

2014 Annual Report

Indiana State Fair Commission



INDIANA STATE FAIR



Indiana Farmers Coliseum

2014 INDIANA STATE FAIR COMISSION, BOARD, & STAFF

COMISSION

Andre B. Lacy , Chairman	Stan Poe , President Indiana State Fair Board	Senator James W. Merritt Jr. , State Fair Legislative Advisory Committee
Bruce Everhart	Matthew Rekeweg , Center of Agriculture Sciences & Heritage	Representative Bob Cherry , State Fair Legislative Advisory Committee
Dana Huber	Ted McKinney , Director of Indiana State Department of Agriculture	Bill Smith , Governor's Office Representative

COMMISSION STAFF

Cynthia C. Hoyer , Executive Director	Samantha Cross , COO
Ray Allison , Vice President of Administration	David Ellis , CFO

FAIR BOARD

<u>Elected</u>	<u>Appointed</u>	<u>Ex Officio Members</u>
District 1: Steve Simmerman	District 1: Alan Washburn	Governor's Office Representative: Ryan Jarmula
District 2: Bill Leininger	District 2: Lee Ann Eizinger	Director of Indiana State Department of Agriculture: Ted McKinney
District 3: Pat Barker	District 3: Jackie Bell, Secretary	Associate Dean & Director of Purdue Extension: Dr. Jason Henderson
District 4: Stan Poe, President	District 4: Bryan Messersmith	Doug Huntsinger , Executive Producer and Director of Government Affairs
District 5: Todd Uhl	District 5: Paul Graf, Vice President	
District 6: Jim Lankford	District 6: Dr. Jim Weisman	
District 7: Ashton Eller	District 7: Carlos Garcia	

MISSION:

To preserve and enhance the Indiana State Fairgrounds and the annual Indiana State Fair for the benefit of all citizens of Indiana.

VISION:

To be a premier year-round gathering place that maximizes its resources to host a wide range of diverse activities. To be recognized as the best State Fair in the country, showcasing agriculture & youth in an educational, entertaining and safe environment.

CORE VALUES:

We believe in:

- Operating in a safe and environmentally conscious manner
- Agriculture and food as our foundation
- Investing in and nurturing our customers, our personnel and our facilities
- Fiscal responsibility
- Building family memories and traditions for future generations
- Responsible stewardship of this historic and treasured state institution
- Constant innovation and dynamic, relevant presentations



MESSAGE FROM THE EXECUTIVE DIRECTOR

REJUVENATED! The one word that comes to mind as we look back to 2014 at the Indiana State Fairgrounds. From the Grand Re-Opening of the iconic Indiana Farmers Coliseum to the return of livestock, hockey and basketball to her grand arena floor, the Indiana State Fair Commission continues to preserve and enhance the historic grounds and the memories made here for past, present and future generations. There is renewed energy here for all of the opportunities that lie ahead for our organization and the more than 2 million visitors who cross through our gates each year.

As you will read in the coming pages, our list of milestones is quite long and what lies ahead in 2015 has great promise. The Indiana Farmers Coliseum stands as a physical representation of our organization with its historic foundation in agriculture and tradition, and its bright future as a business that will thrive in the 21st century. Our staff continues to be committed to our mission, vision, core values and culture with a rejuvenated approach from our more than 20 new employees who joined the team in 2014.

We have three more years remaining in our 4-year strategic plan, PATH 2017, and we are so proud of the accomplishments made during the first year. The Indiana State Fair Commission is dedicated to improving every aspect of our business with emphasis on an improved technology infrastructure, sound fiscal responsibility, continued improvements to our aging facilities and enhancing our community engagement. The pace here at the Fairgrounds continues to be brisk, yet we continue to be mindful of elevating our standards. In 2015, we are celebrating the Year of the Farmer – I hope to see you at the Fair in August if not sooner!

