

SALINAS VALLEY FAIR

MASTER PLAN UPDATE



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in association with A. Plescia & Co. and
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Table of Contents

I.	INTRODUCTION / BACKGROUND	4
A.	Purpose and Objective	4
B.	Work Completed by Consultants	5
C.	Previous Planning Documents.....	6
II.	PRIMARY MARKET AREA / DEMOGRAPHICS	7
A.	Existing and Future Population of Primary Market Area	7
B.	Population Characteristics of Projected Future Population.....	8
C.	Annual Fair Attendance in Relation to Primary Market Area Population.....	9
III.	EXISTING CONDITIONS.....	10
A.	Regional Setting.....	10
B.	Existing Facilities.....	12
IV.	PROPOSED IMPROVEMENTS	16
A.	Administration Building.....	18
B.	Andrus Property	19
C.	Billboard Advertising	19
D.	Children’s Play Area.....	20
E.	Entry into the Fairgrounds	20
F.	Exposition Building	20
G.	Exterior Edge Conditions	22
H.	Heritage Room.....	23
I.	Homes Adjacent to the Fairgrounds	23
J.	Long Branch Saloon	24
K.	Maintenance Complex	24

L. Orradre Building	25
M. Parking.....	25
N. Pavilion Hall	27
O. Pedestrian Circulation	27
P. RV Park	28
Q. Stampede Ring and Rodeo Arena.....	28
R. Steinbeck Stage, Floriculture Building, and Home Arts / Proposed Courtyard	29
S. Topo & Rava Center.....	30
T. 101 Bowl	31
V. OTHER CONSIDERATIONS	32
A. Architectural / Visual Theming.....	32
B. Fairgrounds / King City Relationship	32
C. Wine Industry	33
D. Emergency Response	33
VI. IMPLEMENTATION	35
A. Strategic Business Plan	35
B. Priority to Improvements	36
VII. CONSTRUCTION COSTS	39

I. INTRODUCTION / BACKGROUND

A. Purpose and Objective

Salinas Valley Fair, Inc. (SVF) is a California nonprofit public benefit corporation that is responsible for the management and operation of the Salinas Valley Fairgrounds (Fairgrounds) and its associated buildings and programs. The governance structure of the SVF includes a self-appointed board that oversees the operations of the Fairgrounds. The Board is currently comprised of nineteen (19) members that are self-appointed. Pursuant to the Operating Agreement between the County of Monterey (County) and SVF, SVF is responsible for the management and operation of the Fairgrounds and is obligated to hold an annual agricultural fair. The contract will be renewed and renegotiated every fifteen years, with the current contract set to expire in July 2019.

The Salinas Valley Fair retained RCH Group (RCH), in association with A. Plescia & Co. and Ralph Anderson and Associates, (collectively the Consultant Team) to prepare an update to the SVF Master Plan, previously prepared by Sasaki Associates in August 2002. Since the adoption of that Master Plan by SVF there have been several improvements made to the Fairgrounds, however many of the original ideas and concepts included in the 2002 Master Plan are still valid. This report uses the 2002 Master Plan as a foundational document, but also introduces current and relevant information derived from the various tasks completed by the Consultant Team as described below. It is the intent of this report to identify current and future facility and operational needs to ensure continued growth, both short and long-term for the Salinas Valley Fairgrounds.

This report has been created with a great deal of participation and input from stakeholders, community leaders and the Board of Directors of the Fair.

B. Work Completed by Consultants

In order to gain a comprehensive and complete perspective on the physical site, operational, programmatic and financial conditions of the Fairgrounds, the Consultant Team performed the following series of tasks:

1. Reviewed and analyzed the August 2002 Master Plan prepared by Sasaki Associates;
2. Attended the 2016 Annual Fair and toured the Fairgrounds during non-event periods;
3. Analyzed the Fairgrounds site from a land use and design perspective;
4. Conducted interviews with a list of various stakeholders identified by the SFV including representatives from:
 - Arts Community;
 - Carnival;
 - Chamber of Commerce;
 - County of Monterey Staff;
 - Monterey County Board of Supervisors;
 - Fair Vendors;
 - Family Donors;
 - Flea Market;
 - Hartnell Community College;
 - Heritage Foundation;
 - Junior Fair Board;
 - City of King City;
 - City of King City Council;
 - City of King City Recreation;
 - Neighbors;
 - Rotary;
 - Salinas Valley Fair Board of Directors; and
 - Silver Kings and Queens;
5. Obtained secondary information about relevant competitive venues;
6. Analyzed historic operational data to assess the financial condition of the Fairgrounds; and
7. Analyzed relevant demographic and economic data about the County of Monterey, King City, and surrounding areas.

C. Previous Planning Documents

Sasaki Associates created a Master Plan for the Salinas Valley Fair in 2002. The Master Plan was created to serve as a guideline for the future development of the Salinas Valley Fair, and included a series of suggested improvements to be completed by the year 2020. A foundational basis for the Master Plan was the anticipation that population trends in the Salinas Valley Region would continue to grow in the future, that the Salinas Valley Fairgrounds would continue to thrive, and that the Fairgrounds would become a more active center of community life.

The 2002 Master Plan concludes that the Salinas Valley Fairgrounds will be a particularly relevant part of the community if a series of listed improvements were to be made to the Fairgrounds. Out of the ten (10) major recommended improvements, only two (2) of those improvement has been completed – the construction of new livestock buildings (Rava and Topo buildings). While only one of the major recommended improvements has been made, there have been several other improvements made to the Fairgrounds that were deviations from the Master Plan. Those improvements include improvements to the Livestock Office, the edge condition landscaping along Division Street, improvements to the Orradre Building, and the construction of a kitchen in the Pavilion Building. While many of the major suggested improvements by Sasaki have not been made, it was discovered by the Consultant Team that most of the suggested improvements still remain relevant and valid recommendations. As such, this report reflects closely the structure of the Sasaki Master Plan.

II. PRIMARY MARKET AREA / DEMOGRAPHICS

A. Existing and Future Population of Primary Market Area

The Salinas Valley Fairgrounds is a major public activity and events center that serves the southern Salinas Valley. Its primary market area includes the cities of Gonzales, Soledad, Greenfield and King City, as well as the unincorporated areas around these cities and south to the San Luis Obispo County line. In addition, the City of Salinas (45 miles north of King City) contributes to attendance at the Annual Fair as well as other non-Fair interim events throughout the year.

The combined population of the primary market area as of January 2016 is approximately 66,000 not including the unincorporated areas around the cities of King City, Gonzales, Soledad and Greenfield. The existing population of King City is approximately 14,200 and the populations of Gonzales, Soledad and Greenfield are 8,500, 25,600 and 17,500, respectively. The population of Salinas is approximately 161,000.

During the five-year period from 2010 to 2015 the population of the cities that constitute the primary market area for SVF increased (or decreased) at various rates. The population of King City increased by approximately 8.0%, while the cities of Gonzales and Greenfield increased by approximately 3.9% and 5.2%, respectively - the population of Salinas decreased by approximately 2.9%. Overall the population of the primary market area increased by approximately 3.6%. By comparison during that same time period the overall population of Monterey County increased by approximately 4.5%.

The primary market area is anticipated to increase over the next 15 years. As a whole, the population of Monterey County is projected to increase from 416,100 in 2010 to 446,300 in 2020 (an increase of 7.2%), and to 476,900 in 2030 (an increase of 6.9%). If the population of the primary market area continues to grow at same proportion of the population growth for the entire Monterey County from 2010 to 2015 then it can be assumed that the population of the primary market area would increase to approximately 70,000 in 2020, and 74,000 in 2030.

B. Population Characteristics of Projected Future Population

In addition to total population, another factor related to future fairground marketing and programming is the characteristics of the existing and projected future primary market area population – for example age distribution and race/ethnicity. For purposes of this report information regarding the age distribution and race/ethnicity for the existing and projected Monterey County population was reviewed for the period from 2010 to 2030.

