

Cowlitz County Event Center Master Plan Update



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Adopted April 17, 2024

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Section 1

Introduction



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Introduction

Transmittal Letter (March 18, 2024)

Re: Cowlitz County Event Center Master Plan Update

Dear Members of the Cowlitz County Public Facilities District Board of Directors & Management of the Cowlitz County Event Center:

C.H. Johnson Consulting, Inc. (Johnson Consulting), in association with MIG, Inc. (the “Consulting Team”), are pleased to submit this report to you regarding the Cowlitz County Event Center. Pursuant to our engagement, this report provides an evaluation of the state of the Cowlitz County Event Center today; an analysis of the economic, demographic, and market characteristics of Cowlitz County, as well as the broader region; summarizes key observations from stakeholder engagement; identifies characteristics of regional and comparable facilities; presents strategic recommendations and concept(s) for site uses; and projects the demand and financial performance, and economic and fiscal impacts, of the Event Center property based on the identified master plan recommendations.

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

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

Sincerely,

C.H. Johnson Consulting, Inc.

C.H. Johnson Consulting, Inc. | MIG, Inc.

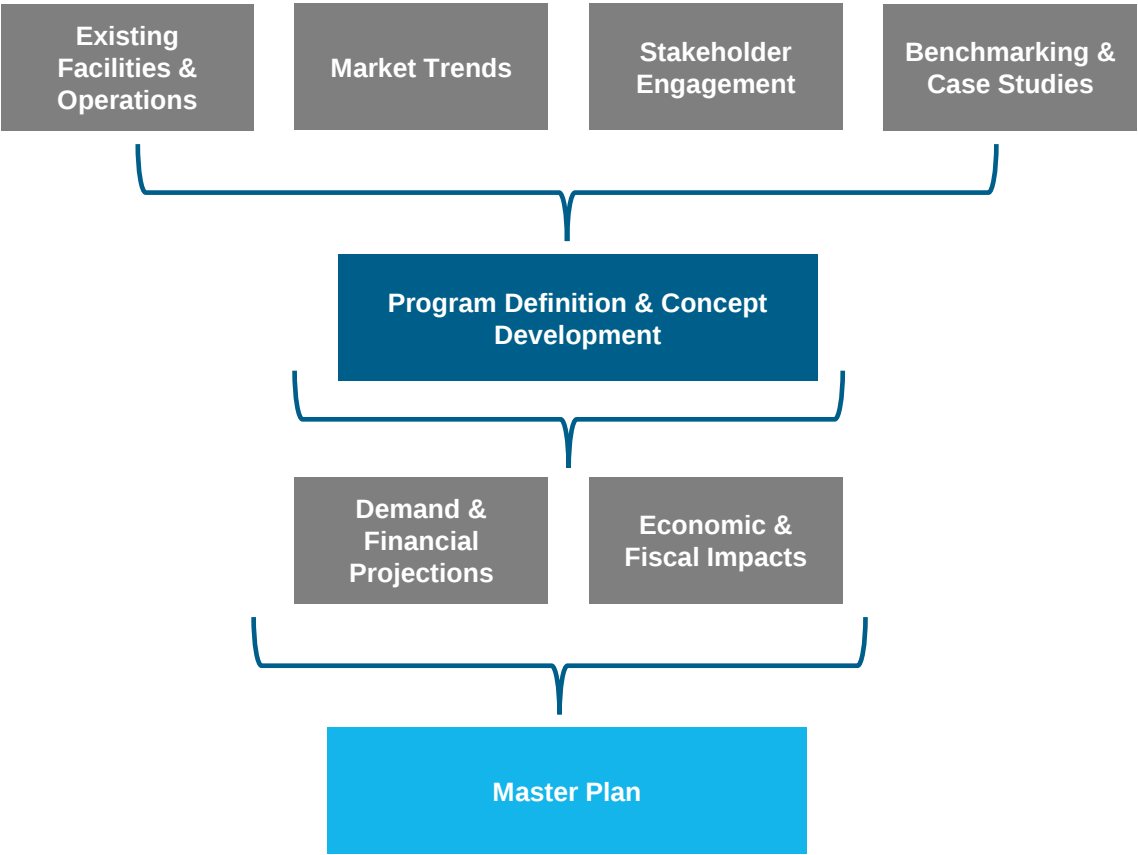
Introduction

Introduction & Methodology

The Consulting Team was retained by Cowlitz County Public Facilities District (PFD) to provide an updated Master Plan for the Cowlitz County Event Center (CCEC) in Longview, WA. The intent is to explore a range of fiscally sustainable options that will assist in making decisions about the future of the CCEC. These options will:

- 1. Maintain the core function of the CCEC and facilitate the annual Fair.
- 2. Increase year-round events, attendance, and revenue generation, to maximize the CCEC’s economic impact, and drive economic development and tourism.

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



Introduction

Site Overview

CCEC is located in Longview, WA, immediately to the east of downtown Longview and just to the west of the Cowlitz River. Access to the property is provided via Washington Street to the north, 3rd Avenue to the east, Peardale Lane and New York Street to the south, and 7th Avenue to the west, with event parking and the farmers market site separated from the balance of the campus by 7th Avenue. The CCEC abuts residential uses to the north and south, commercial uses to the west and public/ institutional uses to the east (Third Avenue Neighborhood, including Cowlitz County Jail), beyond which is the Cowlitz River.

The Cowlitz County Fair was first held in 1937 in Catlin Park. The 47-acre CCEC property became the home of the Fair in 1950, with the Floral Building having been constructed on the site in 1948.

The vision is to optimize and enhance the CCEC to serve the Cowlitz County Fair, other annually repeating events, including the Thunder Mountain Pro Rodeo, which is held concurrent to the Fair, and other users, and grow year-round utilization by attracting new users, events and activities to the site.



Cowlitz County Public Facilities District Master Plan Update Events Center | Basemap

- Legend
- Cowlitz County Event Center Boundary
 - West Kelso Historic Downtown District
 - City Limits
 - Taxlots
 - Buildings and Structures
 - Building or Structure to be Removed
 - Proposed Features
 - Entrance Gate
 - Identification Sign
 - Parking
 - Crosswalk
 - Dike road
 - Bus route and stops
- Comprehensive Plan Designation (Land Use)
- Commercial/Central Business District
 - Residential
 - Residential - Medium Density
 - Residential - High Density
 - Public/Institutional (includes Events Center)



Introduction

2022 PFD Strategic Plan

The PFD’s 2022-2026 Strategic Plan, developed in consultation with Tuminello Consulting and Perteet Inc., characterizes Cowlitz County as a community in the midst of a major economic transition from a resource-based industrial jobs center to a service and tourist-oriented economy. With that in mind, the Strategic Plan indicates that the County will need to:

- Adapt and leverage its abundant local resources and unique capabilities.
- Identify programs and services that will support its continued economic growth and vitality.
- Identify new public amenities and enhancements to current PFD funded facilities that will improve the community’s lifestyle now and for generations to come.

The focus of the PFD is on Cowlitz County’s sports, entertainment, convention and recreation assets. The Strategic Plan addresses the PFD’s 2 assets – 1). Regional Conference Center at CCEC; and 2). Columbia Theatre for the Performing Arts – as well as a planned privately-owned hotel to support the CCEC in which the PFD is actively engaged with the City of Longview’s Public Development Authority (PDA). At the time of this study, a site within the CCEC campus is being contemplated for this new hotel.

Key action items identified in the Strategic Plan most relevant to this study include:

- **CCEC:** Update the 2010 CCEC Master Plan; Improve community connections (Development of Catlin and Vandercook Corridors to tie Conference Center to Theatre and City amenities; Bike and pedestrian paths; Access to the river); Commercialize uses (Permanent booths for short-term lease; Food truck support facilities; Farmers Market vendor lease; Seasonal ice rink; Movies); and Operational agreements (Naming rights; Entertainment vendors).
- **Hotel:** Attract hotel developer.

Key Objectives

1. Plan a vibrant place with lifestyle amenities that foster community pride!
2. Leverage public funding and assets.
3. Seek the partnerships to realize and sustain the Vision.
4. Create and implement a coordinated destination-based economic development strategy

Introduction

2010 Master Plan

Cowlitz County, in association with the Cities of Longview and Kelso, and the Cowlitz County PFD, commissioned a Master Plan for the CCEC in 2010 that was completed by BergerABAM. The Master Plan process included the development of 2 alternative site plans. Ultimately a hybrid was identified as the Preferred Concept, which focused on consolidated facilities and included the following key elements:

- New Expo Hall, built in two phases (Phase 1: 24,000 SF; Phase 2: 15,000 SF; Total 39,000 SF).
- New 60 to 80-room hotel north of Washington Street at 5th Avenue (adjacent to the CCEC).
- New 180' x 200' Indoor Equestrian Arena and conversion of existing arena into warm-up facility.
- New Indoor Sports Facility, with an outdoor soccer field and community center.
- Relocated barns/ New multi-purpose Exhibit Halls.
- Relocation of Farmers Market.
- Improved RV facilities and Additional/ Improved parking and storage areas.
- Improved Cowlitz Commons including park and plaza areas and concessions facilities.
- Demolition of existing buildings along Washington Street.
- Primary approach created through a 5th Avenue connection to realigned West Main Street; Road connection from 7th Avenue to Vandercook Way; Improved 7th Avenue entrance.
- Pedestrian connection to Cowlitz River and proposed Cowlitz Riverfront Park.

2010 Master Plan Guiding Principles

- Provide a path toward financial self-sufficiency of all entities collectively or individually.
- Address site deficiencies, including access and identity.
- Position the facilities to appeal to a broader set of potential clients.
- Maximize the efficiency of each entity—do more with less (land, money, labor, etc.).

Introduction

2010 Master Plan



Section 2

Existing Conditions



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Existing Conditions

Introduction

This section presents an independent evaluation of the state of the CCEC today – physically, functionally, and operationally – reflecting primary observations from the Consulting Team’s site visit in May 2023, as well as data and information provided by CCEC Management. From a physical planning perspective, initial observations provide a basis of information for informing more detailed site analysis and potential facility and campus enhancements. From an operational perspective, it is critical to understand how the CCEC functions and performs today in order to determine whether the stewardship and management model needs to be restructured so as to ensure that recommendations identified through the Master Plan update process can be implemented effectively.



Existing Facilities

The 47-acre CCEC is improved with numerous facilities and is anchored by the Conference Center which opened in 2005 and includes a 7,800 SF Main Hall, 13,000 SF Expo Hall and 3 meeting rooms totaling 3,300 SF. The broader campus includes an indoor equestrian arena, grandstand and rodeo arena, a 4-H arena, 2 additional expo buildings, multiple barns, horse stalls, RV hook ups, and a variety of parking lots that can be utilized for events.

At the time of this study, negotiations are underway with between the City’s PDA and a private developer to construct a new hotel property on the CCEC campus.

Cowlitz County Event Center (Longview, WA)	
Existing Facilities	
Facility	Size (SF)
Conference Center	
Main Hall (Loowit Room)	7,800
Expo Hall (Mt. St. Helens Room)	13,000
Coweeman Room	1,100
Columbia Room	1,100
Cowlitz Room	1,100
Expo Plaza	-
Expo Buildings	
Floral Building	4,653
4-H Dog Building	1,625
Arenas	
4-H Memorial Arena	32,400
Grandstand	2,400 seats
Rodeo Arena	51,150
Indoor Equestrian Arena	20,000
Barns	
Small Animal Barn	1,008
Poultry Barn	6,000
East Beef Barn	6,000
West Beef Barn	4,640
Goat Barn	3,840
Swine Barn	3,920
Lots	
SW Grassy Lot	-
Indoor Arena Parking	9,600
Grandstand Parking	38,400
Rodeo Arena Parking	176,625
NE Parking	50,625
Carnival Grounds	94,500
South Paved Parking Lot	-
Grassy Area next to 4-H Dog Building	-
7th Avenue Parking Lot	-

Source: CCEC

High-Level Functionality Assessment

Developed areas of the campus need some improvement and these must be balanced with new improvements on the CCEC site. The Conference Center is an attractive venue but the absence of air-conditioning in the largest room – Expo Hall (Mt. St. Helens Room) – limits year-round utilization and is a lost opportunity for the community.

Some structures have an obvious need for upgrade or replacement, in particular the Indoor Equestrian Arena and the barns, while functional, are somewhat dilapidated and beginning to show their age.

Direction on what activities, events, and programs can be supported at the CCEC will inform decisions about which facilities should be retained/upgraded, replaced, or eliminated altogether.



Physical Review

High-Level Functionality Assessment

The campus would benefit from some cosmetic improvements. The northern entrance on Washington Street is poorly marked and defined by chain-link fences and barbed wire. On the west side of 7th Avenue, a dilapidated building covered with graffiti detracts from the aesthetics of the balance of the campus. The east perimeter is visually unattractive and while storage is a logical use in this area given the adjacent public/ institutional uses, it has a run-down, somewhat industrial appearance. Adding trees or hedges to mask these uses would significantly improve the visitor experience.



East side of the campus is defined by storage sheds and adjacent jail



Northern entrance to the campus is uninviting and poorly marked



Dilapidated building on the west side of 7th Avenue

Operational Review

Introduction

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

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

The CCEC's mission is "to be a self-sustained leading provider of event facilities and services in Southwest Washington through the delivery of competitively priced, customer-focused products and services."

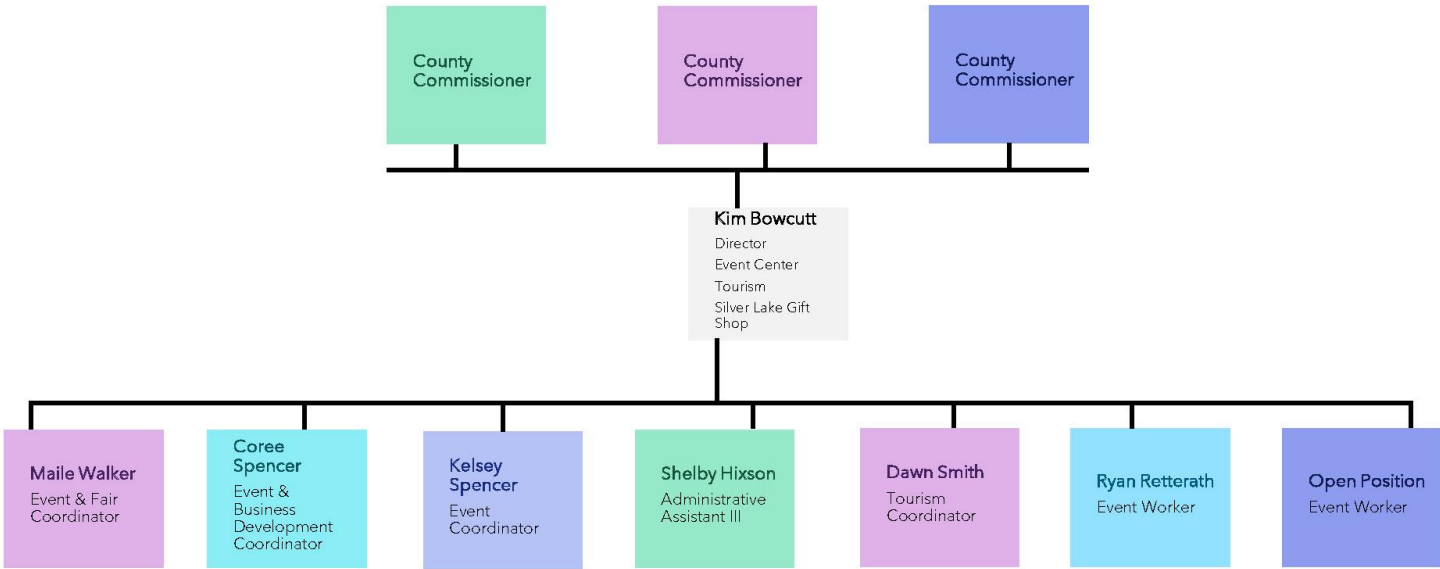
1. Staff and Structure

Stewardship of the CCEC is the 3-member Board of County Commissioners. As noted previously, the PFD owns the Conference Center at the CCEC and provides stewardship via the 7-member Cowlitz County PFD Board of Directors. Day-to-day operations of the entire CCEC campus are overseen by 8 staff.

The annual Cowlitz County Fair, which is the largest annual event held on the CCEC, is planned by the 10-member Cowlitz County Fair Board, including the Director of the CCEC (non-voting). A separate Rodeo Board, consisting of 14-members, including the Director of the CCEC (non-voting) is responsible for planning the Thunder Mountain Pro Rodeo. Members of both the Fair Board and Rodeo Board are appointed by the County Commissioners for 4-year terms. The collective purpose of both Boards is to make “recommendations for the general development, production and operation of the fair and rodeo.”

Cowlitz County Event Center

Organization chart



2. Existing Tenancies & Contracts

Anchor tenancies and contracts can serve as an important, guaranteed revenue source for Event Centers and fairgrounds. In 2023, the CCEC reports 3 long-standing, renewed tenancy agreements. The revenue contribution of these contracts is estimated to be \$14,650 annually.

3. Booking Policies & Sales/ Marketing Efforts & Priorities

Based upon information provided by Management, the CCEC does not currently have a formal marketing plan. Marketing efforts include an active website, along with separate websites for the annual Fair and for the Rodeo, and Facebook, Instagram and LinkedIn accounts.

Current sales and marketing efforts present numerous opportunities for improvement. Targeted future strategies should be thoughtful, forward-looking and include actionable items and mechanisms for implementation.

Cowlitz County Event Center (Longview, WA)				
Current Multi-Year Contracts				
Contract	Facilities	Terms	Lease Amount	Annual Receipts
Northwest Blacksmith Association	Agriculture Building	Renews annually	\$850 per month	\$10,200
Summerland Catering	Natural Resource Building	3-year contract with 2 x 1-year extensions Renews monthly Expires December 31, 2024	\$370 per month	\$4,440
WSU Extension	Space for WSU Master Garden	Long-term lease End date not specified	Free per agreement with County	\$0
Total				\$14,640

Source: CCEC, Johnson Consulting



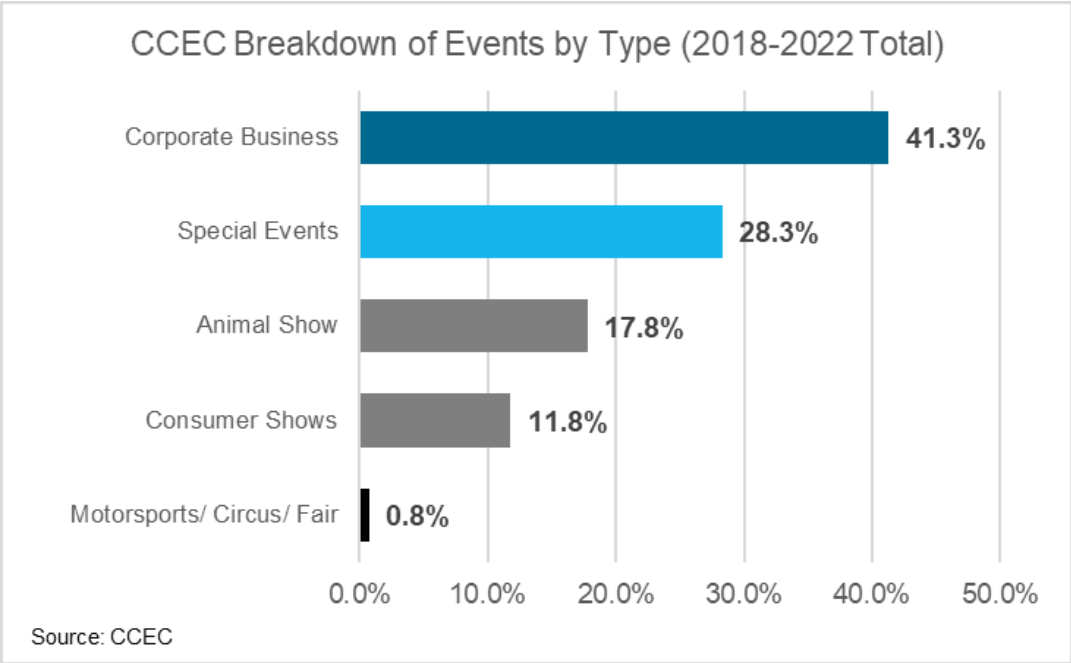
4. Demand

Cowlitz County Fair

The CCEC is home to the annual Cowlitz County Fair, which runs for 4 days in late-July, including the Thunder Mountain Pro Rodeo, which runs for 3 of the 4 days. In 2022, the annual Fair attracted 43,693 attendees, down from 49,235 attendees in 2021. Preliminary data for 2023 indicates total attendance of 53,193 persons, well-exceeding the prior 2 years. Overall, between 2021 and 2023, attendance at the Fair and Rodeo has increased at an average annual rate of 3.9 percent. It is noted that CCEC does not collect admissions to the Fair but rather relies on manual counts at the gate.

Non-Fair Events

Between 2018 and 2022, the CCEC reported a total of 1,017 events, averaging 339 events per annum, excluding 2020 and 2021 during which no, or minimal, events were held at the CCEC due to the pandemic. The preponderance of events are classified by Management as Corporate Business, accounting for 41.3 percent of events and including conferences, meetings, seminars, training and workshops, followed by Special Events (28.3 percent), including fundraisers, banquets, holiday parties, proms, birthday parties and funerals. Animal Shows account for the next highest proportion of events (17.8 percent). In contrast to other event types, which are predominantly held indoors, the vast majority of Animal Shows are held outdoors, reflecting the outdoor nature of facility offerings at the CCEC that are best suited to these event types.



Cowlitz County Event Center (Longview, WA)				
Events by Type (2018-2022)***				
Event Type	Indoor	Outdoor	Total	Av. Per Annum***
Animal Show	21	160	181	60
Special Events*	265	23	288	96
Corporate Business**	375	45	420	140
Consumer Shows (Corporate & Private)	75	45	120	40
Motorsports/ Circus/ Fair	-	8	8	3
TOTAL/ AVERAGE	736	281	1,017	339

*Fundraisers, Banquets, Holiday Parties, Proms, Birthday Parties, Funerals

**Conferences, Meetings, Seminars, Training, Workshops

***Management indicated that no, or minimal, events occurred at the CCEC in 2020 or 2021 due to the Covid-19 pandemic; As such, the annual average reflects 3 full years of data (2018, 2019 and 2022)

Source: CCEC

4. Demand

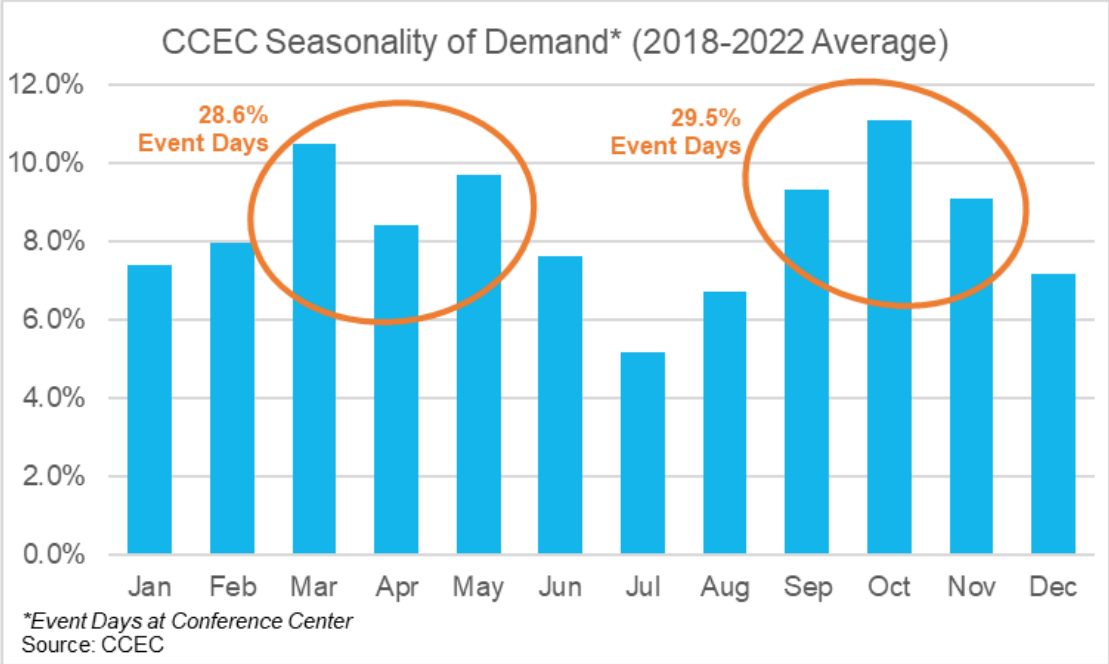
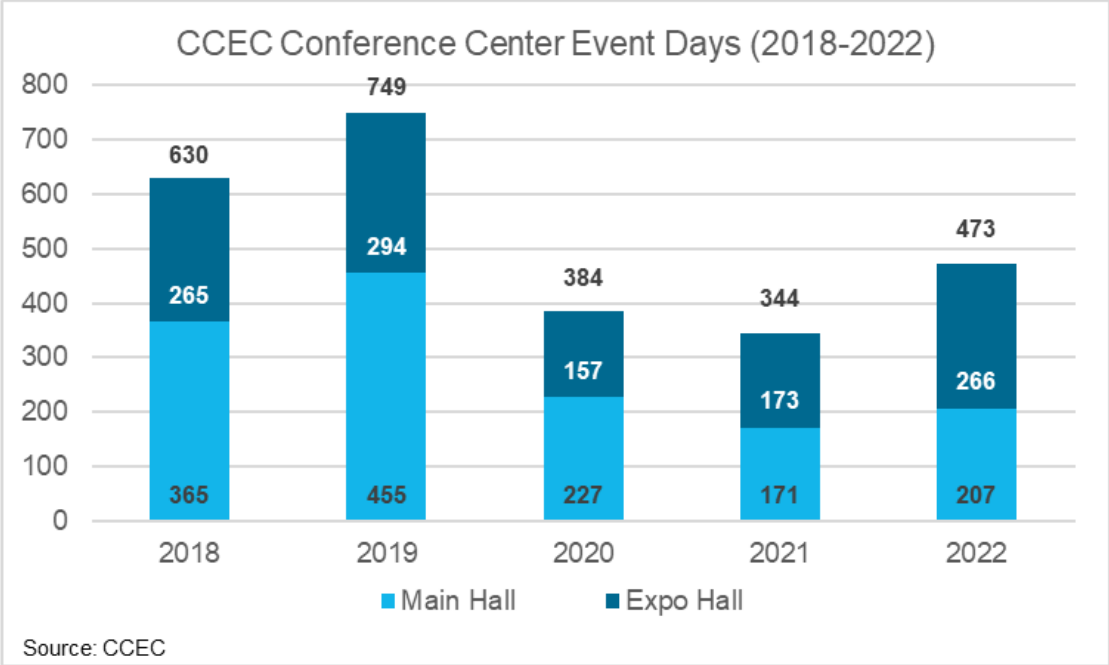
Non-Fair Event Days – Conference Center

In 2022, the CCEC reported 473 event days at the Conference Center. Of these, 266 event days (56.2 percent of total event days) related to activities in the Expo Hall and 207 event days (43.8 percent) related to activities occurring in the Main Hall. Although 2022 represented a considerable improvement over 2020 and 2021, which were impacted by the COVID-19 pandemic (and are assumed to include predominantly canceled and postponed events), the total number of reported event days in 2022 is well below the most recent peak of 749 event days in 2019 and also well below the 630 event days reported in 2018.

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

Seasonality of Demand

The CCEC hosts events and activities throughout the year, but utilization varies significantly on a month-to-month basis. Utilizing average, non-Fair event days at the Conference Center between 2018 and 2022, since campuswide event day data by month was not available, approximately 29.5 percent of total event activities were recorded between September and November, and an almost equal proportion of event days (28.6 percent) was reported between March and May, and an almost equal proportion of event days (28.6 percent) was reported between March and May. The busiest single month for non-Fair events was October, accounting for 11.1 percent of average non-Fair event days, followed by March (10.5 percent).



4. Demand

Utilization by Building

Utilization data provided by CCEC Management, which reflects hours of booked events and activities by facility cumulatively between 2018 and 2022, the most utilized facilities on the campus are:

- 1. Agriculture (barns and supporting areas): 71.0 percent utilization (1,322 bookings).
- 2. Floral Building: 53.0 percent (1,013 bookings).
- 3. Expo Hall: 38.0 percent (844 bookings).
- 4. Main Hall: 32.0 percent (670 bookings).
- 5. Barn 3: 32.0 percent (1,322 bookings).

In contrast, the least utilized facilities are the Main Hall – One-Half or One-Quarter; Columbia Room; Columbia and Cowlitz Rooms combined; and Concession areas, along with the Master Garden and the WSU Cougar Cottage, although WSU Extension has long-term contracts for exclusive use of these facilities.

Cowlitz County Event Center (Longview, WA)				
Utilization by Building (2018-2022)				
Facility	Total Bookings	Utilization*	Facility	Total Bookings Utilization*
Conference Center			Barns	
Main Hall (Loowit Room) - Full Hall	670	32%	Agriculture	1,322 71%
Main Hall (Loowit Room) - E 1/2	84	2%	Barn 3	601 32%
Main Hall (Loowit Room) - N 1/2	1	0%	Barn 13	122 7%
Main Hall (Loowit Room) - S 1/2	1	0%	Goat/ Swine Barn (During Fair)	187 10%
Main Hall (Loowit Room) - W 1/2	80	2%	Lots	
Main Hall (Loowit Room) - NE 1/4	42	1%	SW Grassy Lot	115 6%
Main Hall (Loowit Room) - NW 1/4	21	1%	Indoor Arena Parking	294 14%
Expo Hall (Mt. St. Helens Expo Hall)	844	38%	Grandstand Parking - East	87 4%
Coweeman Room	458	9%	Grassy Area - Grandstand Parking - West	83 4%
Columbia Room	123	2%	NE Parking	124 7%
Cowlitz Room	246	8%	Carnival Grounds	188 10%
Cowlitz & Columbia Rooms	84	2%	South Paved Parking Lot	214 11%
Coweeman & Columbia Rooms	100	4%	7th Avenue Parking Lot	93 5%
All 3 Meeting Rooms	545	24%	7th Avenue Parking Lot - Farmers Market	286 5%
Expo Plaza	189	9%	7th Avenue Parking Lot - Other	62 3%
Indoor Concessions	132	7%	Other	
Restrooms	127	6%	Master Garden	42 2%
Expo Buildings			Natural Resources	392 21%
Floral Building	1,013	53%	Peardale	72 4%
4-H Dog Building	338	10%	WSU Cougar Cottage	34 2%
Concession 1	41	2%		
Concession 2	37	2%		
Concession 3	37	2%		
Arenas				
4-H Memorial Arena	84	4%		
Grandstand/ Rodeo Arena	153	8%		
Grandstand Concessions	53	3%		
Indoor Equestrian Arena	723	25%		

*Based on utilization hours assuming buildings are available for 365 days p.a., 16 hours per day, total 29,216 hours over the 5-year period from 2018-2022
Source: CCEC

5. Finances

Revenues & Expenses

In 2022, the CCEC reported total revenues of \$1.39M. The largest categories of revenues were – 1). Food & Beverage (\$797,819); and 2). Rents & Leases (\$482,324), indicating that Food & Beverage sales accounted for 57.3 percent of total revenues and Rents & Leases accounted for 34.7 percent.

During the same period, the CCEC reported total expenditures of \$1.3M, resulting in a slight net operating profit of \$69,495. The largest category of expenditures was Operations – General which includes salaries, wages, benefits, taxes and administrative costs.

Overall, between 2018 and 2022, the CCEC has reported steady growth in revenues at a rate of 6.6 percent per annum, despite the impact of the Covid-19 pandemic particularly on the 2020 Fair. During the same period, expenses have also increased but at a slower pace of 4.4 percent per annum. The largest growth in revenues related to Food & Beverage, followed by Rents & Leases, while the largest increase in expenditures related to Customer Services & Marketing.

Cowlitz County Event Center (Longview, WA)						
Revenue & Expense Statement (2018-2022)						
	2018	2019	2020	2021	2022	CAGR* 2018-2022
REVENUES						
Rents & Leases	373,658	\$419,923	\$576,828	\$334,667	\$482,324	6.6%
Sale of Merchandise (Food & Beverage)	567,296	610,842	247,766	246,438	797,819	8.9%
Personnel Services (PFD)	130,000	110,095	225,000	120,000	110,000	(4.1%)
Other Miscellaneous Non-Operating Revenue**	7,041	13,395	14,230	33,309	1,151	(36.4%)
TOTAL REVENUES	\$1,077,995	\$1,154,255	\$1,063,824	\$734,414	\$1,391,294	6.6%
EXPENDITURES						
Administration - General	\$295,659	\$304,684	\$286,911	\$235,424	\$233,001	(5.8%)
Operations - General	665,909	594,383	262,682	266,909	846,056	6.2%
Customer Services & Marketing	2,570	5,455	3,760	3,138	10,652	42.7%
Maintenance	150,208	235,000	203,579	123,295	232,090	11.5%
TOTAL EXPENDITURES	\$1,114,346	\$1,139,521	\$756,933	\$628,766	\$1,321,799	4.4%
TOTAL OPERATING INCOME (LOSS)	(\$36,351)	\$14,734	\$306,891	\$105,648	\$69,495	

* Compounded Annual Growth Rate

** 2020 includes \$8,186 in CARES Act funding

Source: CCEC, Johnson Consulting

As it relates to the Conference Center, the Main Hall has historically yielded the preponderance of revenues (averaging 83.2 percent between 2018 and 2022), despite more events occurring in the Expo Hall. This reflects the types of events and activities that are attracted to the Main Hall, as well as its comparative year-round useability.

5. Finances

Rental Rates

Current facility rental rates at the CCEC range from \$50 per day for the Small Animal Barn to \$1,500 per day for the Main Hall on weekend days (Friday, Saturday and/ or Sunday). Different fee structures are provided for weekday versus weekend use of the Conference Center, with half-day rentals also available.

Funding Sources

The CCEC is funded by the revenues it generates, supplemented by transfers from the County’s General Fund, which has averaged \$125,000 annually over the past several years. The CCEC also receives an annual contribution from the PFD for personnel services, averaging \$139,000 between 2018 and 2022.

Budgeted capital improvements to the CCEC are funded by the County’s Capital Improvements Fund.

Cowlitz County Event Center (Longview, WA)				
Event Space Rental Rates (2022)				
Facility	Size (SF)	Weekday*	Weekend*	Notes
Conference Center				
Main Hall (Loowit Room)	7,800	\$1,000 1/2 Day: \$700	\$1,500 1/2 Day: \$1,000	Includes 25 tables & 200 chairs
1/2 Main Hall (Loowit Room)	3,800	\$600 1/2 Day: \$550	\$1,000 1/2 Day: \$800	Includes 19 tables & 150 chairs
1/4 Main Hall (Loowit Room)	1,950	\$350	\$550	
Expo Hall (Mt. St Helens Expo Hall)	13,000	\$900	\$1,300	Includes 25 tables & 200 chairs
One Meeting Room (Coweeman, Columbia or Cowlitz)	1,100	\$250 1/2 Day: \$175	\$350 1/2 Day: \$225	Includes 7 tables & 50 chairs
Two Meeting Rooms	2,200	\$400 1/2 Day: \$275	\$600 1/2 Day: \$325	
Three Meeting Rooms	3,300	\$550 1/2 Day: \$325	\$850 1/2 Day: \$500	Includes 19 tables & 150 chairs
Expo Buildings				
Floral Building	4,653	-	\$250	
4-H Dog Building	1,625	-	\$100	
Concessions Kiosk	3 Available	-	\$50	Water in winter is not guaranteed
Arenas				
4-H Memorial Arena	32,400	-	\$250	
Grandstand	2,400 seats	-	\$1,000	Includes announcer stand & restrooms
Rodeo Arena	51,150	-	\$350	Includes announcer stand & restrooms; No grandstand
Indoor Equestrian Arena	20,000	-	\$325	Includes attached warm-up arena & restrooms
Horse Stalls (Indoor Equestrian Arena)	-		\$10 Overnight: \$15	Up to 52 additional stalls available
Barns				
Small Animal Barn	1,008	-	\$50	
Poultry Barn	6,000	-	\$75	
East Beef Barn	6,000	-	\$75	
West Beef Barn	4,640	-	\$75	
Goat/ Swine Barn & Judging Area	7,760	-	\$75 per section	3 sections
Lots				
SW Grassy Lot	-	-	\$240	
Indoor Arena Parking	9,600	-	\$25	
Grandstand Parking	38,400	-	\$100	
Rodeo Arena Parking	176,625	-	\$450	
NE Parking	50,625	-	\$130	
Carnival Grounds	94,500	-	\$250	
South Paved Parking Lot	-	-	\$200	
Grassy Area next to 4-H Dog Building	-	-	\$20	
7th Avenue Parking Lot	-	-	\$1,000	Available at no charge for events not charging for parking
Dry Camping	-		\$15 per night + 8.2% tax	In conjunction with onsite events only

* Daily unless otherwise stated; Weekday = Mon-Thurs; Weekend = Fri-Sun

** Excludes equipment rental

Source: CCEC

Observations

1. Structure and Staff

CCEC operates with a fairly lean, and highly competent and passionate staff. In order to increase year-round utilization of the CCEC, particularly if new facilities are added to the campus, it may be practical to expand staffing to include additional dedicated marketing/ sales and maintenance functions.

2. Existing Tenancies and Contracts

Current tenancies and contracts at the CCEC account for approximately 1.1 percent of operating revenues. Nationally, Event Centers and fairgrounds that have actively sought anchor tenancies have reported these revenues accounting for 20-25 percent of total operating revenues. Long-term and renewable tenancies and contracts have a positive impact on “known” revenue streams and operating income. While the CCEC does host annually repeating events, contracts create certainty of this recurring income and should be sought.

3. Booking Policies and Sales/ Marketing Efforts and Priorities

Although the CCEC is well managed and hosts numerous events each year, more robust sales and marketing efforts are encouraged to maintain and grow demand and revenues and ensure the long-term success of the Event Center. As a starting point, the following future marketing efforts should be contemplated:

A. Website: The CCEC has distinct webpages for the CCEC property and the annual Fair, and there is a separate webpage for the Thunder Mountain Pro Rodeo, which is an effective approach that many other Event Centers and fairgrounds nationally have taken, as a valuable means of communicating that the campus is more than just the “location of the annual Fair”. The CCEC website, in particular, is well-developed, with good searchability/ user navigation, content and visuals. Having said that, the CCEC website focuses almost exclusively on the Conference Center, with the exception of the ‘Events Calendar’, which includes events and activities occurring across the entire campus. All facilities and amenities on the campus should be promoted on the CCEC website.

An important component of the website is clear descriptions of rental facilities including dimensions, ceiling heights, capacity, accessibility, tech specs, etc. This area of the current website should be expanded for the Conference Center and replicated for other facilities on the campus. Providing example layouts, and photos of past events, can also help prospective users visualize their event in the facilities. Online booking forms, mirroring the online ‘Request a Quote’ form on the CCEC website, will streamline the booking process, which in turn should encourage increased demand.

Observations

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

Observations

4. Demand

Demand, as measured by the total number of event bookings, averaged 339 events annually between 2018 and 2022 (excluding 2020 and 2021). Corporate Business accounted for the highest number of events, including conferences, meetings, seminars, training and workshops, followed by Special Events, including fundraisers, banquets, holiday parties, proms, birthday parties and funerals. This reflects the multi-purpose function of the Conference Center. Having said that, the total number of events held at the CCEC is still relatively modest, particularly as it relates to ag, equestrian and animal-oriented events, which align with the mission of the CCEC and the annual Fair. Increased utilization should be actively pursued as a means of growing revenues and maintaining fiscal sustainability.

5. Finances

In recent years, the CCEC has reported growth in revenues, on an annual basis, with expenditures also trending upwards but at a slower pace. The result has been a positive net operating income since 2019, despite the impact of the pandemic in 2020 and particularly on the annual Fair. Expanding staffing, as discussed above, will result in increased expenses and this will need to be counteracted by growth in operating revenues through higher utilization.

The rental fee structure at CCEC is simple and straightforward. There is merit in a fee structure like this as it allows for simple communication with potential users of the facilities. Publishing this information on the website may help to streamline the booking process. Having said that, the fees charged by the CCEC seem to be relatively low and there may be an opportunity to increase fees to support revenue growth without negatively impacting demand. This should be contemplated if improvements are made to existing facilities and/ or new facilities are added to the campus.

Section 3

Market Analysis



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Economic & Demographic Trends

Overview

Cowlitz County is located in the Southwest corner of Washington. Longview, where the CCEC is located, is the largest City in the County and neighboring Kelso is the County seat. The County is contiguous with the Longview, WA Metropolitan Statistical Area (MSA), which is part of the greater Portland-Vancouver-Salem Combined Statistical Area. Longview, and the CCEC, are accessible via numerous modes of transport:

- **Air:** The largest airport in the region is Portland International Airport (PDX), which is located 48 miles southeast of Longview and provides non-stop service to 66 domestic and international destinations via 18 airlines. In 2022, PDX served 6.7M passengers. Southwest Washington Regional Airport, a small public-use airport, is located in Kelso and is owned by the City.
- **Rail:** Cowlitz County is served by the Amtrak Cascades and Coast Starlight lines via Kelso-Longview station, which is located in Kelso.
- **Transit:** RiverCities Transit is Cowlitz County's public transportation system, with 9 bus routes operating throughout the County. The CCEC, specifically, is served by the #32 bus line.
- **Road:** Interstate Highway 5 runs through Cowlitz County and along the East side of Kelso. Longview and Kelso themselves have dense, connected street networks and the area is also served by State Highways 4, 411, and 432.

The following analysis considers key economic and demographic indicators within a 1-hour, 2-hour, and 3-hour drive time radius of the CCEC, which represent the primary, secondary and tertiary catchment areas for a variety of events and activities occurring at the facility. The tertiary catchment area (3-hour drive time) effectively spans from the Pacific Ocean to the west to Yakima to the east, and from Eugene to the south to Everett to the north.



Economic & Demographic Trends

Population

Large and growing population bases are a critical component of ensuring the success of event and entertainment facilities. Larger regional populations equate to more potential “drive-to” visitors and locally based demand. The 2023 resident population of Cowlitz County was 113,007 persons. Within a 1-hour drive-time radius, the population was close to 1.6M persons and over 5.2M persons within a 2-hour drive-time radius of the site. Within a 3-hour drive-time radius, there is access to a population of over 8.8M persons.

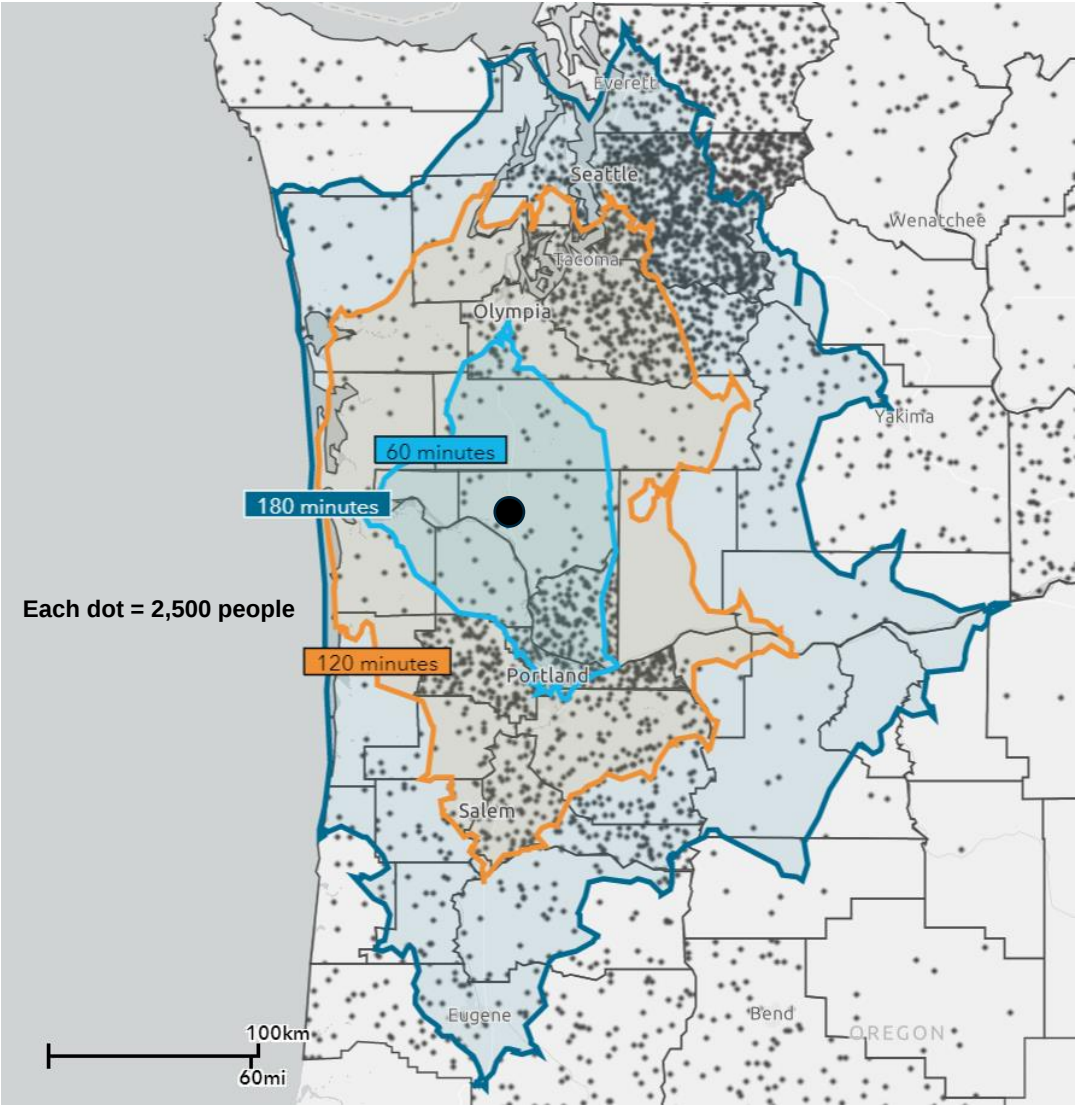
Between 2010 and 2023, the population of Cowlitz County grew, at a rate of 0.8 percent per annum. This rate was consistent with the growth rate of the U.S. as a whole but lower than that of Washington (1.3 percent per annum) and the defined catchment areas (all 1.2 percent per annum).

Historic, Current and Forecast Population Cowlitz County, WA					
	2010	2023	2028	CAGR* 2010-2023	CAGR* 2023-2028
United States	308,745,538	337,470,185	342,640,129	0.7%	0.3%
Washington	6,724,540	7,962,223	8,196,106	1.3%	0.6%
Cowlitz County	102,410	113,007	114,933	0.8%	0.3%
1 Hour (Drive Time)**	1,350,320	1,573,428	1,616,537	1.2%	0.5%
2 Hour (Drive Time)**	4,501,938	5,247,244	5,371,073	1.2%	0.5%
3 Hour (Drive Time)**	7,519,153	8,832,513	9,059,524	1.2%	0.5%

*Compounded Annual Growth Rate

**Drive Time From CCEC

Sources: Esri, Johnson Consulting



The map above illustrates the population distribution throughout Cowlitz County and the broader region. Each dot represents 2,500 residents. As shown, Longview/ Kelso is wedged between the two major population centers of Seattle and Portland, and Portland’s density is beginning to push north into Clark County, which adjoins Cowlitz County.

Economic & Demographic Trends

Forecast Population

Over the next 5 years (2023 through 2028), the population of Cowlitz County is projected to continue growing, albeit at a slower rate (0.3 percent per annum) than over the last 13 years. This is consistent with forecast population growth throughout the U.S. as a whole, but slower than the rates of population growth forecast throughout Washington and the defined catchment areas.

Age

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

The residents of Cowlitz County had a median age of 42.7 years in 2023, considerably older than the State and national medians of 39.3 and 39.1 years, respectively. Going forward, the median age in the County is projected to increase to 43.4 years by 2028, growing at a rate of 0.3 percent per annum over the 5-year period .

Median Age (2010-2028) Cowlitz County, WA					
	2010	2023	2028	CAGR* 2023-2028	CAGR* 2023-2028
United States	37.1	39.1	39.8	0.4%	0.4%
Washington	37.2	39.3	39.9	0.4%	0.3%
Cowlitz County	40.2	42.7	43.4	0.5%	0.3%
1 Hour (Drive Time)**	36.7	39.0	39.6	0.5%	0.3%
2 Hour (Drive Time)**	36.8	39.0	39.6	0.4%	0.3%
3 Hour (Drive Time)**	37.2	39.3	39.9	0.4%	0.3%

*Compounded Annual Growth Rate

**Drive Time From CCEC

Sources: Esri, Johnson Consulting

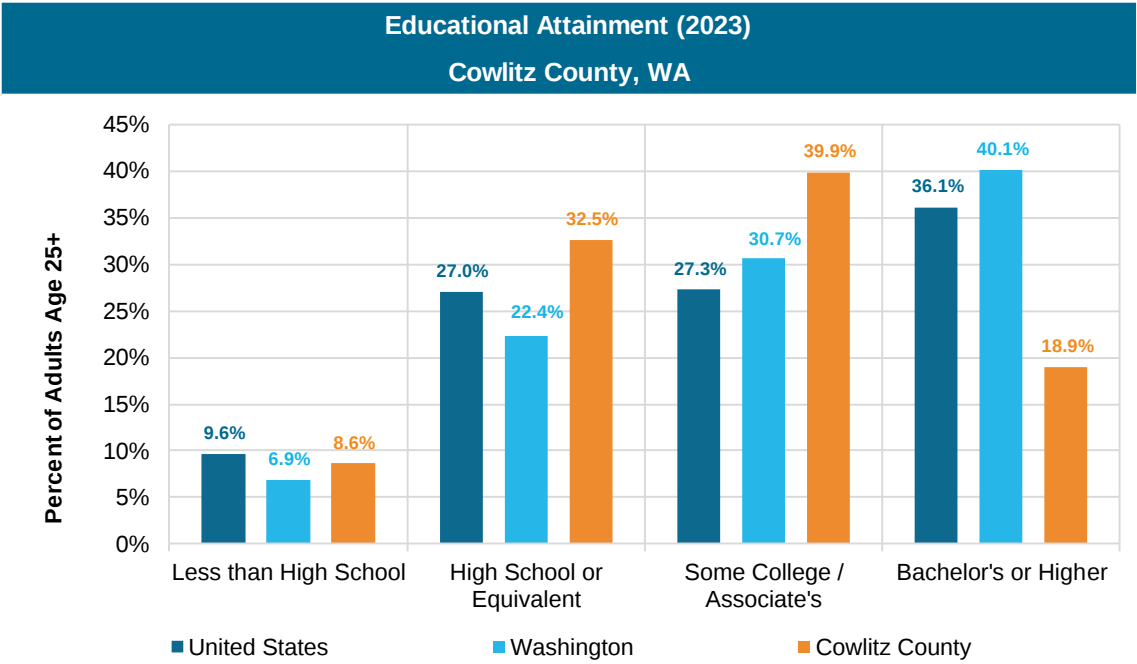
Economic & Demographic Trends

Education & Income

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

Cowlitz County is home to Lower Columbia College (LCC), a 2-year community college located in Longview. This likely contributes to the fact that Cowlitz County residents are more likely than the State and U.S. to have attained an associates degree. However, the County has lower rates of educational attainment overall, with only 18.9 percent of its residents aged 25+ years holding a bachelor’s degree or higher, compared to 40.1 percent of Washington residents and 36.1 percent of U.S. residents.

In keeping with its lower rates of higher-education attainment, Cowlitz County had a lower median household income (\$71,781) than the State of Washington (\$89,067) or the U.S (\$72,603) in 2023. This sort of trend is not atypical, as higher-education attainment tends to be highly correlated with income. The median household income in Cowlitz County is projected to grow at a slower rate (2.6 percent per annum) than the State (3.4 percent) over the 5 years from 2023 to 2028, but consistently with the U.S. (2.6 percent). Rates of growth forecast throughout the defined catchment areas are more in line with the State projections.



Sources: Esri, Johnson Consulting

Median Household Income (2023-2028) Cowlitz County, WA			
	2023	2028	CAGR*
United States	\$72,603	\$82,410	2.6%
Washington	\$89,067	\$105,056	3.4%
Cowlitz County	\$71,781	\$81,722	2.6%
1 Hour (Drive Time)**	\$80,882	\$94,593	3.2%
2 Hour (Drive Time)**	\$84,421	\$99,929	3.4%
3 Hour (Drive Time)**	\$91,328	\$106,656	3.2%

*Compounded Annual Growth Rate

**Drive Time from CCEC

Sources: Esri, Johnson Consulting

Economic & Demographic Trends

Entertainment & Recreation Spend

Residents of Cowlitz County have a lower propensity to spend on entertainment and recreation relative to the national average, spending approximately 10 percent less across all identified categories in 2023. This is in contrast to the State of Washington and the various catchment areas, all of which exhibit a higher propensity to spend. Despite being located in an affluent State with high spending habits, Cowlitz County’s spending habits are much more modest than the nearby major cities, including Portland and Seattle, which may reflect comparatively lower median incomes in the County or limited opportunities to spend on entertainment and recreation, or a combination of these factors.

