



Board of Park Commissioners

Regular Meeting

335 South Broadway
De Pere, WI 54115
<http://www.de-pere.org>

Agenda

Thursday, November 15, 2018

6:30 PM

De Pere City Hall Council Chambers

Pursuant to Wisconsin Statutes 19.84, Notice is hereby given to the public that a meeting of the **Board of Park Commissioners** of the City of De Pere will be held on **November 15, 2018** at **6:30 PM** in the **De Pere City Hall Council Chambers, 335 S. Broadway Street, De Pere, WI 54115.**

This meeting can be viewed LIVE at www.depere.tv. This meeting is also rebroadcast on TW Cable Channel 4 and AT&T U-verse Channel 99 throughout the week and available on demand at www.depere.tv.

I. Call to Order

1. Roll Call

II. Action Items

1. Approve Board of Park Commissioners Minutes from the October 18, 2018 Meeting.
2. Consider and approve draft plan for Fairgrounds property.
3. Consider request from Alderperson Hansen to replace trees taken down during construction projects.
4. Approve Brown County Ice Management Quarterly Report.
5. Consider policy change for renting fields to private user groups.

III. Discussion Item

1. Discussion on implications and strategies related to VFW Pool being closed for 2018.
2. Discussion on the referendum results regarding the De Pere Pools.

IV. Staff Updates

1. Update on progress of the Community Stage in Voyageur Park.
2. Update on Chiller system repair at Ice Arena.

V. Future Agenda Items

VI. Public Comment Period

VII. Adjournment

Any person wishing to attend this meeting who, because of disability, requires special accommodations should contact the Clerk-Treasurer's office at 339-4050 by Noon, the previous day so that arrangements can be made.

Board Members
Alderpersons
Mayor Michael J. Walsh
Larry Delo, City Administrator
Judy Schmidt-Lehman, City Attorney

De Pere Youth Hockey
Tod Maki, De Pere Select Soccer
De Pere Area Chamber of Commerce
Definitely De Pere
Brown County Library – De Pere

Marty Kosobucki
Shana Ledvina, City Clerk
City Hall 1st and 2nd Floor
John Zegers, WDP High School District
William Soquet, Teen Advisor
Don Chilson, Brown Co. Ice Management

TV & Radio Stations
De Pere Rapides Youth Soccer
De Pere Baseball
Ben Villaruel, De Pere School District
Lydia McMorrow, Teen Advisor
Matt Kriese, Brown County Parks

Notice is hereby given that a majority of the Members of the Common Council of the City of De Pere may attend this meeting to gather information about a subject (s) over which they have decision making responsibility.

***All items marked with an asterisk will be forwarded to the Common Council.**

City of De Pere, Wisconsin

**Request For Board of Park Commissioners Action**

MEETING DATE: November 15, 2018

DEPARTMENT: Parks, Recreation & Forestry

FROM: Marty Kosobucki

SUBJECT: Approve Board of Park Commissioners Minutes from the October 18, 2018 Meeting.

ATTACHMENTS:

- Draft minutes 10-18-18 (PDF)



Board of Park Commissioners

Regular Meeting

335 South Broadway
De Pere, WI 54115
<http://www.de-pere.org>

Draft Minutes

Thursday, October 18, 2018

6:30 PM

De Pere City Hall Council Chambers

I. Call to Order

The meeting was called to order at 6:30 PM by Board Member George Brown

Attendee Name	Title	Status	Arrived
Ryan Jennings	Alderpersion	Present	
Larry Lueck	Alderpersion	Excused	
Dean Raasch	Alderpersion	Excused	
George Brown	Board Member	Present	
Sue Schinkten	Board Member	Present	
Randy Soquet	Board Member	Present	
Bill Volpano	Board Member	Present	
Lydia McMorro	Teen Advisor	Present	
William Soquet	Teen Advisor	Present	

II. Action Items

1. Approve Board of Park Commissioners Minutes from the September 20, 2018 Meeting.

Randy Soquet made a motion to approve the Board of Park Commissioner's minutes from the September 20, 2018 meeting, seconded by Sue Schinkten. Upon vote, the motion passed unanimously with a 5-0 vote.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Randy Soquet, Board Member
SECONDER:	Sue Schinkten, Board Member
AYES:	Jennings, Brown, Schinkten, Soquet, Volpano
EXCUSED:	Larry Lueck, Dean Raasch

2. Review and approve provisions for a Lease Agreement amendment with Brown County Ice Manament.

Marty Kosobucki explained that the chiller system failed at the Ice Arena and the estimated cost of repairs is \$250,000. City Council approved the emergency repair costs to come from unassigned reserves; however they also requested the park board consider amending the agreement with Brown County Ice Management to add a surcharge to the hourly rate. Once the debt is paid off, the money would go into the Ice Arena fund. With the amount of the repairs and the balance in the Ice Arena fund being allocated to help pay for the new bleachers, staff would recommend approving the amendment. Discussion followed.

Sue Shinkten questioned the difference in amenities between the Ice Arena and Cornerstone and if the user groups will justify the increase in charge.

George Brown questioned if Brown County Ice Management is willing to amend the agreement.

Marty Kosobucki stated that the current agreement with Brown County Ice Management is set to expire in 2020. If the agreement is amended, it would make sense to extend the expiration date beyond 2020. Brown County Ice Management would like the agreement extended 5 years, so building improvements could be done.

Randy Soquet approved to amend the agreement as presented in the memo to the park board, seconded by Alderperson Jennings.

Discussion followed.

Sue Schinkten verified the surcharge will be implemented on a gradual basis.

Randy Soquet questioned the opportunity of amending the surcharge in the future.

Upon vote, the above motion passed unanimously with a 5-0 vote.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Randy Soquet, Board Member
SECONDER:	Ryan Jennings, Alderperson
AYES:	Jennings, Brown, Schinkten, Soquet, Volpano
EXCUSED:	Larry Lueck, Dean Raasch

3. Approve working with Brown County Extension to establish a community garden.

Marty Kosobucki met with Derek Beiderwieden from the De Pere Lions Club and Margaret Franchino from Brown County Extension, to brainstorm how to implement a community garden in De Pere. The Lion's Club is interested in funding the start-up of two community gardens in De Pere and Brown County Extension has agreed to run the gardens. Several locations were discussed and Lion's Trailside Park was determined to be the preferred location to start the pilot program. There isn't any water at the site, but Brown County Extension would take care of putting up a water tower at the location. The goal is to get one pilot program running next year, and then another one on the west side the following year.

Sue Schinkten opened the meeting to public comment at 6:45 pm, seconded by Randy Soquet. Upon vote, the motion passed unanimously.

Margaret Franchino, Community Garden Specialist with Brown County Extension and Abby Hill, representing De Pere Lion's Club were present to discuss community gardens. Margaret Franchino discussed the concept of community gardens. She explained the garden plots range in size, with renters being responsible for planting, maintaining, and harvesting their plot. 70% of the gardeners are of low to moderate income and there are many requests for gardening plots in De Pere.

Abby Hill from the De Pere Lions Club stated the Lion's Club would commit financially to the community gardens, as well as fundraising to possibly provide a garden shed with tools, and put up a little library with gardening books.

Sue Schintten questioned the proposed garden types and plot sizes.

Alderperson Jennings stated he has received very positive feedback from the master gardeners and they feel space will run out quickly. He also received some concerns with pesticide application in the grassy area near the garden.

Bill Volpano questioned the possibility of starting a west location at the same time.

Marty Kosobucki stated that city employees will have the responsibility for some of the gardening tasks. Without knowing what is entailed, he would recommend starting with one pilot program.

Randy Soquet questioned the type of garden that is planned and if it would impact the sledding hill.

Sue Schinkten questioned the number of plots in the garden.

Marty Kosobucki stated that the parking lot has around 20 spots and would try to start with the same amount of plots so parking is not a problem.

Sue Schinkten made a motion to return to regular order at 6:55 pm, seconded by Randy Soquet. Upon vote, the motion passed unanimously.

Sue Schinkten made a motion to approve establishing a community garden at Lion's Trailside Park, seconded by Randy Soquet.

Discussion followed.

Marty Kosobucki clarified that if approved, the agreement with Brown County Extension will need to go to Council for approval.

Upon vote, the above motion passed unanimously with a 5-0 vote.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Sue Schinkten, Board Member
SECONDER:	Randy Soquet, Board Member
AYES:	Jennings, Brown, Schinkten, Soquet, Volpano
EXCUSED:	Larry Lueck, Dean Raasch

4. Consider policy change for renting fields to private user groups.

Marty Kosobucki stated he received an email from Alderperson Lueck requesting that the consideration of policy changes for renting fields to private user groups be tabled until the next meeting.

Randy Soquet made a motion to table the consideration of policy changes for renting fields to private user groups, seconded by Alderperson Jennings. Upon vote, the motion passed unanimously with a 5-0 vote.

RESULT:	TABLED [UNANIMOUS]
	Next: 11/15/2018 6:30 PM
MOVER:	Randy Soquet, Board Member
SECONDER:	Ryan Jennings, Alderperson
AYES:	Jennings, Brown, Schinkten, Soquet, Volpano
EXCUSED:	Larry Lueck, Dean Raasch

5. Consider ordinance changes to allow for Beer Gardens.

Marty Kosobucki explained that two ordinance changes would be necessary to start a beer garden. The first change would allow city employees to sell beer, which is needed if the city is to run the beer garden. The second change would allow private groups to sell beer. This currently can be done under the picnic license; however this will make it less cumbersome for the groups. If the park board approves the changes, a meeting with Alderperson Nelson will be arranged to develop a program.

Discussion followed.

Bill Volpano questioned checking with Green Bay to see if their city employees sell beer. Marty Kosobucki explained that currently Green Bay does not have a beer garden, but he has been in contact with Milwaukee County and City of Madison and both have employees run them.

Sue Schinkten questioned what groups would have the ability to sell.

Bill Volpano feels that there should be a concept in place for the beer garden before ordinance changes are made.

Marty Kosobucki stated that starting there would probably be a tent put up at Voyageur Park. A permanent structure wouldn't be considered until we see if it is a success.

Alderperson Jennings commented that there was a beer trailer and music at the Farmers Market all year. It was a positive experience and helped draw people to the Farmers Market.

Marty Kosobucki stated the ordinance changes just allow us the opportunity to proceed with a beer garden.

George Brown made a motion to allow staff to draft ordinance changes that allow for beer gardens, seconded by Randy Soquet. Upon vote, the motion passed 4-1, with Bill Volpano voting Nay.

RESULT:	ADOPTED [4 TO 1]
MOVER:	George Brown, Board Member
SECONDER:	Randy Soquet, Board Member
AYES:	Ryan Jennings, George Brown, Sue Schinkten, Randy Soquet
NAYS:	Bill Volpano
EXCUSED:	Larry Lueck, Dean Raasch

6. Consider developing ordinance to restrict fishing from the Riverwalk.

Marty Kosobucki explained that there have been many complaints of people fishing off the Riverwalk. Most of the complaints are from people fishing from the Eagles Nest, or lower level platform area. There are no fishing signs posted; however there are no ordinances in place for the police to enforce.

Alderpersion Jennings made a motion to allow staff to develop an ordinance restricting fishing from the Riverwalk, seconded by Bill Volpano. Upon vote, the motion passed unanimously with a 5-0 vote.

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Ryan Jennings, Alderpersion
SECONDER:	Bill Volpano, Board Member
AYES:	Jennings, Brown, Schinkten, Soquet, Volpano
EXCUSED:	Larry Lueck, Dean Raasch

III. Staff Updates

1. De Pere Ice Arena chiller repair update

Marty Kosobucki gave an update on the timeline for the temporary chiller system for the Ice Arena. It was scheduled to be delivered on Wednesday, October 17th and to have ice by October 24th. However, as of the meeting, the temporary chiller has not been delivered, so ice will be delayed. Everything has been ordered for the replacement chiller system and we are working with the insurance company. Cornerstone has been working with the user groups to get them ice time.

RESULT:	DISCUSSED
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2. Update on status of Legion Tennis/Pickle Ball Courts

Marty Kosobucki stated that due to the weather conditions and time needed for the concrete to cure, we will not be able to color coat the Legion tennis courts until early next spring. The public will be notified of the pickleball courts once they are available for use.

RESULT:	DISCUSSED
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3. Southwest Park Playground status

Marty Kosobucki stated the playground is open; however the donor fence has not been installed because it has been too wet. Mary Meyers doesn't want a large grand opening and would prefer a soft opening, just notifying the donors of the fence.

RESULT:	DISCUSSED
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4. 2019 Budget update

Marty Kosobucki gave an update on the 2019 budget. The major changes were that the mayor included money to install water at the Riverwalk for the master gardeners. Also, the operational budget is only for one pool, with the assumption that VFW will not be operational in 2019.

RESULT:	DISCUSSED
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IV. Public Comment Period

None

V. Future Agenda Items

Sue Schinkten questioned if there were any updates on the community stage.

VI. Adjournment

Sue Schinkten made a motion to adjourn the meeting at 7:15 pm, seconded by Randy Soquet. Upon vote, the motion passed unanimously with a 5-0 vote.

Respectfully submitted,
Grace Lahtela

City of De Pere, Wisconsin

**Request For Board of Park Commissioners Action**

MEETING DATE: November 15, 2018

DEPARTMENT: Parks, Recreation & Forestry

FROM: Marty Kosobucki

SUBJECT: Consider and approve draft plan for Fairgrounds property.

Enclosed in your packet you will find a draft plan of the conceptual layout of the Brown County Fairgrounds property including the property owned by the City of De Pere, and the feasibility report on the property. Prior to starting the planning process, the Board of Park Commissioners were asked to provide input. The input you provided was the Park Board would not consider doing anything with the boat launch, oak trees (with Eagles nest), and the Ice Arena. Everything outside of this, the Park Board was willing to cooperate with Brown County.

Once a draft plan was developed, it was provided to our City Administration for review. After a couple of adjustments, the draft plan you are currently viewing was developed. The plan meets your criteria and also has the approval from our administration.

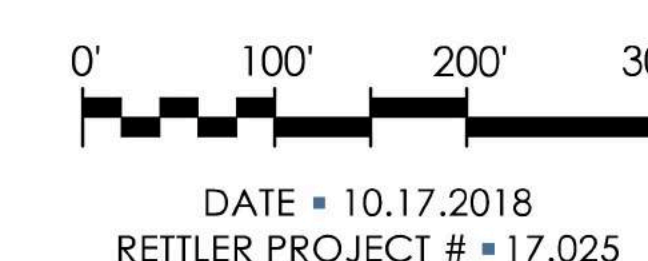
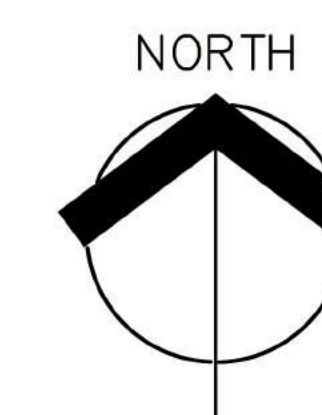
ATTACHMENTS:

- ConceptA_10.17.18-compressed.Draft plan (PDF)
- Stone Planning Report.Scan (PDF)



BROWN COUNTY FAIRGROUNDS

FAIRGROUNDS MASTER PLAN ■ **PREFERRED CONCEPT**
1500 FORT HOWARD AVE ■ DE PERE, WI 54115



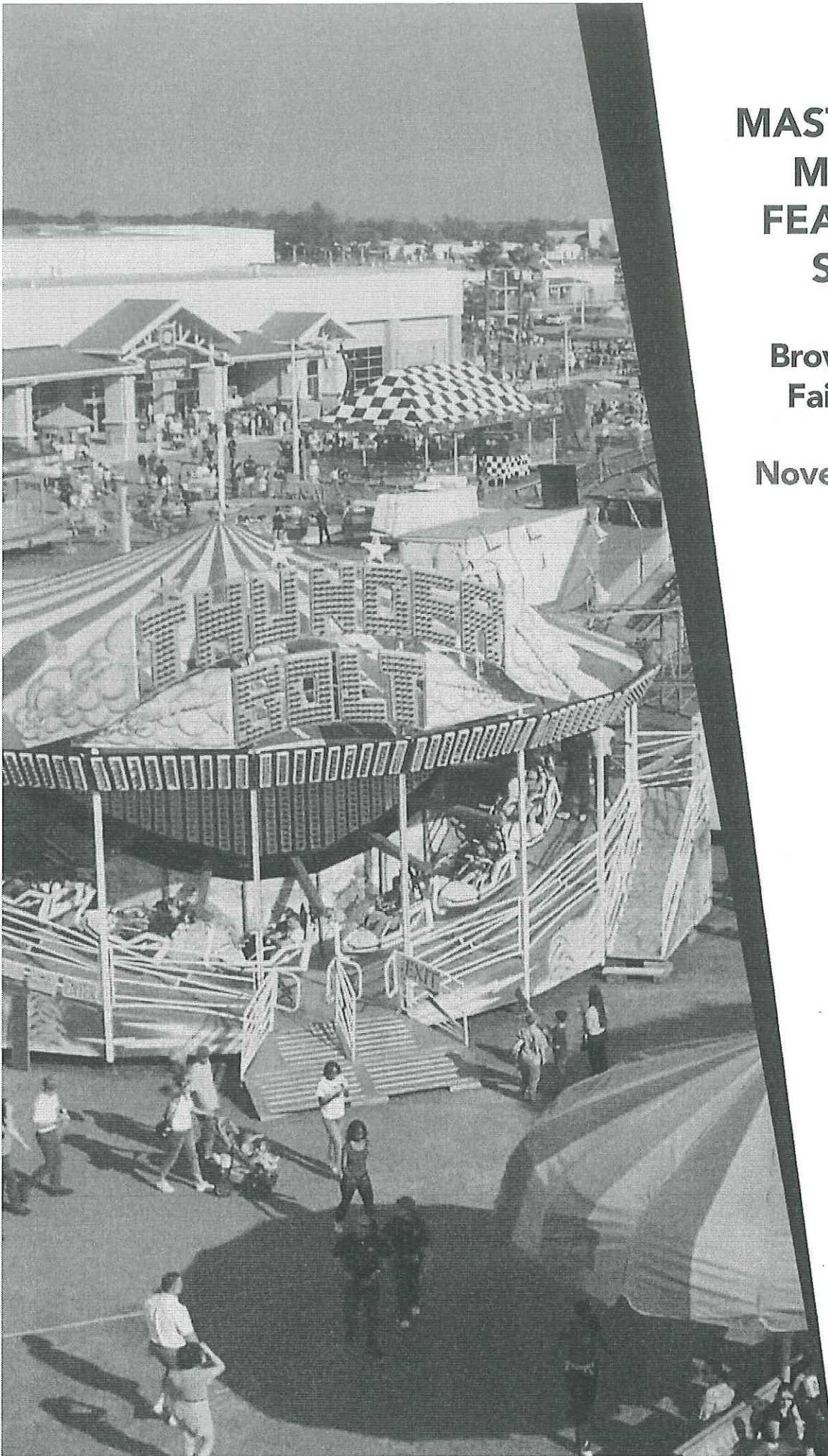
RETTLER
corporation

3317 BUSINESS PARK DRIVE, STEVENS POINT, WI 54481
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MASTER PLAN MARKET FEASIBILITY STUDY

Brown County
Fairgrounds

November 2018



Attachment: Stone Planning Report.Scan (7579 : Consider and approve draft plan for Fairgrounds property.)





November 2, 2018

Mr. John Kneer, PLA, ASLA
President, Rettler Corporation
3317 Business Park Drive
Stevens Point, Wisconsin 54482

Dear Mr. Kneer:

Stone Planning LLC has completed its feasibility analysis of the Brown County Fairgrounds. The attached report presents the results of our research, analysis, findings, and conclusions and recommendations.

The analyses presented in this report are based on estimates, assumptions, and other information developed from industry research, data provided by various stakeholders, interviews with local and industry stakeholders, and analysis of other facilities and markets. The sources of information and the basis of assumptions, estimates, and forecasts are stated in this report. Some assumptions inevitably will not materialize and unanticipated events and circumstances may occur. Therefore, actual results achieved will vary from those described and the variations may be material.

The findings presented are based on analysis of present and near-term conditions in the Brown County area, as well as existing interest levels by potential users for a fairgrounds complex in Brown County. Any significant changes in the characteristics of the local community, such as change in population and/or competitive facilities, could materially impact conclusions and recommendations developed in this study. As in all studies of this type, the estimated results are based on competent and efficient management of the potential facility and assume that no significant changes in the event markets or assumed immediate and local area market conditions will occur beyond those set forth in this report. Furthermore, all information provided to us by others was not audited or verified and was assumed to be correct.

This report has been prepared for use by Rettler, the County, and its stakeholders, and should not be relied upon by any other party. The report has been structured to provide the research, conclusions and recommendations, and forecasts to provide Rettler and the County with information to strategically plan for potential fairgrounds improvements and should not be used for any other purpose. This report and its findings may not be included or reproduced in any public offering statement or other financing document.

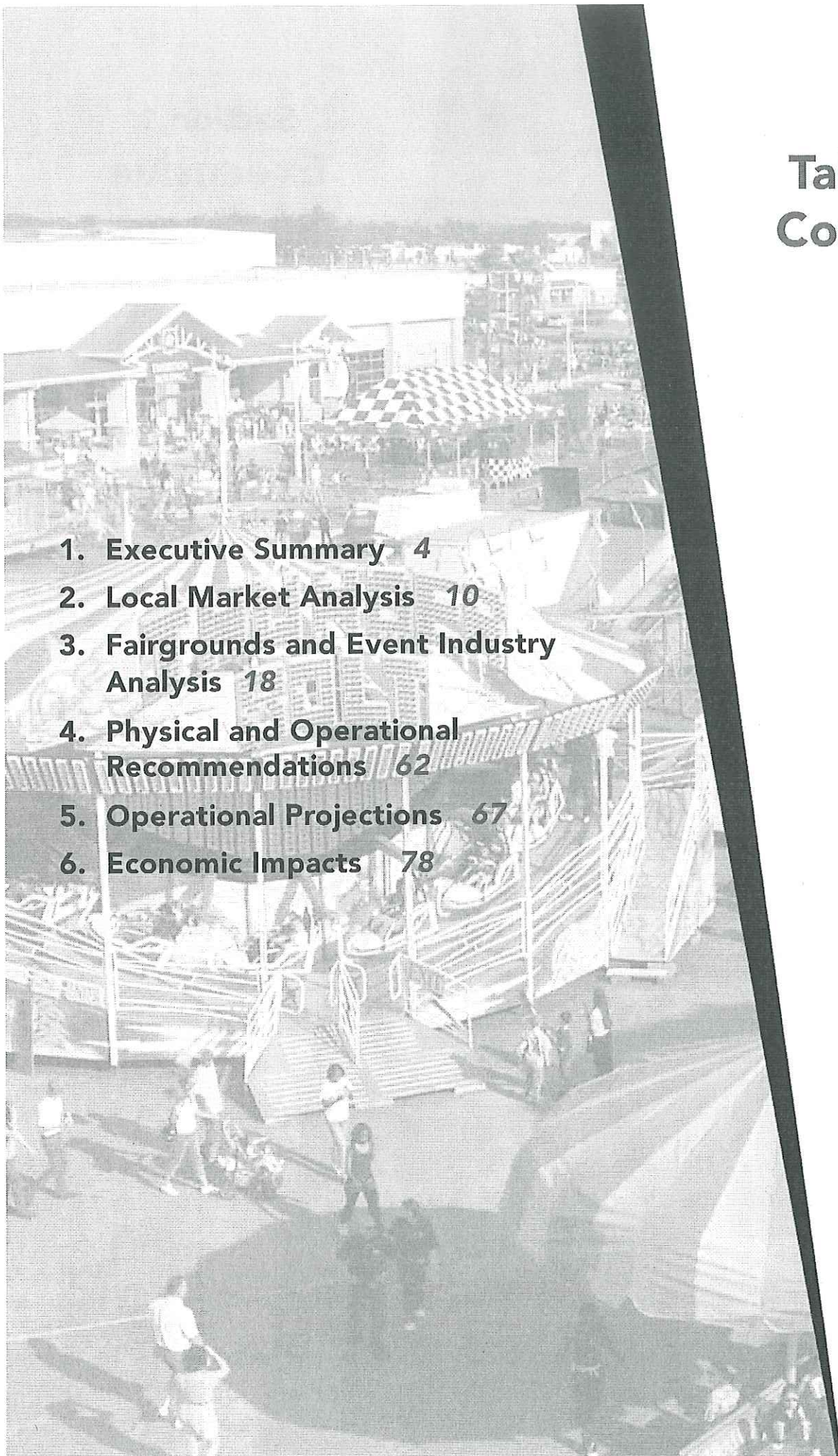
We very much appreciate the assistance and cooperation that has been provided in the completion of this report, and have enjoyed working with you. Should you need anything else, please let us know.

