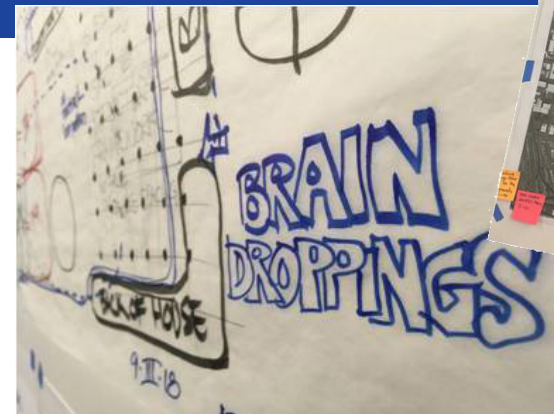
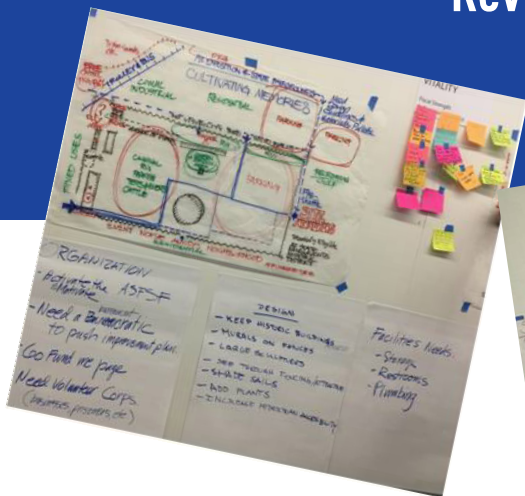




ARIZONA EXPOSITION & STATE FAIR CHARRETTE

Revitalizing the Fairgrounds | March 8-11, 2018



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INSPIRATION FOR THE FAIRGROUNDS CHARRETTE

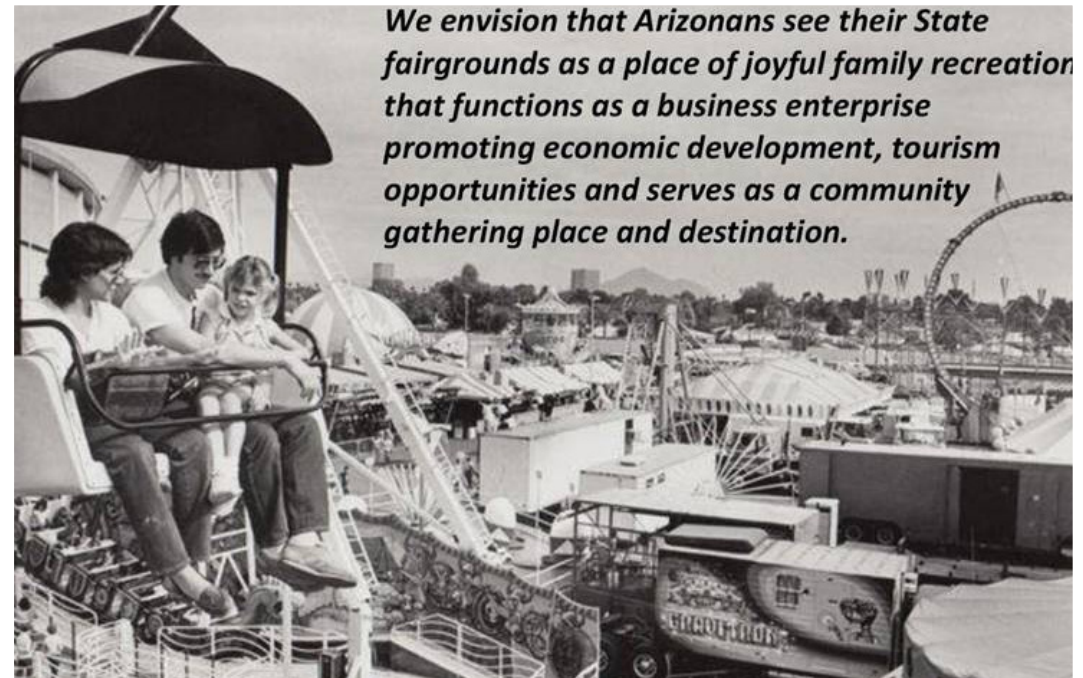
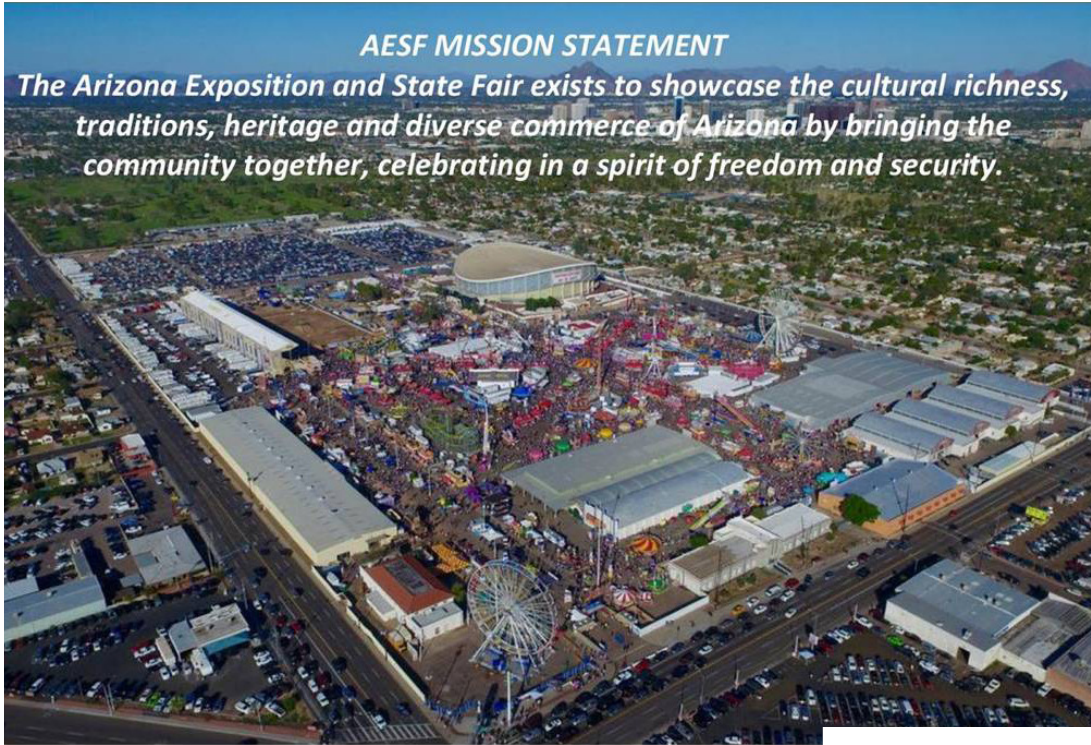
The Arizona Exposition and State Fair (AESF) Board of Directors met for a Strategic Planning Workshop in July 2016 and at that time, made a dedicated commitment to not only create a dynamic, cohesive vision plan and direction for the Arizona State Fair, but also to work diligently to achieve goals and meet objectives benefiting both the Fairgrounds and community. Components of the workshop included analyzing AESF's past performance and identifying what had been done well, what could have been improved, what critical issues AESF faced in ongoing operation, and what considerations impacted sustainability and growth factors for the agency. The first step taken in envisioning the future of the Arizona State Fair and Fairgrounds was to revise the AESF mission and vision statements to reflect the importance the Board placed on growth and learning, tradition and heritage, bringing the community together, showcasing prominent industries of Arizona, supporting youth, education and the Arts, celebrating diversity and continuing as a sustainable, self-funding agency that supports the economic well-being of the community. Before the 2016 workshop ended, the Board had articulated specific strategic goals and set priorities:



- To create an open, expansive strategy for enhancing the image of the Arizona Exposition & State Fair, promoting the pronounced and significant benefit AESF provides to the community.
- To develop a plan for self-sufficient funding and management of AESF funds in order to provide economic and social benefit in an efficient, productive, timely and responsible manner.
- To develop and implement a multi-year business plan, employing new revenue streams that capitalize on year round events and rentals, with the target of increasing revenue by 15% annually.
- To establish an organizational and staffing plan which supports realizing the strategic goals.
- To develop strategic partnerships with nonprofits and public organizations that are aligned with the values and mission of the Arizona Exposition & State Fair, furthering AESF's capacity to uplift the well-being of the community.
- To use the current facilities to build a parking structure and open up additional revenue opportunities.
- To create a landscaping plan that systematically improves the aesthetics of the fairgrounds, creating a park-like environment that inspires free play.
- To analyze and assess outside influences that could cause significant impact on Arizona Exposition & State Fair, developing a plan for mitigating, managing and/or taking advantage of any identified impacts.
- To expand cultural opportunities in visual and performing arts to attract new fair visitors.

