

BOONE COUNTY FAIRGROUNDS

MARKET DEMAND AND FINANCIAL FEASIBILITY REPORT

April 2007

Submitted by:



MARKIN CONSULTING ■ MAPLE GROVE, MINNESOTA



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TO: Boone County Commissioners

FROM: Markin Consulting

DATE: April 2007

SUBJECT: Market Demand and Financial Feasibility Report

This report presents the results of Markin Consulting's study to identify the market support and financial impacts for enhancing facilities and operations at the Boone County Fairgrounds, located in Columbia, MO (the BCF or Fairgrounds), along with recommendations for operating and managing the Fairgrounds. Specifically, the objectives of this assistance were to:

- Conduct research and analyses that identify potential opportunities to increase usage of the BCF
- Recommend facilities necessary to attract the potential opportunities
- Prepare financial projections of operating the recommended facilities
- Recommend optimal management structure, marketing policies and operating approach for the future of the Boone County Fairgrounds

Boone County Fairgrounds

Market Demand and Financial Feasibility Report

Approach

In conducting the market demand and financial assessments of the possible redevelopment options, ~~and~~ new events and activities at BCF, Markin Consulting performed the following work steps:

- Toured Columbia and surrounding area, including the facilities at the BCF
- Interviewed representatives of the Boone County Fairgrounds management and staff, Boone County Commissioners, Boone County Fair Board, City of Columbia, Columbia Chamber of Commerce, Columbia Convention and Visitors Bureau, University of Missouri, existing and potential BCF users, and other interested parties
- Researched and analyzed historical usage trends of the BCF facilities
- Analyzed economic and demographic trends affecting the Columbia/Boone County market area
- Researched and assessed the area's community resources (lodging, restaurants, retail, etc.)
- Researched and assessed the impact of competitive facilities and events in the Columbia area and the mid-Missouri region on potential events that could be held at the BCF
- Identified and quantified potential events, activities and opportunities for the BCF
- Identified alternative facility components needed to accommodate the potential events, activities and opportunities at the BCF
- Prepared estimates of operating revenues and expenses associated with the recommended facilities
- Identified key management, operating and marketing policies and approaches for the BCF

Boone County Fairgrounds
Market Demand and Financial Feasibility Report

Conditions of the Study

This report is to be used only for planning of improved facilities and enhanced operations at the Boone County Fairgrounds. It is not to be used for any other purpose. This report may not be referred to or included in any prospectus, or as a part of any offering or representation made in connection with the sale of securities to the public.

Although we believe that the information and assumptions set forth in this report constitute a reasonable basis for the estimates of usage, operating revenues and expenses, the achievement of any estimate may be affected by fluctuating economic conditions and the occurrence of other future events that cannot be anticipated. Therefore, the actual results achieved will vary from the estimates and such variations may be material.

The terms of our engagement are that we have no responsibility to update this report or to revise the estimates because of events and transactions occurring subsequent to the date of this report.

We have appreciated the opportunity to work with you on this very important project.

Very truly yours,



Rod Markin, President

Boone County Fairgrounds
Market Demand and Financial Feasibility Report

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Boone County Fairgrounds Market Demand Analysis

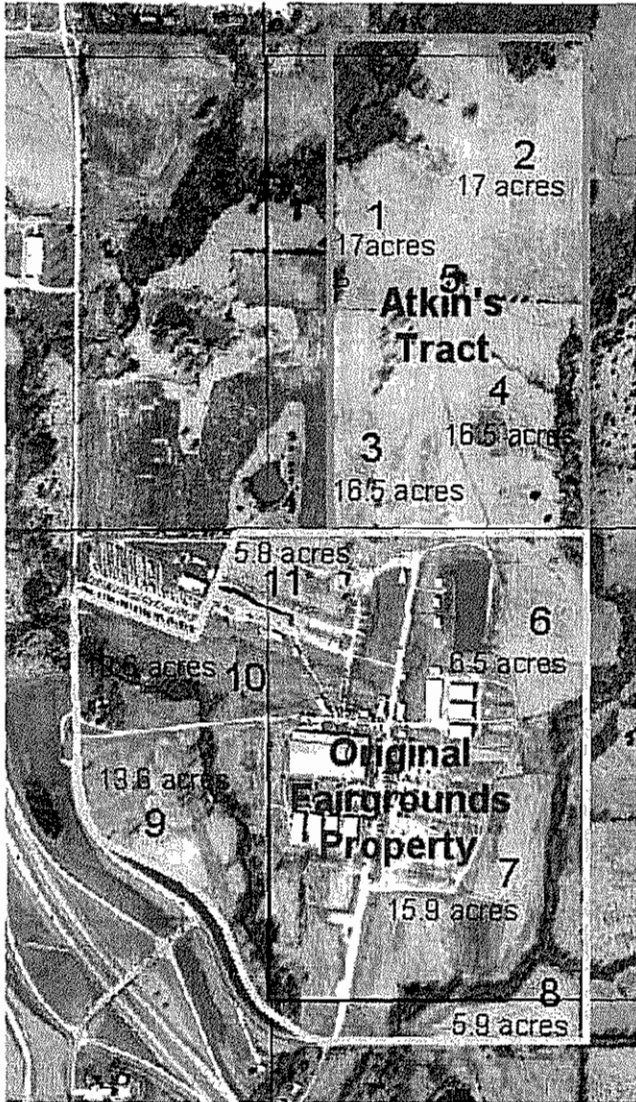
Background

History

The Boone County Fairgrounds (the Fairgrounds) is a 134-acre improved property owned by the County of Boone. The Fairgrounds were originally located near the core of Columbia, Missouri, at Clinkscales Road and Ash Street. In 1991, Boone County Fair Board, Inc. (the Fair Board), a non-profit organization, purchased the former Cotton Woods Memorial Airport and constructed the Main Building, stalls, livestock structures and main parking lot. Due to financial problems and mounting debt load, in 1999, the Fair Board sold the Fairgrounds to Boone County. The County entered into an operating lease with the Fair Board.

In 2002, an 80-acre tract of land to the north of the Fairgrounds was donated to the County by Tom Atkins – now referred to as the Atkin's Tract. The donation of the land stipulated that the County and City jointly develop it for recreational purposes. Concept plans call for the development of baseball fields, soccer field, parking, concessions, playground, parking and restrooms on the Atkin's Tract.

A master plan for the Fairgrounds, approved in 2004, also calls for the development of soccer and rugby fields in the southeastern section of the Fairgrounds, a dog park in the southwestern section of the grounds, construction of a covering over the warm-up arena and construction of a multi-purpose building near the entrance of the Fairgrounds.



Boone County Fairgrounds Market Demand Analysis

Background (continued)

Mission and Goals

According to records provided during the study, a mission statement for the Fairgrounds reads as follows:

The Boone County Fairgrounds will be recognized as a self-sustaining entity that will maintain, improve and protect its assets. The Boone County Fairgrounds will offer the citizens of Boone County services such as the Boone County Fair and venues where youth and agriculture add to the quality of life.

The goals of the Fairgrounds, as a County-owned facility are:

1. Maintain the ^{agricultural} ~~cultural~~ heritage of our county by providing a large tract of centralized land dedicated to community use for gathering, exhibiting, demonstrating and/or sharing.
2. The Fairgrounds area is further charged with enhancing the daily quality of life in Boone County by providing commercial opportunities for its citizenry while additionally providing quality recreational areas and professional-level performance capabilities.
3. The Fairgrounds will be expected to maximize its use and potential over time while becoming a financially self-sustaining entity regularly maintaining itself and protecting its assets.
4. The land and structures on it shall be periodically modernized, both in concept and design, and shall be a reflection of the ever-changing needs and desires of the community as a whole.

**Boone County Fairgrounds
Market Demand Analysis**

Background (continued)

Management and Operations

Boone County Fair Board, Inc. leases the Fairgrounds from the County on a month-to-month basis. While the Fair Board does not pay anything to lease the property, it is responsible for maintaining and operating the Fairgrounds. The Fair Board has subsequently contracted the day-to-day operations and management of the Fairgrounds to George Harris and his company, Heartland Management, Inc. A number of management and operating realities have arisen in recent years that affect the operation of the Fairgrounds:

1. The Fair Board does not want to continue to operate the Fairgrounds. Its members want to concentrate their efforts, time and resources on staging the annual Boone County Fair. The Board also does not want to continue to cover operating costs of interim operations from profits made from the annual Boone County Fair. At the same time, the County desires that the Fairgrounds be operationally self-sufficient.
2. George Harris is nearing retirement age and succession planning for the future management of the Fairgrounds must be done.
3. Discussions have occurred that centered on the possibility of the City of Columbia taking over management of the Fairgrounds via its Parks and Recreation Department.
4. Heartland Management and employees also assist the Fair Board is planning and staging the annual Boone County Fair, with no allocation of costs to the Fair budget, including utilities and other administrative expenses.
5. The County has invested no public dollars into the Fairground facilities, which need a continued stream of re-investment in maintenance, repairs and enhancements.

Re-Investment

Boone County Fairgrounds Market Demand Analysis

Background (continued)

Study Objectives

Markin Consulting was engaged to provide a market assessment and financial feasibility study of the Fairgrounds. The key objective is to identify and recommend ways to operate and manage the Fairgrounds efficiently and profitably. Goals of the study are:

- Assess the current and anticipated regional market of the Boone County Fairgrounds
- Recommend facility improvements to meet the anticipated market
- Determine the financial feasibility of recommended facility improvements
- Recommend most appropriate management structure for the Boone County Fairgrounds

This report contains the detail study components and recommendations as contemplated in the study objectives.

Boone County Fairgrounds Market Demand Analysis

Market Demand Overview

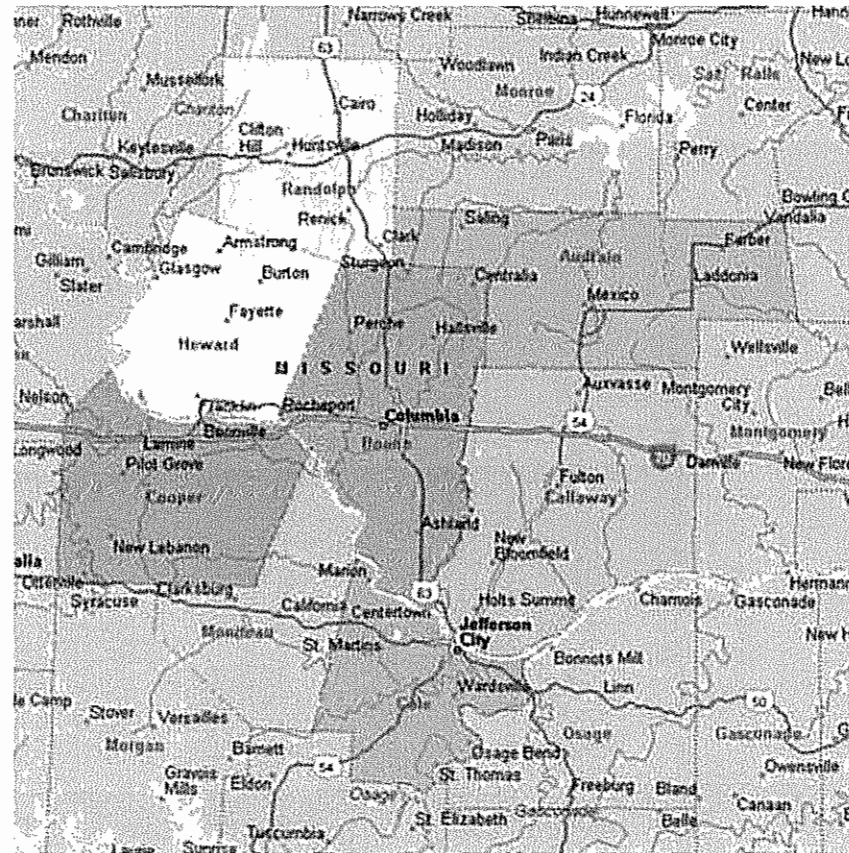
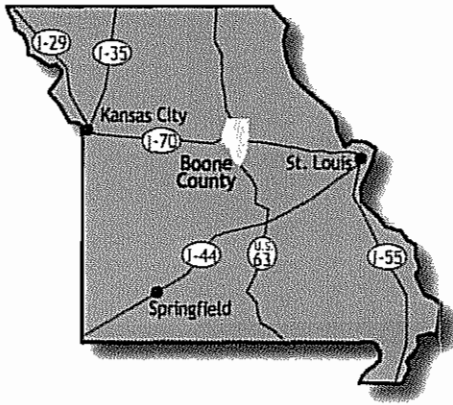
This section of this report presents our analyses, assessments, observations and recommendations related to market opportunities, operational factors and facility impacts related to the Boone County Fairgrounds. This section is organized in the following manner:

- Site characteristics
- Facilities and structures
- Interim event usage trends
- Economic and demographic trends
- Competitive facilities and events
- Potential use assessment
- Event potential
- Facility recommendations

Boone County Fairgrounds Market Demand Analysis

Site Characteristics

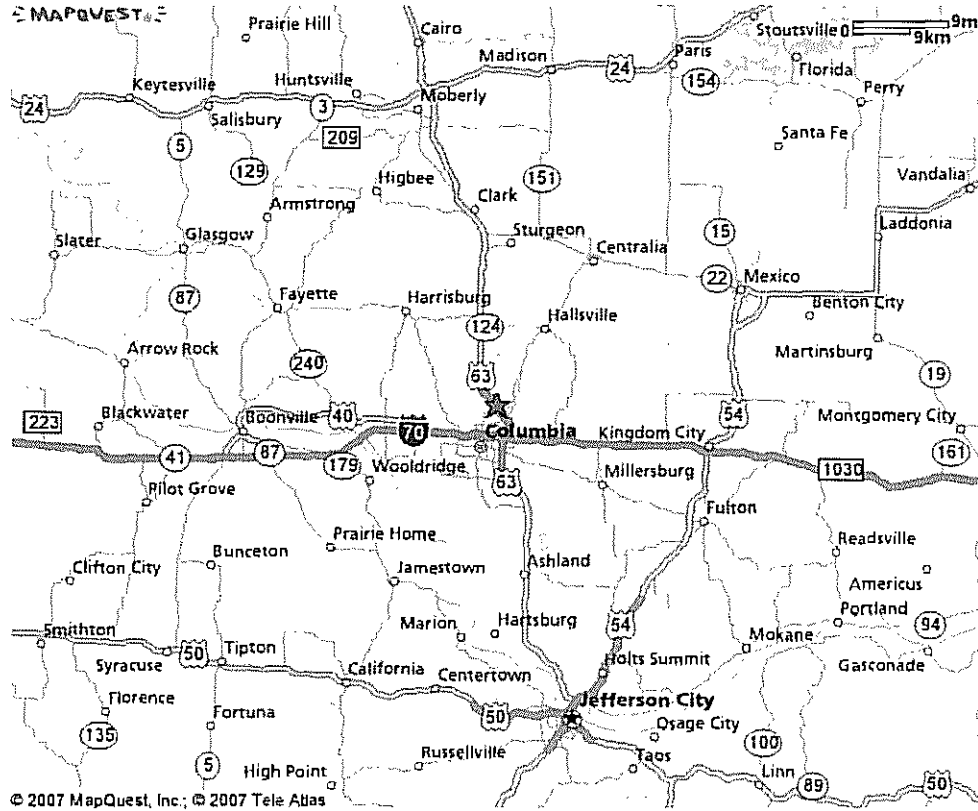
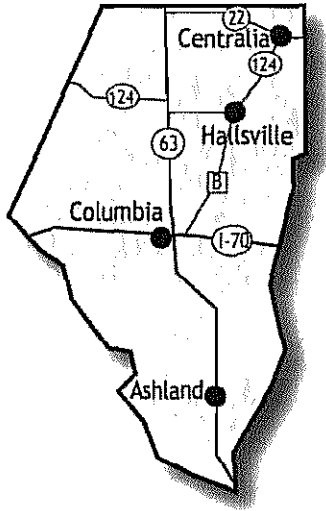
The Boone County Fairgrounds is located in Columbia, Missouri, in Boone County. Situated in the central part of Missouri, Boone County is bordered by the Counties of Audrain, Calloway, Cole, Cooper, Howard and Randolph. The maps below show the location of Boone County in relation to central Missouri and the surrounding counties.



Boone County Fairgrounds Market Demand Analysis

Site Characteristics (continued)

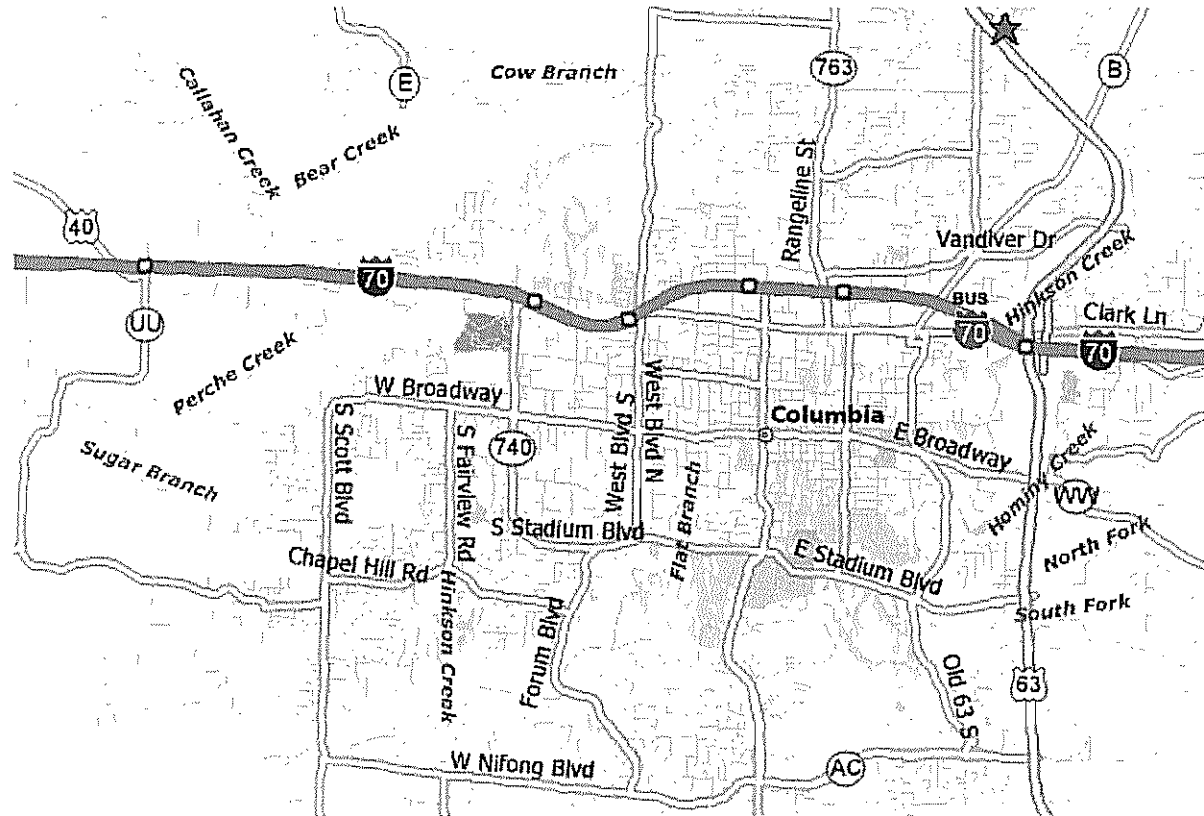
Regional access to Boone County and Columbia is via US Interstate 70 from the east and west and US Highway 63 from the north and south. The map below shows the regional road system in relation to Columbia and the central Missouri area.



Boone County Fairgrounds Market Demand Analysis

Site Characteristics (continued)

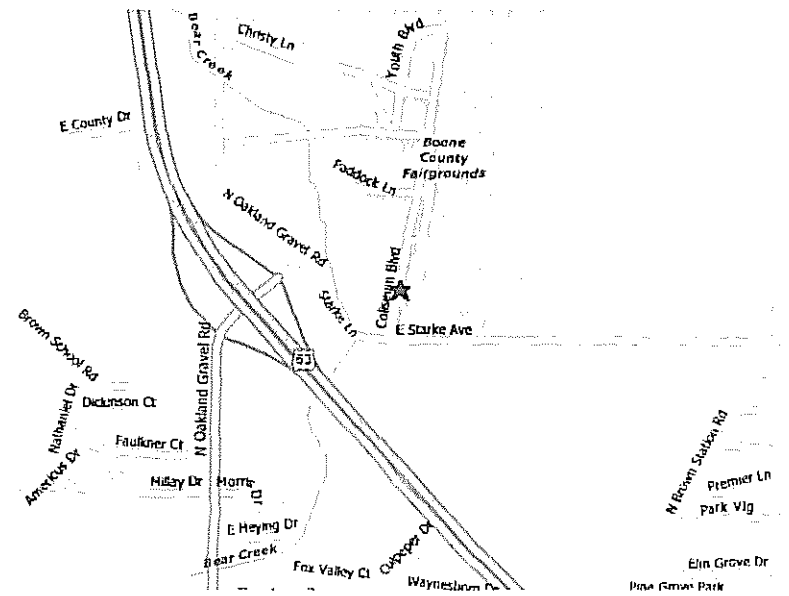
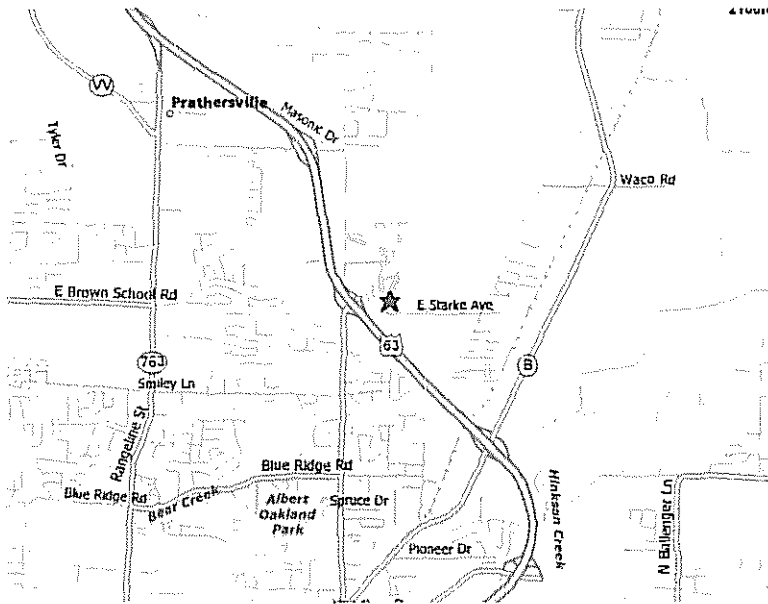
The City of Columbia is located in the central part of Boone County. Below is a map showing the general boundaries of Columbia, transportation routes in the Columbia area and the location of the BCF (indicated by the red star).



Boone County Fairgrounds Market Demand Analysis

Site Characteristics (continued)

The BCF is located on the northwest side of Columbia. Access to the BCF is via Us Highway 63 from the north and south, connecting to Interstate 70 from the east and west. Highway 63 is a limited access highway (similar to a freeway) from I-70 to the north, providing quick access to the Fairgrounds. Below are maps showing the principal highways and street access to the Boone County Fairgrounds.



Boone County Fairgrounds Market Demand Analysis

Site Characteristics (continued)

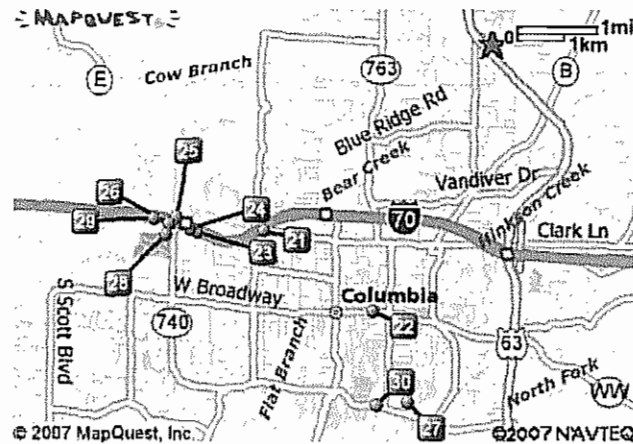
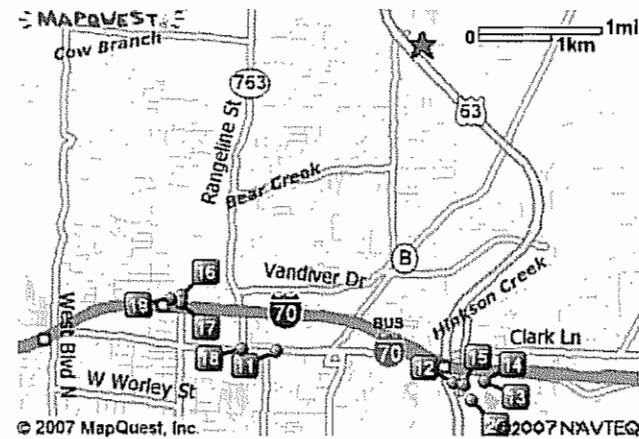
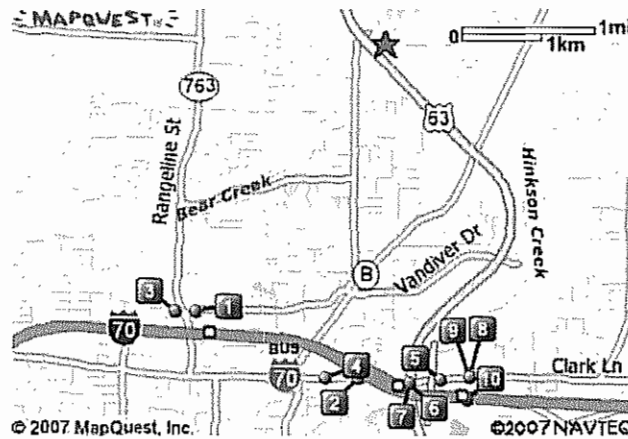
The BCF is bordered on the west by a privately-owned RV park and Highway 63. Residential, recreation and government operations are located on the west side of Highway 63. Undeveloped property abuts the southern, eastern and northern borders of the Fairgrounds. Below is a map that shows the location of the BCF and surrounding roadways and land uses.