Cynthia C. Hoyer
Executive Director
Indiana State Fair Commission

HOSTED 3 NATIONAL EVENTS



52 NEW EVENTS



20% INCREASE IN EDUCATIONAL FIELD TRIPS



HOSTED BY THE PURDUE UNIVERSITY COLLEGE OF VETERINARY MEDICINE

2014 MILESTONES

- Grand re-opening of the Indiana Farmers Coliseum April 24, 2014
- Hosted 52 events in the Indiana Farmers Coliseum since the opening in April
- Welcomed our Indiana Farmers Coliseum tenants, the Indy Fuel and IUPUI Basketball, to their opening seasons
- Title sponsor for the Coliseum—Indiana Farmers Mutual Insurance
- Hosted 77 new events in our remaining venues including 3 new 5K walk/runs and the Indy Mega Pet Adoption
- Hosted 3 national events – Goodguys All American Nationals, National Jr. Angus Show and North American Flyball Association CanAm Classic Tournament
- Increased educational field trip participation by nearly 20%
- Established a five-year technology plan
- Successfully implemented an HR Audit
- Successfully reintroduced alcohol to the Indiana State Fair through the Indiana Beer and Wine Exhibition
- Secured a partnership with Dow AgroSciences for the 2015 Indiana State Fair, celebrating the Year of the Farmer
- Implemented a new and very successful gate entry system for the Fair with Etix
- 3rd highest Fair attendance – 954,884
- 80% of visitors to the 2014 Indiana State Fair learned about agriculture while attending the annual event



LOOKING AHEAD TO 2015

- Completing phase 1 of the speed barn renovations
- Completing the Indiana Farmers Coliseum Plaza Project
- Closing out the Indiana Farmers Coliseum Capital Campaign
- Launching three new education programs—including a consumer education program
- Developing and launching a Foundation Membership program
- Developing a Community Relations Engagement Plan
- Launching of a new brand for the Indiana State Fair Commission

PRESERVE & ENHANCE

On April 24, 2014, the now Indiana Farmers Coliseum was re-dedicated and re-opened for the benefit of all citizens of Indiana. It was a beautiful sunny day as this grand lady's biggest fans gathered to celebrate her renovation. The Indiana Farmers Coliseum stands as a physical representation of the mission, vision, core values and culture of the Indiana State Fair Commission as it has preserved the past and enhanced the future of the entire organization and the State of Indiana.



COLISEUM RE-DEDICATION SPEECH -

Andre Lacy, Indiana State Fair Commission Chair

I am truly attached this building - this grand beauty that surrounds us today. We share some things in common - she and I do. We've both lived through nearly the same decades together. We've both watched the world change around us. And we've both lived out our lives right here in Indiana. While I've had the privilege to travel and meet dignitaries and influential leaders, she - the Coliseum - has hosted an impressive list right here on her own turf...from presidents and governors...to the Beatles. I appreciated her iconic elegance years ago, towering above these grounds in 1951 when I marched in the State Fair band competition. And just as I learned to cherish agriculture in Mr. Callahan's class at Pike Township so many years ago, this grand lady has served as a classroom for decades - showcasing some of Indiana's most spectacular agricultural shows and competitions. While I was traveling throughout Indiana as a boy, visiting family farms with my father - farming families were traveling across the state and beyond to exhibit their agriculture feats in this very arena.

Yes, this grand lady and I have an attachment. Little did I know so many years ago, when I visited the State Fair as a young man, that I would be standing here today to rededicate her to the people of Indiana - renewed and restored to her former glory. Little did I know that she and I would be attached by vision...by leadership...by teamwork...and by the dedication and generosity of so many, but we are. And as I marvel over what has been achieved - and the decades of additional life we have given to this grand lady of the Indiana State Fairgrounds - I am humbled. I am humbled by the diligence of the fairgrounds staff, and the leadership and resilience of its director - Cindy Hoyer. I am humbled by the expertise of those who have led us through the maze of such a feat; from vision and planning, to raising more than \$10 million, to navigating a bond issue, to engineering and construction - which was below budget, I might add.

While I get this moment to stand in the spotlight with this grand lady - our State Fairgrounds Coliseum - I am only but a small player in her revival. Many of you here today played much bigger roles, but without the limelight on you - you who have been in the trenches, working diligently and soldiering forward for the past five years to see our mission through. I am humbled to be among you. And I am honored to stand with you. Because of you, our grand lady here will carry on - for decades more. And just as she has been a part of my history, she will be so with my grandchildren, and your grandchildren, and our great-grandchildren for years to come.

Thank you.