AESF MISSION STATEMENT

The Arizona Exposition and State Fair exists to showcase the cultural richness, traditions, heritage and diverse commerce of Arizona by bringing the community together, celebrating in a spirit of freedom and security.

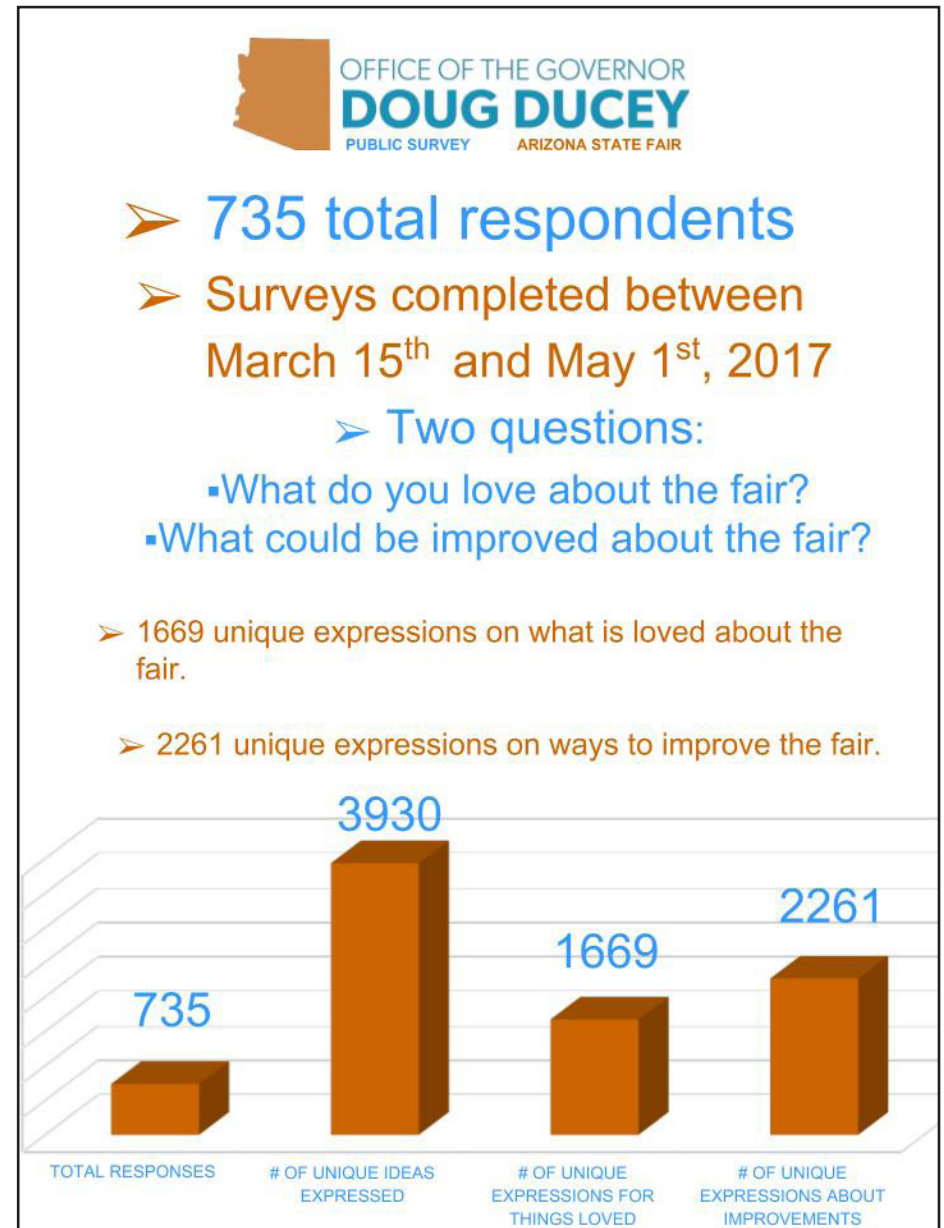


In March 2017, Governor Doug Ducey announced intentions to make the Arizona State Fair and Fairgrounds a “jewel of the State,” and launched a statewide survey seeking input from the public. The Governor’s Office accepted recommendations directly from constituents on how to grow the annual State Fair and Fairgrounds to continue to serve the people of Arizona. As Governor Ducey noted, “Arizona is always looking forward and finding better ways to serve our citizens. We want to take the best aspects of our Fair and use them to make it even better with input from citizens across the state.”

Results from the statewide survey provided constituent input on possible options to improve the fair and fairgrounds. Many in the community felt that the historic buildings play a significant role in the fair profile; however, a number of respondents believed the current fairgrounds should be reinvented or renovated. The Arizona State Fairgrounds Charrette was designed to specifically encourage and solicit relevant input from both stakeholders and neighborhood residents on ways to improve the fairgrounds.

AESF partnered with the Arizona State Historic Preservation Office (SHPO) to plan and conduct a public charrette, providing an opportunity for the community to become an active participant in the re-envisioning of the Arizona State Fairgrounds. The Fairgrounds Charrette was viewed as an essential opportunity to engage public collaboration and input from all relevant stakeholders as the Arizona State Fair strives to continue to improve upon the current model of operation - a model of operation that is successful. The ability of AESF to continue to operate as a successful and competitive entertainment venue is dependent upon the ability of AESF to provide facilities and grounds suitable for the many events that are contracted with the agency throughout the year. In order to remain competitive in the commercial venue market, the Arizona State Fairgrounds has identified the need to update and improve the grounds and facilities as a primary objective.

The re-envisioning and renovation of the Arizona State Fairgrounds on the current site is just one of several options for the future of the Arizona Exposition and State Fair, and is the primary subject of this report. In contrast to improving the current site, other respondents to the Governor’s statewide survey suggested moving the fair to a new location. Discussions related to relocation or alternative use of the fairgrounds were not solicited nor included in this particular charrette.



Perspective on Respondent Expressions

The surrounding neighborhoods are impacted significantly by the fairgrounds and the fairgrounds is seen as responsible for the safety and upkeep of this perceived footprint.

Access to fairgrounds and transportation were described as important to the fairgrounds footprint.

Some respondents indicate bicycle transportation may need support.

Family oriented programming and infrastructure were seen as important elements.

Historic buildings play a significant role in fair profile.

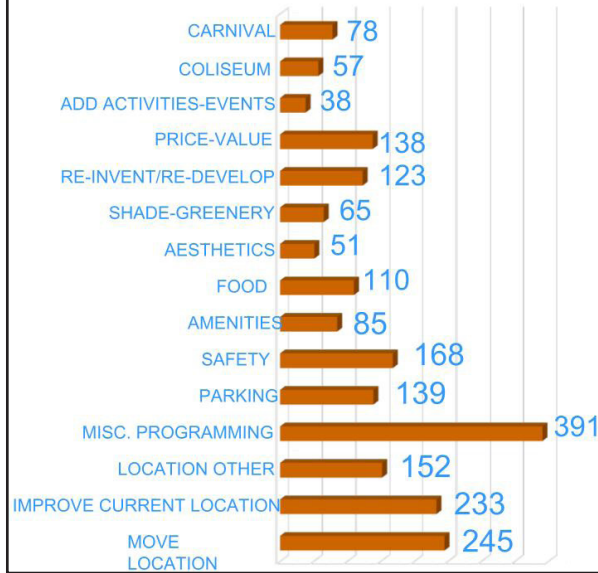
Many believe the current grounds should be re-invented or renovated.

A significant number of respondents indicated they had not been to the fair in years and those expressions regarding improvement have already been completed.

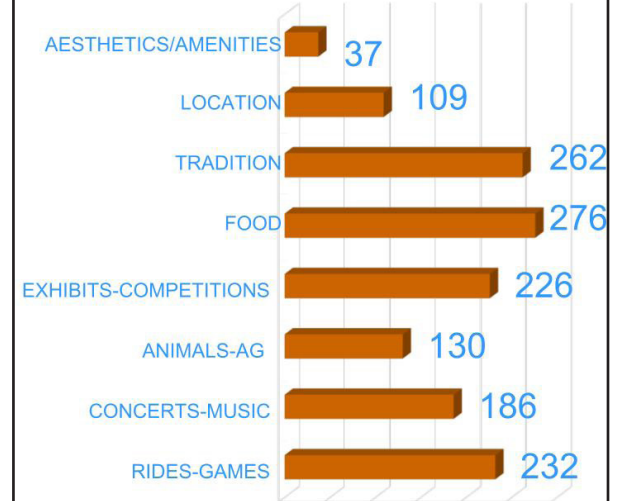
Non-native born Arizonan respondents repeatedly compared the fair to fairs in their home state.

