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Seattle Center Long Range Master Plan - Phase III Final Report, Executive Summary, Economics

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Harrison Price Company

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SEATTLE CENTER

LONG RANGE MASTER PLAN

PHASE III

FINAL REPORT

EXECUTIVE SUMMARY: ECONOMICS

AUGUST 15, 1988



PREPARED BY

Walt Disney Imagineering

In A Joint Venture With

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In Association With

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89



SEATTLE

C E N T E R



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SEATTLE CENTER

LONG RANGE MASTER PLAN

INTRODUCTION

Spread over some 75 acres in the heart of Seattle, Washington is the unique conglomeration of cultural, public assembly, and entertainment facilities jointly known as Seattle Center. The complex, a legacy of the 1962 World's Fair, is the city's premier leisure destination as well as a major conference and exhibition venue. Though still a powerful force in the regional marketplace, it has not been immune to the ravages of time and intensive public use while, at the same time, newer and more glamorous rivals threaten to pare off a liberal slice of its attendance and event base. Symptomatic of the problems confronting Seattle Center is the relentless increase in building maintenance and administrative service requirements that has occurred over the past several years. Despite their cost in manpower and financial resources, these corrective measures have failed to compensate for the flaws inherent in the physical plant. The gap between income and expenses has consequently continued to widen, with the annual operating deficit now approaching \$4 million. In addition, the backlog of

deferred maintenance and needed capital improvements has been estimated at some \$65 million over the near term and will grow to \$150 million over the longer term, representing expenditures required simply to preserve the status quo with no likelihood of improved competitive position or operating performance.

Recognizing that concerted remedial action is imperative if the Center is to endure and prosper in the future, the City of Seattle retained Walt Disney Imagineering, Inc. and Harrison Price Company to prepare a master conceptual and economic development plan for Seattle Center that would identify a mix of facilities and activities enabling greater competitive strength, enhanced service to the community, and a better financial result. The work program, initiated in December 1987, was divided into three phases. Phase I encompassed a thorough examination of the physical condition, attendance and use characteristics, and financial performance of Seattle Center buildings and grounds, together with extensive surveys of Seattle area residents as to their perceptions of and aspirations for the Center. Interviews were also conducted with management of all major user organizations and many public officials as well as representatives

of the community at large. With this data base established, Phase II then began to define conceptual alternatives, including associated attendance projections, culminating in the presentation of three options, each focusing on a different philosophy of development. The Seattle City Council subsequently approved one of those options—known as the “Regional Family Entertainment Center” concept—for further study and articulation in Phase III. This third and final phase of the work program included a series of public workshops on programming, transportation and design, and economics, which brought together a wide range of interests and expertise in these critical aspects of the master plan.

This report summarizes the findings of Phase III as presented in a separate, detailed report. It is in part a synthesis and refinement of all previous phases of work and in part an assessment of the economic implications of the design concept as developed by Walt Disney Imagineering, pictorial and narrative descriptions of which have been submitted under separate cover. Following this introduction, the study’s principal findings and conclusions are highlighted, including attendance projections and demand for key visitor services, operating revenue and expenses for all component facilities, and an analysis of the expected capital cost of the redevelopment program.

The study is a product of a joint venture between Walt Disney Imagineering, Inc. as conceptual designer, represented by Juliann Juras and Gordon Hoopes, and Harrison Price Company as economic consultant, represented by Harrison A. Price and Nicholas S. Winslow. In the capacity of subcontractors, Peter Moy & Associates and Sharon J. Dalrymple

provided analytical support.

The conclusions reached in this report are based on the study team’s present knowledge of the Seattle market and competitive environment as of completion of field work in March 1988. As in all studies of this type, projected results are predicated on competent and efficient management of the Center’s component attractions and presume no significant difference in competitive position from that set forth in this and previous reports. Since annual operating results are based on estimates and assumptions that are subject to an indeterminate amount of uncertainty and variation, particularly at this early stage in the planning process, they are explicitly not represented as results that will actually be achieved. Financial estimates, furthermore, reflect the physical plan independently developed by Disney Imagineering. Just as the physical plan is illustrative and suggestive only and is not intended as a definitive design statement (a task which will fall to the architect selected for the project), the economic analysis is likewise preliminary in the sense that any changes in the mix, size or programming of facilities will have financial consequences that are not reflected here. Finally, the study does not include the possible impact of government restrictions on the subject development except those identified in the report.

The study team wishes to express its deep appreciation to the many organizations and individuals in the City of Seattle who generously donated their time and assistance in completing the work program.

EXECUTIVE SUMMARY

Briefly highlighted in the pages to follow are the principal findings and conclusions of the Phase III consulting program. No attempt is made here to provide supporting documentation or to present detailed findings, which are fully set forth in the main report. The reader is encouraged to refer to that document for explanatory comments and underlying assumptions that are not expressly identified in this summary presentation.

ATTENDANCE PROJECTIONS AND DEMAND FOR KEY VISITOR SERVICES

Attendance is a basic measure of the performance and competitive impact of any entertainment-oriented complex, and the master plan accordingly encompassed a comprehensive attendance analysis. Where applicable, attendance estimates were then converted into capacity requirements and demand for key visitor services. The following paragraphs describe principal findings:

Revised Attendance Estimates

- The existing attendance base for Seattle Center, shown in **Table ES-1**, amounts to approximately 7.2 million visits annually as of 1986. In addition to these visits, which are known to be generated by the specific facilities listed, it is estimated that as many as 800,000 unallocable visits may also be taking place, bringing the overall total to some 8 million.
- This attendance base is in serious jeopardy. Among other factors, the

Seattle Supersonics will soon vacate the Coliseum, many convention and trade show events will be lost to the new Convention Center and other competing venues, competition for food and retail business is increasing markedly, several of Seattle Center's cultural organizations have facility constraints that severely hamper efforts to expand their programs and audience, and many Center facilities are losing appeal as they become more and more outmoded and/or deteriorated. There is growing concern among the general public, meanwhile, for the safety of the Center's grounds, particularly at night. Without a comprehensive redevelopment program such as formulated in this study, a pronounced and irreversible decline in total visitation can be anticipated.

- Projected attendance under the master redevelopment plan is summarized in **Table ES-2**. As indicated, ongoing facilities in tandem with new or refurbished attractions will generate an aggregate volume of 6.7 to 7.7 million visits through the first four phases of the plan, before allowing for unallocable visits. If the size of the Coliseum is reduced to 7,500 seats, an option proposed for the final phase, combined attendance will decrease moderately to a range of 6.5 to 7.5 million.
- In short, by eliminating marginal operations and adding significant new attendance-generators, the master plan preserves the Center's existing visitor base despite liberal allowances for increased competi-

Table ES-1
EXISTING ATTENDANCE BASE
AT SEATTLE CENTER
1986

| <u>Facility</u> | <u>Total Estimated Attendance (thousands)</u> |
|---|--|
| Public Access Facilities | |
| Coliseum | 748 |
| Grounds/Mural Amphitheater ¹ | 520 |
| Opera House ² | 481 |
| Arena | 323 |
| Bagley Wright Theater | 173 |
| Northwest Rooms | 149 |
| Exhibition Hall | 134 |
| Flag Pavilion | 96 |
| Mercer Forum | 88 |
| NASA Building | 52 |
| Center House Conference Center | 41 |
| Playhouse | 31 |
| Center House Theater | 16 |
| Poncho Forum | 15 |
| PAC Hall | • |
| | <hr style="width: 10%; margin-left: auto; margin-right: 0;"/> |
| Subtotal | 2,867 |
| Privately Sponsored Facilities | |
| Space Needle | 1,159 |
| Pacific Science Center | 911 |
| Fun Forest | 400E |
| Seattle Children's Museum | 108 |
| Seattle Art Museum Pavilion | na |
| Veteran's Hall | <hr style="width: 10%; margin-left: auto; margin-right: 0;"/> na |
| Subtotal | 2,578 |

**Table ES-1
(continued)**

| <u>Facility</u> | <u>Total Estimated Attendance (thousands)</u> |
|------------------------------------|---|
| Center House | |
| Retail and Food Service Operations | 1,400E |
| Stage and Court | <u>319</u> |
| Subtotal | <u>1,719</u> |
| Total | 7,164 |

¹ Includes major festivals.

² Includes Rehearsal Hall and other miscellaneous assembly spaces.

na means not available.

E means estimated.

* Less than 100 visits.

Source: Seattle Center Finance Division, Space Needle Corporation, Pacific Science Center, and Harrison Price Company.

Table ES-2

**SUMMARY OF ESTIMATED TOTAL ATTENDANCE
UNDER THE SEATTLE CENTER
REDEVELOPMENT PROGRAM
(Stabilized Year)**

| <u>Program Component</u> | <u>Attendance Range (thousands)</u> | <u>Planning Estimate (thousands)</u> |
|------------------------------------|---|--|
| DEVELOPMENT UNIT 1 | | |
| Ongoing Facilities ¹ | 3,585-3,911 | 3,750 |
| New or Refurbished Facilities | | |
| Metro Site Complex | | |
| Family Amusement Park | 541-709 | 625 |
| Entertainment Center (increment) | 81-142 | 110 |
| Coliseum (14,000 seats) | 468-527 | 500 |
| Meeting Rooms ² | 391-446 | 420 |
| Public Program Area | | |
| Center House Programs | 332-339 | 335 |
| Theater | 56-60 | 60 |
| Seattle Children's Theater | 179-191 | 185 |
| Seattle Children's Museum | 163-169 | 165 |
| Children's Ride Area | 126-176 | 150 |
| Pavilion Ice Rink | 136-164 | 150 |
| Puget Sound Theater | 70-105 | 85 |
| Intiman Playhouse | 61-85 | 75 |
| Pacific Northwest Ballet School | <u>22-26</u> | <u>25</u> |
| Subtotal | <u>2,626-3,139</u> | <u>2,885</u> |
| TOTAL UNIT 1 | 6,211-7,050 | 6,635 |
| DEVELOPMENT UNIT 2 | | |
| Children's Play Area ³ | • | • |
| Concert Hall | 252-281 | 265 |
| DEVELOPMENT UNIT 3 | | |
| Regional Exhibition Center | 139-279 | 210 |
| DEVELOPMENT UNIT 4 | | |
| Crafts Museum | <u>70-139</u> | <u>105</u> |
| TOTAL UNITS 1-4 | 6,672-7,749 | 7,215 |
| DEVELOPMENT UNIT 5 | | |
| Coliseum (7,500 seats, net change) | <u>[164-208]</u> | <u>[190]</u> |
| TOTAL UNITS 1-5 | 6,508-7,541 | 7,025 |

¹ Includes Space Needle, Pacific Science Center, Opera House, Bagley Wright Theater, Poncho Forum, and grounds at large including major festivals and Mural Amphitheater.

² Includes Northwest Rooms, Mercer Forum, Exhibition Hall, and Public Program Area meeting facilities.

³ Included with children's rides.

Source: Harrison Price Company.

tion for selected programs, with the mid-range planning estimate of 7.2 million for Development Units 1-4 virtually identical to present experience. While the absolute volume of visitation is the same, there will be important qualitative differences in the mix of attendance favoring a more even distribution of activity over the range of seasons and over the daily operating schedule.

Implications for Supporting Facilities and Services

- A resurgence in Monorail ridership is anticipated on implementation of the Seattle Center redevelopment plan. From a current level of some 1.1 million riders, volume is projected to grow to between 1.7 and 2 million over the 10-year planning period utilized in this study. There will be a temporary dislocation of Monorail patronage while the terminal at Seattle Center is refurbished and relocated, when ridership will drop to about 1 million, but steady increases are expected thereafter in response to the Center's new image and program offerings.
- An analysis of probable attendance patterns for the aggregate of all activities at Seattle Center reveals a need for approximately 4,600 parking spaces on an average peak day, or "design day," basis (a typical weekend day in summer). Average peak requirements during the evening amount to a lesser 3,100 spaces. While there are several advantages to be gained from providing all needed parking on-site, this may not be necessary in view of the generally substantial availability of on-street spaces and commercial lots on the site periphery that absorb an appreciable portion of the Center's parking demand. The analysis has accordingly assumed that roughly 80 percent of the total requirement, or about 3,700 spaces, will be provided on-site (existing lots plus three new garages) over the course of the planning period. The parking situation should be continually monitored, however, since the future status of off-site parking is uncertain.
- Visitor spending at Seattle Center, estimated at \$5.00 per capita in constant 1988 dollars, will generate demand for some 40,000 square feet of food service area and 10,000 square feet of retail sales area. An additional increment of 5,000 square feet of sales space is estimated for arts and crafts. It is suggested that food service area be divided equally between full-service restaurants and convenience food/snack stand outlets.
- The envisioned redevelopment program will generate a net increase in Seattle Center employment of 315 full-time equivalent jobs, distributed among all component facilities as well as Seattle Center Department. This represents an increment of slightly more than 20 percent to the existing base.

ESTIMATED OPERATING REVENUES AND EXPENSES

As noted in the introduction to this report, the financial performance of Seattle Center has steadily worsened over the past several years. One of the strategic objectives of the redevelopment program, consequently, was a mix of facilities and programs that would produce more income together with capital improvements and leasing policies that would tend to reduce operating costs. The paragraphs to follow describe projected financial performance in the context of historical experience.

Historical Performance of Seattle Center

- **Table ES-3** shows the amount of General Fund (tax-supported) expenditure required over the 1982-1987 period to cover the operating deficit of Seattle Center. From a modest \$207,000 in 1982, the subsidy requirement skyrocketed to about \$3.8 million in 1987, the result of earned revenue unable to keep pace with increased costs—over the five-year period, earned revenues grew by 14 percent while expenses jumped some 40 percent. The latter gain in operating costs has been brought on by the growing maintenance burden, higher utility rates, and heightened service levels required to meet intensified competition in the marketplace.

Projections for the Redevelopment Program

- The redevelopment program, if executed under the assumptions employed in this analysis, has the

potential to produce a dramatic turnaround in the operating result. Critical assumptions are: 1) that there will be a number of new commercial leases (Family Amusement Park, Children's Ride Area, Ice Rink, and new Food and Retail Operations), which will be significant net income-generators; and 2) at the instruction of the client, that rental rates for new or redeveloped nonprofit operations will be geared to recovering the Center's full cost of maintaining and servicing these facilities. The latter is in accordance with Seattle Center's recent leasing philosophy, but is nevertheless subject to negotiation on a case-by-case basis. To the extent that it is necessary or desirable for the Center to underwrite some of these costs (a factor in part contingent on what arrangement is ultimately made relative to the funding of capital improvements to be discussed subsequently), overall financial performance will be less favorable to an indeterminate degree than estimated here.

- A consolidated statement of overall operating results for the redeveloped Seattle Center, expressed in constant 1988 dollars, is contained in **Table ES-4**. As indicated, the total deficit in Year 1 (the first full operating year for the components of Development Unit 1, previously listed in Table ES-2) amounts to approximately \$3.3 million, which compares to \$3.7 million in 1986. By Year 5 (when Development Unit 3 facilities have been completed), the deficit drops to \$1.2 million, while by the end of the planning period in Year 10 (with all five Development Units in

Table ES-3
GENERAL FUND SUPPORT
FOR SEATTLE CENTER OPERATIONS
1982-1987

| <u>Year</u> | <u>Adopted Budget</u> | <u>Adopted General Fund Support</u> | <u>General Fund Support As Percent of Budget</u> |
|-------------|-----------------------|-------------------------------------|--|
| 1982 | \$ 8,510,512 | \$ 206,645 | 2% |
| 1983 | 9,087,703 | 903,806 | 10% |
| 1984 | 13,609,306 | 2,002,723 | 15% |
| 1985 | 12,069,140 | 3,652,091 | 30% |
| 1986 | 11,945,713 | 3,610,715 | 30% |
| 1987 | 12,974,314 | 3,788,318 | 29% |

Source: City of Seattle Adopted Budgets 1982-1987 and Harrison Price Company.