Average Spending on Entertainment & Recreation - Cowlitz County (2023)												
Spending Category	USA		Washington		Cowlitz County		1-Hour Drive Time Catchment		2-Hour Drive Time Catchment		3-Hour Drive Time Catchment	
	Average Spend *	Index**	Average Spend *	Index**	Average Spend *	Index**	Average Spend *	Index**	Average Spend *	Index**	Average Spend *	Index**
Membership Fees for Clubs	\$277.90	100	\$333.51	120	\$251.16	90	\$294.58	106	\$303.29	109	\$341.01	123
Fees for Participant Sports Excluding Trips	\$119.63	100	\$145.30	121	\$109.28	91	\$127.19	106	\$133.06	111	\$148.13	124
Tickets to Theatre/Operas/Concerts	\$54.57	100	\$65.53	120	\$49.69	91	\$57.89	106	\$59.43	109	\$66.91	123
Tickets to Movies	\$27.61	100	\$33.93	123	\$23.93	87	\$30.56	111	\$31.13	113	\$34.91	126
Tickets to Parks or Museums	\$27.82	100	\$33.52	120	\$25.25	91	\$29.92	108	\$30.98	111	\$34.24	123
Admission to Sports Events Excluding Trips	\$58.43	100	\$69.09	118	\$54.13	93	\$61.00	104	\$62.80	107	\$70.62	121
Fees for Recreational Lessons	\$712.03	100	\$857.85	120	\$635.56	89	\$755.68	106	\$780.79	110	\$877.76	123
TOTAL	\$1,277.99	-	\$1,538.73	-	\$1,149.00	-	\$1,356.82	-	\$1,401.48	-	\$1,573.58	-

* Average spend per household, per annum
** National Average = 100
Source:Esri ArcGIS BAO, Johnson Consulting

Economic & Demographic Trends

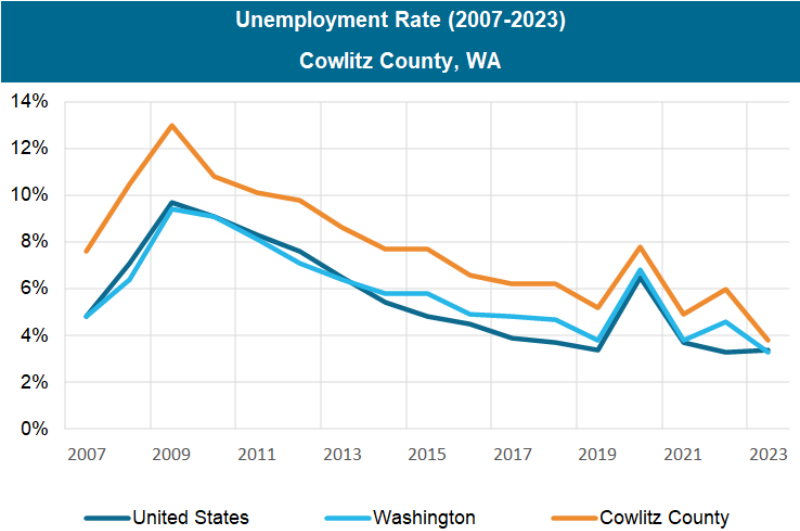
Major Employers

A strong corporate and business presence can be important in the success of any event and entertainment venue because local businesses support facilities by attracting residents to the area, and providing disposable income, as well as through their requirement for event space, and through donations, sponsorships and advertising. Historically, Cowlitz County’s employment has been driven by logging and paper companies – Longview was originally built for the employees of the Long-Bell Lumber Company – and the Ports of Longview and Kalama, and companies such as Weyerhaeuser and Kapstone, play a significant role in the local economy today. Concurrently, as industrial companies continue to reduce costs through technological advances, other sectors such as retail and healthcare have emerged as key sectors – Walmart and PeaceHealth are among Cowlitz County’s top employers today.

Unemployment

High unemployment rates are indicative of socioeconomic challenges, while low unemployment rates can reflect issues like qualified workforce shortages. Cowlitz County’s unemployment rate (3.8 percent in June of 2023) was slightly higher than both the national rate (3.4 percent) and the rate throughout the State of Washington (3.3 percent). This is consistent with recent trends, whereby between 2018 and 2023, Cowlitz County’s unemployment rate general tracked above both the State and national averages, although 2023 data indicates a closer alignment than historic variations.

While unemployment rates don’t always capture the entire picture as they ignore variables like underemployment and labor participation rates, this indicates a stable economy in Cowlitz County overall, albeit one that could benefit from more available labor.



Sources: Bureau of Labor Statistics, Johnson Consulting

Economic & Demographic Trends

Location Quotients by Industry Sector

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

- Manufacturing
- Health Care/ Social Assistance
- Retail Trade

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

Cowlitz County has a particularly high concentration of employees in Agriculture/ Forestry/ Fishing/ Hunting and Manufacturing (both 1.8 times the national rate), as well as Utilities (1.4 times the national rate), and Transportation/ Warehousing (1.3 times the national rate). This reflects that blue-collar industries, such as logging and shipping, are dominant in the County, which in turn correlates, at least in part, to its lower median household income and educational attainment rates.

Employment Location Quotient by Industry Sector - Cowlitz County, WA (2023)

Sector	Cowlitz County		United States		Location Quotient
	# of Employees	% of Workforce	# of Employees	% of Workforce	
Manufacturing	8,264	17%	16,270,228	10%	1.8
Health Care/Social Assistance	6,170	13%	22,116,242	14%	1.0
Retail Trade	5,562	12%	16,983,986	10%	1.1
Construction	4,026	9%	11,436,649	7%	1.2
Accommodation/Food Services	3,385	7%	10,883,548	7%	1.1
Transportation/Warehousing	3,343	7%	9,030,322	6%	1.3
Educational Services	3,256	7%	14,946,588	9%	0.8
Public Administration	2,225	5%	7,857,372	5%	1.0
Other Services (excl Public Administration)	2,159	5%	7,645,915	5%	1.0
Professional/Scientific/Tech Services	1,958	4%	13,955,935	9%	0.5
Admin/Support/Waste Management Services	1,550	3%	7,195,390	4%	0.7
Finance/Insurance	1,227	3%	8,135,458	5%	0.5
Agriculture/Forestry/Fishing/Hunting	941	2%	1,800,364	1%	1.8
Wholesale Trade	853	2%	3,029,991	2%	1.0
Real Estate/Rental/Leasing	647	1%	2,901,448	2%	0.8
Information	560	1%	3,143,967	2%	0.6
Utilities	541	1%	1,335,596	1%	1.4
Arts/Entertainment/Recreation	518	1%	3,578,196	2%	0.5
Mining/Quarrying/Oil & Gas Extraction	122	0%	572,355	0%	0.7
Management of Companies/Enterprises	1	0%	216,593	0%	0.0
Total Employees	47,308		163,036,143		

Sources: Esri, Johnson Consulting

Economic & Demographic Trends

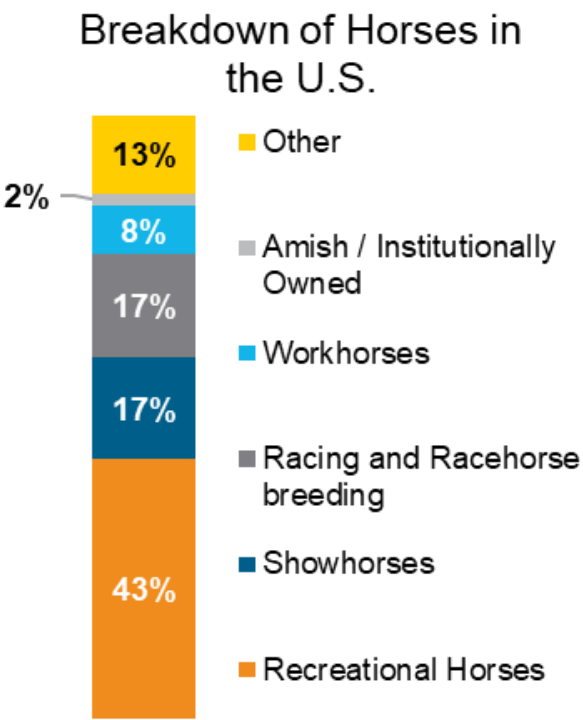
Equestrian Industry Trends - National

The equestrian industry is a significant component of the U.S. economy, contributing \$50B of direct economic impact each year according to the American Horse Council's (AHC) 2017 *Economic Impact of the Horse Industry* report. That direct economic impact, as well as the nearly 1M jobs and \$38B in wages sustained by the industry, creates additional induced and indirect spending, for a total of \$122B in economic impact each year. It is noted that the AHC updates its economic impact reports every 6 years, with the 2023 update is currently underway. This update should be considered upon publication as it will provide further insight into current and future trends in, and the overall health of, the equestrian industry.

Data from IBISWorld, which is a trusted multi-industry research firm, indicates that revenues within the equestrian industry grew at a rate of 0.6 percent per annum between 2018 and 2022. This growth, albeit moderate, occurred despite economic uncertainty, high unemployment, reduced wages, and other impacts of the COVID-19 pandemic, and is indicative of overall strength, and growth potential, within the industry. Further, IBISWorld projects revenue growth in the equestrian industry at a higher rate of 2.0 percent in 2023.

The considerable economic impact of the equestrian industry comes despite the fact that only an estimated 1.6M U.S. households own horses. Part of this is because horse ownership tends to be quite expensive, with the 2017 AHC report indicating that the average cost of a riding horse is \$3,444 per annum and the average annual ownership cost is \$7,896 (\$4,264 and \$9,776 in 2023 dollars, respectively). Related to this, half of horse owners have an annual income of over \$100,000. This phenomenon applies to visitors to equestrian facilities as well. For instance, in 2022, the *average* income of visitors to the South Carolina Horse Park (SCEP) was \$86,000, while the *median* household income of visitors to the SCEP was \$59,000. This suggests that there are some very high-income visitors who skew the data, while most visitors are actually of more modest means. The 2017 AHC report estimated that there are roughly 7.2M horses in the U.S., with the plurality being recreational horses.

In 2023, 1.92 percent of the U.S. population participated in some form of equestrian activity. While this appears to be a small proportion of the population, it actually equates to over 6.4M people.



Source: AHC, Johnson Consulting

Economic & Demographic Trends

Equestrian Industry Trends - Local

Though equestrian activity is present in Cowlitz County and the surrounding areas, it is not necessarily prevalent. In 2023, 1.96 percent of residents, or around 2,200 people, within Cowlitz County participated in equestrian activities, a rate 2.0 percent higher than the national average. The 1-hour drive time catchment showed slightly stronger equestrian participation, at a rate 4.0 percent higher than the national average, but the region as a whole was about average in terms of equestrian participation.

Despite modest participation relative to other recreational activities, horse-related activities saw the fifth-most expenditures in Washington State, according to a 2015 study published by Earth Economics. This aligns with the high costs of equestrian activities and, relatedly, the high economic impact per participant of hosting equestrian events. The same study found an average expenditure of \$60 per person per day (in 2014\$) for those who participated in horseback riding, which is nearly \$80 in 2023 when adjusted for inflation.

Equestrian Participation (2023) Cowlitz County, WA

	% of Population Participating	Index
United States	1.92%	100
Washington	1.94%	101
Cowlitz County	1.96%	102
1 hour (Drive Time)	1.99%	104
2 hours (Drive Time)	1.90%	99
3 hours (Drive Time)	1.93%	101

Source: Esri BAO, Johnson Consulting



Equestrian event hosted at the CCEC

Facility Inventory

Hotel Market

Data from CoStar/ Smith Travel Research (STR) – a hotel research firm whose statistics are widely used in the industry – indicates that Cowlitz County has 20 hotel properties totaling 1,052 guest rooms and 12,511 SF of meeting space. Though 12 of those properties are located in Longview-Kelso, the area lacks high-quality hotels – the two properties classified as “Upper Midscale” have declined over the years, and neither has been renovated in decades. The closest hotel to the CCEC is the 77-room Best Western Aladdin Inn Kelso, approximately 0.4 miles to the north. The largest property in the market is the 161-room Red Lion Hotel Kelso Longview, which is an “Economy” product. If the 88-room Hampton Inn & Suites is built at the CCEC, as proposed, it would likely be the highest-quality hotel in Longview-Kelso.

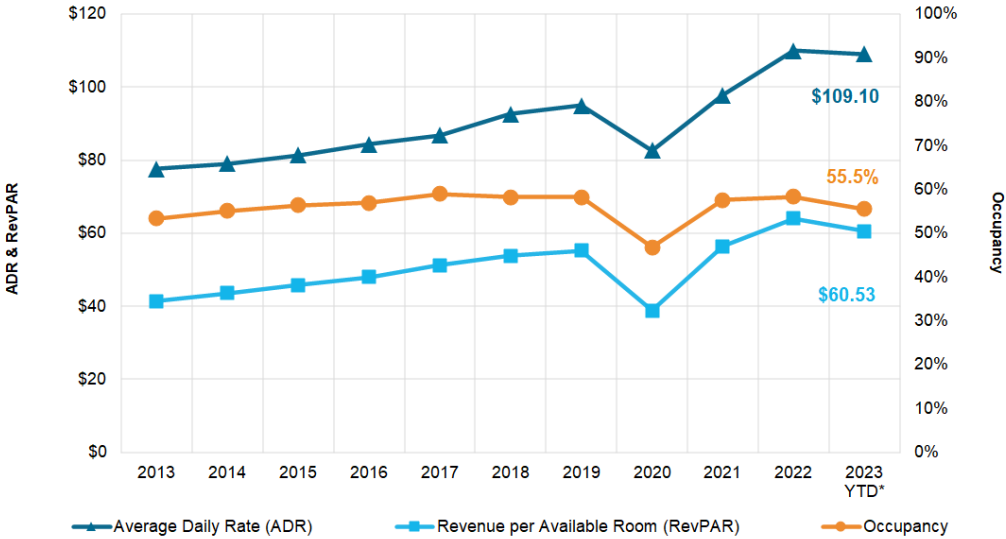
The ongoing pandemic has had a profound negative impact on the hotel industry nationally. Notwithstanding this, Average Daily Rates (ADR) in Cowlitz County rebounded in 2021 to \$97.86 per room night, exceeding the pre-pandemic peak of \$94.98 observed in 2019. ADR continued to rise in 2022 and 2023 YTD (as of July), reaching \$109.10 per room night. Revenue per Available Room (RevPAR) showed a similar rebound in 2021, increasing to \$56.34 per room night and exceeding the pre-pandemic peak of \$55.25 observed in 2019. In contrast, occupancy rates have not quite rebounded to pre-pandemic levels and in fact decreased slightly between 2022 and YTD 2023 to 55.5 percent. This could, in part, be attributed to the limited hotel inventory in the market.

Cowlitz County, WA - Hotel Market Inventory

Hotel	Class	Distance from Cowlitz County Event Center (mi)	Year Built (Renovated)	# of Rooms	Total Meeting Space (SF)
Best Western Aladdin Inn Kelso	Midscale	0.4	1976	77	
Town House Inn	Economy	0.4	1955	28	
Americas Best Value Inn Kelso	Economy	0.9	1964	51	
Hudson Manor Motel	Economy	1.3	1954	25	
GuestHouse Inn Kelso Longview	Midscale	1.3	1993	60	225
Town Chalet Motel	Economy	1.3	1952	24	
Quality Inn & Suites Longview Kelso	Midscale	1.4	1996	50	576
Travelers Inn	Economy	1.6	1955	32	
Motel 6 Kelso - MT St Helens	Economy	1.6	1969	63	
Comfort Inn & Suites Kelso - Longview	Upper Midscale	1.6	1992	57	90
Super 8 Kelso/Longview Area	Economy	1.7	1993	84	
Red Lion Hotel Kelso Longview	Upper Midscale	1.8	1977	161	10,000
OYO Hotel Kalama	Economy	11.1	1964	43	
Timberland Inn & Suites	Economy	11.7	1979	40	
Mount St Helens Motel	Economy	11.7	1981	32	
Kalama Harbor Lodge	Upper Upscale	11.8	2018	40	1,200
Seven West Motel	Economy	11.8	1960	24	
OYO Woodland Hotel and Suites	Economy	20.2	1987	61	
Best Western Woodland Inn	Midscale	20.3	1999	51	420
Lewis River Inn	Economy	20.4	1990 (2013)	49	
Total				1,052	12,511

Sources: CoStar, Johnson Consulting

Cowlitz County, WA Hotel Market Performance



Sources: CoStar, Johnson Consulting

*YTD as of July 2023

Facility Inventory

Event Facility Market

The Southwest Washington region (defined as Wahkiakum, Skamania, Pacific, Lewis, Clark, and Cowlitz Counties) has a well-developed inventory of facilities to accommodate a variety of event types. There are 10 event facilities which target similar users as the CCEC, to varying degrees, in the region, with the preponderance concentrated in Clark County, just south of Cowlitz County. The closest facility to the CCEC is the Columbia Theatre, which is owned by the Cowlitz County PFD, while the closest multi-purpose facility is the Ilani Resort Meeting & Entertainment Center, which has 30,000 SF of total event space and a maximum capacity of 2,500 persons.

The largest facility in the region is the 100,000 SF Exhibition Hall at Clark County Event Center. Regionally, the Clark County Event Center, including its vast inventory of ag, equine and multi-purpose facilities, is the CCEC’s most significant competition.

CCEC’s Conference Center specifically is more comparable in size to other meetings and conference-oriented facilities in the region. The largest such venue is the RV Inn Style Convention Center in Vancouver, followed by the Illani Resort Meeting & Entertainment Center in Ridgefield. While the largest facility at CCEC is the 13,000 SF Expo Hall, when combined with the Main Hall, the scale of the Conference Center is comparable with these venues.

Inventory of Event Venues - Southwest Washington (Max. Capacity of 300+)								
Venue	Location	Distance from Proposed Site (Miles)	Total Event Space (SF)*		Largest Event Space (SF)**		Max. Capacity**	
			SF	Rank	SF	Rank	Persons	Rank
Cowlitz County Event Center	Longview, WA	-	75,786	2	13,000	6	1,360	4
Columbia Theatre	Longview, WA	0.6	20,581	6	20,581	4	800	6
Ilani Resort Meeting & Entertainment Center	Ridgefield, WA	24.9	30,000	4	22,440	3	2,500	2
Summit Grove Lodge	Ridgefield, WA	26.6	4,000	11	2,500	11	375	9
Clark County Event Center	Ridgefield, WA	27.2	168,400	1	100,000	1	8,775	1
Battle Ground Community Center	Battle Ground, WA	36.6	5,276	9	3,744	7	400	8
RV Inn Style Convention Center	Vancouver, WA	38.0	31,000	3	31,000	2	2,139	3
Clark College, Columbia Tech Center	Vancouver, WA	40.7	5,175	10	3,425	8	500	7
The Heathman Lodge	Vancouver, WA	41.0	10,000	7	3,420	9	375	9
Hilton Vancouver WA	Vancouver, WA	41.2	30,000	4	13,973	5	1,300	5
Centralia Square Grand Ballroom and Hotel	Centralia, WA	44.4	5,500	8	2,800	10	300	11

NOTE: Facilities highlighted in dark blue denote most likely competitors to Conference Center at CCEC; Facilities highlighted in light blue denote most likely competitors to broader CCEC campus.

*Indoor only

**Max. contiguous indoor, multi-purpose space

Source: Eventective, Relevant Facilities, Johnson Consulting

Observations

Observations

Cowlitz County, and Longview-Kelso in particular, has historically been a blue collar, industrial community. The County’s industrial-focused economic clusters remain in a stable position, supported by the Ports of Longview and Kalama, provides employment for many workers and although unemployment rates track above State and national averages, they are beginning to align more closely. Furthermore, the County’s economy is slowly diversifying as manufacturing declines in the U.S. as a whole and is beginning to see more of a focus on retail and healthcare as primary sectors. In addition to providing employment opportunities, the companies that make up this base also represent both business and sponsorship opportunities for various existing, and potential new, facilities at the CCEC.

The blue collar nature of the community is reflected by its relatively low median household income and educational attainment rate, somewhat in contrast to the broader region, which presents a significant catchment from which to draw visitors to the CCEC. Within a 3-hour (drive time) radius, there is access to a population of 8.8M residents, with higher median household incomes and greater propensity to spend on entertainment and recreation activities. Additionally, as Clark County continues to densify (it added over 20,000 residents from 2021-2023), Cowlitz County’s location just north along Interstate 5 may cause it to grow more quickly than is projected, as residents of Portland and Vancouver seek less expensive housing options. In essence, the County, and the cities of Longview, Kelso, and Kalama along with it, could soon become exurbs of Portland, with many residents living there and commuting south via the Interstate or Amtrak for work. This change could bring increased visibility and wealth to the community, thereby benefiting CCEC.

Recent Population Trends - Cowlitz, Clark, and Multnomah Counties				
	2021	2022	2023	CAGR*
Cowlitz County	111,094	112,024	113,007	1.1%
Clark County, WA	510,215	521,024	531,345	2.6%
Multnomah County, OR	820,503	825,722	826,865	0.5%

* Compounded Annual Growth Rate (2020-2022)

Source: Esri BAO, Johnson Consulting

The presence of the CCEC as an event, entertainment, tourism, recreation and economic development asset is an invaluable resource for Cowlitz County. Critical to it ongoing success will be positioning it to better serve County residents, while drawing visitors from a broader catchment. Concurrent to this is a need for more, higher-quality hotel properties in the local area. The proposed 88-room Hampton Inn & Suites on the CCEC campus will help to address these issues of both quantity and quality, and will be crucial to supporting the CCEC, as well as other tourism assets in Cowlitz County, going forward.

Section 4

Stakeholder Engagement & Survey



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Stakeholder Engagement & Survey

Purpose

The Consulting Team conducted numerous outreach activities, including stakeholder interviews, focus group meetings, and a community online questionnaire, to understand community needs and priorities relating to the future of the CCEC. It is noted that engagement activities were intentionally designed to gain a holistic view of community needs, addressing both the CCEC and the Mint Valley Racquet and Fitness Complex (MVRC), for which a Master Plan study was conducted concurrent to the Master Plan Update for the CCEC.

Each outreach event was conducted with the following goals in mind:

- Identify opportunities and challenges of each existing facility.
- Consider how each facility can support economic drivers in the region.
- Determine key community needs and priorities for each facility across a variety of users.
- Identify the events, programs, and/or audiences that the community would like to see accommodated at each facility.
- Explore creative ideas for insuring the financial sustainability of the Event Center.
- Co-create a community vision for the future of each facility.

Engagement Activities Overview

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

Stakeholder Engagement & Survey

- **Project Kickoff and Site Tour:** The Project Kickoff and Site Tours gave the Consulting Team, PFD Board and City staff the opportunity to identify project goals, the components of an actionable Master Plan, and the challenges and opportunities relating to each site and the overall Cowlitz community.
- **Stakeholder Interviews:** The Consulting Team conducted several in-person interviews to gain a broader understanding of potential opportunities, challenges, and ideas. The PFD Board helped identify interview participants based on knowledge and understanding of the facilities and surrounding community. Together, these meetings informed the Site Opportunities and Constraints Mapping and guided development of the Community Online Questionnaire and focus groups.
- **Focus Group Meetings:** A total of 4 virtual, 1-hour long focus group meetings were also held to discuss individual stakeholder needs, challenges, and opportunities relating to the CCEC and MVRC. Focus groups were organized thematically including meetings with sports stakeholders, business stakeholders, CCEC user stakeholders, and Arts and Entertainment stakeholders. More detailed information from the focus groups can be found in the Appendix.
- **Community Online Questionnaire:** The Community Online Questionnaire gathered community-wide feedback on existing conditions, needs and priorities for future developments at the CCEC and MVRC. The questionnaire was available online from August 1-August 27, 2023, and received a total of 649 responses supported by promotions through project partner websites, email lists, and local radio advertisements. Questions asked how respondents use each facility, what they like the least and the most about each facility, what changes they would like to see at each facility, and how they hear about events and activities at each facility. More detailed information from the Community Online Questionnaire can be found in the Appendix.
- **PFD Board:** Throughout the planning process, the Consulting Team met with the PFD Board, as well as an Advisory Committee comprised of members of the Board, to present and discuss information and gather feedback from draft materials and results from the other outreach activities.



Stakeholder Engagement & Survey

Key Needs

Results of the engagement activities helped identify common themes and key needs for both the CCEC and MVRC, and helped inform site-specific recommendations and the conceptual alternative diagrams for both facilities. Community members envision a future where both facilities reflect various themes and address a range of related needs. Specifically as it relates to CCEC, key identified needs include:

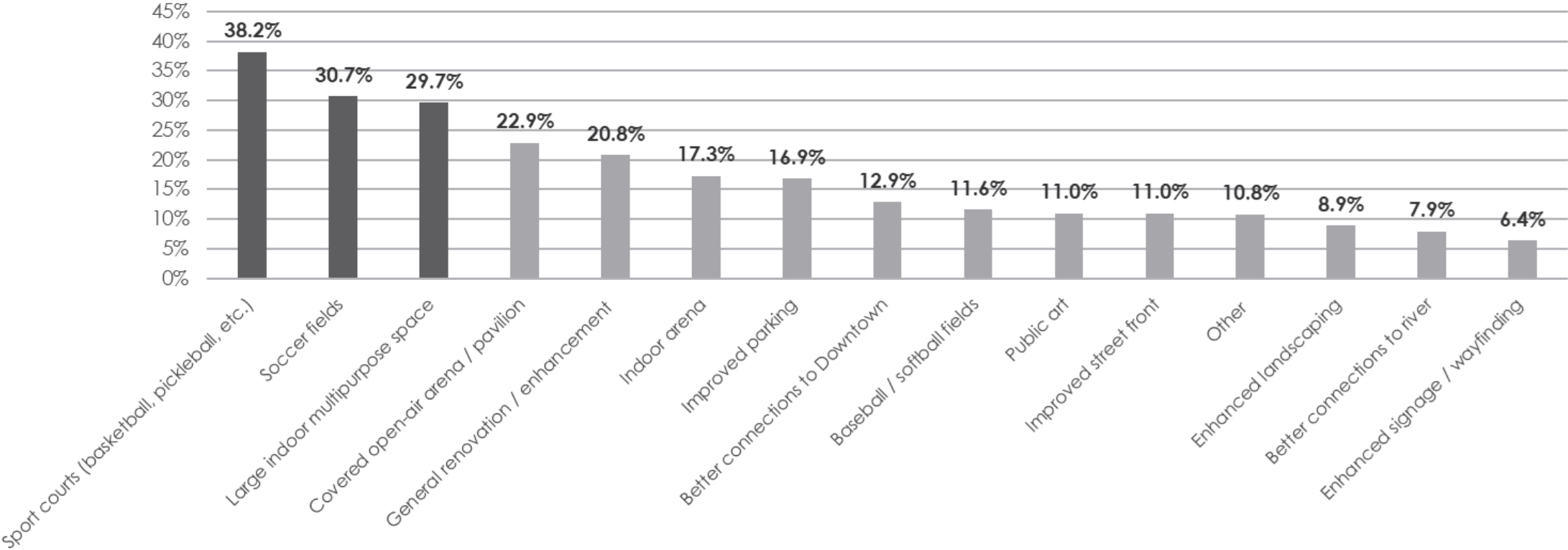
- A. Provide opportunities for year-round activities and recreation:** Opportunities for year-round activities and recreation were one of the highest priorities identified across outreach events for the CCEC. These facilities are needed due to inclement weather during a large portion of the year and the lack of indoor sports courts and outdoor turf fields in the county. Specific opportunities include a multi-use indoor facility for sports such as soccer, basketball, volleyball and pickleball.
- B. Promote multi-purpose indoor arena use:** Numerous outreach activities highlighted the importance of utilizing the existing indoor arena at the CCEC for a broader range of uses. These could include more equestrian and animal events, auto events, and dog shows to name a few. To accommodate these expanded uses, the indoor arena needs overall facility improvements. The on-site equestrian and animal boarding facilities also could be expanded to attract larger regional events.
- C. Renovate existing facility:** Renovations of the existing CCEC facility were also identified as a key need. Over 25% of questionnaire respondents listed overall aesthetics of the buildings and grounds in their top three things they dislike about the site. Aligned with this finding, general renovation and enhancement of the CCEC was the top change questionnaire respondents wanted to see after increased sporting facilities and indoor spaces for year-round recreation. Requested improvements include updated building facades and improving the streetscape environment, improved landscaping, more breakout rooms and restrooms, technology improvements, better storage, and air conditioning in the expo hall.
- D. Improve access and wayfinding:** Despite its central location and proximity to I-5, the CCEC is currently hard to get to and lacks a strong entrance. Nearly 40% of the questionnaire respondents stated that they do not visit the CCEC because they do not know where to go or what events and activities are offered there. In addition to vehicle access challenges, pedestrian infrastructure is lacking between the site and adjacent uses such as downtown and residential areas. Improving multi-modal access and wayfinding would improve the user experience and promote the site as a central and connected destination for the community.

Stakeholder Engagement & Survey

Key Needs

E. Develop additional lodging opportunities: Bringing in a new hotel is viewed as an essential community need across outreach activities to attract regional conferences, events, and tournaments.

“What changes would you like to see at the CCEC?”



Section 5

Comparable Facilities Analysis



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Comparable Facilities Analysis

Introduction

To understand the overall market opportunity for improvements to the CCEC, this section provides benchmarking and case study profiles of a set of regional and national comparable Fairgrounds and Event Centers. The information presented is intended to provide insight into best practices and the general parameters within which the CCEC can reasonably expect to operate. In tandem with the market research, needs assessment, and historical operations analyses presented in previous sections of this report, the insights from comparable facilities are synthesized into a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis at the end of this section.



Linn County Expo Center
Albany, OR



Deschutes County Fair & Expo Center
Redmond, OR



Clark County Event Center at the Fairgrounds
Ridgefield, WA



Gallatin County Fairgrounds
Bozeman, MT

CCEC vs. Comparable Facilities Summary of Key Metrics					
	Cowlitz County Event Center & Fairgrounds	Linn County Expo Center	Clark County Event Center at the Fairgrounds	Deschutes County Fair & Expo Center	Gallatin County Fairgrounds
Location	Longview, WA	Albany, OR	Ridgefield, WA	Redmond, OR	Bozeman, MT
Market Overview (3-Hour Drive Time)					
Population (2023)	8,832,513	4,531,850	8,345,983	2,271,541	720,098
Projected Population CAGR* (2023-2028)	0.51%	0.45%	0.51%	0.34%	0.62%
Median Household Income	\$91,328	\$78,827	\$90,190	\$72,871	\$64,489
Median Age	39.3	40.1	39.3	40.1	40.5
Hotel Market With 1 Mile (As Of June, 2023)					
Hotel Inventory (Rooms)	309	593	0	350	1,812
12-Month Occupancy	56.9%	58.2%	-	60.5%	66.4%
12-Month Average Daily Rate	\$103	\$121	-	\$132	\$198
12-Month Revenue per Available Room	\$58	\$70	-	\$80	\$132
Location Attributes					
Retail Businesses (10-Minute Walk)	42	5	0	0	18
Daytime Population (10-Minute Walk)	2,767	488	31	0	1,886
Distance From Nearest Major^ Airport (Miles)	48.9	43.4	17.7	136	9.8
Enplanements Nearest Major^ Airport (2022)	7,241,882	781,745	7,241,882	781,745	1,136,170
Facility Attributes					
Total Indoor Event Space^^ (SF)	50,378	123,600	168,400	325,420	55,790
Largest Multipurpose Event Space^^ (SF)	13,000	48,600	100,000	40,000	24,750
Max Seating Capacity	2,000	2,256	8,775	4,000	12,000
Expo Hall	✓	✓	✓	✓	✓
Indoor Equestrian Arena	✓	✓	✓	✓	✓
Grandstand	✓	⊘	✓	✓	✓
Covered Pavilion	✓	✓	✓	✓	✓
Commercial Kitchen	✓	✓	✓	✓	✓
Sports Fields / Courts	⊘	⊘	⊘	⊘	✓
Ownership & Management					
Owner	Cowlitz County/ Cowlitz County PFD (Conference Center)	Linn County	Clark County Fairgrounds Site Management Group	Deschutes County	Gallatin County
Operator					
Number of Employees	8	8	10	13	6
Demand (2022)					
Total Attendance	164,731	342,029	554,817	695,545	450,000
Fair Attendance	47,396	30,000	285,500	165,000	46,513
Non-Fair Attendance	117,335	312,029	269,317	530,545	403,487
Non-Local** Visitors (%)	10.5%	8.7%	12.8%	33.1%	29.8%
Revenue & Expenses (2022)					
Total Operating Revenue	\$1,391,294	\$1,159,000	\$4,941,550	\$5,923,000	\$2,007,000
Total Operating Expenses	\$1,321,799	\$2,029,000	\$5,047,401	\$5,753,000	\$1,721,000
Net Operating Income	\$69,495	(\$870,000)	(\$105,851)	\$170,000	\$286,000

*Compounded Annual Growth Rate

**Defined as visitors who live 100+ miles (or approximately 2+ hours drive time) from the facility

^Defined as airports with at least 100,000 enplanements in 2022

^^Includes indoor arenas, excludes barns/ livestock facilities

Source: Relevant Facilities, Placer.ai, Federal Aviation Administration, CoStar, Esri, Johnson Consulting, MIG

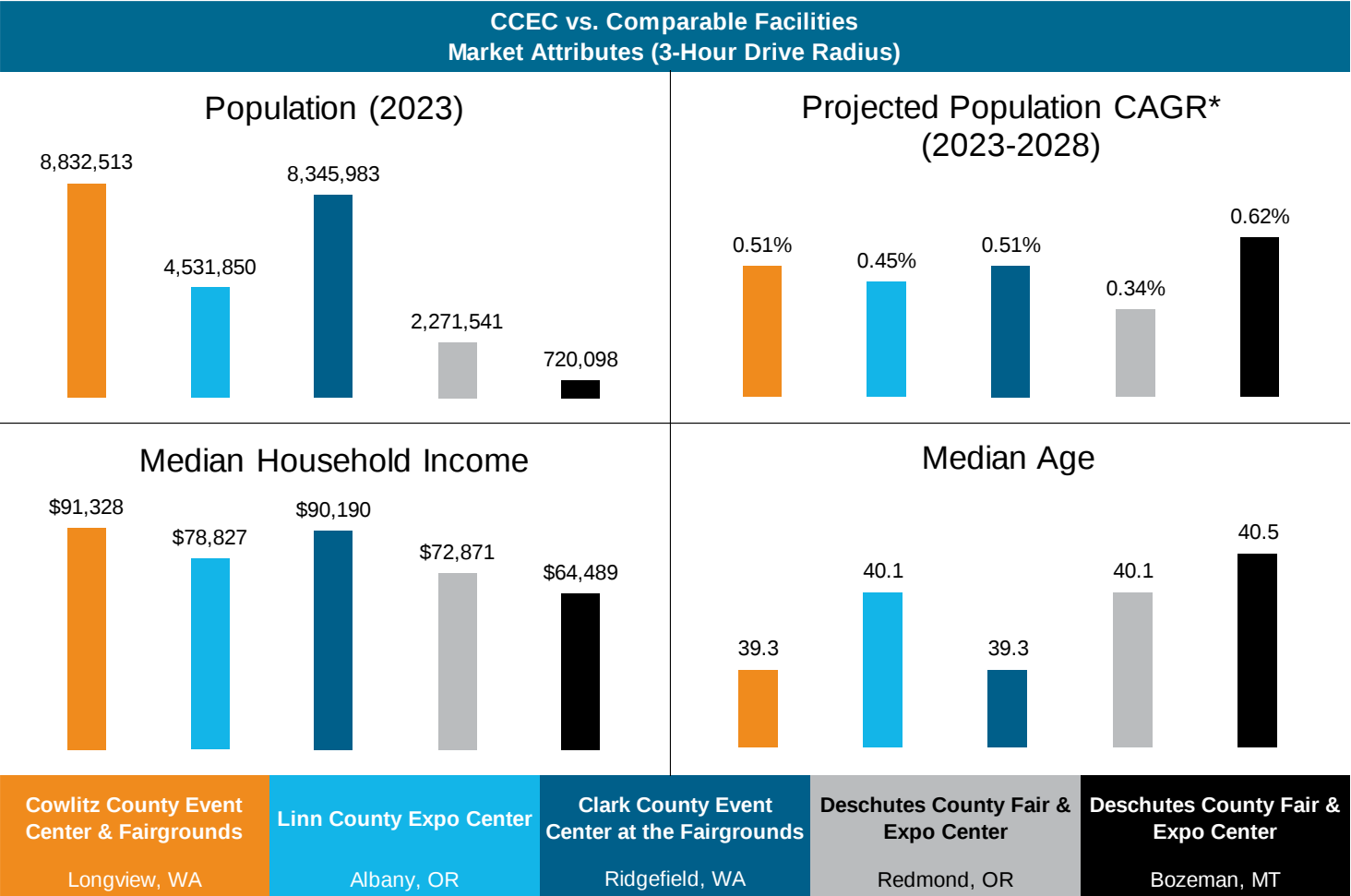
Benchmarking

Methodology

For each of the identified comparable facilities, the following benchmarking analysis considers a variety of demographic, market and facility-specific metrics. Although there is variation in the degree to which the CCEC competes with these facilities, the benchmarking analysis is intended to provide a high-level assessment of how the CCEC ranks among its most relevant peers.

Market Attributes

In terms of economic and demographic indicators, the CCEC compares favorably to the other markets examined (defined as a 3-hour drive time radius of the identified facilities). The CCEC has access to the largest population within a 3-hour (drive time) radius (8.8M persons), just ahead of Linn County Expo Center (LCEC) in neighboring Clark County (8.3M persons). Population growth is forecast at the 2nd highest rate (0.51 percent per annum over the next 5 years), tied with LCEC. The CCEC is also tied for the second-youngest population with LCEC, as measured by median age. The median household income within a 3-hour drive time radius of the CCEC is the highest among the comparable facilities (\$91,328 per annum), just slightly ahead of LCEC (\$90,190) but significantly higher than the other identified comparable facilities.



**Compounded Annual Growth Rate*
Source: Esri, CoStar, Johnson Consulting, MIG

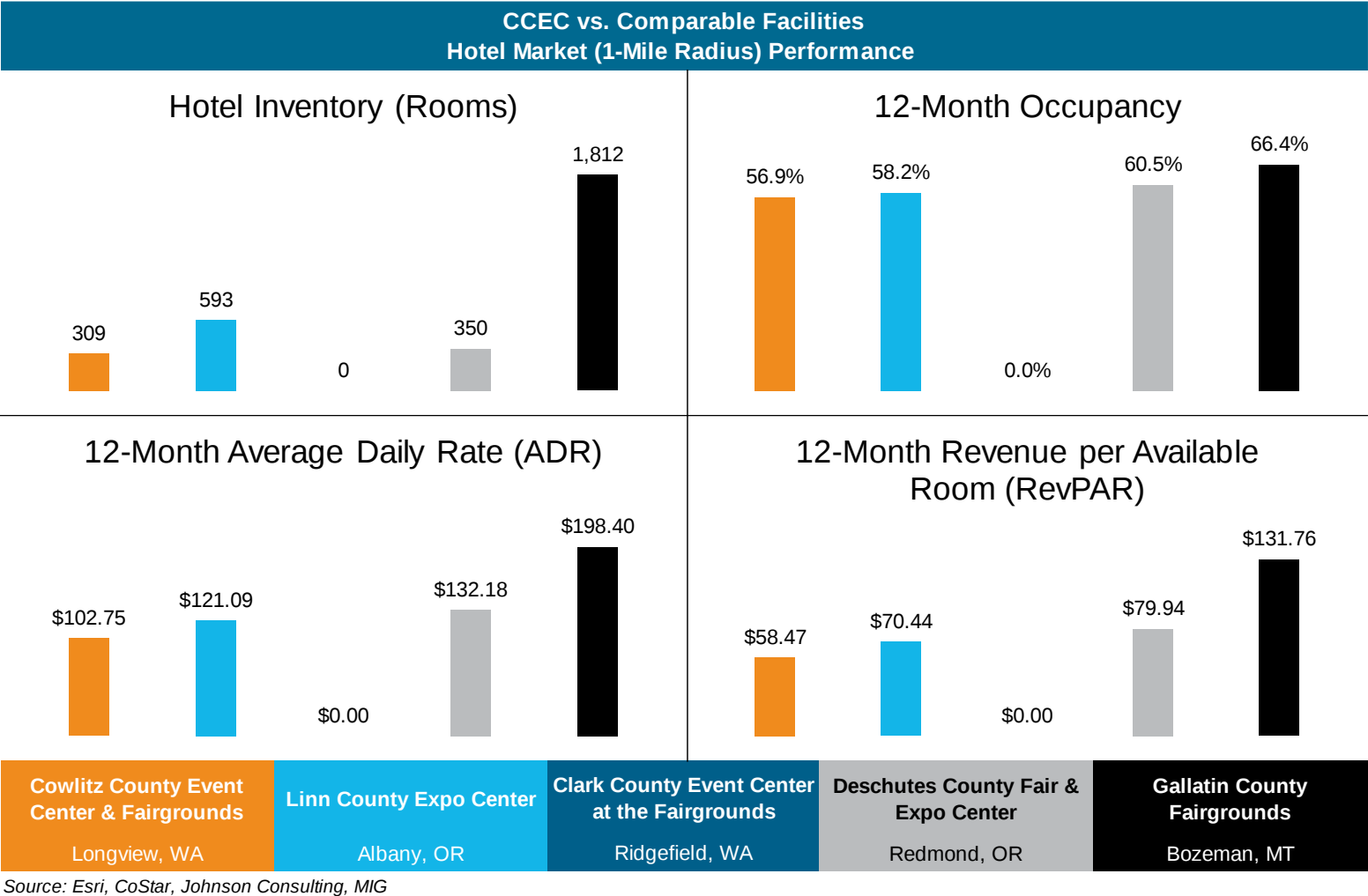
Benchmarking

Hotel Market

As noted previously, the hotel market in Cowlitz County, and particularly in Longview-Kelso, is limited and lacks high-quality product. There are only 309 hotel rooms within a 1-mile radius of the CCEC, which ranks fourth out of the five comparable markets. Of note, there are no hotel properties within a 1-mile radius of Clark County Event Center. In contrast, Gallatin County Fairgrounds (GCF) is the clear outlier, with 1,812 rooms within a 1-mile radius.

Hotels within a 1-mile radius of CCEC underperform relative to the comparable set, ranking 4th, or effectively last since there are no hotels proximate to Clark County Event Center, in terms of 12-month occupancy (56.9 percent), Average Daily Rate (\$103), and Revenue per Available Room (\$58).

Geographically, the Clark County Event Center is the closest competitor to CCEC. Since there are no hotel properties within a 1-mile radius of the Clark County Event Center this suggests that, with improved and expanded hotel infrastructure in Longview-Kelso, CCEC could gain a competitive edge in the regional market,

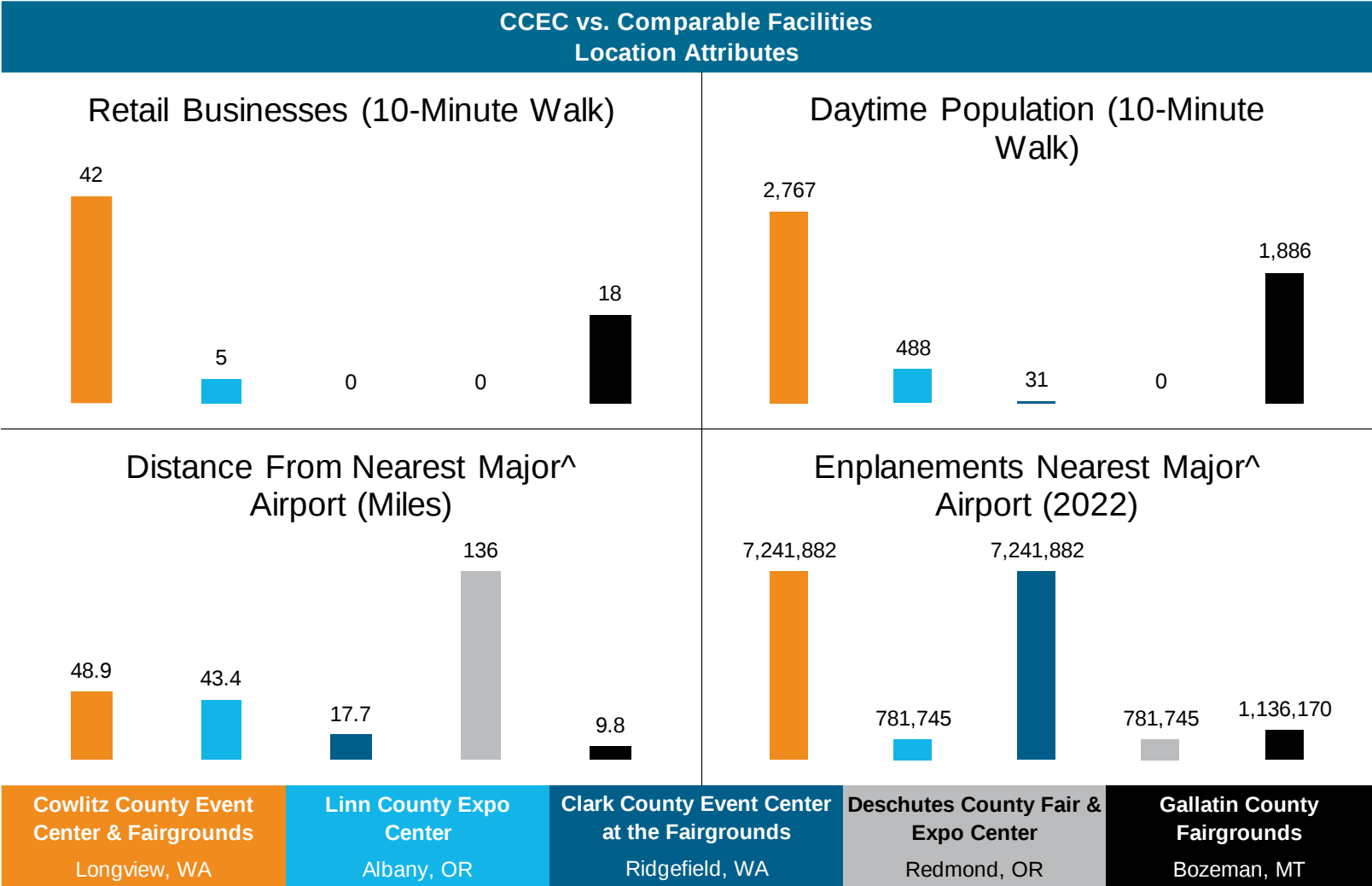


Benchmarking

Location Attributes

The CCEC is a strong performer relative to comparable facilities in terms of a number of location metrics. It has the most retail businesses within a 10-minute walk, owing to its proximity to Downtown Longview and West Kelso. That proximity also means that there is a relatively large daytime population within a 10-minute walk.

Though the CCEC is somewhat far from the nearest major airport (48.9 miles), Portland International Airport serves a high volume of visitors, making the CCEC relatively accessible from numerous domestic and international destinations. It is noted that Portland International Airport is also the closest major airport to Clark County Event Center.



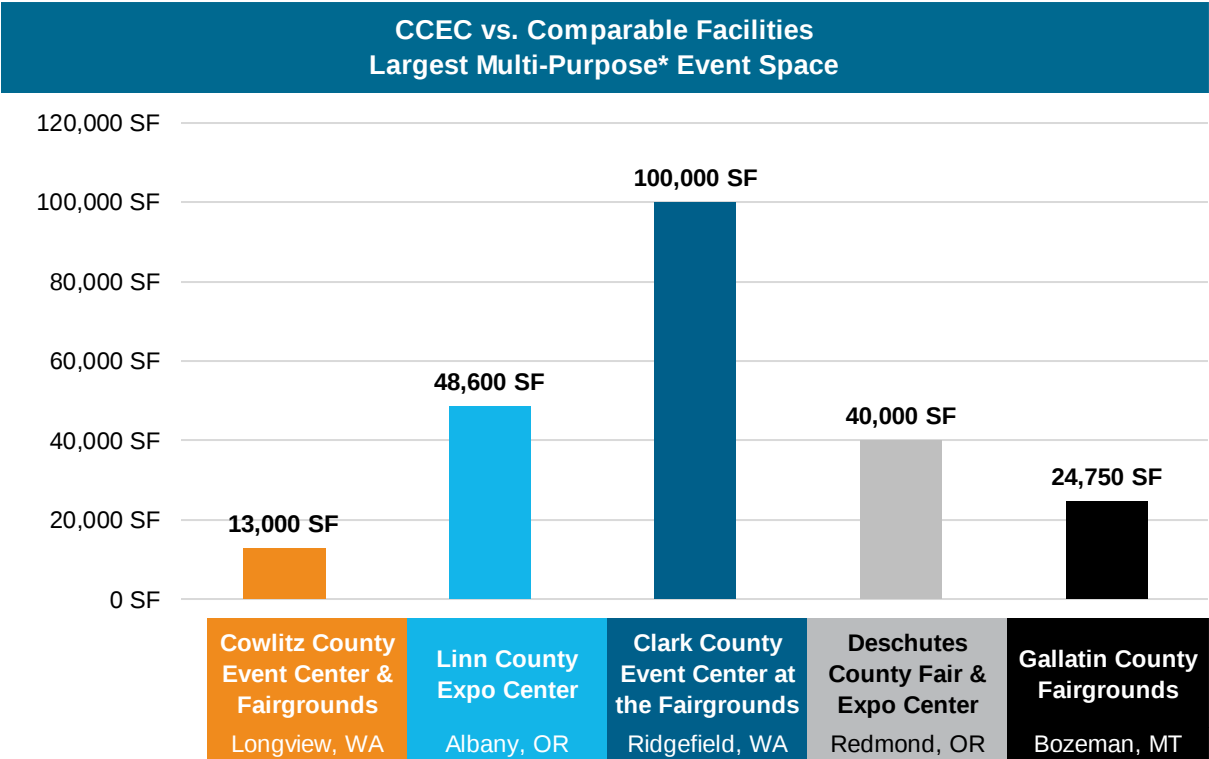
[^]Defined as airports with at least 100,000 enplanements in 2022

Source: Esri, CoStar, Johnson Consulting, MIG

Benchmarking

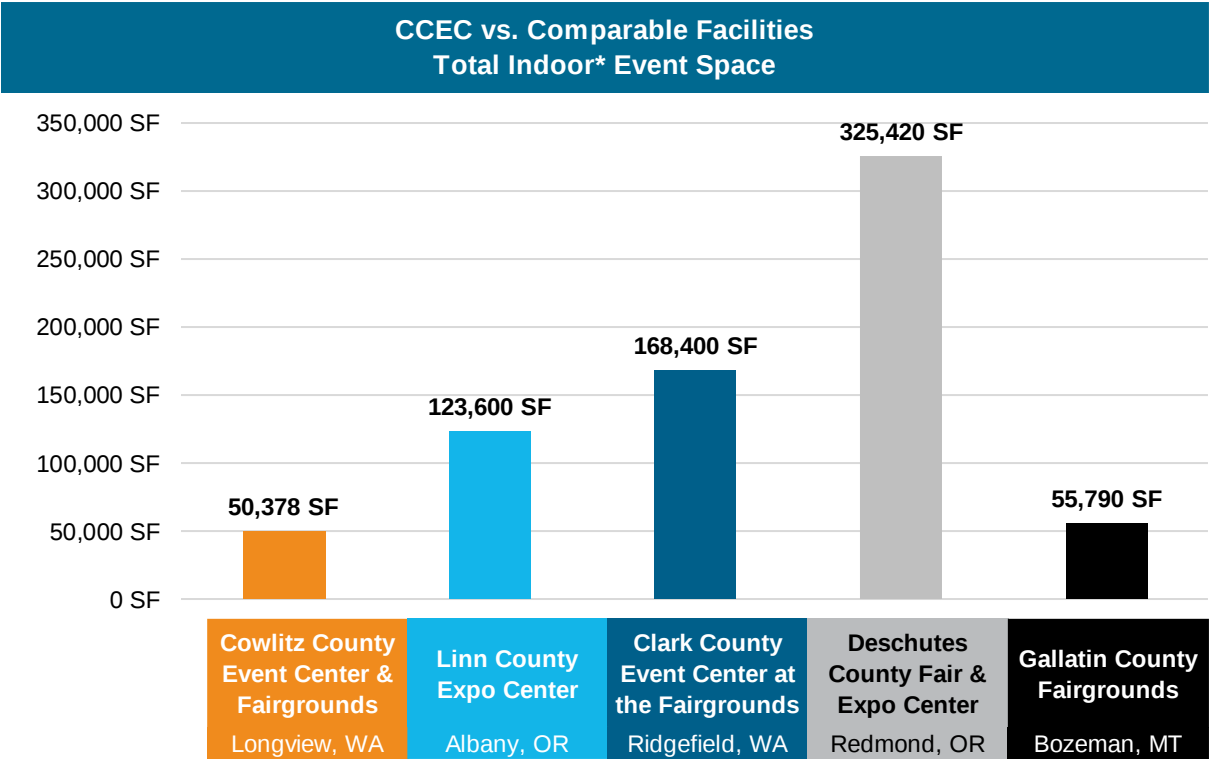
Event Space

CCEC has the smallest contiguous multi-purpose event space and the smallest amount of total indoor event space among the benchmarking set. Clark County Event Center has by far the largest contiguous multi-purpose event space (100,000 SF), while Deschutes County Fair and Expo Center (DCFEC) offers by far the largest amount of total indoor event space (325,420 SF). GCF is most comparable in terms of largest contiguous space and total event spaces offerings to the CCEC.



