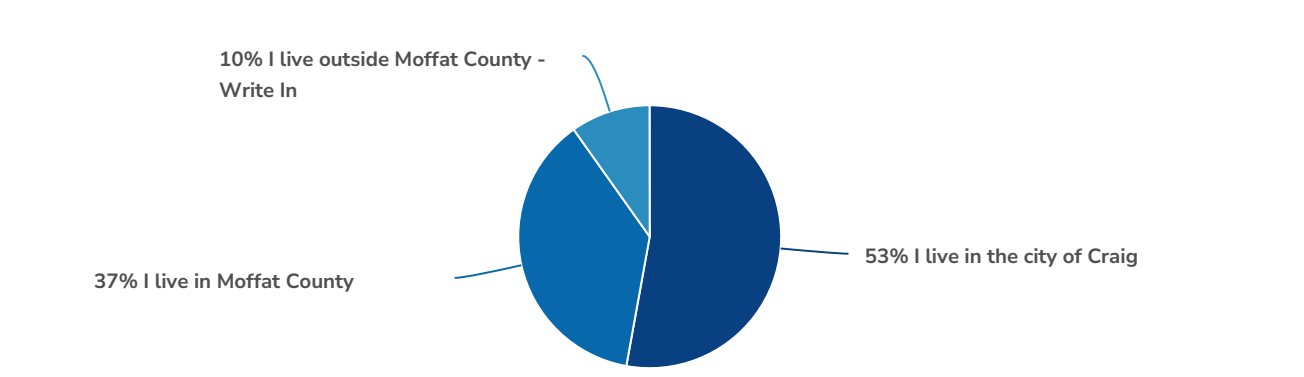


# Report for Moffat County Fairgrounds Multi-Use Events Center

## Response Counts



1. Which of the following best applies to you?



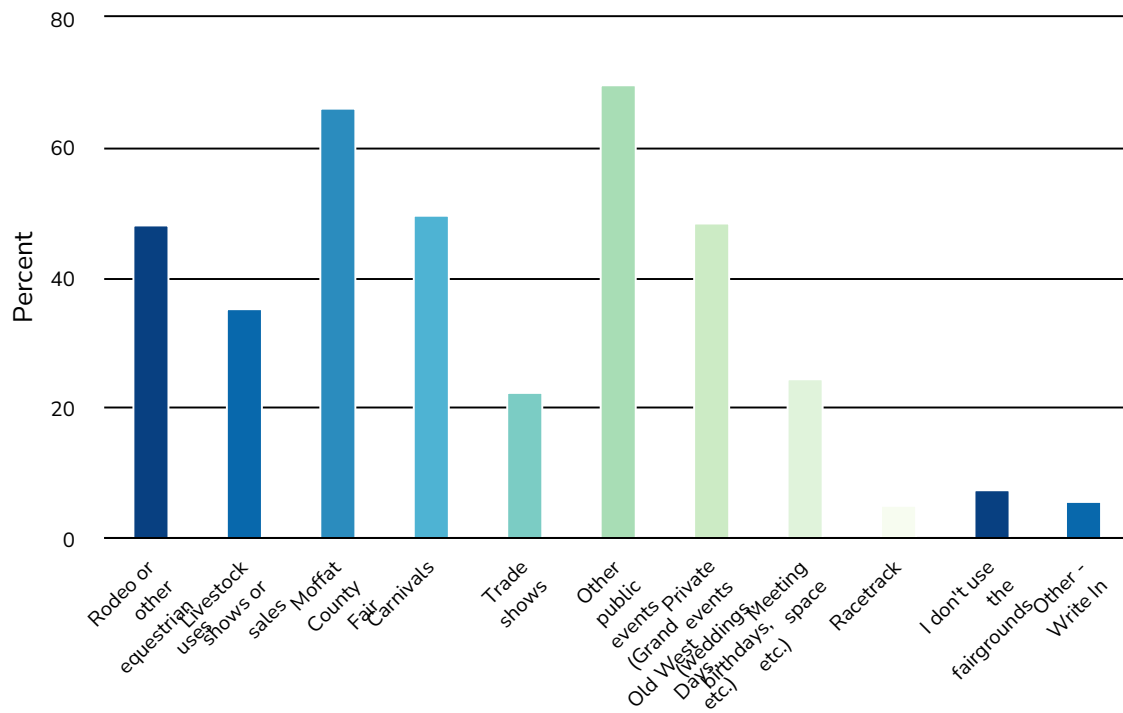
Value	Percent	Responses
I live in the city of Craig	52.8%	167
I live in Moffat County	37.3%	118
I live outside Moffat County - Write In	9.8%	31
		Totals: 316


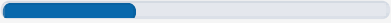


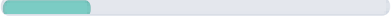

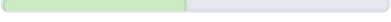
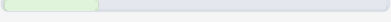
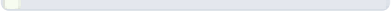
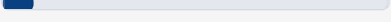
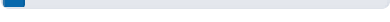
I live outside Moffat County - Write In	Count
Delta County	2
Bailey, Colorado	1
Broomfield	1
Delta county	1
Eastern Plains	1
Totals	28

<b>I live outside Moffat County - Write In</b>	<b>Count</b>
Elbert County	1
Elizabeth Colorado	1
Garfield County	1
Garfield county	1
Hayden	1
Hesperus	1
Hot Sulphur Springs CO	1
Hudson, CO	1
Kiowa	1
La Plata County	1
Larimer County	1
Montezuma county	1
Northern Colorado	1
Nw routt	1
Park	1
Parker, co	1
Rifle CO	1
Routt County	1
Steamboat Springs	1
Utah	1
Weld county	1
Yuma County	1
Totals	28



## 2. How do you currently use the fairgrounds? Select all that apply.

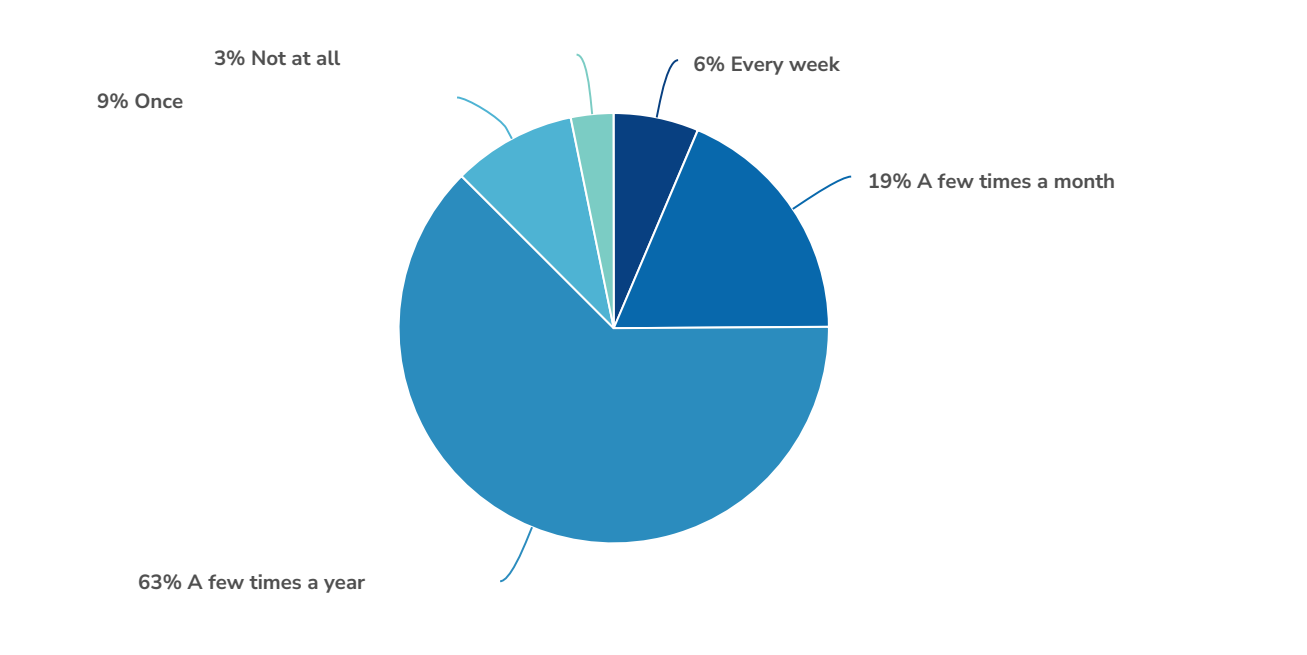


Value	Percent	Responses
Rodeo or other equestrian uses	48.1% 	151
Livestock shows or sales	35.4% 	111
Moffat County Fair	66.2% 	208
Carnivals	49.7% 	156
Trade shows	22.6% 	71
Other public events (Grand Old West Days, etc.)	69.7% 	219
Private events (weddings, birthdays, etc.)	48.4% 	152
Meeting space	24.5% 	77
Racetrack	5.1% 	16
I don't use the fairgrounds	7.6% 	24
Other - Write In	5.7% 	18

Other - Write In	Count
4H meetings	1
Auctions	1
Auctions	1
Blood donation,	1
Concerts	1
Demolition derby	1
Event decorator	1
Food Bank of the Rockies	1
I already took this survey and found it to be poorly written and biased	1
I had a puppy class there once as well.	1
Indoor barn riding membership, Craig Roping Club officer, Moffat County Cattlewomen	1
Motor sports	1
Our High School Rodeo club uses it to host our Rodeo in the spring.	1
RV dump station	1
The Fairgrounds provides a great spot to bring families together.	1
We used to participate in the Antique Tractor Pull. The fair board decided they didn't want us at the fair anymore.	1
concerts	1
Totals	17

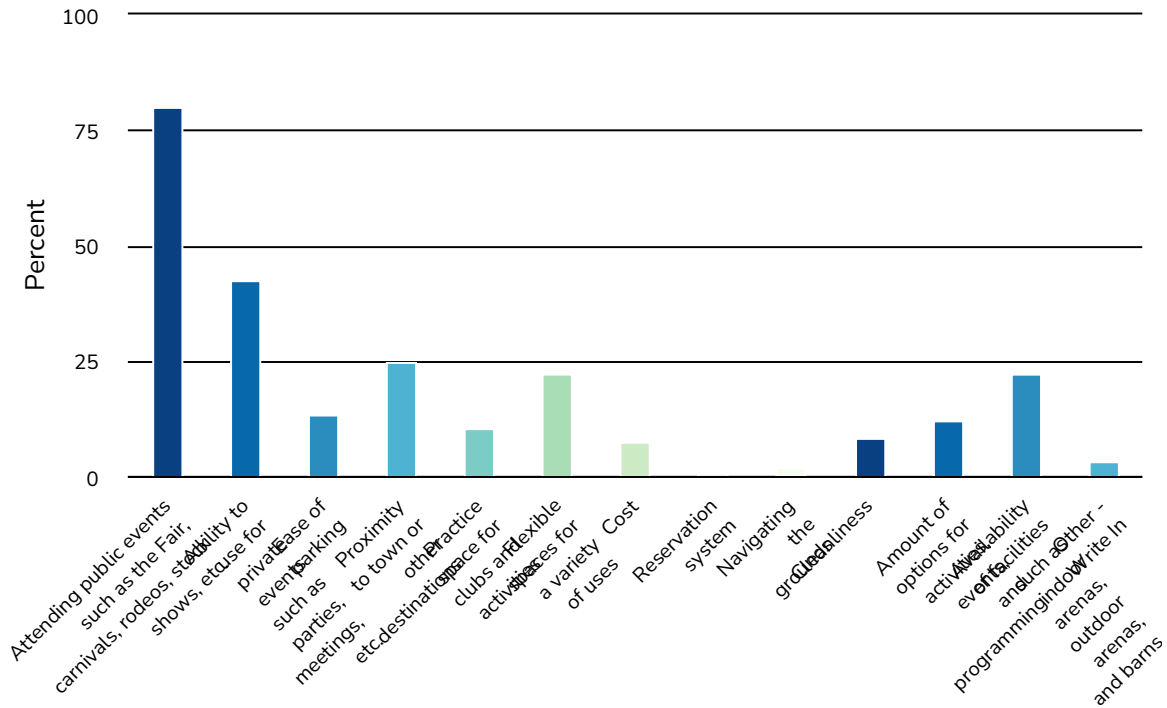



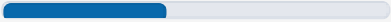
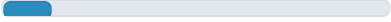
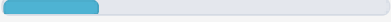

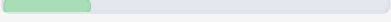
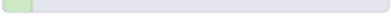
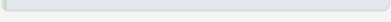
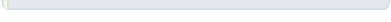
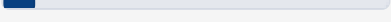
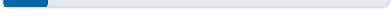
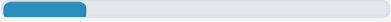
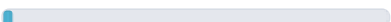
3. How often did you visit or use the fairgrounds in the last year?



Value	Percent	Responses
Every week	6.4%	20
A few times a month	18.5%	58
A few times a year	62.6%	196
Once	9.3%	29
Not at all	3.2%	10
Totals: 313		

4. What do you like MOST about the Moffat County Fairgrounds? Pick up to three.

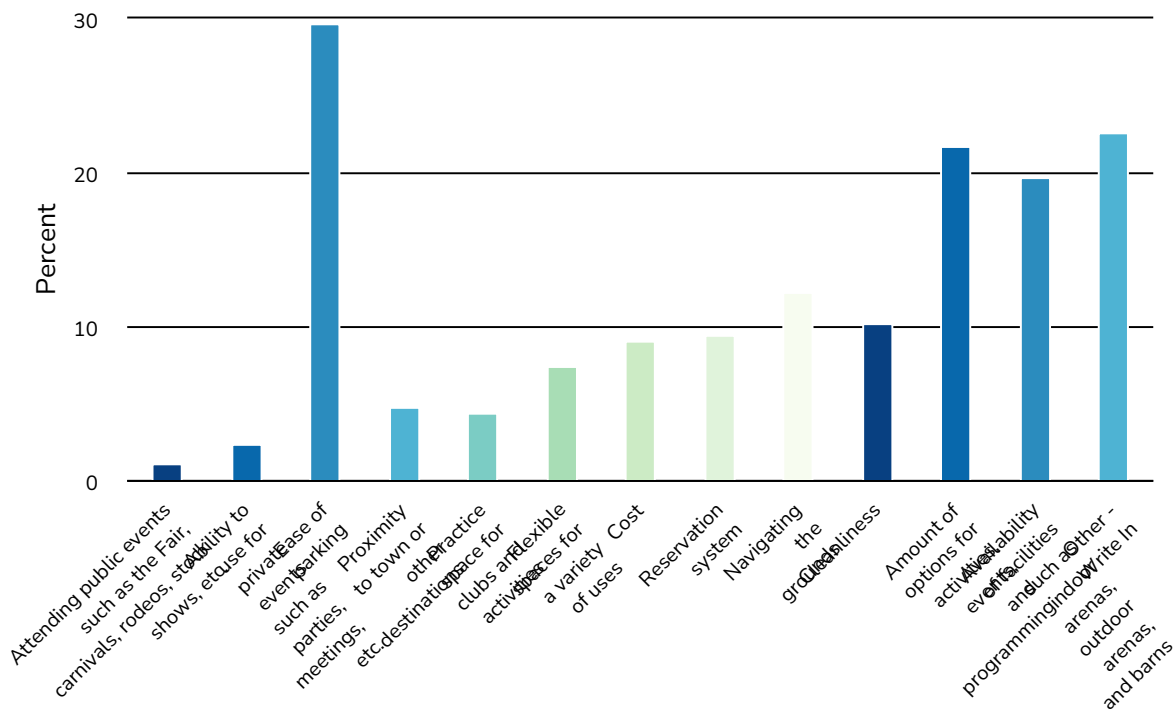


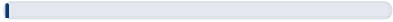
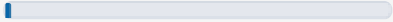
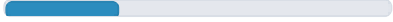
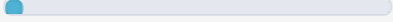
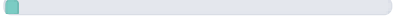
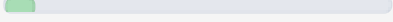
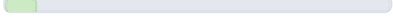
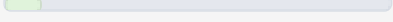
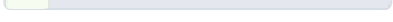
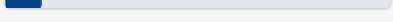
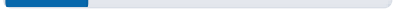
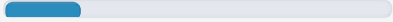
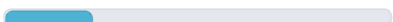
Value	Percent	Responses
Attending public events such as the Fair, carnivals, rodeos, stock shows, etc.	80.1% 	245
Ability to use for private events such as parties, meetings, etc.	42.5% 	130
Ease of parking	13.4% 	41
Proximity to town or other destinations	24.8% 	76
Practice space for clubs and activities	10.5% 	32
Flexible spaces for a variety of uses	22.5% 	69
Cost	7.5% 	23
Reservation system	0.7% 	2
Navigating the grounds	2.3% 	7
Cleanliness	8.5% 	26
Amount of options for activities, events, and programming	12.1% 	37
Availability of facilities such as indoor arenas, outdoor arenas, and barns	22.2% 	68
Other - Write In	3.3% 	10



Other - Write In	Count
Attending the Spring Consignment sale.	1
Availability and cleanliness of showers is very important to us	1
I love the historical pavilion! ALWAYS save historical elements of our culture.	1
I never go to the fairgrounds unless I'm donating blood.	1
Indifferent	1
It's a super nice facility doesn't really need too many improvements. The grandstands are phenomenal underneath the grandstands Works well. The pavilion is adequate for any meeting or event that we want to host and Craig!	1
Rio Car Ro Mo	1
We need change	1
the only large space in town for hosting events	1
Totals	9

5. What do you like LEAST about the Moffat County Fairgrounds? Pick up to three.



Value	Percent	Responses
Attending public events such as the Fair, carnivals, rodeos, stock shows, etc.	1.2% 	3
Ability to use for private events such as parties, meetings, etc.	2.4% 	6
Ease of parking	29.8% 	75
Proximity to town or other destinations	4.8% 	12
Practice space for clubs and activities	4.4% 	11
Flexible spaces for a variety of uses	7.5% 	19
Cost	9.1% 	23
Reservation system	9.5% 	24
Navigating the grounds	12.3% 	31
Cleanliness	10.3% 	26
Amount of options for activities, events, and programming	21.8% 	55
Availability of facilities such as indoor arenas, outdoor arenas, and barns	19.8% 	50
Other - Write In	22.6% 	57