Table ES-4

**SUMMARY OF CONSOLIDATED OPERATING PERFORMANCE
FOR SEATTLE CENTER**
(Thousands of Constant 1988 Dollars)

| Facility ¹ | 1986 Actual | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-----------------|-----------------|-----------------|-----------------|
| TOTAL OPERATING REVENUE | | | | | | | | | | | |
| Public Access Facilities | \$4,283 | \$2,802 | \$2,871 | \$2,963 | \$3,843 | \$4,032 | \$4,132 | \$4,183 | \$4,188 | \$4,192 | \$4,247 |
| Exclusive Use Facilities | \$1,488 | \$2,239 | \$2,740 | \$3,707 | \$3,745 | \$3,947 | \$3,996 | \$4,276 | \$4,323 | \$4,339 | \$4,384 |
| Transportation | \$2,260 | \$2,513 | \$2,644 | \$2,940 | \$3,223 | \$3,447 | \$3,674 | \$3,847 | \$3,992 | \$4,047 | \$4,333 |
| Public Space and Grounds | \$158 | \$168 | \$168 | \$168 | \$168 | \$168 | \$168 | \$168 | \$168 | \$168 | \$168 |
| Total | \$8,189 | \$7,722 | \$8,423 | \$9,778 | \$10,979 | \$11,594 | \$11,970 | \$12,474 | \$12,671 | \$12,746 | \$13,132 |
| TOTAL OPERATING EXPENSES | | | | | | | | | | | |
| Public Access Facilities | \$6,195 | \$4,397 | \$4,320 | \$4,440 | \$5,195 | \$5,537 | \$5,684 | \$5,722 | \$5,728 | \$5,736 | \$5,804 |
| Exclusive Use Facilities | \$894 | \$1,081 | \$955 | \$1,245 | \$1,222 | \$1,283 | \$1,287 | \$1,405 | \$1,407 | \$1,414 | \$1,421 |
| Transportation | \$1,807 | \$2,044 | \$2,101 | \$2,201 | \$2,342 | \$2,447 | \$2,554 | \$2,628 | \$2,701 | \$2,733 | \$2,865 |
| Public Space and Grounds | \$3,004 | \$3,467 | \$3,561 | \$3,561 | \$3,561 | \$3,561 | \$3,561 | \$3,561 | \$3,561 | \$3,561 | \$3,561 |
| Total | \$11,900 | \$10,989 | \$10,937 | \$11,447 | \$12,320 | \$12,828 | \$13,086 | \$13,316 | \$13,397 | \$13,444 | \$13,651 |
| NET OPERATING INCOME | | | | | | | | | | | |
| Public Access Facilities | (\$1,912) | (\$1,595) | (\$1,449) | (\$1,477) | (\$1,352) | (\$1,505) | (\$1,552) | (\$1,539) | (\$1,540) | (\$1,544) | (\$1,557) |
| Exclusive Use Facilities | \$594 | \$1,158 | \$1,785 | \$2,462 | \$2,523 | \$2,664 | \$2,709 | \$2,871 | \$2,916 | \$2,925 | \$2,963 |
| Transportation | \$453 | \$469 | \$543 | \$739 | \$881 | \$1,000 | \$1,120 | \$1,219 | \$1,291 | \$1,314 | \$1,468 |
| Public Space and Grounds | (\$2,846) | (\$3,299) | (\$3,393) | (\$3,393) | (\$3,393) | (\$3,393) | (\$3,393) | (\$3,393) | (\$3,393) | (\$3,393) | (\$3,393) |
| Total | (\$3,711) | (\$3,267) | (\$2,514) | (\$1,669) | (\$1,341) | (\$1,234) | (\$1,116) | (\$842) | (\$726) | (\$698) | (\$519) |

¹ See Tables 4-43 through 4-45 for detailed list of facilities included in each category.

Source: Harrison Price Company.

- operation), the deficit will have declined to a modest \$519,000.
- With respect to new commercial leases, the major net income generators are Parking (\$1.1 to \$1.8 million over the planning period, compared to \$941,000 in 1986), new Food and Retail Operations (\$106,000 to \$1.4 million over the period, compared to \$299,000 for the Center House in 1986), and the Family Amusement Park and Children's Ride Area (\$762,000 to \$1.1 million over the period, compared to \$498,000 for the Fun Forest in 1986). Other net income sources, which have no present counterpart, are the Entertainment Center (\$175,000 to \$217,000 over the period) and the Ice Rink (\$86,000 to \$125,000 over the period).
- With respect to nonprofit operations, the aforementioned assumption that rental payments will equal operating costs results in a breakeven scenario—zero net income and no operating deficit.
- Income from the major generators noted above will increasingly offset the cost of Center-sponsored activities, including the Pavilion and Public Program Areas (operating deficit of \$1.9 million annually, compared to a loss of \$1.8 million in 1986) and Landscaping and Grounds (deficit of \$1.4 million per year, compared to a \$1 million loss in 1986). The operating deficit for the Monorail will amount to \$650,000 in Year 1, compared to \$488,000 in 1986, but will decline with increased ridership to \$375,000 by the end of the planning period.
- On a line of business basis as shown in Table ES-4, Public Access Facilities (Opera House, Bagley Wright Theater, Coliseum, Meeting Rooms, and so on) will continue to record a loss, but one of somewhat reduced magnitude due to the restructuring of selected programs. Exclusive Use Facilities (a category which encompasses all of the new commercial leases) will be the major source of income, followed by the Transportation category (Parking and Monorail). The largest deficit will be associated with Public Space and Grounds as has historically been the case.

ESTIMATED CAPITAL COSTS

The final task of the work program was a determination of capital costs associated with the conceptual plan developed by Walt Disney Imagineering. Subsequent paragraphs describe funding requirements:

- Seattle Center has recently completed a comprehensive survey of deferred maintenance and capital improvement needs that must be undertaken regardless of whether the subject redevelopment program is implemented. Known as the Capital Asset Management Program (CAMP), these requirements are summarized in **Table ES-5**. The requirement over the next five years amounts to nearly \$65 million, as shown, and grows to a cumulative total of almost \$150 million in 20 years. These expenditures, though vital to the continued functioning of Seattle Center, will not halt the downward trend in performance—attendance

Table ES-5
**SUMMARY OF CAMP REQUIREMENTS
 FOR SEATTLE CENTER¹
 1989-2008
 (Thousands)**

| <u>Period</u> | <u>Total Requirements</u> |
|-------------------------|-------------------------------|
| 1989-1993 | \$64,452 |
| 1994-1998 | 25,695 |
| 1999-2003 | 29,692 |
| 2004-2008 | <u>29,852</u> |
| Cumulative Total | \$149,691 |

¹ Capital Asset Management Program (includes deferred maintenance and needed capital improvements).

Source: Seattle Center Finance Division.

will continue to decline, attrition of convention and trade show activity will continue to grow, cultural program expansion will still be facility-constrained, and the revenue/expense gap will continue to widen.

- The costs of the redevelopment program should accordingly be viewed in light of the reality that there is no "do nothing, no cost" option for Seattle Center—substantial reinvestment in the physical plant is mandatory under any reasonable scenario as to the Center's future.
- **Table ES-6** summarizes estimated capital budget requirements for the redevelopment program, stratified by Development Unit and potential source of funding. The Public Investment category includes those facilities with little or no revenue potential that must be funded by general obligation bonds, levy, or Capital Improvement Program sources. The Public:Revenue-Supported category encompasses facilities that are at least 50 percent revenue-generating and thus partially or fully self-supporting (and thus potentially fundable with revenue bonds or conventional financing). Facilities in whole or in part fundable through private philanthropy comprise the Private Nonprofit category, while the Private Commercial category includes facilities identified in this analysis as attractive investment opportunities for private enterprise. All amounts, it should be noted, are expressed in constant 1988 dollars.

- Estimated costs of Development Unit 1.1 (which corresponds to Year 1 of the planning period), amount to some \$75 million, plus near-term CAMP requirements associated with ongoing facilities only (as opposed to the total CAMP budget for this period as previously discussed, which includes facilities scheduled for demolition under the master plan) of about \$30 million, for a total of roughly \$105 million. Development Unit 1.2 (corresponding to Year 2) will entail a cost of \$115 million plus \$5 million in CAMP expenses, for a total of \$120 million, while Development Unit 2 (corresponding to Year 4) has an estimated capital requirement of \$50 million plus \$4 million in CAMP costs, for a total of \$54 million. Some \$11.5 million will be required for Development Unit 3 (corresponding to Year 5) including CAMP expenses; costs associated with Development Unit 4 (corresponding to Year 7) total \$28 million including CAMP expenses. Finally, Development Unit 5 (corresponding to Year 8)—regarded as optional pending a reassessment of the parking and Coliseum situations at a later date—will require approximately \$16 million including CAMP expenses.
- The cumulative capital investment requirement for all five phases of development accordingly comes to \$335 million. Of this total, 39 percent will be incurred as Public Investment, 35 percent as Public:Revenue-Supported, 18 percent as Private Nonprofit (most of which is associated with the new Concert Hall in Unit 2), and the balance of 8 percent by Private

Table ES-6

**SUMMARY OF
ESTIMATED CAPITAL INVESTMENT REQUIREMENTS**
(Thousands of Constant 1988 Dollars)

| Program Component | Public: | | | | Grand Total |
|---|-------------------------|--------------------------------|------------------------|---------------------------------|------------------|
| | Investment ¹ | Revenue-Supported ¹ | Nonprofit ² | Private Commercial ³ | |
| DEVELOPMENT UNIT 1.1 | | | | | |
| Unification Package and Landscaping | \$19,215 | | | | \$19,215 |
| Relocate Treasured Objects | \$96 | | | | \$96 |
| Purchase "Basil's" Property | | \$2,200 | | | \$2,200 |
| Metro Site Garage (250 spaces, 100 bus spaces) | | \$9,448 | | | \$9,448 |
| Family Amusement Park | | | | \$16,948 | \$16,948 |
| Entertainment Center | | | | \$3,203 | \$3,203 |
| Demolition of Fun Forest and Building 50 | \$173 | | | | \$173 |
| Broad Street Entrances | \$521 | | | | \$521 |
| Sister City Court | \$305 | | | | \$305 |
| Seattle Children's Museum | | | \$6,859 | | \$6,859 |
| Theater District Restaurants | | \$2,803 | | | \$2,803 |
| Purchase State Property Near Coliseum | \$850 | | | | \$850 |
| Purchase Properties on Concert Hall Site | \$1,500 | | | | \$1,500 |
| Temporary Relocation of Utilities | \$688 | | | | \$688 |
| Refurbish Coliseum (14,000 seats) | | \$7,824 | | | \$7,824 |
| TOTAL UNIT 1.1 | \$23,348 | \$22,275 | \$6,859 | \$22,393 | \$74,875 |
| Add: CAMP Requirements 1989-1993 ⁴ | \$12,629 | \$17,093 | - | - | \$29,722 |
| TOTAL UNIT 1.1 PLUS CAMP | \$35,977 | \$39,368 | \$6,859 | \$22,393 | \$104,597 |
| DEVELOPMENT UNIT 1.2 | | | | | |
| Demolition of Memorial Stadium and Veteran's Annex | \$283 | | | | \$283 |
| Pavilion Garage (1,000 spaces) | | \$18,094 | | | \$18,094 |
| Pavilion Garage Ltd/Community Square | \$2,075 | | | | \$2,075 |
| Pavilion | \$18,169 | \$2,883 | | \$1,702 | \$22,754 |
| Harrison Street and 5th Avenue North Entrances | \$1,921 | | | | \$1,921 |
| Pedestrian Walkways | \$4,804 | | | | \$4,804 |
| Redevelop Monorail Terminal | | \$11,369 | | | \$11,369 |
| Public Program East | \$8,103 | \$663 | \$167 | \$414 | \$9,347 |
| Public Program West | \$6,059 | \$2,819 | | \$884 | \$9,762 |
| Seattle Children's Theater (500 seats) | | | \$6,614 | | \$6,614 |
| Puget Sound Theater | | | \$1,471 | | \$1,471 |
| Children's Ride Area | | | | \$1,658 | \$1,658 |
| Opera House Annex/Seattle Center Offices (Arena site) | \$25,036 | | | | \$25,036 |
| TOTAL UNIT 1.2 | \$66,450 | \$35,828 | \$8,252 | \$4,658 | \$115,188 |
| Add: CAMP Requirements 1994-1995 ⁴ | \$2,340 | \$2,943 | - | - | \$5,283 |
| TOTAL UNIT 1.2 PLUS CAMP | \$68,790 | \$38,771 | \$8,085 | \$4,658 | \$120,471 |

Table ES-6
(continued)

| <u>Program Component</u> | <u>Public Investment¹</u> | <u>Public: Revenue-Supported</u> | <u>Private Nonprofit²</u> | <u>Private Commercial³</u> | <u>Grand Total</u> |
|--|--------------------------------------|----------------------------------|--------------------------------------|---------------------------------------|--------------------|
| DEVELOPMENT UNIT 2 | | | | | |
| Concert Hall (2,800 seats) | | | \$42,800 | | \$42,800 |
| Demolition of Center House and Flag Pavilion | \$1,251 | | | | \$1,251 |
| Children's Play Area | \$201 | | | | \$201 |
| Festival Commons | \$175 | | | | \$175 |
| Purchase "Cafe Loc" Property | \$1,000 | | | | \$1,000 |
| Purchase "711 Block" Property | \$1,700 | | | | \$1,700 |
| Redevelop Mural Amphitheater | \$175 | | | | \$175 |
| Pacific Arts Center | | \$2,395 | | | \$2,395 |
| TOTAL UNIT 2 | \$4,502 | \$2,395 | \$42,800 | - - | \$49,697 |
| Add: CAMP Requirements 1996 ⁴ | \$173 | \$4,367 | - - | - - | \$4,540 |
| TOTAL UNIT 2 PLUS CAMP | \$4,675 | \$6,762 | \$42,800 | - - | \$54,237 |
| DEVELOPMENT UNIT 3 | | | | | |
| Redevelop International Fountain | \$1,921 | | | | \$1,921 |
| Plaza of the States | \$609 | | | | \$609 |
| Regional Exhibition Center (Nile Temple) | | \$593 | \$2,984 | \$474 | \$4,051 |
| Develop "Cafe Loc" and "711 Block" Properties ⁵ | | | | | |
| TOTAL UNIT 3 | \$2,530 | \$593 | \$2,984 | \$474 | \$6,581 |
| Add: CAMP Requirements 1997-1998 ⁴ | \$1,673 | \$3,266 | - - | - - | \$4,939 |
| TOTAL UNIT 3 PLUS CAMP | \$4,213 | \$3,859 | \$2,984 | \$474 | \$11,520 |
| DEVELOPMENT UNIT 4 | | | | | |
| Demolition of NASA Building and Blue Spruce Building | \$124 | | | | \$124 |
| Crafts Museum | \$3,026 | | | | \$3,026 |
| Crafts Village | \$6,706 | | | | \$6,706 |
| Coliseum Storage | \$2,498 | | | | \$2,498 |
| West Coliseum Entrance | \$85 | | | | \$85 |
| Refurbish Northwest Rooms | | \$6,725 | | | \$6,725 |
| TOTAL UNIT 4 | \$12,439 | \$6,725 | - - | - - | \$19,164 |
| Add: CAMP Requirements 1999 ⁴ | \$2,352 | \$6,534 | - - | - - | \$8,886 |
| TOTAL UNIT 4 PLUS CAMP | \$14,791 | \$13,259 | - - | - - | \$28,050 |

Table ES-6
(continued)

| <u>Program Component</u> | <u>Public Investment¹</u> | <u>Public: Revenue-Supported</u> | <u>Private Nonprofit²</u> | <u>Private Commercial³</u> | <u>Grand Total</u> |
|---|--------------------------------------|----------------------------------|--------------------------------------|---------------------------------------|--------------------|
| DEVELOPMENT UNIT 5 | | | | | |
| Reconfigure Coliseum to 7,500 Seats | | \$1,601 | | | \$1,601 |
| Thomas Street Garage (1,000 spaces) | | \$12,105 | | | \$12,105 |
| TOTAL UNIT 5 | - - | \$13,706 | - - | - - | \$13,706 |
| Add: CAMP Requirements 2000 ⁴ | \$1,140 | \$940 | - - | - - | \$2,080 |
| TOTAL UNIT 5 PLUS CAMP | \$1,140 | \$14,646 | - - | - - | \$15,786 |
| CUMULATIVE TOTAL UNITS 1-5 | \$109,269 | \$81,522 | \$60,895 | \$27,525 | \$279,211 |
| CUMULATIVE TOTAL CAMP | \$20,307 | \$35,143 | - - | - - | \$55,450 |
| CUMULATIVE TOTAL UNITS 1-5 PLUS CAMP | \$129,576 | \$116,665 | \$60,895 | \$27,525 | \$334,661 |

CAMP means Capital Asset Management Program.

1 Development funded by general obligation bonds, levy, or Capital Improvement Program.

2 Development funded in whole or in part by private philanthropy; degree of public involvement subject to negotiation on a case-by-case basis.

3 Development funded by private enterprise.

4 Estimates prepared by Seattle Center Finance Division.

5 Cost included in overall landscaping and unification package itemized in Unit 1.1.

Source: Various (see Table 5-2 for complete list of sources).

Commercial enterprise.

- The most essential components of the redevelopment program—facilities and infrastructural improvements considered mandatory to enhance the image and performance of Seattle Center—are contained in Development Units 1.1 and 1.2, combined costs for which amount to \$225 million. The Public Investment portion of this total is about \$105 million. If CAMP expenses required with or without the redevelopment program are deducted, the net public cost of these essential components is reduced to \$90 million.
- The choice for the City of Seattle thus becomes one of expending \$65 million for CAMP items over the next five years that will do nothing to reduce the annual operating deficit now standing at \$4 million and rising, or expending \$105 million for a program that will, within 10 or 15 years, virtually erase that deficit if the project is implemented as set forth in this analysis.

**SEATTLE CENTER ECONOMIC AND
CONCEPTUAL DEVELOPMENT STUDY**

Phase III Final Report

Prepared for:

**CITY OF SEATTLE
August 1988**

Prepared by:

**WALT DISNEY IMAGINEERING, INC.
In A Joint Venture With**

**HARRISON PRICE COMPANY
In Association With
PETER MOY & ASSOCIATES
and
SHARON J. DALRYMPLE**

SEATTLE CENTER

LONG RANGE MASTER PLAN

PHASE III FINAL REPORT AUGUST 15, 1988

INTRODUCTION

The work program for the Seattle Center economic and conceptual development study was divided into three phases, of which the present third phase addresses estimates associated with the redevelopment programs, facility sizing guidelines, an analysis of operating revenues and expenses for component attractions, and projected capital costs. Pictorial and narrative descriptions of the redevelopment concept have been submitted under separate cover; this companion document contains the attendance, sizing, and financial performance estimates pertinent to the master plan. Following this introduction, a summary text and accompanying tables highlight the principal findings and conclusions, while the detailed analysis, including supporting documentation, is presented in Sections 3 through 5.

