

**FAIR BOARD MINUTES  
JANUARY 11, 1995**

**FAIR BOARD**

John Thomas  
David Lintz  
George Otten  
Linda Gray (arrived 4:45)  
Ken Leahy (arrived 5:00)

**STAFF**

Cal Wade  
Patti Poe  
Sue Oxendine  
Earl Bemis  
Albert Flanagan  
Michael Wold  
Jim Jordan  
Luis Castaneda

**GUESTS**

Norm Landerman-Moore  
Dave Russell  
Fred Boyles  
Don McKeon

**CONSENT AGENDA**

Wade explained he was working on the year budget as well as the 1995-96 budget. It will be a tough budget year, especially in repairs and maintenance.

Lintz asked if this will affect the contingency and Wade responded that he will be unable to keep the \$250,000 figure in contingency due to the Main Exhibit Building roof repair. Wade added that the City of Hillsboro has asked for documentation from the engineer that the building was structurally sound for a new roof. The new roof will cost between \$40,000 - \$50,000.

**MOTION: MOVED BY GEORGE OTTEN, SECONDED BY DAVID LINTZ TO ACCEPT THE CONSENT AGENDA. MOTION PASSED UNANIMOUSLY.**

**RODEO BOARD**

Chairman Fred Boyles reported on some changes to the rodeo for 1995. There will be a charge for grandstand seats. The board is considering \$5 per person and most will be pre-sold. 100 VIP seats will be reserved in the grandstand and the VIP tent will be relocated. The ideal location is where the existing rajaneese trailer currently sits. Plans are to widen the existing entrance and add a second entrance at the other end of the grandstand. The handicapped seating area will also be relocated to the fence line directly across from the booster booth.

Fair Board members expressed surprise and pleasure that the rodeo board has agreed to charge for the grandstand.

**BOOSTERS**

The boosters will hold their first meeting of 1995 in February. President Dave Russell reported. The 1994 slate of officers were elected for another year.

Wade notified those present of Jeanne Leeson's accident. She was hit by car and seriously injured. Cards have been sent by the office, Boosters, and Rodeo Board.

## **MARKETING**

December and the beginning of January have been quiet months. The Portland Rain of Glass Show opens January 28 in the Main Exhibit Building.

Poe has been gathering ticket information for the fair.

## **MAINTENANCE**

The entire team was present and Albert Flanagan was introduced as the newest member. He also gave the month's report.

Jordan has been busy with vehicle maintenance and repair, specifically the Toro mower, dump truck, Honda motorcycle, and the green machines. He has also installed new lighting for the 28th St. readerboard and has done some electrical repair.

Unplugging drainlines and installing new water boxes has taken Wold's time. He also converted the east horse barn into a storage facility for off-season use.

Bemis built a work platform which will help alleviate the use of the ladder truck and ladders and constructed a light table for Colleen McNally. She will use it when she designs the fair's books, flyers, and other promotional material. The Main Exhibit Building roof has consumed much of Bemis's time. He is talking with contractors and taking bids.

Castaneda and Flanagan have been busy with events, minor maintenance, and in the case of Luis Castaneda, winter gardening.

## **BUSINESS STRATEGY**

Norm Landerman-Moore presented a summary of his findings. The summary assessed the existing conditions including market share, event attendance, and regional populations and growth.

There are specific key factors influencing market development including the Fair Complex's identity, directive, political and planning skills, the ability to create public and private partnerships, and the planning and implementing capabilities. Market and program development are influenced by accessibility, local cooperation, conceptual problems related to identity, operational problems related to program production requirements, financial limitations, and the creation of new revenue centers.

Landerman-Moore's summary also suggested five program development categories: the annual fair; industry expositions, exhibit, and community events; entertainment and arts festivals; family entertainment center; and farmers/nursery village outlet.

The last two are considered destination programs and would be permanent features of the Fair Complex.

He recommended enhancing existing revenue sources and adopting a fiscal objective "that revenues received from all sources be sufficient to cover all variable operating costs, plus fixed operating expenses, plus retained earnings sufficient for a Capital Investment Recovery Funds".