Other - Write In	Count
N/A	4
None	4
Aesthetics	1
Totals	55



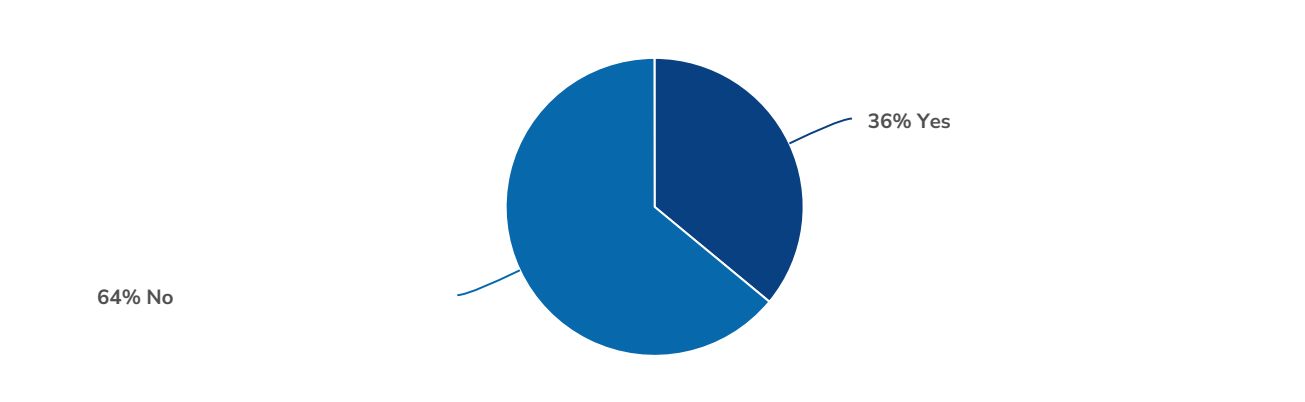
Other - Write In	Count
Craig is a great facility with parking, ease of reservation and cost. No dislikes	1
Difficult to book - it's often fully booked months out	1
Does not have benches, not enough parking lots, does not have trees by the race track need more green	1
Electric wiring problems in pavilion at parties	1
Flexibility for multi-purpose events i.e. wrestling tournaments, etc.	1
Google address is vague and was difficult to share with visitors.	1
I can't say there is anything that I dislike..	1
I live next to it and don't like the loud sounds and noises during these events. Hearing the announcers for 4 days over the Bose stereo in house	1
I unaware of how the fairgrounds are used other than 4-H and the carnival.	1
I wish there were more events. We would go. More indoor event during winter would be wonderful.	1
Indifferent	1
Indoor arena is old and nasty looking	1
It is a great facility, maybe just update the bathrooms !	1
Lack of restrooms in barn and pavilion for large events. Restrooms dated	1
Needs a face lift	1
Needs updated	1
Needs updated and windows. A lot of people go to Hayden's to rope because ours gets too dusty	1
Needs updating	1
No commercial kitchen	1
No complaints	1
No heated indoor arena or washracks	1
Totals	55

Other - Write In	Count
No indoor arena	1
No indoor arena with seating for big events	1
No negative feeling	1
Not enough permanent covered stalls	1
Not within walking distance of town, restaurants, etc	1
Nothing has ever bothered me too much when attending events there	1
Nothing it's perfect the way it is	1
Nothing! Great space, could be better with time & grants	1
Outdated- certain areas could use updates.	1
That the indoor arena is a membership only facility. There is no reason to have a membership only County maintained facility.	1
That the parking is blocked off during large events like the county fair	1
That you can't use the indoor arena in the winter	1
The barn is so "old" and out dated.	1
The bathrooms in the flooding during evets	1
The indoor arena is privately owned and not available to public unless you kiss the rear of those who run the "club"	1
The stalls need updated to hold more covered stalls. I really like the size of the covered stalls though	1
The view of Axis junk pile from our grandstands holding state finals and bigger rodeos	1
The view of the junk yard from the grandstand, and the stairs of the grandstand.	1
We have had issues with strange men (not a part of our rodeo group) trying to access the ladies bathrooms after dark... when we were trying to shower	1
Would like to be able to use the indoor without an expensive membership	1
na	1
Totals	55

Other - Write In	Count
not the nicest looking space	1
nothing bad about the fair grounds	1
senior seating area is unsafe and difficult to navigate	1
the buildings are remnants of uranium mining	1
Totals	55

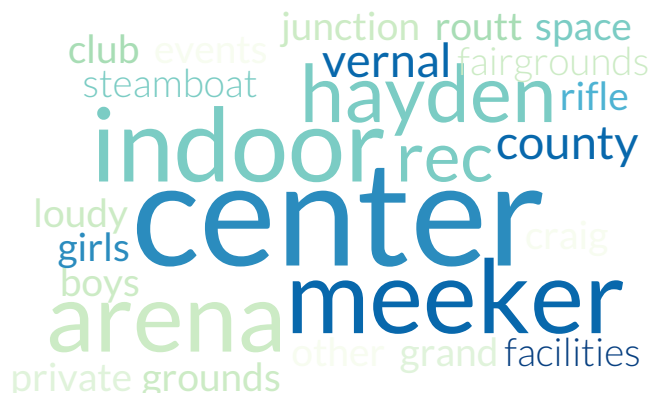


6. The Moffat County Fairgrounds is currently not able to accommodate as many activities as the community would like. Do you have to use other facilities outside of Moffat County?



Value	Percent	Responses
Yes	36.0% <div><div></div></div>	108
No	64.0% <div><div></div></div>	192
Totals: 300		

## 7. Which facilities, and where?



ResponseID	Response
94	Boys and Girls Club will no longer allow fundraiser auctions like Mule Deer Foundation and the NRA Banquet. We need a location for events that include alcohol being served and firearms being auctioned off.
96	The Western Park in Vernal
103	Montrose, rifle, Moab, private facilities
108	Rifle, Grand Junction, Montrose, Moab, Utah, Vernal, Duchesne, Heber Ciry, Salina
111	Meeker rec center
112	Alice pleasant park, Woodbury park, frontier station
120	Meeker Rec center.
124	Rec center- everywhere else
126	BGCC, private indoor echo-free space for 4H Dog obedience, indoor arena with rough stock allowed
130	Mainly other rodeo grounds across Colorado that are able to facilitate larger indoor arena rodeo events.
141	Routt County Rio blanco
142	Hayden indoor arena in the winter

ResponseID	Response
151	Hayden Indoor barn, has enough room to rope in.
154	Indoor Arena at Hayden Fairgrounds
158	Meeker and Grand Junction for concerts. I have even went to a Trace Adkins concert in Rifle.
167	Mesa County Fairgrounds Vernal Fairgrounds
170	Meeker Rec Center
173	Use private arenas
184	Hayden Indoor Arena Rifle Indoor Arena
186	Indoor arena in Hayden, private indoor riding facilities
191	Holiday parties in Steamboat
192	Steamboat Grand
197	center of craig, boys and girls club
200	We live in broomfield so don't get to Moffat a lot. Have relatives there and we do the Whittle the wood and a few others there while visiting. So most of our shows are in Denver area.
206	Indoor arena Round pin
207	We could use more facilities for youth sports activities.
209	Boys and Girls Club
210	Meeting space for clubs
211	Meeker fairgrounds, Meeker co
214	Montrose, vernal, Hayden, Baggs , , Duchesne , Rock Springs - basically anywhere with an indoor arena
215	old town hot springs pool
221	Not that this is solely the Fairgrounds issue, but we have had to use basketball courts out of county when other space was not available.
225	Rodeo facilities around the state and country



ResponseID	Response
231	Na
239	meeker fairgrounds vernal event center
240	Other rodeo grounds
245	I do multiple events in and around Larimer and Moffat counties, but would to do more in Moffat county, but at my age, need I door space so as to not have to use a tent.
248	Loudy-Simpson, Mall
250	Concert venue at Loudy Simpson larger than the current one With well-defined parking and entrances and exits specific emphasis on traffic control. There's only one entrance to Louie Simpson. That needs to be modified.
273	Indoor roping facilities
275	Loudy
277	Center of Craig
280	Steamboat Howelsen Hill Steamboat Hot Springs Meeker rec center Hayden rec center Steamboat pickle ball courts
283	Meeker rec center
284	Community center, Steamboat
291	Kremmling Fairgrounds
292	As a competitor, we go statewide
302	The Luttrell Barn
303	Statewide
305	Hayden fairgrounds
308	Uintah county fair grounds vernal utah and rio blanco county fair grounds meeker colorado
316	Several different sites in steamboat
319	Meeker
320	Center of Craig in Craig.

ResponseID	Response
322	Indoor arena - Routt county
323	Parks
331	Gymnastics competitions, all over Colorado/Wyoming. Wish our team didn't have to travel so far for all of them.
332	Vernal Utah event center
335	Nonep
339	The indoor arena at hayden
342	Ranch in Loveland
344	Routt county fairgrounds
353	Hayden's arena and steamboat throws more rodeos. Would be nice to have more rodeos in town, and concerts. Could make more money for the fairgrounds.
357	I use the Meeker rec center pool
358	Routt County Fairgrounds
362	The hayden indoor arena
365	The Ranch in Loveland
382	Meeker Rec Center, Hot springs in Steamboat and Glenwood, Rec Center in Vernal, Bananas in Grand Junction and the events center in Vernal, Utah for various events
383	Loudy Simpson craig
395	Rec center; indoor pool,
417	Meeker rec center, sometimes host birthdya parties at various facilities in steamboat or meeker
422	Travel to meetings in Steamboat & Grand Junction, typically use convention center/hotel banquet rooms
424	Hayden fair grounds, meeker.
426	Duschene UT
428	Other facilities for rodeos and gymkhannas

**ResponseID    Response**

434            We've just had to get creative

435            Meeker Rec Center

437            Swimming gym recreation area for all not just cowboys

444            Ice arena

446            Hayden's, facility

449            Howelson Steamboat

458            In Steamboat Springs

459            Larger meeting spaces

460            Hayden indoor arena

466            Other venues in Craig (l.e. Center of Craig, Day Off Ranch, Boys & Girls Club, Lateral Barn)

468            Loud, center of craig or parks



## 8. Why do you go there instead of the Moffat County Fairgrounds?



ResponseID	Response
94	Fairgrounds do not have a large enough indoor party area
96	To wash show steers and for the winter cattle jackpot shows we host.
103	Bigger arena, heat, seating for spectators
108	Indoor arena events
111	I dont
112	Cost, availability, and space
120	No clean indoor space for party or meeting.
124	No indoor pool or gym
126	They don't allow dogs inside somewhere without an echo, can't ride rough stock in indoor arena, no facility large enough to hold 250 ppl for fundraising events
130	During the winter months the Rio Caromo indoor arena is too small for most events and limited to only "members", member passes are hard to come by and are expensive when available. Many other indoor facilities have heat and/or clear side panels to let in natural heat. This makes hosting and/or attending an event in the winter more desirable.
141	Size of buildings
142	Because the roping club monopolizes the arena in the winter

ResponseID	Response
145	Better
151	It has more room to rope, better facilities, ect. Bill does a great job with the fairgrounds but due to no fault of his own, it is falling apart.
154	Because you must be a member to use the Moffat county one In the Winter
158	Moffat County has not had any concerts that were big named with the exemption of Ned LeDoux.
167	Quality of facilities
173	To many riders
184	The indoor arena in Craig is tiny, cold and miserable to ride in.
186	Availability, and for the overall more functional set ups of others facilities for winter time use
191	Space, lack of catering in moffat county
192	Ambiance
197	bigger venue
200	Because of where we live
206	Arena very small lots of people need a round pin
207	Because the fairgrounds does not have amenities for youth sports.
209	Pickleball
210	Availability
211	Cheaper to use, more available time slots
214	Because there's no heated indoor arena to hold ropings at
215	Steamboat Springs
221	There aren't courts available anywhere. We also use other facilities for our fundraising events of more than 150 people bc the pavilion is booked
225	We attend where rodeos are hosted
231	Na

ResponseID	Response
239	bigger space
240	Move the events around the state
245	Because the Fairgrounds nor the park meet my needs.
248	Events are held there.
250	I go to both.
273	No indoor arena
275	Ease of space
277	I don't
280	Moffat County doesn't offer enough gym space for adults.
283	None Here
284	Nicer facility, space for lots of people, kitchen
292	We rotate
302	Availability
303	To spread activities across the state
305	It's open to the public
308	Indoor wash racks. Heated indoor barns in winter time
319	Updated better facility
320	Availability and cost.
322	Can't use indoor arena in moffat county
323	Parks
325	Lutrell barn CNCC library
331	MCF can't accommodate a gymnastics meet.
332	More events happening there then here in craig
335	N/A

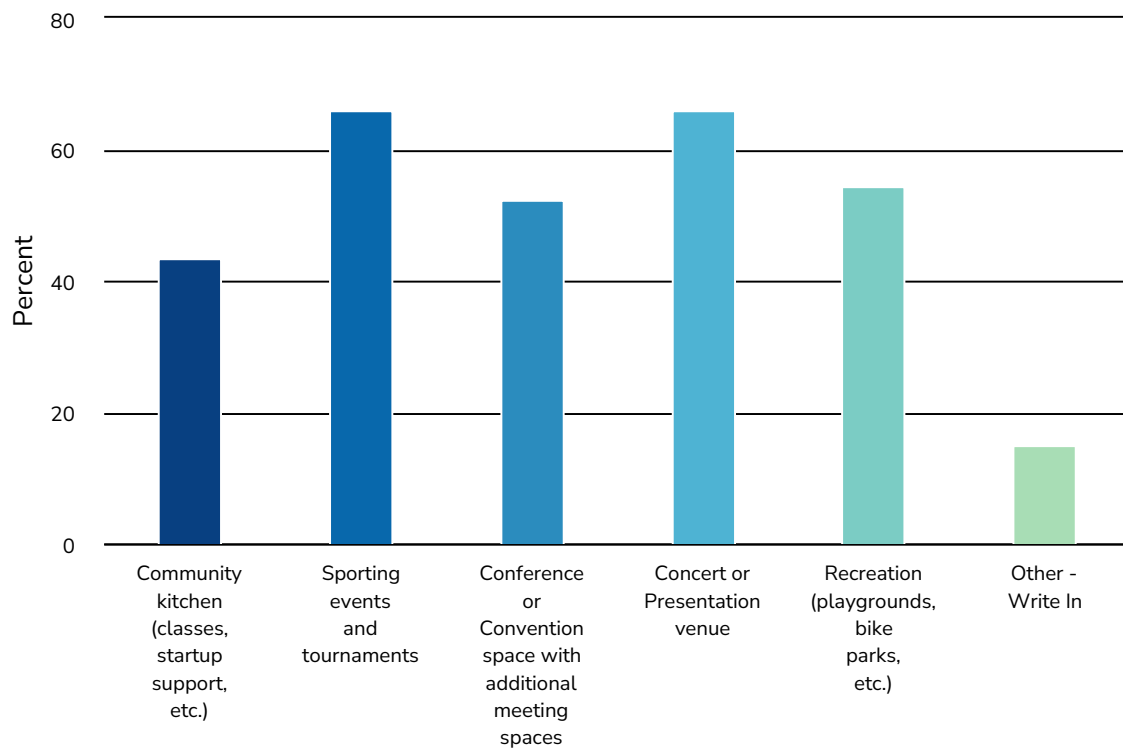


ResponseID	Response
339	Do have a membership for Moffat
342	Indoor arena
344	Different events
353	The mall holds craft shows. City park and loudy Simpson. Why don't we see more country concerts in craig we are from the west. We should embrace what we are instead of bringing in all this tourism for hippy festivals.
357	Moffat county does not have a rec center
358	Horse riding
362	Because it's a nicer facility. Our barn is cold, dark and occupied.
365	The indoor arena option
382	Same activities are not offered here
383	Seems to be more popular
417	More appealing to what we are looking for
419	Baggs. Vernal. Hayden
424	No availability or another event is being held.
426	Horsemanship Clinic in a Very nice/warm arena complex
428	Routt, rio-blanco
434	Lack of availability
437	Because it's unwelcoming
444	Much bigger
446	Ride horses
449	Proximity to Craig
458	Availability and facilities
460	Because I do not have access to the indoor arena.
466	Availability, offerings

**ResponseID    Response**

468	Nice grassy areas at the parks with stuff for the Littles. Center of craig is a nice large indoor space that feels cozy
487	Most of the time it's empty & unused. Schedule more events & charge for them...concerts, etc. We go to Meeker or Steamboat because nothing ever happens in Craig, meaning we spend our money outside instead of inside Moffat County

9. The fairgrounds could provide additional services to the community. What other kinds of facilities would you use or what activities would you attend at the fairgrounds?



