Boulder County Fairgrounds 2015 Economic Impact Study

A consulting report conducted for Boulder County by the:

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TABLE OF CONTENTS

Table of Contents i
List of Figures i
List of Tables i
Executive Summary 2
Purpose of the Study 3
Methodology 3
Definitions 5
Visitor Survey Analysis 5
Vendor Survey Analysis 12
Operating Expenditure Data 17
Economic Impact 18
Conclusion 19
Appendix 1: Fairgrounds Improvement Suggestions 20

LIST OF FIGURES

Figure 1: Visitor Region of Origin — County Fair Vs. Other Events 6
Figure 2: Colorado Counties of Origin — county Fair Vs. Other Events 6
Figure 3: Average Vs. Median Group Size Reported by Visitors Attending Fairgrounds Events 7
Figure 4: Lodging Location for Overnight Visitors 8
Figure 5: Visitor Satisfaction with Fairgrounds Facilities and Events 9
Figure 6: Percent of Visitor Age Groups at Fairgrounds Events 10
Figure 7: Annual Household Income of Visitors to All FairgroundS Events 11
Figure 8: Race/Ethnicity Represented at Fairgrounds Events 12
Figure 9: Percentage of Vendors Event Participation 13
Figure 10: Vendors Exhibiting at FairgroundS Events Prior to 2015 14
Figure 11: Vendor Plans to Exhibit Again 14
Figure 12: FairgroundS Vendor County of Origin – All Events Combined 15
Figure 13: Lodging Room Nights by Location for Out-of-Town Vendors 16
Figure 14: Vendor Level of Satisfaction with Fairgrounds Facilities 17
Figure 15: Top Three Improvement Categories Identified by FairgroundS Visitors and Vendors Combined 20
Figure 16: Percent Suggesting Improvements to Various Aspects of the County Fair Attractions 21
Figure 17: Percent Suggesting Improvements to Various Aspects of the Facilities 22
Figure 18: Percent Suggesting Improvements to Various Aspects of Fairgrounds Informational Efforts 23

LIST OF TABLES

Table 1: Per Person spending Per Day By Attendees at each Event 8
Table 2: Event Vendors 13
Table 3: Per Person spending Per Day By Vendors at each Event 16
Table 4: Economic Impact 18

EXECUTIVE SUMMARY

The Boulder County Fairgrounds is a conduit for economic activity in Longmont and Boulder County. The fairgrounds provides a venue for buyers and sellers, such as in the case of farmers' market, the quilt show, and the Mollie McGee craft markets. The Boulder County Fair also provides a market for commerce, drawing the largest crowd to the fairgrounds while providing entertainment and local exhibits that reflect the culture of the community. Boulder County Fairgrounds staff estimated 337,900 visitors and 831 vendors in 2015.

In partnership with Boulder County, the Business Research Division (BRD) of the Leeds School of Business at the University of Colorado Boulder surveyed visitors and vendors to Boulder County Fairgrounds events. The purpose of the study was to assess the economic impact of events held at the fairgrounds on the Longmont economy and collect opinions regarding possible fairgrounds improvements and programming.

Of the estimated 337,900 visitors in 2015, more than 38% of these were to the county fair. According to responses from visitors approached at Boulder County Fairgrounds events in 2015, most events drew a local and regional audience. While attracting a much smaller overall number of attendees, the non-county fair events, like the quilt fair and antique shows, draw a higher percentage of out-of-town visitors than the county fair and have a higher amount of spending at the event itself. Of those attendees who stay overnight for the event, most stay in Longmont. Non-residents whose primary purpose included the fairgrounds event represented a minority of visitors surveyed. Some new economic activity was induced from the fairgrounds—25% of visitors surveyed were from outside Boulder County and were visiting Longmont primarily for the event.

Overall, visitors and vendors expressed satisfaction with the fairgrounds facilities and offerings. About 95% of visitors reported being satisfied or very satisfied with fairgrounds facilities, and 80% were satisfied or very satisfied with fairgrounds offerings. Eighty-six percent of vendors were satisfied or very satisfied with fairgrounds facilities.

Boulder County Fairgrounds staff estimated 831 vendors in 2015. Fairgrounds vendors tended to be from the Front Range. Across all fairgrounds events, out-of-town vendors staying overnight tended to stay in Longmont. Vendors at the fair spent more money during their visit to the area than other event vendors, with lodging and going out to eat the largest categories. Most vendors plan to return in the future.

The fairgrounds generated $9.4 million in direct economic activity in the Longmont area in 2015 through on-site purchases during events and through community retail sales, dining, entertainment, overnight visitors, and other related activities. This local spending grows as money gets spent and respent in a community (i.e., the multiplier effect). The economic benefits (multiplier effect) associated with the fairgrounds totaled $6.9 million in 2015, excluding economic activity from local patrons.

PURPOSE OF THE STUDY

In 2015, Boulder County contracted with the Business Research Division (BRD) of the Leeds School of Business at the University of Colorado Boulder to conduct a visitor impact analysis for the Boulder County Fairgrounds. Given the visitor focus, this study targeted events that drew audiences beyond the city and county. The primary purpose of the study was to estimate the economic impact of the fairgrounds on Boulder County. In addition, the study explored opinions about possible fairgrounds improvements and programming. The Boulder County Fairgrounds staff estimated 337,900 visitors and 831 vendors in 2015.

The study had two primary goals:

1. Conduct visitor and vendor surveys to provide an estimate of the percentage of visitors and vendors from out of the area (outside of Longmont, Boulder County, and out of state) and their expenditures, resulting in an estimate of the local economic impact of the Boulder County Fairgrounds.
2. Conduct surveys of fairgrounds visitors and vendors to explore opinions about possible fairgrounds improvements and programming.

METHODOLOGY

The Boulder County Fairgrounds hosts a variety of events throughout the year. The BRD provided two survey instruments, the survey sampling plan, and an analysis of data collected. Additionally, Boulder County was supplied with a questionnaire to be completed about fairgrounds operating and capital expenditures. Boulder County staff was responsible for survey deployment and for providing expenditures for fairgrounds operations.

The total number of completed surveys were:

- Visitor surveys: 1,708
- Vendor surveys: 128

Fairgrounds Visitor Survey

The fairgrounds visitor survey was created based on previous visitor surveys produced by the BRD and based on a literature review of other fairgrounds surveys that have been conducted nationally. The survey, which was adjusted to address additional questions important to Boulder County Fairgrounds, was a one-page, single-sided intercept paper instrument on clipboards supplied by the BRD. Deployment of the survey began in July 2015 at the Boulder County Fair and ended in October after Boulder County Fine Art & Craft fairs. A Spanish version of the survey was available during the Boulder County Fair.

Surveys were deployed during the following events:

- Boulder County Fair—7/31–8/9
- American Diabetes Tour de Cure—8/15
- Rocky Mountain STEAM Fest[1]—9/5-6
- Quilt Show—9/25-26
- Pumpkin Pie Antique Show—10/10-11
- Mollie McGee Craft Markets—10/17-18
- Boulder County Farmers Markets, various Saturdays—9/19–11/21
- Boulder County Fine Art & Craft Fairs—9/26 and 10/24

Visitor surveys from the Boulder County Fair were representative of only the Boulder County Fair. Visitor surveys from all other events were aggregated and assumed to also represent events that were not surveyed.

Vendor Survey

The survey of vendors was designed for online deployment (email survey). The vendors were asked questions about their home location, duration of stay in Boulder County, lodging nights, and revenue, as well as their opinions about desired fairgrounds improvements.

Of the 39 county fair vendors who responded to this survey, only one did not participate in any events at the fairgrounds in 2015. Of the vendors from other fairgrounds events, 11 of the 101 (11%) respondents did not actually participate in 2015 (the year the survey was conducted). All respondents who reported they did not participate in events at the fairgrounds in 2015 were excluded from the results of the rest of the survey.

Fairgrounds Expenditure Questionnaire

The survey of fairgrounds expenditures included detailed operating and capital spending. The BRD collected information on the Boulder County Fairgrounds budget, non-labor operating expenditures by vendor name and ZIP code, a tally of employment by employee ZIP codes, total labor expenses (salaries and benefits), and capital expenditures by vendor name and ZIP code. This information allowed economic impacts to be estimated based on where spending occurred.

