



CASCADE COUNTY

Board of County Commissioners

325 2nd Avenue North

Great Falls, MT 59401

Tel. 406.454.6810

Fax 406.454.6945

commission@cascadecountymt.gov

www.cascadecountymt.gov

In 2014, the Great Falls tourism industry wanted to explore the feasibility and benefit of having a large, modern event center to attract conventions, exhibits, concerts and other special events to our community. Many events cannot be accommodated in existing facilities. *Great Falls Montana Tourism* secured the services of Convention, Sports and Leisure LLC (CSL) to determine the best place to locate an event center, and CSL concluded that the best location for a modern multipurpose event center would be at Montana ExpoPark. *Great Falls Montana Tourism* then met with the County Commissioners and proposed using tourism funds to finance a study and conceptual design for a new multipurpose event center, positioning Montana ExpoPark as an economic asset well into the future. *Great Falls Montana Tourism* again contracted the services of CSL to develop a conceptual design for a new event center, define improvements to other buildings, and provide cost estimates and funding options. CSL was also asked to project the potential economic impact and costs of having a new event center versus the cost of continuing the status quo. The draft report left some logistic questions relating to livestock operations, and the County Commissioners requested additional study on how livestock operations would integrate better with the overall plan. Cascade County contributed \$30,000 to help offset the additional costs associated with the livestock study of the ExpoPark campus. To date, Great Falls Montana Tourism has invested \$285,000 towards this project.

This report reveals the final conceptual plan and estimated costs provided by CSL.



MONTANA EXPOPARK STUDY & STRATEGIC IMPROVEMENT PLAN

March 1, 2020



March 1, 2020

Ms. Jane Weber
Commissioner
Board of County Commissioners
325 Second Avenue North
Great Falls, Montana 59401

Dear Commissioner Weber:

Conventions, Sports & Leisure International (CSL), in conjunction with Populous and Big Sky Civil & Environmental (BSCE), has completed a Study and Strategic Improvement Plan for Montana ExpoPark. The study and strategic planning effort was funded by the Great Falls Montana Tourism Business Improvement District (GFTBID) and Cascade County, through the Board of County Commissioners. Key areas of focus included the consideration of a potential new Event Center and other strategic ExpoPark campus improvements, designed to best position the asset for long-term success and impact. The study included a comprehensive topographic and utility survey of the grounds, as well as analysis of market demand, supportable program, layout and concepts, estimated costs (financial operating and construction), and economic impacts.

The analysis presented in this report is based on estimates, assumptions and other information developed from industry research, data provided by study stakeholders, surveys of potential facility users, discussions with industry participants and analysis of competitive/comparable facilities and communities. The sources of information, the methods employed, and the basis of significant estimates and assumptions are stated in this report. Some assumptions inevitably will not materialize and unanticipated events and circumstances may occur. Therefore, actual results achieved will vary from those described and the variations may be material.

The findings presented herein are based on analyses of present and near-term conditions in Cascade County and the Great Falls area. As in all studies of this type, the recommendations and estimated results are based on competent and efficient management of the subject facilities and assume that no significant changes in the event markets or assumed immediate and local area market conditions will occur beyond those set forth in this report. Furthermore, all information provided to us by others was not audited or verified and was assumed to be correct. All primary market research conducted for this study was completed in 2018.

The report has been structured to provide study stakeholders with a foundation of research to provide decision makers with the information necessary to evaluate issues related to potential future decisions concerning Montana ExpoPark development/improvement initiatives and should not be used for any other purpose.

We sincerely appreciate the assistance and cooperation we have been provided in the compilation of this report and would be pleased to be of further assistance in the interpretation and application of our findings.

Very truly yours,

CSL International

CSL International

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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

1) INTRODUCTION & BACKGROUND

Conventions, Sports & Leisure International (CSL), in conjunction with Populous and Big Sky Civil & Environmental (BSCE), was initially engaged by the Great Falls Montana Tourism Business Improvement District (GFTBID) to conduct a study of a forward-thinking Improvement Strategy for Montana ExpoPark. The Cascade County Board of Commissioners subsequently funded additional work to advance planning on the Improvement Strategy. This document presents the results of the overall study and planning process. The full report and associated appendices should be reviewed in their entirety to gain an understanding of the study's methods, limitations and implications.

Key areas of focus included the consideration of a potential new Event Center and other strategic ExpoPark campus improvements, designed to best position, and protect, the asset for long-term success and impact. The study included a comprehensive topographic and utility survey of the grounds, as well as analysis of market demand, supportable program, layout and concepts, estimated costs (financial operating and construction), and economic impacts.

In 2014, CSL completed a feasibility study of a potential new Multipurpose Event Center in Great Falls. Following a detailed set of research and analysis, the 2014 study indicated that the greatest facility development opportunity in Great Falls involved a multipurpose, spectator-oriented event facility. The study concluded that the logical location for such a facility would be at Montana ExpoPark, as a replacement of the aging Four Seasons Arena (now, Pacific Steel & Recycling Arena). Four Seasons was noted as substandard relative to modern industry standards, and its characteristics and challenges limited its ability to attract and serve demand from key sports and entertainment markets.

2) MARKET DEMAND

The market demand analysis associated with the potential new Multipurpose Event Center and other improvements to Montana ExpoPark included a detailed set of telephone surveys with meeting planners representing potential entertainment, agricultural, equestrian, livestock, exposition, amateur sports, and other events. Specifically, the key components of the primary market research completed for the proposed Multipurpose Event Center and improvements to Montana ExpoPark included:

1. Site visit and meetings with GFTBID representatives; business, government & economic development leaders; visitor industry & event facility representatives; local arts and cultural organizations; local sports clubs and organizations
2. Review the market research and interviews conducted for the 2014 Event Center feasibility study, and re-contact a targeted set of previously-interviewed potential events.
3. Completed over 90 telephone interviews with: (a) promoters of concert, entertainment, motorsports and other regional and national touring shows/events; (b) agricultural, equestrian and livestock related events; (c) flat floor exhibition show and event producers; and, (d) amateur sports event planners.
4. Post-study workshop with key stakeholder groups in mid-2019 to discuss and refine the master plan.

EXECUTIVE SUMMARY

Based on the market interviews, surveys, research and analysis conducted for this study, we have developed the following set of findings and recommendations:

1. Additional research and interviews of event promoters/planners for this study support the conclusions of the 2014 feasibility study relating to a potential new Multipurpose Event Center. Unmet demand exists at Montana ExpoPark for a new Multipurpose Event Center, consisting of a flexible, state-of-the-industry spectator event arena. Pacific Steel & Recycling Arena (Four Seasons Arena) is substandard relative to modern arenas located in competitive markets and throughout the country.
2. Interviews with national and regional promoters indicate that a new Event Center could attract new touring entertainment (i.e., concerts, family shows, ice shows, rodeos, etc.) events to Great Falls. Additionally, a new Event Center would offer a significantly improved spectating experience for attendees.
3. In addition to concerts, family shows, rodeos, and high school sports tournaments, a new Event Center could potentially attract one or more minor league or junior league sports tenants; however, the presence of individual franchises in many minor leagues tend to be transitory in many cases, and should not be relied upon for long-term facility planning.
4. A retrofit of the Pacific Steel & Recycling Arena (consisting of the removal of the large, obtrusive retractable seating bank) would create a more marketable flat floor environment for a number of current events and potential new larger events.
5. Interviews with past, current, and potential new users of other key event segments, including equestrian, agriculture, and public/consumer show events, suggest that an investment strategy for ExpoPark should also include targeted improvements to other key buildings, spaces and amenities, in addition to the core Event Center concept. These targeted improvements to other ExpoPark infrastructure are designed to better position the complex in terms of industry best practices and will serve to protect current business, grow new business, deliver an upgraded experience to visitors, and generate higher visitation and economic impact.
6. Supported by interviews with past and current ExpoPark users, it is reasonable to deduce that recent reductions in event levels and attendance in key event categories, such as Sporting Events and Entertainment (i.e., concerts, family shows, etc.), are partially attributable to a gradual decline in the competitiveness of the ExpoPark product. To the extent that reinvestment is not made in ExpoPark facility infrastructure, while industry standards and expectations for product quality, functionality and patron amenities continue to increase, the marketability and captured market share relating to the ExpoPark would be expected to continue to decline looking into the future.

1. Market demand exists for new/improved facilities:

- a) New Event Center
 - Pacific Steel & Recycling Arena (Four Seasons) is industry substandard
 - Interviews with promoters indicate opportunity event & attendance growth
 - Significantly improved spectator experience
 - Improved revenue generating opportunities
- b) Pacific Steel & Recycling Arena
 - Realignment to a dedicated exhibition facility
 - Removal of obtrusive seating
- c) Other Facilities (Equine, Livestock, Racing & Fair)
 - Targeted improvements through new development, expansion & realignment

2. The investment strategy would:

- a) Better position ExpoPark from the perspective of industry best practices
- b) Protect current business
- c) Grow new business
- d) Deliver an upgraded experience to ExpoPark visitors
- e) Generate higher visitation and economic impact

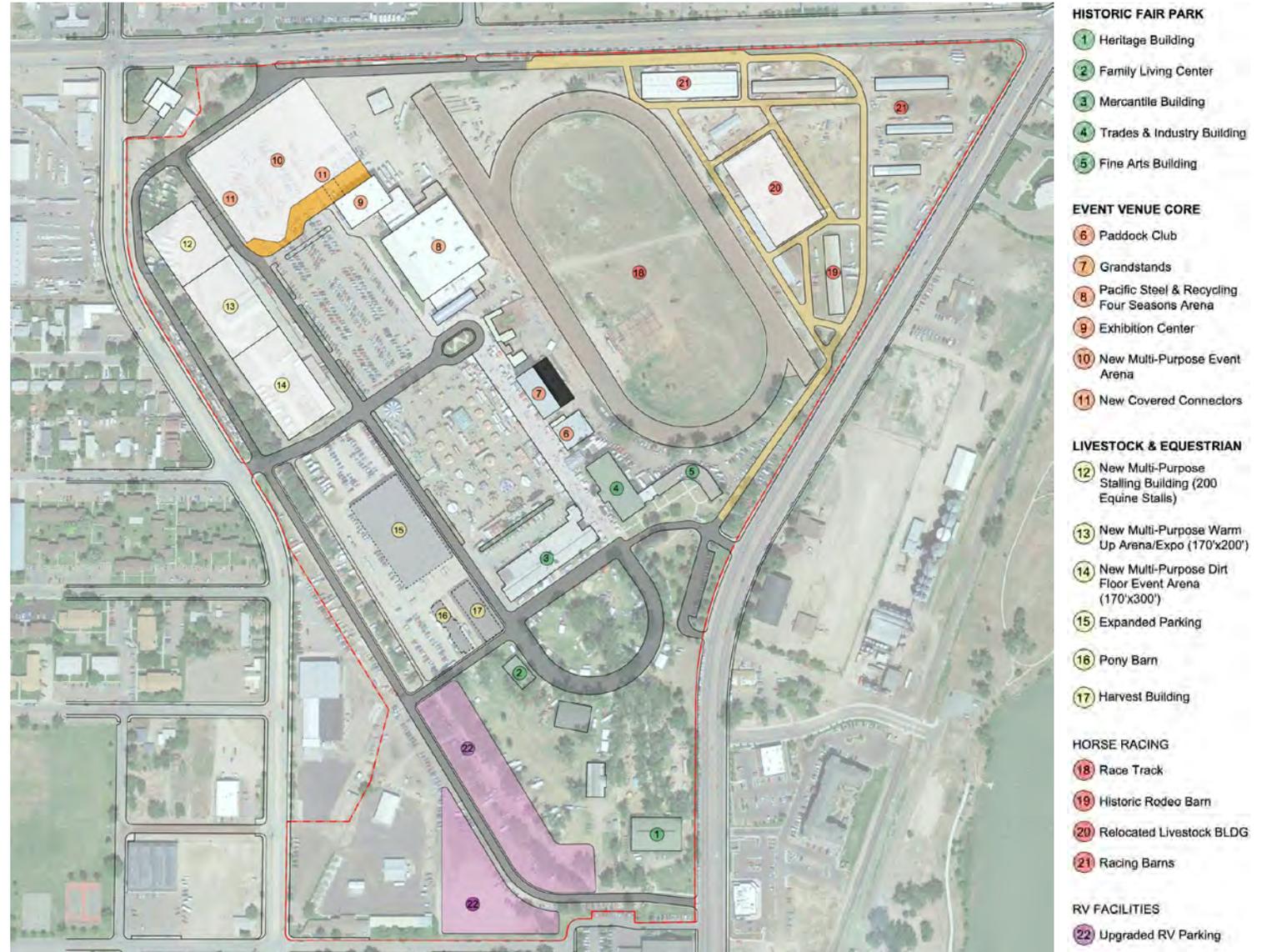
3. Without investment, ExpoPark market share and performance would be expected to decline

EXECUTIVE SUMMARY

3) PROGRAM AND CONCEPTUAL DESIGN

Collaborating with CSL, BSCE, GFTBID and the County, Populous developed planning and conceptual design recommendations for improvements at Montana ExpoPark. A conceptual site plan (pursuant to the recommended Scenario 2 program) was initially developed. Following a post-study workshop conducted by Populous with key stakeholder groups in mid-2019, the preliminary master plan was revised, with the final master plan concept shown to the right.

The purpose of the strategic growth planning exercise is to recommend new venues and enhancements to existing facilities that reflect the identified market supportable programmatic elements. Not all existing facilities on the ExpoPark campus are identified for significant alteration or enhancement. Many of the existing buildings are recommended to remain in their current state and function with exception of continued maintenance to keep them safe and operational for their current uses. The venues that have been identified for growth and enhancement are primarily event core facilities such as the Pacific Steel & Recycling Four Seasons Arena, Expo Hall, a new multi-purpose event center, equestrian/livestock venues, and RV parking areas.



EXECUTIVE SUMMARY

4) CAPITAL COST ESTIMATES

A preliminary order-of-magnitude capital and construction cost analysis was performed by Populous, with participation by CSL, BSCE and the County. BSCE was engaged by the GFTBID, via subcontract with CSL, to furnish services related to topographic and utility mapping of Montana ExpoPark. These services included a comprehensive topographic and utility survey of the approximate 100-acre parcel. The overall analysis included consideration of pending deferred maintenance and major capital requirements that will need to be addressed during the 15-year projection period.

Under Scenario 1 (status quo, do nothing), Populous worked with the County, BSCE and CSL to estimate reasonable estimates for capital repair and replacement costs (i.e. those that fall outside of the operating budget) that could be anticipated annually over the 15-year projection period. Maintaining the existing facilities in safe and operable condition is a baseline study to anticipate what work and costs might be incurred over the next 15 years to simply continue operating at their current capacity and function. A few of the large items being addressed during this fiscal year include the Grandstand renovation, Paddock Club renovation, and the replacement of an aged water main. The Paddock Club renovation was completed in 2019 at a cost of approximately \$750,000. Within the next two to three years, the Pacific Steel & Recycling Four Seasons Arena will require a new roof costing an estimated \$2 million. The remaining improvements are expected to cost \$500,000 every year over the next 15 years, for a total of **approximately \$7.5 million**.

Under Scenario 2 (Master Plan), the total recommended budget for the market supportable ExpoPark improvement strategy is **approximately \$130 million**, as shown in the summary exhibit to the right. These figures include all construction costs (hard and soft) plus ExpoPark site utility and infrastructure improvements that were identified through BSCE's survey work of the grounds.

NOTE: This opinion of probable construction cost is made on the basis of Architect's experience and qualifications and represents the Architect's best judgment as an experienced and qualified professional generally familiar with the industry. However, since the Architect has no control over the cost of labor, materials, equipment, or services furnished by others, or over the Contractor's methods of determining prices, or over competitive bidding or market conditions, the Architect cannot and does not guarantee that proposals, bids, or actual construction cost will not vary from opinions of probable construction cost as provided. If the Owner wishes greater assurance as to probable construction costs, Owner shall employ an independent cost estimator or contractor.

MASTER PLAN SCENARIO:

\$130.0 million

(hard & soft costs, including utilities & infrastructure)

- Multipurpose Event Center = \$83.3 million
- Livestock Facility Upgrades = \$41.1 million
- RV Additions / Renovations = \$1.1 million
- Pacific Steel & Recycling Arena = \$0.1 million
- Site / Roadway Improvements = \$4.4 million

EXECUTIVE SUMMARY

5) FUNDING ALTERNATIVES

More so than in other states, Montana communities have fewer public sector funding options for investment in major event facility/complex capital projects. Sales taxes, lodging taxes and other excise taxes are frequently used in other similar projects throughout the country to support construction debt. However, since these types of taxes are not available in Montana (or, in the case of lodging taxes, not available for the purpose of facility construction), most projects are funded via ad valorem (property) taxes, either on a pay-as-you-go basis or in terms debt service on general obligation bonds. There do not appear to be any other logical public sector funding sources that could contribute all or a substantial share of funding support for a major ExpoPark expansion/improvement project, such as that recommend herein.

Should a major ExpoPark expansion/improvement project be undertaken utilizing G.O. bonded debt, the County's small level of existing outstanding debt relative to its State statute-regulated debt limit will not be restrictive. For purposes of this analysis, should the entirety of the \$130 million of the recommended project be funded via a County General Obligation bond issue, assuming a tax-exempt interest rate of 3.0 percent over 30 years, annual debt service requirements would approximate \$6.6 million. Should a 20-year term be assumed, annual debt service requirements would approximate \$8.7 million.

There may be an opportunity to leverage a relatively small amount of private sector funding to help in defraying costs borne by the County. These potential opportunities would likely consist of revenue from (1) the sale of naming rights revenue (largely driven by the new Event Center) and (2) a potential surcharge on ticket sales. Neither of these two revenue sources were included in the previously shown financial operating estimates. However, both of these additional revenues would be expected to be somewhat limited in terms of the size of the opportunity. Specifically, the size of the Great Falls/Cascade County market and the presumed lack of a high-profile minor league or university sports tenant will likely translate into a lower than industry average naming rights revenue value. For planning purposes, approximately \$150,000 per annum in naming rights revenue would be a reasonable assumption. In terms of a potential ticket surcharge, many event center facilities do not assess a specific ticket surcharge (beyond box office and ticketing fees); however, of the facilities that do, a typical surcharge is between \$1.00 and \$2.00 per ticket. For planning purposes, approximately \$120,000 in annual ticket surcharge revenue would be a reasonable assumption.

6) COST/BENEFIT, FUNDING & CONCLUSIONS

A detailed cost/benefit analysis was conducted. In order to present a realistic and equivalent comparison of estimated capital costs, a "status quo" baseline was established. Referred to as Scenario 1, this scenario reflects the reality that, even if no major improvement investment strategy is executed, certain expenditures for capital repair and replacement will still be required at ExpoPark in future years to sustain operational functionality and safety. As such, an appropriate comparison of costs would include those expected under the recommended scenario, as well as those involved with a "do nothing" scenario. Scenario 1 represents a reasonable minimum level of non-operating capital expenditures that would presumably be borne by the County over a 15-year projection period (used in the subsequent cost/benefit analysis). Scenario 2 represents the recommended ExpoPark improvement strategy (i.e., new Event Center plus targeted ExpoPark improvements).

EXECUTIVE SUMMARY

Based on the research and analysis conducted for the study, key annual estimates of utilization and cost/benefit metrics associated with Montana ExpoPark Scenarios 1 (Status Quo) and Scenario 2 (Master Plan) include those to the right. All dollar figures are represented in terms of 2020 dollars.

In terms of benefits, the annual operation of Montana ExpoPark provides important quantifiable benefits to Great Falls, Cascade County, the surrounding region, and the state of Montana. Based on analysis results, a Scenario 2 (Master Plan) ExpoPark improvement strategy would be expected to lead to growth in event levels, attendance, economic impacts and improved financial operating performance.

Through the development of a modern Multipurpose Event Center, targeted improvements to equestrian facilities and other improvements of the grounds, a Scenario 2 ExpoPark would be expected to offer a significantly more attractive and marketable product to serve a wide variety of event and attendees, particularly those relating to entertainment, sports and equestrian events.

In addition to the quantifiable benefits associated with ExpoPark, there are a number of existing and potential benefits that cannot be quantified. In fact, these qualitative benefits tend to be a critical factor in the consideration of public and private investment in facilities of this nature, particularly those involving existing venues with a productive history of service locally and regionally. These include issues pertaining to quality of life (through attracting events that would not otherwise travel to the area or state, as well as hosting civic, cultural, entertainment and private events), ancillary economic development facilitation, employment opportunities, community pride and other such issues.

The strategic recommendations and performance impacts outlined in this study are designed as a positive step forward to protect and grow the long-term viability of Montana ExpoPark to serve the citizens and industries of Great Falls and Cascade County as a productive asset and economic generator.

Annual Performance Estimates	Scenario 1:	Scenario 2:	Incremental
	Status Quo / Do Nothing	Master Plan	
UTILIZATION			
Events	196	294	98
Event Days	469	651	182
Utilization Days (Event Days + Move-In/Out Days)	616	862	246
FINANCIAL OPERATIONS			
Operating Revenue	\$2,318,067	\$3,452,858	\$1,134,792
Operating Expenses	\$3,036,296	\$4,277,018	\$1,240,723
Operating Deficit	(\$718,229)	(\$824,160)	(\$105,931)
ECONOMIC IMPACTS			
Hotel Room Nights	13,132	22,420	9,288
Direct Spending	\$10,442,861	\$17,045,982	\$6,603,121
Total Economic Output (Direct + Indirect + Induced Spending)	\$14,528,814	\$23,640,566	\$9,111,753
Personal Earnings	\$4,722,865	\$7,673,490	\$2,950,625
Employment (full and part-time jobs)	204	336	131

- **Important Community Asset:** Montana ExpoPark has long served as an important asset to the citizens of Great Falls, Cascade County and the state.
- **Significant Economic Impact:** Its operation generates significant quantifiable annual direct and indirect economic impact within Cascade County. An improved ExpoPark would also provide numerous non-quantifiable benefits, including quality of life issues.
- **Leakage & Lost Impact:** A certain amount of local spending is presently leaving Cascade County, as citizens travel elsewhere to attend and participate in events. To the extent that reinvestment is not made in ExpoPark, marketability and captured market share would be expected to continue to decline moving forward.
- **Protect & Grow the Productivity of the Asset:** The Master Plan would be expected to offer a significantly more attractive & marketable product to serve a wide variety of event and attendees. The Master Plan is designed to protect and grow the long-term viability of ExpoPark to serve the cities of Great Falls and Cascade County as a productive asset and economic generator.

1. INTRODUCTION



1. INTRODUCTION



BACKGROUND

Conventions, Sports & Leisure International (CSL), in conjunction with Populous and Big Sky Civil & Environmental (BSCE), was initially engaged by the Great Falls Montana Tourism Business Improvement District (GFTBID) to conduct a study of a forward-thinking Improvement Strategy for Montana ExpoPark. The Cascade County Board of Commissioners subsequently funded additional work to advance planning on the Improvement Strategy. This document presents the results of the overall study and planning process.

Key areas of focus included the consideration of a potential new Event Center and other strategic ExpoPark campus improvements, designed to best position, and protect, the asset for long-term success and impact. The study included a comprehensive topographic and utility survey of the grounds, as well as analysis of market demand, supportable program, layout and concepts, estimated costs (financial operating and construction), and economic impacts.

The study process consisted of detailed research and analysis, including a comprehensive set of market-specific information derived from the following:

1. Experience garnered through more than 1,000 planning and benchmarking projects involving event facilities and complexes throughout the country.
2. Local market visits at the outset of the project, including community and facility tours, and discussions with study stakeholders.
3. In-person and telephone interviews, meetings and focus groups with local Great Falls area individuals including: Cascade County, City of Great Falls, GFTBID, Visit Great Falls, local hoteliers and business leaders, and other visitor industry and community stakeholders.

The study conducted under this engagement consisted of a detailed set of research and analysis designed to generate informed conclusions regarding potential improvement strategy for Montana ExpoPark.

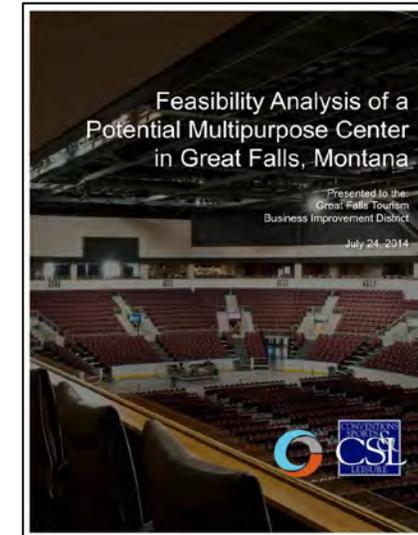
1. INTRODUCTION

PAST STUDIES

In 2011, a market demand, financial feasibility and economic impact study for Montana ExpoPark was completed by Markin Consulting. The study included a visual inspection of facilities, structures and grounds. The study recommended upgrades and enhancements to various buildings on the grounds, as well as the development of new facilities oriented towards equestrian events.

In 2014, CSL, in collaboration with Sink Combs Dethlefs, was selected by the GFTBID via a competitive process to conduct a feasibility study of a potential new Multipurpose Event Center. The study did not initially focus on a specific location or site in Great Falls. Following a detailed set of research and analysis, the 2014 study indicated that the greatest facility development opportunity in Great Falls involved a multipurpose, spectator-oriented event facility concept. The study concluded that the logical location for such a facility would be at Montana ExpoPark, as a replacement of the aging Four Seasons Arena (Pacific Steel & Recycling Arena). Four Seasons was noted as substandard relative to modern industry standards, and its characteristics and challenges limited its ability to attract and serve demand from key sports and entertainment markets. Key facility conclusions and recommendations from the 2014 Event Center feasibility study included:

- A state-of-the industry, multipurpose spectator arena with a seating capacity between 6,000 and 7,000 flexible seats to maximize flat floor space, ice capabilities, premium seating options and approximately 1,500 parking spaces.
- In terms of site/location, a Montana ExpoPark location (as a replacement to Four Seasons Arena) was determined to offer the great set of strengths and advantages among a variety of site locations considered.
- Modification of the Four Seasons Arena (Pacific Steel & Recycling Arena) to convert to a more marketable and operationally efficient exhibition facility, so that it may better serve the event markets it is inherently suited for (i.e., flat floor events, rather than spectator/entertainment events).
- Modest renovations to other ExpoPark facilities could improve competitiveness and capability within large flat floor event markets.



1. INTRODUCTION



CURRENT STUDY SCOPE OF WORK

The study contracted for this engagement consists of a detailed set of outreach, research, analysis and planning designed to generate key recommendations regarding a strategic plan for improvement of the Montana ExpoPark. As originally indicated in the 2014 feasibility study, a core element of the current works involves a proposed new Multipurpose Event Center, along with other market supportable improvement strategies to strengthen and protect the long-term viability of the overall ExpoPark asset for Cascade County and its citizens. A detailed cost/benefit analysis is included to provide decision-makers with the information necessary to evaluate potential investment in the strategies indicated. An outline of the key scope of work elements completed is provided below.



1. Site visit (during 2017 State Fair) and client kick-off meetings
2. In-person meetings with stakeholders and other local individuals/groups
3. Client discussions & review of data
4. Review of past studies
5. Comprehensive ExpoPark grounds topographic & utility survey
6. Visual inspection of ExpoPark facilities and grounds
7. Analysis of historical ExpoPark operating performance
8. Analysis of local market conditions
9. Analysis of competitive and comparable facilities
10. Assessment of industry characteristics and trends
11. Telephone interviews with past, current and potential new ExpoPark users
12. Identification of recommended program & development scenarios
13. Site planning and conceptual design
14. Utilization analysis
15. Financial operations analysis
16. Economic impact analysis
17. Preparation of report

2. SITUATION ANALYSIS



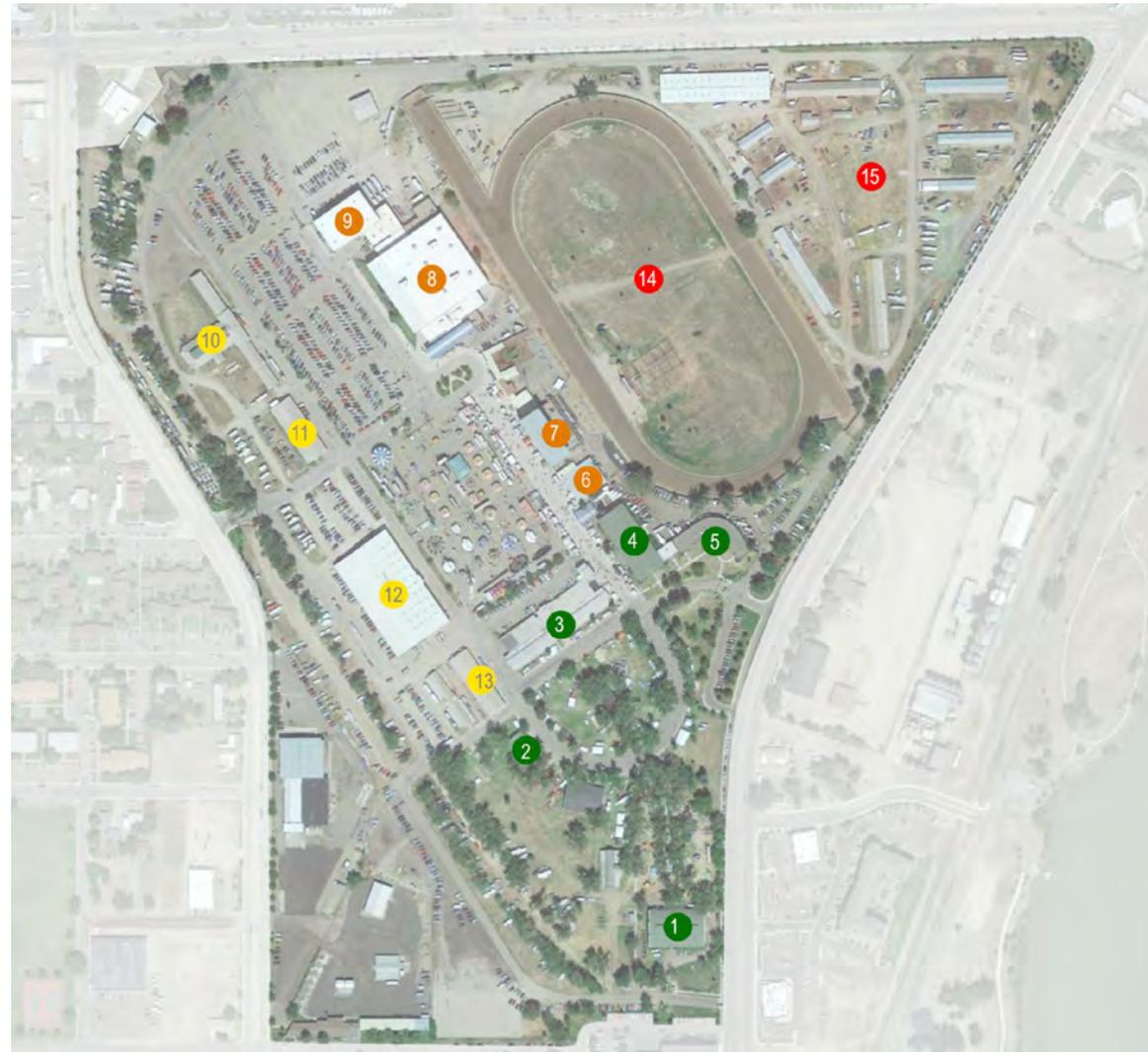
2. SITUATION ANALYSIS

CURRENT EXPO PARK

Located near the Missouri River within walking distance of Great Falls' downtown central business district, Montana ExpoPark comprises 133 acres and offers a variety of types of event buildings and spaces, including arenas, exhibition facilities, barns, and a horse racing track and grandstand. The six original ExpoPark structures were developed nearly 100 years ago and are listed on the National Register of Historic Places.

Montana ExpoPark is owned and operated by Cascade County. The complex is home to the Montana State Fair, held annually during the last week of July through the first week of August.

A few improvement items have recently been addressed, or will be addressed soon. These include a major renovation of the Grandstand, redevelopment of the Paddock Club building, and the replacement of an aged water main. Additionally, the County expects to replace the roof on Pacific Steel & Recycling Four Seasons Arena within the next two to three years.



HISTORIC FAIR PARK	1	Heritage Building
	2	Family Living Center
	3	Mercantile Building
	4	Trades and Industry Building
	5	Fine Arts Building
EVENT VENUE CORE	6	Paddock Club
	7	Grandstands
	8	Pacific Steel & Recycling Four Seasons Arena
	9	Exhibition Center
LIVESTOCK AND EQUESTRIAN	10	FFA Building
	11	Poultry/Rabbit Barn
	12	Livestock Pavilion
	13	Harvest Building
HORSE RACING	14	Race Track
	15	Racing Barns

2. SITUATION ANALYSIS

The exhibit to the right summarizes key attributes of the facilities and spaces that presently comprise Montana ExpoPark.

As noted in CSL's 2014 Event Center study, market-wide flat floor event demand (i.e., public/consumer shows, banquets, receptions, meetings, etc.) is largely sufficiently accommodated by existing Great Falls facilities (including facilities presently offered at ExpoPark).

However, in terms of events requiring seating—and, in particular, fixed and/or sloped seating—the 2014 analysis suggested opportunities exist to grow event markets. The Pacific Steel & Recycling Arena (Four Seasons) possesses some important limitations and challenges, from a state-of-the-industry perspective, in effectively competing for and accommodating many types of traditional sports and entertainment events. In terms of industry best practices, the physical characteristics of the Four Seasons Arena more closely align with those of a traditional exhibition hall than that of a spectator arena. In other words, it is a facility that's "trying to be an arena, but wants to be an exhibit hall". Overall, the 2014 market analysis noted market demand for a new state-of-the-industry spectator/entertainment arena facility at ExpoPark, and the modification of the former Four Seasons Arena to better serve flat floor events (i.e., exhibitions, tradeshow, etc.).

Demand for and needs with respect to the development or improvement of other ExpoPark facilities and grounds (i.e., equestrian facilities, campus utilities, parking, etc.) were not specifically evaluated during the 2014 Event Center study.

INDOOR OR SEATED FACILITIES							
Facility	Flat Floor SF	Floor Surface	Ceiling Height	Seating Capacities by Event Type			
				Concert	Basketball	Banquet	Theater
Pacific Steel & Recycling Arena (Four Seasons)							
Main Room	33,000	concrete	28'	--	--	1,900	3,300
Side Room	17,000	concrete	28'	--	--	1,000	1,700
Full Arena	53,000	concrete	28'	6,164	5,434	3,100	5,300
Exhibition Hall	15,000	concrete	25'	--	--	900	1,500
Grandstand	--	dirt	--	2,400	--	--	--
Trades & Industries Bldg.	16,000	concrete		--	--	960	1,000
Mercantile Building	15,000	concrete		--	--	800	500
Heritage Building	14,700	concrete		--	--	800	1,400
Fine Arts Building	2,600	concrete		--	--	150	200
Family Living Center	5,000	concrete		--	--	300	500
Atrium	1,025	carpeted		--	--	60	100
FFA Building	21,600	dirt		--	--	200	300
Livestock Pavilion	51,000	dirt		--	--	--	--
Paddock Club (redeveloped)	~3,000	mix		--	--	--	--
Poultry/Rabbit Barn	16,680	concrete		--	--	--	--

OTHER FACILITIES OR SPACES		
Facility/Space	SF	Notes
Central Park	72,250	outdoor space
Grandstand Show Ring	17,050	outdoor, 155' x 110" ring
Parking Lot	--	841 spaces, split among 3 lots
RV Park	--	31 hookups
Horse Barns	--	300 stalls

2. SITUATION ANALYSIS

TOPOGRAPHIC & UTILITY SURVEY

In 2017, Big Sky Civil & Environmental (BSCE) was engaged by the GFTBID, via subcontract with CSL, to furnish services related to topographic and utility mapping of Montana ExpoPark. These services included a comprehensive topographic and utility survey of the ~100-acre parcel. The topographic surveying and utility mapping included the following:

- request utility locate “U-Dig” services
- contract with Leak Locators of Montana for marking of all ‘private’ utilities
- survey and record locations of all buildings
- survey and record edges of asphalt, concrete, gravel, sod, etc.
- survey and record all marked locations of utilities and piping, as available
- survey and record all manhole and inlet rims, water main valves, curb stops, hydrants, junction boxes, trees/vegetation, fences/rails, and other appurtenant physical features
- collect ground shots, grade breaks and drainage ditches
- review as-built utility drawings as furnished by the City of Great Falls
- open all accessible storm sewer and sanitary sewer manholes (~115) for the purpose of determining pipe flow directions, invert elevations, pipe sizes/types, etc.; approximately 10 percent of the structures were full of debris, preventing the recordation certain information
- prepare base drawing which depicts the above-described features
- development of AutoCAD-compatible file depicting all of the above described features with one-half-foot contours

During our research of utility as-builts with the City of Great Falls, BSCE confirmed that many of the utilities which serve Expo Park were upgraded about 23-24 years ago. The project entitled “City of Great Falls O.F. #1035: Montana State Fairgrounds Bond Improvements” included new water mains, sewer mains, storm drains, electric & communications lines, natural gas lines, lighting, concession pedestals, RV park water & sewer risers, and concession water & sewer risers. So, for the most part, much of the utility infrastructure associated with Montana Expo Park are not considered “old” when compared with a lot of utilities in the City. For this reason, most of the utilities within the Expo Park are not anticipated to be warrant replacement within the next few decades. However, there continues to be a number of older utilities that were not addressed during the City’s O.F. #1035 project. For example, the County has encountered problems with a water main that runs from the northwest corner of the Exhibition Hall to the northeast side of the racetrack. The Public Works Department recently prepared a budget to replace the water main and is estimated to cost ~\$105,000. Funding approval for the project was recently approved by the County Commission and is therefore anticipated to be underway soon.

In a recent visit with the County’s Public Work Director, no other utility replacement or upgrade projects are being considered at the present time. If the County experiences problems with any other infrastructure, they will conduct an assessment of the utility or related items. If found to be in need of replacement, a similar process will be followed whereby a cost estimate will be prepared and the Commission will determine whether the project should be funded from the County’s budget.

The detailed topographic and utility survey map developed by BSCE is provided as Appendix D.

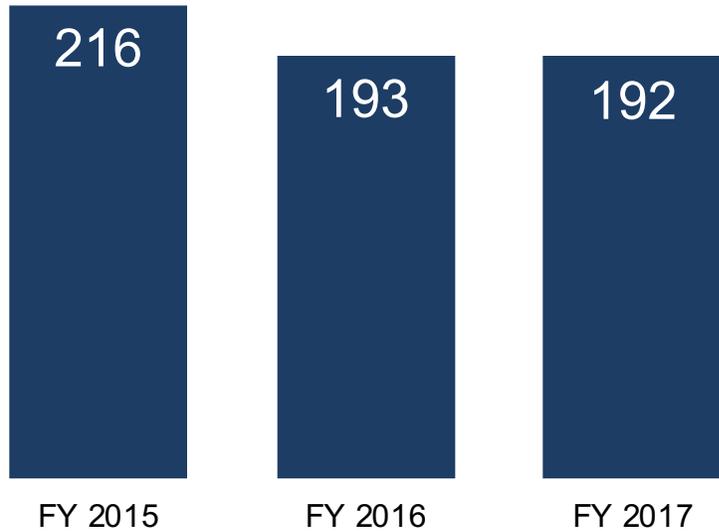
2. SITUATION ANALYSIS

HISTORICAL OPERATING PERFORMANCE

Overall, non-State Fair event activity at Montana ExpoPark has moderately decreased over the past three fiscal years, as much of the slight decline in event activity can be attributed to the changing number of Livestock and Equestrian events at the Complex. Board meetings, training sessions and small gatherings are included in the Meeting segment, while examples of Other events include float builds, flu clinics and wellness screenings.

The overall level of decline by these data provides some indication of a lacking product with respect to the facility and related features of the destination. Future growth may require some element of change/improvement to these basic event facility amenities and services.

NUMBER OF EVENTS



NUMBER OF EVENTS BY TYPE

Banquet/Meeting	87	78	86
Consumer Show	30	28	24
Civic/SMERF	17	13	12
Livestock/Equestrian	27	25	12
Sporting Event	19	20	31
Fair/Festival	14	10	7
Rodeo	9	7	8
Other	5	5	6
Entertainment	6	6	4
Convention/Tradeshow	2	1	2
TOTAL	216	193	192

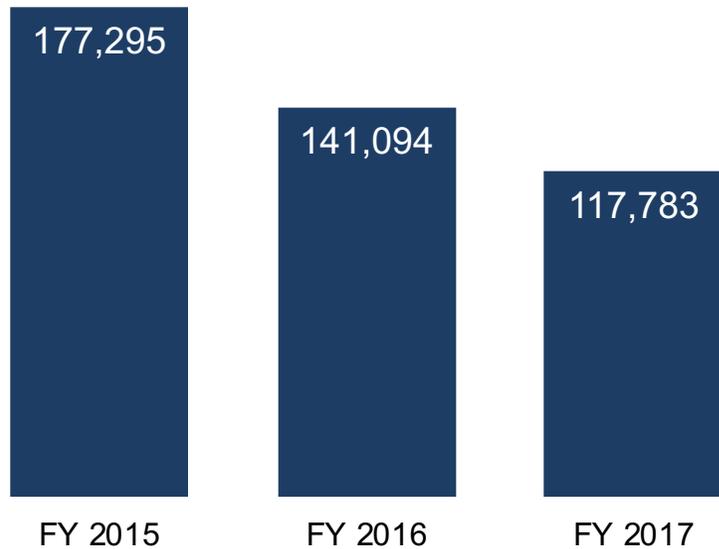
FY 2015 FY 2016 FY 2017

2. SITUATION ANALYSIS

One goal of the Montana ExpoPark is to generate economic impact by hosting large, highly-attended shows and events. Overall, non-State Fair attendance at Montana ExpoPark has decreased since FY 2015. There has been a total attendance decrease in Sporting Events, Entertainment Events and Consumer Shows at the Complex from FY 2015 to FY 2017, partially due to a few large events that were accommodated in FY2015 and have not returned since. However, Rodeo and Convention/Tradeshow events have moderately increased over the past three fiscal years. Overall, not including the State Fair, total attendance at the Montana ExpoPark has ranged from 117,000 to 177,800.