**Includes indoor arenas, excludes barns/ livestock facilities*

Source: Relevant Facilities, Johnson Consulting, MIG



**Includes indoor arenas, excludes barns/ livestock facilities*

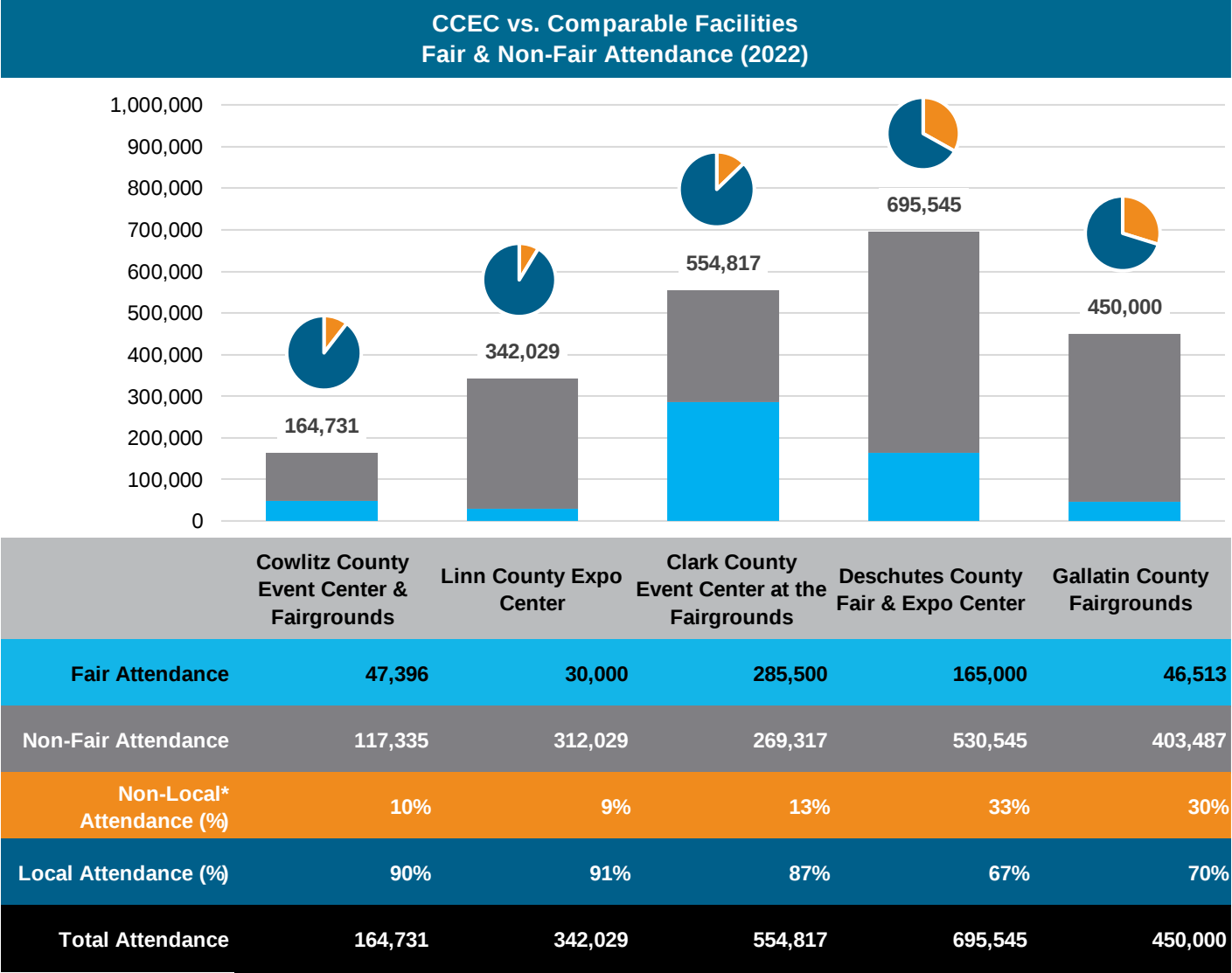
Source: Relevant Facilities, Johnson Consulting, MIG

Benchmarking

Demand Profile

Among the benchmarking facilities, the CCEC ranks in the middle of the set in terms of attendance at the annual Fair, but the lowest in terms of non-Fair and total attendance. Clark County Event Center, which is geographically closest to CCEC, attracted more than 6 times the number of visitors to its 2022 Fair. During the same year, non-Fair attendance was more than double non-Fair attendance at events at CCEC, and total attendance was more than 3-times higher.

The ability of Clark County Event Center to draw visitors from a larger catchment is reflected in the relative percentage of non-local attendees, defined as visitors who live more than 100 miles (correlating approximately to a 2-hour drive time radius) from the facility, whereby 13 percent of visitors to Clark County Event Center were classified as non-locals versus 10 percent of visitors to CCEC. Larger, regional events are particularly important from a tourism perspective, as they are more likely to generate overnight stays and thus generate a greater economic impact than events that attract a preponderance of local visitors.



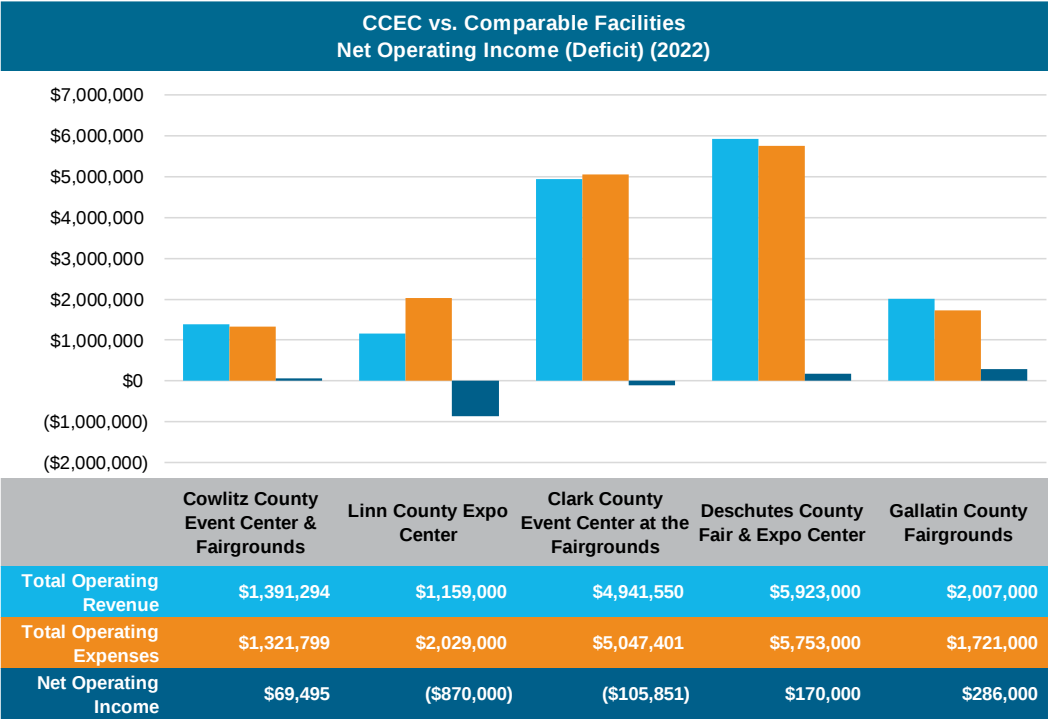
*Defined as visitors who live 100+ miles (or approx. 2 hours drive time) from the facility

Source: Relevant Facilities, Placer.ai, Johnson Consulting, MIG

Benchmarking

Financial Performance

Of the benchmarking facilities, the CCEC reported the second-lowest annual operating revenue but the lowest operating expenses, resulting in a net operating income in 2022. The scale of operations at Clark County Event Center is approximately 3.5 times larger, and although it incurred a deficit in 2022, is indicative of the revenue potential of the regional market.



Source: Relevant Facilities, Johnson Consulting, MIG

CCEC vs. Comparable Facilities Benchmarking Summary (Rankings)					
	Cowlitz County Event Center & Fairgrounds	Linn County Expo Center	Clark County Event Center at the Fairgrounds	Deschutes County Fair & Expo Center	Gallatin County Fairgrounds
Market Overview (3-Hour Drive Time)					
Population (2023)	1	3	2	4	5
Projected Population CAGR* (2023-2028)	2	4	2	5	1
Median Household Income	1	3	2	4	5
Median Age	4	2	4	2	1
Hotel Market With 1 Mile (As Of June, 2023)					
Hotel Inventory (Rooms)	4	2	5	3	1
12-Month Occupancy	4	3	-	2	1
12-Month Average Daily Rate	4	3	-	2	1
12-Month Revenue per Available Room	4	3	-	2	1
Location Attributes					
Retail Businesses (10-Minute Walk)	1	3	4	4	2
Daytime Population (10-Minute Walk)	1	3	4	5	2
Distance From Nearest Major^ Airport (Miles)	2	3	4	1	5
Enplanements Nearest Major^ Airport (2022)	1	4	1	4	3
Facility Attributes					
Total Indoor Event Space^^ (SF)	5	3	2	1	4
Largest Multipurpose Event Space^^ (SF)	5	2	1	3	4
Max Seating Capacity	5	4	2	3	1
Ownership & Management					
Number of Employees	3	3	2	1	-
Demand (2022)					
Total Attendance	5	4	2	1	3
Fair Attendance	3	5	1	2	4
Non-Fair Attendance	5	3	4	1	2
Non-Local** Visitors (%)	4	5	3	1	2
Revenue & Expenses (2022)					
Total Operating Revenue	4	5	2	1	3
Total Operating Expenses	5	3	2	1	4
Net Operating Income	3	5	4	2	1
Net Operating Income					

NOTE: 1 = Higher (More Favorable) Ranking; 5 = Lower (Less Favorable) Ranking

*Compounded Annual Growth Rate

**Defined as visitors who live 100+ miles (or approximately 2+ hours drive time) from the facility

^Defined as airports with at least 100,000 enplanements in 2022

^^Includes indoor arenas, excludes barns/ livestock facilities

Source: Relevant Facilities, Placer.ai, Federal Aviation Administration, CoStar, Esri, Johnson Consulting, MIG

Summary

The CCEC generally performs well relative to comparable facilities in terms of market and location attributes, but less favorably in terms of its hotel inventory, facility attributes, non-Fair attendance, and financial performance (with the notable exception being a positive NOI).

Case Studies

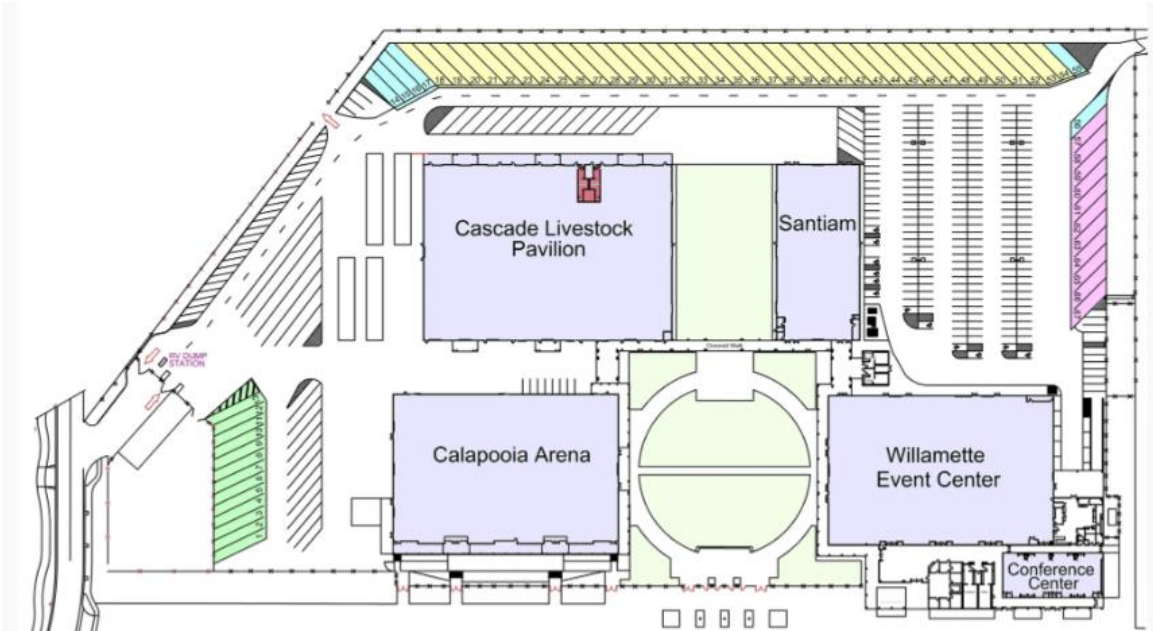
Linn County Expo Center – Albany, OR

Location: The Linn County Expo Center (LCEC) is located in Albany, OR, adjacent to the Albany Municipal Airport and just off Interstate Highway 5, approximately 50-minutes (drive time) from Eugene to the south and 1-hour (drive time) from Portland in the north. The LCEC is home to the Linn County Fair, which runs for 4 days in mid-July.

Ownership/Management: The LCEC is owned and operated by Linn County. Stewardship is provided by 3-member Board of County Commissioners. The LCEC’s mission is “to assure the long-term viability of the Center, present an exceptional Annual Fair which celebrates the heritage and diversity of Linn County, and provide year-round opportunities for facility usage.” Day-to-day operations are overseen by 8 full-time equivalent (FTE) staff.

The 7-member Linn County Fair Board is primarily a policy-making group involved with the annual Linn County Fair, as well as providing budget and policy recommendations to the Board of Commissioners on all issues and activities regarding the Linn County Fair.

Facilities: The 60-acre LCEC campus is anchored by 4 major buildings – Willamette Event Center, which includes a 48,600 SF Exhibit Hall and 6,000 SF of meeting rooms; the 21,000 SF Santiam Center; Calapooia Arena, which features a 129’ x 270’ composite floor arena with retractable bleacher seating for 2,256 spectators; and the Cascade Livestock Pavilion, which includes a 42,000 SF Pavilion and attached warm-up arena. The broader campus includes 67 RV sites, of which 48 have full hookups.



Inventory of Facilities Linn County Expo Center			
Facility	Size (SF)	Max. Capacity	Features
Willamette Event Center			
Willamette Exhibit Hall	48,600	6,904	3 contiguous exhibit halls (16,200 SF each); Column-free; 25.5' ceiling height; 5 access doors; 2,500 SF entrance lobby; 2,500 SF commercial kitchen and concession area; Heated, ventilated and air conditioned
Willamette Conference Rooms	6,000	720	4 x 1,500 SF conference rooms that can be combined to form a 6,000 SF room; Carpeted; Heated and air conditioned.
Santiam Center	21,000	1,428	Column-free; Divisible into 2 x 10,500 SF rooms by a curtain; Smooth-finish reinforced concrete floor surface; 17 feet minimum ceiling height; Heated and ventilated.
Calapooia Arena	48,000	2,256	129' x 270' Arena floor; Composite footing over concrete; 32' minimum to 55' maximum ceiling height; 7 access doors; Retractable bleacher seating for 2,256 spectators, plus capacity for an additional 2,300 spectators on Arena floor; Concession stand; Heated and ventilated.
Cascade Livestock Pavilion			
Cascade Livestock Pavilion	42,000	3,014	197 portable 10' x 10' stalls; Asphalt flooring; 17' minimum to 29' maximum ceiling height; 7 covered, cold water wash racks; Heated and ventilated.
Cascade Arena	21,000	3,000	100' x 210' warm-up arena attached to Pavilion; Composite flooring; 17' minimum to 29' maximum ceiling height; Heated and ventilated.
RV Spaces	-	67	48 with full hook ups (37 with 30 amp; 11 with 50 amp).

Source: Linn County Expo Center

Case Studies

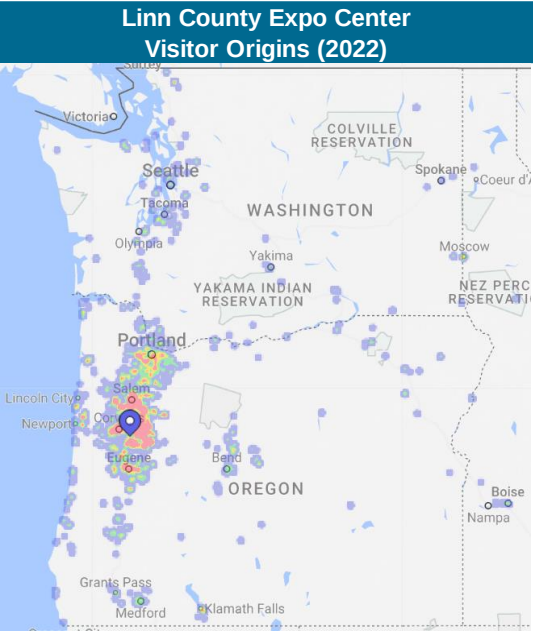
Linn County Expo Center – Albany, OR

Demand: In 2022, the Linn County Fair attracted close to 30,000 visitors, exceeding 2019 attendance (the Fair was canceled in 2020 and 2021 due to the pandemic). The 2023 non-Fair event calendar (as of October) includes 105 events, totaling 177 event days. The preponderance of events are classified as Conferences/ Meetings/ Training, totaling 46 events and 50 event days in 2023, with the next highest number of event days being Ag/ Equine/ Animal/ 4H-FFA events and activities, totaling 47 event days. In addition to the annual Fair, annually-repeating events at the LCEC a 3-day Christmas Bazaar and a 2-week holiday event - “Christmas Storybook Land” – which helped to bring in over 59,200 visits in December of 2022. Most visitors to the LCEC originate from within Linn County and the greater Portland area, with only 8.7 percent of visits coming from people more than 100 miles (or 2+ hours drive time) away.

Events by Type (2023*) Linn County Expo Center		
Event Type	2023	
	Events	Event Days
Conferences/ Meetings/ Training	46	50
Ag/ Equine/ Animal/ 4H-FFA	19	47
Consumer/ Trade Shows	16	33
Family Shows/ Community Events/ Fundraisers	9	23
Entertainment/ Festivals/ Sports	9	16
Flea/ Vintage Markets	6	8
Total	105	177

* 2023 bookings as of October

Source: LCEC, Johnson Consulting



Source: Placer.ai

Revenue & Expense Statement (2019-2023) (\$000) Linn County Expo Center				
	2019-2020	2020-2021	2021-2022	2022-2023*
Revenues				
Facility Receipts	\$767	\$76	\$708	\$825
Reimbursement (Covid-19)	-	500	-	-
FEMA Reimbursement	-	34	-	-
Sponsorship Fees	4	-	13	13
Transfers (Lodging Tax)	34	172	435	553
Transfer from Fair	3	-	3	3
Total Revenues	\$808	\$781	\$1,159	\$1,393
Expenditures				
Personal Services	\$680	\$636	\$962	\$1,008
Materials & Services	551	446	582	599
Capital Outlay	64	172	485	303
Expenses	\$1,294	\$1,254	\$2,028	\$1,910
Net Operating Income (Loss)	(\$486)	(\$473)	(\$870)	(\$517)

*2022-23 Adopted Budget

Source: Linn County

Revenue & Expenses: In FY 2021-22, the LCEC reported total revenues of close to \$1.2M, and expenses of \$2.0M, resulting in a net operating deficit of (\$870,000). The adopted FY 2022-23 budget includes revenues of close to \$1.4M and expenses of \$1.9M, resulting in a net operating deficit of (\$517,000).

Case Studies

Linn County Expo Center – Albany, OR

Funding: The LCEC receives a dedicated share of the County's lodging tax receipts, budgeted at \$553,000 in FY 2022-23, up from \$435,000 in FY 2021-22. A small amount of indirect revenues also comes from the annual Fair, averaging \$2,500 over the past several years.

Observations: The LCEC provides an example of a campus that is intentionally designed to provide facilities that cater to distinct and diverse user groups, serving both the annual Fair and year-round activities. Although Linn County is a predominantly rural community, the LCEC is located in a residential area and benefits from access to a residential population of 4.5M within a 3-hour (drive time) radius, and an inventory of 593 hotel rooms within 1-mile of the campus. Notwithstanding this, fairly modest Fair attendance and a preponderance of smaller events and activities year-round, with the exception of the annual holiday events in December, results in the LCEC incurring an operating deficit over recent years.



Case Studies

Clark County Event Center at the Fairgrounds – Ridgefield, WA

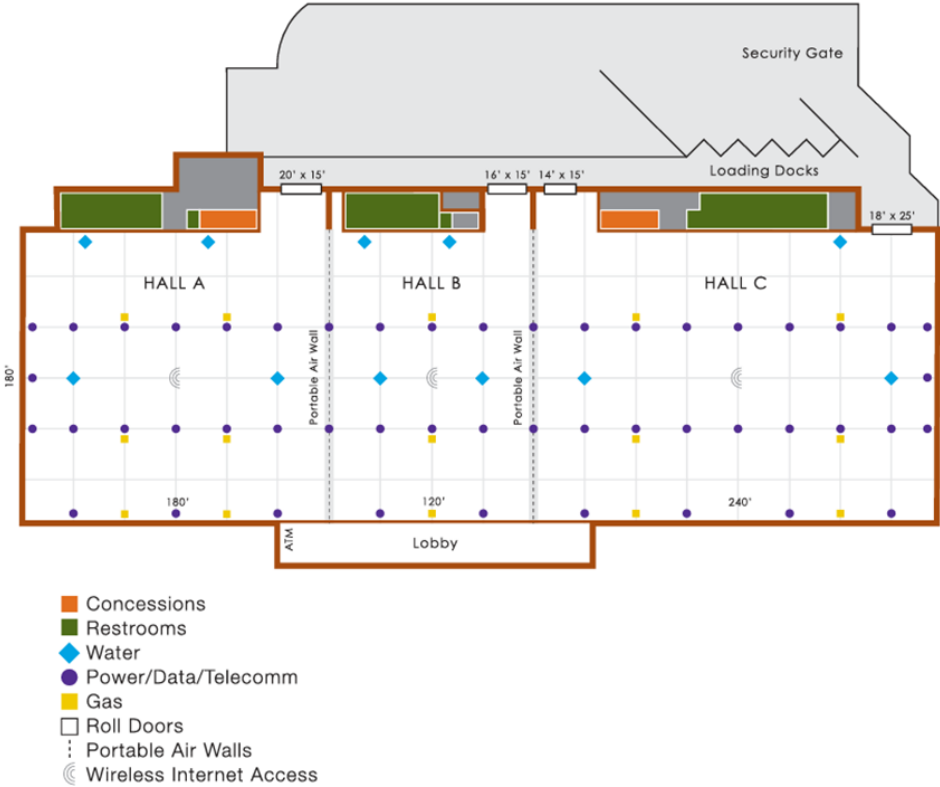
Location: The Clark County Event Center at the Fairgrounds is located in Ridgefield, WA just west of Interstate Highway 5, approximately 2.5-hours (drive time) south of Seattle. Ridgefield is a northern suburb of Portland and borders Vancouver, WA. The Event Center is home to the Clark County Fair, which celebrated its 155th anniversary in 2023 and runs for 10 days in early August.

Ownership/Management: The Clark County Event Center is owned by Clark County and is managed, operated and marketed by the County’s Fairgrounds Site Management Group. The Management Group, which became the manager of the site in 2005, replacing the Fair Association, consists of 5 Directors, 2 of which are appointed by the Clark County Fair Association and 3 of which are appointed by the County, including 1 senior County staff member who serves as chair. Day-to-day operations are overseen by 10 permanent employees.

The 23-member Fair Association Board of Directors is responsible for organizing the annual Fair. Support is also provided by a 5-member Advisory Committee.

Friends of the Clark County Fair, a 501(c)3 organization, was created in 2000 to “promote, develop and educate the public about agricultural heritage and history of the region and to champion agricultural pursuits.” The organization, stewarded by a 6-member Board of Directors, is primarily supported by donations, special fundraising events, and the hosting of the 4-H junior livestock auction during the annual Fair, reporting total revenues of \$29,240 in 2021, up from \$15,955 in 2019.

Facilities: The 134-acre Event Center campus is anchored by a 100,000 SF Exhibition Hall that was constructed in 2005, and the 36,400 SF Dr. Jack Giesy Equestrian Arena.



Inventory of Facilities Clark County Event Center at the Fairgrounds				
Facility	Size (SF)	Max. Capacity	Features	Rental Rates (2023)
Exhibition Hall	100,000	400	Two air walls allow for six different configurations of varying square footage; Concessions; Roll-up door with access to loading dock.	\$650 (Up to 250 attendees) \$950 (Up to 400 attendees)
South Hall One	24,000	-	200' x 120'; Adjacent to Exhibition Hall; Walk-through and roll-up doors; Not climate controlled.	-
South Hall Two	8,000	-	200' x 40'; Adjacent to Exhibition Hall; Walk-through and roll-up doors; Not climate controlled.	-
Agriculture Facilities				
Dr. Jack Giesy Equestrian Arena	36,400	225	225' x 112' indoor show area and 100' x 112' warm-up area separated by a movable fence; Bleacher seating for 225; Wash racks.	-
Stall Barn 2	-	30	30 overflow stalls.	-
Stall Barn 3	-	155	Adjacent to Arena.	-
Outdoor Facilities				
Grandstand	45,000	8,625	Bleacher Seating: 7,425; Floor Seating: 1,200; Includes ADA Seating: 150; Concessions available through Beaches Restaurant.	-

Source: Clark County Event Center

Case Studies

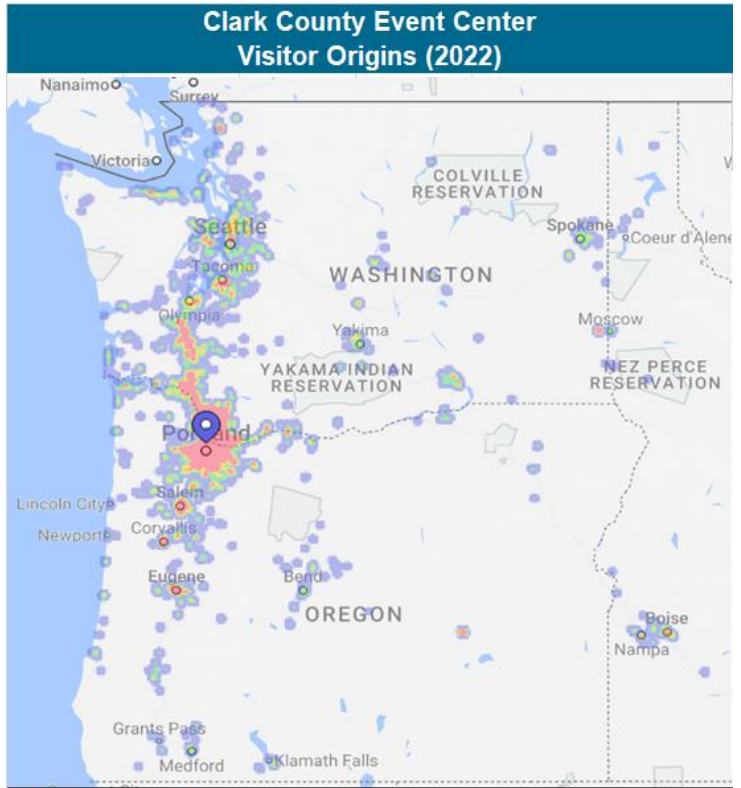
Clark County Event Center at the Fairgrounds – Ridgefield, WA

Additional facilities include 2 multi-use buildings and a grandstand, supported by parking for 7,500 vehicles. In 2003, the 18,000-seat RV Inn Style Resorts Amphitheater (originally The Amphitheater at Clark County and commonly Clark County Amphitheater) was constructed on the site, to the south of the core facilities. The Amphitheater was privately funded, under an operating agreement whereby ownership reverted to the County upon completion, but the amphitheater is privately managed.

In 2009, 30 acres of the Event Center site was developed into Fairgrounds Community Park as part of the County's Greater Clark Parks District program. The Park includes 10 pieces of play equipment, 2 basketball half courts, 2 picnic shelters, picnic tables, restrooms, and walking and biking trails. The long-term master plan for the Park includes additional courts, sports fields, a skate/ BMX park, a shared-use equestrian trail, and a wetland mitigation area.

Demand: In 2022, the Clark County Fair attracted 285,500 visitors. In 2023, the Fair attracted 257,000 visitors, representing a decline in attendance of 10.0 percent over 2022, but remaining 6.2 percent higher than pre-pandemic attendance of 242,000 visitors in 2019. The Event Center only publishes an event schedule for upcoming months, with 7 public events totaling 21 event days booked throughout the balance of 2023 (as of October), including a mix of flea markets, tech shows, equestrian events, dog shows, family entertainment and consumer shows.

Many visitors came from the Portland metroplex area. While sizable portions of visitors came from up and down the I-5 corridor from Seattle in the North and Eugene in the South, some visitors came from as far away as Spokane or Boise, ID.



Source: Placer.ai

Case Studies

Clark County Event Center at the Fairgrounds – Ridgefield, WA

Revenue & Expenses: In 2022, the Event Center reported total revenues of \$4.9M and expenses of close to \$5.1M, resulting in a net operating loss of (\$105,851). The 2023 budget allows for a net operating profit of \$246,000, in contrast to the deficit incurred over the preceding 3 years.

The Event Center has a pre-approved vendor list for catering/ concessions, decorator services, security/ alcohol monitors/ guest services, electrical distribution, A/V equipment, and stages.

Funding: The Event Center receives funding from the County’s Exhibition Hall Dedicated Revenue Fund, which includes an allocation of the County’s hotel/ motel tax receipts, a share of a 2.0 percent Convention Center hotel/ motel tax levy, and PFD funds. These have amounted to \$1.4M annually over the past several years, including \$204,605 in hotel/ motel tax receipts, \$213,666 from the Convention Center hotel/ motel tax levy and \$1.0M from the PFD.

The Event Center also has 3 hospitality-oriented, year-round sponsorship partners including the LaQuinta Inns & Suites, Quality Inn & Suites, and Ilani Resort & Casino.

Observations: The Clark County Event Center benefits from its location in a rural community and proximity to Interstate Highway 5, along with its reputation for hosting one of the most popular fairs in the State. The large, contiguous multi-use event space allows it to attract large events during non-Fair periods, while also supporting the annual Fair, and investment in the Exhibition Hall in particular has improved the competitive positioning of the Event Center among its peers. Synergistic developments on the broader campus, including the Amphitheater and Community Park, reflect a desire to elevate the roll of the Event Center as a year-round asset for the community and the region.

Revenue & Expense Statement (2020-2023) (\$000) Clark County Event Center at the Fairgrounds				
	2020	2021	2022	2023*
Revenues	\$1,639	\$4,772	\$4,942	\$5,493
Expenditures	\$1,675	\$4,971	\$5,047	\$5,247
Net Operating Income (Loss)	(\$35)	(\$199)	(\$106)	\$246

**2023 Adopted Budget*

Source: Clark County

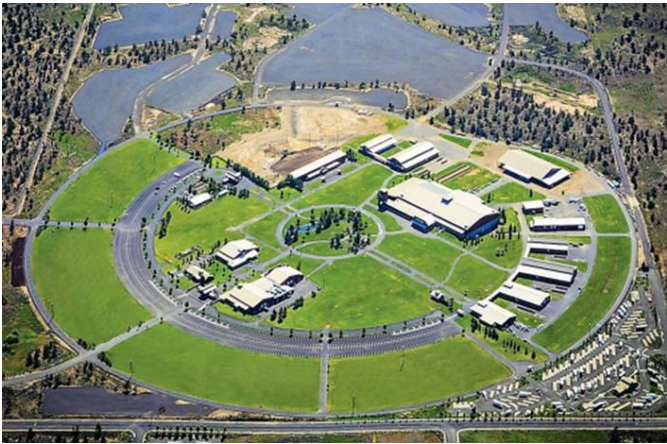
Case Studies

Deschutes County Fair & Expo Center – Redmond, OR

Location: The Deschutes County Fair & Expo Center (DCFEC) is located in Redmond, a small city in Central Oregon. The closest major city is Bend, located approximately 27 minutes (drive time) to the south via U.S. Highway 97, with Portland being located approximately 3-hours (drive time) to the northwest. The DCFEC is home to the Bi-Mart Deschutes County Fair & Rodeo, which runs for 5 days in late-July/ early-August.

Ownership/Management: The DCFEC is owned and operated by Deschutes County. Stewardship is provided by the 7-member Fair Board of Directors. The primary purpose of the DCFEC is “to provide social, cultural, recreational, agricultural, commercial and educational opportunities for the citizens of Deschutes County.” Day-to-day operations are overseen by 13.37 FTE staff. The Fair employs 0.13 FTE staff.

Facilities: The 320-acre DCFEC campus is designed on a circular plot, commanding views to the Mt. Bachelor, the Three Sisters Broken Top and Mt. Jefferson. The focal point of the site is the 3.65-acre Center Circle, which is landscaped for active and passive use. A perimeter road provides access to facilities that include the 80,000 SF First Interstate Bank Center, the Three Sisters Conference Center, 2 additional arenas, a livestock complex, various event lawns, and 105 full-service RV sites (30 or 50 amp hookups).



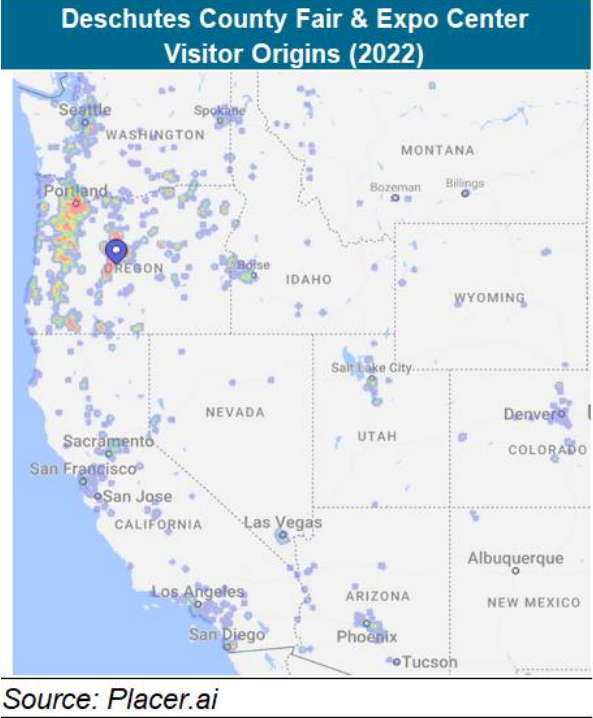
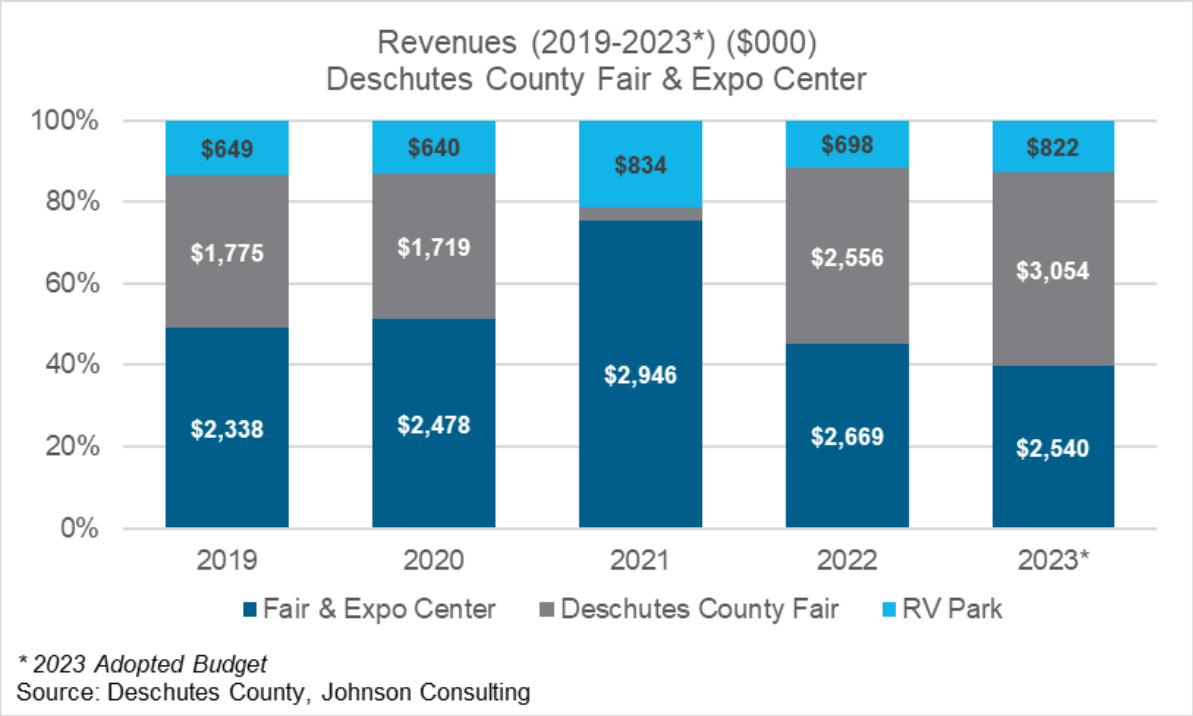
Inventory of Facilities Deschutes County Fair & Expo Center			
Facility	Size (SF)	Max. Capacity	Features
Arena Complex			
First Interstate Bank Center	279,000	12,000	40,000 SF concrete/ dirt arena floor with 4,000 permanent seats; Ticket booths; Overhead rigging; Locker rooms; Attached warm-up arena; NBA basketball floor & scoreboard; 28,250 SF concourse; Heated.
Juniper Arena	51,625	3,500	175' x 295' outdoor arena; Capacity is 2,500 covered grandstand seats plus 1,000 bleacher seats.; Permanent roping boxes, holding pens and bucking chutes; Includes large natural area for grazing stock.
Sagebrush Arena	29,900	600	130' x 230' outdoor covered arena; 500 covered bleacher seats and 100 outdoor bleacher seats; Includes portable sound system, portable restrooms, portable concessions, and roping chute.
Three Sisters Conference Center			
North Sister	9,416	700+	9,416 SF hall with concrete floor that can accommodate 47 (10' x 10') trade show booths; 1,311 SF breakout room divisible into 2 smaller rooms of 760 SF and 551 SF; Additional 779 SF breakout room; 14' ceiling height.
Middle Sister	14,904	1,000+	14,904 SF hall with carpeted floor that can accommodate 74 (10' x 10') trade show booths; 1,501 SF breakout room divisible into 3 smaller rooms of 456 SF, 475 SF and 551 SF; Additional 779 SF breakout room; 14' ceiling height.
South Sister	9,416	700+	9,416 SF hall with vinyl tile floor that can accommodate 47 (10' x 10') trade show booths; 1,026 SF breakout room divisible into 2 smaller rooms of 513 SF each; Additional 779 SF breakout room; 14' ceiling height.
Livestock Complex			
High Desert Activity Center	12,684		Column-free space with polished concrete floor; Climate controlled; Catering & concessions; Roll-up doors.
Beef Barn	28,000	145	Livestock Complex including 5 barns with a total of 400 stalls (including 75 permanent and 325 portable stalls) and the High Desert Activity Center; Stall capacity ranging from 69 (Swine Barn) to 145 (Beef Barn); Drop-down electric plugs; Plumbed for livestock water; Adjacent to full-service RV Park; Adjacent lawn space - Beef Barn (76,500 SF), Dairy Barn (47,950 SF) and Swine Barn (116,000 SF)
Sheep Barn	24,000	132	
Dairy Barn	16,000	76	
Horse Barn	14,000	75	
Swine Barn	42,000	69	
Center Circle	3.65-acres	-	Center Circle Park features beautifully landscaped lawns, a meandering creek, pond, and water features; Popular destination for weddings, picnics and car shows, among other events.
Outdoor Lawns			
Carnival Lawn	208,570	-	
Buckeroo Lawn	120,950	-	
Event Center Lawn	99,500	-	
Beef Barn Lawn	81,790	-	
Dairy Barn Lawn	41,120	-	

Source: DCFEC

Case Studies

Deschutes County Fair & Expo Center– Redmond, OR

Demand: In 2022, the Bi-Mart Deschutes Fair & Rodeo attracted 165,000 visitors. The DCFEC only publishes an event schedule for upcoming months, with 31 public events totaling 55 event days booked throughout the balance of 2023/ early-2024 (as of October), including a mix of family entertainment, equestrian, sporting events, consumer shows, craft markets, and holiday events and activities. Data from the 2023 budget indicates that the DCFEC hosts, on average, 400 events (event days) annually. The DCFEC is able to draw visitors from a significant catchment area, expanding beyond Portland and Seattle as far as the Bay Area, L.A., and even as far as Denver. 33.1 percent of visits came from more than 100 miles (or 2+ hours drive time) away highlighting the facility's strong non-local attendance.



Revenue/Expenses: In 2022, the DCFEC reported total operating revenues of \$5.9M and expenses of \$5.7M, resulting in a slight operating profit of \$170,000. The 2023 adopted budget accounts for \$6.4M in revenues and close to \$6.8M in expenses, resulting in a net operating deficit of (\$342,000). In 2022, revenues from the Fair and year-round events accounted for almost an equal portion of total revenues (43.2 percent and 45.1 percent, respectively). The 2023 budget allows for a higher contribution from the Fair (47.6 percent), in contrast to pre-pandemic reports, whereby non-Fair events and activities accounted for 49.1 percent of total revenues in 2019.

Case Studies

Deschutes County Fair & Expo Center– Redmond, OR

Funding: The DCFEC is structured as an Enterprise Fund within the County’s overall budget, with the general expectation that user fees and revenue from events will be sufficient to cover operating expenses and contributions to reserves for future capital needs, although General Funds are allocated to the DCFEC on an annual basis. There are 2 Reserve Funds for the DCFEC – Fair & Expo and RV Park – with combined resources of \$2.8M in 2022 and \$3.9M in 2023 (budgeted).

In 2022, the Board of Directors created a Buildings & Grounds Subcommittee to focus on capital projects and associated funding mechanisms. The Subcommittee is comprised of DCFEC staff, Board members, community partners, and facility users, and is intended to be “instrumental in the creation of short- and long-term capital projects lists that will provide a safer, more comfortable facility for thousands of yearly visitors.”

Observations: Despite its location in Central Oregon, which is a fairly sparsely populated area of the State, the DCFEC is able to achieve high levels of year-round utilization, in addition to hosting a highly popular and financially sustainable annual Fair. The unique grounds, and established inventory of diverse facility offering, generate a significant economic impact for the local community. The site benefits from proximity to several hotel properties, with an inventory of 350 guestrooms within a 1-mile radius.

Revenue & Expense Statement (2019-2023) (\$000) Deschutes County Fair & Expo Center					
	2019	2020	2021	2022	2023*
REVENUES					
Charges for Services	\$2,520	\$1,826	\$1,424	\$2,316	\$2,648
Interest Revenue	12	6	3	2	8
Other Non-Operating Revenue	1,063	872	792	1,994	2,317
Transfers In	1,058	1,932	1,410	1,529	1,386
Interfund Charges (Fair & Expo Center)	55	144	227	30	0
Sale of Equipment (Deschutes County Fair)	0	5	0	0	4
State Government Payments (Deschutes County Fair)	53	53	53	52	53
Total Revenues	\$4,761	\$4,837	\$3,908	\$5,923	\$6,417
EXPENDITURES					
Personnel Services	\$1,567	\$1,425	\$1,360	\$1,476	\$1,708
Materials & Services	2,760	2,745	1,028	2,724	3,182
Debt Service	324	322	325	325	220
Transfers Out	0	764	560	593	920
Contingency	0	0	0	635	729
Expenses	\$4,652	\$5,255	\$3,274	\$5,753	\$6,759
Net Operating Income (Loss)	\$109	(\$418)	\$634	\$170	(\$342)

*2023 Adopted Budget

Source: Deschutes County

Case Studies

Gallatin County Fairgrounds– Bozeman, MT

Location: Gallatin County Fairgrounds (GCF) is located in Bozeman, Montana just off Interstate Highway 90, approximately 40 miles northeast of Big Sky. The GCF is home to the recently rebranded Big Sky Country State Fair, which runs for 5 days in late-July.

Ownership/Management: The Gallatin County Fairgrounds is owned and operated by Gallatin County. Stewardship is provided by the 4-member Fair Board, which includes 1 County Commissioner. The mission of Fair Board is “to provide an enjoyable, safe, year-round, and multi-use public facility, emphasizing opportunities in entertainment, education, agriculture, and recreation that enhances partnerships in building a stronger community.” Day-to-day operations are overseen by 6 FTE staff.



Inventory of Facilities Gallatin County Fairgrounds			
Facility	Size (SF)	Max. Capacity	Features
Building One	7,000	420	70' x 100' with concrete floor; Capacity for 420 persons with tables and chairs; Connects to Building 2 via corridor; Partial Kitchen; 14' ceiling height; Heated.
Building Two	6,000	360	60' x 100' with concrete floor; Capacity for 360 persons with tables and chairs; Connects to Buildings 1 & 3 via corridors; 11' ceiling height; Heated.
Building Three	4,000	240	40' x 100' with concrete floor; Capacity for 240 persons with tables and chairs; Connects to Buildings 2 via corridor; 10' ceiling height; Heated.
Building Four	3,600	210	60' x 60' with concrete floor; Capacity for 210 persons; with tables and chairs; Commercial kitchen; Heated.
Haynes Pavilion	24,750	-	Used as ice Arena October-April and available to rent May 1 - September 1; Concrete floor; Includes 4 locker rooms and concessions.
Agriculture Facilities			
Indoor Arena	10,440	-	60' x 174' Arena with dirt floor; Includes bleachers, concession stand and wash racks.
Livestock Barn West	12,400	36	62' x 200'; Available for 36 Horse pens.
Livestock Barn East	12,000	-	60' x 200'.
Horse Barn East	-	110	8' x 10' stalls.
Horse Barn West	-		9' x 10' stalls.
Sheep Barn	8,000	-	40' x 200' with 20' wide alley; Includes 40 pens which can be fitted for sheep, goats or horses.
Hog Barn	8,000	-	30' x 225'; Can be rented with or without the Arena
Sale Pavilion	-	350	Vintage Structure with auction block setup & PA system; Air-conditioned.
Outdoor Stock Pens	-	-	-
Outdoor Facilities			
Anderson Arena	45,000	1,500	150' x 300'. Grandstand Capacity: 1,500; Includes 14 20' x 24' pens, two 50' x 60' pens, and a 100' x 100' warm-up arena, 8 bucking chutes, and horse show office; Lighted.
Performance Arena	20,000	-	100' x 200' with deep sand base; Attached to Anderson Arena.
Motor Sports Area	261,000	-	Dirt Base

Source: GCF

Facilities: The 78-acre GCF is anchored by the Haynes Pavilion, a 24,750 SF facility that is used for ice between October and April, Anderson Arena, which is an outdoor arena with grandstand capacity for 1,500 spectators, and 4 indoor exhibit halls, 3 of which are connected by do not offer contiguous event space. Ag and equine activities are supported by 2 barns of stalling, outdoor stock pens, two livestock barns, a sheep barn and a hog barn. The campus also includes a motor sports area and multiple outdoor entertainment spaces. Full RV hookups and dry camping are available on the site.

Case Studies

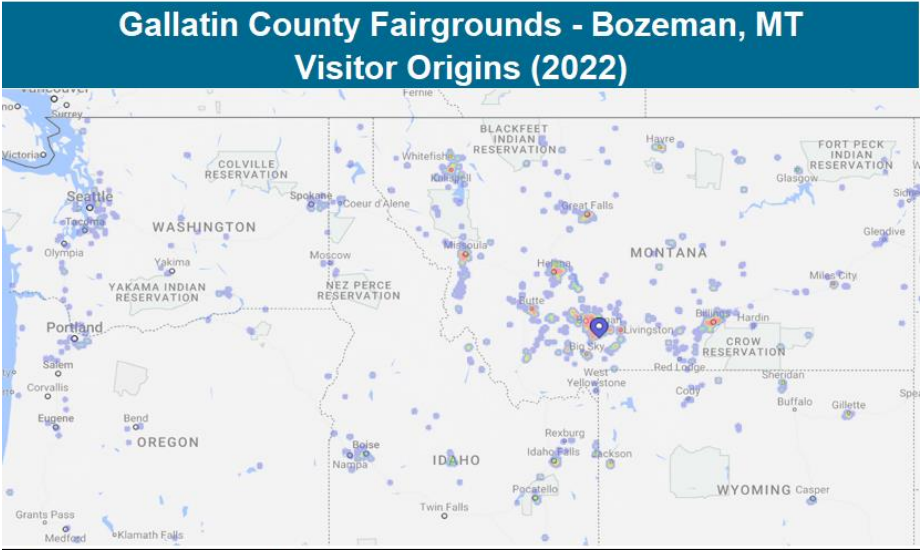
Gallatin County Fairgrounds – Bozeman, MT

Demand: The Big Sky Country Fair State Fair attracted 46,513 visitors in 2023, up 15.0 percent from 2022 attendance of 40,100 visitors, reflecting a return to pre-pandemic levels. Overall, the GCF attracts an average of 450,000 visitors per year. The GCC only publishes an event schedule for upcoming months and it is limited but does include a weekly winter farmer’s market, festivals, family shows, concerts/ entertainment, fundraisers and other community events. The GCF draws visitors from a wide catchment area, with 29.8 percent of visits coming from more than 100 miles (or 2+ hours drive time) away.

Revenue/Expenses: In 2022, the GCF reported total revenues of \$2.0M, of which \$1.5M (or 74.1 percent) was from operations and the balance (\$519,000 or 25.9 percent) was from a share of County property tax revenues. During the same period, the GCF incurred expenses of \$1.7M, resulting in a slight net operating profit of \$286,000. In contrast, the 2023 adopted budget allows for a deficit of (\$382,000) resulting primarily from a budgeted \$573,000 capital outlay for roadway improvements.

Funding: The GCF receive a share of the County’s property tax receipts, averaging \$560,000 annually over the past 5 years.

Observations: The GCF provide an excellent example of a successful facility in a fairly sparsely populated area. The GCF recently undertook a master planning and rebranding process, and has done an excellent job attracting high-quality events that are targeted towards the needs and demands of Greater Big Sky market. The GCF’s success is underpinned by an ability to adapt to changing demographics of the local market, coupled with an inventory purposefully designed and developed facilities that are among the best in the State. The GCF also benefits from an inventory of 1,812 hotel rooms within 1-mile.



Source: Placer.ai

Revenue & Expense Statement (2019-2023) (\$000) Gallatin County Fairgrounds					
	2019	2020*	2021	2022	2023*
Revenues					
Revenues from Operations	\$1,071	\$1,082	\$685	\$1,488	\$1,931
Taxes	591	609	514	519	569
Total Revenues	\$1,663	\$1,691	\$1,199	\$2,007	\$2,500
Expenditures					
Personnel	\$458	\$454	\$468	\$522	\$704
Operations	904	852	119	1,136	1,517
Debt Service	63	85	83	64	88
Capital Outlay	322	34	96	-	573
Expenses	\$1,747	\$1,424	\$766	\$1,721	\$2,882
Net Operating Income (Loss)	(\$84)	\$267	\$433	\$286	(\$382)

*Adopted budget
Source: Gallatin County

Conclusion

Implications

Each of the comparable facilities profiled above was developed in response to a community's desire to create an attractive civic amenity, generating significant benefits for the local and regional economies. All these facilities are firmly rooted in their specific mission and have developed appropriate facilities and programs to appeal to their base of users. Key observations by theme are summarized as follows:

- **Location:** CCEC is located in a more urban setting than most of the comparable facilities, but many benefit from proximity to an Interstate or major highway exit. CCEC is positioned among the largest, wealthiest catchment area (as defined by a 3-hour drive time), although Clark County Event Center clearly benefits from being geographically closer to Portland. Conversely, DCFEC and GCF has established themselves as some of the best facilities in more sparsely populated areas, away from major centers.
- **Ownership/ Management:** All of the comparable facilities are owned and operated by their respective counties. Clark County Expo Center managed, operated and marketed by Clark County's Fairgrounds Site Management Group.
- **Facilities:** CCEC is the smallest facility in terms of total acreage and inventory of indoor multi-use facilities, and also has the smallest maximum contiguous multi-use space. Having said that, it offers the same diversity of facilities as many of the compatible, albeit larger, comparable fairgrounds and event centers. Clark County Event Center offers the largest contiguous event space (100,000 SF), more than double the size of the next largest facilities at LCEC (48,600 SF) and DCFEC (40,000 SF). Supporting hotel infrastructure lags comparable markets, with the exception of Clark County Event Center which does not have any hotel properties within a 1-mile radius. This is countered somewhat by strategic partnerships with local hotels, which provide sponsorship revenues to the Event Center. It is further noted that the 4 hotel properties within 10-minutes of Clark County Event Center are of equal or better quality to the best property in Longview-Kelso.
- **Demand:** Although the CCEC reports a high volume of events each year, non-Fair attendance was the lowest among the comparable facilities, and by a factor a 3 relative to Clark County Event Center. Attendance at Cowlitz County Fair was among the middle of the comparable set indicating the relative draw of CCEC for special events and presenting an opportunity for more year-round visitation.
- **Revenue & Expenses:** Although CCEC has the lowest revenues among the comparable set, it was able to report an operating profit in 2022. Notwithstanding that, there is an opportunity to grow operations to align more closely with the scale observed at peer facilities.

SWOT Analysis – Cowlitz County Market & CCEC



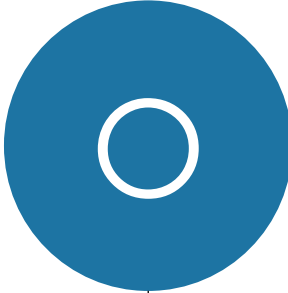
Strengths

- Large, wealthy, and growing regional population (differing from characteristics of immediate/ local population)
- Location in dense urban area provides access to walkability and amenities
- Accessible via a large, international airport
- High density of event demand
- CCEC is currently profitable



Opportunities

- On-site hotel could help differentiate CCEC from Clark County Event Center
- Improved and expanded facility offerings at CCEC could draw from larger market area
- Current CCEC operations model could be scaled to increase profitability



Weaknesses



- Deficient in both quality and quantity of hotel inventory
- CCEC is small in terms of both total and max. contiguous event space
- CCEC has low overall attendance, and mostly local visitors
- Revenues are low relative to comparable facilities

Threats



- Clark County Event Center's size and proximity makes competing for larger events challenging with current facility offerings at CCEC

Section 6

Recommendations



JOHNSON
CONSULTING



Facility Program & Master Plan Recommendations

Program Recommendations

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

- A. Conference Center Renovations & Improvements:** The existing Conference Center serves an important role in the community and should continue to anchor the CCEC campus. Indeed, the PFD's 2022 Strategic Plan, informed by engagement with a variety of stakeholders, indicates that the "Conference Center is viewed as one of the community's major success stories, serving as an important event center for both locals and visitors alike." As an important amenity and anchor, the Conference Center should receive strategic renovations and improvements to include modern amenities and updated technology. Consideration could also be given to adding air conditioning to the Expo Hall. Opportunities to add supplemental breakout rooms (~3,000 SF) and improved load-in/ load-out capabilities should also be explored but will be dependent on the location of other improvements to the site.
- B. Hotel:** A new ~88 room hotel, as currently contemplated, will serve the Conference Center and broader CCEC campus, while also increasing the critical mass of hotel inventory in and around downtown Longview and West Kelso. Since the proposed site is to the east of the Conference Center, without main road frontage, advertising will be critical to ensure that the hotel is able to generate room night demand beyond event activities occurring at the CCEC. The addition of a rooftop bar, as currently proposed, will be a unique attribute that will draw visitors to the hotel property. If a ballroom is included in the hotel property that would supplement, and enhance, facility offerings at the Conference Center.
- C. Indoor Equestrian Arena Improvements:** The Indoor Equestrian Arena needs upgrades and improvement, and expansion, to better serve the needs of current, and potential, users and position the facility to be more comparable and competitive with similar facilities, regionally. Seating for approximately 250 spectators should be included in an expanded facility, along with concourse space, concession areas, restrooms, and an attached warm-up arena. The existing Arena and supporting amenities are intentionally co-located to serve the needs of equestrian, ag and animal users, during both Fair and non-Fair periods, and this layout on the site should be preserved.