Data collected from the three surveys (attendees, vendors, and fairgrounds expenditures) were adjusted to correct for double counting. For instance, when visitors purchase food on-site from a vendor, this spending also is also present in the vendor survey, which would necessitate the adjustment. Revenue/expenditure data provided in the three surveys were entered into an input-output economic modeling tool, IMPLAN. The IMPLAN model includes custom trade flows and multipliers for Boulder County, allowing for localized analysis on the churn of dollars in the Boulder County economy, termed the *multiplier effect*. In the absence of estimated local purchasing coefficients (LPC) for goods, services, and labor, the BRD team deferred to the IMPLAN model for LPCs. The results analyzed include direct, indirect, and induced economic impacts for output, employment, and wages.

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[1]STEAM: Science, Technology, Entrepreneurship, Arts, and Making

DEFINITIONS

Gross Domestic Product (GDP): A measure of economic activity, GDP is the total value added by resident producers of final goods and services.

Gross Output (Output): The total value of production is gross output. Unlike GDP, gross output includes intermediate goods and services.

Value Added: The contribution of an industry or region to total GDP, value added equals gross output, net of intermediate input costs.

Company: Includes all establishments under the same responding parent entity.

Establishment: Refers to individual company locations.

Employment: Refers to headcount (full time and part time), not FTEs.

Induced: Economic activity generated through household income spending.

Indirect: Economic activity generated through the upstream or backward supply chain.

Multiplier Effect: Additional economic activity (indirect and induced) that results from direct industry activity.

VISITOR SURVEY ANALYSIS

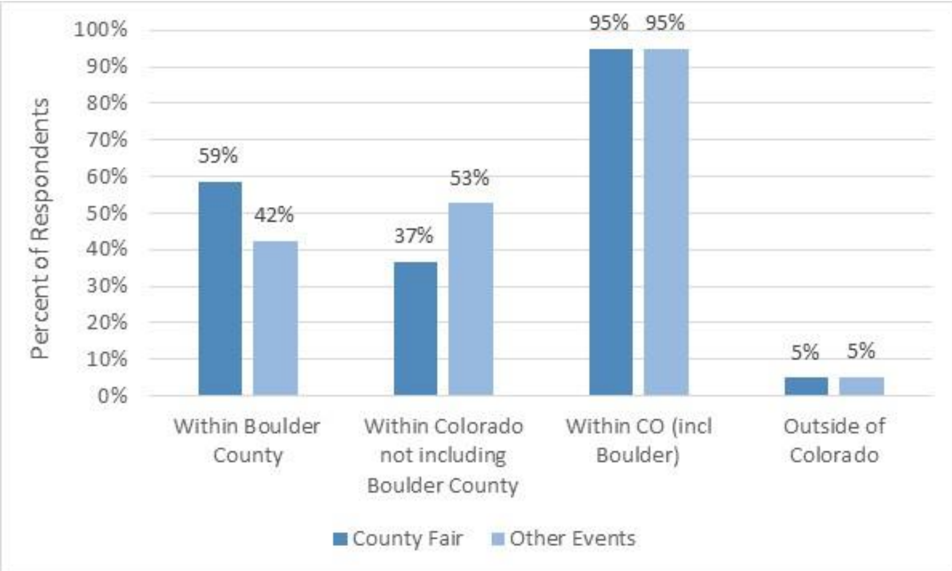
Summary

Boulder County Fairgrounds staff estimated 337,900 visitors in 2015. The county fair draws the largest number of visitors, accounting for approximately 38% of the total. According to responses from visitors approached at Boulder County Fairgrounds events in 2015, most events drew a local and regional audience. While attracting a much smaller overall number of attendees, the non-county fair events, like the quilt fair and antique shows, drew a higher percentage of out-of-town visitors than the county fair and had a higher amount of spending at the event itself. Of those attendees who stayed overnight for the event, most stayed in Longmont. Most respondents were satisfied with the fairgrounds events. However, certain key areas of improvement were suggested, including those to bathrooms, parking lots, and communications.

Area of Origin

The majority of visitors to the Boulder County Fair live within Boulder County (59% of respondents), whereas 42% of visitors to other fairgrounds events were reported as Boulder County residents.

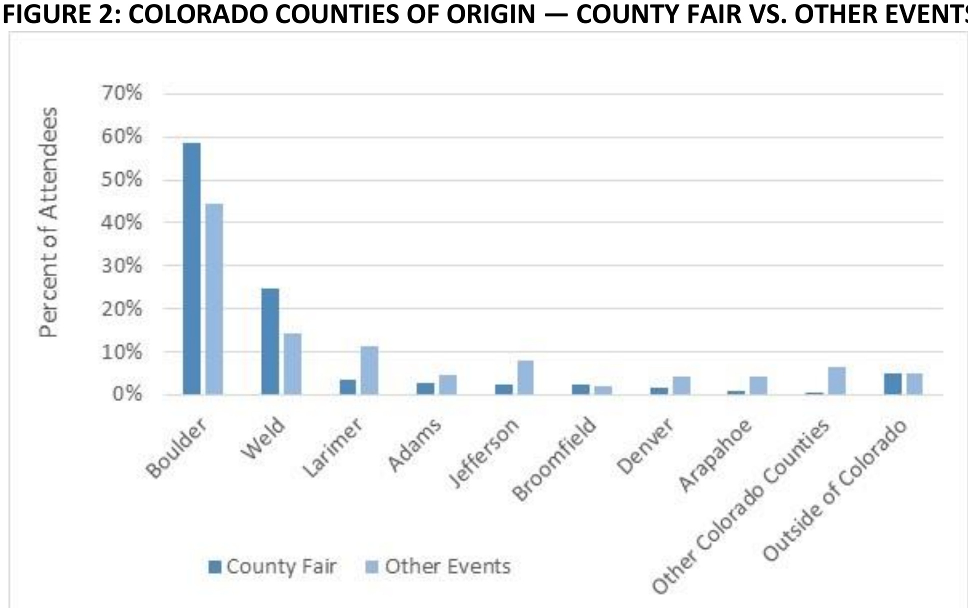
FIGURE 1: VISITOR REGION OF ORIGIN — COUNTY FAIR VS. OTHER EVENTS



n=1,661

The primary difference when looking specifically at Colorado counties of origin for attendees of the county fair versus attendees of other events at the fairgrounds is within the second- and third-most represented counties. Across the board, most attendees came from Boulder County. For the county fair, far more attendees came from Weld County than from Larimer County, whereas attendees from those two counties who attended other events were almost equal.

FIGURE 2: COLORADO COUNTIES OF ORIGIN — COUNTY FAIR VS. OTHER EVENTS

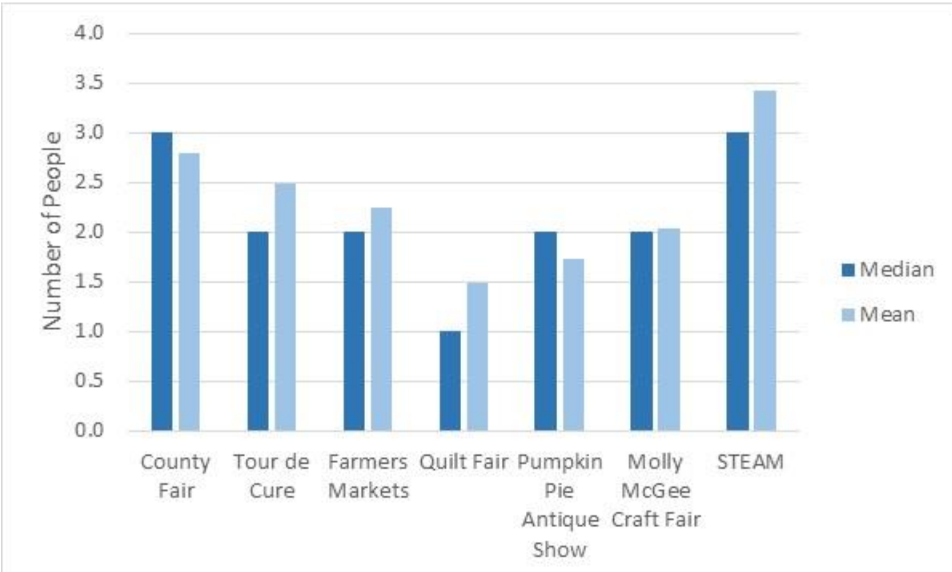


n=1,661

Group Size

The average group size for all surveyed events was 2.7 people, while the median group size was 2, skewed by the volume of relatively larger groups at the Boulder County Fair. The Boulder County Fair averaged 2.8 people while all other events surveyed averaged 2.3 people.