Where hours and days of operation were mentioned by some, time of year was also a suggested change.

Unique ideas expressed about what needs improvement:



Unique ideas expressed about what is loved about the fair:



WHAT IS A CHARRETTE?

A charrette is an intensive planning session comprised of formal and informal meetings, held over a short period of time for the primary purpose of collaborating on a vision for the future. Public agencies, private citizens, design professionals and stakeholders are encouraged to collectively formulate a plan for development and/or revitalization of a facility, urban area or neighborhood. Charrettes provide a unique forum for the generation of ideas and allow every participant to become a mutual author of the recommended plan(s).

Inherently, a charrette is organized to provide enough information to ensure an investment by all stakeholders interested in the plan, including developers, business interests, government officials, interested residents and activists. During the charrette process, participants gain an understanding of the issues surrounding the challenges to be addressed, develop a vested interest in the ultimate vision, and are able to produce a set of recommendations that address significant aspects of the plan.

OVERVIEW OF THE ARIZONA EXPOSITION & STATE FAIR

Established in 1905, the Arizona Exposition & State Fair is an 88-acre entertainment facility and fairgrounds that has provided an outlet for showcasing the interests and talents of the state's citizens while educating and entertaining. AESF hosts a variety of events including one of the preeminent state fairs in the country, the Arizona State Fair, that is attended by over 1.2 million people annually. As the home of the Arizona State Fair, AESF is a gathering place where the state's heritage, history, tradition, and future are on display for all to enjoy. Commissioned by Arizona Revised Statute 3-1003, AESF is tasked to "...direct and conduct state fairs, exhibits, contests and entertainments for the purposes of promoting and advancing the pursuits and interests of the several counties and of the state, and of producing sufficient revenue to defray the expenses incurred by the board in conducting such events." The Arizona Exposition & State Fair has taken this directive to heart and proudly hosts the Arizona State Fair, as well as various other events throughout the year including community service events, competitive events, and trade show events. All the events hosted by AESF collectively serve to promote and advance the pursuits and interests of the state by providing opportunities for large scale community service events, youth leadership development, and promotion of Arizona's diverse agriculture industry.

Additionally, AESF has continually provided significant, positive impact toward economic, educational, and social benefits to the community at the local, county and state levels (*AESF Sunset Factors 2016*).

- AESF hosts community service events such as the Veterans StandDown and Mission of Mercy to provide underprivileged and underserved individuals access to essential services.
- AESF has an overall annual economic output of \$92.7 million, generates \$24.5 million in wages, and creates an equivalent of 718 jobs annually. (*2016 Economic and Fiscal Impact of the Arizona Exposition and State Fair, Elliott D. Pollack & Company*)
- AESF is an enthusiastic participant in public-private partnerships and partners with over 80 private entities each year.



- AESF, along with partners Maricopa County Fair and the Arizona National Livestock Show, helps to raise nearly \$2 million annually for youth through scholarships and livestock auctions.
- AESF offers support for county fairs, other state agencies and first responders by providing training resources, facilities and equipment on an ongoing basis.
- AESF is a self-sufficient agency and generates all operating and capital improvement funds itself, receiving no monies from the General Fund.

The Arizona State Fairgrounds include 10 buildings comprising nearly 500,000 square feet of rentable venue space. The buildings have been constructed over the lifetime of the fairgrounds, with some structures built in the early 1900s, and more recent buildings built in the 1990s. Six of the buildings are eligible for listing in the National Register of Historic Places, with five of those buildings erected prior to 1940. The fairgrounds and facilities are utilized for various events throughout the year to generate revenue needed for continued facility maintenance and operation of the Fairgrounds as a state agency and business entity.



OVERVIEW OF THE STATE HISTORIC PRESERVATION OFFICE

The State Historic Preservation Office (SHPO), is responsible for the identification, evaluation, and protection of Arizona's prehistoric and historic cultural resources. SHPO staff represent various areas of expertise including history, historical architecture, and grants management. The programs and services provided by SHPO are diverse and meet a wide range of needs within the public and private sectors of Arizona.

The Arizona SHPO assists private citizens, private institutions, local governments, tribes, and state and federal agencies in the identification, evaluation, protection, and enhancement of historic and archaeological properties that have significance for local communities, the state of Arizona, or the nation. In Arizona, SHPO has pioneered the use of the charrette to emphasize the relevance of the local historic preservation program within the larger context of comprehensive planning objectives and initiatives.



OVERVIEW OF THE ARIZONA STATE UNIVERSITY'S MASTER OF URBAN AND ENVIRONMENTAL PLANNING PROGRAM

The Arizona State University School of Geographical Sciences and Urban Planning (SGSUP) advances geospatial knowledge for a complex world while emphasizing education, research, and applied solutions to urban and environmental problems. Research projects conducted through SGSUP are centrally focused on location and urban places, how places are organized and function, what places mean to the people who live in them, and how places can be adapted to meet tomorrow's challenges of environmental and societal change.

The mission of the SGSUP Master of Urban and Environmental Planning (MUEP) graduate degree program is to serve the planning profession and the public good by advancing knowledge and preparing students to assume leadership roles to foster inclusive, equitable, healthy and sustainable communities, cities, and regions. The MUEP Applied Project involves the application of advanced planning methodologies to specific, real-world planning problems. The major objective of the Applied Project is to give students the opportunity to develop planning problem solving abilities in a real-world setting. ASU MUEP student and SHPO intern, Catyana Falsetti, utilized the Fairgrounds Charrette as her Applied Project and played a key role in the planning, analysis and presentation of the charrette recommendations. Ms. Falsetti was advised throughout the AESF charrette process by Lauren Allsopp, a member of Ms. Falsetti's supervisory committee and a recognized historic preservation professional.

FAIRGROUNDS CHARRETTE TEAM

Prior to the charrette, a team was assembled to work in advance to not only plan the charrette, but to optimize the event for all stakeholders. In assembling the team, a conscious effort was made to include key representatives that would provide a wealth of relevant knowledge and experience specifically for the Fairgrounds Charrette planning process. The team was tasked with generating a strategy for the charrette that would not only include all the regulatory agencies, professional industries, approving officials and citizens of the various communities in the charrette process, but also ensure that the results and recommendations from the charrette would be relevant.

Planning, coordinating and facilitating the charrette required the input, expertise and involvement of several individuals from across multiple agencies and organizations. While many others contributed to the team in meaningful ways, the primary members of the Fairgrounds Charrette Team included the following individuals:

AESF Leadership

- Wanell Costello, Executive Director
- Michael Searle, Deputy Director
- Jen Yee, Assistant Executive Director
- Tom Youngs, Operations Manager

SHPO Staff

- Kathryn Leonard, State Historic Preservation Officer
- Margy Parisella, Architect
- Eric Vondy, Preservation Incentives & CLG Program Coordinator

Arizona State University

- Lauren Allsopp, ASU Faculty Associate and Historic Preservation Professional for the City of Mesa, AZ
- Catyana Falsetti, ASU Master of Urban and Environmental Planning Candidate

Ryden Architects, Inc

- Don Ryden, Architect
- J. Erik Ryden, Urban Planner



ENVISIONING THE FUTURE OF ARIZONA STATE FAIRGROUNDS

March 8 - 11, 2018 • Arizona State Fairgrounds, 1826 W. McDowell Road, Phoenix, AZ

The Arizona Exposition and State Fair Board, the Arizona State Historic Preservation Office and the Governor's Office are hosting a planning charrette to create a vision for the future use of the Arizona State Fairground's 88-acres site.

What is a Charrette?

A charrette is an intensive planning session where citizens, designers and others collaborate on a vision for development. It provides a forum for ideas and offers the unique advantage of giving immediate feedback to the designers. More importantly, it allows everyone who participates to be a mutual author of the plan.

CHARRETTE SCHEDULE

THURSDAY, MARCH 8TH

6:30 - 8:30 pm - Kick-off reception. Charrette team welcome the general public; opportunity to meet the participating agencies and representatives. Drinks and light refreshments will be served.

FRIDAY, MARCH 9TH

9 - 11 am - Public tour of Fairground buildings, discussion history and current use.
1:30 - 5 pm - Panel Sessions. Discuss issues and ideas for future development with stakeholders; including State Fair employees, vendors and neighborhood groups.

SATURDAY, MARCH 10TH

10 am - 4 pm - Workday. Charrette team creates visualizations for ideas developed during tour and panel session. Open to the public.

SUNDAY, MARCH 11TH

1 - 2 pm - Presentation of charrette team's effort.