While actual overall attendance is difficult to track for the Montana State Fair, a number of indications, including paid tickets sold and various Fair-related revenues, indicate that State Fair attendance has been increasing in recent years. Based on an extrapolation from several sources, it is estimated that total 2017 State Fair attendance was in excess of 100,000, bringing total FY2017 attendance to approximately 220,000.

TOTAL ATTENDANCE



TOTAL ATTENDANCE BY TYPE

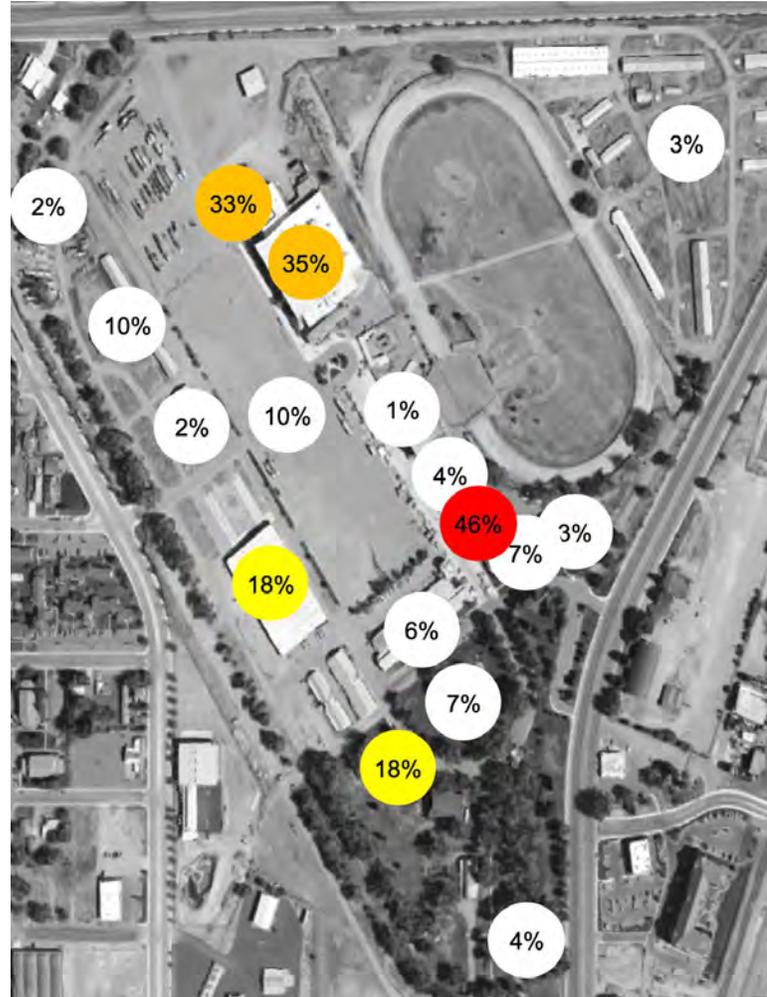
Event Type	FY 2015	FY 2016	FY 2017
Banquet/Meeting	24,715	13,705	13,343
Consumer Show	48,080	41,150	31,300
Civic/SMERF	7,875	6,210	5,200
Livestock/Equestrian	7,980	3,055	2,330
Sporting Event	51,250	45,150	30,635
Fair/Festival	14,050	7,700	10,400
Rodeo	4,975	13,324	15,525
Other	1,700	2,200	1,350
Entertainment	16,000	8,500	5,800
Convention/Tradeshow	670	100	1,900
Total	177,295	141,094	117,783

Note: Figures do not include State Fair attendance. Attendance levels of repeat events were assumed if data was not listed in event attendance records. If the same event had occurred in a previous year, it was assumed that the missing event attendance had the same attendance as the previous year's event. Additionally, 9 events from FY 2015, 13 events from FY 2016 and 10 events from FY 2017 were not included because of missing event attendance data.

2. SITUATION ANALYSIS

EXPOPARK DAILY OCCUPANCY BY SPACE

Atrium	2.5%	2.2%	6.6%
Central Park	9.3%	10.4%	7.1%
Exhibition Hall	26.0%	32.3%	32.6%
Family Living Center	20.0%	14.5%	17.5%
FFA Barn	11.2%	12.6%	10.4%
Fine Arts	0.3%	1.1%	3.0%
Gold Buckle Room	15.1%	15.6%	14.0%
Grandstands	1.4%	1.4%	1.4%
Heritage Building	3.6%	2.7%	4.1%
Livestock Pavilion	18.4%	15.9%	17.8%
Lottery Bar	4.9%	1.1%	3.0%
Mercantile	4.7%	4.7%	5.8%
Pacific Steel & Recycling Arena	33.2%	33.7%	35.3%
Paddock Club	2.7%	2.2%	4.1%
Parking Lot	10.1%	13.7%	9.6%
Poultry Barn	2.2%	3.0%	1.6%
RV Park	3.0%	1.6%	1.6%
Trades & Industries	36.4%	44.1%	45.5%
Stalls	3.6%	2.7%	3.3%
	FY	FY	FY
	2015	2016	2017



The data on this page illustrates daily occupancy by building at Montana ExpoPark. It considers all days in which a space was occupied by events (move-in, event/show days, move-out days). The data does not include the State Fair. Considering occupancy provided by the State Fair would increase each of these figures shown by approximately five percentage points.

Over the past three fiscal years, Montana ExpoPark occupancy levels have remained relatively steady with the exception of the Exhibition Hall and Trades & Industries building.

As shown to the left, the Trades & Industry Building, Exhibition Hall and Pacific Steel & Recycling Arena have been utilized the most often. Their contiguous event space, high ceilings and multiple event configurations make the space attractive to a wide variety of events, including conventions, tradeshows, sporting events and flat floor consumer shows.

In general, occupancy percentages of 50 percent or higher are often targets in the event facility industry. However, due to a wide variety of factors, including seasonal peaks and valleys, low finish spaces and lack of subdivisibility, individual spaces at fairgrounds (or multipurpose complexes) often operate at lower than 50 percent occupancy levels.

2. SITUATION ANALYSIS

The exhibit to the right presents the financial operating performance of Montana ExpoPark over the past five fiscal years. These figures do not include any State Fair revenues or expenses, nor do they reflect non-operating items, such as expenditures for capital improvements. For context, the 2017 State Fair was estimated to have generated approximately \$1.7 million in revenue.

In the last fiscal year (FY2017), not including the State Fair, ExpoPark generated approximately \$2.2 million in operating revenues and incurred approximately \$2.7 million in operating expenses, resulting in an operating deficit of just over \$500,000.

Relative to other similar fairgrounds and multi-facility event facility complexes throughout the country, the Montana ExpoPark's current operating deficit is consistent with or lower than industry averages.

Over the past five fiscal years, the net operating deficit has decreased by nearly 100 percent. Efficient management and reductions in personnel and general & administrative costs have been significant contributors to this dramatic financial improvement.

With the recent reduction in staffing levels and associated expenses, over the longer-term, there may be a risk that a tightened staffing structure could negatively impact the quality of the quality of the facility product, as well as the services delivered to customers. Should any facility expansion/improvement strategy be undertaken, it will be important to re-evaluate appropriate personnel levels and compensation to ensure that the return-on-investment is maximized and protected over the long-run.

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Operating Revenues					
Facility rent	\$1,025,355	\$498,623	\$431,021	\$381,835	\$390,993
Food service (net)	404,431	349,302	415,301	424,989	412,238
Contract service/other	1,315,218	1,404,056	1,351,244	1,483,256	1,388,969
Total Operating Revenues	2,745,004	2,251,981	2,197,566	2,290,080	2,192,200
Operating Expenses:					
Salaries and benefits	\$1,295,791	\$1,303,542	\$1,126,166	\$923,422	\$724,451
Contract labor	1,513,255	1,160,213	956,670	1,048,945	1,089,342
Utilities	338,084	336,912	385,667	263,659	343,676
Repair & maintenance	70,022	72,333	165,781	154,529	100,777
General & administrative	247,031	232,228	175,548	229,527	183,318
Supplies	122,059	105,319	100,612	131,823	64,911
Insurance	88,562	87,630	92,225	92,557	99,680
Other	62,745	76,252	117,351	110,234	116,384
Total Operating Expenses	3,737,549	3,374,429	3,120,019	2,954,697	2,722,538
Net Operating Profit	(\$992,546)	(\$1,122,448)	(\$922,453)	(\$664,617)	(\$530,338)

3. LOCAL & REGIONAL CONDITIONS



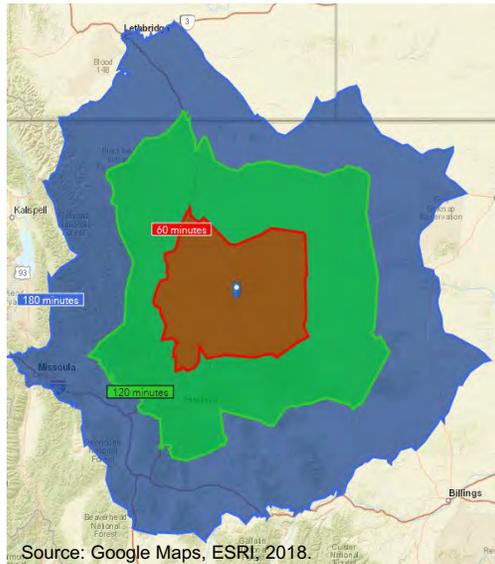
3. LOCAL & REGIONAL CONDITIONS

LOCATION AND DEMOGRAPHICS

Great Falls is located in the northwestern portion of Montana at the confluence of Interstate 15 and highway 87. Less than three hours away along these major roadways include other population centers such as Helena, Missoula, Bozeman and Lethbridge (Alberta, Canada).

The exhibit below illustrates the location of Great Falls its proximity to nearby markets. Additionally, the exhibit demonstrates the markets and land area captured within one-hour, two-hour and three-hour estimated driving distances from Montana ExpoPark site. These distances will be utilized throughout the report for analyzing and comparing demographic and socioeconomic variables.

As shown, based on data provided by ESRI, the estimated 2017 population within a one-hour drive of Great Falls is approximately 96,268, which is an estimated 2.6 percent increase over the 2000 population within that radius. This increase, as well as the population growth in markets captured by two-hour radii is less than the estimated three-hour radii increase of 16.8% and overall population increase estimated for the state of Montana of 17.4%



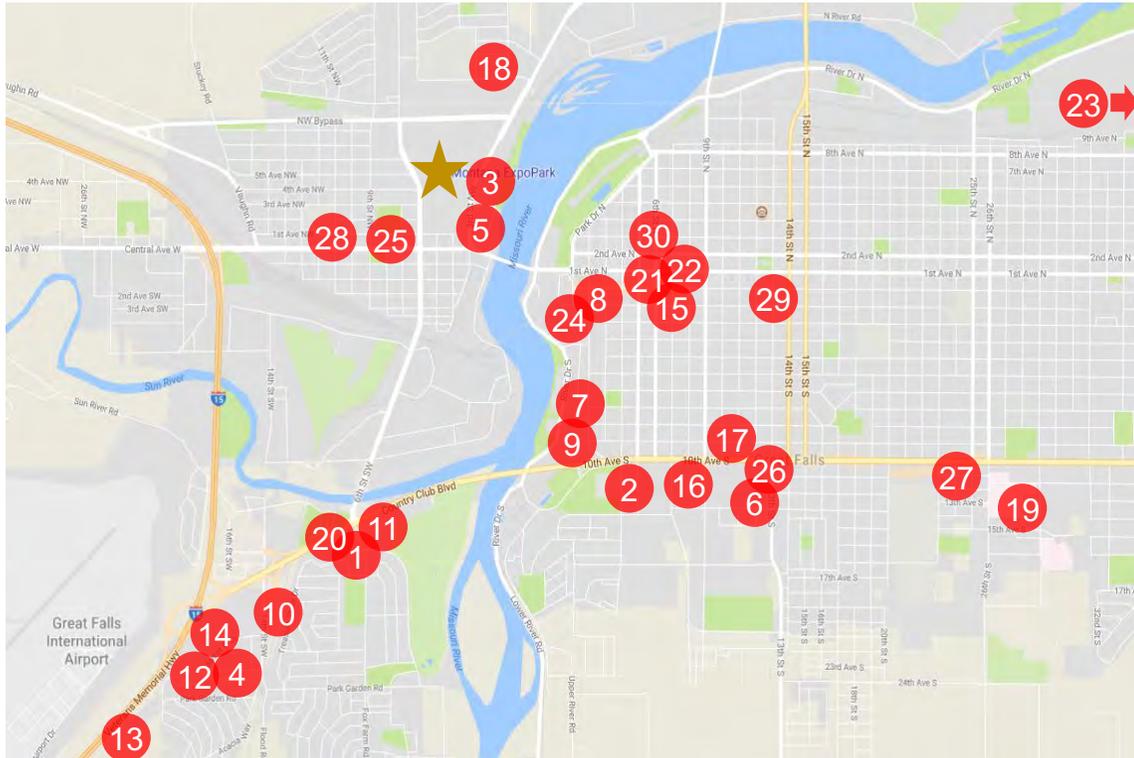
Market	Distance (miles)	Drive Time	Market Population
Helena, MT	91	1:25	77,414
Missoula, MT	168	2:47	111,807
Bozeman, MT	186	2:54	94,720
Lethbridge, AB	187	2:54	92,729
Billings, MT	217	3:28	164,502
Calgary, AB	319	5:08	1,214,839
Spokane, WA	364	5:46	556,634
Casper, WY	493	7:13	73,129
Bismarck, ND	543	8:11	108,779
Rapid City, SD	544	8:31	144,134
Salt Lake City	571	7:57	2,423,912

Demographic Variable	City of		Cascade			State of	
	Great Falls	Cascade County	1-hour	2-hour	3-hour	Montana	U.S.
Population (2000)	56,987	80,357	93,882	214,897	439,445	902,195	281,421,900
Population (2010)	58,567	81,327	93,944	224,023	480,892	989,415	308,745,500
Population (2017 est.)	59,030	83,524	96,258	231,857	513,372	1,059,459	316,297,000
% Change (2000-2017)	3.6%	3.9%	2.5%	7.9%	16.8%	17.4%	12.4%
Population (2022 est.)	59,629	84,971	97,750	237,083	537,948	1,110,984	327,981,300
% Change (2017-2022)	1.0%	1.7%	1.6%	2.3%	4.8%	4.9%	3.7%
Avg. Household Inc. (2017 est.)	\$ 60,325	\$ 63,346	\$ 63,103	\$ 66,718	\$ 66,802	\$ 67,449	\$ 72,800
Avg. Household Inc. (2022 est.)	\$ 67,013	\$ 71,034	\$ 71,142	\$ 76,625	\$ 77,535	\$ 78,138	\$ 83,900
% Change (2017-2022)	11.1%	12.1%	12.7%	14.8%	16.1%	15.8%	15.3%
Median Age (2017, in years)	39.8	39.4	40.7	41.1	38.6	40.9	37.7
Businesses (2017 est.)	2,878	3,620	3,620	11,278	26,005	54,987	24,262,000
Employees (2017 est.)	37,155	46,131	46,131	127,125	279,777	557,263	141,523,800
Employee/Residential Population Ratio	0.63:1	0.55:1	0.53:1	0.55:1	0.54:1	0.53:1	0.45:1

3. LOCAL & REGIONAL CONDITIONS

HOTEL INVENTORY

Upon the opening of the Sleep Inn/Mainstay Suites in Spring 2019, Great Falls will offer a total of 2,312 hotel sleeping rooms through 30 properties. Nineteen of these hotels consist of properties with at least 60 sleeping rooms. All of the hotel facilities within an approximate 15-minute drive of the Montana ExpoPark. Since 2014, the Townhouse Inn has closed, while the Springhill Suites opened in Spring 2018.



(1) The Sleep Inn/Mainstay Suites opens in Spring 2019

Source: Visit Great Falls.

1	Heritage Inn	233	20	Motel 6	58
2	Holiday Inn of Great Falls	168	21	Greystone Inn	50
3	Springhill Suites	132	22	Mid-Town Motel	40
4	Hilton Garden Inn	118	23	Best Resting Motel	34
5	Staybridge Suites	113	24	Hotel Arvon	33
6	Super 8 Motel	112	25	Central Motel	28
7	La Quinta Inn & Suites	105	26	Plaza Inn	26
8	Econo Lodge	104	27	Ski's Western Motel	25
9	Extended Stay America	104	28	Alberta Motel	24
10	Hampton Inn	97	29	Royal Motel	22
11	Sleep Inn/Mainstay Suites ¹	90	30	Imperial Inn	20
12	Comfort Inn & Suites Marketplace	88			
13	Crystal Inn & Suites	86			
14	Holiday Inn Express	85			
15	O'Haire Motor Inn	69			
16	Comfort Inn of Great Falls	64			
17	Wingate by Wyndham	63			
18	Days Inn of Great Falls	60			
19	Great Falls Inn	60			

3. LOCAL & REGIONAL CONDITIONS

LOCAL EVENT FACILITIES

There are currently six primary event facilities within Great Falls that could possibly compete for event activity at Montana ExpoPark, these six facilities include: the Mansfield (15,300 square feet exhibit space, 4,200 square feet ballroom space and 4,400 square feet of meeting space), the Great Falls International Airport (10,700 square feet), the Best Western Plus Heritage Inn (9,900 square feet exhibit space, 7,400 square feet of meeting space), the Holiday Inn (4,400 square feet ballroom space, and 2,300 square feet of meeting space), and the Hilton Garden Inn (7,050 square feet of meeting space). The King's Arena has the capability to host equine events with both an indoor and outdoor arena.



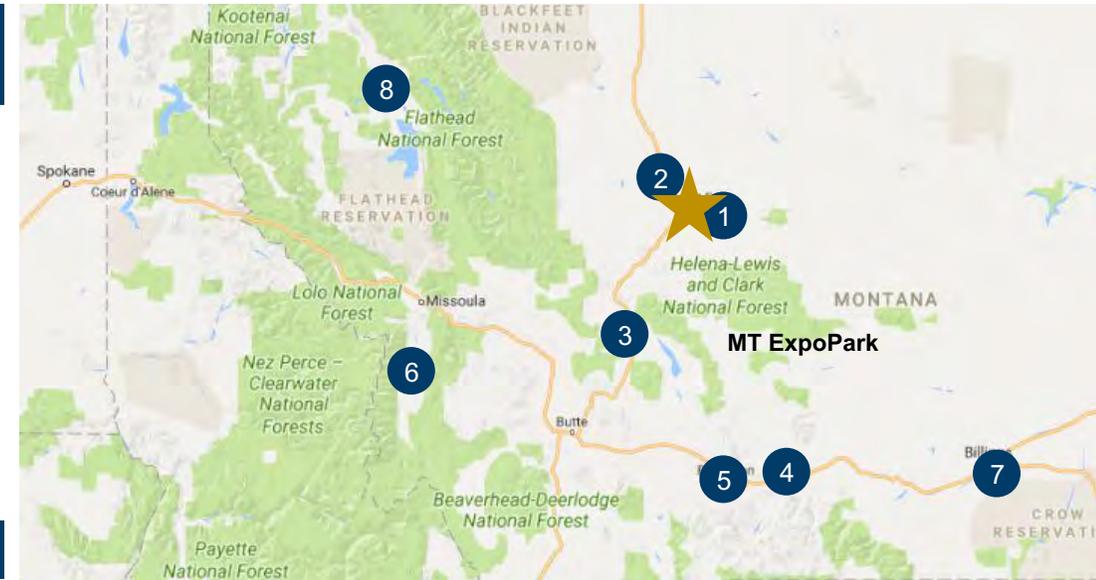
- 1 The Mansfield –
15,300 square feet exhibit, 4,200 square feet ballroom and 4,400 square feet of meeting space.
- 2 Great Falls International Airport –
10,700 square feet of meeting space.
- 3 Heritage Inn –
Hotel with 9,900 square feet exhibit space and 7,400 square feet of meeting space.
- 4 Holiday Inn –
Hotel with a 4,400 square feet ballroom and 2,300 square feet of meeting space.
- 5 Hilton Garden Inn –
Hotel with 7,050 square feet of meeting space.
- 6 The King's Arena –
Equestrian facility with a 265'x110' indoor arena, 300'x150' outdoor arena and 33 horse stalls.

3. LOCAL & REGIONAL CONDITIONS

COMPETITIVE EQUESTRIAN/FAIR/EXPO FACILITIES

CSL identified eight fairgrounds and expo facilities throughout the region that would compete for similar livestock/equestrian event activity to an enhanced Montana ExpoPark. A state-of-the art Montana ExpoPark equestrian/livestock/exposition event facility would experience limited competition for larger events from its immediate competitors within 10 miles, however regional competition from Helena, Livingston, Corvallis, Billings, Kalispell and others may provide significant competition.

FACILITY	CITY, STATE	TOTAL HORSE STALLS	INDOOR EVENT SPACE	DISTANCE TO GREAT FALLS (MILES)
1 The King's Arena	Great Falls, MT	33	29,200	-
2 406 Arena	Vaughn, MT	-	64,500	16
3 Lewis and Clark County Fairgrounds	Helena, MT	200	54,200	89
4 Heart K Ranch	Livingston, MT	124	54,200	168
5 Gallatin County Fairgrounds	Bozeman, MT	146	55,800	185
6 Sapphire Event Center	Corvallis, MT	93	48,000	206
7 MetraPark	Billings, MT	559	178,400	223
8 Flathead County Fairgrounds	Kalispell, MT	354	96,500	226
AVERAGE		270	86,580	105



MetraPark

In 2016, MetraPark generated a total of \$5.4 million in operating revenue and \$8.4 million in expenses, and a \$3.0 million deficit. Additionally, the Montana Fair at MetraPark had over 266,000 attendees generating over \$2.0 million.

Gallatin County Fairgrounds

In 2016 the facility hosted nearly 490 total event days and recorded nearly \$160,000 in facility rentals. The facility operated at \$444,000 deficit with \$725,000 in operating revenue and \$1.16 million in expenses.

Lewis & Clark County Fairgrounds

The Lewis and Clark County Fairgrounds recorded a total of \$1.76 million in expenses and approximately \$1.34 million in revenue in 2016, a net loss of \$320,000.

Sapphire Event Center

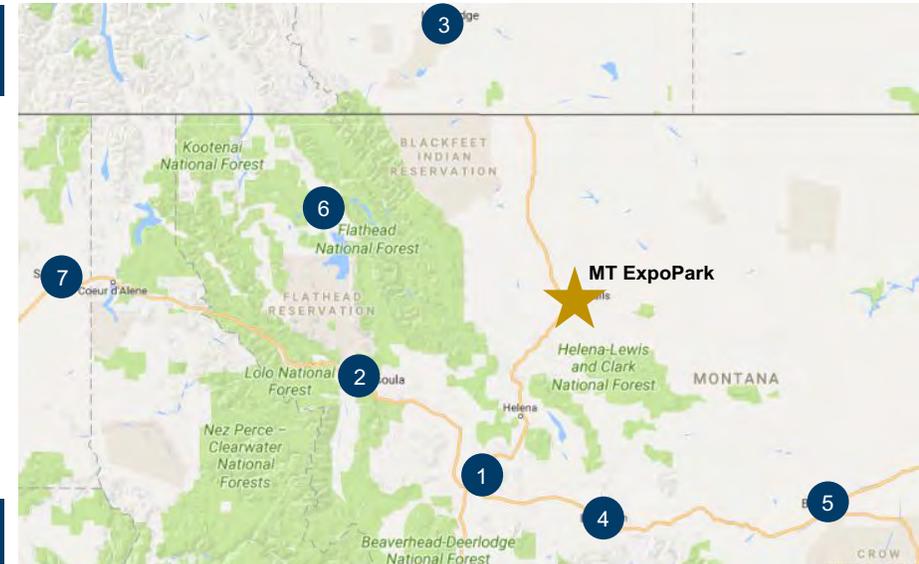
Privately owned facility that primarily hosts local and regional equestrian events, AKC dog agility events and open riding to attendees. The facility hosts a limited amount of national events.

3. LOCAL & REGIONAL CONDITIONS

COMPETITIVE ENTERTAINMENT FACILITIES

CSL identified seven arenas and amphitheaters throughout the region that would compete for similar concert and entertainment event activity Montana ExpoPark would seek to attract. Population density, established presence and roadway accessibility of competitor markets will be obstacles for the Great Falls facility in order to attract event activity over these markets.

FACILITY	CITY, STATE	CONSTRUCTION/RENOVATION COST	YEAR BUILT/RENOVATED	MAX SEATING CAPACITY	DISTANCE TO GREAT FALLS (MILES)
1 Butte Civic Center	Butte, MT	N/A	1952	7,500	154
2 Adams Event Center	Missoula, MT	\$15.0	1988	7,500	165
3 ENMAX Centre	Lethbridge, AB	\$20.8	1974	6,300	181
4 Brick Breeden Fieldhouse	Bozeman, MT	\$14.3	2013	9,050	186
5 Rimrock Auto Arena at MetraPark	Billings, MT	\$27.0	2011	12,000	223
6 Majestic Valley Arena	Kalispell, MT	N/A	2002	7,000	223
7 Spokane Arena	Spokane, WA	\$98.4	1995	12,000	362
AVERAGE		\$35.1	1992	8,800	213



Rimrock Auto Arena

In 2016, the complex recorded 414 days of event use and generated over \$6.2 million in ticket sales representing nearly 212,000 tickets to concerts and other various ticketed shows. According to Pollstar, the Rimrock Auto Arena at MetraPark is ranked 77th among all arenas in the United States in touring show ticket sales.

Spokane Arena

In 2015, the Spokane Arena hosted over 575 total events with nearly 700,000 attendees. The facility recorded over \$14.5 million in gross ticket sales and had a net surplus of \$1.89 million. Since 2011, the facility's operating profit has grown by nearly \$800,000.

Butte Civic Center

The Butte Civic Center recorded a total of 150 use days and over 50 total events for the 2016 fiscal year. The center sold approximately 160,555 tickets for promoted shows. The center recorded over \$388,000 in operating expenses and operates in the red.

ENMAX Centre

In a recent year the ENMAX Centre hosted a record of 184 total event days, and sold over 200,000 tickets for concerts, entertainment and other promoted events. The facility recorded an annual attendance of over 325,000.

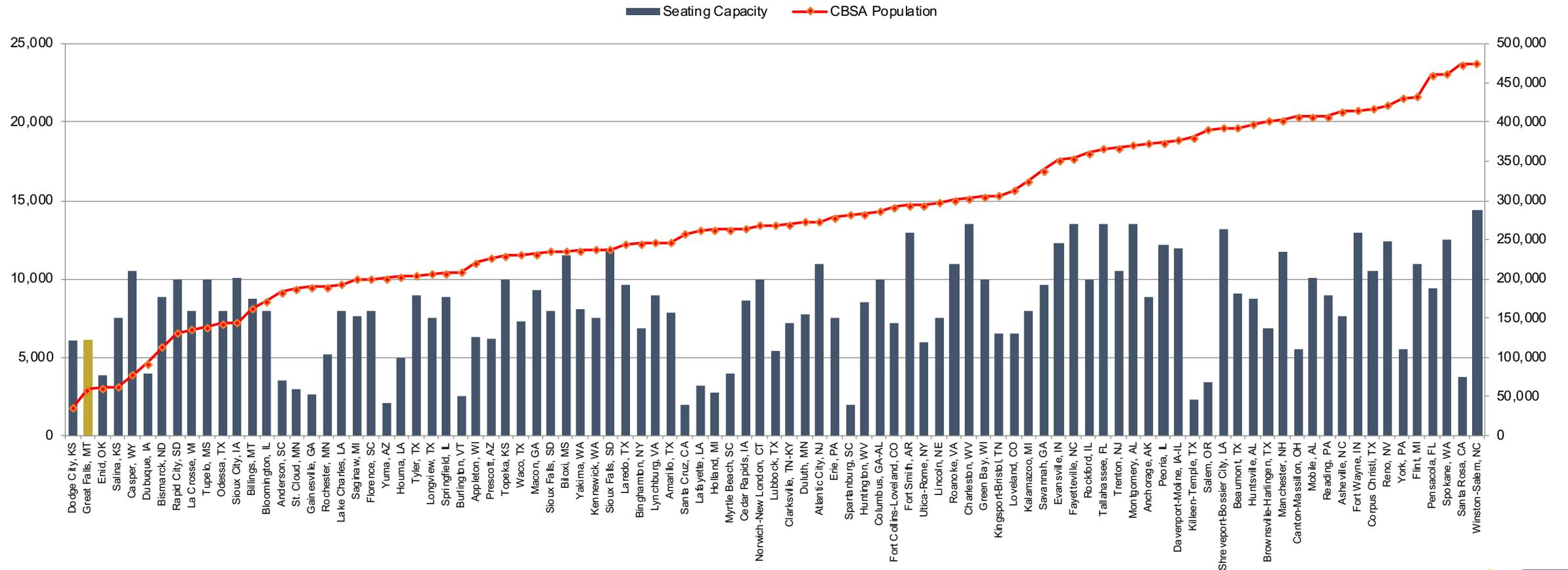
4. COMPARABLE FACILITY BENCHMARKING



4. COMPARABLE FACILITY BENCHMARKING

ARENA SIZING (INDUSTRY-WIDE POPULATION TO SEATING CAPACITY)

In order to identify an appropriate seating capacity for a new Event Center in Great Falls, it is useful to understand the seating capacities of event centers/arenas currently operating in markets throughout the country of a similar size. The exhibit below presents the capacities of arenas located in markets with CBSA (core-based statistical area) populations ranging in size from under 50,000 to nearly 500,000. As indicated in the exhibit, the correlation between seating capacity and market population is relatively weak, but it does provide important context in terms of seating levels at a wide selection of event center/arena products located in similar-sized markets. The data suggests a weak correlation between market population and seating capacity.



4. COMPARABLE FACILITY BENCHMARKING

COMPARABLE ARENAS (SUMMARY)

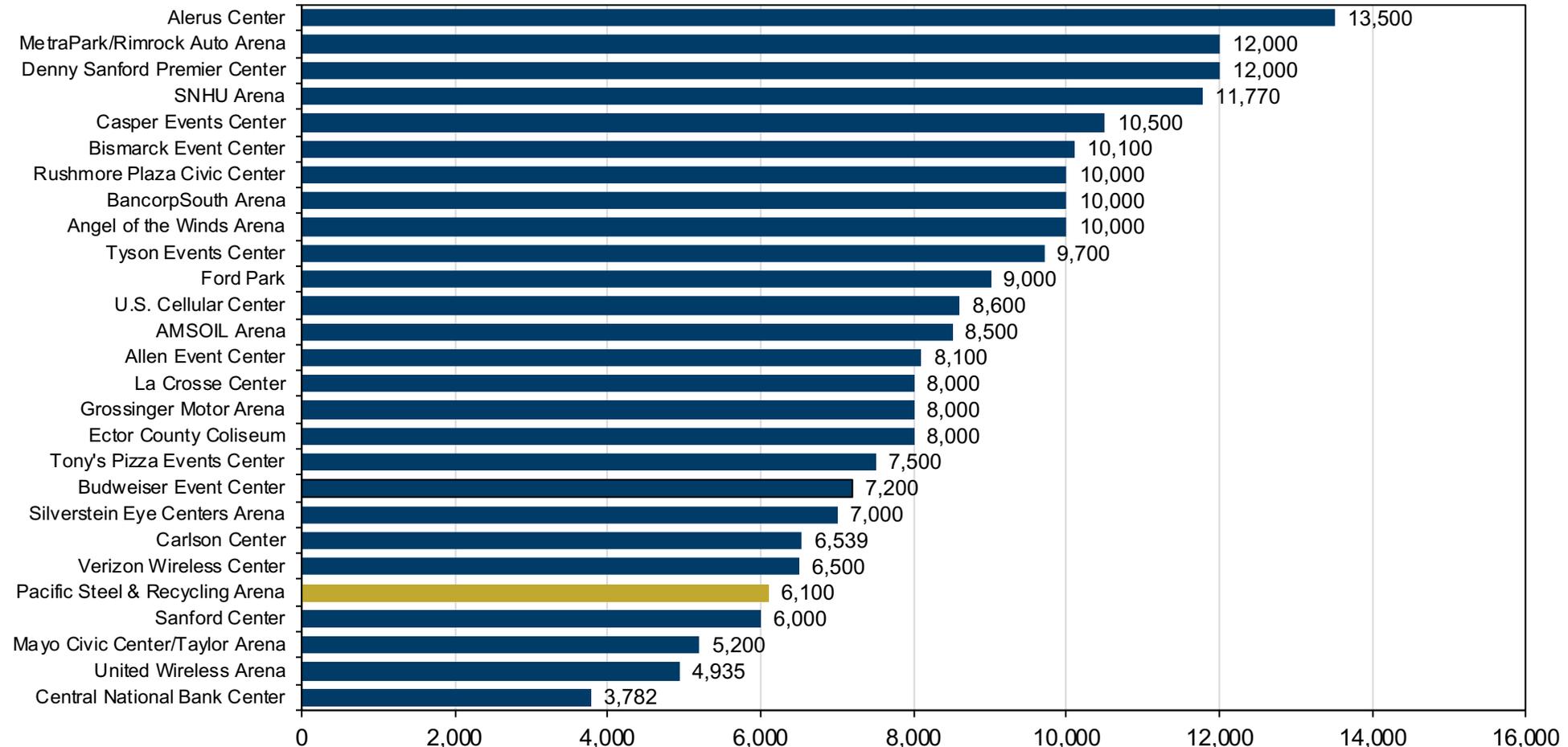
The facilities reviewed primarily focus on attracting a variety of entertainment, amateur sports, spectator events, and other such event activity. On average, the facilities reviewed consist of an average maximum seating capacity of 8,600 seats. Seating in the largest enclosed arena averages 13,500 seats.

Facility Name	Location	Year Built/ Renovated	Construction Cost (in Mil)	Max Capacity	Operator	Primary Tenants
Alerus Center	Grand Forks, ND	2001	\$80.0	13,500	City of Grand Forks	NCAA
Denny Sanford Premier Center	Sioux Falls, SD	2014	\$117.0	12,000	SMG	USHL, IFL
MetraPark/Rimrock Auto Arena	Billings, MT	2011	\$27.0	12,000	Yellowstone County	None
SNHU Arena	Manchester, NH	2001	\$68.0	11,770	SMG	ECHL
Casper Events Center	Casper, WY	1982	\$22.0	10,500	Spectra	None
Bismarck Event Center	Bismarck, ND	1960	N/A	10,100	City of Bismarck	CIF
Angel of the Winds Arena	Everett, WA	2003	\$95.1	10,000	Spectra	WHL, RDLC
BancorpSouth Arena	Tupelo, MS	1993	N/A	10,000	City of Tupelo	None
Rushmore Plaza Civic Center	Rapid City, SD	2008	N/A	10,000	City of Rapid City	ECHL
Tyson Events Center	Sioux City, IA	2003	\$54.0	9,700	City of Sioux City	USHL, CIF
Ford Park	Beaumont, TX	2003	\$32.0	9,000	Spectra	None
U.S. Cellular Center	Cedar Rapids, IA	2013	\$8.0	8,600	VenuWorks	IFL, MASL
AMSOIL Arena	Duluth, MN	2010	\$89.9	8,500	Duluth Entertainment Conv. Ctr.	WCHA, NCHC
Allen Event Center	Allen, TX	2009	\$60.0	8,100	City of Allen	ECHL
Ector County Coliseum	Odessa, TX	1954	N/A	8,000	Ector County	NAHL
Grossinger Motor Arena	Bloomington, IL	2006	\$37.0	8,000	VenuWorks	CIF, USHL, ACHA
La Crosse Center	La Crosse, WI	1980	N/A	8,000	City of La Crosse	ABA
Tony's Pizza Events Center	Salina, KS	2016	N/A	7,500	Spectra	CIF, ABA
Budweiser Event Center	Loveland, CO	2003	\$28.0	7,200	Spectra	AHL, LFL
Silverstein Eye Centers Arena	Independence, MO	2009	\$60.0	7,000	Spectra	ECHL, MASL, CIF
Carlson Center	Fairbanks, AK	1990	N/A	6,539	SMG	WCHA
Verizon Wireless Center	Mankato, MN	1995	N/A	6,500	City of Mankato	NCAA
Sanford Center	Bemidji, MN	2010	\$35.0	6,000	VenuWorks	NCAA
Mayo Civic Center/Taylor Arena	Rochester, MN	2017	\$84.0	5,200	City of Rochester	None
United Wireless Arena	Dodge City, KS	2011	N/A	4,935	VenuWorks	None
Central National Bank Center	Enid, OK	2013	\$17.5	3,782	Spectra	None
Average		2001	\$53.8	8,600		
Median		2005	\$54.0	8,300		

4. COMPARABLE FACILITY BENCHMARKING

COMPARABLE ARENAS (SEATING)

The maximum seating capacities among the facilities reviewed range between 3,800 to 13,500 seats. The Pacific Steel & Recycling Arena ranks towards the bottom in terms of maximum seating capacity offered.



4. COMPARABLE FACILITY BENCHMARKING

COMPARABLE ARENAS (HOST MARKET DEMOGRAPHICS)

The table below compares the population, average household income, and corporate base (in terms of number of companies) estimated within the 60-minute drive time, 120-minute drive time and 180-minute drive time of the venues in the 26 identified markets. Markets are sorted by their 60-minute drive time metrics.

POPULATION				AVG. HOUSEHOLD INCOME				CORPORATE BASE			
Market	60-minute	120-minute	180-minute	Market	60-minute	120-minute	180-minute	Market	60-minute	120-minute	180-minute
Allen, TX	6,001,876	8,593,452	10,833,744	Everett, WA	\$113,547	\$103,166	\$99,308	Allen, TX	194,320	272,544	347,207
Everett, WA	2,625,607	4,818,789	5,508,777	Manchester, NH	\$107,893	\$104,480	\$97,900	Everett, WA	104,895	174,409	198,610
Loveland, CO	2,294,061	4,391,851	5,288,552	Allen, TX	\$93,280	\$88,187	\$83,371	Loveland, CO	91,115	171,512	206,517
Independence, MO	2,243,267	3,309,808	5,397,065	Fairbanks, AK	\$92,796	\$92,817	\$93,169	Manchester, NH	87,098	322,023	521,475
Manchester, NH	2,090,603	7,833,966	12,643,785	Loveland, CO	\$90,059	\$97,151	\$92,967	Independence, MO	75,223	115,747	197,888
Bloomington, IL	910,636	3,797,231	18,169,461	Rochester, MN	\$85,923	\$93,845	\$87,950	Bloomington, IL	31,273	129,528	623,896
Beaumont, TX	658,689	7,735,953	9,707,200	Independence, MO	\$84,119	\$78,304	\$74,436	Cedar Rapids, IA	24,067	83,212	184,150
Cedar Rapids, IA	644,417	2,149,781	4,730,989	Bismarck, ND	\$83,174	\$82,834	\$79,492	Beaumont, TX	19,747	243,797	309,493
Rochester, MN	426,127	4,508,422	6,372,301	Odessa, TX	\$80,319	\$74,324	\$70,354	Sioux Falls, SD	16,136	42,938	106,796
Tupelo, MS	397,480	2,607,956	5,926,263	Mankato, MN	\$78,494	\$96,028	\$89,241	Rochester, MN	15,555	162,977	236,675
Odessa, TX	390,515	636,485	1,466,422	Cedar Rapids, IA	\$77,148	\$72,869	\$75,717	Odessa, TX	14,096	22,579	52,672
Sioux Falls, SD	389,616	939,415	2,495,692	Billings, MT	\$75,618	\$72,607	\$74,007	Tupelo, MS	13,860	85,262	196,906
Mankato, MN	350,570	4,230,049	6,171,811	Bloomington, IL	\$75,515	\$83,788	\$85,107	Mankato, MN	13,843	151,953	230,615
La Crosse, WI	296,475	1,247,022	6,888,715	Sioux Falls, SD	\$75,221	\$71,922	\$75,027	La Crosse, WI	11,758	51,650	260,129
Sioux City, IA	253,990	1,869,507	3,185,199	Casper, WY	\$74,755	\$75,940	\$72,727	Sioux City, IA	10,706	73,386	133,044
Duluth, MN	226,733	649,655	4,760,228	Grand Forks, ND	\$73,637	\$75,292	\$73,485	Billings, MT	9,382	15,637	25,188
Salina, KS	221,330	1,426,677	4,102,828	Duluth, MN	\$71,048	\$69,637	\$91,612	Salina, KS	8,902	54,876	152,431
Billings, MT	191,025	293,301	466,768	Beaumont, TX	\$70,807	\$90,781	\$86,031	Duluth, MN	8,820	26,898	172,421
Rapid City, SD	183,516	242,979	368,070	Sioux City, IA	\$70,557	\$77,776	\$77,671	Rapid City, SD	8,058	10,495	16,983
Bismarck, ND	142,137	312,268	683,722	Rapid City, SD	\$70,541	\$69,598	\$71,272	Bismarck, ND	6,632	15,682	33,459
Grand Forks, ND	128,488	525,038	866,790	La Crosse, WI	\$70,416	\$73,345	\$87,238	Grand Forks, ND	5,511	24,033	42,017
Enid, OK	126,117	2,794,862	4,383,706	Enid, OK	\$66,569	\$71,160	\$70,564	Enid, OK	5,141	103,688	155,362
Casper, WY	97,447	177,342	495,161	Bemidji, MN	\$65,934	\$68,294	\$72,156	Bemidji, MN	4,932	17,282	60,599
Great Falls, MT	95,636	227,882	503,983	Great Falls, MT	\$65,339	\$69,439	\$68,344	Casper, WY	4,833	9,068	23,390
Bemidji, MN	92,657	353,054	1,405,038	Dodge City, KS	\$65,102	\$63,622	\$68,596	Great Falls, MT	4,477	11,360	26,423
Fairbanks, AK	92,291	99,352	104,850	Salina, KS	\$65,097	\$69,502	\$77,080	Fairbanks, AK	4,207	4,510	4,672
Dodge City, KS	89,215	268,173	1,189,309	Tupelo, MS	\$54,591	\$64,206	\$66,160	Dodge City, KS	4,134	13,868	50,741
Average	829,400	2,531,200	4,754,300	Average	\$78,200	\$80,100	\$80,500	Average	30,500	92,300	174,700
Rank (out of 27)	24	25	23	Rank (out of 27)	24	24	26	Rank (out of 27)	25	24	23

4. COMPARABLE FACILITY BENCHMARKING

COMPARABLE ARENAS (UTILIZATION)

CSL also conducted an extensive benchmarking analysis of the operational performance of the comparable arenas/event centers. This consisted of comparing the events levels, types of event activity, operational revenues/expenses and operational profit/loss associated with each of the facilities. Based on requests for confidentiality that are commonly made by facilities providing this type of data, the names of the facilities/cities have not been specifically attributed to the data that are listed.