FIGURE 3: AVERAGE VS. MEDIAN GROUP SIZE REPORTED BY VISITORS ATTENDING FAIRGROUNDS EVENTS



n=1,658

Out-of-Town Visitors

Nonresidents whose primary purpose included the fairgrounds event represented a minority of visitors surveyed. Nineteen percent of visitors surveyed during the Boulder County Fair were both from outside Boulder County and visited Longmont primarily for the fair. This percentage was higher for the other surveyed events (40%). Combined, 25% of visitors surveyed were from outside Boulder County and were visiting Longmont primarily for the event. The composition of event offerings impacts the visitor draw (local versus non-local).

Across all events, 5% of respondents had never been to Longmont prior to that day's event. Boulder County Fairgrounds events elicited few new visitors to the city. Overall, 3% of individuals surveyed were from outside Boulder County, were visiting Longmont specifically for the event, and had not visited Longmont prior. The percentage was slightly higher for events that drew from a broad region, such as Tour de Cure (8% surveyed), than for events that targeted a local interest, such as the farmers markets.

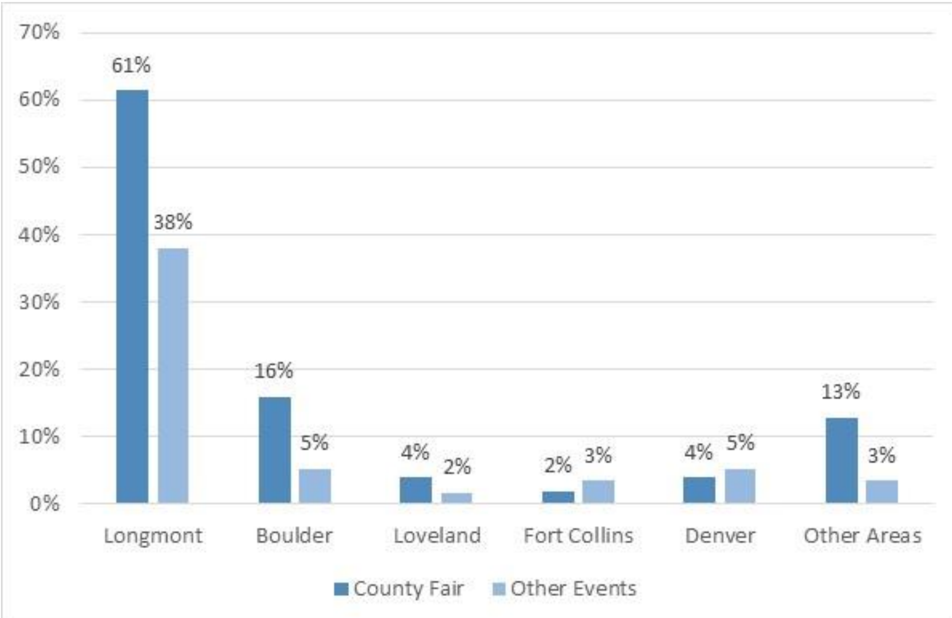
Lodging during Fairground Events

About 8.1% of visitors surveyed indicated staying away from home for at least one night during their visit. Slightly more respondents from other events (9%) planned to spend at least one night away from home than county fair respondents (8%). Fewer visitors surveyed whose primary purpose for visiting Longmont included the event (4.1%) stayed away from home overnight.

For all events, 53% of those staying away from home had accommodations in Longmont. A higher percentage of overnight county fair visitors stayed in the city of Boulder (16% of respondents) versus only

5% of overnight visitors to other events. Overnight visitors also stayed in other areas not listed in the survey answer options (9% overall).

FIGURE 4: LODGING LOCATION FOR OVERNIGHT VISITORS



n=159

Fairgrounds Spending

Spending by residents and non-residents averaged $18.36 per person on site at the fairgrounds during the events. Spending on-site during the fair was lower per person than during the other events surveyed, and on-site spending by non-residents exceeded spending by residents. Planned average spending per person for non-residents of Boulder County totaled $34.53 for all events surveyed. For people visiting Longmont for the primary purpose of going to the fairgrounds event, average spending per person totaled $40.58.

Across all events, the average anticipated spending by attendees was highest for lodging, followed by retail, other purchases, and groceries.

TABLE 1: PER PERSON SPENDING PER DAY BY ATTENDEES AT EACH EVENT

Category	Percentage
Lodging	33%
Retail	13%
Groceries	12%
Other	12%
Transportation	8%
Entertainment	7%
Dining	7%
Services	7%

Spending Impact

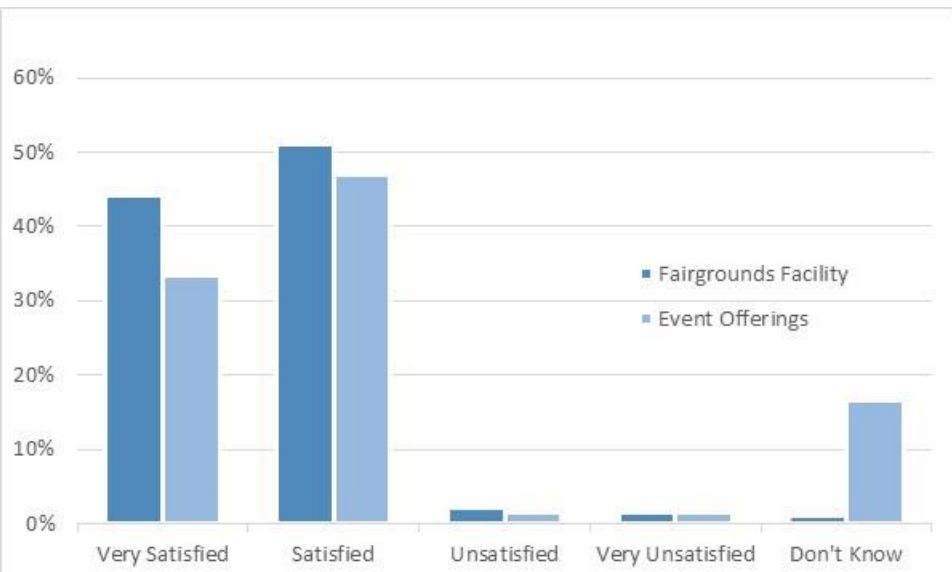
Based on on-site daily spending for the Boulder County Fair and all other events, on-site spending by visitors was estimated at $7.5 million. Additional community spending by visitors was estimated at $561,000.

Fairgrounds Satisfaction

Most respondents expressed satisfaction with the Boulder County Fairgrounds. The percentage of respondents who were unsatisfied with the facilities totaled 4% and the percentage who were unsatisfied with the yearly event offerings at the venue was 3%. A total of 17% of respondents across all events answered "Don't Know" regarding their satisfaction with the fairgrounds' calendar of events.

Satisfaction was similar between the Boulder County Fair and other events. Approximately 95% of Boulder County Fair respondents expressed satisfaction (very satisfied and satisfied) with the facility compared to 96% for other events combined. A total of 82% of Boulder County Fair respondents expressed satisfaction with event offerings through the year compared to 77% for all other events. A greater percentage of other event attendees were uncertain about their satisfaction with other event offering than Boulder County Fair attendees (21% versus 15%), suggesting that many of these attendees are unaware of the breadth of event offerings at the facility.

FIGURE 5: VISITOR SATISFACTION WITH FAIRGROUNDS FACILITIES AND EVENTS



n=1,691

Additional Visitor Suggestions

When asked about their level of satisfaction, only 4% of fairgrounds visitors who completed the survey were less than satisfied with the facilities and 3% were less than satisfied with event offerings. However, 37%, or 588, of all survey participants submitted suggestions for improvements.