In reviewing the age distribution for Monterey County, substantial changes related to the projected population for the 2010 to 2030 period occur in three age categories. The 18 to 24 year-old category is projected to decrease from approximately 11% to 9% of the total County population; while the 65 to 74 year-old and 75 to 84-year old categories are projected to increase from approximately 6% to 9%, and 4% to 6% of the total County population, respectively. The other age categories remain basically the same in terms of percentage of total population.

As to race/ethnicity for Monterey County it appears that substantial changes related to the projected population from the 2010 to 2030 period occur in two categories. The Caucasian population is projected to decrease from approximately 33% to 24% of the total County population, while the Hispanic population is projected to increase from approximately 57% to 65% of the total County population by 2030. The other categories of race/ethnicity are projected to remain basically the same in terms of percentage of total County population.

The projected extent and composition of future Monterey County population potentially has effects on future marketing and programming for the Fairgrounds. In regard to the aging of the population, there could be consideration given to future programs, events and activities that focus on the interests of that projected population (such as senior health fairs, housing, service, volunteer and employment programs, etc.). Additionally, events and activities that attract a more diverse population with a focus on the cultural interests of the race/ethnicity groups that constitute larger percentages of the total Monterey County population should be considered.

C. Annual Fair Attendance in Relation to Primary Market Area Population

Based on data provided by the Salinas Valley Fair Association, a summary of the annual attendance of the four-day Annual Fair was reviewed for the six-year period from 2010 to 2016. During that period the attendance consistently increased each year except for 2014 when the Annual Fair attendance decreased by approximately 9% from the previous year. During the six-year period attendance at the Annual Fair ranged between approximately 28,000 and 38,000.

Table X:
Summary of Annual Fair Attendance – 2010 to 2016

Year	Annual Attendance	% Change Increase/(Decrease)
2010	27,701	
2011	28,756	3.8%
2012	31,175	8.4%
2013	35,833	14.9%
2014	33,627	(8.9%)
2015	33,927	0.9%
2016	38,050	12.2%
Overall Change 2010 to 2016		37.4%

Source: Salinas Valley Fair Association; A. Plescia & Co.

Overall the Annual Fair attendance increased approximately 37% from 2010 to 2016, with an average annual increase of approximately 6% during that same six-year period. The highest percentages of increase occurred in 2013 (14.9%) and 2016 (12.2%).

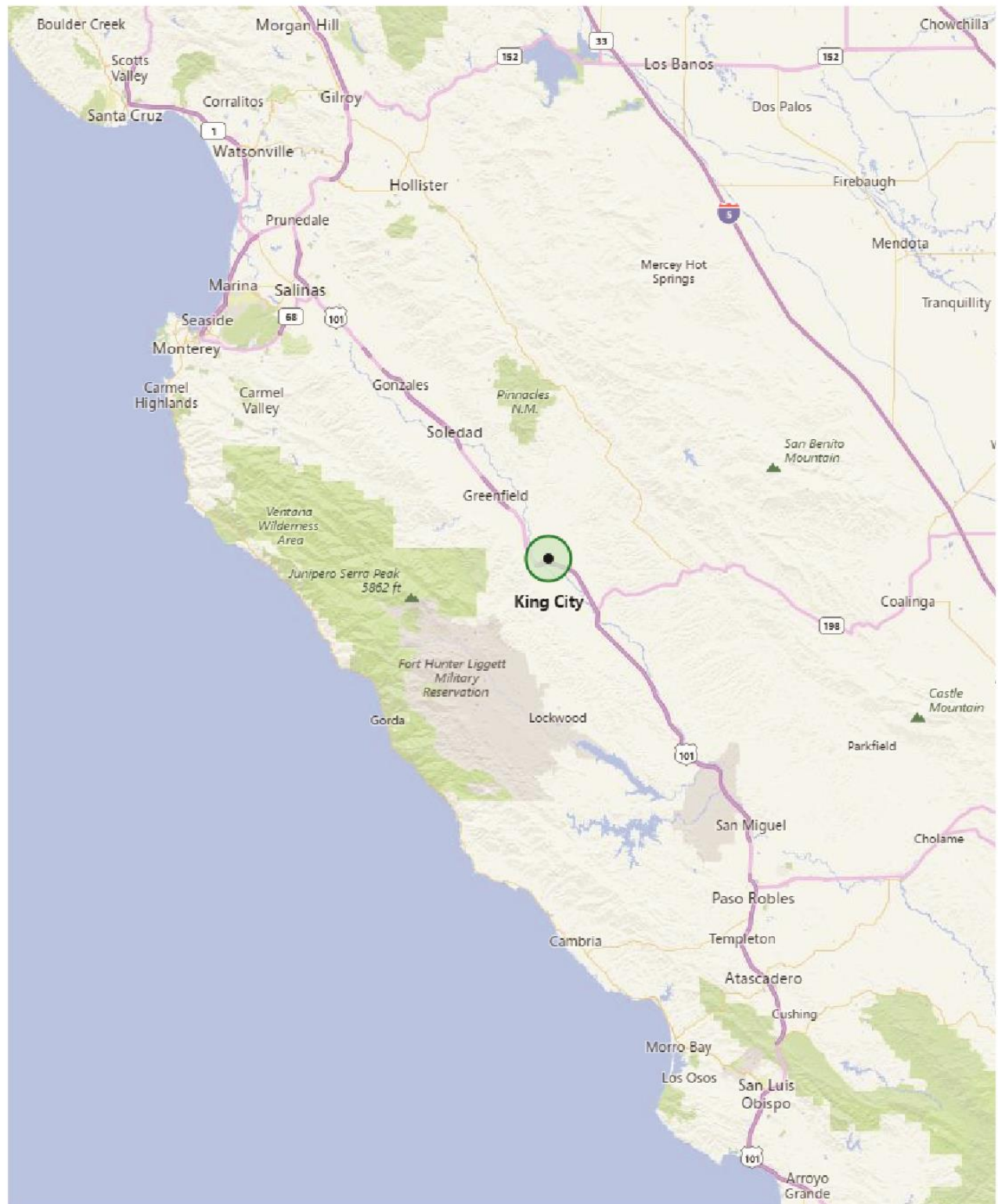
As indicated above the estimated existing population of the SVF primary market area is approximately 66,000. With the most current Annual Fair attendance at approximately 38,050 (2016) the market penetration is approximately 58%. If that level of market penetration continues the Annual Fair could draw approximately 40,000 by 2020 and 43,000 by 2030 based on the estimated/projected population growth information for the primary market area.

III. EXISTING CONDITIONS

A. Regional Setting

The Salinas Valley Fair is located 150 miles south of San Francisco, 255 miles north of Los Angeles, and 62 miles south east of Monterey. The property itself is located within the limits of the City of King City. Specifically, the Salinas Valley Fair is located on the north side of Highway 101 in the southern quadrant of King City. The site is extremely well placed with respect to exposure, visibility and access to Highway 101.

The Fairgrounds site consists of approximately 26 acres. The site is bordered by Highway 101 to the south, Division Street to the northwest, and the City of King City Park and golf course to the east. While the site itself is surrounded by developed properties in King City, the greater lands surrounding the City have historically been used as, and is currently designated as, prime farmland for both agriculture and vineyard production.



SOURCE: Bing Maps, RCH Group 2016

REGIONAL MAP
Salinas Valley Fair
King City, California

0 10 miles

B. Existing Facilities

The Fairgrounds has approximately 12 buildings that support the Fair and other non-fair interim events. . Most of the buildings on the Fairgrounds are functional, but are in need of some sort of improvement. Some of these buildings are old and in need of replacement, some are in need of renovation, and others are in good condition but in need of upgrades.