Sincerely,

Stone Planning LLC

Attachment: Stone Planning Report.Scan (7579 : Consider and approve draft plan for Fairgrounds property.)

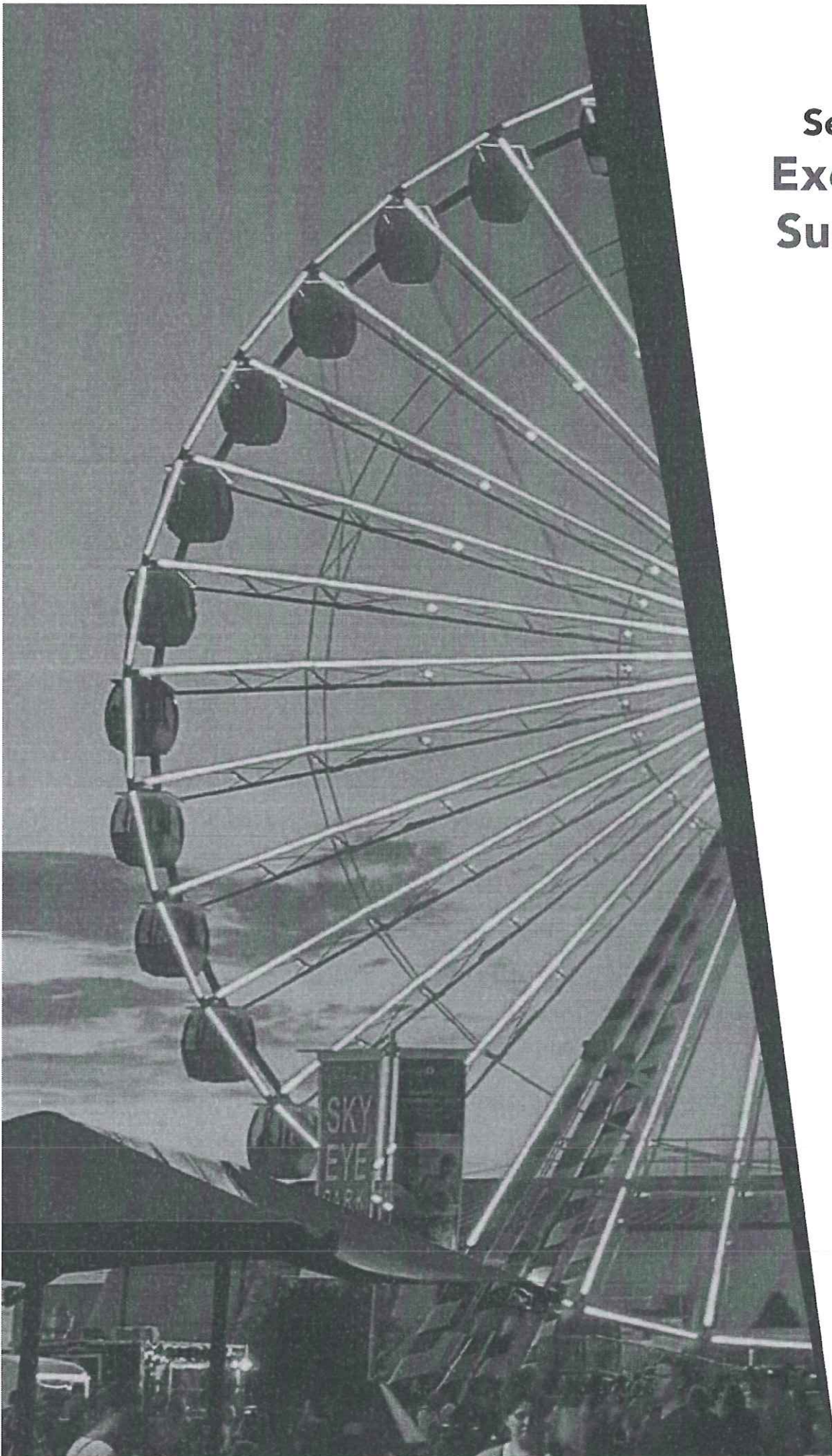
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Section 1 Executive Summary

Attachment: Stone Planning Report.Scan (7579 : Consider and approve draft plan for Fairgrounds property.)





EXECUTIVE SUMMARY

Stone Planning LLC was engaged by Rettler Corporation, on behalf of Brown County, to complete a feasibility study as part of the master plan process for the Brown County Fairgrounds. Stone Planning is a Chicago-based consulting firm that specializes in the planning and operations of public-assembly venues. In general, this independent analysis is aimed at understanding the market for potential fairgrounds improvements, recommending major characteristics of new facilities (if any), and forecasting the future operations and economic impacts of an improved Fairgrounds complex.

The study analyzes the current market and potential for new offerings at the Fairgrounds, including analyses of:

- The local and regional market,
- Past operations of the Fairgrounds,
- The fairgrounds industry, including the regional facilities environment,
- Feedback provided from a wide range of local and industry stakeholders,
- The planning and operations of similar facilities, and
- Forecasts of future operations and economic impacts of a recommended facility.

This executive summary provides an overview of the analyses, research, recommendations, and forecasts that appear in the full report.

The Local Market

- Brown County is Wisconsin's fourth-largest county and Green Bay is its third-largest city, with populations of approximately 318,000 and 105,000, respectively. The County is well-located and accessible within Wisconsin, and is also one of the state's largest tourist markets.
- The Brown County market has a number of other public-assembly venues of various sizes that generally complement, rather than compete with, each other. The current Brown County Veterans Memorial Arena (5,200 seats) and adjacent Shopko Hall (43,000 square feet) are planned to be replaced by a new, multipurpose events center with approximately 120,000 square feet that would host sports, entertainment, and consumer shows. This facility would likely potentially serve as the main competition to improved Fairgrounds facilities, although the Fairgrounds should intentionally be oriented against direct competition (this is addressed in more detail in the report) and will also offer outdoor space.



The Brown County Fairgrounds

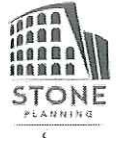
- The current Brown County Fairgrounds, which is owned and operated by the County on 36 acres, generates approximately \$100,000 in revenues and expenses to the County. The annual Brown County Fair is the Fairgrounds' largest user, accounting for approximately half of its 70,000 attendees.
- In general, the Fairgrounds are very outdated and in poor condition, and aren't conducive to hosting many events. It is thought that an improved set of offerings at the Fairgrounds would attract more uses.

The Event and Facility Industry

- Every county in Wisconsin has its own fairgrounds complex and hosts a county, district, or state fair. The state's two largest are in Milwaukee and Madison; however, there are many smaller examples of successful complexes that host a wide range of events. Some of the more heavily-used mid-sized fairgrounds in Wisconsin are either fully booked and/or have other limitations, and there is a need for additional facilities in the state.
- There is a market for additional fairgrounds uses in Brown County, due to the lack of facilities in the state, the availability of events (local and statewide), and the characteristics of the county.
- Current and potential Fairgrounds users, such as the Fair Association, Hmong festivals, and the Brown County UW Extension office, have indicated that their events can grow and/or they can add new events if the Fairgrounds is improved.
- The RV/camping industry is currently in a sustained period of record growth, and this popularity is driven by a combination of factors such as the strong economy, interest from Millennials, higher-end offerings, and others.

Physical and Operational Recommendations

- While the acreage of the Fairgrounds is relatively limited, we believe that a viable complex can be developed within this footprint, and has greater potential if adjacent land owned by DePere can be incorporated into its footprint.
- The orientation of Fairgrounds facilities should be as multipurpose as possible. This will encourage maximum usage, and the scale of animal-based events is not considered to be enough to support successful year-round facility use.
- Renovation of existing Fairgrounds facilities is not considered to be a viable option for improved operations or usage.
- Surrounding publicly-owned land is not available for potential Fairgrounds expansion.
- In the short term, Fairgrounds improvements could include a first phase of facilities that would serve core needs for events such as animal shows and competitions, conferences and



public shows that are appropriate for a fairgrounds setting, and limited meeting/breakout/vendor space and other supporting amenities. This could include the following:

- A multipurpose indoor facility that can be used year-round and could alternate between a concrete floor and other surfaces for animal-based events. The facility should be divisible for multiple uses, and a main performance/gathering space should have an event floor of approximately 30,000 to 40,000 square feet, with limited seating.
- Within the multipurpose facility or adjacent to it should be a warm-up ring(s), stalls, and other support space, as well as meeting space.
- Other facilities should also include offices, storage, food and beverage areas, and other support space.
- The complex should also retain open/outdoor space for fields, parking, and camping.
- Later phases of development could potentially include additional facilities that are varying degrees of multipurpose or purpose-built for specific uses, which may require the addition of surrounding parcels to the Fairgrounds footprint. Other facilities could include barns, additional indoor or outdoor arenas/rings, a track and grandstand, and others.
- Privately-owned land that surrounds the Fairgrounds to the north and west could potentially be acquired for parking or other uses. On average, the per-acre assessed value of these parcels is approximately \$115,000. Farther to the north and west, values increase to \$245,000 per acre.
- We have also analyzed the potential use of the Fairgrounds' riverfront land for residential usage. Based on a limited review of other riverfront homes, the assessed value of homes on the east side of the Fox River near the Fairgrounds average approximately \$480,000 per acre; on the west side, the average value is approximately \$875,000 per acre.
- We believe that the Fairgrounds should continue to be owned by the County.
- We believe that the most viable management/operating relationship would be directly through the County (as is currently done), or with a quasi-public or non-profit partner. Partnering with a private management company does not appear to be the most viable option for the County.
 - County management – should the County continue to manage the Fairgrounds following an improvement project, we recommend that the County hire staff that is specifically focused on marketing and operating the complex. The County could still share staff with other County operations but should at least have a minimal staff onsite (approximately three to seven full-time positions). Public management could also include the creation of an independent board of volunteers that oversees the Fairgrounds.



- Quasi-public or non-profit management – the County could partner with an existing County agency or create a new entity that would be responsible for Fairgrounds operations. This scenario would also require the addition of new public-sector staff, and potentially the creation of an oversight board. In addition, the County would have to continue to be responsible for any capital and operating needs, and/or identify new funding sources with its partner.

Should a non-profit partner be identified, the County could take a more hands-off approach to operations in the future, although depending on an agreement with a partner, the County may still retain certain responsibilities (particularly financial). However, the partner would generally be responsible for operations and fundraising.

The determination to pursue a specific management structure will depend on political, practical, financial, and other realities of the County, as well as the availability and willingness of potential partners. However, assuming that a skilled operational team and adequate sources of funding for capital improvements and operations are in place, the decision to directly operate the Fairgrounds or partner with an existing or new entity may not significantly impact future Fairgrounds success.

Operating Projections and Economic Impacts

- Forecasts have been prepared with input from County representatives, with the intention of creating a future complex that is as self-sustaining financially as possible. This includes a very limited service and staff offering at the complex, with events responsible for most aspects of operation.
- Based on the market analyses and the facility recommendations, the following table summarizes the projected annual usage of an improved complex for its first and tenth year of operations.

PROJECTED EVENTS AND ATTENDANCE						
	Year 1			Year 10		
	# of Events	Avg. Atten.	Total Atten.	# of Events	Avg. Atten.	Total Atten.
Animal Shows/Competitions	5	200	2,500	8	200	4,000
Conventions/Consumer and Trade Shows	3	750	6,750	6	2,500	45,000
Festivals	3	3,000	27,000	4	3,000	36,000
Other Sports/Entertainment Events	3	750	2,250	3	750	2,250
Other Public Events	4	750	4,500	4	750	4,500
Social/Private Events	12	100	1,200	14	100	1,400
Meetings	40	50	2,000	40	50	2,000
Classes, Riding, Training, and Others	30	25	750	30	25	750
Brown County Fair	1	8,000	40,000	1	8,000	40,000
Total	101	–	86,950	110	–	135,900

Source: Stone Planning



- o The projections of usage, as well as a number of assumptions regarding attendee characteristics, revenues, and expenses, lead to forecasts of future annual operating revenues and expenses, as shown below for ten years.

BROWN COUNTY FAIRGROUNDS PROJECTED OPERATING REVENUES AND EXPENSES (\$000S)										
	1	2	3	4	5	6	7	8	9	10
Operating Revenues										
Rent (Facility, Equipment, Stalls, etc.)	\$58	\$59	\$75	\$79	\$84	\$88	\$87	\$92	\$91	\$95
Advertising/Sponsorships	26	27	27	28	28	29	29	30	30	31
Merchandise	2	2	2	2	2	2	3	3	3	3
Food and Beverage	48	61	60	88	66	94	68	98	71	102
Parking/RV	44	46	56	62	62	68	64	71	67	74
Other Revenues	5	5	5	6	6	6	6	6	6	6
Total Operating Revenues	\$183	\$199	\$226	\$264	\$248	\$287	\$258	\$299	\$268	\$311
Operating Expenses										
Salaries and Benefits	\$78	\$80	\$81	\$83	\$84	\$86	\$88	\$90	\$91	\$93
Part-Time Staff	0	0	0	0	0	0	0	0	0	0
Benefits	0	0	0	0	0	0	0	0	0	0
General and Administrative	47	48	49	50	51	52	53	54	55	56
Utilities	42	42	43	44	52	53	54	55	56	57
Repairs & Maintenance	16	16	16	17	23	24	24	25	25	26
Insurance	6	6	6	7	7	7	7	7	7	7
Advertising	10	11	11	11	11	11	12	12	12	12
Total Operating Expenses	\$199	\$203	\$207	\$211	\$229	\$233	\$238	\$243	\$247	\$252
Net Operating Income (Loss)	(\$16)	(\$3)	\$19	\$53	\$19	\$54	\$20	\$56	\$21	\$59

Source: Stone Planning

As the table shows, the complex is initially estimated to operate at a deficit. After the first two years, relatively minor profits are projected.

- o We have also estimated the complex's future economic and fiscal impacts. Economic impacts include new spending that is brought into Brown County due to the presence and operation of the Fairgrounds, new jobs and earnings for local residents, and room nights at local hotels. The County will also capture hotel taxes. In addition to these annually-recurring impacts, there will also be benefits to local residents and businesses related to the construction of any improvements, but these are not quantified.

Estimated impacts are summarized below.

SUMMARY OF ECONOMIC/FISCAL IMPACTS FROM OPERATIONS

Operations (Annual)

Total Spending - Direct and Indirect	\$3,361,000
Total Jobs (Full-Time Equivalent)	40
Total Earnings	\$1,676,000
Room Nights	5,350
New Tax Revenues to the County	\$52,800

Source: Stone Planning

Section 2 Local Market Analysis

Attachment: Stone Planning Report.Scan (7579 : Consider and approve draft plan for Fairgrounds property.)



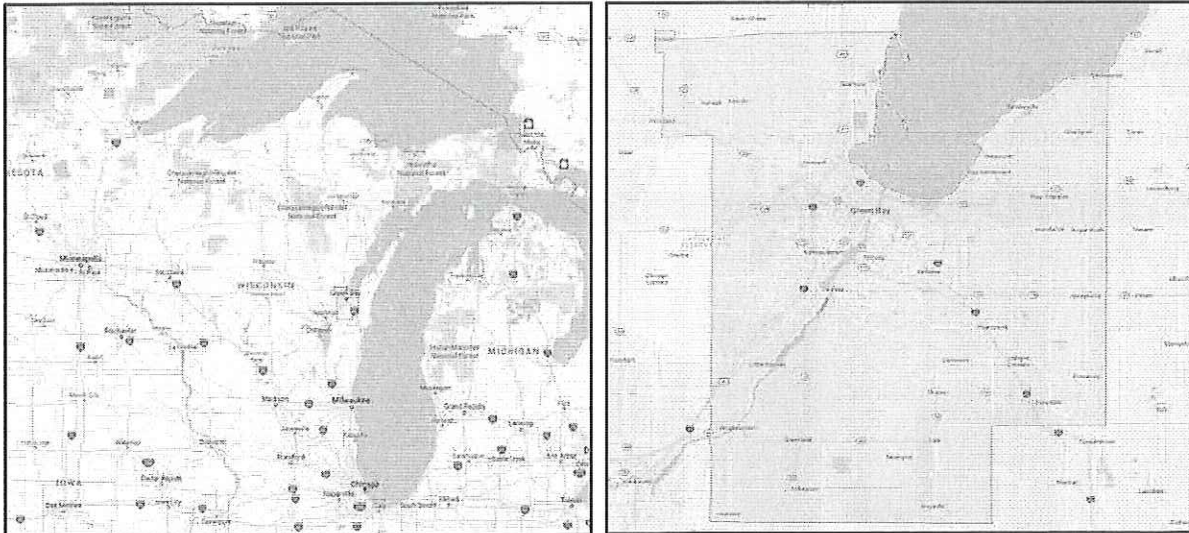


In this section, we provide economic and demographic data on the local and regional market (including definitions of the market areas) in order to give context on the environment in which the fairgrounds operate, as characteristics of the surrounding population are important to the support of a venue.

BROWN COUNTY AND MARKET DEFINITIONS

Brown County is Wisconsin's fourth-largest county (behind Milwaukee, Dane, and Waukesha) and one of its two original counties, dating to 1818. This section provides an overview of the economic and demographic characteristics of the area, including the City of De Pere, the City of Green Bay, Brown County, and the Green Bay Metropolitan Statistical Area (a three-county area including Brown, Kewaunee, and Oconto counties), as well as Wisconsin and the US for comparison.

The following maps show the location of Brown County within Wisconsin and the broader region. Major cities surrounding Brown County include Milwaukee (a drive of approximately 120 miles), Madison (140 miles), Chicago (210 miles), and Minneapolis (280 miles).





POPULATION

The table below shows recent population levels for the local areas, as well as the state and US.

POPULATION (000S) AND GROWTH RATES BY AREA

	De Pere		Brown County		Green Bay MSA		Wisconsin		US	
	Population	% Growth	Population	% Growth	Population	% Growth	Population	% Growth	Population	% Growth
2010	23.2	—	244.4	—	306.2	—	5,637.9	—	308,745.5	—
2011	23.5	1.4%	246.7	0.9%	308.8	0.8%	5,664.9	0.5%	311,663.4	0.9%
2012	23.8	1.1%	248.5	0.7%	311.1	0.7%	5,687.2	0.4%	313,998.4	0.7%
2013	24.0	0.9%	250.6	0.8%	312.5	0.5%	5,706.9	0.3%	316,204.9	0.7%
2014	24.2	0.8%	252.7	0.8%	314.6	0.7%	5,724.7	0.3%	318,563.5	0.7%
2015	24.4	0.6%	254.7	0.8%	316.4	0.6%	5,742.1	0.3%	320,896.6	0.7%
2016	24.5	0.7%	256.6	0.7%	318.2	0.6%	5,754.8	0.2%	323,127.5	0.7%
Growth Rate ('10 - '16)		5.7%		5.0%		3.9%		2.1%		4.7%

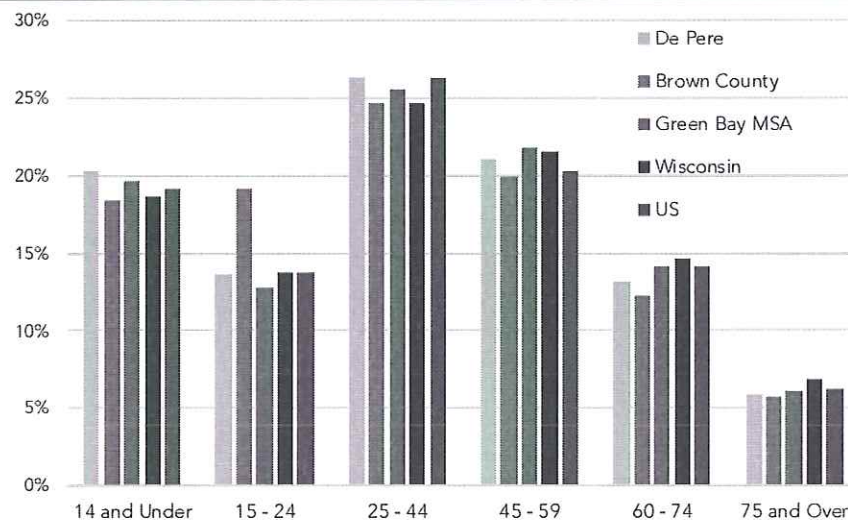
Source: US Census

The population of De Pere has increased to approximately 25,000, or nearly six percent since 2010, which exceeds the growth rate of all other areas studied. Brown County has also grown at a high rate since 2010 (five percent), to more than 255,000 residents. The three-county metro area has nearly 320,000 residents, and its growth rate has nearly doubled that of the state since 2010.

AGE

The following graph shows the age distribution of the various geographic areas.

POPULATION AGE BY RANGE



Source: US Census



As the graph shows, the age distribution of the local market areas is relatively similar to that of the state and nation; overall, 57 percent to 62 percent of the population in all regions is 44 or younger. In addition, the median age of all areas is similar – while the national median is 37.7 years, the median in the city, county, and metro area ranges from 35 to 38.4.

INCOME AND EMPLOYMENT

The table in this section shows employment by major occupational groups at the metro, state, and national levels. This table indicates how the local economy compares to those of the larger areas, in terms of the relative share of jobs in various industries. Compared to the state, the metro area's economy is similar in many respects; however, for example, it has larger Arts/Design/Entertainment/Sports/Media and Construction/Extraction industries as a percent of total employment, and a smaller share of employment in the legal industry.

EMPLOYMENT BY MAJOR OCCUPATIONAL GROUP			
	MSA	SD	US
Management	2.7%	2.8%	5.1%
Business and Financial Operations	3.9%	4.5%	5.2%
Computer and Mathematical	1.4%	1.9%	3.0%
Architecture and Engineering	1.3%	1.2%	1.8%
Life, Physical, and Social Science	1.2%	1.0%	0.8%
Community and Social Service	1.9%	1.6%	1.4%
Legal	0.5%	0.4%	0.8%
Education, Training, and Library	5.1%	5.8%	6.2%
Arts, Design, Entertainment, Sports, and Media	1.5%	1.3%	1.4%
Healthcare Practitioners and Technical	7.8%	7.1%	5.9%
Healthcare Support	2.4%	2.5%	2.9%
Protective Services	2.0%	1.5%	2.4%
Food Preparation and Serving Related	11.4%	9.9%	9.2%
Building and Grounds Cleaning and Maintenance	4.8%	4.0%	3.2%
Personal Care and Service	3.3%	3.4%	3.2%
Sales and Related	12.6%	11.4%	10.4%
Office and Administrative Support	15.9%	15.5%	15.7%
Farming, Fishing, and Forestry	0.1%	0.4%	0.3%
Construction and Extraction	6.6%	5.3%	4.0%
Installation, Maintenance, and Repair	4.4%	3.9%	3.9%
Production	3.9%	7.6%	6.5%
Transportation and Material Moving	5.4%	7.1%	6.9%
Total	100.0%	100.0%	100.0%

Source: US Bureau of Labor Statistics

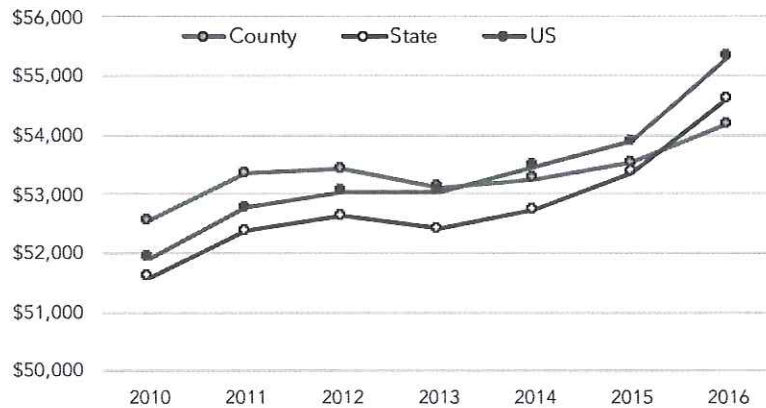
Compared to the national level, the metro area differs more than it does from the state's employment. The metro area is skewed towards Production, Transportation and Material Moving, and Personal Care and Service industries. In contrast, the U.S. economy has a stronger concentration of jobs in Legal, Farming/Fishing/Forestry, and Sciences.