Boone County Fairgrounds Market Demand Analysis

Site Characteristics (continued)

The BCF, situated on the northwest side of Columbia, is located within 2 to 3 miles of visitor support services, such as grocery stores, gas stations, restaurants and other retail outlets, as well as the majority of lodging facilities in the Columbia area, many of which are located along to Interstate 70. Below are maps showing the relative location of the BCF in relation to area lodging facilities.



Boone County Fairgrounds Market Demand Analysis

Site Characteristics (continued)

Below are key observations and assessments concerning the location characteristics of the Boone County Fairgrounds:

- The Fairgrounds enjoys ease of access via Interstate 70 and Highway 63
- The area surrounding the Fairgrounds is planned for continued growth of residential and commercial development, as well as support services
- Off-grounds directional signage, particularly off Interstate 70, is lacking
- Lodging facilities are distant to the Fairgrounds, though plentiful
- Other support services (i.e., restaurants, retail, banking, service stations, etc.) are within reasonable distance of the Fairgrounds.

Boone County Fairgrounds Market Demand Analysis

Facilities and Structures

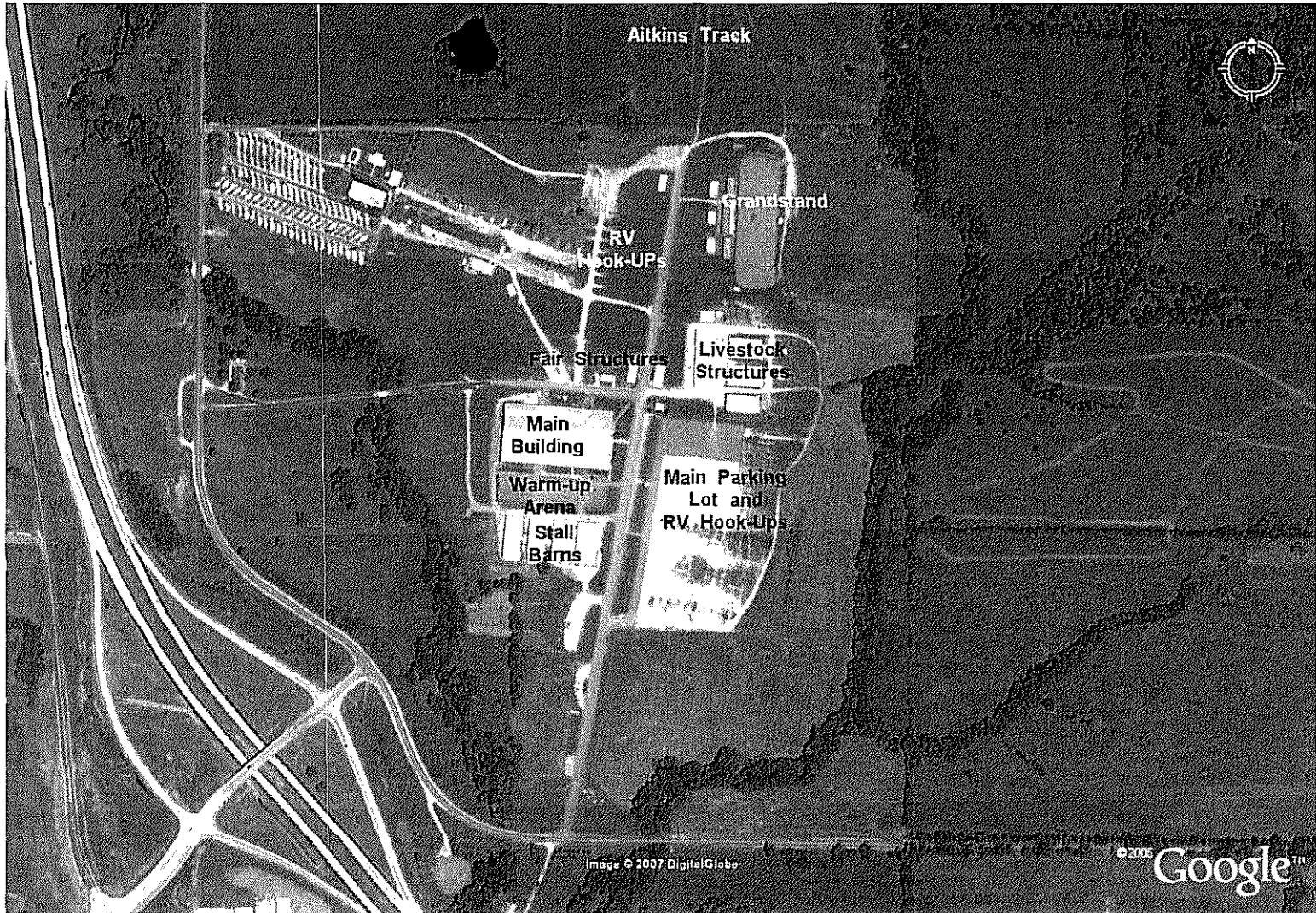
The BCF consists of about 134 acres land and of multi-use event facilities and have the following buildings, structures and features:

- Main Building
- Warm-up Arena
- Stall Barns
- Livestock Structures
- RV Hook-ups
- Parking Areas
- Grandstand
- Fair Structures
- Atkins Tract

The map on the following page shows the approximate location of the major buildings, structures and features on the BCF property.

Boone County Fairgrounds Market Demand Analysis

Facilities and Structures (continued)



Boone County Fairgrounds Market Demand Analysis

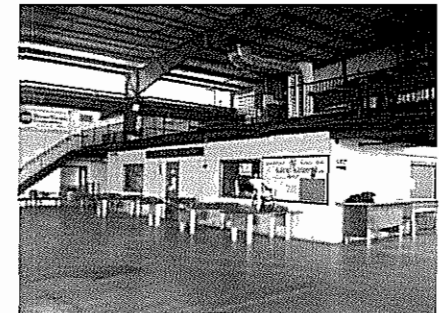
Facilities and Structures (continued)

Main Building

The hub of activity for interim events, the Main Building is an 88,000 square foot structure (220' x 400') that consists of an arena (the Indoor Arena), exhibition space (the Multi-Purpose Room), offices, concessions, and restrooms and showers. The Indoor Arena area consists of a 115' x 275' dirt-on-concrete floor ring and flat exhibit space. Portable bleachers can be positioned around the ring for spectator viewing.



The Indoor Arena section of the Main Building is heated and ventilated (no air-conditioning). A concession structure with seating is located on the east end of the arena. The Indoor Arena is used principally for horse shows and sales, as well as consumer shows, sports activities, animal shows, sales and auctions and small spectator events.



Boone County Fairgrounds Market Demand Analysis

Facilities and Structures (continued)

The Multi-Purpose Room is a 22,000 gross square foot, flat floor space with support posts throughout. This space has two large roll-up doors and pedestrian entry doors. It has full climate controls. Various sections of the ceiling insulation are in need of replacement. The Multi-Purpose Room is used for consumer/public shows, sales and auctions, trade shows, animal shows, youth events and other activities.

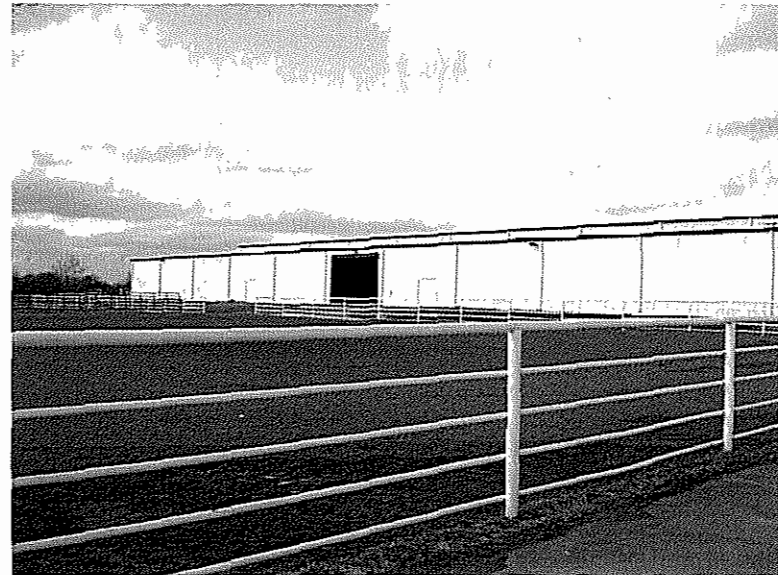


Boone County Fairgrounds Market Demand Analysis

Facilities and Structures (continued)

Warm-Up Arena

Located between the Main Building and the Stall Barns, the warm-up arena is a large dirt ring enclosed by metal fencing that is used in conjunction with horse shows and sales that are held in the Indoor Arena.



Boone County Fairgrounds Market Demand Analysis

Facilities and Structures (continued)

Horse Barns

The BCF has horse barns located to the south of the warm-up arena that hold 224 stalls in 4 separate enclosed metal structures. The barns are double-corridor in layout with two aisles and 4 rows of stalls each. All of these buildings have excellent access to the warm-up area and the Indoor Arena.



Boone County Fairgrounds Market Demand Analysis

Facilities and Structures (continued)

Grandstand

Located in the northwest corner of the Fairgrounds property, the Grandstand and arena consist of an uncovered bleacher setting with seating for 400+ people and a large dirt arena with lights, concessions and restrooms. The Grandstand is largely unused during the year except during the annual Boone County Fair.



Boone County Fairgrounds Market Demand Analysis

Facilities and Structures (continued)

RV Hookups

The BCF has more than 570 hook-ups for RV's located scattered throughout the Fairgrounds, though principally located in the Main Parking Lot and on the north side of the Main Building. These sites all have electricity and some of the sites have water as well. Most of the electric sites only have 10 and 20 amp service.

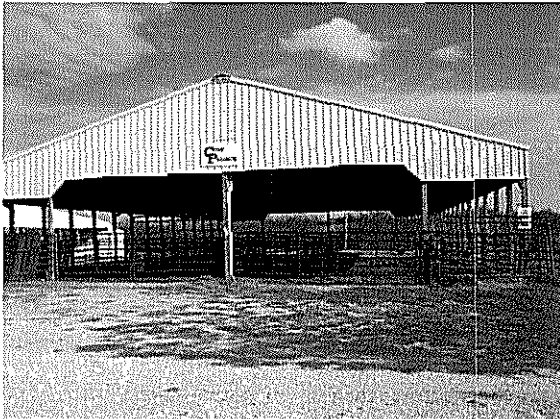


Boone County Fairgrounds Market Demand Analysis

Facilities and Structures (continued)

Livestock Structures

The Fairgrounds has a number of open-air, covered livestock structures located to the south of the Grandstand area – the Cow Palace, Swine Barn, Sheep Barn and MFA Show Palace. These structures are used for overflow stalling of horses in conjunction with a few larger horse shows and for non-horse livestock shows and the annual Boone County Fair. They are located a distance from any enclosed buildings or structures.



Boone County Fairgrounds Market Demand Analysis

Facilities and Structures (continued)

Fair Structures

A number of other Fair use buildings and structures are located on the grounds, including a 4-H picnic area, various concession buildings, the 4-H Building, FFA Building and restrooms.



Boone County Fairgrounds Market Demand Analysis

Facilities and Structures (continued)

Parking Lot

The main parking area is located to the east of the Main Building. This parking lot is a gravel/road-base lot with RV hook-ups. Other parking areas are located to the north of the Main Building, just beyond the Fair structures.



Manager's Residence

The manager's residence, located on the west side of the Fairgrounds property, is sited on County-owned land. The residence was erected and is maintained by the Fairgrounds manager.

Boone County Fairgrounds Market Demand Analysis

Facilities and Structures (continued)

Facility Observations

- The current layout and structures of the Fairgrounds allow for only one horse show/event to be held at any one time. There is no opportunity for multiple shows at the same time.
- The warm-up arena lacks a cover. Interviews of users of the Indoor Arena and warm-up arena indicated a strong need for a covered warm-up arena.
- RV sites, while plentiful, are scattered throughout the grounds and lack adequate amperage for larger motor homes
- Unpaved parking areas make it difficult for customers/attendees of events during inclement weather, as the lot becomes muddy and water-covered in places
- The Multi-Purpose Room needs improvements to the ceiling insulation as well as to the overall lighting of the room
- On-site signage is non-existent, making it impossible for the uninitiated to find the office or the Indoor Arena.

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Boone County Fairgrounds Market Demand Analysis

Interim Event Usage Trends

Markin Consulting obtained interim event data from management of the BCF for the calendar years 2003 through 2006. The data included the name of each event, the month and year it was held, the number of event days and use days¹ and some contact information for the event promoter/sponsor. Because the data did not include the actual dates of the events (only the month), it was impossible to assess specific use by day of the week; though most events occurred over a weekend. It was also impossible to identify when more than one event was occurring at the same time.

Using the available event data, we developed analyses of interim usage of the Fairgrounds; by event type, by month and by major building/structure. This section presents key observations and analyses related to interim events and related facility usage at the BCF.

Observations of the general usage trends of the BCF follow:

- Between 2003 and 2006, the number of interim events held at the BCF ranged from 80 to 95. In 2006, the most recent year of available data, 81 separate events were held at the Fairgrounds; representing 177 event days and 388 use days.
- Due to the limitations of staff for set-up and clean-up of events, the number of use days for events appears high, especially for horse shows and consumer/public shows.
- In 2006, 4 horse shows were lost to competitive facilities due to the lack of a covered warm-up arena at the BCF.
- Horse shows and sales, sales and auctions and consumer/public shows are the most common type of interim event held at the BCF; accounting for 53 percent of all events held at the Fairgrounds in 2006.
- The Multi-Purpose Room is the most used facility at the Fairgrounds, followed by the Indoor Arena. Of the 81 events held in 2006, 46 used the Multi-Purpose Room and 38 used the Indoor Arena.

¹ Event days represent the number of days than an event occurs, whether that event used the entire day or just a single hour. Use days include the event days plus the amount of days that facilities are tied up in set up or clean up.

Boone County Fairgrounds Market Demand Analysis

Interim Event Usage Trends (continued)

- Use of the Fairground facilities is fairly well distributed throughout the year, with December being the lowest use month. The months of April to June have typically been the busiest months for the BCF.
- Each year, about 12 events use the entire Main Building.
- Ten events held in 2006 that used the Indoor Arena were non-animal events (i.e., consumer/trade/sale shows), an indicator of the growing need for additional flat floor exhibit space at the Fairgrounds.
- An estimated 12+ weekends are available each year for additional horse shows in the Indoor Arena.
- There are a few smaller horse shows, in terms of number of stalls rented and length of event, that could be replaced with larger horse shows.

The tables on the following pages show the types of events and the corresponding number of events, event days and use days for the calendar years 2003 through 2006.

Boone County Fairgrounds Market Demand Analysis

Interim Event Usage Trends (continued)

Boone County Fairgrounds
Number of Events by Type, 2003-2006

Event Type	2003	2004	2005	2006
Sales and Auctions	6	4	8	9
Horse Practices	3	1	0	0
Horse Sales	8	9	9	7
Horse Shows/Events	19	15	20	15
Sports Activities	0	5	1	1
Youth Events	4	3	6	8
Consumer/Public Show	17	11	13	12
RV/Camping Rally	4	2	1	2
Meeting	4	9	7	1
Spectator Events	7	5	7	4
Conference	2	2	1	1
Reception/Banquet	3	3	3	2
Animal Show	6	4	7	5
Trade Shows	1	2	1	3
Other	11	5	7	11
Total	95	80	91	81

Source: Boone County Fairgrounds

Boone County Fairgrounds
Number of Event Days by Type, 2003-2006

Event Type	2003	2004	2005	2006
Sales and Auctions	11	12	37	28
Horse Practices	4	2	0	0
Horse Sales	16	21	22	13
Horse Shows/Events	42	35	52	34
Livestock Shows	0	6	12	6
Youth Events	10	8	7	11
Consumer/Public Show	35	28	31	27
RV/Camping Rally	24	13	9	11
Meeting	4	9	7	1
Spectator Events	11	8	10	5
Conference	4	2	1	1
Reception/Banquet	3	3	3	2
Animal Show	15	9	15	9
Trade Shows	2	11	2	6
Other	17	5	13	23
Total	198	172	221	177

Source: Boone County Fairgrounds

Boone County Fairgrounds Market Demand Analysis

Interim Event Usage Trends (continued)

Boone County Fairgrounds
Number of Use Days by Type, 2003-2006

Event Type	2003	2004	2005	2006
Sales and Auctions	19	22	56	46
Horse Practices	9	3	0	0
Horse Sales	48	67	64	47
Horse Shows/Events	106	95	120	95
Livestock Shows	0	12	13	8
Youth Events	16	17	17	20
Consumer/Public Show	66	58	64	52
RV/Camping Rally	32	21	11	13
Meeting	9	18	16	2
Spectator Events	31	28	33	17
Conference	7	4	2	3
Reception/Banquet	9	9	9	6
Animal Show	30	21	36	18
Trade Shows	6	19	5	15
Other	<u>42</u>	<u>23</u>	<u>33</u>	<u>46</u>
Total	<u>430</u>	<u>417</u>	<u>479</u>	<u>388</u>

Source: Boone County Fairgrounds

Boone County Fairgrounds Market Demand Analysis

Interim Event Usage Trends (continued)

Boone County Fairgrounds Percentage of Events by Type, 2003-2006				
Event Type	2003	2004	2005	2006
Sales and Auctions	6.3%	5.0%	8.8%	11.1%
Horse Practices	3.2%	1.3%	0.0%	0.0%
Horse Sales	8.4%	11.3%	9.9%	8.6%
Horse Shows/Events	20.0%	18.8%	22.0%	18.5%
Sports Activities	0.0%	6.3%	1.1%	1.2%
Youth Events	4.2%	3.8%	6.6%	9.9%
Consumer/Public Show	17.9%	13.8%	14.3%	14.8%
RV/Camping Rally	4.2%	2.5%	1.1%	2.5%
Meeting	4.2%	11.3%	7.7%	1.2%
Spectator Events	7.4%	6.3%	7.7%	4.9%
Conference	2.1%	2.5%	1.1%	1.2%
Reception/Banquet	3.2%	3.8%	3.3%	2.5%
Animal Show	6.3%	5.0%	7.7%	6.2%
Trade Shows	1.1%	2.5%	1.1%	3.7%
Other	11.6%	6.3%	7.7%	13.6%
Total	100.0%	100.0%	100.0%	100.0%

Source: Boone County Fairgrounds

Boone County Fairgrounds Percentage of Event Days by Type, 2003-2006				
Event Type	2003	2004	2005	2006
Sales and Auctions	5.6%	7.0%	16.7%	15.8%
Horse Practices	2.0%	1.2%	0.0%	0.0%
Horse Sales	8.1%	12.2%	10.0%	7.3%
Horse Shows/Events	21.2%	20.3%	23.5%	19.2%
Sports Activities	0.0%	3.5%	5.4%	3.4%
Youth Events	5.1%	4.7%	3.2%	6.2%
Consumer/Public Show	17.7%	16.3%	14.0%	15.3%
RV/Camping Rally	12.1%	7.6%	4.1%	6.2%
Meeting	2.0%	5.2%	3.2%	0.6%
Spectator Events	5.6%	4.7%	4.5%	2.8%
Conference	2.0%	1.2%	0.5%	0.6%
Reception/Banquet	1.5%	1.7%	1.4%	1.1%
Animal Show	7.6%	5.2%	6.8%	5.1%
Trade Shows	1.0%	6.4%	0.9%	3.4%
Other	8.6%	2.9%	5.9%	13.0%
Total	100.0%	100.0%	100.0%	100.0%

Source: Boone County Fairgrounds

Boone County Fairgrounds Market Demand Analysis

Interim Event Usage Trends (continued)

Boone County Fairgrounds
Percentage of Use Days by Type, 2003-2006

Event Type	2003	2004	2005	2006
Sales and Auctions	4.4%	5.3%	11.7%	11.9%
Horse Practices	2.1%	0.7%	0.0%	0.0%
Horse Sales	11.2%	16.1%	13.4%	12.1%
Horse Shows/Events	24.7%	22.8%	25.1%	24.5%
Sports Activities	0.0%	2.9%	2.7%	2.1%
Youth Events	3.7%	4.1%	3.5%	5.2%
Consumer/Public Show	15.3%	13.9%	13.4%	13.4%
RV/Camping Rally	7.4%	5.0%	2.3%	3.4%
Meeting	2.1%	4.3%	3.3%	0.5%
Spectator Events	7.2%	6.7%	6.9%	4.4%
Conference	1.6%	1.0%	0.4%	0.8%
Reception/Banquet	2.1%	2.2%	1.9%	1.5%
Animal Show	7.0%	5.0%	7.5%	4.6%
Trade Shows	1.4%	4.6%	1.0%	3.9%
Other	9.8%	5.5%	6.9%	11.9%
Total	100.0%	100.0%	100.0%	100.0%

Source: Boone County Fairgrounds

Boone County Fairgrounds Market Demand Analysis

Interim Event Usage Trends (continued)

Below are the number of interim events, event days and use days for 2003 to 2006, by month of usage.

Boone County Fairgrounds Event Usage, 2003-2006												
Month	2003			2004			2005			2006		
	Number of Events	Number of Event Days	Number of Use Days	Number of Events	Number of Event Days	Number of Use Days	Number of Events	Number of Event Days	Number of Use Days	Number of Events	Number of Event Days	Number of Use Days
January	7	11	23	13	19	41	7	23	37	6	9	22
February	8	11	25	5	13	30	4	15	31	6	18	36
March	10	18	40	7	12	37	4	9	26	7	13	36
April	7	12	31	7	10	32	15	21	60	8	13	32
May	10	19	42	5	7	16	9	23	37	10	26	45
June	9	21	48	7	14	33	10	26	56	12	24	50
July	4	11	27	4	11	30	4	5	19	2	3	16
August	6	12	30	8	23	49	6	13	29	8	15	37
September	10	28	51	7	24	52	7	24	41	4	14	23
October	11	27	51	3	5	15	10	22	52	7	14	31
November	9	20	43	9	22	53	8	18	46	6	12	33
December	4	8	19	5	12	29	7	22	45	5	16	27
Total	95	198	430	80	172	417	91	221	479	81	177	388

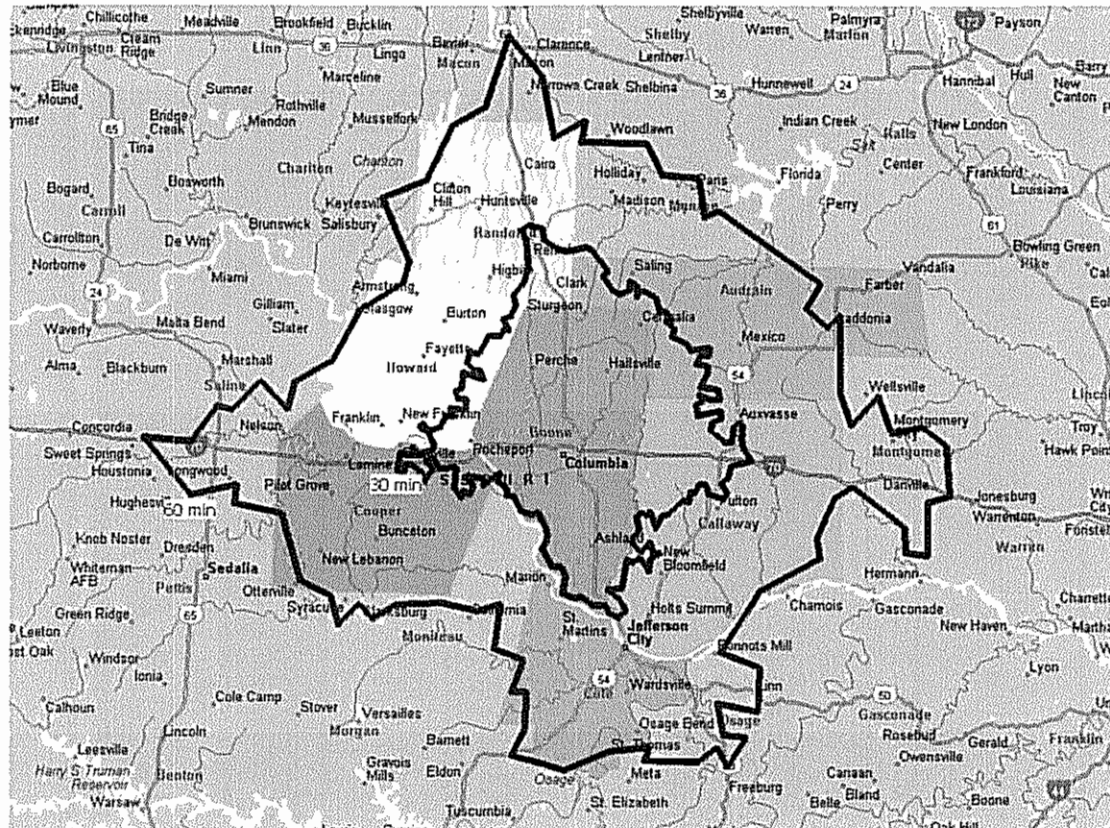
Source: Boone County Fairgrounds

Exhibit A contains additional graphs and charts showing interim event usage trends for the Fairgrounds.