Facility Program & Master Plan Recommendations

Program Recommendations

- D. Grandstand Stage:** A permanent stage should be developed in front of the Grandstand, to the east of the Rodeo Arena. This will allow for diversification of entertainment events and activities, during both the Fair and non-Fair periods, and create an additional revenue source for the CCEC. By effectively serving as an “amphitheater”, a facility of this nature will also respond to unmet needs in the community.
- E. Indoor Multi-Purpose Facility:** A new indoor multi-purpose facility should be developed to leverage, support and grow activities already occurring at the Conference Center and broader CCEC campus. With a recommended size of ~40,000 SF (net useable), the multi-purpose space should be complemented by formalized pre-function/concourse space, a prep kitchen, meeting space, and back-of-house capable of accommodating loading/ unloading for exhibit events. A facility of this size and quality will be well positioned to compete effectively in the regional marketplace and attract users from a wide catchment, while also complementing existing facilities in the market. The design should consider flexibility for use by small to large groups, climate-controlled rooms for year-round use, and space for a variety of events year-round including trade shows, consumer shows, sporting events (such as basketball and volleyball), training, and social, community and other civic events. Further, industry trends and best practices indicate that the most successful fairgrounds are those that have a large, single building supported by multiple other buildings (which are currently in place at CCEC). The functions that currently occur in the Conference Center should be retained and addressed creatively, in an enhanced way, and the new venue should be designed to adequately accommodate Fair activities. Placement on the site that would allow the new venue to effectively share the Conference Center’s commercial kitchen should be contemplated.
- F. Reservable RV Spaces:** The addition of new RV sites, as currently planned by Management of the CCEC, will allow for maximum utilization during the Fair and other non-Fair events. There may also be an opportunity for these sites to generate year-round revenue and active marketing should be prioritized by Management.
- G. Additional Parking:** Currently, the CCEC has adequate parking. There may be a need for additional parking depending on the requirements of, and how much land is consumed by, the multi-purpose facility as described above.
- H. Floral Building:** There may be potential to remove the Floral Buildings to maximize use of constrained space in this location. If removed, events and activities currently occurring in the building could be accommodated in other existing or recommended facilities on the campus.

Facility Program & Master Plan Recommendations

Recommendations

- I. **Storage:** There is a need for additional storage to serve the CCEC currently and storage needs will be even greater if a new multi-purpose facility is developed on the campus.

The stakeholder engagement conducted as part of this study, and the concurrent Master Plan for the MVRC, along with our independent assessment of market-driven demand, indicates an unmet need for outdoor turf fields in the Longview-Kelso area. Given the site constraints of the CCEC campus, and in the interest of preserving open land for parking, it is not recommended that outdoor turf fields be contemplated as part of the Master Plan for the CCEC. Although it is outside the scope of this study, a broader Countywide strategy, in partnership with the City of Longview, could consider investment in 7th Avenue Park to allow it accommodate larger crowds and attract tournaments.

Additional Campus Recommendations

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

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

Facility Program & Master Plan Recommendations

Additional Campus Recommendations

- D. Strive to create a **more campus-like environment and welcoming, memorable experience** through improved public spaces and landscaping. Improve Cowlitz Commons to support community/family serving uses that can be used for year-round activation and public gathering. Public spaces on the campus should range from busy plazas surrounded by heavily programmed uses such as spaces adjacent to the Conference Center, to the proposed tree-lined promenades connecting site features, to large open spaces designed to accommodate large crowds for different events. Lake Sacajawea Park sets the upper standard for park settings in Longview and similar quality should be aspired to at CCEC.
- E. General **site improvements** might consider a community flex plaza to the south of the proposed hotel site. The plaza would act as the “living room” for the broader campus due to its central location and public amenities that support gathering and everyday social interaction. Potential amenities include seating, natural landscaping, lighting, public art installations, food options, and year-round programming. The space could be activated for specific events and support other events and activities occurring on the campus.
- F. Integrate with the existing **trail network and safe walking loops** to further activate the site and provide a community benefit. Paired with streetscape improvements, trail network integration would also enhance pedestrian-friendly connectivity with Downtown and the Cowlitz River, creating a more cohesive critical mass of community and recreation amenities.

Operational Recommendations

As an overall theme, aside from a new multi-purpose venue and hotel, the focus of all enhancements to the existing facilities at the CCEC site should be on **maintenance and improvement rather than replacement** over the short- to medium-term. Concurrent to physical enhancements, **operational improvements** will be required to ensure the ongoing success of the CCEC. The CCEC currently operates with a fairly lean, competent and passionate staff. In order to increase year-round utilization of the CCEC, particularly if new facilities are added to the campus, it may be practical to expand staffing to include **additional dedicated marketing/ sales and maintenance functions**.

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

Summary of Opportunities

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

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

	Mission-Driven	Community-Driven	Market-Driven
Improve Conference Center			
New Hotel			
Improve & Expand Indoor Arena			
Grandstand Stage			
New Multi-Purpose Facility			
New Campsites			
Additional Storage			
Expanded Sales & Marketing Functions			
Cohesive Thematics			
Improved Entrancesways/ Gates			
Enhanced Wayfinding			
Enhanced Park Amenities			
Site Improvements			
Trail Network/ Pedestrian Connectivity			

Section 7 Site Concept



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Site Concept

The CCEC Master Plan Update provides a roadmap for the long-term future of the Event Center based on the Market Analysis study, Community Needs Assessment, and Regional and Comparable Facilities Analysis. This section presents the recommended design concept for the site and includes a description of the process involved in prioritizing and refining future improvements.

Key Opportunities & Concept Alternatives

During Fall 2023, the Consulting Team presented two different concepts to the PFD Board to receive direction and inform further changes. The intent of creating different concepts was to provide alternative solutions or approaches to achieving the envisioned future of the site, based on a common set of potential opportunities identified by the team. Based on these alternatives, future discussions with the PFD Board then helped understand potential tradeoffs and priorities for a single/preferred concept for the site.

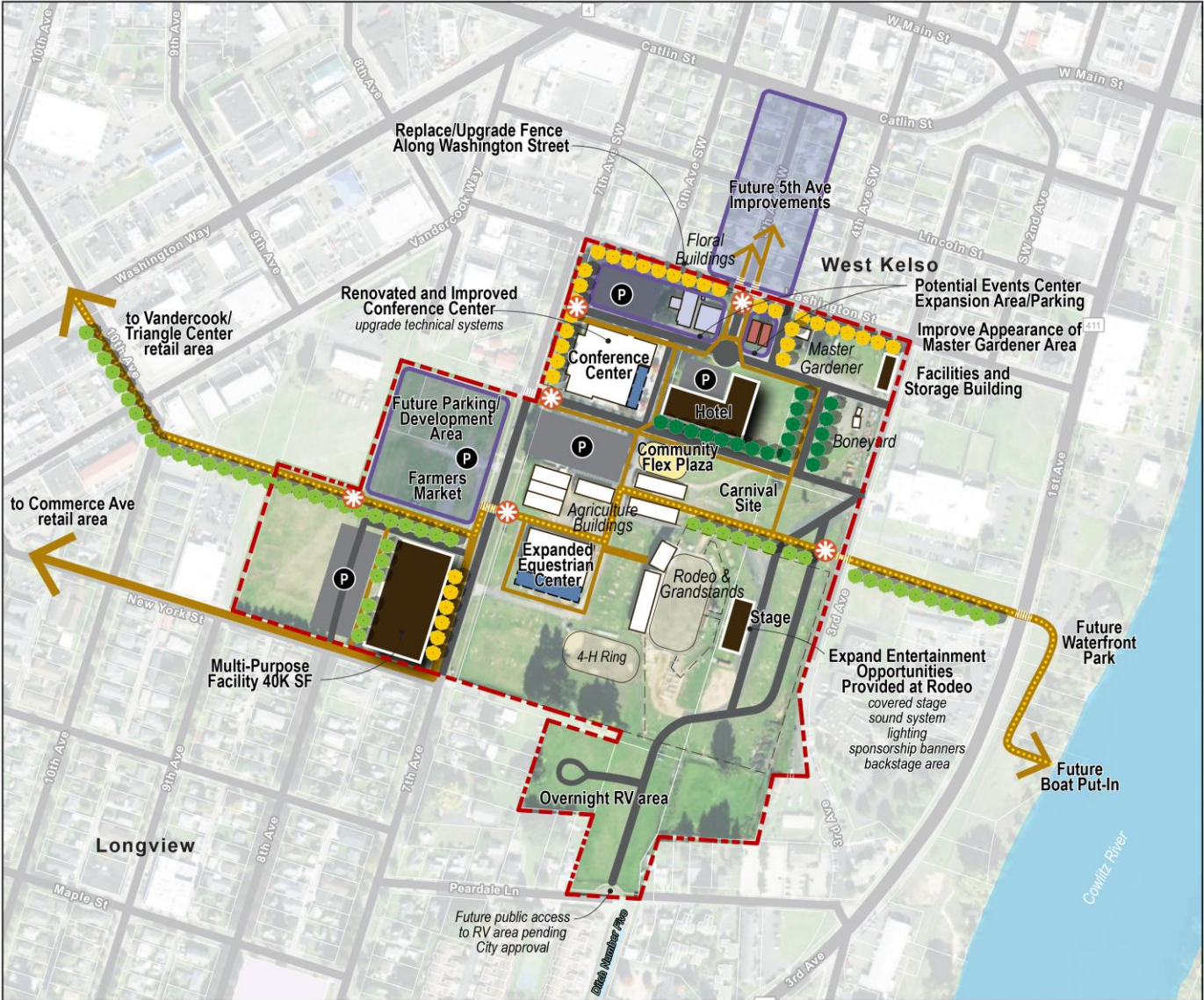
The following concepts illustrate different configurations of these opportunities on the CCEC site.

TOP OPPORTUNITIES TO IMPROVE THE CCEC:

- Add a new Hotel
- Improve and renovate the existing Conference Center
- Upgrade and improve the Indoor Equestrian Center to allow multi-purpose uses
- Develop an Indoor Multi-Purpose Facility that can provide greater event flexibility and opportunities for year-round activities and recreation
- Add a permanent Grandstand Stage to the Rodeo Arena
- Add a Community Flex Plaza as part of broader site improvements
- Provide additional parking and storage
- Redesign the primary site entrances to create strong community gateways
- Create a more campus-like environment through improved public spaces and landscaping
- Create a cohesive and navigable wayfinding system
- Integrate with the existing trail network and safe walking loops

Proposed Site Concept A

Concept A builds upon the existing layout as it maintains most structures and uses in place and proposes new uses and structures in vacant and/or underutilized areas of the site. Concept A includes the currently proposed Hotel and associated parking.

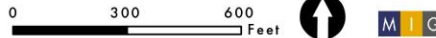


Cowlitz County
Washington

Cowlitz County Public Facilities District Master Plan Update Events Center Proposed Site Concept A

Legend

- Cowlitz County Event Center Boundary
- Taxlots
- Existing Buildings and Structures (to remain)
- Moved Buildings and Structures
- Proposed Building and Structures
- Renovated/Expanded Buildings and Structures
- Future Expansions or Improvements
- Vehicular Circulation
- Longview to River Promenade
- Other Pedestrian Circulation
- New Street, Screening or Shade Trees
- Parking
- Gateway/Entrance



Proposed Site Concept A

Key aspects of Concept A include the following:

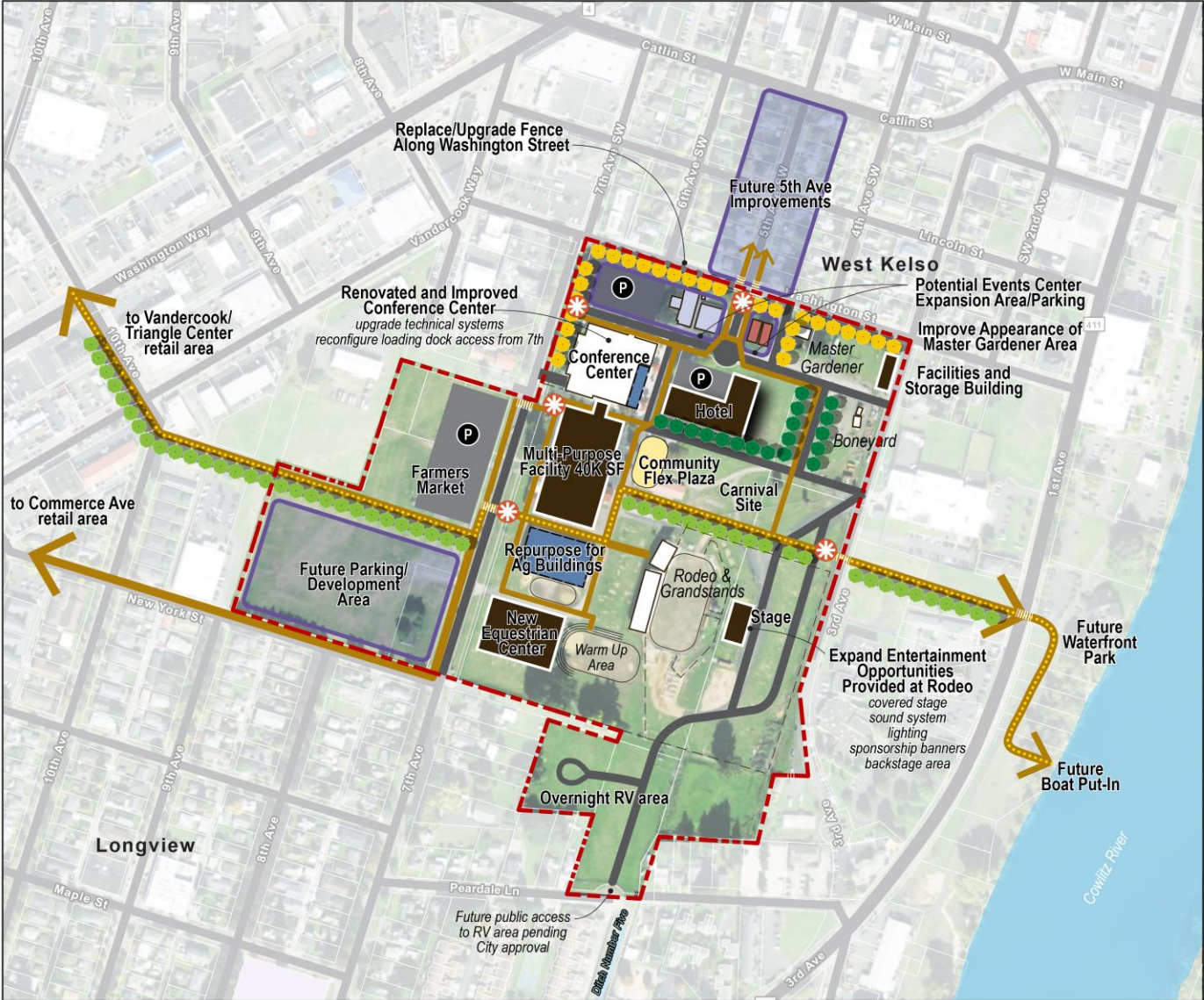
- Maintain the Conference Center and associated parking in place. Renovate and improve the Conference Center with upgraded technical systems and amenities. Add air conditioning to the existing Expo Hall.
- Consider future expansion of the Conference Center to the north (existing parking lot and Floral Building) to allow for additional breakout rooms and improved load-in/load-out capabilities.
- Develop a hotel and associated parking to the east of the existing Conference Center. Incorporate screening and landscaping improvements.
- Maintain the Master Gardener area in place. Improve year-round appearance.
- Maintain the existing Boneyard in place. Add additional landscaping and screening between the Boneyard and the proposed hotel. Add new Facilities and Storage Building.
- Add a Community Flex Plaza south of the proposed Hotel as part of broader site improvements.
- Maintain the existing Carnival Site in place.
- Maintain the existing Farmers Market and associated parking in place. Consider this area for future development.
- Add an approximately 40,000 SF (net useable space) Multi-Purpose Facility with associated storage and parking to the west of 7th Avenue and south of the existing Farmers Market.
- Maintain the Rodeo Arena and Grandstands in place. Expand entertainment opportunities with the addition of a covered stage that includes a sound system, lighting, sponsorship banners, and a backstage area.
- Expand the existing Indoor Equestrian Arena to accommodate multi-purpose uses. Maintain the 4-H ring in place.

Proposed Site Concept A

- Maintain the Overnight RV Area in place.
- Develop a Longview-to-River Promenade that facilitates connections between Downtown, the CCEC site, and the Cowlitz River. Incorporate streetscape improvements along the promenade, including wayfinding, shade trees, and additional landscaping.
- Promote pedestrian circulation throughout the site and along New York Street and 5th Avenue SW.
- Replace and/or upgrade the existing Fence along Washington Street.
- Add and/or improve gateways at key locations throughout the site.

Proposed Site Concept B

Concept B offers a more significant future change for the site with the relocation of multiple structures and uses throughout the site and the development of a new equestrian center, in addition to the other new structures proposed in Concept A. Concept B prioritizes development east of 7th Avenue, maintaining western parcels of the site for the Farmers Market, parking, and/or future development.



Cowlitz County
Washington

Cowlitz County Public Facilities District Master Plan Update Events Center Proposed Site Concept B

Legend

- Cowlitz County Event Center Boundary
- Taxlots
- Existing Buildings and Structures (to remain)
- Moved Buildings and Structures
- Proposed Building and Structures
- Renovated/Expanded Buildings and Structures
- Future Expansions or Improvements
- Vehicular Circulation
- Longview to River Promenade
- Other Pedestrian Circulation
- New Street, Screening or Shade Trees
- Parking
- Gateway/Entrance

0 300 600 Feet



Proposed Site Concept B

Key aspects of Concept B include the following:

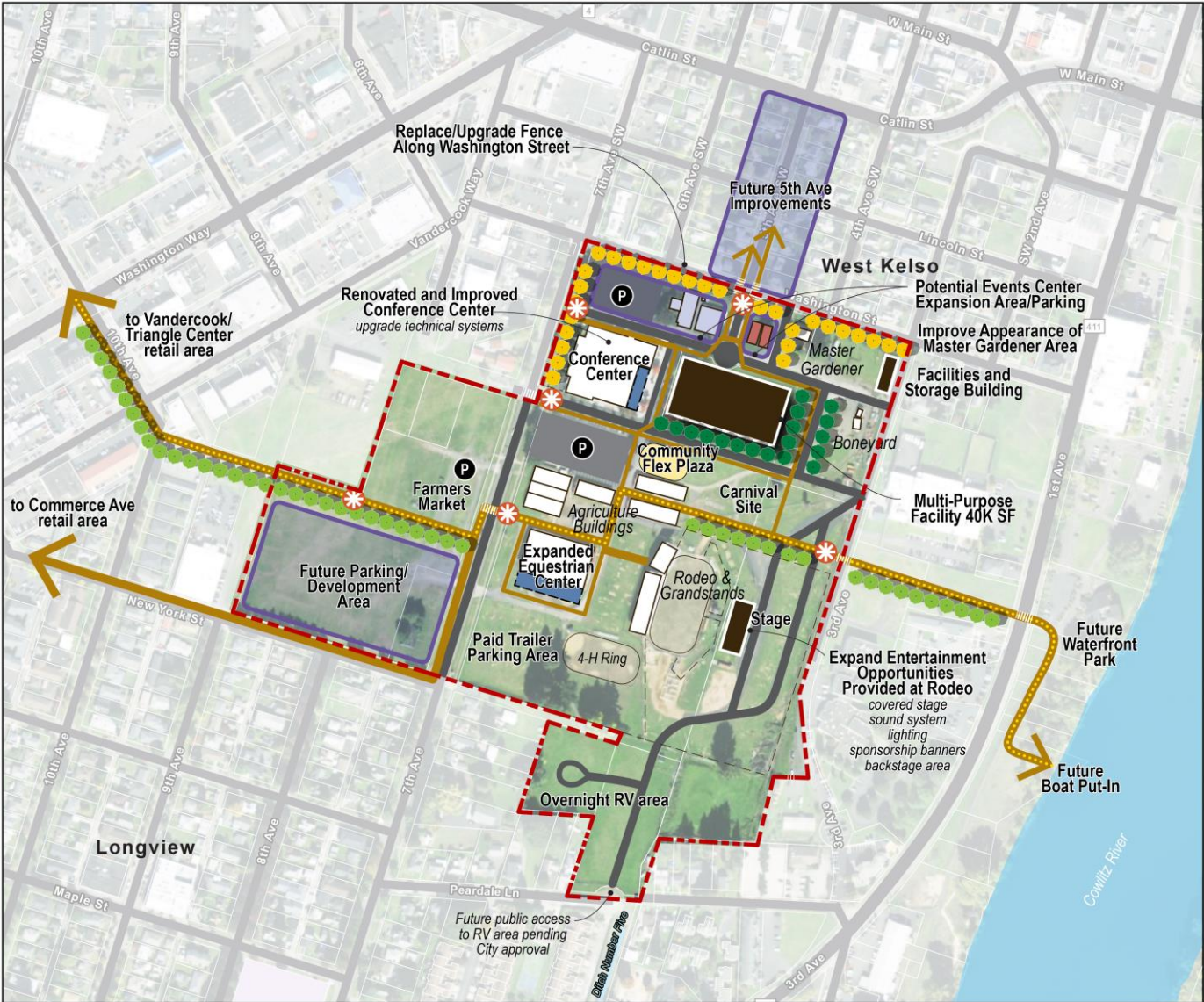
- Maintain the Conference Center and associated parking in place. Renovate and improve the Conference Center with upgraded technical systems and amenities. Add air conditioning to the existing Expo Hall.
- Consider future expansion of the Conference Center to the north (existing parking lot and Floral Building) to allow for additional breakout rooms and improved load-in/load-out capabilities.
- Maintain the Master Gardener area in place. Improve year-round appearance.
- Maintain the existing Boneyard in place. Add additional landscaping and screening between the Boneyard and the proposed hotel. Add new Facilities and Storage Building.
- Add a Community Flex Plaza south of the proposed Hotel as part of broader site improvements.
- Maintain the existing Carnival Site in place.
- Maintain the existing Farmers Market and associated parking in place.
- Maintain the area west of 7th Avenue to the south of the Farmers Market for parking and/or future development.
- Maintain the Rodeo Arena and Grandstands in place. Expand entertainment opportunities with the addition of a covered stage that includes a sound system, lighting, sponsorship banners, and a backstage area.
- Add an approximately 40,000 SF (net useable space) Multi-Purpose Facility directly to the south of the existing Conference Center in the place of the existing parking lot and Agriculture Buildings. The facility could also include a connected service and storage corridor to the Conference Center.
- Move the existing parking lot replaced by the proposed Multi-Purpose Facility across 7th Avenue to the Farmers Market area.

Proposed Site Concept B

- Repurpose the existing Indoor Equestrian Arena for the uses currently housed in the Agriculture Buildings that would be demolished to accommodate the new proposed Multi-Purpose Facility.
- Add a new Equestrian Center to the south of the existing Indoor Equestrian Arena (repurposed).
- Repurpose the existing 4-H Ring as a new Warm-Up Area for the new Equestrian Center.
- Maintain the Overnight RV Area in place.
- Develop a Longview-to-River Promenade that facilitates connections between Downtown, the CCEC site, and the Cowlitz River. Incorporate streetscape improvements along the promenade, including wayfinding, shade trees, and additional landscaping.
- Promote pedestrian circulation throughout the site and along New York Street and 5th Avenue SW.
- Replace and/or upgrade the existing Fence along Washington Street.
- Add and/or improve gateways at key locations throughout the site.

Alternative Concept

Concepts A and B assume that the new hotel, as proposed, will proceed. For information purposes, the Consulting Team prepared an alternative site concept that contemplates the future of the CCEC in the case that the proposed hotel is not developed. This alternative concept reflects Concept A, with the main difference being the that the new Multi-Purpose Facility is moved from the west of 7th Avenue to the proposed hotel site to the east of the Conference Center.

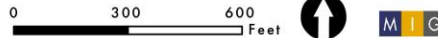


Cowlitz County
Washington

Cowlitz County Public Facilities District
Master Plan Update
Events Center
Proposed Site Concept A - w/o Hotel

Legend

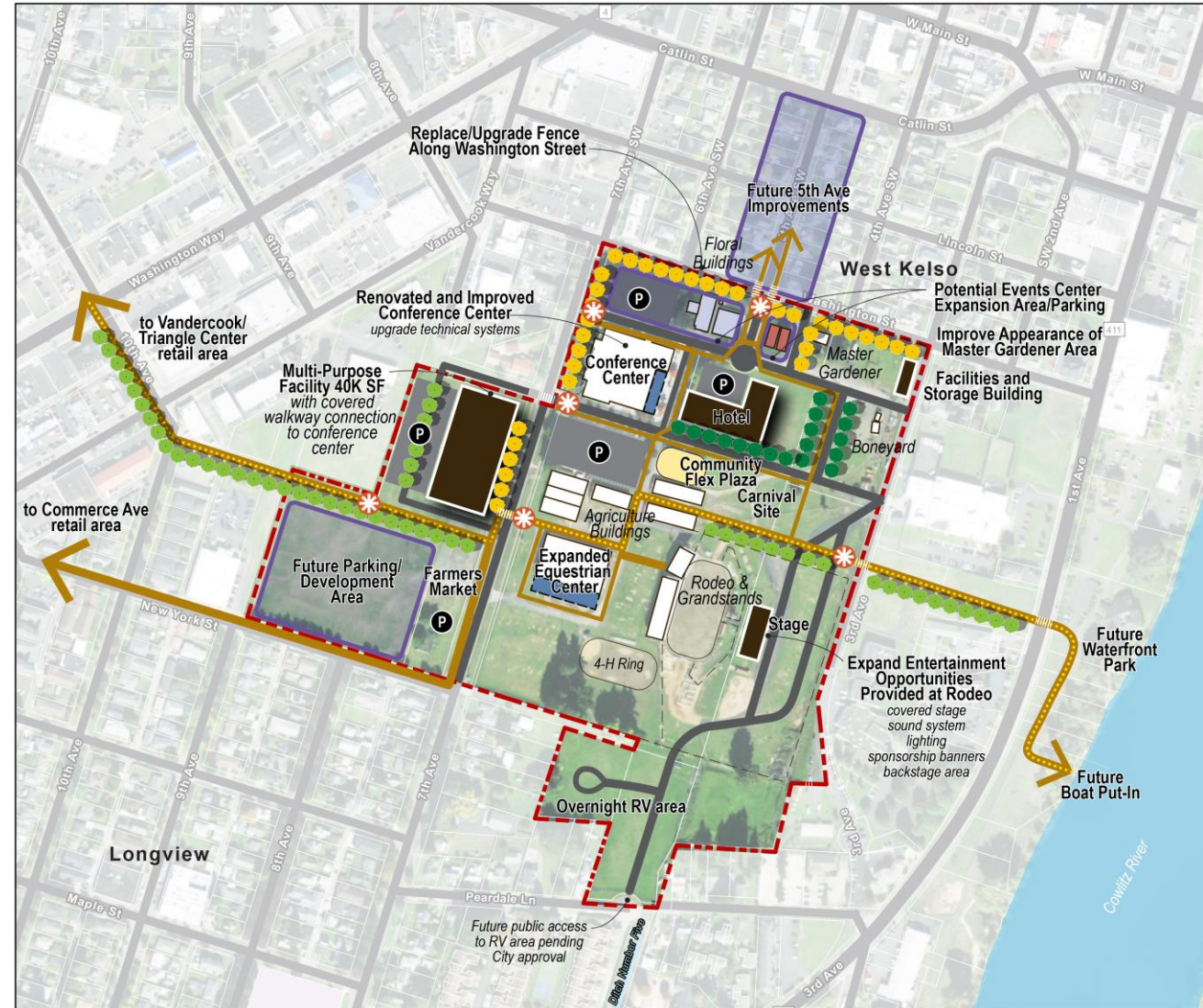
- Cowlitz County Event Center Boundary
- Taxlots
- Existing Buildings and Structures (to remain)
- Moved Buildings and Structures
- Proposed Building and Structures
- Renovated/Expanded Buildings and Structures
- Future Expansions or Improvements
- Vehicular Circulation
- Longview to River Promenade
- Other Pedestrian Circulation
- New Street, Screening or Shade Trees
- Parking
- Gateway/Entrance



Preferred Concept

The Preferred Concept for the CCEC site was developed through additional discussion and refinement of the three alternative options (described previously) that were presented to the PFD Board for feedback. Proposed Site Concept A was selected as the Preferred Concept with the following minor modifications:

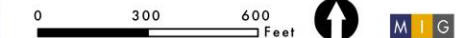
- The location of the proposed approximately 40,000 SF Multi-Purpose Facility with associated storage and parking was swapped with the existing Farmers Market and associated parking location to the west of 7th Avenue. The intent of moving the Multi-Purpose Facility to the northern parcel to the west of 7th Avenue is to facilitate connectivity with the existing Conference Center.
- Addition of a covered walkway connection across 7th Avenue to provide safe pedestrian connectivity between the Multi-Purpose Facility and the Conference Center.



Cowlitz County Public Facilities District Master Plan Update Events Center Preferred Site Concept

Legend

- Cowlitz County Event Center Boundary
- Taxlots
- Existing Buildings and Structures (to remain)
- Moved Buildings and Structures
- Proposed Building and Structures
- Renovated/Expanded Buildings and Structures
- Future Expansions or Improvements
- Vehicular Circulation
- Longview to River Promenade
- Other Pedestrian Circulation
- New Street, Screening or Shade Trees
- P Parking
- * Gateway/Entrance



Design Examples



Cowlitz County Public Facilities District
Master Plan Update
Cowlitz County Event Center
Design Examples



Section 8 Demand & Financial Projections



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Preferred Concept

Program Summary

The main components of the Preferred Concept, to be developed in multiple phases, include:

- Improved and expanded Conference Center, adding ~3,000 SF of additional breakout space (anchoring Phase 1).
- A new ~40,000 SF multi-purpose facility (anchoring Phase 2).
- An expanded Indoor Equestrian Arena, to include seating for ~250 spectators, among other improvements (anchoring Phase 3).
- New RV campsites, as currently contemplated by Management.
- A new stage in front of the Grandstand, to the east of the existing Arena.
- Additional storage in the boneyard area.
- Various site improvements, landscaping, wayfinding, signage and other campus improvements, along with development of a trail network within and beyond the campus (various Phases as shown above/ Phase 4).

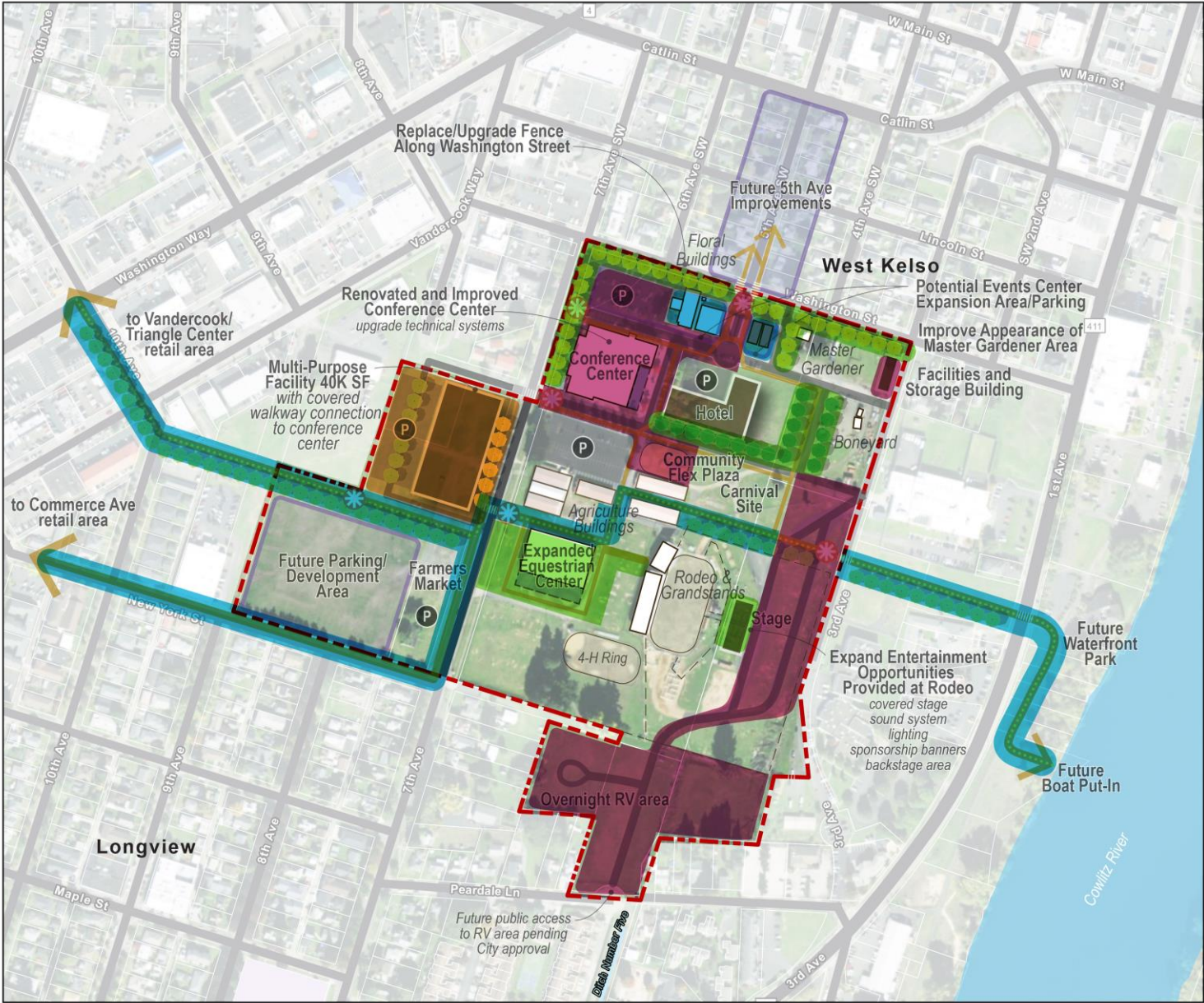
Proposed Development Program Phasing - Preferred Concept				
	Phase 1	Phase 2	Phase 3	Phase 4
Proposed Completion	-	Year 2	Year 4	Year 6
First Full Year of Operation	Year 1	Year 3	Year 5	Year 7
<u>Program Elements</u>				
New Construction/ Renovation	Improved & Expanded Conference Center New RV Campsites Storage/ Boneyard Wayfinding/ Signage Site Improvements	New MP Building	Expanded Equestrian Arena Grandstand Stage Landscaping	Trail Network
Demolition	Floral Building			

Source: Johnson Consulting, MIG

The Master Plan assumes a multi-phased development approach, whereby Phases are staggered every 2 years, with all Master Plan improvements completed by Year 7 (whereby Year 1 represents the 1st full year of operation following completion of Phase 1 improvements). It is noted that the following projections do not account for events and activities occurring at the proposed hotel but it is assumed that the hotel will be developed on the identified site.

Preferred Concept

Phasing



Cowlitz County
Washington

Cowlitz County Public Facilities District Master Plan Update Events Center Phasing - Preferred Site Concept

Legend

- Cowlitz County Event Center Boundary
- Taxlots
- Phase 1
- Phase 2
- Phase 3
- Phase 4

Preferred Concept

Rough Order of Magnitude Cost Estimate

At this preliminary stage, the Consulting Team has prepared an opinion of probable costs for the recommended Preferred Concept improvements to the CCEC. Rough Order of Magnitude (ROM) project costs are intended to help prioritize and sequence projects in annual workplans and budgets and are presented for, and should be used for, broad level planning purposes only to support future investment decision-making. The information presented should not inform budgetary allocations, nor financing and funding strategies until more detailed design and a detailed cost analysis is conducted.

Opinions of cost are based on a general application of gross construction cost data from recently bid or constructed projects that are considered to be of comparable scope to the recommended facilities and improvements in the Preferred Concept. Key assumptions include:

- **Construction Cost:** Capital costs that represent one-time costs to develop, build, or renovate major improvements. Assumed construction cost allowances are shown by Phase and by facility in the table to the right. The range of costs provides an additional allowance for potential variations in cost (assumed to be approximately 15 percent).
- **Soft Costs:** Including preliminary planning studies, architectural/ engineering fees, insurance, and other costs associated with project management and administration. Soft Costs are calculated at 40 percent of base construction cost (excluding contingency).
- **Design and Construction Contingency:** This includes an allowance for unforeseen, or otherwise unaccounted for, project costs. A combined Design and Construction Contingency of 15 percent is applied to construction cost.
- The ROM cost estimates do not include any allowance for environmental remediation, nor for addressing deferred maintenance needs.
- All ROM costs are planning-level estimates presented in 2024 dollars, not accounting for inflation or escalation. All costs are rounded.

CCEC - Preferred Concept Construction Cost Allowance - Key Assumptions	
Recommended Program	\$/SF*
PHASE 1	
Improvements to Conference Center	\$150 - \$170
Expansion of Conference Center	\$350 - \$400
Community Plaza	\$150 - \$170
New RV Campsites	\$10 - \$10
Storage/Boneyard	\$100 - \$120
Site Improvements	\$100 - \$120
PHASE 2	
New Multi-Purpose Facility	\$350 - \$400
PHASE 3	
Expanded Equestrian Arena	\$150 - \$170
Grandstand Stage	\$65 - \$70
Wayfinding/Signage	\$5 - \$10
Landscaping	\$10 - \$10
PHASE 4	
Trail Network	\$60 - \$70
Floral Building (Demolition)	\$10 - \$10

*2024\$, exclusive of Soft Costs & Contingency

Source: Johnson Consulting and MIG

Preferred Concept

Rough Order of Magnitude Cost Estimate

CCEC - Preferred Concept Preliminary Order of Magnitude Cost Estimate by Phase						
RECOMMENDED PROGRAM	PHASE 1 (Year 1)		PHASE 2 (Year 3)		PHASE 3 (Year 5)	
	Area (GSF)	Range of Costs	Area (GSF)	Range of Costs	Area (GSF)	Range of Costs
Improvements to Conference Center	28,920	\$4,338,000 - \$4,916,400				
Expansion of Conference Center	3,600	\$1,260,000 - \$1,440,000				
New RV Campsites	200,000	\$2,000,000 - \$2,000,000				
Storage/Boneyard	2,500	\$250,000 - \$300,000				
Wayfinding/Signage	2,000	\$200,000 - \$240,000				
Site Improvements	60,000	\$6,000,000 - \$7,200,000				
New Multi-Purpose Facility			50,000	\$17,500,000 - \$20,000,000		
Expanded Equestrian Arena					10,000	\$1,500,000 - \$1,700,000
Grandstand Stage					3,500	\$227,500 - \$245,000
Landscaping					100,000	\$1,000,000 - \$1,000,000
Trail Network						50,000 \$3,000,000 - \$3,500,000
Floral Building (Demolition)						20,000 \$200,000 - \$200,000
SUBTOTAL		\$14,048,000 - \$16,096,400		\$ 17,500,000 - \$ 20,000,000		\$2,727,500 - \$2,945,000
SUBTOTAL - ALL PHASES						\$3,200,000 - \$3,700,000
Soft Costs (40%)		\$5,619,200 - \$6,438,560		\$7,000,000 - \$8,000,000		\$1,091,000 - \$1,178,000
Contingency (15%)		\$2,107,200 - \$2,414,460		\$2,625,000 - \$3,000,000		\$409,125 - \$441,750
TOTAL COST		\$21,774,400 - \$24,949,420		\$ 27,125,000 - \$31,000,000		\$4,227,625 - \$4,564,750
TOTAL COST - ALL PHASES						\$4,960,000 - \$5,735,000

Source: Johnson Consulting and MIG

Costs are susceptible to variability of market conditions and escalation. Actual costs may be higher or lower depending on site needs, the scale of the facility(s), and changing market prices for materials. The Consulting Team has no control over the cost of labor, material or equipment, or a chosen contractor’s method of determining prices, nor over competitive bidding or market conditions. Accordingly, we cannot guarantee that project costs will not vary substantively from the ROM costs presented herein.

Preferred Concept

Event Demand

Upon completion of Phase 1 of the recommended Preferred Concept improvements, the CCEC is projected to host 152 incremental events in Year 1, along with annual Cowlitz County Fair. Utilizing the baseline average of 339 annual events (2018-2022, excluding 2020 and 2021), and assuming that this level of demand could be maintained throughout the projection period in the absence of the Preferred Concept improvements, total event demand will include 491 events in Year 1. These events will include a mix of Exhibit Events (conventions/ trade shows and consumer/ specialty shows), Ag-Related Events (animal shows/ actions, rodeo/ equestrian events, and 4-H/ FFA events), and Community and Social Events (entertainment events/ concerts/ festivals, and community activities).

Upon completion of all Preferred Concept improvements, new events attracted to the CCEC are projected to stabilize at 375 incremental events in Year 7. When combined with baseline existing events, demand is projected to total 714 events in Year 7.

CCEC - Preferred Concept Incremental Projected Event Demand										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Exhibit Events										
Conventions/ Trade Shows	9	10	11	12	13	13	13	13	13	13
Consumer Shows/ Specialty Shows	13	15	17	19	21	21	21	21	21	21
Subtotal Exhibit Events	22	25	28	31	34	34	34	34	34	34
Ag-Related Events										
Fair	1	1	1	1	1	1	1	1	1	1
Animal Shows/ Auctions	4	5	16	18	20	21	22	22	22	22
Rodeo/ Equestrian Events	0	0	15	16	17	18	19	19	19	19
4-H & FFA Events	0	0	12	14	16	18	20	20	20	20
Farmers/ Flea Market	4	6	8	10	12	12	12	12	12	12
Subtotal Ag-Related Events	9	12	52	59	66	70	74	74	74	74
Community and Social Events										
Meetings	50	54	58	62	66	66	66	66	66	66
Seminars/ Trainings/ Workshops	20	21	22	23	24	24	24	24	24	24
Banquets	20	21	22	23	24	24	24	24	24	24
Entertainment/ Concerts/ Festivals	6	7	16	20	24	27	29	29	29	29
Sports	0	0	40	48	59	67	74	74	74	74
Community and Other Events	26	28	37	40	45	49	51	53	55	55
Subtotal Community and Social Events	122	131	195	216	242	257	268	270	272	272
Total	153	168	275	306	342	361	376	378	380	380
Total Incremental Events (Excluding Fair)	152	167	274	305	341	360	375	377	379	379
Baseline Events (Av. 2018-2022)*	339	339	339	339	339	339	339	339	339	339
Total Event Demand	491	506	613	644	680	699	714	716	718	718

*Includes Fair

Note: Projections do not account for any transferring of events between facilities on the CCEC campus. The niche orientation of each facility is anticipated to result in minimal transferring of existing events to new facilities.

Source: CCEC, Johnson Consulting, MIG

Preferred Concept

Attendance

Attendance is projected to be 208,495 persons in Year 1, including visitors to the annual Fair. This includes 43,764 incremental attendees in addition to the baseline attendance of 164,731 visitors (2023), and assuming that this visitation level could be maintained throughout the projection period in the absence of the Preferred Concept improvements.

Total attendance is projected to increase to 332,228 persons in Year 7 (upon completion of all Preferred Plan improvements), including 154,691 incremental attendees. Attendance is projected to increase with increases in the number of events and average attendance at individual events is also projected to increase year-on-year. As such, when the event schedule remains steady, as is assumed beyond Year 9, total attendance is still projected to increase slightly. Our figures do not include people days, or attendees that come to the venue on multiple days for one event, which may be included in visitor counts at other venues.

CCEC - Preferred Concept Incremental Projected Attendance										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Exhibit Events										
Conventions/ Trade Shows	3,600	4,000	4,400	4,920	5,460	5,590	5,720	5,850	5,980	6,110
Consumer Shows/ Specialty Shows	7,800	9,000	10,200	11,590	13,020	13,230	13,440	13,650	13,860	14,070
Subtotal Exhibit Events	11,400	13,000	14,600	16,510	18,480	18,820	19,160	19,500	19,840	20,180
Ag-Related Events										
Fair*	1,064	2,149	3,256	4,385	5,536	6,711	7,909	9,131	10,378	11,649
Animal Shows/ Auctions	600	750	5,900	6,550	7,200	7,830	8,480	8,620	8,760	8,900
Rodeo/ Equestrian Events	0	0	13,600	13,600	14,400	15,560	16,760	17,140	17,540	17,940
4-H & FFA Events	0	0	2,400	2,800	3,200	3,600	4,000	4,000	4,000	4,000
Farmers/ Flea Market	1,000	1,500	2,000	2,600	3,240	3,360	3,480	3,600	3,720	3,840
Subtotal Ag-Related Events	2,664	4,399	27,156	29,935	33,576	37,061	40,629	42,491	44,398	46,329
Community and Social Events										
Meetings	2,500	2,700	2,900	3,100	3,300	3,300	3,300	3,300	3,300	3,300
Seminars/ Trainings/ Workshops	8,000	8,400	8,800	9,430	10,080	10,320	10,560	10,800	11,040	11,280
Banquets	4,000	4,200	4,400	4,600	4,800	4,800	4,800	4,800	4,800	4,800
Entertainment/ Concerts/ Festivals	6,000	6,800	9,200	18,200	22,840	25,820	28,920	31,680	32,360	33,040
Sports	0	0	8,126	16,245	24,369	29,240	32,488	32,488	32,488	32,488
Community and Other Events	9,200	10,000	13,800	17,890	22,420	25,330	27,640	28,410	29,620	30,440
Subtotal Community and Social Events	29,700	32,100	47,226	69,465	87,809	98,810	107,708	111,478	113,608	115,348
Total Incremental Attendees	43,764	49,499	88,982	115,910	139,865	154,691	167,497	173,469	177,845	181,856
Baseline Attendance (2023)	164,731	164,731	164,731	164,731	164,731	164,731	164,731	164,731	164,731	164,731
Total Attendance	208,495	214,230	253,713	280,641	304,596	319,422	332,228	338,200	342,576	346,587

* Conservatively assumes 2.0 percent annual growth in attendance annually.

Source: CCEC, Placer ai, Johnson Consulting, MIG

Preferred Concept

Revenues by Phase

Upon completion of Phase 1, the CCEC is projected to report \$1.5M in operating revenues, increasing to \$2.4M upon completion of Phase 2, close to \$3.0M upon completion of Phases 3 and \$3.1M upon completion of Phase 4. Incremental revenues, over 2022 actuals, are projected to amount to \$1.7M upon completion of all Preferred Concept improvements by Year 7.

It is noted that the projections include 3 new revenue line items:

- 1. **Advertising:** Assuming \$50,000 in sponsorships is available for campus, of which 50 percent is sold.
- 2. **Parking:** Assumes \$5 per vehicle for a small portion of ticketed events (10 percent).
- 3. **Camping:** Assume \$25 per night at new campsites. Projections include event demand and transient use. The revenue projections are conservative and significantly more revenue could be generated from the new campsites, with active marketing.

The projections do not include the Cowlitz County Expo Hall subsidy (\$125,000 annually).

CCEC Current and Projected Year 1* Revenue Statement by Phase - Preferred Concept							
		Phase 1	Phase 2	Phase 3	Phase 4		
Proposed Completion		-	Year 2	Year 4	Year 6		
First Full Year of Operation		Year 1	Year 3	Year 5	Year 7		
Program Elements							
New Construction/ Renovation		Improved & Expanded Conference Center New RV Campsites Storage/ Boneyard Wayfinding/ Signage Site Improvements	New MP Building	Expanded Equestrian Arena Grandstand Stage Landscaping	Trail Network		
Demolition					Floral Building		
	2022 Actual	Phase 1	Phase 2	Phase 3	Phase 4	Incremental*	Total Year 1*
REVENUES							
Rents & Leases							
Rents	\$12,094	\$14,440	\$415,760	\$506,057	\$538,973	\$526,879	\$538,973
Tournament Rental Fees	-	-	39,000	97,500	122,850	122,850	122,850
Camps, Clinics, Lessons	-	-	37,125	53,550	76,500	76,500	76,500
Event Services - Other	32,631	38,963	40,132	42,576	43,853	11,222	43,853
Event Services - Expo	15,956	16,327	19,171	22,836	23,522	7,565	23,522
Event Services - Meetings	1,132	1,136	1,627	2,173	2,238	1,106	2,238
Event Services - Main Hall	5,643	6,179	7,419	8,989	9,259	3,616	9,259
Room Rental - Other	2,033	2,427	2,500	2,652	2,732	699	2,732
Room Rental - Meetings	64,181	65,673	77,113	91,856	94,612	30,431	94,612
Room Rental - Expo	117,747	118,151	169,177	225,980	232,759	115,012	232,759
Room Rental - Main Hall	109,003	119,369	143,317	173,652	178,862	69,858	178,862
Audio/Visual Equip-Out Sourced	57,254	64,745	70,685	79,192	81,568	24,314	81,568
Audio/Visual Equip - In House	26,506	29,974	32,724	36,662	37,762	11,256	37,762
Laundry	28,844	32,618	35,610	39,896	41,093	12,249	41,093
Stage/Dance Floor	9,300	10,517	11,482	12,863	13,249	3,949	13,249
Advertising	-	22,500	23,870	25,324	26,084	26,084	26,084
Parking	-	8,288	10,838	13,388	13,388	13,388	13,388
Camping	-	3,433	4,624	6,305	6,809	6,809	6,809
SubTotal Rents & Leases	\$482,324	\$554,741	\$1,142,173	\$1,441,452	\$1,546,112	\$1,063,788	\$1,546,112
Sale of Merchandise							
Food & Beverage	\$797,819	\$832,287	\$1,081,442	\$1,386,552	\$1,435,095	\$637,276	\$1,435,095
SubTotal Sale of Merchandise	\$797,819	\$832,287	\$1,081,442	\$1,386,552	\$1,435,095	\$637,276	\$1,435,095
Personnel Services							
Public Facilities District	\$110,000	\$131,346	\$135,286	\$143,525	\$147,831	\$37,831	\$147,831
SubTotal Personnel Services Revenue	\$110,000	\$131,346	\$135,286	\$143,525	\$147,831	\$37,831	\$147,831
Other Misc. Non-Op Revenue							
Miscellaneous Revenue	\$1,151	\$1,375	\$1,416	\$1,502	\$1,547	\$396	\$1,547
SubTotal Other Misc. Non-Op Revenue	\$1,151	\$1,375	\$1,416	\$1,502	\$1,547	\$396	\$1,547
Total Revenues	\$1,391,294	\$1,519,749	\$2,360,318	\$2,973,032	\$3,130,584	\$1,739,291	\$3,130,584

*Year 1 represents 1st full year of operation following completion of each Phase.

Source: Johnson Consulting, MIG

Preferred Concept

Expenses by Phase

Upon completion of Phase 1, the CCEC is projected to incur \$1.6M in operating expenses, increasing to \$2.4M upon completion of Phase 2, \$2.75M upon completion of Phase 3, and \$2.77M upon completion of Phase 4. The largest increases in expenditures relate to event costs and operational expenses which include an allowance of 2.0 FTE additional staff to support operations (Sales Director, and 0.5 FTE Marketing and Maintenance functions) and 3.0 FTE staff to support the new multi-purpose facility (Tournament Director, Operations Coordinator and Maintenance/ Custodian).

Incremental expenses, over 2022 actuals, are projected to amount to \$1.4 upon completion of all Preferred Concept improvements by Year 7.

CCEC Current and Projected Year 1* Expense Statement by Phase - Preferred Concept							
	2022 Actual	Phase 1	Phase 2	Phase 3	Phase 4	Incremental*	Total Year 1*
EXPENDITURES							
Administration - General							
Direct Labor	\$121,836	\$270,854	\$448,929	\$465,921	\$474,801	\$352,966	\$474,801
Vacation	537	1,193	1,978	2,053	2,092	1,555	2,092
Sick Leave	918	2,041	3,382	3,510	3,577	2,659	3,577
Holidays	1,532	3,406	5,645	5,859	5,971	4,439	5,971
Overtime	4,910	10,915	18,092	18,777	19,135	14,225	19,135
Medical Insurance	51,526	114,547	189,857	197,044	200,799	149,273	200,799
Social Security	9,441	20,988	34,787	36,103	36,792	27,351	36,792
Retirement	13,348	29,674	49,183	51,044	52,017	38,669	52,017
Paid Family & Medical Leave	208	463	768	797	812	604	812
Office Supplies	1,479	3,288	5,450	5,656	5,764	4,285	5,764
Uniforms	-	-	-	-	-	-	-
Telephone	2,317	2,766	2,849	3,023	3,113	797	3,113
Industrial Acc. Lost Time	647	773	796	844	870	223	870
Credit Card Fees	4,672	5,578	5,746	6,096	6,279	1,607	6,279
Internal Serv Fund IT Charges	19,631	23,440	24,144	25,614	26,382	6,751	26,382
SubTotal Admin-General Expenditures	\$233,001	\$489,927	\$791,606	\$822,341	\$838,404	\$605,405	\$838,404
Operations - General							
Food	\$290	\$347	\$357	\$379	\$390	\$100	\$390
Misc. O&M Supplies	10,007	11,948	12,307	13,056	13,448	3,441	13,448
Minor Equipment	-	-	-	-	-	-	-
Catering	687,856	717,574	932,388	1,195,445	1,237,297	549,441	1,237,297
Temp Services	24,784	29,594	30,482	32,338	33,308	8,524	33,308
Internet	1,417	1,692	1,743	1,849	1,904	487	1,904
Equipment Rent - Outside	8,232	3,691	63,243	68,495	58,699	50,466	58,699
Taxes	78,269	85,495	132,782	167,251	176,114	97,845	176,114
Laundry	29,110	32,919	35,939	40,264	41,472	12,362	41,472
Other	6,091	7,272	7,491	7,947	8,185	2,095	8,185
SubTotal Ops-General Expenditures	\$846,056	\$890,532	\$1,216,731	\$1,527,024	\$1,570,818	\$724,761	\$1,570,818
Customer Services & Marketing							
Graphics	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Postage	\$11	\$13	\$13	\$14	\$14	\$4	\$14
Meals & Lodging	-	-	-	-	-	-	-
Mileage	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Tuition & Registration	25	30	31	33	34	9	34
Advertising	7,657	17,911	27,479	48,316	49,765	42,108	49,765
Marketing Materials	-	5,970	12,299	26,095	26,878	26,878	26,878
Dues & Subscriptions	783	935	963	1,021	1,052	269	1,052
Printing & Binding	356	425	437	464	478	122	478
Photography	-	-	-	-	-	-	-
Web Site Design	1,821	2,175	2,240	2,376	2,448	626	2,448
SubTotal Customer Services & Marketing Expenditures	\$10,652	\$27,457	\$43,462	\$78,319	\$80,669	\$70,017	\$80,669
Maintenance							
Clean/Sanitary Supplies	\$7,398	\$8,834	\$9,099	\$9,653	\$9,942	\$2,544	\$9,942
Professional & Contract Svc	122,527	146,303	150,692	159,869	164,665	42,139	164,665
Lease/Rental-Equipment	451	539	555	589	606	155	606
InternalServFdInsuranceCharges	7,221	8,622	8,881	9,422	9,704	2,483	9,704
PUD	35,731	42,664	43,944	46,621	48,019	12,288	48,019
Longview Utilities	29,717	13,324	52,502	51,602	22,397	(7,320)	22,397
Solid Waste	220	99	389	383	166	(54)	166
Gas-Utilities	10,886	4,881	19,233	18,904	8,205	(2,682)	8,205
Repairs & Maintenance	17,723	7,947	31,313	30,776	13,358	(4,366)	13,358
Photocopies	164	196	202	215	221	57	221
Other	51	61	63	67	69	18	69
SubTotal Maintenance Expenditures	\$232,090	\$233,471	\$316,873	\$328,100	\$277,353	\$45,263	\$277,353
Total Expenditures	\$1,321,799	\$1,641,387	\$2,368,672	\$2,755,783	\$2,767,243	\$1,445,444	\$2,767,243
Non-Operating Expenses							
Depreciation							
Cap Ex							
Net Proceeds	\$69,495	(\$121,639)	(\$8,355)	\$217,249	\$363,342	\$293,847	\$363,342

*Year 1 represents 1st full year of operation following completion of each Phase.