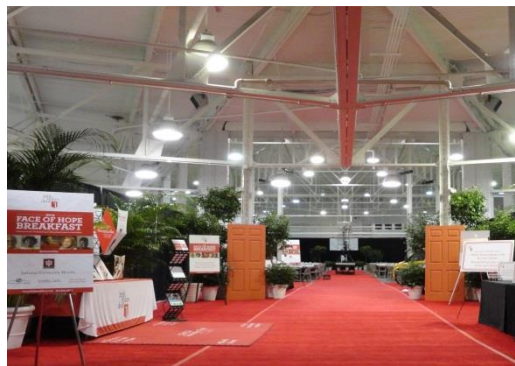
COMMUNICATION

At the close of 2013, the Indiana State Fair Commission made a commitment to “telling our story” to the citizens of Indiana. This commitment began with the production of two booklets – one that outlines PATH 2017, the other that introduces our service to the community. These pieces and those that will follow in the years to come will aid in communicating to our constituents and sharing all that is part of this historic institution.



CULTURE

The Indiana State Fair Commission has a culture unlike that of many private businesses as well as other State government agencies. While operating as a business with a focus on growth, we are a community partner that operates with integrity and a sense of caring for others – even when no one is looking. Agriculture is the foundation of this cherished century-and-a-half old institution which we take pride in preserving and enhancing. We are ethical, courteous and considerate in our business decisions. We take a ‘can-do’ approach to customer service as we create family memories for the citizens of Indiana.



COMMUNITY

The Indiana State Fair Commission’s community has a depth and a breadth that serves as a solid foundation for our mission. Our community includes our neighborhood, agricultural entities, show producers, event attendees, exhibitors, vendors, contractors, philanthropic organizations, educational partners, sponsors, and sports teams. The Commission prides itself on being a community partner, working with a wide variety of organizations to support their mission and bring their message to all citizens of Indiana.



INDIANA STATE FAIR COMISSION COMMUNITY PARTNERS

The organizations listed below represent more than \$2 million in subsidies made by the Commission to agriculture, youth and education each year.

4-H Programming for the Indiana State Fair

All American Horse Classic

Banker's Life Fieldhouse

Board of Animal Health

Boy Scouts of America

Circle City Sidewalk Stompers

City of Indianapolis

Commission Education Programming

County Fairs in Indiana

Eiteljorg Museum

Habitat of Humanity

Harness Horse Youth Foundation

Homeland Security

Hoosier 100

Hoosier Beef Congress

Hoosier Horse Fair

IBEW

Indiana Barn Foundation

Indiana Farm Bureau

Indiana School for the Deaf

Indiana State Dept of Agriculture

Indiana State Fair Brewer's Competition

Indiana State Fair Livestock Competitions

Indiana State Fair Youth Leadership Council

Indiana State Police

Indiana Tourism

Indiana Young Farmers

Indianapolis Art Center

Indianapolis Charity Horse Show

Indianapolis Fire Department Safety Olympics

Indianapolis Metropolitan Police Department

Indianapolis Soybean Alliance

Indy Connect

Keep Indianapolis Beautiful

Kentucky State Fair

Latino Community Development - Santa Comes to Town

Library Reading Program - 5,000 tickets

Little Red Door Cancer Agency

Marion County Health Department

Marion County Soil & Water

McMiracle Event

Midwest Search Dogs

Murat Shrine Circus

National Association of Conservation District

Nexgeneracers

Noble of Indiana

Office of the Lt. Governor

Purdue Extension Marion County

Retired Legislators

Rock Steady Boxing Fundraiser Breakfast

Safe Night Halloween

Salvation Army Coats for Kids

Salvation Army Toy Shop

State of Indiana Integrated Public Safety Commission

United Northeast CDC

Urban YMCA Toys for Tots



COMMUNITY ENGAGEMENT

COMMUNITY: groups, organizations, businesses and leaders residing in the surrounding area that have similar social, cultural, and economic goals for the neighborhood and are willing to find unique ways to collaborate to achieve said goals.

The definition of community is constantly evolving and to stay true to our mission to preserve and enhance the Indiana State Fairgrounds for the benefit of all citizens of Indiana it's important we evolve our outreach and community partners. This year we were able to take a step back and target those efforts to our surrounding neighbors—taking time to understand their vision for their area and aligning that with our vision when possible. Timing is everything and several organizations we have been able to work with are at pivotal times in their strategic planning and we are able to seize these opportunities making sure that the Fairgrounds is included and finding appropriate ways to incorporate them in our planning.

The Indiana State Fairgrounds is nestled right in the middle of several neighborhoods with unique cultural identities and varying economic goals. Part of being a good neighbor and community partner is showing our shared goal of contributing to a thriving and welcoming neighborhood. One crucial step to achieving these goals is having the right people at the table. This year we were happy to invite Leigh Riley Evans to join the Indiana State Fair Commission as our Community Representative. While Leigh is not a voting member, her voice is heard and important to our community relations efforts.