The average comparable facility hosted approximately 121 events in a recent year. The comparable venues analyzed generated an average of approximately 255,700 attendees annually. As indicated in the exhibit, the event level contribution by primary sports tenants (in some cases, more than one primary sports tenant per facility) is significant for most venues. The type of team/league, number of games, game attendance levels, ticket price, and lease arrangement can have important impacts on revenue generation and overall financial performance of arenas and event center facilities.

COMPARISON OF EVENT AND ATTENDANCE LEVELS

	COMPARABLE FACILITIES											Average	Median
	A	B	C	D	E	F	G	H	I	J	K		
Tenant Events	52	38	57	39	33	34	34	0	0	43	--	33	36
Concerts	3	9	25	18	13	9	9	6	20	7	--	12	9
Non-Tenant Sporting Events	7	15	12	9	18	21	9	12	7	8	--	12	11
Other Events	12	12	23	20	40	16	45	147	153	13	--	48	22
Total Events	74	74	117	86	104	80	97	165	180	71	283	121	97
Total Attendance	480,000	158,659	186,350	121,996	210,000	--	--	360,000	237,500	--	290,766	255,659	223,750

4. COMPARABLE FACILITY BENCHMARKING

COMPARABLE ARENAS (FINANCIAL OPERATING PERFORMANCE)

The following exhibit presents a recent year summary of the financial operating results (excluding debt service and other non-operating items) at the identified comparable facilities. As shown, the majority of comparable facilities annually operate at a financial operating deficit (requiring a public subsidy or other funding support).

COMPARISON OF RECENT YEAR ANNUAL FINANCIAL OPERATING RESULTS

	Facility A	Facility B	Facility C	Facility D	Facility E	Facility F	Facility G	Facility H	Facility I	Facility J
REVENUES:										
Rent Income	\$1,245,499	\$2,186,245	\$308,477	\$1,466,695	\$1,130,000	\$440,000	\$240,000	\$271,492	\$2,332,760	\$999,704
Less: Event Services	(\$363,432)	(\$1,645,914)	\$258,813	(\$434,302)	(\$830,000)	\$0	\$0	\$0	\$16,032	\$0
Direct Event Income	\$882,066	\$540,331	\$567,290	\$1,032,393	\$300,000	\$440,000	\$240,000	\$271,492	\$2,348,792	\$999,704
Food & Beverage	\$285,417	\$532,393	\$456,364	\$2,387,808	\$150,000	\$900,000	\$130,000	\$343,477	\$1,075,262	\$155,218
Merchandise	\$17,372	\$29,103	\$37,193	\$35,950	\$20,000	\$20,000	\$0	\$0	\$0	\$133,117
Advertising/sponsorships	\$112,665	\$602,080	\$128,448	\$398,715	\$430,000	\$450,000	\$0	\$301	\$16,900	\$853,708
Premium seating	\$42,346	\$1,074,673	\$297,468	\$223,956	\$390,000	\$20,000	\$0	\$0	\$0	\$300,952
Surcharges/Fees	\$109,558	\$274,733	\$353,249	\$78,751	\$250,000	\$710,000	\$0	\$254,612	\$133,137	\$174,135
Parking	\$0	\$169,112	\$481,888	\$0	\$160,000	\$160,000	\$0	\$0	\$0	\$64,544
Ice Rink	\$0	\$0	\$0	\$309,024	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$188,544	\$12,766	\$103,020	\$9,520	\$80,000	-\$30,000	\$20,000	\$16,679	\$39,204	\$3,438
TOTAL REVENUES	\$1,637,968	\$3,235,191	\$2,424,920	\$4,476,116	\$1,780,000	\$2,670,000	\$390,000	\$886,561	\$3,613,296	\$2,684,815
EXPENSES:										
Salaries & Wages	\$1,211,182	\$1,637,381	\$1,222,759	\$3,091,339	\$690,000	\$1,650,000	\$790,000	\$495,409	\$1,259,202	\$1,446,775
Utilities	\$492,291	\$834,980	\$393,493	\$1,115,168	\$280,000	\$500,000	\$180,000	\$428,973	\$393,131	\$286,805
Insurance	\$46,970	\$491,434	\$103,730	\$0	\$70,000	\$0	\$50,000	\$164,460	\$382,526	\$0
Equipment, Materials & Supplies	\$119,938	\$318,844	\$57,144	\$0	\$100,000	\$50,000	\$20,000	\$207,348	\$140,930	\$0
Repairs & Maintenance	\$106,205	\$41,517	\$251,705	\$897,372	\$180,000	\$0	\$30,000	\$97,904	\$155,711	\$0
Contracted Services	\$67,670	\$84,899	\$147,331	\$18,520	\$0	\$420,000	\$30,000	\$249,964	\$1,132,527	\$817,298
General & Administrative	\$121,252	\$125,489	(\$11,450)	\$80,056	\$130,000	\$30,000	\$80,000	\$180,854	\$333,530	\$628,256
Marketing	\$30,784	\$11,520	\$99,749	\$0	\$0	\$350,000	-	\$380	\$122,224	\$0
Management Fee	\$117,719	\$243,587	\$351,201	\$175,000	\$40,000	\$0	\$80,000	\$0	\$0	\$0
TOTAL EXPENSES	\$2,314,010	\$3,789,651	\$2,615,662	\$5,377,456	\$1,490,000	\$3,000,000	\$1,260,000	\$1,825,293	\$3,919,781	\$3,179,135
NET INCOME (LOSS)	(\$676,042)	(\$554,460)	(\$190,742)	(\$901,340)	\$290,000	(\$330,000)	(\$870,000)	(\$938,732)	(\$306,485)	(\$494,320)
OPERATING MARGIN	-41%	-17%	-8%	-20%	16%	-12%	-223%	-106%	-8%	-18%

4. COMPARABLE FACILITY BENCHMARKING

COMPARABLE AG/EQUINE/FAIR FACILITIES (SUMMARY)

The facilities reviewed primarily focus on attracting a variety of agricultural, equestrian, livestock or other fair-related events, public, consumer and trade shows requiring significant amount of flat floor space, indoor amateur sports tournaments, and other such event activity. On average, the facilities reviewed consist of 131 acres of space, offer approximately 580 total stalls and 160 RV hookups. Seating in the largest enclosed arena averages 6,600 seats.

Facility	City, State	Ownership Structure	Size (in acres)	Total Horse Stalls	RV Hookups	Largest Arena Seating
Idaho Horse Park	Nampa, ID	City	180	700	44	12,657
Amarillo Tri-State Exposition	Amarillo, TX	501(c)3	104	1,048	151	5,000
Island Grove Events Center	Greeley, CO	City/County	145	150	300	9,016
Heartland Events Center	Grand Island, NE	501(c)3	223	1,200	100	6,000
Deschutes County Fairgrounds	Redmond, OR	County	132	400	106	4,000
Bell County Expo	Belton, TX	County	43	220	12	6,000
Extraco Events Center	Waco, TX	County	50	710	250	6,000
Kansas Expocentre	Topeka, KS	County	74	245	76	7,450
Larimer County Fairgrounds	Loveland, CO	County	244	360	50	5,289
Taylor County Expo Center	Abilene, TX	501(c)3	117	750	502	5,000
Average			131	578	159	6,600
Median			125	550	103	6,000

4. COMPARABLE FACILITY BENCHMARKING

COMPARABLE AG/EQUINE/FAIR FACILITIES (SUMMARY OF BUILDINGS)

On average, the facilities reviewed offer two enclosed arenas, one covered arena, two livestock/equestrian barns and four flat-floor event halls. The largest single space among reviewed facilities offers approximately 80,000 square feet of space, while the average facility reviewed offers a total of approximately 148,400 square feet of indoor event space.

Facility	Event Buildings	Enclosed Arenas	Covered Arenas	Outdoor Arenas	Barns	Event Halls	Largest Contiguous Exhibit Space	Total Indoor Event Space
Idaho Horse Park	10	2	1	2	5	0	63,000	100,800
Amarillo Tri-State Exposition	11	2	3	0	2	4	55,000	233,600
Island Grove Events Center	12	0	0	4	2	6	58,200	129,000
Heartland Events Center	13	5	0	1	5	2	80,000	191,900
Deschutes County Fairgrounds	12	1	1	1	5	4	40,000	92,600
Bell County Expo	7	2	1	0	1	3	55,000	127,800
Extraco Events Center	7	2	0	0	2	3	53,000	161,100
Kansas Expocentre	6	2	1	0	0	3	44,500	118,300
Larimer County Fairgrounds	11	3	0	2	0	6	45,000	214,500
Taylor County Expo Center	10	2	2	0	2	4	26,800	114,200
Average	10	2	1	1	2	4	52,100	148,400
Median	11	2	1	1	2	4	54,000	128,400

4. COMPARABLE FACILITY BENCHMARKING

COMPARABLE AG/EQUINE/FAIR FACILITIES (HOST MARKET DEMOGRAPHICS)

The table below compares the population, average household income, and corporate base present within the 60-minute drive time, 120-minute drive time and 180-minute drive time of the venues in the 10 identified markets. Markets are sorted by their 60-minute drive time metrics.

POPULATION				AVG. HOUSEHOLD INCOME				CORPORATE BASE			
Market	60-minute	120-minute	180-minute	Market	60-minute	120-minute	180-minute	Market	60-minute	120-minute	180-minute
Loveland, CO	2,264,315	4,375,722	5,285,473	Greeley, CO	92,008	97,152	93,209	Loveland, CO	89,750	170,946	206,374
Belton, TX	1,848,327	4,592,388	17,760,650	Loveland, CO	90,044	97,220	92,974	Belton, TX	53,282	139,822	548,393
Greeley, CO	1,135,665	4,171,597	5,224,003	Belton, TX	83,262	82,928	89,096	Greeley, CO	36,650	162,678	203,476
Topeka, KS	902,699	3,289,130	5,649,600	Redmond, OR	78,130	76,459	73,989	Topeka, KS	31,298	114,730	205,486
Nampa, ID	793,020	872,833	1,081,952	Topeka, KS	77,592	79,706	74,817	Nampa, ID	25,385	28,502	38,337
Waco, TX	587,584	8,713,598	16,724,883	Nampa, ID	74,079	72,330	70,478	Waco, TX	18,088	285,200	529,691
Amarillo, TX	357,086	894,043	1,230,692	Amarillo, TX	69,957	67,521	66,187	Amarillo, TX	13,294	33,068	47,249
Redmond, OR	234,027	253,571	1,910,459	Waco, TX	69,309	83,821	88,975	Redmond, OR	10,591	11,386	67,099
Abilene, TX	231,495	736,021	7,524,942	Grand Island, NE	69,009	74,769	75,482	Grand Island, NE	10,076	38,730	88,031
Grand Island, NE	206,348	890,423	2,113,453	Great Falls, MT	65,339	69,439	68,344	Abilene, TX	8,683	27,684	251,463
Great Falls, MT	95,636	227,882	503,983	Abilene, TX	64,356	66,793	81,655	Great Falls, MT	4,477	11,360	26,423
Average	856,100	2,878,900	6,450,600	Average	\$76,800	\$79,900	\$80,700	Average	29,700	101,300	218,600
Rank (out of 11)	11	11	11	Rank (out of 11)	10	9	10	Rank (out of 11)	11	11	11

4. COMPARABLE FACILITY BENCHMARKING

COMPARABLE AG/EQUINE/FAIR FACILITIES (UTILIZATION)

CSL also conducted a benchmarking analysis of the operational performance of comparable ag/equine/fair complexes. This consisted of comparing the events levels, types of event activity, operational revenues/expenses and operational profit/loss associated with each of the facilities. Based on requests for confidentiality that are commonly made by facilities providing this type of data, the names of the facilities/cities have not been specifically attributed to the data that are listed.

Fairs and festivals tend to have the highest amount of average attendees per event. Meetings, banquets and receptions tend to have the highest number of events with the lowest number of attendees per event. On average, ag/equestrian/livestock event facilities host 254 annual events with total annual attendance of 432,000.

COMPARISON OF EVENT AND ATTENDANCE LEVELS

Total Events By Event Type	Facility A	Facility B	Facility C	Facility D	Facility E	Facility F	Facility G	Facility H	Average
Livestock/Equestrian Shows	52	37	22	55	9	1	12	45	29
Public/Consumer Shows	6	22	50	24	13	0	12	6	17
Conventions/Tradeshows	4	18	0	0	8	77	40	3	19
Meetings/Banquets/Receptions	14	80	261	148	4	43	9	2	70
Fairs/Festivals	4	1	0	30	2	0	3	2	5
Sporting Events	3	14	3	112	9	46	4	0	24
Entertainment	8	9	11	15	2	98	147	5	37
Other Events/Misc.	70	22	220	23	34	17	41	2	54
Total	161	203	567	407	81	282	268	65	254

Total Attendance By Event Type	Facility A	Facility B	Facility C	Facility D	Facility E	Facility F	Facility G	Facility H	Average
Livestock/Equestrian shows	-	33,295	-	43,096	49,766	-	-	55,286	45,400
Public/Consumer Shows	-	56,570	-	52,687	89,593	-	-	27,100	56,500
Conventions/Tradeshows	-	17,326	-	0	6,355	-	-	14,200	9,500
Meetings/Banquets/Receptions	-	28,293	-	75,693	138,285	-	-	6,700	62,200
Fairs/Festivals	-	251,650	-	50,814	8,126	-	-	230,200	135,200
Sporting Events	-	55,664	-	55,736	61,252	-	-	0	43,200
Entertainment	-	30,100	-	76,369	1,200	-	-	20,573	32,100
Other Events/Misc.	-	20,572	-	2,981	164,940	-	-	3,116	47,900
	-	493,470	-	357,376	519,517	-	-	357,175	431,900

4. COMPARABLE FACILITY BENCHMARKING

COMPARABLE AG/EQUINE/FAIR FACILITIES (FINANCIAL OPERATING PERFORMANCE)

In terms of financial performance, on average ag/equestrian/livestock event facilities operate at a loss of approximately \$567,000, with average revenues at \$2.0 million and expenses at \$2.6 million. Facility rent is, on average, the largest component of facility revenue, while salaries and benefits is the largest expense.

COMPARISON OF FINANCIAL OPERATIONS

	Facility A	Facility B	Facility C	Facility D	Facility E	Facility F	Facility G	Facility H	Facility I	Facility J	Facility K	Average
Operating Revenues												
Facility rent	\$1,279,704	\$960,821	\$539,591	\$1,624,226	\$880,400	\$261,735	\$952,650	\$1,486,100	\$1,965,372	\$1,512,151	\$282,222	\$1,067,725
Food service (net)	\$325,330	\$0	\$92,159	\$244,697	\$0	\$36,143	\$2,169,775	\$0	\$0	\$0	\$104,196	\$270,209
Contract service/other	\$61,468	\$16,709	\$515,255	\$955,776	\$84,885	\$37,351	\$1,494,278	\$3,943,828	\$0	\$422,162	\$17,561	\$686,298
Total Operating Revenues	\$1,666,502	\$977,530	\$1,147,005	\$2,824,699	\$965,285	\$335,229	\$4,616,703	\$5,429,928	\$1,965,372	\$1,934,313	\$403,979	\$2,024,231
Operating Expenses:												
Salaries and benefits	\$1,510,670	\$969,201	\$899,882	\$1,251,020	\$677,244	\$538,651	\$1,726,240	\$1,094,176	\$919,117	\$294,196	\$284,934	\$924,121
Contract labor	\$175,483	\$110,144	\$88,895	\$53,826	\$66,600	\$104,980	\$136,600	\$1,754,800	\$0	\$760,091	\$1,487	\$295,719
Utilities	\$637,974	\$385,123	\$265,214	\$444,893	\$181,830	\$434,955	\$1,224,451	\$1,608,515	\$0	\$265,132	\$33,800	\$498,353
Repair & maintenance	\$162,063	\$126,612	\$100,412	\$301,187	\$192,950	\$0	\$554,306	\$286,500	\$0	\$79,097	\$23,353	\$166,044
General & administrative	\$83,590	\$2,489	\$100,155	\$292,164	\$60,600	\$35,647	\$230,616	\$280,301	\$1,090,693	\$276,828	\$19,976	\$224,824
Supplies	\$100,474	\$64,757	\$52,786	\$251,255	\$92,501	\$110,675	\$193,388	\$451,860	\$0	\$0	\$48,914	\$124,237
Insurance	\$157,208	\$0	\$36,340	\$42,741	\$12,000	\$0	\$141,562	\$0	\$0	\$0	\$10,106	\$36,360
Other	\$7,061	\$191,163	\$0	\$115,466	\$14,500	\$4,473	\$2,816,018	\$0	\$0	\$278,758	\$0	\$311,585
Total Operating Expenses	\$2,834,523	\$1,849,491	\$1,543,685	\$2,752,552	\$1,298,225	\$1,229,381	\$7,023,181	\$5,476,152	\$2,009,810	\$1,954,102	\$422,570	\$2,581,243
Net Operating Profit/(Loss)	(\$1,168,021)	(\$871,960)	(\$396,679)	\$72,147	(\$332,940)	(\$894,152)	(\$2,406,478)	(\$46,224)	(\$44,438)	(\$19,789)	(\$18,591)	(\$557,011)

5. INDUSTRY TRENDS



5. INDUSTRY TRENDS

OVERVIEW

The market success of an event facility, or facility complex, can be partially attributed to the characteristics of the industry as a whole. In order to assess the strength of the market with regard to event activity that could utilize a new Multipurpose Event Center and other ExpoPark development/improvements in the future, it is important to evaluate the industry trends from a national and regional perspective. Broad industry changes, characterized by—sometimes significant—retraction and expansion in event demand and attendance/participation characteristics have taken place within the industry over the past decade.

Additionally, the “state-of-the-industry” in terms of the physical product aesthetics and functionality of event facilities and complexes has continued to advance year-over-year in cities throughout the country. Event planners increasingly prefer, and oftentimes demand, the modern, spacious aesthetics and optimized, advanced functionality and efficiency of newer facility designs and programs. Beyond attracting higher numbers of groups, visitors and economic impact, modern agricultural and exposition event facilities often offer significant advancements in operating efficiencies and enhanced revenue generation opportunities, as compared to previous generations of facilities.

Beyond broad variation in the physical facility products offered, there are a multitude of differences in structure/approach to operating mission, policies, procedures, sales and marketing, funding, financial/economic performance goals, and other such items.



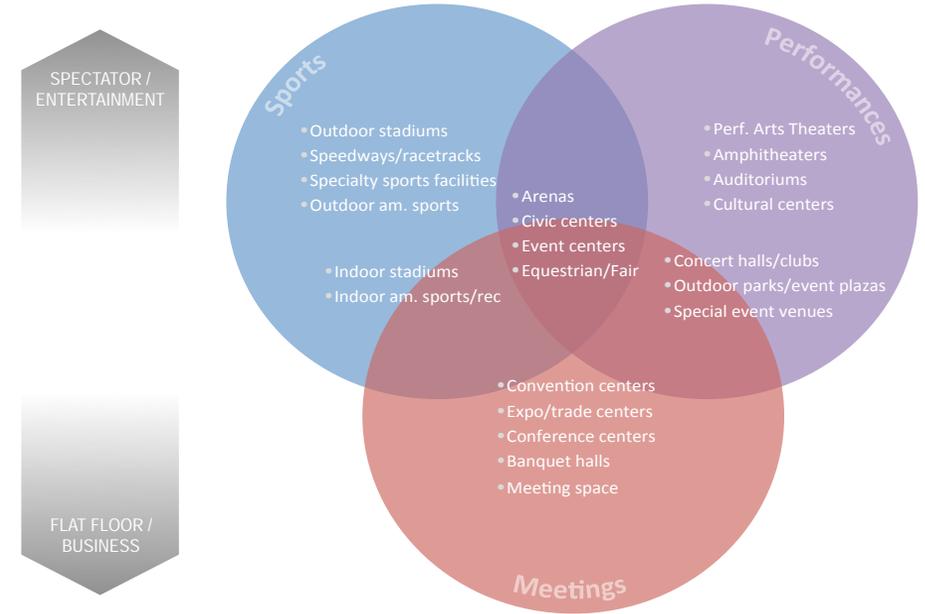
5. INDUSTRY TRENDS

FACILITY NEEDS & PREFERENCES

It is often useful to consider events as those residing in one of three general categories: sports, performances, and meetings. Facilities that normally accommodate these event types tend to overlap somewhat, as certain event facilities can accommodate events in multiple categories.

The exhibit to the right illustrates how specific types of industry-typical event facilities fit within this framework of events. As shown, event facilities situated near the top of the diagram tend to be facilities that are more spectator/entertainment event-oriented, while those facilities located near the bottom of the diagram tend to be those that do not integrate fixed seating and are instead flat floor venues that focus on conventions, meetings, tradeshows and other such events.

While facilities employ varying degrees of flexibility and multipurpose space, allowing them to technically accommodate events from all three general categories (for instance, arenas and civic centers), any event facility will possess attributes that will allow it to better compete/serve certain event types, while being less competitive/efficient/effective in other segments.



	High Quality Finish	Exhibit/ Lg. Event Facility	Upscale Banquet Hall	Breakout Rooms	Spectator Seating	Parking	Nearby Hotels	Secondary Facilities	Nearby Visitor Amenities
Conventions	HIGH	HIGH	HIGH	HIGH	LOW	MED	HIGH	LOW	HIGH
Conferences	HIGH	MED	HIGH	HIGH	LOW	MED	HIGH	LOW	HIGH
Meetings	HIGH	LOW	MED	HIGH	LOW	LOW	LOW	LOW	MED
Banquets/Receptions	HIGH	LOW	HIGH	MED	LOW	MED	LOW	LOW	MED
Tradeshows	MED	HIGH	LOW	LOW	LOW	HIGH	MED	LOW	HIGH
Consumer/Public Shows	LOW	HIGH	LOW	LOW	LOW	HIGH	LOW	LOW	MED
Agricultural Shows	LOW	HIGH	LOW	LOW	LOW	HIGH	LOW	HIGH	LOW
Equestrian Events	LOW	HIGH	LOW	LOW	MED	HIGH	LOW	HIGH	LOW
Rodeos	LOW	HIGH	LOW	LOW	HIGH	HIGH	LOW	MED	LOW
Tractor pulls	LOW	HIGH	LOW	LOW	HIGH	HIGH	LOW	MED	LOW
Sporting Events	LOW	HIGH	LOW	LOW	HIGH	HIGH	LOW	LOW	LOW
Concerts	LOW	MED	LOW	LOW	HIGH	HIGH	LOW	LOW	MED
Festivals	LOW	HIGH	LOW	LOW	LOW	HIGH	LOW	LOW	LOW

As shown in the exhibit to the left, different types of events can have very different preferences and requirements with regard to facility characteristics. For example, conventions typically place high premiums on high quality finish of event space (including carpeted space), adjacent/proximate full-service hotel rooms and other visitor amenities (i.e., restaurants, retail, entertainment, etc.) in close walking distance, while sporting events typically focus on large seating capacities and plentiful parking.

This discussion begins to lay the groundwork for some important issues that will likely affect the types of events that may be attracted to an event facility. The type, level of finish, configuration, and amenities of the space offered in any potential facility will play a strong role in determining the ability of the facility to attract and accommodate certain types of events. Ultimately, this information also implies that industry best practices dictate that event facilities cannot, and should not, be “everything to everyone”.

5. INDUSTRY TRENDS

EMPHASIS ON SUB-DESTINATION DEVELOPMENT

Beyond the facilities themselves, the importance of amenities and location attributes “outside the box” continues to strengthen. Recognizing that the event facility/complex itself is only one piece of a larger puzzle that event planners, exhibitors, attendees, participants and spectators tend to consider when selecting sites and/or deciding whether to attend/participate in an event, more and more communities have been focusing on ways to strengthen the appeal of the proximate area surrounding the event facility/complex itself. This often involves comprehensively master planning a mixed-use or entertainment district containing the event facility/complex, whereby an attractive pedestrian-friendly environment is created to welcome attendees and visitors, through offerings of restaurants, retail, nightlife, entertainment and attractions. “Connectivity” issues are often addressed that physically and perceptually bring together the district to other nearby attractions and districts. Healthy, vibrant and exciting environs surrounding the center are normally viewed very attractively by event planners and can provide important advantages in marketing a destination and its event facility/complex.



5. INDUSTRY TRENDS

IMPORTANCE OF FLEXIBILITY, FUNCTIONALITY & AFFORDABILITY

The “state-of-the-industry” in terms of the physical product aesthetics and functionality of many types of event facilities has continued to advance year-over-year in cities throughout the country—especially concerning sports and entertainment arenas and convention facilities. Event promoters and planners increasingly prefer, and oftentimes demand, the modern, spacious aesthetics and optimized, advanced functionality and efficiency of newer facility designs and programs. Beyond attracting higher numbers of groups, visitors and economic impact, modern event facilities and event facility complexes often offer significant advancements in operating efficiencies and enhanced revenue generation opportunities, as compared to previous generations of facilities.

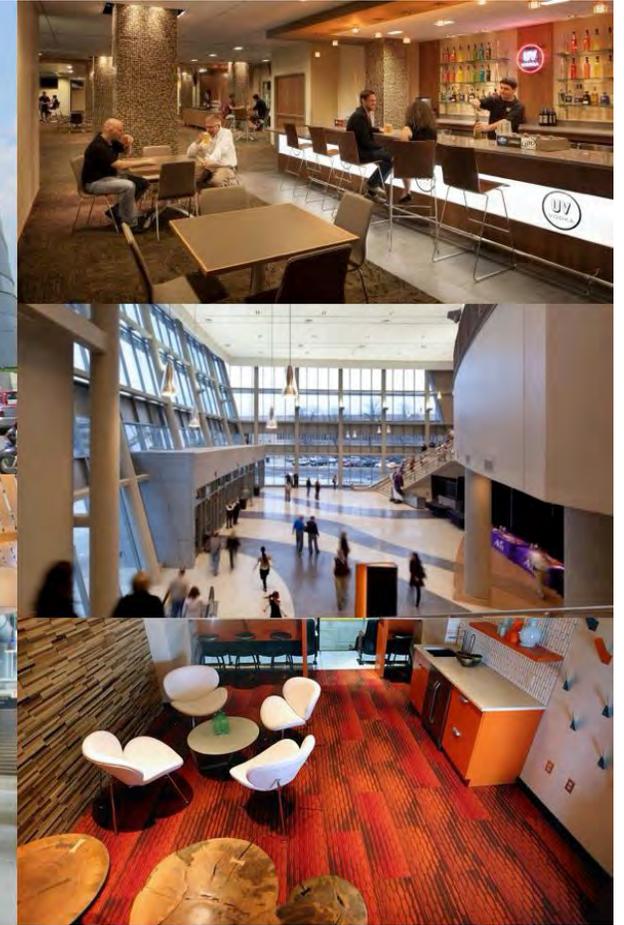


5. INDUSTRY TRENDS

EVOLVING FACILITY DESIGN & AMENITIES

Throughout the country, public sector investment in event facility product development is increasingly targeting both event facilities (bricks/mortar and policies/procedures) and its supporting visitor amenities (hotel, restaurants, entertainment, attractions, etc.)—all geared towards enhancing attractiveness compared to other competitive destinations. Many of Great Falls' peer destinations have expanded or developed new event facility products since the opening of the Pacific Steel & Recycling Arena. Further, many of these communities have also invested substantial public sector dollars into enhancing the event facility/complex's supporting amenity infrastructure, including incentivizing appropriate hotel products and entertainment and mixed-use districts and infrastructure nearby.

The state-of-the-industry in terms of arena, equestrian and fairgrounds physical product aesthetics and functionality has continued to advance year-over-year since Pacific Steel & Recycling Arena was built. As would be expected, this has degraded Great Falls' ability to compete for key touring entertainment shows, sports tenants, and amateur tournaments. Likewise, limitations in terms of equestrian product quality and placement at the grounds has limited certain market opportunities.



5. INDUSTRY TRENDS

ENTERTAINMENT VENUES (SPECTATOR EXPERIENCE)

From fixed and retractable seating systems that has every seat with a perfect view orientation to the event floor, to a diversity of premium seating options at various price points, modern spectator event facilities have evolved significantly beyond the present state of offerings in the Pacific Steel & Recycling Arena. The venue has long-served Great Falls and Cascade County through accommodate events and local and non-local spectators and attendees; however, its competitiveness in an ever-advancing industry continues to decline.

Offering a superior spectator experience has been a strong focus on modern design approach to arenas and event centers. Food service, in particular, is continually evolving and becoming an increasingly critical element to facility operating profitability or cost containment, along with enhancing the spectator experience. Seat comfort, sightlines, premium amenities, technology, acoustics, and retail options are other rapidly evolving amenities and areas.



5. INDUSTRY TRENDS

CONCERT INDUSTRY CHARACTERISTICS & TRENDS

- The size of the North American concert industry hit a record **\$7.3 billion** in ticket sales in 2016, representing a six percent increase over the previous year.
- The average concert ticket price for the top 100 North American tours was **\$76.80** in 2016, an increase of 2.4 percent over the previous year.
- **Artist guarantees costs have increased** substantially, resulting in an upward trend in ticket prices and neutral gains in attendance. As a result, the **margins generated to promoters and concert venues have decreased.**
- Venue operators have increasingly relied on revenue from rent, facility fees, ticket sales rebates, concessions, merchandise, parking and advertising/sponsorships to generate operating profits.



	TIER 1	TIER 2A	TIER 2B	TIER 3	TIER 4
Typical Acts	Beyoncé, Guns N' Roses, Garth Brooks, Adele, Justin Bieber, Coldplay, Drake, Kenny Chesney	Elton John, Jason Aldean, Florida Georgia Line, Selena Gomez, Dolly Parton, Fall Out Boy, The Cure	Reba, Demi Lovato, Brad Paisley, Gwen Stefani, Bob Dylan, Darius Rucker, Ellie Goulding	The Beach Boys, Willie Nelson, Goo Goo Dolls, Ron White, Steve Miller Band, Donny & Marie Osmond	Vince Neil, Tony Orlando, Nick Swardson, Englebert Humperdink, local bands/cover bands
Average Gross per Market	\$800,000 +	\$500,000 - \$799,999	\$200,000 - \$499,999	\$100,000 - \$199,999	< \$100,000
Average Attendance	15,000 - 20,000+	8,000 - 10,000	6000 - 8,000	1,500 - 3,000	500 - 2,000
Average Ticket Prices	\$100 - \$150	\$70 - \$95	\$55 - \$65	\$50 - \$60	\$45 - \$65
Typical Venues	Large markets; destination amphitheaters and festival grounds	Prime dates in large market arenas; routing through secondary markets	Well distributed among a variety of markets and event facilities	Theaters, casinos and smaller arenas or amphitheaters	Intimate local venues, casinos and other low budget/ finish event venues

5. INDUSTRY TRENDS

EQUINE/LIVESTOCK/AG/EXPO INDUSTRY (TYPES OF EVENTS)

Example of events hosted at typical fairgrounds and expo complexes often include the following types of events:

HORSE SHOW/EVENT

- Gaited
- Barrel racing
- Carriage
- Pleasure
- Cutting
- Dressage
- Driving
- Equitation
- Hunter
- Jumper
- Racing
- Reining
- Penning
- Western
- Walking
- Roping
- Rodeo

CONSUMER/PUBLIC SHOWS

- Gun show
- Antique show
- Auto show
- Bridal show
- Craft & quilt fair
- Home improvement show
- Home & garden show
- Sports show

CONVENTIONS/TRADESHOWS

- Corporate
- Private trade
- State association
- Regional association
- National association
- International association
- Social, military, education, religious, fraternal

LIVESTOCK SHOWS

- Pig shows/sales
- Cattle show/sales
- Sheep show/sales
- Goat show/sales
- Alpaca show/sales

MEETINGS/BANQUETS

- Meetings
- Banquets
- Receptions
- Weddings
- Seminars / Lectures
- Corporate training

OTHER EVENTS

- Graduations
- Fair / Festivals
- Flea markets
- Motocross
- Exams
- Concerts
- Amateur Sports

5. INDUSTRY TRENDS

EQUESTRIAN INDUSTRY TRENDS:

- There are an estimated 9.2 million horses in the United States.
- According to the U.S. Equine Market 3rd Edition report by Packaged Facts, while less than 3 million U.S. households own at least one horse, down from more than 4 million such homes in 2004, horse ownership declines have stabilized.
- Based on the most recent research by the American Horse Council, the horse industry generates more than \$102 billion in economic impact to the GDP of the U.S. and produces over 1.4 million full-time equivalent jobs.



LIVESTOCK INDUSTRY TRENDS:

- Global production across all protein categories (beef, pork, poultry, fish, lamb/goat) has risen for decades to feed a growing global population and must continue to increase to meet continued growing global demand.
- Many production systems are increasing their efficiency and environmental sustainability, while developments in breeding, nutrition and animal health continue to contribute to increasing potential production and further efficiency and genetic gains.
- In 2017 all major livestock species are on track to post production increases — approximately 3 to 4 percent more beef, following a 4 percent to 5 percent increase in 2016; 2 to 3 percent more pork; 2 to 3 percent more chicken; and 2 percent to 3 percent more turkey.



5. INDUSTRY TRENDS

COMPETITIVE RIDING AND RODEO INDUSTRY TRENDS:

- The competitive horse show industry is comprised of judged exhibitions of horses and ponies. The United States Equestrian Federation (USEF) is the American national body for equestrian sport and it also organizes and sponsors horse shows for many horse breeds.
- Several organizations that govern rodeo events and activities throughout the United States, with the two prominent governing bodies being the Professional Rodeo Cowboys Association (PRCA) and the Professional Bull Riders (PBR).
- The industries experienced a decline in participation during the recession, but have since stabilized. It is expected that participation in equine and rodeo competitions will increase, primarily with younger demographics.



FAIR INDUSTRY TRENDS:

- Over 3,200 fairs are held in North America each year providing industrial exhibits, demonstrations and competition aimed at the advancement of livestock, horticulture and agriculture with special emphasis placed on educational activities such as 4-H, FFA and similar youth development programs.
- With fewer people directly involved in agriculture and changes in the way media informs consumers, the need for public education about agricultural issues has never been stronger.
- Early fairs served as a venue for farmers and ranchers to exhibit and sell their products, learn about new technology and practices and network with suppliers. While today's fairs still provide these important opportunities, they play an increasingly important role in educating and entertaining the general public about agriculture and agricultural issues.

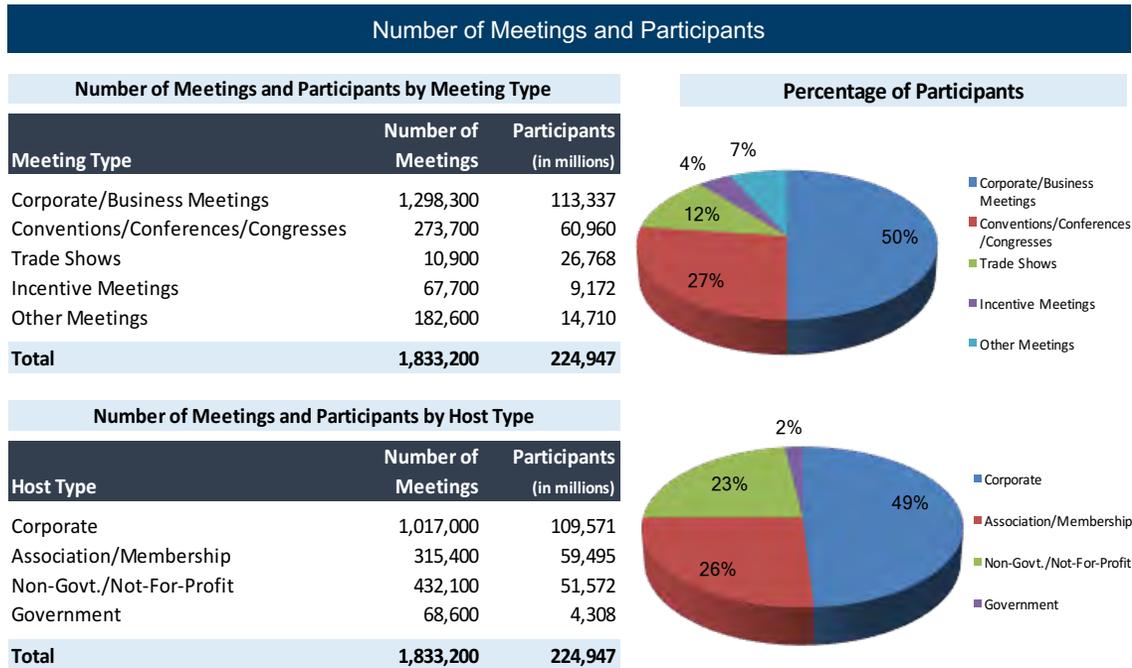


5. INDUSTRY TRENDS

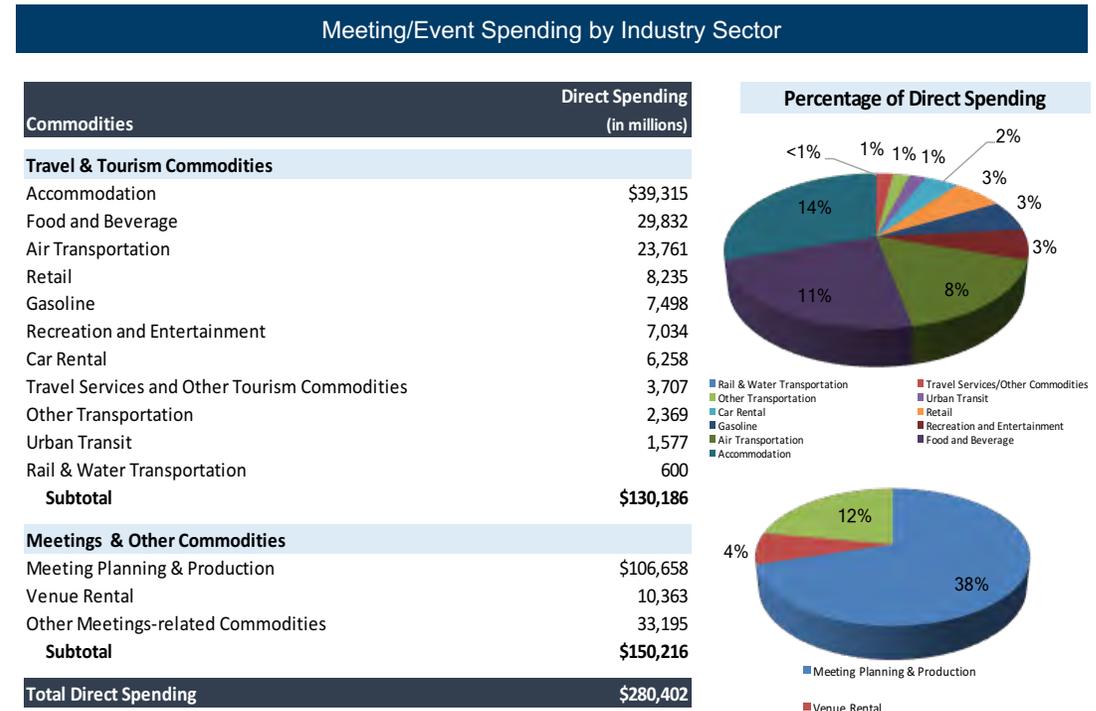
CONVENTION/MEETING INDUSTRY CHARACTERISTICS

According to a PricewaterhouseCoopers study, just over 1.8 million meetings are held annually, attracting a total of just under 225 million meeting participants. Corporate/business meetings made up the largest portion of this meeting activity, encompassing 50 percent of all meetings, with conventions/conferences/congresses following behind at 27 percent.

Direct spending levels resulting from these meetings approximate \$280 billion, that is directly attributable to meeting activity. Spending on accommodations and food and beverage resulted in just under \$70 billion of total direct spending, making up a majority of the \$130 billion of direct spending on travel and tourism commodities. Also of note, money spent on meeting planning and production resulted in a total of \$107 billion of direct spending.