The Seattle Center study is the product of a joint venture between Walt Disney Imagineering, Inc. as conceptual designer, represented by Juliann Juras and Gordon Hoopes, and Harrison Price Company as economic consultant, represented by Harrison A. Price and Nicholas S. Winslow. In the capacity of subcontractors, Peter Moy & Associates and Sharon J. Dalrymple provided analytical support.

The conclusions reached in this report are based on the study team's present knowledge of the Seattle market and competitive environment as of completion of field work in March 1988. As in all studies of this type, projected results are predicated on competent and efficient management of the Center's component attractions and presume no significant differ-

ence in competitive position from that set forth in this report. Since annual operating results are based on estimates and assumptions that are subject to an indeterminate amount of uncertainty and variation, particularly at this early stage in the planning process, they are explicitly not represented as results that will actually be achieved. Additionally, the study does not include the possible impact of government restrictions on the subject development except those identified in the report.

The study team wishes to express its deep appreciation to the many organizations and individuals in the City of Seattle who generously donated their time and assistance in completing the work program.

Section 1
INTRODUCTION

Section 2

EXECUTIVE SUMMARY

**(Text and tables to
follow at a later date.)**

Section 3

**ATTENDANCE PROJECTIONS AND
DEMAND FOR KEY VISITOR SERVICES**

(Text to follow at a later date.)

Table 3-1

**EXISTING ATTENDANCE BASE
AT SEATTLE CENTER
1986**

| <u>Facility</u> | <u>Total Estimated Attendance (thousands)</u> |
|---|--|
| Public Access Facilities | |
| Coliseum | 748 |
| Grounds/Mural Amphitheater ¹ | 520 |
| Opera House ² | 481 |
| Arena | 323 |
| Bagley Wright Theater | 173 |
| Northwest Rooms | 149 |
| Exhibition Hall | 134 |
| Flag Pavilion | 96 |
| Mercer Forum | 88 |
| NASA Building | 52 |
| Center House Conference Center | 41 |
| Playhouse | 31 |
| Center House Theater | 16 |
| Poncho Forum | 15 |
| PAC Hall | • |
| | <hr style="width: 10%; margin-left: auto; margin-right: 0;"/> |
| Subtotal | 2,867 |
| Privately Sponsored Facilities | |
| Space Needle | 1,159 |
| Pacific Science Center | 911 |
| Fun Forest | 400E |
| Seattle Children's Museum | 108 |
| Seattle Art Museum Pavilion | na |
| Veteran's Hall | <hr style="width: 10%; margin-left: auto; margin-right: 0;"/> na |
| Subtotal | 2,578 |

**Table 3-1
(continued)**

| <u>Facility</u> | <u>Total Estimated Attendance (thousands)</u> |
|------------------------------------|---|
| Center House | |
| Retail and Food Service Operations | 1,400E |
| Stage and Court | <u>319</u> |
| Subtotal | <u>1,719</u> |
| Total | 7,164 |

¹ Includes major festivals.

² Includes Rehearsal Hall and other miscellaneous assembly spaces.

na means not available.

E means estimated.

* Less than 100 visits.

Source: Seattle Center Finance Division, Space Needle Corporation, Pacific Science Center, and Harrison Price Company.

Table 3-2

**ESTIMATED ATTENDANCE FOR
RETAINED FACILITIES
(Stabilized Year)**

| <u>Facility</u> | <u>Total Attendance (thousands)</u> |
|--|---|
| Space Needle | 1,159 |
| Pacific Science Center | 911 |
| Grounds/Mural Amphitheater ¹ | 520 |
| Opera House | 481 |
| Bagley Wright Theater | 173 |
| Poncho Forum | <u>15</u> |
| Subtotal | 3,259 |
| Estimated Incremental Increase Induced by Redevelopment Program | 10-20% |
| Adjusted Total | 3,585-3,911 |
| Mid-Range Estimate | 3,750 |

¹ Includes major festivals.

Source: Seattle Center Finance Division, Space Needle Corporation, Pacific Science Center, and Harrison Price Company.

Table 3-3

**ESTIMATED ATTENDANCE FOR THE
FAMILY AMUSEMENT PARK
(Stabilized Year)**

| | <u>Amount/ Factor</u> |
|-----------------------------------|---------------------------|
| Total Market Size (thousands) | |
| Primary Resident Market | 1,362 |
| Secondary Resident Market | 1,104 |
| Tourist Market | <u>4,500</u> |
| Total | 6,966 |
| Estimated Market Penetration Rate | |
| Primary Resident Market | 25-30% |
| Secondary Resident Market | 10-15 |
| Tourist Market | 2- 3 |
| Estimated Annual Attendance | |
| Primary Resident Market | 340,500-408,600 |
| Secondary Resident Market | 110,400-165,600 |
| Tourist Market | <u>90,000-135,000</u> |
| Total | 540,900-709,200 |
| Planning Estimate | 625,000 |

Source: Harrison Price Company.

Table 3-4

ILLUSTRATIVE OPERATING SCHEDULE
FOR THE FAMILY AMUSEMENT PARK

| <u>Month</u> | <u>Number of Operating Days</u> | <u>Percent of Annual Attendance</u> |
|-----------------------|---|---|
| January | -- | -- |
| February | -- | -- |
| March ¹ | 9 | 5% |
| April | 10 | 3 |
| May | 11 | 7 |
| June | 30 | 14 |
| July | 31 | 20 |
| August | 31 | 25 |
| September | 11 | 6 |
| October | 9 | 4 |
| November ² | 9 | 6 |
| December ³ | <u>19</u> | <u>10</u> |
| Total | 170 | 100% |

¹ Includes Easter week.

² Includes Thanksgiving weekend.

³ Includes Christmas-New Year holiday.

Source: Harrison Price Company.

Table 3-5

**ESTIMATED CAPACITY REQUIREMENTS
FOR THE FAMILY AMUSEMENT PARK
(Stabilized Year)**

| | <u>Amount</u> |
|--|---------------|
| Estimated Annual Attendance | 625,000 |
| Peak Month Attendance (at 25 percent) | 156,300 |
| Average Peak Week Attendance (at 4.43 weeks) | 35,300 |
| Design Day Attendance (at 22 percent of week) ¹ | 7,800 |
| Peak In-Grounds Crowd (at 55 percent of design day) ² | 4,300 |
| Hourly Ride/Attraction Capacity Required (at 1.5 units per person) ³ | 6,400 |

¹ Average of 10 to 15 highest attendance days.

² Based on an average length of stay of 4 hours.

³ Combined hourly capacity of all rides and attractions.

Table 3-6

ILLUSTRATIVE ARRIVAL AND DEPARTURE
PATTERNS FOR THE FAMILY AMUSEMENT PARK¹
(Stabilized Year)

| Time of Day | Arrivals | | Departures | | In-Grounds Crowd |
|-------------|----------|------------|------------|------------|------------------|
| | Hourly | Cumulative | Hourly | Cumulative | |
| 10-11 am | 7 % | 7 % | -- | -- | 7 % |
| 11-Noon | 14 | 21 | -- | -- | 21 |
| Noon-1 pm | 15 | 36 | 1 % | 1 % | 35 |
| 1-2 pm | 13 | 49 | 2 | 3 | 46 |
| 2-3 pm | 12 | 61 | 3 | 6 | 55 |
| 3-4 pm | 6 | 67 | 10 | 16 | 51 |
| 4-5 pm | 4 | 71 | 12 | 28 | 43 |
| 5-6 pm | 3 | 74 | 17 | 45 | 29 |
| 6-7 pm | 7 | 81 | 5 | 50 | 31 |
| 7-8 pm | 12 | 93 | 7 | 57 | 36 |
| 8-9 pm | 6 | 99 | 8 | 65 | 34 |
| 9-10 pm | 1 | 100 | 9 | 74 | 26 |
| 10-11 pm | -- | -- | 12 | 86 | 14 |
| 11-Midnight | -- | -- | 14 | 100 | 0 |

¹ Typical pattern for design day (average weekend day in summer) assuming a 4-hour average length of stay and a 14-hour operating schedule.

Table 3-7

ESTIMATED ATTENDANCE FOR THE
ENTERTAINMENT CENTER

| | <u>Amount/ Factor</u> |
|--|----------------------------|
| Attendance Base For Family Amusement Park Range Planning Estimate | 540,900-709,200 625,000 |
| Estimated Increment Induced By Entertainment Center | 15-20% |
| Estimated Combined Attendance of Family Amusement Park and Entertainment Center Range Planning Estimate | 622,000-851,000 736,000 |
| Estimated Incremental Attendance Induced By Entertainment Center Range Planning Estimate | 81,100-141,800 110,000 |
| Total Attendance at Entertainment Center ¹ Range Planning Estimate | 216,300-319,100 266,000 |

¹ Increment plus 25 percent of amusement park attendance.

Table 3-8

**NONSPORTS PROGRAMMING AT THE SEATTLE CENTER
COLISEUM AND ARENA
1986**

| <u>Event Type</u> | <u>Coliseum</u> | | | | <u>Arena</u> | | | |
|-------------------------------------|--------------------------------|-------------------------|------------------------------------|-------------------------------------|--------------------------------|-------------------------|------------------------------------|-------------------------------------|
| | <u>Event Days</u> ¹ | <u>Total Attendance</u> | <u>Percent of Total Attendance</u> | <u>Average Attendance Per Event</u> | <u>Event Days</u> ¹ | <u>Total Attendance</u> | <u>Percent of Total Attendance</u> | <u>Average Attendance Per Event</u> |
| Trade/Consumer Shows ² | 39 | 94,576 | 22% | 2,400 | -- | -- | -- | -- |
| Family/Community Shows ³ | 17 | 70,817 | 17 | 4,200 | 16 | 49,876 | 29% | 3,100 |
| Conventions/Meetings | 12 | 65,070 | 15 | 5,400 | 29 | 62,565 | 37 | 2,150 |
| Concerts | 20 | 195,005 | 46 | 9,750 | 20 | 58,521 | 34 | 2,900 |
| Miscellaneous ⁴ | <u>10</u> | <u>na</u> | <u>na</u> | <u>na</u> | <u>20</u> | <u>na</u> | <u>na</u> | <u>na</u> |
| Total | 98 | 425,468 | 100% | 4,800 | 85 | 170,962 | 100% | 2,600 |

na means not available.

¹ Excludes move-in and move-out days and other nonpublic uses.

² So-called "flat floor" events.

³ Includes ice shows, circus, animal shows, truck/tractor pulls, motocross, graduation ceremonies, and so on.

⁴ Includes major festivals, examinations, private parties, and other events not elsewhere classified.

Table 3-9

**ESTIMATED ATTENDANCE FOR THE
SEATTLE CENTER COLISEUM
AT 14,000 SEATS
(Stabilized Year)**

| | <u>Amount/ Factor</u> |
|--|---------------------------|
| Existing Nonsports Program Base (total event-days) | |
| Coliseum | 98 |
| Arena | <u>85</u> |
| Total | 183 |
| Estimated Attrition Due to Increased Competition in Market Area | 25-35% |
| Net Nonsports Program Base (total event-days) | 120-135 |
| Average Attendance Per Event ¹ | 3,900 |
| Estimated Total Coliseum Attendance | 468,000-526,500 |
| Planning Estimate | 500,000 |

¹ Weighted average of existing Coliseum and Arena programs.

Table 3-10

**PROGRAMMING OF MEETING FACILITIES
AT SEATTLE CENTER
1986**

| <u>Meeting Venue</u> | <u>Type of Event</u> | | | | | | <u>Total</u> |
|-------------------------------------|-------------------------------|----------------------------|----------------------------|----------------------------|--|--------------------------|---------------|
| | <u>Meetings/ Seminars</u> | <u>Exhibits/ Shows</u> | <u>Dances/ Parties</u> | <u>Performing Arts</u> | <u>Festivals/ Special Events</u> | <u>Misc.¹</u> | |
| Total Event-Days² | | | | | | | |
| Center House Conference Center | 491 | 9 | 3 | 14 | 75 | 15 | 607 |
| Northwest Rooms | 437 | 85 | 36 | 2 | 3 | 5 | 568 |
| Flag Pavilion | 28 | 65 | 9 | -- | 24 | 9 | 135 |
| Mercer Forum | 95 | 27 | 1 | 3 | -- | 7 | 133 |
| Exhibit Hall | 11 | 68 | 7 | -- | -- | 11 | 97 |
| NASA Building | -- | <u>10</u> | -- | -- | -- | -- | <u>10</u> |
| Total | 1,062 | 264 | 56 | 19 | 102 | 47 | 1,550 |
| Total Attendance | | | | | | | |
| Center House Conference Center | 18,598 | 1,190 | 120 | 930 | 19,168 | 1,055 | 41,061 |
| Northwest Rooms | 76,582 | 50,803 | 15,119 | 2,800 | 1,780 | 2,735 | 149,819 |
| Flag Pavilion | 12,885 | 57,519 | 1,573 | -- | 19,810 | 4,130 | 95,917 |
| Mercer Forum | 11,623 | 74,796 | 50 | 250 | -- | 1,135 | 87,854 |
| Exhibit Hall | 23,350 | 91,436 | 12,084 | -- | -- | 6,835 | 133,705 |
| NASA Building | -- | <u>51,575</u> | -- | -- | -- | -- | <u>51,575</u> |
| Total | 143,038 | 327,319 | 28,946 | 3,980 | 40,758 | 15,890 | 559,931 |

¹ Includes examinations, graduations, and other events not elsewhere classified.

² Excludes move-in and move-out days, other nonpublic uses, and events for which attendance was not reported.

Source: Seattle Center Finance Division and Harrison Price Company.

Table 3-11

**ATTENDANCE PROFILE OF MEETING FACILITIES
AT SEATTLE CENTER
1986**

| <u>Meeting Venue</u> | <u>Type of Event</u> | | | | | | <u>Total</u> |
|--------------------------------|-------------------------------|----------------------------|----------------------------|----------------------------|--|--------------|--------------|
| | <u>Meetings/ Seminars</u> | <u>Exhibits/ Shows</u> | <u>Dances/ Parties</u> | <u>Performing Arts</u> | <u>Festivals/ Special Events</u> | <u>Misc.</u> | |
| Total Event-Days | | | | | | | |
| Center House Conference Center | 45% | 3% | * | 2% | 47% | 3% | 100% |
| Northwest Rooms | 51 | 34 | 10% | 2 | 1 | 2 | 100 |
| Flag Pavilion | 13 | 60 | 2 | -- | 21 | 4 | 100 |
| Mercer Forum | 13 | 85 | * | * | -- | 1 | 100 |
| Exhibit Hall | 18 | 68 | 9 | -- | -- | 5 | 100 |
| NASA Building | -- | <u>100</u> | -- | -- | -- | -- | <u>100</u> |
| Total | 26% | 59% | 5% | * | 7% | 3% | 100% |
| Total Attendance | | | | | | | |
| Center House Conference Center | 40 | 130 | 40 | 65 | 255 | 70 | 70 |
| Northwest Rooms | 175 | 600 | 420 | 1,400 | 595 | 550 | 265 |
| Flag Pavilion | 460 | 885 | 175 | -- | 825 | 460 | 710 |
| Mercer Forum | 120 | 2,800 | 50 | 85 | -- | 160 | 660 |
| Exhibit Hall | 2,100 | 1,350 | 1,700 | -- | -- | 620 | 1,400 |
| NASA Building | -- | <u>52,000</u> | -- | -- | -- | -- | <u>5,200</u> |
| Total | 135 | 1,250 | 520 | 210 | 400 | 340 | 360 |

* Less than 1 percent.

Source: Harrison Price Company.

Table 3-12

**ESTIMATED ATTENDANCE FOR
MEETING FACILITIES**

| | <u>Amount/Factor</u> |
|--|----------------------|
| Existing Program Base (total event-days) | |
| Center House Conference Center | 607 |
| Northwest Rooms | 568 |
| Flag Pavilion | 135 |
| Mercer Forum | 133 |
| Exhibit Hall | 97 |
| NASA Building | <u>10</u> |
| Total | 1,550 |
| Estimated Attrition Due to Decreased Meeting Space and/or Increased Competition in Market Area | 20-30% |
| Net Program Base (total event-days) | 1,085-1,240 |
| Average Attendance Per Event | 360 |
| Estimated Total Attendance | 390,600-446,400 |
| Planning Estimate | 420,000 |

Source: Harrison Price Company.

Table 3-13

ESTIMATED ATTENDANCE FOR THE
SEATTLE CENTER PUBLIC PROGRAM AREA
(Stabilized Year)

| | <u>Amount/ Factor</u> |
|---|---------------------------|
| Existing Center House Program | |
| Number of Event-Days ¹ | 1,025 |
| Total Attendance | 319,200 |
| Average Attendance Per Event | 315 |
| Estimated Incremental Increase in Event Days ¹ | |
| New Program | |
| Total Number of Event-Days ¹ | 1,055-1,075 |
| Average Attendance Per Event | 315 |
| Estimated Annual Attendance | 332,300-338,600 |
| Planning Estimate | 335,000 |

¹ Excludes move-in and move-out days.