FINAL REPORT WILL BE AVAILABLE TO THE PUBLIC, MAY 2018

All meetings will be at the Fairgrounds
in the Veteran's Memorial Coliseum
1826 W. McDowell Road, Phoenix, AZ • Free Parking

PLANNING THE FAIRGROUNDS CHARRETTE

Upon the establishment of a comprehensive charrette team, several preliminary action steps were taken to ensure that the primary facilitators and planners not only fully understood the charrette process, but that everyone involved in hosting the Fairgrounds Charrette had an understanding of the purpose and objectives for the entire proceedings. The charrette team held many meetings over several months that provided AESF leadership the opportunity to give all team members a deeper understanding of the fairgrounds and AESF business model, the current level of success experienced by the Arizona State Fair and Fairgrounds, and the challenges faced by AESF that impede operation and growth.



A second component of the planning process was to survey the AESF Board of Directors, community/neighborhood residents, and various stakeholders that partner with AESF to hold interim events on the fairgrounds. The surveys were intended to gather input from the primary stakeholders as to perceptions on the appearance and utility of the fairgrounds, challenges the stakeholders experienced in hosting events, and changes the stakeholders feel would improve the functionality of



the fairgrounds as a commercial venue. Information from the surveys was invaluable in providing insight for the charrette team as they planned strategies for facilitating the charrette in a manner that would optimize the charrette participants' overall understanding of fairgrounds use and potential, group interactions, and collaboration in generating feasible recommendations.

Surveys for the Board included questions focusing on the following points:

- Board-perceived challenges for the events held on the fairgrounds
- Types of events the Board would like to see held at the fairgrounds
- Board perception of "growth" and challenges realized in "growing" the Fair
- Recommendations from the Board for improvements

Surveys for public and private partners included questions focusing on the following points:

- Why stakeholders hold their event at the fairgrounds
- How the facilities are used during events by the client/promoters
- Perceived advantages to holding events at the fairgrounds as compared to other venues
- Property-related challenges the stakeholders experience from holding events at the fairgrounds
- Recommendations for improvements

Surveys for community/neighborhood residents included questions focusing on the following points:

- How often neighborhood residents attend events held on the fairgrounds
- Perceptions regarding the overall appearance and current upkeep of the fairgrounds
- How the surrounding neighborhoods are impacted by current programming at the fairgrounds
- Suggestions for how AESF could be a more integrated part of the surrounding neighborhoods
- Which buildings on the fairgrounds were most important to neighborhood residents and the community
- Preference for the types of businesses residents would accept if the fairgrounds were leased year-round to private operators
- Perceived impact on the surrounding neighborhoods of various, suggested design concepts to change the fairgrounds
- Recommendations for financial stability resources to be used for the continued maintenance of the fairgrounds
- Whether neighborhoods residents would like to see the Arizona State Fair remain onsite versus moving the State Fair and developing the fairgrounds for other uses
- What neighborhood residents envision taking the place of the fairgrounds should the fairgrounds be moved

Prior to the charrette and during the preliminary planning meetings, the charrette team determined that a method of identifying and categorizing ideas from charrette participants was needed to increase the efficiency and effectiveness of the charrette process. The team established and characterized five specific phases of the charrette that included introduction, input, design, summary and final phases. Through these five phases, the charrette process was intended to give a voice to AESF leadership, stakeholders and the community in collaborating on a design plan for revitalization of the fairgrounds and facilities. By nature, the charrette was designed as an open forum for all the participants to discuss, consider and envision an improved fairgrounds and Arizona State Fair in the future. The charrette was also structured so that throughout the event, AESF leadership was allowed the opportunity to respond to questions, consider options, convey ideas of current limitations, and analyze the feasibility of ideas offered. The Fairgrounds Charrette was hosted on the premise of explaining “what works and what could work,” and was intended to produce a plan that would help guide leadership in the future development of the fairgrounds and facility.

The charrette team determined that in order to be efficient, guided and focused through a very busy, compacted planning process, the charrette participants needed to be able to categorize the many ideas and concepts generated. The specific categories developed by the Fairgrounds Charrette team are common pillars of revitalization and included:

Organization - Partnerships & Implementation

- Collaborate with public and private organization(s) to implement a comprehensive revitalization strategy.
- Work to engage government officials, business and property owners, residents, community institutions, schools, media, civic organizations, and many other groups and individuals in the revitalization process.
- Gather input and build consensus about what projects benefit this community.
- Implement budget and strategic fundraising projects.
- Recruit and retain a broad base of volunteers.
- Ensure that the program has the resources it needs to realize the community's dreams.

Design - Site Layout & Aesthetics

- Improve the physical appearance of the fairgrounds and surrounding district.
- Maintain buildings, facade renovations, building rehabilitation, sign presentation, and other design improvements.
- Partner with the public sector and organizations, work to improve public spaces, including streets, sidewalks, infrastructure, traffic flow, pedestrian safety, landscaping, parks, and amenities such as banners, benches, and decorative lighting.
- Improve the tangible aspects of the fairgrounds, preserve and enhance the appearance, architectural character, quality, and function of the fairground area for generations to come.

Promotion - Marketing Opportunities & Advocacy Campaign

- Enhance the image of the fairgrounds and attract new vendors and people to the fairgrounds to socialize, shop and enjoy local history and culture.
- Establish an overall marketing strategy and implement a variety of events that build public awareness.
- Expand the fairgrounds market and customer base.
- Focus on filling the event calendar and finding creative uses for existing spaces.

Economic Vitality - Fiscal Strength & Community Impact

- Think outside the box; the success of the fairgrounds has an impact on the economics of the surrounding area.
- Work to understand local economic forces and assets, as well as existing and potential markets.
- Work to identify and recruit appropriate new businesses that are compatible with the community's vision for the fairgrounds district and are feasible in the market.
- Identify new uses for vacant or underutilized fairgrounds property and support property development.
- Make improvements to the internal operations that affect profitability, employment, and the value of the fairgrounds.

During the preliminary sessions, planning challenges unique to AESF were identified and characterized. These issues included:

- The ability of AESF to update the fairgrounds and facilities is of utmost importance for the agency to remain competitive in booking commercial events. Revenues generated from both the Arizona State Fair and interim events are needed to provide funding essential for the ongoing operation of the agency.
- Given that the fairgrounds have a number of buildings and facilities, the ability to host multiple, separate events on the same weekend would not only be a great advantage in making the fairgrounds more successful as a commercial event venue, but would also allow for greater utilization of the facilities and increased revenue generation. However, a critical design constraint exists for contracting simultaneously occurring events as a result of the positioning of the buildings within the grounds - the buildings are primarily clustered towards the south and west edges of the property causing direct accessibility to all buildings to be awkward. AESF is hindered in booking simultaneous events, or even from utilizing all the buildings on the grounds for events as a result of the current configuration of the buildings and limited access to the buildings for both vehicle and foot traffic.
- The agency faces significant barriers to initiate capital improvement plans due to the current funding structure and state-imposed legislative limits on capital investments and operational funding. The lack of accessible funds and spending authority is a key factor in the current aesthetic state of the buildings and grounds.



- AESF experiences several barriers to expansion such as physical obstacles that prevent a welcoming aesthetic aspect from outside the fairgrounds, and limited marketability as an entertainment and event venue due to aesthetics and condition of use.
- Challenges exist for AESF to hold events due to operational constraints such as spatial limitations, age of infrastructure, extreme climate in summer months, infrastructure operational inefficiencies and costs of making buildings available (e.g., cost of running lights, cost of running HVAC), or even a lack thereof for climate control equipment (e.g., HVAC) essential to operating events in Phoenix during the extreme temperature months of summer.
- AESF struggles to overcome negative perceptions from the community regarding the overall facility, limitations for parking, and convenient access.
- Marketability of the fairgrounds as an entertainment and event venue is hampered due to a lack of visual interest of the fairgrounds from street views, unappealing general aesthetics, and substandard level of comfort for the clients and guests.



FAIRGROUNDS CHARRETTE OVERVIEW

In the hopes of maximizing the charrette process, participants' time, expertise and resources, the charrette team divided the charrette into five different phases. Each phase was designed with distinct activities and tasks aimed towards a specific objective that if met, would lead to optimal results including increased engagement from the participants, generation of highly innovative ideas and more feasible recommendations.



The designated phases were:

- **Introduction Phase** - participant mixer, charrette overview, introduction to the Arizona State Fair and the fairgrounds
- **Input Phase** - tour of the grounds, tour observations and Q&A, focus area open forums, charrette team and AESF round table discussion of ideas, development of key ideas/goals for plan development
- **Design Phase** - charrette participants to focus on designing while working in groups based on the four charrette categories
- **Summary Phase** - summary presentations of recommendations and plans
- **Final Charrette Phase** - final report and plan conceptualized, reviewed and presented to the Board and Governor's Office representing a completed charrette process and transition into the action phase (e.g., soliciting architects, meeting with stakeholders, and pursuing funding)

The charrette was held over four (4) days, on March 8-11, 2018.