Source: PWC, The Economic Significance of Meetings in the U.S. Economy, 2014



Source: PWC, The Economic Significance of Meetings in the U.S. Economy, 2014

5. INDUSTRY TRENDS

CONVENTION/MEETING INDUSTRY CHARACTERISTICS

The Center for Exhibition Industry Research (CEIR) is a nonprofit organization whose mission is to advance the growth, awareness and value of exhibitions in the United States. The annual CEIR Index Report is developed to provide an objective measure of the annual performance of the exhibition industry. The CEIR Index Report measures year-over-year changes in key metrics of industry performance. The industry’s performance within these metrics was calculated from data provided from over 400 events. The CEIR Index Report displays and analyzes actual event-specific data and provides future forecasts. The Report’s findings for number of events and direct spending by commodity are shown below. The exhibits on the following page plot historical trend data concerning industry demand and performance by segments.

Number of Exhibition Events by Industry Sector

Industry Sector	Number of Events
Medical and Health Care	1,549
Raw Materials and Science	930
Professional Business Services	893
Communications and Information Technology	784
Education	672
Financial, Legal and Real Estate	658
Consumer Goods and Retail Trade	649
Sporting Goods, Travel and Amusement	491
Discretionary Consumer Goods and Services	472
Industrial/Heavy Machinery and Finished business Outputs	435
Transportation	413
Building, Construction, Home and Repair	386
Government	352
Food	278
Total Events	8,962

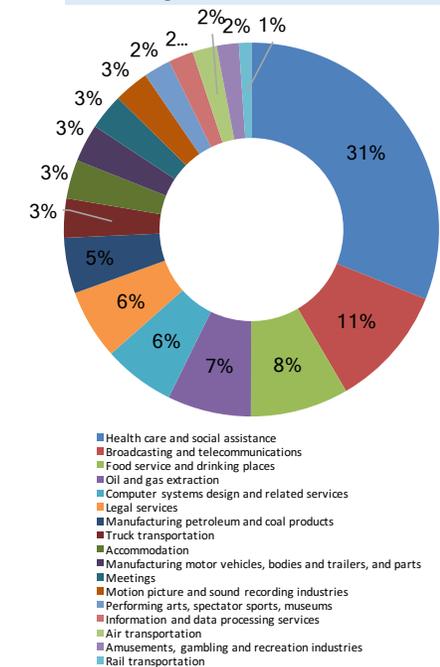
Source: Center for Exhibition Industry Research (CEIR), 2014

Direct Contribution to GDP of Select Industries

Industry	Estimated Value Added to GDP (in millions)
Health care and social assistance	\$1,157,000
Broadcasting and telecommunications	392,000
Food service and drinking places	315,000
Oil and gas extraction	269,000
Computer systems design and related services	230,000
Legal services	225,000
Manufacturing petroleum and coal products	179,000
Truck transportation	126,000
Accommodation	125,000
Manufacturing motor vehicles, bodies and trailers, and parts	122,000
Meetings	115,615
Motion picture and sound recording industries	113,000
Performing arts, spectator sports, museums	87,000
Information and data processing services	80,000
Air transportation	78,000
Amusements, gambling and recreation industries	71,000
Rail transportation	40,000

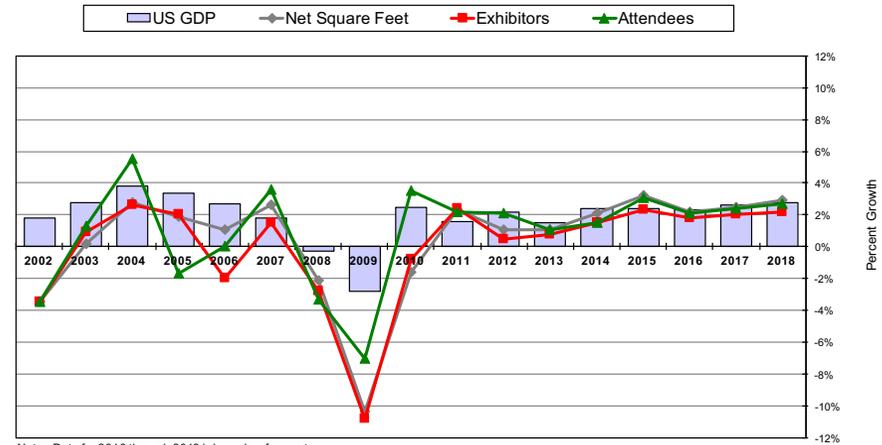
Source: PWC, The Economic Significance of Meetings in the U.S. Economy, 2014

Percentage of Value Added to GDP



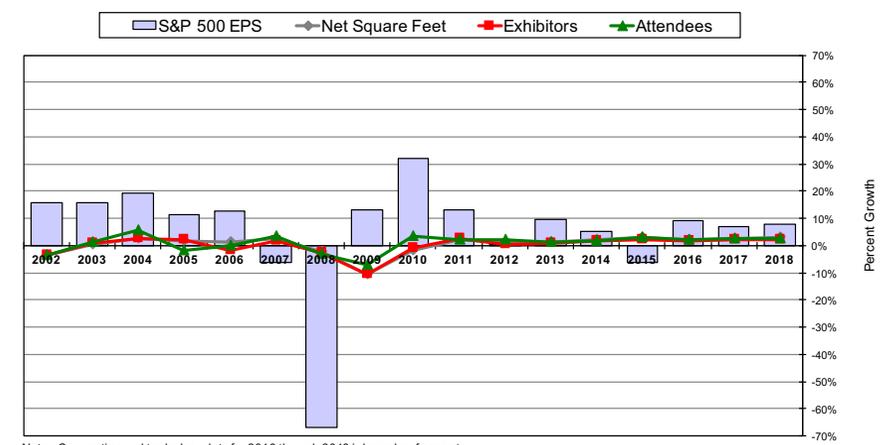
5. INDUSTRY TRENDS

Annual Convention Demand Change vs. U.S. GDP



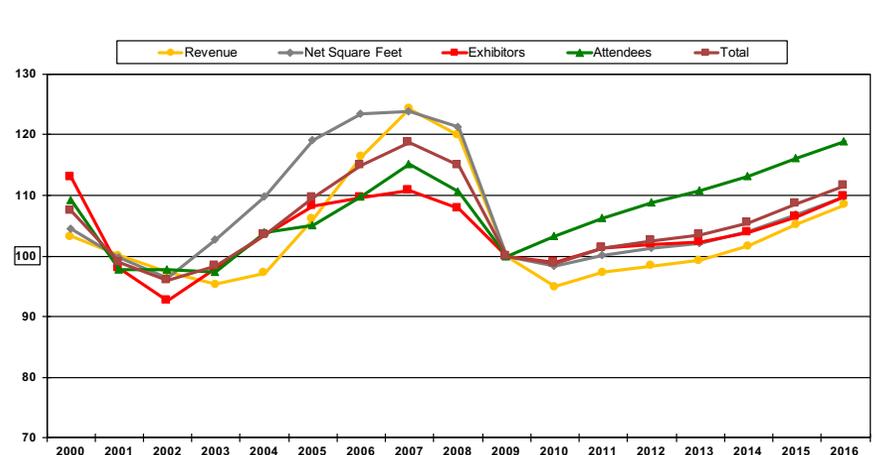
Note: Data for 2016 through 2018 is based on forecasts.
Source: Center for Exhibition Industry Research (CEIR), 2016

Annual Convention Demand Change vs. S&P Earnings per Share



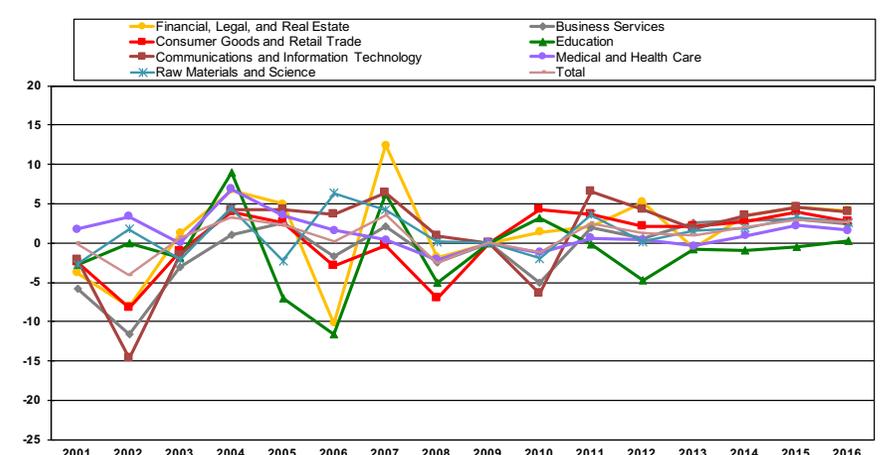
Note: Convention and tradeshow data for 2016 through 2018 is based on forecasts.
Sources: Center for Exhibition Industry Research (CEIR), Standard & Poors, Goldman Sachs, 2016

Comparison of Overall Exhibition Industry Performance



Source: Center for Exhibition Industry Research (CEIR), 2014

Exhibition Industry Performance Percentage Change by Market Segment



Source: Center for Exhibition Industry Research (CEIR), 2014

6. MARKET DEMAND



6. MARKET DEMAND

INTERVIEWS & SURVEYS

The market demand analysis associated with the potential new Multipurpose Event Center and other improvements to Montana ExpoPark included a detailed set of telephone surveys with meeting planners representing potential entertainment, agricultural, equestrian, livestock, exposition, amateur sports, and other events. Specifically, the key components of the primary market research completed for proposed Multipurpose Event Center and improvements to Montana ExpoPark included:

1. Site visit and meetings with GFTBID representatives; business, government & economic development leaders; visitor industry & event facility representatives; local arts and cultural organizations; local sports clubs and organizations.
2. Review the market research and interviews conducted for the 2014 Event Center feasibility study, and re-contact a targeted set of previously-interviewed potential events.
3. Completed over 90 telephone interviews with:
 - a. Promoters of concert, entertainment, motorsports and other regional and national touring shows/events;
 - b. Agricultural, equestrian and livestock related events;
 - c. Flat floor exhibition show and event producers; and,
 - d. Amateur sports event planners.
4. Post-study workshop with key stakeholder groups in mid-2019 to discuss and refine the master plan.

The detailed telephone interviews were completed with a survey-based technique that provides a detailed understanding of potential user's willingness to use a new Multipurpose Event Center and/or an improved Montana ExpoPark, their overall perceptions of Great Falls and Cascade County as a potential host community for their event(s), the physical facility requirements needed to accommodate their event and any requirements of the destination/community.

The focus of much of the remainder of this section is focused on quantified survey data associated with the three primary groupings of surveys completed for this study: 1) potential ag/livestock/equestrian event planners; 2) potential flat floor event planners; and 3) potential spectator/entertainment and promoted event planners. Further detail relating to event planners' responses is presented on the following pages.



6. MARKET DEMAND

AG / EQUESTRIAN / LIVESTOCK EVENTS

55

total number of user groups contacted

150+

events planned

67%

positive response

750

average daily attendance

250'x140'

average arena dimensions required

265

average horse stalling required

2,150

average seats required

62

average RV hook-ups required

Summary of Key Findings

- Telephone survey of local, state, regional and national agriculture, equestrian and livestock event planners.
- Event planners and promoters represent equine events, 4-H organizations, sheep, cattle, goat, horse and other livestock sales, agricultural associations.
- Contacted 55 user groups with planners representing more than 150 events.
- Approximately 67 percent of survey respondents expressed positive interest in bringing one or more future events to Montana ExpoPark.
- Interested respondents could envision utilizing the proposed facility for approximately 36 events per year.
- Of those approximately 36 events, average daily event attendance is 750.
- Interested events required an average arena size of 250'x140' and approximately 265 stalls.
- Additional warm-up arena is required for most equestrian events. Warm-up arena should have easy access to main arena and can be covered or outdoors.
- Most event would need more than one concurrent space, such as an additional event hall for meal functions or breakout meeting space but would be able to work with flexible space.
- Approximately 80% of potential events can be accommodated with a 2,500-seat arena.



6. MARKET DEMAND

AG / EQUESTRIAN / LIVESTOCK EVENTS

Reasons for Not Considering Great Falls

- Lack of appeal – Event promoters indicated a potential issue with a lack of appeal towards Great Falls and suggested there are better destinations that provide more amenities in addition to an event facility.
- Non-central location – Some event planners indicated that the remote location Great Falls would cause issues for some attendees travelling and stated they would prefer to host in a more centralized market relative to major interstate access.
- Attendee base – Lack of major attendee base in Great Falls area, notable areas include Billings and other major cities along Interstate I-90.

Potential Event Activity

- Big Sky Region College Rodeo – Stated a strong interest in bringing 12 events to Great Falls with an average attendance of 1,000 spectators per event.
- World Class Bucking Horse Association – Indicated the potential to bring 1 to 3 events annually estimating 2,000 in spectator attendance.
- National Barrel Horse Association - Expressed potential to bring 2 to 3 events to Great Falls with approximately 2,000 spectators per event.
- U Barrel Racing Championships– Would bring two, 2-day events to Montana ExpoPark with 400 spectators in total attendance.
- American Cowboy Team Roping Association– Stated the potential to bring 1 state-wide event annually of approximately 300 participants.



6. MARKET DEMAND

EXHIBITION / FLAT FLOOR EVENTS

75

total number of user groups contacted

100+

events planned

43%

positive response

260

average delegate attendance

5,700

average square feet of largest room required

100

average total hotel room block required

2-3 days

Average number of days per event

Summary of Key Findings

- Telephone survey of local, state, regional and national trade shows, consumer shows and association events.
- Event planners and promoters represent gun shows, boat and RV shows, state associations, gun and knife shows, and other such flat floor exhibitor events.
- Completed 75 telephone interviews with planners representing more than 100 annually recurring events.
- Approximately 43 percent of survey respondents expressed positive interest for one or more future events to be held in a new Multipurpose Event Center.
- The average total hotel room block required is 100 rooms.
- On average, exhibition/flat floor events last 2 to 3 days.
- The average state or regional convention with a positive interest in Great Falls attracts approximately 260 delegates and 40 exhibiting personnel.
- Approximately 90 percent of the potential state and regional organization market for Great Falls consists of events attracting fewer than 400 delegates and 100 exhibiting personnel
- The Pacific Steel & Recycling Arena offers enough space to accommodate 100 percent of the state and regional market's need for contiguous space.



6. MARKET DEMAND

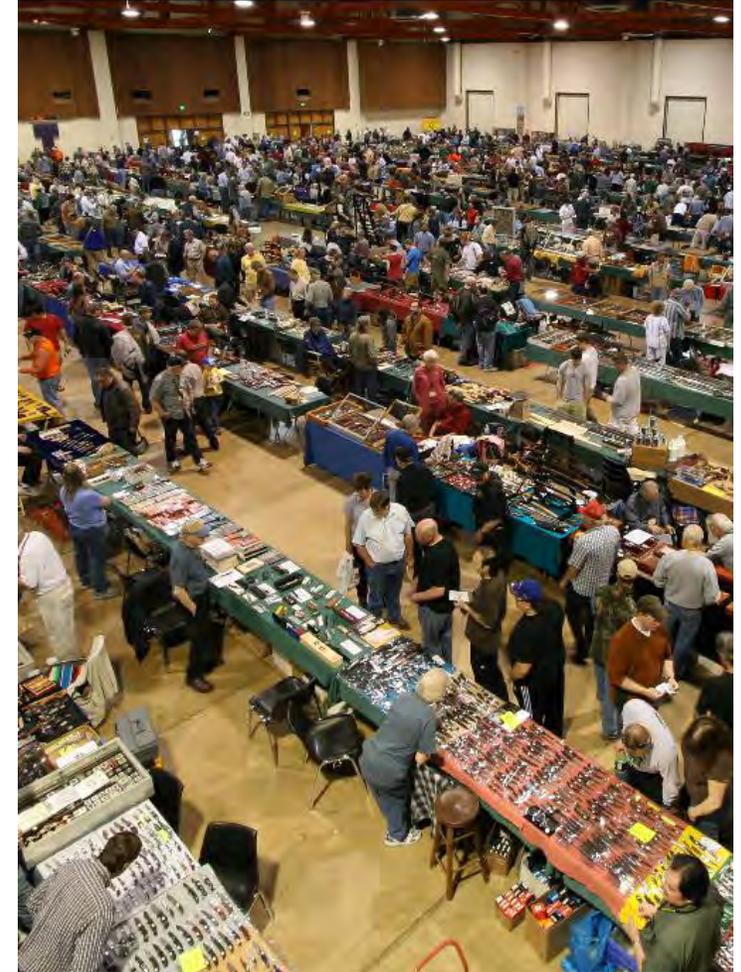
EXHIBITION / FLAT FLOOR EVENTS

Reasons for Not Considering Great Falls

- Lack of contiguous space– Event promoters indicated a lack of contiguous space would place growth constraints on their shows.
- No headquarter hotel – Conventions and large flat floor event planners indicated need for a headquarters hotel.
- Overall market quality – The proposed facility would be located in a market that does not have adequate visitor amenity infrastructure to host large national conventions (airport access, full service properties, attractions, etc.)

Potential Event Activity

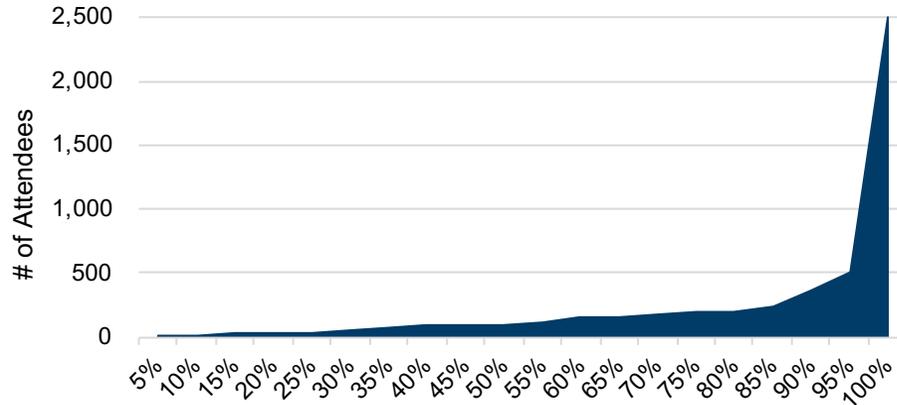
- Montana Green Expo – Stated the potential to bring one large trade show and convention with approximately 90 vendors and 200 delegate attendance lasting two days.
- Publishers Association of the West – Expressed interest in bringing one event annually with approximately 40 vendors and attendance averaging 200 delegates. Events typically last three days in length.
- Montana Association of Counties – Indicated potential to bring 1 to 3 events annually that would typically last 1 to 5 days if the facility contained 11,000 sf contiguous flat floor exhibit space.
- Montana Tavern Association – Stated the potential to bring a 1 day convention and trade show with approximately 250 people in attendance.
- Montana Outfitters and Guides Association– Expressed interest in bringing 1 to 2 with approximately 25 vendors and 150 in attendance.



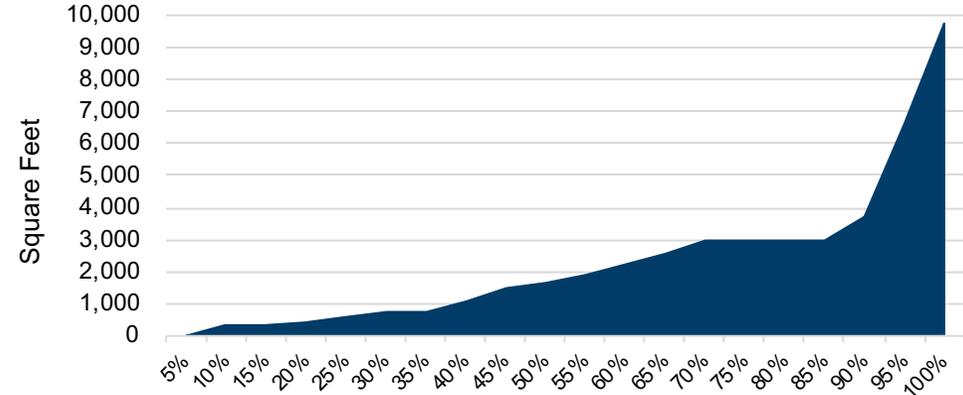
6. MARKET DEMAND

EXHIBITION / FLAT FLOOR EVENTS

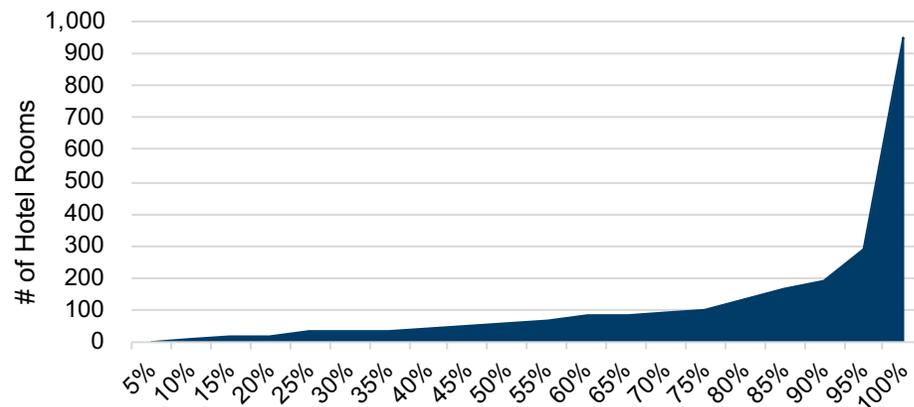
Total Delegate Attendance



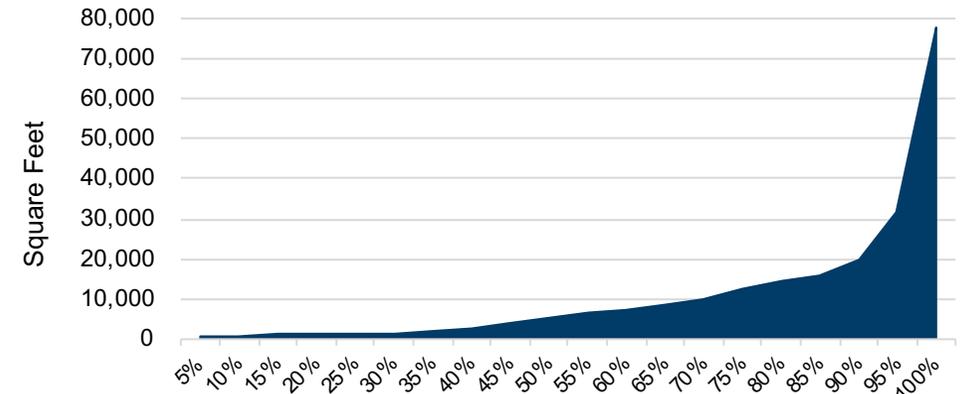
Ballroom Space



Peak Hotel Rooms



Total Sellable Space



6. MARKET DEMAND

SPECTATOR / ENTERTAINMENT EVENTS

10
completed telephone interviews

500+
events planned

2,500 – 3,000
average attendance

5,000 – 6,000
average maximum seating capacity

1 - 2
number of annual events each could consider
Routing through Montana Expo Park

\$50 - \$75
average expected ticket price per show

Summary of Key Findings

- Telephone survey of state, regional and national concert and entertainment promoters.
- Event planners and promoters represent family shows, national and regional touring acts, professional motorsports and equine events, comedic acts, etc.
- Completed telephone interviews with various entertainment promoters representing hundreds of national touring acts.
- Existing Pacific Steel & Recycling Arena possesses limitations and challenges in effectively competing for and accommodating many traditional sports and entertainment events.
- While promoted an touring shows are predominantly attended by local residents, Montana and other regional residents are more willing to drive further distances to attend these types of shows, as compared to the majority of the country.
- Interviews with promoters of touring entertainment events/shows indicate opportunities for a new state-of-the-industry arena in Great Falls to attract additional touring concert, family show, ice show, circus, rodeo, motocross, boxing/MMA, and other such events/shows.
- Potential exists to secure one or more minor league sporting tenant; however, these franchises tend to be transitory and should not be relied upon for long-term facility planning.
- Additional potential exists to attract the volleyball and wrestling state tournaments to Great Falls, assuming sufficient event space is available.



6. MARKET DEMAND

SPECTATOR / ENTERTAINMENT EVENTS

Reasons for Not Considering Great Falls

- Regional marketability – Montana is traditionally a difficult market to attract talent and concerts due to its relatively remote location and sparse population.
- Lack of established market base – While historically Montana and other Mountain Region residents have shown a propensity to travel for entertainment events, the limitations of Pacific Steel & Recycling Arena do not provide sufficient “proof of market” across all music genres to warrant significant interest among certain concert promoters and touring acts.
- Tour routing accessibility – Great Falls does not lie along a heavily traversed touring route. While it is easy to access via interstate highway, the risk associated with dedicating marketing dollars and a tour stop to the market may prove too great.

Direct Promoter Feedback

- Live Nation – Noted difficulties with regional booking throughout the state of Montana and the greater return-on-investment for promoters and acts in competing regional markets. However, a new Event Center would significantly increase their interest in considering Great Falls.
- AEG Presents – Potential exists to route some smaller events through the market; however lack of established track record presents a challenge in accurately forecasting the market potential.
- Feld Entertainment – Existing Pacific Steel & Recycling Arena is not well equipped to host these events; will often utilize the Mansfield for shows with multi-day runs.



6. MARKET DEMAND

CONCLUSIONS

1. Additional research and interviews of event promoters/planners for this study support the conclusions of the 2014 feasibility study relating to a potential new Multipurpose Event Center. Unmet demand exists at Montana ExpoPark for a new Multipurpose Event Center, consisting of a flexible, state-of-the-industry spectator event arena. Pacific Steel & Recycling Arena (Four Seasons Arena) is substandard relative to modern arenas located in competitive markets and throughout the country.
2. Interviews with national and regional promoters indicate that a new Event Center could attract new touring entertainment (i.e., concerts, family shows, ice shows, rodeos, etc.) events to Great Falls. Additionally, a new Event Center would offer a significantly improved spectating experience for attendees.
3. In addition to concerts, family shows, rodeos, and high school sports tournaments, a new Event Center could potentially attract one or more minor league or junior league sports tenants; however, the presence of individual franchises in many minor leagues tend to be transitory in many cases, and should not be relied upon for long-term facility planning.
4. A retrofit of the Pacific Steel & Recycling Arena (consisting of the removal of the large, obtrusive retractable seating bank) would create a more marketable flat floor environment for a number of current events and potential new larger events.
5. Interviews with past, current, and potential new users of other key event segments, including equestrian, agriculture, and public/consumer show events, suggest that an investment strategy for ExpoPark should also include targeted improvements to other key buildings, spaces and amenities, in addition to the core Event Center concept. These targeted improvements to other ExpoPark infrastructure are designed to better position the complex in terms of industry best practices and will serve to protect current business, grow new business, deliver an upgraded experience to visitors, and generate higher visitation and economic impact.
6. Supported by interviews with past and current ExpoPark users, it is reasonable to deduce that recent reductions in event levels and attendance in key event categories, such as Sporting Events and Entertainment (i.e., concerts, family shows, etc.), are partially attributable to a gradual decline in the competitiveness of the ExpoPark product. To the extent that reinvestment is not made in ExpoPark facility infrastructure, while industry standards and expectations for product quality, functionality and patron amenities continue to increase, the marketability and captured market share relating to the ExpoPark would be expected to continue to decline looking into the future.

1. Market demand exists for the new/improved facilities:

- a) New Event Center
 - Pacific Steel & Recycling Arena (Four Seasons) is industry substandard
 - Interviews with promoters indicate opportunity event & attendance growth
 - Significantly improved spectator experience
 - Improved revenue generating opportunities
- b) Pacific Steel & Recycling Arena
 - Realignment to a dedicated exhibition facility
 - Removal of obtrusive seating
- c) Other Facilities (Equine, Livestock, Racing & Fair)
 - Targeted improvements through new development, expansion & realignment

2. The investment strategy would:

- a) Better position ExpoPark from the perspective of industry best practices
- b) Protect current business
- c) Grow new business
- d) Deliver an upgraded experience to ExpoPark visitors
- e) Generate higher visitation and economic impact

3. Without investment, ExpoPark market share and performance would be expected to decline

7. PROGRAM & CONCEPT DESIGN



7. PROGRAM & CONCEPT DESIGN

MARKET SUPPORTABLE PROGRAM

Multipurpose event facility complexes, such as Montana ExpoPark, typically host events that vary widely in terms of space needs, attendance and service requirements. The size, type and flexibility of the space at many of these complexes, allows for the accommodation of a wide range of event types, including small private meetings and parties, large flat floor consumer shows, concerts, sporting events, and a wide variety of dirt-oriented/animal events, such as equestrian, livestock and agricultural shows and activities.

Building on the conclusions of the 2014 study, new research and analysis results indicate that development of a new, state-of-the-industry Multipurpose Event Center, combined with targeted improvements to various ExpoPark facilities and the grounds, could enhance and protect long-term ExpoPark market and financial performance, while generating new tourism and enhancing economic impact and quality of life aspects in Great Falls and Cascade County.

Analysis findings indicate that a market supportable program of improvements would include the core elements shown to the right.

Market Supportable Development/Improvement Strategy: New Event Center + Targeted ExpoPark Improvements

- New Multipurpose Event Center
 - Multipurpose, state-of-the-industry arena for sports and entertainment events
 - 5,000-5,500 fixed seats, 6,000-7,000 capacity with floor seating, premium seating, ice capabilities, rodeo flexibility
- Adjustments to Pacific Steel & Recycling Arena (Four Seasons Arena)
 - Removal of retractable seating bank, creates a more marketable and functional environment for exhibitions, tradeshow, & other flat floor events
- New Covered Equine Arena
 - 250' x 125' ring
 - 200 bleacher seats
- Livestock Pavilion Expansion
 - Add 50-100 new stalls, expand to the northwest off of current Livestock Pavilion
- RV hookups
 - 50-75 new
- Rebuild/Repair of targeted old barns

7. PROGRAM & CONCEPT DESIGN

PLANNING AND CONCEPTUAL DESIGN

Working with GFTBID, CSL and Populous, with assistance provided by BSCE, developed layout and concept schemes for the recommended market supportable improvement strategy, along with programmatic detail and preliminary construction cost estimates (to be summarized herein, with more complete detailed provided in Appendices B, C and D).

In addition, discussion of issues pertaining to long-term site planning is also provided. This provides information concerning an industry best practices approach to site planning, growth and maximizing the impact and value of the ExpoPark asset.

In order to present a realistic and equivalent comparison of estimated capital costs, a "status quo" baseline was established. Referred to as Scenario 1, this scenario reflects the reality that, even if no major improvement investment strategy is executed, certain expenditures for capital repair and replacement will still be required at ExpoPark in future years to sustain operational functionality and safety. As such, an appropriate comparison of costs would include those expected under the recommended scenario, as well as those involved with a "do nothing" scenario. Scenario 1 represents a reasonable minimum level of non-operating capital expenditures that would presumably be borne by the County over a 15-year projection period (used in the subsequent cost/benefit analysis).

Scenario 1: Status Quo / Do Nothing

Represents a base case where no major improvement investment is made, other than required capital repairs and replacements necessary to maintain safety and functionality.

Scenario 2: New Event Center + Targeted ExpoPark Improvements

Represents the Market Supportable program of ExpoPark improvements previously outlined.

7. PROGRAM & CONCEPT DESIGN

PLANNING AND CONCEPTUAL DESIGN

Collaborating with CSL, BSCE, GFTBID and the County, Populous developed planning and conceptual design recommendations for improvements at Montana ExpoPark. Providing additional detail, the full Populous report and revised master plan is provided as Appendix B and C to this report.

The purpose of the strategic growth planning exercise is to recommend new venues and enhancements to existing facilities that reflect the market supportable programmatic recommendations derived via the market analysis. Not all existing facilities on the event campus are identified for significant alteration or enhancement. Many of the existing buildings are recommended to remain in their current state and function with exception of continued maintenance to keep them safe and operational for their current uses. The venues that have been identified for growth and enhancement are primarily event core facilities such as the Pacific Steel & Recycling Four Seasons Arena, Expo Hall, and a new multi-purpose event center, the equestrian/livestock venues, and the RV parking areas.

In an effort to contain development costs, a phased approach is recommended for implementation of the strategic improvement plan. It is the project team's understanding that the highest priority venue is the new multi-purpose event center which will trigger a minor renovation of the Pacific Steel & Recycling (Four Seasons) Arena reverting to its original intended use as a dedicated multi-purpose exhibition venue. These projects are high on the propriety list because they provide new modern entertainment options for the community, significant new revenue opportunities, and expanded economic impact.

Expansion and renovations to the equestrian/livestock venues are prioritized after the new event core projects noted previously. The strategic growth plan recommends reorganizing and consolidating the livestock/equine event venues into a new complex that expands and modernizes events and supports activities in the multi-purpose event center. Growing and retaining the equine/livestock business will provide an important community center for the region and draw new multi-day tourism to Great Falls.

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7. PROGRAM & CONCEPT DESIGN

EXISTING SITE PLAN

- HISTORIC FAIR PARK**
 - 1 Heritage Building
 - 2 Family Living Center
 - 3 Mercantile Building
 - 4 Trades and Industry Building
 - 5 Fine Arts Building
- EVENT VENUE CORE**
 - 6 Paddock Club
 - 7 Grandstands
 - 8 Pacific Steel & Recycling Four Seasons Arena
 - 9 Exhibition Center
- LIVESTOCK AND EQUESTRIAN**
 - 10 FFA Building
 - 11 Poultry/Rabbit Barn
 - 12 Livestock Pavilion
 - 13 Harvest Building
- HORSE RACING**
 - 14 Race Track
 - 15 Racing Barns



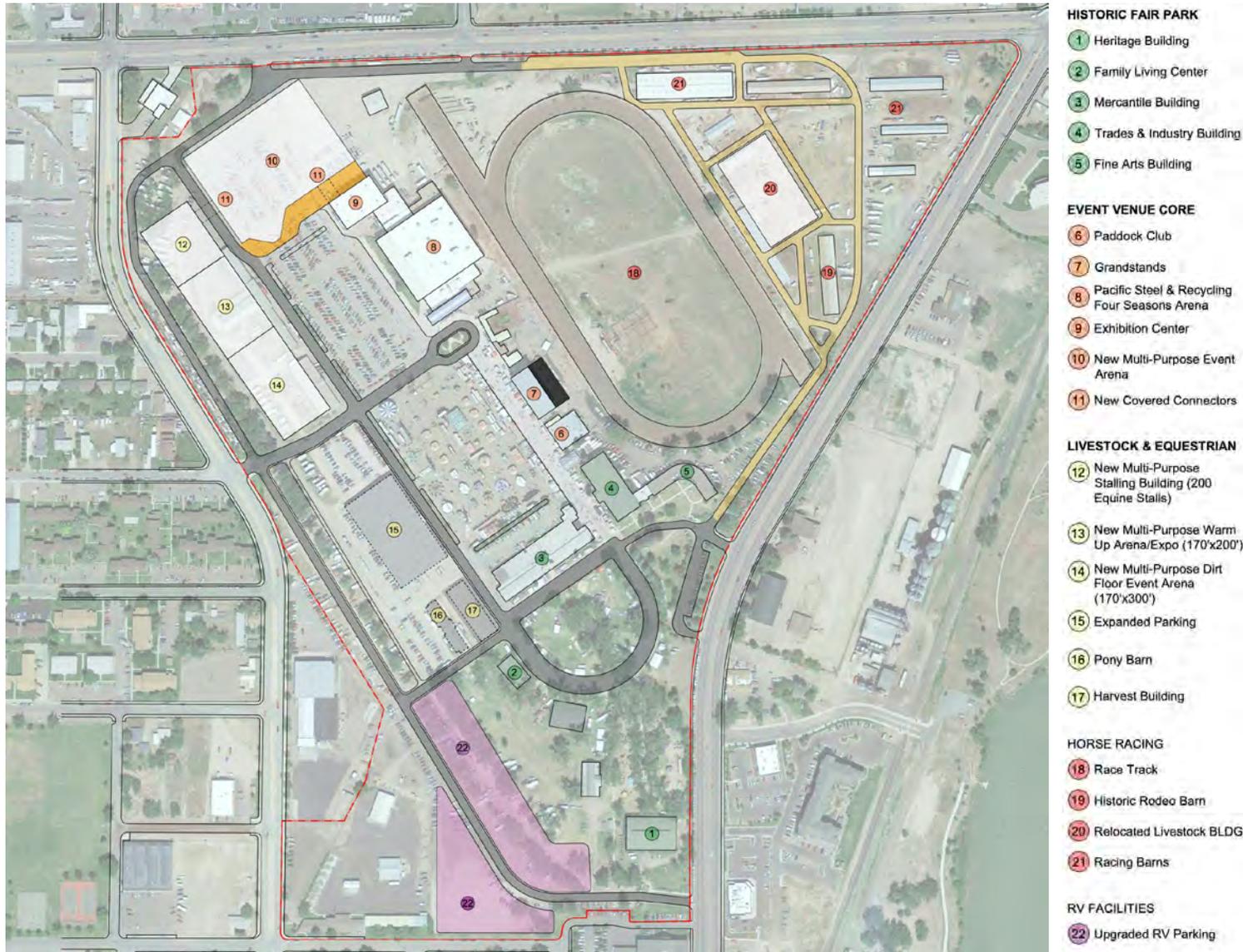
EXISTING EVENT ZONES

- HORSE RACING**
- EVENT VENUE CORE**
- LIVESTOCK AND EQUESTRIAN**
- HISTORIC FAIR PARK**
- PARKING**
- RV PARKING**



The existing site plan and event zones for Montana ExpoPark are shown above. The organization of the site plan focuses on maintaining and strengthening the core event zones currently in place. The new Multipurpose Event Center will be at the northwest end of the existing parking. This allows the main parking areas to remain continuous and provides a shared loading and service zone for the Pacific Steel & Recycling Four Seasons Arena and new multi-purpose event center.

7. PROGRAM & CONCEPT DESIGN



A conceptual site plan (pursuant to the recommended Scenario 2 program) was initially developed by Populous. Following a post-study workshop conducted by Populous with key stakeholder groups in mid-2019, the preliminary master plan was revised, with the final master plan concept shown to the left.

The current master plan for Montana ExpoPark includes the following:

1. The new Multipurpose Event Center is located at the northwest section of the site.
2. Relocate the existing livestock pavilion to the track backstretch (it will be used to replace existing race barns at the end of their serviceable life)
3. Consolidate the livestock elements from the original site plan (including the existing livestock building footprint, covered arena, and two stall barns) into one connected complex and relocate it north of the main entry road with a covered connector to the new indoor arena.
4. Adjust the site circulation and parking to fit the new layout. This adjustment primarily utilizes existing gravel/paved roadways on the site and minimizes removal of trees.
5. Move all the proposed new RV spaces (from the original site plan) to the south east corner of the site which is underutilized gravel parking currently.

7. PROGRAM & CONCEPT DESIGN

Based on the market supportable program for Scenario 2, Populous has prepared a concept design for a new Multipurpose Event Center.

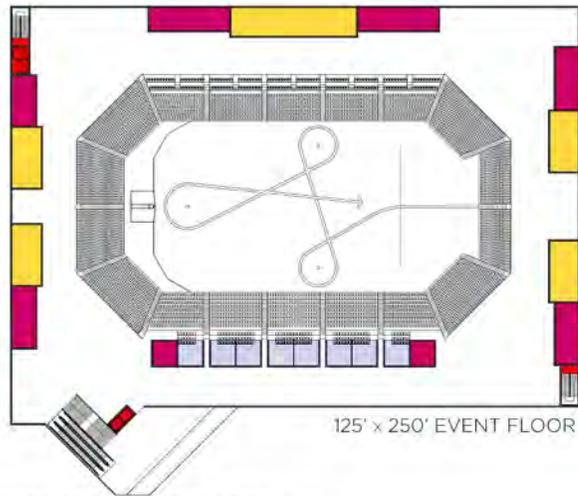
The planning process explored multiple options for placement on the ExpoPark grounds including an option to incorporate a new grandstand into the side of the event venue. The recent Grandstand renovation project and desire to keep the central parking/midway area open and contiguous was the driving factor for the recommended location. The new event center is located to the north end of the Pacific Steel & Recycling Four Seasons Arena creating connectivity between the main exhibit spaces and the new event center while preserving the atmosphere and scale of the historic buildings at the south end of the ExpoPark grounds.

The exterior design of the event center has elements inspired by the historic art deco buildings such as the Fine Arts Building and the Mercantile Building entryway, but also incorporates contemporary design elements to highlight the modern facilities it is bringing to the ExpoPark.



7. PROGRAM & CONCEPT DESIGN

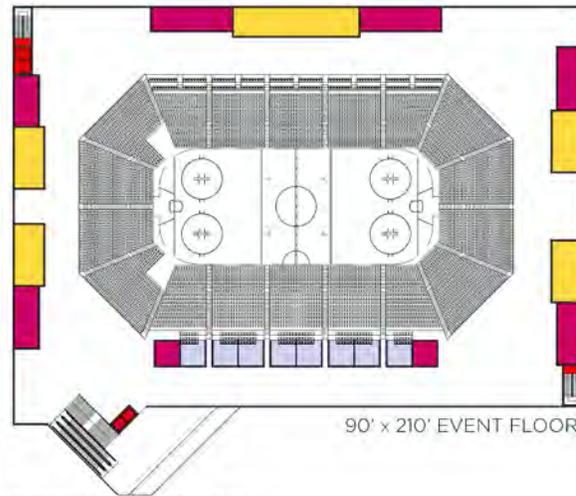
The new Multipurpose Event Center will accommodate between approximately 5,300 fixed seats with the capability for retractable seating and floor seating to increase the spectator count to nearly 9,000 for end-stage concert events. The seating area is designed to create flexible sightlines for a wide variety of event types. One end zone will focus on offering premium seating options for spectators including club seats and loge boxes served by a club space as well as private suites. Various layout and configuration illustrations are below. Further detail surrounding the new Multipurpose Event Center concept and the remaining elements of the overall Master Plan is provided in Appendices B and C.