Boone County Fairgrounds Market Demand Analysis

Economic and Demographic Trends

To assess the impact that population, household and economic trends may have on the overall market potential for non-fair rentals, we researched and analyzed a variety of changes in the population, employment and other economic factors of the Boone County and the Columbia area. For purposes of our analyses, Boone County is considered the Primary Market Area and the Counties of Audrain, Callaway, Cole, Cooper, Howard and Randolph are considered the Secondary Market Area (all within a 30 and 60 minute drive of the Fairgrounds), as shown in the following map.



Boone County Fairgrounds Market Demand Analysis

Economic and Demographic Trends (continued)

Exhibit B presents a number of analyses of historical, current and prospective demographic and economic trends affecting the market areas of the Fairgrounds, including the following:

- Between 1990 and 2005, the population of Boone County increased from about 112,400 people to just over 143,300 people – a 27.5 percent increase – far outpacing the State of Missouri’s growth rate of just over 14 percent. During the same period, the Secondary Market Area population increased from 168,814 to 193,644; a 14.7 percent increase.
- Overall, in 2005, the Total Market Area population for the Boone County Fairgrounds was almost 337,000 people.
- The City of Columbia is the largest incorporated place in Boone County, with almost 93,000 people in 2005. Columbia added just over 20,000 people between 1990 and 2005 (a 28.6 percent growth rate), which represented two-thirds of the entire population increase in the County during that period.
- The 2000 average and median incomes of households in Boone County (\$49,573 and \$37,757, respectively) lagged just slightly behind those for the State of Missouri as a whole.
- Principal employment sectors within Boone County are government (30.5 percent), retail (12.4 percent), education and health services (10.7 percent) and leisure and hospitality (10.4 percent).
- Between 2001 and 2005, the civilian labor force of the Columbia MSA increased from 86,240 to almost 92,300 people. Because of the strong government, education and health care employment sectors, the unemployment rate of the Columbia MSA was less than 4 percent between 2001 and 2005 – even during the recessionary period of the early 2000’s.
- In terms of wages by industry, government wages account for over 37 percent of all wages paid in Boone County. The next closest employment sector is education and health services, with wages accounting for almost 12 percent of all wages paid in the County.
- A comparison of average household Effective Buying Income (disposable income) and average household retail sales in Boone County reveals the strength of the Columbia area as a regional hub for retail shopping.

Boone County Fairgrounds Market Demand Analysis

Economic and Demographic Trends (continued)

- According to the 1997 and 2002 Census of the Agriculture, prepared by the USDA, the following trends have been occurring in Boone County's agricultural community:
 - Between 1997 and 2002, the number of farms in Boone County declined by 3 percent.
 - The market value of agricultural production declined 14 percent; from \$41.5 million to \$35.6 million.
 - Cattle and hogs are the largest livestock components of agriculture in the County, ranking it between 47th and 52nd in the State.
 - Top crops in the County include soybeans, forage and corn.
 - In 2002, Boone County ranked 9th in the State in the number of horses and ponies.

Boone County Fairgrounds Market Demand Analysis

Economic and Demographic Trends (continued)

In addition to reviewing economic and demographic data provided by the US Census Bureau and the State of Missouri, we obtained and reviewed PRIZM NE¹ cluster reports for households within a 15-mile and 30-mile radius of the Fairgrounds. Exhibit C presents a detailed description of the PRIZM cluster reports, along with detailed descriptions of the different household clusters used in the PRIZM analysis. Some of the highlights of the PRIZM reports are:

- There are about 53,600 households within 15 miles of the Fairgrounds and another 48,400 households within 15 and 30 miles of the Fairgrounds, according to the Claritas PRIZM report.
- Within 15 miles of the Fairgrounds, 15.4 percent of the households fall into a cluster referred to as Country Comfort (26.2 percent of all households within 30 miles of the Fairgrounds). The segments in Country Comfort are filled with predominantly white, middle-class homeowners. These households tend to be married couples, between the ages of 25 and 54, with or without children. They enjoy comfortable upscale lifestyles, exhibiting high indices for barbecuing, bar-hopping and playing golf as well as home-based activities such as gardening, woodworking and crafts. Reflecting their rural, family environment, they prefer trucks, SUVs and minivans to cars. Average household incomes range from the high \$30K to mid \$50k.
- The next largest cluster within 15 miles of the Fairgrounds is called Rustic Living (15.4 percent of the households within 15 miles and 26.2 percent of the households within 30 miles). As a group, these residents have relatively modest incomes, low educational levels, aging homes and blue-collar and agriculture related occupations. Many of the residents, a mix of young singles and seniors, are unmarried, and they've watched scores of their neighbors migrate to the city. These consumers spend their leisure time in such traditional small-town activities as fishing and hunting, attending social activities at the local church and veterans club, enjoying country music and car racing. Median household incomes for this cluster segment range from \$28,000 to just over \$30,000 per year.

¹ Prepared by Claritas, Inc., 2006

Boone County Fairgrounds Market Demand Analysis

Economic and Demographic Trends (continued)

- The third largest cluster within 15 miles of the Fairgrounds, representing 13.4 percent of the households, is called Micro-City Blues. Micro-City Blues was created via the predominantly downscale residents living in the affordable housing found throughout the nation's smaller cities. A diverse social group, five segments make up this cluster and contain a mix of old and young, singles and widowers, whites, African-Americans and Hispanics. Most of the workers hold blue-collar jobs—hence the name—and their marketplace behaviors reflect the segments' varied lifestyles. This is one of the few social groups where consumers have a high index for video games and bingo, aerobic exercise and fishing, BET and the Country Music Network. Median household incomes range between \$23,000 and \$28,000.
- The next largest cluster is Middle America, representing about 9.4 percent of percent of all households within 15 miles of the Fairgrounds (16.8 percent of household within 30 miles). Middle Americans tend to be white, high school educated, living as couples or larger families, and ranging in age from under 25 to over 65. Like many residents of remote communities, these conservative consumers tend to prefer traditional rural pursuits: fishing, hunting, making crafts, antique collecting, watching television and meeting at civic and veterans clubs for recreation and companionship. Friday nights are for celebrating high school sports. Median household incomes for this cluster are typically in the low \$40,000 range.
- Landed Gentry describes the last cluster of household segments within the County, representing about 6.4 percent of all households within 15 miles and 9.8 percent of all households within 30 miles of the Fairgrounds. The segments in the Landed Gentry social group consist of wealthy Americans who migrated to the smaller boomtowns beyond the nation's beltways. Many of the households contain Boomer families and couples with college degrees, professional jobs—they're twice as likely as average Americans to telecommute—and expansive homes. With their upscale incomes, they can afford to spend heavily on consumer electronics, wireless and computer technology, luxury cars, powerboats, books and magazines, children's toys and exercise equipment. Household incomes in this cluster range between \$77,000 and \$98,000.

Boone County Fairgrounds Market Demand Analysis

Economic and Demographic Trends (continued)

Following is a description from the Claritas report of some of the larger household segments that make up the clusters detailed on the previous pages:

- The largest household segment within 30 miles of the Fairgrounds is termed Young & Rustic, representing just over 10,500 households. Like the soap opera that inspired its nickname, Young & Rustic is composed of young, restless singles. Unlike the glitzy soap denizens, however, these folks tend to be lower income, high school-educated and live in tiny apartments in the nation's exurban towns. With their service industry jobs and modest incomes, these folks still try to fashion fast-paced lifestyles centered on sports, cars and dating. These households have median household incomes in the low \$30K range, go to auto races, watch Drew Carey and King of the Hill in syndication, along with WWE Wrestling.
- The next largest household segment within 30 miles of the BCF is Mayberry-ville, represented by just over 4,850 households. Like the old Andy Griffith Show set in a quaint picturesque town, Mayberry-ville harks back to an old-fashioned way of life. In these small towns, middle-class couples and families like to fish and hunt during the day, and stay home and watch TV at night. With lucrative blue-collar jobs and moderately priced housing, residents use their discretionary cash to purchase boats, campers, motorcycles and pickup trucks. These households have median household incomes in the low \$50k area, eat at steakhouses, watch country music TV and read Bassmaster magazine.
- The third largest segment is called City Start-Ups, representing about 4,700 households. In City Startups, young, multi-ethnic singles have settled in neighborhoods filled with cheap apartments and a commercial base of cafés, bars, laundromats and clubs that cater to twentysomethings. One of the youngest segments in America – with ten times as many college students as the national average – these neighborhoods feature low incomes and high concentrations of Hispanics and African-Americans. These households have median household incomes of about \$23K, go snowboarding, play soccer and watch Late Night with Conan O'Brien.

Boone County Fairgrounds Market Demand Analysis

Economic and Demographic Trends (continued)

- The next largest segment is the Bed Rock America, representing 4,100 households within 30 miles of the BCF. Bedrock America consists of young, economically challenged families in small, isolated towns located throughout the nation's heartland. With modest educations, sprawling families and blue-collar jobs, many of these residents struggle to make ends meet. One quarter live in mobile homes. One in three haven't finished high school. Rich in scenery, Bedrock America is a haven for fishing, hunting, hiking and camping. With a median household income of almost \$27,000, these households follow professional wrestling, read baby magazines and drive full-size trucks.
- Another segment is the Traditional Times, accounting for almost 4,100 households within 30 miles of the Fairgrounds. Traditional Times is the kind of lifestyle where small-town couples nearing retirement are beginning to enjoy their first empty-nest years. Typically in their fifties and sixties, these middle-class Americans pursue a kind of granola-and-grits lifestyle. On their coffee tables are magazines with titles ranging from Country Living and Country Home to Gourmet and Forbes. But they're big travelers, especially in recreational vehicles and campers. They eat at Bob Evans type restaurants, watch golf tournaments and horse racing on television and have median incomes of about \$53,000.

Boone County Fairgrounds Market Demand Analysis

Economic and Demographic Trends (continued)

Summary Observations

- With more than 140,000 people living in Boone County and over 330,000 within the Total Market Area of the Fairgrounds, the BCF is well positioned to benefit from the continued growth of the area – in terms of events and activities that could appeal to a broad range of interests.
- As a regional retail and health care hub, the Fairgrounds may be able to stage events and activities for non-residents visiting the area.
- The overall economic and demographic trends of Boone County and surrounding counties positively impact the opportunities for events and activities at the Fairgrounds
- Based on the PRIZM NE analysis, a number of activities and interests of households within 30 miles of the Fairgrounds may be key market niches for future events at the Fairgrounds. Those interests and activities include outdoor activities (hunting, fishing, camping, boating, biking, etc.), motor sports and auto related activities, technology, travel and recreational sports.

Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events

To further assess the growth potential for non-fair events and activities at the Boone County Fairgrounds, competitive facilities and events were identified and analyzed.

During the course of the study, we identified a number of potentially competitive facilities in Missouri and Illinois that are used to stage events and activities similar to those identified for the Fairgrounds. The types of competitive facilities we identified include the following:

- Horse Facilities – These are facilities that are used for horse-related shows, events and activities.
- Exhibition Facilities – These are facilities that are host to larger meetings, consumer shows, swap meets and similar events.
- Recreation Facilities – These are local facilities able to accommodate a variety of organized sports and recreation activities
- RV Parks – Campgrounds/parks for transient use and for rallies and reunions.

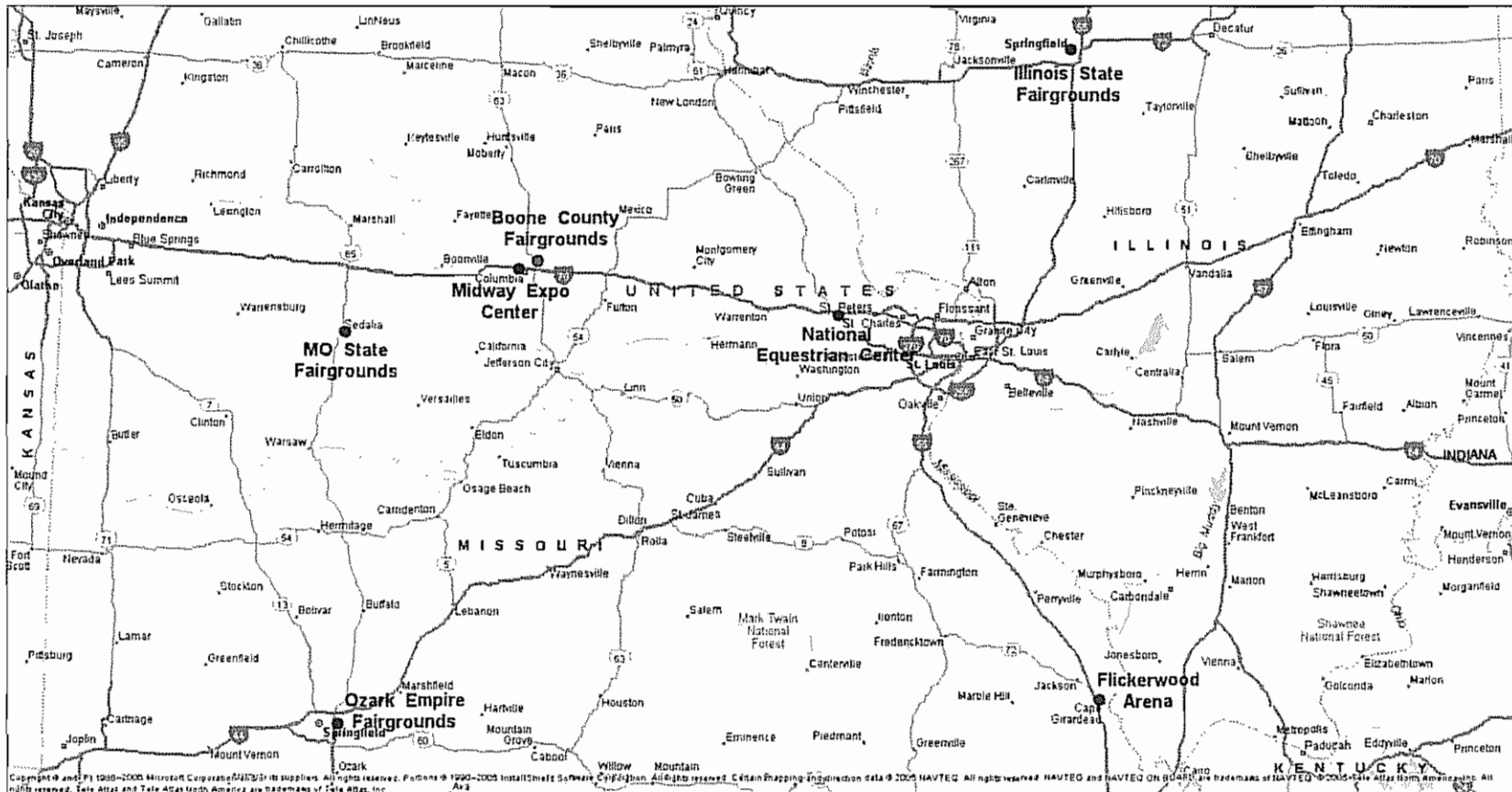
This section presents a summary of our research and assessment of the impact of these facilities.

Boone County Fairgrounds Market Demand Analysis

Competitive and Comparable Facilities (continued)

Horse Facilities

Numerous equestrian facilities in Missouri and Illinois were researched and identified that are host to horse shows, ropings, penning, rodeos, horse sales and other equine events. The map below shows the location of these facilities.



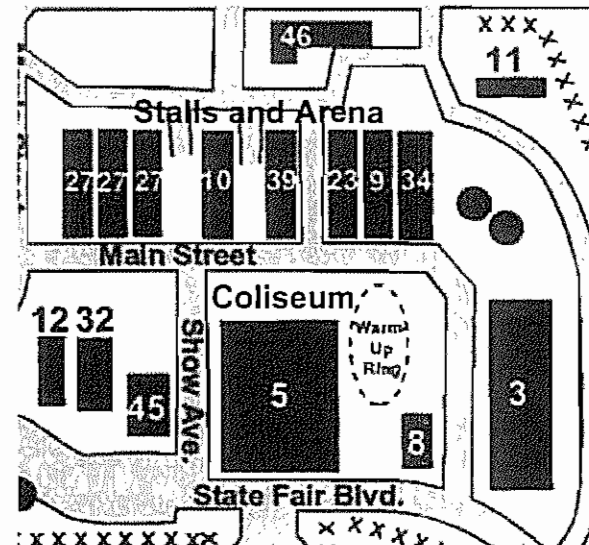
Boone County Fairgrounds Market Demand Analysis

Competitive and Comparable Facilities (continued)

Following is a brief overview of the key aspects of these facilities

Missouri State Fairgrounds

Located in Sedalia, Missouri, the Missouri State Fairgrounds has various buildings and structures that are used for equestrian related events. The most used facility is the Coliseum – a historic brick structure with a 118' x 174' dirt floor ring, seating for 2,360 people, concession stands, judges stands, restrooms, overhead access doors and adjacent warm-up ring. The Coliseum is heated and well ventilated. Approximately 400 permanent stalls are available for use by equestrian shows and events. More than 20 multi-day horse shows are held at this fairgrounds, including Missouri Paint Horse, Missouri Quarter Horse, Ponies of America and others.



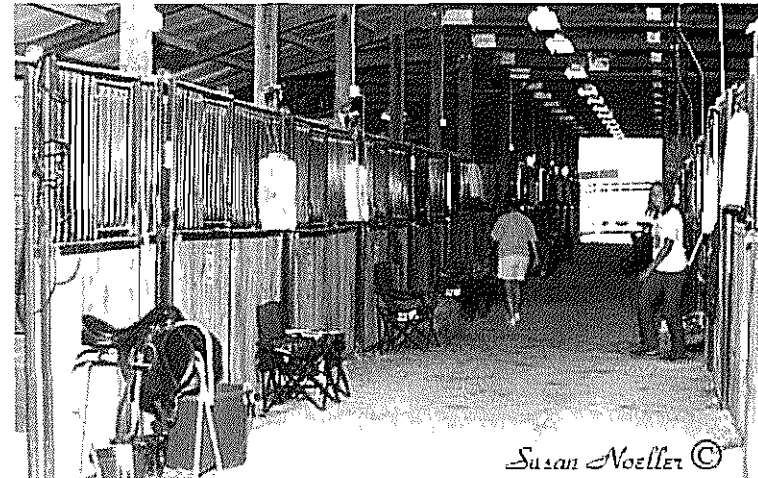
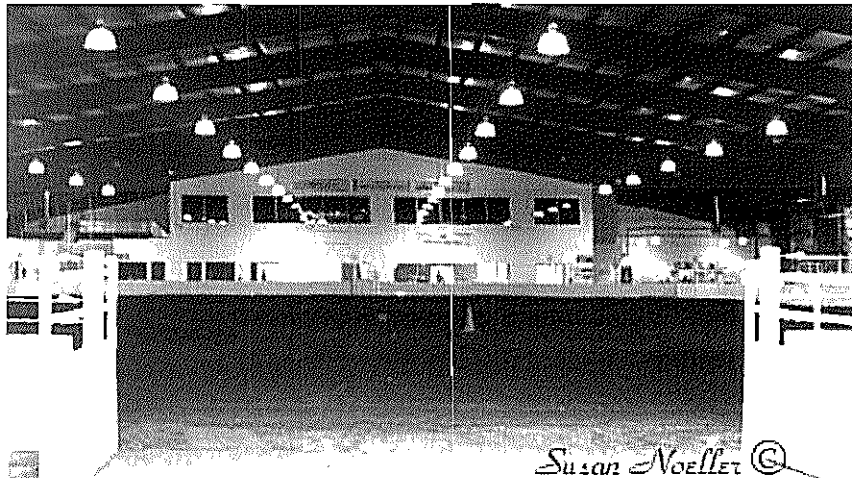
Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events (continued)

National Equestrian Center

This privately owned and operated equestrian facility is located in Lake Saint Louis, Missouri. The National Equestrian Center (the NEC) has two indoor arenas (120' x 240' and 140' x 225') and two small indoor warm-up arenas. The larger indoor arena has seating for 1,750 and the small indoor arena has a seating capacity of about 600. A single 240' x 700' outdoor arena can be divided into three smaller arenas.

Seven fully enclosed barns provide a total of 652 stalls for the facility. Five of the stall barns have restrooms, showers and wash racks. This facility also has 65 RV hook-ups with water and electric service (with plans to add more RV hookups). More than 35 multi-day horse shows are held at the NEC, including a number of Hunter Jumper horse shows, along with Saddlebreds, POA's, Quarter Horse and Reining Horse.



Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events (continued)

Ozark Empire Fairgrounds

The equine facilities at the Ozark Empire Fairgrounds, located in Springfield, Missouri, consist of an enclosed arena and attached annex, livestock barns, a small show and sale arena and other support structures. The existing arena consists of a dirt-floor ring that measures about 76 feet wide by 220 feet long. Permanent bleacher-type seating surrounds three sides of the Arena, accounting for 1,800 seats. Another 400 seats (metal chairs) can be located in the box seat areas surrounding the ring. The building is clear-span with a center ceiling height of 28 feet.

This building has ventilation and exhaust fans that circulate air during the warm months of the year. Natural gas heaters provide warmth in the winter months. Animal and vehicle access to the Arena is via an overhead door measuring 12' wide by 11' tall. Spectators enter the building through doors on the west and south sides. Rest rooms are located at the front entry to the Arena building, along with a concession stand that is operated by a third-party vendor.

The Arena is the site for many events throughout the year. These include horse shows, cattle shows, rodeos, circuses and other events.

The Wells Arena is a livestock event center with stalling for 150 horses or 200 cattle in tie spaces. The show ring is enclosed with bleacher seating for 200. The show ring floor is dirt and measures 108' x 104'. The building also has modern restrooms with shower facilities. Food service for events is provided from a concessions trailer parked just outside the building. A ventilation system is in place for moving air in warmer months. The facility is not heated and, therefore, is not available November 1 through April 1.

In addition to the Wells Arena, this fairground has 3 other barn areas with the following capacities:

- Barn 1 – 500 head of cattle or 70 horse stalls
- Barn 2 – 250 head of cattle or 53 horse stalls

About a dozen horse shows are held at the Ozark Empire Fairgrounds each year.

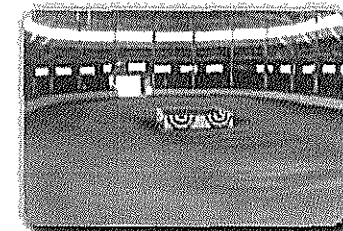
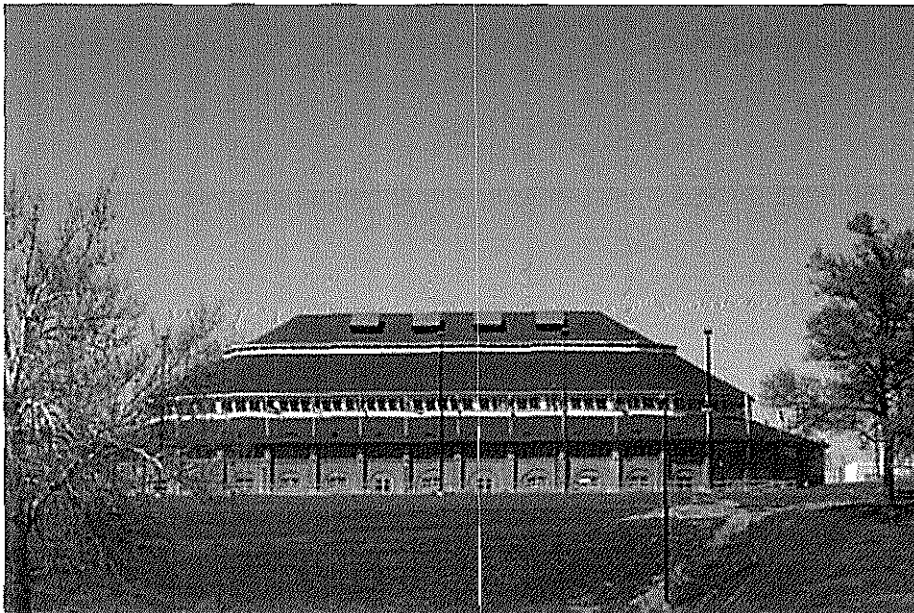
Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events (continued)

Illinois State Fairgrounds

The principal equine facilities at the Illinois State Fairgrounds, located in Springfield, Missouri, consist of its Coliseum, covered arena and horse stall facilities. The Coliseum was constructed in 1901 and is a large, three-story, enclosed oval-shape amphitheater housing a show ring for horses. The dirt-floor ring measures 116' x 241', surrounded by seating for more than 2,600 people. Entry areas have permanent ticket windows. Other added conveniences include ADA accessibility, concession space, a show office and restrooms.