Within the Fairgrounds there are several large outdoor spaces that are used extensively on a year-round basis. There is a large central grass area that functions like a central park – this space is used for outdoor activities, exhibits, carnivals and trailer parking, and the weekly flea market. Additionally, many of the major buildings are clustered around the central grass area which allow for easy access. Included as an outdoor space is a system of mostly paved, tree shaded walkways that contain space for walking, as well as for exhibitors, vendors and temporary food booths.

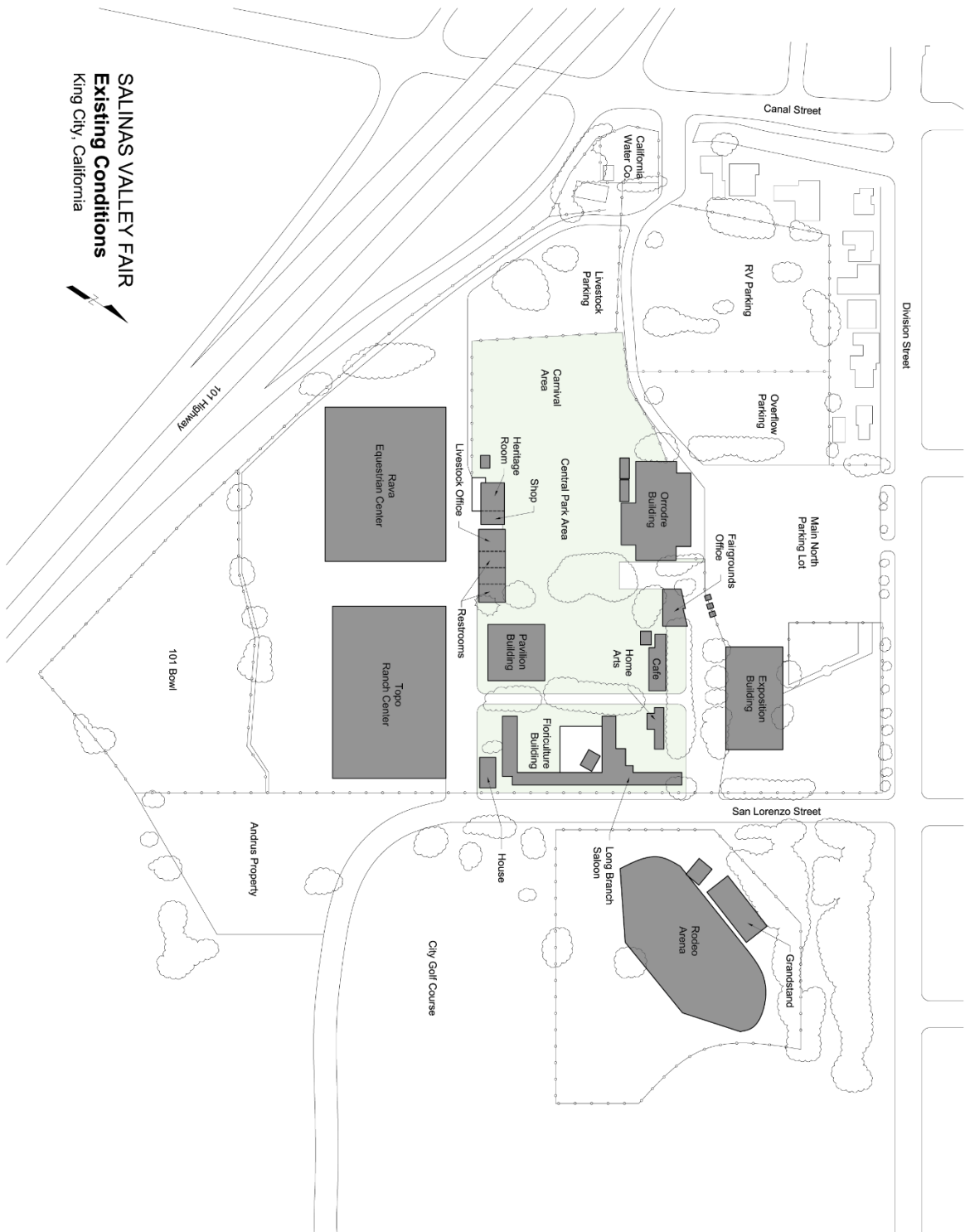
During fairtime all of the buildings on the Fairgrounds are used. During non-fair periods the key buildings that are used extensively include: the Rava and Topo, Pavilion, Exposition, and Orradre Buildings. The Rava and Topo buildings are used almost exclusively for livestock activities, which are currently viewed by SVF as “core activities.” The Exposition Building is largely used as a recreational facility, and the Orradre and Pavilion Buildings are largely used as a leasable meeting or event space. While the key facilities on the Fairgrounds are in demand throughout the year, it is obvious that there is a lack of structured parking to efficiently control the flow of vehicular and pedestrian traffic. There is a need for more on-site parking in close proximity to the key facilities, along with better on-site circulation and ingress/egress routes.

The key facilities on the Fairgrounds are listed below:

Key Facilities

Administration Building	Approximately 2,000 SF wood frame and stucco building built in the 1950's, and is quickly becoming outdated.
Café Building	Approximately 2,400 SF wood frame building in poor condition.
Exposition Building	Approximately 12,000 SF exhibit building with wood sports floor. Built in 1952.
Floriculture Building	Approximately 15,000 SF uniquely configured multi-use exhibit building with limited utility due to narrow configuration. This building is attached to the Long Branch Saloon.
Grandstand & Rodeo Arena	Located in an adjacent City Park under a long-term usage agreement with the City. This facility is comprised of concrete grandstands, metal railings, a concessions stand and restrooms.
Heritage Room	Approximately 2,100 SF small exhibit building.
Home Arts Building	Approximately 1,400 SF of office space and conference rooms.

Livestock Office	Approximately 1,800 SF small building attached to the Shop.
Orradre Building	Approximately 12,000 SF flat floor exhibit building with moveable interior divider walls. Originally constructed in 1984 and renovated in 2015 with a commercial kitchen.
Pavilion Building	Approximately 7,000 SF exhibit building with a stage and kitchen.
Rava Equestrian Center	Approximately 60,000 SF exhibit building with a dirt floor surface and large roll-up doors. This building was built in 2005.
Shop	Approximately 1,000 SF small utility building connected to the Heritage Room.
Topo Ranch Center	Approximately 55,000 SF exhibit building with a concrete floor surface and large roll-up doors. This building was built in 2005.