Source: Harrison Price Company.

Table 3-14

**ESTIMATED ATTENDANCE FOR THE
PUBLIC PROGRAM AREA THEATER
(Stabilized Year)**

| | <u>Amount/Factor</u> |
|--|----------------------|
| Total Number of Seats | 200 |
| Estimated Annual Number of Event-Days ¹ | 400-425 |
| Average Seat Occupancy Rate | 70% |
| Estimated Annual Attendance | 56,000-59,500 |
| Planning Estimate | 60,000 |

¹ Includes children's theater, major festival events, and miscellaneous public programs; excludes rehearsals and other nonpublic use.

Source: Piccoli Junior Theater, World Mother Goose, and Harrison Price Company.

Table 3-15

**ESTIMATED ATTENDANCE FOR THE
SEATTLE CHILDREN'S THEATER
(Stablized Year)**

| | <u>Amount/Factor</u> |
|--|----------------------|
| Total Number of Seats | 500 |
| Estimated Annual Number of Event-Days ¹ | 420-450 |
| Average Seat Occupancy Rate | 85% |
| Estimated Annual Attendance | 178,500-191,300 |
| Planning Estimate | 185,000 |

¹ Includes children's theater and major festival events; excludes rehearsals and other nonpublic use..

Source: Seattle Children's Theater and Harrison Price Company.

Table 3-16

ESTIMATED ATTENDANCE FOR THE
SEATTLE CHILDREN'S MUSEUM/LIBRARY
(Stabilized Year)

| | <u>Amount/ Factor</u> |
|--|---------------------------|
| Existing Attendance Base (1987) | 125,000 |
| Estimated Incremental Increase Induced by Redevelopment Program | 30-35% |
| New Attendance Base | 162,500-168,800 |
| Planning Estimate | 165,000 |

Source: Seattle Children's Museum and Harrison Price Company.

Table 3-17

**ESTIMATED ATTENDANCE FOR THE
CHILDREN'S RIDE AREA
(Stabilized Year)**

| | <u>Amount/ Factor</u> |
|-----------------------------------|---------------------------|
| Total Market Size (thousands) | |
| Primary Resident Market | 1,362 |
| Secondary Resident Market | 1,104 |
| Tourist Market | <u>4,500</u> |
| Total | 6.966 |
| Estimated Market Penetration Rate | |
| Primary Resident Market | 6-8% |
| Secondary Resident Market | 3-4 |
| Tourist Market | 0.25-0.5 |
| Estimated Annual Attendance | |
| Primary Resident Market | 81,700-109,000 |
| Secondary Resident Market | 33,100-44,200 |
| Tourist Market | <u>11,200-22,500</u> |
| Total | 126,000-175,700 |
| Planning Estimate | 150,000 |

Source: Harrison Price Company.

Table 3-18

**ESTIMATED CAPACITY REQUIREMENTS
FOR THE CHILDREN'S RIDE AREA
(Stabilized Year)**

| | <u>Amount</u> |
|--|---------------|
| Estimated Annual Attendance | 150,000 |
| Peak Month Attendance (at 25 percent) | 37,500 |
| Average Peak Week Attendance (at 4.43 weeks) | 8,500 |
| Design Day Attendance (at 22 percent of week) ¹ | 1,900 |
| Peak In-Grounds Crowd (at 35 percent of design day) ² | 650 |
| Hourly Ride/Attraction Capacity Required (at 2.5 units per person) ³ | 1,600 |

¹ Average of 10 to 15 highest attendance days.

² Based on an average length of stay of 1.5 to 2 hours.

³ Combined hourly capacity of all rides and attractions.

Source: Harrison Price Company.

Table 3-19

**ESTIMATED ATTENDANCE FOR THE
PAVILION ICE SKATING RINK
(Stabilized Year)**

| | <u>Amount/ Factor</u> |
|--|---------------------------|
| Primary Resident Market Population | 1,362,000 |
| Average Participation Rate in Ice Skating | 4% |
| Estimated Number of Regular Skaters | 54,500 |
| Average Frequency of Participation (days per year) | 10 |
| Total Skating Visits Generated By Primary Resident Market | 545,000 |
| Estimated Market Penetration Rate | 25-30% |
| Total Skating Visits to Seattle Center | 136,300-163,500 |
| Planning Estimate | 150,000 |

Source: Harrison Price Company.

Table 3-20

ILLUSTRATIVE SCHEDULING OF THE
PAVILION ICE SKATING RINK
(Stabilized Year)

| | Total Hours Per Week ¹ | Percent of Total |
|---|---|---------------------|
| General Public Sessions | 60 | 48 % |
| Figure Skating ² | 40 | 32 |
| Public School Programs ³ | 10 | 8 |
| Junior Hockey ⁴ | 10 | 8 |
| Special Events and Parties ⁴ | <u>5</u> | <u>4</u> |
| | 125 | 100 % |

¹ Typical distribution during October-April peak season; total operating hours would be reduced in summer.

² Private ice "patch" rentals.

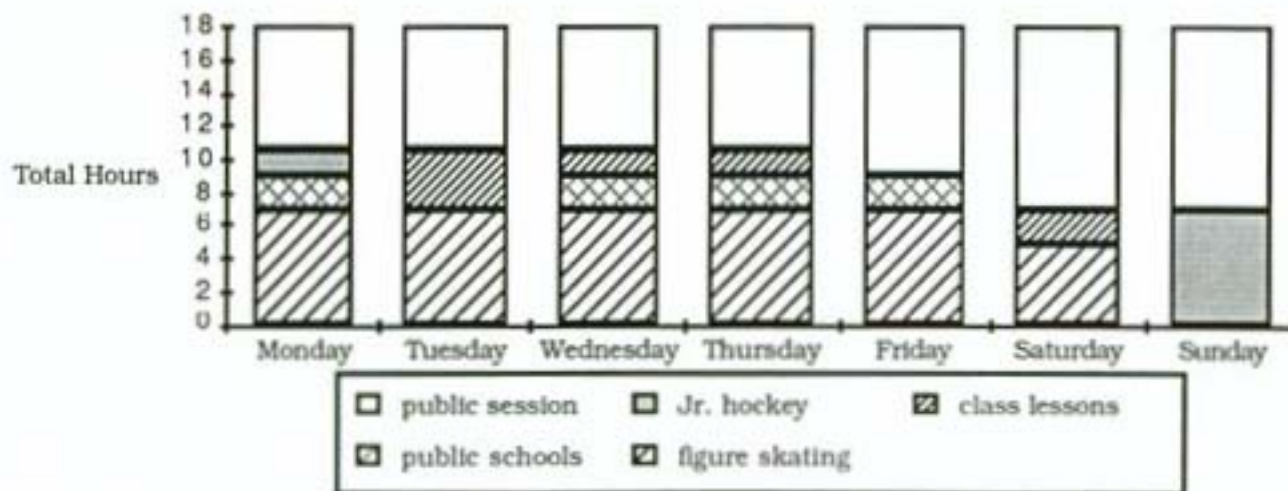
³ Free admission program.

⁴ Private ice full-rink rentals.

Source: Mrs. Sherry Winder and Harrison Price Company.

Figure 1

ILLUSTRATIVE DAILY MIX
OF ICE SKATING USES



Source: Harrison Price Company (based on programming concept suggested by Mrs. Sherry Winder).

Table 3-21

**ESTIMATED ATTENDANCE FOR
THE PUGET SOUND THEATER
(Stabilized Year)**

| | <u>Amount/ Factor</u> |
|--|---------------------------|
| Total Market Size (thousands) | |
| Primary Resident Market | 1,362 |
| Secondary Resident Market | 1,104 |
| Tourist Market | <u>4,500</u> |
| Total | 6,966 |
| Estimated Overall Market Penetration Rate | 1-1.5% |
| Estimated Annual Attendance | 69,700-104,500 |
| Planning Estimate | 85,000 |

Source: Harrison Price Company.

Table 3-22

**ESTIMATED CAPACITY REQUIREMENTS FOR THE
PUGET SOUND THEATER**

| | <u>Amount</u> |
|--|---------------|
| Estimated Annual Attendance | 85,000 |
| Peak Month Attendance (at 25 percent) | 21,300 |
| Average Peak Week Attendance (at 4.43 weeks) | 4,800 |
| Design Day Attendance (at 20 percent of week) ¹ | 1,000 |
| Average Attendance Per Screening (at 10 shows per day) | 95 |
| Seating Capacity Required (at 65 percent average occupancy) | 150 |

¹ Average of 10 to 15 highest attendance days.

Source: Harrison Price Company.

Table 3-23

ESTIMATED ATTENDANCE FOR THE
INTIMAN PLAYHOUSE
(Stabilized Year)

| | <u>Amount/ Factor</u> |
|--|---------------------------|
| Total Number of Seats | 424 |
| Estimated Annual Number of Event Days ¹ | |
| Intiman Theater Group | 150-175 |
| Other Users | <u>60-120</u> |
| Total | 210-295 |
| Average Seat Occupancy Rate | |
| Intiman Theater Group | 70% |
| Other Users | 65 |
| Estimated Annual Attendance | |
| Intiman Theater Group | 44,500-51,900 |
| Other Users | <u>16,500-33,100</u> |
| Total | 61,000-85,000 |
| Planning Estimate | 75,000 |

¹ Excludes rehearsals and other nonpublic use.

Source: Intiman Theater Group and Harrison Price Company.

Table 3-24

**ESTIMATED ATTENDANCE FOR THE
PACIFIC NORTHWEST BALLET SCHOOL
(Stabilized Year)**

| | <u>Amount/ Factor</u> |
|---|---------------------------|
| Number of Weeks Per Instruction Program | |
| Fall Semester | 20 |
| Spring Semester | 20 |
| Summer Session | <u>4</u> |
| Total | 44 |
| Average Number of Students Per Week | |
| Children's Classes | 325-375 |
| Adult Classes | 200-250 |
| Summer Session (children only) | 150-200 |
| Estimated Annual Attendance | |
| Fall Semester | |
| Children's Classes | 6,500-7,500 |
| Adult Classes | 4,000-5,000 |
| Spring Semester | |
| Children's Classes | 6,500-7,500 |
| Adult Classes | 4,000-5,000 |
| Summer Session | <u>600- 800</u> |
| Total | 21,600-25,800 |
| Planning Estimate | 25,000 |

Source: Pacific Northwest Ballet and Harrison Price Company.

Table 3-25

ESTIMATED ATTENDANCE FOR THE
SYMPHONY HALL
(Stabilized Year)

| | <u>Amount/ Factor</u> |
|--|---------------------------|
| Total Number of Seats | 2,800 |
| Estimated Annual Number of Event Days ¹ | |
| Seattle Symphony | 80-85 |
| Other Users | <u>40-50</u> |
| Total | 120-135 |
| Average Seat Occupancy Rate | |
| Seattle Symphony | 80% |
| Other Users | 65 |
| Estimated Annual Attendance | |
| Seattle Symphony | 179,200-190,400 |
| Other Users | <u>72,800-91,000</u> |
| Total | 252,000-281,400 |
| Planning Estimate | 265,000 |

¹ Excludes rehearsals and other nonpublic use.

Source: Seattle Symphony Orchestra and Harrison Price Company.

Table 3-26

**ESTIMATED ATTENDANCE FOR THE
REGIONAL EXHIBITION CENTER
(Stabilized Year)**

| | <u>Amount/ Factor</u> |
|--|---------------------------|
| Total Market Size (thousands) | |
| Primary Resident Market | 1,362 |
| Secondary Resident Market | 1,104 |
| Tourist Market | <u>4,500</u> |
| Total | 6,966 |
| Estimated Overall Market Penetration Rate ¹ | 2-4% |
| Estimated Annual Attendance ¹ | 139,300-278,600 |
| Planning Estimate | 210,000 |

¹ Nature and scope of Exhibition Center is yet to be defined; attendance estimates are accordingly very preliminary.

Source: Harrison Price Company.

Table 3-27

**ESTIMATED ATTENDANCE FOR
THE CRAFTS MUSEUM
(Stabilized Year)**

| | <u>Amount/ Factor</u> |
|---|---------------------------|
| Total Market Size (thousands) | |
| Primary Resident Market | 1,362 |
| Secondary Resident Market | 1,104 |
| Tourist Market | <u>4,500</u> |
| Total | 6,966 |
| Estimated Overall Market Penetration Rate ¹ | 1-2% |
| Estimated Annual Attendance ¹ | 70,000-139,300 |
| Planning Estimate | 105,000 |

¹ Nature and scope of this offering is yet to be defined; attendance estimates are accordingly very preliminary.

Table 3-28

ESTIMATED ATTENDANCE FOR THE
SEATTLE CENTER COLISEUM AT 7,500 SEATS
(Stablized Year)

| | <u>Amount/ Factor</u> |
|---|---------------------------|
| Net Nonsports Program Base at 14,000 Seats (total event days) ¹ | 120-135 |
| Estimated Event-Day Loss Due to Reduction in Seating Capacity | 15-25 |
| Net Event Load at 7,500 Seats | 105-110 |
| Average Attendance Per Event ² | 2,900 |
| Estimated Total Coliseum Attendance | 304,500-319,000 |
| Planning Estimate | 310,000 |

¹ From Table 3-9.

² Weighted average of adjusted Coliseum and Arena programs.

Table 3-29

**SUMMARY OF ESTIMATED TOTAL ATTENDANCE
UNDER THE SEATTLE CENTER
REDEVELOPMENT PROGRAM
(Stabilized Year)**

| <u>Program Component</u> | <u>Attendance Range (thousands)</u> | <u>Planning Estimate (thousands)</u> |
|------------------------------------|---|--|
| DEVELOPMENT UNIT 1 | | |
| Retained Facilities ¹ | 3,585-3,911 | 3,750 |
| New or Refurbished Facilities | | |
| Metro Site Complex | | |
| Family Amusement Park | 541-709 | 625 |
| Entertainment Center (increment) | 81-142 | 110 |
| Coliseum (14,000 seats) | 468-527 | 500 |
| Meeting Rooms ² | 391-446 | 420 |
| Public Program Area | | |
| Center House Programs | 332-339 | 335 |
| Theater | 56-60 | 60 |
| Seattle Children's Theater | 179-191 | 185 |
| Seattle Children's Museum | 163-169 | 165 |
| Children's Ride Area | 126-176 | 150 |
| Pavilion Ice Rink | 136-164 | 150 |
| Puget Sound Theater | 70-105 | 85 |
| Intiman Playhouse | 61-85 | 75 |
| Pacific Northwest Ballet School | <u>22-26</u> | <u>25</u> |
| Subtotal | <u>2,626-3,139</u> | <u>2,885</u> |
| TOTAL UNIT 1 | 6,211-7,050 | 6,635 |
| DEVELOPMENT UNIT 2 | | |
| Children's Play Area ³ | • | • |
| Symphony Hall | | 252-281 |
| 265 | | |
| DEVELOPMENT UNIT 3 | | |
| Regional Exhibition Center | 139-279 | 210 |
| DEVELOPMENT UNIT 4 | | |
| Crafts Museum | <u>70-139</u> | <u>105</u> |
| TOTAL UNITS 1-4 | 6,672-7,749 | 7,215 |
| DEVELOPMENT UNIT 5 | | |
| Coliseum (7,500 seats, net change) | <u>[164-208]</u> | <u>[190]</u> |
| TOTAL UNITS 1-5 | 6,508-7,541 | 7,025 |

¹ Includes Space Needle, Pacific Science Center, Opera House, Bagley Wright Theater, Poncho Forum, and grounds at large including major festivals and Mural Amphitheater.

² Includes Northwest Rooms, Mercer Forum, Exhibition Hall, and Public Program Area meeting facilities.

³ Included with children's rides.

Source: Harrison Price Company.

Table 3-30

**HISTORICAL AND PROJECTED
MONORAIL RIDERSHIP
1973-1989**

| <u>Year</u> | <u>Prevailing One-Way Fare¹</u> | <u>Total Rides (thousands)</u> | <u>Percent Change From Prior Year</u> |
|---|--|--|---|
| 1973 | Free | 1,754 | --- |
| 1974 | Free | 1,996 | 13.8% |
| 1975 | Free | 2,450 | 22.8 |
| 1976 | Free | 2,657 | 8.5 |
| 1977 | 10¢ | 2,514 | (5.4) |
| 1978 | 25¢ | 2,870 | 14.2 |
| 1979 | 25¢ | 2,373 | (17.3) |
| 1980 | 25¢ | 2,147 | (9.5) |
| 1981 | 35¢/10¢ | 1,833 | (14.6) |
| 1982 | 35¢/10¢ | 1,784 | (2.7) |
| 1983 | 50¢/15¢ | 1,722 | (3.5) |
| 1984 | 50¢/15¢ | 1,665 | (3.3) |
| 1985 | 60¢/15¢ | 1,457 | (12.5) |
| 1986 | 60¢/15¢ | 1,255 | (13.9) |
| 1987 | 60¢/15¢ | 1,117 | (11.0) |
| 1988 Estimated ² | 60¢/25¢ | 1,100 | (1.5) |
| 1989 Projected | 60¢/25¢ | 1,250 | 13.6 |
| Projection Under Redevelopment Program | | | |
| Years 1-2 ³ | 60¢/25¢ ⁴ | 1,000 | --- |
| Years 3-10 | 60¢/25¢ ⁴ | 1,700-2,000 | --- |

¹ Where two figures are shown, first fare is full rate, second fare is senior citizen and handicapped rate.