Value	Percent	Responses
Community kitchen (classes, startup support, etc.)	43.7% <div><div></div></div>	124
Sporting events and tournaments	66.2% <div><div></div></div>	188
Conference or Convention space with additional meeting spaces	52.5% <div><div></div></div>	149
Concert or Presentation venue	66.2% <div><div></div></div>	188
Recreation (playgrounds, bike parks, etc.)	54.6% <div><div></div></div>	155
Other - Write In	15.1% <div><div></div></div>	43

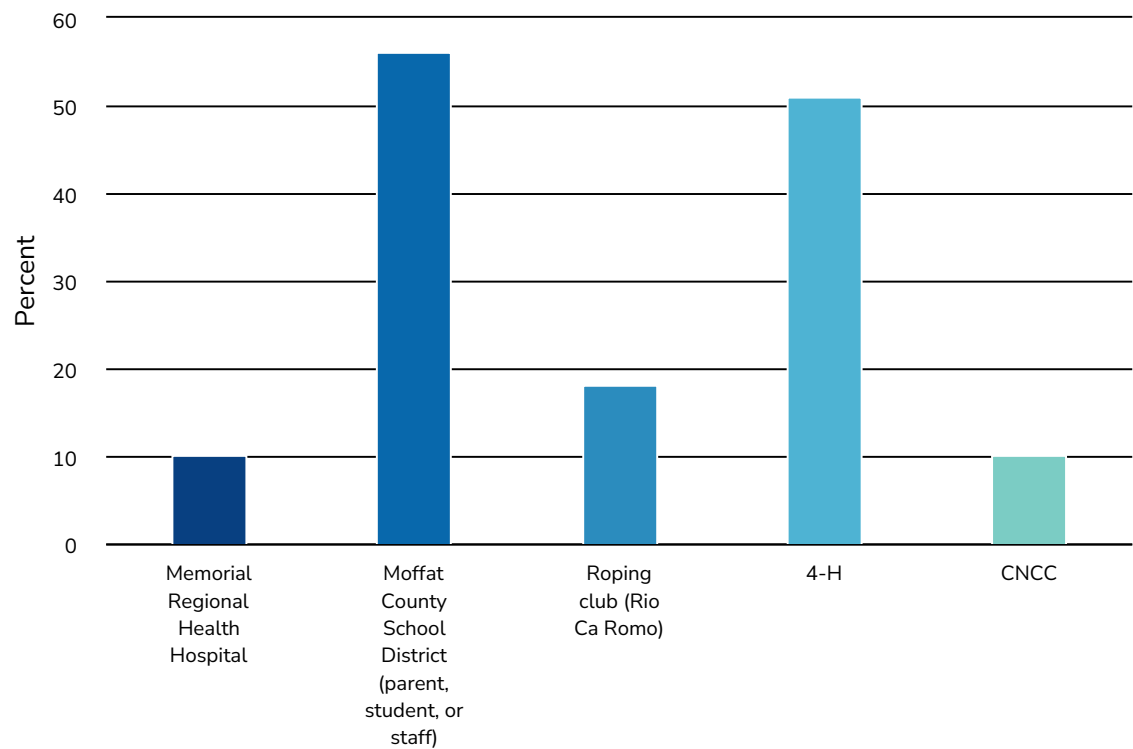
Other - Write In	Count
None	2
Totals	41



Other - Write In	Count
Additional stalls in close proximity to the arena.	1
Arena	1
Art/craft events, judged or unjudged.	1
Better indoor barn	1
Community Garden	1
Craft shows, kids art shows from the schools, snow machine free style competition. Valentines or new years table ticket dinners, BBQ competition, wine tasting event, firefighter competition with routt county, tractor pulling, horseback riding lessons, painting classes, professional dog competition, sheep shearing competition, swing dance classes, line dancing classes, grand old west days add kids face painting, maybe some more booths like steamboat has for art in the park.	1
Craft/art shows that could be indoor or outdoor	1
Craig needs a community rec center long before it should ever consider tournament grounds, convention space or a concert venue.	1
Dog park, Picnic area. A space for young adults with specific activities and themes.	1
Gymnastics competitions	1
Horse events	1
Indoor arena	1
Indoor arena	1
Indoor arena, more horse stalls that aren't an 8x8 — dangerous	1
Indoor arena, new salebarn	1
Indoor gym space for volleyball, pickle ball, basketball, and Indoor walking track.	1
Just indoor arena	1
Larger name concerts to draw more people for events. This will help support the existing events and possible create new	1
Larger rodeo events with access to indoor use during colder weather months.	1
Livestock shows, especially in winter when indoor washing is needed	1
Totals	41

Other - Write In	Count
More trailer hookup spaces and places to park for rodeo	1
N/A	1
NO MORE PARKS/RECREATION	1
None unless there's something happening g there for sports or something my sons in that I have to attend for.	1
Pickleball courts	1
Pickleball!	1
Place for large fundraiser dinner with seating for 250+	1
Public use indoor arena in the winter	1
Rollar Skating rink	1
Swimming and other excersice workout facilities, indoor gym	1
The climbing wall or rec center would be nice	1
This is ridiculous and the fair grounds are fine the way they are.	1
Vendor/ concession space, college rodeo team, camping hookups,	1
We don't need a convention or conference center, especially at that location.	1
We need recreational that is for everyone in the community. Not every person is into livestock or horses, it seems like something they can do on their own property. I don't agree with spending our taxes on something that benefits a small percentage of our community.	1
Would like to see handicap acessable sidewalks and bike paths. Make the county accessible to everyone.	1
gymnastics competitiions, basketball gym space	1
indoor swimming pool and indoor shooting range	1
whiddle the wood	1
Totals	41

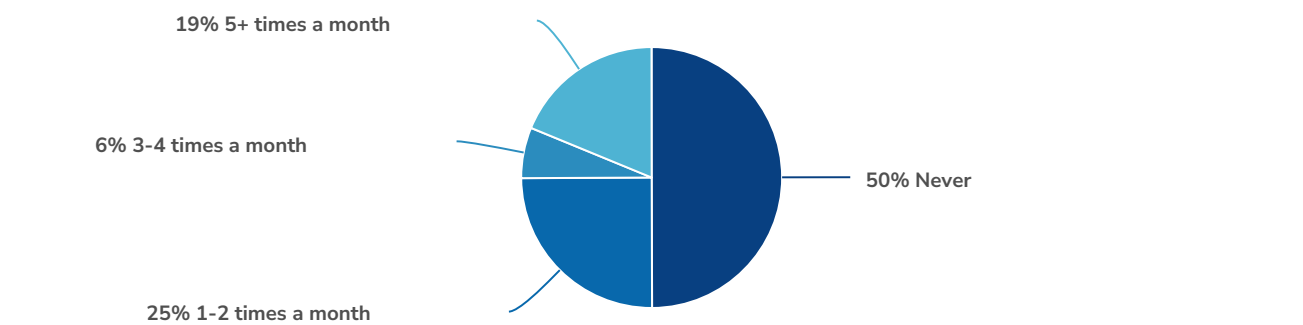
10. There are some additional questions for anyone associated with one of these groups. Select all that apply below, or continue to the next question.Are you associated with any of the following groups?



Value	Percent	Responses
Memorial Regional Health Hospital	10.2% <div><div></div></div>	14
Moffat County School District (parent, student, or staff)	56.2% <div><div></div></div>	77
Roping club (Rio Ca Romo)	18.2% <div><div></div></div>	25
4-H	51.1% <div><div></div></div>	70
CNCC	10.2% <div><div></div></div>	14



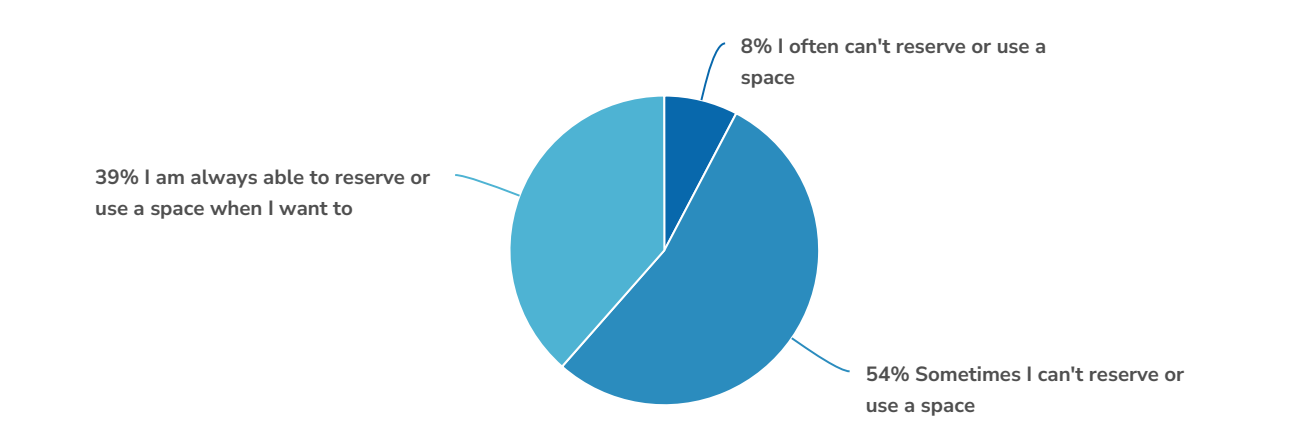
11. How often do you use the hospital meeting spaces? This includes organizing or attending a meeting or event.



Value	Percent	Responses
Never	50.0% <div><div></div></div>	8
1-2 times a month	25.0% <div><div></div></div>	4
3-4 times a month	6.3% <div><div></div></div>	1
5+ times a month	18.8% <div><div></div></div>	3

Totals: 16

12. How often do you try to use a space in the hospital but are not able to? This might be due to conflicting availability, lack of availability, insufficient/unsuitable technology, too little space, or other reasons.



Value	Percent	Responses
I often can't reserve or use a space	7.7%	1
Sometimes I can't reserve or use a space	53.8%	7
I am always able to reserve or use a space when I want to	38.5%	5
Totals: 13		

## 13. Why?



ResponseID	Response
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103	Location for parking larger vehicles and dirty boots
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111	Booked
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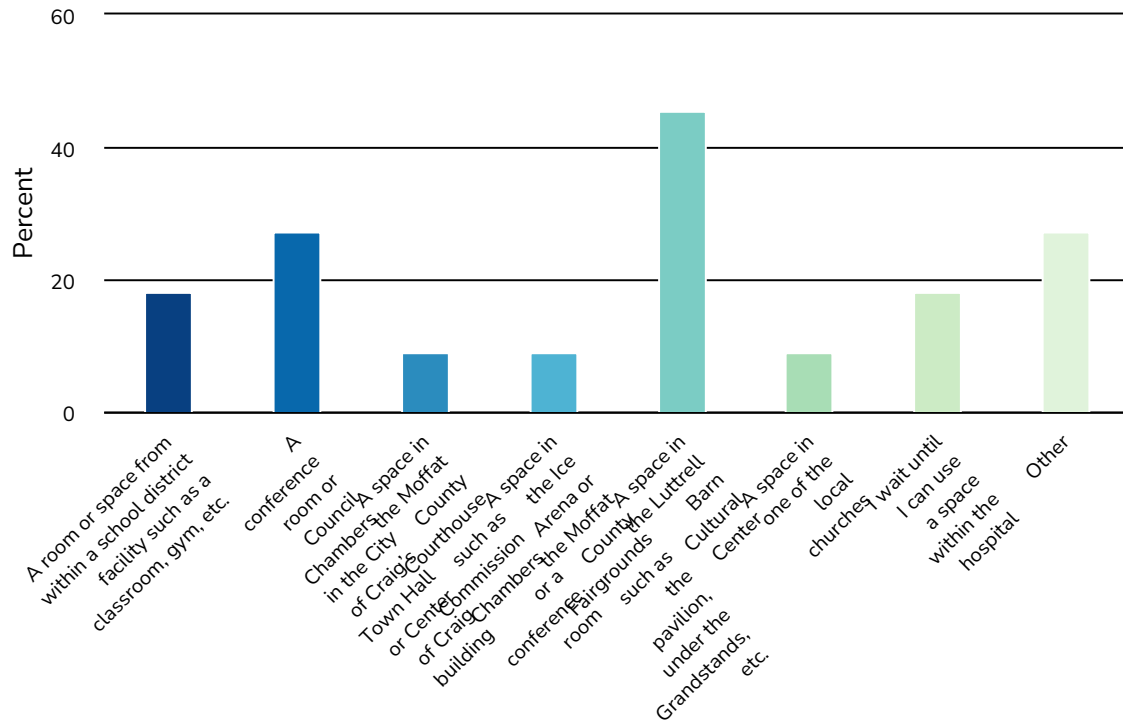
250	Hospital policy reserves use of the conference rooms for health related events first. It also closes at 6:30 in the evening.
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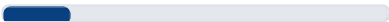
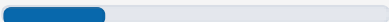
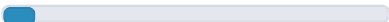
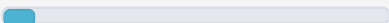
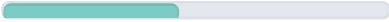
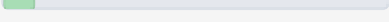
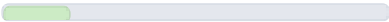
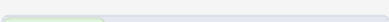
395	Full
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417	Something is already scheduled at that time/ location
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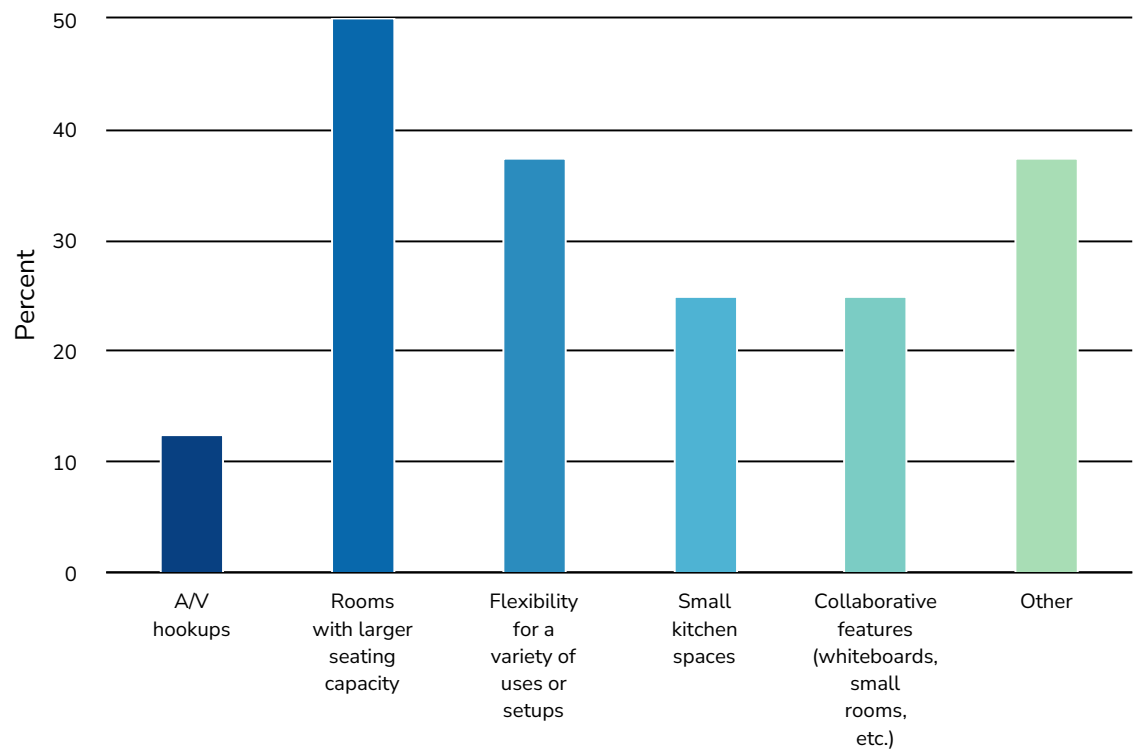
14. What other places do you use when you aren't able to use one within the hospital? Select all that apply below.



Value	Percent	Responses
A room or space from within a school district facility such as a classroom, gym, etc.	18.2% 	2
A conference room or Council Chambers in the City of Craig's Town Hall or Center of Craig building	27.3% 	3
A space in the Moffat County Courthouse such as Commission Chambers or a conference room	9.1% 	1
A space in the Ice Arena or the Moffat County Fairgrounds such as the pavilion, under the Grandstands, etc.	9.1% 	1
A space in the Luttrell Barn Cultural Center	45.5% 	5
A space in one of the local churches	9.1% 	1
I wait until I can use a space within the hospital	18.2% 	2
Other	27.3% 	3

Other	Count
CNCC	1
Center of Craig, Gathered Grace	1
N/A	1
Totals	3

15. Are there any amenities you wish you had access to in these hospital meeting spaces?



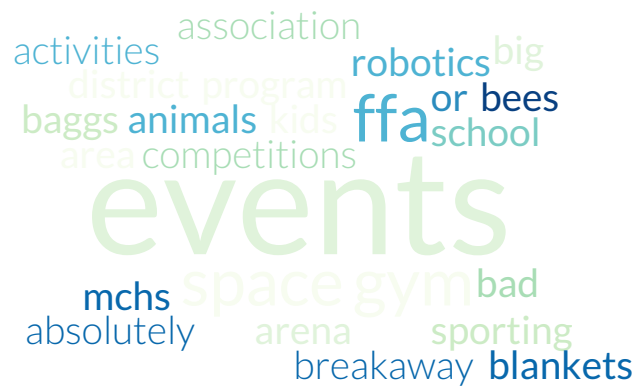
Value	Percent	Responses
A/V hookups	12.5% <div><div></div></div>	1
Rooms with larger seating capacity	50.0% <div><div></div></div>	4
Flexibility for a variety of uses or setups	37.5% <div><div></div></div>	3
Small kitchen spaces	25.0% <div><div></div></div>	2
Collaborative features (whiteboards, small rooms, etc.)	25.0% <div><div></div></div>	2
Other	37.5% <div><div></div></div>	3

Other	Count
N/A	1
The Hospital is designed for patient care and should not be considered a public use area.	1
Totals	2





16. Are there any FFA or other agriculture, educational, or assembly programs you have interest in that currently can't be accommodated by the school district or the fairgrounds?