Recently reconstructed, the outdoor covered arena, approximately 31,350 square feet in size, is located adjacent to the Coliseum and is used in conjunction with horse shows. This fairground has 916 stalls located over 28 barns throughout the fairgrounds. The number of stalls per barn varies.



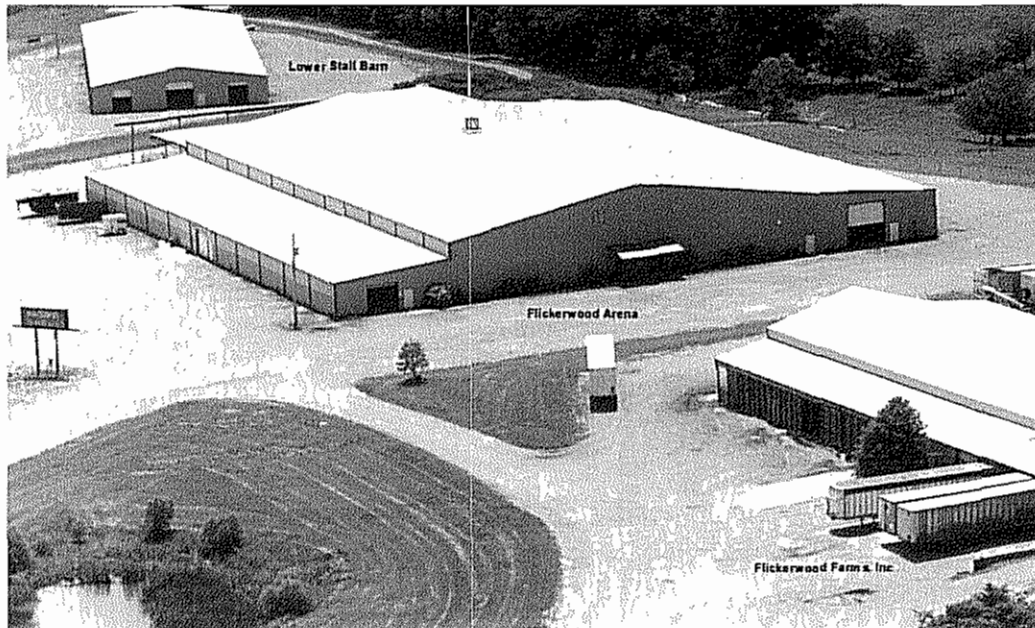
Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events (continued)

Flickerwood Arena

Located in the Cape Girardeau area, the Flickerwood Arena is a privately-owned and operated arena facility. The Arena is a fully enclosed (metal building) with a main arena floor measuring 110' x 215' and seating for 1,200+ people. It has bucking chutes and a 10' return lane, along with restrooms. There are 140 stalls attached to the main building and another 130 stalls in a separate building.

The arena hosts a variety of events, including Horse Shows, Futurities, Youth Rodeo, Open Rodeo and High School Rodeo, Team Ropings, Barrel Racing, Clinics, ATV Racing, Equipment Shows and Private Parties. In addition to regularly scheduled events, barrel racing, team roping, calf roping and polo practices are held in the evenings throughout the week. Flickerwood Arena not only produces a number of these events, but also is available for facility rentals.

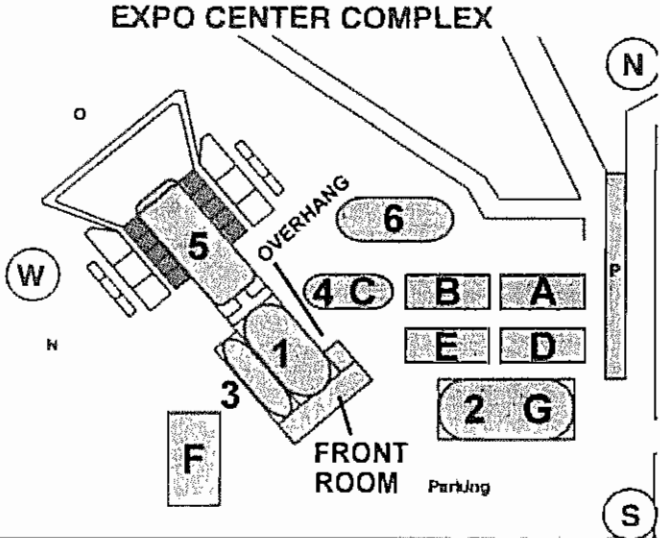
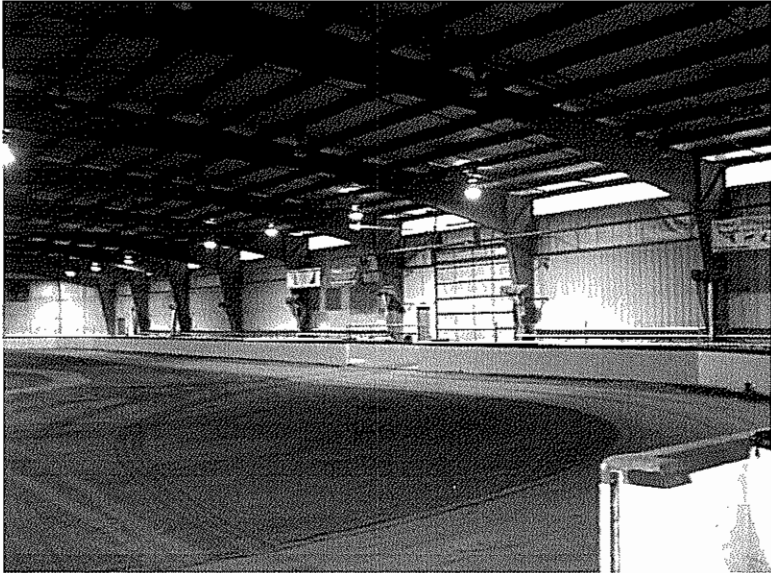


Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events (continued)

Midway Expo Center

Midway Expo Center, situated at the intersection of I-70 and Hwy. 40 (Exit 121) just west of Columbia, is a privately owned and operated horse event facility. It consists of a Main Indoor Arena and 1 other partially enclosed arena structures, 2 enclosed warm-up arenas, and 2 outdoor arenas. The Main Indoor Arena is 100' x 200' and can accommodate limited seating around the ring. It is attached to a 12,500 square foot exhibit area. According to management of this facility, it has about 425 stalls in 6 different structures. Because of its ability to host multiple shows at the same time, according to its schedule, more than 45 horse events are held at this facility each year – some of which were attracted from the Boone County Fairgrounds. Cattle and livestock shows also use this facility.



Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events (continued)

Below is a summary of key pricing for arena/equine facilities for the competitive and comparable facilities.

Amenity/Structure	Boone County Fairgrounds	Midway Expo Center	Missouri State Fairgrounds	National Equestrian Center	Ozark Empire Fairgrounds	Illinois State Fairgrounds	Flickerwood Arena
Ownership	County	Private	State	Private	Private	State	Private
Indoor Arena	115 x 275	100 x 200 100 x 200	118 x 174 104 x 190	120 x 240 140 x 225	73 x 220	116 x 241	110 x 215
Enclosed/Covered Warm-up	None	2	2	2	1	1	1
Uncovered Warm-up Arena	1	2	1	2	0	1	1
Number of Stalls	224	425	400	652	200	916	270
Arena Daily Rate	\$300 - \$500	\$350	\$900/\$275	N/A	N/A	\$550	N/A
Stall Rate (2 nights)	\$20	\$30	\$15	N/A	N/A	N/A	N/A
Number of Horse Shows/Year	15 - 20	45 - 50	20+	35+	10 - 12	20+	N/A

Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events (continued)

According to management of the Fairgrounds and various horse club/show representatives, Midway Expo Center is considered the most competitive facility for horse events, followed by the Missouri State Fairgrounds. A review of the various aspects of these facilities, including location, access, uses and pricing policies revealed the following:

- Midway Expo Center is much more visible than the BCF, though not as easy to access.
- Both the Midway Expo Center and Missouri State Fairgrounds have the ability to host multiple horse shows at the same time, creating an economy of scale for staffing and other costs of operations, as well as creating additional revenues.
- The Fairgrounds lacks a covered warm-up facility, making it much less competitive with all other major horse facilities in the region.
- The BCF stall charges are lower than Midway Expo Center.
- The Fairgrounds has significantly more RV hook-ups than Midway Expo Center – a feature in high demand by larger horse shows.

Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events (continued)

Exhibition Facilities

A number of local facilities have varying amounts of exhibition space that host consumer and public shows, trade shows, sales and auctions, banquets, receptions, meetings, seminars and similar activities. The largest facilities in the Columbia area for these types of activities are the Hearnes Fieldhouse at Missouri State University, Columbia Expo Center at the Holiday Inn Select, Midway Expo Center and the Boone County Fairgrounds. Below is a comparison of the exhibition spaces of these facilities.

Boone County Fairgrounds Comparison of Rental Rates with Competitive Facilities				
Facility	Square Feet	Daily Rate	Rate per Sq. Ft.	Comments
Boone County Fairgrounds	20,000	\$300 - \$3,500	\$0.015 - \$0.175	No published rate sheet
Hearnes Center	50,000	\$1,250 vs. 12% vs. \$.55 per sq. ft.	\$0.025 - \$0.25	For consumer shows, \$0.55 per sq. ft. of booth space, plus pipe and drape costs
Midway Expo Center	12,500	\$1,000	\$0.08	No move-in/out charge includes chairs
Columbia Expo Center	18,000	\$6,000	\$0.33	Less if food and room purchases
Source: Listed Facilities				

The Hearnes Center holds 2 large consumer shows each year (the Home Show and All Sports Show) as well as a few non-University sporting and martial arts competitions. Midway Expo Center principally holds guns shows, tack sales, a bike swap and similar events. The Columbia Expo Center holds mostly convention and conference type events.

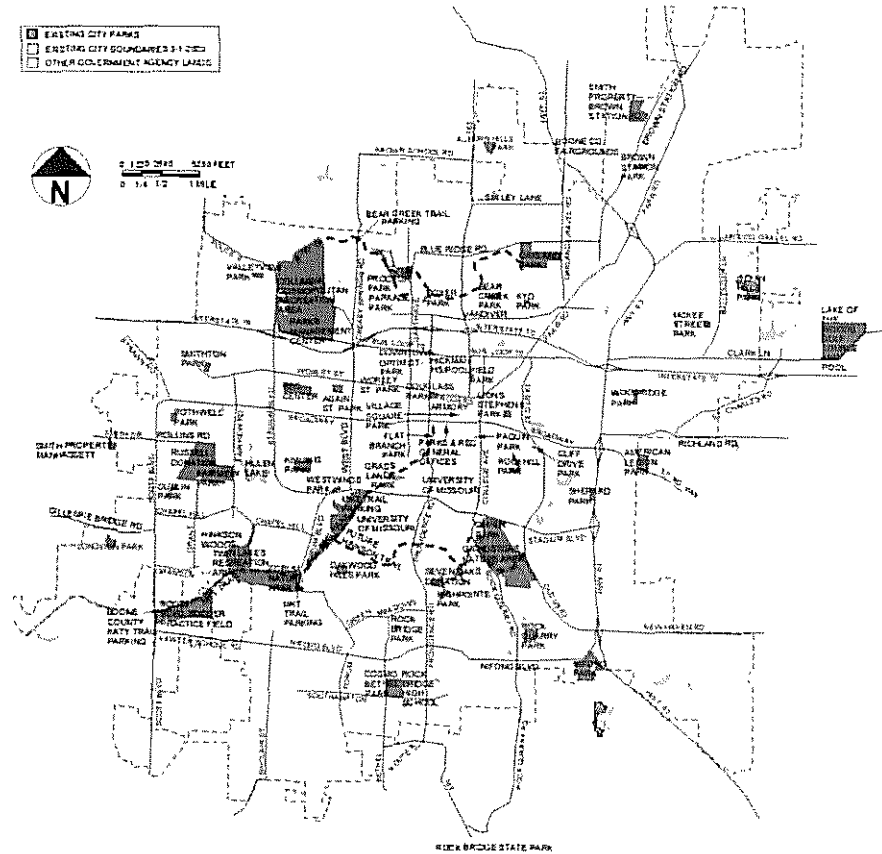
Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events (continued)

Recreational Facilities

The Master Plan calls for additional outdoor recreational fields on the southeastern edge of the Fairgrounds. We reviewed a number of recreational facilities in the Columbia area along with organized adult and youth sports activities – both public and privately operated. Below is a map of the city of Columbia's recreational facilities.

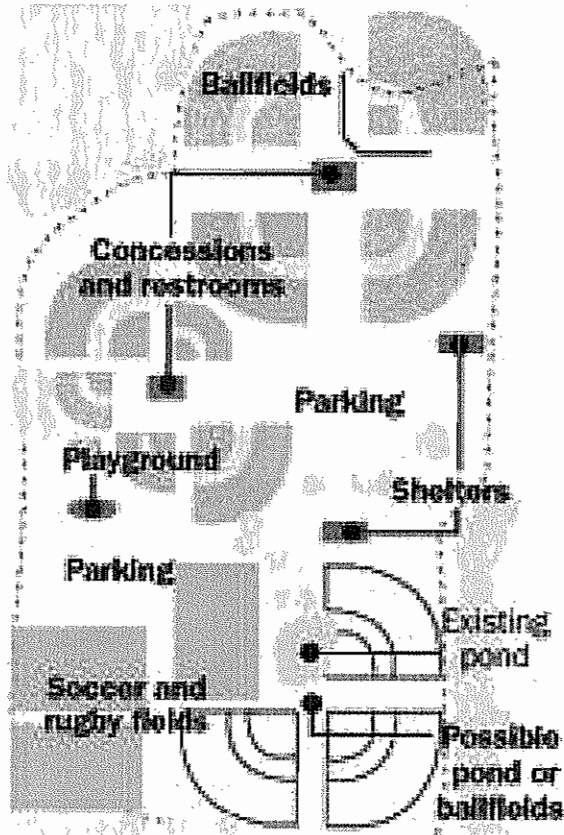
In addition to Columbia's recreational facilities, the Pride Soccer Fields, owned and maintained by the Columbia Pride Soccer Club, are located on the west side of Highway 63, across from the Fairgrounds.



Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events (continued)

As discussed on page 1, the Aitkin's Tract is planned to include multiple baseball, softball and soccer fields, as shown in the graphic below. The facilities on the Aitkin's Tract would operate separate from the Fairgrounds operations, yet could compliment activities held at the Fairgrounds.



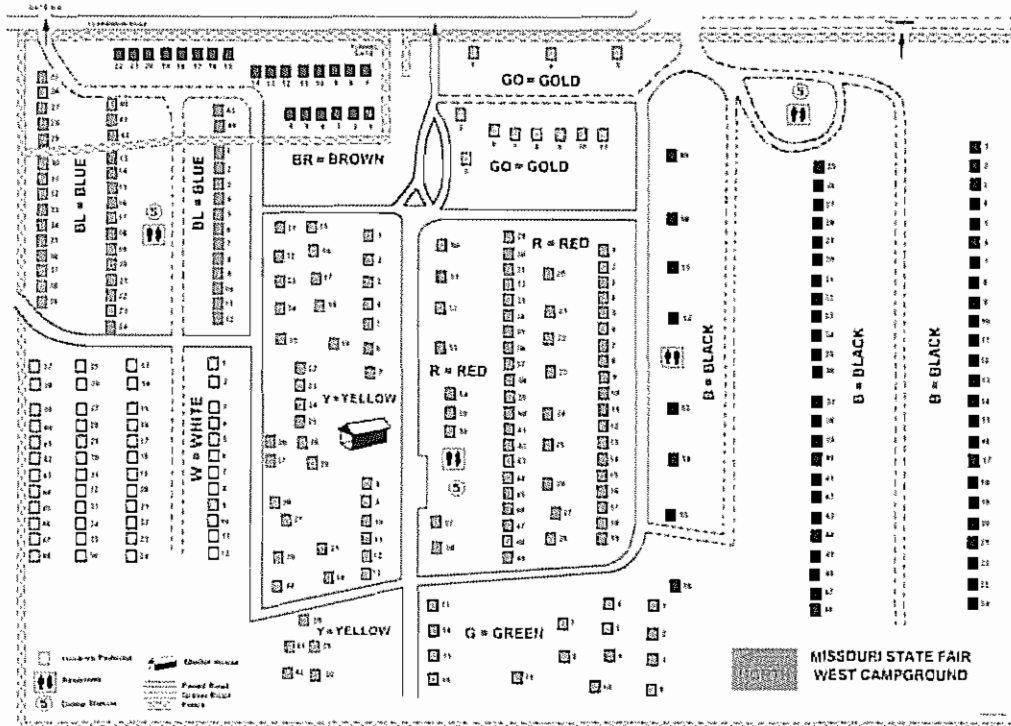
Our review of recreation facilities and programs in the Columbia area revealed that there will be a growing demand for indoor facilities to accommodate soccer, volleyball, basketball and other sports practices and games during winter months.

Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events (continued)

RV Rally Facilities

Beyond the RV facilities at the Boone County Fairgrounds, the Missouri State Fairgrounds has the largest RV park area that hosts large RV rallies – state, regional and national. According to staff of this fairground, there are more than 1,000 sites for RVs. A review of the layout of these sites shows that they are some distance from support buildings that would be used for meal functions, exhibitors and vendors and seminars.



Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events (continued)

Competitive Activities

In addition to local and regional facilities that compete for events with the BCF, events and activities occur on a year-round basis in the Columbia area that compete for people's time and money. Below is a partial list of these various types of events and activities.

- Car Shows
- Columbia College Sports
- Concerts
- Consumer Shows
- Dining
- Festivals
- Golf
- High School Sports Activities
- Mizzou Sports Activities
- Movies and Entertainment
- Outdoor Activities
- Performing Arts

Boone County Fairgrounds Market Demand Analysis

Competitive Facilities and Events (continued)

Summary Observations

On the basis of our review of competitive facilities and events, we noted the following:

- Competitive horse facilities are both publicly to privately owned facilities.
- Midway Expo Center and the Missouri State Fairgrounds are the most competitive for horse events with the BCF, largely due to their ability to host multiple events, covered outdoor warm-up arenas and more stalls. In order for the BCF to be more competitive, it needs the ability to host more and larger events.
- The demand for horse event facilities in the Missouri region continues to grow, particularly in the areas of barrel racing, ropings, cuttings, team penning and other western-style horse shows.
- The Fairgrounds is in a prime position to compete for the growing number of events that need large exhibition space, as the Hearnes Center is limited in availability (University has priority) and the Columbia Expo Center focuses more on conventions and conferences. Both of these facilities can be expensive to rent.
- The BCF can compete for more RV rallies and gatherings, though improvements must be made to existing hook-ups to add more power.
- The growing demand for indoor practice and league play facilities during inclement weather could be met with a larger exhibition-style facility at the Fairgrounds.

Boone County Fairgrounds Market Demand Analysis

Potential Use Assessment

On the basis of factors affecting demand for facilities at the Boone County Fairgrounds (location, area economics and demographics, competitive factors), interviews and surveys of current and potential users of event facilities and our assessment of the potential market opportunities for the BCF, we believe the following market opportunities exist for Fairgrounds:



Equine activities – strong market potential

The BCF has an established horse event client base, as well as regional (if not statewide) recognition as an equestrian facility. While horse shows and western competitions continue to grow in popularity, unless key improvements are made to the facilities and layout, the Fairgrounds could see an additional erosion of these events.

To retain existing clients and attract additional horse events to the Fairgrounds, certain improvements to Fairground facilities must be made. The most pressing need is to cover the outdoor warm-up arena. To attract larger horse events, additional stalling near the Indoor Arena is needed.

Local/regional consumer and industry trade shows – medium market potential, but needs development

While several consumer and public shows are held each year at the BCF, including a gun shows, auto swap show, car show and others, the opportunity exists to host more of these events that appeal to the growing local County populace. Promoters of the All Sports Show, currently held at Hearnese Fieldhouse, indicated an interest in the Fairgrounds as a possible venue. Examples of these shows include travel shows, RV show, remodeling show, women's show, health fair, seasonal shows, classic car show, arts and crafts and many others.

In addition, with the right facilities, certain types of trade and industry shows could be held at the Fairgrounds, as well as certain types of food, music and arts festivals, and sports and martial arts competitions; as well as various community events that arise throughout the year.

Boone County Fairgrounds Market Demand Analysis

Potential Use Assessment (continued)

RV/motorcycle rallies – medium market potential

The growth of this market segment will likely involve medium sized, state/regional RV rallies (100 to 150 rigs) and an occasional small national rally (250 to 350 rigs). Motorcycle rallies (e.g., Gold Wings, ABATE, etc.) could also be staged at the Fairgrounds.

Livestock/animal shows – medium to strong market potential

Our research of possible livestock and animal shows that could be hosted at the Fairgrounds revealed a number of opportunities. Similar to horse events, building on its current customer base will be key to growth of this market segment. Regional and national rabbit shows could be a principal focus of this market segment, as well as dog agility, dog flyball, birds, and sanctioned dog and cat shows.

Recreational Activities – medium market potential

Building on the goal of providing quality recreational areas, capitalizing on the positive location aspects of the Fairgrounds, and planning for the growing need for recreational facilities in the Columbia area, indoor youth and adult soccer and volleyball (practices and league play) would be well suited for the Fairgrounds. These activities could occur in the Indoor Arena or a new facility during weeknights when these facilities are mostly unused.

Boone County Fairgrounds Market Demand Analysis

Event Potential

Our assessment of the potential market segments identified the following events and activities that could be attracted to use facilities at the Boone County Fairgrounds:

Horse Facility Activities

- 8 to 12 in-state horse shows, averaging 125 to 150 horses over 2.5 days
- 3 to 5 state/regional horse shows, averaging 300 to 350 horses over 4.5 days

Exhibit Building Activities

- 12 to 16 consumer shows (2 to 3 day events)
- 5 to 8 industry trade shows and special events (3 to 4 day events)
- 4 to 8 small animal shows (2 to 3 day events)
- 6 to 10 community events
- 4 to 8 sales and auctions (1 to 2 day events)
- 2 to 4 sporting events/competitions (2 to 3 day events)
- 6 to 8 RV rallies listed below
- Indoor recreational practices and league play

RV Rallies

- 4 to 5 local/state rallies, averaging 100 to 150 rigs over 3 days
- 2 to 3 regional/national rallies, averaging 300 to 350 rigs over 5 days

Boone County Fairgrounds Market Demand Analysis

Facility Recommendations

This section contains recommendations as to approximate types, sizes and location of upgrades and improvements to facilities at the Fairgrounds. The facility layouts and locations shown in this section are for illustration purposes only and do not represent to be actual or achievable. Architects and engineers must be consulted as to the actual design and layout of the recommended upgrades and additions.

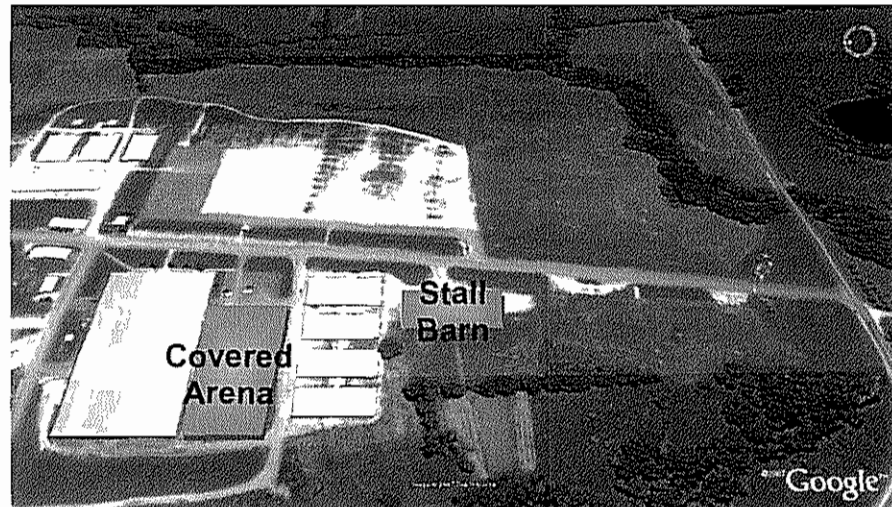
Horse Facilities

For the Fairgrounds to succeed with its horse event business, three changes need to be made. First and foremost, it is imperative to cover the existing warm-up arena to provide for sheltered practice and warm-up area. The Fairgrounds has already lost horse events because it lacks a covered warm-up area. A covered arena will not only benefit the existing horse shows, but dog shows as well.