The five most frequently mentioned improvements (in order) include:

1. Enhance the attractions at the county fair.
2. Improve the information and promotion of all events at the fairgrounds, especially the county fair.
3. Pave the parking lots and any other actions that can help control the dust.
4. Install additional seats and tables in the shade.
5. Increase bathroom maintenance during the county fair.

See Appendix 1 for more detail on fairgrounds improvement suggestions.

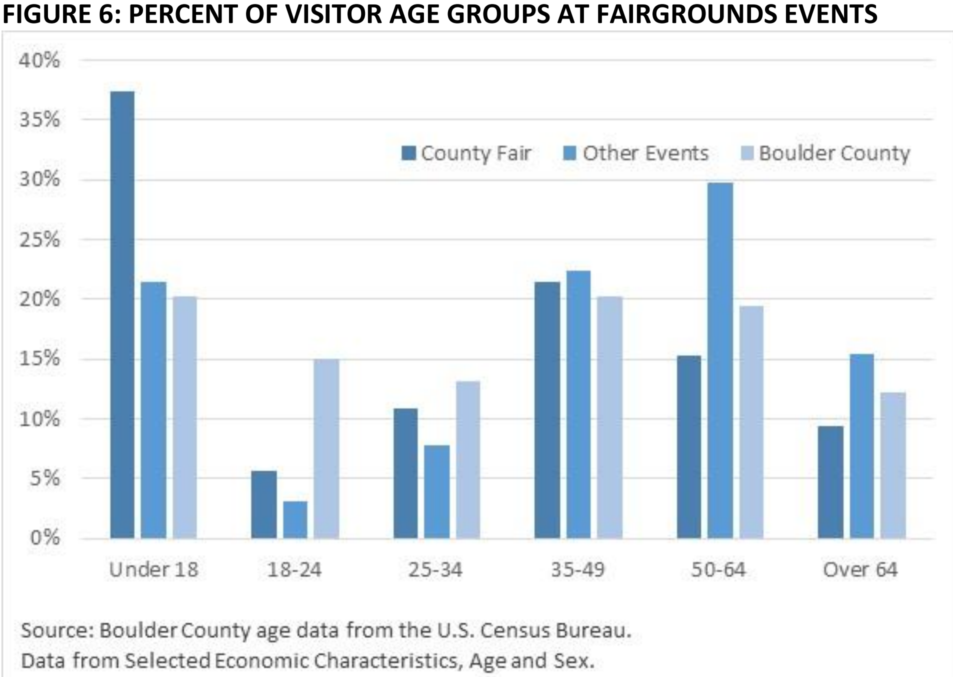
VISITOR DEMOGRAPHICS

Age

Differences exist among age groups represented at the county fair versus other events held at the fairgrounds. The county fair draws a much younger crowd than farmers markets, craft fairs, and antique shows. The largest age group at the fair was the under-18-years category (37% of respondent group). In contrast, the largest group at the other fairgrounds events surveyed was the 50–64 age group (30%).

The Boulder County Fairgrounds events drew a younger audience than the demographics of Boulder County. This is mostly attributed to the under 18 age cohort attending the Boulder County Fair. The representation of 18-24 year olds was lower than area demographics for both the Boulder County Fair and other events.

FIGURE 6: PERCENT OF VISITOR AGE GROUPS AT FAIRGROUNDS EVENTS

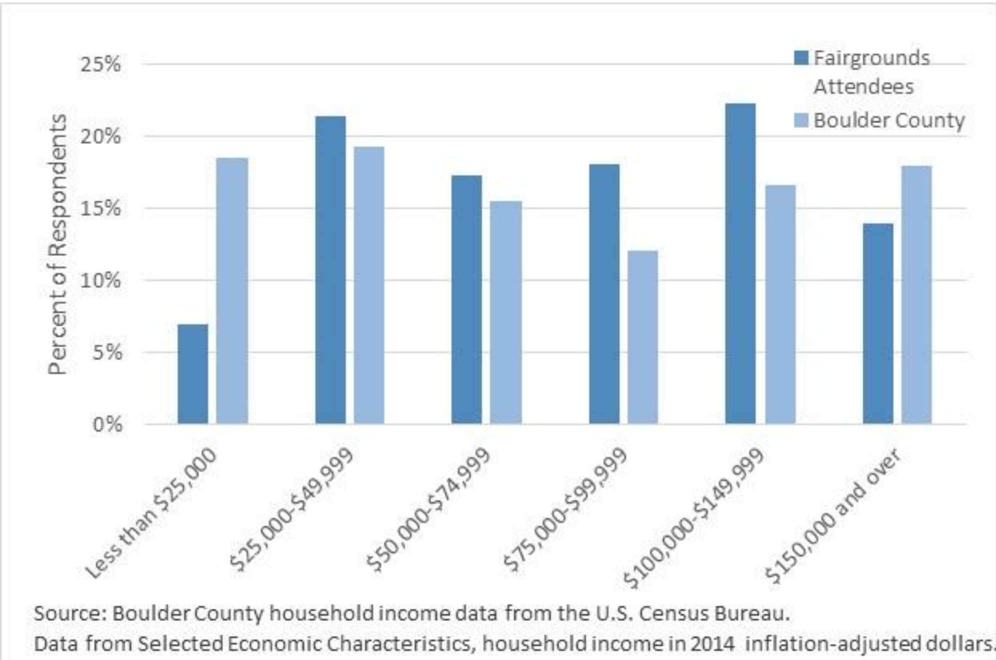


n=1,684

Household Income

Across all events, visitors to the Boulder County Fairgrounds represented a broad distribution of annual household income. The household income of surveyed attendees was similar to Boulder County, with fewer households earning less than $24,000 and more households earning $75,000-$149,000 than the overall county population.

FIGURE 7: ANNUAL HOUSEHOLD INCOME OF VISITORS TO ALL FAIRGROUNDS EVENTS



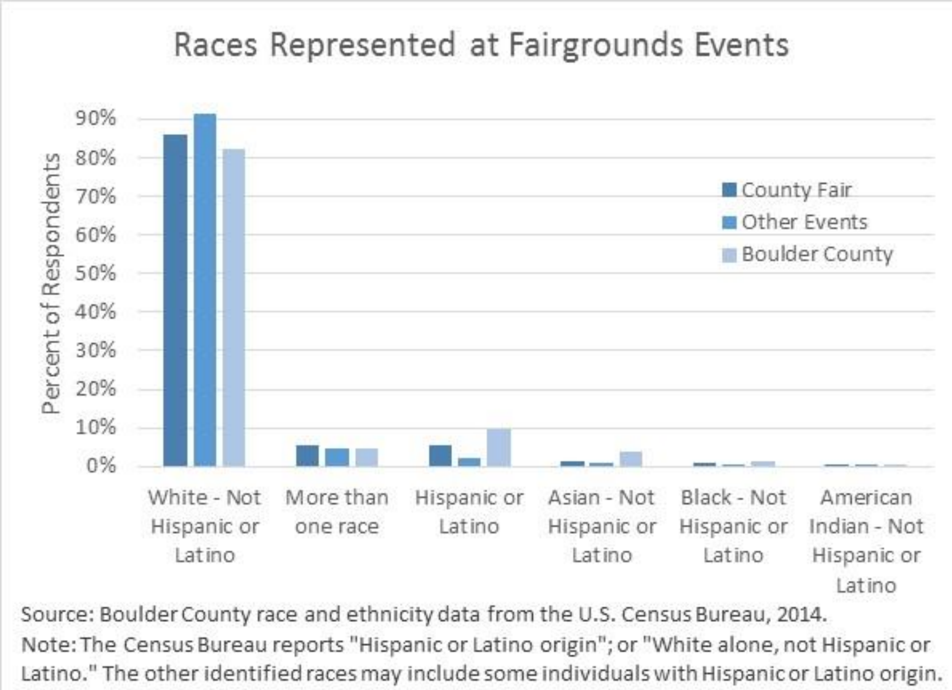
n=1,118

Race/Ethnicity

The large majority of attendee respondents across all fairgrounds events were White (87%), followed by "more than one race" (5%), Hispanic (4%), Asian (1%), Black (1%), and American Indian (1%). (Respondents indicated their own race/ethnicity, not the race/ethnicity of each group member.)