² Based on total ridership through July.

³ Period during which monorail terminal at Seattle Center is relocated and refurbished.

⁴ Constant 1988 dollars.

4

Source: Seattle Center Transportation Services Division and Harrison Price Company.

Table 3-31

ESTIMATED ATTENDANCE DISTRIBUTION
AT SEATTLE CENTER BY TIME OF DAY
(Stabilized Year)

| <u>Program Component</u> | <u>Estimated Attendance Split Day/Evening</u> | <u>Total Attendance¹ (thousands)</u> | |
|--|---|---|----------------|
| | | <u>Day</u> | <u>Evening</u> |
| DEVELOPMENT UNIT² | | | |
| Retained Facilities | | | |
| Space Needle | 80/20% | 930 | 230 |
| Pacific Science Center | 75/25 | 680 | 230 |
| Grounds/Mural Amphitheater | 95/5 | 495 | 25 |
| Opera House | 25/75 | 120 | 360 |
| Bagley Wright Theater/ Poncho Forum | <u>25/75</u> | <u>50</u> | <u>140</u> |
| Subtotal 70/30% | 2,275 | 985 | |
| Incremental Increase in Attendance | <u>70/30</u> | <u>345</u> | <u>145</u> |
| Total | 70/30% | 2,620 | 1,130 |
| New or Refurbished Facilities | | | |
| Metro Site Complex | | | |
| Family Amusement Park | 60/40% | 375 | 250 |
| Entertainment Center (increment) | 0/100 | -- | 110 |
| Coliseum (14,000 seats) | 75/25 | 375 | 125 |
| Meeting Rooms | 75/25 | 315 | 105 |
| Public Program Area | | | |
| Center House Programs | 70/30 | 235 | 100 |
| Theater | 80/20 | 50 | 10 |
| Seattle Children's Theater | 80/20 | 150 | 35 |
| Seattle Children's Museum | 100/0 | 165 | -- |
| Children's Ride Area | 100/0 | 150 | -- |
| Pavilion Ice Rink | 65/35 | 100 | 50 |
| Puget Sound Theater | 65/35 | 55 | 30 |
| Intiman Playhouse | 25/75 | 20 | 55 |
| Pacific Northwest Ballet School | <u>65/35</u> | <u>15</u> | <u>10</u> |
| Subtotal 70/30% | 2,005 | 880 | |

**Table 3-31
(continued)**

| <u>Program Component</u> | <u>Estimated Attendance Split Day/Evening</u> | <u>Total Attendance¹ (thousands)</u> | |
|--|---|---|----------------|
| | | <u>Day</u> | <u>Evening</u> |
| TOTAL UNIT 1 | 70/30% | 4,625 | 2,010 |
| DEVELOPMENT UNIT 2 Children's Play Area ³ Symphony Hall | • 25/75% | • 65 | • 200 |
| DEVELOPMENT UNIT 3 Regional Exhibition Center | 75/25% | 160 | 50 |
| DEVELOPMENT UNIT 4 Crafts Museum | <u>75/25%</u> | <u>80</u> | <u>25</u> |
| TOTAL UNITS 1-4 | 70/30% | 4,930 | 2,285 |
| DEVELOPMENT UNIT 5 Coliseum (7,500 seats, net change) | <u>75/25%</u> | <u>(145)</u> | <u>(45)</u> |
| TOTAL UNITS 1-5 | 70/30% | 4,785 | 2,240 |

¹ Mid-range planning estimates.

² Based on extrapolations from Seattle Center Duty Manager's Log and interviews with tenant organizations.

³ Included with children's rides.

Source: Harrison Price Company.

Table 3-32

ILLUSTRATIVE ARRIVAL AND DEPARTURE
PATTERNS FOR SEATTLE CENTER¹
(Stabilized Year)

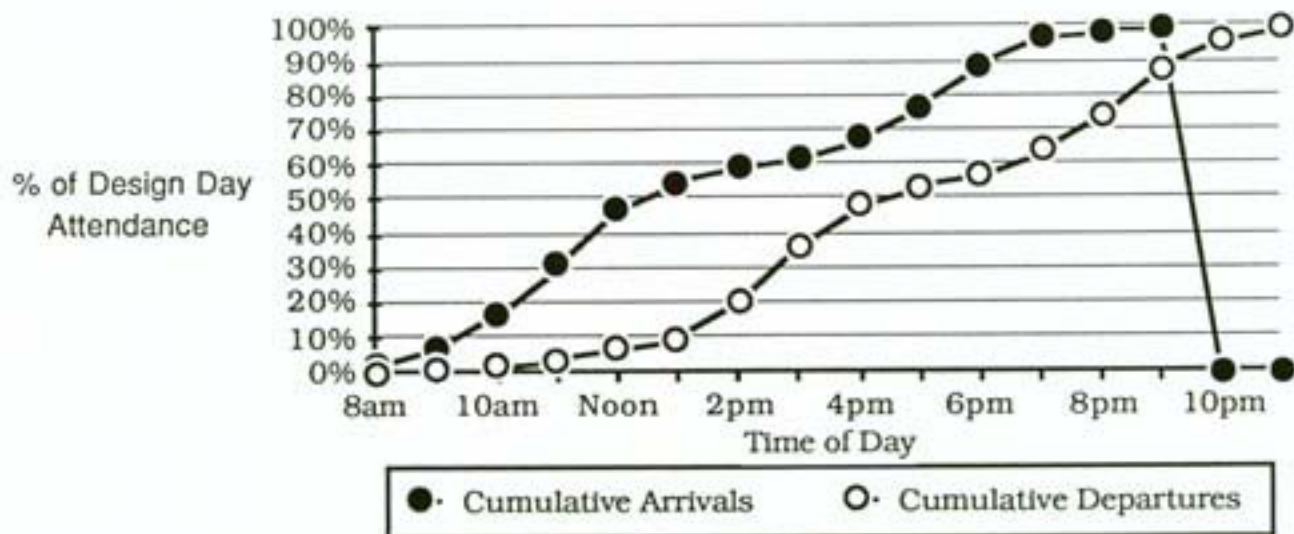
| Time of Day | Arrivals | | Departures | | In-Grounds Crowd |
|-------------|----------|------------|------------|------------|------------------|
| | Hourly | Cumulative | Hourly | Cumulative | |
| 8-9 am | 2 % | 2 % | -- | -- | 2 % |
| 9-10 am | 5 | 7 | 1 % | 1 % | 6 |
| 10-11 am | 10 | 17 | 1 | 2 | 15 |
| 11-Noon | 14 | 31 | 2 | 4 | 27 |
| Noon-1 pm | 16 | 47 | 3 | 7 | 40 |
| 1-2 pm | 8 | 55 | 3 | 10 | 45 |
| 2-3 pm | 4 | 59 | 10 | 20 | 39 |
| 3-4 pm | 3 | 62 | 16 | 36 | 26 |
| 4-5 pm | 6 | 68 | 12 | 48 | 20 |
| 5-6 pm | 9 | 77 | 6 | 54 | 23 |
| 6-7 pm | 12 | 89 | 3 | 57 | 32 |
| 7-8 pm | 8 | 97 | 7 | 64 | 33 |
| 8-9 pm | 2 | 99 | 10 | 74 | 25 |
| 9-10 pm | 1 | 100 | 14 | 88 | 12 |
| 10-11 pm | -- | -- | 8 | 96 | 4 |
| 11-Midnight | -- | -- | 4 | 100 | 0 |

¹ Typical pattern for aggregate of all activities on design day (average weekend day in summer) assuming a 3- to 3.5-hour average length of stay spread over a 16-hour operating period.

Source: Harrison Price Company.

Figure 2

Illustrative Arrival and Departure Patterns



Source: Harrison Price Company.

Table 3-33

**ESTIMATED DAYTIME PARKING REQUIREMENTS
FOR SEATTLE CENTER
(Stabilized Year)**

| | <u>Unit 1</u> | <u>Units 2-4</u> | <u>Total Units 1-4</u> | <u>Unit 5 (Net Change)</u> | <u>Total Units 1-5</u> |
|--|---------------|------------------|----------------------------|--------------------------------|----------------------------|
| Estimated Total Daytime Attendance ¹ | 4,625,000 | 305,000 | 4,930,000 | (145,000) | 4,785,000 |
| Average Peak Month Attendance (at 15 percent) | 693,800 | 45,800 | 739,600 | (21,800) | 717,800 |
| Average Weekly Attendance During Peak Month (at 4.43 weeks) | 156,600 | 10,300 | 166,900 | (4,900) | 162,000 |
| Peak Day Attendance (at 25 percent) | 39,200 | 2,600 | 41,800 | (1,200) | 40,600 |
| Average Peak In-Grounds Crowd (at 45 percent) ² | 17,600 | 1,200 | 18,800 | (550) | 18,300 |
| Estimated Arrivals by Car (at 80-90 percent) | 14,100-15,800 | 900-1,100 | 15,000-16,900 | (450-500) | 14,600-16,400 |
| Number of Parking Spaces Required (at 3.5 persons per car) ³ | 4,030-4,525 | 265-310 | 4,295-4,835 | (125-140) | 4,170-4,695 |
| <u>Planning Estimate</u> | 4,280 | 290 | 4,570 | (130) | 4,440 |

¹ Mid-range planning estimates

² Based on an average length of stay of 3 to 3.5 hours spread over a 16-hour operating period.

³ Excludes employee parking and provision for major festivals.

Source: Peter Moy & Associates and Harrison Price Company.

Table 3-34

**ESTIMATED EVENING PARKING REQUIREMENTS
FOR SEATTLE CENTER
(Stabilized Year)**

| | <u>Unit 1</u> | <u>Units 2-4</u> | <u>Cumulative Total Units 1-4</u> | <u>Unit 5 (Net Change)</u> | <u>Total Units 1-5</u> |
|---|---------------|------------------|---|--------------------------------|----------------------------|
| Estimated Total Evening Attendance ¹ | 2,010,000 | 275,000 | 2,285,000 | (45,000) | 2,240,000 |
| Average Peak Month Attendance (at 10 percent) | 201,000 | 27,500 | 228,500 | (4,500) | 224,000 |
| Average Weekly Attendance During Peak Month (at 4.43 weeks) | 45,400 | 6,200 | 51,600 | (1,000) | 50,600 |
| Peak Day Attendance (at 20 percent) | 9,100 | 1,200 | 10,300 | (200) | 10,100 |
| Average Peak In-Grounds Crowd (at 80 percent) ² | 7,300 | 1,000 | 8,300 | (150) | 8,150 |
| Estimated Arrivals by Car (at 80-90 percent) | 5,800-6,600 | 800-900 | 6,600-7,500 | (130-140) | 6,470-7,360 |
| Number of Parking Spaces Required (at 2.25 persons per car) ³ | 2,580-2,935 | 355-400 | 2,935-3,335 | (60-65) | 2,875-3,270 |
| Planning Estimate | 2,760 | 380 | 3,140 | (60) | 3,080 |

¹ Mid-range planning estimates

² Weighted average of performing arts events at 100 percent in-grounds and other activities at 70 percent in-grounds spread over a 5-hour operating period.

³ Excludes employee parking and provision for major festivals.

Table 3-35

**PER CAPITA SPENDING AT SELECTED
SEATTLE CENTER ATTRACTIONS¹
1987**

| <u>Facility</u> | <u>Total Spending Per Party²</u> | <u>Average Party Size (persons)</u> | <u>Average Per Capita Expenditure</u> |
|---|---|---|---|
| Performing Arts Facilities | \$11.00 | 2.10 | \$5.23 |
| Concerts (Popular Music) | 16.12 | 3.62 | 4.45 |
| Children's Activities | 16.22 | 2.99 | 5.42 |
| Center House | 18.38 | 3.64 | 5.05 |
| Festivals | 17.81 | 3.59 | 4.96 |
| Meetings/Trade Shows | 17.21 | 3.44 | 5.00 |
| Sports Events | 16.05 | 3.20 | 5.02 |
| Pacific Science Center | 17.22 | 3.90 | 4.42 |
| Fun Forest | 19.78 | 4.19 | 4.72 |
| Space Needle | 22.71 | 3.88 | 5.85 |
| Fine Arts/Crafts Activities | <u>16.37</u> | <u>3.40</u> | <u>4.81</u> |
| Average | \$16.47 | 3.52 | \$4.68 |
| Less: Estimated Parking Expenditure | 1.00 | -- | -- |
| Net Spending on Food and Merchandise | \$15.47 | 3.52 | \$4.39 |

¹ Based on telephone survey of Seattle area households conducted during Phase I of this study.

² Includes parking, but excludes admission fees and tickets.

Table 3-36

**ESTIMATED DEMAND FOR FOOD SERVICE FACILITIES
AT SEATTLE CENTER
(Stabilized Year)**

| | <u>Amount/ Factor</u> |
|---|---------------------------|
| Estimated Total Attendance Units 1-4 ¹ (thousands) | 7,215 |
| Average Per Capita Expenditure ² | \$3.50 |
| Total Gross Food Sales (thousands) ² | \$25,250 |
| Less Allocations to (thousands): | |
| Other On-Site Facilities ³ | \$1,563 |
| Family Amusement Park | 798 |
| Entertainment Center | 150 |
| Children's Ride Area | 150 |
| Pavilion Ice Rink | |
| Catering, Concessions, and Major Festivals | 2,000 |
| Net Sales (thousands) | \$20,589 |
| Estimated Distribution of Net Sales By Type of Service (thousands) | |
| Full-Service Restaurant (at 40 percent) | \$8,236 |
| Convenience Food/Snack Stands (at 60 percent) | 12,353 |
| Total Supportable Net Floor Area (square feet) | |
| Full-Service Restaurants (at \$300 per square foot) | 27,500 |
| Convenience Food/Snack Stands (at \$500 per square foot) | 24,700 |
| Less: Existing or Planned Food Service Facilities | |
| Full-Service Restaurants (Space Needle) | 7,000 |
| Convenience Food/Snack Stands (Pacific Science Center) | 5,000 |
| Net Demand for New Food Service Facilities (square feet) | |
| Full-Service Restaurants | 20,500 |
| Convenience Food/Snack Stands | <u>19,700</u> |
| Total 40,200 | |

¹ Mid-range planning estimate.

² Constant 1988 dollars.

²

³ Stabilized-year projections for these facilities discussed in Section 4 of this report.

Table 3-37

**ESTIMATED DEMAND FOR RETAIL FACILITIES
AT SEATTLE CENTER
(Stabilized Year)**

| | <u>Amount/ Factor</u> |
|---|---------------------------|
| Estimated Total Attendance Units 1-4 ¹ (thousands) | 7,215 |
| Average Per Capita Expenditure ² | \$1.50 |
| Total Gross Retail Sales (thousands) ² | \$10,800 |
| Less Allocations to Other On-Site Facilities (thousands) ³ | |
| Family Amusement Park | \$1,250 |
| Entertainment Center | 133 |
| Children's Ride Area | 75 |
| Pavilion Ice Rink | 68 |
| Net Sales (thousands) | \$9,274 |
| Total Supportable Net Floor Area At Average Sales of \$425 Per Square Foot (square feet) | 21,800 |
| Less: Existing or Planned Retail Facilities | |
| Space Needle | 5,000 |
| Pacific Science Center | 6,500 |
| Net Demand for New Retail Facilities | 10,300 |

¹ Mid-range planning estimate.

² Constant 1988 dollars.

²

³ Stabilized-year projections for these facilities discussed in Section 4 of this report.

Source: Harrison Price Company.

Table 3-38

ESTIMATED CURRENT EMPLOYMENT
AT SEATTLE CENTER
1988

| <u>Employer</u> | <u>Number of Employees</u> | |
|---|-----------------------------|--------------------------------|
| | <u>Permanent</u> | <u>Seasonal/ Part-Time</u> |
| Major Employees | | |
| Space Needle ¹ | -----255 ² ----- | ----- |
| Seattle Center | 225 | 540 |
| Center House Retail/Food Complex | -----135 ² ----- | ----- |
| Pacific Science Center | 100 | 250 |
| Seattle Opera Association | 55 ³ | na |
| Fun Forest | 35 | 400 |
| Seattle Symphony Orchestra | 30 ⁴ | 10 |
| Bagley Wright Theater | 25 | 175 |
| Intiman Theater | <u>15</u> | <u>150</u> |
| Subtotal | 875 | 1,525 |
| All Other Employers (estimate) ⁵ | <u>60</u> | <u>105</u> |
| Total | 935 | 1,630 |

¹ Includes off-site employment.

² Expressed as full-time equivalent.

²

³ Excludes 90-member orchestra.

⁴ Administrative and production personnel only.

⁵ Excludes Seattle Supersonics.

Source: Seattle Center Finance Division and Harrison Price Company.