Leigh Riley Evans is the Chief Executive Officer of Mapleton Fall Creek Development Corporation since accepting the position in 2011. Her community ties to the area started well before she began in this role. Leigh has been serving on the Community Building & 20/21 Steering committees for Mapleton Fall Creek Development Corporation since 2008 and her parents still live in the neighborhood, admittedly one of her motivations for being so committed to helping the community thrive. Leigh's efforts have contributed to 13 homes repaired in the area, 10 homes sold and more than \$750,000 in public and private funding for Mapleton Fall Creek.

Leigh is a strong believer of asset-based community development and creating sustainable communities. Leigh currently serves LISC, Indiana State Fair Commission, Children's Museum and Catch the Stars Foundation boards and in her spare time likes to travel with family. Leigh considers herself a change agent and enjoys fostering collaboration so that all lives are enriched with the gifts and talents that people can offer. Leigh is not a voting member on the commission but her contributions thus far and in the future will be invaluable to our growth and connection to the community.



HABITAT FOR HUMANITY



LILLY SERVICE DAY



SAFE NIGHT



LEIGH EVANS

Advance

- Brand study launched in September 2014 with completion set for April 2015
- Conversion to Right On Interactive as our sole database communications tool with collaboration of all internal database lists for future communication planning
- Development of a booklet for the Grand Re-Opening of the Indiana Farmers Coliseum, telling the story of the facility and it's renovation
- Legislative approval for the serving of alcohol at the annual Indiana State Fair

Learn

- Launch of The Barns Global Initiative
- Update of the new Barns web site
- Development and implementation of formalized State Fair field trips
- Incorporation of Face Time in virtual learning platform
- Successfully secured the My American Farm and Seed Survivor exhibits for the Fair and Fall classrooms
- Partnership launch of the Purdue Vet Camp with Purdue University at the 2014 Indiana State Fair
- Addition of Ag touch points in the newly renovated Indiana Farmers Coliseum as well as increased touch points at the 2014 Indiana State Fair
- Addition of year round customer research at various events
- Secured \$55,000 in grants for The Barns Global Initiative and increased programming revenue by \$34,587 or an increase of nearly 400%



STRATEGIC DIRECTION

Produce

- Held initial meeting with interested parties in future planning for a “World Food Expo” or similar event
- Successfully opened the renovated Indiana Farmers Coliseum on April 24, 2014 followed by its first event on April 26, 2014
- Successfully launched both competitive seasons for our two new sports tenants – Indy Fuel and IUPUI basketball
- Construction began on the pedestrian plaza in front of the Indiana Farmers Coliseum
- Opening of the Indiana Beer & Wine Exhibit at the 2014 Indiana State Fair
- Return of Fair entertainment to the Indiana Farmers Coliseum with 6 nights of programming and 1 pre-Fair concert

Business

- Successful development of the foundation for the Maintenance Plan that led to the creation of the 2014 capital projects budget/list
- Implemented organizational changes as result of the HR Audit
- Implementation of eTix gate system with great success and improved transaction processing
- Development of online safety training for staff and a final exam conducted at the close of the year; position-specific safety training implemented; continuity of operations plan drafted
- Annual revision of CEMP complete with re-promulgation in June.
- Development of a 5-Year Technology Plan



INDIANA STATE FAIR COMISSION BALANCE SHEET

AS OF DECEMBER31,2014

Assets

Current Assets

Cash & Equivalents	\$ 2,783,312
Cash & Equivalents, Restricted	3,185,118
Accounts Receivable, Trade	1,087,779
Accounts Receivable, Interest	1,480
Prepaid Expense	75,418

Total Current Assets

7,133,107

Noncurrent Assets

Construction in Progress

1,365,431

Property, Plant & Equipment

Land & Improvements	15,541,547
Buildings & Improvements	141,492,643
Machinery & Equipment	4,074,599
Office Furniture & Equipment	1,246,448
Less: Accumulated Depreciation	(67,469,407)

Total Property Plant & Equipment

94,885,830

Total Assets

\$ 103,384,368

Liabilities & Fund Equity

Current Liabilities Payable from Unrestricted Funds

Accounts Payable	\$ 1,117,831
Salaries Payable	105,855
Capital Leases Payable -Current	3,730,088
Deferred Income	152,200
Compensated Absences Payable-Current	216,580