Source: Johnson Consulting, MIG

Preferred Concept

Proforma

After consideration of all operating revenues and expenses, upon completion of all recommended Preferred Concept improvements, the CCEC is projected to report \$3.2M in operating revenues and incur \$2.9M in expenses in Year 7, resulting in a net operating income of \$410,283, before depreciation and cap ex, and excluding the Cowlitz County Expo Hall subsidy. This represents an improvement of \$340,788 in the net operating income over 2022 actual figures. By Year 10, an improved CCEC is projected to report \$3.6M in operating revenues, and incur \$3.1M in operating expenses, resulting in a net operating income of \$461,686, before depreciation and cap ex. This represents an improvement of \$392,191 in the net operating income over 2022 actual figures.

Revenues include all revenues that can be used for operations. All revenues and expenses are inflated at an annual rate of 3.0 percent.

CCEC Current and Projected Revenue and Expenses Statement - Preferred Concept - ALL PHASES											
	2022 Actual	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
REVENUES											
Rents & Leases	\$482,324	\$554,741	\$606,918	\$1,142,173	\$1,246,838	\$1,441,452	\$1,546,112	\$1,634,156	\$1,698,770	\$1,746,661	\$1,794,382
Sale of Merchandise	797,819	832,287	939,524	1,081,442	1,230,414	1,386,552	1,435,095	1,482,124	1,527,712	1,570,429	1,615,866
Personnel Services	110,000	131,346	135,286	135,286	139,345	143,525	147,831	152,266	156,834	161,539	166,385
Other Misc. Non-Op Revenue	1,151	1,375	1,416	1,416	1,459	1,502	1,547	1,594	1,642	1,691	1,742
Total Revenues	\$1,391,294	\$1,519,749	\$1,683,144	\$2,360,318	\$2,618,056	\$2,973,032	\$3,130,584	\$3,270,140	\$3,384,957	\$3,480,319	\$3,578,375
EXPENDITURES											
Administration - General	\$233,001	\$489,927	\$498,273	\$791,606	\$806,746	\$822,341	\$838,404	\$854,948	\$871,988	\$889,540	\$907,618
Operations - General	846,056	890,532	995,681	1,216,731	1,366,699	1,527,024	1,570,818	1,625,195	1,676,818	1,725,213	1,775,992
Customer Services & Marketing	10,652	27,457	27,565	43,462	44,766	78,319	80,669	83,089	85,581	88,149	90,793
Maintenance	232,090	233,471	242,278	316,873	328,027	328,100	277,353	296,626	314,412	333,967	342,286
Total Expenditures	\$1,321,799	\$1,641,387	\$1,763,797	\$2,368,672	\$2,546,238	\$2,755,783	\$2,767,243	\$2,859,857	\$2,948,799	\$3,036,869	\$3,116,689
Net Operating Income (Loss)	\$69,495	(\$121,639)	(\$80,653)	(\$8,355)	\$71,818	\$217,249	\$363,342	\$410,283	\$436,158	\$443,451	\$461,686
Depreciation											
Cap Ex											
Net Proceeds	\$69,495	(\$121,639)	(\$80,653)	(\$8,355)	\$71,818	\$217,249	\$363,342	\$410,283	\$436,158	\$443,451	\$461,686

Source: Johnson Consulting, MIG

Key Assumptions

Revenue Assumptions

Key revenue assumptions used for the proformas for the Preferred Concept are described as follows:

1. Rents & Leases

- **Rents:** Relates to non-Conference Center/ Expo Hall Events and reflects increased/ new demand for other facilities.
- **Tournament Rental Fees:** New line item reflecting new multi-purpose facility. Assumes 6 Regional & 17 Local tournaments in stabilized year (Year 5).
- **Camps, Clinics, Lessons:** New line item reflecting new multi-purpose facility. Assumes 19 camps/ clinics/ lessons in stabilized year (Year 5).
- **Event Services (Other, Expo, Meetings & Main Hall):** Maintained at current ratio to Room Rental (Other, Expo, Meetings & Main Hall).
- **Room Rental (Other, Expo, Meetings & Main Hall):** Other - Conservatively maintained at historic levels and inflated; Expo – Reflects demand projections for Consumer Shows/ Specialty Shows, Farmers/ Flea Markets, and Entertainment/ Concerts/ Festivals; Meetings - Reflects demand projections for Meetings, Seminars/ Trainings/ Workshops, and a portion of Community & Other Events; Main Hall – Reflects demand projections for Conventions/ Trade Shows, Banquets, and a portion of Community & Other Events.
- **Audio Visual Equipment (Out-Sourced and In-House), Laundry and Stage/ Dance Floor:** Maintained at current ratio to total Event Services revenue.
- **Advertising:** New line item that assumes \$50,000 in sponsorships is available for campus, of which 50 percent is sold.
- **Parking:** New line item that assumes \$5 per vehicle for a small portion of ticketed events (10 percent).
- **Camping:** New line item that assumes \$25 per night at new campsites. Projections include event demand and transient use. The revenue projections are conservative and significantly more revenue could be generated from the new campsites, with active marketing.

Key Assumptions

Revenue Assumptions

2. Sale of Merchandise

- **Food & Beverage:** Conservatively maintained at current ratio to total Room Rental revenue. There may be opportunities to grow food and beverage revenue by utilizing the Conference Center's commercial kitchen for events occurring in the new Multi-Purpose Facility.

3. Personnel Services

- **PFD:** Maintained at historic levels and inflated throughout projection period.

4. Miscellaneous Non-Operating Revenue

- **Miscellaneous Revenue:** Maintained at historic levels and inflated throughout projection period.

Expense Assumptions

Key expense assumptions used for the proforma are described as follows:

1. Administration - Labor

- **Direct Labor:** Assumes 2 additional FTE staff for campus (Sales Director and 0.5 FTE each for Marketing and Maintenance functions), in Phase 1, along with 3 FTE staff for the new multi-purpose facility (Tournament Director, Operations Coordinator and Maintenance/ Custodian function) in Phase 3.
- **Vacation, Sick Leave, Holidays, Overtime, Medical Insurance, Social Security, Retirement, Paid Medical & Family Leave, and Office Supplies:** All adjusted based on historic ratio to Direct Labor expenditures.
- **Telephone, Industrial Acc. Lost Time, Credit Card Fees, and Internal Serv Fund IT Charges:** All inflated throughout projection period.

Key Assumptions

Expense Assumptions

2. Operations – General:

- **Food and Misc. O&M Supplies:** Inflated throughout projection period.
- **Catering:** Maintained at current ratio to Food & Beverage revenues.
- **Temp Services, and Internet:** Inflated throughout projection period.
- **Equipment Rent - Outside:** Adjusted to reflect utilization.
- **Taxes:** Maintained at historic ratio to total revenues.
- **Laundry:** Maintained at historic ratio to Laundry revenues.
- **Other:** Inflated throughout projection period.

3. Customer Services & Marketing

- **Graphics, Postage, and Tuition & Registration:** Inflated throughout projection period.
- **Advertising, and Marketing Materials:** Increased to align more closely with peer facilities.
- **Dues & Subscriptions, Printing & Binding, and Website Design:** Inflated throughout projection period.

Key Assumptions

Expense Assumptions

4. Maintenance

- **Clean/ Sanitary Supplies, Professional & Contract Svc, Lease/ Rental-Equipment, Internal Serv Fund Insurance Charges, and PUD:** Inflated throughout projection period.
- **Longview Utilities, Solid Waste, Gas-Utilities, and Repairs & Maintenance:** Adjusted to reflect utilization.
- **Photocopies, and Other:** Inflated throughout projection period.

Non-Operating Expenses

The proforma includes an allowance for Depreciation and Cap Ex, which is an account that funds major planned projects such as equipment, roof replacement, and flooring, as well as other scheduled maintenance projects that are not routine or paid for from the Repairs & Maintenance account. Although facilities usually have unique schedules for funding for their Cap Ex accounts, the annual amount deposited typically increases as the facilities age. For CCEC, it will be important to balance the needs associated with older buildings and amenities on the site and improvements that will occur pursuant to the Preferred Concept.

Conclusion

Investment in the CCEC campus, pursuant to the recommended Preferred Concept improvements, will reflect investment in both the Longview and Kelso communities. The preceding projections are in line with comparable facilities, from both a ROM cost and a demand and operating statement perspective, and are considered to be fair and reasonable. There are a myriad of policy, management and operating decisions to be made from this point forward. Many of these are material and could affect the cost of, and demand and financial performance, of the CCEC.

Section 9

Economic & Fiscal Impact Analysis



JOHNSON
CONSULTING



Economic & Fiscal Impact Analysis

Definitions

Various transactions occurring on the improved CCEC campus will generate ongoing, annual economic and fiscal impacts to the local and regional economies. Initial transactions occurring within the site will ‘ripple out’ and generate indirect spending, induced spending, increased earnings, and employment, as well as various tax revenues for the local economy.

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

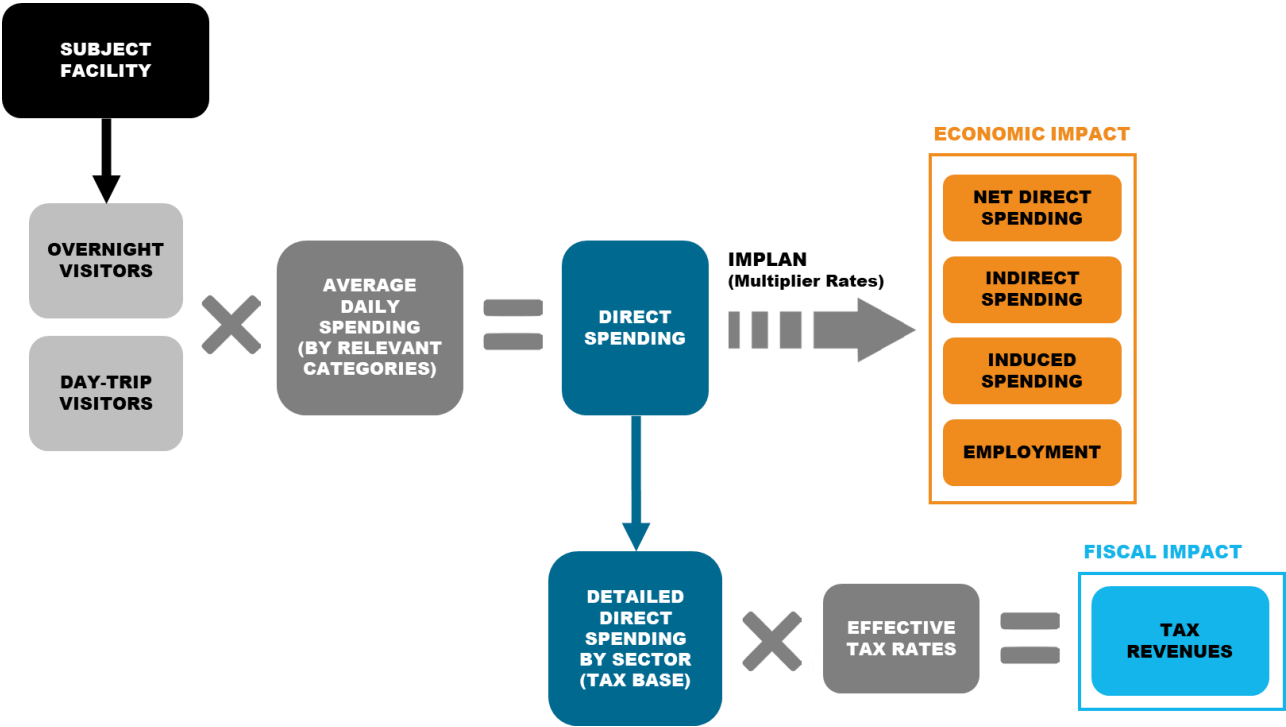
- **Direct Spending** is an expression of the spending that occurs as a direct result of the events and activities that occur at the CCEC. For example, an event attendee’s expenditures on event tickets, hotel rooms, shopping, and meals are direct spending.
- **Indirect Spending** consists of re-spending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

Economic & Fiscal Impact Analysis

Definitions

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

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



Cowlitz County, WA Economic Impact Multipliers		
Impact	Multiplier	
Indirect Spending	0.204	per \$1 of direct spending
Induced Spending	0.183	per \$1 of direct spending
Increased Earnings	0.366	per \$1 of direct spending
Employment (FTE Jobs)	9.430	per \$1 million of direct spending

Source: BEA (Rims II), Johnson Consulting

Cowlitz County, WA Applicable Tax Rates		
Rate		
General Sales Tax		
State Sales Tax	6.50%	of total spending
County Sales Tax	1.30%	of total spending
City Sales Tax	0.40%	of total spending
Total	8.20%	
Hotel Occupancy Tax		
State Transient Room Tax	6.5%	of spending on lodging
Local Hotel Tax	3.0%	in addition to sales tax for lodging businesses*
Total	6.5%	

*2% on motels
Source: Washington Dept. of Revenue

Economic & Fiscal Impact Analysis – Preferred Concept

Visitation

Visitation to CCEC is measured in terms of person-days (whereby 1 person attending a 3-day event is counted as 3 person-days) and including event attendees as well as other visitors to the venue, such as performers, production team staff, contest officials, etc. As shown, total visitation will equate to 208,495 person-days in Year 1, which is assumed to be the first full year of operation of Phase 1 improvements to the CCEC, and increasing to 332,228 person-days in Year 7, following completion of all Preferred Concept Master Plan improvements.

Out-of-Town Visitation

Person-days generated by visitors from out-of-town (meaning outside of Cowlitz County) will equate to 74,642 person-days in Year 1 and 113,556 person-days from out-of-town visitors in Year 7, representing approximately one-third (34.2 percent) of total person-days. This includes event attendees and other visitors such as performers, production team staff, contest officials, and others.

CCEC - Preferred Concept Estimated Day and Overnight Attendees - All Phases										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Person-Days = Attendance										
Exhibit Events	11,400	13,000	14,600	16,510	18,480	18,820	19,160	19,500	19,840	20,180
Ag-Related Events	2,664	4,399	27,156	29,935	33,576	37,061	40,629	42,491	44,398	46,329
Community and Social Events	29,700	32,100	47,226	69,465	87,809	98,810	107,708	111,478	113,608	115,348
Baseline Attendance (incl. Fair)	164,731	164,731	164,731	164,731	164,731	164,731	164,731	164,731	164,731	164,731
Total	208,495	214,230	253,713	280,641	304,596	319,422	332,228	338,200	342,576	346,587
Out-of-Town Person-Days % Out-of-Town										
Exhibit Events	30%	3,420	3,900	4,380	4,953	5,544	5,646	5,748	5,850	6,054
Ag-Related Events	45%	1,199	1,980	12,220	13,471	15,109	16,677	18,283	19,121	19,979
Community and Social Events	25%	7,425	8,025	11,807	17,366	21,952	24,703	26,927	27,869	28,837
Baseline Attendance (incl. Fair)*	38%	62,598	62,598	62,598	62,598	62,598	62,598	62,598	62,598	62,598
Total	74,642	76,502	91,004	98,388	105,203	109,624	113,556	115,438	116,931	118,337
Est. Room Nights** % Staying Overnight*										
Exhibit Events	25%	475	542	608	688	770	784	798	813	827
Ag-Related Events	20%	133	220	1,358	1,497	1,679	1,853	2,031	2,125	2,220
Community and Social Events	20%	825	892	1,312	1,930	2,439	2,745	2,992	3,097	3,156
Baseline Attendance (incl. Fair)*	22%	7,535	7,535	7,535	7,535	7,535	7,535	7,535	7,535	7,535
Total	8,968	9,188	10,813	11,649	12,423	12,917	13,357	13,569	13,737	13,896

*Reflecting out-of-town visitors who stay overnight in hotels and thus are generating room nights; Excludes people staying at campgrounds

**Assuming an occupancy factor of 1.8.

***Reflects Placer.ai data for 2023 for out-of-town visitors; Average of other event categories for room nights

Source: Johnson Consulting, MIG

Room Night Generation

Out-of-town visitors will generate an estimated demand for 8,968 room nights in Year 1 and increasing to 13,357 room nights in Year 7. It is anticipated that a significant proportion of overnight visitors, will stay onsite on the campgrounds. These are not accounted for in the room nights above as they do not impact hotel/ motel tax revenues. Having said that, the addition of a hotel to the CCEC campus, as proposed, will serve to support room night demand.

Economic & Fiscal Impact Analysis – Preferred Concept

Estimated Impact

Reflecting the calculations, assumptions and multipliers described above, visitors to the improved CCEC are projected to generate \$10.4M in total spending and \$2.7M in increased earnings, and support 69 jobs annually in Year 1, which is assumed to be the first full year of operation after Phase 1 improvements to the CCEC. Upon completion of all Preferred Concept improvements (Year 7), visitors to CCEC are estimated to generate \$36.1M in total spending and \$9.4M in increased earnings, and support 200 jobs annually.

The fiscal impact of an improved CCEC is projected to total \$647,000 in tax revenues from sales and hotel/motel taxes in Year 1 and increasing to close to \$2.3M in tax revenues in Year 7.

CCEC - Preferred Concept Estimated Economic and Fiscal Impact - All Phases										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Activity Volume										
Attendance	208,495	214,230	253,713	280,641	304,596	319,422	332,228	338,200	342,576	346,587
Room Nights	8,968	9,188	10,813	11,649	12,423	12,917	13,357	13,569	13,737	13,896
Est. Spending Volume (\$000)										
- Spending at Facility*	\$1,520	\$1,683	\$2,360	\$2,618	\$2,973	\$3,131	\$3,270	\$3,385	\$3,480	\$3,578
- Spending outside Facility										
Lodging	\$343	\$411	\$852	\$1,086	\$1,320	\$1,492	\$1,660	\$1,772	\$1,877	\$1,985
Any Others	3,994	4,667	8,741	11,650	14,438	16,430	18,316	19,539	20,641	21,749
Subtotal	\$4,337	\$5,077	\$9,594	\$12,735	\$15,758	\$17,922	\$19,976	\$21,311	\$22,518	\$23,734
- Facility Operational Spending	\$1,641	\$1,764	\$2,369	\$2,546	\$2,756	\$2,767	\$2,860	\$2,949	\$3,037	\$3,117
Total Spending outside Facility	\$7,498	\$8,524	\$14,323	\$17,899	\$21,487	\$23,820	\$26,106	\$27,644	\$29,035	\$30,429
Economic Impact (\$000)										
	<u>Multipliers</u>									
Direct Spending		\$7,498	\$8,524	\$14,323	\$17,899	\$21,487	\$23,820	\$26,106	\$27,644	\$29,035
Indirect Spending	0.2014	1,510	1,717	2,885	3,605	4,327	4,797	5,258	5,568	5,848
Induced Spending	0.1806	1,354	1,539	2,586	3,232	3,880	4,302	4,714	4,992	5,243
Total Spending		\$10,363	\$11,781	\$19,794	\$24,737	\$29,694	\$32,919	\$36,078	\$38,204	\$40,126
Increased Earnings	0.3603	\$2,702	\$3,071	\$5,160	\$6,449	\$7,741	\$8,582	\$9,406	\$9,960	\$10,461
Employment (FTE Jobs)	9.1577	69	76	124	150	175	188	200	206	210
Fiscal Impact (\$000)										
	<u>Tax Rates</u>									
State Sales Tax	6.50%	\$487	\$554	\$931	\$1,163	\$1,397	\$1,548	\$1,697	\$1,797	\$1,887
County Sales Tax	1.30%	97	111	186	233	279	310	339	359	377
City Sales Tax	0.40%	30	34	57	72	86	95	104	111	116
State Transient Room Tax	6.50%	22	27	55	71	86	97	108	115	122
Local Hotel Tax	3.00%	10	12	26	33	40	45	50	53	56
Total		\$647	\$738	\$1,255	\$1,571	\$1,887	\$2,095	\$2,298	\$2,435	\$2,559

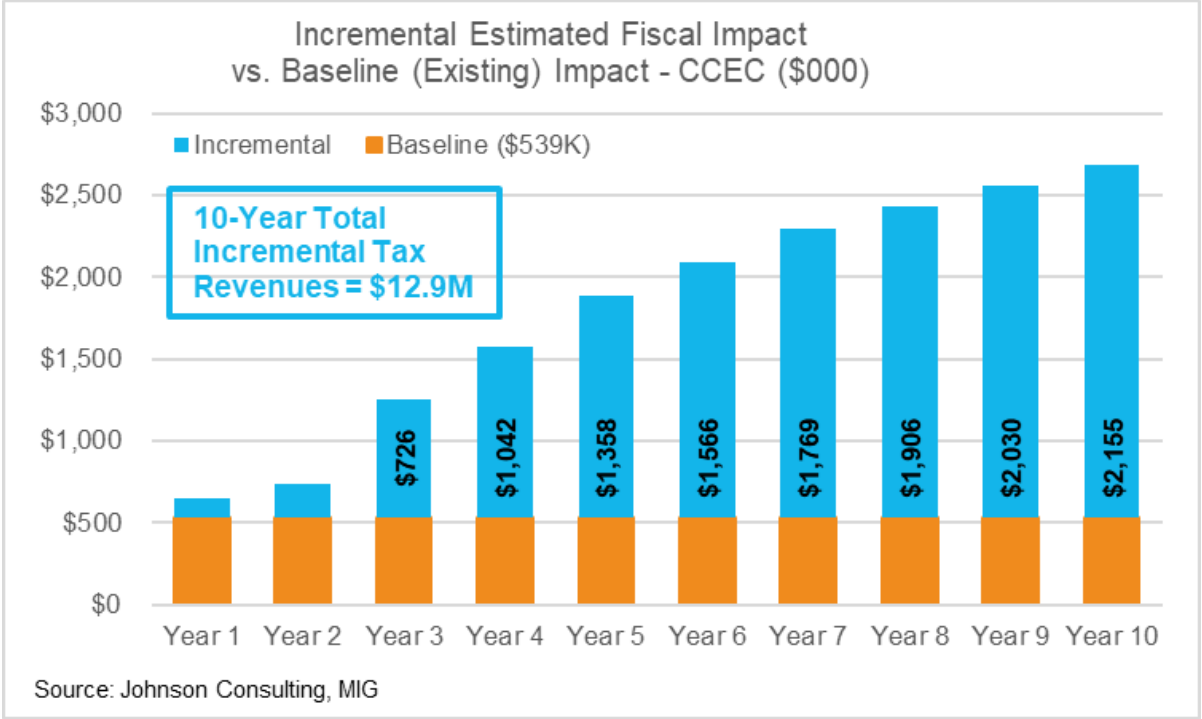
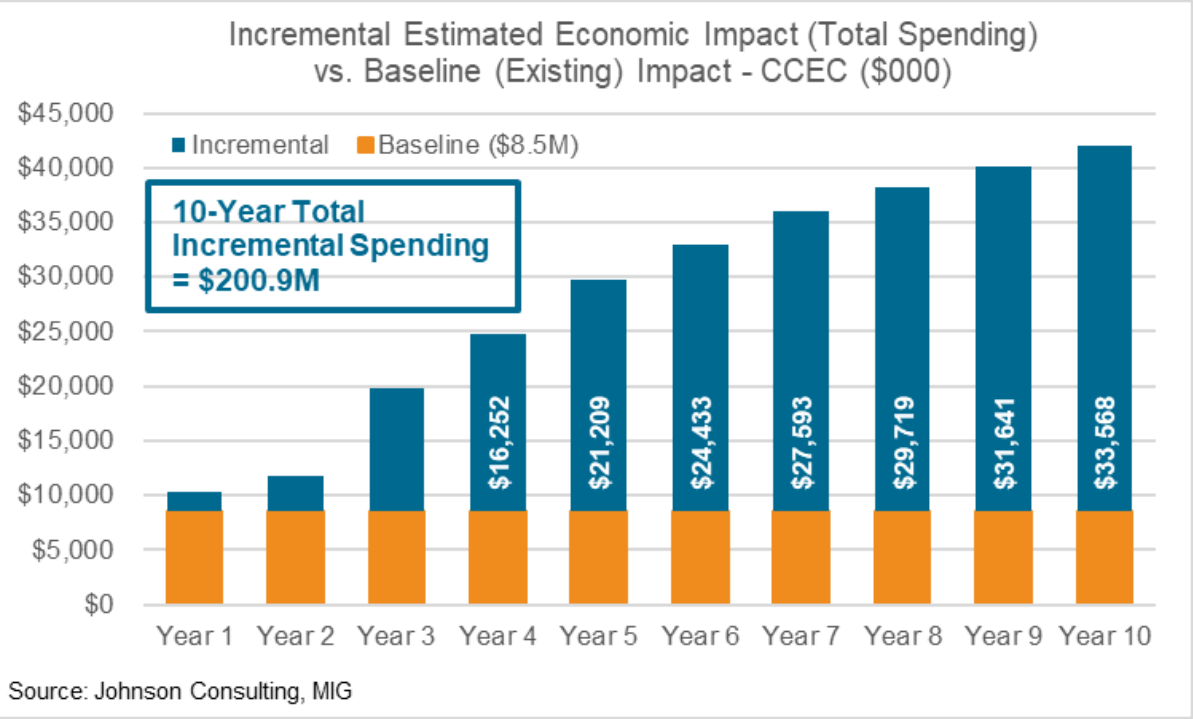
*Corresponding to facility proforma.

Source: BEA, Johnson Consulting, MIG

Economic & Fiscal Impact Analysis – Preferred Concept

Comparison to Current Impact

Reflecting the calculations, assumptions and multipliers described above, it is estimated that the 164,731 visitors to the CCEC in 2023 generated \$8.5M in total spending and \$539,000 in tax revenues. Holding these baselines constant throughout the 10-year projection period, it is estimated that an improved CCEC, pursuant to the Preferred Plan recommended improvements, will generate a cumulative total of \$200.9M in incremental economic impact (total spending) and \$12.9M in incremental fiscal impact (tax revenues).



Section 10

Final Master Plan



JOHNSON
CONSULTING



Conclusion

The intent of this Master Plan Update for the CCEC was to explore a range of fiscally sustainable options that will assist the PFD, Cowlitz County and CCEC Management in making decisions about the future of the campus. The options and recommendations presented in this report will:

1. Maintain the core function of the CCEC and facilitate the annual Fair.

By definition, the core function of facilities like the CCEC is to support and grow the ag and equine industries, support 4H/ FFA and youth activities, and host the annual Fair. Today, CCEC achieves all of these functions. Having said that, the CCEC distinguishes itself from many traditional Fairgrounds by the presence of the Conference Center, which uniquely positions the CCEC to serve both the meetings and conference market, as well as ag, equine and animal sectors. The improvements recommended in this Master Plan Update will serve to maintain and enhance these distinct core functions, while expanding year-round utilization of the site, upholding the CCEC's mission to be “a self-sustained leading provider of event facilities and services in Southwest Washington through the delivery of competitively priced, customer-focused products and services.”

First and foremost, the Master Plan Update recommends enhancing and expanding the Conference Center to allow it to continue to anchor the CCEC campus. Improvements to the Conference Center are recommended for Phase 1 and include modernizing amenities, updating technology, adding air conditioning to the Expo Hall, and expanding the facility to provide supplemental breakout rooms and improved load-in/ load-out capabilities. These enhancements, in tandem with the 88-room hotel proposed for the CCEC site, will help maintain this core function by enhancing the Conference Center's competitive position in the local and regional marketplaces, thereby ensuring its financial sustainability and its ability to continue providing a high-quality experience to users.

Priority is also given to improvements to the CCEC that will support and growth of the ag and equine industries, the promotion of 4H/ FFA and youth activities, and the hosting of the annual Fair. The recommended improvements to, and expansion of, the Indoor Equestrian Arena will serve Cowlitz County's existing equestrian community by increasing capacity, and thus access, while simultaneously creating a more attractive and modern facility.

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

Conclusion

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

Beyond maintaining and enhancing the CCEC's core functions, this Master Plan Update identifies opportunities to increase year-round utilization. The recommended addition of a multi-purpose facility will essentially triple the CCEC's inventory of event space and create opportunities to host a range of larger events, such as trade shows, consumer shows, and sporting events. These larger events, and in particular sports events, tend to have greater economic and fiscal impacts, bringing in more out-of-town attendees and driving room night demand, as well as spending at local restaurants and retailers. Additionally, this facility will allow CCEC to continue to accommodate any existing events which are beginning to outgrow the current facilities and responds to the identified community need for more indoor sports facilities in Cowlitz County.

Another significant opportunity is the development of a permanent stage in front of the Grandstand, to the east of the Rodeo Arena. This stage would enable the CCEC to host more entertainment events and activities, creating additional revenue and driving visitation. These entertainment events, in tandem with the recommended wayfinding, navigation, and cosmetic improvements aimed at increasing connectivity with nearby commercial areas of Longview and Kelso, would also represent additional opportunities to take advantage of the CCEC's urban setting. The facility's urbanity, unusual among fairgrounds, gives it a high capacity to drive foot traffic and activity towards local businesses, thereby maximizing economic impact. Taking advantage of this capacity is a key element of this Master Plan Update and will be a critical component of CCEC's success going forward.

Conclusion

PFD 2022-2026 Strategic Plan

This Master Plan Update responds to key action items identified in the PFD's 2022-2026 Strategic Plan as follows:

- **CCEC:** The Preferred Plan includes improved community connections and an enhanced pedestrian-friendly connectivity with Downtown and the Cowlitz River, creating a more cohesive critical mass of community and recreation amenities – enhancing the role of the CCEC as a hub of activity that contributes to both economic activity and quality of life of the County's residents. It inherently allows for greater opportunities to commercialize uses. By way of example, various areas of the site could be designed to accommodate food trucks, such as adjacent to the new hotel if a flex plaza is developed and/ or opportunities could be explored adjacent to the Farmer's Market, and infrastructure could be provided to allow the Grandstand Stage to be adapted for movies, utilizing the adjacent Grandstand. The recommended inventory of improved and new facilities will also be well suited to attracting sponsorships.
- **Hotel:** Although this is outside the scope of this Master Plan Update, it is assumed that the CCEC campus will be improved with a new hotel, as currently proposed.
- **Sports:** The Master Plan Update for the CCEC provides for a multi-purpose venue designed to accommodate indoor sports, while also providing larger contiguous multi-purpose space for other events and activities. Concurrently, the Master Plan for MVRC provides for a community-oriented facility that better aligns with the demographic characteristics of the community, addresses community needs, and responds to market and industry trends. While neither the CCEC campus, nor the MVRC site, allows for a facility of the scale necessary to attract large athletic tournaments/ programs to Longview-Kelso, we have identified other opportunities, particularly 7th Avenue Park, that could serve this role in the future.

Mint Valley Racquet &
Fitness Complex

COLUMBIA
HEIGHTS

COLUMBIA
VALLEY
GARDENS

Appendix

411

4

30th Avenue



**JOHNSON
CONSULTING**



WEST
ELSO

Cowlitz County Event
Center

Kelso

Longview

7th Avenue

5

DAVIS
TERRACE

COMMUNITY NEEDS SUMMARY

MASTER PLAN UPDATE & PRIORITY ASSETS REVIEW

The Cowlitz County Public Facilities District (PFD) is developing a Master Plan to guide future improvements for the 47-acre Cowlitz County Event Center (CCEC) property in Longview, Washington. As part of this effort, the PFD is also working with the City of Longview to understand current needs and potential changes to the Mint Valley Racquet and Fitness Complex.

This document summarizes key themes from the project's outreach efforts to inform the Master Plan. This summary is organized into three main sections, along with three supporting appendices.

- Community Outreach Overview
- Outreach Events
- Outreach Key Themes & Needs

APPENDICES

- A. Focus Group Summary
- B. Online Questionnaire Summary
- C. Online Questionnaire Results



COMMUNITY OUTREACH OVERVIEW

To inform the planning process, the project team conducted numerous outreach events to understand community needs and priorities for both the CCEC and Mint Valley Racquet and Fitness Complex.

OUTREACH GOALS

- Identify opportunities and challenges of each existing facility.
- Discuss the strengths and challenges of regional public facilities and assets to determine what the community would like to see in future improvements at each facility and within the broader Longview/Kelso area.
- Consider how each facility can support economic drivers in the region.
- Determine key community needs and priorities for each facility across a variety of users.
- Identify the events, programs, and/or audiences that the community would like to see accommodated at each facility.
- Explore creative ideas for insuring the financial sustainability of the Event Center.
- Co-create a community vision for the future of each facility.

1 PROJECT KICKOFF
& SITE TOURS

14 STAKEHOLDER
INTERVIEWS

4 FOCUS GROUPS

- Sports Stakeholders
- Business Stakeholders
- CCEC User Stakeholders
- Arts & Entertainment Stakeholders

649 TOTAL ONLINE
QUESTIONNAIRE
RESPONSES

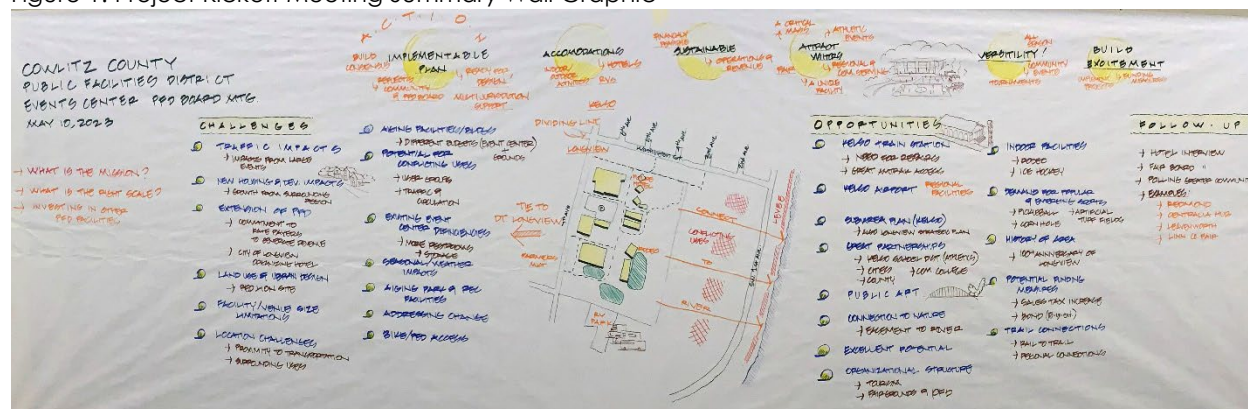
OUTREACH EVENTS

Project outreach included four separate engagement events to share project information and listen to community concerns, ideas, and opportunities for the future of the CCEC and Mint Valley Racquet and Fitness Complex.

PROJECT KICKOFF AND SITE TOURS

On May 10-11, 2023, the project team participated in a two-day, in-person project kickoff and site tour. The morning of May 10, the consultant team facilitated a project kickoff meeting with the PFD Board and City representatives to discuss project goals, the components of an actionable master plan, and the challenges and opportunities of the CCEC. Following the kickoff meeting, the team participated in a site tour to make preliminary observations and identify opportunities and challenges for each site.

Figure 1: Project Kickoff Meeting Summary Wall Graphic



Source: MIG

STAKEHOLDER INTERVIEWS

During the two-day project kickoff on May 10-11, 2023, the project team also facilitated 14 in-person interviews with key stakeholders to discuss the project from both a needs and conceptual planning perspective.

- Dennis Weber – Cowlitz County Commissioner
- Donna Longacre – Longacre Stables Owner
- Mike Moss – Cowlitz County Public Works Director
- Andrew Hamilton – Kelso City Manager
- Ted Sprague – Cowlitz Economic Development Council President
- Mike Casetta – Summerland Catering Owner
- Steve Jones – Longview Discovery Club
- Kim Bowcutt – CCEC Director

- Ellen Rose – Mt. St. Helens Inn Owner
- Brian Wood – Nippon Dynowave Director and Kelso City Council Member
- Arne Mortensen – Cowlitz County Commissioner
- Karen Burgess – Dog Show Representative
- Kelly Ragsdale – Columbia Theater Managing Director
- Heather Ogden – Cowlitz County Fair Board Member

FOCUS GROUPS

On August 1, 2023, the project team facilitated three online, one-hour long focus group meetings to discuss stakeholder needs, challenges and opportunities relating to CCEC and Mint Valley Racquet and Fitness Complex. More detailed summaries of each focus group can be found in Appendix A.



Sports

Stakeholders

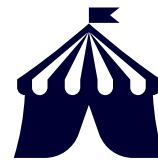
- Lower Columbia Baseball
- Kelso School District
- Central Sandlots



Business

Stakeholders

- Cowlitz Economic Development Coalition



CCEC User

Stakeholders

- Three Rivers AV
- Weyerhaeuser
- WSU Extension, 4H Programs

On September 13, 2023, the project team facilitated an additional online, one-hour long focus group meeting with arts and entertainment industry stakeholders. This focus group was added following prior outreach conversations about possible connections between the CCEC and Columbia Theater.



Arts & Entertainment Stakeholders

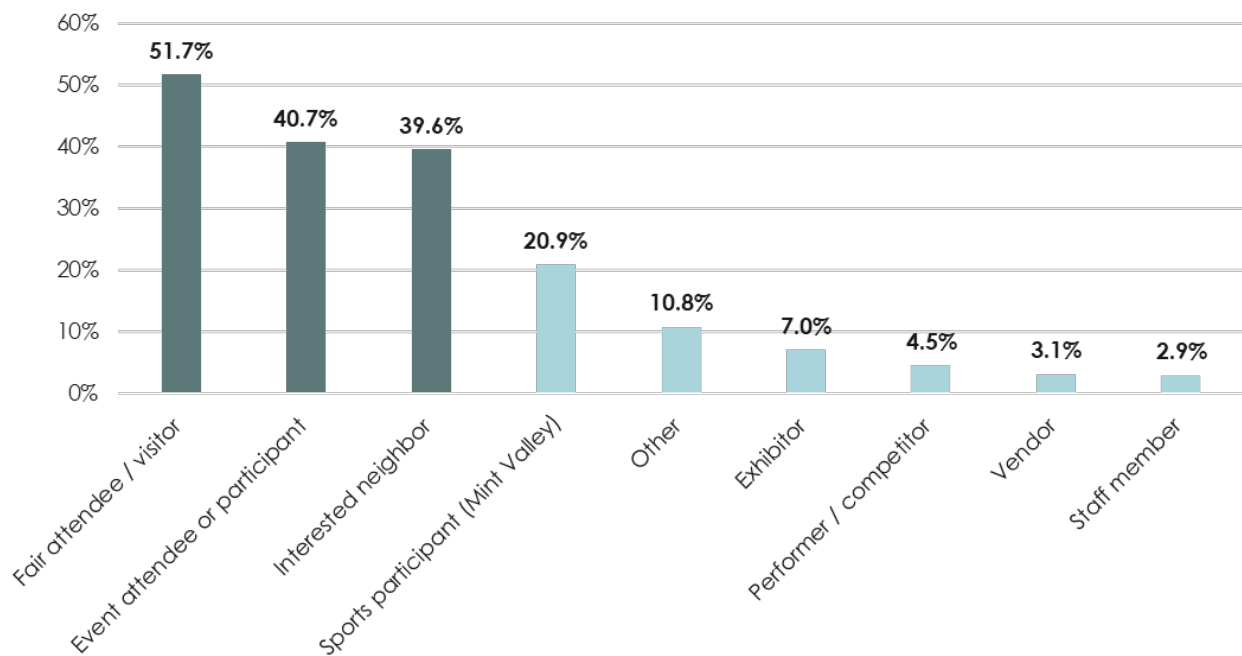
- Longview Schools Theater
- Lower Columbia College
- Storyboard Delights
- Higher Ground Dance Studio
- Longview-Kelso Community Concert Association

COMMUNITY ONLINE QUESTIONNAIRE

The consultant team developed a Community Online Questionnaire to gather community-wide feedback on existing conditions, needs, and priorities for future developments at both the CCEC and Mint Valley Racquet and Fitness Complex. The questionnaire was available online from August 1-August 27, 2023, and received a total of 649 responses. The survey was promoted through project partner websites, email lists, and local radio advertisements.

The questionnaire included 25 optional questions focused on community uses of and preferences for both facilities as well as demographic information. Questions asked how respondents use each facility, what they like the least and the most about each facility, what changes they would like to see at each facility, and how they hear about events and activities at each facility. Questionnaire respondents covered a broad range of users, the majority being fair attendees/visitors, event attendees or participants, and interested neighbors (Figure 2).

Figure 2: Online Questionnaire Respondent Breakdown



Source: Online Questionnaire, MIG

OUTREACH KEY THEMES & NEEDS

This section presents common themes and key needs from the range of outreach activities as well as observations from the project team for both the CCEC and Mint Valley Racquet and Fitness Complex.

Community members envision a future where both facilities reflect the following themes and address a range of related needs.



COWLITZ COUNTY EVENT CENTER

1. Provide opportunities for year-round activities and recreation.
2. Promote multi-purpose indoor arena use.
3. Renovate existing facility.
4. Improve access and wayfinding.
5. Develop additional lodging opportunities.

MINT VALLEY RACQUET & FITNESS COMPLEX

1. Renovate existing facility.
2. Provide multi-use options.
3. Promote community access and awareness.

COWLITZ COUNTY EVENT CENTER

This section presents common themes and key community needs relating to the CCEC. More detailed results are included in the appendices, including the Focus Group Summary and Online Questionnaire summary.

1. PROVIDE OPPORTUNITIES FOR YEAR-ROUND ACTIVITIES AND RECREATION

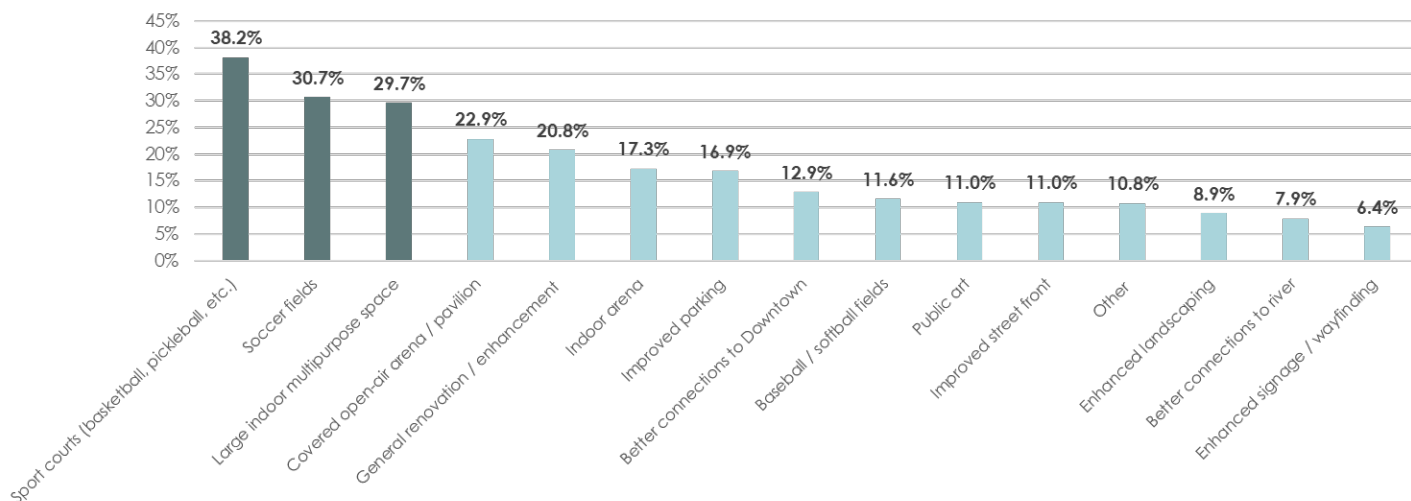
Providing opportunities for year-round activities and recreation was one of the highest priorities identified across outreach events for the CCEC. These facilities are needed due to inclement weather during a large portion of the year and the lack of indoor sports courts and outdoor turf fields in the county. Numerous questionnaire respondents and focus group participants discussed how these would attract younger families to the area and promote the local economy and tourism since many community members currently travel to other counties for similar facilities. These facilities could also provide opportunities for other indoor community events and programming such as after school programs and community education classes.

Questionnaire respondents identified sports courts, soccer fields, large indoor multi-purpose space, and a covered open-air arena/pavilion as their top four changes for the CCEC.

KEY NEEDS

- A multi-use indoor facility for sports such as soccer, basketball, and pickleball.
- An outdoor sporting complex with turf fields.
- Promote youth development and community education programming.
- Explore opportunities for year-round events and tournaments.

Figure 3: "What changes would you like to see at the CCEC?"



Source: Online Questionnaire, MIG

2. PROMOTE MULTI-PURPOSE INDOOR USES

Numerous outreach activities highlighted the importance of utilizing the existing indoor arena at the CCEC for a broader range of uses. These could include more equestrian and animal events, auto events, and dog shows to name a few. To accommodate these expanded uses, the indoor arena needs overall facility improvements. Outreach participants also suggested the need for improved equestrian facilities to attract larger regional events and to allow for on-site animal boarding.

KEY NEEDS

- Improve the existing CCEC indoor arena to allow for multiple uses.
- Expand and improve equestrian facilities (stalls, barns, etc.).
- Attract diverse arena events such as horse shows, auto shows, and dog shows.

"Improvements to existing buildings and adding an equine facility with adequate stalls would bring well-paying class shows here because of our central location on I5."

- Questionnaire Respondent

"Our CCEC and fairgrounds are the heart of our community. It needs overall improvement. An equine event center would bring big business and money to our area but without decent barns and stalls people won't come."

- Questionnaire Respondent

3. RENOVATE OR RESTRUCTURE EXISTING FACILITIES AND OPERATIONS

Another key theme across all outreach activities was the need to renovate the existing CCEC facility. Over 25% of questionnaire respondents listed overall aesthetics of the buildings and grounds in their top three things they dislike about the site. Aligned with this finding, general renovation and enhancement of the CCEC was the top change questionnaire respondents wanted to see after increased sporting facilities and indoor spaces for year-round recreation. Requested improvements include updated building facades and improving the streetscape environment, improved landscaping, more breakout rooms and restrooms, technology improvements, better storage, and air conditioning in the expo hall.

Beyond built improvements, the online questionnaire and stakeholder interviews also revealed the need for greater catering flexibility and lower room rental fees as cost can be prohibitive to some users. Focus group participants also discussed how staffing is a challenge despite strong customer service and cleanliness. This sentiment was echoed in other outreach activities with multiple stakeholder interviews and questionnaire responses suggesting the need for more full-time staff to meet facility needs, particularly relating to catering and outdoor maintenance.

KEY NEEDS

- Renovate existing facility to enhance aesthetics and meet user needs.

- Allow for greater spatial flexibility with more breakout spaces.

- Provide more restrooms and storage.

- Hire more full-time staff to meet event and maintenance needs.

- Allow external caterers in addition to the in-house catering service.

- Consider lowering CCEC rental fees to allow for smaller events and a more diverse range of users.

"Room rental fees are too high at the event center yet it's the only space in Cowlitz County to hold large events so event planners have no choice. The fees make it hard to bring new events and increase tourism to our town."

- Questionnaire Respondent

4. IMPROVE ACCESS, CIRCULATION AND WAYFINDING

Access and wayfinding were called out as main challenges for the CCEC by outreach participants. Despite its central location and proximity to I-5, the CCEC is currently hard to get to and lacks a strong entrance. Nearly 40% of questionnaire respondents stated that they do not visit the CCEC because they do not know where to go or what events and activities are offered there. In addition to vehicle access challenges, pedestrian infrastructure is lacking between the site and adjacent uses such as downtown and residential areas. Improving multi-modal access and wayfinding would improve the user experience and promote the site as a central and connected destination for the community. Stakeholder interviews also revealed interest in providing access between the site and Cowlitz River to promote additional recreational opportunities.

KEY NEEDS

- Improve access and wayfinding to the CCEC.
- Improve pedestrian connectivity between the CCEC and surrounding uses (residential areas, downtown, etc.).
- Provide access to the river.

5. DEVELOP ADDITIONAL LODGING OPPORTUNITIES

Bringing in a new hotel is viewed as an essential community need across outreach activities. Numerous outreach participants outlined how high-quality lodging is necessary to promote tourism and attract larger, revenue generating events such as conferences, shows and tournaments. Focus group participants revealed that certain events will not come to the community without the addition of a large, high-quality hotel.

KEY NEEDS

- Provide high-quality lodging at or close to the CCEC to attract regional conferences, shows, and tournaments.

"I think we need a newer hotel for event attendees to stay at. I think this would bring a higher amount of events to the area. Right now, I really can't recommend any of the area hotels to stay for family and friends."

Questionnaire Respondent

MINT VALLEY RAQUET AND TENNIS FACILITY

This section presents common themes and key community needs relating to the Mint Valley Racquet and Fitness Complex. More detailed results are included in the appendices, including the Focus Group Summary and Online Questionnaire summary.

1. RENOVATE EXISTING FACILITY

Renovating the existing facility to create a more visually appealing and user-friendly environment was the most requested change of questionnaire respondents. Over 38% of questionnaire respondents listed the overall aesthetics of the buildings and the grounds in their top three things they dislike about the site. Requested improvements include renovating the restrooms, locker rooms, common spaces, and fitness facilities, resurfacing the tennis courts, and replacing the ceiling and lights over the tennis courts. Participants also requested improvements to the building façade to create a more welcoming and aesthetic experience. This could be achieved by reworking the entrance and adding more windows to take advantage of golf courses views. Stakeholder interviews also suggested the need for expanded parking capacity and pedestrian access to meet growing demand and adjacent residential growth.

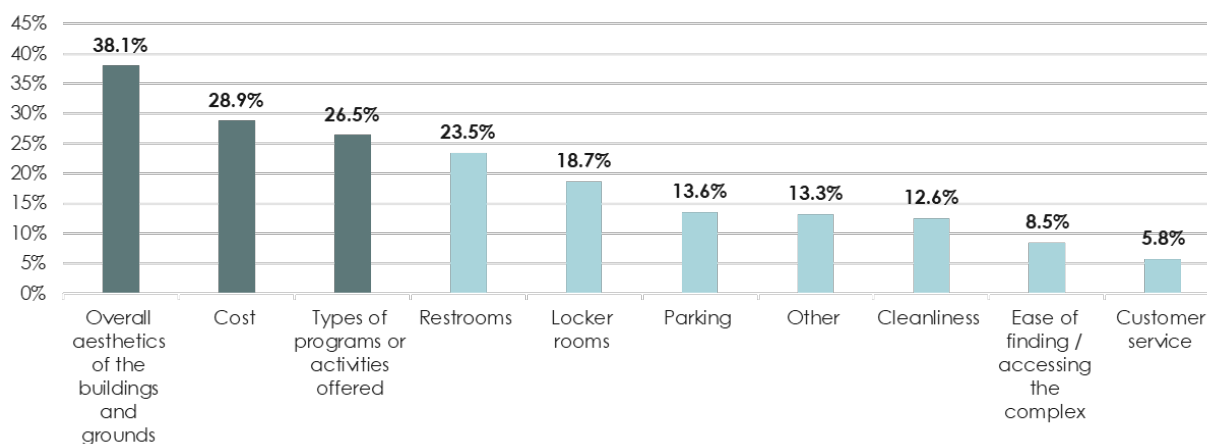
KEY NEEDS

- Renovate existing facilities, including:

- Restrooms
- Locker Rooms
- Tennis court lighting and ceilings
- Fitness facility
- Common spaces
- Building façade

- Expand parking capacity and pedestrian access.

Figure 4: "What do you like least about the Mint Valley Racquet and Fitness Complex?"



Source: Online Questionnaire, MIG

2. PROVIDE MULTI-USE OPTIONS

One of the most requested changes across outreach events was to provide a more diverse range of recreational opportunities at the site. Top requests include basketball, volleyball, pickleball, a golf simulator, and an ice rink. The sports focus group participants were particularly interested in reconfiguring the facility with multi-use sports courts to provide year-round recreation opportunities which are currently lacking in the county. Despite interest in reconfiguring the tennis courts to promote multiple uses, the online questionnaire revealed significant community interest in retaining the courts. Many respondents brought up that these are the only indoor courts in the county and that removing them would force people to travel elsewhere. Planning efforts will need to consider ways to serve the active tennis community and expand options for the broader community who are interested in recreational opportunities beyond tennis and racquetball.