Table 3-39

PROJECTED SEATTLE CENTER EMPLOYMENT
UNDER REDEVELOPMENT PROGRAM
(Stabilized Year)

| <u>Employer</u> | <u>Number of Full-Time Equivalent Employees</u> |
|--|---|
| Existing Employment Base | |
| Permanent | 935 |
| Seasonal/Part-Time Expressed As Full-Time Equivalent ¹ | <u>540</u> |
| Total | 1,475 |
| Jobs Lost Through Removal of Selected Activities | |
| Center House Retail/Food Complex | (135) |
| Fun Forest ¹ | <u>(165)</u> |
| Total | (300) |
| Jobs Added by Redevelopment Program | |
| Family Amusement Park | 235 |
| Entertainment Center | 10 |
| Children's Ride Area | 20 |
| Pavilion Ice Rink | 10 |
| Food Service Facilities | 200 |
| Retail Sales Facilities | <u>20</u> |
| Subtotal | 495 |
| Incremental Increase to Existing Employment Base | <u>120</u> |
| Total | 615 |
| Net Employment Increase With Redevelopment | 315 |

¹ Assumes a part-time/seasonal employee is equivalent to one-third of a full-time employee.

Section 4

**ESTIMATED OPERATING REVENUES
AND EXPENSES**

**(Additional text and statistical data
to follow at a later date.)**

SEATTLE CENTER'S FINANCIAL HISTORY

Before discussing the future economic impacts of Seattle Center's Long Range Master Plan, we believe that understanding Seattle Center's past financial history and current status will provide a framework within which the future economic impacts can be evaluated. As part of the site survey in Phase I of this study, we discussed the 1986 financial performance of each facility, and as illustrated by those figures, Seattle Center facilities operated at a loss except for those involving parking, Center House retail and food, and the Fun Forest.

Seattle Center operations are supported primarily by revenues earned through the use of its facilities, but because its facilities operate at a loss, the City's General Fund is used to balance Seattle Center's budget. The General Fund is the City's most discretionary fund and is primarily supported by general taxes, such as property and business taxes. In recent years the General Fund has provided about 30% of the revenue needed to support operations. Capital improvements have been financed from a variety of sources, such as bond funds and the City's Cumulative Reserve Fund.

Since 1982, three major trends concerning Seattle Center's finances have become apparent.

- General Fund support has significantly increased since 1982 from \$206,645 to \$3,788,318 in 1987.
- Expenses have grown faster than Seattle Center's earned revenues, and the gap has resulted in more General Fund support. Since 1982, expenditures have increased 40% compared to a 14% increase in earned revenues.
- Seattle Center has significant capital improvement and maintenance needs. Seattle Center has estimated that within five years approximately \$65 million is needed in capital improvements and that after 1989 an additional \$5.7 million needs to be spent annually for the next nineteen years.

Seattle Center's Overall Financial Performance

During the past five years, Seattle Center has needed an increasing amount of General Fund

support. Although Seattle Center has a wide variety of revenue sources, earned revenues have not kept pace with Seattle Center's increasing costs, and as a result General Fund support has represented a critical revenue source to support operations. This trend has occurred despite intense and continuous use of Seattle Center facilities. Figure 3 shows how actual earned revenues have not grown as fast as expenses. The gap represents the amount of General Fund support required.

Table 4-1 shows the adopted General Fund support and operating budgets since 1982. An increasing reliance on General Fund support has occurred, but the percentage contribution has been stable for the past three years.

Seattle Center's earned revenue comes from a variety of different revenue sources. For purposes of discussion, we have categorized the earned revenue sources into groups used by Seattle Center. The largest earned revenue source has been rents received for the use of its facilities, followed by parking, reimbursables, and catering and concessions revenue. Two changes at Seattle Center should be noted. The return of the Seattle Supersonics and the creation of a Bumbershoot Commission to oversee the festival have affected various revenue sources. The Sonics positively affected several revenue sources, such as concessions and parking, while Bumbershoot fees have decreased because the admission charges are no longer handled by Seattle Center. Since 1985 the only fees and charges from Bumbershoot have been those negotiated with the Commission for Seattle Center's costs. Table 4-2 shows the percentage contribution for each earned revenue source for the past five years.

Seattle Center's expenses are allocated to three categories: direct expense, indirect expense, and indirect overhead. In 1986 direct expenses represented 34% of the total expenses, while indirect expenses contributed 46% of the total. The indirect overhead expenses were 20% of the total. Direct expenses are labor and material expenses that can be directly identified to a line of business or event. Indirect expenses are the fixed facility expenses required for operating and maintaining a facility. Indirect overhead represents the costs involved in managing and administering Seattle Center activities and facilities.

Seattle Center's Lines of Business

As part of the site inventory in Phase I, we summarized the 1986 financial performance by facility. Seattle Center, however, operates on the basis of six lines of business: Property Management, Public Assembly Facilities, Public Space and Grounds, Seattle Center Productions, Transportation Services, and Capital Improvement Program/Administration. Each line of business has revenues and expenses associated with it, and the following describes each line of business.

Property Management involves managing and administering the merchants and other long term contracts and leases. This line of business includes leases for the Fun Forest, Center House merchants, KCTS, Northwest Crafts Center and office space. In 1986, this line of business accounted for 17% of the earned revenue, 7% of the expenses, and \$650,000 in positive net income.

Public Assembly Facilities involves managing and administering facilities open to the public for events, such as the Coliseum, Opera House, Arena, Exhibition Hall, and the various meeting rooms. This line of business represented a majority of Seattle Center's 1986 activity: 52% of the earned revenues, 49% of the expenses, and 34% of the losses.

Public Space and Grounds involves operating the public spaces in the Center House and the grounds. This line of business represents the park functions of Seattle Center. This function contributed 18% of the expenses and 43% of the losses.

Seattle Center Productions represents the public programming aspects of Seattle Center. Seattle Center produces a number of its own events and provides support for other public events. Public programming in Center House is also used to draw visitors to support Center House merchants. The line of business contributed 8% of the expenses and represented 19% of the losses.

Transportation Services involves operating the monorail and the parking facilities. Much of the revenue attributed to this line of business is a result of the other lines of business which draw visitors to Seattle Center. In 1986 Transportation Services provided 27% of

the earned revenues, incurred 14% of the expenses, and contributed over \$450,000 in positive net income.

Capital Improvement Program/Administration represents the administration of capital projects. The line of business earned 4% of the revenue, contributed 5% of the expenses, and added 5% of the losses.

Table 4-3 shows the revenue, expenses including indirect overhead, and the net operating income for each of Seattle Center's lines of business for 1985 and 1986.

Public Uses and Seattle Center's Lines of Business

In fulfilling its mission to become an active and lively civic center, Seattle Center has provided the public with a wide range of commercial and public uses. Seattle Center supports a variety of public goals, uses, and functions, and revenues must support both the expenses associated with the commercial activities as well as those associated with the public ones. In 1982 Seattle Center earned enough revenue to almost support its entire operations. Even with its current high use, Seattle Center has not been able to duplicate its 1982 financial performance.

The public uses and functions are primarily identified with two lines of business, Seattle Center Productions and Public Space and Grounds. Neither one of these lines of business generates much revenue as shown in Table 4-3. These two lines of business have initiated and supported the public programming for which Seattle Center has become well known, and in 1987 Seattle Center programmed 680 public events with 1,450 performances. These events included senior dances, free concerts, cultural heritage festivals, and a variety of other targeted public programs such as those involving children and holiday celebrations. For many residents, Seattle Center has also been an urban park and has provided a setting where they can relax, walk around, and enjoy the park like spaces.

Besides its public programming and uses, Seattle Center is also known as the home of several non-profit performing arts organizations, such as the Seattle Symphony, the Seattle Opera, the Pacific Northwest Ballet, the Intiman Theater Company, and the Seattle Repertory Theater. These organizations have added to the

mix of uses on the site, and recognizing the financial constraints under which these organizations operate and their contribution to the City's cultural environment, the City has maintained a policy to charge rents less than those charged to commercial organizations.

Although these public uses have contributed to the vitality and use of Seattle Center, they have also contributed to its operating losses since earning revenue has not been the primary purpose of public programming and policies. Since earned revenues have not increased sufficiently to support these and other losses, the General Fund has been used to supplement budgets and to maintain the level of public programming. To illustrate the costs of this type of programming, Table 4-4 shows the net income for some of Seattle Center's public uses and programs.

Capital Improvement Needs

Seattle Center has identified a significant level of needed capital improvements. The Center's Capital Asset Management Plan has identified the capital maintenance needs for the next twenty years, and according to the plan, the capital improvement needs for the next five years total about \$65 million. This figure is significant given that Seattle Center's facilities have been valued at \$322 million, excluding grounds. According to the plan, \$42.5 million in capital spending is needed in 1989 for current and deferred maintenance projects, while another \$22.2 million is needed in the following four years. In addition, Seattle Center estimates that the average annual maintenance requirement for the nineteen years after 1989 is \$5.7 million. If the City made these expenditures over the next twenty years, the projected total capital spending would be equal to \$173.3 million.

The City has invested in Seattle Center by funding capital improvements through bond issues and a variety of other City fund sources. The average annual capital spending since 1982 has been about \$2.5 million. A 1977 Seattle Center Improvement Bond issue of \$19 million has been the primary funding source for most of Seattle Center's capital projects. With the exception of improvements to the Fun Forest, all of the originally planned projects have been completed, provided for, or assessed as not feasible. Seattle Center was also part of a 1984 City Facilities Renovation and Improvement Bond issue and received \$4.2 million for improvements. The majority of these improvements

have also been completed. Since 1982 the other funding sources, such as the Cumulative Reserve Fund, the General Fund, and the Emergency Fund, have contributed funding from a high of \$3 million in 1984 to a low of \$.2 million in 1983. The average annual contribution from these other City funds has been \$1.1 million.

Table 4-1
GENERAL FUND SUPPORT
FOR SEATTLE CENTER OPERATIONS

| <u>Year</u> | <u>Adopted Budget</u> | <u>Adopted General Fund Support</u> | <u>Percent of Budget</u> |
|-------------|-----------------------|-------------------------------------|--------------------------|
| 1982 | \$ 8,510,512 | \$ 206,645 | 2% |
| 1983 | 9,087,703 | 903,806 | 10% |
| 1984 | 13,609,306 | 2,002,723 | 15% |
| 1985 | 12,069,140 | 3,652,091 | 30% |
| 1986 | 11,945,713 | 3,610,715 | 30% |
| 1987 | 12,974,314 | 3,788,318 | 29% |

Source: 1982-1987 City of Seattle Adopted Budgets

Table 4-2

PERCENTAGE OF EARNED REVENUE BY REVENUE SOURCE

| <u>REVENUE CATEGORY</u> | <u>1983</u> | <u>1984</u> | <u>1985</u> | <u>1986</u> | <u>1987</u> |
|-------------------------|-------------|-------------|-------------|-------------|-------------|
| CATERING & CONCESSIONS | 8% | 7% | 8% | 10% | 12% |
| LEASES | 3% | 3% | 3% | 4% | 4% |
| CENTER HOUSE LEASES | 7% | 9% | 8% | 8% | 8% |
| FUN FOREST | 7% | 7% | 6% | 6% | 6% |
| FEEES AND CHARGES | 9% | 9% | 10% | 2% | 3% |
| MONORAIL | 10% | 9% | 9% | 7% | 7% |
| PARKING | 16% | 17% | 15% | 20% | 20% |
| REIMBURSABLES | 10% | 12% | 13% | 15% | 14% |
| RENT | 30% | 27% | 28% | 28% | 26% |
| TOTAL | 100% | 100% | 100% | 100% | 100% |

Source: 1983-1987 Seattle Center Revenue Summaries

Table 4-3

FINANCIAL SUMMARY BY LINE OF BUSINESS

| LINE OF BUSINESS | 1986 EARNED REVENUE | 1986 EXPENSES | 1986 NET INCOME |
|----------------------------------|------------------------|------------------|--------------------|
| PROPERTY MANAGEMENT | \$1,486,505 | \$830,031 | \$656,474 |
| PUBLIC ASSEMBLY FACILITIES | \$4,412,615 | \$6,119,400 | (\$1,706,785) |
| PUBLIC SPACE & GROUNDS | \$17,079 | \$2,184,919 | (\$2,167,840) |
| SEATTLE CENTER PRODUCTIONS | \$12,245 | \$958,538 | (\$946,293) |
| TRANSPORTATION SERVICES | \$2,259,505 | \$1,806,644 | \$452,861 |
| CAPITAL IMPROVEMENT PROGRAM/ADM. | \$316,219 | \$578,532 | (\$262,313) |
| TOTAL | \$8,504,168 | \$12,478,064 | (\$3,973,896) |

| LINE OF BUSINESS | 1985 EARNED REVENUE | 1985 EXPENSES | 1985 NET INCOME |
|----------------------------------|------------------------|------------------|--------------------|
| PROPERTY MANAGEMENT | \$1,463,101 | \$1,006,274 | \$456,827 |
| PUBLIC ASSEMBLY FACILITIES | \$4,201,401 | \$5,652,449 | (\$1,451,048) |
| PUBLIC SPACE & GROUNDS | \$0 | \$1,393,518 | (\$1,393,518) |
| SEATTLE CENTER PRODUCTIONS | \$819,137 | \$2,094,350 | (\$1,275,213) |
| TRANSPORTATION SERVICES | \$2,031,931 | \$1,576,798 | \$455,133 |
| CAPITAL IMPROVEMENT PROGRAM/ADM. | \$238,642 | \$679,283 | (\$440,641) |
| TOTAL | \$8,754,212 | \$12,402,672 | (\$3,648,460) |

Source: 1985 and 1986 Seattle Center Cost Accounting Reports

Table 4-4

NET INCOME OF MAJOR PUBLIC USES

| <u>USE</u> | <u>1985</u> | <u>1986</u> |
|---------------------------------|-------------|-------------|
| Non-Profit Performing Arts | (616,908) | (590,712) |
| Bumbershoot | (255,994) | (171,941) |
| Ethnic Programs | (75,587) | (165,443) |
| Folklife | (101,420) | (153,759) |
| Seattle Center Holiday Display | (129,913) | (220,275) |
| Seattle Center Special Events | (320,211) | (167,969) |
| Seattle Center Ongoing Programs | (108,302) | (115,834) |
| Whirligig | (131,054) | (93,594) |
| Public Spaces and Grounds | (1,393,518) | (2,167,840) |
| TOTAL | (3,132,907) | (3,847,367) |

Source: 1985 and 1986 Seattle Center Cost Accounting Reports

Figure 3
SEATTLE CENTER
EARNED REVENUE AND EXPENSES

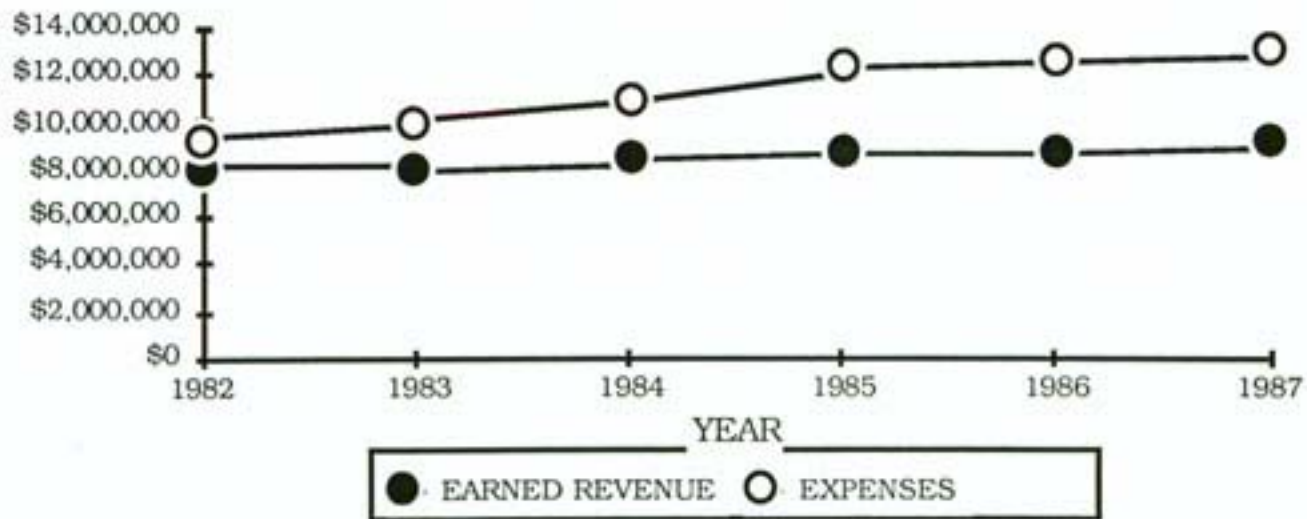


Table 4-17

TEN-YEAR PRO FORMA INCOME STATEMENT FOR
THE FAMILY AMUSEMENT PARK
(Constant 1998 Dollars)