125' x 250' EVENT FLOOR

RODEO/FULL FLOOR 5,289 SEATS

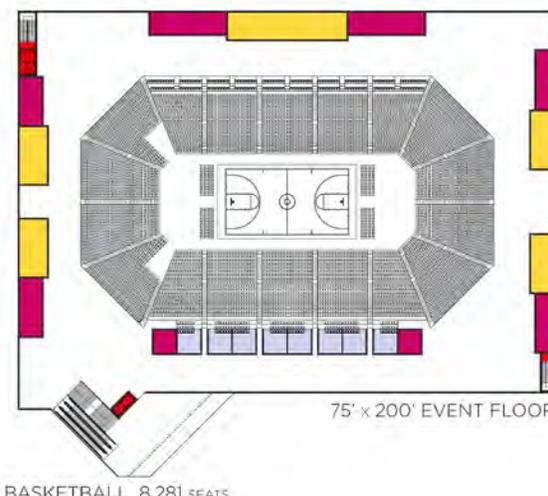
- 144 SUITE
- 170 LOGE
- 685 CLUB
- 4,290 GENERAL



90' x 210' EVENT FLOOR

HOCKEY/ICE SHOW 7,553 SEATS

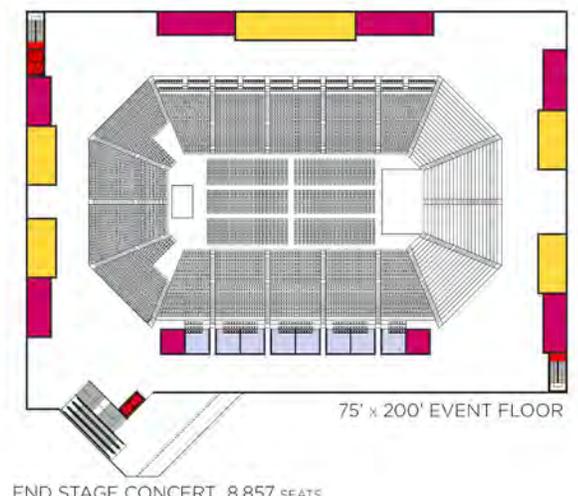
- 144 SUITE
- 170 LOGE
- 685 CLUB
- 4,290 GENERAL
- 2,264 TEMPORARY RISER



75' x 200' EVENT FLOOR

BASKETBALL 8,281 SEATS

- 144 SUITE
- 170 LOGE
- 685 CLUB
- 4,290 GENERAL
- 2,768 TEMPORARY RISER
- 224 FLOOR



75' x 200' EVENT FLOOR

END STAGE CONCERT 8,857 SEATS

- 144 SUITE
- 170 LOGE
- 685 CLUB
- 4,290 GENERAL
- 2,098 TEMPORARY RISER
- 1,470 FLOOR

7. PROGRAM & CONCEPT DESIGN

The following presents additional description and noteworthy aspects of key master plan concept and programmatic elements. References are made below and the pages that follow to buildings/areas numerically identified on the master plan site concept presented on page 70.

Pacific Steel & Recycling Arena Adjustment

With the addition of a new multi-purpose event arena, we are recommending one strategic change to the Pacific Steel & Recycling Four Seasons Arena. The current bleacher layout within the Pacific Steel & Recycling Four Seasons Arena creates a U-shaped seating bowl with a stage as the end cap. Two sides of the seating bowl are fixed against a wall. The third seating segment is composed of retractable bleachers that originally were moveable but now have been fixed in place. Fixing these bleachers provided a solution for large spectator events but greatly hinders the flexibility of the space for exhibition events. The new multi-purpose event center will be the new home for concerts and large spectator events that now occur at the Pacific Steel & Recycling Four Seasons Arena which will allow the existing venue to revert to its primary function as a multi-use exhibition hall. In order to diversify the type of events that can be held within the Pacific Steel & Recycling Arena, it is recommended that the bank of bleachers be removed to allow maximum flexibility of expo events in the venue. No other significant renovations are recommended.

Entry, Exit and Loading

Spectator entry is primarily from the east parking but keep in mind that most livestock/equine events are not ticketed and the spectator is also the exhibitor. To accommodate the unique multi-use nature of these spaces the buildings would be designed with flexible access around all sides that can be configured for ticketed versus open events and account for variations in event circulation as an exposition (i.e., home and garden show) has very different circulation and access requirements than an equine or livestock event. The diagrammatic configuration developed will allow the venues to function well. The primary load-in and service area for the new Multipurpose Event Center (10) is on the east side, which also serves as load-in and service staging for the Four Seasons facility. The north side of the event arena would be designed with aesthetics appropriate to its prominent position facing a major public traffic route.

Loop Road Concept

The road(s) that loop around buildings 12, 13, and 14 as a loop road that would operate as one-way circulation around the complex in a counterclockwise direction primarily for equine/livestock events where orderly load-in/out is critical for operational efficiency. The one-way function would be operationally controlled depending on the event type. The road would be a minimum of 50 feet wide for most of this loop with pull-off lanes designated for exhibitors to load and unload while leaving at least one lane for through traffic. This setup has become an industry standard for larger event venues. Mass pedestrian access is not a significant concern in this configuration as equine/livestock events typically have very few spectators who are not also exhibitors. Ticketed exposition or arena events would not require the one-way loop circulation as spectators would access the Multipurpose Event Center from the main parking lot on the east and service load-in/out would be limited to the west side of the building to fully separate spectator pedestrian and service circulation.

7. PROGRAM & CONCEPT DESIGN

West Side Load-in/Out

The west side of the building would be the primary service side of the building given its proximity to the exterior loop road however it would be designed with appropriate architectural detail so as not to appear as a “back of house”. Multiple overhead doors would be designed along the east and west sides of the stalling and warm-up arena buildings (12 and 13). These doors would each have access to the loop road likely via a driveway separated from the loop road with a roll curb. This allows many points of access to exhibitors and operations for load in/out. Adjacent to each of these doors would be a manure bunker that could be permanent or temporary (assuming you decide to continue with manure bunker collection as opposed to more modern container removal concepts (operational decision). It is believed that this can be accomplished while also keeping the majority of the mature trees along the west side if properly coordinated in the design process. The doors/driveways would be spaced primarily to align with the expo/equine stall grid however this can typically be coordinated with site elements such as the existing trees.

Trailer Access from Orange Gate

The counterclockwise traffic pattern of the loop road around buildings 12, 13, and 14 requires that trailer traffic entering from the orange gate travel along the south side of building 14 and turn left onto the loop along the east die of the building. They would then proceed to loop around the buildings to the pull off lane and find a loading zone parking space ideally close to the location of their stalling area within the building. A left hand turn at the internal road immediately adjacent to the entry would be prohibited to avoid trailers stacking out into 6th street. Removing some trees might be necessary to create a safe intersection in this area; however, that would need to be determined in a future more detailed phase of planning. Ideally, the effort will preserve as many trees as reasonably possible. The width of the loop road being sufficient to accommodate pull-off lane(s) and a drive lane is critical to making all this work as efficiently as possible.

Trailer Parking

Trailer parking can be accommodated in various areas of the site. With relocation of the existing livestock building and removal of existing buildings 16 (Pony Barn) and 17, a large parking area is created that is ideal for trailer parking. Consideration might be given to adding curbside RV connections around the perimeter of this new parking area. Additionally, trailers requiring RV connects would have access to the large expanded RV parking area (22). Operational consideration can be given to the RV parking areas, such as manure bunkers, to help address concerns about trailer clean-out in the RV area. Ideally, a dedicated RV area for livestock/equine trailers could be designated; however, the project budget priorities require shared use of such amenities.

New Stall Barn

Building 12 is a stall barn with portable (removable) stalls. The stalls can be completely removed so the space can be used as an exposition hall or a staging space for an event in the other buildings. The portable stalls can be reconfigured to accommodate the needs and preferences of the event producer.

7. PROGRAM & CONCEPT DESIGN

New Small Dirt Floor Arena

Building 14 is envisioned as a small dirt floor event arena with a flexible layout utilizing retractable or portable seating systems that allow the space to transition from a spectator arena to an expo floor utilizing two wide concrete aprons on the east and west sides of a central dirt event floor. The seating areas would be accommodated on top of the concrete aprons. Based on previous similar designs, Populous believes the seating count estimate could be configured modularly up to around 2,000 to 2,400 seats. Larger events would be held in the new, larger Multipurpose Event Center.

Covered Connector

The covered connector (11) between buildings 10 and 12 is envisioned as a permanent cover that spans the circulation loop road. The connector would be approximately 40 feet wide and have a clear drive under height of 14 feet. Temporary traffic control measures may be implemented by event operators when movement between the buildings is required. Based on experience at other very similar venues it is not necessary to completely close traffic off for most events with proper operational planning. Livestock and equine events will very rarely use the large Multipurpose Event Center (10). The connector is primarily designed to assist with moving cattle and competitors for rodeo events. During rodeo events the road could be easily closed as the road to the west of the livestock/equine complex can carry traffic around to the main parking lot. The road could also be opened at the conclusion of an event to assist with the mass exodus of spectator vehicles.

Key Design Rationale and Attributes

Currently the goal is to utilize connected clear span structure for the construction of buildings 12, 13, and 14 to allow maximum flexibility of use. It is possible that some internal columns may need to be utilized for cost reduction however this should be designed to retain flexibility of use as much as possible. Consideration should be given to the design aesthetic of building entries and elements to keep this complex from appearing as giant metal box as much as possible. On the interior, buildings 12, 13, and 14 would be well connected with wide overhead doors allowing for a central circulation spine and at least two side circulation aisles (east and west). Overhead doors would be used to create and control this circulation flow as different events have varied needs for circulation. Additionally, this allows each building to be utilized independently or to the closed if not required for the event.

Buildings 12 and 13 will accommodate interior and/or exterior wash bays.

Runway space for barrel racers in building 10 should be adequate by partially utilizing the arena floor and the length of the arena entry throat under the seating deck. Connector (11) could be utilized but should not be necessary. The majority of regional or local barrel racing events would most likely be utilizing the smaller event arena (14). This arena offers a large warmup directly adjacent and a larger floor size than the Multipurpose Event Center (10) and is therefore much better suited for local and regional barrel and roping events.

7. PROGRAM & CONCEPT DESIGN

Entry Gates to ExpoPark and Circulation

The Orange Gate off of 6th Street is envisioned to retain its current function and purpose. The Red Gate off Northwest Bypass is envisioned to retain its current function and purpose, although primary traffic circulation will flow to the east circulation road for parking access instead of continuing straight into the parking as it does now.

Depending on the event, the road between buildings 10 and 12 could also be used for access from the Red Gate to the main parking lot. During an indoor rodeo event in the new Multipurpose Event Center (10) access to the road between 10 and 12 could be controlled to allow vehicular circulation during periods of mass egress after completion of the rodeo event and operational circulation for the rodeo could be paused temporarily to assist with egress traffic flow. If significant pedestrian traffic is anticipated from the north, a north entry could be considered for the new Multipurpose Event Center (10).

Pedestrian access from across the Northwest Bypass should be routed to a safe and legal crossing, the nearest being the lighted intersection with 6th Street, or other legal accommodation should be provided for crossing. To encourage safe behavior, a north entry at the new Multipurpose Event Center (10) should be located to the north west corner and sidewalks with crosswalks provided to access that entry. This can be accommodated at a more detailed level of future design process. It should be noted that the relocation of the existing livestock pavilion and removal of buildings 16 and 17 create a large new parking area that replaces the parking lost to the new Multipurpose Event Center (10) and expands parking capacity beyond what currently exists. It is anticipated that ample parking for non-fair events will be available and off-site parking to the north should be discouraged with exception of massive events like the Fair. During such events it may be more practical to provide temporary traffic control assistance for pedestrians crossing the Northwest Bypass, as opposed to making significant design accommodations for the relatively infrequent very large “Easter Sunday” events.

The Blue Gate off the Northwest Bypass should not be used as a pedestrian entry is possible. This entry is ideally suited for vehicular access to the backstretch and to the main parking areas via the loop road.

Discussion of a potential new entry from 3rd Street was discussed in the stakeholder meetings with representatives from the Montana Department of Transportation present. Our opinion of the concept is that it could certainly be helpful to have this available particularly to add another option for backstretch circulation and access. If wayfinding were appropriately integrated, it would also create another egress point to alleviate the mass exit of cars after a large spectator event.

RV Parking

The RV parking west of buildings 12, 13, and 14 would be impacted significantly by the loop road traffic and is likely to be displaced. More detailed study of the loop road and building plan is required to determine the extent to which some of this RV parking might be retained or perhaps repurposed for food and expo vendors near the new buildings. The RV space to the west of the new parking lot (15) at the existing livestock building site can likely be retained and would provide a nice amenity for equine and livestock events. As previously indicated, budgetary constraints for site development are likely to require multi-use of the proposed new RV area (22), including allowing equine/livestock trailers with living quarters attached to park in these lots.

7. PROGRAM & CONCEPT DESIGN

CAPITAL COST ESTIMATES

A preliminary order-of-magnitude capital and construction cost analysis was performed by Populous, with participation by CSL, BSCE and information provided by the County. The analysis included consideration of pending deferred maintenance and major capital requirements that will need to be addressed during the 15-year projection period. Construction costs tend to vary widely among comparable facility projects. Many variables exist that influence actual realized construction costs, including type of facility, size, components, level of finish, integrated amenities, costs of goods and services in the local market, location and topography of the site, ingress/egress issues, costs implications related to the existing ExpoPark site and integration with existing facilities and infrastructure, and other such aspects. Additional architectural costing analysis would be required to refine these estimates, particularly those related to demolition, infrastructure and renovation aspects.

In 2017, Big Sky Civil & Environmental (BSCE) was engaged by the GFTBID, via subcontract with CSL, to furnish services related to topographic and utility mapping of Montana ExpoPark. These services included a comprehensive topographic and utility survey of the ~100-acre parcel. The results of this survey were discussed earlier in this report, with the detailed topographic and utility survey map provided as Appendix D.



BSCE was also tasked with evaluating and providing opinions of probable costs pertaining to utility impacts within the estimated footprints that are being contemplated for the arena and the livestock/equestrian areas. The anticipated impacts, relocations, and opinions of probable costs in 2017 dollars are summarized as follows:

1. Multipurpose Event Center footprint:

- 1000 lf gas line @ ~\$60/lf....\$60k
 - 250 lf sewer line reroute @ \$100 lf....\$25k
 - 800 lf water line relocation @ \$100...\$80k
 - OH electric, light pole relocates.....\$25k
 - New utility services to building.....budget \$75k*
- Subtotal = \$265k
Engineering (18%) = \$48k
Contingency (20%) = \$53k
Total = \$363,000

2. Livestock/equestrian footprint:

- 350 lf sewer reroute @ \$100/lf....\$35k
 - 850 lf water reroute @ \$100/lf....\$85k
 - Reroutes for electric, phone, cable, communications....budget \$125k*
- Subtotal = \$245k
Engineering (18%) = \$44,000
Contingency (20%) = \$49,000
Total = \$338,000

* These numbers should be considered rough estimates at this time and are subject to getting electrical, natural gas and communication system providers to prepare designs based on anticipated loads and providing actual costs; numbers may therefore be subject to significant variation; however, based on recent experience w/ utility relocates, BSCE feels these numbers are within +/-25%.

7. PROGRAM & CONCEPT DESIGN

BSCE was also tasked with furnishing opinions of probable costs to develop additional RV spots w/ utilities to each. It is estimated that the cost of each pedestal will be approximately \$7,500, including water, sewer, gas and communications. For the purpose of this estimate, we assume 50 new RV spots will be developed.

3. Added RV Spots:

- 50 RV spots @ \$7,500...\$375k
 - Engineering (18%) = \$68,000
 - Contingency (20%) = \$75,000
 - Total = \$518,000

We also provided opinions of probable costs for roadway, parking lot, hardscaping and curb & gutter associated with the new arena. The quantities indicated are estimates for the purposes of preliminary budgets and may be subject to change.

4. New Multipurpose Event Center Surface Improvements:

- Road additions, 53,800 sf AC @ \$6/sf...\$322,800
- Parking additions, 43,500 sf AC @ \$6/sf...\$261,000
- Hardscape additions, 52,200 sf PCC @ \$11/sf...\$574,200
- Curb & gutter, estimate 1000 lf @ \$30/lf...\$30,000
 - Subtotal = \$1.188M
 - Engineering (18%) = \$214,000
 - Contingency (20%) = \$238,000
 - Total = \$1,640,000

7. PROGRAM & CONCEPT DESIGN

SCENARIO 1:

Under Scenario 1, Populous worked with the County, BSCE and CSL to estimate reasonable estimates for capital repair and replacement costs (i.e. those that fall outside of the operating budget) that could be anticipated annually over the 15-year projection period.

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Maintaining the existing facilities in safe and operable condition is a baseline study to anticipate what work and costs might be incurred over the next 15 years to simply continue operating at their current capacity and function. The current facilities are aging and will require more than just typical maintenance investments over the next 15 years as evidenced by the current renovation efforts for the Grandstand. Critical renovations were required at the Grandstands to bring them into code compliance and generally address the aged infrastructure that was becoming a risk to the safety of patrons and staff. Scenario 1 is focused on identifying other areas that will require similar attention and investment over the course of the next 15 years. No guest experience enhancements are being considered in this scenario outside of maintaining safety, health, and welfare without terminating use of the venues.

A few of the large items being addressed during this fiscal year include the Grandstand renovation, Paddock Club renovation, and the replacement of an aged water main. The Paddock Club renovation was completed in 2019 at the cost of approximately \$750,000. Within the next two to three years, the Pacific Steel & Recycling Four Seasons Arena will require a new roof costing an estimated \$2 million. The remaining improvements are expected to cost \$500,000 every year over the next 15 years, for a total of **approximately \$7.5 million**.

SCENARIO 2:

For Scenario 2, Populous has provided a program cost analysis in order to further develop the program elements discussed herein. The site's program was first broken down into four main categories, a new Multipurpose Event Center, Pacific Steel & Recycling Four Seasons Arena and attached exhibition hall, livestock facility upgrades, and RV additions and renovations. These figures include utility infrastructure costs identified by BSCE (as presented above and on the previous page). The process for creating this recommended budget utilized overall cost per square foot high and low estimates for each building or space type in order to more accurately calculate the cost. These high and low estimates were then averaged together and percentages for FFE, contingency, design, and construction fees included.

Multipurpose Event Center: The multipurpose event center was separated into five main space types which include: service spaces, public spaces, seating, hardscape additions, and utilities. The public and service spaces divide the interior square footage of the multi-purpose events center while the seating accounts for the various seating types provided, and the hardscape additions focus on the surrounding site work. *Recommended budget = approximately \$83.3 million.*

7. PROGRAM & CONCEPT DESIGN

Pacific Steel & Recycling Four Seasons Arena Retrofit: The Pacific Steel & Recycling Four Seasons Arena renovation is focused on the removal of bleachers within the arena. *Recommended budget = approximately \$100,000.*

Livestock Facility Upgrades: The livestock facilities recommended budget categories are divided based on the buildings. These buildings include the new stall barns 1 and 2 as well as the new arena. The utilities relocation and demolition of existing buildings are also included within the recommended budget. *Recommended budget = approximately \$41.1 million.*

RV Additions and Renovations: Due to new road infrastructure priced out in the multi-purposed events center the existing RV hookups will need to be relocated and an additional 75 spaces added. The recommended budget utilizes a set cost per hookup that includes the utilities and site work for each hookup. *Recommended budget = approximately \$1.1 million.*

Site / Roadway Improvements: It is suggested that additional costs be considered for potential site and roadway improvements that may be required as a result of the project. *Recommended budget = approximately \$4.4 million.*

In conclusion, the total recommended budget for the market supportable ExpoPark improvement strategy (Scenario 2) is **approximately \$130 million**, as shown in the summary exhibit to the right. These figures include all construction costs (hard and soft) plus ExpoPark site utility and infrastructure improvements that were identified through BSCE's survey work of the grounds.

NOTE: This opinion of probable construction cost is made on the basis of Architect's experience and qualifications and represents the Architect's best judgment as an experienced and qualified professional generally familiar with the industry. However, since the Architect has no control over the cost of labor, materials, equipment, or services furnished by others, or over the Contractor's methods of determining prices, or over competitive bidding or market conditions, the Architect cannot and does not guarantee that proposals, bids, or actual construction cost will not vary from opinions of probable construction cost as provided. If the Owner wishes greater assurance as to probable construction costs, Owner shall employ an independent cost estimator or contractor.

MASTER PLAN SCENARIO: \$130.0 million (hard & soft costs, including utilities & infrastructure)

- Multipurpose Event Center = \$83.3 million
- Livestock Facility Upgrades = \$41.1 million
- RV Additions / Renovations = \$1.1 million
- Pacific Steel & Recycling Arena = \$0.1 million
- Site / Roadway Improvements = \$4.4 million

8. COST/BENEFIT ANALYSIS



8. COST/BENEFIT ANALYSIS

OVERVIEW & METHODS

This section presents an analysis of estimated utilization and costs/benefits associated with the two Montana ExpoPark scenarios. Initially, based on the results of the market demand and building program analyses, modeling and analysis was performed to generate performance estimates for the scenarios. Performance estimates for the scenarios have been presented in terms of a stabilized year of operation, which is assumed to occur by the fourth full year of operation (applicable to Scenario 2). Scenario 1 reflects a typical recent year of existing ExpoPark operations that is assumed to represent the ExpoPark several years into the future without any significant capital investment. All dollar figures are represented in terms of 2020 dollars.

A) Costs (construction & operations)

Order-of-magnitude capital costs, as developed by Populous and BSCE and previously presented herein, are estimated for each of the scenarios. Additionally, estimated financial operating characteristics of both the existing ExpoPark (under Scenario 1) and an improved ExpoPark (Scenario 2) were estimated, and the difference (incremental) has been calculated. The cost estimates were generated using industry per-unit data adjusted for conditions in Cascade County and Great Falls, past financial operating results of ExpoPark, and cost data of comparable facilities/complexes, modified for time and locations. The estimates assume the previously identified two scenarios (status quo and market supportable program).

This presentation is designed to assist project representatives in assessing the financial effects of an improved ExpoPark, and cannot be considered a presentation of expected future results. Accordingly, the analysis of potential financial operating results may not be useful for other purposes. The assumptions disclosed herein are not all inclusive, but are those deemed to be significant. Because events and circumstances frequently do not occur as expected, there usually will be differences between estimated and actual results and these differences may be material.

B) Benefits (economic impact & other)

The ability of an event facility complex to generate new spending and associated economic impact in a community is often one of the primary determinants regarding a decision by a public sector entity to participate in investing in the development and/or operation of such facilities. Beyond generating new visitation and associated spending in local communities, these types of facilities also benefit communities in other important ways, such as providing venues for events and activities attended and participated in by local community members and drawing new visitation/traffic into core areas.

8. COST/BENEFIT ANALYSIS

A detailed analysis was conducted to estimate quantifiable economic impacts associated with the two scenarios relating to Montana ExpoPark.

The impact of an event facility project is maximized when out-of-town guests, attendees, participants, and exhibitors spend money in a community while visiting. This spending by visitors represents new money to the community hosting the event. This new money then creates multiplier effects as the initial spending is circulated throughout the local economy.

It is important to note that spending estimates associated with the ExpoPark scenarios only represent spending that is estimated to be new to Cascade County (net new spending), directly attributable to the capital investment and operation (and existence) of ExpoPark facilities. The analysis does not consider any assumed displaced local spending.

For purposes of this study, economic impacts will be analyzed in terms of (A) construction impacts, (B) in-facility impacts, and (C) out-of-facility impacts.

In addition to the quantifiable benefits associated with a new facility, there are a number of existing and potential benefits that cannot be quantified—many of which pertain to quality of life enhancements. These will also be discussed later in this report.

A) Construction (one-time)



Construction materials, labor, design and professional fees, and other soft cost spending are generated during the planning and construction of the subject facility.

1. Direct Spending
 - Materials
 - Labor
2. Indirect & Induced Spending
3. Output (direct + indirect + induced spending)
4. Employment (full & part-time jobs)
5. Earnings (personal income)
6. Tax Revenue
 - Sales & use taxes

B) In-Facility (ongoing)



Direct spending is generated through the operations of the subject facility (represented through operating revenues) driven by events and patronage. This spending occurs with respect to both event and non-event items, such as rentals, admissions, food and beverage, merchandise, sponsorship and advertising, education, and retail leases.

1. Direct Spending
 - Room & Space Rentals
 - Food & Beverage
 - Retail & Merchandise
 - Entertainment
 - Sponsorship & Advertising
 - Contract & Other Services
2. Indirect & Induced Spending
3. Output (direct + indirect + induced spending)
4. Employment (full & part-time jobs)
5. Earnings (personal income)
6. Tax Revenue
 - Sales & use taxes
 - Excise, gaming & other taxes

C) Out-of-Facility (ongoing)



Outside the subject facility itself, additional direct spending is generated in city, county and regional areas by visitors, spectators, attendees, participants, event staff, and exhibitors on lodging, food and beverages, retail, entertainment, transportation, etc. in connection with their visit to the area.

1. Direct Spending
 - Lodging
 - Restaurants/Bars
 - Retail
 - Entertainment/Gaming
 - Transit
 - Services/Other
2. Indirect & Induced Spending
3. Output (direct + indirect + induced spending)
4. Employment (full & part-time jobs)
5. Earnings (personal income)
6. Tax Revenue
 - Lodging taxes
 - Sales & use taxes
 - Car rental & transit taxes
 - Excise, gaming & other taxes

8. COST/BENEFIT ANALYSIS

EVENTS & UTILIZATION

The exhibit to the right presents a summary of the estimated annual event levels, event days, and utilization days (event days plus move-in/out days) for Scenarios 1 and 2. Scenario 1 (Status Quo) is designed to represent a typical recent year of ExpoPark operations. Scenario 2 reflects the market supportable program previously outlined for a stabilized year of operation (assumed to occur by the fourth full year operation). A summary of 15 years of cumulative estimates is also shown for illustration.

As shown, 651 event days per year have been estimated for Scenario 2, representing an incremental gain of 182 event days per year. Event day quantifications for event facilities often are excess of 365 days due to concurrently-occurring events and multiday events.

The new Event Center and targeted equestrian/livestock improvements of Scenario 2 would be expected to result in a significant growth in the number of hosted events within the Entertainment/Rodeo and Equine/Livestock segments.

	Stabilized Year			15 Years Cumulative		
	Scenario 1: Status Quo	Scenario 2: Recommended	Incremental	Scenario 1: Status Quo	Scenario 2: Recommended	Incremental
NUMBER OF EVENTS						
Equine/Livestock	15	25	10	225	375	150
Entertainment/Rodeo	12	22	10	180	330	150
Sporting Event	30	45	15	450	675	225
State Fair	1	1	0	15	15	0
Other Fair/Festival	8	11	3	120	165	45
Exhibition	28	35	7	420	525	105
Meeting/Banquet/Other	102	155	53	1,530	2,325	795
Total	196	294	98	2,940	4,410	1,470
EVENT DAYS						
Equine/Livestock	20	43	23	293	638	345
Entertainment/Rodeo	20	29	8	306	429	123
Sporting Event	165	225	60	2,475	3,375	900
State Fair	9	9	0	135	135	0
Other Fair/Festival	12	17	5	180	248	68
Exhibition	90	112	22	1,344	1,680	336
Meeting/Banquet/Other	153	217	64	2,295	3,255	960
Total	469	651	182	7,028	9,759	2,732
UTILIZATION DAYS						
Equine/Livestock	32	63	31	473	938	465
Entertainment/Rodeo	40	66	26	594	990	396
Sporting Event	183	266	83	2,745	3,983	1,238
State Fair	20	20	0	300	300	0
Other Fair/Festival	18	25	7	276	380	104
Exhibition	140	175	35	2,100	2,625	525
Meeting/Banquet/Other	184	248	64	2,754	3,720	966
Total	616	862	246	9,242	12,935	3,693

8. COST/BENEFIT ANALYSIS

ATTENDANCE & ROOM NIGHTS

The exhibit to the right presents a summary of the estimated annual attendee days, non-local attendee days, and hotel room nights associated with both identified scenarios, along with a 15-year cumulative summary.

In addition to expected growth in the number of events and event days in most event categories, Scenario 2 would be expected to attract certain new, larger events, while also allowing certain existing ExpoPark events to realize attendance growth.

Total attendee days for Scenario 2 are projected to increase by approximately 187,000 per year, including an assumed 20 percent increase in State Fair attendance due to the improvements to ExpoPark facilities and grounds.

Additionally, Scenario 2 is projected to generate approximately 9,300 incremental hotel room nights annually within Great Falls.

ATTENDEE DAYS

Equine/Livestock	2,925	9,563	6,638
Entertainment/Rodeo	20,400	50,050	29,650
Sporting Event	49,500	135,000	85,500
State Fair	100,000	120,000	20,000
Other Fair/Festival	9,600	16,500	6,900
Exhibition	35,840	50,400	14,560
Meeting/Banquet/Other	30,600	54,250	23,650
Total	248,865	435,763	186,898

ATTENDEE DAYS (NON-LOCAL)

Equine/Livestock	1,901	6,694	4,793
Entertainment/Rodeo	6,120	15,015	8,895
Sporting Event	17,325	47,250	29,925
State Fair	50,000	60,000	10,000
Other Fair/Festival	2,880	4,950	2,070
Exhibition	14,336	20,160	5,824
Meeting/Banquet/Other	4,590	8,138	3,548
Total	97,152	162,206	65,054

HOTEL ROOM NIGHTS

Equine/Livestock	618	2,175	1,558
Entertainment/Rodeo	765	1,877	1,112
Sporting Event	1,733	4,725	2,993
State Fair	4,032	4,800	768
Other Fair/Festival	288	495	207
Exhibition	4,779	6,720	1,941
Meeting/Banquet/Other	918	1,628	710
Total	13,132	22,420	9,288

Stabilized Year		
Scenario 1:	Scenario 2:	
Status Quo	Recommended	Incremental
2,925	9,563	6,638
20,400	50,050	29,650
49,500	135,000	85,500
100,000	120,000	20,000
9,600	16,500	6,900
35,840	50,400	14,560
30,600	54,250	23,650
248,865	435,763	186,898

15 Years Cumulative		
Scenario 1:	Scenario 2:	
Status Quo	Recommended	Incremental
43,875	143,438	99,563
306,000	750,750	444,750
742,500	2,025,000	1,282,500
1,500,000	1,800,000	300,000
144,000	247,500	103,500
537,600	756,000	218,400
459,000	813,750	354,750
3,732,975	6,536,438	2,803,463

1,901	6,694	4,793
6,120	15,015	8,895
17,325	47,250	29,925
50,000	60,000	10,000
2,880	4,950	2,070
14,336	20,160	5,824
4,590	8,138	3,548
97,152	162,206	65,054

28,519	100,406	71,888
91,800	225,225	133,425
259,875	708,750	448,875
750,000	900,000	150,000
43,200	74,250	31,050
215,040	302,400	87,360
68,850	122,063	53,213
1,457,284	2,433,094	975,810

618	2,175	1,558
765	1,877	1,112
1,733	4,725	2,993
4,032	4,800	768
288	495	207
4,779	6,720	1,941
918	1,628	710
13,132	22,420	9,288

9,269	32,632	23,363
11,475	28,153	16,678
25,988	70,875	44,888
60,480	71,998	11,518
4,320	7,425	3,105
71,680	100,800	29,120
13,770	24,413	10,643
196,981	336,296	139,315

8. COST/BENEFIT ANALYSIS

FINANCIAL OPERATING IMPLICATIONS

The following exhibit presents a summary of the estimated annual financial operating results associated with both ExpoPark scenarios, presented in 2020 dollars. Scenario 1 reflects a typical recent year of existing ExpoPark operations that is assumed to represent the ExpoPark several years into the future without any significant capital investment. As ExpoPark financial statements are currently reported, the estimated financial operating figures below do not include the State Fair. As shown, Scenario 1 is estimated to generate approximately \$2.3 million in operating revenues and approximately \$3.0 million in operating expenses, resulting in an annual operating deficit of approximately \$718,000. Under Scenario 2, it is estimated that operating revenues could increase to approximately \$3.5 million, while operating expenses would also increase to approximately \$4.3 million, resulting a modest expansion of the operating deficit. Scenario 2's capital investment in new facilities, along with higher event and attendance levels, will lead to significant revenue gains and certain operating expense improvements; however, some operating expense items will increase proportionately to increased activity and in response to the elevation of product quality, client expectations relating to service delivery, and certain operational inefficiencies that are typical of multi-facility complexes of this nature.

	Stabilized Year			15 Years Cumulative		
	Scenario 1:	Scenario 2:	Incremental	Scenario 1:	Scenario 2:	Incremental
	Status Quo	Recommended		Status Quo	Recommended	
OPERATING REVENUES						
Facility Rent	\$419,056	\$741,728	\$322,673	\$6,285,833	\$11,125,924	\$4,840,091
Food Service (net)	\$440,274	\$858,533	\$418,260	\$6,604,103	\$12,878,000	\$6,273,897
Contract Service & Other (net)	1,458,738	1,852,597	393,859	21,881,063	27,788,949	5,907,887
Total Operating Revenue	\$2,318,067	\$3,452,858	\$1,134,792	\$34,770,998	\$51,792,873	\$17,021,875
OPERATING EXPENSES						
Salaries & Benefits	\$819,015	\$1,351,374	\$532,360	\$12,285,222	\$20,270,616	\$7,985,394
Contract Labor	1,151,077	1,392,803	241,726	17,266,148	20,892,038	3,625,891
Utilities	366,011	530,715	164,705	5,490,158	7,960,728	2,470,571
Repair & Maintenance	159,135	211,650	52,515	2,387,025	3,174,743	787,718
General & Administrative	212,180	326,757	114,577	3,182,700	4,901,358	1,718,658
Supplies	100,786	152,186	51,401	1,511,783	2,282,792	771,009
Insurance	106,090	127,308	21,218	1,591,350	1,909,620	318,270
Other	122,004	184,225	62,222	1,830,053	2,763,379	933,327
Total Operating Expenses	\$3,036,296	\$4,277,018	\$1,240,723	\$45,544,437	\$64,155,275	\$18,610,838
NET OPERATING DEFICIT	(\$718,229)	(\$824,160)	(\$105,931)	(\$10,773,440)	(\$12,362,402)	(\$1,588,963)

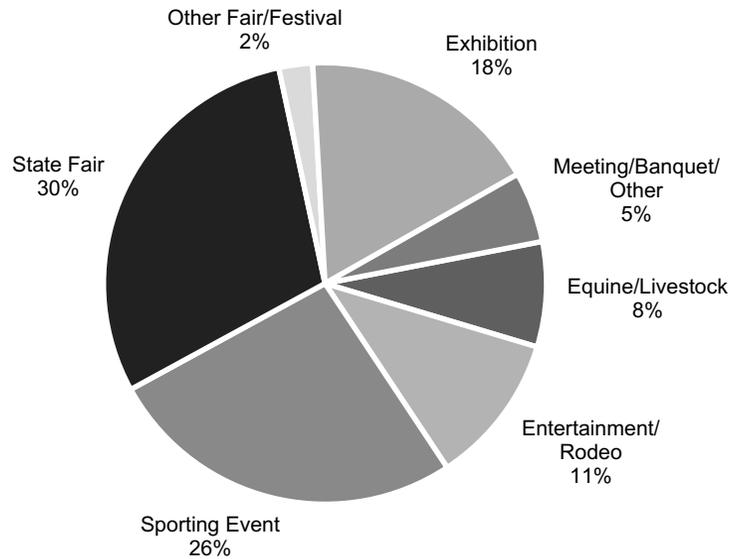
8. COST/BENEFIT ANALYSIS

ECONOMIC IMPACTS (continued)

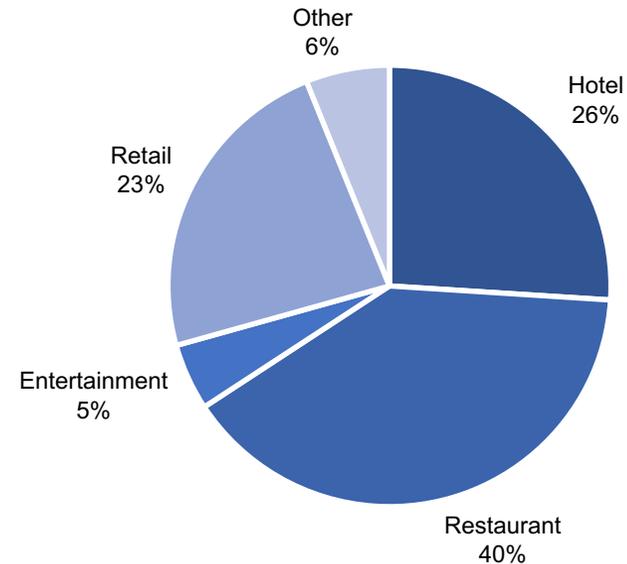
The economic impact of an event facility or complex is maximized when out-of-town attendees, participants, exhibitors and/or attendee guests spend money in a community while attending an event. This spending by out-of-town attendees represents new money to the community hosting the event. This new money then creates multiplier effects as the initial spending is circulated throughout the local economy. It is important to note that spending estimates associated with Montana ExpoPark represent spending that is estimated to be new to Cascade County (net new spending), directly attributable to the operation (and existence) of ExpoPark. The analysis does not consider any assumed displaced spending within the community.

Based on the analysis developed for ExpoPark, the following two charts outline the breakdown of out-of-facility spending by non-local attendees at ExpoPark by event type and by industry sector. These estimates/impacts include a mix of overnight and day-tripper visitors (i.e., attendees that do not reside in Cascade County).

OUT-OF-FACILITY DIRECT SPENDING BY EVENT TYPE



OUT-OF-FACILITY DIRECT SPENDING BY INDUSTRY



8. COST/BENEFIT ANALYSIS

ECONOMIC IMPACTS

The exhibit to the right presents a summary of the total economic impact associated with ExpoPark Scenario 1 and 2, with figures presented in 2020 dollars. As shown, the estimated total output (direct spending plus indirect/induced spending) for ExpoPark Scenario 1 is estimated at approximately \$14.5 million per annum. Additionally, this spending is estimated to annually support \$4.7 million in personal income (or “earnings”) in the local Cascade County economy, along with 204 full and part-time jobs throughout the Cascade County economy.

Additionally, a subset of total construction expenditures will represent net new spending in Cascade County. These expenditures would include assumed annual capital repair and replacement expenditures and one-time construction expenditures for the Scenario 2 project. Including construction impacts along with ongoing in-facility and out-of-facility impacts, it is estimated that Scenario 2 ExpoPark could incrementally generate \$9.1 million per annum in new economic output, which could cumulate to \$229.7 million over a 15-year period.

CONSTRUCTION IMPACTS

	Scenario 1: Status Quo	Scenario 2: Recommended	Incremental
Direct Spending	\$0	\$0	\$0
Indirect/Induced Spending	<u>0</u>	<u>0</u>	<u>0</u>
Total Output	\$0	\$0	\$0
Personal Income (earnings)	\$0	\$0	\$0
Employment (full & part-time jobs)	0	0	0

IN-FACILITY IMPACTS

	Scenario 1: Status Quo	Scenario 2: Recommended	Incremental
Direct Spending	\$2,695,595	\$3,719,469	\$1,023,874
Indirect/Induced Spending	<u>1,176,306</u>	<u>1,591,510</u>	<u>415,203</u>
Total Output	\$3,871,902	\$5,310,979	\$1,439,077
Personal Income (earnings)	\$1,351,415	\$1,877,744	\$526,329
Employment (full & part-time jobs)	52	74	22

OUT-OF-FACILITY IMPACTS

	Scenario 1: Status Quo	Scenario 2: Recommended	Incremental
Direct Spending	\$7,747,265	\$13,326,513	\$5,579,247
Indirect/Induced Spending	<u>2,909,647</u>	<u>5,003,075</u>	<u>2,093,428</u>
Total Output	\$10,656,912	\$18,329,588	\$7,672,676
Personal Income (earnings)	\$3,371,450	\$5,795,746	\$2,424,296
Employment (full & part-time jobs)	153	262	109

TOTAL ECONOMIC IMPACTS

	Scenario 1: Status Quo	Scenario 2: Recommended	Incremental
Direct Spending	\$10,442,861	\$17,045,982	\$6,603,121
Indirect/Induced Spending	<u>4,085,953</u>	<u>6,594,585</u>	<u>2,508,632</u>
Total Output	\$14,528,814	\$23,640,566	\$9,111,753
Personal Income (earnings)	\$4,722,865	\$7,673,490	\$2,950,625
Employment (full & part-time jobs)	204	336	131

Stabilized Year		
Scenario 1: Status Quo	Scenario 2: Recommended	Incremental

15 Years Cumulative		
Scenario 1: Status Quo	Scenario 2: Recommended	Incremental

Direct Spending	\$0	\$0	\$0
Indirect/Induced Spending	<u>0</u>	<u>0</u>	<u>0</u>
Total Output	\$0	\$0	\$0
Personal Income (earnings)	\$0	\$0	\$0
Employment (full & part-time jobs)	0	0	0
Direct Spending	\$2,695,595	\$3,719,469	\$1,023,874
Indirect/Induced Spending	<u>1,176,306</u>	<u>1,591,510</u>	<u>415,203</u>
Total Output	\$3,871,902	\$5,310,979	\$1,439,077
Personal Income (earnings)	\$1,351,415	\$1,877,744	\$526,329
Employment (full & part-time jobs)	52	74	22
Direct Spending	\$7,747,265	\$13,326,513	\$5,579,247
Indirect/Induced Spending	<u>2,909,647</u>	<u>5,003,075</u>	<u>2,093,428</u>
Total Output	\$10,656,912	\$18,329,588	\$7,672,676
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Total Output	\$14,528,814	\$23,640,566	\$9,111,753
Personal Income (earnings)	\$4,722,865	\$7,673,490	\$2,950,625
Employment (full & part-time jobs)	204	336	131

Direct Spending	\$3,375,000	\$58,500,000	\$55,125,000
Indirect/Induced Spending	<u>2,317,336</u>	<u>40,167,162</u>	<u>37,849,825</u>
Total Output	\$5,692,336	\$98,667,162	\$92,974,825
Personal Income (earnings)	\$1,916,907	\$33,226,392	\$31,309,485
Employment (full & part-time jobs)	40	701	660
Direct Spending	\$40,433,930	\$55,792,038	\$15,358,107
Indirect/Induced Spending	<u>17,644,595</u>	<u>23,872,645</u>	<u>6,228,050</u>
Total Output	\$58,078,525	\$79,664,682	\$21,586,157
Personal Income (earnings)	\$20,271,224	\$28,166,162	\$7,894,938
Employment (full & part-time jobs)	776	1,103	327
Direct Spending	\$116,208,980	\$199,897,691	\$83,688,711
Indirect/Induced Spending	<u>43,644,701</u>	<u>75,046,124</u>	<u>31,401,423</u>
Total Output	\$159,853,681	\$274,943,815	\$115,090,133
Personal Income (earnings)	\$50,571,751	\$86,936,186	\$36,364,435
Employment (full & part-time jobs)	2,288	3,930	1,642
Direct Spending	\$160,017,910	\$314,189,728	\$154,171,818
Indirect/Induced Spending	<u>63,606,632</u>	<u>139,085,930</u>	<u>75,479,298</u>
Total Output	\$223,624,543	\$453,275,659	\$229,651,116
Personal Income (earnings)	\$72,759,882	\$148,328,740	\$75,568,858
Employment (full & part-time jobs)	3,104	5,734	2,630

8. COST/BENEFIT ANALYSIS

CONCLUSIONS

Based on the research and analysis conducted for the study, key annual estimates of utilization and cost/benefit metrics associated with Montana ExpoPark Scenarios 1 and 2 include the following (with dollar figures presented in terms of 2020 dollars).