• **Day 1 - Thursday, March 8 - Introduction Phase**

- Day 1 was an opportunity to bring the community and stakeholders together with State legislators, Fairgrounds leadership and the charrette team for the purpose of providing an overview of the adopted process and structure of the charrette.
- Activities included: participant reception, charrette overview, and an introduction to the Arizona State Fairgrounds (an overview of the Fairgrounds - Then, Today and Tomorrow).

• **Day 2 - Friday, March 9 - Input Phase**

- Day 2 utilized a tour of the facility to familiarize participants with the grounds, current state of the facilities, as well as utility and use challenges of the grounds/facilities.
- Focus groups were established to mirror the four categories: Organization, Design, Promotion, and Economic Vitality.

- Activities included: walking tour of fairgrounds, Q&A session on how facilities are utilized, discussion on AESF goals/parameters including priorities/barriers/funding structure/operational concerns, and focus group huddles in interest areas to develop ideas.
- Post-session activities included the charrette team analysis of ideas based upon opportunities, feasibility, and challenges, as well as alignment of ideas to statutory obligations, fairgrounds image, and Board established mission goals.

• **Day 3 - Saturday, March 10 - Design Phase**

- Day 3 was set aside for the four focus groups to collaboratively design and develop a plan for revitalization of the fairgrounds.
- Groups were asked to refine design thoughts from the previous day, and create visualizations for ideas that were developed during the tour and panel sessions on Days 1 and 2.
- Concluding activity involved each group's presentation of their findings and results.

• **Day 4 - Sunday, March 11 - Summary Phase**

- The closing session included a slideshow presentation for the public, created and shared by Catyana Falsetti, summarizing the charrette process, ideas generated over the course of the three preceding days, and recommendations from each of the four focus groups. AESF leadership also provided general feedback in response to the overall process, summarized findings and shared recommendations.

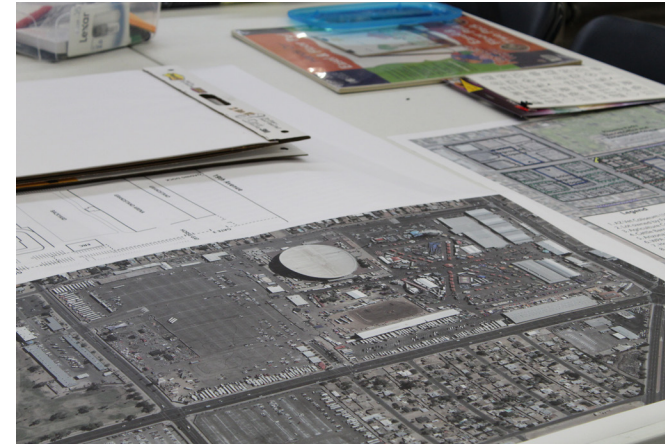


CHARRETTE RESULTS

An intense, highly productive four-day community charrette was held at the Fairgrounds and attended by over 100 enthusiastic participants. Participants included legislative representatives, noted Arizona historical architects and preservationists, developers, stakeholders and community members. The charrette team, comprised of AESF and SHPO leadership, facilitated energetic informational and brainstorming sessions for the participants that resulted in relevant recommendations, approved by the public and that will take a revitalized Fairgrounds into the future.



DAY 1 commenced with a reception that was attended by approximately 80 people comprising a varied group of stakeholders representing legislative, public and private entities. Delegates from several municipal and state government agencies attended and demonstrated significant support and interest in the proceedings. The public sector portion of attendees was dominated by impassioned representatives from the surrounding neighborhoods interested in the preservation of historic buildings, and present to ensure that their interests were included in revitalization discussions. The remainder of the group was primarily composed of individuals from the development and finance industries. Overall, the attendees exemplified the diverse demographics of stakeholders not only interested in the condition and continued operation of the fairgrounds, but also personally invested in collaborating as mutual authors of a plan to revitalize and re-envision the fairgrounds. After introductions were made and an explanation of the charrette process was provided, a lively discussion ensued incorporating an informative Q&A session. The opening evening concluded with small group discussions to inspire and prompt ideas that would be built upon in subsequent sessions the following days.

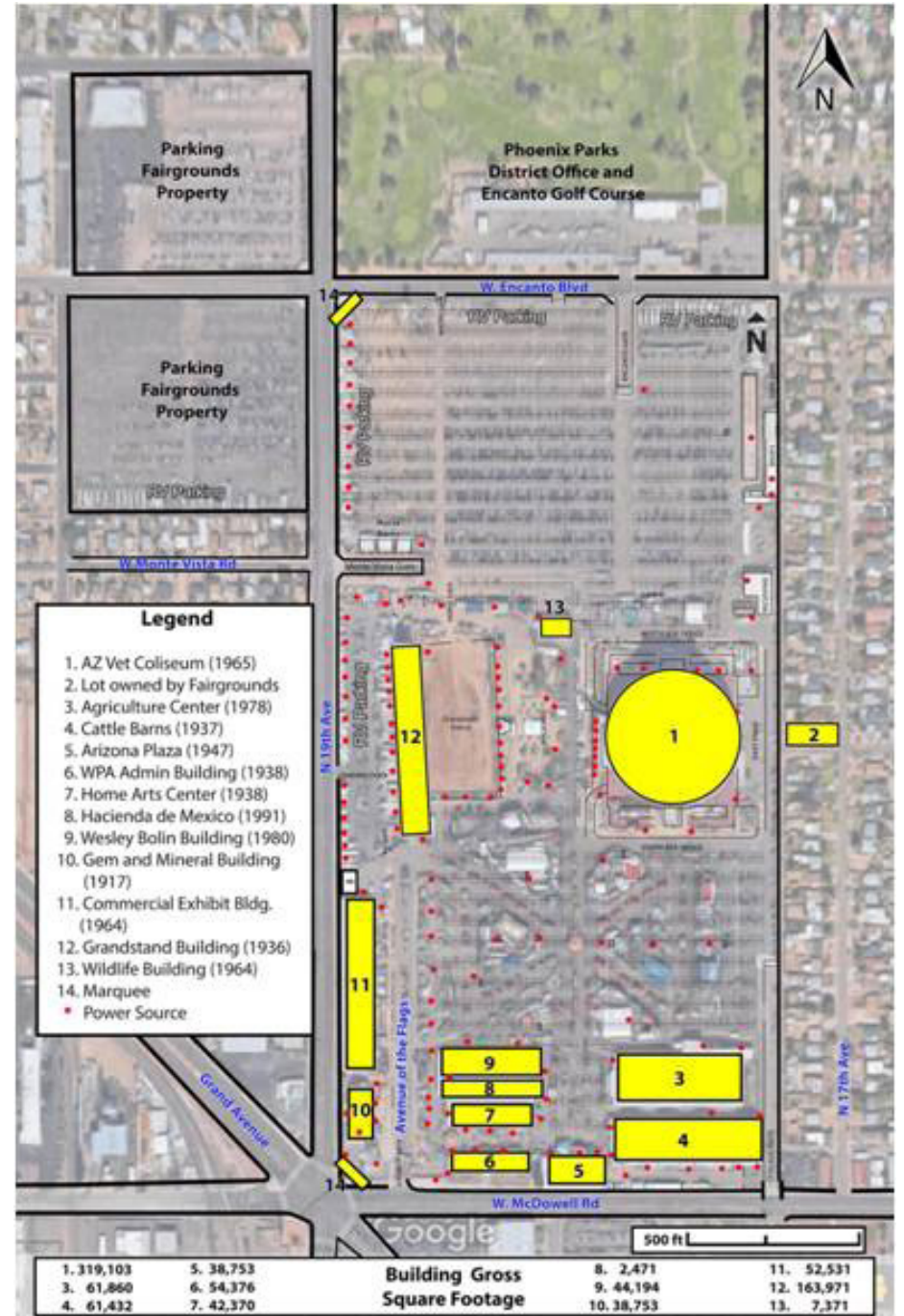


DAY 2 was divided into two sessions and was attended by approximately 25 individuals. The morning session began with a guided tour of 10 significant buildings on the fairgrounds including: Agricultural Center, Cattle Barns, Plaza Building, WPA Building, Home Arts Center, Hacienda de Mexico, Wesley Bolin Building, Gem & Mineral Building, Commercial Exhibit Building, and Grandstand. The tour allowed all participants to see the buildings and facilities utilized both during interim events and the Arizona State Fair, and provided an opportunity for AESF leadership to talk with the participants about the uses, challenges and needs of the buildings. As the tour concluded, a short Q&A session was held to answer any lingering questions. During the afternoon session, the participants were joined by designers and then separated into three random groups. Each group was led by an architect who was tasked with facilitating discussions on how to improve and reutilize the fairgrounds. Participants were encouraged to be innovative and creative in their ideas and at the end of the afternoon, each group presented their “Big Picture” ideas. A few of the “Big Picture” options that were presented ranged from building a parking garage on the grounds, to adding a hotel or even installing a spire as an iconic structure.