Total Current Liabilities

5,322,554

Long-Term Liabilities

Capital Leases Payable - Long Term	60,383,081
Unamortized Loss on Sale of Bonds	(159,749)
Compensated Absences Long Term Payable	168,645

Total Long-Term Liabilities

60,391,977

Total Liabilities

65,714,531

Net Position

Invested In Capital Assets Net of Related Debt	32,138,092
Dedicated Funds	3,185,118
Unrestricted	2,346,627

Total Net Position

37,669,837

Total Liabilities & Net Position

\$ 103,384,368

INDIANA STATE FAIR INCOME STATEMENT

FOR YEAR ENDED DECEMBER 31, 2014

Operating Revenues

Fair Operations

Gates	\$ 3,556,228
Concessions/Midway	2,677,092
Entertainment	881,431
Sponsorship	1,270,322
Expense Reimbursement	148,861
Sports/Events	119,640
Livestock	409,732
Shuttle Bus	213,124
Parking	1,007,230
Other	655,036

Total Fair Operations Revenue

10,938,696

Operating Expenses

Fair Operations

Payroll	2,371,533
Services other than Personal	390,802
Services by Contract	6,661,578
Materials, Parts & Supplies	729,744
Awards	642,521
Travel	46,749

Total Fair Operations Expense

10,842,927

Net Income (Loss)

\$ 95,769

INDIANA STATE FAIR INCOME STATEMENT

FOR YEAR ENDED DECEMBER 31, 2014

Operating Revenues

Fairgrounds Operations

Concessions	658,385
Rental of Buildings, Grounds, & Equipment	2,900,836
Expense Reimbursement	1,405,456
Events	38,244
Ice Skating & Skate Shop	363,998
Parking	1,161,797
Sponsorships	180,000
Other	35,220

Total Fairgrounds Operations Revenue

6,743,936

Operating Expenses

Fairgrounds Operations Expense

Payroll	5,602,206
Services other than Personal	2,575,941
Services by Contract	3,784,278
Materials, Parts & Supplies	969,799
Awards	538,444
Depreciation Expense	5,417,723
Land/Structures/Equipment	644,845
Travel	19,623

Total Fairgrounds Operations Expense

19,552,859

Net Income (Loss) from Operations

(12,808,923)

Non-Operating Revenues (Expenses)

Property Tax Distribution	102
General Fund Appropriations	706,500
Pari-Mutuel, Off-track Betting Distribution	153,045
Riverboat Distribution	5,769,844
Commercial Vehicle Excise Tax	19,496
Standardbred Racing Fund	1,000,000
Interest Income	8,448
Interest Expense 2002 Bond (Bond Debt Service)	(2,169,416)
Contributions and Grants	1,076,809

Total Non-Operating Revenues (Expenses)

6,564,828

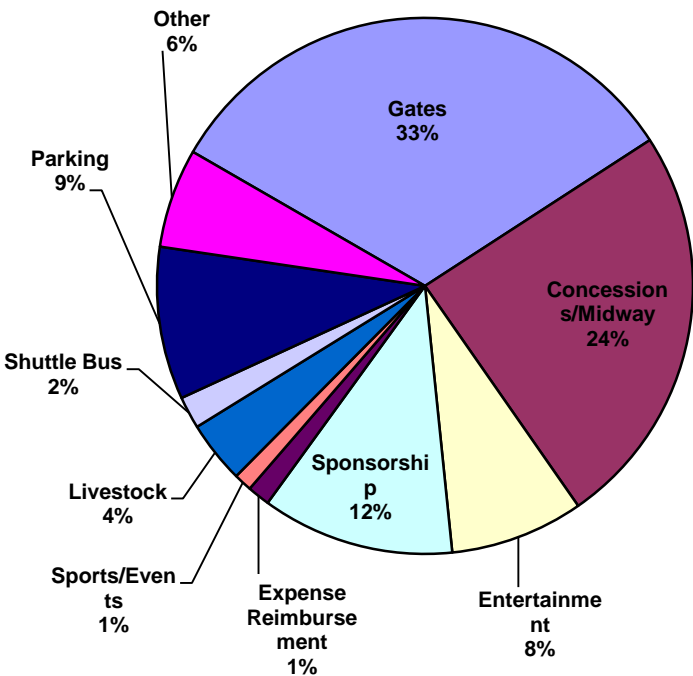
Net Income (Loss)

\$ (6,244,096)