Second, we estimate that the Fairgrounds should have about 300 permanent and up to 100 portable stall facilities for horse shows. Additional permanent stalls could be added to the south side of the existing Stall Barns and portables placed in the Livestock Area.

Third, management of the Fairgrounds needs to review the Fairground's calendar of horse events, identify the smaller shows (in terms of number of stalls rented and length of event), and work to replace them with larger, more profitable shows.

The aerial to the right shows a graphic of the possible location and layout of the covered warm-up arena and new stall barn.



Boone County Fairgrounds Market Demand Analysis

Facility Recommendations

Exhibition Facilities

We recommend the following improvements to retain existing clients and to attract additional events, as listed on page 58.

- Replace ceiling insulation and upgrade the lighting in the Multi-Purpose Room.
- Construct a large exhibition building with 50,000 square feet of net rentable space that can be divided into smaller spaces, with full climate controls, restrooms, showers, concession areas, storage, office and other public amenities. This building would be best sited near the entrance to the Fairgrounds, on the east side of Coliseum Blvd., as shown below.
- To maximize use of the Main Building and the recommended new exhibition building, a paved parking lot is needed – both for event patrons and for servicing the buildings.

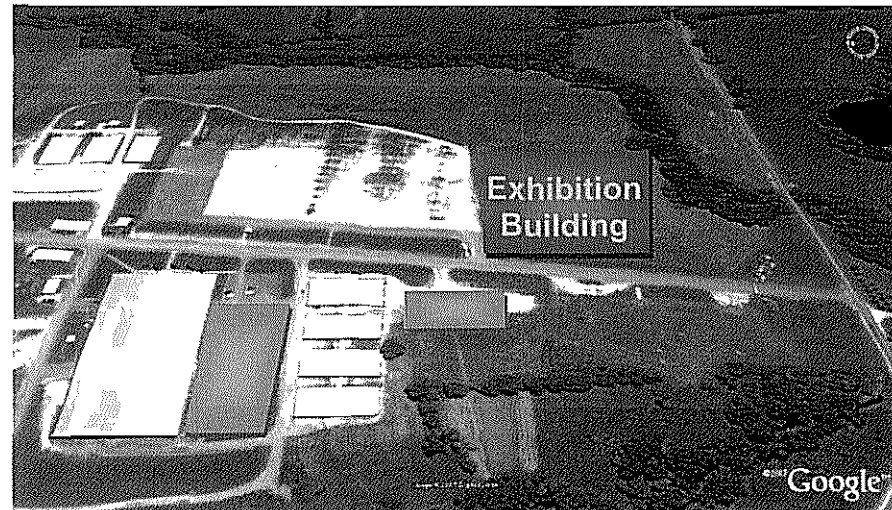
Camping Facilities – We recommend upgrades to the electrical service for all RV hookups to accommodate 30 amp and some 50 amp service.

Phasing

We recommend that the phasing of the recommended facilities be as follows:

Phase I – Cover the outdoor arena, add new stalls, replace insulation/lighting in Multi-Purpose Room and upgrade the RV hookups.

Phase II – Construct the exhibition building and pave the main parking lot.



Boone County Fairgrounds

Rental Policies and Management Structure

Recommended Rental Policy Actions

General

During the course of our study, we noted a number of issues related to the historical rental of facilities at the BCF:

- George Harris, President of Heartland Management, Inc. and manager of the Fairgrounds for the Fair Board, sets the rental rates for all interim event rentals.
- There are no set rates for the Main Building and its components (the Indoor Arena and Multi-Purpose Room). The manager determines the rental rates for each event based on his criteria and negotiation with the client, rather than using a published and set rate schedule.
- There is no charge for move-in/move-out days used by customers of the Fairgrounds.
- Though the manager responds to requests from potential event promoters for quotes on rental of facilities (and he has been successful with some of them), there is no pro-active marketing of the Fairgrounds on a day-to-day basis.
- Heartland Management also promotes and conducts horse sales and auction and gun shows at the Fairgrounds. For the gun shows, Heartland pays no rent. Apparently, Heartland (a successor to the previous gun show promoter) owns the tables that are used by the Fairgrounds for all events and, in exchange for their use, Heartland is not charged any rent for the gun shows. Heartland and the Fair Board consider the free rent for the gun shows as a "in-kind trade" for allowing the Fairgrounds to use and rent the tables to other customers throughout the year. Had Heartland been charged the "market rate" for use of the Multi-Purpose Room for the 3 gun shows each year, assuming \$1,000 to \$1,500 per day, the Fairgrounds would have gained between \$6,000 and \$7,500 in rental income; enough revenue to purchase 120 to 150 new, lightweight tables.

It should be noted that the existing tables are in relatively poor condition and need to be replaced. Harris purchased about 100 used tables within the last couple months to replace some of the worst tables. We recommend the Fairgrounds owning all furniture and fixtures.

- A review of the rental charges for equine events shows that rates have not increased for the Indoor Arena and stall facilities in at least 6 years.

Boone County Fairgrounds
Rental Policies and Management Structure



Recommended Rental Policy Actions (continued)

Recommended Rates – Existing Facilities

Based on our review of the pricing of facilities and structures at the BCF, compared with competitive facilities and considering the general conditions of the Fairgrounds facilities, we recommend the following daily rental rate structure for existing facilities at the BCF. Below are the recommended rates for horse shows.

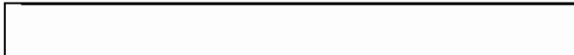
Boone County Fairgrounds
Recommended Pricing - Horse Shows

Facility/Structure	Current	Recommended
Indoor Arena Only	(1)	75 stall minimum (2)
One Day	\$550	\$600
Two Days	\$1,100	\$1,200
Three Days	\$1,650	\$1,600
Four Days	\$2,200	\$2,000
Five Days	\$2,750	\$2,400
Warm-Up Arena		
One Day	\$0	\$100
Two Days	\$0	\$200
Three Days	\$0	\$275
Four Days	\$0	\$350
Five Days	\$0	\$400
Stalls:		
One Day	\$10	\$15
Two Days	\$20	\$30
Three Days	\$30	\$40
Four Days	\$40	\$50
Five Days	\$50	\$60

(1) Amount shown is highest charge, though most shows pay a lesser charge.

(2) Requires the show to rent at least 75 stalls.

Boone County Fairgrounds
Rental Policies and Management Structure



Recommended Rental Policy Actions (continued)

Below are recommended rates of existing Fairground facilities for all events other than horse shows.

Boone County Fairgrounds Recommended Pricing - Existing Facilities		
Facility/Structure	Current	Reccommended
Indoor Arena - Commercial Activities	Varies	\$1,500 per day plus
Weekday	\$325	10% of ticket sales
Weekend	\$350	with \$400 move-in/out charge
Multi-Purpose Room	\$250 to \$3,500	\$1,500 per day with \$400 move-in/out charge
Main Building	\$750 to \$2,750	\$3,000 per day with \$750 move-in/out charge
RV Hookups		
RV Rallies	\$7 per night	\$10 per night
All other uses	\$10 per night	\$12 to \$15 per night

Boone County Fairgrounds
Rental Policies and Management Structure

Recommended Rental Policy Actions (continued)

Below are recommended rates for upgraded horse facilities, RV hookups and the recommended exhibition building.

Boone County Fairgrounds	
Recommended Pricing - Improved Facilities	
Facility/Structure	Indoor Arena
<u>Expanded Equine Facilities (1)</u>	<u>100 Stall Min.</u>
One Day Show	\$750.00
Two Day Show	\$1,500.00
Three Day Show	\$2,000.00
Four Day Show	\$2,500.00
Five Days	\$3,000.00
 <u>Stalls</u>	
One Day	\$15.00
Two Days	\$30.00
Three Days	\$40.00
Four Days	\$50.00
Five Days	\$60.00
 <u>New Exhibit Building</u>	
	\$0.07 to \$0.075 per square foot with move-in/out rate equal to 25% of the daily rate
 <u>Upgraded RV Hookups</u>	
RV Rallies	\$12
All other uses	\$15 to \$18

(1) Includes covered warm-up arena

Boone County Fairgrounds

Rental Policies and Management Structure

Management Structure

Overview of Management Structures

As noted on page 3 of this report, Heartland Management, Inc. (i.e., George Harris and his wife) manages the day-to-day operations of the Fairgrounds for the Fair Board. Further, the Fair Board wishes to be relieved of its lease arrangement with the County so it can focus its efforts on planning and staging the annual Boone County Fair.

Fairgrounds throughout the country are owned, operated and managed in a variety of ways that result in a variety of financial realities for those fairgrounds. Governmentally owned and operated fairgrounds typically have the most difficulty in being profitable and focused on the event facility and management business. Government operated fairgrounds generally have employees with less experience in event facility management, marketing and maintenance. The high cost of county employee salaries and benefits, coupled with other bureaucratic policies and procedures can contribute to operating deficits of governmentally managed facilities.

A second method for managing county fairgrounds is to lease it on a year-round basis to a non-profit organization; not unlike the arrangement the County has with Boone County Fair Board, Inc. For this type of management arrangement to work, the non-profit must be highly motivated and organizationally structured to run an effective and efficient operation; yet be able to economically weather short-term financial setback. These types of operations are typically involved in larger scale fund raising efforts for its operation, grant writing and community involvement. Staffs of these operations are highly qualified and continually trained, as well as compensated on a merit system with adequate benefits.

A third method of structuring the day-to-day operation of governmentally owned fairgrounds/event facilities is via private management. This would be similar to Boone County contracting directly with a private, for-profit event management company. Though there are far fewer of these types of arrangements with fairgrounds than arenas, convention centers and similar event facilities, those that have this type of management can be quite successful in increasing use of facilities, hosting events and activities that benefit local residents and businesses, and generating net revenues for reinvestment in facilities.

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Boone County Fairgrounds
Rental Policies and Management Structure

Management Structure (continued)

Recommended Management Structure

In recent years, discussions about the management of the Fairgrounds have included "turning over" management of the Fairgrounds to the City of Columbia's Parks and Recreation Department. While this arrangement would, in the short-term, relieve the Fair Board of its "burden" of day-to-day operations; in the long-term, it may significantly change the stated mission and goals of the Fairgrounds for the County. Columbia City officials, while open to the "concept" of managing the Fairground, admit that the Parks and Recreation Department is unfamiliar with event management and marketing.

Our recommendation for the future management, maintenance and marketing of the Boone County Fairgrounds follows:

- In the short term, replace the Lease agreement between the County and the Fair Board with a management agreement between the County and Heartland Management, Inc. Under this written management agreement, key benchmarks should be set for both Heartland and the County, including changes to staffing and staff benefits, marketing of the Fairgrounds, instituting rental policy and pricing changes, investment in the Fairground facility upgrades and additions, and financial results.

Under this arrangement, the County would make key capital investments into the Fairgrounds, including covering the warm-up arena, adding stall facilities, upgrading the Multi-Purpose Room and enhancing the RV electrical service as presented on pages 59 and 60. Key staff changes by Heartland should include hiring a full-time marketing person and a more experienced maintenance person to oversee all maintenance staff, as well as institute an employee benefits program. The County could also provide a short-term operating fund (to help with short falls or temporary swings in revenues and expenses) that would be used for specific expenses defined by the management agreement, such as staff costs, marketing or repairs.

- In the long-term, should the County construct the recommended exhibit building, we recommend that a professional event facility management company be contract^d to operate, market and maintain the Fairgrounds. This arrangement would help insure the long-term success of the Fairgrounds and its place as a vital community asset.

Boone County Fairgrounds
Rental Policies and Management Structure

Management Structure (continued)

Recommended Staffing

For purposes of the financial analysis presented in the next section, we developed a staffing plan for the Fairgrounds. This staff plan is presented below and assumes that both phases of improvements (see page 60) would be implemented and that the staffing is in addition to the levels and positions of management and staff under the current structure. With the implementation of Phase I of improvements, a marketing position would be created and additional maintenance and administrative staff would be hired. In Phase II, a full-time maintenance supervisor would be added, along with additional administrative staff to handle increased activities. The positions shown in Phase II include those shown in Phase I. All amounts are presented in 2007 dollars. Benefits and taxes are assumed to be 35 percent of salaries and wages.

Boone County Fairgrounds
Staff Plan for Future Operations

Description	Phase I	Phase II
Head and Management fee and current staffing	<u>\$140,000</u>	<u>\$140,000</u>
Marketing position	\$45,000	\$45,000
Maintenance supervisor	\$0	\$45,000
Maintenance position	30,000	30,000
Part-time set-up/cleanup	20,000	20,000
Administration labor	<u>12,500</u>	<u>30,000</u>
	107,500	170,000
Benefits and taxes	<u>-37,625</u>	<u>59,500</u>
Additional labor costs	<u>\$145,125</u>	<u>\$229,500</u>

Boone County Fairgrounds Financial Feasibility Analysis

Overview

This section presents the projected operating cash flows for the recommended facilities for the Boone County Fairgrounds.

Because final facility design, configuration and cost estimates have not yet been completed, the assumptions used in this analysis are based on the results of the market analysis, historical results of the current operations of the Fairgrounds, industry trends, knowledge of the market place and financial results from comparable venues in similar markets. The projected statements of revenues and expenses are based on (1) the projected utilization of the recommended facilities, recommended rental rates and operating policies presented in this document, (2) the estimated revenues that could be realized from operating the recommended facilities and (3) the estimated expenses associated with operating the improvements and additions. The assumptions disclosed herein are not all inclusive, but are those considered significant. The projections, and assumptions herein, represent revenues and expenses associated with operating the recommended facility components. There will usually be differences between the estimated and actual results because events and circumstances frequently do not occur as expected, and those differences may be material.

The projections of incremental operating net cash flows debt service, for the recommended facilities are presented on page 69. These projections are presented in current year dollars and do not reflect any increase due to inflation. For purposes of this presentation, we developed separate revenue and expense projections for (1) the recommended covered arena, expanded stalls and RV upgrades and (2) the recommended exhibition building. A low, high and average scenario for the revenues and expenses were prepared, based on the range of possible events and participation as presented on page 58.

Boone County Fairgrounds Financial Feasibility Analysis

Projected Revenues and Expenses

Below are the projected incremental revenues and expenses associated with the improved equine/RV facilities and the recommended exhibit building.

Boone County Fairgrounds Estimated Range of Revenues and Expenses - Equine/RV Activities			
Description	Low	High	Average
Operating revenues			
Facility rental revenues	\$35,000	\$49,000	\$42,000
Stall rental revenue	98,000	\$159,000	128,500
Concession revenues	10,000	19,000	14,500
RV grounds rentals	<u>97,000</u>	<u>149,000</u>	<u>123,000</u>
Total revenues	<u>240,000</u>	<u>376,000</u>	<u>308,000</u>
Operating Expenses			
Salaries and wages	141,750	148,500	145,125
Utilities	10,000	15,000	12,500
Contracted services	2,000	4,000	3,000
Materials and supplies	4,000	6,000	5,000
Repairs and maintenance	10,000	15,000	12,500
Marketing	15,000	20,000	17,500
Overhead	<u>3,000</u>	<u>5,000</u>	<u>4,000</u>
Total expenses	<u>185,750</u>	<u>213,500</u>	<u>199,625</u>
Net cash flow	<u>\$54,250</u>	<u>\$162,500</u>	<u>\$108,375</u>

Boone County Fairgrounds Estimated Range of Revenues and Expenses - Exhibit Building			
Description	Low	High	Average
Operating revenues			
Facility rental revenues	\$248,000	\$416,000	\$332,000
Stall rental revenue	N/A	N/A	N/A
Concession revenues	18,000	27,000	22,500
RV grounds rentals	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
Total revenues	<u>266,000</u>	<u>443,000</u>	<u>354,500</u>
Operating Expenses			
Salaries and wages	87,750	81,000	84,375
Utilities	90,000	115,000	102,500
Contracted services	18,000	26,000	22,000
Materials and supplies	11,000	14,000	12,500
Repairs and maintenance	25,000	35,000	30,000
Marketing	15,000	25,000	20,000
Overhead	<u>7,000</u>	<u>10,000</u>	<u>8,500</u>
Total expenses	<u>253,750</u>	<u>306,000</u>	<u>279,875</u>
Net cash flow	<u>\$12,250</u>	<u>\$137,000</u>	<u>\$74,625</u>

Boone County Fairgrounds Financial Feasibility Analysis

Revenue Assumptions

This section presents the underlying assumptions for the projected revenues shown on the previous page. Further detail on these assumptions and calculations behind the financial projections presented on the previous page can be found in Exhibit D at the conclusion of this report.

Facility Rental Income

For the horse and RV facilities, rental income represents the estimated income associated with renting the Indoor Arena and recommended covered arena for new horse shows as presented on page 58. Exhibit space rental income represents the estimated revenues associated with incremental consumer shows, trade shows, community events, RV rallies and others presented on page 58. Facility rental income also includes the estimated increase in revenues from existing horse events, based on the recommended rental rates shown on pages 62-64.

Stall Rental Revenue

Stall rental revenue represents rental of stalls in connection with new horse shows and events as presented on page 58 and the recommended stall rental structure shown on page 64.

Concession Income

Concession income is expected to be generated from the sale of concessions for horse shows, consumer/public shows, trade and industry shows, animal shows, sporting competitions and community events. For purposes of the projections, it is assumed that horse shows would average per capita gross concession sales of \$2.00. Concession sales for specific types of events held in the recommended exhibition building are based on industry averages for those types of events in the Columbia market area. It is assumed that the Fairgrounds would receive 25 percent of gross concession sales.

RV Income

RV income includes the revenues received for rental of RV sites for RV rallies and for horse shows, based on the recommended rental rates (page 63) and event participant and number of events shown on page 58.

Boone County Fairgrounds Financial Feasibility Analysis

Expense Assumptions

Projected operating expenses for the recommended facilities are based on the cost of operating the existing BCF facilities, a recommended staffing plan and the required marketing expenditures to successfully attract and retain events and activities identified in this study. A description of the nature of the operating expenses is presented below. All amounts are presented in 2007 dollars.

Salaries, Wages and Benefits – Salaries and wages represent the estimated expenditures for staff to manage market and operate the recommended exhibition building and improved facilities at the BCF, as presented on page 67. It is assumed that with the improvements and upgrades to the horse facilities and RV hook-ups, a marketing position would be created to market the facilities on a day-to-day basis. With the increase in the number of events, additional maintenance and administration staff would be needed. With the construction of the recommended exhibition building, a full-time maintenance supervisor would be needed for the entire grounds, along with additional administrative help. It is assumed that these positions would be provided benefits.

Boone County Fairgrounds Incremental Expense Summary - Equine/RV Activities			
Description	Low	High	Average
Labor			
Marketing position	\$45,000	\$45,000	\$45,000
Maintenance supervisor	0	0	0
Maintenance position	30,000	30,000	30,000
Part-time set-up/cleanup	20,000	20,000	20,000
Administration labor	<u>10,000</u>	<u>15,000</u>	<u>12,500</u>
	105,000	110,000	107,500
Benefits and taxes	<u>36,750</u>	<u>38,500</u>	<u>37,625</u>
Total Labor Costs	<u>\$141,750</u>	<u>\$148,500</u>	<u>\$145,125</u>

Boone County Fairgrounds Incremental Expense Summary - Exhibit Building			
Description	Low	High	Average
Labor			
Marketing position	\$0	\$0	\$0
Maintenance supervisor	45,000	45,000	45,000
Maintenance position	0	0	0
Part-time set-up/cleanup	0	0	0
Administration labor	<u>20,000</u>	<u>15,000</u>	<u>17,500</u>
	65,000	60,000	62,500
Benefits and taxes	<u>22,750</u>	<u>21,000</u>	<u>21,875</u>
Total Labor Costs	<u>\$87,750</u>	<u>\$81,000</u>	<u>\$84,375</u>

Utilities – Utility costs include electricity, gas, water, sewer and trash removal for the operation of the recommended facilities.

Boone County Fairgrounds Financial Feasibility Analysis

Expense Assumptions (continued)

Contractual Services – These costs represent the estimated cost of contract labor to assist in set-up, tear down and clean up related to events held in the recommended exhibition building and expanded equine facilities.

Materials and supplies – Materials and supply costs include supplies used in the operation and maintenance of the facilities, such as rest room supplies and those supplies used in cleaning and maintaining the facilities.

Repairs and maintenance – Repairs and maintenance costs include the cost of normal repairs and maintenance of the facilities; not extraordinary costs associated with new facilities.

Marketing – Marketing costs include the cost of brochures and mailings, travel and advertising in trade publications and other direct marketing expenses.

Overhead – Overhead expenses cover the incremental costs of operating the recommended facilities, including supplies, travel, postage, telephone, equipment rentals, and other costs.

Boone County Fairgrounds Financial Feasibility Analysis

Estimated Magnitude of Facility Costs

The following estimated magnitude of construction costs for the recommended covered arena, stalls and expanded exhibition building. These costs are based on visual observations, allowances, historic data and national cost indicators. No detailed architectural or engineering studies have been developed. We make no representation as to the accuracy of these estimates as they relate to facilities that may be built at the Fairgrounds. An architectural firm should be engaged to prepare cost estimates specific to the Boone County building codes and construction cost experience.

Horse Facility Components

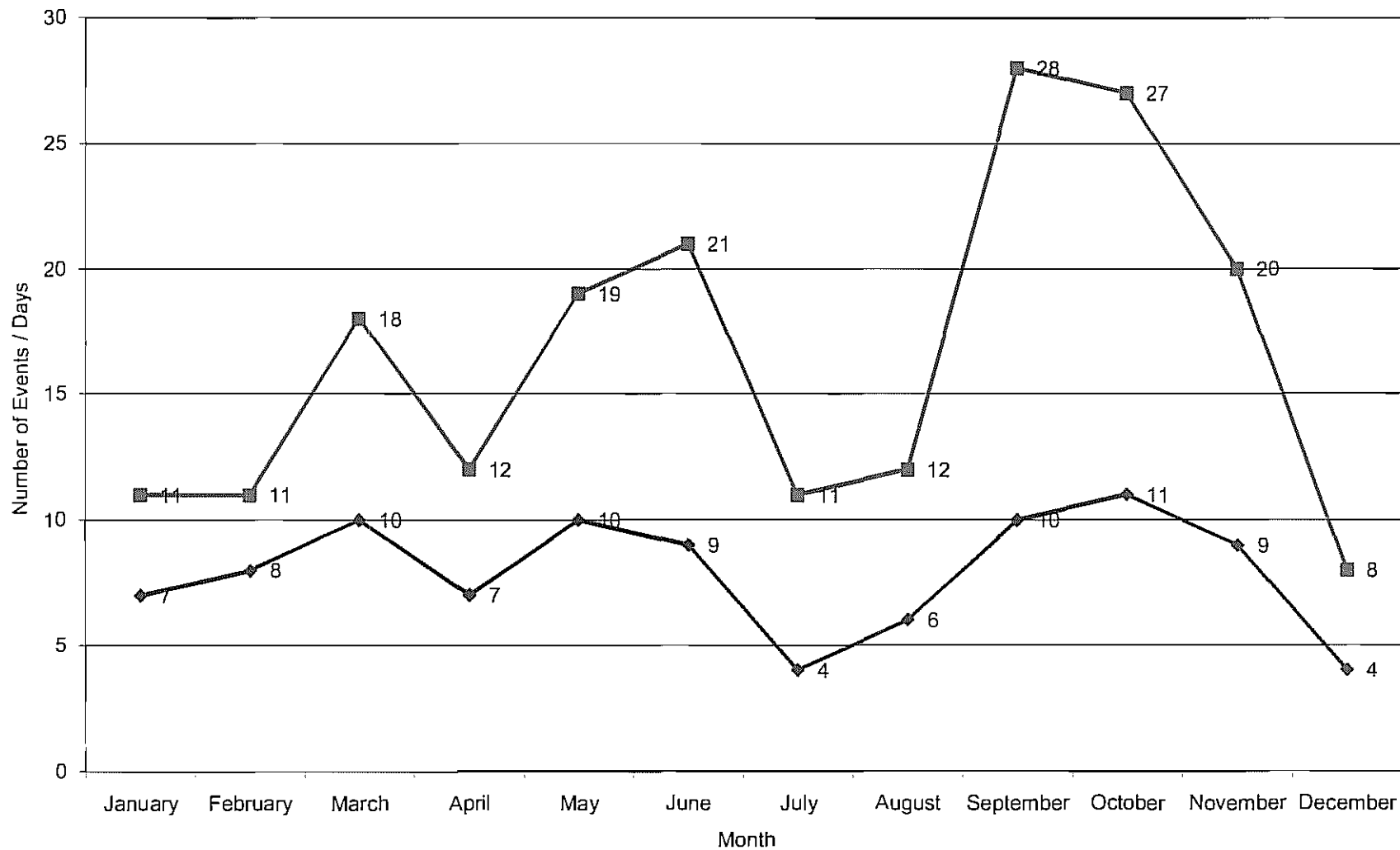
The recommended Covered Arena and an 80-stall structure are estimated to cost upwards of \$400K to \$600K and \$450k to \$550K, respectively. The cost of upgrades to the RV hook-ups was not determinable.

