

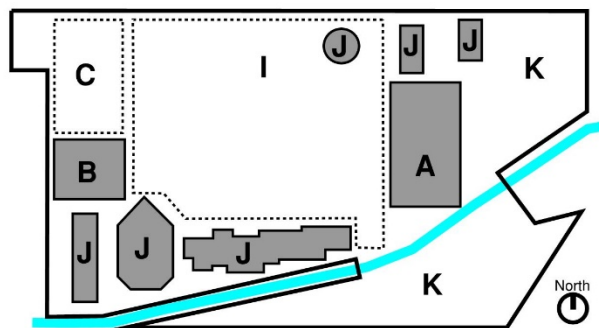
Executive Summary
Lane Events Center Big Idea Future Use Market Opportunities

Summary Narrative

The mission and vision of The Lane Events Center (LEC) as explained to the consultant team at the beginning of the master planning process is to enrich the lives of Lane County residents by providing programs that support family, youth, and community values; supporting the visitor and convention industry; encouraging local and small business opportunities; and providing a venue for community celebrations and events. The Lane County Fair’s mission is to entertain and educate fair visitors and celebrate our communities’ traditions, talents, diversity, and agricultural and urban heritage.

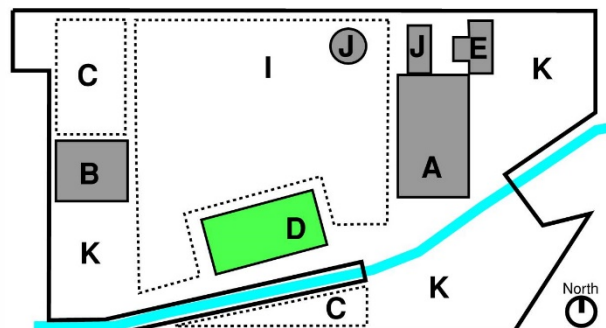
To that end, given the relatively compact size of the 55-acre LEC campus, it is the opinion of this consultant that no new program elements should be added to the site that detract from or negatively impact the LEC’s current operations, vision, or mission. In addition to being home to the annual Lane County Fair, which runs for 5 days every summer, our recent market study conducted in 2019 shows the LEC hosted a total of 111 events (up through November, including the annual County Fair). Those events spanned 551 event days and showed a growth in event days associated with Festivals and Banquets. Currently the annual Fair and other hosted outdoor events require a minimum of 18 acres of outdoor event space. Only new program elements that maintain or expand the outdoor event area, positively build on and support the upward trajectory of current operations should be considered. This approach is the best guarantee to ensure the long- term viability and relevance of the LEC in the local and regional marketplaces.

To keep the site relevant and to continue to generate ongoing revenues, general grounds improvements should be undertaken to elevate the site to match its role as a key asset to the community and a viable attraction next to downtown Eugene. These improvements should include improved wayfinding to the site, and within the site, by providing easy to read, and easy to see signage; Improved green space that will improve the overall attractiveness of the campus and create space for outdoor events; and Increased tree and garden plantings will provide shade for outdoor activities and soften the building facades. Pedestrian links from downtown, with special street and sidewalk art and landscaping programs, are also recommended.



Site Existing Elements

The Existing site consists of the Events Center (A), the Indoor Arena (B), RV Campground (C), 18 acres of outdoor events space (I), Other Existing Buildings (J), and Parking (K).



Site Test Fit 001

Existing site with proposed new Multi-Purpose Building (D), new Hotel (E), modified Events Center (A) additional RV Camping (C), and 18 acres of outdoor events space (I).

Improvements the Directly Support LEC Operations

Based on the ROI results of the Big Idea Spreadsheet, and reflecting our recommendation that buildings that best support the core functions and mission of the LEC, the following four Program Elements represented are worth enhancing and warrant continued improvements at the LEC site and should be considered in the following priority order:

A. Improvements to the existing Convention/ Events Center

The market is absent a Convention Center and the existing Convention/ Events Center on the LEC campus presents an opportunity to fill this need. An improved layout could add users and additional revenue events. The Convention/ Events Center is the workhorse of the campus but, from a competitive standpoint, it is not very functional. The interior of the Exhibit Hall and Performance Hall need to be fully refreshed and the protruding kitchen needs to be removed so the space can be rented contiguously as a 'Grand Hall' or in two or three sections. Further, a redesign is needed to enhance and create concourses, reconfigure entrances and exits and create primary points of access, provide a dedicated service area, improve the functionality of meeting and breakout space, create additional lounge space and a green room to support events, provide supplemental restroom facilities, and provide for much better circulation. There is a need to incorporate dedicated security offices and relocate the administrative office to provide a better customer interface. The northeast corner of the concourse of the refreshed Grand Hall should contemplate an extruded concourse connecting to a new meeting and ballroom complex, placed between Events Center and the targeted location of the proposed hotel, as discussed below.