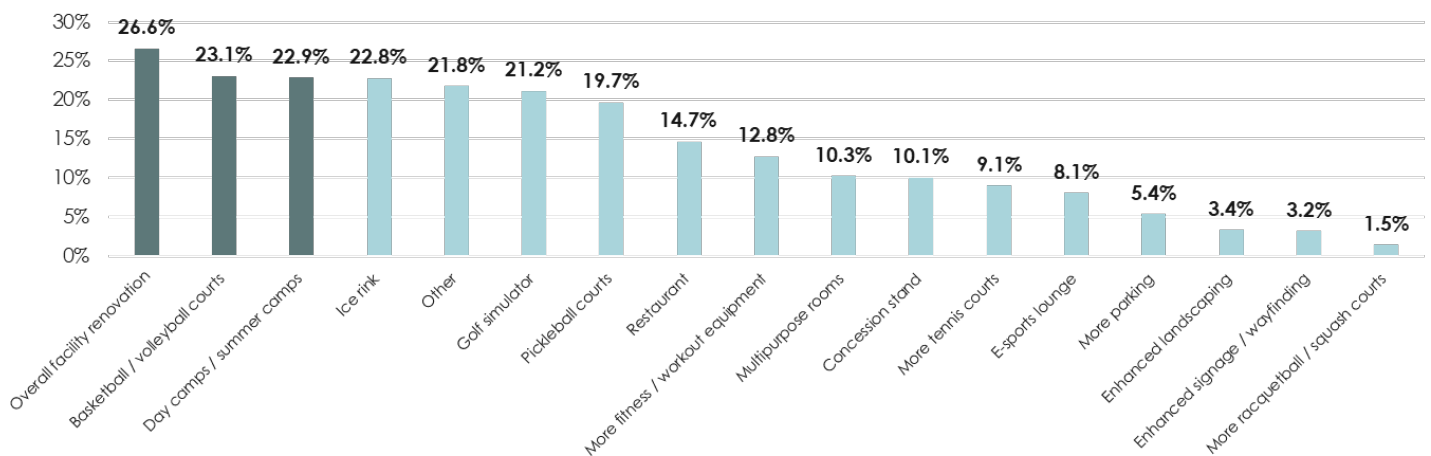
KEY NEEDS

- Provide more recreational options such as:

- Basketball
- Volleyball
- Day camps / Summer camps
- Ice Rink

- Work with the tennis community to understand how the space can be reconfigured to serve existing needs and additional uses.

Figure 5: "What changes would you like to see at the Mint Valley Racquet and Fitness Complex?"



Source: Online Questionnaire, MIG

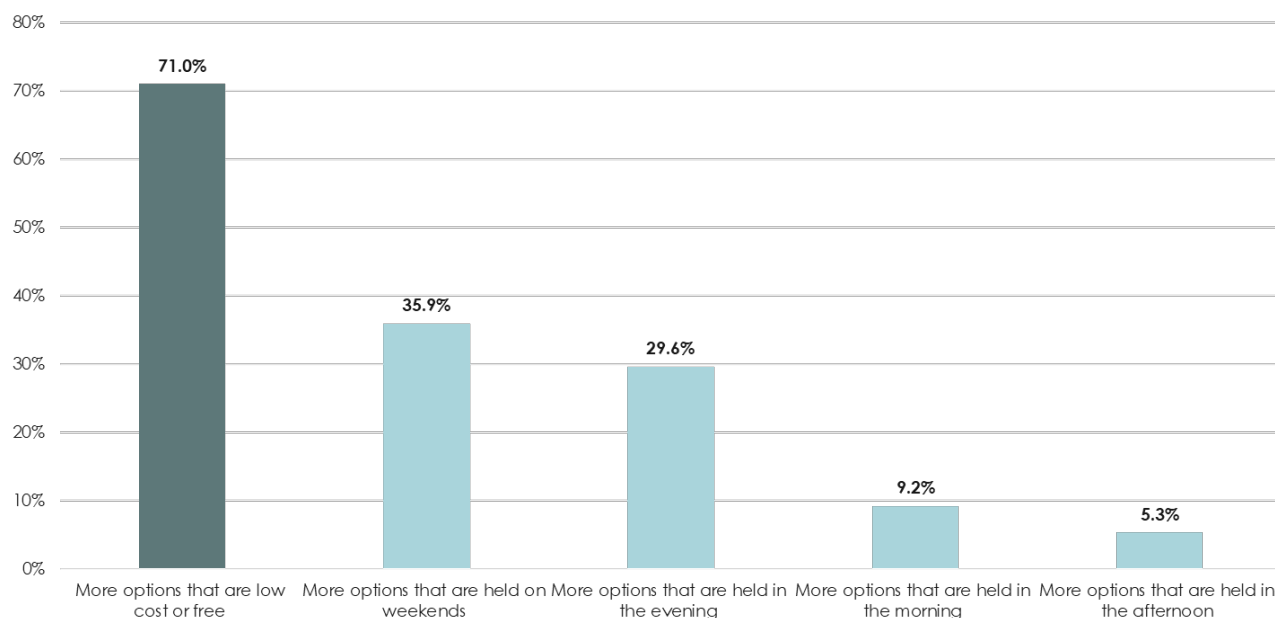
3. PROMOTE COMMUNITY ACCESS & AWARENESS

Another top request for the Mint Valley site was to promote community access for a more diverse range of users as multiple outreach participants found current offerings inaccessible. Over 70% of questionnaire respondents requested more options that were low cost or free. Respondents also requested options be offered at a wider range of times that are more accessible to working families and individuals, such as in the evenings or during weekends. Other requests include adding more youth activities such as after school programs and camps, more family-oriented programs, and community education classes. Expanding community access would also require increased public awareness of the facility and program offerings. Multiple focus group participants that are long-time residents of the area mentioned that they were either unaware of the facility or had never been. Over 45% of questionnaire respondents indicated that they had never visited the facility because they did not know where to go or what events and activities are offered.

KEY NEEDS

- Provide more options that are low-cost or free.
- Offer more options in the evening and on the weekends.
- Expand youth, family, and community programming opportunities.
- Increase public awareness.

Figure 6: "Are there any additional changes that would make this facility more appealing for you or your family?"



Source: Online Questionnaire, MIG

APPENDIX

COMMUNITY NEEDS SUMMARY





COWLITZ COUNTY EVENT CENTER MASTER PLAN

FOCUS GROUP - SPORTS STAKEHOLDERS - 08/12/2023



Meeting Attendees



Additional Questions/Comments

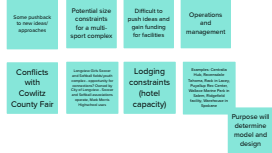
Tell us about your role and your organization? How would you describe your organization's relationship with the CCEC or Mint Valley Facility?



What are the strongest assets of these sites?



What are some challenges facing these sites?



Are there events, programs and/or audiences that you would like to see accommodated at the Event Center? What about the Mint Valley facility?



Are there events, programs and/or activities that you would like to see accommodated in Longview/Kelso that the area is currently unable to? If so, why?

If you had a blank canvas, what would you do? What is your vision for the future of these sites?

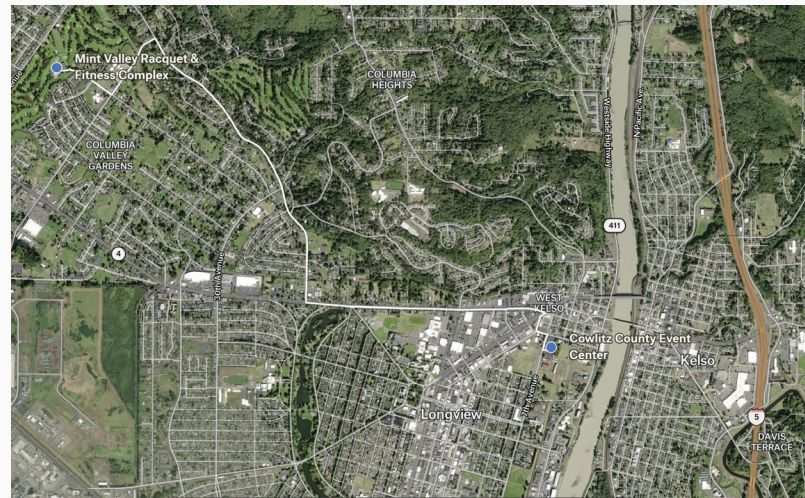
What are the greatest challenges faced by the public facilities and other assets in the region and why?

Any other questions/comments?

AGENDA

- A. WELCOME AND INTRO (5 MINS)
- B. PROJECT OVERVIEW (5 MINS)
- C. QUESTIONS & DISCUSSION (45 MINS)
- D. RECAP & NEXT STEPS (5 MINUTES)
- E. GRATITUDE & CLOSING

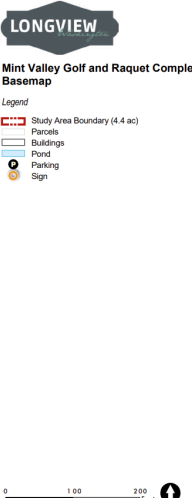
VICINITY MAP



EVENT CENTER MAP



MINT VALLEY MAP





COWLITZ COUNTY EVENT CENTER MASTER PLAN

FOCUS GROUP - BUSINESS STAKEHOLDERS - 08/9/2023



Additional Questions/Comments

Tell us about your role and your organization? How would you describe your organization's relationship with the CEC?



What are some key economic drivers of the Longview/Kelso area?



What are the strongest assets of the Event Center or the Longview/Kelso community?



What are the greatest challenges facing the community and/or Event Center?



Are there events, programs, and/or audiences that you would like to see accommodated at the Event Center?

Do you have any creative ideas for insuring the financial sustainability of the Event Center?



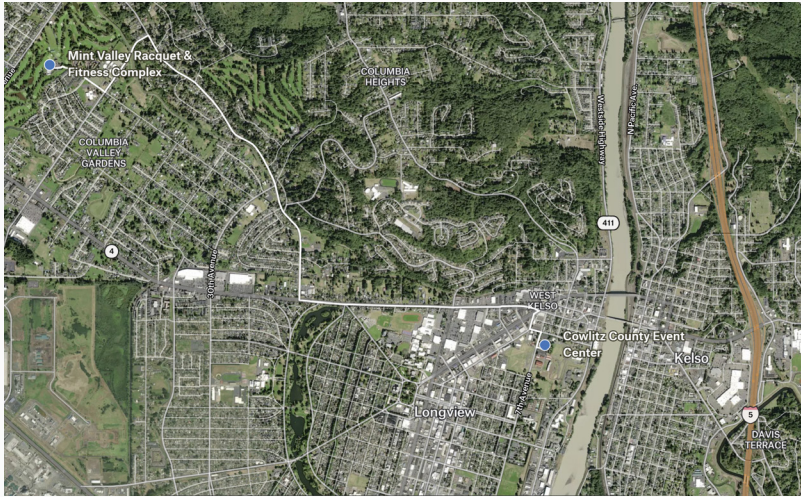
If you had a blank canvas, what would you do? What is your vision for the future of the Event Center?

Any other comments/questions?

AGENDA

- A. WELCOME AND INTRO (5 MINS)
- B. PROJECT OVERVIEW (5 MINS)
- C. QUESTIONS & DISCUSSION (45 MINS)
- D. RECAP & NEXT STEPS (5 MINUTES)
- E. GRATITUDE & CLOSING

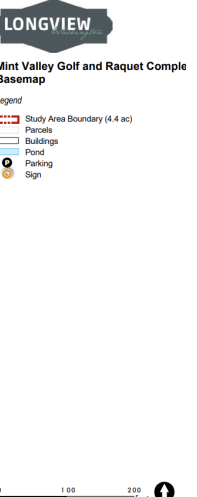
VICINITY MAP



EVENT CENTER MAP



MINT VALLEY MAP



Convenient and quantity of parking

Can accommodate multiple event sizes

No one else in Covello County that can provide the same services at the value

Competitive cost

No A/C in Expo Hall	Aging/Outdated infrastructure leading to long ramping facility planning	No welcoming rain entrance, no heating, signage (readers board doesn't work)	Access/wayfinding (add address), especially for outside users	Curb on 7th Avenue restricts access	Too many curbs!
Fair Feedback: seating challenges with exhibits still only one concession stand (no snacks) long, outdated concessions and more, good otherwise	There is no community center in Langston in Coeur d'Alene - no where to hold a community event other than the historic, low, Roman churches				

is this the best location for the background?

- Good location due to land availability
- Depends on goal of CCEC
- Support both local community and broader regional goals
- Facilitate connection with other community sites (Theater)

More breakout rooms to facilitate larger conventions

Are there events, programs, and/or activities that you would like see accommodated in Longview/Kelso that the area is current unable to? If so, why?

Legend

- Study Area Boundary (4.4 ac)
- Parcels
- Buildings
- Pond
- Parking
- Sign



Tell us about what you do. How would you describe your relationship with the CCEC?

What are the strongest assets of the Event Center and why?

What are the greatest challenges faced by the Event Center and why?

Are there events, programs and/or audiences that you would like to see recommended at the Event Center?

Are there events, programs, and/or activities that you would like to see accommodated in Longview/Kelso that the area is currently unable to? If so, why?

What are the region's strongest public facilities and assets and why?

If you had a blank canvas what would you do? What is your vision for the future of the Event Center?

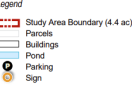
Other comments or questions?

Public gallery space	Smaller scale performance spaces (200-500 capacity) with lighting and sound	Lodging
More options for performance areas	Food options	

The Ring Theater (stage, food community space, on-site cafe)	Sageworks NW (renovated movie theater)	Leslie Colburn College (2 theaters, 75 seat and 100 seat, multiple rehearsal areas)
Columbia Theater (big community space, recently renovated)	R.A. Long Highschool	Lake Sacajawea (outdoor venue)

Is the proposed hotel going to affect other on-site uses (carnival)?

- A. WELCOME AND INTRO
(5 MINS)
- B. PROJECT OVERVIEW
(5 MINS)
- C. QUESTIONS & DISCUSSION
(45 MINS)
- D. RECAP & NEXT STEPS
(5 MINUTES)
- E. GRATITUDE & CLOSING

Mint Valley Golf and Raquet Complex
Basemap

Online Questionnaire Summary

Cowlitz County Public Facilities District / City of Longview
Master Plan Update & Priority Assets Review

Questionnaire Period: Aug 1, 2023 – Aug 27, 2023



Introduction

In May 2023, the Cowlitz County Public Facilities District (PFD) began developing a Master Plan to inform the development and improvement of the 47-acre Cowlitz County Event Center (CCEC) property in Longview, Washington. The Master Plan will guide long-term improvements to and investments in the Event Center. As part of this effort, the PFD is also working with the City of Longview to understand current needs and potential changes to the Mint Valley Racquet and Fitness Complex.

The consultant team developed a Community Online Questionnaire to gather community-wide feedback on existing conditions, needs, and priorities for future developments at both the CCEC and Mint Valley Racquet and Fitness Complex. The questionnaire was available online from August 1-August 27, 2023, and received a total of 649 responses. The PFD and City of Longview promoted the questionnaire through project partner websites, email lists, and local radio advertisements.

The questionnaire included 25 optional questions focused on community uses of and preferences for both facilities as well as demographic information. Questions asked how respondents use each facility, what they like the least and the most about each facility, what changes they would like to see at each facility, and how they hear about events and activities at each facility.

This summary provides results from the questionnaire. Findings are from a broad enough sample that they can help the PFD and City identify common themes and concerns. All questions were optional. Some questions allowed participants to select two or more answer choices, resulting in total counts greater than the number of respondents and total percentages greater than 100%.

Online Questionnaire Summary: Contents

1. COWLITZ
COUNTY EVENT
CENTER

2. MINT VALLEY
RACQUET AND
FITNESS COMPLEX

3. WRITE-IN
COMMENTS

4. WHO
RESPONDED?

1. COWLITZ COUNTY EVENT CENTER



More opportunities for year-round activities and recreation.

Specific opportunities include developing a multi-use indoor sports facility and outdoor sporting complex with turf fields, both of which are lacking in the county and highly requested by community members.



Multi-purpose indoor arena use.

Community members would like to see a broader range of events in the indoor arena such as equestrian events, auto events, and dog shows. Both the indoor arena and animal facilities need improvements to meet current user needs and to promote multi-purpose uses.



Facility-wide renovation and lodging.

The site needs facility-wide updates and renovations to meet user needs. High-quality lodging was also listed as a top community priority to attract larger events and promote tourism.

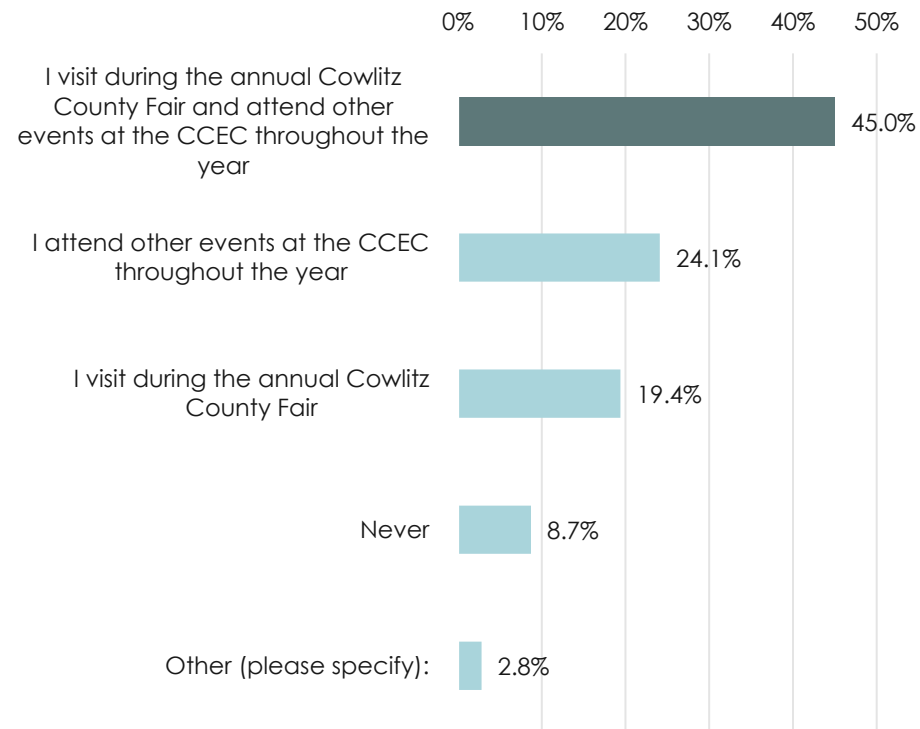


Improved access and wayfinding.

Despite its central location and proximity to I-5, the CCEC is hard to get to and lacks a strong entrance. Improving multi-modal access and wayfinding will promote the site as a central and connected destination.

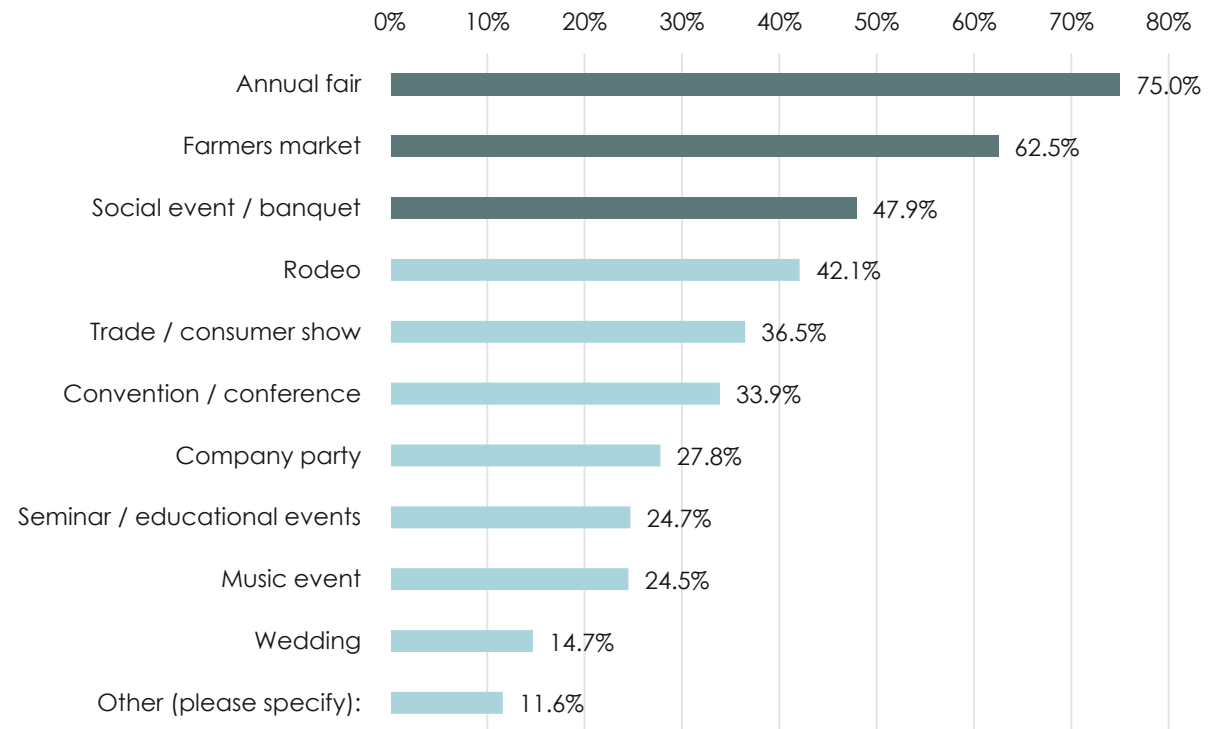
How often do you or your family visit the CCEC?

n=644



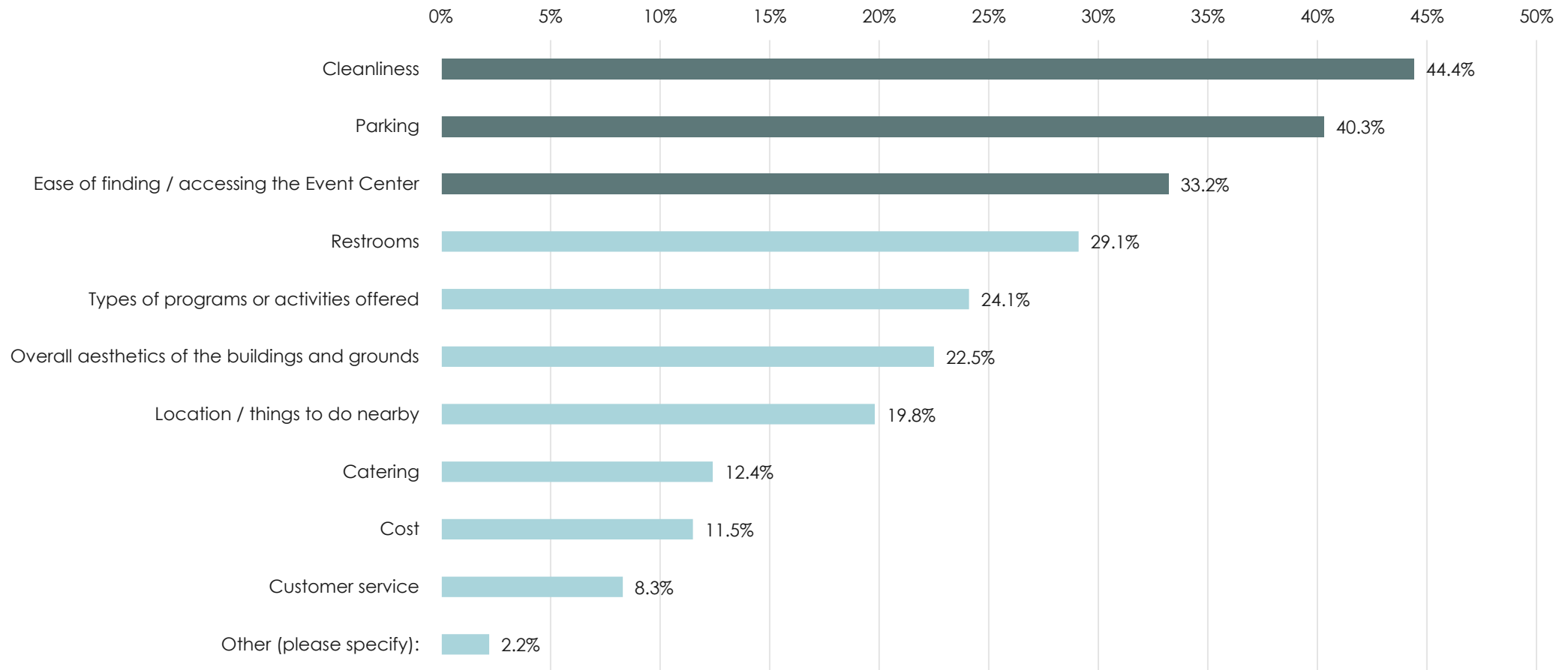
What types of events or activities have brought you to the CCEC?

n=587



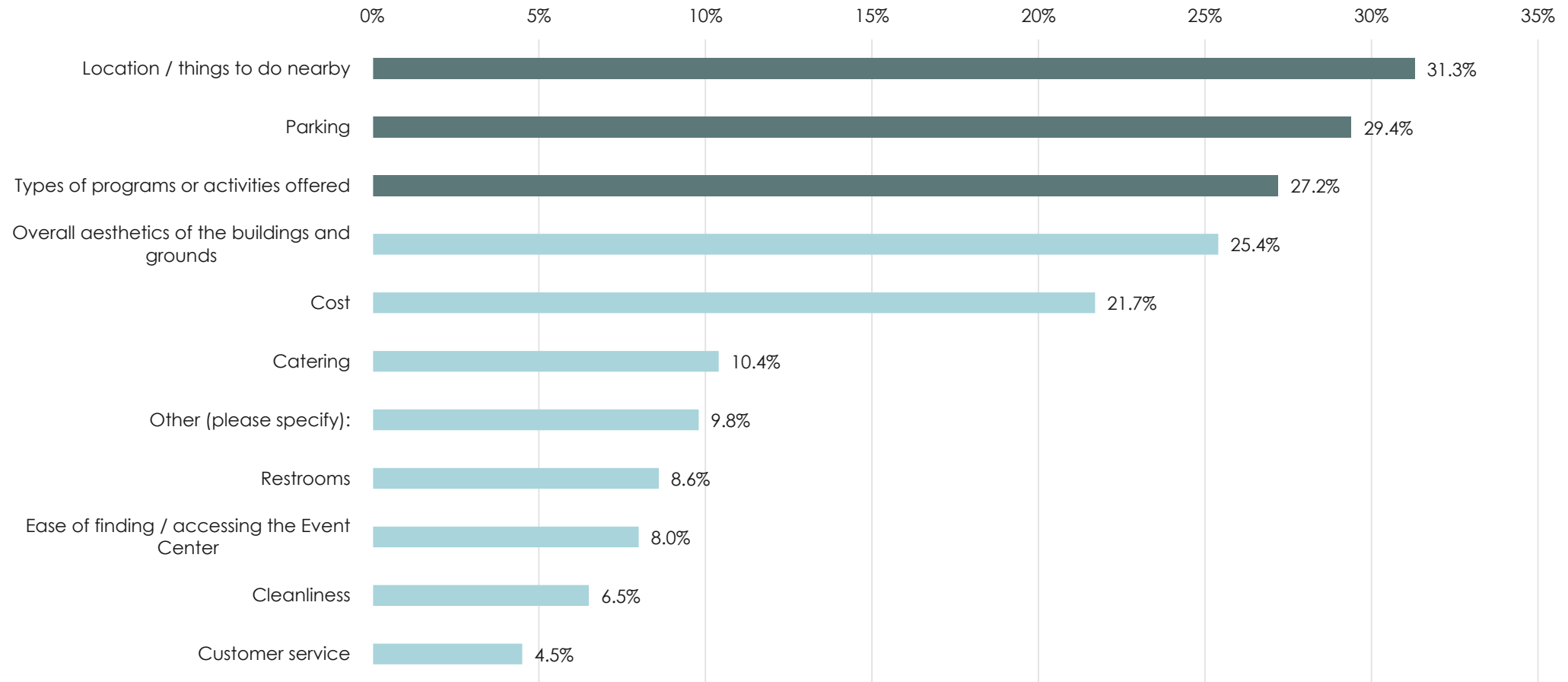
What do you like most about the CCEC? (select your top three choices)

n=581



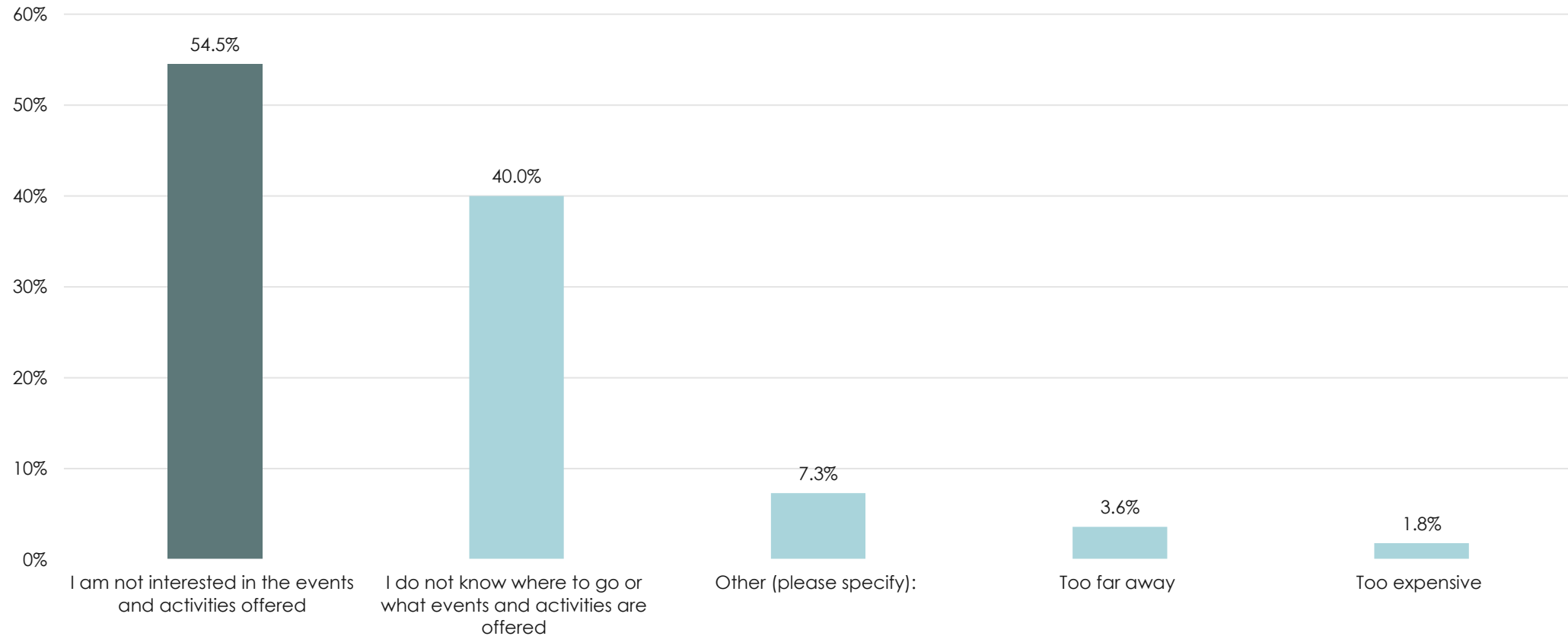
What do you like least about the CCEC? (select your top three choices)

n=511



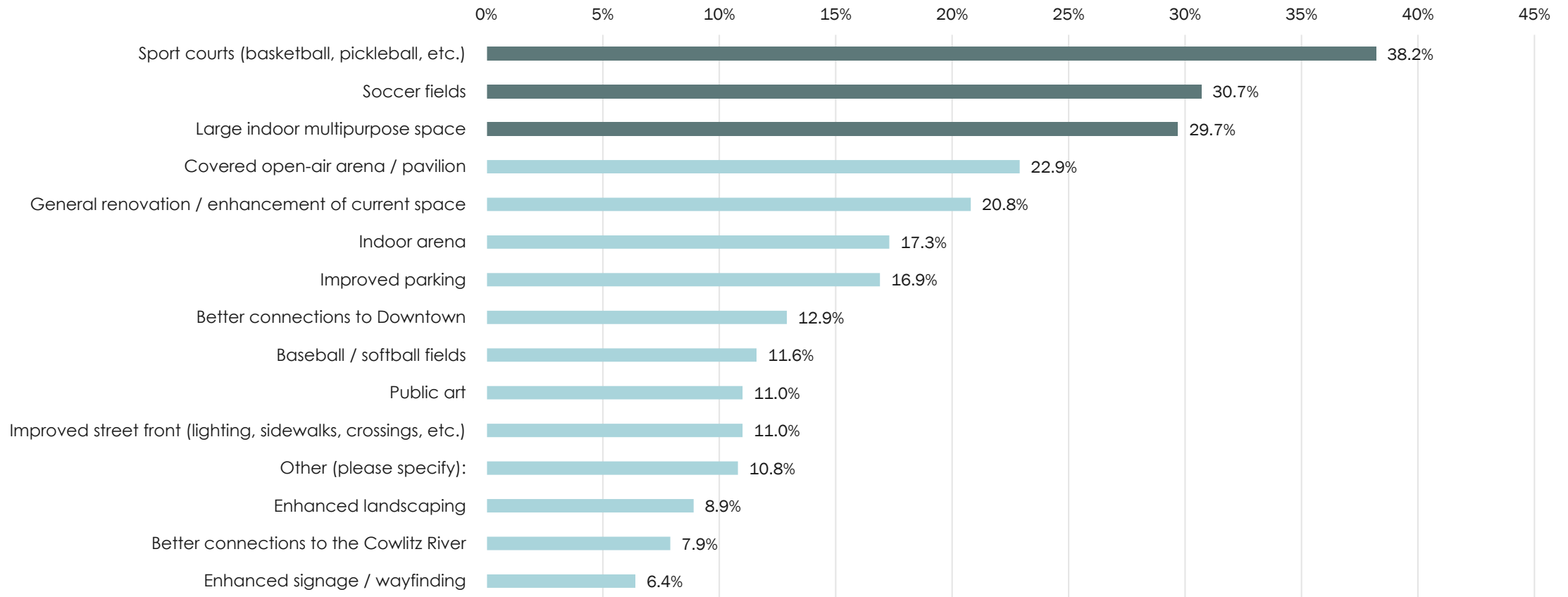
If you or your family have not visited the CCEC, why?

n=55



What changes would you like to see at the CCEC? (select your top three choices)

n=629



2. MINT VALLEY RACQUET & TENNIS COMPLEX



Facility-wide renovation.

The top community priority for the site is a facility-wide renovation to improve the restrooms, locker rooms, tennis court lighting and ceilings, fitness facility, common spaces and building façade.



Multi-use options.

One of the most requested changes was to provide multi-use options such as basketball, volleyball, and pickleball in addition to tennis and racquetball. Youth programming such as day camps and summer camps were also a top request.

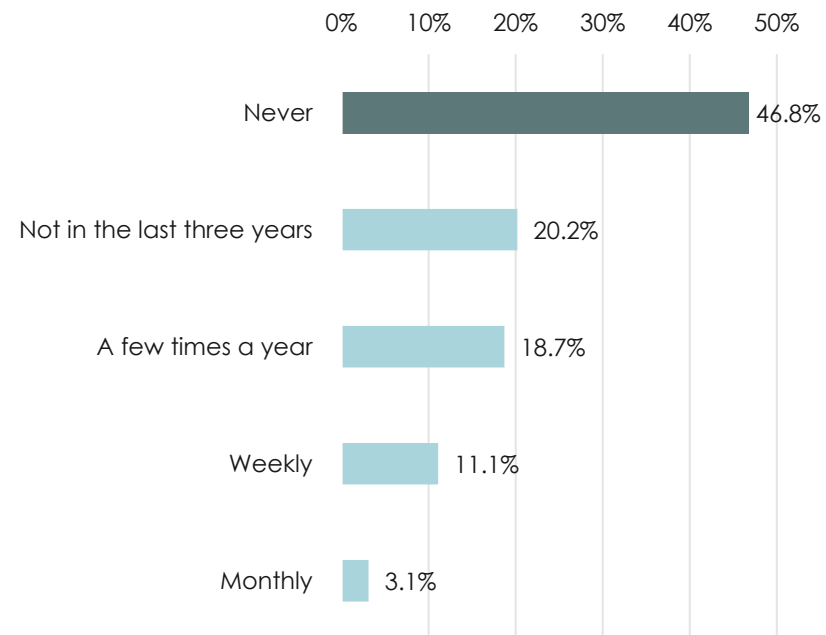


Community access and awareness.

Community members would like more programming options that are low cost or free, offered in the evenings and on weekends, and accessible to a wide-range of ages. Public awareness also needs to be increased since many community members are not aware of the facility and its offerings.

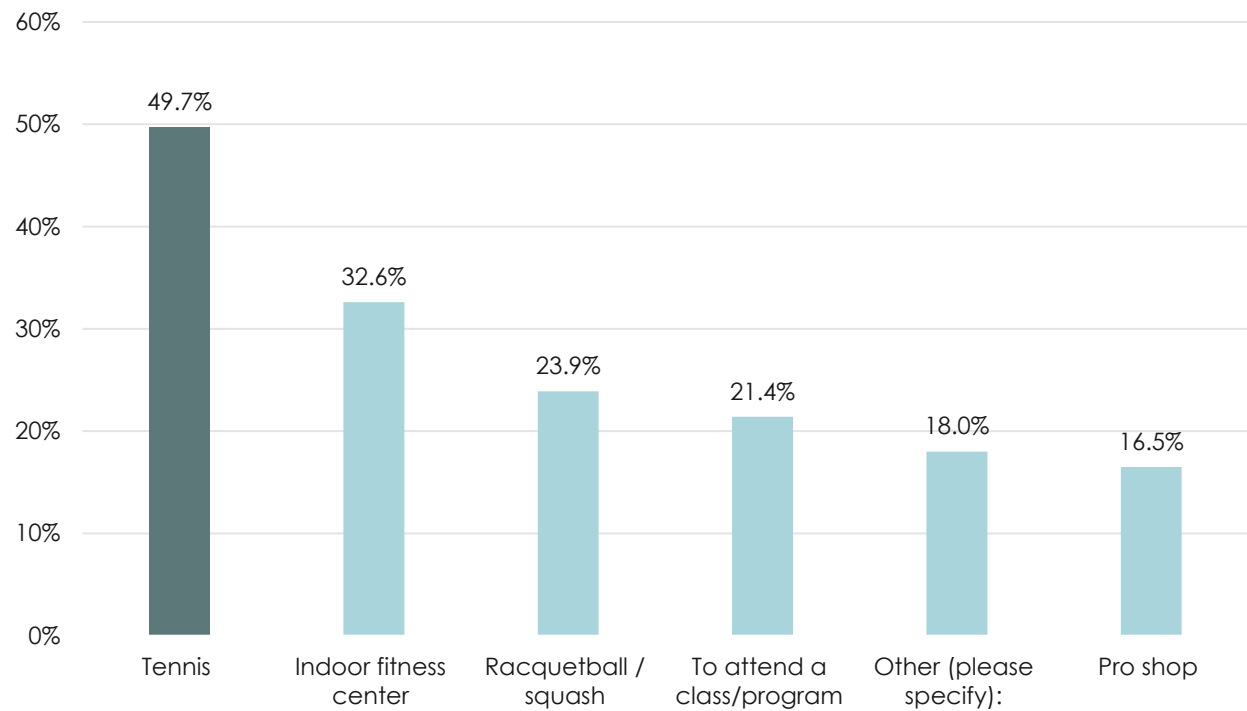
How often do you or your family visit the Mint Valley Racquet and Fitness Complex?

n=647



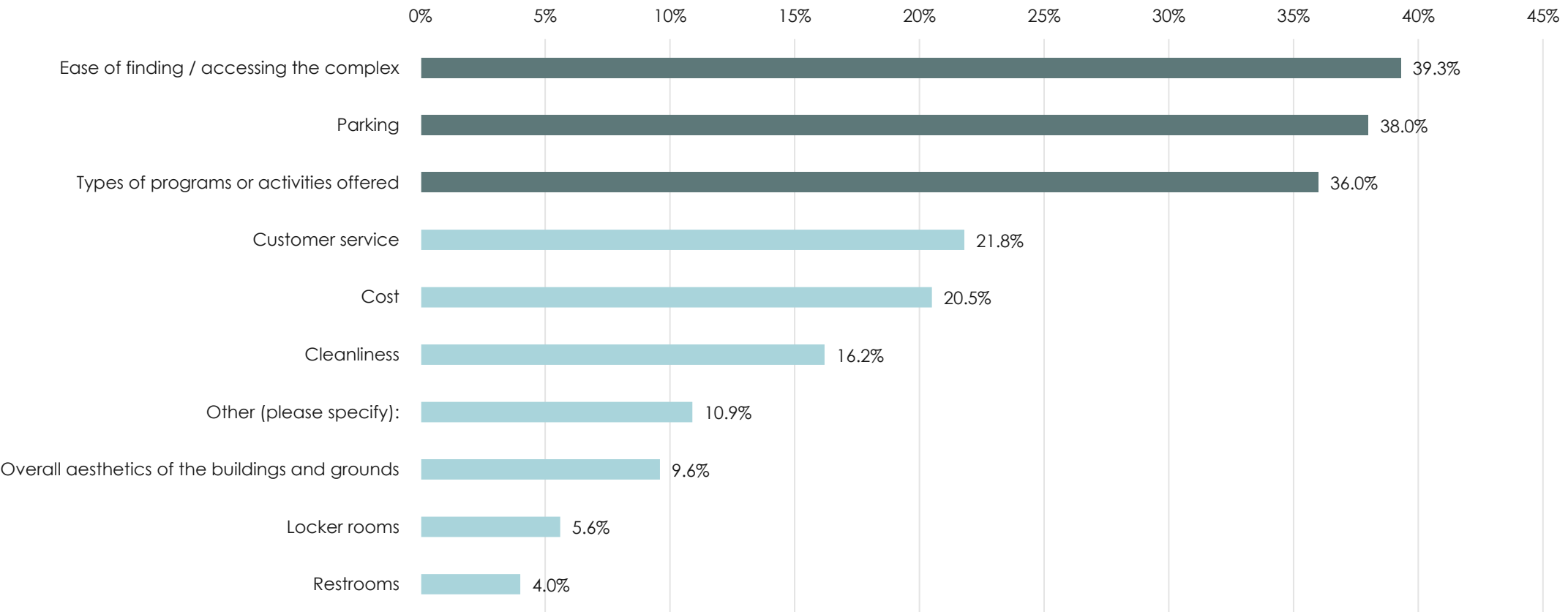
What types of events or activities have brought you to the Mint Valley Racquet and Fitness Complex?

n=322



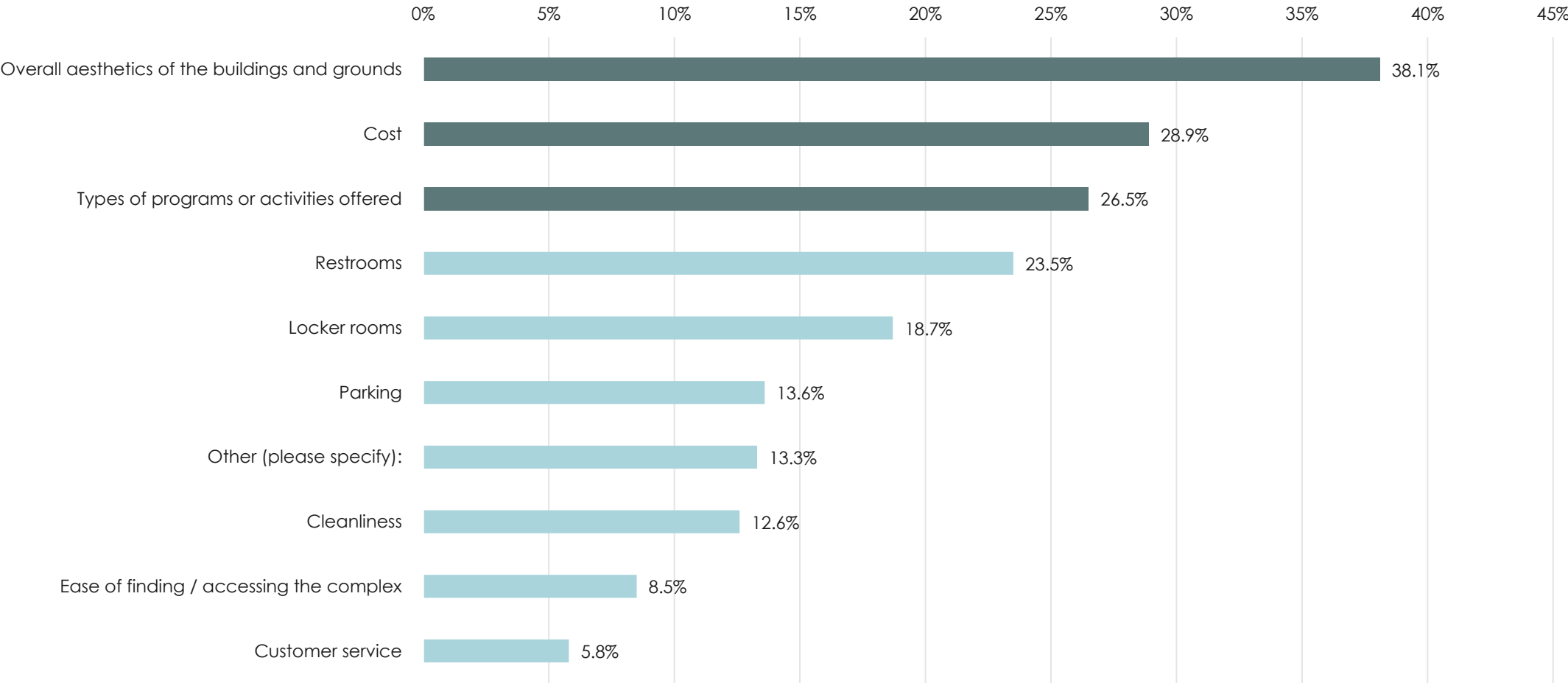
What do you like most about the Mint Valley Racquet and Fitness Complex? (select your top three choices)

n=303



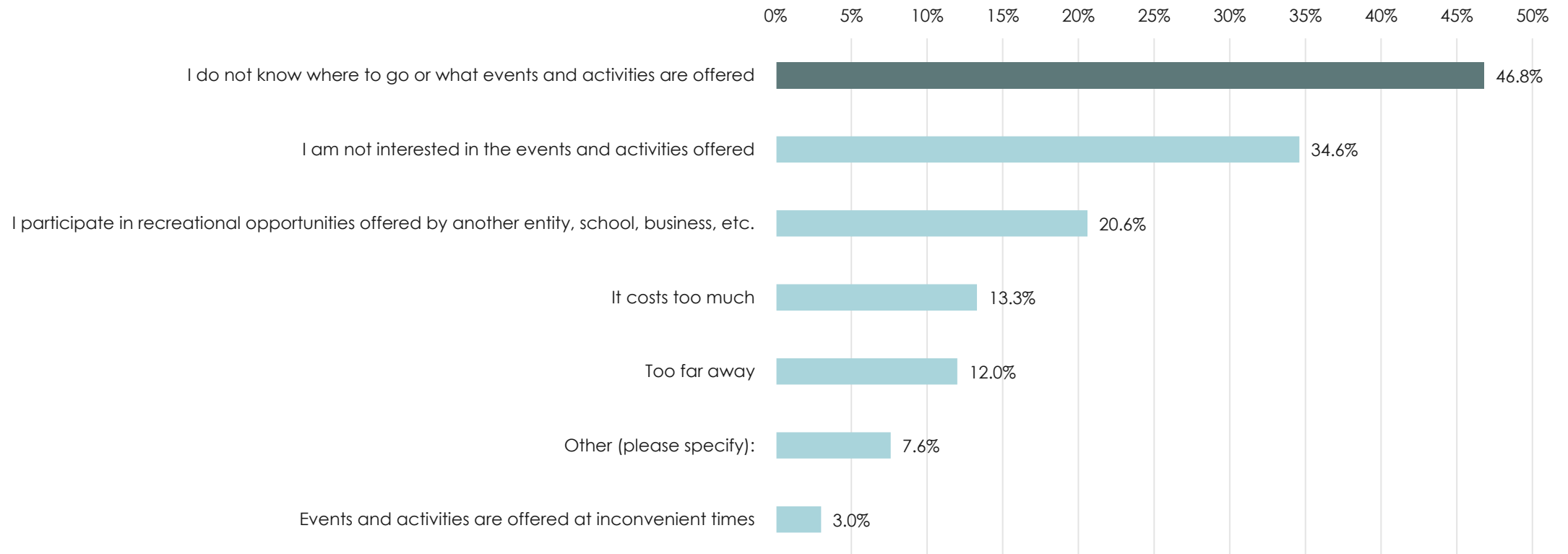
What do you like least about the Mint Valley Racquet and Fitness Complex? (select your top three choices)

n=303



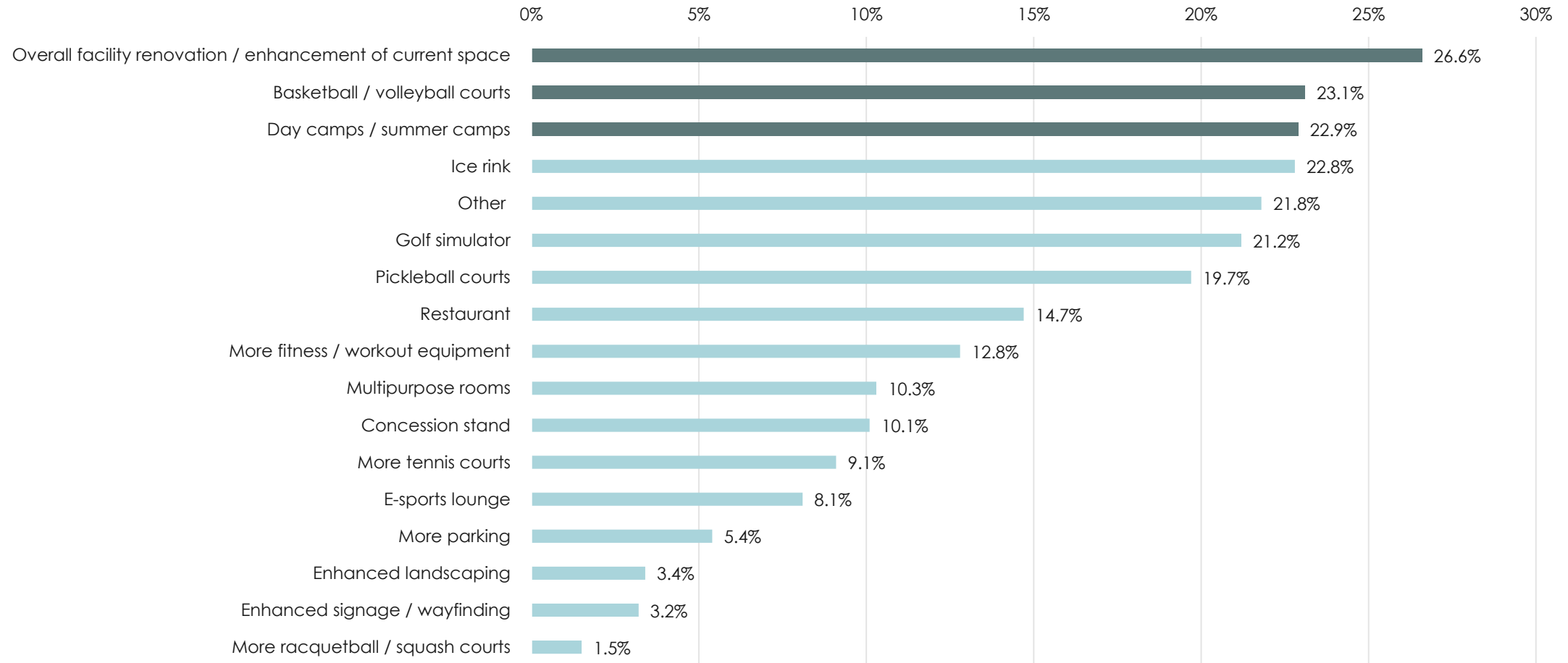
If you or your family have not visited the Mint Valley Racquet and Fitness Complex, why?