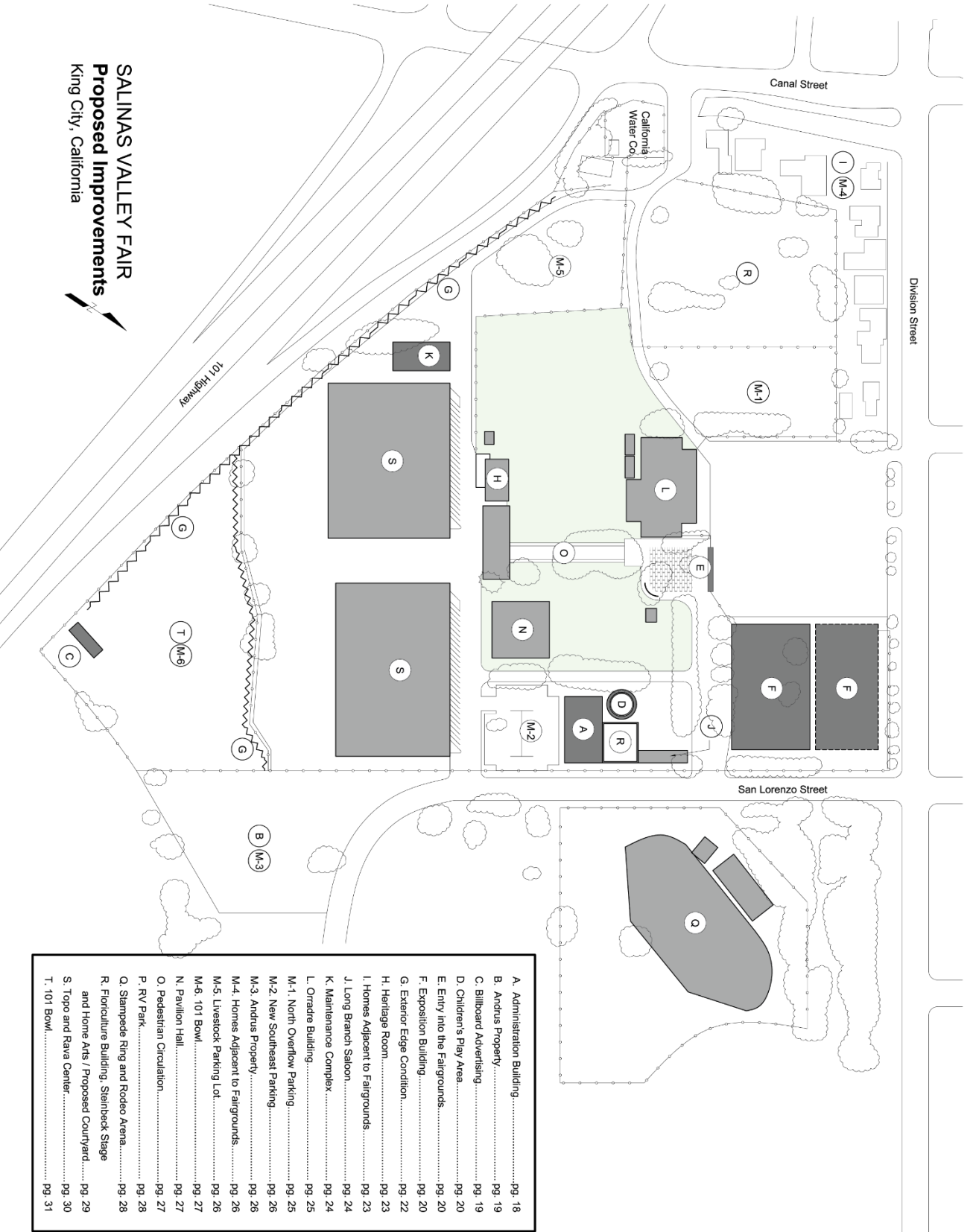


SALINAS VALLEY FAIR
Existing Conditions
 King City, California

IV. PROPOSED IMPROVEMENTS

During the planning process it was discovered that the windy conditions of the area create a considerable demand for enclosed or covered event space. Additionally, discussions with stakeholders and users confirmed the need for more interior spaces on the Fairgrounds. It was believed that if improved interior spaces were made available that more public and private events could be organized and held at the Fairgrounds.

Observations by the Consultant Team of the Fairgrounds during the Fair and non-fair usage suggests that many of the basic features of the existing layout function effectively, particularly the location of key facilities around the central green park area. There is no need to consider a whole-sale re-planning of the grounds, however there are certain facilities that are in need of improvement / renovation, certain facilities that need to be expanded, and certain facilities that either need to be removed / replaced. There is also a major need for additional and improved on-site parking, as well as aesthetic upgrading along public street frontages and Highway 101.



A. Administration Building

The existing Administration Building was built in the 1950s. Due to the age and functionality of the facility, it is in need of a major renovation to be able to serve the needs of the Fairgrounds in the future. The functionality of the building is marginal, the infrastructure is outdated (e.g. lighting, electrical capabilities, internet, etc.) and there is a lack of quality meeting / conference space. Additionally, there are health and safety concerns – given the era of the building, the building likely contains lead paint and asbestos tiles, and would require a major renovation to be completely updated.

It is proposed that the existing building be demolished and a new 8,000 square foot building be constructed east of the Pavilion Building that will consolidate uses of the Fairgrounds and ultimately accommodate administrative offices, small – medium leasable conference spaces for approximately 50 people, and storage facilities. The total space usage required by this building is proposed to be as follows:

<u>Use</u>	<u>Size (Square Footage)</u>
Office Space	3,500
Conference Rooms	2,500
Mechanical / Restrooms	<u>2,000</u>
	8,000

The proposed location of the administration building was selected not only because it has a very central location to the Fairgrounds, but also because it allows for direct access from San Lorenzo Avenue. It is also proposed that a new parking lot be built as part of the overall development of a new administration building. The parking lot is intended to be utilized by staff and users of the Pavilion Building, Rava Equestrian Center and the Topo Ranch Center. Also part of the proposed administration building would be a fully enclosed outdoor court / patio area. Due to prevailing winds, the patio should be enclosed on all four sides and either be open above or include some sort of shade structure. It is intended that the court / patio space could be accessed from the administration building, the Long Branch Saloon, and the tree lined walkway.

B. Andrus Property

The City owned Andrus Property at the southeast corner of the Fairgrounds is approximately 0.5 acres, and provides parking during the annual Fair and other non-fair events, however there is no significant advantage of this property. The parking capacity of this site is approximately 50 spaces.

The Andrus Property, in conjunction with the Stampede Ring and Rodeo Arena, are leased from King City for approximately \$1,000 per year. Additionally, if this property were to be purchased the City would require an easement over the property for access to the tennis courts and golf course parking, and that the easement would likely need to be improved with paving. The current lease with King City will expire in 2019. As a result of the length of the lease, the functionality of the properties/facilities and the potential acquisition cost, the acquisition of this property should not be considered a priority by SVF.

C. Billboard Advertising

The Fairgrounds is located in a very prominent location on the north side of Highway 101 in the southern portion of King City. The site is extremely visible from the highway and would be a great location for a marquee sign. The opportunity exists to install either a billboard or electronic messaging board adjacent to Highway 101. It is suggested that the SVF pursue the installation of an advertising board as a collaborative effort by SVF, King City, Monterey County and Cal Trans.

Installing some type of aesthetically pleasing billboard signage would be beneficial to the Fairgrounds for two major reasons: 1) the lease of the land to a third party operator could generate additional annual revenue to the Salinas Valley Fair; and 2) Highway signage could create an opportunity to advertise and showcase large events at the Fairgrounds, which could in turn generate more visitors and revenue.

D. Children's Play Area

SVF hosts family oriented events almost daily at the Fairgrounds. Some examples of the events include: flea markets, rodeo and roping, volleyball and basketball tournaments, auctions and private parties. During any event that takes place at the Fairgrounds young children will often be in attendance with a parent or guardian, but are too young to stay focused or calm for long periods of time. It is suggested that a children's play area or tot lot be constructed in close proximity to the proposed Administration Building and Courtyard. The suggested location is central to the Fairgrounds so that it might be easily accessible from all key facilities, but also because the proximity to the Administration Building would provide a level of visibility and safety.

E. Entry into the Fairgrounds

The pedestrian entry to the Fairgrounds does not create much excitement or celebration as an entry experience. Currently, pedestrians pass through turnstiles into an area with no sense of beauty or excitement. An entry monument and ticketing booth to announce arrival onto the Fairgrounds is proposed. This would need to be an architectural structure that is large enough that pedestrians could see it from Division Street, and walk under upon arrival to the Fairgrounds. In effect, the entry would be a functional monument that creates an identity for the front entry into the Fairgrounds. The proposed monument should be consistent with other architecture design/themes throughout the Fairgrounds (see Section V.A. Architectural Theming).

In addition to an entry monument, a small plaza area with landscaping is proposed. This area is envisioned to be a distinguished space that creates a plaza-like atmosphere and clearly directs pedestrians throughout the Fairgrounds with wayfinding signage. In order to accomplish this, it will be necessary to demolish the existing administration building and relocate it to another location on the Fairgrounds (see Section IV.A. Administration Building).