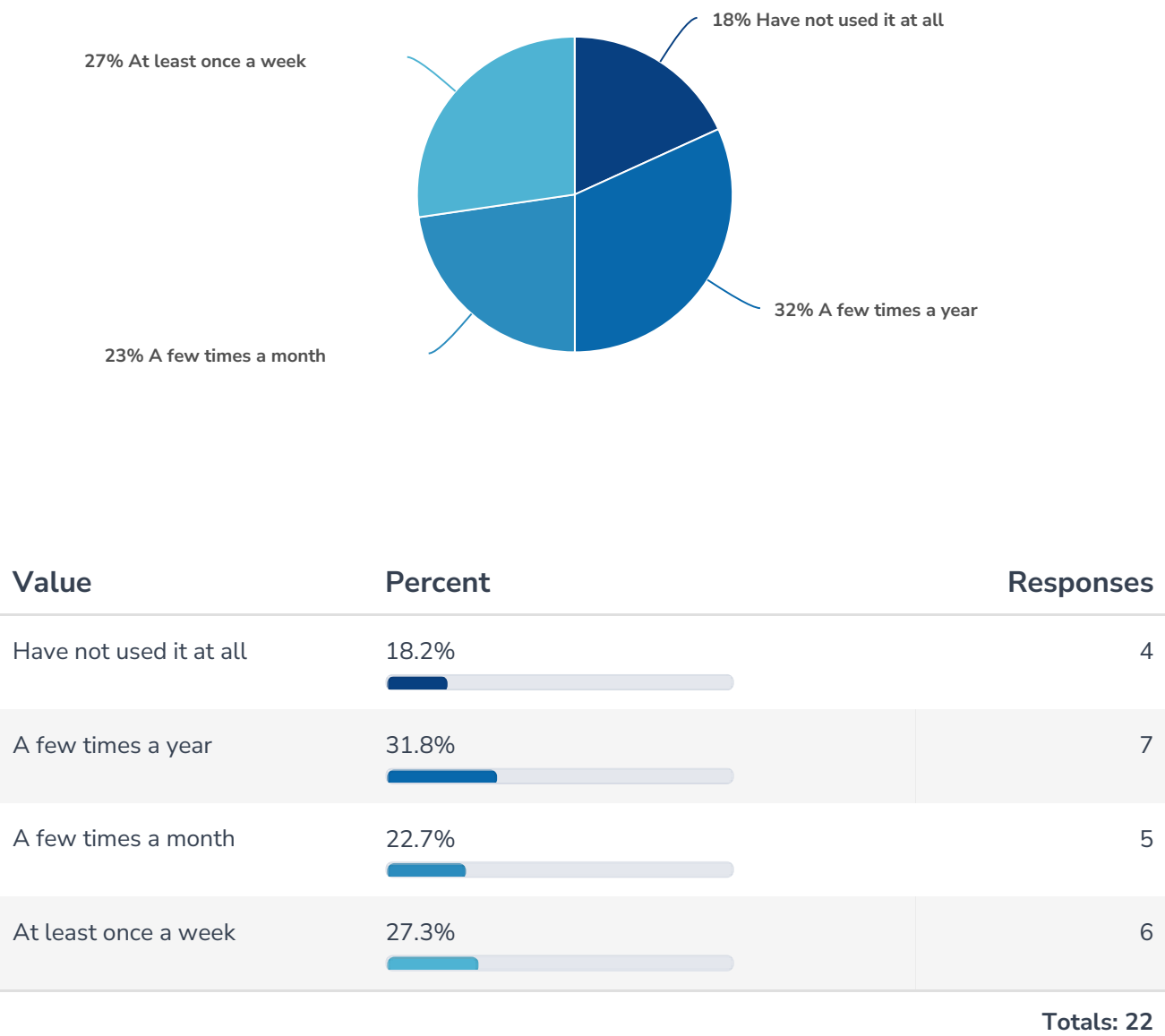
ResponseID	Response
94	It is difficult to host FFA Events at the college or HS
103	Large equestrian events to include spectators
106	No.
107	Wrestling tournaments, district/regional competitions
119	Rick Murr at MCHS would be the best person to talk to about this.
124	No
130	Absolutely, more events could be held locally instead of traveling to nearby counties or the front range.
141	Wyoming rodeo ASSOCIATION CPRA
210	A place to FFA to keep their animals year round like Baggs is building
221	No
228	Indoor arena would grow all events! More ropings/breakaway during the winter
239	concerts

**ResponseID    Response**

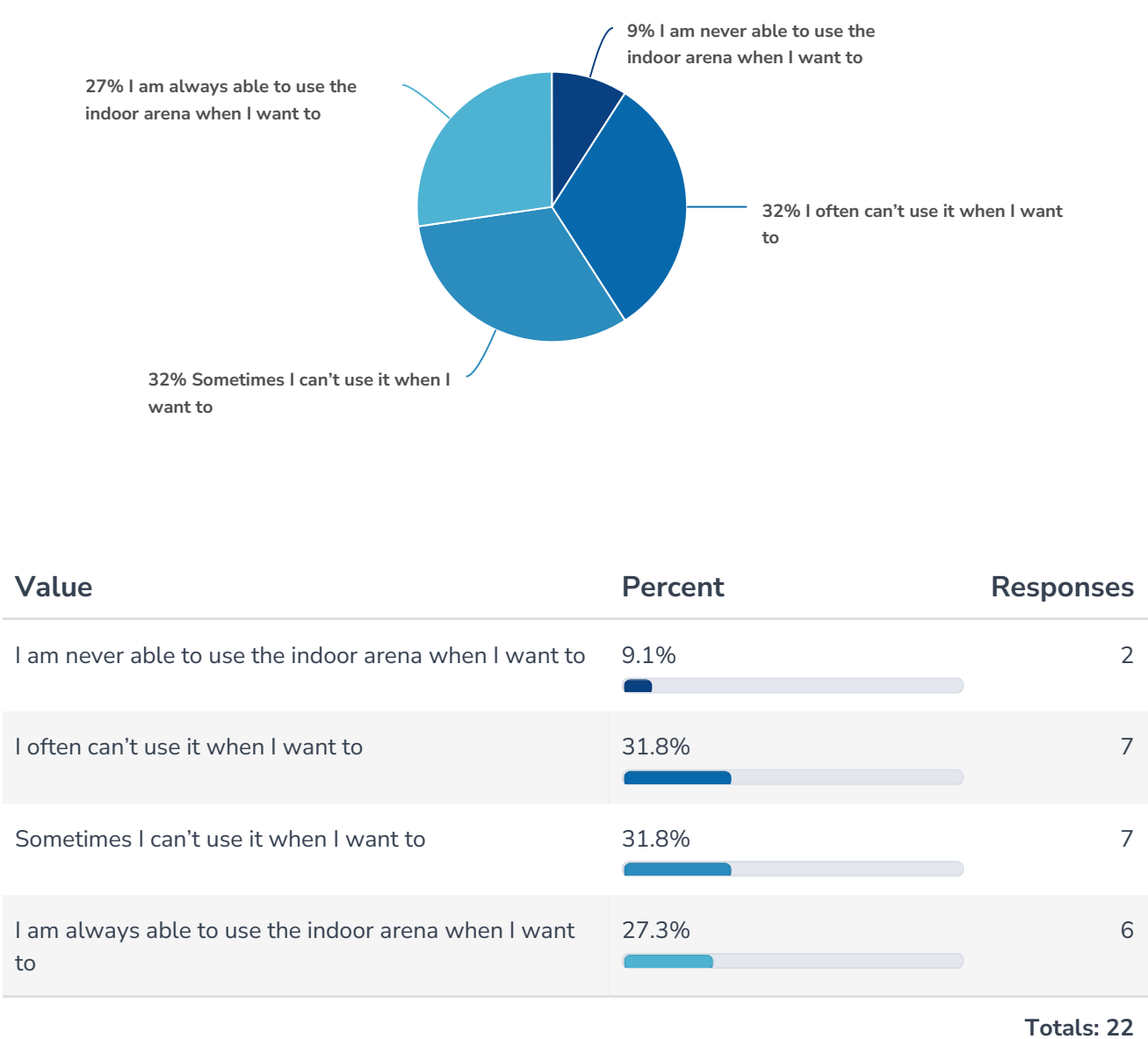
247	Sporting events to expand gym facility capacity of high school
273	More gym space for practices and sporting events are needed
297	Gym space for more sports activities.
299	No
326	Having a location for kids that live within the city limits, to keep fair animals.
333	Robotics program
353	Like meeker sheep dog trials where all the kids go for a field trip. They not only sell pottery but teach the kids how to do it, how to make blankets, and wool, how bees make honey and show them the bees, sheep dog trials. Why doesn't Moffat country do them too? Cattle dog trials would be great! Teach the kids importance of farming. School teaches to much on how farmers are bad because of global warming. See what the kids go on fields trips for and see what we can do here in town for them.
356	No
363	Yes, we don't have area to do big FFA competitions
369	No
373	Not for me personally.
407	No
422	The MCHS Robotics Program would love to utilize the space for district and statewide robotics competitions.
429	No
434	No
460	Yes
465	No
492	Don't know



17. How often do you use the indoor arena?



18. How often have you tried to use the indoor arena and not been able to?



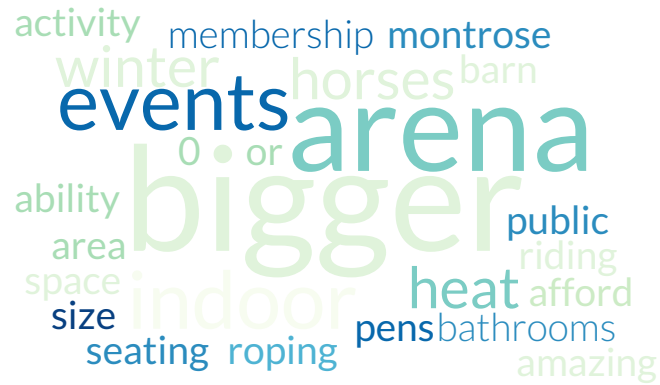
19. If you weren't able to use the indoor arena when you wanted, why were you unable?





ResponseID	Response
103	It is already reserved for certain things on certain days. I have a membership but I cannot bring others there for use
125	Locked or already in use
145	Summer
150	I'm Rio ca Romo member
153	I've never tried to use the indoor for roping. It's too small
172	Rio. Caromo member always am aanle to use
173	To many other riders
184	there was too many people or it was so cold in there it wasnt worth riding in there. so i go to hayden
187	Because you need a membership and the college uses it the times i would want to so I did not renew my leased membership.
214	Too many other people were there & there isn't enough room to accommodate that many people, horses & steers
247	If the ground hasn't been worked after wheeled equipment use members can't rope (hard on horses stopping in packed dirt.)
281	Can't get a Roping club membership
455	schedule conflicts.

20. What improvements to the features and amenities of the indoor arena would you most like to see?

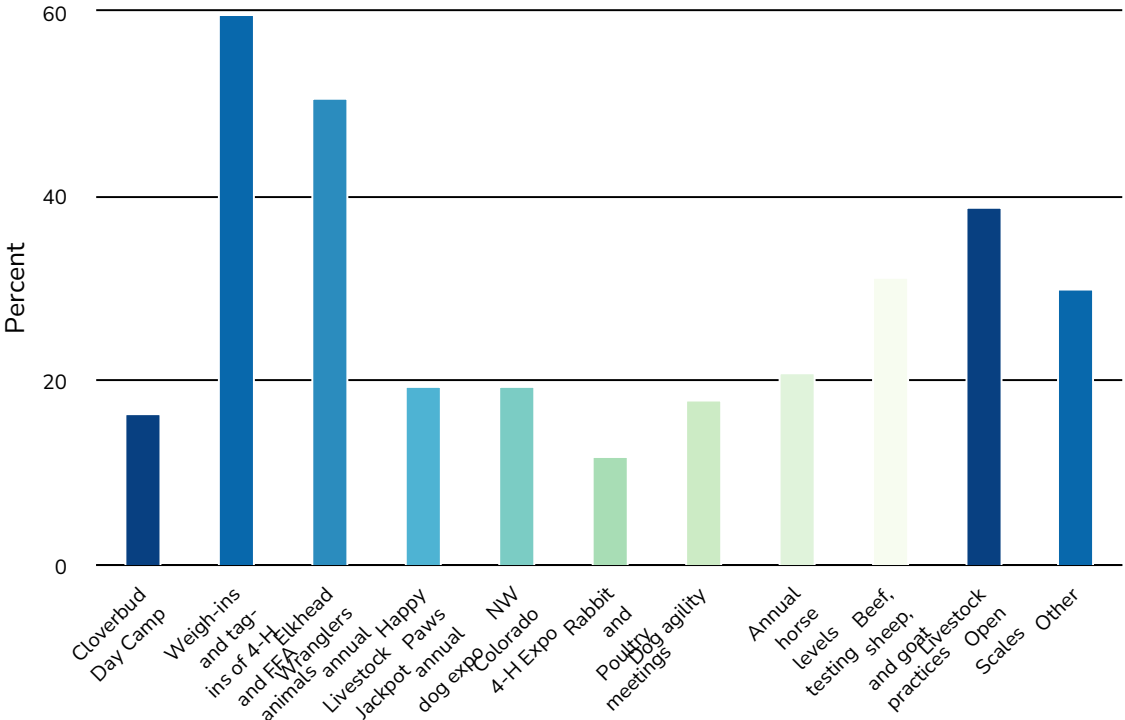


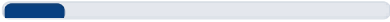
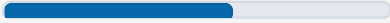

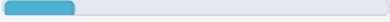
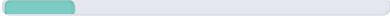
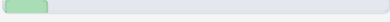
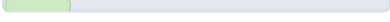
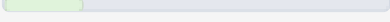
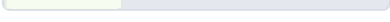
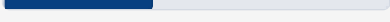
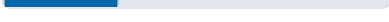
ResponseID	Response
99	Have it bigger with a 150'x250' arena
103	Seating, kitchen and eating space with tables, indoor stalls. Loveland and Montrose are good examples. Meeting rooms for instruction for ppl who have horses and families. Concerts would be great too
125	Watering system for less dust, bigger space for more activity
138	I'd like to see a bigger facility that you could use but I'd also not like to see it so big that you can't afford to use it
145	Size
150	Better bathrooms
153	Full size arena. Be able to have more room inside for sitting with bleachers and bringing horses in. Would be awesome to be able to continue the roping club in the winter or even do other winter events such as barrel races and jackpots.
172	Bathrooms
173	Lager arena with one or two round pens and safer place to tie horses
182	Bigger area for riding, some heat !!! That would make winter events possible
184	bigger arena to hold many events. Montrose event center is amazing.
187	No more membership and move to a completely public barn model like routt county.
193	Public barn vs membership
214	Expansion, heat, seating
247	Ability to host large scale indoor events during winter months. Continued ability to have open and scheduled use times.
281	New bigger indoor roping arena
307	A bigger indoor arena, better holding pens for steers and calves
319	It's to small to team rope in and to small for multiple people to be in riding at once
426	heat
455	Its biggest issue is that the structure is not a clear span structure. Which obviously limits its use.





21. Which 4-H activities or programs do you currently participate in?

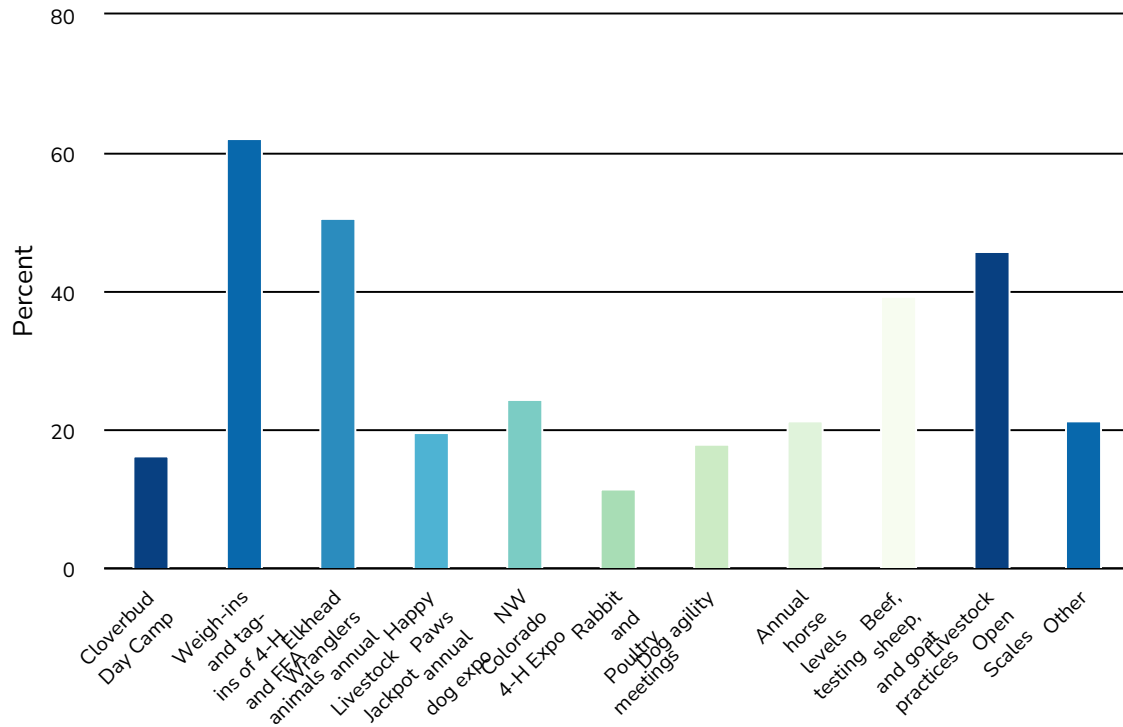


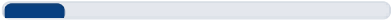
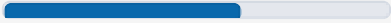

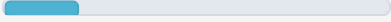
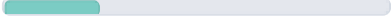
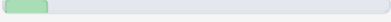
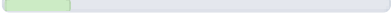
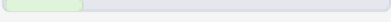
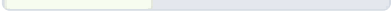
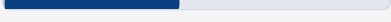
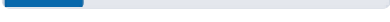
Value	Percent	Responses
Cloverbud Day Camp	16.4% 	11
Weigh-ins and tag-ins of 4-H and FFA animals	59.7% 	40
Elkhead Wranglers annual Livestock Jackpot	50.7% 	34
Happy Paws annual dog expo	19.4% 	13
NW Colorado 4-H Expo	19.4% 	13
Rabbit and Poultry meetings	11.9% 	8
Dog agility	17.9% 	12
Annual horse levels testing	20.9% 	14
Beef, sheep, and goat practices	31.3% 	21
Livestock Open Scales	38.8% 	26
Other	29.9% 	20