The composition of an economy's jobs will influence income levels, as some industries have higher salaries than others. In 2016, Brown County's median household income of approximately \$54,200



was slightly lower than the state median of \$54,600 and lower than the US's of \$55,300. Since 2010, income growth in the county (3.1 percent) has lagged that of Wisconsin (5.8 percent) and the country (6.6 percent).

MEDIAN HOUSEHOLD INCOME BY AREA



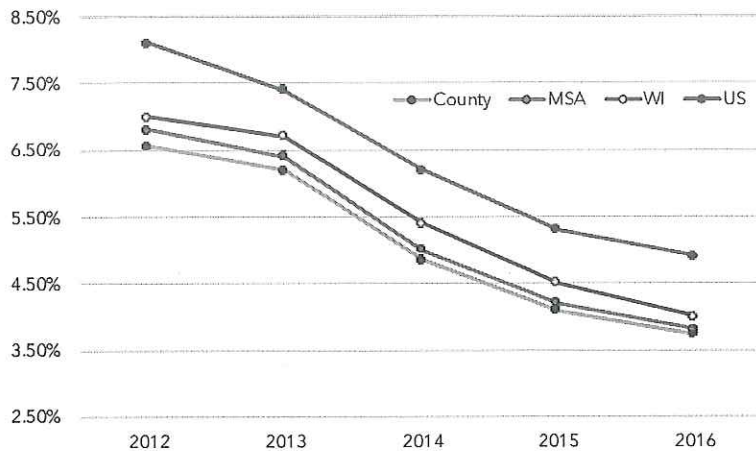
Source: US Census

Local income levels are aided by the relatively low cost of living in Wisconsin compared to the rest of the country. In 2017, according to the Council for Community and Economic Research, the overall cost of living in the state was approximately four percent lower than the national average.

The following chart shows the recent historical unemployment rates in the county, metro area, state, and US.



UNEMPLOYMENT RATE BY AREA



Source: US Bureau of Labor Statistics

The unemployment rate in the county, metro area, and state have all been lower than that of the US in the last five years (full 2017 data is not yet available). While all areas' rates have declined in the last five years, the country's unemployment rate has exceeded Brown County's by 1.2 to 1.5 percentage points per year.

CORPORATE BASE

The following table lists the largest private employers in the Green Bay area.

LARGEST PRIVATE EMPLOYERS IN THE GREATER GREEN BAY AREA, 2016

Company	Location	Industry	# of Employees
Humana	Multiple	Health/Insurance Services	3,283
Bellin Health	Multiple (including Green Bay HQ)	Hospital	2,729
Oneida Nation	Oneida (including HQ)	Tribal Enterprise	2,700
Schneider	Multiple (including Ashwaubenon HQ)	Truck Load Carrier	2,633
Georgia-Pacific	Green Bay	Paper/Tissue Manufacturer	2,100
UnitedHealthCare	Howard	Insurance	2,050
Aurora Health Care	Multiple	Medical Care	2,009
St. Vincent Hospital	Green Bay	Hospital	1,605
American Foods Group	Green Bay	Meat Distributor	1,467
Prevea Health	Multiple (including Ashwaubenon HQ)	Primary and Specialty Care	1,417
Green Bay Packaging, Inc.	Multiple (including Green Bay HQ)	Box Manufacturing	1,401
Wisconsin Public Service	Multiple (including Green Bay HQ)	Utility	1,162
JBS Green Bay	Green Bay	Beef Slaughterer and Processor	1,142
ShopKo Stores	Multiple (including Ashwaubenon HQ)	Retail	1,129
Wal-Mart Stores, Inc.	Multiple	Retail	1,119

Source: Greater Green Bay Chamber



Humana is the area's largest private employer, with more than 3,200 employees. Many other major employers are also in the insurance and health care industries, including Bellin Health, St. Vincent Hospital, and UnitedHealthCare.

ROAD AND AIR ACCESS

The Brown County area is accessible via two major north-south roadways (I-43 and I-41) and one east-west roadway (WI-29). I-41 connects the Green Bay area to the Fox Cities as well as Oshkosh, Fond du Lac, and Milwaukee. I-43 leads to Milwaukee and further south into the Chicago area (in conjunction with I-94). The Green Bay area is also accessible from western Wisconsin and Minnesota via WI-29. Austin Straubel International Airport is located in Green Bay and provides air travel to and from the area. There are approximately 40 commercial flights per day at Austin Straubel, with approximately 665,000 passengers and 361,000 pounds of freight per year. Direct flights are available to and from Chicago, Detroit, Minneapolis, and Atlanta.

AREA ATTRACTIONS

Other attractions within a host market often play an important role in drawing non-local residents to an events facility. Meeting planners and promoters, as well as potential attendees, look for activities beyond the event itself, and a prime example in Wisconsin is the Wisconsin Dells' waterparks.

The largest generator of visitation to Green Bay is the Green Bay Packers. The Packers have a historically dedicated following and a unique relationship with the community, and the entire state, due to the size of the market (Green Bay is the smallest market in the US to host a major professional sports franchise) and the team's public ownership structure. Every game at the Packers' home stadium, Lambeau Field, has been sold out since 1960 and there is a season-ticket waiting list of more than 130,000 people, which is the largest in the NFL by a significant margin.

Immediately west of Lambeau Field is the new Titledown, a mixed-use commercial, entertainment, and recreational district that will provide year-round opportunities for visitors. The district includes the 144-room Lodge Kohler, the Hinterland Restaurant and Brewery, the Bellin Health Sports Medicine Clinic, and sites for future commercial and residential development.

The Green Bay area has a diverse range of other natural, entertainment, shopping, and sporting attractions. Some examples include: the Bay Beach Amusement Park (a municipally-owned amusement park with rides, playgrounds, and sports fields), City Stadium (the former home of the Packers), Cofrin Memorial Arboretum (a 290-acre nature preserve), Heritage Hill (a 48-acre non-profit state park), the Fox River State Recreational Trail (one of the busiest state trails in Wisconsin), the National Railroad Museum (a railroad history museum with over 75,000 annual visitors), access to the Bay of Green Bay (a world-class fishery for several game fish species, including walleye and muskie), and the NEW Zoo & Adventure Park (a 100-acre zoo with 1,400 acres of multi-use parkland).



TOURISM AND VISITOR INFRASTRUCTURE

Brown County is Wisconsin's fourth-largest county by population and attracts the state's fifth-highest amount of tourist spending, with an estimated \$638 million in 2016.

VISITOR SPENDING BY COUNTY (2016)

County	Visitor Spending (Millions)	% of WI Total
Milwaukee County	\$1,931.2	15.7%
Dane County	1,213.6	9.9%
Sauk County	1,047.9	8.5%
Waukesha County	742.9	6.0%
Brown County	637.9	5.2%
Walworth County	528.9	4.3%
Door County	347.8	2.8%
Outagamie County	339.5	2.8%
La Crosse County	248.1	2.0%
Winnebago County	242.5	2.0%
Rock County	235.2	1.9%
Marathon County	234.6	1.9%
Racine County	229.2	1.9%
Eau Claire County	228.4	1.9%
Sheboygan County	223.7	1.8%

Source: Wisconsin Department of Tourism

In addition to Packers games and training camp, major events that generated tourism to Brown County in 2016 included the University of Wisconsin-LSU football game at Lambeau Field, the Wisconsin Interscholastic Athletic Association's girls state basketball championships, the Wisconsin Amusement and Music Operators' dart tournament, the World Walleye Championships, the Wisconsin Rural Water Association convention, the Wisconsin Credit Union League convention, and many others.

According to the Greater Green Bay CVB, the area has approximately 4,200 hotel rooms that achieved an occupancy rate of 58.8 percent in 2016 (an increase of 1.4 percent over 2015). Also, according to the CVB, the third quarter of the year (July, August, and September) generates the greatest share of visitor spending (32 percent of 2016's total), followed by October through December (26 percent), April through June (22 percent), and January through March (19 percent).

Section 3 Fairgrounds and Event Industry Analysis

Attachment: Stone Planning Report.Scan (7579 : Consider and approve draft plan for Fairgrounds property.)





This section includes an overview of the Brown County Fairgrounds and the annual Brown County Fair, as well as analysis of competitive and comparable fairgrounds, the fair industry, and feedback from various stakeholders. This information will help to inform the current and potential future market for uses of the Brown County Fairgrounds.

THE BROWN COUNTY FAIRGROUNDS

The Brown County Fairgrounds is located on the Fox River and is surrounded to the north and south by the City of DePere. The Fairgrounds consist of 36 acres of both facilities and open space, and is used for a variety of events, including the annual Brown County Fair.

The complex is owned by Brown County and operated within its Parks Department, along with the County's 17 other County parks. While the County's Parks Department operates the complex, it has no dedicated staff that markets or maintains the complex. The department's maintenance office is currently located at the Fairgrounds, and its main office could potentially be relocated to the Fairgrounds (four people and approximately 1,500 to 2,000 square feet).

The following page shows the Fairgrounds and its surroundings. The Fairgrounds are surrounded to the south by 15 acres of City of DePere-owned land (including the DePere Ice Arena and the Perkofski Boat Launch), and to the north by privately-owned land in DePere. North of that is Ashwaubomay Park, which is owned by the Village of Ashwaubenon.

**Regional Public Park
Connection**



Attachment: Stone Planning Report Scan (7579 : Consider and approve draft plan for Fairgrounds property.)



The Fairgrounds consists of the following facilities and areas (which are described in more physical detail in masterplanning documents):

- Exhibition North Building – 10,000 square feet, unheated, with a capacity of 683. This building was built in 1992.
- Exhibition South Building – 12,000 square feet, unheated, with a capacity of 960. The building was built in 1987.
- Cattle Barn – approximately 13,000 square feet (82' x 170') and built in the 1930s.
- Horse Arena – approximately 44,500 square feet of outdoor space, with a capacity of 960. The facility was increased to its current size in 2017.
- Horse Barn 1 – 19,200 square feet and constructed in the 1930s.
- Horse Barn 2 – 3,600 square feet and constructed in the 1930s.
- Judging Barn – 6,000 square feet and constructed in the 1930s.
- Milkhouse – 640 square feet and constructed in 1988.
- Sheep/Swine/Poultry/Small Animal Barn – 12,600 square feet and constructed in the 1930s.
- Infield Grounds – approximately 16 acres of green space.
- Midway – approximately 95,400 square feet of paved open space.
- Camping areas – 56 sites on the Midway with 20, 30, or 50 amp service that are usable from April through December, and another nine on grass, although camping is not allowed during most large Fairgrounds events. Camping is also often used for Packers games.
- Restroom Building – approximately 2,900 square feet and constructed in the 1960s.
- Parking – as parking is very limited on the Fairgrounds (approximately 250 spaces), the boat launch parking (approximately 75 trailer stalls and 25 car spaces) and Ice Arena parking are also used as needed, with permission from DePere. The infield grounds can increase parking capacity to more than 2,400 cars, but this is only used by the Fair.

The following table summarizes the fairgrounds' annual usage for the last three full calendar years.



FAIRGROUNDS USAGE, 2015-17

EVENT NAME	LOCATION	AVERAGE ATTENDANCE	2015	2016	2017
			Days booked	Days booked	Days booked
Brown County Fair	All Areas	36,000	18	18	18
Labor Day Festival	All Areas	8,000	3	3	3
Memorial Day	All Areas	9,000	4	4	4
JDRF Northeast WI	Exhibition Halls and Midway	2,000	2	2	2
Beja Shrine Car Show	Midway	950	1	1	1
Mit Liebe Pet Show	Exhibition Hall	500	2	2	2
Green Bay City Auction Bike Sale	Exhibition Hall	600	3	3	3
NE WI Livestock Show	Cattle Barns	450	4	4	4
4-H Tailwaggers Agility Training	Barn	20/event	17	17	17
Ledgeview Horse Riders Horse Show	Horse Ring	50	1	1	1
Brown County Horse Association	Horse Ring	300	1	1	1
Mega Motor Works	Midway	n/a	1	--	--
Creekview Riding Center Horse Show	Horse Barn	100	1	--	--
Packerland Kennel Club-Agility Classes	Horse Barn	20/event	30	30	41
Renaissance Faire	Grounds Rental	900	1	--	--
Family Motor Coach Association	Camping	75 single event	3	--	--
Flyball in Tiletown	Exhibition Hall	180	--	1	--
Mini Car Show	Midway-ExHall	800	0	1	--
Rodeo	Horse Ring	600	2	--	--
SAGBRAW – Bike/Camping Event	Camping	400	2	--	--
2016 Zombie Walk	All areas	1,500	2	--	--
Ducks Unlimited, Inc	Exhibition Hall	400	1	--	--
Golden House, BBQ	Exhibition Hall Grounds	2,800	--	--	6
Hmong Lee Fundraiser	Exhibition Hall Midway	400	1	1	1
Home Instead Senior	Exhibition Hall Midway	400	--	--	1
Innovative Services	Exhibition Hall Midway	800	--	--	1
4-H Horse Clinic	Horse Ring	50	--	1	1

Source: Brown County

A total of approximately 100 to 110 event days were booked per year in the last three years, with annual attendance of approximately 70,000. The Brown County Fair, over its 18 days, generated more than half of the complex's attendance. The other largest users are the Labor Day Festival, Memorial Day events, and the Hmong festival.

The following table summarizes the revenues generated by the uses listed above, as well as camping, parking, and winter storage. We also show annual changes in the percent of total revenue generated by each source.



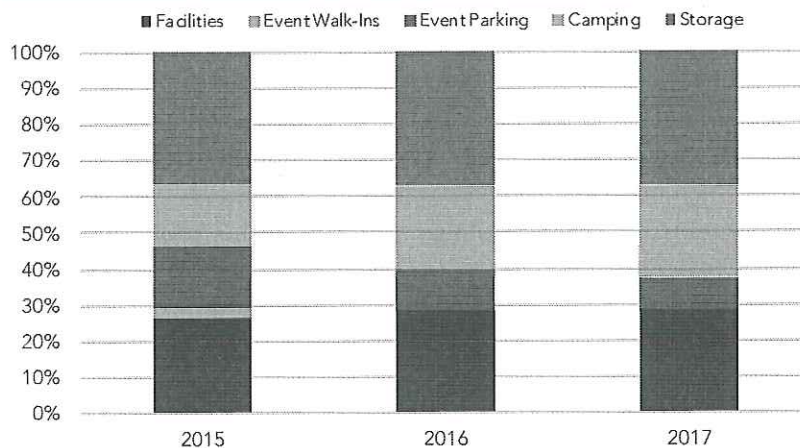
FAIRGROUNDS REVENUES, 2015-17

	2015	2016	2017
Facilities	\$25,826	\$28,345	\$30,325
Event Walk-Ins	2,951	212	300
Event Parking	16,531	11,025	9,893
Camping	16,844	24,090	27,567
Storage	35,257	37,505	39,857
Total Revenues	\$97,409	\$101,177	\$107,942

Source: Brown County

As is described below, Fairgrounds expenses in 2017 were estimated to be \$105,000 by the County, which resulted in a small profit.

FAIRGROUNDS REVENUES AS A PERCENT OF TOTAL, 2015-17



Facility rental revenue has consistently ranged from \$25,000 to \$30,000, which was slightly less than 30 percent of total revenue per year. Parking revenue has decreased both as a raw number and as a percent of total revenue, and camping revenue has increased with the loss of camping sites near Lambeau Field that have been replaced by Titledown's development.

The revenues shown above only represent the revenues captured by the County for use of the Fairgrounds. It is estimated that approximately four to five major Fairgrounds events per year (including the Fair) also have to rent the adjacent land to the south from the City of DePere.

In 2017, the County estimates that total fairgrounds-related expenses were approximately \$105,000, which included approximately \$45,000 in personnel and \$60,000 in other operational expenses (such as supplies, repairs and maintenance, equipment, utilities, insurance, and others). As a result, the complex experienced a small profit from operations in 2017.



Surrounding Fairgrounds Land

This section analyzes publicly- and privately-owned land that surrounds the Fairgrounds, and its characteristics such as usage and land values.

Publicly-Owned

This section addresses two sets of publicly-owned land that surround the Fairgrounds to the north and south. These parcels are shown in the map above.

Ashwaubomay Park

Ashwaubomay Park is separated from the Fairgrounds to the north by residential development and the water treatment plant. The approximately 86-acre park is owned and operated by the Village of Ashwaubenon and includes the 53-acre Ashwaubomay Lake, three Little League baseball fields, one baseball field, two soccer fields, a playground area, and picnic tables, horseshoe pits, and walking trails.

- Ashwaubomay Lake is a three-million-gallon, man-made lake with a beach that is open from June through mid-August. It also includes diving boards, slides, a sand volleyball court, concession stand, and other amenities. Daily admission rates are \$3 for youth and \$4 for adults (Ashwaubenon residents), and free for children under three and seniors. Non-resident rates are \$4 for youth and seniors, and \$5 for adults. Season passes are \$35 for individuals and \$60 for families (resident), and \$50 and \$75 for non-residents. The lake can also be rented out by groups, for \$170 (resident) or \$185 (non-resident) for two hours.

The lake also hosts special events, such as a Father's Day Swim, Superhero Day, and Doggie Dip. The broader park hosts events such as Ashwaubenon Blast, with live music, carnival games, and other attractions.

In 2015 and 2016, the lake generated an operating profit of \$5,000 and a deficit of \$18,000, respectively, on revenues of approximately \$130,000.

- The park's baseball complex is used by Ashwaubenon Youth Baseball, which has six leagues that play on the fields Mondays through Thursdays from 5:30 to 9:15. (Most games are held at Ashwaubomay Park, although ABY also uses Smith Park, Cornerstone Park, and others.) ABY also hosts tournaments at the park; six weekends of baseball tournaments are scheduled this summer, from May through July.



DePere-Owned Land

The City of DePere owns four separate but connected parcels to the immediate south of the Fairgrounds.

- Fairgrounds – approximately 12 acres are the City’s portion of the Fairgrounds that technically are comprised of two separate parcels. The larger, 11-acre site is not frequently used by events – according to the City, approximately four to five of the main Fairgrounds users (such as the Fair, Hmong festivals, and the Renaissance Faire) also rent the City’s Fairgrounds parcel, and it is never rented on its own. In 2016, the City reported approximately \$900 in revenue from these rentals. Approximately one acre consists of a treed area that is generally protected from usage.
- Perkofski Boat Launch – an approximately 11-acre site that includes one of the City’s three boat launches, as well as approximately 25 parking spaces and 75 trailer stalls. These parking spaces are used by some Fairgrounds events.
- DePere Ice Arena – a three-acre parcel, and the arena includes one ice sheet, a concession stand, a meeting room and multipurpose room, and locker rooms. The facility is owned by the City but is leased to a non-profit (Brown County Ice Management, which also operates the City’s Cornerstone Community Center). The arena is the home of five user groups (the DePere Youth Hockey Association, the Greater Green Bay Figure Skating Club, the DePere Deacons Hockey Great Lakes Hockey League, DePere High School, and St. Norbert Men’s JV hockey). The facility also offer open skating, skating and hockey lessons, and a Sunday night hockey league. Ice is not available in the summer, and the facility is generally unused in the off-season. Brown County Ice Management reported approximately \$536,000 in occupancy expenses in 2017. The arena’s parking is also used during the Fair.

In general, greater collaboration between Ashwaubomay Park and the DePere-owned land would likely benefit both (as well as the fairgrounds), due to their proximity and potential for complementary uses.

Privately-Owned

This section addresses approximately 16 acres of various privately-owned parcels that surround the Fairgrounds and could potentially be used to complement the complex. This does not include the residential properties or the water treatment plant that are immediately north of the Fairgrounds. The parcels are identified and described below, and are separated into three groups.



The four properties shown in red are owned by Feaker & Sons, and the eight properties adjacent to and to the south of the Feaker properties are owned by six different owners. The site to the north of the Fairgrounds and the residential properties is owned by Hoffman Properties.

The acreage and assessed values of these properties are shown below.



SURROUNDING FAIRGROUNDS PARCELS					
Owner	Approximate Acreage	Assessed Value			
		Land	Improvements	Total	Total per Acre
Feaker & Sons					
#1	1.48	\$17,500	\$0	\$17,500	\$11,824
#2	3.41	\$143,100	\$0	\$143,100	\$41,965
#3	2.47	\$103,900	\$0	\$103,900	\$42,065
#4	1.24	\$52,000	\$196,400	\$248,400	\$200,323
Subtotal	8.60	\$316,500	\$196,400	\$512,900	\$59,290
Various Owners					
#1 - GTO Investments	1.02	\$43,100	\$149,100	\$192,200	\$188,431
#2 - NJL Investments	0.61	\$0	\$0	\$0	\$0
#3 - Kenneth Binsfeld	0.18	\$21,700	\$68,800	\$90,500	\$502,778
#4 - Venderzanden Revocable Trust	0.95	\$42,500	\$98,200	\$140,700	\$148,105
#5 - DJKP Investments	0.36	\$31,600	\$23,800	\$55,400	\$153,889
#6 - Himal LLC	0.38	\$35,300	\$0	\$35,300	\$92,895
#7 - Himal LLC	0.29	\$30,900	\$0	\$30,900	\$106,552
#8 - Himal LLC	0.72	\$39,900	\$363,300	\$403,200	\$560,000
Subtotal	4.51	\$245,000	\$703,200	\$948,200	\$210,244
Hoffman Properties					
#1	2.79	\$83,900	\$268,600	\$352,500	\$126,344
Subtotal	2.79	\$83,900	\$268,600	\$352,500	\$126,344
TOTAL					
	15.9	\$645,400	\$1,168,200	\$1,813,600	\$114,063

Source: Brown County, Stone Planning

The four Feaker properties total 8.6 acres, and parcels #1 through #3 are generally unimproved with per-acre values ranging from less than \$12,000 to \$42,000. Parcel #4, which houses company facilities, is approximately 1.25 acres and has a total value of \$200,000. All four parcels combined have an assessed value of approximately \$513,000.

According to a representative of Feaker & Sons, while some of its land is underutilized at times (for example, when it is used by the Fair), it is occupied by the company's equipment at other times. The company is not interested in selling parts of its holdings; if it were to sell, it would sell all of its land.

The eight properties that are primarily to the south of the Feaker properties are generally small (only one is larger than one acre) and total approximately 4.5 acres. Many of these properties have been improved, and they have an average per-acre value of \$210,000 and a total value of \$948,000.

The nearly 2.8-acre Hoffman Properties site between Ashwaubomay Park and the Fairgrounds has a total assessed value of approximately \$353,000.

Combined, the nearly 16 acres have a total assessed value of \$1.8 million, or \$114,000 per acre.