F. Exposition Building

The existing Exposition Building is one of the most frequently used facilities on the Fairgrounds. It consists of a hardwood sports floor and two basketball courts. While the building functionality

is marginal to good, the building has several major outdated components that keep it from functioning as a quality space, (e.g. electrical and audio equipment, acoustics, floors, windows, restrooms, seating, air conditioning, and the ability to function as a multi-purpose room with several events happening concurrently). While it would be possible to renovate this building, replacing it would be preferred for functionality purposes, and because the cost of renovation would likely be of comparable cost due to the excessive number of updates that would need to happen.

Additionally, constructing a new exhibit building would allow SVF to construct a larger building that could accommodate more event types. The next step up in size and versatility for the Fairgrounds would be a 15,000 square feet (net) exhibit space, with a gross area of 30,000 square feet. The objective would be to create a range of building sizes on the Fairgrounds. Currently there are small and large buildings for gathering: the Pavilion Hall provides 6,000 square feet (net), the Orradre Building provides 10,000 square feet (net), the Topo Ranch Center provides 55,000 square feet (net), and the Rava Equestrian Center provides 60,000 square feet (net).

It is proposed that a 30,000 square feet exhibit building be built in the northeast corner of the Fairgrounds. In order to make way for the next exhibit hall, the existing Exposition Hall would need to be demolished. The new facility would be much like a state of the art gymnasium with full air-conditioning, food service, chair and table storage, fire sprinklers, restrooms with showers and lockers, audio and visual equipment, acoustics and lighting. The total space usage required by the Fairgrounds in this building will be as follows:

<u>Use</u>	<u>Size (Square Footage)</u>
Exhibit Space	15,000
Food Service	5,000
Mechanical / Restrooms	7,000
Storage Space	<u>3,000</u>
	30,000

Public access to the new exhibit hall would be from the north public parking area and from the remainder of the grounds to the south. Service would be from the east side. It is envisioned that the new 30,000 square foot exhibit building could either be a freestanding building, or ideally as part of a joint use community center built by King City in conjunction with other partners. Potential partners include the City of King City, Hartnell Community College, and the arts community.

A joint project would potentially benefit the City by providing access to a large exhibit space, indoor recreation space, and joint usage of restrooms, storage, and kitchen facilities that help serve the King City community. The location near the City of King Park and other City recreational facilities would also benefit the City. The advantages to the Fairgrounds would be to gain a state-of-the-art exhibit building and have the City participate in the cost for development and operation of the facility. The development of a joint development/use agreement with the City might be complex, however each entity clearly has needs that could be achieved by this development of this potential project.

G. Exterior Edge Conditions

The exterior edge conditions of the Fairgrounds has great visibility from Highway 101, however the current appearances of the Fairgrounds from Highway 101 are less than appealing. From Highway 101 the Fairgrounds appears to be cluttered and disorganized.

The 2002 Master Plan proposed improvements to Division Street, along Highway 101, and along the sloped area south of the livestock area (Rava and Topo buildings). The proposed improvements were made along Division Street, however the other two proposed improvements have not been made to date. The proposed improvements along Highway 101 and along the sloped area south of the livestock area (Rava and Topo buildings) are still considered to be relevant and valid because the proposed improvements are critical in enhancing the image of the Fairgrounds from the Highway. It is envisioned that the proposed improvements along the exterior edge of the Fairgrounds would consist of trees and a variety shrub plantings. This would

not only screen the Fairgrounds, but it would create an attractive tree lined outer edge. Also an important part of this would be a fencing plan for security – an aesthetically pleasing, well designed wrought-iron fence would be desirable along the Fairgrounds site boundary in harmony with the recommended tree and landscape plantings.

H. Heritage Room

The current location of the Heritage Room was occupied by the shop / maintenance complex at the time of the 2002 Master Plan. The current Heritage Room now splits use of that small building with the maintenance shop, and comprises of approximately 2,000 square feet indoor space with a small outdoor court / patio. The Heritage Foundation membership has grown steadily since the 2002 Master Plan, and it appears (based on the Consulting Team’s interviews with stakeholders representing the Heritage Foundation) that there is now a need for more room to accommodate the larger membership group. It was stated during the stakeholder interviews that the Foundation needs space to accommodate upwards of 400 people. Based on the stated capacity need, the Heritage Room needs to be approximately 3,000 to 4,000 square feet in size. It is suggested that the Maintenance Complex relocate elsewhere on the Fairgrounds, and the Heritage Room expand to occupy the entire footprint of the existing building.

I. Homes Adjacent to the Fairgrounds

There are nine residential properties at the northeastern edge of the Fairgrounds next to the corner of Canal Street and Division Street. Although there have been no major problems or issues reported, these properties could potentially pose a conflict of land use with the Fairgrounds in the future.

Since the time of the 2002 Master Plan the Salinas Valley Fair has purchased one of those properties – that is the eastern most house located at 525 Canal Street. The remaining properties seem to be a desirable acquisition, however there is no absolute need to purchase these properties. The properties are in a location that is too far away from the core activities to be useful for anything other than parking or additional office space. At this time it is not

recommended that the Fairgrounds purchase these properties, unless the opportunity for an inexpensive purchase is presented or if there is a future land use (e.g. lodging facility or a retail lease) that requires additional land area and could generate revenue to the SVF to offset any financial requirement associated with purchasing of these properties.

J. Long Branch Saloon

The Long Branch Saloon is a well-regarded facility on the Fairgrounds as it provides historic and sentimental ties to the Fairgrounds. It has served as a restaurant and bar in the past, and still operates as a bar during the annual Fair. It is proposed that the Long Branch Saloon remain, but be incorporated into a new courtyard and administration facility. As described in Section IV.A. Administration Building, a fully enclosed outdoor court / patio area with parking is proposed contiguous to the existing building that would allow for direct access to the Long Branch Saloon. This development would provide the opportunity to keep the bar / alcohol sales facility with access to a courtyard intended to facilitate small concerts and gatherings.

K. Maintenance Complex

The existing Maintenance Shop is well located in a central location near the livestock area in a building shared with the Heritage Room. While the location is extremely suitable, the shop itself is drastically undersized. As such, it remains difficult for staff to effectively service the large number of events on the Fairgrounds. Due to the anticipated increase of Fairgrounds events and activities, the Maintenance Shop should be expanded to accommodate the anticipated demand. It is proposed that the Heritage Room assume the space currently occupied by the Maintenance Complex (see Section IV.H.), and the Maintenance Shop relocate elsewhere on the Fairgrounds.

It is proposed that a Maintenance Complex be added at the west end of the Topo Ranch Events Center. In addition, storage for materials is severely needed on the Fairgrounds, and as such should be added to the Maintenance Complex. The Complex should comprise of a building of approximately 5,000 square feet plus an enclosed outdoor space to be utilized as storage and workspace.

L. Orradre Building

At the time of the 2002 Master Plan, it was not suggested that any major improvements be made to the Orradre Building. However, in 2015 the Orradre Building received a major renovation that included new floors, lighting, restrooms, and a commercial kitchen. It can be said that the renovation of the Orradre Building was a successful endeavor, and that the building now functions very well. The building has a superior location as it has access from the improved parking area at the north end of the Fairgrounds. The building is also on the main pedestrian axis that leads to the livestock area. Because many improvements have been made to the building, it is not suggested that improvements to this building be a high priority. The improvements that are suggested include upgrades to the exterior doors and the creation of an entry plaza (see Section IV. E. Entry into the Fairgrounds).