Other	Count
Archery	2
Shooting sports	2
4-H Shooting Sports. Archery uses the fairgrounds and would love more space. We use under the grandstands for indoor and we have to use Wyman's property for outdoor. Shawn, Sarah and Cutter Polly or Mick Woodworth (coaches) would be the best to speak to for feedback about 4-H archery at the fairgrounds.	1
4-H horse practice	1
4h Archery	1
4h horse	1
Archery	1
Horse	1
MC Fair shows	1
My neice is fair royalty and attends all things required	1
Riding horses	1
Rodeos	1
Sale foundation board	1
Shotgun	1
Shows	1
air rifle practice	1
Totals	18

22. Which 4-H activities or programs do you currently use the fairgrounds for?

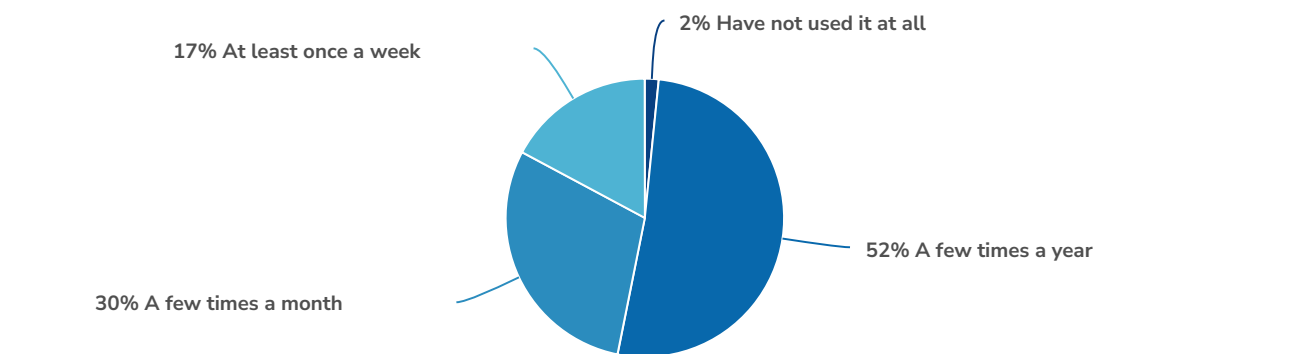


Value	Percent	Responses
Cloverbud Day Camp	16.4% 	10
Weigh-ins and tag-ins of 4-H and FFA animals	62.3% 	38
Elkhead Wranglers annual Livestock Jackpot	50.8% 	31
Happy Paws annual dog expo	19.7% 	12
NW Colorado 4-H Expo	24.6% 	15
Rabbit and Poultry meetings	11.5% 	7
Dog agility	18.0% 	11
Annual horse levels testing	21.3% 	13
Beef, sheep, and goat practices	39.3% 	24
Livestock Open Scales	45.9% 	28
Other	21.3% 	13

Other	Count
4h archery	1
4h horse	1
Air pistol/air rifle	1
Archery	1
Archery	1
Horse	1
Horses- rodeo	1
MC Fair	1
My niece is fair royalty and attends everything required	1
None	1
Riding horses	1
Shooting Sports - Archery	1
Totals	12



23. How often do you typically visit the fairgrounds for these programs?



Value	Percent	Responses
Have not used it at all	1.6%	1
A few times a year	51.6%	33
A few times a month	29.7%	19
At least once a week	17.2%	11

Totals: 64

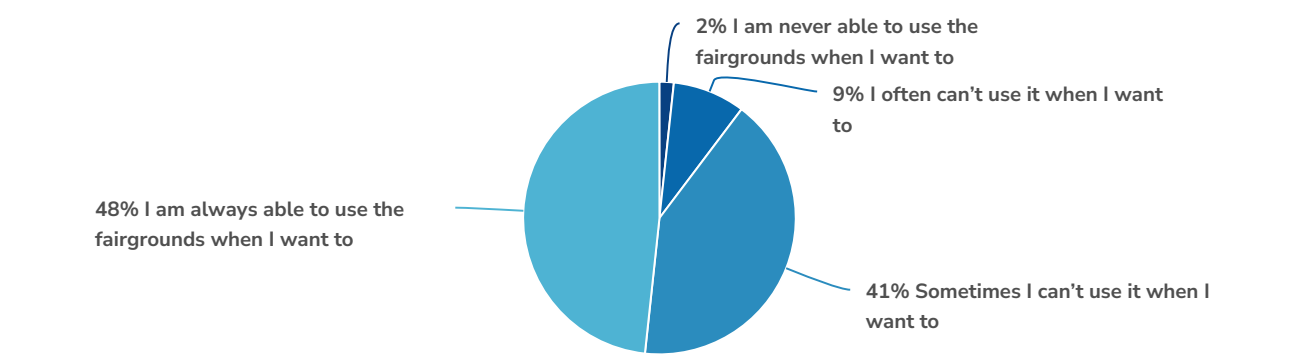
24. Are there other 4-H programs you wish you could do at the fairgrounds but are currently unable? If so, which programs are you unable to use the Fairgrounds for, and why are you unable to use the facility for those programs?



ResponseID	Response
94	Shooting sports practice
96	Washing 4h calves in winter and winter livestock shows. We can't use them because there's no place warm to wash and dry animals
106	No.
107	Additional shows and or livestock expos year round - the barn is too cold to use in winter and the roping club often has it booked. I love the idea of a commercial kitchen/ home ec area. This would provide great learning opportunities for youth and adults. Expanding local food is a big deal right now, so any opportunities for that would benefit community. Could include a community garden and orchard!!
119	I would like to see horse boarding at the fairgrounds. There are kids in town that want to own horses for 4-H, but not zoned to be able to have them. This would solve a big problem for the community in town.
126	4H Dog before the indoor arena opens. Under the grandstands has a horrific echo and scares the dogs,
154	I wish we could access the indoor arena earlier in the year
167	Spring/winter shows. Community barn.

ResponseID	Response
172	Na
173	No
196	I would love to see a space other than under the grandstands for dog training an agility. The echo is horrendous.
206	No
210	None I am aware of
239	archery, shotgun, and 22
270	Cooking cake decorating Sewing class No classroom the facility is booked almost every weekend and a lot in the weekdays a very busy facility just not big enough
297	Archery (no range)
308	I host the kirk stierwalt clinic and also host a 2 day beef jackpot and bring in about 60 to 80 beef to use a facility
313	I don't think so
344	More horseback riding opportunities
424	I'm not in 4h, but my niece is fair royalty and she attends everything and really enjoys it.
463	indoor .22 shooting range.

25. How often have you tried to use the fairgrounds for 4-H-related programs and activities and not been able to?

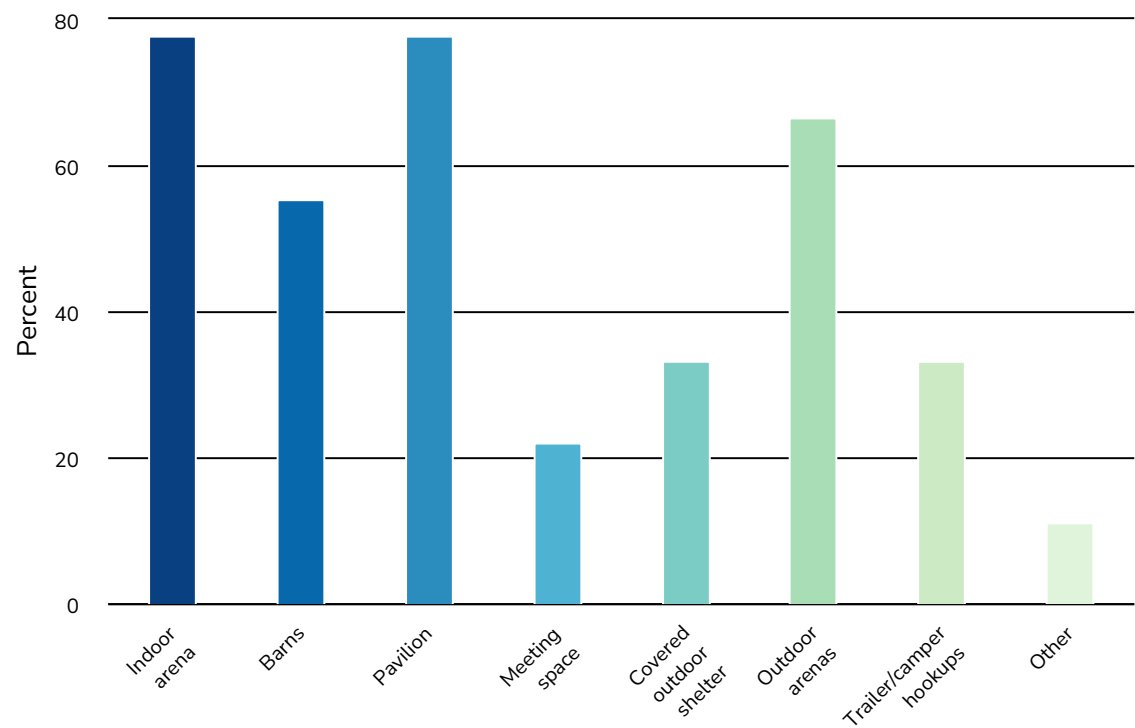


Value	Percent	Responses
I am never able to use the fairgrounds when I want to	1.7%	1
I often can't use it when I want to	8.6%	5
Sometimes I can't use it when I want to	41.4%	24
I am always able to use the fairgrounds when I want to	48.3%	28

Totals: 58



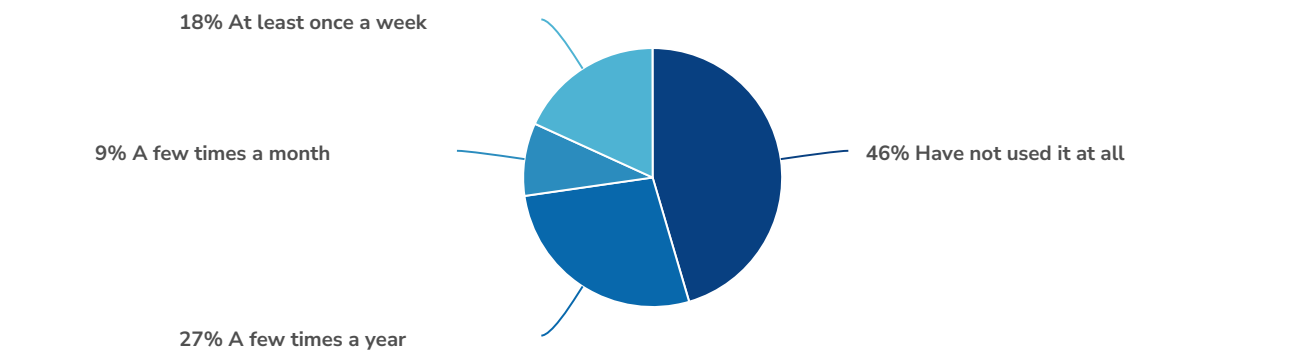
26. What spaces at the fairgrounds do you currently use?



Value	Percent	Responses
Indoor arena	77.8%	7
Barns	55.6%	5
Pavilion	77.8%	7
Meeting space	22.2%	2
Covered outdoor shelter	33.3%	3
Outdoor arenas	66.7%	6
Trailer/camper hookups	33.3%	3
Other	11.1%	1

Other	Count
Stalls	1
Totals	1

27. How often do you typically use the fairgrounds for CNCC-related programs or activities?



Value	Percent	Responses
Have not used it at all	45.5% <div><div></div></div>	5
A few times a year	27.3% <div><div></div></div>	3
A few times a month	9.1% <div><div></div></div>	1
At least once a week	18.2% <div><div></div></div>	2

Totals: 11

28. Are there other amenities you wish were available at the fairgrounds?



ResponseID	Response
------------	----------

103	Larger arena, better stalls, large seating for bigger events, large kitchen and concession, meeting rooms for equestrian ppl.
-----	---

126	More covered stalls, indoor rough stock practice venue
-----	--

141	Updated bathrooms / more
-----	--------------------------

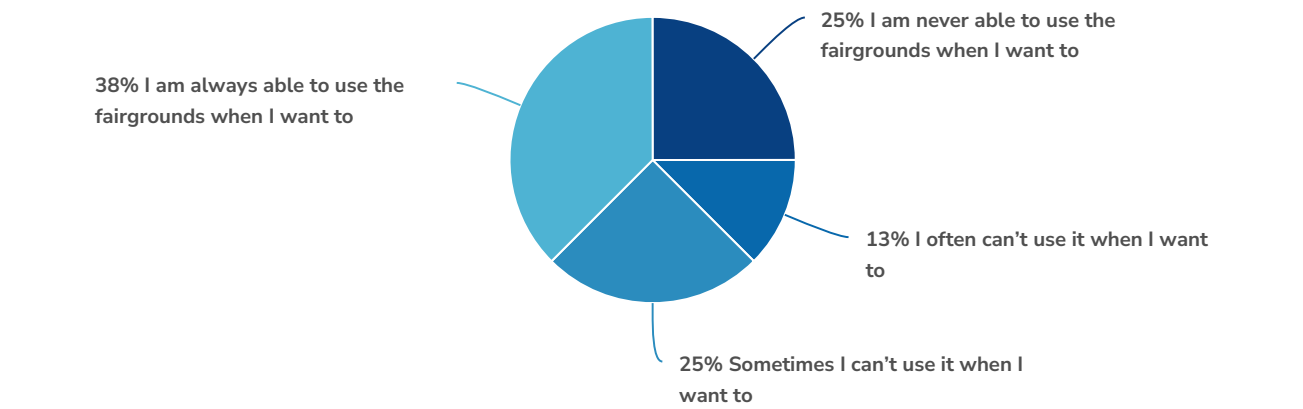
184	gym space because there isnt enough for kids to play sports .
-----	---

210	Meeting space
-----	---------------

344	More meeting space
-----	--------------------



29. How often have you tried to use the fairgrounds for CNCC-related programs and activities and not been able to?



Value	Percent	Responses
I am never able to use the fairgrounds when I want to	25.0% <div><div></div></div>	2
I often can't use it when I want to	12.5% <div><div></div></div>	1
Sometimes I can't use it when I want to	25.0% <div><div></div></div>	2
I am always able to use the fairgrounds when I want to	37.5% <div><div></div></div>	3

Totals: 8

30. Is there anything else you would like to share with us about the Moffat County Fairgrounds or this project?



## ResponseID Response

103	The economic impact of large equestrian events is proven in towns like Montrose. Our winters are long and raising families with farm animals and a place to go to learn and compete with them is beneficial. Large events in this kind of facility can improve our tourism and bring ppl together. It's a no brainer!!
106	I think it's a good idea.
107	Very excited for the opportunity for Craig. Thinking of the amount of expos and events that could be hosted - wildlife, outdoor recreation, livestock and horse, garden and food etc. A commercial kitchen could be a place for small businesses to launch. Keeping a smaller area available like the pavilion (but better) for weddings, meetings and parties is a must!!
110	Is this the best use of available funds? Shouldn't the focus be on recruiting a year round, consistent revenue source such as businesses, trade schools, or quality post secondary education with student housing. This is a significant investment with significant risk. Hopefully the feasibility study learns from the City of Broomfield and its 1stBank Center debacle. It would appear we are building a center for a small percent of the population. Funny how the county ignored the majority of the citizens by dismissing the recreation center discussions (the vocal minority outweighed the will of the majority). Maybe the tail is wagging the dog. I think efforts would be better spent trying to leverage the available capital to attract industries. Secure employment for the coal related jobs that will be lost, then explore amenities. Replacing lost jobs a need. Building an event center a want. Focus on the needs.
114	I am also involved in the Cattlwomen 4th Grade Ag Day . Bill has done an amazing job keeping up the fairgrounds. But a newer facility would be nice.

## ResponseID Response

115 I'd like you to keep the pavilion as part of the facility

119 Thanks for looking into this opportunity. We would like to bring back events from the past and celebrate Western heritage more. Please use the space more in line with Western Slope interests and less Front Range interests. More Hunting/trapping, OHV, rodeo, trapper rendezvous, and demolition derby type events would be great! One of the neatest events we attended there was the draft horse races. I would also like to see the space tied to students in the community. More educational events. The sky is the limit to use that space to help educate kids. You could partner with the school and involve them in your marketing, ticket sales, groundskeeper, events, FFA can build items you need to make the space unique. Let the youth add personal touches to the space, so they find joy in the space. Just a thought. The adults don't have to do everything!

120 Our fairgrounds needs updated. And bigger spaces for events and expos. Indoor vendor events. Concert venues need a better area. All this would bring money into the city and county.

123 No

124 No

125 I think this is a good opportunity of growth for the community, and the amenities can be used by everyone, and not just the agricultural community.

126 A nice barn area for rabbits and Poultry for fair, not a greenhouse that the kids have to clean themselves and that the temp is hard to control when it is hot outside.

129 We currently have an extremely nice fairgrounds compared to a lot of other towns. My family and I have been and are still active in ag related activities, as well as, other activities held at n the pavilion. While I agree that a new event center would be great, I would ask that the current pavilion remain intact and not be torn down. It is a historic building and should remain. Also, I would want to know how this project will be funded before I could give my full support. In the current economy, I would be hard pressed to support any more taxes. I'm certainly not against the project but would definitely need some clarification on the project. Thank you.

130 In favor of an upgrade!!!

135 I feel that this proposal is not within the scope of the best financial options for the county as a whole.

137 DO NOT, under any circumstances, remove or ruin the historical pavilion. It is a valuable part of this area's history and the folks who have made Moffat County a wonderful place to live deserve to be honored by RESPECTING this living monument.