In terms of benefits, the annual operation of Montana ExpoPark provides important quantifiable benefits to Great Falls, Cascade County, the surrounding region, and the state of Montana. Based on analysis results, a Scenario 2 ExpoPark improvement strategy would be expected to lead to growth in event levels, attendance, economic impacts and improved financial operating performance. Through the development of a state-of-the-industry Multipurpose Event Center, targeted improvements to equestrian facilities and other improvements of the grounds, a Scenario 2 ExpoPark would be expected to offer a significantly more attractive and marketable product to serve a wide variety of event and attendees, particularly those relating to entertainment, sports and equestrian events.

In addition to the quantifiable benefits associated with ExpoPark, there are a number of existing and potential benefits that cannot be quantified. In fact, these qualitative benefits tend to be a critical factor in the consideration of public and private investment in facilities of this nature, particularly those involving existing venues with a productive history of service locally and regionally. These include issues pertaining to quality of life (through attracting events that would not otherwise travel to the area or state, as well as hosting civic, cultural, entertainment and private events), ancillary economic development facilitation, employment opportunities, community pride and other such issues.

These strategic recommendations are designed as a positive step forward to protect and grow the long-term viability of Montana ExpoPark to serve the citizens and industries of Great Falls and Cascade County as a productive asset and economic generator.

Annual Performance Estimates	Scenario 1: Status Quo / Do Nothing	Scenario 2: Master Plan	Incremental
UTILIZATION			
Events	196	294	98
Event Days	469	651	182
Utilization Days (Event Days + Move-In/Out Days)	616	862	246
FINANCIAL OPERATIONS			
Operating Revenue	\$2,318,067	\$3,452,858	\$1,134,792
Operating Expenses	\$3,036,296	\$4,277,018	\$1,240,723
Operating Deficit	(\$718,229)	(\$824,160)	(\$105,931)
ECONOMIC IMPACTS			
Hotel Room Nights	13,132	22,420	9,288
Direct Spending	\$10,442,861	\$17,045,982	\$6,603,121
Total Economic Output (Direct + Indirect + Induced Spending)	\$14,528,814	\$23,640,566	\$9,111,753
Personal Earnings	\$4,722,865	\$7,673,490	\$2,950,625
Employment (full and part-time jobs)	204	336	131

9. FUNDING ALTERNATIVES



9. FUNDING ALTERNATIVES

INTRODUCTION

The purpose of this section is to summarize various public and private sector funding opportunities that could represent potential sources to fund the potential ExpoPark expansion/improvement strategy outlined herein. This information is based on comparable facility research, knowledge of industry best practices, and an evaluation of opportunities specific to Cascade County. The funding alternatives discussion presented herein is not intended to be an exhaustive review of all potential funding sources, but rather a review of the most likely funding sources that may be available specific to this project. For additional illustration, examples of comparable facility/complex public and private funding sources are provided with the case studies included in Appendix A.

PUBLIC SOURCES (INDUSTRY-TYPICAL)

While there are a variety of public sector funding vehicles and revenue sources that have been used in the financing of event center and fairgrounds projects in communities throughout the country, a large percentage are owned by the public sector and had construction funding provided through the issuance of General Obligation Revenue bonds or through other municipal capital project funding (i.e., transfers from a City or County's General Fund or Capital Projects Fund, etc.).

Types of financing/funding vehicles that are commonly used in event center and fairgrounds projects throughout the country include:

- General Obligation Revenue Bonds
- Tax Increment Financing (TIF)
- Pay-As-You-Go Financing
- Certificates of Participation
- State/Federal Assistance (including USDA grants/loans)
- Private/Public Equity & Grants

Under situations where bonds have been issued, debt service is often supported by local tax revenue, which has tended to include the following:

- Property taxes
- Hotel/motel taxes
- Sales & use taxes
- Food & beverage taxes
- Auto rental/taxicab taxes/fees
- Sin taxes (alcohol, cigarette, etc.)
- Admissions/entertainment taxes
- Gaming license fees and taxes

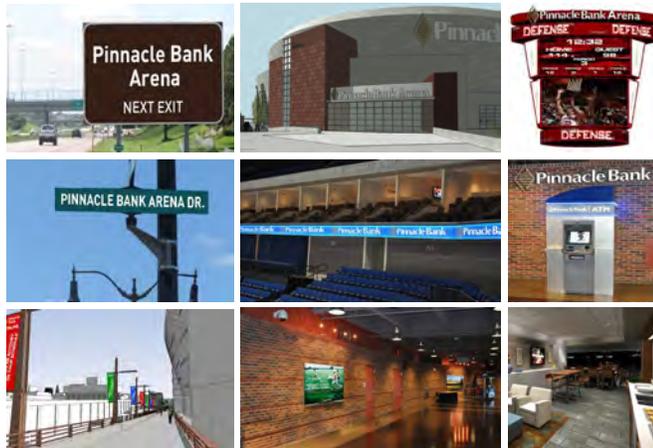
9. FUNDING ALTERNATIVES

PRIVATE SOURCES (INDUSTRY-TYPICAL)

In addition to public sector funding sources, private sector revenue sources are often used to defray public sector funding obligations for development or renovations of public sector-owned facilities comparable to Montana ExpoPark. Industry-wide, frequently used private sector funding sources for comparable event center and fairgrounds projects have included: (1) ticket surcharges; (2) contractually-obligated income; (3) naming rights/sponsorships; (4) concessionaire/vendor rights; (5) grants/donations; and, (6) other sources. Most of these private sources relate to interest in the sports and entertainment aspects provided by spectator arena venues. The value of sponsorship/naming opportunities are directly correlated to the type/tier of sports team(s) that are primary tenants of the respective facilities. The exhibit to the below left presents a summary of typical sponsorship opportunities at comparable facilities (specifically, sports/entertainment arenas). The exhibit to the below right summarizes naming rights transactions for a selection of comparable arenas (event centers). It is important to recognize that most of these facilities host one or more minor league or collegiate sports tenants.

Comparable Arena (Event Center) Sponsorship Opportunities

- Facility Entrance
- Façade Landmark
- Arena Roof
- On-Court/Ice Logos
- Static Scoreboard
- Backlit Tunnel Signage
- Scoreboard Underbelly
- Arena Seats
- Concourse Signs
- Exterior Door Decal
- Display Area
- Digital Fascia Signage
- Center-hung Video Boards
- Arena Floor Maps
- Trash Receptacles
- Staff Uniform
- ATM Machines



Comparable Arena (Event Center) Naming Rights

Facility	Location	CBSA Population	Opened	Arena Capacity	Term Start	Term End	Term Length	Total Fee	Annual Fee
Indiana Farmers Coliseum	Indianapolis, IN	1,595,377	1939	8,200	2014	2024	10	\$6,000,000	\$600,000
Santa Ana Star Center	Rio Rancho, NM	764,869	2006	7,500	2006	N/A	5	\$2,500,000	\$500,000
SECU Arena	Towson, MD	2,753,149	2013	5,200	2013	2023	10	\$4,750,000	\$475,000
TaxSlayer Center	Moline, IL	377,277	1993	9,200	2007	2017	10	\$4,250,000	\$425,000
Dow Event Center	Saginaw, MI	209,327	1972	5,500	2014	2024	10	\$4,200,000	\$420,000
U.S. Cellular Center	Cedar Rapids, IA	267,799	1979	9,000	2012	2022	10	\$3,800,000	\$380,000
1stBank Center	Broomfield, CO	2,528,842	2006	6,500	2011	N/A	5	\$1,750,000	\$350,000
Germain Arena	Esteros, FL	608,182	1998	7,186	2004	2024	20	\$7,000,000	\$350,000
Huntington Center	Toledo, OH	608,711	2008	9,341	2010	2017	6	\$2,100,000	\$350,000
Angel of the Winds Arena	Everett, WA	3,338,639	2003	8,149	2018	2028	10	\$3,400,000	\$340,000
MassMutual Center	Springfield, MA	688,495	1972	6,900	2005	2020	15	\$5,000,000	\$333,333
ShoWare Center	Kent, WA	3,407,848	2009	6,500	2009	2019	10	\$3,175,000	\$317,500
AMSOL Arena	Duluth, MN	279,227	2010	6,726	2010	2030	20	\$6,000,000	\$300,000
CenturyLink Center	Boise, ID	637,896	1997	5,732	2005	2020	15	\$4,000,000	\$266,667
WesBanco Arena	Wheeling, WV	144,986	1977	5,400	2003	2023	10	\$2,500,000	\$250,000
Ford Park Event Center	Beaumont, TX	377,991	2003	9,100	2005	N/A	5	\$1,250,000	\$250,000
Mohegan Sun Arena at Casey Plaza	Wilkes-Barre, PA	549,808	1999	9,700	2010	2020	10	\$2,375,000	\$237,500
Santander Arena	Reading, PA	408,000	2001	9,000	2001	N/A	15	\$3,000,000	\$200,000
Grossinger Motors Arena	Bloomington, IL	167,699	2006	8,000	2017	2022	5	\$875,000	\$175,000
Tyson Events Center	Sioux City, IA	143,837	2003	9,000	2014	2024	30	\$4,000,000	\$133,333
Bojangles' Coliseum	Charlotte, NC	1,720,586	1955	9,065	2012	2021	10	\$1,250,000	\$125,000
First Arena	Elmira, NY	90,413	2000	3,700	2005	N/A	10	\$1,000,000	\$100,000
AVERAGE		984,953	1993	7,482	2009	2022	11	\$3,371,591	\$312,652
MEDIAN		608,447	2000	7,343	2010	2023	10	\$3,600,000	\$345,000

9. FUNDING ALTERNATIVES

OPPORTUNITIES FOR MONTANA EXPOPARK

More so than in other states, Montana communities have fewer public sector funding options for investment in major event facility/complex capital projects. Sales taxes, lodging taxes and other excise taxes are frequently used in other similar projects throughout the country to support construction debt. However, since these types of taxes are not available in Montana (or, in the case of lodging taxes, not available for the purpose of facility construction), most projects are funded via ad valorem (property) taxes, either on a pay-as-you-go basis or in terms debt service on general obligation bonds. There do not appear to be any other logical public sector funding sources that could contribute all or a substantial share of funding support for a major ExpoPark expansion/improvement project, such as that recommend herein.

Should a major ExpoPark expansion/improvement project be undertaken utilizing G.O. bonded debt, the County's small level of existing outstanding debt relative to its State statute-regulated debt limit will not be restrictive. For purposes of this analysis, should the entirety of the \$130 million of the recommended project be funded via a County General Obligation bond issue, assuming a tax-exempt interest rate of 3.0 percent over 30 years, annual debt service requirements would approximate \$6.6 million. Should a 20-year term be assumed, annual debt service requirements would approximate \$8.7 million.

There may be an opportunity to leverage a relatively small amount of private sector funding to help in defraying costs borne by the County. These potential opportunities would likely consist of revenue from (1) the sale of naming rights revenue (largely driven by the new Event Center) and (2) a potential surcharge on ticket sales. Neither of these two revenue sources were included in the previously shown financial operating estimates. However, both of these additional revenues would be expected to be somewhat limited in terms of the size of the opportunity. Specifically, the size of the Great Falls/Cascade County market and the presumed lack of a high-profile minor league or university sports tenant will likely translate into a lower than industry average naming rights revenue value. For planning purposes, approximately \$150,000 per annum in naming rights revenue would be a reasonable assumption. In terms of a potential ticket surcharge, many event center facilities do not assess a specific ticket surcharge (beyond box office and ticketing fees); however, of the facilities that do, a typical surcharge is between \$1.00 and \$2.00 per ticket. For planning purposes, approximately \$120,000 in annual ticket surcharge revenue would be a reasonable assumption.

APPENDIX A: COMPARABLE FACILITY CASE STUDIES (CSL)



APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Tyson Events Center	
City, State:	Sioux City, Iowa	
Owner:	City of Sioux City	
Operator:	Spectra	
Year Opened:	2003	
Construction Cost:	\$49.2 million	
Tenants:	USHL, CIF	
Seating Capacity:	Hockey:	6,700 seats
	Maximum Arena Capacity:	10,000 seats
Event Space:	Arena Floor Space:	24,128 sf

The Tyson Events Center, a 190,000 square foot multi-purpose arena located in Sioux City, Iowa, opened in 2003. The arena currently hosts the Sioux City Musketeers USHL hockey games and the Sioux City Bandits CIF indoor football games.

The Tyson Events Center has a capacity of 10,000 for concerts, 6,813 for basketball, 6,731 for hockey and 6,941 for indoor football. Owned and operated by Sioux City, the arena was funded through a combination of public funds and private investors.

Of the \$49.2 million it cost to construct the Tyson Events Center, \$36.8 million was from public funding and \$12.4 million was provided from the private sector. The arena was developed to make Sioux City a premier destination in the Midwest for sports and entertainment events. The arena is connected to the historic Sioux City Municipal Auditorium, which was renovated when the arena was built and hosts community events and youth sports leagues.

In addition to the tenant events hosted at the arena, the Tyson Events Center hosts a number of concerts, non-tenant sporting events and community events annually. Half of the events hosted at the venue in recent years were tenant events. Overall, the Tyson Events Center hosts approximately 85 annual events with total attendance of 226,000.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	AMSOIL Arena	
City, State:	Duluth, MN	
Owner:	Duluth Entertainment Convention Center	
Operator:	Duluth Entertainment Convention Center	
Year Opened:	2010	
Construction Cost:	\$80 million	
Tenants:	UMD Hockey	
Seating Capacity:	Hockey:	6,764 seats
	Maximum Arena Capacity:	8,500 seats
Event Space:	Arena Floor Space:	19,600 sf

AMSOIL Arena is a multipurpose arena in Duluth, Minnesota that cost \$80 million to construct. The 203,500 square foot facility opened in 2010 and hosts the University of Minnesota Duluth (UMD) men's and women's hockey teams. UMD signed a 25-year lease agreement in November 2010 with escalating annual rent payments starting at \$468,800 in 2011. The arena has a concert capacity of 8,500 and a hockey capacity of 6,764.

AMSOIL Arena is owned and operated by the Duluth Entertainment Convention Center (DECC), an entity established by the city of Duluth to operate the arena and several other entertainment facilities in Duluth. Of the \$80 million in construction costs, public contributions from the State of Minnesota and the City of Duluth covered 88 percent of costs (\$70.4 million) and private contributions from UMD provided the remaining 12 percent of funding (\$9.6 million).

AMSOIL Arena is connected to the Duluth Convention Center, Symphony Hall and the DECC Arena. DECC Arena was built in 1966 and the Duluth Convention Center was built in 1990. The arena was added in 2010 with the intention of providing a more updated sports and entertainment venue than the aging DECC Arena and provide a complimentary space to the Duluth Convention Center to attract more tradeshow and conventions to Duluth. In a recent year, AMSOIL Arena, the Duluth Convention Center and DECC Arena had an operating loss of \$700,000 with operating revenues of \$9.9 million and operating expenses of \$9.2 million.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Cross Insurance Center	
City, State:	Bangor, ME	
Owner:	City of Bangor	
Operator:	Spectra Venue Management	
Year Opened:	2013	
Construction Cost:	\$62 million	
Tenants:	University of Maine Basketball	
Seating Capacity:	Hockey:	5,800 seats
	Maximum Arena Capacity:	8,500 seats
Event Space:	Arena Floor Space:	26,000 sf

Opened in 2013, the Cross Insurance Center was built by the City of Bangor with the primary objective of attracting numerous conventions and tradeshows. The 160,000 square foot arena hosts the University of Maine men's and women's basketball teams, as well as numerous conventions, concerts and other community events. Cross Insurance Center has a basketball capacity of 6,653, a hockey capacity of 5,800 and an end-stage concert capacity of 8,500. The facility has the ability to host up to 2,000 convention guests and 260 exhibit booths. The center also has a ballroom that seats 1,600 people with the ability to split into seven smaller breakout rooms and 11 additional small conference rooms.

The Cross Insurance Center had a total construction cost of \$65 million, funded with \$62 million (95 percent) from the public sector and \$3 million (5 percent) from private resources. The arena is owned by the City of Bangor and operated by Spectra Venue Management. The city of Bangor pays Spectra \$125,000 annually to manage the facility, with annual increases based on the consumer price index.

The City of Bangor developed the Cross Insurance Center primarily to attract conventions, tradeshows and concerts to Bangor to increase tourism and economic development in the City. The facility hosts a variety of events throughout the year including high school basketball games, bull riding competitions, community events, social events, meetings and conferences. Overall, Cross Insurance Center hosted 283 events in a recent year with total venue attendance of 290,766.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Grossinger Motors Arena	
City, State:	Bloomington, IL	
Owner:	City of Bloomington	
Operator:	City of Bloomington	
Year Opened:	2006	
Construction Cost:	\$44.9 million	
Tenants:	Bloomington Thunder, Bloomington Edge, Illinois State University Club Hockey	
Seating Capacity:	Hockey:	5,600 seats
	Maximum Arena Capacity:	8,000 seats
Event Space:	Arena Floor Space:	18,870 sf

Located in Bloomington, Illinois, Grossinger Motors Arena is a 180,000 square foot multi-purpose arena that opened in 2006. The arena has a capacity of 7,242 for basketball games, 5,600 for hockey games and 8,000 for end-stage events. The arena currently has three tenants: the Bloomington Thunder USHL hockey team, the Bloomington Edge CIF indoor football team and the Illinois State University club hockey team.

The arena was fully funded by the City of Bloomington through a bond issuance to be repaid through Grossinger Motors Arena revenues. The arena was unable to repay annual debt payments using revenues from operations and required assistance from the City of Bloomington. Due to unrealistic expectations for the arena, the City of Bloomington transferred unrestricted funds of \$2.4 million in 2013, over \$400,000 in 2014 and \$240,000 in 2015 to the Grossinger Motors Arena to cover operating expenses.

Scheduling priority goes to the Thunder first, the ISU club hockey team second, the Edge third, and any non-tenant events are scheduled around tenant events. The Thunder pay the arena \$5,000 per game plus expense reimbursements and receive 10 percent of food and beverage revenue if paid attendance exceeds 1,000 people for a particular game. ISU club hockey pay a base rent of \$2,500 per game plus expense reimbursements. The arena receives \$4,000 per Edge home game hosted at Grossinger Motors Arena, with the team receiving 10 percent of food and beverage revenue per game if paid attendance exceeds 1,500.

In a recent year, Grossinger Motors Arena hosted 57 tenant events at the arena and 60 non-tenant events that include concerts, family shows, other sporting events and a number of community events.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Budweiser Events Center	
City, State:	Loveland, CO	
Owner:	Larimer County	
Operator:	Global Spectrum	
Year Opened:	2003	
Construction Cost:	\$28 million	
Tenants:	Colorado Eagles and Colorado Crush	
Seating Capacity:	Hockey:	5,289 seats
	Maximum Arena Capacity:	7,200 seats
Event Space:	Arena Floor Space:	20,000 sf

Budweiser Events Center is a 250,000 square foot arena in Loveland, Colorado. The arena has a hockey capacity of 5,289, a basketball capacity of 6,000 and an end stage event capacity of 7,200. The Budweiser Event Center is part of a 244 acre complex called The Ranch Events Complex that includes the Larimer County fairgrounds and a number of other smaller venues that can be used for meetings, banquets or small tradeshows. The fairgrounds were initially opened at the current site in 2000, with the Budweiser Events Center opening shortly after in 2003.

The event center had a construction cost of \$28 million and was fully funded by public resources through a 0.15 percent sales increase in Larimer County. The center is owned by Larimer County and is operated by Global Spectrum.

Currently the arena hosts home games for the Colorado Eagles ECHL franchise and the Colorado Crush IFL team. The Eagles pay \$5,000 per game in rent, adjusted annually for the consumer price index increase, and \$100 per hour of practice time. The Eagles receive 10 percent of concessions, with remaining revenues being retained by the County.

In addition to tenant sporting events, the Budweiser Events Center hosts a number of concerts, comedy shows, family shows and rodeo events throughout the year.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Covelli Centre	
City, State:	Youngstown, OH	
Owner:	City of Youngstown	
Operator:	SMG	
Year Opened:	2005	
Construction Cost:	\$42 million	
Tenants:	Youngstown Phantoms, Little Steel Derby Girls, Youngstown Nighthawks	
Seating Capacity:	Hockey:	5,700 seats
	Maximum Arena Capacity:	7,000 seats
Event Space:	Arena Floor Space:	23,192 sf

The Covelli Centre is a multi-purpose arena that opened in 2005 in Youngstown, Ohio. The 169,000 square foot arena has a hockey capacity of 5,700, a basketball capacity of 5,900, an end stage event capacity of 6,300 and a center stage event capacity of 7,000. The arena is owned by the City of Youngstown and is operated by SMG. The current tenants of the Covelli Centre include the Youngstown Phantoms (USHL), Little Steel Derby Girls (WFTDA) and the Youngstown Nighthawks (MASL).

The Covelli Centre cost \$42 million to construct and was funded with \$30 million (72 percent) from the public sector and \$12 million (28 percent) from the private sector. The arena was developed as part of an effort to revitalize downtown Youngstown and provide economic growth to existing and potential new businesses in the area.

Outside of tenant events hosted at the arena, the Covelli Centre hosts a number of concerts, wrestling events, family shows and non-tenant sporting events each year. The Covelli Centre operates as the primary concert venue in Youngstown.

In a recent year, the Covelli Centre had total attendance of 210,000 and hosted 104 total events. The Covelli Centre reported an operating profit of \$300,000 with operating revenues of \$1.8 million and operating expenses of \$1.5 million.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Prescott Valley Event Ctr.	
City, State:	Prescott Valley, AZ	
Owner:	City of Prescott Valley	
Operator:	Encore Facility Management	
Year Opened:	2006	
Construction Cost:	\$35 million	
Tenants:	Northern Arizona Suns	
Seating Capacity:	Hockey:	5,100 seats
	Maximum Arena Capacity:	6,200 seats
Event Space:	Arena Floor Space:	20,825 sf

The Prescott Valley Event Center was built in 2006, at a total construction cost of \$35 million. The 135,000 square foot facility is owned by the City of Prescott Valley and was funded through a bond issuance by the City intended to be repaid with arena revenues and City contributions. The arena was developed with the intention of sparking new development in downtown Prescott Valley and bring additional customers to existing downtown businesses.

In 2013 Prescott Valley Event Center agreed to pay a legal settlement of \$8.5 million to bondholders for fraudulently inflating the value of the bonds and deceiving bond purchasers. Because of the impact of the lawsuit, the lack of consistent tenants and the expiration of the naming rights agreement in 2014, the event center filed for Chapter 11 bankruptcy to reorganize over \$35 million in outstanding debt.

Operated by Encore Facility Management, the facility recently reached a five year agreement to host all home games played by the Northern Arizona Suns, the NBA Development League affiliate of the Phoenix Suns. The team pays the facility \$5,000 per game and \$200 per practice in rent. The team also keeps 60 percent of advertising sales, 40 percent of net concessions revenue, all ticket revenue, 50 percent of ticket convenience fees, 90 percent of merchandise revenue and all premium sales revenue net of commissions.

Without a tenant, the facility hosts nearly 150 events annually, including graduations, trade shows, conventions, monster truck, wrestling, high school basketball and rodeo.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Sanford Center	
City, State:	Bemidji, MN	
Owner:	City of Bemidji	
Operator:	VenuWorks	
Year Opened:	2010	
Construction Cost:	\$78.3 million	
Tenants:	Bemidji State University Hockey	
Seating Capacity:	Hockey:	4,373 seats
	Maximum Arena Capacity:	5,837 seats
Event Space:	Arena Floor Space:	30,000 sf

Opened in 2010, the Sanford Center is a 170,000 square foot multi-purpose arena located in Bemidji, Minnesota. The complex also includes the George W. Neilson Convention Center, which offers 10,000 square feet of ballroom space, divisible into three separate rooms, and 4,000 square feet of meeting space. The facility is owned by the City of Bemidji and operated by VenuWorks, a private management firm specializing in public assembly venues.

Construction of the Sanford Center cost approximately \$78.3 million and was funded entirely by the public sector through a variety of sources explained in more detail later on in this section.

The Sanford Center has hosted Bemidji State University men's and women's hockey home games since signing a 20 year lease in January 2011. Under the terms of the lease, Bemidji State pays the arena \$10,000 per game, adjusted annually for inflation. Bemidji State receives all revenues from ticket sales, merchandise sales, in-game advertising and premium seating revenue. The arena retains revenue related to ticket surcharges and parking. The arena and BSU split revenues related to concessions – 75 percent to the arena and 25 percent to BSU – and permanent advertising – 90 percent to the arena and 10 percent to BSU.

The Sanford Center hosts a total of 86 ticketed events with attendance of approximately 122,000. In a recent year, the arena reported a net operating loss of approximately \$300,000 with operating revenues of \$2.3 million and operating expenses of \$2.6 million.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Town Toyota Center	
City, State:	Wenatchee, WA	
Owner:	Wenatchee Public Facilities District	
Operator:	Wenatchee Public Facilities District	
Year Opened:	2008	
Construction Cost:	\$52.8 million	
Tenants:	Wenatchee Wild	
Seating Capacity:	Hockey:	4,300 seats
	Maximum Arena Capacity:	5,500 seats
Event Space:	Arena Floor Space:	17,000 sf

Town Toyota Center is a 137,000 square foot multi-purpose arena located in Wenatchee, Washington. Opened in 2008, the arena is owned and operated by the Wenatchee Public Facilities District, an organization established by seven cities and two counties in Washington to manage the daily operations of the arena.

The Town Toyota Center has a hockey capacity of 4,300, a basketball capacity of 5,000 and an end stage event capacity of 5,500. The arena currently hosts home games for the Wenatchee Wild BCHL hockey franchise.

The arena was built with a construction cost of \$52.8 million that was fully funded through public resources provided by the local and federal governments. In 2011 the arena defaulted on the outstanding debt related to \$41.8 million in local government bonds backed by 0.033 percent of the existing local sales and use tax. In 2012, voters approved a 0.1 percent local sales tax increase to be used to pay off the outstanding debt related to arena construction costs.

The Town Toyota Center typically hosts 200 events with total attendance of approximately 400,000. The arena reported a net operating loss of approximately \$250,000 in a recent year with operating revenues of \$2.8 million and operating expenses of \$3.0 million.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Sames Auto Arena	
City, State:	Laredo, Texas	
Owner:	City of Laredo	
Operator:	SMG	
Year Opened:	2002	
Construction Cost:	\$36.5 million	
Tenants:	USACHL	
Seating Capacity:	Hockey:	8,065 seats
	Maximum Arena Capacity:	9,622 seats
Event Space:	Arena Floor Space:	32,000 sf

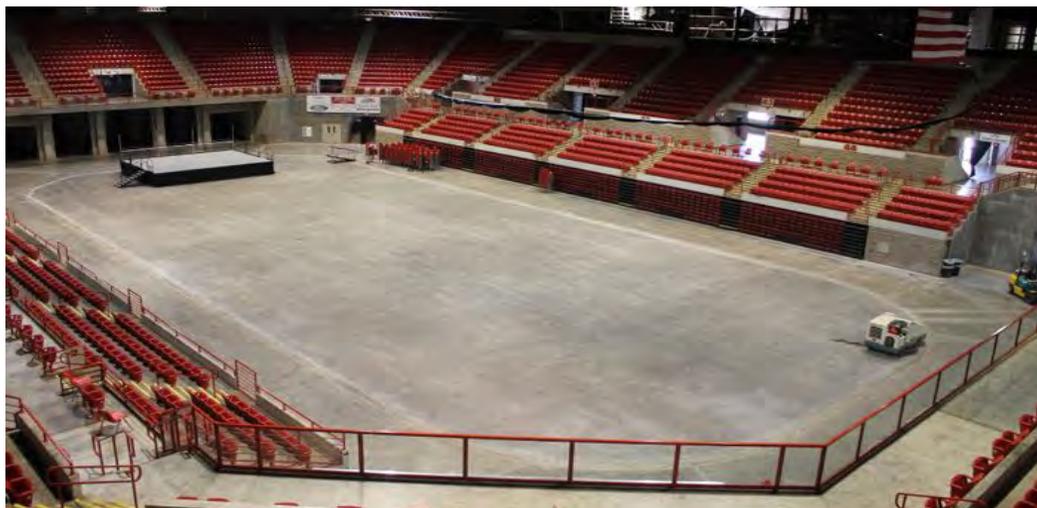
The Sames Auto Arena (recently named the Laredo Energy Arena), a 178,000 square foot multi-purpose arena located in Laredo, Texas, opened in 2002. The Arena has a capacity of 9,622 for concerts, 8,665 for basketball, 8,065 for hockey and 8,067 for indoor football. The Arena also offers 14 suites, six meeting rooms and a private club, among other amenities. Owned by the City of Laredo and operated by SMG, the \$36.5 million arena was funded by the City of Laredo through a one-quarter percent sales tax increase approved in 2000 by residents.

In 2018, the previous Central Hockey League tenant, the Laredo Bucks (2002 – 2012), will return under the newly formed USACHL in its inaugural season. It is estimated, the junior hockey league will hold 30 home games per season. Although the Arena will be gaining a tenant, at the end of the 2016-2017 season, they lost their American Basketball Association team, the Laredo Swarm. In addition to tenant events, the Arena is host to a variety of events including concerts, family shows, conventions and community events, among others. As of July 2018, the Arena had hosted a total of 79 events drawing attendance in excess of 293,000.

However, booking major touring performances has been difficult for the facility, with staff noting it is one of the hardest markets in Texas due mainly to a general lack of disposable income in the greater community. The overall lack of major bookings has made some city officials as well as residents question whether the Arena should continue to receive the \$1.2 million operations subsidy plus \$400,000 for an event liability fund. In August 2017, City Council voted on whether to reduce the subsidy granted to the Arena, but was voted down.

Revenue streams for the Arena increased in June of 2018, when City Council approved a new naming rights agreement with Sames Motor Company. The \$600,000, five-year agreement will be paid annually to the city in \$120,000 increments and includes costs associated with updated signage and transition costs. The agreement also includes entitlements to use of arena suites and associated tickets for events.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Kay Yeager Coliseum	
City, State:	Wichita Falls, Texas	
Owner:	City of Wichita Falls	
Operator:	Spectra	
Year Opened:	2003	
Construction Cost:	\$19 million	
Tenants:	USACHL	
Seating Capacity:	Hockey:	6,500 seats
	Maximum Arena Capacity:	10,000 seats
Event Space:	Arena Floor Space:	30,000 sf

The Kay Yeager Coliseum opened in 2003 as the final phase of the Wichita Falls Multi-Purpose Event Center (MPEC) complex. The Coliseum has a fixed-seating capacity of 6,500 with a maximum capacity of 10,000 seats. The MPEC Grounds also includes the Ray Clymer Exhibit Hall that offers 58,000 square feet of exhibit space as well as breakout meeting space, the 2,700-seat Memorial Auditorium, the J.S. Bridwell Agricultural Center that includes a 50,000 square foot stall barn, an indoor arena and covered warm-up arena and the Festival Park that offers 5.5 acres of flexible green space.

In 2017, the Coliseum lost both of its tenants, the Wichita Falls Nighthawks (Indoor Football League) and the Wichita Falls Wildcats (North American Hockey League). However, the Wichita Falls Force was established in 2018 as a part of the new USA Central Hockey League (USACHL). Beyond tenant sports, the Coliseum is host to a variety of events throughout the year, hosting approximately 70 events in a recent year of operations.

In 2015, the City's general fund contributions to cover the operating subsidy of the MPEC had tripled over two years, which led to the commission of an operational study of the grounds. One of the main recommendations of the study was to consider a third-party management company. In 2016, Spectra was retained as the new operator of the previously City-run complex.

Another major issue outlined in the study findings was the loss of business due to lack of overnight hotel properties. As a way to attempt to get out from the increasing MPEC subsidy, the City is moving forward with efforts to attract a full-service hotel as well as meeting space/banquet hall on the complex grounds. The City is currently considering options to incentivize investors.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Mayo Civic Center
City, State	Rochester, Minnesota
Owner:	City of Rochester
Operator:	City of Rochester
Facility Specs:	Concert Capacity: 5,200 seats
	Maximum Arena Capacity: 7,20 seats
	Arena Floor Space: 25,00 sf
	Total Meeting Space: 200,000 sf

Expansion in 2017 will include addition of a 40,000 square foot ballroom and 14 rooms and pre-function spaces at a cost of approximately \$84 million. Once complete the Civic Center will offer over 200,000 square feet of flexible meeting and exhibit space.

For the 2015 fiscal year the Civic Center had over \$2.8 million in operational revenues and nearly \$3.8 million in operational expenses with an additional \$1.28 million local lodging tax assisting the facility.

In 2015, the facility had an estimated \$48 million economic impact on the Rochester Community with approximately 265 total events, 40,000 hotel room nights generated, 288,200 attendees to the Civic Center and 17,000 jobs associated with the MCC.

The Rochester Convention and Visitor's Bureau handles the booking, sales and marketing of the Civic Center

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Silverstein Eye Centers Arena		
City, State:	Independence, Missouri		
Owner:	City of Independence		
Operator:	Spectra		
Facility Specs:	Hockey Capacity:	5,800 seats	
	Arena Capacity:	7,000 seats	
	Suites:	25	

The Silverstein Eye Centers Arena opened in 2009 at a total cost of \$60 million. The arena was previously known as the Independence Events Center, but in 2015 it became the Silverstein Eye Centers Arena under a ten-year, \$2.75 million naming rights agreement. The Silverstein Eye Centers Arena has many seating configurations for its various sporting tenants, including a 5,800-seat hockey capacity. The arena also features 2,200 parking spaces on-site.

The arena is home to the Missouri Mavericks (ECHL), Missouri Comets (MISL) and the Kansas City Phantoms (CIF). In a recent year, the Arena hosted approximately 96 events drawing nearly 308,000 attendees, including 70 sporting events, 7 concerts, 8 civic/religious events and many other flat floor events.

APPENDIX A: COMPARABLE FACILITIES



FACILITY: Heartland Event Center

City, State: Grand Island, Nebraska

Ownership Structure: 501(c)3

Facility Specs:	Complex Acreage:	223 acres
	Total Indoor Event Space:	191,900 sf
	Exhibit Space:	88,000 sf
	Meeting Space:	9,900 sf
	Arena Space:	94,000 sf, 6,000 seats (largest)
	Largest Contiguous Space:	80,000 sf
	Horse Stalls:	1,200 stalls (permanent)
	RV Hook-ups:	100 RV Hook-ups

Opened in 2006, and the current home of the Nebraska State Fair.

In 2012 the Five Points Bank Arena was added to the grounds as part of a \$42 million investment to accommodate livestock and equestrian type shows at the fairgrounds. Five Points Bank has assisted with private funding totaling up to \$750,000 over 10 years.

The facility also has approximately 1,200 horse stalls, typically used for horse racing events at its outdoor track. Facility management indicated that they are only beginning to host other styles of equestrian events (rodeos, barrel racing, etc.) and focus primarily on livestock and agriculture events.

The facility has also home to the Indoor Football League's Nebraska Danger since 2011.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Deschutes County Fair and Expo	
City, State:	Redmond, Oregon	
Owner:	Deschutes County	
Operator:	Deschutes County	
Facility Specs:	Complex Acreage:	132 acres
	Total Indoor Event Space:	92,600 sf
	Exhibit Space:	46,400 sf
	Meeting Space:	6,150 sf
	Arena Space:	40,000 sf, 4,000 seats
	Largest Contiguous Space:	40,000 sf
	Horse Stalls:	400 stalls (75 permanent)
	RV Hook-ups:	106 RV Hook-ups

The Deschutes County Fair and Expo has been host to the Deschutes County Fair for the past 95 years drawing over 250,000 attendees annually. The campus includes three “Sisters” halls that regularly host civic events, flat floor shows and meetings.

On average the facility runs at approximately a \$400,000 deficit earning \$1.1 million in revenues and recording \$1.5 million in expenses. The facility averages over 200 events with a majority of events including meetings/banquets and equestrian/livestock events. Annually the facility draws over 535,000 attendees to its events and fairs.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Bell County Expo Center	
City, State:	Belton, Texas	
Owner:	Bell County	
Operator:	Bell County Expo, Inc.	
Facility Specs:	Complex Acreage:	43 acres
	Total Indoor Event Space:	127,800 sf
	Exhibit Space:	55,000 sf
	Meeting Space:	23,400 sf
	Arena Space:	49,400 sf; 6,000 seats (largest)
	Largest Contiguous Space:	55,000 sf
	Horse Stalls:	220 stalls (permanent)
	RV Hook-ups:	12 full RV Hook-ups

The Expo Center operates at an approximate \$800,000 deficit funded by the County through ad valorem taxes.

Current efforts are being made to pass an added two percent hotel/motel tax in an effort to establish a permanent revenue stream estimated at \$1 million annually to subsidize the Expo Center.

In 2016, the Bell County Commissioners Court unanimously approved the issuance of \$35 million in certificates of obligation to be used to upgrade and expand the Bell County Expo Center.

The expansion will include a 100,000-square foot air conditioned indoor performance arena with 1,000 spectator seats, a 40,000-square foot warm up arena with livestock stalls, a concourse for vendors, a bar and grill, among others.

APPENDIX A: COMPARABLE FACILITIES



FACILITY: Extraco Events Center

City, State: Waco, Texas

Owner: McLennan County

Operator: Heart of Texas Fair Inc.

Facility Specs:	Complex Acreage:	50 Acres
	Total Indoor Event Space:	108,100 sf
	Exhibit Space:	38,800 sf
	Arena Space:	70,100 sf, 6,000 seats (largest)
	Largest Contiguous Space:	38,800 sf
	Horse Stalls:	710 Stalls
	RV Hook-ups:	250 RV Hook-ups



The Extraco Events Center was developed in 1953 after voters of the county authorized a bond issue of \$1.2 million. In 2010, Extraco Banks signed a long-term naming rights deal changing the name from Heart o’ Texas Coliseum to the Extraco Events Center.

The facility on average earns a revenue of approximately \$2.4 million and records \$2.5 million in expenses. Operating at a \$100,000 deficit. In a recent year the facility hosted over 60 events and drew in nearly 1 million attendees.

Additionally, voters in McLennan County recently approved a two percent hotel tax and five percent auto rental tax fund a proposed \$34.4 million project that will add a new multi-purpose exhibition center to the complex.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Amarillo Tri-State Exposition	
City, State:	Amarillo, Texas	
Owner:	Potter County	
Operator:	Amarillo-Potter County Events Venue District	
Facility Specs:	Complex Acreage:	104 acres
	Total Indoor Event Space:	233,580 sf
	Exhibit Space:	167,400 sf
	Arena Space:	66,150 sf; 5,000 seats (largest)
	Largest Contiguous Space:	55,000 sf
	Horse Stalls:	1,048 stalls (428 permanent)
	RV Hook-ups:	151 hook-ups

The Amarillo National Center (ANC) opened in 2000 at a total cost of approximately \$16 million. Per facility management, the grounds are occupied and utilized for an estimated 240 event days per year (not including move-in and move-out).