Attendees to Boulder County Fairgrounds events closely resembled the race/ethnicity profile of Boulder County.

FIGURE 8: RACE/ETHNICITY REPRESENTED AT FAIRGROUNDS EVENTS



N=1,601

VENDOR SURVEY ANALYSIS

Summary

Boulder County Fairgrounds staff estimated 831 vendors in 2015 based on estimates from event managers. Fairgrounds vendors tended to be from the Front Range. Across all fairgrounds events, out-of-town vendors staying overnight away from home tended to stay in Longmont, followed by Loveland. Vendors at the fair tended to spend more money during their visit to the area than other event vendors, with lodging and going out to eat the largest spending categories.

Vendor Events

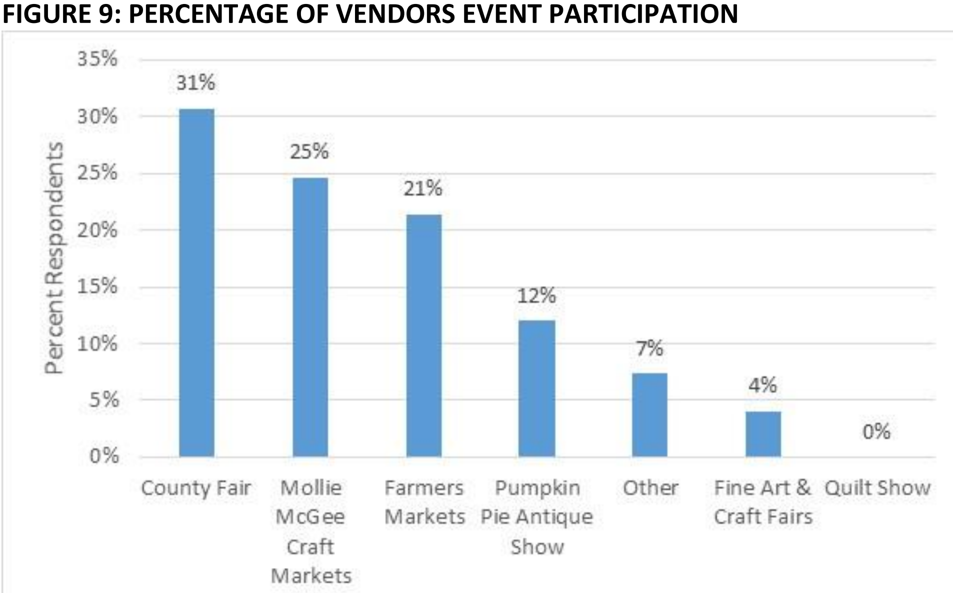
Boulder County Fairgrounds staff provided vendor participation totals by event. Overall, staff reported 831 vendors across 11 events. Some events, such as the farmers markets, were multi-week events.

TABLE 2: EVENT VENDORS

Event	Number of Reported Vendors
Mollie McGee Craft Markets	180
Handweaver Guild	124
Home & Garden Show	113
Pumpkin Pie Antique Show	86
County Fair	77
Colorado Quilt-A-Fair	71
Farmers Markets	71
STEAM	70
Boulder County Fine Art & Craft Fairs	23
American Diabetes Tour de Cure	16
Total	831

Of the respondents who completed the vendor survey, many participated in more than one event. Most were participants in the Boulder County Fair, the Molly McGee craft markets, and the Boulder County farmers markets, respectively.

FIGURE 9: PERCENTAGE OF VENDORS EVENT PARTICIPATION

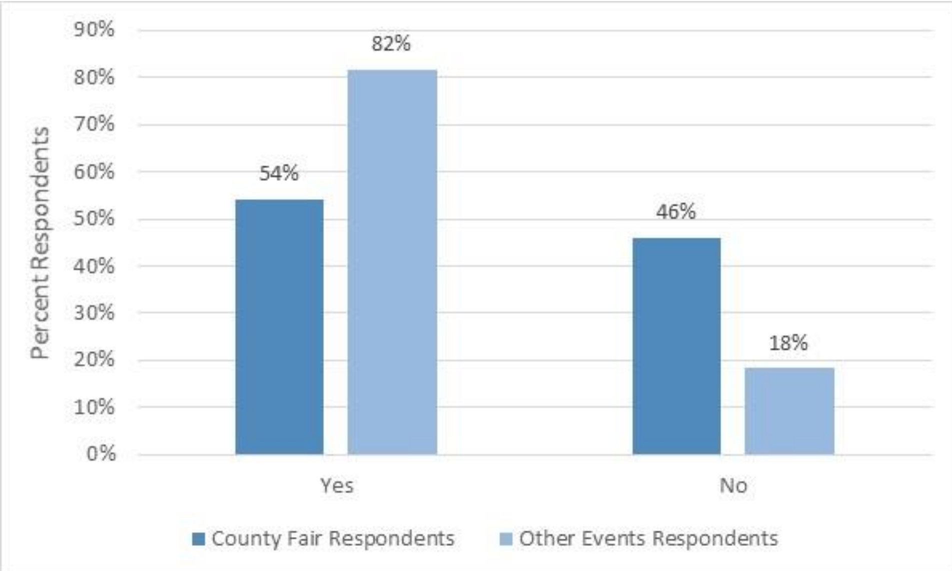


n=150

Prior Participation

Slightly over half of the responding vendors exhibiting at the county fair had exhibited there before 2015, whereas 82% of responding vendors at other fairgrounds events were return exhibitors.

FIGURE 10: VENDORS EXHIBITING AT FAIRGROUNDS EVENTS PRIOR TO 2015

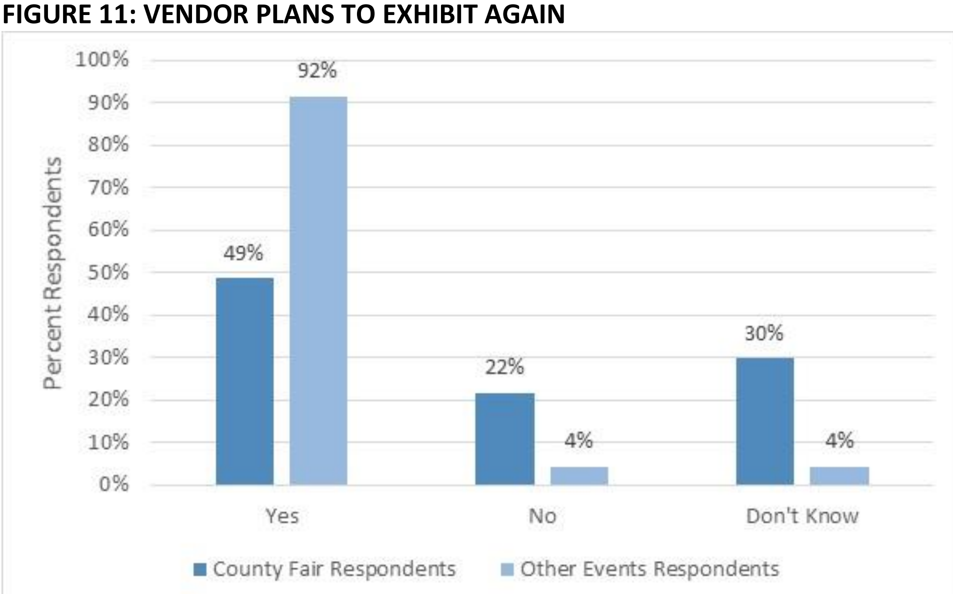


n=108

Future Participation

Of the 108 vendors who responded to the question about whether they would likely exhibit again at the fairgrounds, 49% of county fair vendors and 92% other event vendors indicated they would likely exhibit again.