141 If done right this could be the newly of NWCO

142 Looking forward to seeing the model

## ResponseID Response

- |     |  |
|-----|--|
| 148 | I would like to see Moffat County develop indoor meeting or event space in town, to help support local businesses and visitor oriented activities. The fairgrounds is ideal for large outdoor events but isn't well-situated for conferences or other events.  |
| 167 | A new facility would be a wonderful asset to the community!  |
| 172 | As a Rio caromo member I don't want to loose my membership access to the indoor arena I had to pay for   |
| 173 | Our outdoor arena is known for how good the ground is and set up and should not be replaced. If the indoor arena is going to be removed than all members need to be reimbursed for their membership fees   |
| 178 | I think the fairgrounds has the potential to bring events and promote Moffat County. Currentlty it is old and run down, the livestock barn is outlived its usefulness. I would suggest looking at event centers like Casper Wyo has, we need a center that we can not only be proud of but bring events and event participants to Moffat County, especially with the power plants and coal mines set to close.   |
| 181 | I use the facility a couple of times a year. I like the easy access, the parking and the room! It all just needs updated or replaced! An event center would be an amazing addition to our community.   |
| 182 | I feel a newer facility would be very beneficial to all groups of the community  |
| 184 | it is well kept and we are lucky to have that outdoor arena space with the amount of parking we have.  |
| 186 | I believe that with some improvements, such as an improved indoor arena, to the facilities around the fairgrounds there could be an increase draw for larger events to be held and draw in new business and activities to utilize the fairgrounds. It would also hold the potential to host larger events, such as the high school rodeo state finals, and draw in more events of this caliber which bring in the large business to the community  |
| 187 | I am sad to see Bill retire. Kyler has some big shoes to fill and I truly hope he fills them and makes them bigger with new projects and opportunities to utilize the fairgrounds.   |
| 191 | I think an events center is a great idea!  |
| 195 | Having a large space for livestock shows would be amazing!   |
| 196 | My family has been using the fairgrounds for 30 years and continues to use it. We've had some great times and memories there, but pretty much everything on the fairgrounds is past it's prime. I'm all for updating/upgrading. I know it'll cost. Preparing for the future usually does. Just a side note, if there was a way to incorporate some type of recreational facility, that would be awesome. Kill two birds with one stone. I'm tired of spending my money in Meeker. As the saying goes, if you build it, they will come. |



## ResponseID Response

198	I think this project would be great for the community for the town and most of all for the people and the kids of this community
199	Would just love clarification to what this event center will be used for. Is it for the local community to hold events or is it going to be used to bring in outside conferences, etc? And if it is the latter with this space also include a hotel for visitors to stay? Who will run this event center? How many jobs will it create?
200	Need better parking
203	I think this would be a massive stepping stone to helping kids get involved with 4H. A lot of the kids I talk to can't show livestock because there is no where to house their animals. If we improve the fairground maybe one day we could have a community barn as well.
206	Swine barn needs water system not good having hot water that is in the sun for pigs. We need WiFi so we can stream shows and the sale. Also need a better sounds system and help with electronics
210	A concert venue would be great. Updates livestock barns. More hook ups for fair.
211	An indoor arena for the public would be very nice. Not being able to use the indoor arena without a membership is a bummer for a lot of people that would like to ride during the winter months.
213	Very needed for community and believe it would be sustainable with proper planning and management.
214	It's a much needed facility for our community-not only used for agriculture either. Montrose holds so many events at theirs we are really missing out on revenue.
219	No
221	There is a need for more indoor winter athletic/exercise opportunities. Also, there are very limited spaces for banquets or fundraising dinners for more than 150 people in our community.
228	I strongly think we NEED this.... This would help our community grow from horses to dirt bikes to renting rooms for business... please bring this to Moffat county
230	thank you for hosting so many Colorado JR High and High School rodeos
232	We enjoy coming to Craig 3 times a year for high school rodeo. Thank you for all you do! The fairgrounds are great; the only comment I can make would be that there could be more permanent covered stalls.
233	Love your fairgrounds —. More hookups, better and more horse stalls

## ResponseID Response

236	Make sure the heaters are not just in the walk way. Contact the Lazy E for suggestions as well!
239	its too small of space... you should seriously consider moving it to loudy. I think that east end of town is too far from hotels and restaurants and has no parking. you need a bigger property to develop. fairgrounds is too small for the future...
244	We do not have the demand for an event center and the fairgrounds is not located in a good place. We need other amenities first like a rec center . Fix our schools and clean up downtown before building new.
245	The fairgrounds is a very convenient area for events drawing more traffic from the main highway. Anything you do would be a improvement for events.
249	My daughter is in gymnastics at Rising Star, and we travel for competitions. We don't have a facility in Craig currently that is big enough to host a gymnastics competition. It would be amazing if the new facility could accommodate this. We are traveling to the regional meet at the Arapahoe County Fairgrounds in May.
250	Good luck! I think between Moffat County Fairgrounds and Loudy Simpson. We can certainly use more venue space.
255	There are two event centers on the front range that are closing. Moffat County and Craig does not have the amenities to have 5000 people flood the town. Really the 275 grand used for this feasibility study was a huge waste of money that could have been used elsewhere.
258	Would be great to have space to be able to host gymnastics competitions
259	Rising Star YTC would love to be able to host gymnastics meets in Craig! As of now there is no location suitable.
270	We need a bigger facility to be able to host more events for Moffat county
273	Hope this project works out! New facilities are needed and would open up so many possibilities for our community!
280	I believe the fairgrounds should be a place for everyone to enjoy and be able to participate. Unfortunately, a large population of Moffat County cannot afford to participate in rodeo events. When attending a rodeo, it feels like it's only a few families year after year that participate. I question if we should be spending a lot of money on a facility that only a few use year round. I'm also concerned about maintenance. Moffat County doesn't have a good track record when it comes to maintaining facilities, such as the old court house, Loudy Simpson, fairgrounds, and golf course.
282	The fair grounds building is getting old and needs a face lift.
283	Multi-purpose. There is more to Moffat County than rodeo and livestock.

## ResponseID Response

289	We need a new barn.
290	Craig has a great community. The esthetics are lacking, visual charm is what needs to be addressed. Green space - grass, flowers, trees. Somewhere and something for young adults to go and do as they transition.
291	When these facilities are built they go to big and are out of place in communities they lose the small town feeling It changes what the uses start out to be
292	Ground safety is key for rodeo and equestrian events. The arena and track set up, with the warm up arena as a second competition space, are key. Please keep that functionality in the plan for any improvements!
296	Love this place - keep up the good work. High School Rodeos are always a hit with the family.
297	No
298	I think we have more important uses for our tax dollars. The current facility seems sufficient for our community. We're about to lose our biggest property tax contributor, so I think we should avoid big expenses on something like a convention center. I hope this will require a ballot initiative, so the community gets to vote on it. Honestly, the BOCC wouldn't allow the rec center initiative to even make the ballot. I doubt I would have voted for the rec center, but the BOCC took that right to decide away from its citizens.
299	No
300	Make it easy to park by paving the parking lot
303	You have the most well maintained facility in the state, me Sixkiller does a great job!
308	If it had a bigger indoor barn with indoor wash racks I would use it at least 10x a winter plus bring people into town with my beef clinic and jackpots
310	I do not want Whittle The Wood to come back to the Fairgrounds . Parking was an issue and did not enjoy sitting and dancing in the dirt !
313	It would be nice to have an all inclusive barn for vendors and exhibitors of all animal classes.
323	Too much dust at the fairgrounds. Grass is much better. Thanks for all the hard work you do for the events! They really wonderful!
325	Parking should Be addressed Appreciate consideration to upgrading the facilities for our community.
331	We have so many clubs/teams that travel for competitions and never get that chance for hosting and compete in front of a home crowd.

## ResponseID Response

337	They should build something like western park in vernal Utah
341	We are grateful that the Craig/ moffatt county community have been so gracious and welcoming for the CSHSRA rodeos and we hope to continue using your facilities in the future!
344	It would be great for the community
347	I think having a large facility is a wonderful idea!
349	It is a beautiful facility and has potential to be improved for the benefit of many people and uses.
353	Steamboat sells \$20 plates at the rodeo with brisket and stuff for supper. People get hungry VFW might be able to get involved make burgers and hot dogs, good nachos. Ice carving competition with music, fun lights, hot cocoa for sale. With a glow dance competition, with bob sled racing.
354	not sure that a large events center will be a big "draw".
355	I think the community would benefit from a recreation center with an indoor pool much more than this event center. There are very limited things to do in the winter months, which are very long here in NWCO. A recreation center would be an economic benefit as well as it could provide space to host various events.
356	No
357	Broomfield tried an event center, and it went bankrupt. The amount of events that you would have to host just to pay for the heating and cooling alone for the building is unobtainable in Northwest Colorado. I feel the money would benefit the community better building a swimming pool/recreation facility!!!!
358	It would be nice to be able to use the indoor arena
360	Denver just closed many large event centers. This is not the way of the future. An indoor pool facility is what this town needs. Please stop spending public money on your personal agendas.
363	Our sale barn needs updated or rebuilt
369	no
372	I would like to see more concerts in my area. I travel to steamboat often to see some acts. I don't know all that goes into planning these, but it seems to me that we could bring those acts in as well.
375	update the buildings.

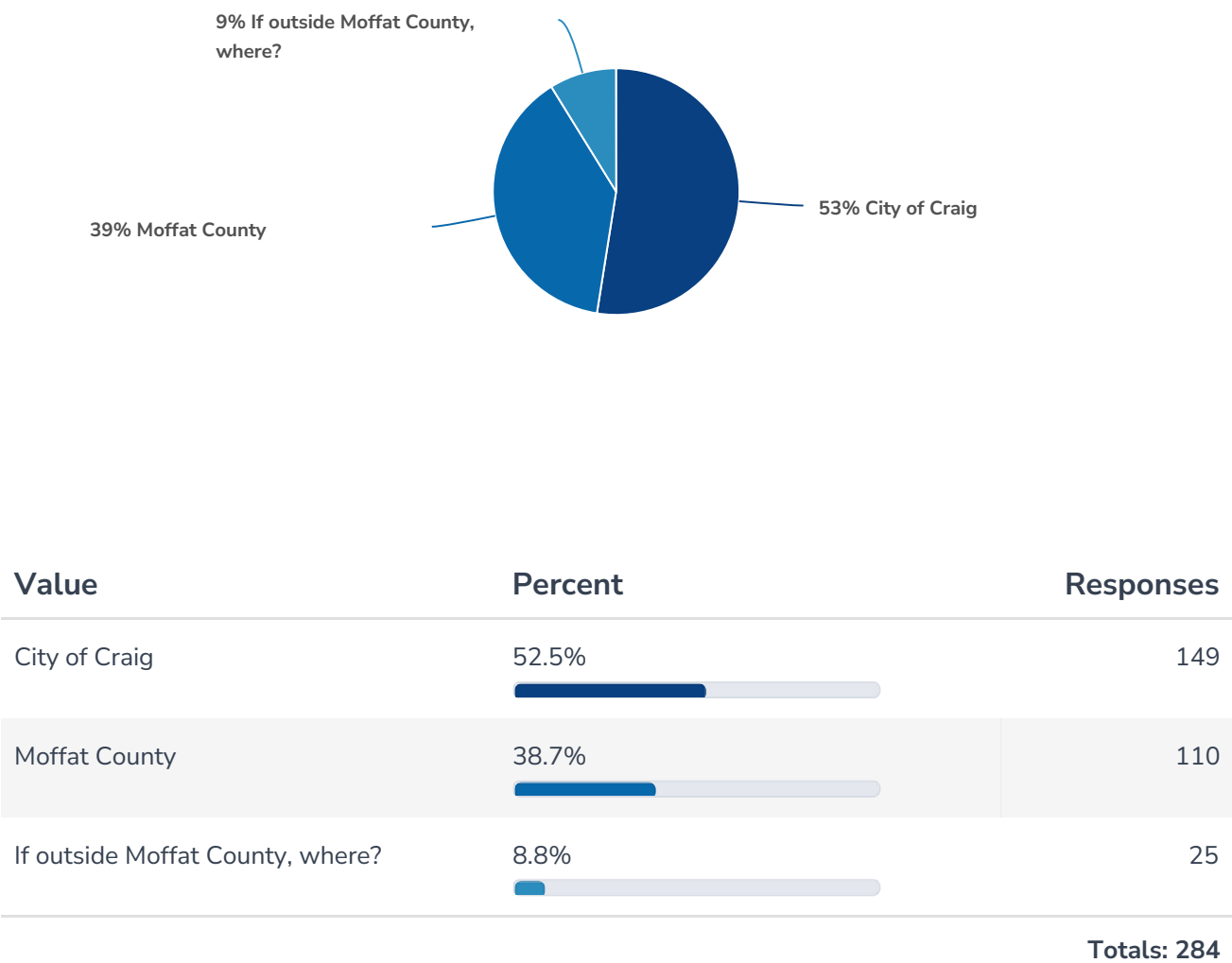


ResponseID	Response
383	I think there needs to be better communication of what the fairgrounds have to offer. I've been in Craig 20 yrs and haven't heard any advertising of what the area can do or handle
388	I like your facilities. Thank you for the friendliness, cleanliness and showers!
390	NO MORE TAXES
394	No
397	Absolutely, no new taxes and no mill levy's. We are taxed enough
398	How will this be funded? You all were pretty quick to shoot down the Rec Center on behalf of the community .....
401	Would love an event space to be able to hold gymnastics meets, other indoor sporting events, dance, concerts, etc. that are not associated with the school district.
407	No i think the fair grounds are fine. We need a rec center.
421	There is not a convenient way to travel to Craig from the airport. There are no convenient ways to travel within the city limits without a personal vehicle. There are not a lot of places to stay when you do get here, and we lack a lot of other amenities that would compel folks to convene in Craig.
424	I wish that we could get the community together more. The parking gets tight. So I wish that we could have a place to park and have shuttles to bring people to the fairgrounds. I would love to help shuttle.
427	If this is to be tax-supported then it is simply out of the question. We are already being taxed to death. I realize not all of it is local taxes, but tax is tax and personal money only goes so far.
428	Craig and Moffat County need a "Rec Center" I fully support this endeavor
429	No
431	A permanent music venue
432	Moffat county needs things other than only ag for people to do. I have no idea if this will include those things but here's some ideas of what Craig needs. Small business support, rec center, indoor basketball and tennis courts, pool, affordable gyms, less abandoned buildings maybe buildi g owners should be forced to sell buildings for what they are worth when abandoned and not inflated prices. A mall that's not empty. Saving money for when it loses all of its revenue from the power plant instead of waiting it on stupid stuff like feasibility studies. An industry park. If Vernal can have all of these stores like Lowes and Ross why can't Craig?? We are literally almost the same size. Craig needs a economic development team that can actually economically develop.

## ResponseID Response

437	We need better things to do with family besides nothing the town offers
441	Thanks for engaging the community! Excited to see where this goes.
446	Please do not tear down the indoor roping arena. Moffat County needs an area where roping and riding horses inside can be done.
457	I really would like to see more public-use facilities added to the fairgrounds - I'm all for anything that offers enrichment opportunities for Moffat County residents.
461	This seems to be a very singular focused questionnaire rather than actually having input on an event space in Moffat County, the fairgrounds provide ample amounts of opportunities for our area and considering the size of our population seems to do the job just fine. What was the purpose of this questionnaire if it wasn't to identify if the community actually WANTS something more in terms of an event center/space. This was a very unhelpful survey that gives VERY one sided responses for a VERY large budget.
466	Keep in mind things that other organizations in town are doing (commercial kitchen at the chamber) - can Craig sustain multiple of the same thing?
473	I liked to see the Ski events to come to town for winter fun!
477	If designing an indoor arena, please make the arena large enough to have a track and an arena. One of the reasons we love Rodeos at Craig is because you can see all events in every arena or track from the grandstands. It would be nice to have the warmup arena inside too. However, the important thing for spectators and elderly is to not miss seeing there contestants because the facility is not big enough to house the arena to hold everything.
478	Build Community Gatherings Places that are used by all.. young and old.
480	Moffat county should use its funds for the long term. Jobs are ending here, should use the money for other things in the near future. Power plant shuts down how long untill moffst County goes back to being unincorporated.
487	Make it a reason to visit Moffat County. The area is dying. I'm sick of hearing that everything should be free. If you create value, people will come & they will pay.
492	No

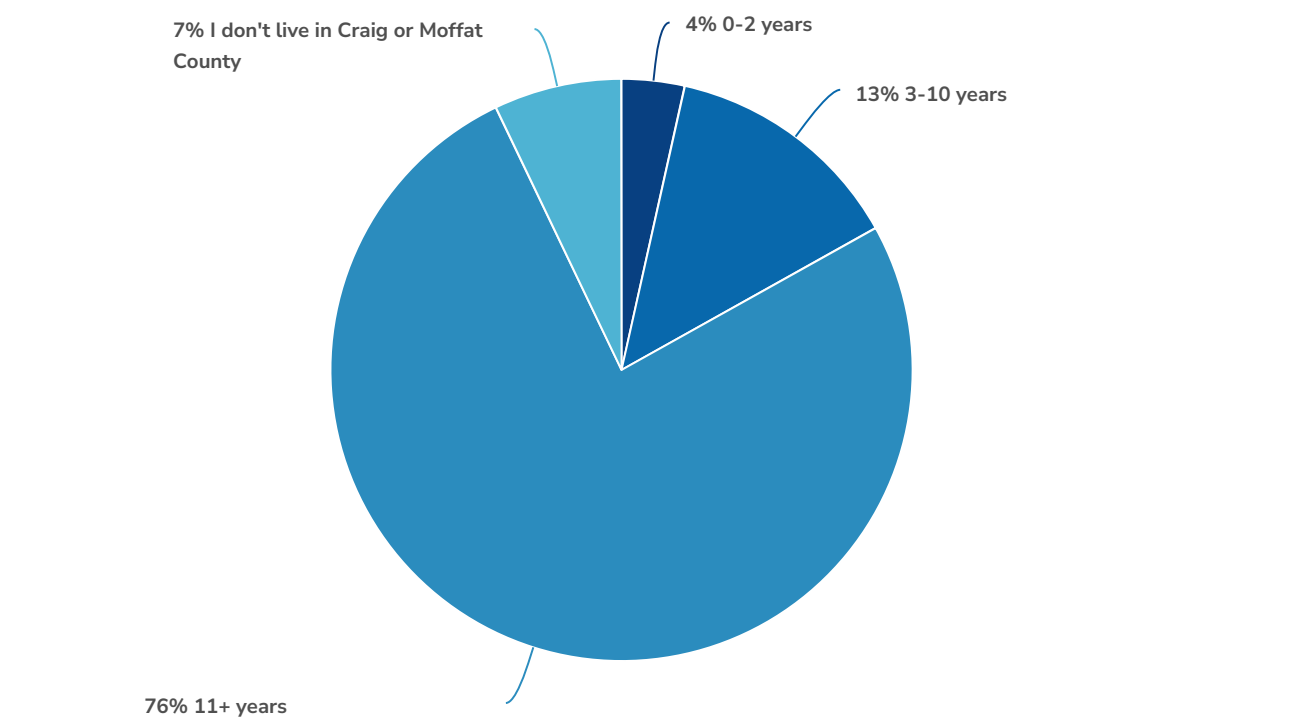
31. Where do you currently live?