B. Existing Indoor Arena Improvements

The main arena dirt floor of the Indoor Arena should be replaced with a concrete floor to enhance the flexibility and usability of the Arena. Additional improvements to the support areas of the Arena building are recommended in supplemental phases. It is recommended that the Arena floor be adapted to allow for flat floor shows and sports. Subject to design and physical building parameters, it is expected that the Arena could accommodate approximately 6 basketball courts which could be converted into 9 volleyball courts. This would support youth sports and local league play and could allow the LEC to attract a small number of local and regional tournaments. Dirt flooring could also be brought in for livestock-related events, including during the Fair, as needed.

C. Enhancements and expansion of the RV Campground

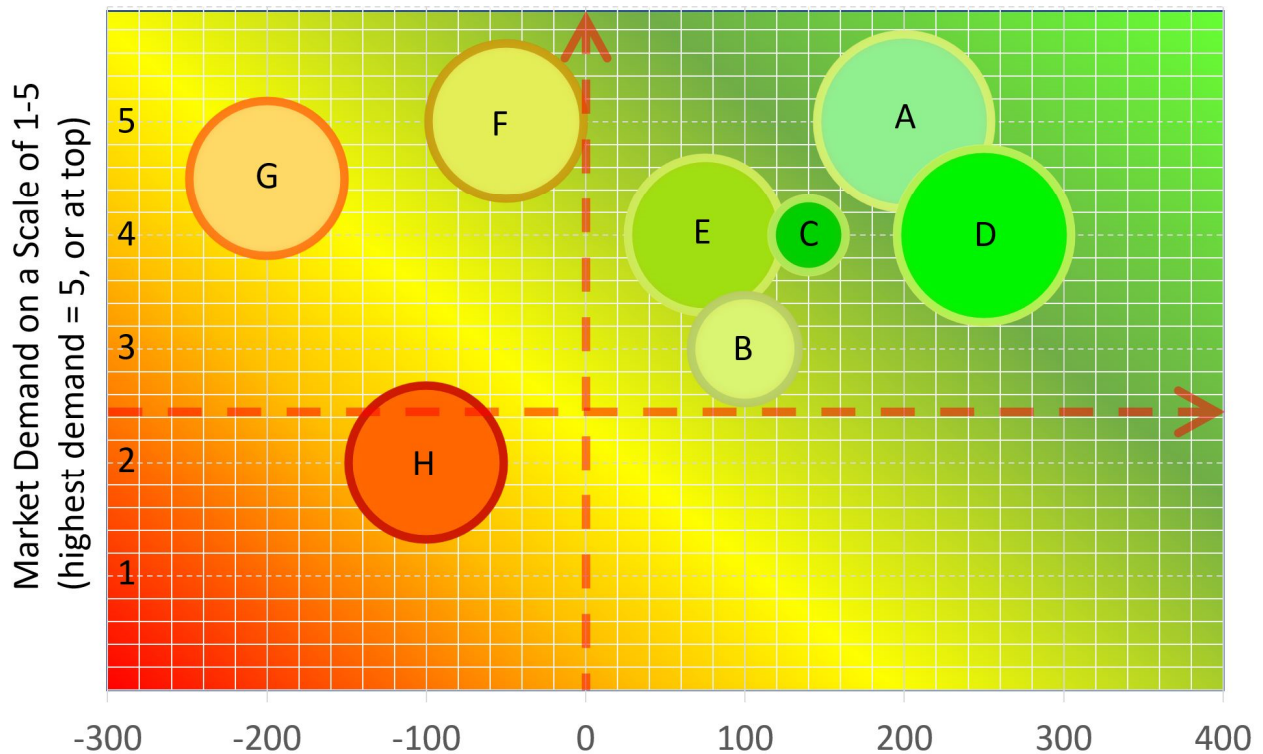
Improved and additional RV sites present synergistic opportunities with the overall campus and the mission of the LEC, will generate additional revenues to support operations and capital improvements, and serve to support and grow current events and attract new events to the LEC.

D. New Multi-Purpose Building

The Agricultural Pavilion, Ice Arena and Expo Halls should all be razed to make room on the site for a New Multi-Purpose Venue. This building is envisioned as a replacement to

the removed buildings and would be approximately ±110,000 SF. The ice arena function would not be replicated. The building could be a single structure or multiple column free flat floor venues that includes a divisible expo hall that is suitable for many different sized events from consumer shows, sports events, to livestock stalling during fair. This building would be heated and cooled for year-round use and 100% controlled by the management of the LEC and for use by any event hosted on the campus including the fair. This venue offers a different level of rental space than that offered by the Events Center or Indoor Arena. Other amenities include meeting or breakout rooms, collapsible bleachers, toilets, and storage.