FIGURE 11: VENDOR PLANS TO EXHIBIT AGAIN



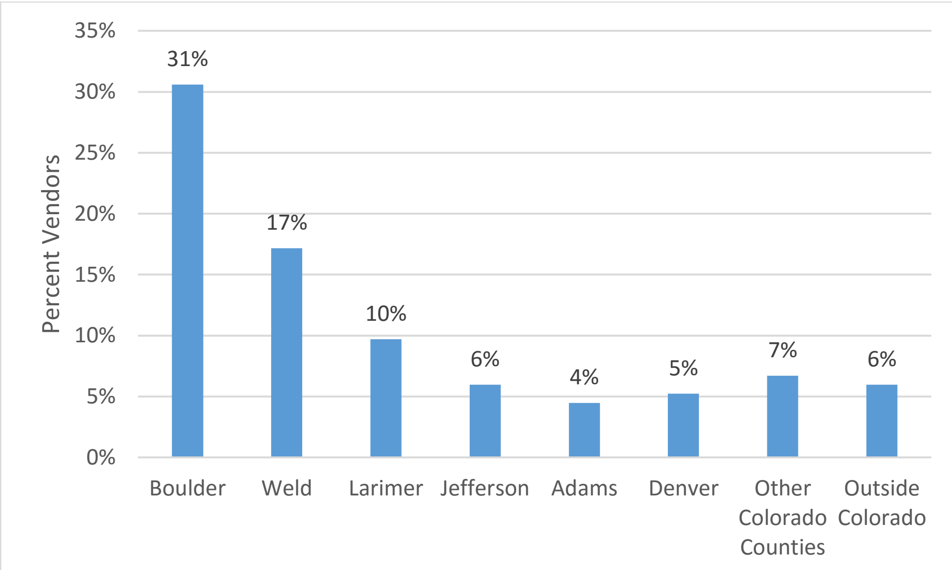
n=108

Of those respondents who did not plan to return to exhibit at the county fair, more than half indicated that their decision was due to a lack of attendance (six respondents). Lack of return on investment, poor fairgrounds management, too far from residence, and no longer in business were the other reasons given by respondents (one respondent each). For more detailed responses, please see Appendix 1.

Vendor Location

Vendor ZIP codes were used to reference vendor resident cities, counties, and states. Ninety-four percent of all vendor respondents across all fairgrounds events were from Colorado and primarily from Boulder and Weld counties, followed by Larimer, Jefferson, Denver, and Adams.

FIGURE 12: FAIRGROUNDS VENDOR COUNTY OF ORIGIN – ALL EVENTS COMBINED



n=134

Group Size

The average group size for all vendors surveyed was 2.3 people. The Boulder County Fair averaged 3.2 people while all other events surveyed averaged 1.9 people.

Out-of-Town Vendors

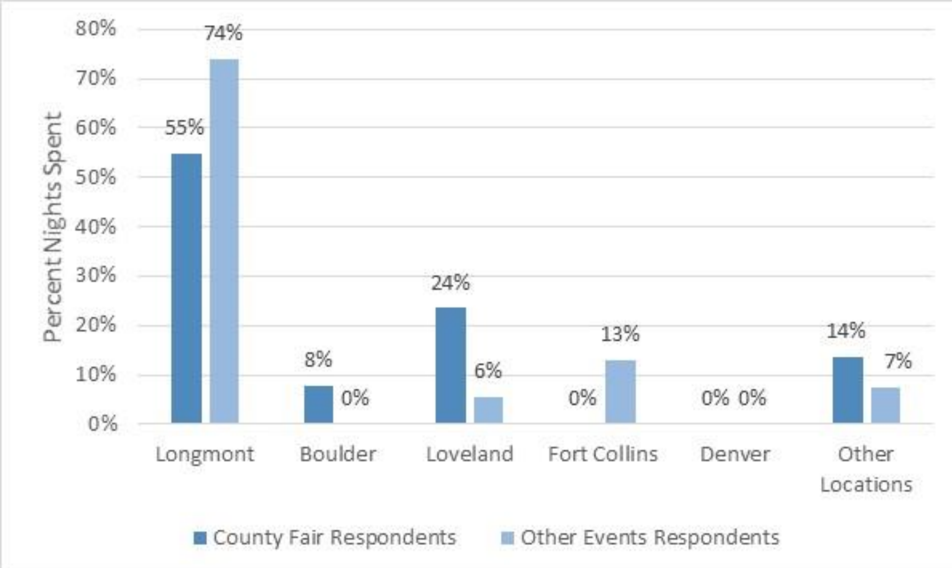
Non-residents whose primary purpose included the fairgrounds event represented a minority of vendors surveyed. Forty percent of vendors surveyed during the Boulder County Fair were from outside Boulder County and visited Longmont primarily for the purpose of the event.

Most vendors had visited Longmont prior to the event. For 12% of the vendors surveyed, it was their first visit to Longmont. Boulder County Fairgrounds events elicited few new vendors to the city. Overall, 9.5% of vendors surveyed were from outside Boulder County, were visiting Longmont specifically for the event, and had not visited Longmont prior.

Lodging during Fairground Events

About 17.5% of fairgrounds vendors indicated they spent one or more nights away from home during their fairgrounds event. Longmont received the most overnight visitors and lodging nights. Although Boulder is the nearest city in the Longmont area (15 miles from Longmont), it received fewer overnight stays from vendors compared to Loveland (17.3 miles) and Fort Collins (40.7 miles). Fifteen percent originated from outside Boulder County, visited Longmont specifically for the event, and planned to stay overnight away from home.

FIGURE 13: LODGING ROOM NIGHTS BY LOCATION FOR OUT-OF-TOWN VENDORS



n=22

Fairgrounds Spending

Spending by resident and non-resident vendors averaged $30.88 per group on-site at the fairgrounds during the events. Planned average spending per person for vendors who were non-residents of Boulder County totaled $133 for all events surveyed. For people visiting Longmont for the primary purpose of vending at the fairgrounds event, average spending per person totaled $149 in the Longmont area.

Across all events, the average anticipated spending by non-resident attendees was highest for lodging, followed by entertainment, transportation, and retail.

TABLE 3: PER PERSON SPENDING PER DAY BY VENDORS AT EACH EVENT

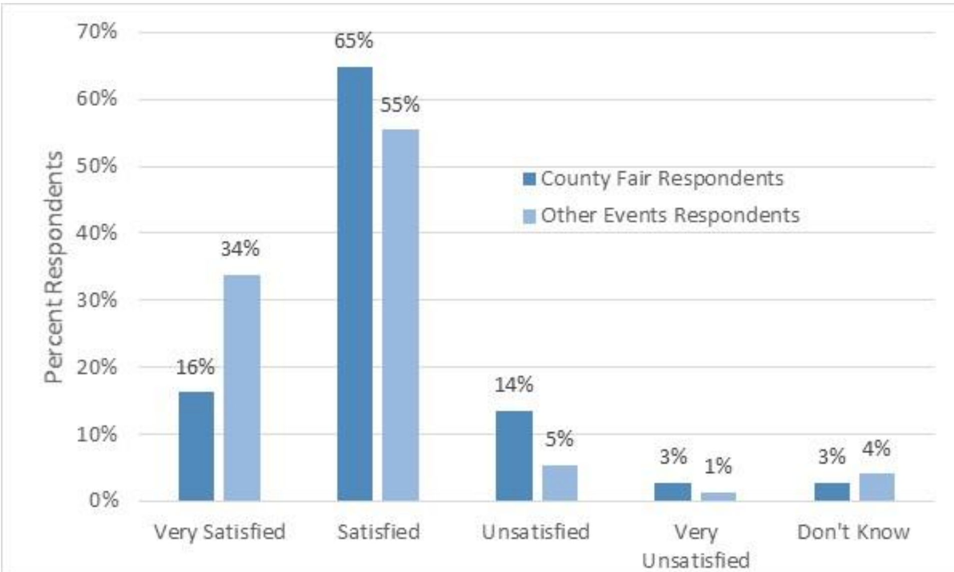
Category	Percentage
Lodging	47%
Transportation	10%
Retail Stores	10%
Served Food & Drinks	9%
Entertainment	9%
Groceries	5%
Commercial Services	4%
Other	2%

Based on total on-site daily spending by vendors, on-site spending by vendors is estimated at $25,600. Additional community spending by non-resident vendors is estimated at $187,600.