If outside Moffat County, where?	Count
Delta county	2
Routt	2
Broomfield Colorado	1
Cedaredge	1
Colorado	1
Cortez co	1
Elbert county	1
Fort Collins	1
Garfield County	1
Garfield County	1
Hayden	1
Hudson	1
Kiowa	1
La Junta	1
La Plata County	1
Larimer County	1
Northern Colorado	1
Parker, co	1
Rifle	1
Routt County	1
Weld county	1
park	1
Totals	24



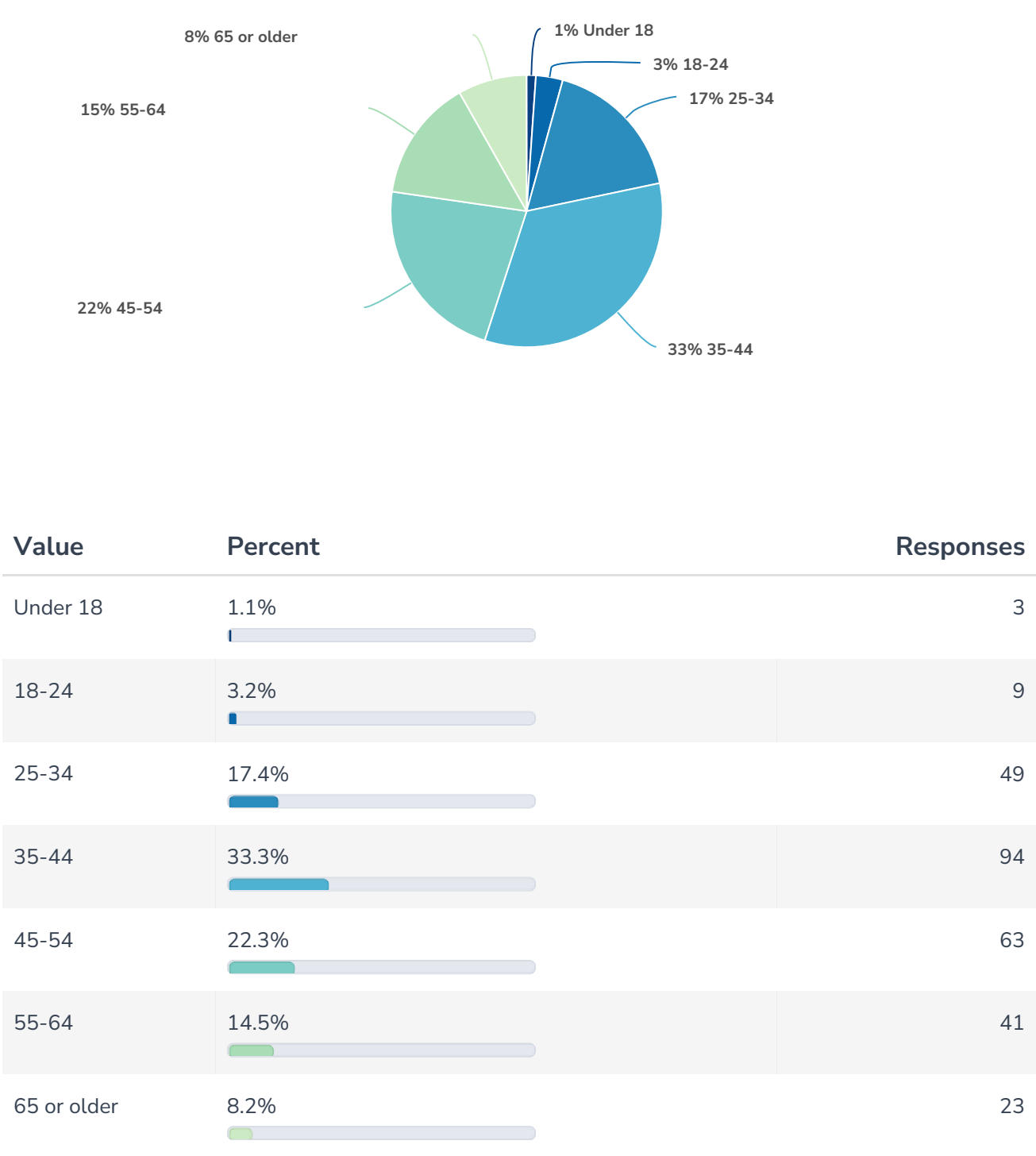
32. How long have you lived here?



Value	Percent	Responses
0-2 years	3.5%	10
3-10 years	13.4%	38
11+ years	76.0%	215
I don't live in Craig or Moffat County	7.1%	20

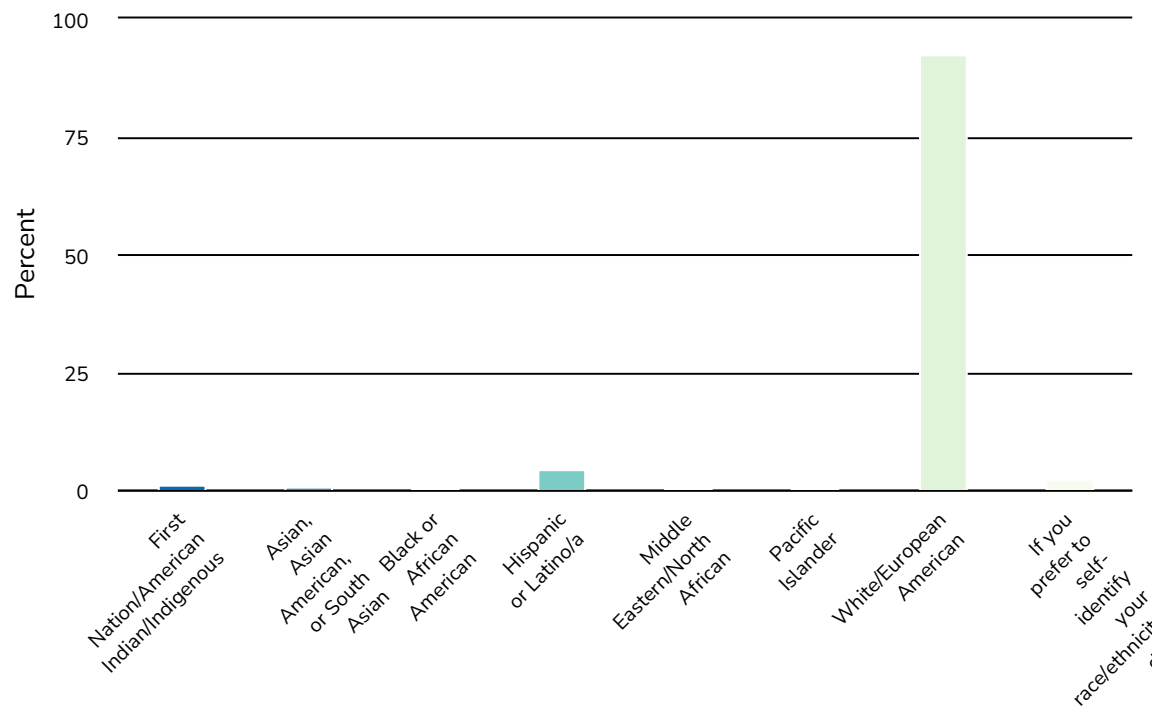
Totals: 283

33. What is your age?



Totals: 282

34. Which of the following describes your race or ethnic identity? Select all that may apply.

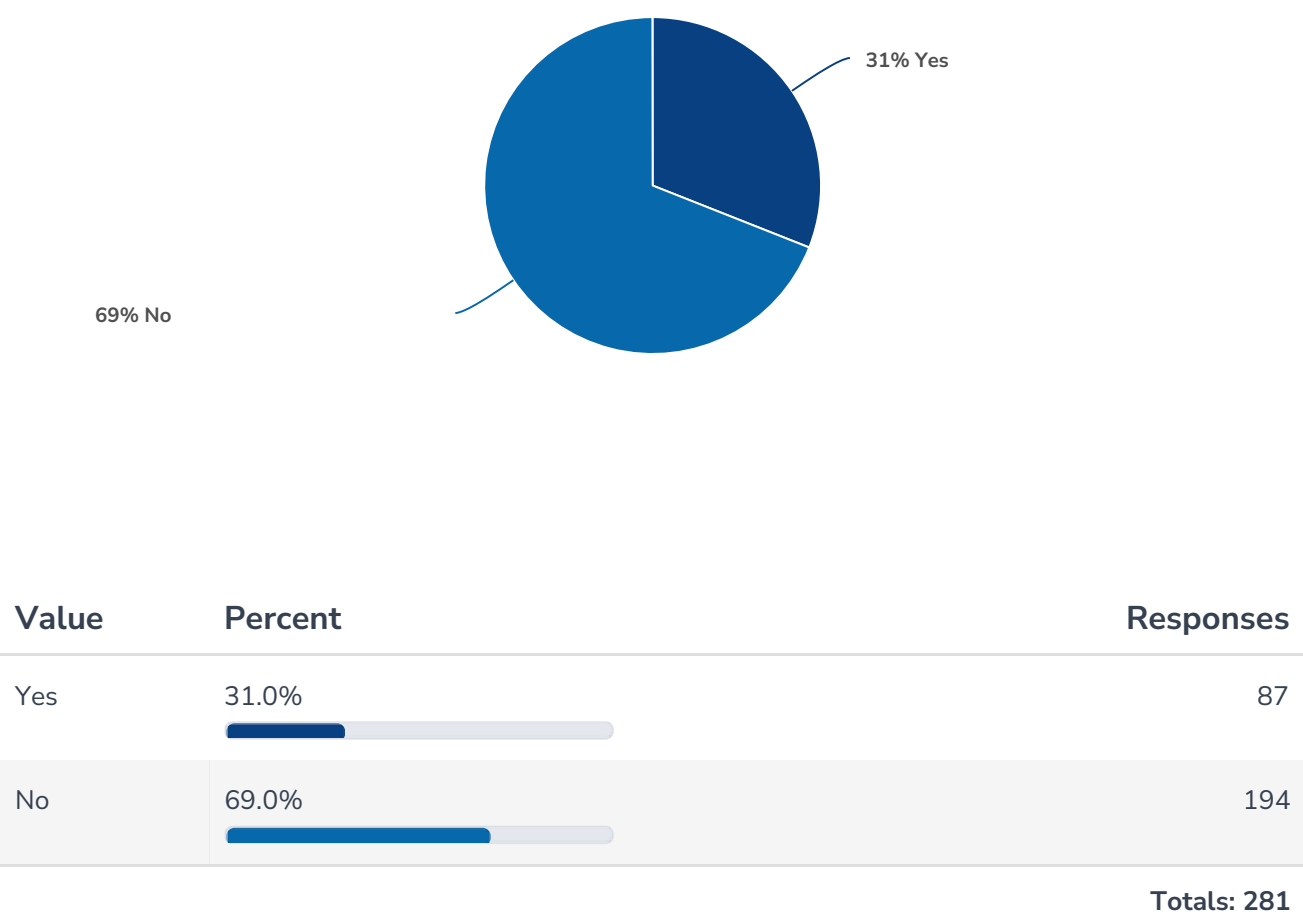


Value	Percent	Responses
First Nation/American Indian/Indigenous	1.1%	3
Asian, Asian American, or South Asian	0.7%	2
Black or African American	0.4%	1
Hispanic or Latino/a	4.4%	12
Middle Eastern/North African	0.4%	1
Pacific Islander	0.4%	1
White/European American	92.6%	251
If you prefer to self-identify your race/ethnicity, do so here:	2.6%	7

If you prefer to self-identify your race/ethnicity, do so here:	Count
American	1
N/a	1
None of your business	1
Totals	3



35. Would you like to receive email updates regarding the Moffat County Fairgrounds Multi-Use Event Center project?



# Appendix B



**JOHNSON**  
CONSULTING



CDSmith

CUMMING  
GROUP





# Moffat County Fairgrounds Rev 9

Masterplan  
October 3, 2024

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## CUMMING GROUP

TABLE OF CONTENTS

<b>Section 1   Project Introduction</b>		<b>Section 4   Construction Cost Back Up</b>	
Section 1.1   Summary	3	Section 4.1   Construction Detail	7
<b>Section 2   Cost Summaries</b>		<b>Section 5   Assumptions</b>	
Section 2.1   Dashboard	4	Section 5.1   Scope Assumptions	10
Section 2.2   Elemental Summary	5		
<b>Section 3   Control Areas</b>			
Section 3.1   Controls	6		



## Section 1.1 | Summary

### 1.1 Introduction

This estimate has been prepared, pursuant to an agreement between CHJC and Cumming, for the purpose of establishing a probable cost of construction at the master plan stage. The project scope encompasses the construction of new buildings, and various site improvements.

### 1.2 Cost Estimation Breakdown

The total estimated construction cost within our cost report is summarized below:

Element	Phase 1 - Total \$	Phase 2 - Total \$	Phase 3 - Total \$	Total \$
Buildings	\$37,850,568	\$12,417,718	\$0	\$50,268,333
Site	\$11,918,922	\$16,865,060	\$4,242,603	\$33,026,539
<b>Total Estimated Construction Cost (Today's \$)</b>	<b>\$49,769,490</b>	<b>\$29,282,779</b>	<b>\$4,242,603</b>	<b>\$83,294,871</b>
Escalation	\$1,482,260	\$2,043,426	\$465,764	\$2,480,730
<b>Total Estimated Construction Cost (Escalated)</b>	<b>\$51,251,750</b>	<b>\$31,326,204</b>	<b>\$4,708,367</b>	<b>\$85,775,601</b>
FF&E Allowance	\$3,310,000	\$500,000	\$200,000	\$4,010,000

The project totals stated above are inclusive of all general requirements & conditions, insurances, fee, and design contingency.

Section 2.1 | Dashboard

Total Elemental Summary						
Ref	Element	Phase 1	Phase 2	Phase 3	Total	
1	Demolition & Site Prep	\$456,626	\$1,959,038	\$500,848	\$2,916,512	\$ 11 / ft²
2	New Buildings & Structures	\$27,820,939	\$11,406,735	\$422,945	\$39,650,618	\$ 150 / ft²
3	Hard Scapes	\$1,713,336	\$3,403,975	\$1,587,353	\$6,704,664	\$ 25 / ft²
4	Soft Landscaping	\$962,342	\$125,667	\$0	\$1,088,009	\$ 4 / ft²
5	Site Fixtures, Fittings & Furnishings	\$1,255,828	\$320,728	\$0	\$1,576,556	\$ 6 / ft²
6	Site Lighting	\$537,500	\$322,500	\$215,000	\$1,075,000	\$ 4 / ft²
7	Utilities	\$3,262,120	\$3,647,720	\$343,360	\$7,253,200	\$ 28 / ft²
Sub-Total		\$36,008,690	\$21,186,363	\$3,069,507	\$60,264,559	\$ 229 / ft²
General Conditions & Requirements		5.8%	\$2,070,500	\$1,218,216	\$176,497	\$ 13 / ft²
Phasing Premium		0.0%	\$457,000	\$268,900	\$39,000	\$ 3 / ft²
Insurance		2.5%	\$963,400	\$566,800	\$82,100	\$ 6 / ft²
Contractor's Fee		5.0%	\$1,975,000	\$1,162,000	\$168,400	\$ 13 / ft²
Design Contingency		20.00%	\$8,294,900	\$4,880,500	\$707,100	\$ 53 / ft²
Escalation to MOC		See Summary	See Summary	See Summary	See Summary	See Summary
Total Estimate		\$49,769,490	\$29,282,779	\$4,242,603	\$83,294,871	\$ 316 / ft²

Key Assumptions & Exclusions	
▪ Design, bid, build	▪ Project soft costs excluded
▪ Phased Construction Excluded	▪ Hazardous materials excluded
▪ Flat site assumed	▪ Utility installation assumed
▪ Excavated material to be spread on site	▪ Future use areas excluded
▪ All buildings are pre-engineered systems	▪ Fairground manager shop & luttrell barn

Key Metrics		
▪ Multi-Use Event Center (95,106 SF Arena + 15,000 SF Event Center)	\$37,344,735	\$339 / ft²
▪ Rodeo Arena / Arena / Holding Pens / Straight Track Piece	\$3,950,333	\$30 / ft²
▪ Stall Barn 1	\$5,590,363	\$114 / ft²
▪ Site Utilities	\$10,025,036	\$29 / ft²
▪ Expanded Grandstand - Renovate Existing Only	\$414,646	\$20 / ft²

Area Schedule ft²				
Element	Site Works	New Buildings		Total
Phase 1	43 acre	263,672 ft²		263,672 ft²
Total	43 acre	263,672 ft²		263,672 ft²

## Section 3.1 | Controls

Schedule of Areas	Total
<b>Gross Areas</b>	
Site Area (Acres)	43 acre
Multi-Use Event Center (95,106 SF Arena + 15,000 SF Event Center)	110,106 ft <sup>2</sup>
Covered Warm Up	44,070 ft <sup>2</sup>
Stall Barn 1	48,909 ft <sup>2</sup>
Stall Barn 2 - Not Required	48,909 ft <sup>2</sup>
Rodeo Arena	45,000 ft <sup>2</sup>
Arena	37,500 ft <sup>2</sup>
Holding Pens	24,800 ft <sup>2</sup>
Straight Track Piece	22,598 ft <sup>2</sup>
Expanded Grandstand - Renovate Existing Only	20,382 ft <sup>2</sup>
Paved Plaza	110,233 ft <sup>2</sup>
Carnival Flex Space (new soil / compact / fill in holes)	118,873 ft <sup>2</sup>
Park Improvements	122,788 ft <sup>2</sup>
Fairground Manager Shop - Relocate	
Luttrell Barn - Existing To Remain	
Small Barn	1,800 ft <sup>2</sup>
Storage Facility	11,678 ft <sup>2</sup>
<b>Total Gross Floor Area (Buildings)</b>	<b>170,693 ft<sup>2</sup></b>