n=301



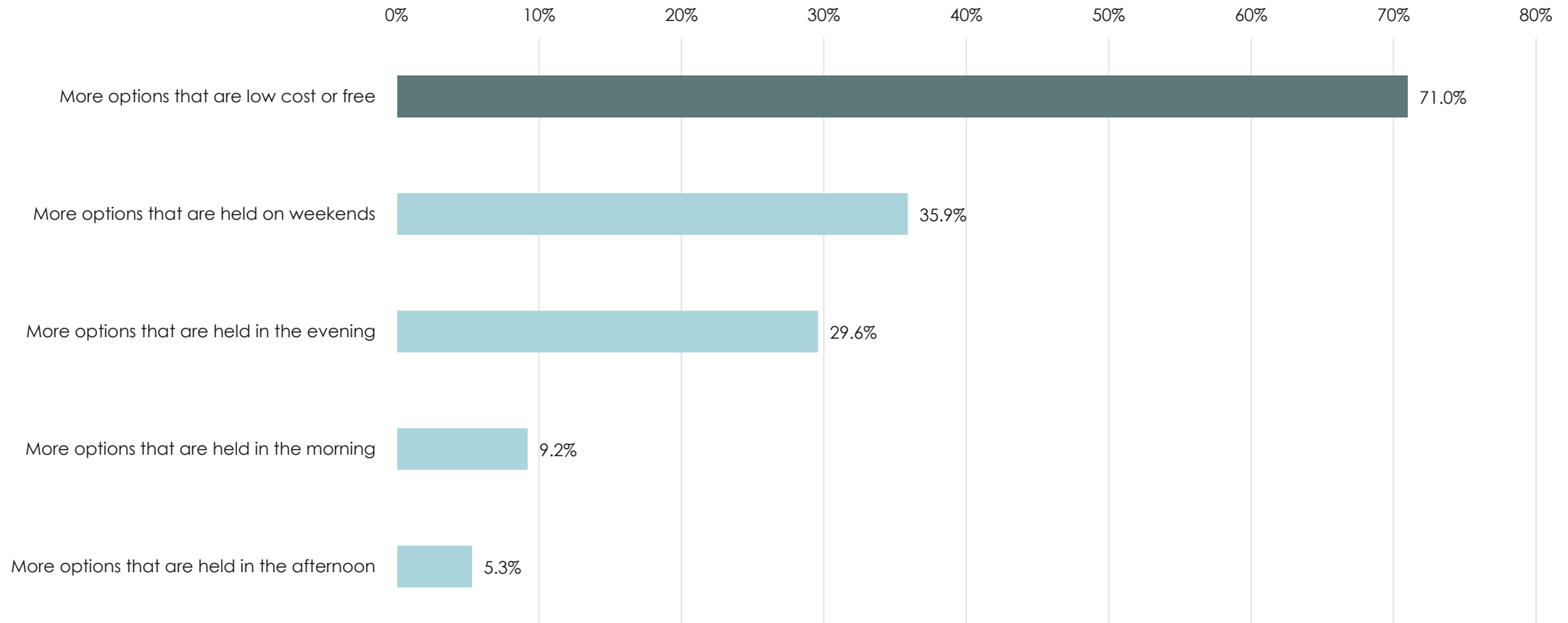
What changes would you like to see at the Mint Valley Racquet and Fitness Complex? (select your top three choices)

n=593



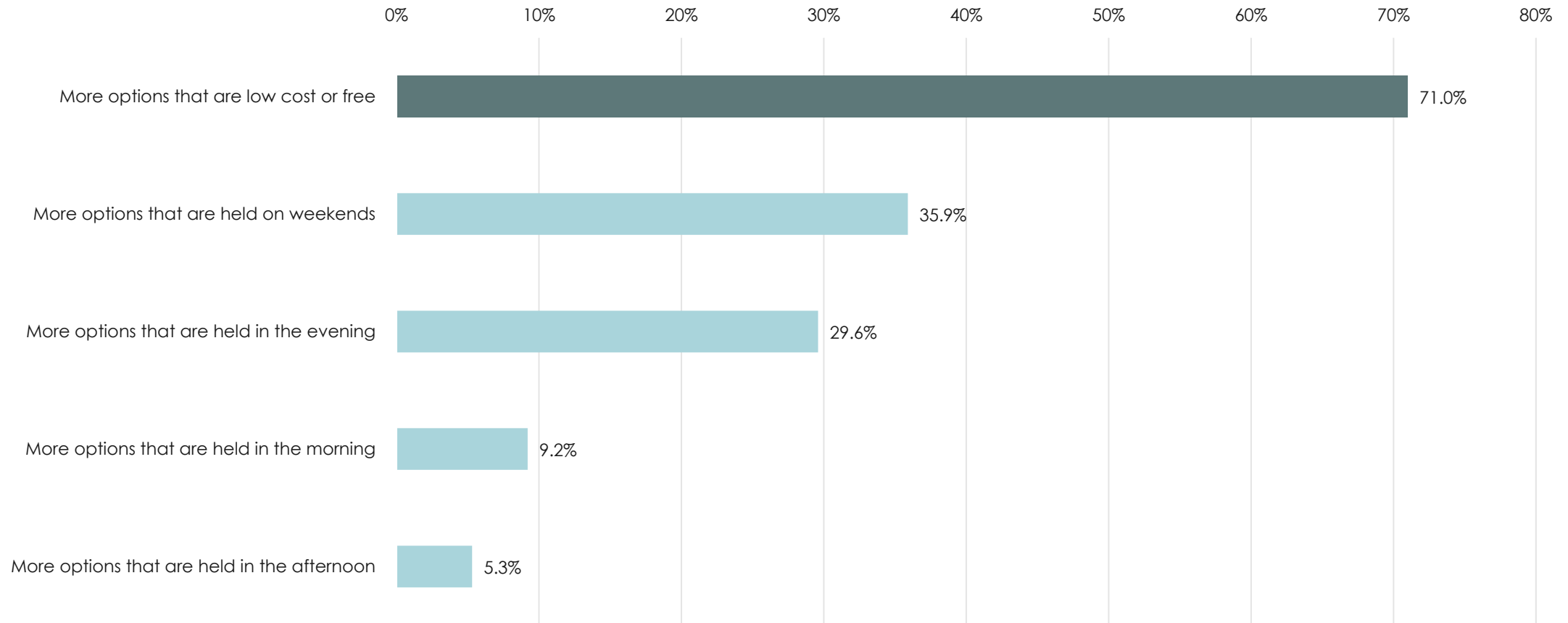
Are there any additional changes that would make this facility more appealing for you or your family? (select your top two choices)

n=510



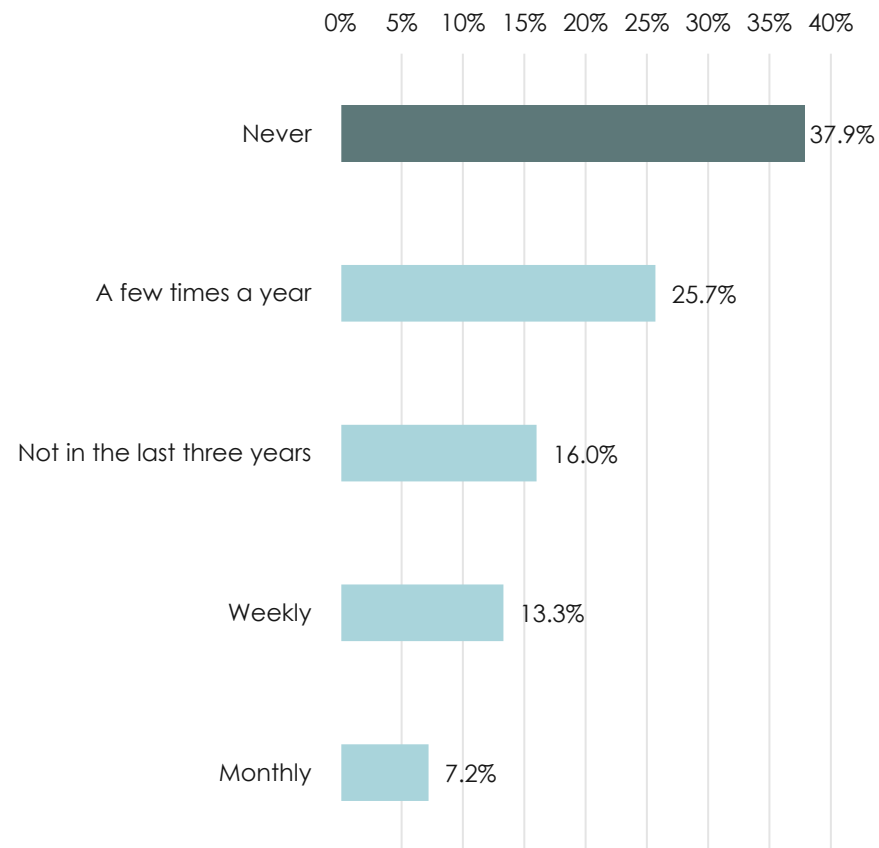
Are there any additional changes that would make this facility more appealing for you or your family? (select your top two choices)

n=510



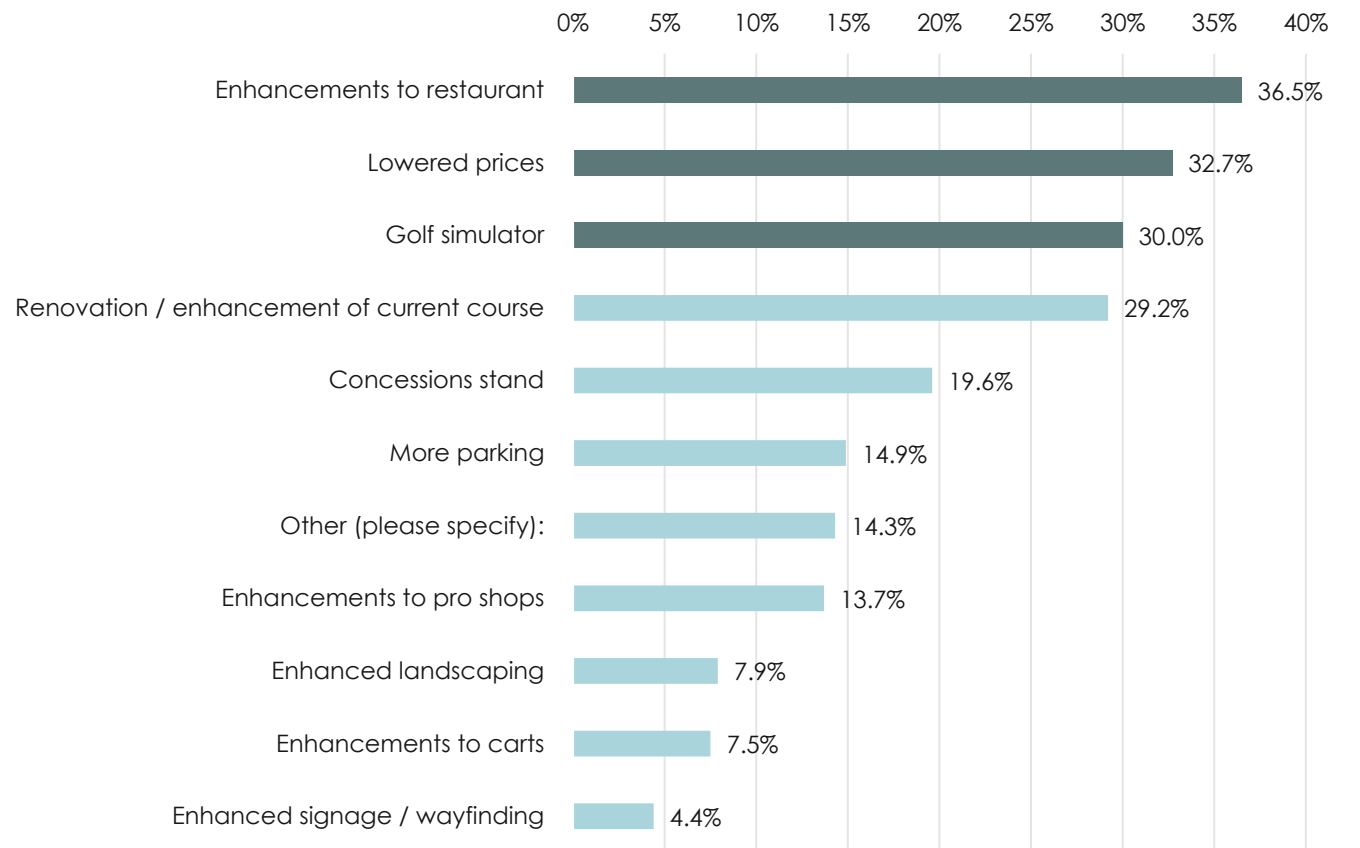
How often do you or your family visit the adjacent Mint Valley Golf Course?

n=639

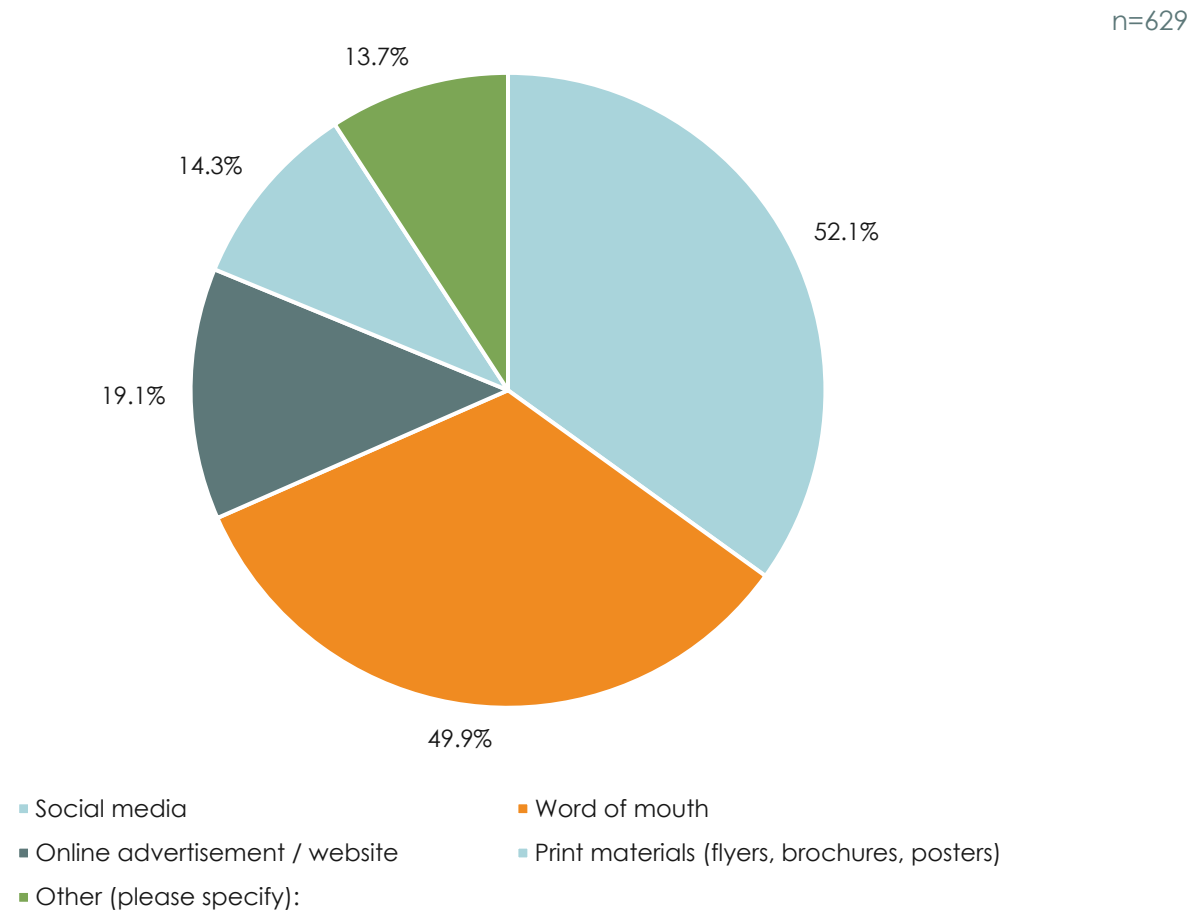


What changes would you like to see to the Mint Valley Golf Course? (select your top three choices)

n=504



How do you hear about events at the CCEC and Mint Valley Racquet and Fitness Complex?



3. WRITE-IN COMMENTS



**Write-in comments
from 349 respondents**

Analyzed with Displayr and Co:Census

Mint Valley Focus

The Mint Valley facility (47 comments) was specifically mentioned in more write-in comments than the CCEC (12 comments)

Quality and Repair of Facilities

Quality and repair was an important theme of write-in responses (26 comments), especially relating to the Mint Valley facility.

Tennis & Soccer

Both tennis (47 comments) and soccer (36 comments) were top requested recreation opportunities. Write-in respondents were especially concerned about the removal of the indoor tennis courts at the Mint Valley facility.

Indoor Facilities

73 comments mentioned the need for indoor facilities for year-round recreation opportunities.

Do you have any additional comments or ideas you would like to share?

Top words:

n=238



4. WHO RESPONDED?



649 total respondents

Residents and Workers

People who live in Cowlitz County (92% of respondents) and individuals who work or own a business in Cowlitz County (41% of respondents).

Long-term Residents

80% of respondents have lived in Cowlitz County for more than 10 years.

Mixed Connections

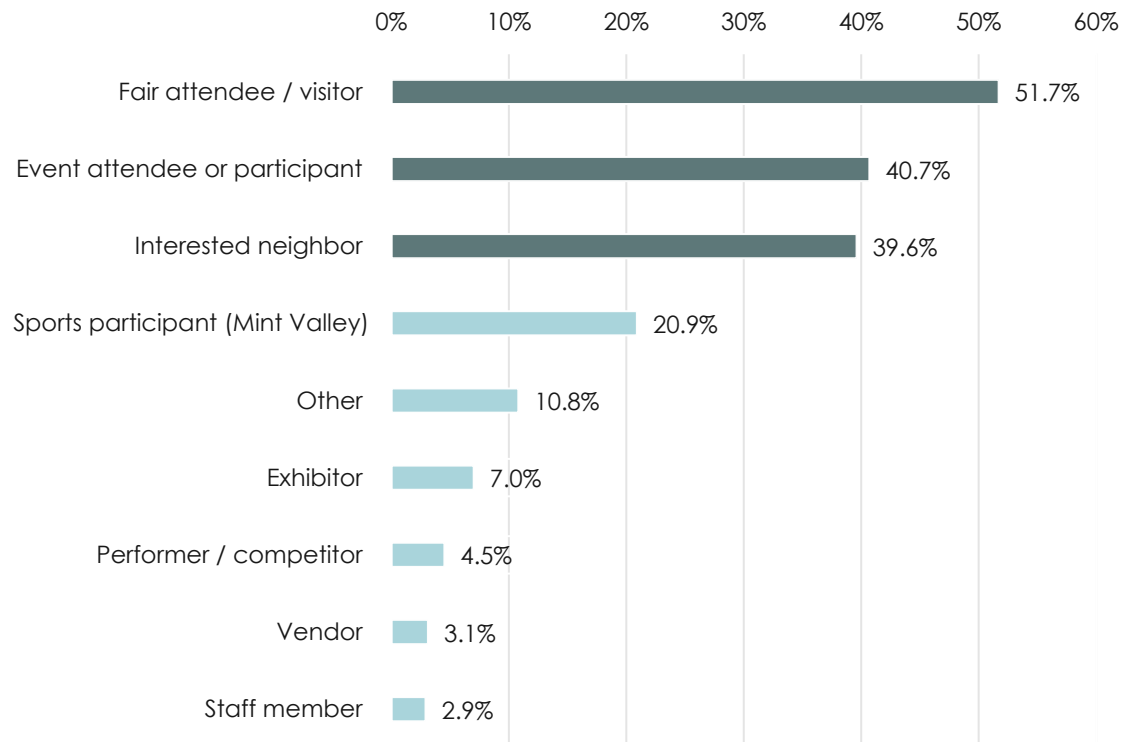
Most participants identify as a fair attendee/visitor (52%), event attendee or participant (41%), interested neighbor (40%), or Mint Valley sports participant (21%).

Varied Ages

Respondents were largely split between the ages of 25 and 74, the 35-44 age group had the most respondents (28%).

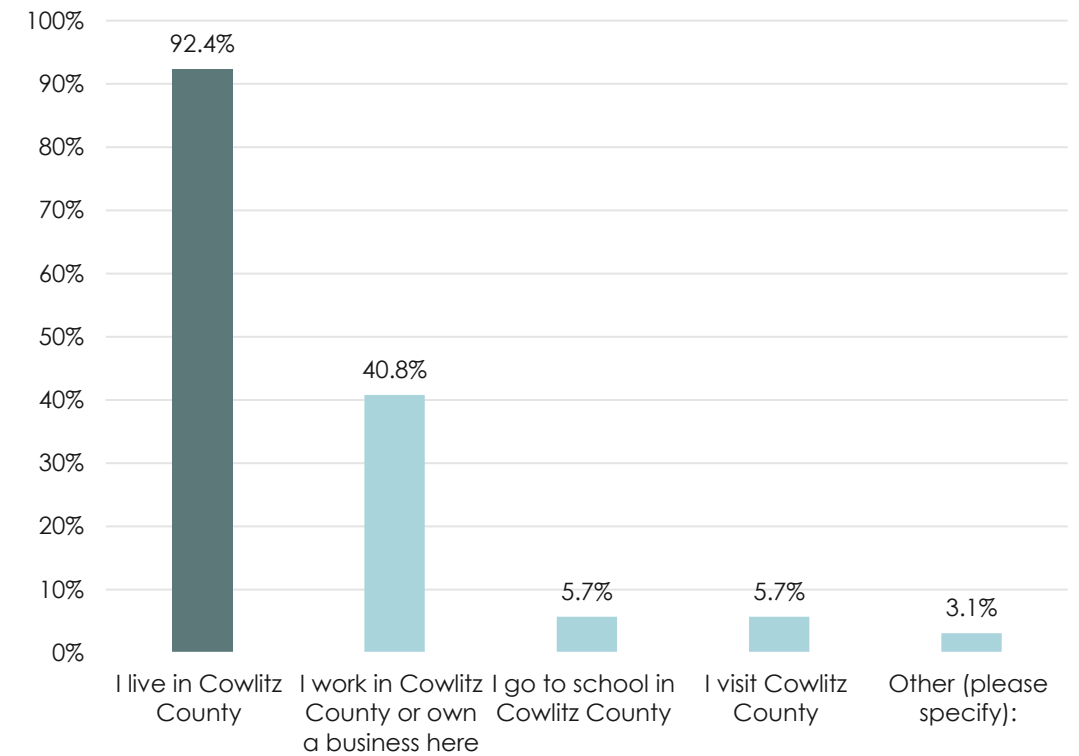
How would you describe yourself?

n=646



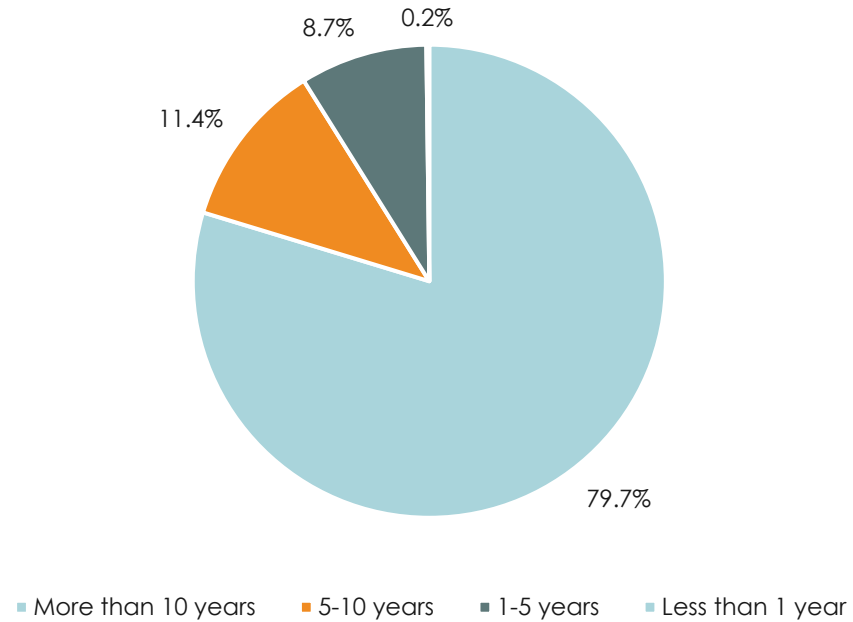
How are you connected to Cowlitz County?

n=645



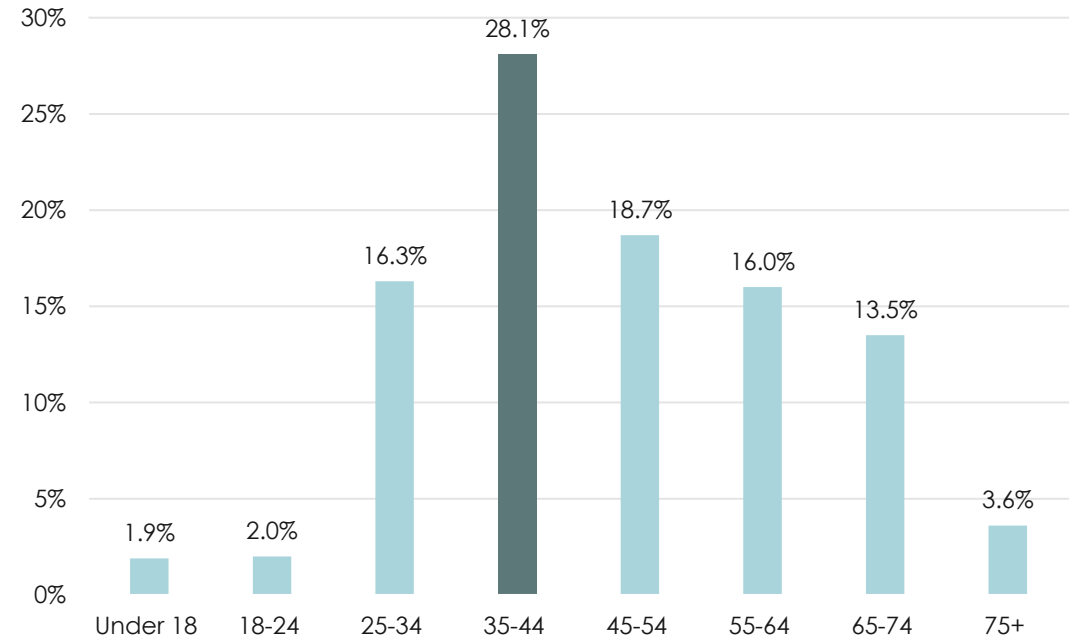
If you live in Cowlitz County, how long have you lived here?

n=595



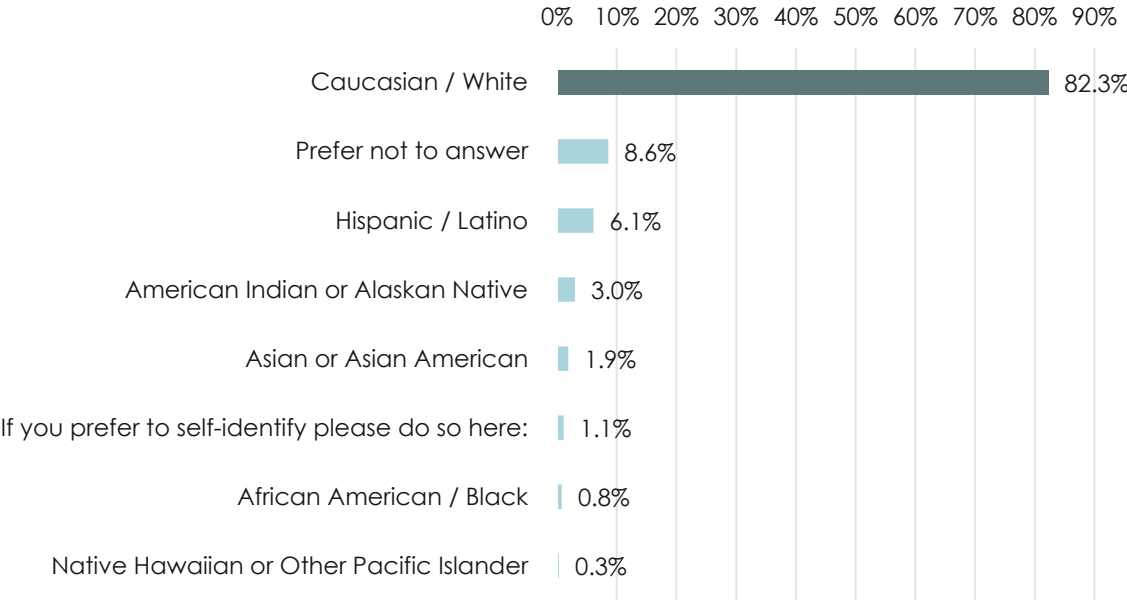
What is your age?

n=638



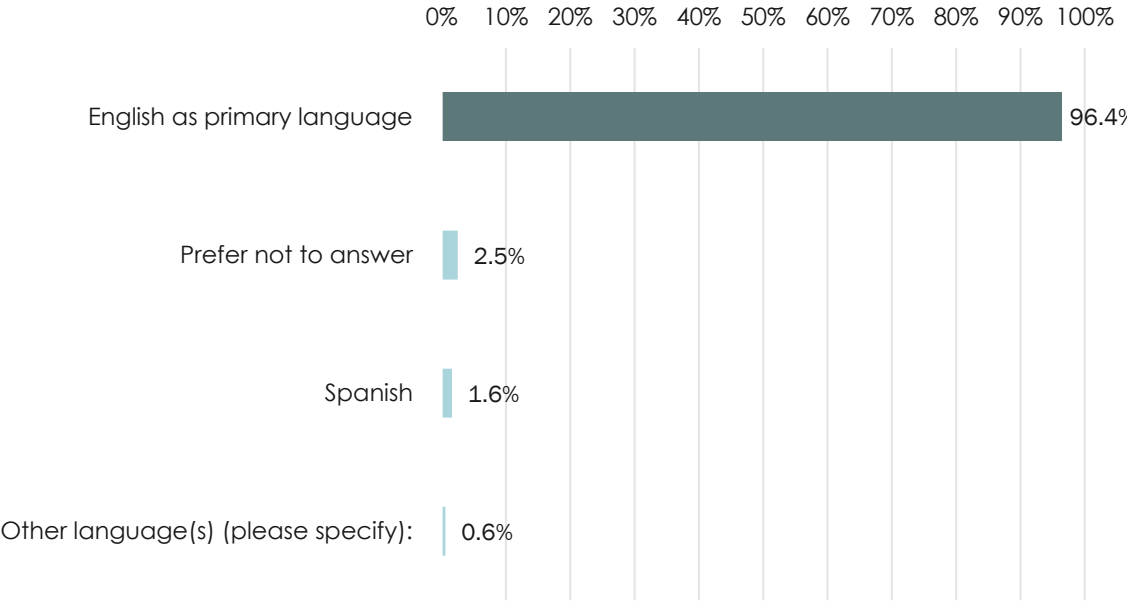
How do you prefer to self-identify?

n=643



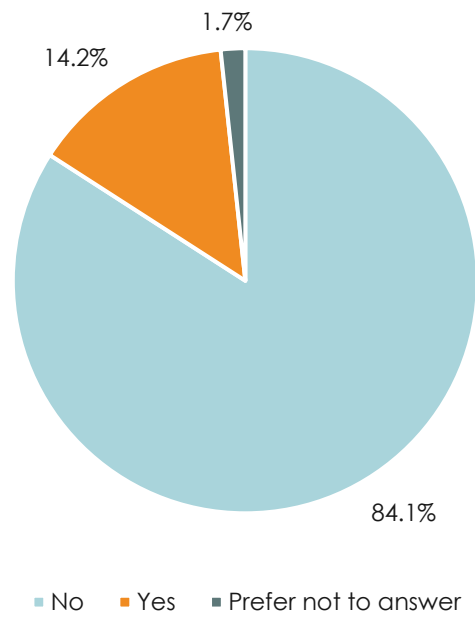
What is the primary language(s) you speak in your household?

n=644



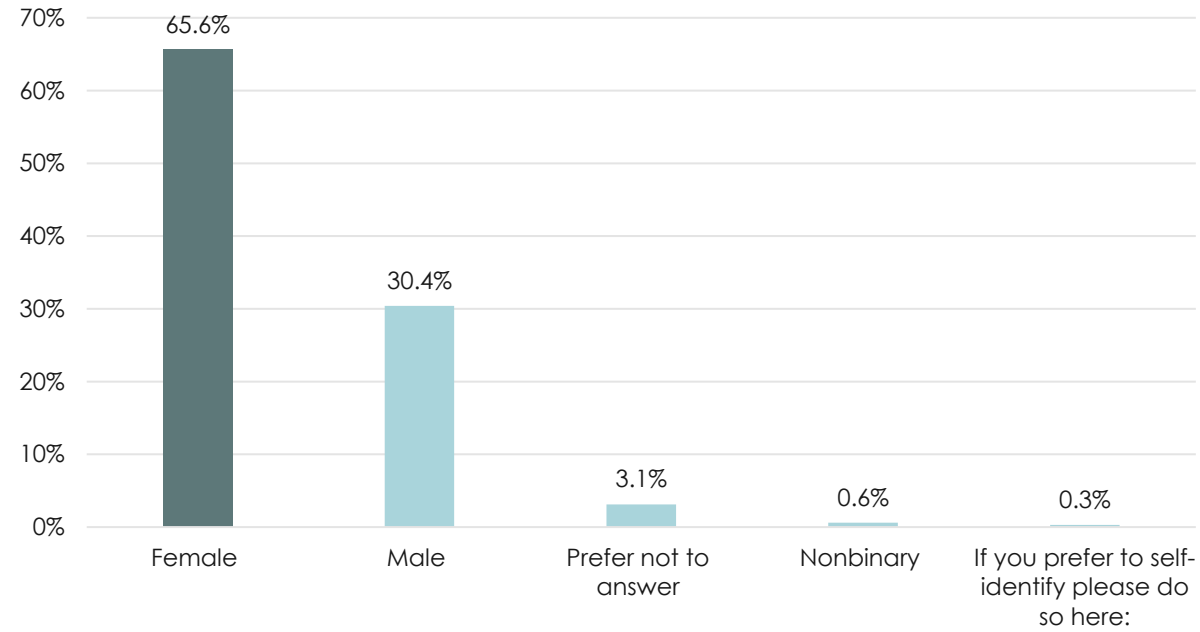
Do you or anyone in your family have a condition or disability that influences your participation in or access to events and recreation activities?

n=646



What best describes your gender identity?

n=642



Online Questionnaire Summary

Cowlitz County Public Facilities District / City of Longview
Master Plan Update & Priority Assets Review

Questionnaire Period: Aug 1, 2023 – Aug 27, 2023



Appendix C: Online Questionnaire Results

1.How would you describe yourself?

	Percent	Count
I am a fair attendee / visitor	51.7%	334
I am an event attendee or participant	40.7%	263
I am an interested neighbor	39.6%	256
I am a sports participant (Mint Valley Racquet and Fitness Complex only)	20.9%	135
Other (please specify):	10.8%	70
I am an exhibitor	7.0%	45
I am a performer / competitor	4.5%	29
I am a vendor	3.1%	20
I am a staff member	2.9%	19

2.How are you connected to Cowlitz County?

	Percent	Count
I live in Cowlitz County	92.4%	596
I work in Cowlitz County or own a business here	40.8%	263
I go to school in Cowlitz County	5.7%	37
I visit Cowlitz County	5.7%	37
Other (please specify):	3.1%	20

3.If you live in Cowlitz County, how long have you lived here?

	Percent	Count
More than 10 years	79.7%	474
5-10 years	11.4%	68
1-5 years	8.7%	52
Less than 1 year	0.2%	1

4.What is your age?

	Percent	Count
Under 18	1.9%	12
18-24	2.0%	13
25-34	16.3%	104
35-44	28.1%	179
45-54	18.7%	119
55-64	16.0%	102
65-74	13.5%	86
75+	3.6%	23

5.How do you prefer to self-identify?

	Percent	Count
Caucasian / White	82.3%	529
Prefer not to answer	8.6%	55
Hispanic / Latino	6.1%	39
American Indian or Alaskan Native	3.0%	19
Asian or Asian American	1.9%	12
If you prefer to self-identify please do so here:	1.1%	7
African American / Black	0.8%	5
Native Hawaiian or Other Pacific Islander	0.3%	2

6.What is the primary language(s) you speak in your household?

	Percent	Count
English as primary language	96.4%	621
Prefer not to answer	2.5%	16
Spanish	1.6%	10
Other language(s) (please specify):	0.6%	4

7.Do you or anyone in your family have a condition or disability that influences your participation in or access to events and recreation activities?

	Percent	Count
No	84.1%	543
Yes	14.2%	92
Prefer not to answer	1.7%	11

8.What best describes your gender identity?

	Percent	Count
Female	65.6%	421
Male	30.4%	195
Prefer not to answer	3.1%	20
Nonbinary	0.6%	4
If you prefer to self-identify please do so here:	0.3%	2

9.How often do you or your family visit the Cowlitz County Event Center (CCEC)?

	Percent	Count
I visit during the annual Cowlitz County Fair and attend other events at the CCEC throughout the year	45.0%	290
I attend other events at the CCEC throughout the year	24.1%	155
I visit during the annual Cowlitz County Fair	19.4%	125
Never	8.7%	56
Other (please specify):	2.8%	18

10.What types of events or activities have brought you to the CCEC?

	Percent	Count
Annual fair	75.0%	440
Farmers market	62.5%	367
Social event / banquet	47.9%	281
Rodeo	42.1%	247
Trade / consumer show	36.5%	214
Convention / conference	33.9%	199
Company party	27.8%	163
Seminar / educational events	24.7%	145
Music event	24.5%	144
Wedding	14.7%	86
Other (please specify):	11.6%	68

11.What do you like most about the CCEC? (select your top three choices)

	Percent	Count
Cleanliness	44.4%	258
Parking	40.3%	234
Ease of finding / accessing the Event Center	33.2%	193
Restrooms	29.1%	169
Types of programs or activities offered	24.1%	140
Overall aesthetics of the buildings and grounds	22.5%	131
Location / things to do nearby	19.8%	115
Catering	12.4%	72
Cost	11.5%	67
Customer service	8.3%	48
Other (please specify):	2.2%	13

12.What do you like least about the CCEC? (select your top three choices)

	Percent	Count
Location / things to do nearby	31.3%	160
Parking	29.4%	150
Types of programs or activities offered	27.2%	139
Overall aesthetics of the buildings and grounds	25.4%	130
Cost	21.7%	111
Catering	10.4%	53
Other (please specify):	9.8%	50
Restrooms	8.6%	44
Ease of finding / accessing the Event Center	8.0%	41
Cleanliness	6.5%	33
Customer service	4.5%	23

13.If you or your family have not visited the CCEC, why?

	Percent	Count
I am not interested in the events and activities offered	54.5%	30

I do not know where to go or what events and activities are offered	40.0%	22
Other (please specify):	7.3%	4
Too far away	3.6%	2
Too expensive	1.8%	1

14.What changes would you like to see at the CCEC? (select your top three choices)

	Percent
Sport courts (basketball, pickleball, etc.)	38.2%
Soccer fields	30.7%
Large indoor multipurpose space	29.7%
Covered open-air arena / pavilion	22.9%
General renovation / enhancement of current space	20.8%
Indoor arena	17.3%
Improved parking	16.9%
Better connections to Downtown	12.9%
Baseball / softball fields	11.6%
Public art	11.0%
Improved street front (lighting, sidewalks, crossings, etc.)	11.0%
Other (please specify):	10.8%
Enhanced landscaping	8.9%
Better connections to the Cowlitz River	7.9%
Enhanced signage / wayfinding	6.4%

15.How often do you or your family visit the Mint Valley Racquet and Fitness Complex?

	Percent	Count
Never	46.8%	303
Not in the last three years	20.2%	131
A few times a year	18.7%	121
Weekly	11.1%	72
Monthly	3.1%	20

16.What types of events or activities have brought you to the Mint Valley Racquet and Fitness Complex?

	Percent	Count
Tennis	49.7%	160
Indoor fitness center	32.6%	105
Racquetball / squash	23.9%	77
To attend a class/program	21.4%	69
Other (please specify):	18.0%	58
Pro shop	16.5%	53

17.What do you like most about the Mint Valley Racquet and Fitness Complex?
(select your top three choices)

	Percent	Count
Ease of finding / accessing the complex	39.3%	119
Parking	38.0%	115
Types of programs or activities offered	36.0%	109
Customer service	21.8%	66
Cost	20.5%	62
Cleanliness	16.2%	49
Other (please specify):	10.9%	33
Overall aesthetics of the buildings and grounds	9.6%	29
Locker rooms	5.6%	17
Restrooms	4.0%	12

18.What do you like least about the Mint Valley Racquet and Fitness Complex?
(select your top three choices)

	Percent	Count
Overall aesthetics of the buildings and grounds	38.1%	112
Cost	28.9%	85
Types of programs or activities offered	26.5%	78
Restrooms	23.5%	69
Locker rooms	18.7%	55
Parking	13.6%	40
Other (please specify):	13.3%	39
Cleanliness	12.6%	37
Ease of finding / accessing the complex	8.5%	25
Customer service	5.8%	17

19.If you or your family have not visited the Mint Valley Racquet and Fitness Complex, why?

	Percent	Count
I do not know where to go or what events and activities are offered	46.8%	141
I am not interested in the events and activities offered	34.6%	104
I participate in recreational opportunities offered by another entity, school, business, etc.	20.6%	62
It costs too much	13.3%	40
Too far away	12.0%	36
Other (please specify):	7.6%	23
Events and activities are offered at inconvenient times	3.0%	9

20.What changes would you like to see at the Mint Valley Racquet and Fitness Complex? (select your top three choices)

	Percent	Count
Overall facility renovation / enhancement of current space	26.6%	158
Basketball / volleyball courts	23.1%	137
Day camps / summer camps	22.9%	136
Ice rink	22.8%	135
Other (please specify):	21.8%	129
Golf simulator	21.2%	126
Pickleball courts	19.7%	117
Restaurant	14.7%	87
More fitness / workout equipment	12.8%	76
Multipurpose rooms	10.3%	61
Concession stand	10.1%	60
More tennis courts	9.1%	54
E-sports lounge	8.1%	48
More parking	5.4%	32
Enhanced landscaping	3.4%	20
Enhanced signage / wayfinding	3.2%	19
More racquetball / squash courts	1.5%	9

21.Are there any additional changes that would make this facility more appealing for you or your family? (select your top two choices)

	Percent	Count
More options that are low cost or free	71.0%	362
More options that are held on weekends	35.9%	183
More options that are held in the evening	29.6%	151
More options that are held in the morning	9.2%	47
More options that are held in the afternoon	5.3%	27

22.How often do you or your family visit the adjacent Mint Valley Golf Course?

	Percent	Count
Never	37.9%	242
A few times a year	25.7%	164
Not in the last three years	16.0%	102
Weekly	13.3%	85
Monthly	7.2%	46

23.What changes would you like to see to the Mint Valley Golf Course? (select your top three choices)

	Percent	Count
Enhancements to restaurant	36.5%	184
Lowered prices	32.7%	165
Golf simulator	30.0%	151

Renovation / enhancement of current course	29.2%	147
Concessions stand	19.6%	99
More parking	14.9%	75
Other (please specify):	14.3%	72
Enhancements to pro shops	13.7%	69
Enhanced landscaping	7.9%	40
Enhancements to carts	7.5%	38
Enhanced signage / wayfinding	4.4%	22

24.How do you hear about events at the CCEC and Mint Valley Racquet and Fitness Complex?

	Percent	Count
Social media	52.1%	328
Word of mouth	49.9%	314
Online advertisement / website	19.1%	120
Print materials (flyers, brochures, posters)	14.3%	90
Other (please specify):	13.7%	86

Responses to Open-Ended Questions

1. How would you describe yourself?

- Golfer
- Children interested
- Children play soccer
- Citizen of Longview that does not regularly/ often attend events
our uses the fair grounds
- Coach
- Coach
- Community Member
- Community coach and youth sport board member
- Community member
- Community sports coach
- Cowlitz county citizen.
- FIBRE FEDERAL CU community development department
- Golf
- Golf
- Golfer
- HS tennis coach -
- I am a Longview citizen that wants this area to be excellent for all
- I am a golfer and Pickleball player and interested Cowlitz Co citizen!
- I am a local Community coach and volunteer
- I am a parent of 4 youth soccer players
- I am a volunteer
- I am an event organizer
- I am interested in the complex and all that has to offer. I need more information.
- I am the secretary for the Longview Soccer Club
- I have children in grade school who play sports
- I play Pickleball at the Link and Mint Valley when not able to play outside
- I reside in Kelso, but use various facilities in Longview. I would love to see Longview add an indoor soccer complex.
- I use most parks in the area
- I was a participant at MVR&F Complex.
- I'm a board member of Recreational Youth soccer
- I'm just a citizen who was asked to respond to this survey
- Interested citizen, I don't live nearby
- Kid that rides rides
- Lifetime resident of Cowlitz County, property owner and someone involved in community engagement.
- Long time resident that likes to stay active.
- Longview tax payer and senior citizen
- Mint Valley Golfer
- Mom of sports facility users

- My grandchildren live in Longview and play soccer and basketball. It's too hard for me to go to Portland to watch my granddaughter's soccer games. I live in Napavine
- Never been to the fair or racquet center. Only the golf course
- Parent
- Parent of a young athlete in Longview and St. Rose student, director at PeaceHealth on Longview.
- Parent of multiple children sports participants
- Parent of soccer player
- Park Board Member
- Person who is interested in facilities development in Longview
- Senior Pass Member of Mint Valley Golf Course
- Soccer coach for the timberbarons!
- Soccer coach!
- Soccer parent
- Tax payer
- This is my home town. My family has lived here since 1937.
- Volunteer for community events.
- YMCA
- Youth soccer coach
- community member
- concerned citizen
- concerned citizen
- county resident for 45 yrs.
- golf
- i meet several criteria above
- parent of a soccer kiddo
- play golf at Mint Valley
- play tennis. Had a membership for over 25 years
- teen is a sports participant
- use Parks and Recreation classes

2.How are you connected to Cowlitz County?

- 4H Leader Cowlitz County
- Born an still here
- Born and raised 4th generation in Longview and raising my own family here
- Clark County
- I am a mother in cowlitz County
- I have family in Cowlitz County
- I have family that owns property in Cowlitz County
- I live in Lewis County and play tennis at Mint Vallley
- I shop and attend events in Cowlitz County
- I was born and raised in Longview and living in Cathlamet now. I drive to Longview at least 4 times a week to shop, eat and play tennis at Mint Valley Tennis center!
- I worked for the County and retired and live in Cowlitz county
- Living in Cathlamet (Wahkiakum county). I'm in Longview at least 3-4 times a week.
- Member of Mint valley racquet
- My grandchildren live in Longview and play soccer.

- My kids go to school in Cowlitz county and participate in sports and 4H
- Play on the Mint Valley tennis team
- Retired from a CC business
- Tax Payer
- play tennis at Mint Valley

5.How do you prefer to self-identify?

- American
- Human
- Should not matter
- US Citizen

6.What is the primary language(s) you speak in your household?

- Chinese
- Japanese
- Russian
- Should not matter

8.What best describes your gender identity?

- Not appropriate question for this survey
- There are two options. I am a female

9.How often do you or your family visit the Cowlitz County Event Center (CCEC)?

- Car shows, festival's
- I am a county employee that is often at the Event Center for my job
- I visit the fair or other event every few years
- Mint Valley several times a week.
- My work holds trainings there
- Not really visiting with covid still
- Occasionally
- Once every couple years.
- Only when attending a conference.
- Only when you hold a worthless meeting!
- So new to area still learning about events
- Sometimes the fair. Sometimes other events. Not consistent. Work or other personal events potentially too.
- Very rarely. I haven't been to the fair since pre-Covid, and I've only been to a few events since it opened.
- We used to go to the fair but the facilities aren't very attractive or used friendly that includes parking.
- When a meeting interests me
- fair + farmer's market
- not sure when events are happening and don't like to drive in the dark
- occasionall, scheduled mostly private events

10. What types of events or activities have brought you to the CCEC?

- Car shows
- Horse shows
- Tennis
- Cat show
- Athletic events, tennis.
- Auction Events
- Bazaar
- Brew festival
- Car Show
- Car Shows
- Car show. Bazaar. Dog competitions.
- Celebrations of life
- Chamber
- Charity events (chaplain dinner and others)
- Christmas bazaar
- Circus
- Community Events
- Craft Bazaar
- Earth Day!
- Easy riders and other horse show events
- Equine events
- Equine events throughout the year
- Funeral
- Funeral Service
- Game Shows
- Garage sale
- Gardening and x mas events
- Golf
- Halloween event
- High school art show
- High school rodeo, cow show
- Holiday bazaar
- Horse and animal shows
- Horse arena
- Horse shows and other 4H events
- Livestock shows
- Master Gardeners Plant Sale
- Other events thru the year such as the circus
- Political dinner
- Poultry show
- Professional Wrestling
- School art display
- School art show
- School district art show
- Squatch fest and earth day
- Tennis, pickleball, and racquetball
- Unique tin carshow
- Volunteer work
- WSU Master Gardener Demonstration Garden
- Wrestling events
- bazaars

- bazaars
- cowlitz county school art show
- crafted beer fest
- extreme machines
- meetings for gov't.
- none lately
- public hearings
- squatchfest
- student art fairs

11.What do you like most about the CCEC? (select your top three choices)

- Ability of facilities to host different types and sizes of events.
- Availability location
- Diversity of uses on the grounds
- Haven't been there in years
- I love that Cowlitz County has a space to help share and grow local equestrian sports and other 4H programs such as shows for cattle, sheep, dogs, cats, etc.
- Indoor arena with attached stalls
- Literally nothing. Its meh.
- Nothing
- Proximity to I-5 and other equestrian venues
- Still learning about events. Hoping to attend more in future
- There's not much. Wish you were not required to use the catering, customer service has not been great either for many years and pricing can be high depending on the type of event.
- WSU Master Gardener Demo Garden

12.What do you like least about the CCEC? (select your top three choices)

- None
- Access points aren't always obvious or convenient.
- Advertising. I never hear about the events and often miss things I wish I had attended.
- Cost to the county as the center is rarely used and not meeting predicted use. Another county boondogle like the county St. Helens Visitor Center. It does not even get close to the original project promised/predicted use any citizens warned of.
- Equine area needs updating and improvements.
- Everything!
- Hotels in area are too expensi
- I dislike that I feel as though the Expo Center is trying to eliminate the local, rural feel of Cowlitz County by trying to eliminate equestrian sporting events and shows as well as other animal events. It feels as though we are under appreciated and being forced out of the space.
- I don't dislike anything
- I enjoy all of the ccev
- Just some of the buildings look old or rundown.
- Lack of communication when multiple rooms are booked creating crowd flow and parking issues

- Lack of programs or activities offered
- Lack of safety during events (allowing driving on grounds during events), lack of signage, need more trash/recycling
- Lack of trees and landscaping
- Lack of upkeep
- Location relative to crime in the area. I don't feel safe walking to my vehicle or leaving my vehicle unattended
- Mint valley condition, lighting
- N/A
- Na
- Need more events through the year
- Need more info before I can answer this
- No adjacent hotel accommodations.
- No attached hotel
- No complaints.
- No issues
- No issues really
- Not a good hotel nearby. Not incentivized to stay in town.
- Not enough activities
- Not really anything
- Not really anything to not like.
- Nothing really
- Public communications
- Security
- Side Entrance needs better signage and access
- Sound sometimes is muffled.
- The barns and equine facility / arena buildings are becoming an eyesore and need funding to refresh and renew
- There is nothing that I dislike
- There isn't a real reason to dislike it
- This only pertains to arena. My family and I were active riders who used the riding arena when we could haul in until you began charging for it with outside sources. It deterred a lot of the riders who used the facility.
- chemical products used in your building
- don't build a hotel on fairgrounds!
- exclusive catering contract
- had to choose a third
- haven't been there in years
- non-profit access at an affordable cost
- not utilizing the concessions buildings

13.If you or your family have not visited the CCEC, why?

- I do visit
- My grandchildren haven't had any games there.
- plan to soon

14.What changes would you like to see at the CCEC? (select your top three choices)

- Tennis courts
- Advertising, communication, signage,

- Aquatic center
- Bring back the race track
- Bring back wrestling shows monthly
- Casino
- Coming from communities that had well developed athletic clubs, I would like to see CCEC or another venue establish an athletic club that offered more than weights and golf. Example: Tumwater Valley Athletic Club.
- Community pool
- Conference Hotel
- Covered play ground for kids
- Don't force the use of one caterer
- Food court- food trucks
- Giant food truck pavilion. Similar to Troutdale.
- Hotel
- Hotel access
- Hotel and RV space for horse, dog and cat shows
- Hotel on premises
- How about a Nice Hotel!
- I have no idea and don't care
- I would love to be able to access spaces that are currently there
- INDOOR SOCCER FACILITY
- Indoor Soccer Facilities for our amazing youth soccer clubs throughout the county to be able to utilize year round.
- Indoor Soccer!!
- Indoor soccer
- Indoor soccer
- Indoor soccer complex
- Indoor soccer fields for training, development, and indoor competition
- Indoor soccer would be so beneficial to kids in cowlitz county. We are in the pnw an indoor facility would really help with training abilities.
- Indoor soccer/sports arena
- Indoor soccer/turf soccer fields
- Indoor track and field facilities
- Indoor training fields accessible to teams not only for games to support youth soccer development in off season and during bad weather
- Indoor/outdoor Aquatic center
- Keep the fair, upgrade grounds accordingly for multi use
- Maybe a rock climbing wall (if there is not one already there). I have an 8-y.o, who is very much interested in rock climbing. I am having trouble finding him a proper place to use his talent
- More activities, attractions
- More concerts
- More cost effective so more can use it
- More public events and a new website that makes it easier to find the calendar of events
- Multipurpose sports fields for tournaments to be played that would bring people and business to our community
- Nearby lodging
- No issues really

- Nothing
- Nothing, doing a great job
- Overnight accommodations
- Programming
- Public swimming pool
- Soccer is really growing in the US. The World Cup will be held in the US in 2026. We are seeing European players come to the MLS (US). Cowlitz County is already behind in the soccer community. We need to be able to host tournaments and bring people (money) into our community.
- Softball
- Sports fields and courts can be found around town, so no need to add more at CCEC
- Swimming pool
- Swimming pool and Roller skating Rink
- Tennis
- Tennis courts
- The cost is observed. The main building is nice and the side rooms are convenient but it seems as if the pricing is based on the mindset of "where else is the customer going to go"!
- Update horse arena
- Updates and designated areas for dog shows, goat shows, and horse shows. All having thier own space
- Water the grass. After the fair it's dead.
- We need more things for the kids in Cowlitz county, and having an indoor sports arena would open up more opportunities for kids when then outdoor sports can't happen due to weather
- We would love to see an Indoor soccer arena please!
- amphitheater
- haven't been there in years
- make cost more effective for local non-profit events
- more events for kids/local area information
- more more current cutr=ting edge family event - bubble runs, comedy acts, ,
- programming of interest to me

16.What types of events or activities have brought you to the Mint Valley Racquet and Fitness Complex?