Fairgrounds Satisfaction

Overall, vendors indicated satisfaction with the Boulder County Fairgrounds (86% of respondents from all events). Vendors at the Boulder County Fair appeared slightly less satisfied (81% satisfaction) with the fairgrounds facility than vendors at other fairgrounds events (89% satisfaction).

FIGURE 14: VENDOR LEVEL OF SATISFACTION WITH FAIRGROUNDS FACILITIES



n=111

A total of 94 vendor comments suggested improvements at the Boulder County Fairgrounds during 2015 summer and fall events. The suggestion mentioned most often was to improve the bathrooms (28% of all suggestions from vendors), focusing primarily on adding facilities closer to the farmers markets. The second-most frequently mentioned suggestion was to improve the information and promotion for the events (24%) across all fairgrounds events, especially the county fair. Parking shortfalls were another concern mentioned by fairgrounds vendors (20%), followed by enhancing attractions at the county fair (11%); increasing the fairgrounds' eCommerce capacity through enhancements to the WiFi, cellular, and electrical capacity (6%); and managing the temperature at the facility (6%). (Details in Appendix 1.)

OPERATING EXPENDITURE DATA

The Boulder County Fairgrounds encompasses 83 acres of Boulder County property, surrounded by the City of Longmont, along Colorado's northern Front Range. The site includes 404,420 square feet of building space and 547,177 square feet of parking lots. Additionally, the site has 96 camp sites.

Construction

Boulder County Fairgrounds reported minor construction activities consisting of renovations and repairs that totaled $58,600 in FY2013, $104,000 in FY2014, and nearly $79,600 in FY2015.

Operations

The Boulder County Fairgrounds operating expenditures (labor, benefits, general operating expenditures) totaled $651,000 in FY2015. Of the direct, non-labor expenses, nearly 89% were paid to firms in Colorado, 63% to firms in Boulder County, and 54% to firms in Longmont.[2]

Employees (Off-Site)

The greatest single expense for the fairgrounds was labor. Employee costs (salary and benefits) exceeded $530,000 in FY2015, of which 31% was benefits. Employees economically impact communities in which they reside through consumer activities. The gamut of consumer activity is broad, including groceries and restaurants, vehicle and heating fuel, insurance and investments, health care and hair salons, and endless others. Consumers spend their earnings primarily in their home communities, and thus expenditures are assigned to these communities. Of the fairgrounds direct employees, 88% live in Boulder County, and 63% live in the city of Longmont.

ECONOMIC IMPACT

The Boulder County Fairgrounds generates $9.4 million in economic activity in the Longmont area (Boulder County) through on-site purchases during events and through community retail sales, dining, entertainment, overnight visitors, and other related activities. However, much of this activity stems from local visitors making local purchases. This local churn is excluded because those individuals would otherwise be spending their disposable personal income in the local economy on other goods and services. Removing local visitor purchases, the Boulder County Fairgrounds generates $4.2 million in direct economic activity in the Longmont area.[3]

This local spending grows as money gets spent and respent in a community (i.e., the multiplier effect). The economic benefits associated with the fairgrounds totaled $6.9 million in 2015. More than $4.4 million of the total was in value added. The employment impact is estimated at 74 workers. Total income to Colorado workers is estimated at $3.1 million.

TABLE 4: ECONOMIC IMPACT

Impact Type	Employment (Workers)	Labor Income ($ Millions)	Value Added ($ Millions)	Output ($ Millions)
Direct Effect	51.9	$2.0	$2.7	$4.2
Indirect Effect	10.9	$0.6	$0.8	$1.3
Induced Effect	11.4	$0.5	$0.9	$1.3
Total Effect	74.2	$3.1	$4.4	$6.9

[2]These percentages are based on the ZIP code to which checks were mailed. In some cases, goods and services may have been provided by a local vender, but paid to company headquarters in another state.

[3] After adjusting retail spending for margins, which excludes the cost of goods sold.

CONCLUSION

The two purposes of the Boulder County Fairground study were to quantify the economic impact of the fairgrounds and to gauge perceptions of facilities and programming.

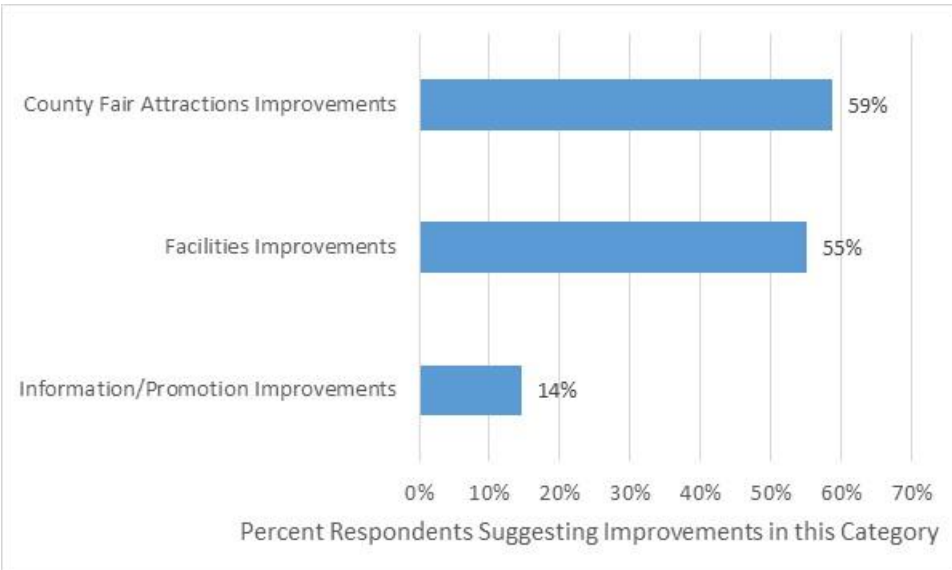
The Boulder County Fairgrounds events elicit community spending from locals and visitor spending from individuals outside Boulder County. Spending in the Longmont area due to the fairgrounds was estimated at $9.4 million in 2015 through on-site purchases during events and through community retail sales, dining, entertainment, overnight visitors, and other related activities. Facility spending, vendor spending, and spending by non-locals generated $6.9 million in economic activity in the Longmont area, including the multiplier effect.

Overall, visitors and vendors expressed satisfaction with the fairgrounds facilities and offerings. About 95% of visitors reported being satisfied or very satisfied with fairgrounds facilities and 80% were satisfied or very satisfied with fairgrounds offerings. A total of 86% of vendors were satisfied or very satisfied with fairgrounds facilities. Critiques came from both visitors and vendors. The primary critique from visitors revolved around attractions during the fair, information and promotion of events, and parking and parking lots. The main critique from vendors centered on bathroom availability, information and promotion of events, and parking.

APPENDIX 1: FAIRGROUNDS IMPROVEMENT SUGGESTIONS

According to the 94 vendor comments and 820 visitor comments, the Boulder County Fairgrounds improvements most frequently mentioned were: investing in higher quality attractions and entertainment at the county fair (59% of respondents suggested improvements in this category), making fairgrounds facilities improvements (55%), and overhauling the fairgrounds communications program, including all information and promotional efforts (14%).

FIGURE 15: TOP THREE IMPROVEMENT CATEGORIES IDENTIFIED BY FAIRGROUNDS VISITORS AND VENDORS COMBINED



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Since the Boulder County Fair is the flagship event of the venue, improvements that directly impact this event may also increase the success of other events held at the fairgrounds.

The top facility improvements reported by respondents are those that create an inviting and comfortable atmosphere. The most frequently mentioned concern among visitors was the need to improve the parking at the fairgrounds (35% of visitors who made improvement suggestions regarding the physical facility commented on this), with particular focus on paving the parking lot to increase the number of spaces, and reduce the dust and chaos. The next most frequently mentioned area of concern among visitors was the need to provide more shade and more seating (26%), preferably more seating that is located in the shade. Also frequently reported by respondents was the condition of the bathrooms (21%), specifically the need to improve maintenance during the county fair and provide additional bathrooms in closer proximity to the farmers markets.