We have also analyzed the assessed values of privately-owned, non-residential taxable parcels that adjoin the parcels described above. These properties are farther from the Fairgrounds but are adjacent to the previous properties, and can indicate the relative land values of the closer sites. The



following map shows the general boundaries of two sets of parcels that are owned by multiple entities.



To the immediate north of the Feaker properties are six parcels (not including two that are non-taxable or the residential parcels between these parcels and Ashwaubomay Park) that are owned by three entities and total more than 28 acres. Across Ashland to the west, there are 19 taxable parcels on 36 acres that are contained within the yellow rectangle. Detailed information on these two sets of parcels is summarized below.



OTHER NEARBY FAIRGROUNDS PARCELS

	Approximate Acreage	Assessed Value			
		Land	Improvements	Total	Total per Acre
North of Feaker Properties					
Lutsey Enterprises LLP	1.36	\$30,800	\$0	\$30,800	\$22,647
Lutsey Enterprises LLP	1.18	\$77,100	\$0	\$77,100	\$65,339
Lutsey Enterprises LLP	0.45	\$35,200	\$155,200	\$190,400	\$423,111
Old Ovens LLC	6.66	\$321,500	\$309,400	\$630,900	\$94,730
Old Ovens LLC	13.42	\$266,100	\$0	\$266,100	\$19,829
Brama LLC	5.2	\$341,600	\$574,400	\$916,000	\$176,154
Subtotal	28.27	\$1,072,200	\$1,033,600	\$2,111,300	\$74,663
West of Ashland					
Ashland Properties LLC	7.19	\$215,800	\$803,300	\$1,019,100	\$141,739
Ashland Properties LLC	2.29	\$82,200	\$0	\$82,200	\$35,895
Ashland Properties LLC	0.69	\$50,600	\$0	\$50,600	\$73,333
Michael Aschenbrenner Et Al	0.5	\$41,200	\$93,800	\$135,000	\$270,000
Lasecki Troy Development No. 3	1.26	\$48,500	\$134,200	\$182,700	\$145,000
Cistdel LLC	1.15	\$47,800	\$138,300	\$186,100	\$161,826
Gregory & Linda Stommel	0.94	\$48,200	\$211,100	\$259,300	\$275,851
Gerard Hietpas	0.55	\$42,300	\$77,900	\$120,200	\$218,545
Refrigeration Rental Investments	1.27	\$59,200	\$0	\$59,200	\$46,614
Refrigeration Rental Investments	0.88	\$60,600	\$476,800	\$537,400	\$610,682
Lynn MacDonald	2.83	\$192,000	\$1,450,400	\$1,642,400	\$580,353
Giesler Property Three LLC	1.63	\$91,400	\$605,700	\$697,100	\$427,669
Giesler Property Three LLC	1.71	\$95,400	\$816,200	\$911,600	\$533,099
Ashwaubenon Estates LLC	9.16	\$819,200	\$5,539,700	\$6,358,900	\$694,203
Jesk Investments LLC	1.07	\$55,100	\$2,100	\$57,200	\$53,458
Jesk Investments LLC	0.6	\$56,600	\$0	\$56,600	\$94,333
Jesk Investments LLC	1.05	\$35,600	\$78,400	\$114,000	\$108,571
GLR Properties LLC	0.66	\$67,600	\$436,400	\$504,000	\$763,636
SMET Investments LLC	0.99	\$91,200	\$731,100	\$822,300	\$830,606
Subtotal	36.42	\$2,200,500	\$11,595,400	\$13,795,900	\$378,800
TOTAL	64.69	\$3,272,800	\$12,634,400	\$15,907,200	\$245,899

Source: Brown County, Stone Planning

To the north, the total assessed value of the six parcels are approximately \$2.1 million, with an average per-acre value of nearly \$75,000. To the west, the parcels have a total value of \$13.8 million and an average per-acre value of approximately \$379,000. As shown above, these parcels across Ashland have been improved to a far greater degree than those to the north.

Overall, the total assessed value of these properties is \$15.9 million, and the average per-acre value is \$245,000. This is more than twice the per-acre value of the parcels surrounding the Fairgrounds (\$114,000), and the value of only two of the properties that surround the Fairgrounds exceeds the \$245,000 average of the outlying parcels.

Potential Alternative Land Uses of the Fairgrounds

In this section, we explore, at a high level, the potential opportunity for residential development at the Fairgrounds site (specifically on the river). Because of the riverfront land that the Fairgrounds includes, the sale of any land could help to offset any purchase of land to the north or west, as described above.



Based on discussions with local Realtors, County data, and other information, we make the following observations:

- The local residential market is currently strong.
- The area that generally surrounds the Fairgrounds has seen a lot of residential development recently, including multifamily condos and high-rise development.
- Any residential development at the Fairgrounds would be expected to be condo or apartments rather than single-family.
- Relatively high-value residential development could potentially be hurt by any adjacent Fairgrounds usage.
- Market values for riverfront property vary widely by location:
 - Values are significantly higher to the south of the Claude Allouez Bridge, which is south of the Fairgrounds. Recent sales for teardowns of existing homes have ranged from \$540,000 to nearly \$1.2 million, for lots that are generally three-quarters of an acre +/-.
 - To the north of the bridge, land on the east side (which is not the side that the Fairgrounds is on) is much more expensive than the west side.
- The following map and table show example parcels and land values for riverfront residential properties to the north of the bridge (on both the east and west sides of the river).



SURROUNDING FAIRGROUNDS PARCELS					
Property #	Approximate Acreage	Assessed Value			
		Land	Improvements	Total	Total per Acre
East Side					
#1	1.17	\$127,500	\$103,700	\$231,200	\$197,607
#2	0.33	\$135,000	\$127,800	\$262,800	\$796,364
#3	0.63	\$150,000	\$133,900	\$283,900	\$450,635
Average	0.71	\$137,500	\$121,800	\$259,300	\$481,535
West Side					
#1*	0.34	\$179,400	\$0	\$179,400	\$527,647
#2*	0.34	\$148,900	\$0	\$148,900	\$437,941
#3*	0.42	\$197,000	\$641,400	\$838,400	\$1,996,190
#4*	0.28	\$174,700	\$500,800	\$675,500	\$2,412,500
#5	1.92	\$34,350	\$883,100	\$917,450	\$477,839
#6	0.92	\$202,000	\$172,500	\$374,500	\$407,065
#7	0.91	\$200,000	\$320,000	\$520,000	\$571,429
#8	1.79	\$343,400	\$400,000	\$743,400	\$415,307
#9	0.86	\$200,000	\$808,000	\$1,008,000	\$1,172,093
#10	1.08	\$202,000	\$575,400	\$777,400	\$719,815
#11	1.27	\$292,900	\$308,100	\$601,000	\$473,228
Average	0.92	\$197,695	\$419,027	\$616,723	\$873,732

* West of the trail.

Source: Brown County, Stone Planning



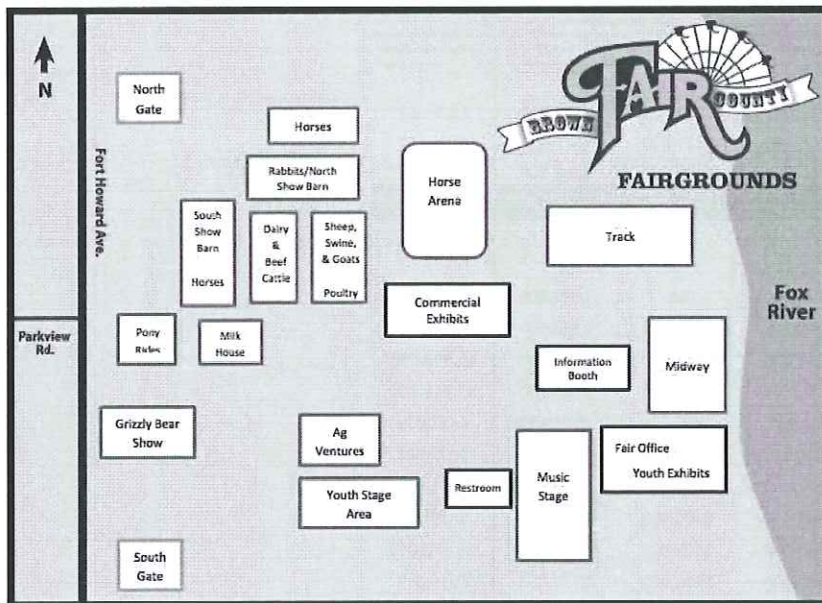
As the table shows, the average value per acre of three selected residential sites on the west side of the river is approximately \$480,000, and the average value of 11 parcels on the east side is nearly \$875,000 (an 80-percent increase over the west side).

THE BROWN COUNTY FAIR

The Brown County Fair is the fairgrounds' largest annual user and is overseen by the Brown County Fair Association, a 501(c)(3) non-profit organization with a five-person executive committee and 16 board members. The Association took over the Fair from a previous group and have since increased its viability and attendance. The Association's mission statement is to provide "a family oriented event...that is safe, affordable, educational, and fun for all ages," and "promote agriculture through exhibits and demonstrations," with a goal to "teach urban and rural residents of all ages about Brown County's history, traditions, and accomplishments through agriculture, family living, and business." In August 2002, the Brown County Board granted use of the Fairgrounds to the Fair Association to conduct the Fair via Brown County Resolution 035-19-10e.

The Fair is held over five days in August (in 2018, from August 15th through 19th). Fair events include a demolition derby, truck pull, PRCA rodeo, horse pull, tractor pull, 4H exhibits, and music.

The following map shows the complex's layout and uses for the Fair.



According to interviews with Association representatives and its tax reporting, the following information addresses other characteristics of the Fair:



- The Association pays no rent for use of the Fairgrounds, and receives \$20,000 from the County.
- The Association pays direct expenses associated with the Fair (such as utilities).
- The Association has at times funded capital improvements to the Fairgrounds, and also helps to maintain its facilities in preparation for the Fair.
- Fair attendance is approximately 30,000 to 35,000 per year. The highest-attended days (Friday and Saturday) can attract 9,000 or more people; the Fairgrounds is physically large enough for the attendees themselves but does not have enough parking.
- With better facilities at the Fairgrounds, the Fair could grow.
- According to the Association's tax reporting, in 2015 (the most recent year for which data is available), the Fair generated approximately \$205,000 in admissions revenue and \$70,000 in food sales and commissions. Other revenue sources included grants and contributions, and total revenues were approximately \$430,000. Total expenses were \$445,000, including Fair entertainment (\$193,000), equipment rentals (\$46,000), supplies (\$34,000), and food and beverage (\$25,000).
- According to the Association, approximately \$2.9 million of its spending over the last 14 years has been captured by Brown County-based businesses. In addition, non-profits (such as Brown County 4H, Denmark FFA Alumni, and others) have generated more than \$1.1 million during the Fair over 14 years, and in-kind contributions from free admissions to various groups have totaled more than \$360,000.
- With better facilities at the Fairgrounds, more events could be attracted to the complex on a year-round basis, such as FFA fundraisers, American Quarter Horse events, cattle shows, the Logging Congress, and others.

COMPETITIVE LOCAL AND REGIONAL FACILITIES

This section summarizes the inventory of existing and planned facilities in the Brown County area, as well as fairgrounds complexes across the state.

Brown County facilities are relevant to the fairgrounds in that there should be as little direct competition with other facilities as possible, with the intent of identifying a niche(s) that the fairgrounds may be able to serve in the future. While the County has a wide range public-assembly venues for events, the Fairgrounds is the only offering with significant outdoor/green space as well as indoor facilities.

While every Wisconsin county has a fairgrounds, surrounding counties' complexes are not necessarily directly competitive to the Brown County Fairgrounds per se, as each complex can serve its own local population. However, the analysis of fairgrounds will begin to identify examples of other counties' offerings.

Local Facilities (Non-Fairgrounds)

Other major public-assembly facilities in Brown County are described below. In general, any changes to Fairgrounds offerings in the future would not want to directly compete with existing facilities but rather complement other facilities.

Leicht Memorial Park

Leicht Memorial Park is on the West Bank of the Fox River in downtown Green Bay. In the summer, it hosts events such as festivals, fitness classes, parades, weddings, and concerts. This summer, the park will also host two cruise ships on a Great Lakes tour. In the past, it also hosted Leicht at Nite, a Thursday night music series with five to seven concerts in July and August.



Brown County Veterans Memorial Arena/Shopko Hall and Planned New Facility

The Arena and Shopko Hall are currently located to the immediate east of Lambeau Field, across Oneida Street. The facilities are owned by Brown County and privately operated by PMI. The Arena opened in 1957 and has 5,200 seats; it is generally in poor condition. The adjacent Shopko Hall opened in 1986 and has 43,000 square feet of column-free event space.



Because of the condition and limited size of the facilities, they have lost multiple events to other markets, and other events are unable to grow because they currently require all indoor and outdoor space onsite. Overall, the facilities' usage has decreased in recent years.

BCA and Shopko Hall host approximately 55 to 65 events and 130,000 to 165,000 attendees per



year. These events are primarily public shows and smaller sports/entertainment events. Many events at the complex, particularly consumer shows, use both BCA and Shopko Hall, and some also use the adjacent Resch Center and/or outdoor space because of the need for additional square footage.

Due to these factors, the County is planning to replace the Arena and Shopko Hall with a new, multipurpose indoor events on the same site. The new facility would have approximately 120,000 square feet and would continue to be oriented towards sports, entertainment, and consumer shows.

The Resch Center

The Resch Center opened in 2002 and effectively replaced the Arena as the market's primary indoor sports and entertainment venue. It is also owned by the County and operated by PMI, and has a maximum capacity of approximately 10,200. The Resch Center is the home of UWGB basketball, the USHL Green Bay Gamblers, and the IFL Green Bay Blizzard, and has also hosted events such as major concerts, family shows, and NCAA men's hockey tournament games. It hosts large sports and entertainment events that cannot be accommodated in the Arena.



In 2017, the Resch Center's calendar included more than 100 public events, including 30 Gamblers games, 17 UWGB basketball games, eight Blizzard games, 15 concerts, 14 other sports/competition events, and 12 family show performances. Non-tenant sports/competition events included a cheer/dance competition, Monster truck Jam and XL events, WWE Monday Night Raw and NXT Live! events, and the three-day state volleyball championships. Family shows included Disney on Ice, Sesame Street Live!, and the Harlem Globetrotters. In recent years, total Resch Center attendance has ranged from approximately 360,000 to 390,000.

KI Convention Center

The KI Convention Center (KICC) is located in downtown Green Bay and is adjoined by two hotels, the 241-room Hyatt Regency and the 135-room Hampton Inn. The facility was built as part of a public/private partnership, with the Hyatt Regency managing the facility's event and catering services.



The KICC currently has approximately 80,000 square feet of event space, including:

- A 17,000-square foot exhibit hall,
- Three ballrooms (measuring 25,228, 8,024, and 9,600 square feet),
- Three Riverview Rooms (5,000 total square feet),
- A 1,480-square foot auditorium,
- Seven individual meeting rooms, and
- An executive boardroom.

In 2013, the KICC underwent a \$24-million renovation/expansion project that included multiple meeting rooms, ballrooms, Wi-Fi, and digital signs. The 30,000-square foot expansion was completed in 2015 and was funded by excess hotel room tax from the first eight percent collected, as well as a \$2-million grant from the state and \$2 million in naming rights.

According to the Green Bay Convention and Visitors Bureau and facility, the KICC hosts 100 or more conventions each year. A majority of these conventions and trade shows are held by business associations from throughout Wisconsin, including the Wisconsin Dental Association, Home Builders Association and the Wisconsin Credit Union Association. The facility also hosts fashion shows, job fairs, weddings, and other social, business, and community events.

According to facility management, the strengths of the facility include state-of-the-art technology, location (near the Fox River), and connection to the Hyatt. The primary weakness of the facility is the lack of contiguous space, as the largest event space is only approximately 25,000 square feet. However, the facility is the highest-quality and primary convention space in the County.

Lambeau Field Atrium

The Lambeau Field Atrium is a 376,000-square-foot, five-story structure on the east side of the stadium. Originally built in 2003, the Atrium underwent a \$140-million renovation in 2013 that provided a new east gate entrance to the stadium, a new Packers Pro Shop, an improved Packers



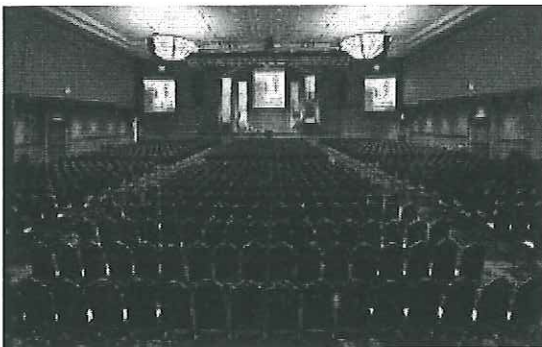
Hall of Fame, and a new restaurant (the 1919 Kitchen & Tap). This renovation project was part of a larger \$312-million project that added 7,600 new seats to the south end zone and other upgrades. The renovations were funded in part by the Stadium District (\$21 million). The Atrium is a higher-end facility that is not directly competitive with the Fairgrounds but fills an important niche locally.



The Atrium has approximately 40,000 square feet of floor space and can host trade shows, job fairs, banquets, corporate events, and galas. Some of the higher floors and club areas in the Atrium can accommodate smaller events such as weddings, luncheons, and business meetings. These spaces include the Legends Club Room (6,800 square feet), the North Balcony (6,800 square feet), Club 1919 (3,700 square feet), and MVP Box 4039 (700 square feet). Rental rates for Atrium events range from \$6,000 to \$8,500, depending on day of week and time of year, for events that serve food and beverage. For non-F&B events, rent is \$15,000. Rental rates are lower for the smaller facilities (for example, \$2,000 to \$3,000 for the Legends Club Room).

Radisson Hotel and Conference Center

The Three Clans Ballroom is a 30,000-square foot conference center located in the Radisson Hotel and Conference Center, across from Austin Straubel International Airport and next to the Oneida Casino. The facility was built in 1986 (renovated in 2013) and has a maximum capacity of 2,000 people. Events that are typically held at the Three Clans Ballroom include weddings, banquets, concerts, and conferences. The conference space can be separated into three sections (Bear, Turtle, and Wolf) and is accompanied by several meeting rooms.





Local Hotels

In addition, a number of hotels in the area have smaller amounts of event space; those with approximately 10,000 square feet or more are listed below.

- Lodge Kohler, Green Bay – opened in mid-2017 across the street from Lambeau Field, Lodge Kohler has two private dining rooms for 20 people each, an outdoor Sky Terrace overlooking Lambeau Field for 50 people, the semiprivate Tower for 40 people, and outdoor courtyard and gazebo.
- Radisson Paper Valley, Appleton – 38,000 square feet (largest individual room is 13,370 square feet),
- Comfort Suites, Green Bay – 20,000 square feet (largest room is 8,673 square feet),
- Tundra Lodge Resort, Green Bay – 18,000 square feet (largest room is 5,328 square feet),
- Fox Hills Resort, Mishicot – 15,000 square feet (largest room is 6,800 square feet),
- Best Western, Ashwaubenon – 12,000 square feet (largest room is 5,000 square feet),
- Country Inn & Suites/The Meadows, Green Bay – 9,000 square feet (largest room is 7,000 square feet), and
- The Hotel Northland, Green Bay – the historic hotel will reopen later this year in downtown Green Bay with more than 12,000 square feet of event space (largest room is expected to be 3,200 square feet).

Fairgrounds in Wisconsin

Every county in Wisconsin has a fairgrounds complex, and every county hosts a county, district, or state fair. These fairgrounds host county, district, and state fairs, as well as other events. The following map shows the state's counties and the location of their fairgrounds, as well as whether they host county, district, or state fairs.



Wisconsin's state fair is held at the 190-acre Wisconsin State Fair Park in Milwaukee and West Allis. Milwaukee County is part of District 4, which also includes Brown County. This section provides an overview of the range of county fairgrounds found throughout Wisconsin, and their characteristics.

Large Markets/Facilities

Wisconsin's two largest (Milwaukee and Madison) have significant fairgrounds complexes that are generally larger than those throughout the rest of the state.

- **Wisconsin State Fair Park, Milwaukee County** – the WSFP campus includes a wide range of events facilities. Indoor/exhibit facilities include the 200,000-square foot Exposition Center, the 31,560-square foot Wisconsin Products Pavilion, and the 18,000-square foot Original Cream Puff Pavilion. Its Agricultural Complex includes the Case IH Coliseum (a 24,000-square foot show ring with seating for 3,120), the 64,800-square foot Bi-Level Livestock Barn, the 28,960-square foot Dairy Cattle Barn, three livestock barns, a sheep barn and swine barn, and a warm-up dressage area. The site also includes the 2,000-seat Bank Mutual Amphitheater, the 40,000-seat Milwaukee Mile Speedway, a 300,000-square foot parking lot, 120 RV campsites, and other facilities. The WSFP is a self-supporting state agency and is governed by a 13-member State Fair Park Board of Directors and operated by on-site staff, and the non-profit Wisconsin State Fair Park Foundation was formed in 1995 to help provide financial support and assist with planning and development.

In addition to the 11-day State Fair that attracts more than one million attendees, the complex hosts other events year-round. According to reports, it has rented space to approximately



180 revenue-generating events per year, most of which are consumer and trade shows. It has approximately 48 full-time equivalent employees and generated more than \$25 million in gross operating revenues in 2016-17 (including \$20.3 million from the State Fair). Total expenses were approximately \$20.8 million.

- **Alliant Energy Center, Dane County** – the AEC is a 164-acre complex that includes the 8,200-seat Veterans Memorial Coliseum, the 290,000-square foot New Holland Pavilions, the 255,000-square foot Exhibition Hall, the 22,000-square foot Arena Building, and the six-acre Willow Island. The AEC is owned and operated by Dane County.

The complex hosts more than 300 events per year, including agricultural events, sports, concerts, consumer shows, conventions, meetings, and others. Total attendance in recent years has ranged from approximately 700,000 to more than 850,000. The AEC complex is profitable from operations (as much as \$1.1 million in recent years, on \$8.0 million in expenses), and has generated small operating deficits or profits after consideration of debt service and other non-operating items. The complex has approximately 31 FTE employees. Despite the strong financial performance, many of the complex's facilities are in poor condition, and the county has commissioned numerous studies to help plan its future.

Mid-Sized Markets/Facilities

While Green Bay is Wisconsin's third-largest city and Brown County is its fourth-largest county, the area and any future fairgrounds offerings are likely more similar to those of mid-sized markets and facilities, as the WSFP and AEC are outliers within the state. Examples of successful county fairgrounds in markets smaller than Brown County are below.

- **Sunnyview Expo Center, Winnebago County** – the SEC is located in Oshkosh, which has a population of approximately 67,000; the population of Winnebago County is approximately 170,000. The 78-acre complex, which is owned and operated by the County, has the following facilities:
 - A 31,500-square foot Exposition Building (4,400 capacity), divisible into three main halls (of 5,300, 6,000, and 20,100 square feet) with a kitchen.
 - Five barns (three enclosed, two open; square footages of 6,700 to 9,600). All barns have a gravel floor, and some also have a concrete floor in enclosed sections.
 - A 3,800-square foot outdoor food court,
 - A covered arena (150' x 220' with a 150' x 80' holding corral) and bleacher seating for 600).
 - An outdoor show arena and grandstand with seating for 4,600.
 - A toilet/shower building.



- The complex's main parking area has approximately 1,200 spaces, and overflow and exhibitor parking is also available.

The fairgrounds is in the process of replacing its racetrack with a large (122' x 55') stage that was provided by Lifest Promotions, the promoter of the complex's three-day Christian music festival. The stage area will have a capacity of approximately 24,000 to 30,000 people and will also be able to accommodate events such as tractor pulls, rodeos, the circus, and others.

The complex hosts events including horse shows, festivals, trade shows, concerts, racing, meetings, and the Winnebago County Fair. According to the county and other event stakeholders, the complex is heavily utilized and has a waiting list for many events, primarily due to the lack of similar animal-focused facilities in Wisconsin.