Exhibition Building

The magnitude of cost for this 61,500 square foot building, concession space rest rooms, office and storage space is approximately \$6 million, including contingencies, architect and engineering fees and other soft costs. It does not include any demolition or site prep costs. The cost of upgrading the Multi-Purpose Room and paving the Main Parking Lot is not included in this estimate.

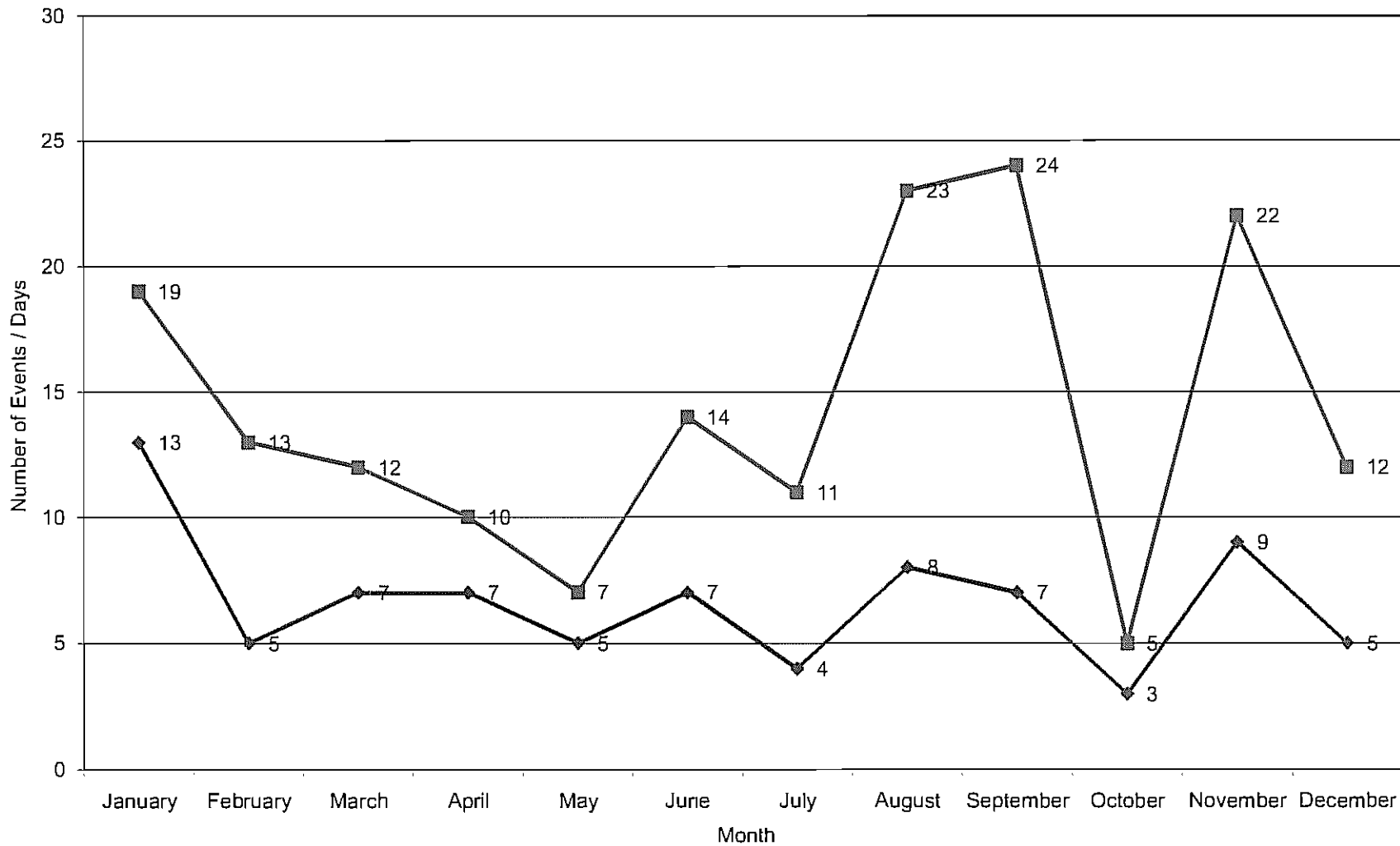
Exhibit A

Boone County Fairgrounds
Interim Events, 2003



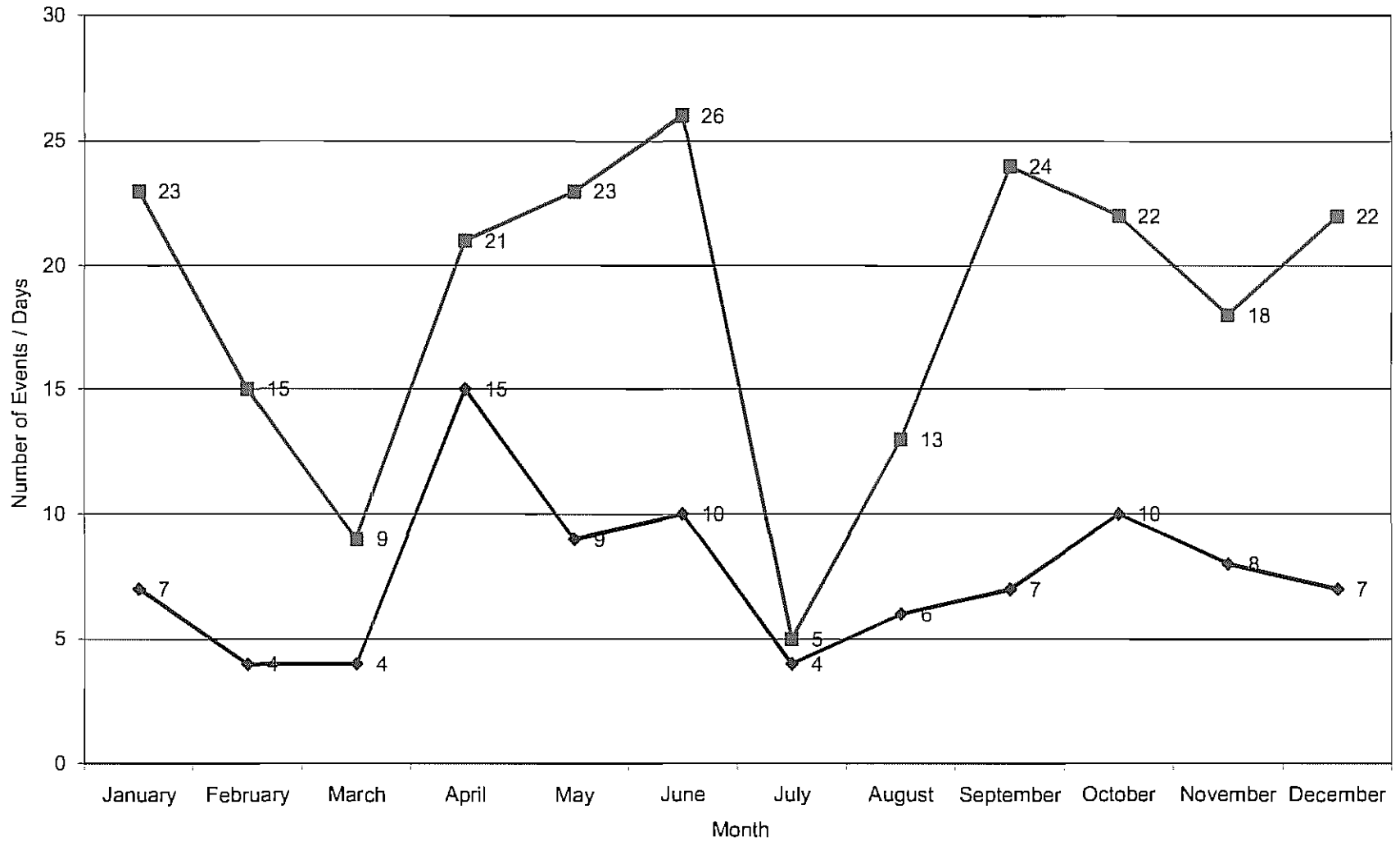
◆ Number of Events ■ Number of Event Days

Boone County Fairgrounds
Interim Events, 2004



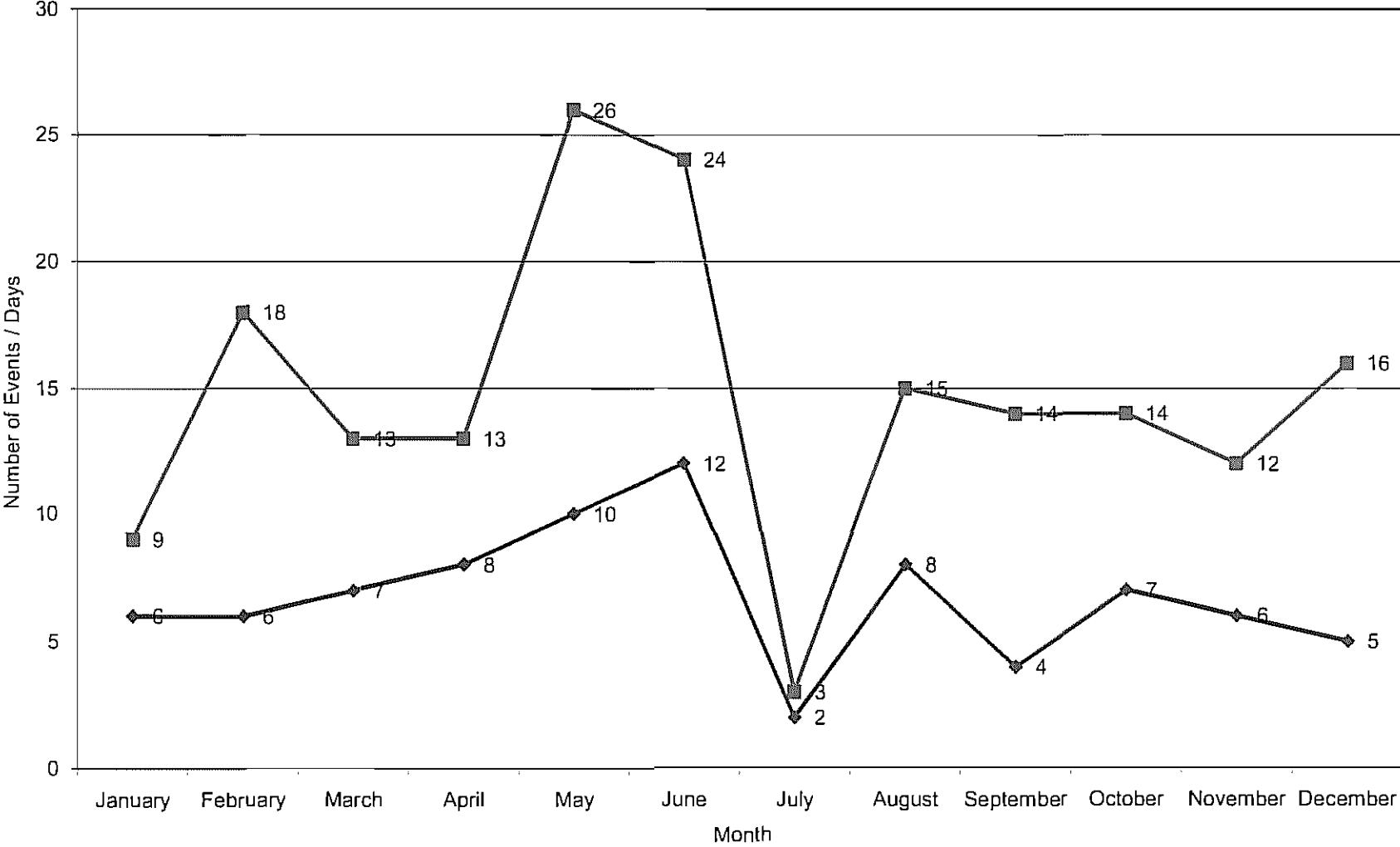
◆ Number of Events ■ Number of Event Days

Boone County Fairgrounds
Interim Events, 2005



◆ Number of Events ■ Number of Event Days

Boone County Fairgrounds
Interim Events, 2006



◆ Number of Events ■ Number of Event Days

Exhibit B

Boone County Fairgrounds
Historical Population, 1980 to 2005

Market Area	1980	1990	2000	2005
<u>Primary Market</u>				
Boone County	100,380	112,386	135,454	143,326
<u>Secondary Market</u>				
Audrain County	26,382	23,599	25,853	25,759
Callaway County	32,128	32,800	40,766	42,541
Cole County	56,474	63,579	71,397	72,757
Cooper County	14,600	14,835	16,670	17,294
Howard County	9,970	9,631	10,212	9,957
Randolph County	<u>24,506</u>	<u>24,370</u>	<u>24,663</u>	<u>25,336</u>
Total Secondary Market	<u>164,060</u>	<u>168,814</u>	<u>189,561</u>	<u>193,644</u>
Total Market Area	<u>264,440</u>	<u>281,200</u>	<u>325,015</u>	<u>336,970</u>
State of Missouri	<u>4,906,783</u>	<u>5,117,083</u>	<u>5,595,211</u>	<u>5,842,713</u>

Source: U.S. Census Bureau

Source: Table DP-1 Profile of General Demographic Characteristics 2000, Table DP-1 General Population and Housing Characteristics 1990, Population of Counties by Decennial Census: 1900 - 1990

Boone County Fairgrounds
Market Area Population Percentage Change

Market Area	Percentage of Change		
	1980 - 1990	1990 - 2000	2000 - 2005
<u>Primary Market</u>			
Boone County	12.0%	20.5%	5.8%
<u>Secondary Market</u>			
Audrain County	-10.5%	9.6%	-0.4%
Callaway County	2.1%	24.3%	4.4%
Cole County	12.6%	12.3%	1.9%
Cooper County	1.6%	12.4%	3.7%
Howard County	-3.4%	6.0%	-2.5%
Randolph County	<u>-0.6%</u>	<u>1.2%</u>	<u>2.7%</u>
Total Secondary Market	<u>2.9%</u>	<u>12.3%</u>	<u>2.2%</u>
Total Market Area	<u>6.3%</u>	<u>15.6%</u>	<u>3.7%</u>
State of Missouri	<u>4.3%</u>	<u>9.3%</u>	<u>4.4%</u>

Source: U.S. Census Bureau

Source: Table DP-1 Profile of General Demographic Characteristics 2000, Table DP-1 General Population and Housing Characteristics 1990, Population of Counties by Decennial Census: 1900 - 1990

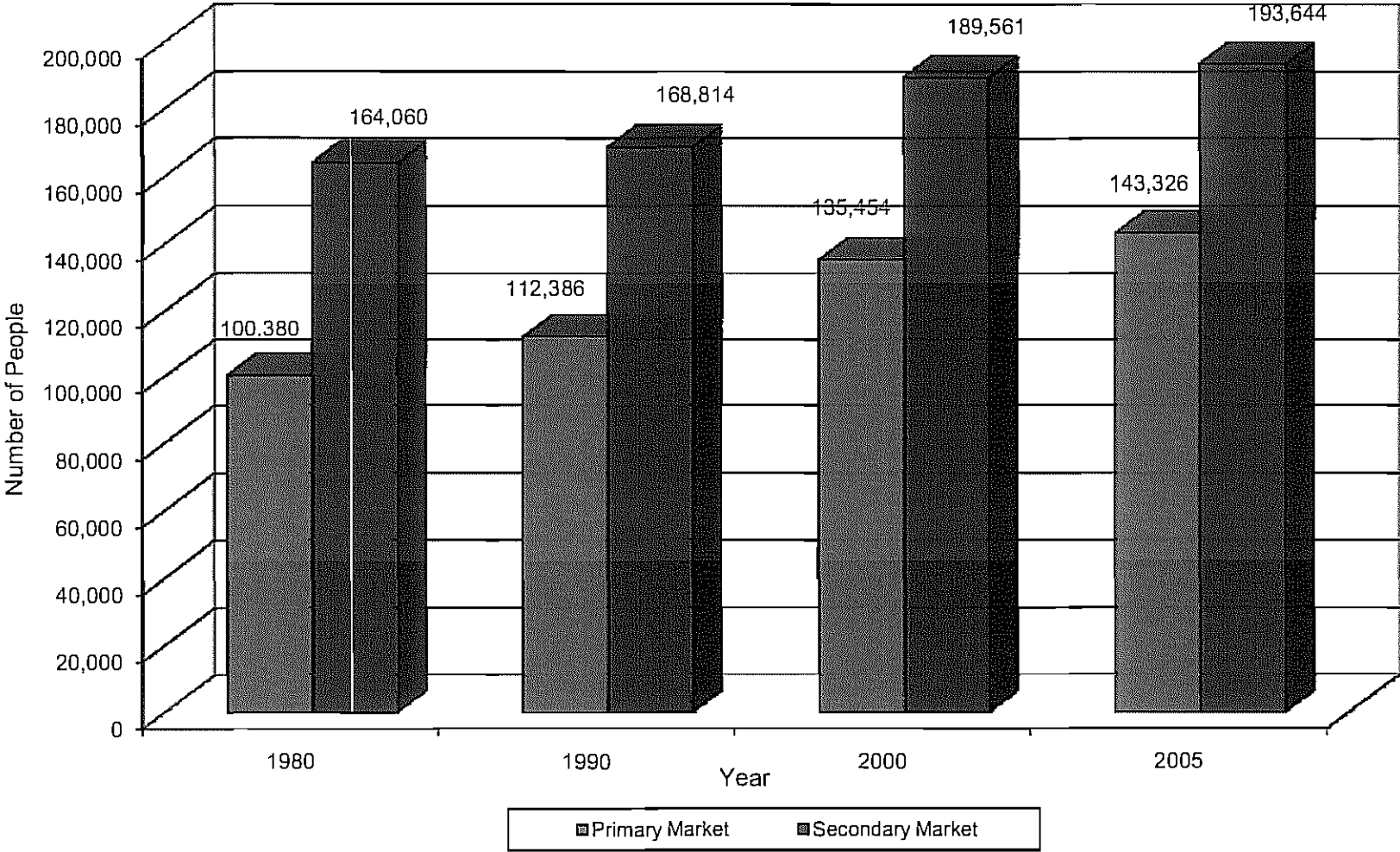
Boone County Fairgrounds
Market Area Amount of Change

Market Area	Amount of Change		
	1980 - 1990	1990 - 2000	2000 - 2005
<u>Primary Market</u>			
Boone County	12,006	23,068	7,872
<u>Secondary Market</u>			
Audrain County	-2,783	2,254	-94
Callaway County	672	7,966	1,775
Cole County	7,105	7,818	1,360
Cooper County	235	1,835	624
Howard County	-339	581	-255
Randolph County	-136	293	673
Total Secondary Market	<u>4,754</u>	<u>20,747</u>	<u>4,083</u>
Total Market Area	<u>16,760</u>	<u>43,815</u>	<u>11,955</u>
State of Missouri	<u>210,300</u>	<u>478,128</u>	<u>247,502</u>

Source: U.S. Census Bureau

Source: Table DP-1 Profile of General Demographic Characteristics 2000, Table DP-1 General Population and Housing Characteristics 1990, Population of Counties by Decennial Census: 1900 - 1990

Boone County Fairgrounds
Historical and Projected Population, 1980 to 2005



Source: U.S. Census Bureau

Boone County Fairgrounds
Population of Cities in Boone County, 1980 to 2005

	Total Population				Percentage of Change		
	1980	1990	2000	2005	1980 - 1990	1990 - 2000	2000 - 2005
Ashland	1,233	1,275	1,869	2,175	3.4%	46.6%	16.4%
Centralia	3,566	3,422	3,774	3,657	-4.0%	10.3%	-3.1%
Columbia	66,084	71,386	84,531	91,814	8.0%	18.4%	8.6%
Hallsville	736	763	978	955	3.7%	28.2%	-2.4%
Harrisburg	134	150	184	182	11.9%	22.7%	-1.1%
Rocheport	162	204	208	201	25.9%	2.0%	-3.4%
Sturgeon	1,113	857	944	913	-23.0%	10.2%	-3.3%
Remainder of County	<u>27,352</u>	<u>34,329</u>	<u>42,966</u>	<u>43,429</u>	<u>25.5%</u>	<u>25.2%</u>	<u>1.1%</u>
Total Boone County	<u>100,380</u>	<u>112,386</u>	<u>135,454</u>	<u>143,326</u>	<u>12.0%</u>	<u>20.5%</u>	<u>5.8%</u>

Source: U.S. Census Bureau

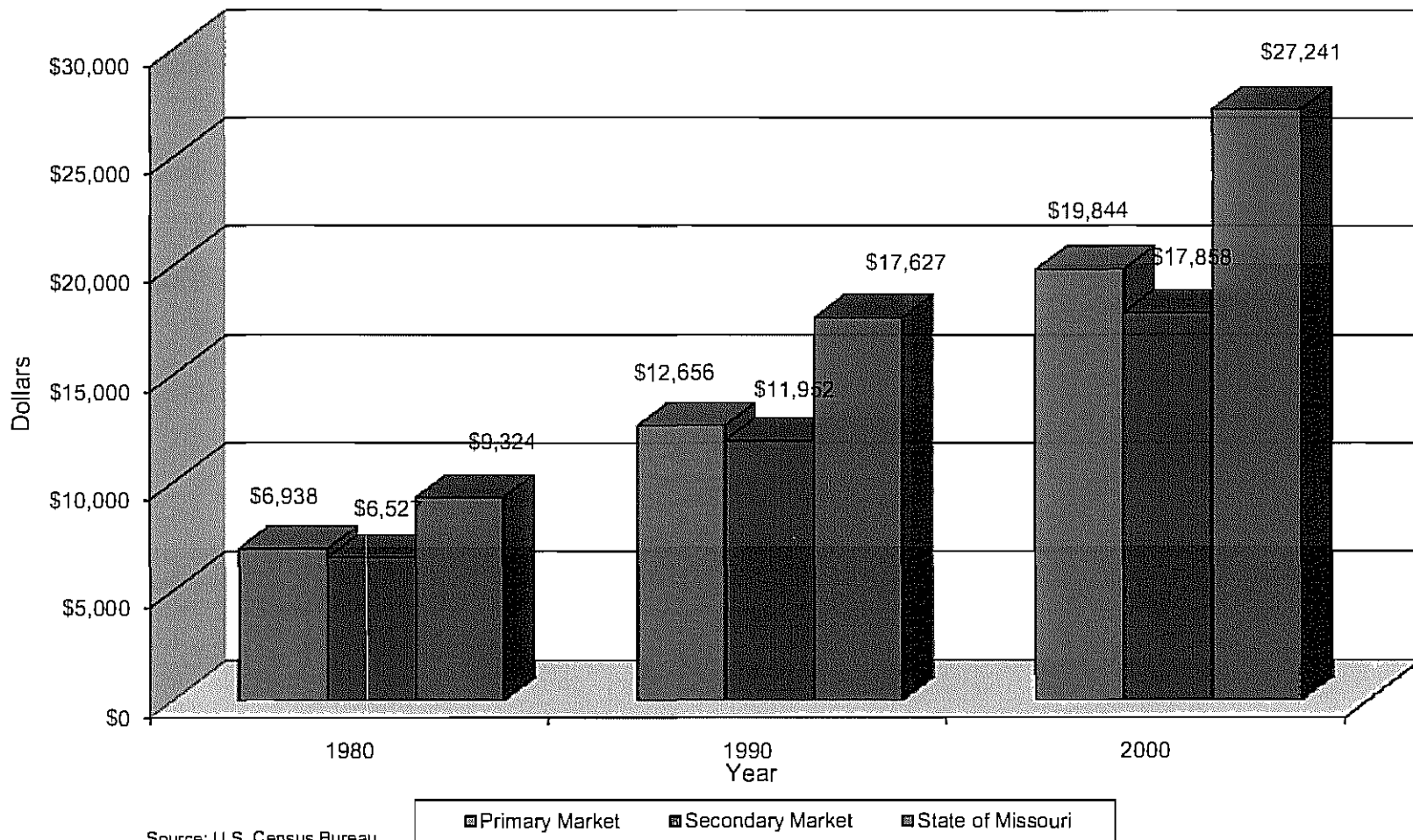
Exhibit B

Boone County Fairgrounds
Total Personal Income and Per Capita Income, 1980, 1990 and 2000