M. Parking

There are about ten (10) acres of public parking on the Fairgrounds, however not all of the ten acre area is actually available for public parking. Parking is made available for truck / trailers and mobile home parking, so the net available for actual public parking usage is closer to approximately seven (7) acres. This amount of public parking area has become somewhat of a problem during the annual Fair as many patrons park off-site on the nearby public streets. It is suggested that SVF make the list of improvements below, and also that SVF look into providing off-site parking with a shuttle connection to / from the Fairgrounds when additional parking is needed.

M – 1 North Overflow Parking

It is suggested that SVF pave the 1.65 acre overflow parking lot that exists just west of the paved north main parking lot. This improvement would increase parking capacity and functionality at the north side of the Fairgrounds, and would serve both the proposed new Exposition Hall (see Section IV.F.) and the Orradre Building.

M – 2 New Southeast Parking

It is suggested that SVF construct a new 0.5-acre parking lot at the southeast corner of the Fairgrounds in the area just east of the existing Pavilion Building. It is suggested that the Floriculture Building be demolished, and that a new administration building with parking be developed (see Section IV.A.). It is intended that this parking would serve the proposed new administration building, the Pavilion Building, and the Rava and Topo Centers.

M – 3 Andrus Property

The City owned Andrus property on the southeast corner of the Fairgrounds is currently used as parking lot. The property is unimproved, but functions well as overflow parking. Although the acquisition of the property should not be a high priority, it could be acquired from the City as part of larger negotiations for the construction of the proposed new Exposition Building or joint use facility. If the property were to be purchased by the Fairgrounds, the property should be fully improved with access to the back of the Rava and Topo Centers.

M – 4 Adjacent Residential Properties

As discussed previously, the adjacent residential properties could have a value to the Salinas Valley Fair. However, unless a revenue generating program is planned for this area of the Fairgrounds, it should not be a priority to purchase these properties to make room for parking.

M – 5 Livestock Parking Lot

The irregular shape of the livestock parking lot is accessed from Canal Street and represents a large part of the Fairgrounds frontage on Highway 101. The 2002 Master Plan suggested this area be paved in the future, however it is now suggested that this area remain as turf with improvements made to a circulation element that allows vehicular traffic to access the Topo Ranch Event Center from Canal Street. It is also suggested that this area receive planting improvements along Highway 101 to increase visual interest of the Fairgrounds.

M – 6 101 Bowl

The area known as the 101 Bowl is in the FEMA effective floodplain. Therefore improvements that can be made to this area are limited (see Section IV. S. 101 Bowl). It is suggested that this area be kept as overflow parking, and that a pedestrian path with stairs be constructed up to the Rava Equestrian Center.

N. Pavilion Hall

The existing 7,000 SF Pavilion Exhibit Hall is well located in the heart of the Fairgrounds. Additionally, the building is a particularly useful as it is the only building that provides small meeting and conference space. The building was constructed with concrete tilt-up walls, and included a stage as a major amenity. It was proposed as part of the 2002 Master Plan that a commercial kitchen be added to this building that allows access to the south. A kitchen was added in 2005, however it was not constructed as a commercial kitchen – a commercial kitchen was added to the Orradre Building. As such, it is now suggested that the existing stage in the Pavilion be improved, new audio and visual equipment be installed, the floors be upgraded, and that the ceiling be improved with better lighting and acoustics.

O. Pedestrian Circulation

The existing pedestrian circulation grid, which is used for both Fair and non-fair interim uses, is not completely improved. It is anticipated that if the Fairgrounds were to expand and improve its circulation elements with paving, tree plantings and exterior bollard site lighting that pedestrian circulation would be substantially improved in and around the Fairgrounds. The ability to walk continuously around the central grass space is appealing from a pedestrian point of view, as well as the possibility of increasing usage and revenue from food vendors and other exhibitors. There is a need for about 400 lineal feet of 22 foot wide walkway funning from near the entrance of the Orradre Building south to the Rava and Topo Buildings.

Another element of circulation that should be consider is way finding signage. Way finding signage would help define areas of the Fairgrounds and would also increase the functionality of

circulation throughout the Fairgrounds. There is also an opportunity to include name plate pavers along walkways that could be sold to generate revenue to fully or partially fund the construction of the walkway and pedestrian circulation improvements.

P. RV Park

The existing RV Park includes approximately 1.5 acres, and is currently is being used by 16 trailers. The area has become very tired and run-down as very low-income residents now live permanently in these trailers. This area creates a dilemma for the Fairgrounds because it is unanimously viewed as a visual eyesore, or nuisance, due to the poor physical conditions of the area. However, the current situation provides affordable housing for a limited number of low income residents, and it consistently generates revenue for the Fairgrounds.

During the stakeholder outreach program, the Consultant Team concluded that there is some demand for RV Parking for non-users of the Fairgrounds, and some demand for users of the Fairgrounds – more specifically users of the Rava and Topo Centers. In addition, it has been concluded that the primary market area for the Fairgrounds will increase in population in the future. Therefore it is suggested that the SVF work with King City and Monterey County to develop a program for the appropriate relocation of the existing permanent residents of the RV Park area to other affordable housing within the King City and/or southern Monterey County area. Once such a program is implemented, then the RV Park should be improved with adequate facilities and amenities to accommodate short-term recreation vehicle parking including potentially 100 amp power, paved RV spaces with trees, and a clubhouse that contains a game room, showers and lockers.

Q. Stampede Ring and Rodeo Arena

The City owned Rodeo Arena at the northeast corner of the Fairgrounds is made up of concrete grand stands, metal railings, a concessions stand and restrooms. The concessions and restroom facilities are in poor condition. The Rodeo Arena site is approximately 4.5 acres in size, and is used primarily as a practice area for roping events. Other uses of the Rodeo Arena property

include overflow parking and several fairtime activities. There is some, but no significant advantage of this property as it does not effectively operate as any one function. It is suggested that only some improvements be made to the existing facilities if the property were to be purchased. Those improvements include upgrades to restrooms and the concessions stand. While the property is still being leased from the City, the Fairgrounds should work with the City to develop a plan for improvements to the area.

The Andrus Property, in conjunction with the Stampede Ring and Rodeo Arena, are leased from King City for approximately \$1,000 per year. The current lease will expire in 2019. As a result of the length of the lease, and the functionality of the facilities, the acquisition of this property should not be considered a priority. Additionally, should this property ever be purchased and improved, it is likely that the City would require improvements to San Lorenzo Avenue as part of any improvements to this property.

R. Steinbeck Stage, Floriculture Building, and Home Arts / Proposed Courtyard

The existing 15,000 square foot Floriculture Building has very limited use due to its unique configuration with narrow wings and tight corridors. The south and west wings are used for garden, floral and photography exhibits during the annual Fair, but not used often during non-Fair events. Also part of this building is the Steinbeck Stage, which is not functional to the Fairgrounds due to the prevailing winds in the area. The only important use that is contained within the Floriculture Building is the Long Branch Saloon, which occupies the north end of the building (see Section IV.J.).

Due to the lack of functionality and poor physical condition of this building, it is proposed that the Floriculture Building and associated structures be demolished, with the exception of the Long Branch Saloon. Additionally, it is suggested that a new building be constructed east of the Pavilion Building that will consolidate uses of the Fairgrounds and ultimately accommodate administrative offices, small – medium leasable conference spaces, and storage facilities (see Section IV.A.). In addition, a fully enclosed court / patio space is envisioned that could be accessed

from the proposed new administration building, the Long Branch Saloon, and the tree lined walkway.

S. Topo & Rava Center

At the time of the 2002 Master Plan two new 60,000 square foot livestock buildings were envisioned to replace old buildings that housed livestock during the annual Fair. In 2005 two new livestock buildings were constructed: The Topo Ranch Center, an approximately 55,000 square foot exhibit building with a concrete floor surface and large roll-up doors; and the Rava Equestrian Center, an approximately 60,000 square foot exhibit building with a dirt floor surface and large roll-up doors. The architecture chosen for these buildings was a classic red barn theme. These buildings have been hugely successful, and with that success several improvements have been realized as part of an effort to maintain its success.