In his conclusion Landerman-Moore stated that the organization structure will change over time as needs are addressed in the management and implementation of the business plan. He does not recommend pursuing the formation of a non-profit corporation at this time.

The board discussed his findings which were met with favoritism and enthusiasm.

Landerman-Moore stressed the importance of securing partnerships from both the public and private sectors. He suggested hiring someone who could "tap into" the available funding and who had the connections at the state and federal levels unless the board would be committed to individually helping. It is very important to get into the "pipeline" of information for the public and private partnerships. He did not recommend going to the state for the whole amount as federal dollars for economic development are available.

Landerman-Moore, when asked, said he has contact with specific companies who are especially interested in forming partnerships with fairgrounds. These are primarily in the family entertainment center industry.

He further stated that Washington County does not have the interest nor have a political reason for forming a partnership with the Fair Complex and would not be a legitimate partnership candidate at this time.

There are rumors that additional lottery funds are available specifically for the redevelopment of fairgrounds who have a master plan in place. Landerman-Moore is still trying to confirm this.

Landerman-Moore agrees with Wade that a new exhibit building could finance the entire Master Plan. Approximately \$12-15 million is needed for a completed Master Plan. He based his statement on the fact that the armory is being utilized more and more by the Fair Complex events. The demand is there for exhibit space.

Lintz asked how Landerman-Moore rated the Fair Complex to be successful in fulfilling the Business Strategy Plan. The answer is in moving from regional scheduled events to destination oriented activities where there is an excellent opportunity for growth and development.

Landerman-Moore further stressed that the plan, if implemented, should be put into place immediately.

Wade expressed his confidence with Landerman-Moore's findings although he does not have as much confidence in the Oregon Department of Economic Development.

Leahy and Lintz concurred that the board's and Wade's time was at a premium and the best course of action would be to hire someone who could tap into the "pipeline".

**MOTION: MOVED BY DAVID LINTZ, SECONDED BY LINDA GRAY, TO ACCEPT THE BUSINESS DEVELOPMENT AND FINANCING STRATEGY AS PRESENTED SINCE THE STAFF HAS BEEN INVOLVED IN DEVELOPING IT AND AGREES WITH IT, AND PURSUE A COURSE OF DISCOVERY ON FUNDING AVAILABLE FROM PUBLIC AND PRIVATE SECTORS AND REPORT BACK TO THE BOARD AT THE NEXT MEETING.**

**DISCUSSION:** Thomas asked Landerman-Moore if he would be available to assist. He responded that he would be happy to. Wade asked Lintz to clarify if the motion included the pursuing of funding and also the investigation into the two directions Landerman-Moore proposed as far as becoming a destination center. Lintz said this was covered under the "private sectors" mention in his motion and suggested also going to Microsoft or some of the high tech firms in the area to explore virtual reality. Someone should jump at the chance to become involved.

**QUESTION CALLED: MOTION UNANIMOUSLY PASSED.**

#### **TRI-MET**

Gardner-Beedon is now owned by Tri-Met. Nothing is in writing yet as to the buy-back and joint facility management. More research had to be done especially in terms of joint management but did agree it was a win-win situation. Wade personally feels we are in line with them. A letter was sent to Tri-Met for the basis of the discussion between Tri-Met and the Fair Complex. They will be here in April to talk with the fair board.

Lintz suggested for the Fair Complex's protection to seek outside counsel to draw up another document for Tri-Met to sign which outlines the sequence of events and the agreements based on discussions with Tri-Met and would insure they follow through on their side of the agreement.

Wade will contact the attorney who worked on the Fair Complex name registration. If he is not a real estate attorney he will ask for a recommendation of a qualified attorney.

#### **HORSE STALLS**

Gray explained that she and Oxendine are researching different options for box stalls during 4-H Horse Fair and regular fair. Since the east horse barn was gutted for storage something will have to be done prior to fair.

Wade explained that a quick decision had to be made regarding the barn. The stalls were deteriorating and would be a major expense to repair. Storage had been over booked and the space was needed. More income will be realized from the barn next year.

**ME ROOF**

Bemis is waiting for the engineers report to give to the City.

**MOTION: MOVED BY KEN LEAHY, SECONDED BY DAVID LINTZ, TO  
ADJOURN.**