Yearly attendance to the fairground is estimated to be approximately 203,000

APPENDIX A: COMPARABLE FACILITIES



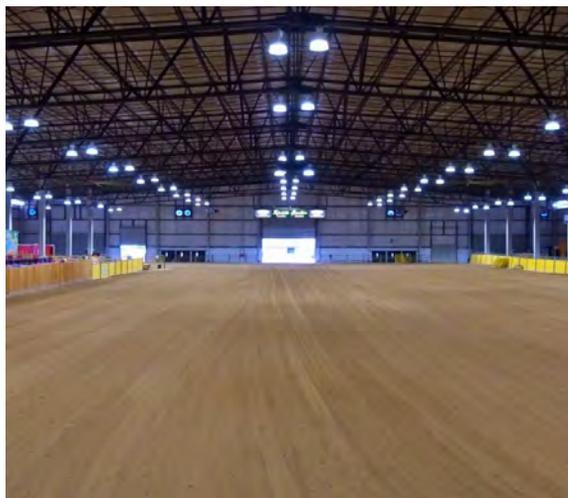
FACILITY:	Kansas Expocentre	
City, State:	Topeka, Kansas	
Owner:	Shawnee County	
Operator:	Spectra	
Facility Specs:	Complex Acreage:	74 acres
	Total Indoor Event Space:	118,300 sf
	Exhibit Space:	44,500 sf
	Meeting Space:	22,500 sf
	Arena Space:	51,300 sf, 7,450 seats (largest)
	Largest Contiguous Space:	44,500 sf
	Horse Stalls:	245 stalls (permanent)
	RV Hook-ups:	76 RV Hook-ups

Located just an hour west of Kansas City, the Kansas Expocentre is host to a variety of event types including equestrian, livestock, concerts, family shows, festivals and sports.

The 22,500 square foot Landon Arena is home to a handful of these events, offering 7,450 fixed seats. Two 13-foot drive-in entrances are available to easy move in and out of the facility.

Furthermore, the exhibition hall connected to the Landon Arena offers event planners the ability to accommodate up to 232 10'x10' booths. The property also features a livestock facility for animal shows and is connected to the Capitol Plaza Hotel

APPENDIX A: COMPARABLE FACILITIES



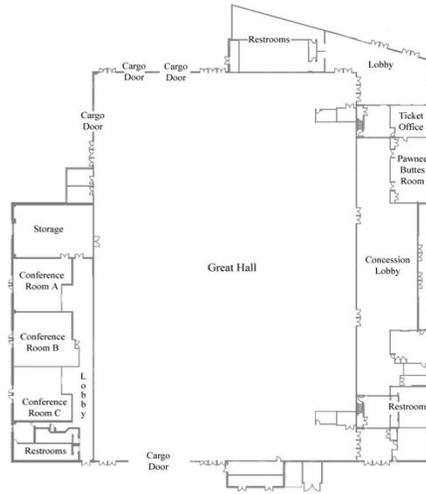
FACILITY:	Idaho Horse Park	
City, State:	Nampa, Idaho	
Owner:	City of Nampa	
Operator:	Spectra	
Facility Specs:	Complex Acreage:	180 acres
	Total Indoor Event Space:	100,800 sf
	Meeting Space:	6,550 sf
	Arena Space:	94,200 sf, 12,657 seats (largest)
	Largest Contiguous Space:	63,000 sf
	Horse Stalls:	700 stalls (550 permanent)
	RV Hook-ups:	44 RV Hook-ups

Located within the Idaho Ford Center, Idaho Horse Park hosts events for activities such as Team Roping, local 4H and Quarter Horse Association. The dirt floor facility primarily hosts horse events while the other two facilities in the complex host indoor and outdoor concerts.

Idaho Horse Park has fixed bleacher seating with three warmup spaces, one of which is covered. There is one 10,000 square foot stock pen that is split into 12 holding pens.

The facility also includes 11 meeting rooms used for small corporate and association events.

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Island Grove Events Center		
City, State:	Greeley, Colorado		
Owner:	City of Greeley		
Operator:	City of Greeley		
Facility Specs:	Complex Acreage:	145 acres	
	Total Indoor Event Space:	129,000 sf	
	Exhibit Space:	120,500 sf	
	Meeting Space:	8,400 sf	
	Largest Contiguous Space:	58,000 sf	
	Horse Stalls:	150 stalls (permanent)	
	RV Hook-ups:	300 RV Hook-ups	

Popular for hosting meetings for oil and gas companies, the Island Grove Events Center is booked frequently for events and conferences. The facility includes a concession stand, on-site liquor concessionaire, and on-site catering provided by Kenny’s Steak House.

All of Island Grove’s arenas are located outside with the largest outdoor arena totaling nearly 64,000 square feet. A 9,000-seat grandstand looks over the arena, providing ample seating for large equestrian/livestock events.

Furthermore, the 20,000 square foot lobby allows for ample space for before and after events as well as space for guests to eat their food outside of the event if necessary. There is also plenty of space with a ceiling height of 25 feet on the sides and 50 feet in the center

APPENDIX A: COMPARABLE FACILITIES



FACILITY:	Larimer County Fairgrounds (The Ranch)	
City, State:	Loveland, Colorado	
Owner:	Larimer County	
Operator:	Larimer County, Spectra (BEC Arena only)	
Facility Specs:	Complex Acreage:	244 acres
	Total Indoor Event Space:	214,500 sf
	Exhibit Space:	123,600 sf
	Meeting Space:	8,900 sf
	Arena Space:	82,000 sf, 5,300 seats (largest)
	Largest Contiguous Space:	45,000 sf
	Horse Stalls:	360 stalls (portable)
	RV Hook-ups:	50 RV Hook-ups

As Larimer County's largest event complex, this facility can accommodate trade shows, banquets, conferences, automotive shows, sporting events, livestock shows, and many other events. The property features buildings of all different sizes to accommodate events ranging from small meetings to larger conferences.

The Budweiser Events Center, the facility's main arena, hosts 850,000 guests annually. Past events include the PRCA Rodeo, WWE Live, Monster Truck and the Colorado Eagles (American Hockey League). The Budweiser Event Center is also home to The Ranch Bar & Grill that is available for private gatherings on non-event days.

APPENDIX B: SITE MASTER PLAN & CONCEPTUAL DESIGN (POPULOUS)



MONTANA EXPO PARK IMPROVEMENT STUDY

Planning & Conceptual Design



INTRODUCTION

Populous has prepared this report in coordination with Conventions, Sports, and Leisure International (CSL). The purpose of the report is to provide diagrammatic planning and design recommendations for improvements at Montana ExpoPark. The primary focus of the study is the diagrammatic design and site location plan for a new multi-purpose event center. Additional considerations for the study are long term planning strategies related to other elements of the event campus that are impacted by the location and site planning of the new multi-purpose event facility. CSL has provided programming guidance for the concept design work that determines the market supportable scale and amenity recommendations in the designs. Two scenarios have been considered for this report. Scenario One is a brief review of the issues and costs associated with maintaining the existing venues in safe and operable condition without significant upgrades or expansion for the next 15 years. Scenario Two is a series of recommendations for expanding and enhancing the event venues and phased upgrades that are recommended over time.



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23 Livestock Facility Upgrades

25 RV Additions/Renovations

SCENARIO ONE: MAINTAIN EXISTING



Maintaining the existing facilities in safe and operable condition is a baseline study to anticipate what work and costs might be incurred over the next 15 years to simply continue operating at their current capacity and function. The current facilities are aging and will require more than just typical maintenance investments over the next 15 years as evidenced by the replacement effort for the Grandstand. Complete replacement of the Grandstand and a major renovation of the paddock club were recently completed to bring the venues into code compliance and generally address the aged infrastructure that was becoming a risk to the safety of patrons and staff. Scenario One is focused on identifying other areas that will require similar attention and investment over the course of the next 15 years. No guest experience enhancements are being considered in this scenario outside of maintaining safety, health, and welfare without terminating use of the venues.

A few of the large items being considered for near-term investment (within the next 2-3 years) are the replacement of an aged water main and replacement of the Pacific Steel & Recycling Four Seasons Arena roof costing an estimated \$2 million. The remaining improvements are expected to cost \$0.5 million every year over the next 15 years totaling \$7.5 million.



**EXISTING
CAMPUS**

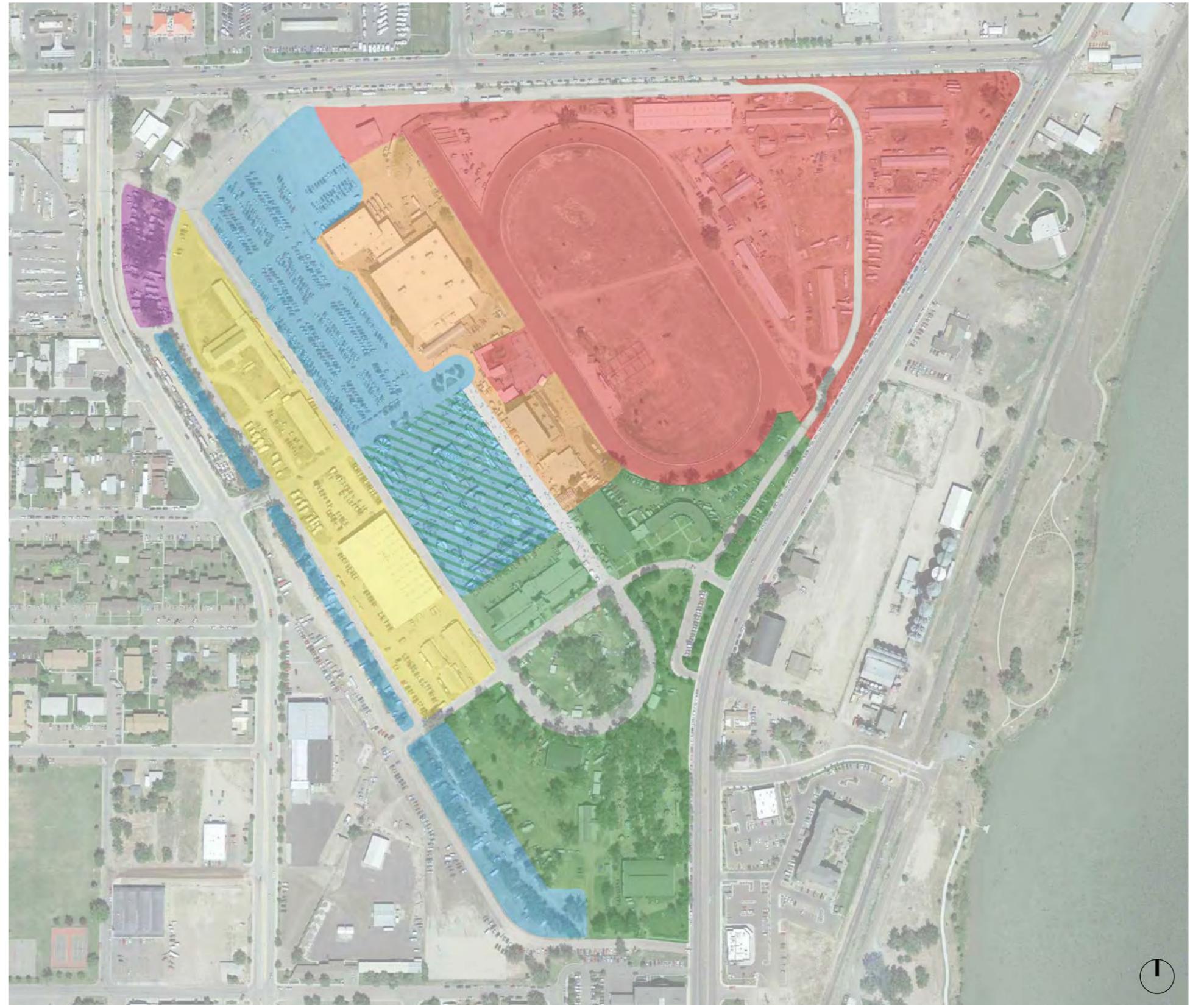
EXISTING SITE PLAN

- HISTORIC FAIR PARK**
 - 1 Heritage Building
 - 2 Family Living Center
 - 3 Mercantile Building
 - 4 Trades and Industry Building
 - 5 Fine Arts Building
- EVENT VENUE CORE**
 - 6 Paddock Club
 - 7 Grandstands
 - 8 Pacific Steel & Recycling Four Seasons Arena
 - 9 Exhibition Center
- LIVESTOCK AND EQUESTRIAN**
 - 10 FFA Building
 - 11 Poultry/Rabbit Barn
 - 12 Livestock Pavilion
 - 13 Harvest Building
- HORSE RACING**
 - 14 Race Track
 - 15 Racing Barns



EXISTING EVENT ZONES

-  Horse Racing
-  Event Venue Core
-  Livestock and Equestrian Event Core
-  Historic Fair Park
-  Parking
-  RV Parking





SCENARIO TWO: STRATEGIC GROWTH PLAN



The purpose of the strategic growth planning exercise is to recommend new venues and enhancements to existing facilities that reflect the market supportable programmatic recommendations derived in the CSL study. Not all existing facilities on the event campus are identified for significant alteration or enhancement. Many of the existing buildings are recommended to remain in their current state and function with exception of continued maintenance to keep them safe and operational for their current uses. Existing venues identified for growth and enhancement are the Pacific Steel & Recycling Four Seasons Arena, Expo Hall, equestrian/livestock venues, and the RV parking areas.

Our understanding is the highest priority venue, per the market feasibility study, is the new multi-purpose event center which will trigger a minor renovation of the Pacific Steel & Recycling Arena

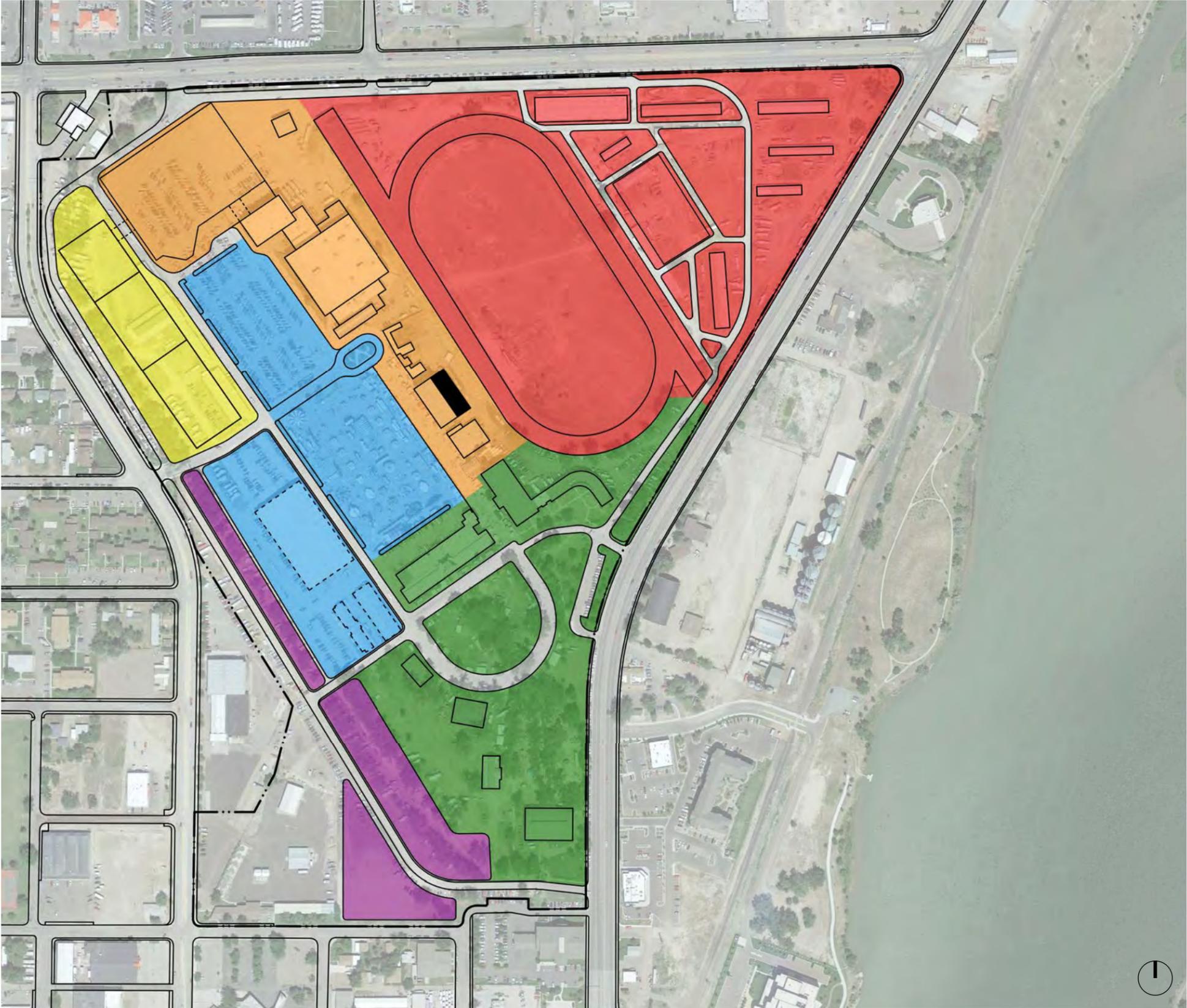
to convert it to a dedicated multi-purpose exhibition venue. These projects are high on the propriety list because they provide new modern entertainment options for the community, significant new revenue opportunities, and expanded economic impact.

Expansion and renovations to the equestrian/livestock venues are prioritized after the new event core projects noted previously. The strategic growth plan indicates an expanded equine/livestock complex that will modernize the venues to retain current events, allow growth in the market, resolve critical circulation challenges on the site, and support events at the multi-purpose event center. Growing and retaining the equine/livestock business will provide an important community center for the region and the multi-purpose event capabilities at the venues will draw new multi-day tourism to Great Falls.

The organization of the site plan focuses on maintaining and strengthening the core event zones currently in place. The new multi-purpose event center will be at the northwest end of the existing parking. This allows the main central parking areas to remain continuous and provides a shared loading and service zone for the Pacific Steel & Recycling Arena and new multi-purpose event center. The equestrian/livestock event core will be relocated to the north of the orange gate drive. Three new facilities are proposed to serve the needs of the growing equine/livestock business. The existing Livestock Building to the south of the main entry will be relocated to the east of the race track to provide replacement stalling facilities for the track and fair rodeo. This will make room for additional parking in the location of the old livestock building that will replace and exceed the parking capacity lost to the multi-purpose event venue.

SCENARIO TWO EVENT ZONES

- Horse Racing
- Event Venue Core
- Livestock and Equestrian Event Core
- Historic Fair Park
- Parking
- RV Parking



CONCEPTUAL SITE PLAN

- HISTORIC FAIR PARK**
 - 1 Heritage Building
 - 2 Family Living Center
 - 3 Mercantile Building
 - 4 Trades and Industry Building
 - 5 Fine Arts Building
- EVENT VENUE CORE**
 - 6 Paddock Club
 - 7 Grandstands
 - 8 Pacific Steel & Recycling Four Seasons Arena
 - 9 Exhibition Center
 - 10 Multi-purpose Event Center
 - 11 Covered Connectors
- LIVESTOCK AND EQUESTRIAN**
 - 12 Multi-purpose Stalling Building (200 Equine Stalls)
 - 13 Multi-purpose Warm-up Arena/Expo (170'x200')
 - 14 Multi-purpose Dirt Floor Event Arena (170'x300')
 - 15 Expanded Parking
- HORSE RACING**
 - 16 Race Track
 - 17 Historic Rodeo Barn
 - 18 Relocated Livestock Building
 - 19 Racing Barns
- RV**
 - 20 Existing RV Parking
 - 21 Expanded RV Parking
- DEMO**
 - 22 Pony Barn
 - 23 Harvest Building





**MULTI-PURPOSE
EVENT CENTER**

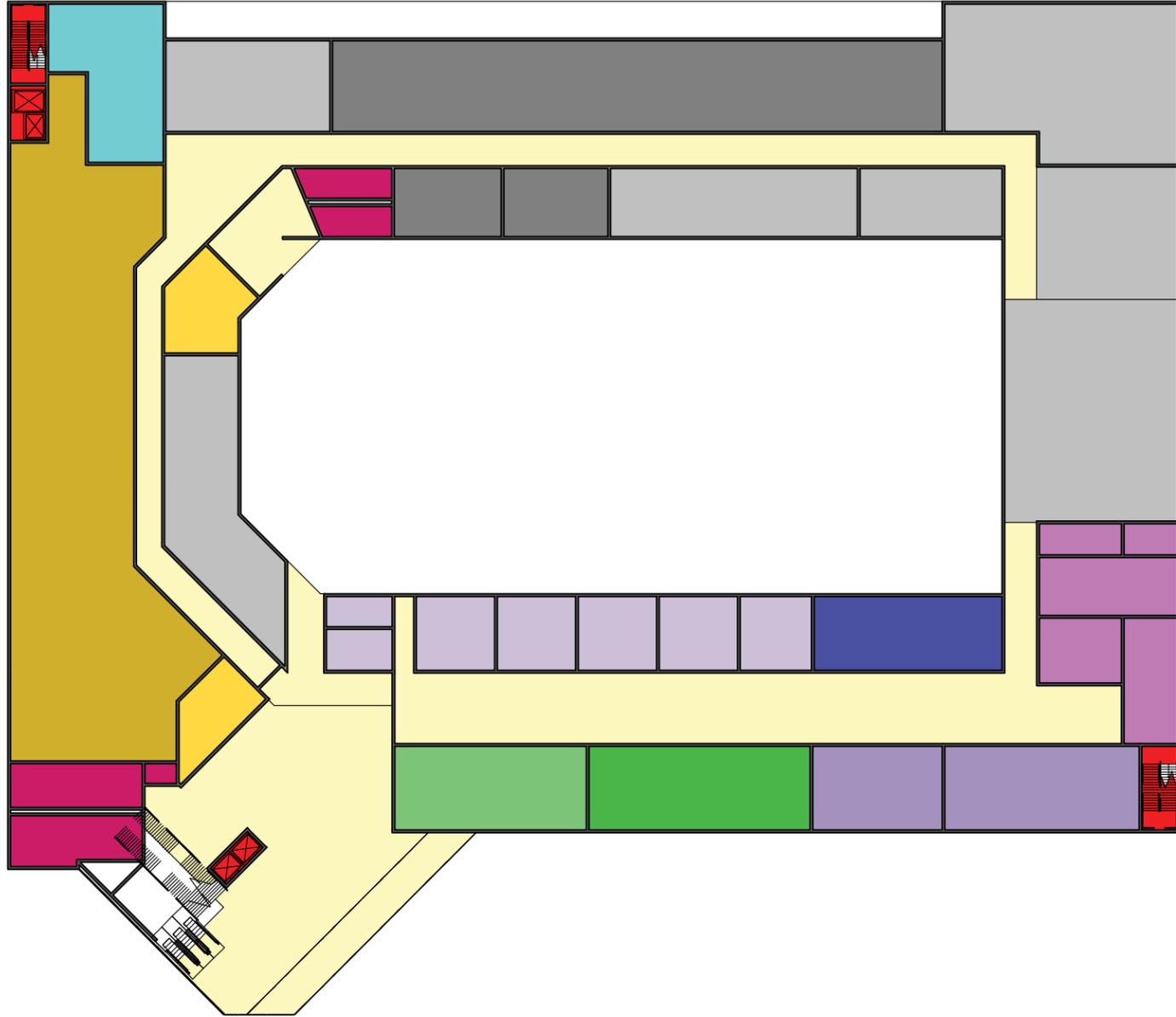
The addition of a multi-purpose event center to the Montana ExpoPark grounds was initially discussed in CSL's 2014 feasibility study. Based on this study it was determined that the event center should be a multi-purpose arena capable of hosting events such as rodeo, hockey/ice shows, basketball, and concerts. Based on the market supportable program recommendations from CSL Populous has prepared a concept design that accommodates approximately 5,500 fixed seats with the capability for retractable seating and floor seating to increase the spectator count to nearly 9,800 for large concert events. The seating area is designed to create flexible sight lines for a wide variety of event types. One end zone will focus on offering premium seating options for spectators including club seats and loge boxes served by a club space as well as private suites.

The planning process explored multiple options for placement on the ExpoPark grounds including an option to incorporate a new grandstand into the side of the event venue in place of the old existing grandstand (prior to its replacement). The recent Grandstand replacement project and desire to keep the central parking/midway area open and contiguous was the driving factor for the recommended location. The new event center is located to the north end of the Pacific Steel & Recycling Arena creating connectivity between the Exhibition Hall and the new event center while preserving the atmosphere and scale of the historic buildings at the south end of the ExpoPark grounds.

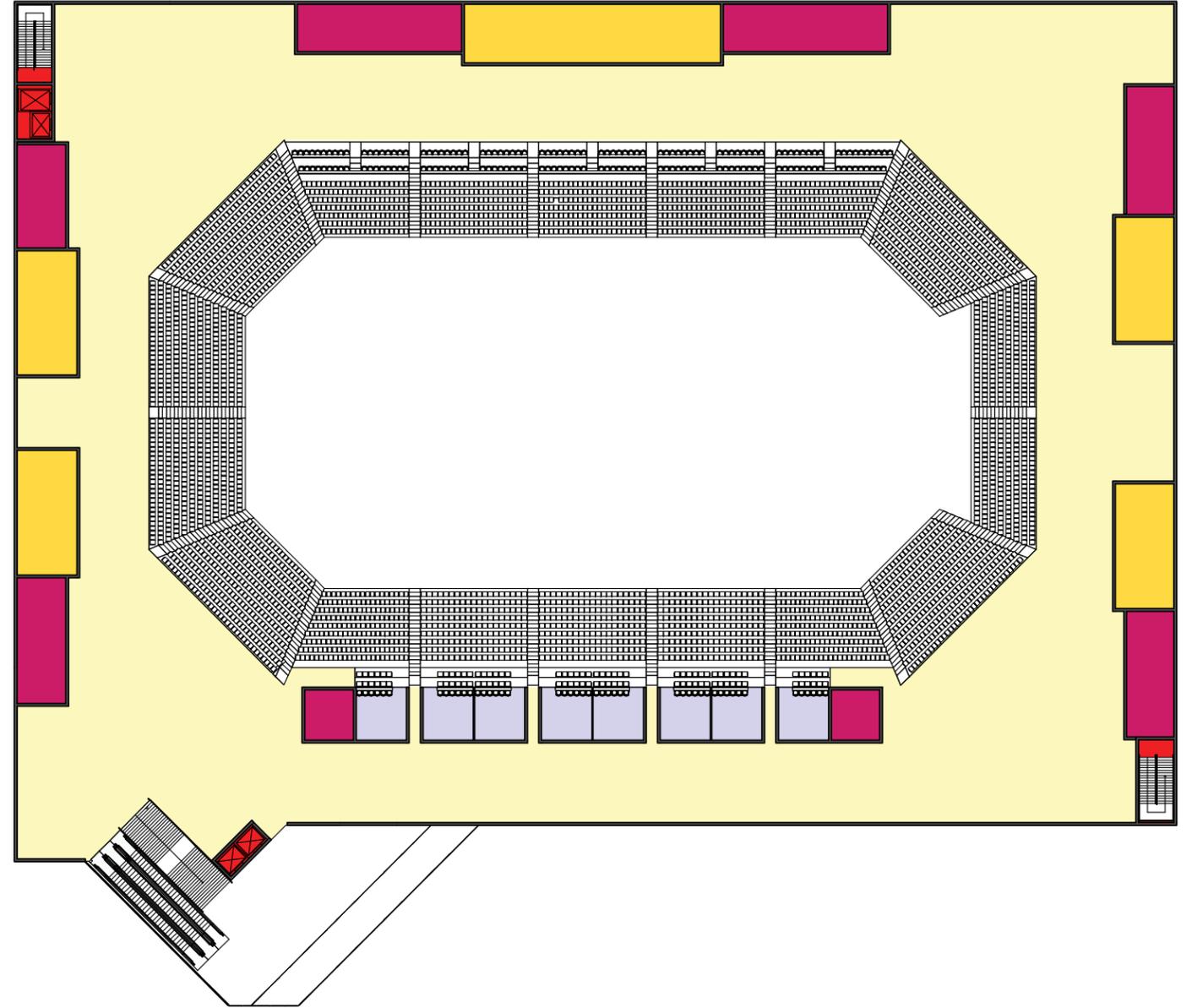
The exterior design of the event center has elements inspired by the historic art deco buildings such as the Fine Arts Building and the Mercantile Building entryway, but also incorporates contemporary design elements to highlight the modern opportunities it is bringing to the ExpoPark.



CONCEPTUAL FLOOR PLAN



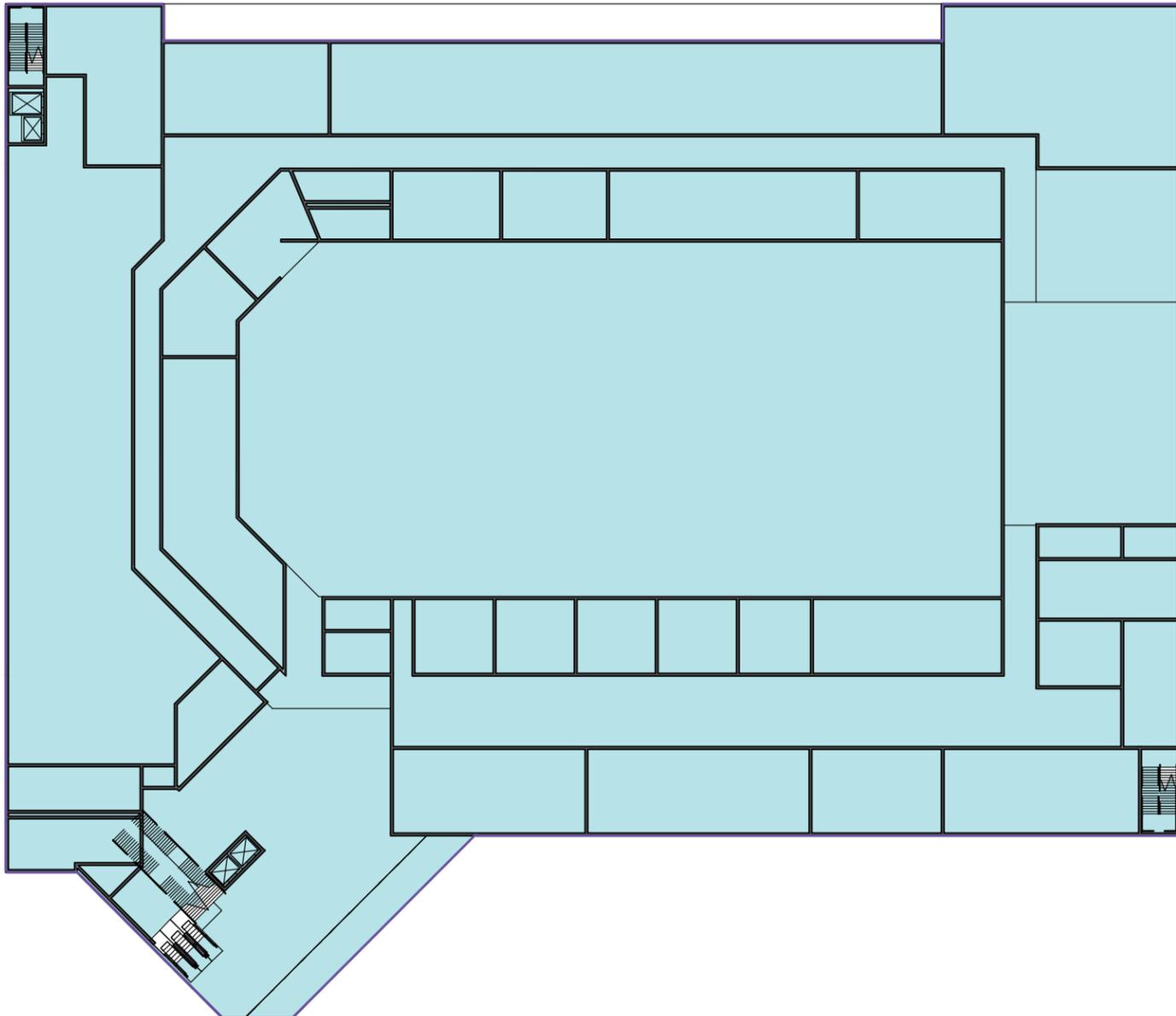
EVENT LEVEL



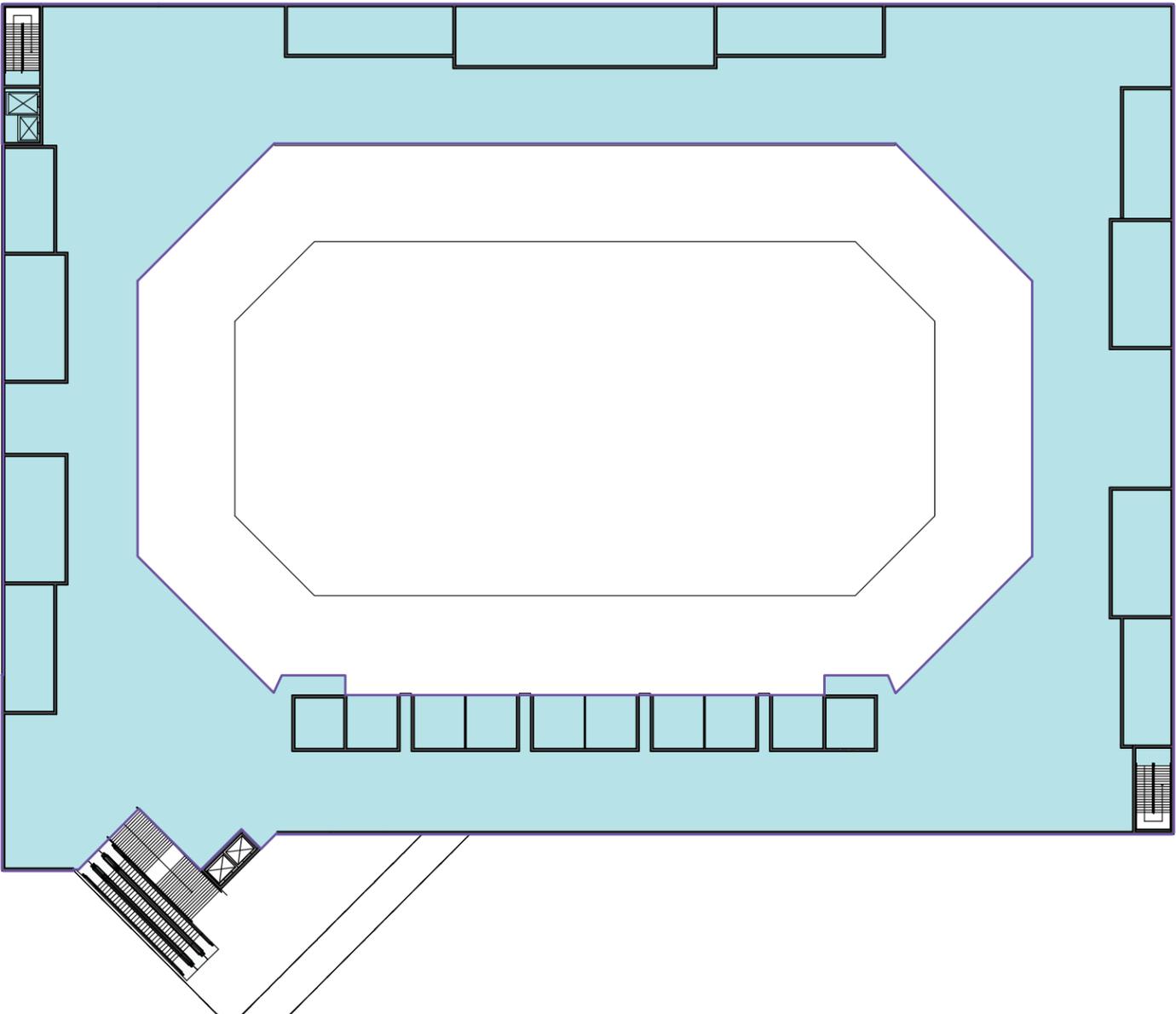
MAIN CONCOURSE

- | | | | | |
|--------------|----------------|------------------|------------------------|----------|
| FOOD SERVICE | TICKETING | EVENT FACILITIES | VERTICAL CIRCULATION | PREMIUM |
| CONCESSIONS | ADMINISTRATION | PRESS | SERVICE AND OPERATIONS | SECURITY |
| CIRCULATION | RESTROOMS | TEAM FACILITIES | MEP | EXTRA |