The complex operates at a deficit, despite having a small staff of County employees (a full-time maintenance supervisor and two permanent part-time staff, plus seasonal support), not including shared county staff that also assist with the fairgrounds.

- **Washington County Fair Park & Conference Center, West Bend** – Washington County has a population of approximately 134,000 and is located north of Milwaukee. Its current fairgrounds is a significant improvement over its previous, 13-acre complex in the Village of Singer – in the early 1990s, the State Health Department mandated that the County upgrade or move its fair, and after consideration of multiple sites, the current 133-acre site was selected and purchased by the County Board. The first Washington County Fair at the new site was held in 1999.

As compared to Brown County, the Fair Park & Conference Center is Washington County's primary public-events complex. The Fair Park & Conference Center includes the following:

- Fair Park Pavilion – with a 19,000-square foot exhibit hall (2,300-person capacity), 4,500 square feet of meeting rooms, an 1,800-square foot 4H room, a 900-square foot room, and a full kitchen,
- Ziegler Family Expo Center – a 23,400-square foot exhibit hall, five other rooms ranging from 1,100 to 13,300 square feet, and a full kitchen,
- Agricultural Complex – a 10,000-square foot show arena, 7,200-square foot small animal barn, 6,500-square foot swine/sheep barn, 7,200-square foot beef barn, and 9,100-square foot dairy barn,
- Equestrian Complex – two 10,200-square foot horse barns, and three rings (two with 45,000 square feet and one with 11,250 square feet),
- Outdoor venues – include an amphitheater, a 6.5-acre carnival/Midway, a 3.5-acre mall, a 1,300-square foot pavilion, 3,200-square foot American Legion Hall, 3,000-square foot Farm Bureau Pavilion, and others,



- 133 campsites (each with two 50w, one 30w, and one 20w connection), and
- More than 1,000 parking spaces.

In 2010, Washington County took ownership of the complex from the non-profit Washington County Agricultural and Industrial Society to alleviate the AIS's debt from fairgrounds construction. The AIS's board of directors continues to operate the fairgrounds and the annual fair.

According to the fairgrounds' event calendar, its most recent 12-month period included more than 350 event days, including the following:

- 126 4H-related meetings,
- 75 public/consumer show days,
- 42 other meeting/training events,
- 27 animal competition/show days,
- 26 social events,
- 15 sporting event days,
- Nine entertainment event days,
- Eight rides/practices,
- Six County Fair event days, and
- Five other private events.

In 2016, the AIS reported approximately \$1.6 million in revenues and \$1.5 million in expenses, as shown below.



WASHINGTON COUNTY AIS FINANCIALS, 2016 (\$000s)

Revenues	
Contributions, Grants, and Other Similar Amounts	\$181
Fair Park	900
Investment Income	5
Net Rental Income	352
Net Fundraising Income	67
Net Income from Sales of Inventory	120
Miscellaneous	15
Total Revenues	\$1,640
Expenditures	
Salaries and Wages	\$351
Benefits	47
Accounting	5
Advertising and Promotion	69
General and Administrative	55
Occupancy	203
Insurance	55
Grandstand Acts and Entertainment	462
Security	33
Depreciation and Amortization	42
Fair	146
Other	5
Total Expenditures	\$1,473
Net Income	\$167

Source: Washington County AIS

- **Outagamie County Fairgrounds, Seymour** – the City of Seymour has a population of approximately 3,400 and Outagamie County (which is adjacent to Brown County) has approximately 182,000 residents. The Fairgrounds is operated by the Outagamie County Fair Association, which is overseen by a 12-person board and owns a total of approximately 25 acres. In 2015 (the most recent year for which data is available), the Association had three paid employees. The complex includes a grandstand and track, an outdoor arena, a petting zoo, parking and camping areas, and a number of small indoor buildings (small animals; exhibits; dairy, sheep, and goats; and beef/swine).

The County Fair is the primary user of the Fairgrounds, although it also hosts other events such as racing at the Outagamie Speedway (typically every weekend from April through September). In 2015, the Association reported a total of \$487,000 in revenue, including \$34,000 in government grants, and \$565,000 in expenses.

Smaller Markets/Facilities

Many smaller markets have fairgrounds that are physically larger than Brown County's; this section summarizes representative examples of small-county fairgrounds in Wisconsin.



- **The Expo Center, Eau Claire** – the City of Eau Claire has a population of approximately 68,000 and Eau Claire County has more than 100,000 residents. The 28-acre Expo Center complex hosts a wide range of events including agricultural events, concerts, weddings, meetings, trade and consumer shows, picnics, sporting events, social events, and others. It includes a 10,300-square foot exhibit hall, 2,300 square feet of meeting rooms, three outdoor barns, camping, a picnic pavilion, a 22,500-square foot dog agility area, a 62,500-square foot outdoor horse arena, 45 campsites, and multipurpose open space.

According to Eau Claire County, the Expo Center generates approximately \$30,000 to \$50,000 per year from building and grounds rentals and \$10,000 to \$20,000 per year from winter storage. Expenses are approximately \$140,000, for personnel and services/supplies.

- **Manitowoc County Expo, Manitowoc** – the City of Manitowoc has a population of approximately 34,000 and Manitowoc County has approximately 81,000 residents. Manitowoc County Expo includes a heated Merchants Building (750-person capacity), an Ice Center (2,000 capacity), campsites (a total of 89 sites on blacktop and gravel, and with electric and water or electric only), horse and animal barns, and parking. Buildings are also used for storage in the winter. The complex hosts many events, including the Manitowoc Fair, horse shows, motorcycle shows, RV rallies, rummage sales, and others.

In late 2016, the County agreed to sell 27.5 acres of the complex to Meijer for net proceeds of \$4.3 million, which is being used for maintenance and capital improvements to the remaining fairgrounds land and facilities. The sale resulted in the loss of the fairgrounds' race track and grandstand. Without the land that was sold to Meijer, the fairgrounds now has approximately 60 acres.

The complex is owned and operated by the County; however, a 21-member Expo-Ice Board works with the County regarding budgetary and policy matters related to the grounds, county fair, and ice center. The board is responsible for the annual county fair.

According to the County, the complex generated approximately \$750,000 in operating revenues in 2016, not including \$227,000 in donations and contributions. Major revenues sources were the fair (\$515,000), ice rental (\$125,000), and facility and equipment rent (\$65,000). Total operating expenses were approximately \$1.1 million, including the fair (\$430,000), ice center (\$108,000), maintenance (\$370,000), and other Expo activities (\$200,000).

THE FAIRGROUNDS/FAIR INDUSTRY

As shown above, all Wisconsin counties have a fairgrounds complex and host an annual fair at the county, district, or state level. Fairgrounds are typically multipurpose facilities that have a strong orientation towards agriculture events, education, and other experiences, but can also host other



types of uses such as social, business, sports and entertainment, and other events. Some or all fairgrounds facilities can be focused on equine, livestock, and other animal-based uses, or can also be used by non-animal events. In many cases, the main user of a county fairgrounds is the annual county fair, as is the case in Brown County. Many county fairs have been negatively affected by a more urbanized population and greater competition for entertainment, including other summer festivals and free civic programming. However, across the country, many county fairs are experiencing attendance increases.

Fairgrounds complexes will typically include any of the following facilities:

- **Arenas**, which can be indoors, outdoors, or covered. Depending on an arena's floor surface (which can be changed from event to event or permanently one surface), fairgrounds arenas can host events ranging from animal-based competitions, shows, and sales to exhibitions, trade and consumer shows, conventions and trade shows, sporting events, and concerts.

Indoor arenas typically have permanent seating for thousands of attendees (similar to a sports arena) to accommodate shows and other major events, and may or may not be conditioned for year-round use. Outdoor and covered arenas can also be used for events, but can also serve as warm-up arenas and may have limited seating. These arenas are by definition more susceptible to weather and typically have relatively little infrastructure and amenities.

- **Exhibit halls**. These can also have varying degrees of multipurpose functionality but often support animal-focused events that occur at other fairgrounds facilities or grounds, or can be used for standalone conferences, trade and consumer shows, and conventions (similar to a typical convention center).
- **Stables, pens, and stalls**, for housing of animals before, during, and after events.
- **Open areas**, such as a midway that is used during a fair for entertainment, rides, and other attractions, or general recreation.
- **Camping**, as many event attendees/participants will camp onsite.
- **Parking**, which is needed for most public-assembly/event facilities, particularly in non-urban settings.

As shown throughout this report, fairgrounds complexes also often offer a wide range of other facilities and attractions, including racetracks, food and beverage areas, meeting rooms, facilities for specific animals, and others.

Fairgrounds facilities are typically more spartan than other public-assembly venues such as sports arenas and stadiums, convention and conference centers, and others. This is largely due to their typical orientation towards animal-based events and agriculture. However, similar to other public-assembly venues, the fairgrounds industry has also experienced increased competition that has led to the need to invest in new facilities and/or facility improvements in order to meet the needs and expectations of modern users and events, while maintaining the agricultural feel of a fairgrounds



setting and generally a lower-cost alternative to facilities such as sports arenas and convention centers.

Depending on the market in which a fairgrounds operates, as well as the presence of other facilities in a market, a fairgrounds may be specifically dedicated towards agricultural and animal-based uses or may be more multipurpose. For any type of event, there may be local, regional, and national events that are available to a fairgrounds (depending on a complex's and market's ability to accommodate events of various sizes). Typical fairgrounds users can include local 4H groups, associations that organize animal competitions, shows, and sales, riding groups, as well as meetings, social events, conventions, and others. Various animal breeds have national associations and state/local arms that provide event opportunities to fairgrounds.

An annual county (or district or state) fair can be a fairgrounds' largest user, depending on what facilities are offered for other uses and events. For example, a sports tenant in an indoor fairgrounds arena, amphitheater concerts, or racing events at a racetrack could all provide seasonal or year-round events with significant attendance levels. Otherwise, the annual fair could provide the majority of fairgrounds attendance, and in many cases, the same entity that oversees a fair is also responsible for year-round fairgrounds operations (this is addressed in more detail later in this report).

THE RV/CAMPING INDUSTRY

By most accounts, the RV and camping industry is particularly strong, driven by various economic and demographic factors. According to reports from the Recreational Vehicle Industry Association, the combination of a stronger economy, growing consumer confidence, and new age groups that are participating in the industry are generating record sales of vehicles.

Industry information includes the following:

- In 2017, RV shipments reached their highest level ever, according to the RVIA, and this represented the industry's eighth consecutive year of gains. As of mid-2018, forecasted shipments for this year are expected to exceed 2017.
- The percent of campers within the US population has been increasing, from 58 percent in 2014 to 61 percent in 2016, according to the 2017 North American Camping Report. This is consistent with recent trends in the Midwest (which includes Wisconsin), as the rate has increased from 56 percent to 60 percent. In addition, campers report camping at an increasing frequency – the number of campers who take three or more camping trips per year has grown 36 percent in recent years.
- Millennials are a new major target market for RV companies. According to the North American Camping Report, Millennials represent 38 percent of campers but just 31 percent of the overall population. As a result of this, camper and campground design has shifted to include more modern amenities. Millennials also report the strongest desire to increase their camping activities (51 percent, compared to 44 percent of Generation X and 24 percent of Baby Boomers).



- The growth of interest in camping, particularly from Millennials, is at least partially due to "glamping," a higher-end form of camping that combines glamour and luxury.

STAKEHOLDER FEEDBACK

Throughout the course of the study, we met with and interviewed a wide range of local, event, and industry stakeholders, such as public officials, event promoters, facility operators, and others. Results of this outreach are summarized below.

The Local Market

- While there are a lot of dairy farms in Brown County, the cows are more production-focused rather than show-focused.
- Brown County is a good market and well-located for events.

Current Fairgrounds and Uses

- In general, the Fairgrounds are very outdated and in poor condition, and aren't conducive to hosting events.
- Fairgrounds users have indicated a potential need to move current events to other locations due to the complex's condition. Issues with the Fairgrounds include a need for more open space, the size and condition of buildings and restrooms, and a lack of parking.
- The Brown County UW Extension office cannot use the Fairgrounds much because of the lack of a year-round indoor building. Many other Extension offices around the state have much greater use of their county's fairgrounds complex.
- The Washington County Fair Park & Conference Center is an attractive facility in general but does not have an indoor arena.

The Competitive Market

- The Sunnyview Expo Center in Oshkosh hosts a lot of horse shows and does not have many open dates, despite its lack of an indoor arena (its arena is covered, not indoors). It also lacks equipment, as events need to bring their own.
- It is thought that many animal-based events that can't obtain dates in Oshkosh simply don't occur because of the lack of alternative facilities in Wisconsin.
- While the Wisconsin State Fair Park's facilities are of a scale that is unique in the state, its arena is not ideal for events.
- Aside from Madison (which is for large shows) and Oshkosh (which is not ideal due to its lack of an indoor arena and difficult to book because of unavailable dates), Wisconsin lacks good



facilities for horse shows. In the past, state events have had to be held out of state because of the lack of available facilities.

- According to stakeholders, there is a need in Wisconsin for another venue like Oshkosh's and Jefferson County's that can accommodate 75 to 100 horses at a time (the size range below Madison and Milwaukee).
- Jefferson County's Fair Park has good facilities but is not large enough to host regional events. Its indoor arena is 105' x 105', which is small and makes the facility less attractive in case of bad weather.
- The Wisconsin Quarter Horse Association currently only has events from Memorial Day through Labor Day because there is no heated, reasonably priced facility that is large enough and available for horse events during the winter. Its events are in Oshkosh, Madison, Marshfield, Jefferson County, and Michigan. Madison's pavilions would otherwise qualify but are used for non-animal events in the winter.
- The Quarter Horse Association is also looking for a facility to replace the Central Wisconsin State Fairgrounds in Marshfield because the facility recently more than doubled its rent.

Potential Fairgrounds and Uses

- With new and improved facilities, a third Hmong/Asian event could be added in July.
- When the Brown County UW Extension moves to the UWGB campus this summer, it will need a venue (such as meeting rooms for 50-60 people) for events such as landscapers' training, as this type of space will be difficult to secure at UWGB because of other users.
- Other potential uses of an improved fairgrounds through UW Extension could include fundraisers and 4H events.
- The Wisconsin Tractor Pullers Association has not held an event in Brown County in decades but is interested in the market. Its events generally prefer a grandstand with seating for 1,200 to 1,500 or more people, and a 320-foot track.
- As described above, there is a need for a larger, heated, year-round facility in Wisconsin that can host events between Labor Day and Memorial Day.
- The annual Logging Congress (which alternates between Wisconsin and Michigan sites) used to be held at Shopko Hall, the Lambeau Field parking lot, and surrounding streets but outgrew the facilities, and its Wisconsin site is now at Oshkosh (the Sunnyview Expo Center). Since moving to Oshkosh, attendance has decreased because the Green Bay area is considered to be a better destination for its attendees and exhibitors. The event generally needs 40,000 square feet of indoor space and approximately 20 acres of outdoor space (for exhibitors, camping, and parking).



Other

- Because of the high upfront costs of many animal-related events, it is important to have indoor facilities in case of bad weather, even in the summer.
- The grounds of a facility are very important, and various groups within the same animal type (for example, horse breeds) all prefer different types. It is crucial to find grounds that are acceptable for all types.
- In Wisconsin, it is thought that a fairgrounds facility should be fully multipurpose because the number of animal shows cannot support a one-use facility.

Other Public Input and Surveys

Throughout the masterplan process, Rettler has completed surveys and other community outreach related to the Fairgrounds. The full results are included in master plan documents, but results that are particularly relevant to market feasibility, as well as a deeper analysis of various survey responses, are summarized below.

Public Meetings

In mid- to late 2017, Rettler engaged a wide range of stakeholders (including public representatives, Fairgrounds users, nearby residents, and others) regarding their thoughts on the Fairgrounds. Input received is summarized below.

- In general, people don't know where the Fairgrounds are and think it is only used for the Fair, but the Fairgrounds are very important to the community.
- Existing buildings are in poor condition, and infrastructure such as power, fire protection, drainage, and utilities are in need of improvements.
- Parking is extremely limited.
- Year-round, multipurpose usage could be improved with better facilities.

Surveys

Rettler also performed two surveys – one of residents and one of groups that use the Fairgrounds. Various results of these surveys are summarized below.

- **Resident survey** – as many as 800 local residents responded to various questions. The largest share (more than 23 percent) live in DePere, followed by Green Bay (22 percent) and Ashwaubenon (14 percent).
 - Nearly half of respondents only use the Fairgrounds annually; another 32 percent do not use the Fairgrounds at all.



- Fairgrounds satisfaction – when asked about satisfaction with the condition of the Fairgrounds, the overall most common response was “neutral” (27 percent), followed by “somewhat satisfied” (21 percent) and “somewhat dissatisfied” (19 percent). Approximately nine percent are both “very satisfied” and “very dissatisfied” with the Fairgrounds.

However, looking at responses in detail, those who use the Fairgrounds “once/twice a month” or “weekly or more” are more satisfied with the Fairgrounds than the average respondent. In contrast, those who use the complex every three to four months and for winter storage expressed higher-than-average levels of satisfaction.

- Parking – 34 percent of respondents are somewhat or very satisfied, while 24 percent are very or somewhat dissatisfied. Occasional users (every three to four months and for winter storage) are more dissatisfied than average, and more frequent users are more satisfied.
- Overall, the most important facilities and programs (in order) are the restrooms, event buildings, riverfront amenities, parking, walking trails, picnic areas, and multipurpose fields.

In contrast, annual users prioritized camping facilities and the multipurpose fields and de-prioritized the event buildings; picnic areas, parking facilities, and multipurpose fields were most important to winter storage users; and multipurpose fields, parking, picnic areas, and camping were generally more important to more frequent users.

- Of respondents involved in event planning, nearly half did not consider the Fairgrounds for their event, and one-third did not know it was available for events. Another 20 percent did consider it.

Of those who considered the Fairgrounds, 65 percent did use the complex. Those who did not use the Fairgrounds were given the opportunity to explain why, in their own words. From a review of responses, the two most common reasons were the condition of the facilities and not knowing that the complex was available for rent.

- Priorities for future Fairgrounds development – respondents were asked to select their three top priorities, and the three most common answers were riverfront recreation (65 percent), building upgrades (55 percent), and property appearance (46 percent).

Most respondents by group prioritized the same potential developments, although not always in the same order. However, winter storage users had slightly different priorities: riverfront recreation, followed by building replacement and updates.

- **User survey** – this survey was much more limited, with 11 recipients representing the Fair and other large and smaller users of the Fairgrounds. Their responses included the following:
 - Facilities – many of the facilities were described as needing various improvements, including new roofs, infrastructure, foundations, ADA compliance, and/or facility replacement.



- The number of stalls needed for various animals, for the events/users that require stalls, ranged to approximately 100.
- Other needed improvements mentioned included surface parking, electrical distribution, sports fields, and building square footage.

OWNERSHIP/MANAGEMENT ANALYSIS

As previously described, the Fairgrounds are owned and operated by the County. This is a common structure for a public asset such as a fairgrounds. However, in this section, we address various other models that could potentially be utilized for the Fairgrounds (as well as the public model).

In general, increasing competition, pressure to reduce public subsidies, and the specialized nature of facility operations has led to the growth of private management of publicly-owned assembly venues. Regardless of public or private management, an operator is directly responsible for (or can outsource) a wide range of functions, including:

- Administration (policies and procedures, human resources, staffing, event booking, and others),
- Event services (ticketing, event management and operations, security, and others),
- Finance (budgeting, insurance, purchasing, and others),
- Maintenance (general upkeep, cleaning, capital improvements, and others),
- Operations (asset management, inventory, FFE, parking, security, training, and others), and
- Sales and marketing (media, advertising, and others).

Public Management

Public oversight of fairgrounds, arenas, stadiums, convention centers, and other publicly-owned venues was the rule prior to the 1990s. In this scenario, a venue can be operated within a specific department that might also be responsible for other publicly-owned venues. This is the case with the Brown County Fairgrounds, as well as many others in Wisconsin (such as the Sunnyview Expo Center).

Under public management of a facility or complex, the public-sector owner has full control over its operations and is responsible for all staffing, policy, revenues, and costs (capital and operating). This can be both a positive and negative factor, depending on a government and staff's experience, fiscal constraints, and other variables. Direct oversight by a government entity can also expose a facility to political influences and bureaucracy, and can potentially reduce incentives to maximize profitability. However, under public management, efficiency and focus on strong financial results can also approach or match that of private-sector management, depending on the general manager and staff, the entity's culture, environment, and incentives, and other variables. Compared to private



management, though, the ability or desire of a public operator to take financial risk (for example, as an event promoter) is typically limited, which limits both downside and reward from operations.

In addition to operational management of the complex, ownership of the site and surrounding land is also a relevant issue in Brown County, as both the County and City have investments in the property. It is possible that the County or City sell its ownership to the other to create a single owner for the broader site. Regardless of a potential sale, in order to protect these investments and to encourage future investment/improvements, any partnership, lease, or other arrangements should be of a long-term nature.

Private Management

In recent decades, privatization of the management of publicly-owned venues has become much more common, due in part to competitive pressures from an increasing number of facilities, as well as the need to minimize public costs. As a result of this, a number of management companies, at the national and local level, have grown to meet this demand. In Brown County, PMI privately operates the Resch Center, Shopko Hall, and Brown County Veterans Memorial Arena on behalf of the County, which owns all three facilities. Across the country, there is limited private management of fairgrounds complexes, but a number of facilities are operated by companies such as SMG (the Carrabus Equine Center, Chilhowee Park and Exposition Center, Oseloa Heritage Park, and others), Spectra (the Curry County Fairgrounds, Ford Park, the Richard M. Borchard Regional Fairgrounds, and others), and VenuWorks (the Eastern Oregon Trade & Event Center).

Under private management, some or all operating functions can be outsourced to the private manager, including facility scheduling and booking, marketing, finance and accounting, maintenance, and other aspects of day-to-day operations. In most cases, operating risk (i.e. responsibility for subsidizing any operating deficits) is fully retained by the public owner, and in this case, the owner would also retain any operating profits and pay an agreed-upon management fee to its partner (this could be comprised of incentive and/or fixed components). Incentives can be based on achieving an owner's goals, which can be based on revenues, event or attendance levels, customer satisfaction, and/or others.

However, in some cases, the use of private management will also allow a public owner to shift risk to the private partner, as is the case with PMI and the Resch Center, Shopko Hall, and the Arena. PMI pays the County a lease fee and is fully responsible for facility operations, and keeps any net revenues and funds any deficits, although this is made possible by PMI's ownership of other profitable entities associated with the venues, such as food and beverage and ticketing companies.

In the case of a fairgrounds complex, most are not necessarily expected to be profitable from operations (as shown in the descriptions of complexes across the state and for comparable national facilities described below), with the possible exception of the largest complexes that host major national and international events. As a result, in general, a private management partner could



certainly improve operations, usage, and efficiency but would not be expected to assume any operating risk and would likely only contract on a management fee basis. A public owner would then need to determine whether any benefits (financial or otherwise) gained by hiring a private operator are worth the increased expense of a management fee.

Other Third-Party Management/Relationships with Other Entities

In some cases, a public owner will contract for facility management to a quasi-public or non-profit entity such as 501(c)(3) or an organization such as a CVB or sports commission. Compared to private management as described above, this structure is more common with fairgrounds.

With a non-profit management partner, a volunteer board of directors would have oversight over operations (similar to the structure of the Brown County Fair) and future development onsite.

Other third-party models can be similar to the non-profit model, but can be fully public or fully private, or hybrid organizations. Public organizations may receive direct funding for operations through various tax sources, and private organizations can be sustained through fundraising, donations, and sponsorships.