Big Ideas Graph – Larger Bubbles show Larger Economic Impact
(top right quadrant of chart shows highest and best use of LEC Campus)



- Key to Chart Elements
- A. Events Center
 - B. Indoor Arena
 - C. RV Campground
 - D. New Multi-Purpose Building
 - E. New Hotel
 - F. Indoor Track Venue
 - G. Stadium
 - H. 2 Sheet Ice Venue

Chart focusing on Big Idea Market Opportunities by ROI and Market Demand

Several Big Ideas have been discussed for location on the LEC site as shown to the right in the Key to Chart Elements and as represented on the Chart above where their market demand and ROI is represented and compared. These items are also discussed in further detail on the Big Ideas Market Opportunities spreadsheet that is a companion to this narrative Summary.

Optional Improvements that would Bolster Existing LEC Operations

One of the Program Elements is worth further consideration:

E. New Hotel

A new hotel would add to the appeal of the Convention/ Events Center for large events, and support other facilities on the campus. The addition of a New Hotel to the campus would require the creation of a public private partnership that would benefit the LEC financially and programmatically. The small footprint of a hotel makes it a good fit as to not disrupt the existing operations and infrastructure of the LEC. That said, given the high cost associated with reconfiguring the meeting space at the Event Center, it is recommended that additional meeting space be newly developed on the campus. An additional ±15,000 SF of meeting space, along with a ±20,000 to 25,000 SF dedicated ballroom, would greatly enhance the appeal of the LEC for a variety of event types, current and new. The ideal location of the supplemental meeting and ballroom space would be adjacent to the Convention/Events Center, perhaps adjoining a new hotel to be attracted to the northeast edge of the site. Given the number of recently completed, and currently under construction, hotel projects in the Eugene market, there is limited opportunity for additional new hotel properties over the short- to medium-term, especially if there is no policy to better link the LEC site to downtown. Notwithstanding this, a limited inventory of hotels within walking distance of the LEC and the ability to capitalize on the expansion of downtown may present an opportunity for a hotel property (±150 rooms) on the campus, subject to some form of County incentives to attract a private developer. It is recommended that the County undertake a formal procurement process to gauge and solicit interest from the hotel community.

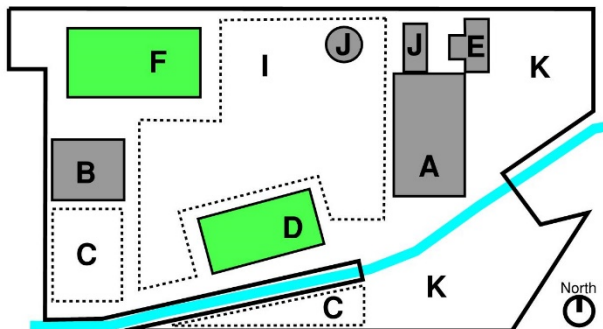
Improvements Not Supporting Current LEC Operations

Three of the buildings or Program Elements (Indoor Sports Venue, Stadium, and New Ice Facility) show that expenses exceed revenues on the ROI column of the Big Idea Market Opportunity spreadsheet. Showing that these facilities will cost the operators or the County money to run; in addition, to the consumption of large areas of the limited 55 acres of the site. Bottom line these programming elements will negatively impact the current operations and not generate direct revenue for the LEC. Either donations or supplemental funding would have to make up for the shortfall. Each building would have limited event space sharing capabilities with the LEC as most of the programming for these venues would be focused on the venue's specific use. Because of the need for each venue to attempt to generate as much revenue as possible for ongoing operations, limited use days for the LEC would be available. Reinforcing that these new program elements do not support furthering the mission of the LEC's ongoing programming and utilization – to entertain and educate fair visitors and celebrate it's communities' traditions, talents, diversity, and agricultural and urban heritage. As referred to previously, the construction of any one of these three Program Elements takes up a substantial amount of acreage on the existing campus and further constrict the ability of the LEC to operate as is currently does not to mention removing any future opportunity of the LEC to expand its current operations and mission. The construction of any of these buildings would negatively affect the LEC's ability to host large outdoor shows as it currently does and force the fair as it is currently laid out to compress it's current operations and site usage, lowering the overall revenue projections of the LEC.