SQUARE FOOTAGE BY LEVEL

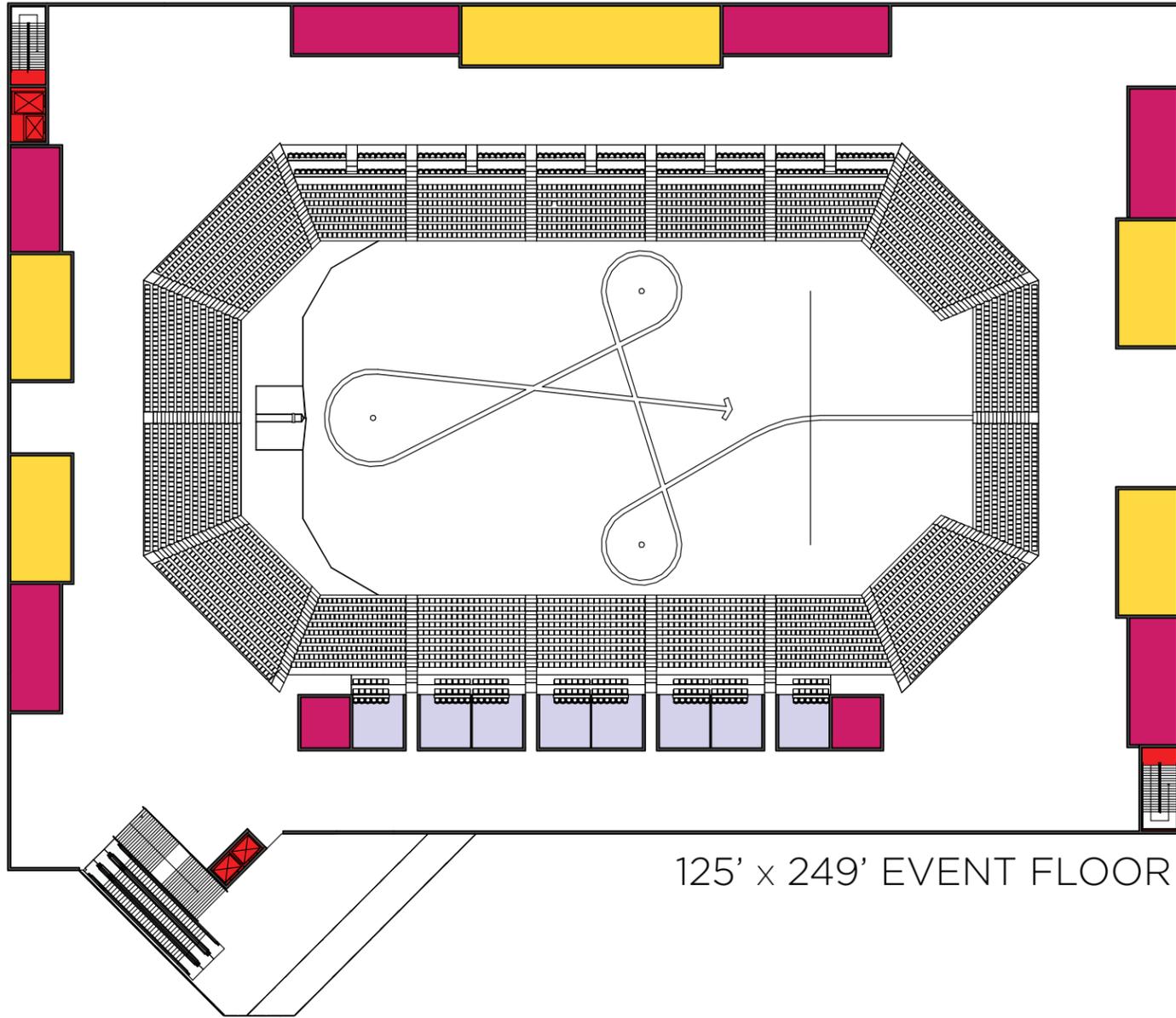


EVENT LEVEL 125,257 SF



MAIN CONCOURSE 48,359 SF

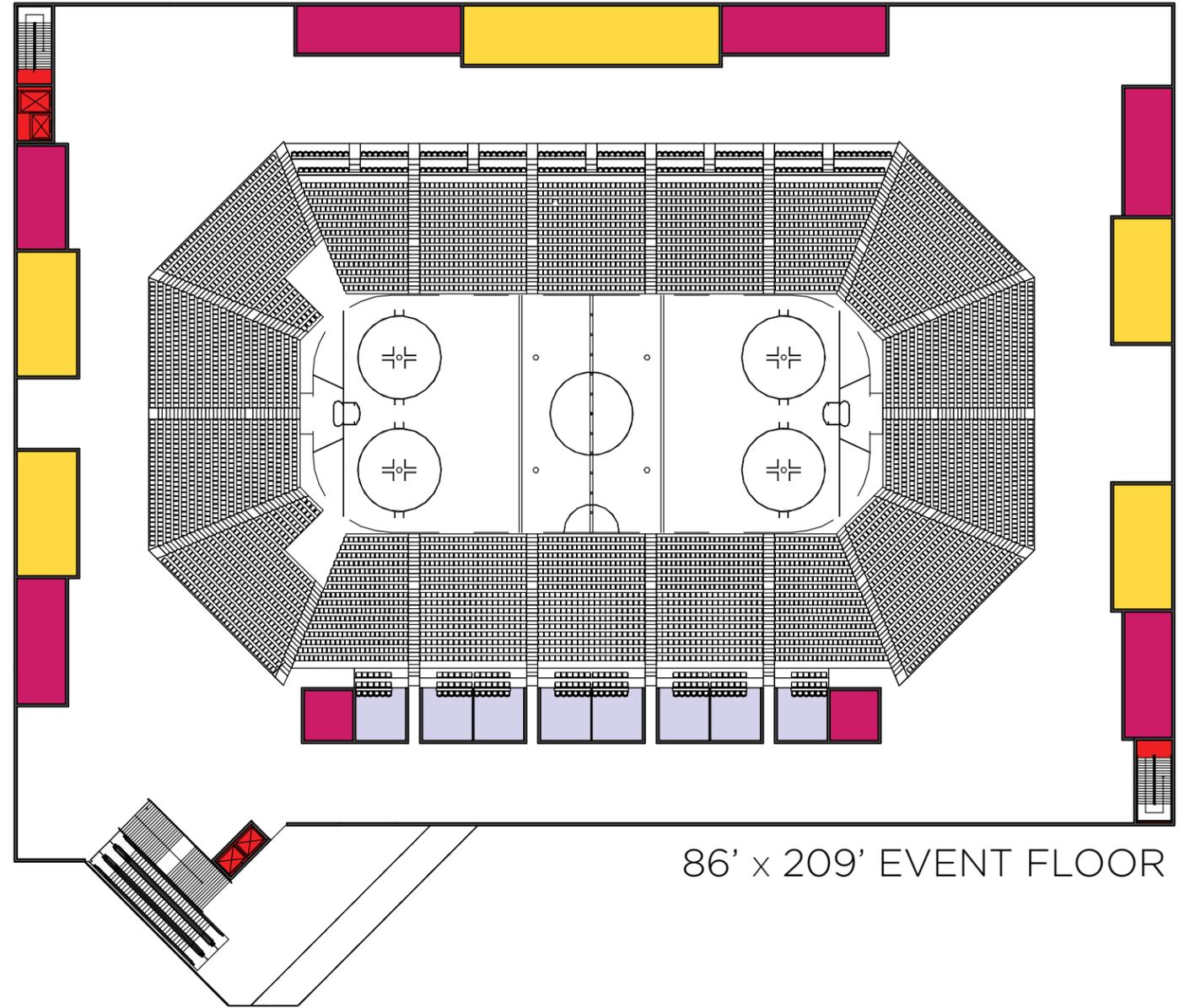
CONCEPTUAL EVENT DIAGRAMS



125' x 249' EVENT FLOOR

RODEO/FULL FLOOR 5,289 SEATS

- 144 SUITE
- 170 LOGE
- 685 CLUB
- 4,290 GENERAL

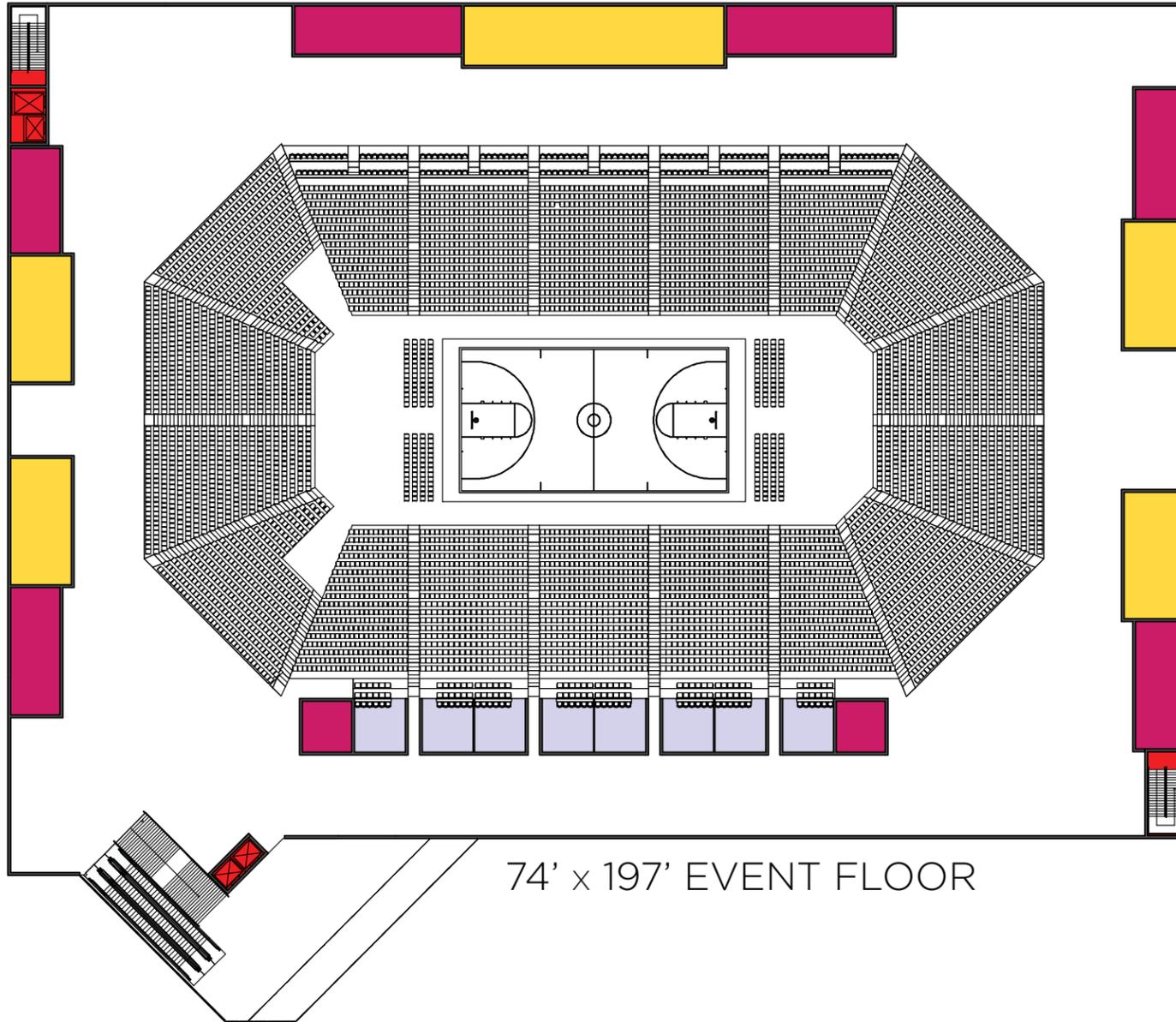


86' x 209' EVENT FLOOR

HOCKEY/ICE SHOW 7,553 SEATS

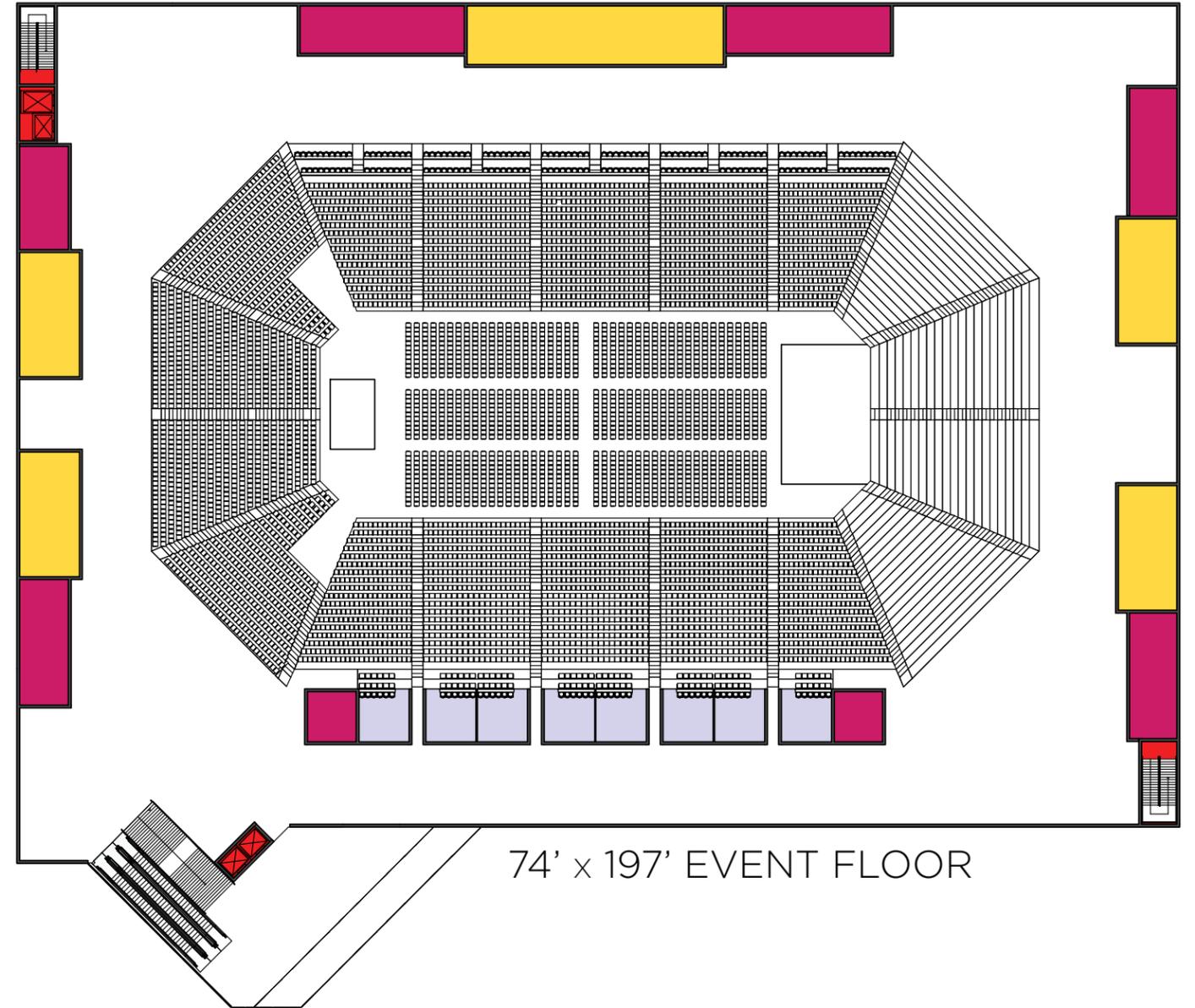
- 144 SUITE
- 170 LOGE
- 685 CLUB
- 4,290 GENERAL
- 2,264 RETRACTABLE

CONCEPTUAL EVENT DIAGRAMS



BASKETBALL 8,281 SEATS

- 144 SUITE
- 170 LOGE
- 685 CLUB
- 4,290 GENERAL
- 2,768 RETRACTABLE
- 224 FLOOR



END STAGE CONCERT 8,857 SEATS

- 144 SUITE
- 170 LOGE
- 685 CLUB
- 4,290 GENERAL
- 2,098 RETRACTABLE
- 1,470 FLOOR

CASE STUDY: MULTI-PURPOSE EVENT ARENA

KANSAS STAR ARENA MULVANE, KANSAS

The Kansas Star Arena is a good representation of the scale, flexibility, and quality of finish for the proposed multi-purpose event center. The pre-engineered structural system is practical and economic and the flexible seating products are indicative of a highly flexible event space.

This image was taken at a PBR event where the seating count was maximized with flexible retractable seating to fit the smaller event floor needs. A bank of suites are seen in the upper left corner providing premium event experiences.



CASE STUDY: MULTI-PURPOSE EVENT ARENA

KANSAS STAR ARENA MULVANE, KANSAS

This image was taken at a Journey concert event where the seating count was maximized to close to 9,000. It reveals the highly flexible nature of the venue to perform well for a wide diversity of events.







PACIFIC
STEEL & RECYCLING
FOUR SEASONS ARENA

**PACIFIC STEEL &
RECYCLING FOUR
SEASONS ARENA**

OVERVIEW

With the addition of a new multi-purpose event arena, we are recommending one strategic change to the Pacific Steel & Recycling Arena. The current bleacher layout within the Pacific Steel & Recycling Arena creates a U shaped seating bowl with a stage as the end cap. Two sides of the seating bowl are fixed against a wall. The third seating segment is composed of retractable bleachers (highlighted in the adjacent image) that originally were moveable but now have been fixed in place. Fixing these bleachers provided a solution for large spectator events but greatly hinders the flexibility of the space for exhibition events. The new multi-purpose event center will be home for concerts and large spectator events that now occur at the Pacific Steel & Recycling Arena which will allow the existing venue to be converted to function as a dedicated multi-use exhibition hall. In order to diversify the type of events that can be held within the Pacific Steel & Recycling Arena it is recommended that the bank of bleachers (highlighted in the adjacent image) be removed to allow maximum flexibility of expo events. No other significant renovations are recommended.



CASE STUDY: EXHIBITION HALL

BENNETT EVENT CENTER OKLAHOMA STATE FAIR PARK

The Bennett Event Center is a good example of the type of exhibition space that can be achieved with the modifications to the Pacific Steel and Recycling Arena.





**LIVESTOCK
FACILITY
UPGRADES**

OVERVIEW

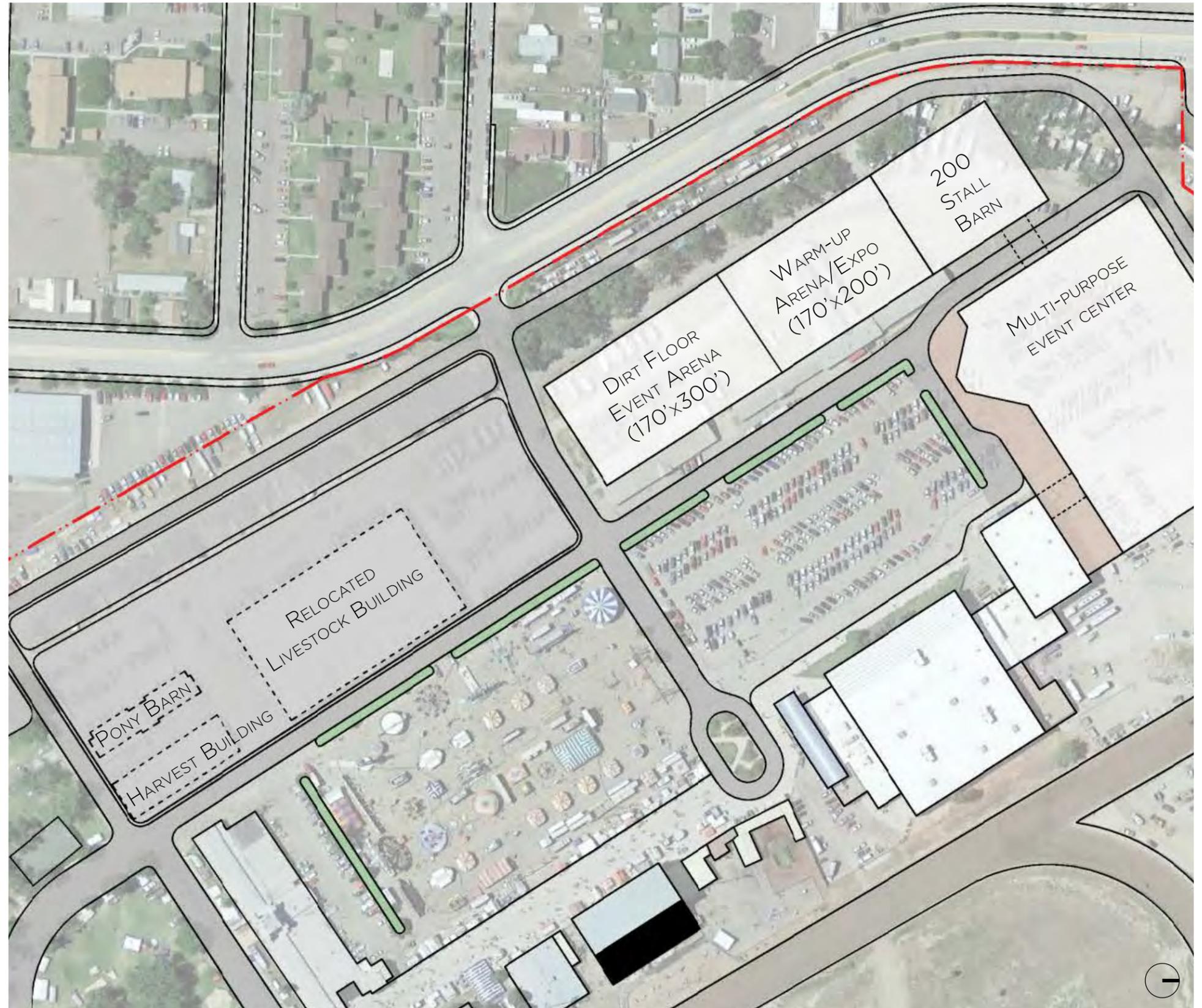
The current livestock facilities located on the west side of the Montana ExpoPark grounds are utilized for single day equestrian events or, more often, livestock show events. Many of the livestock facilities are dated and require significant maintenance and renovation to comply with modern industry standards.

After significant review with a wide variety of livestock and equestrian stakeholder groups, it is the design team's recommendation that a new building complex be developed to replace the existing venues. The new facilities will comply with modern industry standards and provide increased flexibility for multi-use events in addition to livestock and equestrian. The new facility design will utilize modern removable stall systems to allow the space to be reconfigured to the needs of a variety of different events.

The new complex is designed to accommodate a small indoor event venue, a warm-up/expo space, and a multi-use stalling/expo area capable of housing up to two hundred 10x10 equine stalls or trade show booths. The full complex can be used for expo events if desired given the column free floor space.

The new structures will be located to the west of the midway and parking areas north of the Orange Gate entry drive. The complex will feature a direct, covered connection to the new multi-purpose event center.

The Pony Barn, Harvest Building, and FFA Barn must be removed to accommodate the modernization plan. The existing Livestock building is proposed to be disassembled and relocated to the race track backstretch where it can be re-purposed as a stalling facility to replace the aged existing race and rodeo stalling buildings. Once these venues are removed a new parking lot can be constructed that will replace and exceed the parking capacity that is lost with the construction of the Multi-Purpose Event Center.



CASE STUDY: LIVESTOCK AND EQUESTRIAN EVENT ARENA

GRADY COUNTY FAIRGROUNDS INDOOR EVENT ARENA CHICKASHA, OKLAHOMA

The indoor event arena at the Grady County Fairgrounds is a great representation of the vision for the design, finish, and flexibility of the proposed multi-purpose livestock complex. The practical economic construction approach provides significant return on investment for the community. The Grady County Fairgrounds added approximately 150 new event days to their annual event calendar with addition of this one simple building.

The clear span pre-engineered steel structure and portable seating/stalling products allow the space to be configured for a very diverse variety of events that are too small to use the larger Multi-Purpose Event Center.

This photo shows the Grady County facility setup with over 200 seats for a PRCA rodeo.



CASE STUDY: LIVESTOCK AND EQUESTRIAN EVENT ARENA

GRADY COUNTY FAIRGROUNDS INDOOR EVENT ARENA CHICKASHA, OKLAHOMA

This photo shows the Grady County facility setup with a livestock show ring. It is also used regularly for exposition events, swap meets, and family entertainment events.



CASE STUDY: MULTI-PURPOSE STALLING AND ARENA BUILDINGS

WARM-UP ARENA OKLAHOMA STATE FAIR PARK

The clear span structure of the warm-up area at the proposed livestock complex can be utilized as a warm-up arena, stalling, or exposition space. These example images from Oklahoma State Fair Park and Tulsa Expo Square represent what the new venue might look like when utilized as a warm-up arena or stalling space.



MULTI-PURPOSE USE EXAMPLES FOR LIVESTOCK COMPLEX

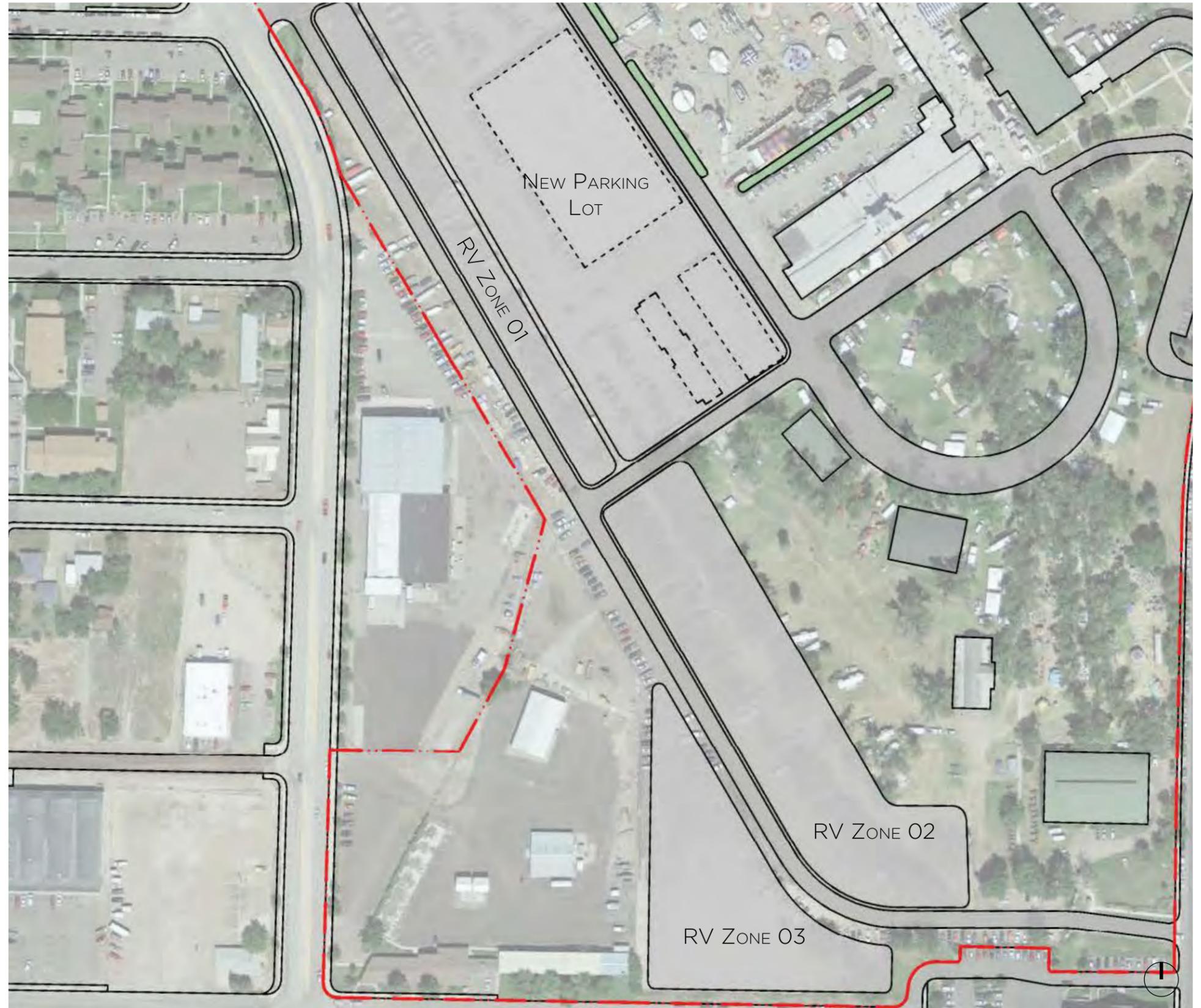




RV ADDITIONS AND RENOVATIONS

OVERVIEW

CSL has identified a market need of 50-75 additional RV hookups. Populous recommends these numbers be achieved through improvement and expansion of three RV Zones as noted on the site plan to the right. These location will provide access for the variety of events held at the Montana ExpoPark. Zone one will be redeveloped with the parking lot expansion project. Zone 2 is an existing RV zone with beautiful mature trees and greenspace. Populous recommends this zone be carefully reorganized to retain trees and greenspace while maximizing the number of RV spaces. Zone 3 is a new RV development area proposed as a higher density RV lot to accommodate event attendees for livestock, equine, and other multi-day events.





HIGH DENSITY RV PRODUCT
COLORADO STATE FAIR



GREENSPACE RV PRODUCT

APPENDIX C: FINAL SITE MASTER PLAN (POPULOUS)



APPENDIX E: PROGRAM COST DETAIL (POPULOUS)



Montana ExpoPark
Scenario 2: Program Cost Analysis
11/20/2019

Master Plan Program Summary				
<i>Room / Functional Space</i>	<i>Total Structure gsf</i>	<i>Total Conceptual Estimate</i>		
		<i>Low</i>	<i>High</i>	<i>Average</i>
A. Multi-purpose Event Center	206,287	\$73,166,308	\$83,348,686	\$78,257,497
B. Four Seasons Arena	0	\$45,360	\$75,600	\$60,480
C. Livestock Facility Upgrades	209,400	\$29,626,031	\$41,146,936	\$35,386,484
D. RV Additions/Renovations	0	\$945,000	\$1,080,000	\$1,012,500
Total	415,687	\$103,782,699	\$125,651,223	\$114,716,961

NOTE: This opinion of probable construction cost is made on the basis of Architect's experience and qualifications and represents the Architect's best judgment as an experienced and qualified professional generally familiar with the industry. However, since the Architect has no control over the cost of labor, materials, equipment, or services furnished by others, or over the Contractor's methods of determining prices, or over competitive bidding or market conditions, the Architect cannot and does not guarantee that proposals, bids, or actual construction cost will not vary from opinions of probable construction cost as provided. If the Owner wishes greater assurance as to probable construction costs, Owner shall employ an independent cost estimator or contractor.

Montana ExpoPark
Scenario 2: Program Cost Analysis
11/20/2019

Project Summary				
Room / Functional Space	Total Structure gsf	Total Conceptual Estimate		
		Low	High	Recommended
A. Multi-purpose Event Center	206,287	\$47,708,860	\$54,348,387	\$51,028,624
PROBABLE DIRECT CONSTRUCTION COST		\$47,708,860	\$54,348,387	\$51,028,624
CONTRACTOR P&O, BOND, ETC.	15%	\$7,156,329	\$8,152,258.05	\$7,654,294
DESIGN & CONSTRUCTION CONTINGENCY	15%	\$7,156,329	\$8,152,258	\$7,654,294
FURNITURE/FIXTURES/EQUIPMENT (FF&E)	12%	\$5,725,063.21	\$6,521,806	\$6,123,435
ESTIMATED CONSTRUCTION COST		\$67,746,581	\$77,174,710	\$72,460,645
DESIGN & ENGINEERING FEES	8%	\$5,419,726.50	\$6,173,976.76	\$5,796,852
TOTAL PROJECT BUDGET		\$73,166,308	\$83,348,686	\$78,257,497

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A. Multi-purpose Event Center											
Room / Functional Space	No.	Sq. Ft.	Total / unit	Adjacencies	Design Comments	OM Cost PSF Low	OM Cost PSF High	OM Cost PSF Average	Low Budget	High Budget	Recommended Budget
1.0 Service Spaces											
- Kitchen / Commissary	1	11,278	11,278			\$ 250.00	\$ 300.00	\$ 275.00	\$ 2,819,415.00	\$ 3,383,298.00	\$ 3,101,356.50
- Service and Operations	1	21,306	21,306			\$ 180.00	\$ 220.00	\$ 200.00	\$ 3,835,027.80	\$ 4,687,256.20	\$ 4,261,142.00
- MEP	1	8,782	8,782			\$ 150.00	\$ 180.00	\$ 165.00	\$ 1,317,346.50	\$ 1,580,815.80	\$ 1,449,081.15
- Event Facilities	1	3,045	3,045			\$ 225.00	\$ 250.00	\$ 237.50	\$ 685,125.00	\$ 761,250.00	\$ 723,187.50
- Ticketing	1	2,006	2,006			\$ 225.00	\$ 250.00	\$ 237.50	\$ 451,314.00	\$ 501,460.00	\$ 476,387.00
- Administration Space	1	2,316	2,316			\$ 225.00	\$ 250.00	\$ 237.50	\$ 521,106.75	\$ 579,007.50	\$ 550,057.13
- Security	1	1,830	1,830			\$ 225.00	\$ 250.00	\$ 237.50	\$ 411,747.75	\$ 457,497.50	\$ 434,622.63
- Press	1	3,393	3,393			\$ 225.00	\$ 250.00	\$ 237.50	\$ 763,445.25	\$ 848,272.50	\$ 805,858.88
- Team Facilities	1	4,159	4,159			\$ 225.00	\$ 250.00	\$ 237.50	\$ 935,838.00	\$ 1,039,820.00	\$ 987,829.00
- Circulation	1	14,925	14,925			\$ 225.00	\$ 250.00	\$ 237.50	\$ 3,358,089.00	\$ 3,731,210.00	\$ 3,544,649.50
- Event Floor	1	29,688	29,688			\$ 225.00	\$ 250.00	\$ 237.50	\$ 6,679,743.75	\$ 7,421,937.50	\$ 7,050,840.63
Service Spaces Subtotal			102,728								
					Estimated Direct Construction Cost				\$ 21,778,198.80	\$ 24,991,825.00	\$ 23,385,011.90
2.0 Public Spaces											
- Concessions	1	6,697	6,697			\$ 250.00	\$ 300.00	\$ 275.00	\$ 1,674,355.00	\$ 2,009,226.00	\$ 1,841,790.50
- Restrooms	1	8,232	8,232			\$ 225.00	\$ 250.00	\$ 237.50	\$ 1,852,155.00	\$ 2,057,950.00	\$ 1,955,052.50
- Circulation	1	47,267	47,267			\$ 225.00	\$ 250.00	\$ 237.50	\$ 10,635,036.75	\$ 11,816,707.50	\$ 11,225,872.13
- Vertical Circulation	1	1,109	1,109			\$ 250.00	\$ 300.00	\$ 275.00	\$ 277,267.50	\$ 332,721.00	\$ 304,994.25
- Club	1	1,862	1,862			\$ 200.00	\$ 250.00	\$ 225.00	\$ 372,422.00	\$ 465,527.50	\$ 418,974.75
Public Spaces Subtotal			65,167								
					Estimated Direct Construction Cost				\$ 14,811,236.25	\$ 16,682,132.00	\$ 15,746,684.13
3.0 Seating											
- Seating Bowl	1	35,657	35,657			\$ 225.00	\$ 250.00	\$ 237.50	\$ 8,022,825.00	\$ 8,914,250.00	\$ 8,468,537.50
- Suiles	8	342	2,735			\$ 250.00	\$ 275.00	\$ 262.50	\$ 683,700.00	\$ 752,070.00	\$ 717,885.00
- Fixed Club Seating	1	778	778	Seat Quantity		\$ 125.00	\$ 160.00	\$ 142.50	\$ 97,250.00	\$ 124,480.00	\$ 110,865.00
- Retractable Club Seating	1	417	417	Seat Quantity		\$ 125.00	\$ 160.00	\$ 142.50	\$ 52,125.00	\$ 66,720.00	\$ 59,422.50
- Fixed General Seating	1	4,668	4,668	Seat Quantity		\$ 125.00	\$ 160.00	\$ 142.50	\$ 583,500.00	\$ 746,880.00	\$ 665,190.00
- Retractable General Seating	1	2,243	2,243	Seat Quantity		\$ 125.00	\$ 160.00	\$ 142.50	\$ 280,375.00	\$ 358,880.00	\$ 319,627.50
- Floor Seating	1	1,280	1,280	Seat Quantity		\$ 125.00	\$ 160.00	\$ 142.50	\$ 160,000.00	\$ 204,800.00	\$ 182,400.00
Seating Subtotal			38,392								
					Estimated Direct Construction Cost				\$ 9,879,775.00	\$ 11,168,080.00	\$ 10,523,927.50

Montana ExpoPark
Scenario 2: Program Cost Analysis
11/20/2019

A. Multi-purpose Event Center											
Room / Functional Space	No.	Sq. Ft.	Total / unit	Adjacencies	Design Comments	OM Cost PSF Low	OM Cost PSF High	OM Cost PSF Average	Low Budget	High Budget	Recommended Budget
4.0 Hardscape Additions											
- New Roads	1	53,800	53,800			\$ 5.50	\$ 6.50	\$ 6.00	\$ 295,900.00	\$ 349,700.00	\$ 322,800.00
- Curb & Gutter	1	1,000	1,000	LF		\$ 25.00	\$ 35.00	\$ 30.00	\$ 25,000.00	\$ 35,000.00	\$ 30,000.00
- Event Center Parking Lot	1	43,500	43,500			\$ 5.50	\$ 6.50	\$ 6.00	\$ 239,250.00	\$ 282,750.00	\$ 261,000.00
- Event Center Plaza	1	52,200	52,200			\$ 10.00	\$ 12.00	\$ 11.00	\$ 522,000.00	\$ 626,400.00	\$ 574,200.00
Hardscape Subtotal			150,500								
Estimated Direct Construction Cost									\$ 1,082,150.00	\$ 1,293,850.00	\$ 1,188,000.00
5.0 Utility Relocation											
- Gas Line	1	1,000	1,000	LF		\$ 50.00	\$ 70.00	\$ 60.00	\$ 50,000.00	\$ 70,000.00	\$ 60,000.00
- Sewer Line	1	250	250	LF		\$ 90.00	\$ 110.00	\$ 100.00	\$ 22,500.00	\$ 27,500.00	\$ 25,000.00
- OH Electric	1	1	1			\$ 20,000.00	\$ 30,000.00	\$ 25,000.00	\$ 20,000.00	\$ 30,000.00	\$ 25,000.00
- New Utility to Building	1	1	1			\$ 65,000.00	\$ 85,000.00	\$ 75,000.00	\$ 65,000.00	\$ 85,000.00	\$ 75,000.00
Utility Relocation Subtotal			1,252								
Estimated Direct Construction Cost									\$ 157,500.00	\$ 212,500.00	\$ 185,000.00
A. Multi-purpose Event Center			206,287					Total Estimated Cost:	\$47,708,860	\$54,348,387	\$51,028,624
Average Cost Per Net Square Foot:									\$231.27	\$263.46	\$247.37

Montana ExpoPark
Scenario 2: Program Cost Analysis
11/20/2019

Project Summary				
<i>Room / Functional Space</i>	<i>Total Structure gsf</i>	<i>Total Conceptual Estimate</i>		
		<i>Low</i>	<i>High</i>	<i>Recommended</i>
B. Four Seasons Arena	0	\$30,000	\$50,000	\$40,000
PROBABLE DIRECT CONSTRUCTION COST		\$30,000	\$50,000	\$40,000
CONTRACTOR P&O, BOND, ETC.	15%	\$4,500	\$7,500.00	\$6,000
DESIGN & CONSTRUCTION CONTINGENCY	10%	\$3,000	\$5,000	\$4,000
FURNITURE/FIXTURES/EQUIPMENT (FF&E)	15%	\$4,500.00	\$7,500	\$6,000
ESTIMATED CONSTRUCTION COST		\$42,000	\$70,000	\$56,000
DESIGN & ENGINEERING FEES	8%	\$3,360.00	\$5,600.00	\$4,480
TOTAL PROJECT BUDGET		\$45,360	\$75,600	\$60,480

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11/20/2019

B. Four Seasons Arena

Room / Functional Space	No.	Sq. Ft. / unit	Total	Adjacencies	Design Comments	OM Cost PSF Low	OM Cost PSF High	OM Cost PSF Average	Low Budget	High Budget	Recommended Budget
1.0 Bleacher Removal - Demolition	1	1	1			\$ 30,000.00	\$ 50,000.00	\$ 40,000.00	\$ 30,000.00	\$ 50,000.00	\$ 40,000.00
Example Subtotal			1								
Estimated Direct Construction Cost									\$ 30,000.00	\$ 50,000.00	\$ 40,000.00

B. Four Seasons Arena			0	Total Estimated Cost:					\$30,000	\$50,000	\$40,000
Average Cost Per Square Foot:									NA	NA	NA

Montana ExpoPark
Scenario 2: Program Cost Analysis
11/20/2019

Project Summary				
Room / Functional Space	Total Structure gsf	Total Conceptual Estimate		
		Low	High	Recommended
C. Livestock Facility Upgrades	209,400	\$20,023,000	\$27,809,500	\$23,916,250
PROBABLE DIRECT CONSTRUCTION COST		\$20,023,000	\$27,809,500	\$23,916,250
CONTRACTOR P&O, BOND, ETC.	15%	\$3,003,450	\$4,171,425.00	\$3,587,438
DESIGN & CONSTRUCTION CONTINGENCY	10%	\$2,002,300	\$2,780,950	\$2,391,625
FURNITURE/FIXTURES/EQUIPMENT (FF&E)	12%	\$2,402,760.00	\$3,337,140	\$2,869,950
ESTIMATED CONSTRUCTION COST		\$27,431,510	\$38,099,015	\$32,765,263
DESIGN & ENGINEERING FEES	8%	\$2,194,520.80	\$3,047,921.20	\$2,621,221
TOTAL PROJECT BUDGET		\$29,626,031	\$41,146,936	\$35,386,484

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11/20/2019

C. Livestock Facility Upgrades

Room / Functional Space	No.	Sq. Ft. / unit	Total	Adjacencies	Design Comments	OM Cost PSF Low	OM Cost PSF High	OM Cost PSF Average	Low Budget	High Budget	Recommended Budget
1.0 Multi-Purpose Dirt Floor Event Arena											
- Arena and Concourse (180'x300')	1	54,000	54,000			\$ 100.00	\$ 150.00	\$ 125.00	\$ 5,400,000.00	\$ 8,100,000.00	\$ 6,750,000.00
- Entry, Prefunction, Restrooms, Etc.	1	20,000	20,000			\$ 160.00	\$ 190.00	\$ 175.00	\$ 3,200,000.00	\$ 3,800,000.00	\$ 3,500,000.00
Example Subtotal			20,000								
Estimated Direct Construction Cost									\$ 8,600,000.00	\$ 11,900,000.00	\$ 10,250,000.00
2.0 Multi-Purpose Warm-up											
- Clear Span Building (180x260)	1	54,000	54,000			\$ 100.00	\$ 130.00	\$ 115.00	\$ 5,400,000.00	\$ 7,020,000.00	\$ 6,210,000.00
Example Subtotal			54,000								
Estimated Direct Construction Cost									\$ 5,400,000.00	\$ 7,020,000.00	\$ 6,210,000.00
3.0 Multi-Purpose Stall Barn											
- Clear Span Building (180x200)	1	36,000	36,000			\$ 100.00	\$ 130.00	\$ 115.00	\$ 3,600,000.00	\$ 4,680,000.00	\$ 4,140,000.00
Example Subtotal			36,000								
Estimated Direct Construction Cost									\$ 3,600,000.00	\$ 4,680,000.00	\$ 4,140,000.00
4.0 Existing Facilities Demo											
- FFA Building Demolition	1	22,498	22,498			\$ 3.00	\$ 5.00	\$ 4.00	\$ 67,495.09	\$ 112,491.82	\$ 89,993.45
- Poultry/Rabbit Barn Demolition	1	11,289	11,289			\$ 3.00	\$ 5.00	\$ 4.00	\$ 33,866.22	\$ 56,443.70	\$ 45,154.96
- Beef Barn Demolition	1	2,470	2,470			\$ 3.00	\$ 5.00	\$ 4.00	\$ 7,410.00	\$ 12,350.00	\$ 9,880.00
Example Subtotal			36,257								
Estimated Direct Construction Cost									\$ 108,771.31	\$ 181,285.52	\$ 145,028.41
5.0 Livestock Building Relocation											
- Disassemble	1	49,700	49,700			\$ 15.00	\$ 25.00	\$ 20.00	\$ 745,500.00	\$ 1,242,500.00	\$ 994,000.00
- Reassemble	1	49,700	49,700			\$ 30.00	\$ 55.00	\$ 42.50	\$ 1,491,000.00	\$ 2,733,500.00	\$ 2,112,250.00
Example Subtotal			99,400								
Estimated Direct Construction Cost									\$ 2,236,500.00	\$ 3,976,000.00	\$ 3,106,250.00
6.0 Road and Site Improvements											
- New Roads	1	9,078	9,078	Sq Yd		\$ 55.00	\$ 75.00	\$ 65.00	\$ 499,290.00	\$ 680,850.00	\$ 590,070.00
- Curb & Gutter	1	3,500	3,500	LF		\$ 30.00	\$ 40.00	\$ 35.00	\$ 105,000.00	\$ 140,000.00	\$ 122,500.00
- Site Prep (Demo and Grade)	1	234,630	234,630	SF		\$ 1.00	\$ 3.00	\$ 2.00	\$ 234,630.00	\$ 703,890.00	\$ 469,260.00
Example Subtotal			247,208								
Estimated Direct Construction Cost									\$ 838,920.00	\$ 1,524,740.00	\$ 1,181,830.00
7.0 Utility Relocation											
- Water Line	1	250	250	LF		\$ 90.00	\$ 110.00	\$ 100.00	\$ 22,500.00	\$ 27,500.00	\$ 25,000.00
- Sewer Line	1	600	600	LF		\$ 90.00	\$ 110.00	\$ 100.00	\$ 54,000.00	\$ 66,000.00	\$ 60,000.00
- Electric, Phone, Cable, Communication	1	1	1			\$ 110,000.00	\$ 140,000.00	\$ 125,000.00	\$ 110,000.00	\$ 140,000.00	\$ 125,000.00
Example Subtotal			851								
Estimated Direct Construction Cost									\$ 186,500.00	\$ 233,500.00	\$ 210,000.00

C. Livestock Facility Upgrades

209,400

Total Estimated Cost:

\$20,023,000

\$27,809,500

\$23,916,250

Average Cost Per Square Foot:

\$95.62

\$132.81

\$114.21

Montana ExpoPark
Scenario 2: Program Cost Analysis
11/20/2019

Project Summary				
Room / Functional Space	Total Structure gsf	Total Conceptual Estimate		
		Low	High	Recommended
D. RV Additions/Renovations	0	\$700,000	\$800,000	\$750,000
PROBABLE DIRECT CONSTRUCTION COST		\$700,000	\$800,000	\$750,000
CONTRACTOR P&O, BOND, ETC.	15%	\$105,000	\$120,000.00	\$112,500
DESIGN & CONSTRUCTION CONTINGENCY	10%	\$70,000	\$80,000	\$75,000
FURNITURE/FIXTURES/EQUIPMENT (FF&E)	0%	\$0.00	\$0	\$0
ESTIMATED CONSTRUCTION COST		\$875,000	\$1,000,000	\$937,500
DESIGN & ENGINEERING FEES	8%	\$70,000.00	\$80,000.00	\$75,000
TOTAL PROJECT BUDGET		\$945,000	\$1,080,000	\$1,012,500

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