## Section 2.2 | Elemental Summary

Element	Phase 1	Phase 2	Phase 3	Total
<b>GIA (sqft)</b>				
1 Demolition & Site Prep	\$456,626	\$1,959,038	\$500,848	\$2,916,512
2 New Buildings & Structures	\$27,820,939	\$11,406,735	\$422,945	\$39,650,618
3 Hard Scapes	\$1,713,336	\$3,403,975	\$1,587,353	\$6,704,664
4 Soft Landscaping	\$962,342	\$125,667	\$0	\$1,088,009
5 Site Fixtures, Fittings & Furnishings	\$1,255,828	\$320,728	\$0	\$1,576,556
6 Site Lighting	\$537,500	\$322,500	\$215,000	\$1,075,000
7 Utilities	\$3,262,120	\$3,647,720	\$343,360	\$7,253,200
<b>Sub Total</b>	<b>\$36,008,690</b>	<b>\$21,186,363</b>	<b>\$3,069,507</b>	<b>\$60,264,559</b>
General Conditions & Requirements	\$2,070,500	\$1,218,216	\$176,497	\$3,465,212
Phasing	\$457,000	\$268,900	\$39,000	\$764,900
Insurance	\$963,400	\$566,800	\$82,100	\$1,612,300
Contractor's Fee	\$1,975,000	\$1,162,000	\$168,400	\$3,305,400
Design Contingency	\$8,294,900	\$4,880,500	\$707,100	\$13,882,500
Escalation to MOC	See Summary	See Summary	See Summary	See Summary
<b>Total Estimated Construction Cost</b>	<b>\$49,769,490</b>	<b>\$29,282,779</b>	<b>\$4,242,603</b>	<b>\$83,294,871</b>



**Moffat County Fairgrounds Rev 9**

Craig, CO

Project # 24-00870.00

Master Plan

10/03/24

**Section 4.1 | Construction Detail**

Ref	Element	Unit	Rate	Phase 1		Phase 2		Phase 3		TOTAL	
				Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total
<b>1</b>	<b>Demolition &amp; Site Prep</b>				<b>\$ 456,626</b>		<b>\$ 1,959,038</b>		<b>\$ 500,848</b>		<b>\$ 2,916,512</b>
	<u>Site Works</u>										
	Mobilization	ls	\$34,800.00	0	\$ 12,180	1	\$ 17,400	0	\$ 5,220		\$ 34,800
	Clear and grub	acre	\$9,500.00	6	\$ 61,275	29	\$ 276,925	7	\$ 70,300		\$ 408,500
	Demolition, Allowance, Assume Entire Site	sf	\$0.20	343,150	\$ 68,630	1,215,910	\$ 243,182	322,298	\$ 64,460		\$ 376,272
	<u>Earth Works</u>										
	Field staking / layout	acre	\$5,800.00	6	\$ 37,410	29	\$ 169,070	7	\$ 42,920		\$ 249,400
	Excavated material to be spread on site	cy	\$10.09	1,437	\$ 14,504	6,495	\$ 65,548	1,649	\$ 16,640		\$ 96,691
	Rough Grading; max depth 1'	cy	\$10.09	5,749	\$ 58,015	25,980	\$ 262,191	6,595	\$ 66,560		\$ 386,766
	Fine Grading	acre	\$20,000.00	6	\$ 129,000	29	\$ 583,000	7	\$ 148,000		\$ 860,000
	Erosion control	acre	\$11,722.87	6	\$ 75,612	29	\$ 341,722	7	\$ 86,749		\$ 504,083
<b>2</b>	<b>New Buildings &amp; Structures</b>				<b>\$ 27,820,939</b>		<b>\$ 11,406,735</b>		<b>\$ 422,945</b>		<b>\$ 39,650,618</b>
	Multi-Use Event Center (95,106 SF Arena + 15,000 SF Event Center)	sf	\$245.39	110,106	\$ 27,019,239		\$ -		\$ -		\$ 27,019,239
	Reskin Existing Indoor Arena	ls	\$366,000.00	1	\$ 366,000		\$ -		\$ -		\$ 366,000
	Covered Warm Up	sf	\$70.00		\$ -	44,070	\$ 3,084,900		\$ -		\$ 3,084,900
	<b>Stall Barn 1</b>	<b>sf</b>	<b>\$82.70</b>		<b>\$ -</b>	<b>48,909</b>	<b>\$ 4,044,676</b>		<b>\$ -</b>		<b>\$ 4,044,676</b>
	Stall Barn 2 - Not Required	sf			\$ -		\$ -		\$ -		\$ -
	Rodeo Arena	sf	\$23.32		\$ -	45,000	\$ 1,049,400		\$ -		\$ 1,049,400
	Arena	sf	\$23.32		\$ -	37,500	\$ 874,500		\$ -		\$ 874,500
	Holding Pens	sf	\$20.10		\$ -	24,800	\$ 498,500		\$ -		\$ 498,500
	Straight Track Piece	sf	\$19.28	22,598	\$ 435,700		\$ -		\$ -		\$ 435,700
	Expanded Grandstand - Renovate Existing Only	ls	\$300,000.00		\$ -		\$ -	1	\$ 300,000		\$ 300,000
	Grandstand								Incl. Above		
	Fairground Manager Shop - Relocate	sf	\$15.00					7,863	\$ 117,945		\$ 117,945
	Luttrell Barn - Existing To Remain	sf							To Remain		
	Small Barn	sf	\$2.78		\$ -		\$ -	1,800	\$ 5,000		\$ 5,000
	Storage Facility	sf	\$158.83		\$ -	11,678	\$ 1,854,758		\$ -		\$ 1,854,758
<b>3</b>	<b>Hard Scapes</b>				<b>\$ 1,713,336</b>		<b>\$ 3,403,975</b>		<b>\$ 1,587,353</b>		<b>\$ 6,704,664</b>
	Road, assume heavy duty Asphalt, 25' wide	sf	\$5.22		\$ -	98,758	\$ 515,517	31,385	\$ 163,830		\$ 679,346
	Parking lot	sf	\$8.18	31,760	\$ 259,797	211,281	\$ 1,728,277	54,149	\$ 442,939		\$ 2,431,013
	Trailer Parking	sf	\$7.50		\$ -		\$ -	117,286	\$ 879,645		\$ 879,645
	Camping / RV Parking - 170 spaces	sf	\$15.08		\$ -	31,720	\$ 478,466		\$ -		\$ 478,466
	Road markings / striping	sf	\$1.00	-	\$ -	98,758	\$ 98,758	31,385	\$ 31,385		\$ 130,143
	Curb and gutters	lf	\$29.00		\$ -	1,196	\$ 34,684		\$ -		\$ 34,684
	Loading zone, assume heavy duty concrete	sf	\$16.24		\$ -	5,000	\$ 81,200		\$ -		\$ 81,200

**Moffat County Fairgrounds Rev 9**

Craig, CO

Project # 24-00870.00

Master Plan

10/03/24

**Section 4.1 | Construction Detail**

Ref	Element	Unit	Rate	Phase 1		Phase 2		Phase 3		TOTAL	
				Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total
	Park Improvements	ls	\$50,000.00		\$ -		\$ -	1	\$ 50,000		\$ 50,000
	Plaza pavers (concrete paving only)	sf	\$10.16	59,335	\$ 602,844	26,451	\$ 268,742		\$ -		\$ 871,586
	Gravel	sf	\$3.50	119,404	\$ 417,914				\$ -		\$ 417,914
	Carnival Flex Space (new soil / compact / fill in holes)	sf	\$2.00	101,853	\$ 203,706		\$ -		\$ -		\$ 203,706
	Concrete sidewalk, allowance	sf	\$10.16	22,539	\$ 229,075	19,514	\$ 198,331	1,924	\$ 19,555		\$ 446,961
<b>4</b>	<b>Soft Landscaping</b>				<b>\$ 962,342</b>		<b>\$ 125,667</b>		<b>\$ -</b>		<b>\$ 1,088,009</b>
	Compact / Adjust Dirt Surrounding Site	sf	\$0.20		\$ -	456,629	\$ 91,326		\$ -		\$ 91,326
	Landscaped Area (entry roundabout)	sf	\$4.66	134,201	\$ 625,913	4,789	\$ 22,336		\$ -		\$ 648,249
	Irrigation	sf	\$2.51	134,201	\$ 336,428	4,789	\$ 12,006		\$ -		\$ 348,434
<b>5</b>	<b>Site Fixtures, Fittings &amp; Furnishings</b>				<b>\$ 1,255,828</b>		<b>\$ 320,728</b>		<b>\$ -</b>		<b>\$ 1,576,556</b>
	<u>Fencing</u>										
	Perimeter fence - 6' high, allowance	lf	\$92.80	7,220	\$ 670,016		\$ -		\$ -		\$ 670,016
	Vehicular gate, allow at main road entry points	ea	\$23,200.00	4	\$ 92,800		\$ -		\$ -		\$ 92,800
	Pedestrian gate	ea	\$11,600.00	20	\$ 232,000		\$ -		\$ -		\$ 232,000
	Decorative fence - Assume Not Required				Not Required						
	<u>Site Fixtures</u>										
	Site wayfinding signage	acre	\$580.00	43	\$ 24,940		\$ -		\$ -		\$ 24,940
	Monument Signage; entrance	ls	\$58,000.00	1	\$ 58,000		\$ -		\$ -		\$ 58,000
	Site benches, tables, trash cans, etc...	ls	\$174,580.00	0.50	\$ 87,290	0.50	\$ 87,290		\$ -		\$ 174,580
	Shade structures	ls	\$324,220.00	0.28	\$ 90,782	0.72	\$ 233,438		\$ -		\$ 324,220
	Bus shelter; including foundations - Assume Not Required				Not Required						
<b>6</b>	<b>Site Lighting</b>				<b>\$ 537,500</b>		<b>\$ 322,500</b>		<b>\$ 215,000</b>		<b>\$ 1,075,000</b>
	Site lighting; allowance to half area site	ls	\$1,075,000.00	0.50	\$ 537,500	0.30	\$ 322,500	0.20	\$ 215,000		\$ 1,075,000
<b>7</b>	<b>Utilities</b>				<b>\$ 3,262,120</b>		<b>\$ 3,647,720</b>		<b>\$ 343,360</b>		<b>\$ 7,253,200</b>
	<u>Water</u>										
	Allowance to developed site area	acre	\$9,883.72	43	\$ 425,000		\$ -		\$ -		\$ 425,000
	<u>Sanitary Sewer</u>										
	Allowance to developed site area	acre	\$9,883.72	43	\$ 425,000		\$ -		\$ -		\$ 425,000
	<u>Storm Drainage</u>										
	Allowance to developed site area	acre	\$46,400.00	6	\$ 299,280	29	\$ 1,352,560	7	\$ 343,360		\$ 1,995,200
	Bio-retention ponds	ls	\$1,000,000.00	1	\$ 1,000,000	1	\$ 1,000,000		\$ -		\$ 2,000,000

Moffat County Fairgrounds Rev 9

Craig, CO

Project # 24-00870.00

Master Plan

10/03/24

Section 4.1 | Construction Detail

Ref	Element	Unit	Rate	Phase 1		Phase 2		Phase 3		TOTAL	
				Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total
	<u>Electrical</u> Allowance to developed site area	acre	\$1,161,000.00	0.40	\$ 464,400	0.60	\$ 696,600		\$ -		\$ 1,161,000
	<u>Communications</u> Allowance to developed site area	acre	\$997,600.00	0.40	\$ 399,040	0.60	\$ 598,560		\$ -		\$ 997,600
	<u>Gas</u> Allowance to developed site area	acre	\$5,800.00	43	\$ 249,400		\$ -		\$ -		\$ 249,400
Total Net Cost					\$ 36,008,690		\$ 21,186,363		\$ 3,069,507		\$ 60,264,559

## Moffat County Fairgrounds Rev 9

Craig, CO  
Master Plan

### Section 5.1 | Scope Assumptions

<b>Basis of Estimate</b>	Moffat County Fairgrounds Takeoffs and Precedents
<b>Estimate Format</b>	A component cost classification format has been used for the preparation of this estimate. It classifies costs by building system / element.
<b>Cost Mark Ups</b>	<p>The following % mark ups have been included in each design option:</p> <ul style="list-style-type: none"><li>- General Conditions &amp; Requirements (5.75% on direct costs)</li><li>- Insurance (2.50% on direct costs)</li><li>- Contractor's Fee (5.00% on direct costs)</li><li>- Design Contingency (20.00% on direct costs)</li></ul>
<b>Design Contingency</b>	An allowance of 20% for undeveloped design details has been included in this estimate. As the design of each system is further developed, details which historically increase cost become apparent and must be incorporated into the estimate while decreasing the % burden.
<b>Construction Contingency</b>	It is prudent for all program budgets to include an allowance for change orders which occur during the construction phase. These change orders normally increase the cost of the project. It is recommended that a 3.00% to 5.00% construction contingency is carried in this respect. This cost is not included within the estimate.
<b>Construction Schedule</b>	Construction schedule to be determined
<b>Bid Conditions</b>	This estimate has been based upon competitive bid situations (minimum of 3 bidders) for all items of subcontracted work.
<b>Basis For Quantities</b>	Wherever possible, this estimate has been based upon the actual measurement of different items of work. For the remaining items, parametric measurements were used in conjunction with other projects of a similar nature.
<b>Basis for Unit Costs</b>	Unit costs as contained herein are based on current bid prices in Craig, CO. Sub overheads and profit are included in each line item unit cost. Their overhead and profit covers each sub's cost for labor burden, materials, and equipment, sales taxes, field overhead, home office overhead, and profit. The general contractor's overhead is shown separately on the master summary.
<b>Sources for Pricing</b>	This estimate was prepared by a team of qualified cost consultants experienced in estimating construction costs at all stages of design. These consultants have used pricing data from Cumming's database for site works, office and warehouse construction, updated to reflect current conditions in 2022.
<b>Key Assumptions</b>	<p>The following assumptions have been used to form our estimate:</p> <ul style="list-style-type: none"><li>- Design, bid, build procurement</li><li>- Flat site assumed</li><li>- Excavated material to be spread on site</li><li>- <b>All Buildings Are Pre-engineered Systems</b></li></ul>
<b>Key Exclusions</b>	<p>The following items have been excluded from our estimate:</p> <ul style="list-style-type: none"><li>- Project soft costs excluded</li><li>- Hazardous materials excluded</li><li>- Future use areas excluded</li></ul>



## Section 5.1 | Scope Assumptions

- Works outside of site boundary excluded
- Fairground manager shop & luttrell barn

### Items Affecting Cost Estimate

Items which may change the estimated construction cost include, but are not limited to:

- Modifications to the scope of work included in this estimate.
- Unforeseen sub-surface conditions.
- Restrictive technical specifications or excessive contract conditions.
- Any specified item of material or product that cannot be obtained from 3 sources.
- Any other non-competitive bid situations.
- Bids delayed beyond the projected schedule.

### Statement of Probable Cost

Cumming has no control over the cost of labor and materials, the general contractor's or any subcontractor's method of determining prices, or competitive bidding and market conditions. This estimate is made on the basis of the experience, qualifications, and best judgement of a professional consultant familiar with the construction industry. Cumming, however, cannot and does not guarantee that proposals, bids, or actual construction costs will not vary from this or subsequent cost estimates.

Cumming's staff of professional cost consultants has prepared this estimate in accordance with generally accepted principles and practices. This staff is available to discuss its contents with any interested party.

Pricing reflects probable construction costs obtainable in the project locality on the target dates specified and is a determination of fair market value for the construction of this project. The estimate is not a prediction of low bid. Pricing assumes competitive bidding for every portion of the construction work for all sub and general contractors with a range of 3 - 4 bidders for all items of work. Experience and research indicates that a fewer number of bidders may result in higher bids. Conversely, an increased number of bidders may result in more competitive bid day responses.

### COVID-19 Disclosure

The outbreak of the novel Coronavirus (COVID-19), declared by the World Health Organization as a "Global Pandemic" on 11 March 2020, has impacted global financial markets.

Market activity is being impacted in many sectors and circumstances remain very fluid and variable in different jurisdictions. Accordingly, as of this date, we are concerned with the market related impacts on the deliverables we are furnishing to you as part of our Services including cost estimates, budgets, and schedules ("Deliverable(s)"). Indeed, the current response to this pandemic means that we are faced with an unprecedented set of circumstances on which to base a judgement of the effects on the availability of labor, materials, and access and other impacts, although we are monitoring those on a continuing basis. Particularly including productivity impacts as a result of the CDC directives regarding social distancing.

Our Deliverables must be regarded with a degree of 'material uncertainty, – and a higher degree of caution – than would normally be the case. Given the unknown future impact that the COVID-19 pandemic might have on the construction and real estate markets, we recommend that you keep the Deliverables of this project under frequent review. For your information, we have not added or considered a COVID19 additional contingency within this Deliverable"

## **Section 5.1 | Scope Assumptions**

### **Recommendations**

Cumming recommends that the Owner and the Architect carefully review this entire document to ensure it reflects their design intent. Requests for modifications of any apparent errors or omissions to this document must be made to Cumming within ten days of receipt of this estimate. Otherwise, it will be assumed that its contents have been reviewed and accepted. If the project is over budget or there are unresolved budget issues, alternate systems / schemes should be evaluated before proceeding into further design phases.

It is recommended that there are preparations of further cost estimates throughout design by Cumming to determine overall cost changes since the preparation of this preliminary estimate. These future estimates will have detailed breakdowns indicating materials by type, kind, and size, priced by their respective units of measure.