Examples of other management structures for fairgrounds include:

- **Buffalo County (NE) Fairgrounds** – the Buffalo County Ag Association oversees both the year-round operations of the Fairgrounds and the annual Buffalo County fair. The association consists of ten elected members who are not paid. (The complex has a paid staff of nine, including a fair manager, marketing director, office manager, grounds manager, custodian, and four groundskeepers.)
- **St. Croix County Fairgrounds** – the fairgrounds is operated by St. Croix County but the Friends of the St. Croix County Fairgrounds was founded in 2008 as a non-profit fundraising organization (it does not operate the fairgrounds). The organization's "Renovations for the Generations" capital campaign funds construction and renovation of the fairgrounds. To date, it has raised funds to renovate the 4H Food Stand, repair a swine barn, build a new manure holding facility for the beef barn, and build a new horse complex and horse barn.
- In addition to these, we have also previously described alternative models for the **Wisconsin State Fair Park** (which is a state agency with a board of directors and a non-profit foundation), **Manitowoc County Expo** (which has an external advisory board that also operates the county fair), the **Washington County Fair Park & Conference Center** (which is operated by the non-profit Agricultural and Industrial Society), and the **Outagamie County Fairgrounds** (which is operated by the non-profit Fair Association).



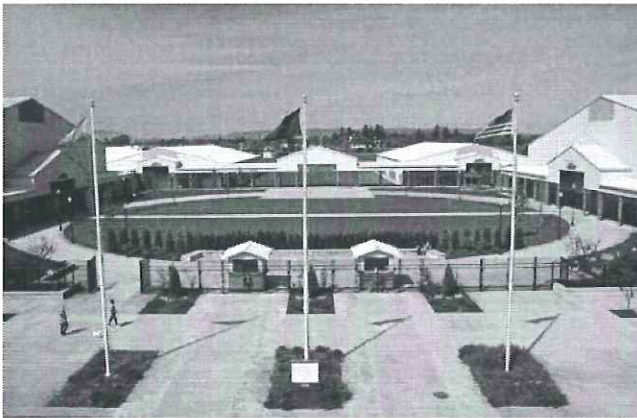
COMPARABLE FACILITIES

In this section, we analyze the characteristics and operations of fairgrounds complexes in other markets that could potentially be similar to future offerings in Brown County. As much as possible, we have identified complexes that are similar-sized to the Brown County Fairgrounds footprint and are in similar markets.

The complexes analyzed are:

- The Linn County Fair and Expo Center in Albany, Oregon, and
- The Douglas County Fairgrounds and Events Center in Castle Rock, Colorado.

Linn County Fair and Expo Center – Albany, Oregon



Market Characteristics

Linn County is in northwestern Oregon, approximately 70 miles south of Portland. Linn County is part of the Portland-Vancouver-Salem, Oregon-Washington Combined Statistical Area but the metro area is the county only. The county has an estimated population of 125,000 and strong agricultural, mining, and wood industries.

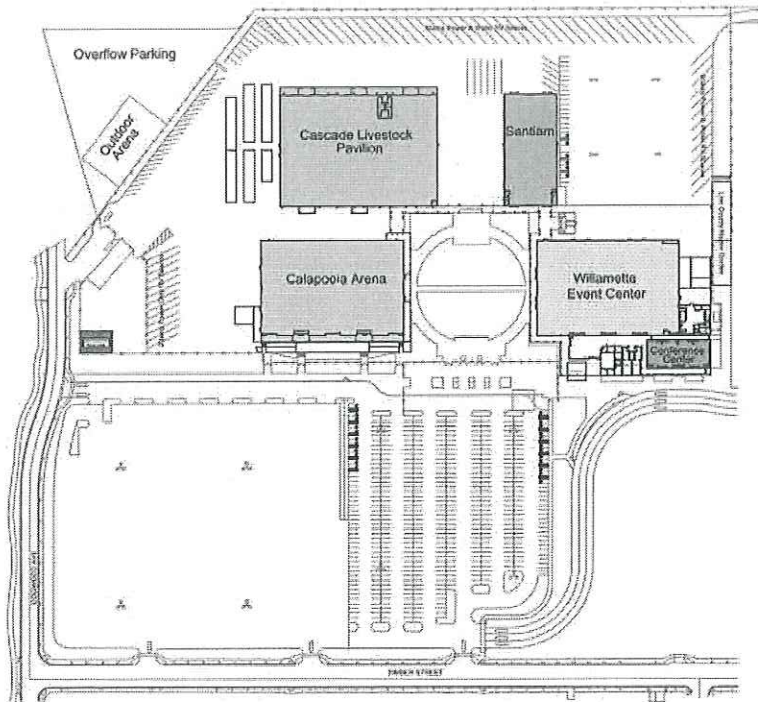


Fairgrounds Characteristics

The fairgrounds are located on 35 acres of county-owned land and opened in 1997. A map of the facilities is shown below, followed by descriptions of the individual facilities. The site is landlocked with residential to the immediate east, city parks to the immediate south, a municipal airport to the immediate west, and a mix of uses across a road to the north. However, immediately north of the



complex are a Holiday Inn Express & Suites and a Comfort Suites. (The area in the lower left of the map is a city park and not part of the fairgrounds, although it is used for overflow parking during the annual fair.)



- **Willamette Event Center** – contains 48,600 square feet of column-free exhibit space that can be separated into three separate divisions, with a 2,000-square foot kitchen. The Event Center also has four 1,500-square foot conference rooms that can be combined to create one 6,000-square foot room. The Event Center has a concrete floor and a 25.5-foot ceiling, and is heated and air conditioned (air conditioning was added after the original construction). It is primarily used for consumer/public shows, and is not used for animal events. Its maximum capacity is 250 exhibit booths or 6,900 people.
- **Santiam Building** – a 21,000-square foot building that is divisible into two individual rooms. It also has a concrete floor and has a capacity of 102 exhibit booths or approximately 1,400 people. The building has occasionally been used for livestock (typically with hay or straw flooring, but not dirt).
- **Cascade Livestock Pavilion** – consists of two, 100 x 210' buildings with an asphalt floor that can combine for 42,000 square feet of event space. This area can accommodate 189 portable stalls. It also includes an adjacent 21,000-square foot warm-up arena with a composite floor. The south end of the Pavilion has 94 permanent, covered stalls. The Pavilion was originally built with a roof but has since been fully enclosed.



- **Calapooia Arena** – a 48,000-square foot facility with seating for approximately 2,300 people on the east side of the event floor, and a small dirt arena. The composite floor offers more than 34,500 square feet of event space. The Arena’s ceiling height ranges from 32 feet to 55 feet, and the facility is heated and ventilated.
- **RV/Camping** – the fairgrounds has 67 RV spaces (15 with 10 amps, 36 with 30 amps and water, 11 with 50 amps and water, and five without utility hookup access).
- **Parking** – approximately 445 paved spaces, and a similar amount in the adjacent city park.

Fairgrounds Usage

The following table summarizes the estimated number of event days from February through December 2018, as of April 2018.

LINN COUNTY FAIR & EXPO CENTER EVENT DAYS, FEB.-DEC. 2018

Meeting	59
Penning	13
Practice	24
4H Event	4
Animal Show/Other Event	36
Social Event	10
Public Show	29
Class	28
Convention/Conference	6
Other Event	13
Training	8
Linn County Fair	4
TOTAL	234

Source: Linn County Fair & Expo Center

The complex hosts a wide range of animal and non-animal events, including:

- Meetings – nearly 60 meetings, including groups that hold weekly meetings at the facility,
- Team penning events,
- Equestrian team practices – of multiple local high schools and other organizations,
- 4H – Linn County 4H Ride Nights,
- Other Animal Shows/Events – such as horse and dog shows,
- Social events such as banquets,
- Public shows – including consumer shows such as a home show, gun show, coin show, and others,
- Dog obedience classes,



- Conventions and conferences,
- Other events, such as roller derby, Monster trucks, and other performances, and
- The four-day Linn County Fair.

Fairgrounds Operational/Financial Information

The following table summarizes the fairgrounds' operating revenues and expenses for 2014-15, the most recent year for which data is available.

LINN COUNTY FAIR & EXPO CENTER FINANCIALS, 2014-15 (\$000s)	
Revenues	
Facility Receipts	\$1,024
Total Revenues	\$1,024
Expenditures	
Personal Services	
Office Specialist	\$17
Administrative Secretary	26
Temporary Help	76
Fair/Expo Center Events Coordinator	23
Fair/Expo Center Marketing	12
Fair/Expo Center GM	74
Fair/Expo Center Senior Ops	33
Fair/Expo Center Ops	66
Fair/Expo Center Ops Manager	62
Overtime	9
Benefits	273
Total Personal Services	\$671
Materials and Services	\$518
Total Expenditures	\$1,189
Net Income	(\$165)

Source: Linn County

The complex generated approximately \$1.0 million in revenues and \$1.2 million in expenses, with a resulting operating deficit of \$165,000. The fairgrounds has a seven-person staff, and a four-person advisory board whose mission is "to assure the long-term viability of the Linn County Fairgrounds, present an exceptional Annual Fair which celebrates the heritage and diversity of Linn County, and provide year-round opportunities for facility usage."



Douglas County Fairgrounds and Events Center – Castle Rock, Colorado



Market Characteristics

The County-owned and -operated complex is located in Castle Rock, Colorado, which is approximately 30 miles south of Denver and 40 miles north of Colorado Springs, and has a population of approximately 55,000. Castle Rock is not in Denver's county (Denver County) but is part of the Denver metropolitan area.

DOUGLAS COUNTY FAIRGROUNDS & EVENTS CENTER

Fairgrounds Characteristics

The fairgrounds are located on 45 acres of county-owned land. The \$15-million complex opened in 2005. A map of the facilities is shown below, followed by descriptions of the individual facilities. The area within the red circle shows the general outline of the complex and its parking.

To the immediate southeast of the Fairgrounds is Fairgrounds Park, a regional park that is also owned and operated by Douglas County. The 37-acre park includes a playground, climbing wall, three baseball/softball fields, one grass and three turf multipurpose fields, picnic shelters, a dog park, and 342 parking spaces.



- **Events Center** – the 29,000-square foot Events Center also has a 3,300-square foot conference room that is divisible into two separate rooms. The Events Center is a multipurpose facility with a concrete floor that can accommodate events ranging from concerts and sporting events to banquets, trade shows, conferences, and other events. Although the facility is multipurpose, animal events are not allowed in the Events Center.
- **Indoor Arena** – has a 118' x 280' floor (33,000 square feet) and seating for 2,005 people. The facility is heated and has a sand-based event floor, as well as livestock holding pens, a bucking chutes, a roping chute, and a strip chute. It is used primarily for animal-based events but is occasionally used for other events; the facility has been booked every weekend for several years. It also has a 100' x 150' outdoor warm-up arena (uncovered).
- **Outdoor Arena** – has a 135' x 300' floor (40,500 square feet) with a sand-based floor and covered grandstand seating for 2,441 people, and two metal bleachers for an additional 360 people. There are also 92 horse stalls and an additional 150 stalls available.
- **Kirk Hall** – a 5,500-square foot facility with an attached outside patio of approximately 1,200 square feet. Its maximum seating capacity is 280 people.
- **RV/Camping** – the complex has 25, 30-amp RV hookups.
- **Parking** – approximately 1,200 spaces.



According to the facility, it would prefer to have a covered warm-up arena and more horse stalls, and it is currently building a performance platform over the animal pens in the Outdoor Arena that could host events such as concerts and VIP gatherings.

Fairgrounds Usage

The complex is mixed-use and hosts both animal and non-animal events, and the animal facilities are used by multiple types of animals as well as humans.

In a recent 12-month period, the facilities hosted the following events:

- Events Center – approximately 80 event days, including:
 - 10 meetings,
 - 15 social events,
 - 35 public event days, and
 - 20 other event days (sports, entertainment, religious services, and other events).
- Indoor Arena – approximately 225 event days, including:
 - Approximately 70 practice/training events,
 - Approximately 90 competition days and approximately 30 show days (horse and dog shows, barrel racing, reined cowhorse competitions, dressage shows, vaulting competitions, and others), and
 - Approximately 30 open riding days.
- Kirk Hall – approximately 60 meetings, social events, and other events.

According to the Fairgrounds, a couple of events per year also use part of the adjacent park (primarily the one field closest to the Fairgrounds), and this usage is coordinated separately with the County.

Fairgrounds Operational/Financial Information

The fairgrounds' daily rental rates for its major facilities are summarized below.



DOUGLAS COUNTY FAIRGROUNDS AND EVENT CENTER RENTAL RATES

	Commercial Standard	Commercial Adjusted*	Community
Entire Fairgrounds	\$4,500	\$3,500	\$1,950
Entire Fairgrounds, Except Events Center	\$3,000	\$2,000	\$1,500*
Events Center	\$2,000	\$1,500	\$1,000*
Events Center Conference Room	\$40/hr	\$30/hr	\$20/hr*
Indoor Arena	\$1,000	\$750	\$500*
Outdoor Arena	\$650	\$450	\$300*
Large Animal Barn (50+ Stalls)	\$500	\$400	\$250*
Kirk Hall	\$400	\$300	\$200*

* Plus surcharges

Source: Douglas County Fairgrounds and Event Center

In addition to the fixed rental rates, the following surcharges also apply:

- o Facility Admissions Surcharge: \$0.50 per ticket, if ticket price is less than \$5.00,
- o Ticket Surcharge: \$1.00 or 5% of the ticket price, if the ticket price is greater than \$5.00,
- o Vendor Booth Surcharge: \$15 or 10% of the booth rental fee,
- o Participant Surcharge: \$1.00 or 10% of the participation fee, and
- o Catering Surcharge: 10% of food and non-alcoholic beverages sold in the Event Center.

According to Douglas County, the fairgrounds' total operating expenses were approximately \$1.3 million in 2015, the most recent year for which data is available. The complex had eight full-time equivalent staff. Revenues from the complex were approximately \$475,000, from rentals and surcharges. The resulting operating deficit (nearly \$800,000) was paid from the County's general fund. Rates and fees charged are intentionally low in order to encourage usage, and the County does not have a goal of breaking even or generating a profit from the complex.

According to the facility, its 1,200 spaces is typically more than sufficient. However, if a large Fairgrounds event is held at the same time as an event in the adjacent park, the lots can fill up, but the Fairgrounds and park attempt to coordinate events to avoid this. The Fairgrounds can also rent its parking for non-Fairgrounds events that need additional spaces.

Section 4 Physical and Operational Recommendations

Attachment: Stone Planning Report.Scan (7579 : Consider and approve draft plan for Fairgrounds property.)





This section describes our market-based conclusions and implications for physical and operational recommendations regarding the Fairgrounds.

THE BROWN COUNTY FAIRGROUNDS AND THE LOCAL MARKET

- Brown County is Wisconsin's fourth-largest county and Green Bay is its third-largest city, with populations of approximately 318,000 and 105,000, respectively. The County is well-located and accessible within Wisconsin, and is also one of the state's largest tourist markets.
- The current Brown County Fairgrounds is owned and operated by the County on 36 acres. In 2017, the complex generated approximately \$108,000 in revenues and \$105,000 in expenses. The annual Brown County Fair is the Fairgrounds' largest user, accounting for approximately half of its 70,000 attendees.
- In general, the Fairgrounds are very outdated and in poor condition, and aren't conducive to hosting many events. It is thought that an improved set of offerings at the Fairgrounds would attract more uses.
- The Brown County market has a number of other public-assembly venues of various sizes that generally complement, rather than compete with, each other. The current Brown County Veterans Memorial Arena (5,200 seats) and adjacent Shopko Hall (43,000 square feet) are planned to be replaced by a new, multipurpose events center with approximately 120,000 square feet that would host sports, entertainment, and consumer shows. This facility would likely potentially serve as the main competition to improved Fairgrounds facilities, although the Fairgrounds should intentionally be oriented against direct competition (this is addressed in more detail below).
- Every county in Wisconsin has its own fairgrounds complex. The state's two largest are in Milwaukee and Madison; however, there are many smaller examples of successful complexes that host a wide range of events. However, some of the more heavily-used mid-sized fairgrounds in Wisconsin are either fully booked and/or have other limitations, and there is a need for additional facilities in the state.

PHYSICAL RECOMMENDATIONS

- As described above, there is a market for additional fairgrounds uses in Brown County, due to the lack of facilities in the state, the availability of events (local and statewide), and the characteristics of the county.
- While the acreage of the Fairgrounds is relatively limited, we believe that a viable complex can be developed within this footprint.



- The orientation of Fairgrounds facilities should be as multipurpose as possible. This will encourage maximum usage, and the scale of animal-based events is not considered to be enough to support successful year-round facility use.
- Renovation of existing Fairgrounds facilities is not considered to be a viable option for improved operations or usage.
- Surrounding publicly-owned land is not available for potential Fairgrounds expansion. However, an opportunity to combine the adjacent DePere-owned land with the Fairgrounds could significantly benefit the complex.
- In the short term, Fairgrounds improvements could include a first phase of facilities that would serve core needs for events such as animal shows and competitions, conferences and public shows that are appropriate for a fairgrounds setting, and limited meeting/breakout/vendor space and other supporting amenities. This could include the following:
 - A multipurpose indoor facility that can be used year-round and could alternate between a concrete floor and other surfaces for animal-based events. The facility should be divisible for multiple uses, and a main performance/gathering space should have an event floor of approximately 30,000 to 40,000 square feet, with limited seating.
 - Within the multipurpose facility or adjacent to it should be a warm-up ring(s), stalls, and other support space, as well as meeting space.
 - Other facilities should also include offices, storage, food and beverage areas, and other support space.
 - The complex should also retain open/outdoor space for fields, parking, and camping.
- Later phases of development could potentially include additional facilities that are varying degrees of multipurpose or purpose-built for specific uses, which may require the addition of surrounding parcels to the Fairgrounds footprint. Other facilities could include barns, additional indoor or outdoor arenas/rings, a track and grandstand, and others.
- We have reviewed the size and assessed values of privately-owned land that surrounds the Fairgrounds that could be part of an expansion and/or a swap of existing land. Thirteen acres totaling approximately 16 acres are to the north and west of the Fairgrounds, and have a total assessed value of approximately \$1.8 million, or \$114,000 per acre.
- We have also analyzed a limited sample of riverfront residential properties to begin to estimate the possible value of the Fairgrounds' riverfront land, should it potentially be converted to residential usage. Three identified properties on the west side of the Fox River, to the south of the Fairgrounds, have an average per-acre value of approximately \$480,000. Any residential development on the current Fairgrounds footprint would reduce its already limited size and values could be negatively affected by Fairgrounds usage.



OPERATIONS/OWNERSHIP/MANAGEMENT

- As previously described, the Fairgrounds are currently owned and operated by the County. However, the County does not have staff that is specifically focused on the Fairgrounds; the complex is operated within its larger parks system.
- Public ownership of fairgrounds is very common, as the complexes generally do not justify private investment. However, many publicly-owned fairgrounds are operated by private or non-profit entities on behalf of the public sector.
- Under public management, the owner has full control and is responsible for all aspects of operations, including revenues and capital and operating expenses.
- With a private management company, some or all functions of operations (such as marketing, booking, finance, maintenance, and others) can be outsourced. However, in most cases – and particularly with fairgrounds – operating risk (i.e. responsibility for subsidizing any operating deficits) is fully retained by the public owner, who would also pay a management fee to the private partner. While a private operator could improve a fairgrounds' operations, a complex would still likely operate at a deficit.
- Many fairgrounds complexes also partner with a quasi-public (such as a CVB or authority) or non-profit partner; in the fairgrounds industry, this is more common than private operators. In general, a non-profit operator would have a volunteer board of directors and a paid operations staff onsite. (This could be the same entity that operates the county fair or a separate entity.) The quasi-public or non-profit entity could either be funded through tax sources and/or fundraising and donations.
- We believe that the Fairgrounds should continue to be owned by the County.
- We believe that the most viable management/operating relationship would be directly through the County (as is currently done), or with a quasi-public or non-profit partner. Partnering with a private management company does not appear to be the most viable option for the County.
 - County management – should the County continue to manage the Fairgrounds following an improvement project, we recommend that the County hire staff that is specifically focused on marketing and operating the complex. The County could still share staff with other County operations but should at least have a minimal staff onsite (approximately three to seven full-time positions). Public management could also include the creation of an independent board of volunteers that oversees the Fairgrounds.
 - Quasi-public or non-profit management – the County could partner with an existing County agency or create a new entity that would be responsible for Fairgrounds operations. This scenario would also require the addition of new public-sector staff, and potentially the creation of an oversight board. In addition, the County would



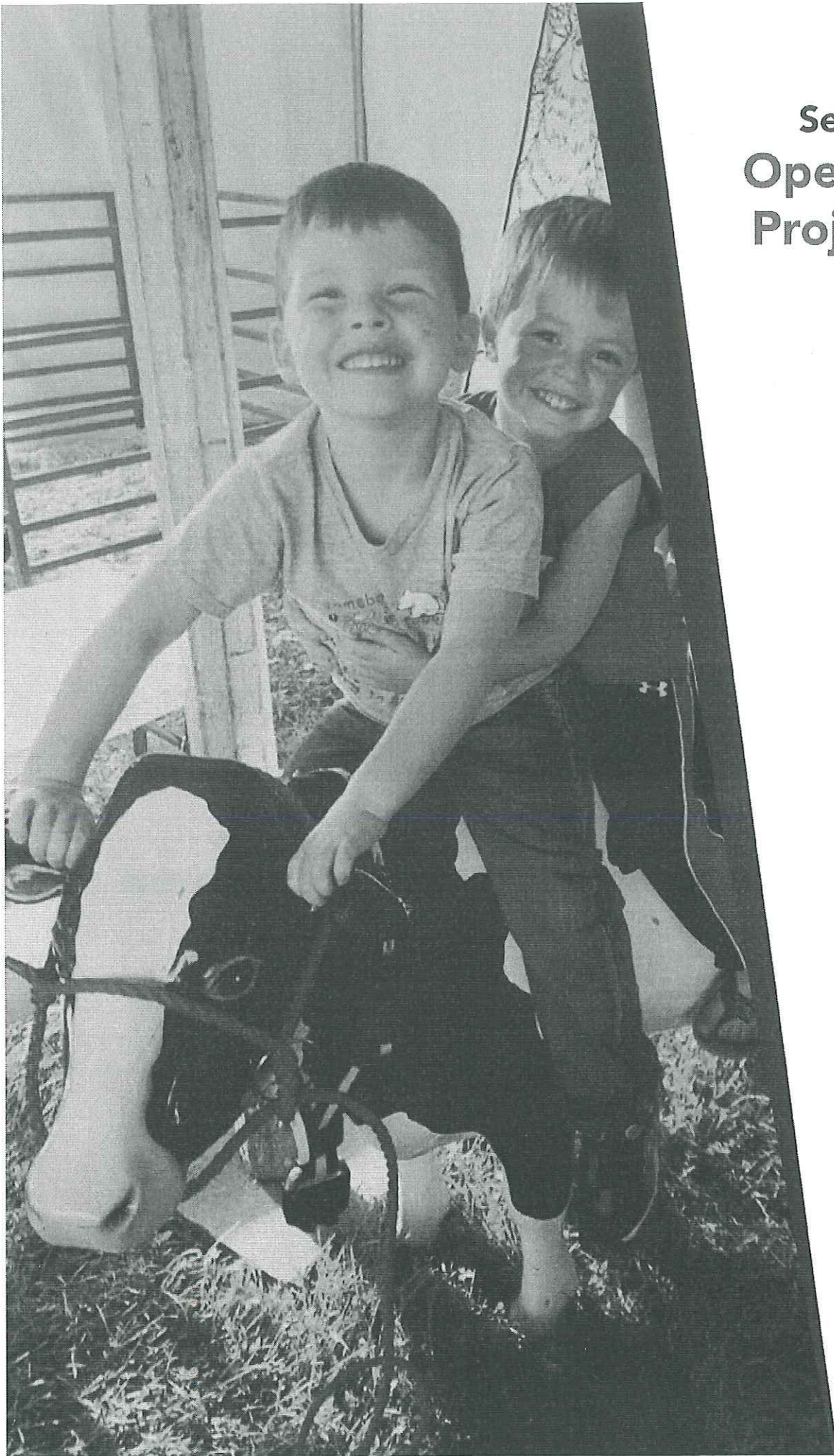
have to continue to be responsible for any capital and operating needs, and/or identify new funding sources with its partner.