The three building or Program Elements would need to be justified through a community need or economic and fiscal impact not through a benefit to current operations, or a direct revenue generating case. The presence or any of the three of these Program Elements would also require an overhaul of the current operating structure of the LEC. If one of these Program Elements were to be incorporated on the campus for the other reasons outlined, we would recommend the following priority order:

F. Indoor Sports Venue

Based on the SFA study, the community could benefit from an Indoor Sports Venue Track Facility as demand seems to be present, although the report did not provide an audit of existing facilities in Eugene and surrounding communities. Regardless, from a site usage perspective, an Indoor Sports Venue does not seem like something that will balance well with the tight acreage of the LEC campus. Because of the nature of the building, livestock activities would not be something that could happen in the building. If this building is constructed other existing elements on the site would need to be sacrificed to provide enough room for parking and event space. Because of the size of tournaments and events that would utilize the new facility, parking on site, which is one of the major draws of the campus, would be a premium and make it difficult to program the Indoor Area, Expo Halls, Events Center and the Indoor Sports Venue at the same time without complete transparency and cooperation of the LEC’s and the Indoor Sports Venue’s calendars. To function effectively the operations of the Indoor Sports Venue should be 100% controlled by the management of the LEC but would require specialized management expertise.



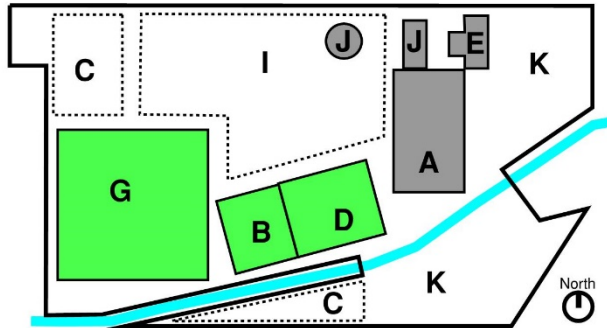
Site Test Fit 002

Existing site with proposed new Indoor Sports Venue with Track (F), new Multi-Purpose Building (D), new Hotel (E), modified Events Center (A), additional RV Camping (C), and 14 acres of outdoor events space (I).

G. Stadium

The Stadium would be the largest consumer of land of all Program Elements and would require significant infrastructure changes to the existing LEC site. Several existing structures would need to be removed and relocated to make way for the new Stadium. From a financial perspective, the Stadium study group has not provided information to complete the spreadsheet ROI column, but all early indications show this facility would not add much, if any revenue, to the LEC. The Stadium would be programmed for ±125 event days a year – most in the warm weather months. This would overlap with the heaviest programming period at the LEC and would require complete coordination to ensure events would not overlap. Also, the Stadium as shown in early design layouts, would provide limited benefit to the LEC in the form of usable programmable space.

Like the comments above on the Indoor Sports Venue, to function effectively the operations of the Stadium programmed space should be 100% controlled by the management of the LEC as event calendars must align and management of all events would require complete cooperation of all parties.

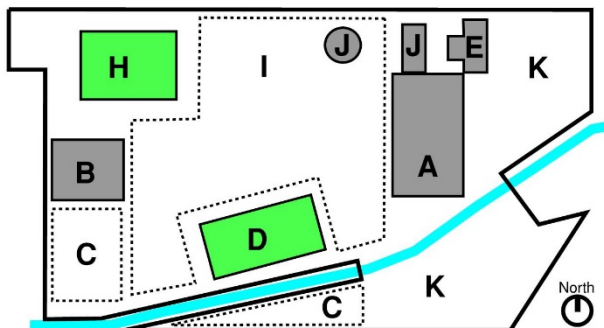


Site Test Fit 003

Existing site with proposed new Stadium (G), (F), new Multi-Purpose Building (D), new Indoor Arena (B), new Hotel (E), modified Events Center (A), additional RV Camping (C), and 10 acres of outdoor events space (I).

H. New Ice Facility

As it relates to the Ice Arena, there is a community need but like the other 2 venues mentioned above there is limited benefit to the LEC in terms of multi-use programmable space. A new two-sheet ice facility would be expensive to build and operate, and the initial ROI shows it would lose money. A funding and operating strategy would help but this program element would not generate revenue for the LEC. The construction of a new two-sheet ice facility would require the demolition of several existing elements and significant updates to the campus infrastructure. Similar to the other two program elements to function effectively the operations of the New Ice Facility programmed space should be 100% controlled by the management of the LEC as event calendars must align and management of all events would require complete cooperation of all parties.



Site Test Fit 004

Existing site with new 2-Sheet Ice Facility (H), new Multi-Purpose Building (D), new Hotel (E), modified Events Center (A), additional RV Camping (C), and 15 acres of outdoor events space (I).