While the interior and exterior of these buildings are extremely functional and attractive, the area / site surrounding the buildings seems to be poorly planned. The parking around the buildings is undefined and haphazard. It is therefore proposed that striping of the existing parking area be added at the north end of both the Rava and Topo Centers. It is also proposed that a new parking lot be added just north of the Rava Equestrian Center, and that access be improved from the Andrus property.

The Rava and Topo Centers are used primarily for animal husbandry and equestrian events. As such, when these buildings are being used trucks and trailers need proximate parking. It is proposed that the Andrus property and the Livestock Parking area be improved to allow quick and safe access. In addition to proximate parking, users of these facilities often travel long distances and desire RV hookups for overnight stay. It is proposed that the RV Park be improved to allow for conventional RV parking with electric, sewer and water hookups, and a club house with lockers and showers.

As previously stated in Section IV.H. Heritage Foundation Room, it is proposed that a building be constructed between the Rava and Topo Centers. The first story would be dedicated to use by the patrons of the Rava and Topo Centers, and is envisioned as a large lobby with dedicated memorabilia to the Fairgrounds that acts as a connection to the past. This area would have direct access to both the Rava and Topo Centers. The first floor should also include restrooms and a concessions area. Showers for the restrooms should be strongly considered. This area between the Topo and Rave Centers would be heated, and would allow reprieve from the cool temperatures of the Rava and Topo Centers during the winter and evening events. The second level of the building is proposed to be the Heritage Room. This room would require a freight elevator for access. The new Heritage Room should include a small bar / food service area and visual access to the Rava and Topo centers via large windows.

Other suggested improvements to the Rava and Topo Centers include upgrades to permanent audio and visual equipment. In addition, a live feed should also be considered so that events can be viewed from other areas of the Fairgrounds. Also, solar panels should be considered on top of both buildings.

T. 101 Bowl

The 1.5-acre area known as the 101 Bowl is located within the Federal Emergency Management Agency (FEMA) effective 100 year floodplain at the south end of the Fairgrounds. Its location severely limits what can be built due to periodic flooding and applicable City, County, State and Federal regulations. The 2002 Master Plan suggested that this area be improved so that it could be used as an RV Park, however it is now suggested that this approach is infeasible due to updated and tightened floodplain regulations. It is suggested that this area be maintained as an overflow parking lot with a pedestrian path to the Rava Equestrian Center, and that an exterior edge-planting program be implemented.

V. OTHER CONSIDERATIONS

A. Architectural / Visual Theming

The existing facilities on the Fairgrounds currently lack visual cohesiveness – there is no consistent theme of architecture, nor are there any type of pedestrian path or plantings that are carried throughout the Fairgrounds. For example, the existing Exposition Building has a drastically different architectural style than does the Pavilion building, Orradre, or the recently constructed Rava and Topo Centers.

As the primary market area continues to grow, and the Fairgrounds will likely look to construct new buildings or facilities as outlined in this Master Plan update. It would be prudent to choose a cohesive architectural style or theme that can be carried throughout the Fairgrounds. The theme could be used on the interior and exterior of building treatments, landscaping, circulation elements, signage, etc. The major benefit to the Fairgrounds to implementing an architectural theme would be to reinvent the Fairgrounds as an interconnected place or destination. This would allow users to see all buildings as part of a larger facility, rather than individual buildings that serve separate functions.

Given that the Rava and Topo Centers have recently been constructed, and that these buildings are functional and attractive, it would be logical that the architectural/design theme of those buildings be carried throughout the Fairgrounds as the SVF moves forward with future site, building and facility improvements.

B. Fairgrounds / King City Relationship

The Fairgrounds creates a positive economic impact in the surrounding area, and is seen as providing an important social and community benefit to the City of King City and the southern Monterey County area. The Fairgrounds provides a clean and safe place for children and young adults to congregate and recreate during non-school hours. The annual Fair showcases the talent of the local community, however it is the interim events at the Fairgrounds that make it such a great community asset. The Fairgrounds is also a very central part of recreational activity within

the City, as the Exposition building accommodates City recreational basketball, volleyball and other events.

Due to the interconnectivity of the City and the Fairgrounds, it would be prudent for the Fairgrounds to strengthen its relationship with the City, and view the City as an institutional partner. While this would require some additional time and effort by the Fairgrounds, it could pay large dividends in the future. As an institutional partner of the Fairgrounds, the City could become a strong supporter, promoter and potentially financial partner.

It is suggested that Fairgrounds begin to strengthen its relationship with the City by appointing a committee or representative(s) to meet monthly with representatives from the City and discuss relevant issues. It would also be ideal if the designated representative(s) would go to City Council meetings possibly two to four times per year to inform the City of the status of programs, events, activities and improvements to the Fairgrounds. There is a great opportunity for the Fairgrounds and City to work together, and to bolster the economic development of the region.

C. Wine Industry

The Salinas Valley is recognized as one of the premier wine growing regions, is quickly gaining recognition from around the world, and it appears that it will continue to grow and thrive into the future. As such, it would be prudent for the Fairgrounds to find a way to tie into this industry. There are several conventional ways that the Fairgrounds could do this, such as showcasing local wines at the annual Fair or hosting wine tasting events at the Fairgrounds. It is suggested that a subcommittee or some other type of group be appointed to initiate a stakeholder outreach program to the local wineries so that the Association may begin to understand how the Fairgrounds might best accommodate, and partner with, the wine industry.

D. Emergency Response

Across California fairgrounds are seen, and being used as, emergency response centers during large natural disasters such as fires. The Salinas Valley Fairgrounds is no different, and would be

a suitable emergency response location for emergency events in central and southern Monterey County given its proximity to Highway 101, ample open space, large buildings for shelter, and functional kitchens. Currently there is not a formal agreement between Monterey County and the SVF Association to use the Fairgrounds for emergency response services, however since the Fairgrounds is County-owned the County could declare that it intends to use the site in an emergency situation. It would be prudent to understand how the Fairgrounds could be used in the case of an emergency.

The Fairgrounds could be used as a staging area and/or distribution point for supplies and equipment. Outdoor areas are a huge asset, as are asphalt surfaces. The Fairgrounds should investigate how an emergency response situation might be best accommodated on the Fairgrounds to implement shelter for displaced residents, shelter/storage for displaced animals, space for recreation vehicles (related to displaced residents and/or emergency service providers), etc.

VI. IMPLEMENTATION

A. Strategic Business Plan

The intent of this report was to create a “master plan” for future growth of the Fairgrounds. It does not include elements that would be more closely correlated with a business plan. It is suggested that the Association create a strategic business plan to put in place its strategy for future development and growth, and prioritize the systematic implementation of such a plan over a given timeline. The purpose of a strategic business plan is to establish a framework for the future, establish and set in place the goals of the Board, and to identify actions that could help ensure that the established goals are met over time. Additionally, a strategic business plan would be a decision making tool in of itself, and would help prioritize implementation of improvements to the Fairgrounds in the future.

The suggested approach would be for the SVF Board to use the information contained in Section IV. of this report as a basis to develop a five-year capital improvement plan. The plan would set forth the proposed future physical site, building and facility improvement priorities by each year for a five-year period, along with the estimated total development costs of such improvements. The five-year plan could then be used to develop yearly capital budgets as to determine if the respective annual operating budget has the financial/funding capacity to undertake and complete the identified proposed capital improvements for any particular budget year.

A five-year plan could also be used to help identify and quantify maintenance program items that could be included. For example, the Association could use a format similar to the sample format that could help estimate current year and five-year costs associated with physical improvement and maintenance items.