For vendors, the condition of the bathrooms was the most frequently mentioned concern (stated by 50% of vendors who provided suggestions for the facilities), followed by the parking lots (36%).

A number of comments were also made regarding improvements that, together, would increase eCommerce capacity (9% of visitor respondents and 13% percent of vendor respondents). Most of these focused on the need for WiFi internet access, although there were also a few requests for improved cellular service and enhanced capacity for vendors' electrical needs.

Enhancing the quality and improving the distribution of the rides, games, and music throughout the fair not only offers better direct entertainment for each visitor, but will draw more visitors to move throughout the venue. This will increase the perceived and real excitement to be experienced at the fair, and enhance the revenue opportunities for vendors. These sentiments were mentioned frequently by survey participants from both the visitor and vendor populations. Of the fair attractions improvements, a number of both visitors and vendors suggested that the number and quality of live events be increased, such as concerts, comedy, and poetry positioned throughout the venue (19% of vendors, 24% of visitors). Also, both sets of respondents mentioned a need for more, new, or better exhibitors or vendors (20% of vendors, 16% of visitors). In contrast, a much higher percentage of vendor respondents compared to visitor respondents were concerned about the high prices and inadequate food options. Other notable areas of improvement include carnival rides, animal exhibits and activities, and kid-focused activities.

FIGURE 16: PERCENT SUGGESTING IMPROVEMENTS TO VARIOUS ASPECTS OF THE COUNTY FAIR ATTRACTIONS

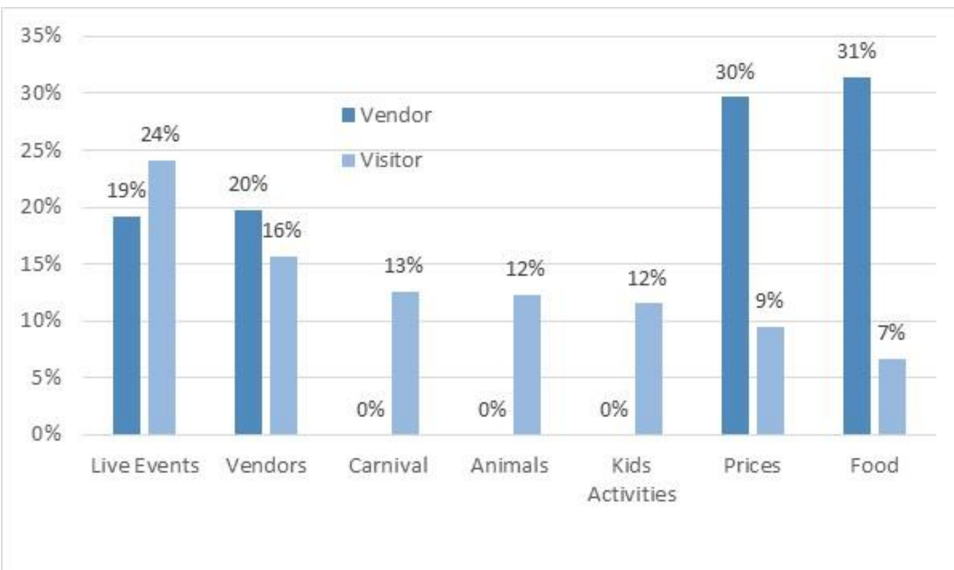

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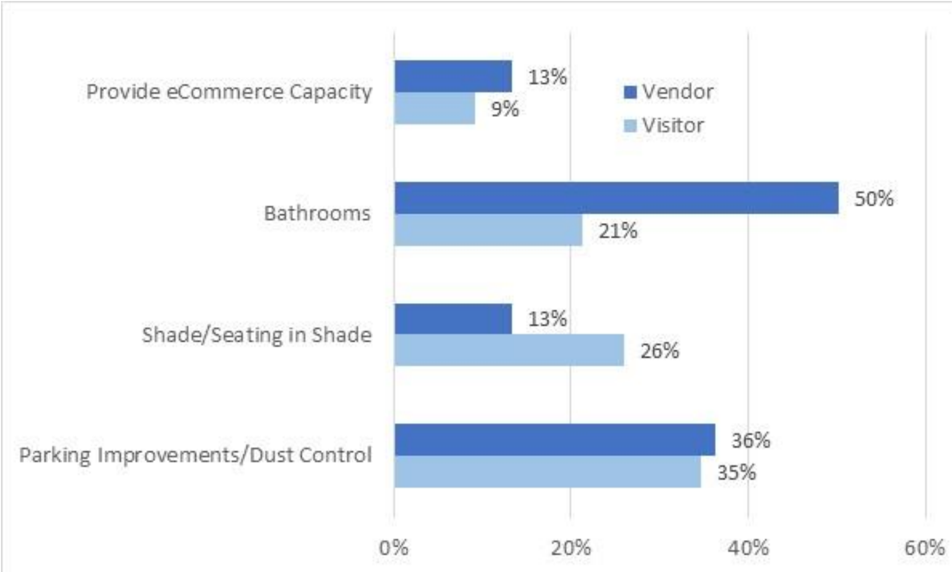
FIGURE 17: PERCENT SUGGESTING IMPROVEMENTS TO VARIOUS ASPECTS OF THE FACILITIES



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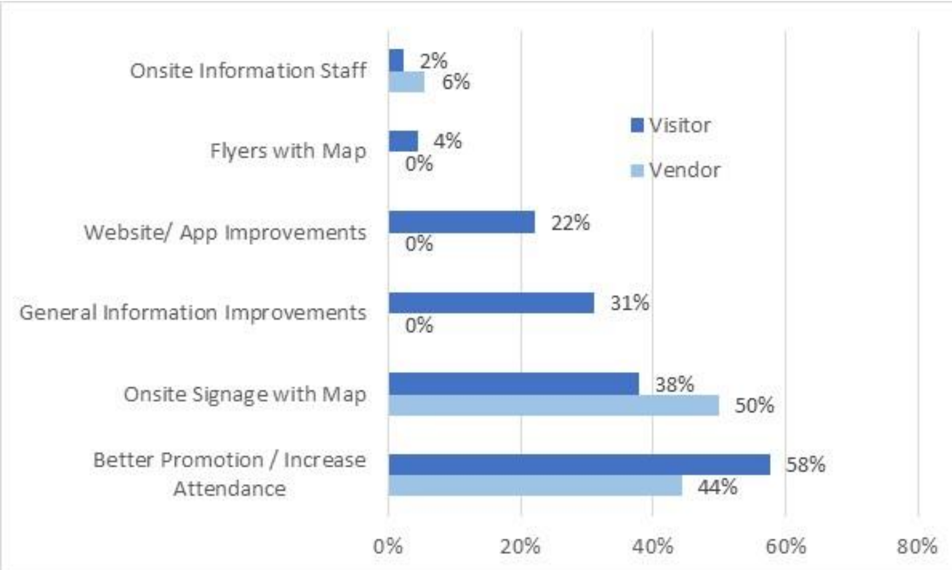
Before arriving at an event, many people begin their experience via informational portals, such as the website and other promotional channels. According to fairgrounds visitor and vendor comments, visitors are frustrated that the fairgrounds website is slow, inaccurate (especially regarding schedule changes), and difficult to navigate. In addition, many survey respondents from both vendor and visitor populations complained about the lack of foot traffic at the events, especially at the county fair. Two major reasons for the lack of foot traffic were identified by participant comments: first, a lack of promotional effort and second, a lack of exciting attractions at the fair. Participants from both sets of respondents (visitors and vendors) complained that it was difficult to find information about events at the fairgrounds and indicated a need to better inform the local residents about, and encourage them to attend, the events.

Many of the vendors who do not plan to exhibit at the fairgrounds again were those exhibiting at the fair and primarily gave reasons related to lack of attendance and return on investment for not exhibiting in the future. Improving the whole fairgrounds communications program and eCommerce capacity will directly enhance the value for fairgrounds vendors, and obviously, anything that enhances the experience for the visitors, such as better attractions and better facilities, will indirectly benefit the vendors as well.

FIGURE 18: PERCENT SUGGESTING IMPROVEMENTS TO VARIOUS ASPECTS OF FAIRGROUNDS INFORMATIONAL EFFORTS



n=63