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--|----------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Estimated Attendance (thousands) | 500 | 565 | 625 | 625 | 640 | 665 | 665 | 685 | 685 | 700 |
| Estimated Per Capita Revenue | | | | | | | | | | |
| Admissions 1 | \$9.05 | \$9.05 | \$9.05 | \$9.05 | \$9.05 | \$9.05 | \$9.05 | \$9.05 | \$9.05 | \$9.05 |
| Food and Beverage | \$2.50 | \$2.50 | \$2.50 | \$2.50 | \$2.50 | \$2.50 | \$2.50 | \$2.50 | \$2.50 | \$2.50 |
| Merchandise | \$2.00 | \$2.00 | \$2.00 | \$2.00 | \$2.00 | \$2.00 | \$2.00 | \$2.00 | \$2.00 | \$2.00 |
| Games and Arcade | \$1.25 | \$1.25 | \$1.25 | \$1.25 | \$1.25 | \$1.25 | \$1.25 | \$1.25 | \$1.25 | \$1.25 |
| Rentals and Miscellaneous | \$0.75 | \$0.75 | \$0.75 | \$0.75 | \$0.75 | \$0.75 | \$0.75 | \$0.75 | \$0.75 | \$0.75 |
| Total | \$15.55 | \$15.55 | \$15.55 | \$15.55 | \$15.55 | \$15.55 | \$15.55 | \$15.55 | \$15.55 | \$15.55 |
| Total Gross Revenue (thousands) | | | | | | | | | | |
| Admissions | \$4,525 | \$5,113 | \$5,656 | \$5,656 | \$5,792 | \$6,018 | \$6,018 | \$6,199 | \$6,199 | \$6,335 |
| Games and Arcades | \$625 | \$706 | \$781 | \$781 | \$800 | \$831 | \$831 | \$856 | \$856 | \$875 |
| Food and Beverage | \$1,250 | \$1,413 | \$1,563 | \$1,563 | \$1,600 | \$1,663 | \$1,663 | \$1,713 | \$1,713 | \$1,750 |
| Merchandise | \$1,000 | \$1,130 | \$1,250 | \$1,250 | \$1,280 | \$1,330 | \$1,330 | \$1,370 | \$1,370 | \$1,400 |
| Rentals and Miscellaneous | \$375 | \$424 | \$469 | \$469 | \$480 | \$499 | \$499 | \$514 | \$514 | \$525 |
| Total | \$7,775 | \$8,786 | \$9,719 | \$9,719 | \$9,952 | \$10,341 | \$10,341 | \$10,652 | \$10,652 | \$10,885 |
| Estimated Operating Expenses (thousands) | | | | | | | | | | |
| Cost of Goods Sold | | | | | | | | | | |
| Food and Beverage 2 | \$375 | \$424 | \$469 | \$469 | \$480 | \$499 | \$499 | \$514 | \$514 | \$525 |
| Merchandise 3 | \$500 | \$565 | \$625 | \$625 | \$640 | \$665 | \$665 | \$685 | \$685 | \$700 |
| Games and Arcade 4 | \$125 | \$141 | \$156 | \$156 | \$160 | \$166 | \$166 | \$171 | \$171 | \$175 |
| Rentals and Miscellaneous 5 | \$75 | \$85 | \$94 | \$94 | \$96 | \$100 | \$100 | \$103 | \$103 | \$105 |
| Operating Expenses 6 | \$4,276 | \$4,832 | \$5,345 | \$5,345 | \$5,474 | \$5,688 | \$5,688 | \$5,859 | \$5,859 | \$5,987 |
| Lease Payment to Seattle Center 7 | \$778 | \$879 | \$972 | \$972 | \$995 | \$1,034 | \$1,034 | \$1,065 | \$1,065 | \$1,089 |
| Total | \$6,129 | \$6,926 | \$7,661 | \$7,661 | \$7,845 | \$8,152 | \$8,152 | \$8,397 | \$8,397 | \$8,581 |
| Net Operating Income (thousands) | \$1,646 | \$1,860 | \$2,058 | \$2,058 | \$2,107 | \$2,189 | \$2,189 | \$2,255 | \$2,255 | \$2,304 |

1 Based on admission prices of \$11.00 per adult (age 12 and over) and \$9.00 per child with an attendance mix of 5 adults to 1 child and a 15 percent discount.

2 At 30 percent of food/beverage revenue.

3 At 50 percent of merchandise revenue.

4 At 20 percent of games and arcade revenue.

5 At 20 percent of rental and miscellaneous revenue.

6 At 55 percent of total gross revenue.

7 At 10 percent of total gross revenue.

Source: Harrison Price Company.

Table 4-18

TEN-YEAR PRO FORMA INCOME STATEMENT FOR
THE ENTERTAINMENT CENTER
(Constant 1988 Dollars)

| | <u>Year 1</u> | <u>Year 2</u> | <u>Year 3</u> | <u>Year 4</u> | <u>Year 5</u> | <u>Year 6</u> | <u>Year 7</u> | <u>Year 8</u> | <u>Year 9</u> | <u>Year 10</u> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Estimated Attendance (thousands) | | | | | | | | | | |
| From Thrill Ride Park | 125 | 141 | 156 | 156 | 160 | 166 | 166 | 171 | 171 | 175 |
| Incremental Visitation | 60 | 80 | 110 | 110 | 120 | 120 | 130 | 140 | 140 | 145 |
| Total | 185 | 221 | 266 | 266 | 280 | 286 | 296 | 311 | 311 | 320 |
| Estimated Per Capita Revenue | | | | | | | | | | |
| Admissions | \$3.40 | \$3.40 | \$3.40 | \$3.40 | \$3.40 | \$3.40 | \$3.40 | \$3.40 | \$3.40 | \$3.40 |
| Food and Beverage | \$3.00 | \$3.00 | \$3.00 | \$3.00 | \$3.00 | \$3.00 | \$3.00 | \$3.00 | \$3.00 | \$3.00 |
| Merchandise | \$0.50 | \$0.50 | \$0.50 | \$0.50 | \$0.50 | \$0.50 | \$0.50 | \$0.50 | \$0.50 | \$0.50 |
| Total | \$6.90 | \$6.90 | \$6.90 | \$6.90 | \$6.90 | \$6.90 | \$6.90 | \$6.90 | \$6.90 | \$6.90 |
| Total Gross Revenue (thousands) | | | | | | | | | | |
| Admissions | \$629 | \$751 | \$904 | \$904 | \$952 | \$972 | \$1,006 | \$1,057 | \$1,057 | \$1,088 |
| Food and Beverage | \$555 | \$663 | \$798 | \$798 | \$840 | \$858 | \$888 | \$933 | \$933 | \$960 |
| Merchandise | \$93 | \$111 | \$133 | \$133 | \$140 | \$143 | \$148 | \$156 | \$156 | \$160 |
| Total | \$1,277 | \$1,525 | \$1,835 | \$1,835 | \$1,932 | \$1,973 | \$2,042 | \$2,146 | \$2,146 | \$2,208 |
| Estimated Operating Expenses (thousands) | | | | | | | | | | |
| Cost of Goods Sold | | | | | | | | | | |
| Food and Beverage | \$167 | \$199 | \$239 | \$239 | \$252 | \$257 | \$266 | \$280 | \$280 | \$288 |
| Merchandise | \$47 | \$56 | \$67 | \$67 | \$70 | \$72 | \$74 | \$78 | \$78 | \$80 |
| Operating Expenses | \$639 | \$763 | \$918 | \$918 | \$966 | \$987 | \$1,021 | \$1,073 | \$1,073 | \$1,104 |
| Lease Payment to Seattle Center | \$128 | \$153 | \$184 | \$184 | \$193 | \$197 | \$204 | \$215 | \$215 | \$221 |
| Total | \$981 | \$1,171 | \$1,408 | \$1,408 | \$1,481 | \$1,513 | \$1,565 | \$1,646 | \$1,646 | \$1,693 |
| Net Operating Income (thousands) | \$296 | \$354 | \$427 | \$427 | \$451 | \$460 | \$477 | \$500 | \$500 | \$515 |

1 At 25 percent of ride park attendance.

2 Based on an average admission price of \$4.00 per person and a 15 percent discount allowance.

3 Assumes no alcoholic beverages are offered.

4 At 30 percent of food/beverage revenue.

5 At 50 percent of merchandise revenue.

6 At 50 percent of total gross revenue.

7 At 10 percent of total gross revenue.

Source: Harrison Price Company.

Table 4-20

TEN YEAR PRO FORMA INCOME STATEMENT FOR
THE COLISEUM AT 14,000 SEATS POST-SONICS
(Constant 1988 Dollars)

| | <u>Year 1</u> | <u>Year 2</u> | <u>Year 3</u> | <u>Year 4</u> | <u>Year 5</u> | <u>Year 6</u> | <u>Year 7</u> | <u>Year 8</u> | <u>Year 9</u> | <u>Year 10</u> |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Estimated Number of Use-Days | | | | | | | | | | |
| Full Facility Use | | | | | | | | | | |
| Event Days | 65 | 70 | 75 | 75 | 75 | 75 | 77 | 77 | 77 | 80 |
| Move-In/Move-Out Days 1/ | 26 | 28 | 30 | 30 | 30 | 30 | 31 | 31 | 31 | 32 |
| Subtotal | <u>91</u> | <u>98</u> | <u>105</u> | <u>105</u> | <u>105</u> | <u>105</u> | <u>108</u> | <u>108</u> | <u>108</u> | <u>112</u> |
| Partial Facility Use | | | | | | | | | | |
| Event Days | 50 | 53 | 55 | 55 | 55 | 55 | 57 | 57 | 57 | 60 |
| Move-In/Move-Out Days 2/ | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| Subtotal | <u>55</u> | <u>58</u> | <u>61</u> | <u>61</u> | <u>61</u> | <u>61</u> | <u>63</u> | <u>63</u> | <u>63</u> | <u>66</u> |
| Total | 146 | 156 | 166 | 166 | 166 | 166 | 171 | 171 | 171 | 178 |
| Total Gross Revenue (thousands) | | | | | | | | | | |
| Facility Rentals 3/ | | | | | | | | | | |
| Full Facility | \$455 | \$490 | \$525 | \$525 | \$525 | \$525 | \$540 | \$540 | \$540 | \$560 |
| Partial Facility | \$121 | \$128 | \$134 | \$134 | \$134 | \$134 | \$139 | \$139 | \$139 | \$145 |
| Subtotal | <u>\$576</u> | <u>\$618</u> | <u>\$659</u> | <u>\$659</u> | <u>\$659</u> | <u>\$659</u> | <u>\$679</u> | <u>\$679</u> | <u>\$679</u> | <u>\$705</u> |
| Reimbursements 4/ | | | | | | | | | | |
| Full Facility | \$250 | \$270 | \$289 | \$289 | \$289 | \$289 | \$297 | \$297 | \$297 | \$308 |
| Partial Facility | \$109 | \$115 | \$121 | \$121 | \$121 | \$121 | \$125 | \$125 | \$125 | \$131 |
| Subtotal | <u>\$359</u> | <u>\$385</u> | <u>\$410</u> | <u>\$410</u> | <u>\$410</u> | <u>\$410</u> | <u>\$422</u> | <u>\$422</u> | <u>\$422</u> | <u>\$439</u> |
| Concessions 5/ | | | | | | | | | | |
| Full Facility | \$137 | \$147 | \$158 | \$158 | \$158 | \$158 | \$162 | \$162 | \$162 | \$168 |
| Partial Facility | \$18 | \$19 | \$20 | \$20 | \$20 | \$20 | \$21 | \$21 | \$21 | \$22 |
| Subtotal | <u>\$155</u> | <u>\$166</u> | <u>\$178</u> | <u>\$178</u> | <u>\$178</u> | <u>\$178</u> | <u>\$183</u> | <u>\$183</u> | <u>\$183</u> | <u>\$190</u> |
| Total | \$1,090 | \$1,169 | \$1,247 | \$1,247 | \$1,247 | \$1,247 | \$1,284 | \$1,284 | \$1,284 | \$1,334 |

Table 4-20
(continued)

| | <u>Year 1</u> | <u>Year 2</u> | <u>Year 3</u> | <u>Year 4</u> | <u>Year 5</u> | <u>Year 6</u> | <u>Year 7</u> | <u>Year 8</u> | <u>Year 9</u> | <u>Year 10</u> |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Estimated Operating Expenses (thousands) | | | | | | | | | | |
| Direct Costs 6/ | | | | | | | | | | |
| Full Facility | \$391 | \$421 | \$452 | \$452 | \$452 | \$452 | \$464 | \$464 | \$464 | \$482 |
| Partial Facility | \$138 | \$145 | \$153 | \$153 | \$153 | \$153 | \$158 | \$158 | \$158 | \$165 |
| Subtotal | <u>\$529</u> | <u>\$566</u> | <u>\$605</u> | <u>\$605</u> | <u>\$605</u> | <u>\$605</u> | <u>\$622</u> | <u>\$622</u> | <u>\$622</u> | <u>\$647</u> |
| Facility Services 7/ | | | | | | | | | | |
| Full Facility | \$352 | \$379 | \$407 | \$407 | \$407 | \$407 | \$418 | \$418 | \$418 | \$434 |
| Partial Facility | \$124 | \$131 | \$138 | \$138 | \$138 | \$138 | \$142 | \$142 | \$142 | \$149 |
| Subtotal | <u>\$476</u> | <u>\$510</u> | <u>\$545</u> | <u>\$545</u> | <u>\$545</u> | <u>\$545</u> | <u>\$560</u> | <u>\$560</u> | <u>\$560</u> | <u>\$583</u> |
| Indirect Overhead 8/ | | | | | | | | | | |
| Full Facility | \$176 | \$189 | \$203 | \$203 | \$203 | \$203 | \$209 | \$209 | \$209 | \$217 |
| Partial Facility | \$62 | \$65 | \$69 | \$69 | \$69 | \$69 | \$71 | \$71 | \$71 | \$74 |
| Subtotal | <u>\$238</u> | <u>\$254</u> | <u>\$272</u> | <u>\$272</u> | <u>\$272</u> | <u>\$272</u> | <u>\$280</u> | <u>\$280</u> | <u>\$280</u> | <u>\$291</u> |
| Total | \$1,243 | \$1,330 | \$1,422 | \$1,422 | \$1,422 | \$1,422 | \$1,462 | \$1,462 | \$1,462 | \$1,521 |
| Net Operating Income (thousands) | (\$153) | (\$161) | (\$175) | (\$175) | (\$175) | (\$175) | (\$178) | (\$178) | (\$178) | (\$187) |

1 At 40 percent of event-days.

2 At 10 percent of event-days.

3 At an average of \$5,000 per use-day for full facility events and \$2,200 per use-day for partial facility events (includes minimum rents plus an allowance for percentage for overrides and discounts for moving days).

4 At 55 percent of rental revenue for full facility events and 90 percent of rental revenue for partial facility events.

5 At 30 percent of rental revenue for full facility events and 15 percent of rental revenue for partial facility events.

6 At an average of \$4,300 per use-day for full facility events and \$2,500 per use-day for partial facility events.

7 at 90 percent of direct costs.

8 At 45 percent of direct costs.

Source: Seattle Center Finance Division and Harrison Price Company.

Table 4-23

**TEN-YEAR PRO FORMA INCOME STATEMENT FOR
FOOD SERVICE OPERATIONS**
(Constant 1988 Dollars)

| | <u>Year 1</u> | <u>Year 2</u> | <u>Year 3</u> | <u>Year 4</u> | <u>Year 5</u> | <u>Year 6</u> | <u>Year 7</u> | <u>Year 8</u> | <u>Year 9</u> | <u>Year 10</u> |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Cumulative Total Leasable Area (square feet) 1 | | | | | | | | | | |
| Restaurants | 5,500 | 5,500 | 14,000 | 14,000 | 14,000 | 14,000 | 20,500 | 20,500 | 20,500 | 20,500 |
| Convenience Food/Snack Stands | | 12,700 | 16,300 | 16,300 | 19,700 | 19,700 | 19,700 | 19,700 | 19,700 | 19,700 |
| Total | 5,500 | 18,200 | 30,300 | 30,300 | 33,700 | 33,700 | 40,200 | 40,200 | 40,200 | 40,200 |
| Total Gross Sales (thousands) | | | | | | | | | | |
| Restaurants 2 | \$1,650 | \$1,650 | \$4,200 | \$4,200 | \$4,200 | \$4,200 | \$6,150 | \$6,150 | \$6,150 | \$6,150 |
| Convenience Food/Snack Stands 3 | - - | \$6,350 | \$8,150 | \$8,150 | \$9,850 | \$9,850 | \$9,850 | \$9,850 | \$9,850 | \$9,850 |
| Total | \$1,650 | \$8,000 | \$12,350 | \$12,350 | \$14,050 | \$14,050 | \$16,000 | \$16,000 | \$16,000 | \$16,000 |
| Estimated Annual Lease Revenue (thousands) 4 | | | | | | | | | | |
| Restaurants | \$165 | \$165 | \$420 | \$420 | \$420 | \$420 | \$615 | \$615 | \$615 | \$615 |
| Convenience Food/Snack Stands | - - | \$635 | \$815 | \$815 | \$985 | \$985 | \$985 | \$985 | \$985 | \$985 |
| Total | \$165 | \$800 | \$1,235 | \$1,235 | \$1,405 | \$1,405 | \$1,600 | \$1,600 | \$1,600 | \$1,600 |
| Estimated Operating Expenses (thousands) | | | | | | | | | | |
| Direct Costs 5 | \$17 | \$80 | \$124 | \$124 | \$141 | \$141 | \$160 | \$160 | \$160 | \$160 |
| Facility Services 6 | \$25 | \$120 | \$185 | \$185 | \$211 | \$211 | \$240 | \$240 | \$240 | \$240 |
| Indirect Overhead 5 | \$17 | \$80 | \$124 | \$124 | \$141 | \$141 | \$160 | \$160 | \$160 | \$160 |
| Total | \$59 | \$280 | \$433 | \$433 | \$493 | \$493 | \$560 | \$560 | \$560 | \$560 |
| Net Operating Income (thousands) | \$106 | \$520 | \$802 | \$802 | \$912 | \$912 | \$1,040 | \$1,040 | \$1,040 | \$1,040 |

1 Based on demand analysis in Section 3; does not necessarily correspond directly to design master plan.

2 At an average of \$300 per square foot.

3 At an average of \$500 per square foot.

4 At an average of 10 percent of sales triple net; includes minimum rent plus an allowance for percentage overrides.

5 At 10 percent of total lease revenue.

6 At 15 percent of total lease revenue.

Source: Seattle Center Finance Division and Harrison Price Company.