DAY 3 was designated as “Design Day” and was attended by approximately 30 participants. The collective group was asked to refine ideas presented the previous day and then to “drill down” on the nature, scope and limitations of the various ideas. Within the assignment parameters, the group was given the latitude with their design to move one building of the group’s choice as long as the space was recreated somewhere else on the grounds. After instructions were given, the large group was split into four teams - three groups who were to brainstorm designs for the fairgrounds that would address increasing usage, improving aesthetics, and improving flow; and a fourth group to consider funding options, policy change and ways individuals and/or organizations could support any of the plans that might be implemented in the future. At the conclusion of the day, each group presented their findings and designs to the entire group.

DAY 4 had approximately 40 people in attendance and concluded the charrette process with the sharing of a multi-slide summary presentation created by charrette team member, Catyana Falsetti. The presentation reviewed the charrette objectives, recapped the achievements of each phase, identified the stakeholders in the revitalization process, summarized the presentations of each group, and provided a set of recommendations that could be evaluated further by AESF leadership and the AESF Board of Directors for adoption and implementation.



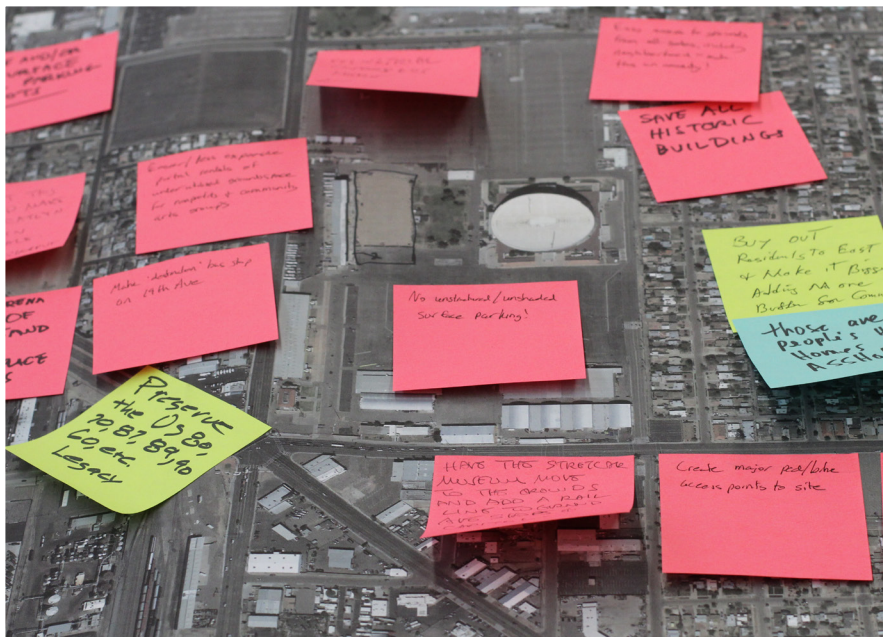


SUMMARY OF RECOMMENDATIONS

Four focus groups were assigned objectives to develop recommendations for revitalizing the Arizona State Fairgrounds. Three of the four groups were tasked with brainstorming improvements for the grounds and facilities, while the fourth group was asked to compile a list of funding and/or public policy options that would provide support for the implementation of any design plans.

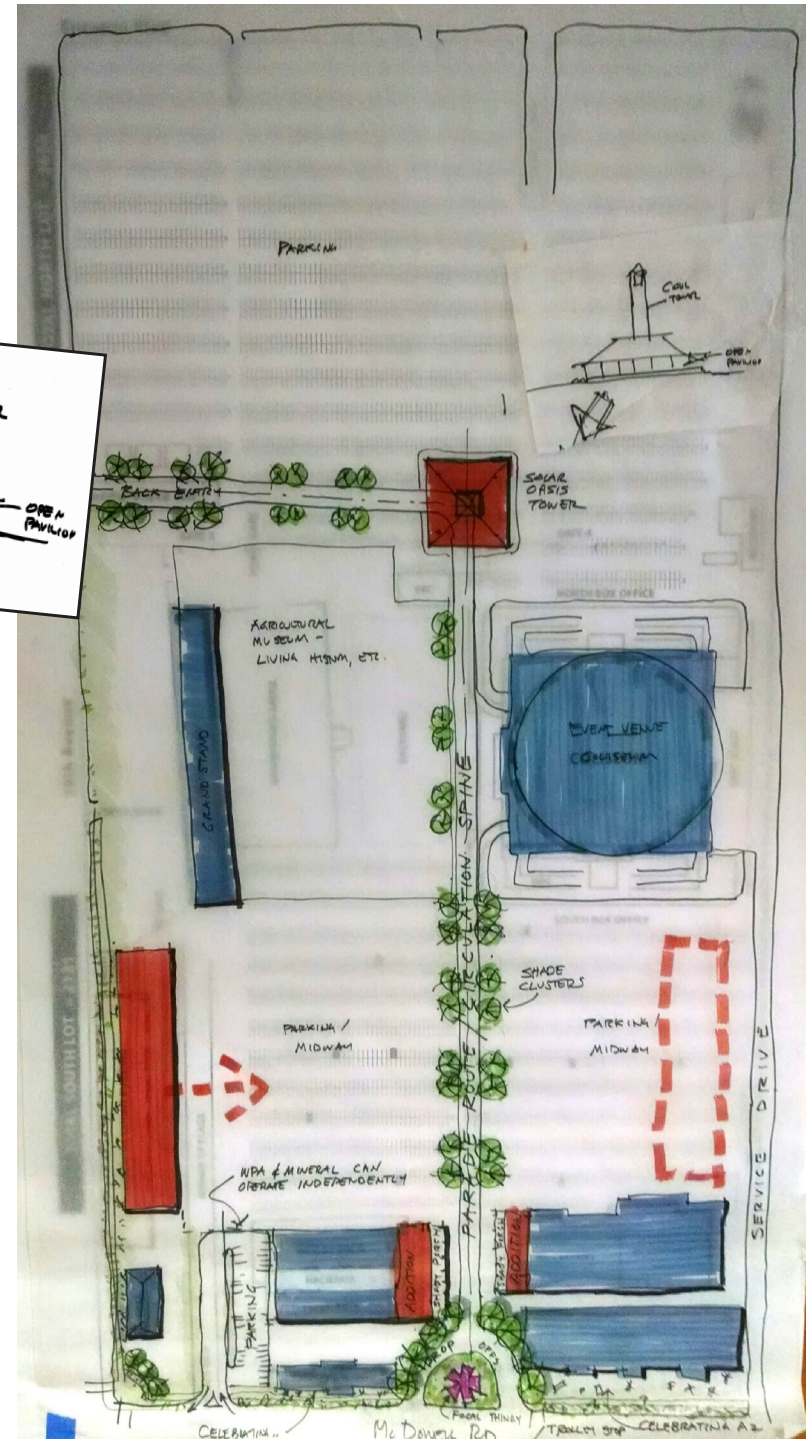
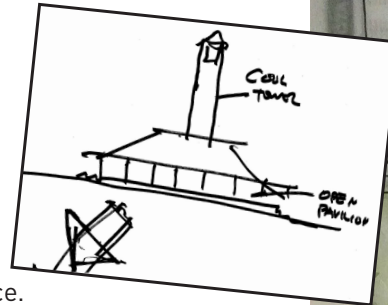
Design Recommendations

The three focus groups tasked with generating design recommendations were given the following parameters for idea refinement: 1) one building on the grounds could be moved as long as the space for that building was recreated elsewhere on the grounds; 2) increase the flow of both personal and vehicular traffic across the grounds; and 3) improve the accessibility of all buildings. Interestingly, many ideas and recommendations were similar across all groups.