Project	Priority	Estimated	Funding				
		Cost	2017	2018	2019	2020	2021
<u>Buildings and Structures</u>							
1.							
2.							
3.							
Site Improvements							
1.							
2.							
3.							
Utilities and Infrastructure							
1.							
2.							
3.							
Equipment							
1.							
2.							
3.							

B. Priority to Improvements

Section IV. of this report identifies a series of proposed physical site, building and facility improvements to the existing Fairgrounds. As part of the overall planning process a set of parameters/criteria should be developed to help the Association prioritize the proposed improvements as part of the five-year capital improvement plan and annual capital budget based on projected programmatic, operational, and financial implications of the proposed improvements. A suggested list of such criteria could include the following items.

- Safety, Compliance and Liability –this would include proposed improvements that could be needed to increase safety of customers, staff, vendors, etc., and are needed to achieve compliance with applicable local, state and federal regulations as a means to reduce the overall liability of the Association. For example this might include improvements to an existing building/facility that needs to fully comply with American with Disabilities (ADA),

repair of site improvements to correct/eliminate safety hazards, increased exterior site lighting, etc.

- Asset Protection – this would include proposed improvements that could help retain and enhance certain existing programs, events and activities, as well as existing buildings/facilities, which are important assets of the Fairgrounds. For example this might include completing improvements to certain existing facilities in order to retain such existing vendors/users which generate substantial annual revenue to the Association. For example this could include implementing improvements/upgrades (structural, building, equipment) to an existing building/facility in order to preserve the physical and economic life cycle of the building/facility and retain end users of such buildings/facilities that generate substantial annual revenue to the Association.
- Revenue Generation – this would include proposed improvements that could preserve existing revenue, enhance existing revenue and/or create opportunities for increased and additional new sources of annual and ongoing revenue to the Association from programs, events and activities carried out in renovated, replaced or new buildings/facilities. For example this might include replacement of an existing outdated/deteriorated building/facility and replacing it with a new updated building/facility in order to retain existing and/or attract additional new revenue generating end users.
- Customer Experience – this would include proposed improvements that could enhance the overall customer experience during the Annual Fair and during other non-fair interim events. For example this could include an enhanced entry way to the Fairgrounds, additional/located new and improved existing restrooms, increased on-site parking, improved aesthetic quality of on-site landscape/open spaces. etc.
- Operational Efficiency – this would include proposed improvements that could increase overall operational efficiency of the Fairground operation and to help potentially reduce

annual operating expenditures. For example this might include upgrading and better locating the existing maintenance shop/storage area so that the maintenance operation has sufficient space and is in close proximity to buildings/facilities maintenance by the staff on the Fairgrounds.

VII. CONSTRUCTION COSTS

ORDER OF MAGNITUDE CONSTRUCTION COSTS

<u>Use</u>	<u>Area (sf)</u>	<u>Est. \$/sf</u>	<u>Estimated Construction Cost</u>	<u>Total</u>
1. Administration Building				
Demolition of Existing Area	1	\$ 40,000.00	\$ 40,000	
Building w/ kitchen / RR / AV	8,000	\$ 180.00	\$ 1,440,000.00	
Parking Lot	20,000	\$ 5.00	\$ 100,000.00	
Soft Costs (20%)			\$ 316,000	
Contingency (10%)			\$ 189,600	
				\$ 2,085,600
2. Children's Play Area				
Site Demo and Prep	1	\$ 15,000.00	\$ 15,000	
Play Equipment	1	\$ 100,000.00	\$ 100,000	
Drinking Fountain	1	\$ 5,000.00	\$ 5,000	
Benches	2	\$ 1,200.00	\$ 2,400	
Soft Costs (20%)			\$ 122,400	
Contingency (10%)			\$ 244,800	
				\$ 489,600
3. Entry into the Fairgrounds				
Demolition of Area and Admin Bldg.	1	\$ 40,000.00	\$ 40,000	
Paving at Outdoor Area	15,000	\$ 12.00	\$ 180,000.00	
Electrical / Lighting	10	\$ 4,500.00	\$ 45,000.00	
Landscaping / Trees	1	\$ 30,000.00	\$ 30,000.00	
New Entry Monument w/ Ticketing Booths	1	\$ 100,000.00	\$ 100,000.00	
Drinking Fountain	2	\$ 5,000.00	\$ 10,000.00	
Picnic Tables	5	\$ 1,500.00	\$ 7,500.00	
Shade Structure	1	\$ 35,000.00	\$ 35,000.00	
Entry Signage	1	\$ 10,000.00	\$ 10,000.00	
Soft Costs (20%)			\$ 91,500	
Contingency (10%)			\$ 54,900	
				\$ 603,900
4. Exposition Building*				
Demolition (EA)	1	\$ 50,000.00	\$ 50,000	
Site Layout and Survey	1	\$ 15,000.00	\$ 15,000	
Building (Exhibit Space)	15,000	\$ 155.00	\$ 2,325,000	
Building (RR / Kitchen Space)	12,000	\$ 220.00	\$ 2,640,000	
Building (Storage)	3,000	\$ 75.00	\$ 225,000	
Soft Costs (20%)			\$ 1,051,000	
Contingency (10%)			\$ 630,600	
				\$ 6,936,600
5. Exterior Edge Condition				
Landscaping (LF)	1,700	\$ 25.00	\$ 42,500	
Soft Costs (20%)			\$ 8,500	
Contingency (10%)			\$ 5,100	
				\$ 56,100
6. Heritage Room				
Demolition (EA)	1	\$ 5,000.00	\$ 5,000	
First Floor Lobby	3,000	\$ 150.00	\$ 450,000	
First Floor Restrooms	1,000	\$ 220.00	\$ 220,000	
Second Floor	4,000	\$ 250.00	\$ 1,000,000	
Soft Costs (20%)			\$ 335,000	
Contingency (10%)			\$ 201,000	

7.	Pavilion Hall					
	Demolition (EA)	1	\$	10,000.00	\$	10,000
	Kitchen Upgrade	1	\$	130,000.00	\$	130,000.00
	Upgrades (floors, stage, AV)	7,500	\$	95.00	\$	712,500.00
	Soft Costs (20%)				\$	170,500
	Contingency (10%)				\$	102,300
					\$	1,125,300
8.	Pedestrian Circulation					
	Demolition (EA)	1	\$	20,000.00	\$	20,000
	Site Layout and Survey	1	\$	15,000.00	\$	15,000
	Concrete Paving	8,800	\$	7.00	\$	61,600
	Lighting	12	\$	4,500.00	\$	54,000
	Benches	6	\$	1,000.00	\$	6,000
	Soft Costs (20%)				\$	31,320
	Contingency (10%)				\$	18,792
					\$	206,712
9.	RV Park					
	Demolition (EA)	1	\$	20,000.00	\$	20,000
	Site Layout and Survey	1	\$	15,000.00	\$	15,000
	Hardscape	30	\$	10,000.00	\$	300,000.00
	Softscape	30	\$	10,000.00	\$	300,000.00
	Soft Costs (20%)				\$	127,000
	Contingency (10%)				\$	76,200
					\$	838,200
10.	Floriculture / Courtyard					
	Site Layout and Survey	1	\$	15,000.00	\$	15,000
	Site Grading	1	\$	20,000.00	\$	20,000.00
	Wall / Fence (LF)	250	\$	50.00	\$	12,500.00
	Soft Costs (20%)				\$	9,500
	Contingency (10%)				\$	5,700
					\$	62,700
11.	Topo and Rava Centers					
	Audio / Visual	1	\$	200,000.00	\$	200,000
	Parking / Striping	1	\$	100,000.00	\$	100,000.00
	Soft Costs (20%)				\$	60,000
	Contingency (10%)				\$	36,000
					\$	396,000
ESTIMATED TOTAL CONSTRUCTION COSTS FOR PHASE I IMPROVEMENTS					\$	<u>15,011,712</u>

* Does not include costs of City portion.