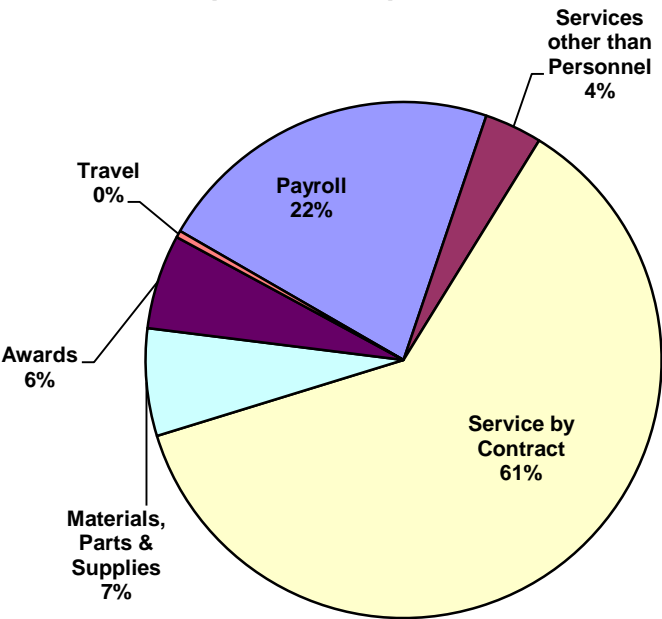
INDIANA STATE FAIR | REVENUE AND EXPENSE GRAPHIC REPRESENTATION

INDIANA STATE FAIR

Operations Revenue

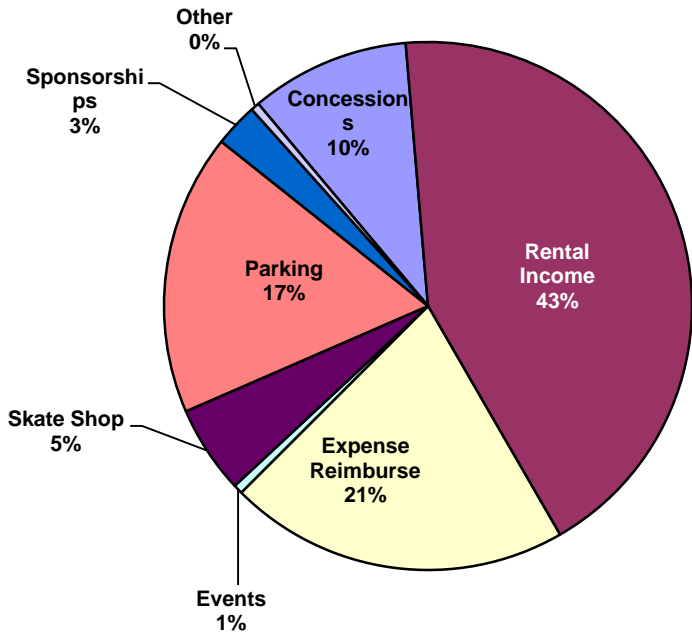


Operations Expenses

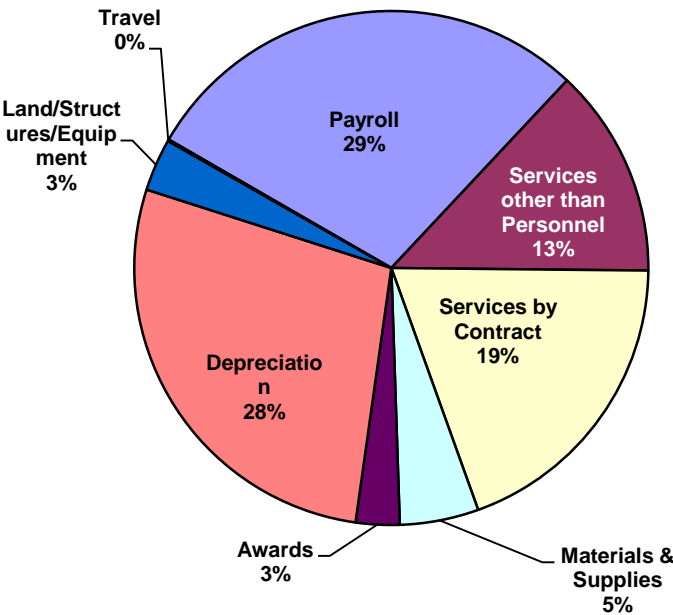


INDIANA STATE FAIRGROUNDS

Operations Revenues



Operations Expenses





IndianaStateFair.com

1202 East 38th Street, Indianapolis, IN 46205