Should a non-profit partner be identified, the County could take a more hands-off approach to operations in the future, although depending on an agreement with a partner, the County may still retain certain responsibilities (particularly financial). However, the partner would generally be responsible for operations and fundraising.

The determination to pursue a specific management structure will depend on political, practical, financial, and other realities of the County, as well as the availability and willingness of potential partners. However, assuming that a skilled operational team and adequate sources of funding for capital improvements and operations are in place, the decision to directly operate the Fairgrounds or partner with an existing or new entity may not significantly impact future Fairgrounds success.

Based on these conclusions and recommendations, the following sections include our forecasts of future Fairgrounds operations and economic impacts.

Section 5 Operational Projections



Attachment: Stone Planning Report.Scan (7579 : Consider and approve draft plan for Fairgrounds property.)





In this section, we summarize forecasts of future operations of the recommended Fairgrounds, based on the assumptions described in the previous section. Operating projections are based on the following:

- Recommendations for new facilities,
- Review of past Fairgrounds usage,
- Interviews with facility staff, industry professionals, and other stakeholders, and
- Analysis of the operations of competitive and comparable facilities.

In addition, forecasts have been prepared with input from County representatives, with the intention of creating a complex that is as self-sustaining financially as possible. This includes a very limited service and staff offering at the complex, with events responsible for most aspects of operation.

EVENTS AND ATTENDANCE

The following tables summarize our estimates of annual events and attendance (per-event averages and totals) for the facility's first ten years, following assumed improvements. These estimates are based on our market research, including interviews with potential facility users and analysis of comparable facilities. They are also based on the assumption that the complex provides a very low level of service to renters, who would be responsible for more event setup, maintenance, and other tasks, which would add to their costs. This would result in the complex being slightly less desirable as an event destination than it otherwise would be.

PROJECTED EVENTS										
	1	2	3	4	5	6	7	8	9	10
Animal Shows/Competitions	5	5	6	6	8	8	8	8	8	8
Conventions/Consumer and Trade Shows	3	3	5	6	5	6	5	6	5	6
Festivals	3	3	4	4	4	4	4	4	4	4
Other Sports/Entertainment Events	3	3	3	3	3	3	3	3	3	3
Other Public Events	4	4	4	4	4	4	4	4	4	4
Social/Private Events	12	12	12	12	14	14	14	14	14	14
Meetings	40	40	40	40	40	40	40	40	40	40
Classes, Riding, Training, and Others	30	30	30	30	30	30	30	30	30	30
Brown County Fair	1	1	1	1	1	1	1	1	1	1
Total	101	101	105	106	109	110	109	110	109	110

Source: Stone Planning



PROJECTED AVERAGE ATTENDANCE

	1	2	3	4	5	6	7	8	9	10
Animal Shows/Competitions	200	200	200	200	200	200	200	200	200	200
Conventions/Consumer and Trade Shows	750	2,500	750	2,500	750	2,500	750	2,500	750	2,500
Festivals	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Other Sports/Entertainment Events	750	750	750	750	750	750	750	750	750	750
Other Public Events	750	750	750	750	750	750	750	750	750	750
Social/Private Events	100	100	100	100	100	100	100	100	100	100
Meetings	50	50	50	50	50	50	50	50	50	50
Classes, Riding, Training, and Others	25	25	25	25	25	25	25	25	25	25
Brown County Fair	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000

Source: Stone Planning

PROJECTED TOTAL ATTENDANCE

	1	2	3	4	5	6	7	8	9	10
Animal Shows/Competitions	2,500	2,500	3,000	3,000	4,000	4,000	4,000	4,000	4,000	4,000
Conventions/Consumer and Trade Shows	6,750	22,500	11,250	45,000	11,250	45,000	11,250	45,000	11,250	45,000
Festivals	27,000	27,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Other Sports/Entertainment Events	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250
Other Public Events	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Social/Private Events	1,200	1,200	1,200	1,200	1,400	1,400	1,400	1,400	1,400	1,400
Meetings	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Classes, Riding, Training, and Others	750	750	750	750	750	750	750	750	750	750
Brown County Fair	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Total	86,950	102,700	100,950	134,700	102,150	135,900	102,150	135,900	102,150	135,900

Source: Stone Planning

As the tables show, total annual attendance is estimated to range from approximately 85,000 to 135,000, based on approximately 100 to 110 events per year.

Descriptions of each event type, and their event and attendance assumptions, appear below.

Animal Shows/Competitions

This category can include livestock shows/sales and horse shows such as dressage, cutting, reining, and others, as well as other competitions such as barrel racing, roping, and others. We assume five to eight such events (held over an average of 2.5 days each) per year, with an average attendance of 200.



Conventions/Consumer and Trade Shows



This includes business and association events, and public consumer shows. In the past, the Fairgrounds has hosted events such as car and pet shows. While an improved Fairgrounds is not expected to attempt to compete with the new event center in Ashwaubenon or other local facilities, it will have the opportunity to host these kinds of events, and some will be more appropriate for a fairgrounds setting. We also assume that the Great Lakes Logging & Heavy Equipment Expo will be held at the Fairgrounds every other year.

After a ramp-up period, we assume a total of three to six such events at the Fairgrounds per year, with an average attendance of 750 (in non-Logging Congress years) or 2,500 (in Logging Congress years). We assume the average event will be held over three days. Because these events in particular are planned multiple years in advance, we expect the number of events to be lower in early years and then stabilize at five or six.

Festivals

This category includes events such as the two annual Hmong festivals, the Renaissance Faire, and other similar events that can be held at the Fairgrounds, such as food and drink, music, and other festivals. We assume a total of three to four festivals per year (over an average of three days each), with an average attendance of 3,000 per day.



Other Sports and Entertainment Events



This category can include events such as amateur sporting events and tournaments, boxing, concerts, MMA events, Monster trucks, and others (indoors or outdoors). Similar to conventions, trade shows, and consumer shows, the Fairgrounds should not compete with the planned new events center in Ashwaubenon but may be a more appropriate (and potentially affordable) location for some events. We assume a total of three sports and entertainment events per year, with an average attendance of 750.



Other Public Events

Other public events include walks and runs, obstacle course events (such as Tough Mudder or Warrior Dash), and others. These can be held indoors and/or outdoors. We assume an average of four such events per year with an average of 750 people.



Social/Private Events



These events can include banquets, awards dinners, luncheons, weddings, religious services, and other similar events. We assume a total of 12 to 14 such events per year, with an average attendance of 100.

Meetings

Meetings at the Fairgrounds can be held by businesses, government agencies, non-profits, and other entities. With the intention of not directly competing with other meetings facilities, some groups such as 4-H and others with an agricultural orientation are more appropriate for a fairgrounds than a facility such as a hotel or the Atrium. We assume 40 meetings per year at the Fairgrounds, with an average attendance of 50 people per event.





Classes, Riding, Training, and Others



A fairgrounds will also often host animal-based events such as agility training, horseback riding, and other riding/open sessions, as the Brown County Fairgrounds currently does. In the future, we assume 30 such sessions per year, with an average of 25 people per session.

Brown County Fair

As described, the Brown County Fair is the Fairgrounds' largest user and is expected to remain at the Fairgrounds in the future. The Fair is held over five days and in the past has had a total attendance of approximately 30,000 to 35,000. With an improved Fairgrounds, we assume that total annual attendance increases to 40,000. (All revenue generated by the Fair is retained by the Fair Association.)



OPERATING REVENUES AND EXPENSES

Based on forecasted event and attendee demand, operations of similar fairgrounds, and other aspects of the market analysis, we have prepared a ten-year projection of operating revenues and expenses for the recommended complex. As previously described, our forecasts also assume a very limited level of services to be provided by the County at the fairgrounds, as renters will be responsible for most aspects of operations.

It is important to note that we have not assumed a management structure for the Fairgrounds, and an eventual determination could impact operating results. For example, should an external entity assume responsibility for operations, the County could either receive lease revenue or pay a management fee. And if the specific entity that oversees the Fairgrounds is the Brown County Fair, overall Fairgrounds operations would be affected by Fair-related revenues and expenses that are not shown in this report.

Given these assumptions, the following table shows our projected operating revenues and expenses for the complex's first ten years of operations following assumed improvements. (For the purposes of inflation, we assume that the first year is 2020.)



BROWN COUNTY FAIRGROUNDS PROJECTED OPERATING REVENUES AND EXPENSES (\$000S)										
	1	2	3	4	5	6	7	8	9	10
Operating Revenues										
Rent (Facility, Equipment, Stalls, etc.)	\$58	\$59	\$75	\$79	\$84	\$88	\$87	\$92	\$91	\$95
Advertising/Sponsorships	26	27	27	28	28	29	29	30	30	31
Merchandise	2	2	2	2	2	2	3	3	3	3
Food and Beverage	48	61	60	88	66	94	68	98	71	102
Parking/RV	44	46	56	62	62	68	64	71	67	74
Other Revenues	5	5	5	6	6	6	6	6	6	6
Total Operating Revenues	\$183	\$199	\$226	\$264	\$248	\$287	\$258	\$299	\$268	\$311
Operating Expenses										
Salaries and Benefits	\$78	\$80	\$81	\$83	\$84	\$86	\$88	\$90	\$91	\$93
Part-Time Staff	0	0	0	0	0	0	0	0	0	0
Benefits	0	0	0	0	0	0	0	0	0	0
General and Administrative	47	48	49	50	51	52	53	54	55	56
Utilities	42	42	43	44	52	53	54	55	56	57
Repairs & Maintenance	16	16	16	17	23	24	24	25	25	26
Insurance	6	6	6	7	7	7	7	7	7	7
Advertising	10	11	11	11	11	11	12	12	12	12
Total Operating Expenses	\$199	\$203	\$207	\$211	\$229	\$233	\$238	\$243	\$247	\$252
Net Operating Income (Loss)	(\$16)	(\$3)	\$19	\$53	\$19	\$54	\$20	\$56	\$21	\$59

Source: Stone Planning

As the table shows, the complex is forecasted to initially operate at a deficit, and then generate modest profits in years that it hosts the Logging Congress. As has been shown in this report, it is not common for fairgrounds complexes to be profitable. However, in the past, the Brown County Fairgrounds has broken even, and with guidance from the County regarding the expected future level of staffing and service to be provided onsite, it is possible that similar results can be achieved in the future.

Descriptions of individual line items, and major underlying assumptions, appear below.

Operating Revenues

Rent

Rent charged to events that will use the facilities can be charged in many ways; for example, as a flat fee, a percent of ticket revenues, or a combination of both. For the purposes of this analysis, we assume that all event types are charged a fixed fee. Average assumed rental rates by event type are shown below, and these rates are consistent with current rates.



ASSUMED DAILY RENTAL RATES

Animal Shows/Competitions	\$850
Conventions/Consumer and Trade Shows	\$700
Festivals	\$2,350
Other Sports/Entertainment Events	\$700
Other Public Events	\$700
Social/Private Events	\$500
Meetings	\$100
Classes, Riding, Training, and Others	\$50
Brown County Fair	\$0

Source: Stone Planning

Based on these rates, total rent revenue is estimated to be approximately \$58,000 in the facility's first year of operation and increase to \$95,000.

Advertising/Sponsorships

The facility is assumed to generate revenues from the sale of signage and other marketing opportunities onsite. This revenue stream is expected to be relatively limited, as it is based on exposure to attendees and in some cases, media coverage. We assume that the facility generates approximately \$25,000 per year in advertising revenues, which is inflated in later years.

Merchandise

Some, but not all, events sell merchandise such as T-shirts and other memorabilia. Merchandise sales are typically limited to ticketed entertainment events such as concerts, family shows, and sporting events, and a facility typically receives a commission from event promoters who sell the merchandise and own the rights to the revenue. We assume that the facility's commission for merchandise will be 10 percent of gross sales for events that sell merchandise. Based on these assumptions, the facility's net novelties revenue is estimated to be less than \$5,000 per year.

Food and Beverage

We assume that an improved Fairgrounds will have greater onsite capabilities to prepare, warm, and sell food and beverages. This service could be provided in-house or by a third-party company such as a local restaurant or caterer, a professional concessionaire, or a contracted management company. Event attendees will have varying F&B spending levels based on event type, and per-attendee spending assumptions are generally \$2 to \$3 for most events. However, for catered social events, the per-attendee revenue is assumed to be \$25. We assume that the facility's net share of sales will be 35 percent. Based on this, we estimate that net revenues will be approximately \$48,000 in the facility's first year of operations.



Parking/RV

The Fairgrounds currently has approximately 250 parking spaces for most events, in addition to limited parking that is available on adjacent DePere property. The Fairgrounds' open fields can increase the parking capacity to more than 2,400 spaces, although the Fair is the only event that uses the fields for parking. (Many Fairgrounds attendees also park at the homes of Fairgrounds neighbors because of the lack of onsite parking.)

The Fairgrounds also has 56 campsites, and although camping is not allowed during most large Fairgrounds events, it is used for non-Fairgrounds events such as Packers games and other Lambeau Field events.

For parking, the Fairgrounds currently charges \$2 per car at events that sell tickets onsite. For camping, rates are \$30 per night, and \$60 per night for Lambeau Field events.

While the exact number of parking spaces and campsites will be affected by future improvements and the potential addition of adjacent land, for the purposes of this study, we assume that current offerings will increase to approximately 450 parking spaces and 60 campsites.

Future parking and camping revenues are based on assumed event and attendance levels, as well as the total number of spaces available and an assumed three people per car. Further, we assume an average per-car parking rate of \$3 for animal shows and competitions and sports/entertainment events, and \$2 for conventions/consumer and trade shows and festivals (to account for some events that will not be ticketed onsite). Camping rates are assumed to remain constant, but like parking rates, are inflated over time.

In recent years, Fairgrounds parking revenue has decreased from approximately \$16,000 to \$10,000, and camping revenue has increased from approximately \$16,000 to \$28,000 (due to the loss of campsites at Lambeau Field). In the future, total parking/RV revenue is projected to range from approximately \$44,000 to \$74,000.

Other Revenues

Other revenues include those that are not captured in other line items, and are typically smaller, miscellaneous revenues. We assume that other revenues will total \$5,000 per year in Year 1.

Total Operating Revenues

Based on the assumptions and calculations described above, total revenues are estimated to be approximately \$183,000 in the first year, and increase to \$311,000 in year ten.



Operating Expenses

Salaries and Benefits

We assume a very bare-bones operation at the fairgrounds, with one full-time staff member and limited seasonal/part-time staff. As described above, this will also impact usage and revenues, as complex users will be more responsible for their events with the lower level of service provided by the County. We assume a beginning annual expense of \$75,000 for salaries and benefits, compared to approximately \$45,000 in 2017.

General & Administrative

General and administrative expenses include amounts spent for supplies, uniforms and laundry, licenses and permits, supplies, printing, contracted services, and others. Based on past expenses and the assumed improvements, we assume that G&A expenses will be approximately \$45,000 per year (in 2018 prices), and this amount is inflated in future years.

Utilities

According to the County, annual utility expenses at the fairgrounds are currently approximately \$23,000. Given event and attendance in the future and the usage/needs of new facilities, we assume that utility expenses will increase to approximately \$40,000 in the first year.

Repairs and Maintenance

Repairs and maintenance expense is for regular, ongoing improvements to the complex. Based on past expenses, we estimate that this expense will be \$15,000 per year (in 2018 prices) in the first four years, as many items will be under warranty. Beginning in Year 5, this expense is assumed to increase to approximately \$23,000.

Insurance

According to the County, current insurance expenses of the fairgrounds are approximately \$3,000 per year. Based on feedback from the County's insurance representative and the planned facilities, future insurance costs are assumed to begin at \$6,000 per year and increase by inflation.

Advertising

The complex will spend money to advertise and market the facility itself as well as individual events. This includes various forms of advertising, promotions, and public/customer relations. In the future, we assume an annual expense of \$10,000 (in 2018 prices).



Total Operating Expenses

Based on the assumptions and calculations described above, total facility expenses are estimated to be approximately \$200,000 in the first year, and increase to approximately \$250,000 in Year 10.

Net Operating Income

Based on the estimates of future revenues and expenses, the complex is expected to generate an operating deficit of approximately \$16,000 in Year 1. In the following years, a small deficit or profit is projected, and profits will be relatively higher in years that the Logging Congress is held in Brown County.

Section 6 Economic Impacts





This section estimates the economic and fiscal impacts that would be captured in Brown County based on the construction and operations of the assumed improved complex. The impact analysis focuses on one future, stabilized year of impacts (assumed to be its fifth year).

THE CONCEPT OF ECONOMIC IMPACTS

In general, economic impacts estimate the incremental spending, as well as the resulting jobs, income, and tax revenues, that are captured by a geographic area as a result of an event. In this case, "event" can refer to anything ranging from a weather event to the presence of an institution, industry, or facility, to an event such as a concert. For the purposes of this analysis, the event is the construction and ongoing operations of the Brown County Fairgrounds.

For a fairgrounds complex, economic impacts to an area (such as Brown County) are generally considered to be based on the spending of non-local residents that come to the area primarily for the purpose of attending a fairgrounds event. As an example, the spending by a Green Bay resident who attends an event at the Fairgrounds is considered to be part of the economic activity created by the Fairgrounds, but not the economic impacts. A Milwaukee resident who travels to Brown County for the Fair would generate economic impacts from her visit. However, if a Minnesota resident travels to see a Packers game at Lambeau Field, and happens to attend a fairgrounds event while in town, his impact would be credited to the Packers and not the Fairgrounds or its event.

Economic impacts that can be estimated include the following:

- **Spending** – for the Fairgrounds, this includes the actual spending by event attendees for purchases of tickets, food and drinks, merchandise, and other items, both onsite and throughout the County. The spending that is captured locally is part of a facility's economic impacts.

This spending can be separated into gross and net impacts. Gross impacts include the spending by local residents, as described above, and can be considered the full economic activity associated with the Fairgrounds. This spending by local residents is considered to be "transfer spending" that would have otherwise been spent locally (for example, at a movie), although some would likely leave the area for entertainment in other markets. Net impacts, which are a subset of gross impacts, only include the spending by non-local residents.

- **Jobs and Income** – these impacts estimate new employment and the associated income earned by local residents as a result of the new spending described above. For example, spending captured at local restaurants will support that industry's employment base and will lead to income for its employees.



- o **Fiscal impacts** – represent new tax revenues that are created by the spending impacts. For example, use of a hotel room by an event attendee will generate room tax revenue.

Economic and fiscal impacts would also be generated by the construction of any improvements, to the extent that local firms and individuals participate in the construction project. Because public dollars (or contributions from local residents) would likely fund construction of Fairgrounds improvements, this spending may not technically be considered an impact because they would presumably otherwise be spent on other local projects. But in general, a construction project would generate a certain amount of business income to local vendors and personal income and jobs to construction workers. However, because a specific construction project has not yet been identified, construction-related impacts cannot be quantified.

In addition to the direct spending impacts, economic multipliers are applied to estimate later rounds of spending before the initial spending leaves the local economy. For example, some of the spending captured by a local restaurant is then spent on various items to support the restaurant's operations, and these multipliers estimate the amount that is spent locally based on the presence of suppliers and other industry partners within a geographic area. This later spending – or indirect impacts – are added to the direct impacts to estimate total impacts.

ECONOMIC IMPACTS FROM OPERATIONS

We estimate the economic impacts generated by one year of facility operations (the fifth year of operations for an improved facility). As previously mentioned, all dollar amounts are shown in current prices.

Facility Revenues

The revenues generated by the facility can represent a significant part of the overall economic activity that it creates. This revenue includes spending for items such as tickets, facility rent, concessions, parking, and others that are described and shown in the financial analysis of facility operations although some of these revenues are retained by an event rather than the complex.

Attendee Spending Outside of the Facility

The other component of the economic activity generated by a facility's operation is the money spent by event attendees on items such as lodging, transportation, meals, entertainment, and shopping outside of the facility but as a result of their trip to the facility.

Based on analysis of event characteristics at other similar facilities (including those in the Brown County area), the geographical characteristics of the region, and others, we have made assumptions regarding the geographic origin of attendees, whether they stay in Brown County overnight, and



their spending characteristics outside of the Fairgrounds (spending within the complex is included as facility revenue above).

Attendees' Geographic Origin

Because impacts are being considered for Brown County, we differentiate between facility attendees who are county residents and those who live outside of the area. Spending by all attendees is calculated as the gross spending impact; however, only those who are non-local residents are considered in the calculations of net economic impacts, which are the true impacts to the city.

For these assumptions, we have primarily based our estimates on characteristics of actual attendees from past events at other fairgrounds, as well as other events held at other facilities in Brown County. While many factors can influence the share of non-local attendees at a facility, and this percentage can vary widely from event to event, we have assumed average characteristics across each event type. For Fairgrounds events, we assume that the share of local attendees will range from 30 to 80 percent. Events such as conventions, trade shows, and animal shows/competitions are assumed to have more non-local attendees than events such as meetings, social events, and riding.

Types of Travelers

Event attendees are further divided into two other categories: daytrippers or overnight travelers. The majority of attendees will be daytrippers, including all local residents. However, a share of attendees will stay overnight before, during, and/or after an event.

It is assumed that a small share of attendees to many event types will stay overnight. For most events, this share is assumed to be ten percent or less.

According to a recent tourism study of travelers to Brown County, 63 percent of overnight visitors stay in paid accommodations such as hotels (others generally stay with friends and relatives, and many fairgrounds event attendees stay in their own RVs). Therefore, we assume that this same percentage of overnight visitors for Fairgrounds events will spend money on hotel rooms.

For all attendees, we assume an average of two people per hotel room. In addition, attendees' average length of stay will vary by the length of an event, but is generally assumed to be one to two nights.

Out-of-Facility Spending Assumptions

Assumptions related to out-of-facility spending by event attendees is based on factors such as past studies of tourists' spending in Brown County, adjusted for assumed spending characteristics of attendees of Fairgrounds events. (For example, overall tourist spending numbers may be slightly



skewed by spending associated with Packers games, which have higher ticket, food, merchandise, and hotel prices than Fairgrounds events.)

Daily spending has been separated into four categories: food and beverage, retail and entertainment, lodging, and transportation and other. Overnight attendees are generally assumed to spend more than daytrippers, as they will spend more time in the County and have lodging expenditures. Based on recent D.K. Shifflet estimates of tourists' spending in Brown County, we then reduce these figures by estimated amounts to be spent onsite at the Fairgrounds for items such as tickets and F&B (when applicable). Remaining amounts are assumed to be spent within Brown County during an attendee's stay.

Estimates of daily spending apply to attendees of all event types, and assumed daily spending varies by category and with the exception of lodging, applies to all daytrippers and overnight travelers (daytrippers, by definition, will not spend money on hotels).

Based on the assumptions described above, as well as the forecasts of facility events and attendance and facility revenues, the following table summarizes the total gross direct spending generated by the presence and operation of an improved Fairgrounds. The first line (spending generated by the facility) has previously been described, and the spending captured throughout Brown County by all event attendees is also summarized below, based on the assumptions described above.

TOTAL DIRECT SPENDING - GROSS	
	Total
Gross Facility Revenue	\$976,000
Spending Outside the Facility	
Lodging	\$838,000
Food and Beverage	\$1,073,000
Retail and Entertainment	\$1,961,000
Transportation and Other	\$273,000
Total Spending Outside the Facility	\$4,145,000
Total Gross Direct Spending - Inside and Outside of the Facility	\$5,121,000
# of Room Nights	5,348
Source: Stone Planning	

Gross vs. Net Impacts

The total economic activity summarized above does not represent actual economic impacts; it merely shows the total spending generated by facility operations, including transfer spending by local residents. In this section, transfer spending is deducted from total spending to arrive at the estimated economic impacts for Brown County. In other words, for the purposes of calculating economic impacts to Brown County, all spending by county residents is subtracted and only spending captured



within the County by non-local residents is considered.