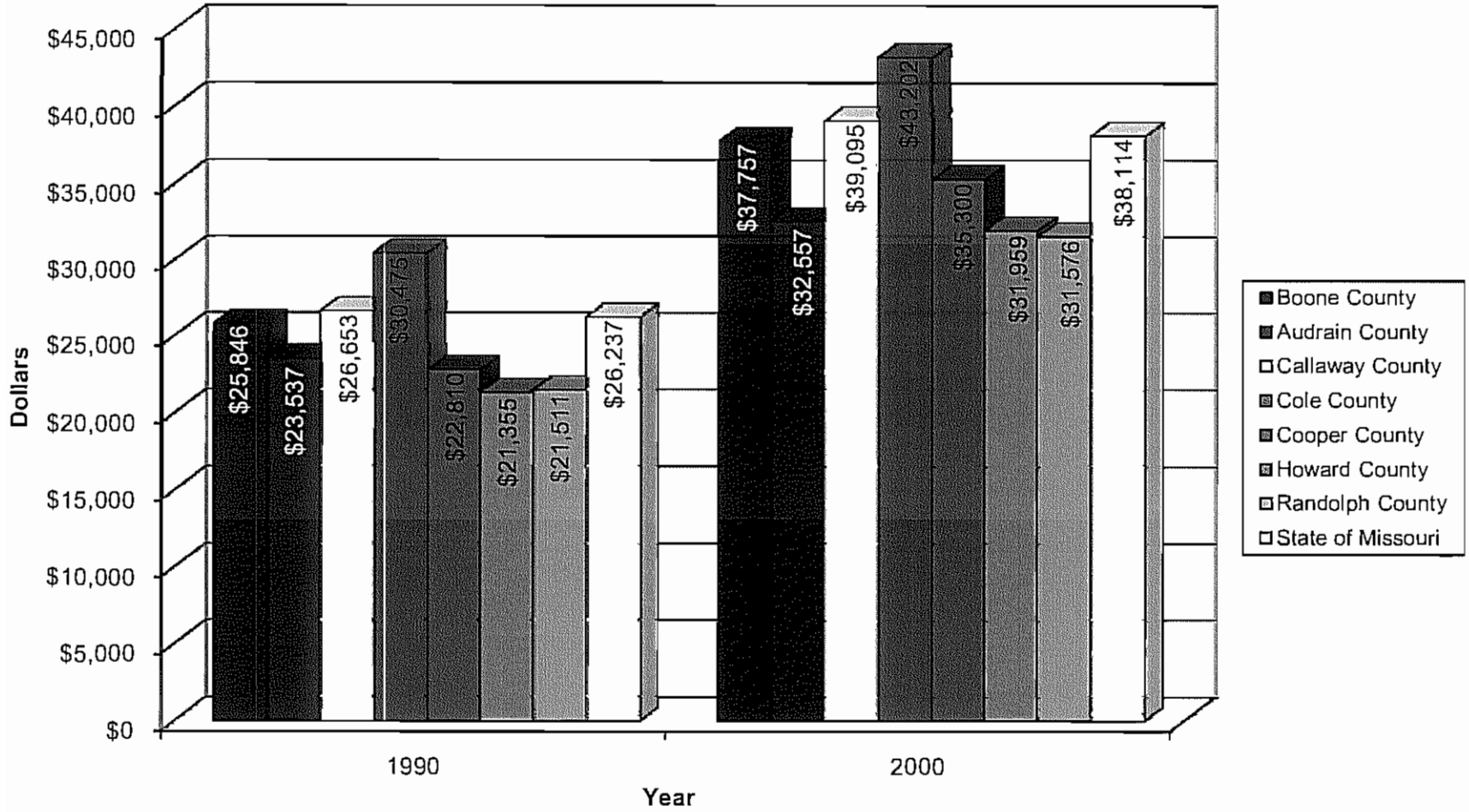
Market Area	Total Personal Income (in thousands of dollars)			Percent Change		Per Capita Income			Percent Change	
	1980	1990	2000	1980 - 1990	1990 - 2000	1980	1990	2000	1980 - 1990	1990 - 2000
Primary Market										
Boone County	\$696,436	\$1,422,357	\$2,687,949	104%	89.0%	\$6,938	\$12,656	\$19,844	82%	56.8%
Secondary Market										
Audrain County	\$172,301	\$268,722	\$425,049	56%	58.2%	\$6,531	\$11,387	\$16,441	74%	44.4%
Callaway County	202,117	358,242	693,226	77%	93.5%	6,291	10,922	17,005	74%	55.7%
Cole County	406,105	882,540	1,480,702	117%	67.8%	7,191	13,881	20,739	93%	49.4%
Cooper County	86,505	148,157	260,852	71%	76.1%	5,925	9,987	15,648	69%	56.7%
Howard County	57,607	93,854	155,202	63%	65.4%	5,778	9,745	15,198	69%	56.0%
Randolph County	<u>146,129</u>	<u>266,145</u>	<u>370,192</u>	<u>82%</u>	<u>39.1%</u>	<u>5,963</u>	<u>10,921</u>	<u>15,010</u>	<u>83%</u>	<u>37.4%</u>
Total Secondary Market	<u>1,070,764</u>	<u>2,017,660</u>	<u>3,385,223</u>	<u>88%</u>	<u>67.8%</u>	<u>6,527</u>	<u>11,952</u>	<u>17,858</u>	<u>83%</u>	<u>49.4%</u>
Total Market	<u>\$1,767,200</u>	<u>\$3,440,017</u>	<u>\$6,073,172</u>	<u>95%</u>	<u>76.5%</u>	<u>\$6,683</u>	<u>\$12,233</u>	<u>\$18,686</u>	<u>83%</u>	<u>52.7%</u>
State of Missouri	<u>\$45,750,845</u>	<u>\$90,198,822</u>	<u>\$152,419,143</u>	<u>97%</u>	<u>69.0%</u>	<u>\$9,324</u>	<u>\$17,627</u>	<u>\$27,241</u>	<u>89%</u>	<u>54.5%</u>

Source: U.S. Census Bureau, Markin Consulting

Boone County Fairgrounds
Market Area Per Capita Incomes - 1980, 1990 and 2000



Boone County Fairgrounds Median Household Incomes, 1990 and 2000



Boone County Fairgrounds
 Covered Employment by Industry for Lane County, 2002 to March 2005

Industry	Total Employed					Percent of Labor Force				
	2001	2002	2003	2004	2005	2001	2002	2003	2004	2005
Natural Resources and Mining	271	195	207	220	250	0.4%	0.3%	0.3%	0.3%	0.3%
Construction	3,491	3,764	3,883	4,149	4,306	4.6%	4.9%	5.5%	5.4%	5.4%
Manufacturing	5,491	4,952	5,018	5,082	4,924	7.2%	6.5%	7.1%	6.6%	6.1%
Wholesale Trade	2,416	2,616	2,590	2,582	2,737	3.2%	3.4%	3.7%	3.3%	3.4%
Retail Trade	9,368	9,695	9,686	9,730	9,957	12.3%	12.6%	13.7%	12.6%	12.4%
Transportation and Utilities	1,543	1,452	1,425	1,509	1,308	2.0%	1.9%	2.0%	1.9%	1.6%
Information	1,457	1,558	1,306	1,246	1,238	1.9%	2.0%	1.9%	1.6%	1.5%
Financial Activities	3,733	3,951	3,971	3,977	4,291	4.9%	5.1%	5.6%	5.1%	5.3%
Professional and Business Services	6,832	6,482	622	6,770	7,696	9.0%	8.4%	0.9%	8.7%	9.6%
Education and Health Services	7,731	8,086	8,287	8,322	8,595	10.2%	10.5%	11.7%	10.7%	10.7%
Leisure and Hospitality	7,321	7,645	7,483	7,669	8,333	9.6%	10.0%	10.6%	9.9%	10.4%
Other Services	1,996	2,043	2,057	2,146	2,125	2.6%	2.7%	2.9%	2.8%	2.6%
Government	<u>24,216</u>	<u>24,327</u>	<u>24,054</u>	<u>24,039</u>	<u>24,513</u>	<u>31.9%</u>	<u>31.7%</u>	<u>34.1%</u>	<u>31.0%</u>	<u>30.5%</u>
Total Employment	<u>75,866</u>	<u>76,766</u>	<u>70,589</u>	<u>77,441</u>	<u>80,273</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>

Boone County Fairgrounds
 Covered Employment by Industry for Boone County, 2001 to 2005

Industry	Wages Paid					Percent of Wages Paid by Industry				
	2001	2002	2003	2004	2005	2001	2002	2003	2004	2005
Natural Resources	\$7,828,000	\$4,806,000	\$5,341,000	\$6,290,000	\$7,084,000	0.4%	0.2%	0.2%	0.3%	0.3%
Construction	106,022,000	120,589,000	128,475,000	138,786,000	150,615,000	4.9%	5.4%	5.7%	5.8%	5.9%
Manufacturing	191,027,000	180,321,000	187,643,000	195,763,000	192,456,000	8.8%	8.1%	8.3%	8.2%	7.6%
Wholesale Trade	69,832,000	76,974,000	79,832,000	81,570,000	87,831,000	3.2%	3.4%	3.5%	3.4%	3.5%
Retail Trade	179,866,000	187,996,000	192,477,000	198,763,000	209,236,000	8.3%	8.4%	8.5%	8.3%	8.3%
Transportation and Warehousing	48,954,000	47,308,000	45,787,000	51,105,000	51,664,000	2.3%	2.1%	2.0%	2.1%	2.0%
Information	42,566,000	50,201,000	46,590,000	45,710,000	46,132,000	2.0%	2.2%	2.1%	1.9%	1.8%
Financial Activities	130,995,000	138,092,000	140,542,000	147,078,000	166,221,000	6.1%	6.2%	6.2%	6.2%	6.6%
Professional and Business Services	190,006,000	190,719,000	192,482,000	214,729,000	238,084,000	8.8%	8.5%	8.5%	9.0%	9.4%
Education and Health Services	242,190,000	252,513,000	267,625,000	281,292,000	297,364,000	11.2%	11.3%	11.9%	11.8%	11.7%
Leisure and Hospitality	75,031,000	78,234,000	79,353,000	83,451,000	94,555,000	3.5%	3.5%	3.5%	3.5%	3.7%
Other Services	38,344,000	40,365,000	41,201,000	43,508,000	44,519,000	1.8%	1.8%	1.8%	1.8%	1.8%
Government	838,807,000	868,405,000	848,148,000	894,622,000	949,040,000	38.8%	38.8%	37.6%	37.5%	37.4%
Total Employment	\$2,161,468,000	\$2,236,523,000	\$2,255,496,000	\$2,382,667,000	\$2,534,801,000	100.0%	100.0%	100.0%	100.0%	100.0%

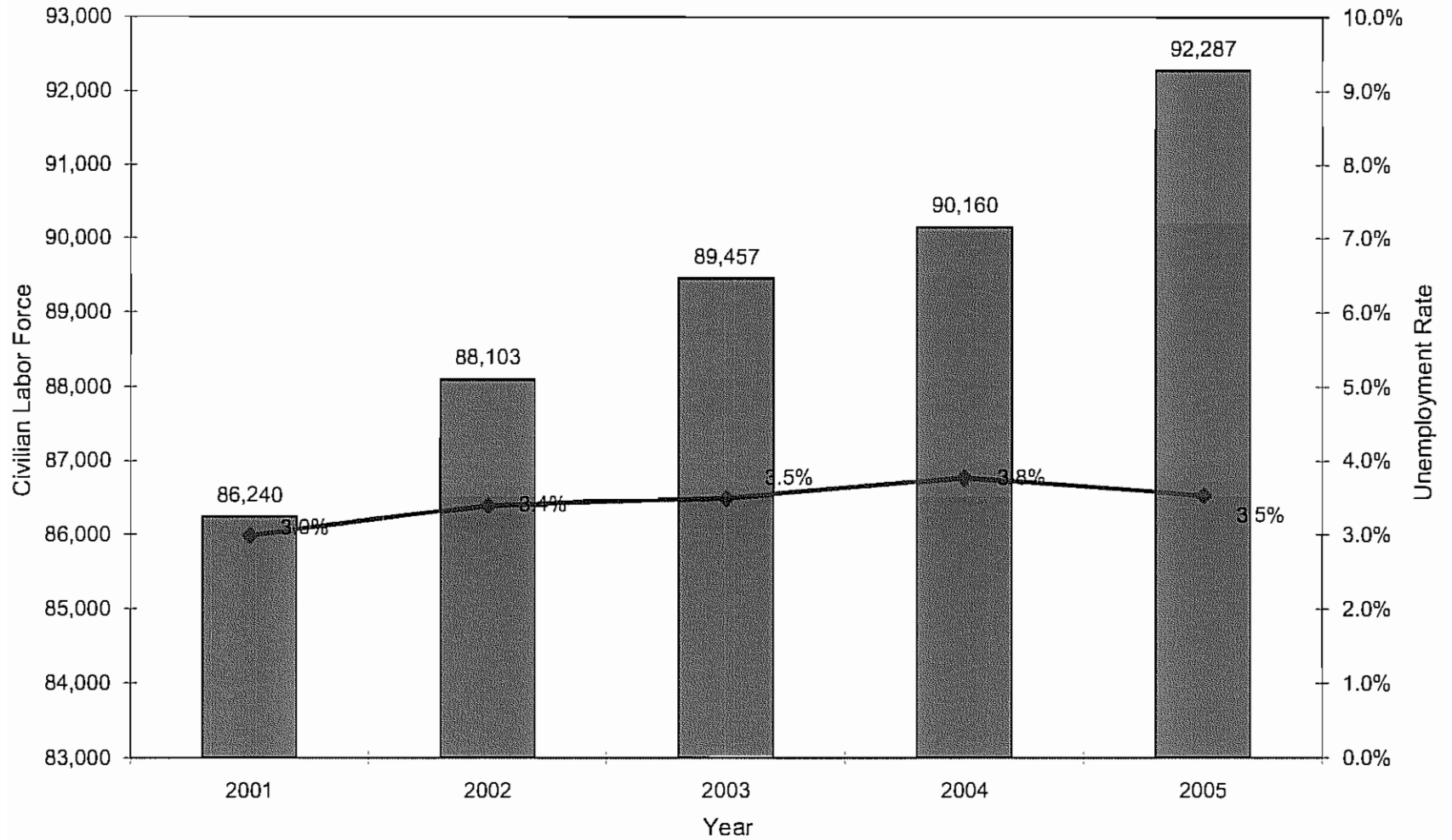
Source: US Bureau of Labor Statistics

Boone County Fairgrounds
Civilian Labor Force, 2001 - 2005

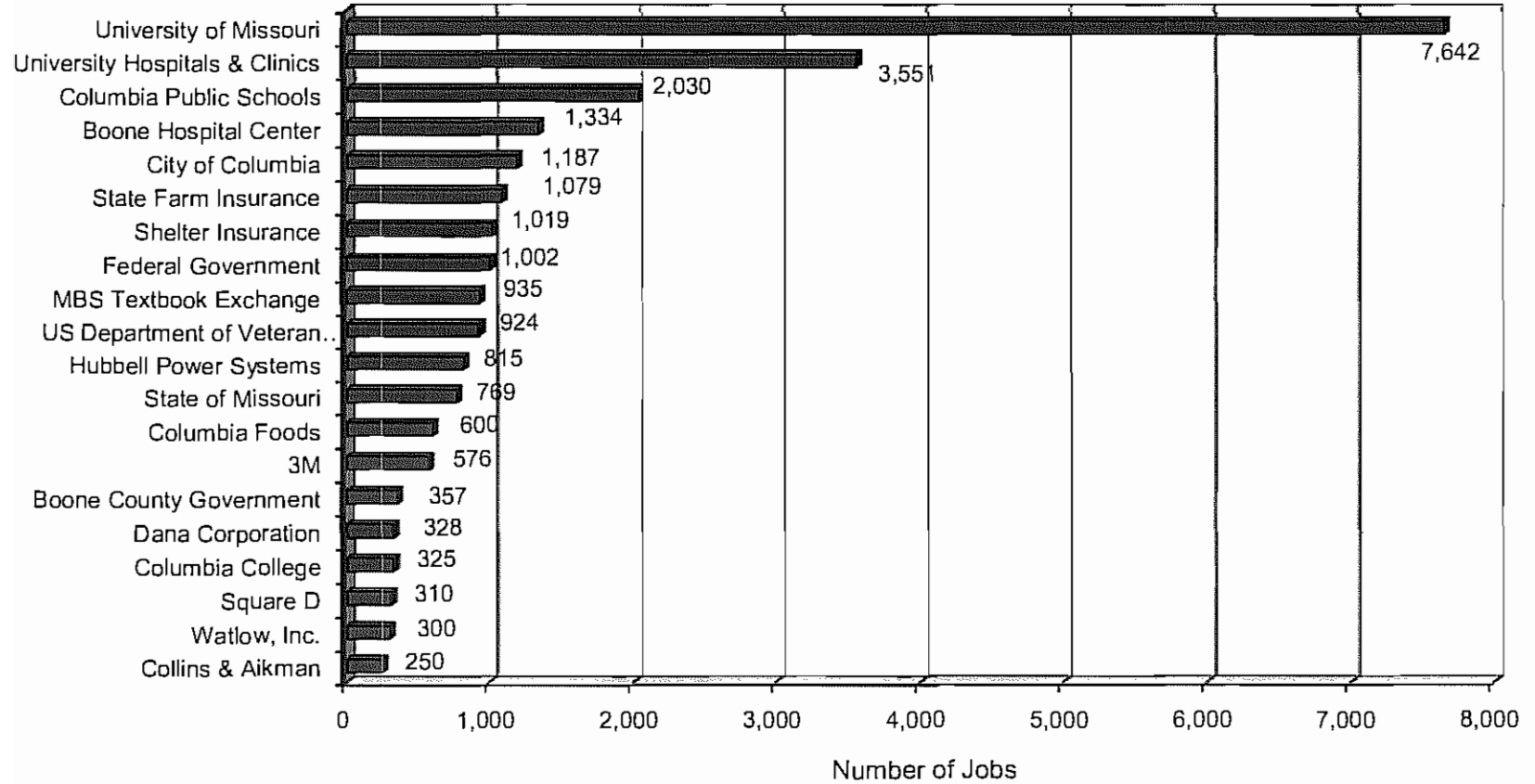
Market Area	2001	2002	2003	2004	2005
<u>Columbia, MO MSA</u>					
Civilian labor force	86,240	88,103	89,457	90,160	92,287
Employment	83,664	85,111	86,332	86,760	89,022
Unemployment	2,576	2,992	3,125	3,400	3,265
Unemployment rate	3.0%	3.4%	3.5%	3.8%	3.5%
<u>State of Missouri</u>					
Civilian labor force	3,002,714	2,997,314	3,002,983	3,014,371	3,024,478
Employment	2,867,853	2,840,651	2,835,692	2,840,736	2,862,153
Unemployment	134,861	156,663	167,291	173,635	162,325
Unemployment rate	4.5%	5.2%	5.6%	5.8%	5.4%
<u>United States</u>					
Civilian labor force	143,734,000	144,863,000	146,510,000	147,401,000	149,320,000
Employment	136,933,000	136,485,000	137,736,000	139,252,000	141,730,000
Unemployment	6,801,000	8,378,000	8,774,000	8,149,000	7,591,000
Unemployment rate	4.7%	5.8%	6.0%	5.5%	5.1%

Source: US Bureau of Labor Statistics

Columbia, MO MSA
Civilian Labor Force and Unemployment Rate, 2001 to 2005

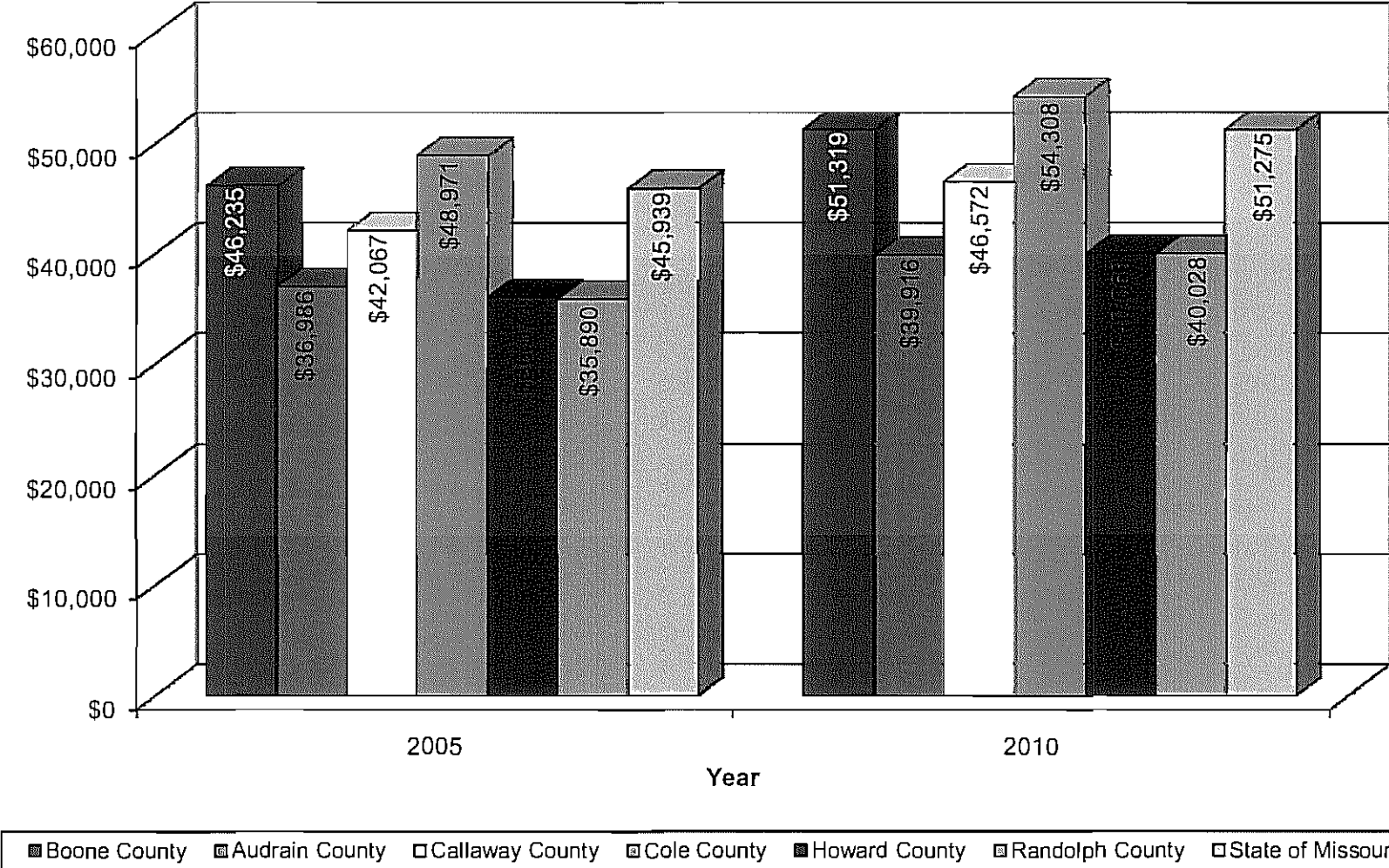


Boone County Fairgrounds
 Top 20 Employers in Columbia MSA, 2006



Source: Regional Economic Development, Inc.