- Golf
- Pickleball
- Pickleball
- pickle ball
- pickleball
- Wallyball
- 30 years ago - was a member playing tennis.
- Can't remember
- Cost to participate is an issue
- Double Mint Disc Golf Tournament
- Golf
- Grandkids playing basketball (there is one hoop there to side of tennis court)
- Haven't been

- Haven't been since I was a teenager
- I coached tennis for many years at the high school.
- I have never been before because was unaware
- I haven't. Didn't know what was offered. Just thought it was a golf course unfortunately
- Mod fitness and swimming
- Na
- Never been there.
- Nothing
- Only indoor tennis facility within 45 minutes from Longview
- PICKLEBALL
- Party
- Pickle ball
- Pickleball. But not really a good set up for it. It could be tho.
- Soccer
- Taekwondo on reserved court
- To watch relative play tennis
- Wallyball courts
- Wallyball, volleyball
- Watch friends play
- We went to a sale of excess equipment
- Would play pickle ball in the near future
- Youth church activity
- golf
- pickleball, wallyball
- play golf
- snack bar

17.What do you like most about the Mint Valley Racquet and Fitness Complex? (select your top three choices)

- Nothing
- Tennis - we cannot lose tennis in this community. I moved here several years ago and chose the town because there was a tennis facility. Otherwise I would have moved to Vancouver - do NOT get rid of tennis. Our HS teams use it when it rains. They need it too.
- All of the above
- Close to where I live
- Community
- Dont use it now for years
- Golf
- Haven't been
- Haven't been in years
- Haven't gone there
- Indoor tennis
- It's the best not indoor tennis facility
- Location convenient for me
- N/A
- Nothing out of date
- Only ondoor tennis facility between Vancouver and Chehalis/Centralia area

- Place to play indoor pickleball during the rainy months
- Playing USTA tennis in Northern Oregon League
- Tennis , weight room and pickleball
- The city has let the place run down so bad that it no longer appeals to me.
- The fact that this complex is never packed
- The only place that doesn't have wood courts in the winter for pickleball.
- The opportunity for sports and physical activity in our community.
- There really isn't a lot that is still appealing about the building. It needs alot of work and renovations.
- There's not much to like about it right now. Very dated and it needs some major renovation.
- Unsure, I haven't been in a long time
- We don't attend this facility
- cafe at golf course
- had to choose a third
- location
- the other tennis players

18.What do you like least about the Mint Valley Racquet and Fitness Complex? (select your top three choices)

- N/A
- eiling needs to be fixed, updated ligbting, better ventilation system. courts resurfaced, New locker rooms. It is old, it needs to be remodeled.
- Ceiling is ripped and shows moldy insulation
- Ceiling, interior walls and courts are in POOR condition AND are in need of repair.
- Condition of tennis courts
- Condition, lighting
- Court interior ceiling and outdated court surface
- Equipment is old, smells kind of musty upstairs.
- Haven't been
- Haven't gone there
- I like it the way it is
- I no longer play tennis so have no currently to opinion
- I wish USTA would take it over like they did VTC and made it vibrant and amazing. Call USTA. Get them to take it over. We can share with Pickleball. Do NOT get rid of tennis. We need adult programming and a Pro who will help us grow.
- Inside of building needs functional updates
- It is very cold, dark and old feeling inside the court area
- Need additional opportunities for activities.
- Need to know more info
- No improvements in last 3 years
- None
- Not being taken care if, mold growing and hot/cold seasonally
- Poor lighting, falling ceiling, and bathrooms are all in poor condition

- Shower facilities need attention
- Small
- Tennis courts need an upgrade, the whole interior of the building including the ceiling and restrooms and locker rooms.
- Tennis courts need resurfacing
- The entire facility is run down and over crowded with equipment. Courts are in horrible shape.
- The fact that the equipment and facility needs updating and modernized. It reminds me of an old attic.
- The outdated lighting, court surface is 30+ years old. Insulation on ceiling and roof vents that created condensation . As a previous member of the tennis improvement committee. We had raised a substantial amount of funds to improve the facility. Unfortunately we have been at a standstill since the beginning. A matching grant was awarded for the improvements through the city. It's a city building , that has been neglected and IMO left to rot. It's one of a few buildings that allows for Physical Activity in the raining months.....
- Trainers
- Unsure
- We do not attend this facility.
- Who plays racquetball anymore!!
- family membership could be more affordable
- had to choose a third
- inside of tennis building needs repairs and updating
- it is in disrepair
- lighting and court surfaces

19.If you or your family have not visited the Mint Valley Racquet and Fitness Complex, why?

- Customer service experience deterred me from returning.
- Didn't know about it
- I didn't know it was a public facility
- I didn't know that it existed
- I have never even heard of it
- I just play golf once in awhile at Mint Valley.
- I mainly do outdoor sports last 4 years
- I thought it was only golf
- I use the golf course instead
- I was unaware this facility existed
- It's for rich folks.
- Live in Kalama
- My kids are just getting old enough to be interested in racquet sports so I plan to go soon
- Never had the opportunity
- Never see or hear anything they do.
- No soccer programs and resources offered
- No soccer training facilities
- Not sure of pricing, either
- Only been in area 1 year. I didn't know about it
- Outdated facility and equipment. Not enough options.

- Still getting settled in the community. Would likely use in the future
- Too busy otherwise
- feels unwelcoming for seniors

20. What changes would you like to see at the Mint Valley Racquet and Fitness Complex?
(select your top three choices)

- Indoor soccer
- Indoor soccer
- Indoor soccer fields
- Indoor soccer facility
- Soccer
- Soccer
- 18 hole disc golf course
- A pool
- A selection of instructional classes for all levels of tennis players
- A total updated renovation -What would attract USTA to take over? More courts - let them do it - they will grow the program like they did at VTC. Also need better gym. Nicer locker rooms.
- Add Table Tennis
- Additional of soccer opportunities for all aged to use.
- Affordable programming
- All of the above
- Aquatic center like Astoria or Lewis county.
- Baseball simulator/cages
- Better advertising
- Better condition for the tennis court
- Better marketing for events/amenities
- Better ventilation/ cooling, repair leaks and pest control
- Bowling
- Build larger to bring outside tournaments into town. Like place in Chehalis
- Ceiling, courts resurfaced
- Community pool
- Cost ..CC only caters to people with money
- Disc golf
- Do not know
- Eliminate it
- Enhanced advertising? I have no idea what is there or what is offered
- Even though I don't play tennis, the roof in the tennis area needs redone. With all the pickle ball options, tennis needs to stay there as an option. It's well used!
- Family friendly times/programs.
- Fix over pricing
- Host Tennis tournaments. This stopped several years ago but for 20 plus years MV held at least a couple tournaments a year!
- I always assumed all you had was golf. Parents/grandparents golfed but I don't.

- I didn't know this was a public facility. Thought it was a private club / membership. Never been.
- I have no idea. I don't go there.
- I like it the way it is right now
- I would love an indoor soccer facility.
- I'm not sure what is currently offered as I've never heard of this complex
- IDK what they currently offer or the condition of the facility but Cowlitz County needs safe places for our youth at a no cost or sliding fee scale based on family income level. All of the above would be great for our County youth.
- INDOOR SOCCER FACILITY / MULTI SPORTS INDOOR FACILITY
 - Indoor Soccer Arena!!!
 - Indoor batting cages
 - Indoor golf
 - Indoor soccer arena
 - Indoor soccer complex
 - Indoor soccer facilities for youth and adult leagues!
 - Indoor soccer field
 - Indoor soccer fields
 - Indoor soccer fields!
 - Indoor soccer for youth and adults so we do not need to travel to Portland. There are tons of families who would utilize this locally and this would be a income resource year around for the col. we have a large Hispanic family and we are always traveling to Portland or Vancouver for the indoor soccer. Other cities could come here too and purchase an annual pass or monthly, it could be a great investment.
 - Indoor soccer is the future!!
 - Indoor soccer training and competition space. Turf indoor fields.
 - Indoor soccer, almost every city around us has dedicated youth soccer programs that generate money. The city of Longview doesn't seem to care much about competitive youth sports other than high school. We have the potential to have amazing players we just don't have facility access.
 - Indoor soccer.
 - Indoor soccer. I can not stress enough how beneficial it would be to get these amazing kids of cowlitz county somewhere to play year round.
 - Indoor soccer/sports arena
 - Indoor track and field area (discus and shot put rings specifically)
 - Indoor/outdoor aquatic center
 - More activities
 - More covered courts
 - N/A
 - N/A i don't use nor plan to use the facility
 - Never been nor do I know where it is
 - Nicer restrooms
 - No matter what you do, if you don't bring to membership or daily costs down, people won't come.
 - Nothing

- Outdoor pool or aquatic center
- Pool
- Public pool
- Redesign Court 3 and 4 to accommodate 2 pickleball courts on each court. We need 3 tennis courts to play USTA TENNIS!!
- Repair/resurfacing of the parking lot and tennis courts
- Replace ceiling and lighting on tennis court along with ventilation (HVAC)
- Roller skating
- Skate world
- Skating rin
- Soccer Turf field
- Soccer complex
- Soccer courts
- Soccer field
- Soccer fields
- Soccer fields (indoor) and turf playgrounds
- Soccer fields / Indoor soccer
- Soccer friendly activities
- Soccer indoor facilities
- Soccer space
- Swimming pool
- Swimming pool
- Swimming pool, YMCA too expensive
- Volleyball and other sports areas available.
- We donated \$ and want to see results
- Wrestling events
- You need to allow other people coach tennis besides Donny; no one should have a monopoly. He's great, but his teaching style is not for everyone.
- advertise and price
- affordable options
- decreased cost, esp for non member day use. \$12 to play an hour of pickleball is ridiculous
- don't really have much opinion on this facility
- exercise classes
- heating
- indoor soccer training facilities
- multi-purpose indoor spaces to accommodate a variety of sports, often ones with less traditionally followings
- repair ceiling, renovate courts, repair bathrooms, clean everything
- restroom, court ceiling
- rock climbing walls
- sell it and have it pay it's own way.
- to know more about it and what it offers
- updated lighting and resurface tennis courts
- weight and low impact classes offered

23.What changes would you like to see to the Mint Valley Golf Course? (select your top three choices)

- Unsure

- 9 hole three par course
- All the above
- An 18 hole disc golf course
- Batting cages
- Better Pickleball Courts and be warmer in the winter
- Better par 3 setup for beginners & kids
- Building remodel
- By these options it proves the City has no business running a golf course.
- Closure. We don't need 3 golf courses in this area. They are a waste of natural resources and there are other better quality courses in the area
- Disc golf
- Do not allow golf lessons that stay on one hole on the Par 3 for an hour while others have paid to play the entire Par 3.
- Do you teach golf?
- Don't use
- Eliminate it
- Get the irrigation system updated.
- Golf is stupid
- Haven't been there
- I don't believe the City of Longview should be the owner!
- I don't golf. But anything that you do should be designed to encourage youth participation.
- I live on the golf course, better care of the grounds that abut our properties
- Improved access to golf camps or clubs for kids
- Indoor soccer
- Indoor soccer field
- Instruction/coaching
- More advertising for evns there didn't know it existed
- More carts
- More covered practice range
- More flexibility for alcohol at Golf Tournaments
- More frequently held lessons in golf for beginners.
- More ladies events
- More options for the lower income community and more advertising for other families not just the wealthiest in town
- Never been & don't intend to.
- Never heard of it before so unsure
- No e
- No idea it exists
- None at this time
- Nothing
- Pleasant employees
- Pool
- Proceed with irrigation update.
- Proshop needs renovated desperately.
- Protection from flying golf balls that golfers hit over the fence onto 42nd street
- Repair to the parking lot surface
- Swimming pool

- Top golf facility
- Try having the restaurant/bar open during golf times!
- Turned into a park the whole town could use
- Turning into Urban farm or community gardens rather than using water, a precious resource, for grass.
- Update sprinkler system and building, including driving range
- Volleyball courts! Basketball courts, multiple, we need to be able to hold tournaments in our area like every darn community around us. Your ambers mean tax dollars brought here! Hotel stays, they buy food, they go to movies as teams etc. It's ridiculous that Longview doesn't do this. We need to do better.
- We are members of Longview country club
- We enjoy coming over to golf course after playing tennis or pickleball for lunch and a beer.
- Would love to see a local, scaled down version of TopGolf. Make some renovations to existing driving range to allow for evening usage for general public. Add good lighting, access to restaurant or concessions, and place temporary obstacles or targets out in the range that could be easily removed before the course opens the next day. No need to build some major complex like TopGolf, but offering a similar activity at the existing facility would be a huge hit locally. Also may be a way to recruit new golfers. I'm a golfer myself, but I certainly enjoy the casual social setting of TopGolf as well.
- Your building is aging! We were just there golfing and it looks like it's rotting in some areas but the food area looks way better!
- beverage carts
- food truck
- had to choose a 3rd
- i dont golf
- options to attract non-golfers and advertise
- sell it, and let it pay it's own way.
- senior discounts
- turned into a private course rather than a city course
- youth designated area for practicing
- zero interest in golf.

24.How do you hear about events at the CCEC and Mint Valley Racquet and Fitness Complex?

- Radio
- I don't
- Email
- Email
- Never
- email
- this survey
- Chamber
- Chamber
- Don't hear much
- Don't see notifications
- Emails
- Event organizers info is primary

- Have to look up
- I don't actually hear much about events
- I don't care what happens at the fairgrounds. I find out about Mint Valley because I go there often
- I don't currently
- I don't ever hear about them other than a flyer about tennis lessons from our elementary school.
- I don't hear about them
- I don't hear about them.
- I don't hear much about it anywhere!
- I don't hear of them
- I don't unless I search it out myself. The Racquet Club seems to be for the rich and elite.
- I don't.
- I dont
- I dont ever hear
- I grew up here. I used to play walleyball at the racquet complex
- I hardly ever hear of events.
- I haven't
- I live by the CCEC
- I live near by.
- I live next to it
- I never have heard of them.
- I never hear about it
- I never hear about them. Don't know how to get that information and it is definitely not pushed to me.
- I'm at Mint Valley at least 3 times a week, so know whats going on
- Just did through this
- Live close by
- Live in the area
- Living here for 30yrs
- Lol
- NA
- Never have heard of the events offered there. Don't play golf
- Never heard of it
- Never receive info on Racquet Complex
- Never see any event or activity advertised
- News
- None
- None. I'm aware of the racquet club because it's next to the golf club
- Normally I hear nothing unless I go looking for it
- Not well advertised!
- Please bring back wrestling
- Radio
- TDN
- The Daily News

- The Event Center does a terrible job promoting its events. In the Event Center's defense they simply don't advertise the events that are happening there. For example, they have a reader board that hasn't worked in several years. Seems like they would want to repair it. Their gates are always closed. Not very welcoming. The City wants the Racquet and Fitness Center to fail so they can move on to other things. The City really doesn't promote or support this facility like it does other venues and events.
- The racquet center only does kids programs regularly. Any adult programming is on a "if it works out with the Pro and he wants to" type of thing - I would pay in advance and others would come for more diverse tennis Live Ball or classes or regular mixers.
- There's NOT a lot of programs offered for adults at MVR&F
- local radio
- not in the Daily News. None.
- radio
- still learning how to find out about community events
- survey
- tdn.com

25. Do you have any additional comments or ideas you would like to share?

- Unsure why the racquet complex is up for consideration. Between tennis & pickleball, it seems to be well utilized. The ceiling is terrible. Donnie does a good job meeting the needs of club members.
- Room rental fees are too high at the event center yet it's the only space in Cowlitz County to hold large events so event planners have no choice. The fees make it hard to bring new events and increase tourism to our town.
- The ccec is going to need a lot of serious overhaul done to it. While the construction is underway, give Specialty Rents a call. They can provide a temporary structure so ccec can still hold all their events.
- I really don't think the City of Longview should own Mint Valley. Rule and red tape that the City has to abide by will hinder its growth in golf tournaments, or the tournaments will make up their own rules.
- I live near Mint Valley, but have never felt 'invited' as a community member because I do not play golf or use a racquetball, tennis. I would love to see low-cost evening activities. I would attend if advertised and interested me. I am active and involved in the community, would be interested in what a renovation would look like.
- I would like Cowlitz County to be known as the County that provides multiple safe options for our youth to foster self confidence, exercise not only their bodies but their minds, their civic participation & teach them how to be good stewards of our community.
- The Mint Valley golf and racquet complexes should be multi-purpose so they could be used for multiple purposes. Think event space for weddings, reunions, retirements, or birthday celebrations.
- What is it going to take for the city to take care of their facilities? They build then let things run down. Why did individuals have to raise money to convert John Null tennis courts to pickleball courts? Cowlitz County citizens are ashamed of how our facilities are run and maintained.
- Get rid of the fair
- I am excited that additions and improvements are being considered for these facilities.
- Golf is a nice walk ruined haven't played since 1990. I broke my tennis racket into pieces in 1979 and have never played since, I'm much happier not playing tennis. It's an aggravating

game that I was happy to give up on. Pickle ball is a menace and should be banned for the noise. The golf course should be bulldozed and used for birdwatching.

- With so many folks living in poverty in Cowlitz County, I'm not sure why towns focus so much attention and funding on athletic activities only a select group can afford to participate in like golf. I currently live in Woodland and have been hearing about a public pool for 30 yrs & a multi million dollar sports complex for the last decade.
- All of this needs to fit into the city's master plan of how to bring Longview into the 21st century and appeal to visitors and tourists. We need the revenue. How do attract young professionals and families to live in Longview or even to come here for food and entertainment?
- Add more color to our downtown so dreary . Make people want to come and see what's going on.
- Mint Valley Golf Course being kid friendly. Encourage all ages and family centered events.
- The event coordinators and catering have gone down in the last couple years. I am not sure what staffing changes have been made, but it shows.
- None
- CCEC will never be a big draw for conventions. Government moves too slow. The Ilani casino/hotel will always be preferred over CCEC for events. Do not be fooled into thinking a hotel nearby will change that.
- The hotel on the fairgrounds is the worst idea if it means no carnival. Find a space for the carnival on fairgrounds (not across the street or elsewhere!!) or you will have almost no fair attendance. Too late, but offering 24-hour free shuttle to local motels would have been cheaper. Shame on you for taking business away from the existing businesses who also depend on income from visitors.
- Good luck. We can offer so much more to the community with these 2 sites.
- Don't add a hotel! Just accept that it was a bad decision to spend the money in the first place! Well and take the loss as you did on Hoffstadt Bluffs! Turn Silver Lake Visitors Center back over to the Washington State Parks!
- Cowlitz County has been very focused on sporting facilities, especially baseball and softball. However, in the NW Climate, indoor facilities are a need and opportunity. Looking at the work in Centralia, the Hub, located adjacent to other sports focused facilities is a good example of expending on existing infrastructure, in the right place. The proximity to businesses adjacent to I5, help provide the support needed to make this a destination. The issue I see with the expo grounds is largely location. Its not easy to access, nor supported with other businesses such as restaurants. Further, there is a lack of foresight in this entire conversation about the CC fair, let alone the value the event center provides to the community. I would argue that enhancing the 7th Ave, Roy Morris or Tamo to accommodate a destination sporting complex is the right solution. At the same time bolstering the tremendous opportunity for non-sporting events on the expo property could promote significant economic growth. I really believe there is tremendous opportunity for both, without this being an us vs. them conversation. Yes, sporting facilities are important, but so is highlighting economic growth, agriculture, year round multi-purpose events, and many other opportunities.
- Consider contracting with the USTA to operate Mint Valley Racquet & Fitness. The city of Vancouver began contracting with USTA to run the Vancouver Tennis Center in the last 10 years and it is a bustling well run facility now with several tennis pros, lessons for all ages groups that are well attended, drills classes, USTA teams and other competitive team play. With the conversion of the John Null tennis courts to pickleball, there are not many places to play tennis in Longview anymore. The high schools lock their courts. Please don't reduce the number of public tennis courts any further.
- I think we need a newer hotel for event attendees to stay at. I think this would bring a higher amount of events to the area. Right now I really can't recommend any of the area hotels to stay for family and friends.
- Is there any way to get a better hotel? There's nothing four stars here which reduces incentive to stay in town.
- The youth soccer programs is a growing program that caps out due to no dedicated practicing facilities and no indoor training options at an affordable price for the off season/wet season

which takes up approximately half of the year. Coaches and boards are all volunteers to keep costs as low as possible for players, but field use for practicing are restricted and reserved for games only. An indoor training space would allow for indoor training, tournaments, games, youth development, after school programs, and more in relation to youth and community development through soccer.

- Please create a combined annual membership between the tennis/raquetball/workout facility and the golf course.
- Better lighting at mint is needed
- The MV racquet complex needs repairs to the ceiling and other upgrades. It looks terrible.
- More events for kids and families.
- A new pro shop complex would be great.
- We can rarely participate in activities, because facilities either do not offer family friendly services or the activity takes place during the workday.
- It would be nice to have an 18 hole disc golf course somewhere in the community
- Always have a great experience when I visit the mvrfc
- Have more options that people who aren't country club members or golfers can afford or enjoy. All the parks/ restaurants/ interesting things in Longview are downtown. More homes/ townhouses and apartments are being built in West Longview, but people still have to travel downtown or at least to 30th to buy or do anything.
- Please keep the indoor tennis courts at Mint Valley. They are the only indoor tennis courts in the county. The nearest ones are in Vancouver. It is dark and/or rainy for over half the year, and indoor tennis is the only option in those conditions. They are also needed for the local high school tennis teams to use when the weather is bad. Plus there aren't very many quality outdoor courts available either, so without the indoor courts at Mint Valley it will be difficult to play tennis in Cowlitz County period. Again, please keep them, they are critically needed for the sport to exist in our area. Thank you.
- Please do not eliminate our tennis courts and fitness room. We do not want to drive to Vancouver to join VTC or Green Meadows Tennis centers. I've been playing at Mint Valley since it was first built...a long time!! It has kept us young! Move it or lose it!!!
- Keep up the good work!
- The racket club does not seem to adequately service the community. It's terribly outdated and used by a very small percentage of the community. It's time for an overhaul.
- We raised money to improve the tennis complex and am deeply disappointed work was not done while prices were still reasonable.
- The tennis courts need to be renovated and open to the public and a new operator.
- My wife and I saw some folks playing pickle ball at a park (Vandercook?) on the tennis courts. We thought that was a good use of the tennis courts, and we've considered trying pickle ball. We hear pickle ball is a good workout and easy to learn - hence it's growing popularity.
- My son and daughter-in-law and grandchildren all play tennis at Mint Valley, so please make sure the indoor tennis courts stay as part of the master plan. Thank you!
- Clean up the water in the golf course including the wall in 17!
- Increase quality of facilities for both. Pro shop at both is embarrassing compared to other facilities of comparable venues. Every pro shop nearby is higher quality-Golf shop has birds living in walls/holes in side of building and interior is poor. Racquet court facility is also severely outdated with every piece-locker rooms, weight rooms, ceiling, pretend pro shop area. Nobody has a clue about managing it with pricing, scheduling or offering any advice on court sports. Mgr is non-existent and even though being there many times-have never seen. Pickleball is very popular, yet we have zero organization of any kind. Unless local people organize and pay for very limited court space - you will continue seeing donations going to outside park facilities and play at YMCA and Family Link center. Has nobody seen how many people do NOT play there. Highly doubt it as there would be significantly more opportunities available for pickleball players. Is it not the fastest growing sport in America and our parks department is seemingly completely ignoring it. I will not support a singular Parks district for the person or committee who runs it has not been able to grow the most popular activities in the nation in our own town.

(Golf/pickleball). I don't agree or believe in throwing more money at programs that are currently not being managed or ran well.

- I believe an indoor tennis facility is a nice draw for people moving to Longview. It also gives pickleball players a place to play in the winter
- As pickle ball becomes more popular, more courts and maybe classes?
- Spend money wisely. Don't go broke over third party companies holding surveys. Renovate in budget and improve where you can
- No
- More local soccer fields please! Turf would be best. All the other local towns have nice fields except Longview
- The City needs to get out of the Golf Course, Racquet and Fitness Center business.
- We gave money for renovations at Mint Valley Racquet club and we have not seen ANY. Where did all that money go to?
- I think horse, dog and cat shows are big draws. The folks who do this use RV's to do these events. I think covered pavilion would really enhance the farmers market. The older buildings on the north side should be demolished. A hotel would be great. Using the big parking lot for the farmers market and parking for the fair is not the highest and best use of the space. The hotel should go on that space and parking for events be located elsewhere. Kelso and Longview need a new, modern hotel.
- Want monster trucks here!!!!!!!!!!!! Please :)
- I would love to see the complex stay as somewhat of a tennis facility since it's the only one in town or close by but the building is falling apart and really needs to be changed.
- As someone who lives near the Golf Course (in condos, backyard backs up to the fence) with a young child, having access to more free events to allow my son to learn about Golfing and other activities would be nice to have in the area.
- I would love to the Racquet complex host more events for teens. Listen to teen voices and give them the activities they want.
- Keep working on the winter conditions of the golf course to allow more play
- Basketball hoops, Volleyball nets, partner with schools for earlier practice times.
- Continue to improve these facilities as they are possible jewels for South West Washington.
- No
- Longview needs to focus on kids activities during the Winter more.
- In May 2021, soon after a Neighborhood Grant was awarded to repair the ceiling at MVR&F, a committee raised additional funds to repair the ceiling. Those funds have been sitting around for over 2 years and donors are requesting action or their money returned. Please ensure that the repairs be completed, including resurfacing of the courts AND remodeling the disgusting restroom/locker room facilities. The facility is in need of MAJOR repairs after MANY years of neglect and is an embarrassment to members and the community when visiting teams come to play. As a member of the facility since 1978, few, if any repairs and maintenance have been minimal since inception. Thank you for taking the time to receive input from community members!
- i think public sports areas are a good place to keep kids out of trouble and also allow people to stay active, especially those who need it. the basketball court at the lake is a prime example of what it can do for the community as a whole and more spaces like that will allow for a more tight-knit and a more involved community.
- The landscaping is beautiful, it's the parking that is awful, not enough and far to rough, needs leveled and clear parking spaces.
- We need more pickleball courts in Longview. The addition of Clary Courts at John Null is a great start, but the pickleball community is growing and will quickly outgrow Clary Courts. We also have such limited options for the rainy months.
- Would like to see a bigger and affordable indoor pickleball courts
- take advantage of silver sneakers
- We need indoor tennis court in this area.

- We definitely need to keep and update the tennis courts. We play in different leagues with players coming from the Portland area and N. Washington. Extremely important to many who now currently play there.
- Golf course and facilities are great.
- Work with Kelso to make these facilities a top draw for visitors to Cowlitz County.
- Would really LOVE to see MVRF be renovated into a tennis club we could be proud of. It's very embarrassing when the Vancouver/Portland area USTA teams come to Longview and make comments about the condition of the facility. Regardless of that we have very competitive teams who have advanced to playoffs. Many of us donated money to the city for RENOVIATIONS FOR THE TENNIS FACILITY....if that is not going to happen we would like our money back.
- For the golf course, city needs to fund it or sell it. 50 years without any capital being put into the property by definition is being slum lords. At some point investments need to be made into parks and recreation to attract people to Longview and to stay in cowlitz county. We don't need to try and be Bend Oregon. However, let's not have Chehalis show us up! Keeping pace with Aberdeen is not exactly shooting for the stars.
- Build a new pro shop and irrigation system for the golf course.
- None
- The Mint Valley complex has been deteriorating for years. The locker rooms are in dire need of an upgrading and replacement of worn facilities. The tennis courts are overdue for resurfacing and the court ceilings need new insulation and a impenetrable lining. New carpet is needed in the common areas as well as the workout room. This once beautiful public facility is a shabby embarrassment to the community.
- the exercise equipment/workout room at MVRC is too small. Equipment is too close. it needs to be at least twice the current size. making that space into something else and moving the exercise equipment to an addition on the main floor would be better for patrons.
- CCEC is the heart of our community. Improvements to existing buildings and adding an equine facility with adequate stalls would bring well paying class shows here because of our central location on I5.
- Please don't get rid of your indoor tennis courts.
- The Mint Valley Racquet Complex can be a desired destination if some improvements tot he locker room/restroom as well as the tennis courts for USTA league play. The viewing is poor and we need additional courts to support the play/lessons for the residents nearby. We support neighboring counties as they do not have facilities to support their enjoyment. After school programs would benefit the youth and grow tennis in the area too.
- We donated money years ago for improvements, specifically to enhance tennis, not pickle ball. There have been no improvements. I personally donated \$1000.00
- It is essential to keep tennis courts at the club. So many people play tennis and rely on the club for a place to play year round and especially when it's raining and cold outside.
- The ceiling in the racquet complex is in poor shape and we donated money over a year ago for repairs that never happened
- please don't reduce the number of tennis courts! as someone who plays tennis there fairly regularly, I love having a quality indoor tennis option available in town
- Tennis is a favorite activity for my friends and family, please support mint valley and surrounding tennis locations
- Mint Valley Racquet & Fitness are the ONLY indoor tennis courts in all of Cowlitz county and it would be a shame to have to go down to Clark County to play and not support our business close to home.
- The MV tennis center is the only tennis option in town because the parks and rec have not maintained any outdoor couts
- The Mint Valley Racquet club is the only indoor tennis facility in Cowlitz County, and needs to be upgraded and maintained. It serves young and old, and could do so much more with some improvements and new management.
- Mint Valley is owned by Longview why is the County including it in its planning? The County has no business making this facility part of the plan for its miserable fairground

- The MV complex supports more than just Cowlitz County but also surrounding areas that have no facilities. We use the facility weekly as a family promoting a healthy life style. I have a disability and it is imperative for me to keep my body moving to be successful in the back to work program as I have for a couple years now. Our family enjoys the people, our lessons, the staff and would love to see more family events so families have someone to go to be healthy building strong families in a divided world.
- I've said it before and will emphasize again - do NOT get rid of tennis. It is a lifetime sport it builds people's health and social connections. We can share with Pickleball - but they can't take over - Tennis deserves to be enhanced - please look into if USTA can take over - I will be asking if you follow up on that route - it deserves attention as part of feasibility. The current Pro is a nice human being - but I believe he's tired of running it - and it shows. It lacks the vibrancy of a well run, alive tennis center. If we got grants for low income kids to attend classes/group lessons - we could enhance the use. You could do a multi-agency bid for funds from a TON of things - connections and physical activity is lacking for our youth - their behavior is worse than ever - and they're dying by suicide more than ever. USTA can help build the kid's program - and Adults. Good Lord - do NOT get rid of tennis.
- Interior of Mint Valley Racquet and Fitness center needs a major renovation. It hasn't been updated since it was built in 1978 or 1979!!!
- We are lucky to have Mint Valley Golf Course in our community. I hope we can bring it into the 21st century with renovations/updates to its infrastructure, technology and equipment. We need something at the CCEC that is going to bring people and families like what the Hub does in Centralia.
- Great golf course and tennis facilities
- I've played tennis as a kid and the pro then took a group of us as we got older on traveling tournaments. Years later I took a refresher set of lessons through Longview parks and rec. For the past 15 to 20 years I've been playing competitive tennis again. I am a busy professional in the community and (Tennis) is a great outlet for me. I've met wonderful people and I've been impressed with the job that the tennis pro and the employees have done at the racquet club. Renovations have been a long time coming and it would be nice to not be embarrassed by our facility when we have other teams traveling regularly to play at Mint Valley from Portland and Vancouver.
- I would like to see better utilization of the complex and bring in more of the community to use the complex.
- Mint Valley complex in dire need of upkeep and repairs. Further delays may compromise the structures. Small things like soap containers that are hung snugly and proper outside areas to consume food would be nice. Lots of beautiful trees around buildings that could be used for outdoor seating out of harms way.
- None at this time. Thank you
- The Tennis facilities at MV are essential to the surrounding community! Please do not get rid of them.
- Keep tennis!!! Don't get rid of it!!!
- Please keep/increase tennis!
- My wife and I are enthusiastic members of the tennis community. We love the facility and believe it can thrive. We've personally witnessed the growth of the sport in surrounding communities. Vancouver Tennis center and club green meadows to name a couple. We've also seen the large numbers of young students who cycle in and out every year.
- Please keep access to tennis. Don't eliminate the tennis facilities. Thank you!
- Follow through on the improvements that the fundraising campaign raised money for.
- Please build a soccer complex. Local clubs like the Timber Barons should not have to play behind Kelso high on the dike and we should not have lesser facilities than our smaller cities like Kalama.
- I donated money for Mint Valley Racquet Club improvements over 2 years ago, and nothing has been done yet. I sent an email 2 months ago to Don Harlan that if there is nothing done within the next 6 months, I want my donation back. He said it was the city that wasn't doing anything.

- I donated \$1,000 for the ceiling renovation project and nothing has happened. We keep getting told different stories of why it hasn't been done. If something doesn't happen soon I will be asking for my money back. The women's bathroom needs to be redone as tile has fallen off. It isn't ADA compliant. There needs to group instruction for adults..Only private instruction is offered. How is the sports going to expand without reasonably priced group instruction. This facility should be a selling point for people moving into the area.. For this to happen repairs need to be made. It should be run by the city/recreation department not by a private contractor who has had no one overseeing him and making him answer for things not being done.
- Mint Valley Racquet Complex is and has been tailored to aged people. You have to tailor the workers and facilities to middle aged and younger people. When you're greater by old people and the equipment is old and the facilities haven't been renovated we don't want to go there even when we like the fact that not a lot of people go there. That's why we canceled our memberships.
- Keep tennis courts. Our community needs options
- Please keep it as a tennis complex as this is our only option indoors and needed during the rainy months. It is embarrassing when other teams come to play and the courts look so awful. So updating very needed.
- The tennis courts and indoor of the building are in dire need of maintenance and renovation. The facility is 45 years old and has only been renovated/carpet replaced once and courts resurfaced once. The ceiling is in a SAD state of repair and needs to be replaced. A Neighborhood Grant was received in March, 2021 and a fundraiser was held in May, 2021 but nothing has been accomplished. The facility is well used by members of the community and when teams from Vacouver and Portland visit, it is an embarassment. Something NEEDS to be done!
- MV tennis court is too old overall. The ceiling and the walls have tons of damages. Nowadays most of the tennis courts have updated to new blue grounds and have nicer scorekeeper. The entire restroom and locker room are very old overall too. We've been hoping for the changes for a long time.
- More community education classes are needed
- I have been retired for 25 years. I took up tennis upon retiring. It is my retirement. The ladies are wonderful. We compete against many clubs in the Portland/Vancouver area. It is embarrassing when they travel here. Ceilings hanging down. Restrooms discus ting. Courts need resurfacing
- Joint golf and fitness center memberships
- Fix the roof over the tennis courts. Make a separate area for Pickleball. Increase pickle-ball fee to equal the monthly tennis dues. Make tennis important. Make hallway better, remove the smelly old carpet. High windows in the tennis area to let in natural light. Update the bathrooms.
- Please keep the tennis courts at Mint Valley. With an energetic, enthusiastic & creative pro, I think it could thrive.
- The tennis courts, restrooms and upstairs lounge are very dated and dirty, embarrassing to host other clubs.
- LV needs tennis!
- Longview is limited for indoor tennis courts. A fundraiser was enacted over 3 years ago now to update the lighting, resurface the courts and and updated the locker rooms. It is frustrating that the City of Longview has not moved forward on this project.
- The golf course is a Jewel in the city!
- Continue to offer senior annual passes at Mint Valley Golf Course at reasonable prices. Most of us seniors are on a fixed income and this is a great outlet for us to use during the week year around when everyone else is working. Thanks
- I believe you would best stay relevant if you provided a more teen oriented center and youth with indoor soccer.. ice rink and all around chill area for local teens .. even a indoor skate park facility and some other attached play items
- Mint Valley Racquet and Fitness has been raising money for renovations. I'd like to see that actually happen for the betterment of the facility. With rainy Pacific Northwest, we need indoor options.

- Since the Neighborhood Grant was received by MVR&F in March, 2021 to replace the ceiling and a fundraiser was held in May, 2021, NOTHING has been done to repair the ceiling, 2 years later! In addition to the ceiling, three tennis courts also need to be resurfaced and the bathrooms/locker rooms need some major renovation. Since this is the only indoor tennis facility within 45 miles, it could be an attraction rather than an embarrassment to the community. Please use these funds to undertake the work that needs to be done!
- This area needs an aquatic center. It will prevent drownings in the local cold rivers and have a place where everyone can have swim lessons. Plus, it would be great for teens and young adults to have jobs.
- The parking lot at Mint Valley Racquet needs to be re-paved at some point as the puddles can get pretty big in the rainy season! I like the front desk staff at Mint Valley Racquet; everyone is very helpful. I also like that the Pro Shop sells demo racquets; this makes tennis lessons much more affordable.
- Safe swimming opportunities for families, clean picnic areas with outdoor summertime movies. We should be investing in opportunities to keep families together.
- LOVE the gym and that it gives us an option besides Snap Fitness. If it was even a little updated (carpeting, get rid of the useless sofa area, replace bikes that work better...) it would be a bigger asset. Better hours (later during the week, earlier on weekends) would be awesome, too.
- The soccer community is big in Longview. It's growing! Our players, parents, and coaches need an INDOOR facility for year round soccer to continue building youth sports at low costs. Most families travel to Vancouver/Portland indoor facilities that are really successful, but most players can't afford to attend or travel there and miss out. This is what Longview & the kids in our community need ❤️
- No
- A squash court at Mint Valley would be fantastic. I know not many people play squash, but the closest courts are down in Portland or up near Seattle. If we had a court here, my whole family would join and play regularly.
- Would absolutely love an indoor soccer arena.
- We would love to have turf fields for our local soccer players.
- We need more usable soccer fields
- THANK YOU for exploring new opportunities and giving the people of our community a chance to weigh in! The ideal scenario would be indoor soccer facilities. So many families have travel regularly Vancouver/Camas for indoor soccer. We also have ZERO turf soccer fields for the children in our community but every other community we play in, has them. In addition, as someone who participates in hiring physicians to serve in Longview, we need them to want to live in this community. Not land in Vancouver because there are more opportunities for their children. Not to mention keeping their earnings local! Thanks again and good luck!
- Please consider youth soccer in these decisions. Youth soccer serves as a potent avenue for steering young individuals away from trouble. Beyond its physical benefits, it offers structured engagement, fostering teamwork and skill development. To maximize its impact, it's crucial to provide adequate facilities for these programs. By offering safe spaces to play and connect, we create an environment that nurtures growth, builds character, and keeps youth positively occupied. Let's invest in both the potential of our youth and the facilities they need to thrive.
- An indoor sports arena where people/kids can continue to enjoy sports during the rainy WA months would be an amazing opportunity for this community. It keeps the winter blues away and those interested can easily access a healthier lifestyle.
- Longview is long over due for an indoor soccer complex. The weather here is terrible and there are a ton of kids who's parents would be more willing to sign up and sit indoors and watch rather than sitting in the freezing cold. And tons of players would play indoor in the outdoor off season
- The fairgrounds are a dump. Either renovate the out buildings for use or demo them. Pave the parking lot across the street or turn it to a sports complex of some sort. Population has grown you need to upgrade the fair from a carny circus of dangerous garbage rides and games to

something a little more respectable. Maybe then local businesses will contribute. Many more events for local community.

- Please support Cowlitz Youth Soccer
- I'd love to see indoor soccer and softball/baseball facilities in our community. We would have to drive to Vancouver/Portland for our kids to play indoor sports.
- Would love to have access to an indoor soccer/gym facility for the public to use
- We need more activities in Longview for youth and adults alike. Soccer has always been an integral part of Longview. We have Roy Morse for softball and I would love to see an awesome indoor soccer facility!
- My kids and I would LOVE to see an indoor soccer arena here in Cowlitz County! We currently travel to Salmon Creek Indoor Soccer Arena for indoor soccer (classes and leagues).
- Indoor soccer facility
- It would be really nice if Cowlitz County could come together and have some nice soccer fields and more options for adult rec teams in multi sport options. Additional kids sports camps for the different age groups. Bring back a skating rink /ice rink. Cowlitz county is so far behind other counties when it comes to sports complexes and options for kids and adults both.
- Soccer! I have 6 kids 17 to babies and our community needs more!
- An indoor soccer turf facility would be great for training, playing, keeping kids off streets learning sportsmanship making life long friendships.
- No
- Just some indoor soccer please.
- We did the summer and spring golf camp for our 8 year old daughter and she loved it. It would be nice for the parents to have benched or somewhere to watch
- I think indoor soccer would be fabulous for our community.
- This community desperately needs a high quality sports complex. The children in this community deserve a safe place to compete in various sporting events. Turf fields with a indoor comped would allow for year round sporting events. Large scale tournaments would draw thousands per year to our community and local hotels to include the current one being considered by the PFD.
- I think that turf fields for soccer and batting cages would get used so much. It would bring in a ton of \$
- Cowlitz county needs more options for athletics. Indoor soccer is needed
- I would like an indoor soccer field
- Create more soccer venue
- Host soccer tournaments
- It would mean the world to this of us in CYSA to have indoor soccer fields. Specially for our younger little players. That often get sick from playing out in the cold and rain, and more opt to getting injured. It would be amazing to have a good, well kept environment that is comfortable year round for our kids to play soccer.
- We need an indoor soccer.
- I would love to see an indoor soccer arena!
- The community could benefit greatly financially by investing in multiple all turf sports facilities (ex. baseball, soccer, softball). Take a page out of the Lewis County book and keep kids/athletics in the Cowlitz County while making lots of money for the county in tournament fees, hospitality, and restaurants during these events. Cowlitz County is way behind in providing opportunities to kids who participate in sports.
- Would love to see more options for youth and young adults for all socioeconomic groups. Indoor soccer in our area. Activities and programs to build up youth and provide safe places to be active and social. Inter generational as well to build relationships and share common ground and learn from eachother.
- Youth sports in our area needs more facilities and opportunities!
- Please don't take away the only indoor tennis facility and public golf course. Locally, recreational sport locations keep shrinking. Not everyone likes pickle ball and it seems to be

taking over. We need some year round turf fields for soccer, baseball and softball desperately. Check out the new Ridgefield park. It's awesome!

- I really hope some sort of indoor sports complex opens up to help not only the youth stay out of trouble, but also help us coaches out. We do this out of love for the kids, we want the kids to succeed and an indoor complex would be amazing for this community! It would bring a tremendous amount of revenue since it would be the only important facility for miles around!
- Please do not tear down any more tennis courts for more pickle ball courts. There are still some tennis players out here that don't want to have to drive to castle rock or kalama to play.
- Our community needs more soccer facilities. We especially need turf soccer fields. It is wild that smaller communities have much better facilities and we have kids and adults basically playing on poorly maintained and not watered fields. Turf fields would be used daily by many people.
- Cowlitz county needs to be able to hold tournaments in our area like every darn community around us. We need venues for volleyball, basketball, soccer etc. They bring so much money to the community! Tournaments mean tax dollars brought here! Hotel stays, they buy food, they go to movies as teams etc. It's ridiculous that Longview/Cowlitz County doesn't do this. We need to do better. We have the space to do it. Go look at the turf fields in Chehalis, and the Chehalis Sports Complex, the outdoor swimming etc. There's no reason we can't do that here. Our families in this community drive to all surrounding areas every weekend and spend thousands of dollars annually for our children and adults to play at these venues. As a realtor I have families moving out of the area to live in places with better schools and options for their kids. Educated tax paying families. That's who we want here we don't want them going up north or to Ridgefield. There should be a poll done at the hospital with the doctors and nurses to see how many of them commute into Longview each day. Our housing costs are lower here but they want to live somewhere else that caters to family. We don't do that here. Our county/city resources have been going in the wrong direction for far too long.
- Indoor soccer fields / indoor sports complex / public pool would be a huge asset to our community
- no
- It would be great to have an indoor softball/baseball facility in the county. Not only would we be able to host tournaments to bring in several different families to the community which in turn will bring in money to the community. All of the families will get hungry at some point. Families always forget some piece of equipment when they travel in. Here in our community the small businesses will benefit from the families that are drawn to athletic facilities offered.
- Indoor Soccer Facility
- This county needs more indoor soccer options there's a massive growing community with little to no resources for soccer.
- More soccer fields
- I would love to see the fair grounds have a place for indoor soccer. A regulation size field that could be broken up into smaller fields for trading and youth sports games.
- We need this indoor soccer!
- A multi use space with a floor for Taekwondo (any martial art), yoga or stretching.
- No
- Indoor soccer leagues could be a financially profitable avenue for indoor spaces- currently we pay \$75-150 per sports season (8 weeks) for various sports for our children. Indoor soccer is a sport that many families within all of cowlitz county would be interested in participating in.
- Would love to see indoor soccer or soccer fields in general here
- Cowlitz needs an indoor soccer field for kids who love to play soccer all year around.
- Cowlitz County needs to take over Roy Morse park. And build turf softball slowpitch fields that can be used for girls fast pitch and little league baseball. That would bring in way more money then turning the event center into indoor soccer. Longview parks won't do it and is losing out on a lot of money because all world tournaments would be held their.
- More camps for kids
- I would love for us to have more events that draw people to our community who might not otherwise come here (similar to our Crafted Brewfest and Squatchfest).

- None
- If mint valley golf course is not viable why not turn that into the indoor/outdoor sport complex. And improve the fair grounds and keep the fair going.
- A lot of people like soccer and I think indoor soccer fields would be a great idea
- None
- Would love to see a covered facility at the convention center. It would open up all sorts of opportunities for additional equestrian events and many other events. For example, the fairgrounds in Salem host a winter flat track motorcycle racing series. It brings hundreds of spectators in the dead of winter and would open the door to many other activities. I think the key is finding some reliable revenue streams and using the profits to fund other projects that may not see such a return.
- There is a really need for a covered play ground in cowlitz county. With the crazy weather especially long rainy season it would be very popular with moms and kids
- Would like to see more safety regulations put into place throughout the events and fair. No driving on grounds once gates open, more staff for general assistance, electrical cords maintained safely and neatly instead of being accessible to the public and children.
- Base problem is over priced. Have worked with other group we go out of area due to prices.
- Need hotel space.
- More activities for families.
- I would consider joining as a fitness center if there were classes offered (yoga, HIIT, etc.)
- Put more money into the horse part. And open fairgrounds back to public riding or make it a membership deal. I would pay a membership fee to be able to use the facility.
- Our community needs an indoor soccer facility so badly. We have families and teams traveling to other communities to play indoor. It would be so beneficial to our community.
- Our CCEC and fairgrounds are the heart of our community. It needs overall improvement. An equine event center would bring big business and money to our area but without decent barns and stalls people won't come.
- Would love if there was an enclosed community pool open all year with indoor and outdoor pools.
- Wider range of activities and events are needed.
- I'd like to see indoor recreational programs run all year round since there's wet and rain weather more than 50% of the time. Specifically indoor soccer space for all the leagues and programs through the Longview/Kelso and surrounding areas.
- The fair buildings, particularly the pig barn and sheep barn are in need of structural upkeep - most particularly the roof of the pig barn.
- An indoor soccer facility would be a huge hit in Longview. I know lots of people who drive to salmon creek weekly for indoor soccer.
- Let's make improvements that help give the youth and adults access to improved sporting events and participation
- Don't kill the fair assholes
- Batting cages would be fun. More events/activities for kids
- Again, I think having more covered sports courts would really make me want to go. Also having more thing accessible for sensory sensitive individuals.
- please don't add a public pool. So much filth and disease spread. Just no.
- The event center should be used more. Maybe allow the FFA kids from Kelso high use it to raise animals.
- Fix the sprinkler system at Mint Valley and give the employees raises. Just do it.
- Catering at the CCEC is a huge deterrent to booking the event center. There are other/better catering options in town but the lack of flexibility in catering dissuades not only attendance, but booking of the facility. One catering company shouldn't have exclusivity for every event. Amenities need to be increased. An indoor sports facility paired with the hotel and a large capital improvement to current facilities is necessary to the success. The county should consider a purchasing agreement with the large vacant lot owned by the City of Longview to aid in the expansion of the Cowlitz event center and fair grounds.

- Indoor soccer fields!!!!
- An indoor water park would be nice.
- No, thank you.
- We love the event center and the mint Valley tennis club. I'd love to see more opportunities for activities for kids and teens
- Would love to see a Disc golf added to the area more. It's an inexpensive sport. Great for your health great family friendly activity with a little investment.
- An outdoor public pool would be great to have Batting cages Golfing cages
- During the summer months the largest room that most events are held in needs more circulated air or AC.
- I am saddened to see the Cowlitz County Fair shrink yearly. I have attended since I was a kid and now take my grandkids. It used to be more. By putting a hotel in there the fair will be almost gone. This event lets everyone enjoy it. I am really disappointed in the decision to kill the Fair for a hotel.
- Please open an indoor soccer/sports arena and outdoor soccer fields.
- More tennis courts! You keep taking tennis courts away because they are claimed to not be used. They are not used because they are unusable. I use to play every Friday night at John Null. But the courts became junky and unsafe. I am excited about the new PickleBall courts, but give us nice tennis courts too! It is better exercise! It has been mentioned that RA Long and Mark Morris have great courts, but they are NOT open to the public. They are locked! Update the tennis facility at Mint Valley please! Those courts are so slick, they are becoming unsafe. You don't need an ice rink. For a good one, you would need a larger space. Also, the Port of Kalama is in the planning stages of bringing an ice rink to their river front park during the winter season. They would get way more visitors due to location and the new market. Stop taking things away from those that have always utilized them.
- Maybe a motel across the street from Event Center, but not run by county. Private sector.
- The livestock portion of the fairgrounds is in need of updating. Lighting and water are lacking. Vendor pricing for space rent has increased to the point that food prices for attendees is outlandish. More concerts in the weather-permitting months would be a fabulous fund generator. Updates to the grandstands would benefit the entire complex.
- N/A
- Indoor turf training facilities would support our massive growing soccer programs. All dedicated spaces go to football, baseball and basketball. Local teams travel to Vancouver for indoor spaces to train and play. It would bring our teams back to our community.
- I like that we have a recreation complex. I don't know what is offered. I bet there are lots of folks like us. Educate us and we will bring the grandkids.
- I would generally like to see more events at the CCEC. I feel like there may be some missed opportunities
- Continue to make improvements to the horse arena and stalls. Also the outdoor horse arena could use a cover and or better drainage so it can be used
- Our community would benefit from a public aquatic center. It would be great to have outdoor swimming all summer long.
- The city should not be spending tax dollars to maintain & manage a golf course. There are numerous other options for this money to be spent.
- Cowlitz County needs more indoor activities for teenagers and young adults. In a place that rains so much, it really surprises me that this isn't a priority. Skating rink. Pool. Laser tag. Basketball and volleyball courts. Arts and crafts. Archery.
- Did not know anything about the Mint Valley Racquet and fitness complex and have lived in Longview my whole life.
- 1) Have an annual cooking competition between local restaurants. 2) Tap into the motorcycle community with an annual event. You are missing out on a great revenue stream. I ran Cowchip Boogie for a few years and can tell you from first hand experience it's a great community. I also ran the vendors for ten years. Vendors are easy to gather. Maybe a 3Q or 1Q event with a variety of workshops for riders. Example - How to pack for a long trip.

Roadside travel, safety, emergency tips and prairie preparation. If you're interested I have a ton of great ideas.

- Mortensen and Weber should hug it out.
- somebody needs to build a pool.
- I would like to see more options for pick up games of volleyball/ basketball for young and older adults and options for kids who don't want to participate in organized league sports but still want to play. It is very hard to find gym space around here.
- Larger Out of town Equestrian events could bring in HUGE revenues to community, but their calendar is filled up with little local events
- We need more improvements around the fairgrounds. Kelso especially needs to do a better job.
- The horse arena could use some updates. I would be nice to attract more equestrian sports to our area. I have to travel many hours away to attend some events. I'd rather have them in my home town.
- I want a 10 story hotel built on across from the event center. If you care about parking there are parking garages that can be built.
- Indoor basketball courts for tournaments would be an amazing opportunity for our community. Likewise an indoor soccer facility would benefit our children and our local soccer community.
- Rebuilding of all broken down buildings!!!!
- Our youth needs improved baseball & softball fields with turf. They deserve to have access to cages or an indoor facility. We are losing a lot of revenue by having to drive 40 minutes north or south to do so.
- Anything to bring more of our community together for health and activity, plus the ability to bring out of town people in for revenue to our local businesses (tournaments)
- No
- No
- It would be great to have indoor soccer facilities to help grow a growing sport for our area!
- Longview is such a beautiful community that deserves beautiful, top notch places for recreation and entertainment.
- Please do not put a hotel so close to the buildings. Especially do not put it where the concession stands are. It could easily go across the street on the far side of the parking and Saturday market.
- Advertising would really be a good idea. Never see or rarely hear what is happening.
- I can get a free membership to the Mint Valley Raquet & Fitness through Silver & Fit; however, when I have visited the web page I don't find any reason to join. Offering under this free membership appears to only include use of fitness equipment. Pickleball is an additional fee. No fitness classes offered.
- Please fix the roof and lighting of the indoor tennis courts!! So embarrassing when visiting USTA teams travel to play competitions. Its also hard to play with the HVAC leaking black dust onto the courts and with the poor lighting and roof condition.
- Indoor facility for soccer fields to be setup for kids.
- We do not need any more pickleball courts. We need more options for varying activities. When we do add additional activity space, it seems to be for those that have money, are the uppercrust, or it is always the same activities that are expanded on. We need diversity! Our options are so limited in an area that should have a vast more opportunities. Pretty sad when communities half of our size (or smaller) are offering so much more than Longview/Kelso.
- None
- Would love to see a mail flier once a quarter on what's coming up.
- More social media, more explanation of events I don't see much information for events
- Lighted turf soccer fields and an indoor soccer arena are what we want.
- No
- CCEC only caters to the elite and corporations , refusing to rent to Hispanics. Cost to rent space is outrageous and does it on purpose to keep thier brand exclusive . Every tax payer in CC should stop paying taxes on it if they can't afford to rent it .

- Our area could really use an indoor area for soccer as well as atleast a few turf fields others in region provide these causing us to lose players for better facilities.
- My entire family believes it is a shame only those few that golf get to enjoy the beauty of the mint valley golf course and racquet and fitness complex
- I like the program and courts the way they are at the Mint Valley Tennis Courts. The only improvement that should be made is the roof above the courts
- More indoor activities/camps would be great for kids especially during the rainy season! Like tennis lessons What about a climbing gym? Or a birthday area if it's renovated to be enticing to kids?
- We need an indoor arena for our kids and adults that play team sports. Soccer use to be a huge sport in Longview, we are loosing our kids to surrounding cities. An arena will keep the sports here year round! It will bring \$ to the city, it will provide positive opportunities for our kids and families. Our community has been dying, we need this facility to recover for so many reasons. Add a pool, add rooms for artists to teach classes, rooms for cooking classes, build a place where we can come safely together. Clean and inviting. Thank you so much!!
- am worried about what will happen to the county fair, if you move it to another location, where? you would have to build new facilities for this, it's not cost prohibited, not enough space in other part of county.
- do we really need a motel there? I think that we have enough of those in the area.
- It would've nice to have more places locally available for soccer tournaments. An indoor location would be nice too.