Spending impacts to the County related to out-of-facility spending are based on assumptions of attendee origin and their spending characteristics, as previously shown. However, revenues captured by the facility itself are analyzed separately. Assumptions related to these revenues are as follows:

- **Rental Revenues** – we assume that most, but not all, of the events held at a new facility would not be able to be held in Brown County but for the presence of the facilities. As a result, it is assumed that 90 percent of facility rental revenues are considered to be net impacts.
- **Advertising and Sponsorships** – 100 percent of this revenue (which is assumed to be relatively minimal) is considered to be a net new impact to Brown County. While some of this revenue will be generated from local businesses and would possibly have been spent locally without the facility, a new facility provides a venue for advertising and sponsorships that generally does not currently exist in a similar setting in Brown County. In addition, some of the facility's sponsorship revenues will be generated from regional or national firms, and even locally-based firms may have otherwise spent their advertising dollars elsewhere.
- Calculations of net facility revenues that are directly related to attendee use of the facility (such as ticket sales, concessions, merchandise, and parking) are based on the share of local and non-local attendees for each event type, and their assumed spending. This is consistent with estimates of non-local, out-of-facility spending. For example, facility parking revenue that is considered to be an impact to Brown County is based on calculations of parking spending by non-County residents.

We have estimated the net economic impacts to Brown County for an improved Fairgrounds. In other words, we estimate the amount of spending that is captured within Brown County but originates outside of Brown County. The estimated net economic impacts are shown in the following table. Net impacts are based on the geographic origin of attendees, as previously described.

TOTAL DIRECT SPENDING - GROSS AND NET		
	Gross	Net to Brown County
In-Facility	\$976,000	\$389,000
Outside the Facility		
Lodging	\$838,000	\$528,000
Food and Beverage	\$1,073,000	\$469,000
Retail and Entertainment	\$1,961,000	\$643,000
Transportation and Other	\$273,000	\$122,000
Total - Outside the Facility	\$4,145,000	\$1,762,000
Total Direct Spending	\$5,121,000	\$2,151,000
Room Nights	5,348	5,348

Source: Stone Planning



Multiplier Effect and Indirect Spending

As the spending from the direct economic activity takes place in the county's economy, it will trigger other, indirect, levels of economic activity. For example, the operating businesses that are affected by facility use (including the facility itself and hotels and restaurants, retail stores, and others) will purchase various goods and services from local and regional vendors (e.g., utilities, inventory, supplies, labor, and the like). As this occurs, these workers and vendors receive income and, in turn, make purchases of goods and services themselves. Within each round, some spending occurs in the local economy and some flows outside of that economy (referred to as "leakage"). The total amount of spending that stays within the local economy includes both the first round ("direct") and all subsequent rounds of economic activity ("indirect").

These total impacts are estimated through the use of "multipliers" applied to the estimates of direct impacts. The multipliers, which are calculated by the federal government and are unique to each geographic area, are regarded as the most reliable and accurate measure of indirect spending that is available. Multipliers differ from area to area because of geography; proximity to other business centers and the size of an area will affect the length of time that direct spending is retained by an economy before fully leaking out. In addition, different sectors of an economy have unique multipliers, based on their own proximity to other industry-specific economies, vendors and suppliers, and the like.

For this analysis, we have utilized multipliers developed by IMPLAN for Brown County. Various multipliers for different industries are used, as every type of spending that comprises the direct impacts ("Category") has a multiplier, based on a corresponding "Industry Sector." As the table below shows, the multipliers for various industries generally range from approximately 1.5 to 1.7. In other words, a multiplier of 1.5 indicates that total economic activity is estimated at 1.5 times the estimate of direct impacts; this includes the direct impacts (at 1.0) and the indirect impacts (at 0.5). Multipliers typically increase as the size of a geographic area increases, as it takes more time for later rounds of spending to leave a larger area (for example, Wisconsin compared to Brown County).



BROWN COUNTY MULTIPLIERS - SPENDING

Category	Industry Sector	Multipliers
Facility Revenues		
Gross Ticket Sales	Perf. Arts, Spectator Sports, Museums, Zoos, Parks	1.6423
Facility Rental	Perf. Arts, Spectator Sports, Museums, Zoos, Parks	1.6423
Gross Food and Beverage Sales	Food Services and Drinking Places	1.6882
Gross Merchandise Sales	Retail Trade	1.5629
Facility Advertising and Sponsorships	Broadcasting (non-Internet)	1.4896
Facility Fees	Perf. Arts, Spectator Sports, Museums, Zoos, Parks	1.6423
Parking	Transit and Ground Passenger Trans.	1.6570
Other	Perf. Arts, Spectator Sports, Museums, Zoos, Parks	1.6423
Spending Outside the Facility		
Food and Beverage	Food Services and Drinking Places	1.6882
Retail and Entertainment	Retail Trade; Perf. Arts, Spectator Sports, etc.	1.6026
Lodging	Accommodation	1.5484
Transportation and Other	Transit and Ground Passenger Trans.	1.6570

Source: US Department of Commerce, Stone Planning

Based on these multipliers, total (direct and indirect) net spending is summarized below.

TOTAL NET SPENDING - DIRECT AND INDIRECT

	Net to Brown County
Total Net Direct Spending	\$2,151,000
Net Indirect Spending	
In-Facility	\$131,000
Outside of Facility	
Lodging	\$289,000
Food and Beverage	\$323,000
Retail and Entertainment	\$387,000
Transportation and Other	\$80,000
Total Indirect Spending	\$1,210,000
Total Spending - Direct and Indirect	\$3,361,000

Source: Stone Planning

As the table shows, including both direct and indirect spending, total spending impacts are estimated to be approximately \$3.4 million from the Fairgrounds.

Jobs and Payroll

The operation of the facility creates jobs both within the complex and throughout the community. The Fairgrounds' use and attendees' spending will also support jobs throughout the area, at hotels, restaurants, retail stores, and the like (from both direct and indirect spending). Employment and income impacts to Brown County refer to jobs and income that are captured by residents only.

Average hourly and annual wage information for various types of occupations are provided by the US



Department of Labor's Bureau of Labor Statistics, based on data compiled for the Green Bay metro area in 2017.

Similar to spending, multipliers are used to estimate indirect employment and earnings, based on the direct estimates. The following table summarizes employment and income multipliers used in the calculation of indirect jobs and earnings.

BROWN COUNTY MULTIPLIERS - EMPLOYMENT AND EARNINGS

Category	Employment Multipliers	Earnings Multipliers
Facility Operations	1.3381	1.3932
Concessions, Food and Beverage	1.2364	1.5584
Retail and Entertainment	1.3306	1.4522
Lodging	1.3136	1.5472
Transportation and Other	1.3666	1.5298

Source: US Department of Commerce, Stone Planning

The table below shows the total (including direct and indirect) net jobs and payroll generated within Brown County by the facility.

TOTAL JOBS AND EARNINGS

	To Brown County
EMPLOYMENT	
<u>Facility</u>	
Full-Time Equiv. Facility Operations Staff	3
<u>Outside of the Facility</u>	
Lodging	5
Food and Beverage	13
Retail and Entertainment	17
Transportation and Other	2
Total Jobs (Full-Time Equivalent)	40
EARNINGS	
Facility Operations - all FT and PT	\$118,000
Lodging	\$324,000
Food and Beverage	\$418,000
Retail and Entertainment	\$712,000
Transportation and Other	\$105,000
Total Earnings	\$1,676,000

Source: Stone Planning

As the table shows, the new facility is estimated to support an incremental 40 jobs and approximately \$1.7 million in associated earnings.



FISCAL IMPACTS FROM OPERATIONS

As previously described, fiscal impacts represent new public-sector tax revenues that are generated based on the presence and use of a facility. The only County-level tax that are expected to be affected by facility usage is the ten-percent room tax; the current 0.5-percent local-option sales tax will sunset by 2023 and we assume that the year being considered for impacts is 2024. (Other taxes, such as the state sales tax and income tax, are not considered in this analysis because they are state revenues.)

Based on the assumed net spending on hotel rooms, total new hotel tax revenues would be approximately \$60,000 in 2024.

OTHER IMPACTS

In this section, we address other types of impacts that cannot yet be quantified or are more qualitative but can be generated by an improved and more vibrant Fairgrounds.

Construction Impacts

As previously mentioned, impacts related to a construction project cannot yet be estimated, but it is expected that a portion of the project budget would be spent on local businesses and workers. This would create local business income, jobs, and personal income.

Recaptured Spending

As described above, local residents' spending is not considered to be part of the net economic impacts. However, it is likely that due to the lack of usage of the Fairgrounds, many locals travel outside of the County for events that could be held within Brown County. While this cannot be quantified, the County would benefit from the recapture of spending associated with more events at the Fairgrounds.

Quality of Life

By definition, quality of life impacts cannot be quantified but an improved Fairgrounds can provide many benefits to local residents, particularly given the state's reputation for agricultural production. Fairgrounds generally have an explicit mission of agricultural-related education, training, and exposure, and an improved complex can further provide these services to local residents.

Tourism

Increased tourism is generally addressed above, and quantified as possible (such as assumptions regarding the percent of non-local Fairgrounds attendees). However, in general, increased usage of



the Fairgrounds and the ability to host more and larger events will allow the complex to attract more non-local residents and their spending to Brown County.

Spinoff Development and Other Tax Revenues

It is also possible that an improved Fairgrounds and greater usage could spur new development (for example, a hotel or restaurant to serve facility users). Because this type of development, and any resulting tax revenues, are more speculative, they are considered separately here.

As previously shown in this report, properties to the north and west of the Fairgrounds could potentially be developed for new uses. In the Village of Ashwaubenon, an equalized value of \$150,000 would generate approximately \$2,800 in property taxes.

As an example, we analyzed the 2017 property taxes owed by five hotels located in the Village. These hotels had 60 to 118 rooms and property taxes ranging from approximately \$19,000 to \$167,000. The per-room property taxes ranged from \$186 to more than \$1,400.



City of De Pere, Wisconsin

**Request For Board of Park Commissioners Action**

MEETING DATE: November 15, 2018

DEPARTMENT: Parks, Recreation & Forestry

FROM: Marty Kosobucki

SUBJECT: Consider request from Alderperson Hansen to replace trees taken down during construction projects.

Alderperson Hansen has requested the Board of Park Commissioners consider replacing trees that are taken down for construction purposes. Presently the City does not replace trees removed from the right of way, and replacement of the tree is left up to the home owner. I have listed several bullet points of information to consider when considering Alderperson Hansen's request.

- The right of way (ROW) is considered public property.
- The City removes trees in the right of way for a wide variety of reasons (ie. conflict with construction projects, safety, health of the tree has deteriorated, conflict with utilities, etc...).
- The City does not purchase trees to place in the ROW unless the homeowner orders and pays for a tree.
- City staff is used to plant most trees in the ROW.
- While not possible to accurately project or predict, our City Forester estimates we take down approximately 10-30 trees a year due to construction related concerns.
- The City does not currently budget for replacement of any ROW trees.
- In considering Alderperson Hansen's request, if the City considers funding the replacement of trees taken down due to construction related projects there needs to be consideration given to trees that were damaged due to a construction project and eventually die at a later date.
- When a tree is taken down for construction reasons, often times there are reasons or factors that do not allow a tree to be replanted. It is recommended to not allow the re-planting of trees in these situations regardless (ie. construction project moved utilities and they now conflict with the tree, tree was originally planted and no longer meets current planting specifications, etc...).

While the bigger question of funding the replacement of any tree taken down in the ROW should be discussed, the Park Board's ultimate decision revolves around funding the replacement of trees removed due to City related construction projects and how long will they consider funding the replacement of a tree that is damaged by a construction related project.

If the Park Board recommends funding the replacement of trees removed for construction related projects we will need to recommend funding of replacement trees and possibly contracting a service to perform the plantings. We would recommend a funding of \$8,000 per year to accomplish this task at this point in time. Funding would need to be requested from the City Council either from contingency or through the budget process.

City of De Pere, Wisconsin

**Request For Board of Park Commissioners Action**

MEETING DATE: November 15, 2018

DEPARTMENT: Parks, Recreation & Forestry

FROM: Marty Kosobucki

SUBJECT: Approve Brown County Ice Management Quarterly Report.

ATTACHMENTS:

- Brown County Ice Management Financials November 2018 (PDF)

De Pere Ice Arena Report

November 5, 2018

De Pere Ice Arena finally opened October 29th. The temporary chiller system was delivered on Oct. 22, and was turned on began cooling Thursday Oct. 25th at about 7:30pm, our crew spent Friday night, and the weekend installing the ice to have it ready for practices Monday Oct. 29th. The new chiller barrel is ordered should be in place by the middle of December. Unfortunately the failure of the chiller barrel also had some residual damage as the Calcium Chloride entered the compressors, oil barrels and filters. Work will begin now to start to clean up the damaged parts and prepare for the installation of the new chiller barrel. The week of Oct. 22 the entire calcium chloride system was flushed and cleaned out and new glycol was put into the system, which will be much less corrosive on the pumps and seals.

The new sump tank has been replaced and was ready for use prior to the catastrophic failure of the chiller barrel in September.

All programs have now gone back to normal operating times and practices, games began last week, and the ice time for the season has filled up quickly. De Pere Youth Hockey has added 2 additional teams this season, so they continue to grow. They plan to host an 8 team tournament Feb. 9-10, 2019.

We are currently working on setting up the public skating schedule for weekends at the Ice Arena, and that will be published soon. Last season the attendance at the public skating sessions was very good, and we hope that trend continues, as it does seem to help build the hockey and figure skating programs.

Respectfully Submitted,

Don Chilson, Brown County Ice Management

De Pere Ice Arena
Profit & Loss Prev Year Comparison
June through August 2018

2.4.a

	<u>Jun - Aug 18</u>	<u>Jun - Aug 17</u>	<u>\$ Change</u>
Ordinary Income/Expense			
Income			
4011 · Men's League	0.00	130.00	-130.00
Total Income	<u>0.00</u>	<u>130.00</u>	<u>-130.00</u>
Expense			
5000 · Building Expense			
5000a · Repairs and Maintenance	6,668.48	5,609.18	1,059.30
5004 · Service Contracts	1,943.19	1,667.53	275.66
5005 · Zamboni	0.00	518.00	-518.00
5000 · Building Expense - Other	75.71	0.00	75.71
Total 5000 · Building Expense	<u>8,687.38</u>	<u>7,794.71</u>	<u>892.67</u>
5001 · Insurance Expense	3,600.00	3,600.00	0.00
5300 · Office Expense			
5300a · Bank Service Charges	43.85	31.65	12.20
5300d · Office Supplies	0.00	134.39	-134.39
5300f · Telephone Expense	700.41	641.97	58.44
5300 · Office Expense - Other	75.00	0.00	75.00
Total 5300 · Office Expense	<u>819.26</u>	<u>808.01</u>	<u>11.25</u>
5400 · Payroll			
5400a · FICA Employer	802.51	0.00	802.51
5400c · Medicare Expense	197.08	0.00	197.08
5400d · Regular Earnings	3,155.79	0.00	3,155.79
5400e · Salaries	9,790.06	0.00	9,790.06
5400g · Payroll Processing Fees	175.00	0.00	175.00
Total 5400 · Payroll	<u>14,120.44</u>	<u>0.00</u>	<u>14,120.44</u>
5600 · Utilities	6,705.75	6,009.24	696.51
6000 · Depreciation Expense	2,447.49	3,177.72	-730.23
Total Expense	<u>36,380.32</u>	<u>21,389.68</u>	<u>14,990.64</u>
Net Ordinary Income	<u>-36,380.32</u>	<u>-21,259.68</u>	<u>-15,120.64</u>
Net Income	<u><u>-36,380.32</u></u>	<u><u>-21,259.68</u></u>	<u><u>-15,120.64</u></u>

Attachment: Brown County Ice Management Financials November 2018 (7606 : Approve Brown County Ice Management Quarterly Report.)

De Pere Ice Arena
Profit & Loss Prev Year Comparison
June 1 through November 5, 2018

2.4.a

	Jun 1 - Nov 5, 18	Jun 1 - Nov 5, 17	\$ Change
Ordinary Income/Expense			
Income			
4003 · Advertising Revenue	1,125.00	1,125.00	0.00
4011 · Men's League	0.00	130.00	-130.00
Total Income	1,125.00	1,255.00	-130.00
Expense			
5000 · Building Expense			
5000a · Repairs and Maintenance	8,950.62	9,915.26	-964.64
5004 · Service Contracts	3,074.17	2,793.60	280.57
5005 · Zamboni	0.00	1,036.00	-1,036.00
5000 · Building Expense - Other	75.71	0.00	75.71
Total 5000 · Building Expense	12,100.50	13,744.86	-1,644.36
5001 · Insurance Expense	6,000.00	6,000.00	0.00
5300 · Office Expense			
5300a · Bank Service Charges	56.80	51.55	5.25
5300d · Office Supplies	12.98	134.39	-121.41
5300f · Telephone Expense	1,167.35	1,069.95	97.40
5300 · Office Expense - Other	75.00	0.00	75.00
Total 5300 · Office Expense	1,312.13	1,255.89	56.24
5400 · Payroll			
5400a · FICA Employer	1,232.03	1,438.00	-205.97
5400c · Medicare Expense	300.97	417.56	-116.59
5400d · Regular Earnings	4,490.29	9,210.89	-4,720.60
5400e · Salaries	15,384.38	13,985.80	1,398.58
5400g · Payroll Processing Fees	275.00	250.00	25.00
Total 5400 · Payroll	21,682.67	25,302.25	-3,619.58
5500 · Program Expense			
5500a · Advertising and Promotion	0.00	600.00	-600.00
Total 5500 · Program Expense	0.00	600.00	-600.00
5600 · Utilities	14,446.29	14,841.46	-395.17
5700 · Vending Expense	834.83	597.73	237.10
6000 · Depreciation Expense	4,079.15	5,296.20	-1,217.05
Total Expense	60,455.57	67,638.39	-7,182.82
Net Ordinary Income	-59,330.57	-66,383.39	7,052.82
Net Income	-59,330.57	-66,383.39	7,052.82

Attachment: Brown County Ice Management Financials November 2018 (7606 : Approve Brown County Ice Management Quarterly Report.)

De Pere Ice Arena
Balance Sheet
As of November 5, 2018
Nov 5, 18

2.4.a

ASSETS

Current Assets

Checking/Savings

1015 · Nicolet Bank 13,264.98

Total Checking/Savings 13,264.98

Other Current Assets

1300 · Prepaid Expenses 1,131.06

1403 · Due from LIVE BARN 2,584.87

Total Other Current Assets 3,715.93

Total Current Assets 16,980.91

Fixed Assets

1600 · Equipment 79,104.23

1610 · Accumulated Depreciation -63,925.00

Total Fixed Assets 15,179.23

TOTAL ASSETS 32,160.14

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

20000 · Accounts Payable 419.28

Total Accounts Payable 419.28

Other Current Liabilities

2701 · Payable to/(Receivable fr) BCIM 9,768.11

Total Other Current Liabilities 9,768.11

Total Current Liabilities 10,187.39

Total Liabilities 10,187.39

Equity

3900 · Unrestricted Net Assets 81,303.32

Net Income -59,330.57

Total Equity 21,972.75

TOTAL LIABILITIES & EQUITY 32,160.14

Attachment: Brown County Ice Management Financials November 2018 (7606 : Approve Brown County Ice Management Quarterly Report.)

De Pere Ice Arena
Balance Sheet
As of November 5, 2018
Nov 5, 18

2.4.a

ASSETS

Current Assets

Checking/Savings

1015 · Nicolet Bank 13,264.98

Total Checking/Savings 13,264.98

Other Current Assets

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Total Fixed Assets 15,179.23

TOTAL ASSETS 32,160.14

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

20000 · Accounts Payable 419.28

Total Accounts Payable 419.28

Other Current Liabilities

2701 · Payable to/(Receivable fr) BCIM 9,768.11

Total Other Current Liabilities 9,768.11

Total Current Liabilities 10,187.39

Total Liabilities 10,187.39

Equity

3900 · Unrestricted Net Assets 81,303.32

Net Income -59,330.57

Total Equity 21,972.75

TOTAL LIABILITIES & EQUITY 32,160.14

Attachment: Brown County Ice Management Financials November 2018 (7606 : Approve Brown County Ice Management Quarterly Report.)

City of De Pere, Wisconsin

**Request For Board of Park Commissioners Action**

MEETING DATE: November 15, 2018

DEPARTMENT: Parks, Recreation & Forestry

FROM: Marty Kosobucki

SUBJECT: Consider policy change for renting fields to private user groups.

We recently received a request from Impact Sports Academy to rent available diamond space in 2019. Impact Sports Academy is a select baseball program serving the area which is owned by Jason Berken and headquartered in the Town of Lawrence.

Our current policies are not designed for outside user groups to rent our ball fields during the week. The current policy we follow requires a \$125/day charge for outside groups. This fee is designed really for groups running tournaments on weekends as they can utilize the diamond throughout the day. The request from Impact Sports Academy is to rent a diamond(s) during the week which would make a \$125/day charge difficult to manage and/or justify for them.

In checking with the Village of Ashwaubenon, they charge \$15/hour for rental of their ball diamonds to outside users. In addition, if the entity rents a block of time the Village has the latitude to offer a 20% discount to the renter bringing the actual cost to \$12/hour.

While the department's mission and goal is and should be to serve City of De Pere residents and the programs that base themselves within the City (ie. De Pere Baseball, De Pere Girls Softball, etc...). I do believe the City should consider establishing a fee that is conducive for outside user groups to rent our facilities during the week when available, after we have satisfied the needs of our local/home town programs.

As an example I have illustrated the following. It is my understanding in talking with the president of De Pere Baseball that the practice field at Southwest Park was virtually unused in 2018. Had we rented this field out two days a week at 3 hours a day for 14 weeks (assuming a \$12/hour charge), we could have obtained an additional \$1,000 in revenue for the City.

City of De Pere, Wisconsin

**Request For Board of Park Commissioners Action**

MEETING DATE: November 15, 2018

DEPARTMENT: Parks, Recreation & Forestry

FROM: Marty Kosobucki

SUBJECT: Discussion on implications and strategies related to VFW Pool being closed for 2018.

City of De Pere, Wisconsin

**Request For Board of Park Commissioners Action**

MEETING DATE: November 15, 2018

DEPARTMENT: Parks, Recreation & Forestry

FROM: Marty Kosobucki

SUBJECT: Discussion on the referendum results regarding the De Pere Pools.

The referendum passed (unofficially) by a 63% majority. By the referendum passing it allows the City to raise the Tax Levy up to \$900,000 for the purpose of capital and operational needs of constructing two Aquatic Facilities. Here is the exact question posed on the referendum.

"Under state law, the increase in the levy of the City of De Pere for the tax to be imposed for the next fiscal year, 2019, is limited to 1.98% which results in a levy of \$12,442,502.00. Shall the City of De Pere be allowed to exceed this limit and increase the levy for the next fiscal year, 2019, and on an ongoing basis, for improving and transforming the pools located at VFW Park and at Legion Park in aquatic facilities and for operating those aquatic facilities, by a total of \$900,000, which results in a levy of \$13,342,502.00?"

Now that the referendum has passed, the Park board must discuss and set forth a new plan in addressing the pools. Based on the referendum results staff believe the City should pursue and investigate the replacement of the pools at VFW Park and Legion Park.

City of De Pere, Wisconsin

**Request For Board of Park Commissioners Action**

MEETING DATE: November 15, 2018

DEPARTMENT: Parks, Recreation & Forestry

FROM: Angela Zills

SUBJECT: Update on progress of the Community Stage in Voyageur Park.

City of De Pere, Wisconsin

**Request For Board of Park Commissioners Action**

MEETING DATE: November 15, 2018

DEPARTMENT: Parks, Recreation & Forestry

FROM: Marty Kosobucki

SUBJECT: Update on Chiller system repair at Ice Arena.