GROUP 1

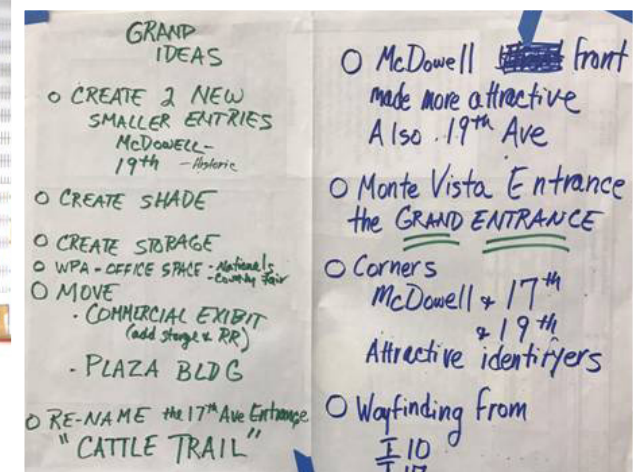
- Move the Plaza Building further north to allow for more freedom of traffic movement.
- Create an entrance to the Fairgrounds that allows traffic to access historic buildings.
- Move the Commercial Exhibit Building from the west side of the grounds to the east side, and add more storage to a newly relocated Commercial Exhibit Building.
- Connect the A/C unit from the Coliseum to the newly relocated Commercial Exhibit Building to enhance usage.
- Install corner identifiers on each part of the fairgrounds.
- Rename the 17th Avenue entrance as the "Cattle Trail."
- Make the northwest corner of the fairgrounds the main entrance.
- Recreate a new Plaza Building and move it north of McDowell Road.
- Visually connect the WPA Building to the Home Arts Building using design and color features.
- Create a shaded commons area or gathering space.





GROUP 2

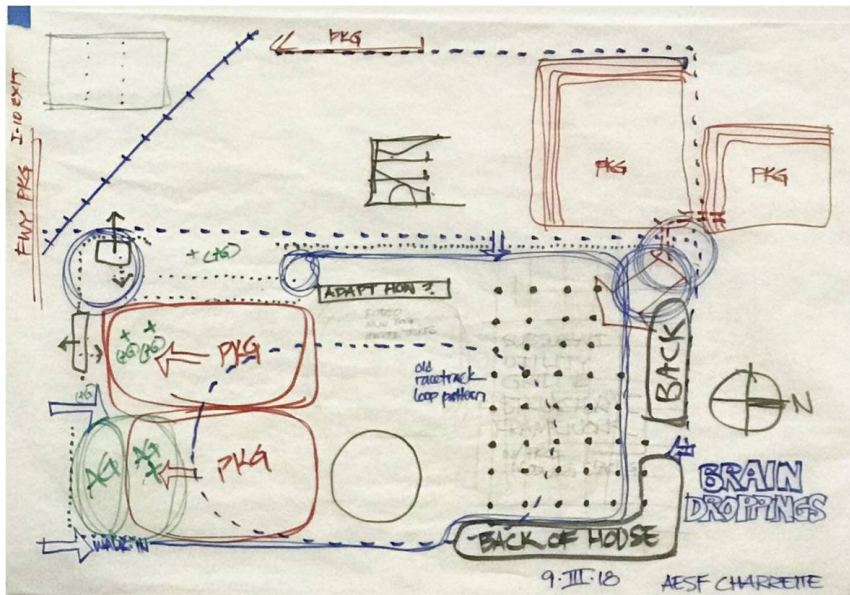
- Move the Plaza Building nearer the 19th Avenue side of the fairgrounds, attach it to the Commercial Exhibit Building and add mechanical shade around the building to enhance the building's use.
- Improve the general aesthetics of the property to create an environment that makes guests feel like "they've arrived."
- Open up the entrance on McDowell Road where the Plaza Building was originally located.
- Utilize a Grand Entrance on the northwest side of the grounds on 19th Avenue except during the Arizona State Fair when the north side of the fairgrounds would be used as the main entrance.
- Add a pedestrian entrance on 19th Avenue with a roundabout focal point.
- Convert the 17th Avenue entrance into a service entrance.
- Relocate the RV parking spaces to the north side, next to the City of Phoenix work yards along Encanto.
- Open up the west side of the Grandstand for a weekly marketplace or use as a second concession area for the Arizona State Fair.



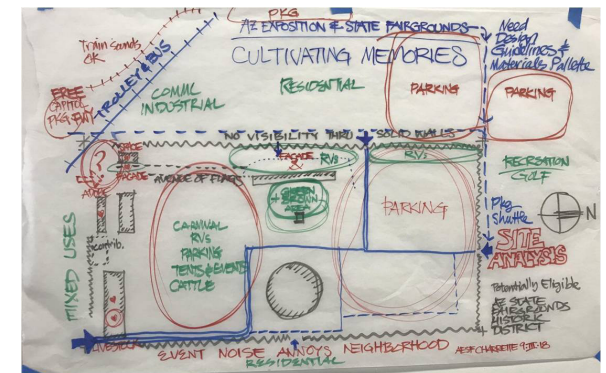
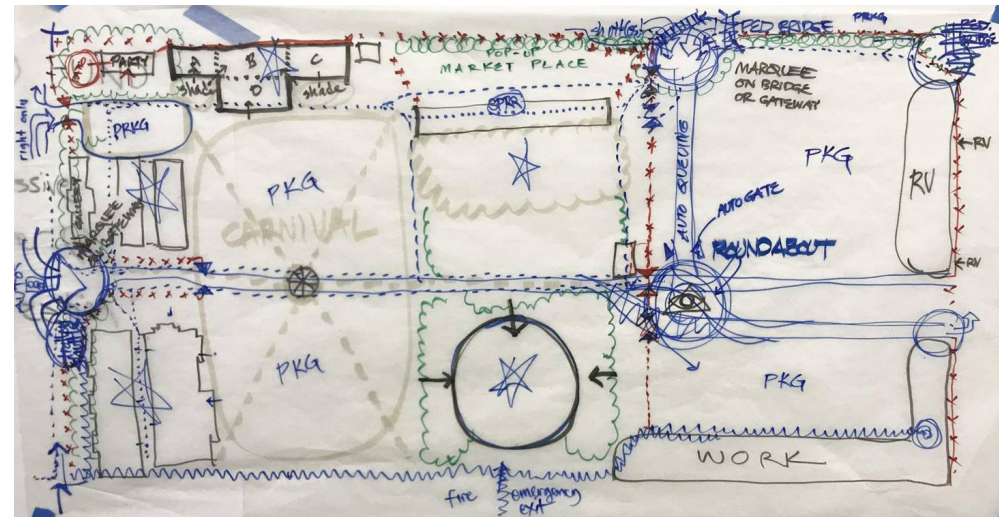
- Utilize a newly opened up west side of the Grandstand as an entrance point to the Grandstand.
- Add trolley access.
- Add plants and landscaping around the entire fence line.
- Add parking in the area where the Avenue of the Flags currently exists to serve the WPA Building and Mineral & Gem Building.
- Utilize the "main drag" as a parade area.
- Convert and revitalize the WPA Building into a long-term stakeholder office/headquarters for the agricultural organizations/businesses.
- Utilize the Mineral & Gem Building as a "party building."

GROUP 3

- Improve the aesthetics with lighting, landscaping and murals; create a heritage themed perimeter.
- Move the Plaza Building.
- Convert the area where the Plaza Building currently resides into a notable entry onto the Fairgrounds; consider adding a large sculpture.
- Create a connection through the grounds by erecting a tower in the middle.
- Make the center entrance onto the fairgrounds into a parade route, lined with trees and shade.
- Add to the existing buildings to reinforce the entry way.
- Consider utilizing a drop off or entry area into the parking areas.
- Consider placing mobile ticket booths under the tower.



- Add a parking area to the Avenue of Flags to use for the historic buildings.
- Designate a “right in” and a “right out” at the Avenue of Flags for vehicular travel.
- Reclaim space on the west side of the Commercial Exhibit Building.
- Use the Gem & Mineral Building as a museum.



A GENERAL SUMMARY OF THE RECOMMENDATIONS FROM ALL THREE DESIGN GROUPS INCLUDED:

- Removal/Relocation of the Plaza Building ** This option was universally and enthusiastically recommended by all focus groups.*
 - Allow greater access to the historic buildings (i.e., WPA Building, Home Arts Center, Hacienda de Mexico, Wesley Bolin Building and Gem & Mineral Building).
 - Increase the flow of human and vehicle traffic around the grounds.
 - Increase accessibility and access routes to the buildings located on the fairgrounds perimeter (e.g., Gem & Mineral Building, Commercial Exhibit Building, Grandstand).
- Create a grand entrance where the Plaza Building currently sits and opening onto McDowell Road
 - Establish a more iconic, main entrance to the grounds.
 - Improve access to historic buildings.
 - Encourage a “Main Street” feel that would encourage parades/processions/pageantry.
 - Provide a convenient drop-off area for rideshare vehicles.
- Create a promenade, lined with shade trees, from the “new” entrance on McDowell, north through the center of the fairgrounds
 - Encourage the development of a street market area.
 - Add shade and seating along the promenade to increase the perception of hospitality and as a result, increase stay time at events.
- Establish an architectural point of interest off the northwest corner of the Coliseum at the convergence of the new promenade and extension of the Monte Vista entrance
 - Create an iconic structure that would generate a focal point.
 - Include a tower that could be used as a wayfinding landmark, ticket selling site, or cooling station for pedestrians.
 - Encourage a natural flow of traffic between the north and south sides of the fairgrounds.
- Relocate the RV lot currently located on the west side of the Grandstand to the north edge of the Fairgrounds.
- Create a new entrance off 19th Avenue that would allow more access to events held in the Grandstand and on the north end of the grounds.
- Provide lot space for commercial events such as small festivals and markets.
- Improve access to the Grandstand and create a primary entrance for Grandstand events.
- Encourage development and the utilization of the Grandstand and office space in the Grandstand for interim events/meetings
- Create a new focal point at “Six Points” (the southwest corner of the fairgrounds near the McDowell and 19th Avenue intersection)
 - Provide a stronger reference/presence of the fairgrounds on main thoroughfares.
 - Improve location for signage to be used more effectively to increase public awareness about events on the fairgrounds.
- Improve the streetscape along 19th Avenue and McDowell Road
 - Increase landscaping around the entire fence line to create a more welcoming presence.
 - Add murals, sculpture gardens and/or a heritage themed perimeter to improve aesthetics and create a deeper connection to the community.
 - Add lighting to enhance security and sense of well-being for both guests and the surrounding community.
 - Improve the look and feel of the entire area and surrounding neighborhoods.
- Enhance the overall aesthetics of the fairgrounds, inside and out
 - Use paint to revitalize the look of the fairgrounds.
 - Add attractive landscaping.
- Utilization of the unimproved Palm Lane lot
 - Repurpose a currently unused or underutilized space.
 - Establish an urban garden for educational purposes and to maintain a connection to the agricultural heritage of the Arizona State Fair.

GROUP 4

FUNDING AND PUBLIC POLICY RECOMMENDATIONS

The focus group assigned to compile a list of policy and fundraising recommendations first identified those internal and external stakeholders with a vested interest in the revitalization of the fairgrounds. Once the stakeholders were characterized, the group not only generated a list of public policy recommendations that might lessen spending and appropriation constraints currently experienced by AESF, but also put together a list of potential funding opportunities from both the public and private sectors.

Stakeholders

- Internal: AESF staff, AESF Board of Directors, Arizona State Fair Foundation, Governor's Office, State legislature, "sister" agencies (e.g., AOT, ADOT, ADEQ)
- External: promoters, vendors, concessionaires, livestock and agriculture communities, adjacent neighborhoods, Phoenix residents, Arizona residents and tourists, businesses, potential donors (corporate and non-profit)

Public Policy Recommendations

- For State Government
 - Raise the appropriation limits.
 - Modify the current statute to ensure that funds generated through fairgrounds operation are maintained for expenditure on the fairgrounds and protected from permanently reverting to the general fund.
 - Advocate that unobligated funds remaining at the close of a fiscal year be carried forward to subsequent budget period(s).
- For External Stakeholders
 - Create an advocacy team of external stakeholders.
 - Consider obtaining/utilizing a lobbyist.
 - Garner support from legislative leaders to champion AESF initiatives and campaigns.
 - Communicate the negative effects of sweeping funds accrued by the fairgrounds to both policy makers (administrative and legislative), and the community (stakeholders that would help relay the message).

Public Sector Funding Opportunities

- Dedicate staff time to obtaining grant funding.
- Investigate alternative methods to generate revenue (e.g., bonding, reasonable surcharges, selling asset naming rights, etc).
- Recover funds that were swept to support the General Fund approximately 10 years ago.
- Change the budget appropriation (general and capital improvement) constraints to more closely fit the AESF business model.
- Partner with the City of Phoenix on the proposed streetscape improvements.
- Analyze the feasibility of marketing alternative and excess energy resources (e.g., solar generated electricity, recovered monsoon grey water).

Private Sector Funding Opportunities

- Utilize the Arizona State Fair Foundation to a greater extent and secure additional partners.
- Investigate the effectiveness of public/private partnerships using federal historic tax credits.
- Seek additional outside in-kind contributions.
- Explore alternative resources funding (e.g., Boy Scouts, Cattlemen's Association).
- Mobilize volunteers for non-construction projects and free up funds needed for construction labor.
- Seek volunteer organizations for specific projects (e.g., AmeriCorps, HandsOn, National Trust for Historic Preservation HOPE Crew).



GENERAL COMMENTS AND AESF RESPONSE

The charrette process proved to be a very effective means by which AESF leadership, government officials, neighborhood residents, community stakeholders and professional designers could share ideas and conceptualize feasible options for the revitalization of the Arizona State Fairgrounds. The charrette also unveiled several opportunities where a reasonably achievable proposed action could foreseeably have a dramatic and positive impact on the success and viability of the Arizona State Fairgrounds as an entertainment and event venue. Among the multitude of benefits realized through the AESF charrette process, the most noteworthy effect was the engagement generated through this inclusionary process that generated ideas that were largely accepted not only by all the stakeholders, but by participants from the community.

The Arizona State Fair and fairgrounds are incredibly successful in spite of the myriad of funding and operational challenges related to aging facilities. Contrary to convention, the Fairgrounds Charrette was not about the redevelopment or revitalization of a failing area or entity as is the purpose of most charrettes. Instead, the Fairgrounds Charrette was an opportunity for AESF Leadership to take the first, critical step in creating a plan that will build upon 100 years of community driven success to envision the Arizona State Fairgrounds of the future. The collaborative platform of the charrette process facilitated the systematic accumulation of ideas from an extremely diverse group of stakeholders, who, by the end of the charrette, had come together to overcome bias and subjectivity to truly consider the best interests of the fairgrounds. Ultimately, the charrette provided a public forum in which ideas led to organic concepts to modernize the fairgrounds with respect to a rich heritage. Those concepts will undoubtedly not only serve as a foundation to ensure another 100 years of success in the industry, but also as a catalyst to move the Arizona State Fair from status as one of the Top 10 Fairs in the country to recognition as the Top Fair in the country.

The AESF Board of Directors was appreciative of the significant investment in time and commitment community members, professionals, and State and City officials contributed to the charrette. The Arizona State Fair and Fairgrounds are intended to represent and celebrate the best the State offers. Through this public charrette, AESF was able to capture ideas, concepts and desires that will be used to develop a plan for continued improvements that will ensure the ability to pay tribute to Arizona's heritage, embrace current culture, and prepare for a rich future.



POST-CHARRETTE EFFORTS AND IMMEDIATE SUCCESSSES

In the brief time since the charrette was conducted, AESF has made significant progress in the implementation of a few design ideas recommended by the focus groups:

- AESF obtained approval to utilize a volunteer workforce which led to a volunteer work day that was supported by 20 individuals working with AESF staff to improve the exterior of the WPA Building.
- The WPA Building and the Cattle barns have been painted.
- A flexible, digital 3D model of the fairgrounds is being created with the assistance of local architects.
- The context study and mapping of client needs is under way to contribute to the development of a Framework Plan that will set out the future vision for the fairgrounds.

- AESF, in partnership with other departments and agencies, has undertaken several projects to improve the appearance of the fairgrounds and ancillary lots.
- Improvements to the grounds and several building included replacement of HVAC in two key buildings, LED Lighting being installed in most outbuildings, and resurfacing of some vehicular and walking areas.
- Equipment has been acquired to develop shaded seating areas for the Fair and other events.

- A grounds wide effort has been implemented to improve greenscaping, increase shade, and create wayfinding. In addition, a horticulture expert has been brought on staff to oversee landscaping and has developed an onsite nursery of trees, plants and bushes.
- AESF has partnered with other state agencies to develop intern programs, and hired interns to focus on grant writing and environmental sustainability projects.



NEXT STEPS

Should AESF leadership move forward with adopting and implementing a revitalization plan for the Arizona State Fairgrounds, the next steps become critical:

- AESF leadership will continue to work with architects and planners trained in historic preservation to reconcile the charrette recommendations and site notes.
- AESF leadership will conduct ongoing meetings with event partners to collect information and input needed for the feasibility analysis and practical application of proposed recommendations.
- Architects will move forward to develop a comprehensive site analysis, followed by a presentation to identify and summarize key projects for revitalization.
- The AESF Board of Directors will meet to solidify ideas gleaned from the charrette, as well as further explore and convert those ideas into a workable plan that once implemented, will allow a revitalized fairgrounds to expand its user base, increase revenue, conserve heritage resources, and contribute to the surrounding neighborhood while fostering the agency mission.
- AESF will continue to cultivate and deepen relationships with elected officials and administration, service and community organizations, external stakeholders and interested parties to develop policy and legislative changes that support initiatives resulting from the charrette.



A Good Plan Has:

Direction (credibility)

Political Will (constituency)

Means of Implementation (capability)