Boone County Fairgrounds Average Household Effective Buying Income, 2005 and 2010



Boone County Fairgrounds Average Household Retail Sales, 2005 and 2010

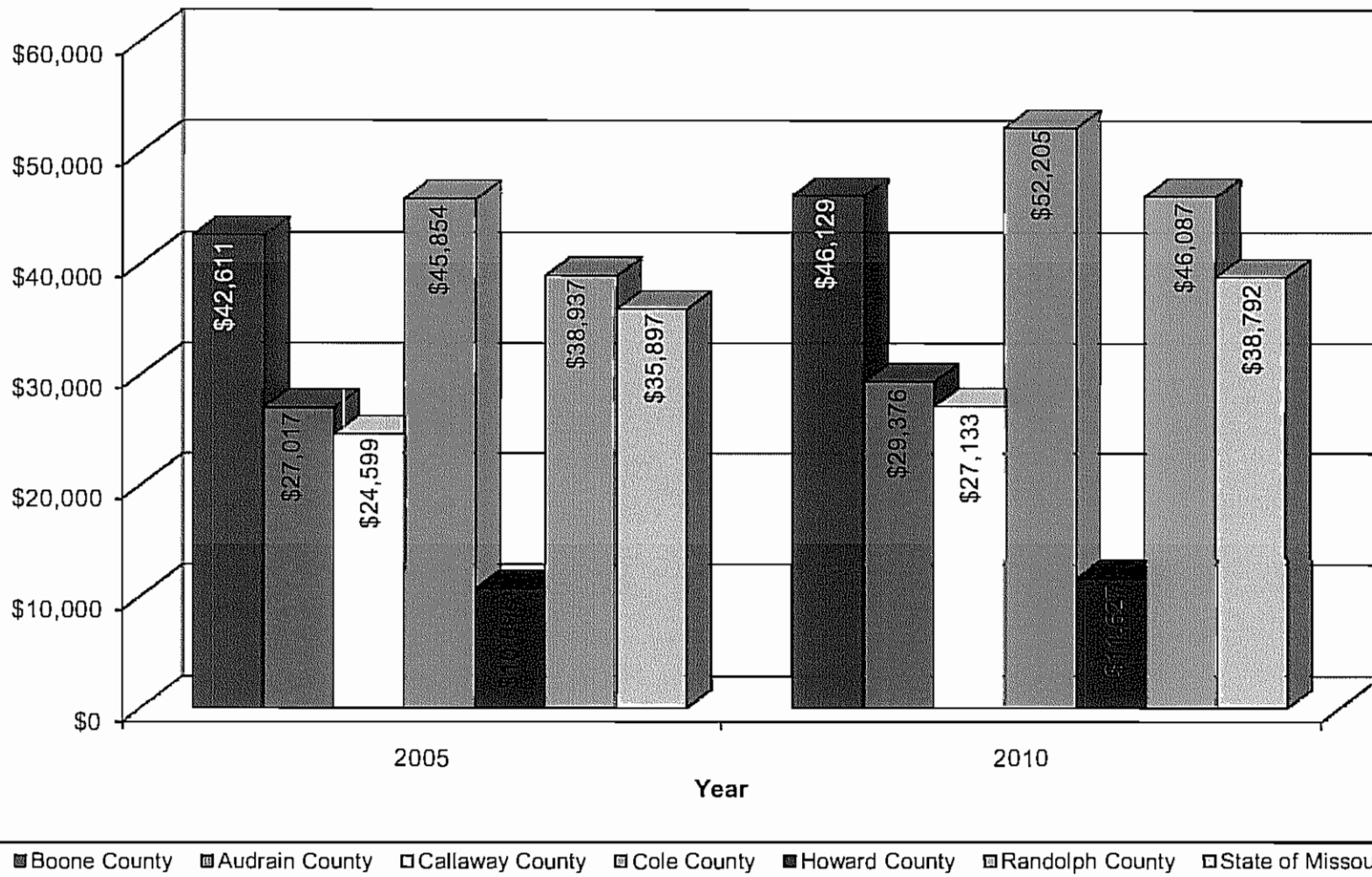


Exhibit C

PRIZM NE Social Group Distribution 2005

Prepare Boone County

Project Code:

5212 N OAKLAND GRAVEL RD, COLUMBIA, MO 65202-9235, 0.00 - 5.00 Miles, Total

PRIZM NE			0 to 5 Miles		5 to 15 Miles		0 to 15 miles		15 to 30 Miles		0 to 30 Miles	
Group	Code	Name	Households	Pct.	Households	Pct.	Households	Pct.	Households	Pct.	Households	Pct.
SECOND CITIES												
C1	10	Second City Elite	340	1.4%	545	1.9%			38	0.1%	923	0.9%
C1	12	Brite Lites, Li'l City	389	1.6%	338	1.2%			22	0.0%	749	0.7%
C1	13	Upward Bound	141	0.6%	245	0.9%			70	0.1%	456	0.4%
C1		SECOND CITY SOCIETY	870	3.5%	1,128	4.0%	1,998	3.7%	130	0.3%	2,128	2.1%
C2	24	Up-and-Comers	300	1.2%	207	0.7%			48	0.1%	555	0.5%
C2	27	Middleburg Manager	254	1.0%	389	1.4%			63	0.1%	706	0.7%
C2	34	White Picket Fences	168	0.7%	152	0.5%			57	0.1%	377	0.4%
C2	35	Boomtown Singles	486	1.9%	77	0.3%			111	0.2%	674	0.7%
C2	41	Sunset City Blues	252	1.0%	131	0.5%			100	0.2%	483	0.5%
C2		CITY CENTERS	1,460	5.8%	956	3.4%	2,416	4.5%	379	0.8%	2,795	2.7%
C3	47	City Startups	4,071	16.3%	586	2.1%			30	0.1%	4,687	4.6%
C3	53	Mobility Blues	479	1.9%	47	0.2%			363	0.8%	889	0.9%
C3	60	Park Bench Seniors	490	2.0%	23	0.1%			93	0.2%	606	0.6%
C3	62	Hometown Retired	380	1.5%	43	0.2%			77	0.2%	500	0.5%
C3	63	Family Thrifts	977	3.9%	64	0.2%			113	0.2%	1,154	1.1%
C3		MICRO-CITY BLUES	6,397	25.5%	763	2.7%	7,160	13.4%	676	1.4%	7,836	7.7%
S1	01	Upper Crust	57	0.2%	358	1.3%			0	0.0%	415	0.4%
S1	02	Blue Blood Estates	32	0.1%	381	1.3%			0	0.0%	413	0.4%
S1	03	Movers and Shakers	70	0.3%	640	2.2%			0	0.0%	710	0.7%
S1	06	Winner's Circle	21	0.1%	576	2.0%			0	0.0%	597	0.6%
S1		ELITE SUBURBS	180	0.7%	1,955	6.9%	2,135	4.0%	0	0.0%	2,135	2.1%
S2	08	Executive Suites	63	0.3%	813	2.9%			0	0.0%	876	0.9%
S2	14	New Empty Nests	173	0.7%	372	1.3%			0	0.0%	545	0.5%
S2	15	Pools and Patios	145	0.6%	257	0.9%			0	0.0%	402	0.4%
S2	17	Beltway Boomers	189	0.8%	467	1.6%			0	0.0%	656	0.6%
S2	18	Kids and Cul-de-Sac	170	0.7%	1,013	3.6%			0	0.0%	1,183	1.2%
S2	19	Home Sweet Home	278	1.1%	200	0.7%			0	0.0%	478	0.5%
S2		THE AFFLUENTIALS	1,018	4.1%	3,122	11.0%	4,140	7.7%	0	0.0%	4,140	4.1%
S3	21	Gray Power	166	0.7%	493	1.7%			0	0.0%	659	0.6%
S3	22	Young Influentials	549	2.2%	1,752	6.1%			0	0.0%	2,301	2.3%
S3	30	Suburban Sprawl	251	1.0%	766	2.7%			0	0.0%	1,017	1.0%
S3	36	Blue-Chip Blues	218	0.9%	807	2.8%			0	0.0%	1,025	1.0%
S3	39	Domestic Duos	177	0.7%	28	0.1%			0	0.0%	205	0.2%
S3		MIDDLEBURBS	1,361	5.4%	3,846	13.5%	5,207	9.7%	0	0.0%	5,207	5.1%

PRIZM NE Social Group Distribution 2005

Prepare Boone County

Project Code:

5212 N OAKLAND GRAVEL RD, COLUMBIA, MO 65202-9235, 0.00 - 5.00 Miles, Total

PRIZM NE			0 to 5 Miles		5 to 15 Miles		0 to 15 miles		15 to 30 Miles		0 to 30 Miles	
Group	Code	Name	Households	Pct.	Households	Pct.	Households	Pct.	Households	Pct.	Households	Pct.
SECOND CITIES												
S4	44	New Beginnings	1,215	4.9%	1,330	4.7%			0	0.0%	2,545	2.5%
S4	46	Old Glories	243	1.0%	110	0.4%			0	0.0%	353	0.3%
S4	49	American Classics	80	0.3%	186	0.7%			0	0.0%	266	0.3%
S4	52	Suburban Pioneers	489	2.0%	703	2.5%			0	0.0%	1,192	1.2%
S4		INNER SUBURBS	2,027	8.1%	2,329	8.2%	4,356	8.1%	0	0.0%	4,356	4.3%
T1	05	Country Squires	78	0.3%	541	1.9%			241	0.5%	860	0.8%
T1	09	Big Fish, Small Pond	149	0.6%	540	1.9%			2,079	4.3%	2,768	2.7%
T1	11	God's Country	0	0.0%	342	1.2%			224	0.5%	566	0.6%
T1	20	Fast-Track Families	491	2.0%	384	1.4%			2,412	5.0%	3,287	3.2%
T1	25	Country Casuals	435	1.7%	471	1.7%			1,627	3.4%	2,533	2.5%
T1		LANDED GENTRY	1,153	4.6%	2,278	8.0%	3,431	6.4%	6,583	13.6%	10,014	9.8%
T2	23	Greenbelt Sports	1,125	4.5%	1,000	3.5%			1,202	2.5%	3,327	3.3%
T2	28	Traditional Times	453	1.8%	955	3.4%			2,638	5.5%	4,046	4.0%
T2	32	New Homesteaders	1,273	5.1%	604	2.1%			1,570	3.2%	3,447	3.4%
T2	33	Big Sky Families	356	1.4%	1,207	4.2%			2,218	4.6%	3,781	3.7%
T2	37	Mayberry-ville	1,252	5.0%	1,226	4.3%			2,373	4.9%	4,851	4.8%
T2		COUNTRY COMFORT	4,459	17.8%	4,992	17.5%	9,451	17.6%	10,001	20.7%	19,452	19.1%
T3	38	Simple Pleasures	243	1.0%	446	1.6%			2,943	6.1%	3,632	3.6%
T3	42	Red, White and Blue	641	2.6%	404	1.4%			1,298	2.7%	2,343	2.3%
T3	43	Heartlanders	267	1.1%	253	0.9%			2,453	5.1%	2,973	2.9%
T3	45	Blue Highways	174	0.7%	477	1.7%			1,320	2.7%	1,971	1.9%
T3	50	Kid Country, USA	822	3.3%	474	1.7%			1,754	3.6%	3,050	3.0%
T3	51	Shotguns and Pickups	178	0.7%	651	2.3%			2,329	4.8%	3,158	3.1%
T3		MIDDLE AMERICA	2,325	9.3%	2,705	9.5%	5,030	9.4%	12,097	25.0%	17,127	16.8%
T4	48	Young and Rustic	2,286	9.1%	2,618	9.2%			5,676	11.7%	10,580	10.4%
T4	55	Golden Ponds	213	0.9%	349	1.2%			2,431	5.0%	2,993	2.9%
T4	56	Crossroads Villagers	479	1.9%	653	2.3%			2,770	5.7%	3,902	3.8%
T4	57	Old Milltowns	240	1.0%	62	0.2%			2,225	4.6%	2,527	2.5%
T4	58	Back Country Folks	73	0.3%	361	1.3%			2,208	4.6%	2,642	2.6%
T4	64	Bedrock America	506	2.0%	402	1.4%			3,193	6.6%	4,101	4.0%
T4		RUSTIC LIVING	3,797	15.2%	4,445	15.6%	8,242	15.4%	18,503	38.3%	26,745	26.2%
		Totals	<u>25,047</u>	<u>100.0%</u>	<u>28,519</u>	<u>100.0%</u>	<u>53,566</u>	<u>100.0%</u>	<u>48,369</u>	<u>100.0%</u>	<u>101,935</u>	<u>100.0%</u>

PRIZM NE – 15 and 30 Mile Radius Map

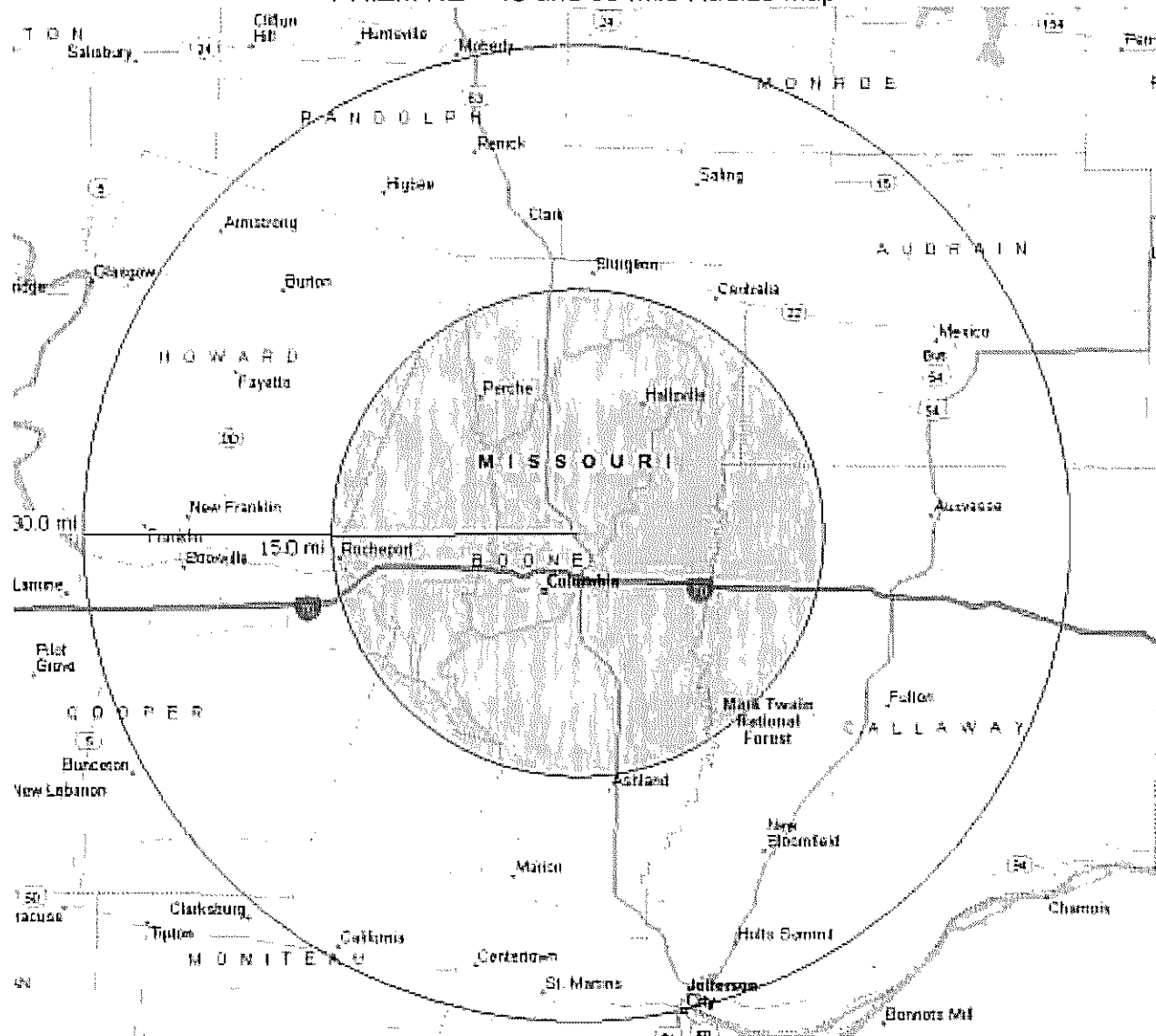


Exhibit D

LOW SCENARIO FOR EQUINE AND RV INCOME

	<u>DAILY RATE</u>	<u>2 DAY RATE</u>	<u>3 DAY RATE</u>	<u>4 DAY RATE</u>	<u>5 DAY RATE</u>
DAILY RATE - ARENA ONLY	\$600.00				
HORSE COMPLEX SHOW RATE	\$600.00	\$1,200.00	\$1,600.00	\$2,000.00	\$ 2,400.00
STALL RENTALS	\$15.00	\$30.00	\$40.00	\$50.00	\$ 60.00
WARM-UP ARENA	\$150	\$300.00	\$400.00	\$500.00	\$ 600.00
SHAVINGS (NET)	\$2.50				

FACILITY RENTAL INCOME

<u>EVENT</u>	<u>NUMBER OF EVENTS</u>	<u>MOVE-IN MOVE-OUT</u>	<u>EVENT DAYS</u>	<u>ASSUMED ATTEND.</u>	<u>AVERAGE TICKET</u>	<u>BASIC RENTAL</u>
HORSE SHOWS - EXISTING SHOWS						\$10,000
HORSE SHOWS - IN-STATE	8	0.00	20.00	325		16,000
HORSE SHOWS - STATE/REGIONAL	3	0.00	13.50	780		<u>9,000</u>
						<u>35,000</u>

CONCESSION INCOME POTENTIAL

<u>EVENT</u>	<u>NUMBER OF EVENTS</u>	<u>ASSUMED ATTEND.</u>	<u>TOTAL ATTEND.</u>	<u>PER CAP SALES</u>	<u>TOTAL SALES</u>	<u>PERCENT TO FACILITY</u>
						30%
HORSE SHOWS - STATE/MULTI-STATE	8	325	6,500	\$2.00	\$13,000	\$3,900
HORSE SHOWS - REGIONAL/NATIONAL	3	780	10,530	\$2.00	21,060	<u>6,300</u>
						<u>\$10,200</u>

STALL INCOME POTENTIAL

<u>EVENT</u>	<u>NUMBER OF EVENTS</u>	<u>ASSUMED STALLS</u>	<u>TOTAL STALLS</u>	<u>ASSUMED RENTAL \$</u>	<u>STALL INCOME</u>
SHAVINGS	11		1,900	\$2.00	\$13,100
HORSE SHOWS - 2.5 DAYS	8	125	1,000	\$35.00	\$35,000
HORSE SHOWS - 4.0 DAYS	3	300	900	\$55.00	<u>49,500</u>
					<u>\$97,600</u>

RV RENTAL INCOME

	<u>NUMBER OF RALLIES</u>	<u>NUMBER OF DAYS</u>	<u>DAILY RATE</u>	<u>NUMBER OF SPACES</u>	<u>REVENUE</u>	<u>TOTAL</u>
STATE	4	3	\$15.00	125	\$22,500	
NATIONAL	2	5	\$15.00	400	60,000	
HORSE SHOWS	11	3	\$15.00	30	14,850	
RV INCOME						<u>\$97,350</u>

TOTAL REVENUE POTENTIAL

\$240,150

HIGH SCENARIO FOR EQUINE AND RV INCOM

	<u>DAILY RATE</u>	<u>2 DAY RATE</u>	<u>3 DAY RATE</u>	<u>4 DAY RATE</u>	<u>5 DAY RATE</u>
DAILY RATE - ARENA ONLY	\$600.00				
HORSE COMPLEX SHOW RATE	\$600.00	\$1,200.00	\$1,600.00	\$2,000.00	\$ 2,400.00
STALL RENTALS	\$15.00	\$30.00	\$40.00	\$50.00	\$ 60.00
WARM-UP ARENA	\$150	\$300.00	\$400.00	\$500.00	\$ 600.00
SHAVINGS (NET)	\$2.50				

FACILITY RENTAL INCOME

<u>EVENT</u>	<u>NUMBER OF EVENTS</u>	<u>MOVE-IN MOVE-OUT</u>	<u>EVENT DAYS</u>	<u>ASSUMED ATTEND.</u>	<u>AVERAGE TICKET</u>	<u>BASIC RENTAL</u>
HORSE SHOWS - EXISTING SHOWS						\$10,000
HORSE SHOWS - IN-STATE	12	0.00	30.00	390		24,000
HORSE SHOWS - STATE/REGIONAL	5	0.00	22.50	910		<u>15,000</u>
						<u>49,000</u>

CONCESSION INCOME POTENTIAL

<u>EVENT</u>	<u>NUMBER OF EVENTS</u>	<u>ASSUMED ATTEND.</u>	<u>TOTAL ATTEND.</u>	<u>PER CAP SALES</u>	<u>TOTAL SALES</u>	<u>PERCENT TO FACILITY</u>
HORSE SHOWS - STATE/MULTI-STATE	12	390	11,700	\$2.00	\$23,400	30%
HORSE SHOWS - REGIONAL/NATIONAL	5	910	20,475	\$2.00	40,950	
						<u>12,300</u>
						<u>\$19,300</u>

STALL INCOME POTENTIAL

<u>EVENT</u>	<u>NUMBER OF EVENTS</u>	<u>ASSUMED STALLS</u>	<u>TOTAL STALLS</u>	<u>ASSUMED RENTAL \$</u>	<u>STALL INCOME</u>
SHAVINGS	17		3,550	\$2.00	\$24,750
HORSE SHOWS - 2.5 DAYS	12	150	1,800	\$35.00	\$63,000
HORSE SHOWS - 4.0 DAYS	5	350	1,750	\$55.00	<u>96,250</u>
					<u>\$159,250</u>

RV RENTAL INCOME

	<u>NUMBER OF RALLIES</u>	<u>NUMBER OF DAYS</u>	<u>DAILY RATE</u>	<u>NUMBER OF SPACES</u>	<u>REVENUE</u>	<u>TOTAL</u>
STATE	5	3	\$15.00	125	\$28,125	
NATIONAL	3	5	\$15.00	400	90,000	
HORSE SHOWS	17	3	\$15.00	40	30,600	
RV INCOME						<u>\$148,725</u>

TOTAL REVENUE POTENTIAL

\$376,275

Boone County Fairgrounds
Exposition Building Event Potential - Low Scenario

Event Type	Estimated Space Needs	Number of Events	Number of Event Days	MIO Days	Total Event Days	Total Use Days
Consumer/Public Shows	30,000	12	3.0	1.5	36	54.0
Trade Shows	50,000	5	3.0	1.0	15	20.0
Small Animal Shows	20,000	4	2.5	1.0	10	14.0
Sporting Competitions	50,000	2	3.0	2.0	6	10.0
Sales and Auctions	30,000	4	1.5	1.0	6	10.0
Community Events	20,000	6	1.0	1.0	6	12.0
RV Rallies - State	15,000	4	3.0	0.0	12	12.0
RV Rallies - Regional	40,000	<u>2</u>	5.0	0.0	<u>10</u>	<u>10.0</u>
Total		<u>39</u>			<u>101</u>	<u>142</u>

EXPOSITION BUILDING RENTAL REVENUES - LOW SCENARIO

	Daily
	<u>Rate</u>
Per square foot cost	\$0.070
MOI Rate	\$0.018

FACILITY RENTAL REVENUE

<u>Event</u>	<u>Total Rented</u> <u>Square Feet</u>	<u>Move In/Out</u> <u>Square Feet</u>	<u>Basic</u> <u>Rental</u>	
Consumer/Public Shows	1,080,000	540,000	\$85,050	
Trade Shows	750,000	250,000	56,875	
Small Animal Shows	200,000	80,000	15,400	
Sporting Events	300,000	200,000	24,500	
Sales and Auctions	180,000	120,000	14,700	
Community Events	120,000	120,000	10,500	
RV Rallies	580,000	0	40,600	
			<u>\$247,625</u>	<u>\$247,625</u>

CONCESSION INCOME POTENTIAL

<u>Event</u>	<u>Gross per</u> <u>Event</u>	<u>Number of</u> <u>Events</u>	<u>Total Sales</u>	25% Percent to <u>BCF</u>	
Consumer/Public Shows	\$3,000	12	\$36,000	\$9,000	
Trade Shows	\$1,500	5	7,500	1,875	
Small Animal Shows	\$1,600	4	6,400	1,600	
Sporting Events	\$3,000	2	6,000	1,500	
Sales and Auctions	\$750	4	3,000	750	
Community Events	\$2,000	6	12,000	3,000	
			<u>\$70,900</u>	<u>\$17,725</u>	<u>\$17,725</u>

Total Exhibit Building Revenue Potential - Low Scenario \$265,350

Boone County Fairgrounds
Exposition Building Event Potential - High Scenario

Event Type	Estimated Space Needs	Number of Events	Number of Event Days	MIO Days	Total Event Days	Total Use Days
Consumer/Public Shows	30,000	16	3.0	1.5	48	72.0
Trade Shows	50,000	8	3.0	1.0	24	32.0
Small Animal Shows	20,000	6	2.5	1.0	15	21.0
Sporting Competitions	50,000	4	3.0	2.0	12	20.0
Sales and Auctions	30,000	8	1.5	1.0	12	20.0
Community Events	20,000	10	1.5	1.0	15	25.0
RV Rallies - State	15,000	5	3.0	0.0	15	15.0
RV Rallies - Regional	40,000	<u>3</u>	5.0	0.0	<u>15</u>	<u>15.0</u>
Total		<u>60</u>			<u>156</u>	<u>220</u>

EXPOSITION BUILDING RENTAL REVENUES - HIGH SCENARIO

	Daily
	<u>Rate</u>
Per square foot cost	\$0.075
MOI Rate	\$0.019

FACILITY RENTAL REVENUE

<u>Event</u>	<u>Total Rented</u> <u>Square Feet</u>	<u>Move In/Out</u> <u>Square Feet</u>	<u>Basic</u> <u>Rental</u>	
Consumer/Public Shows	1,440,000	720,000	\$121,500	
Trade Shows	1,200,000	400,000	97,500	
Small Animal Shows	300,000	120,000	24,750	
Sporting Events	600,000	400,000	52,500	
Sales and Auctions	360,000	240,000	31,500	
Community Events	300,000	200,000	26,250	
RV Rallies	825,000	0	<u>61,875</u>	
			<u>\$415,875</u>	<u>\$415,875</u>

CONCESSION INCOME POTENTIAL

<u>Event</u>	<u>Gross per</u> <u>Event</u>	<u>Number of</u> <u>Events</u>	<u>Total Sales</u>	<u>25%</u> <u>Percent to</u> <u>BCF</u>	
Consumer/Public Shows	\$3,000	16	\$48,000	\$12,000	
Trade Shows	\$1,500	8	12,000	3,000	
Small Animal Shows	\$1,600	6	9,600	2,400	
Sporting Events	\$3,000	4	12,000	3,000	
Sales and Auctions	\$750	8	6,000	1,500	
Community Events	\$2,000	10	<u>20,000</u>	<u>5,000</u>	
			<u>\$107,600</u>	<u>\$26,900</u>	<u>\$26,900</u>

Total Exhibit Building Revenue Potential - High Scenario \$442,775