Table 4-24

**TEN-YEAR PRO FORMA INCOME STATEMENT FOR
RETAIL SALES OPERATIONS
(Constant 1988 Dollars)**

| | <u>Year 1</u> | <u>Year 2</u> | <u>Year 3</u> | <u>Year 4</u> | <u>Year 5</u> | <u>Year 6</u> | <u>Year 7</u> | <u>Year 8</u> | <u>Year 9</u> | <u>Year 10</u> |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Cumulative Total Leasable Area (square feet) 1 | | | | | | | | | | |
| Gifts/Souvenirs | -- | 3000 | 10,300 | 10,300 | 10,300 | 10,300 | 10,300 | 10,300 | 10,300 | 10,300 |
| Arts and Crafts | -- | -- | -- | -- | -- | -- | 2,000 | 2,000 | 3,500 | 5,000 |
| Total | -- | 3000 | 10,300 | 10,300 | 10,300 | 10,300 | 12,300 | 12,300 | 13,800 | 15,000 |
| Total Gross Sales (thousands) | | | | | | | | | | |
| Gifts/Souvenirs 2 | -- | \$1,275 | \$4,378 | \$4,378 | \$4,378 | \$4,378 | \$4,378 | \$4,378 | \$4,378 | \$4,378 |
| Arts and Crafts 3 | -- | -- | -- | -- | -- | -- | \$150 | \$150 | \$263 | \$375 |
| Total | -- | \$1,275 | \$4,378 | \$4,378 | \$4,378 | \$4,378 | \$4,528 | \$4,528 | \$4,641 | \$4,753 |
| Estimated Annual Lease Revenue (thousands) 4 | | | | | | | | | | |
| Gifts/Souvenirs | -- | \$153 | \$525 | \$525 | \$525 | \$525 | \$525 | \$525 | \$525 | \$525 |
| Arts and Crafts | -- | -- | -- | -- | -- | -- | \$18 | \$18 | \$32 | \$45 |
| Total | -- | \$153 | \$525 | \$525 | \$525 | \$525 | \$543 | \$543 | \$557 | \$570 |
| Estimated Operating Expenses (thousands) | | | | | | | | | | |
| Direct Costs 5 | -- | \$15 | \$53 | \$53 | \$53 | \$53 | \$54 | \$54 | \$56 | \$57 |
| Facility Services 6 | -- | \$23 | \$79 | \$79 | \$79 | \$79 | \$81 | \$81 | \$84 | \$86 |
| Indirect Overhead 5 | -- | \$15 | \$53 | \$53 | \$53 | \$53 | \$54 | \$54 | \$56 | \$57 |
| Total | -- | \$53 | \$185 | \$185 | \$185 | \$185 | \$189 | \$189 | \$196 | \$200 |
| Net Operating Income (thousands) | -- | \$100 | \$340 | \$340 | \$340 | \$340 | \$354 | \$354 | \$361 | \$370 |

1 Based on demand analysis in Section 3; does not necessarily correspond directly to design master plan.

2 At an average of \$425 per square foot.

3 At an average of \$75 per square foot.

4 At an average of 12 percent of sales triple net; includes minimum rent plus an allowance for percentage overrides.

5 At 10 percent of total lease revenue.

6 At 15 percent of total lease revenue.

Source: Seattle Center Finance Division and Harrison Price Company.

Table 4-26

TEN-YEAR PRO FORMA INCOME STATEMENT FOR
THE PAVILION ICE SKATING RINK
(Constant 1988 Dollars)

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| Estimated Attendance (thousands) | | | | | | | | | | |
| Paid Admissions | | 100 | 115 | 125 | 125 | 125 | 130 | 130 | 130 | 130 |
| Free Admissions | | 20 | 20 | 25 | 25 | 25 | 25 | 25 | 30 | 30 |
| Total | | 120 | 135 | 150 | 150 | 150 | 155 | 155 | 160 | 160 |
| Estimated Per Capita Revenue | | | | | | | | | | |
| Admissions 1 | | \$4.25 | \$4.25 | \$4.25 | \$4.25 | \$4.25 | \$4.25 | \$4.25 | \$4.25 | \$4.25 |
| Food and Beverage | | \$1.00 | \$1.00 | \$1.00 | \$1.00 | \$1.00 | \$1.00 | \$1.00 | \$1.00 | \$1.00 |
| Pro Shop Merchandise 2 | | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 |
| Lockers and Miscellaneous 3 | | \$0.15 | \$0.15 | \$0.15 | \$0.15 | \$0.15 | \$0.15 | \$0.15 | \$0.15 | \$0.15 |
| Total | | \$5.85 | \$5.85 | \$5.85 | \$5.85 | \$5.85 | \$5.85 | \$5.85 | \$5.85 | \$5.85 |
| Total Gross Revenue (thousands) 4 | | | | | | | | | | |
| Admissions | | \$425 | \$489 | \$531 | \$531 | \$531 | \$553 | \$553 | \$553 | \$553 |
| Food and Beverage | | \$100 | \$115 | \$125 | \$125 | \$125 | \$130 | \$130 | \$130 | \$130 |
| Pro Shop Merchandise | | \$45 | \$52 | \$56 | \$56 | \$56 | \$59 | \$59 | \$59 | \$59 |
| Lockers and Miscellaneous | | \$15 | \$17 | \$19 | \$19 | \$19 | \$20 | \$20 | \$20 | \$20 |
| Private Ice Rentals 5 | | \$90 | \$90 | \$90 | \$90 | \$90 | \$90 | \$90 | \$90 | \$90 |
| Total | | \$585 | \$763 | \$821 | \$821 | \$821 | \$852 | \$852 | \$852 | \$852 |
| Estimated Operating Expenses (thousands) | | | | | | | | | | |
| Cost of Goods Sold | | | | | | | | | | |
| Food and Beverage 6 | | \$30 | \$35 | \$38 | \$38 | \$38 | \$39 | \$39 | \$39 | \$39 |
| Pro Shop Merchandise 7 | | \$27 | \$31 | \$34 | \$34 | \$34 | \$35 | \$35 | \$35 | \$35 |
| Operating Expenses 8 | | \$380 | \$496 | \$534 | \$534 | \$534 | \$554 | \$554 | \$554 | \$554 |
| Lease Payment to Seattle Center 9 | | \$88 | \$114 | \$123 | \$123 | \$123 | \$128 | \$128 | \$128 | \$128 |
| Total | | \$525 | \$676 | \$729 | \$729 | \$729 | \$756 | \$756 | \$756 | \$756 |
| Net Operating Income (thousands) | | \$60 | \$87 | \$92 | \$92 | \$92 | \$96 | \$96 | \$96 | \$96 |

1 Based on an admission price of \$4.50 including skate rental; allows for group and promotional discounts averaging 25 percent on 25 percent of admissions.

2 At 10 percent of admissions revenue.

3 At 3 percent of admissions revenue.

4 Based on paid admissions.

5 Assumes 600 hours of private rentals annually at an average rate of \$150 per hour.

6 At 30 percent of food/beverage revenue.

7 At 60 percent of pro shop revenue.

8 At 65 percent of total gross revenue.

9 At 15 percent of total gross revenue.

Table 4-29

TEN-YEAR PRO FORMA INCOME STATEMENT FOR
THE CHILDREN'S RIDE AREA
(Constant 1988 Dollars)

| | <u>Year 1</u> | <u>Year 2</u> | <u>Year 3</u> | <u>Year 4</u> | <u>Year 5</u> | <u>Year 6</u> | <u>Year 7</u> | <u>Year 8</u> | <u>Year 9</u> | <u>Year 10</u> |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Estimated Attendance (thousands) | ---- | 125 | 140 | 150 | 150 | 160 | 160 | 165 | 170 | 170 |
| Estimated Per Capita Revenue | | | | | | | | | | |
| Rides 1 | ---- | \$3.20 | \$3.20 | \$3.20 | \$3.20 | \$3.20 | \$3.20 | \$3.20 | \$3.20 | \$3.20 |
| Food and Beverage | ---- | \$1.00 | \$1.00 | \$1.00 | \$1.00 | \$1.00 | \$1.00 | \$1.00 | \$1.00 | \$1.00 |
| Merchandise | ---- | \$0.50 | \$0.50 | \$0.50 | \$0.50 | \$0.50 | \$0.50 | \$0.50 | \$0.50 | \$0.50 |
| Total | ---- | \$4.70 | \$4.70 | \$4.70 | \$4.70 | \$4.70 | \$4.70 | \$4.70 | \$4.70 | \$4.70 |
| Total Gross Revenue (thousands) | | | | | | | | | | |
| Rides | ---- | \$400 | \$448 | \$480 | \$480 | \$512 | \$512 | \$528 | \$544 | \$544 |
| Food and Beverage | ---- | \$125 | \$140 | \$150 | \$150 | \$160 | \$160 | \$165 | \$170 | \$170 |
| Merchandise | ---- | \$63 | \$70 | \$75 | \$75 | \$80 | \$80 | \$83 | \$85 | \$85 |
| Total | ---- | \$588 | \$658 | \$705 | \$705 | \$752 | \$752 | \$776 | \$799 | \$799 |
| Estimated Operating Expenses (thousands) | | | | | | | | | | |
| Cost of Goods Sold | | | | | | | | | | |
| Food and Beverage 2 | ---- | \$38 | \$42 | \$45 | \$45 | \$48 | \$48 | \$50 | \$51 | \$51 |
| Merchandise 3 | ---- | \$32 | \$35 | \$38 | \$38 | \$40 | \$40 | \$42 | \$43 | \$43 |
| Operating Expenses 4 | ---- | \$294 | \$329 | \$353 | \$353 | \$376 | \$376 | \$388 | \$400 | \$400 |
| Lease Payment to Seattle Center 5 | ---- | \$59 | \$66 | \$71 | \$71 | \$75 | \$75 | \$78 | \$80 | \$80 |
| Total | ---- | \$423 | \$472 | \$507 | \$507 | \$539 | \$539 | \$558 | \$574 | \$574 |
| Net Operating Income (thousands) | ---- | \$165 | \$186 | \$198 | \$198 | \$213 | \$213 | \$218 | \$225 | \$225 |

1 Based on an average of 5 rides per visitor at an average price of \$0.75 per ride and a 15 percent discount allowance.

2 At 30 percent of food/beverage revenue.

3 At 50 percent of merchandise revenue.

4 At 50 percent of total gross revenue.

5 At 10 percent of total gross revenue.

Source: Harrison Price Company.

Table 4-32

**PARKING SPACE UTILIZATION AT SEATTLE CENTER
1983 and 1987**

| <u>Parking Facility</u> | <u>Number of Spaces</u> | <u>Number of Cars Parked Per Year</u> | <u>Number of Cars Parked Per Day</u> | <u>No. of Cars Per Day Per Space¹</u> | <u>Number of Spaces</u> | <u>Number of Cars Parked Per Year</u> | <u>Number of Cars Parked Per Day</u> | <u>No. of Cars Per Day Per Space¹</u> |
|-------------------------|-------------------------|---------------------------------------|--------------------------------------|--|-------------------------|---------------------------------------|--------------------------------------|--|
| Lot 1 | 138 | 85,894 | 236 | 1.71 | 130 | 96,200 | 264 | 2.03 |
| Lot 2 (Metro Site) | 200 | 30,838 | 85 | 0.43 | 469 ² | 101,787 | 288 | 0.61 |
| Lot 3 | 203 | 29,498 | 81 | 0.40 | 240 | 39,565 ³ | 108 | 0.45 |
| Lot 4 | 98 | 24,170 | 66 | 0.67 | 102 | 35,822 | 98 | 0.96 |
| Lot 5 | 28 | 9,540 | 26 | 0.93 | 27 | 10,767 | 29 | 1.07 |
| Lot 6 | 46 | 15,541 | 42 | 0.91 | 51 | 28,009 | 77 | 1.51 |
| Lot 7 | -- | -- | -- | -- | 64 | 14,952 | 41 | 0.64 |
| Mercer Garage | <u>1,500</u> | <u>235,576</u> | <u>645</u> | <u>0.43</u> | <u>1,500</u> | <u>239,369⁴</u> | <u>675</u> | <u>0.45</u> |
| Total | 2,213 | 431,057 | 1,181 | 0.53 | 2,343 | 566,471 ⁵ | 1,552 | 0.66 |

¹ Annual average not indicative of space turnovers during peak periods.

² Excludes festival parking (up to 750 additional spaces available during festivals).

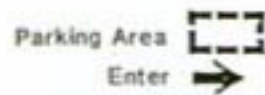
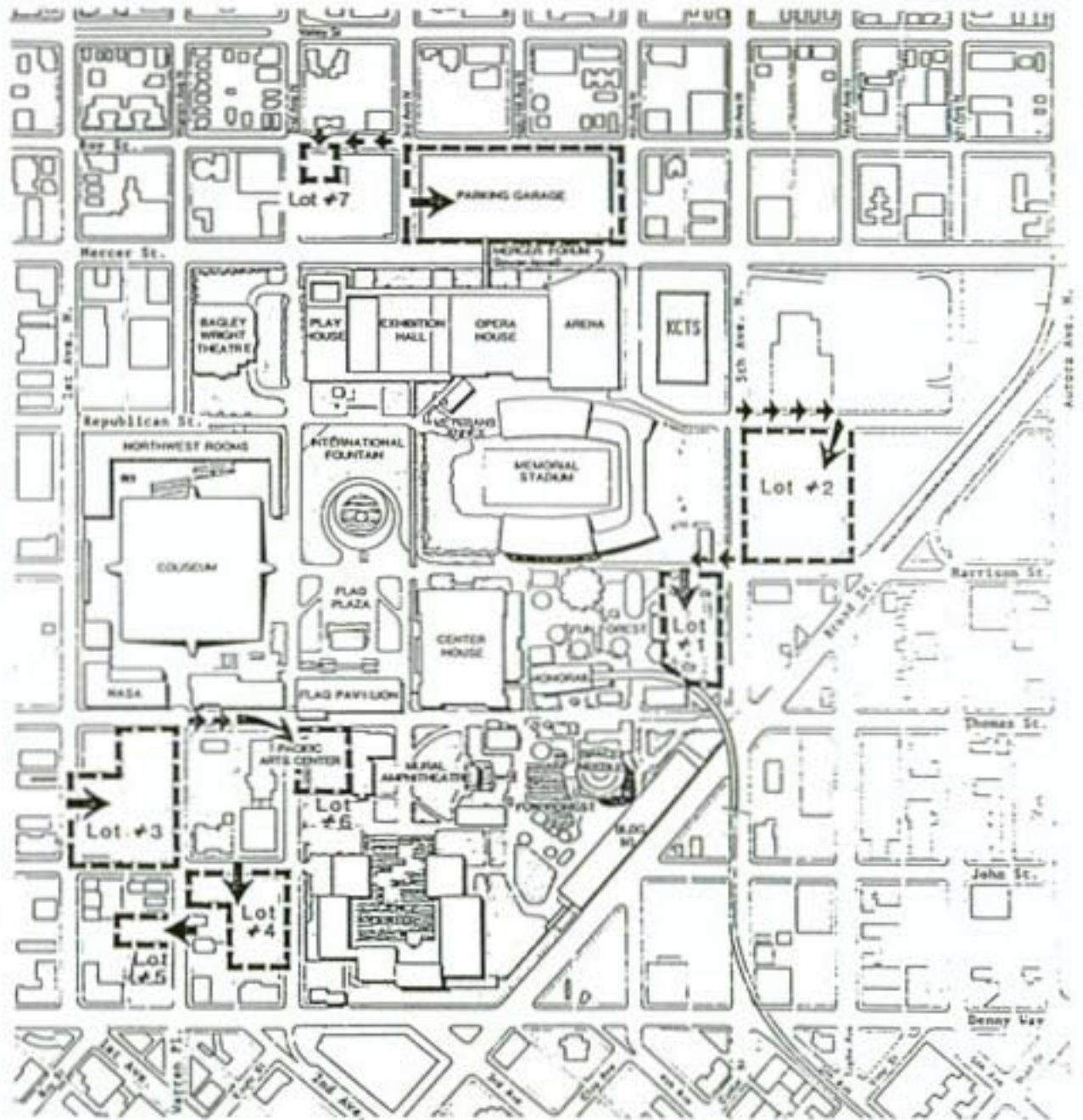
³ Includes Courtside Club.

⁴ Includes reserved parking program.

⁵ Excludes monthly parking, employee parking in Mercer Garage and Lot 2, courtesy parking all locations, and billed sales all locations.

Source: Seattle Center Transportation Services Division.

Figure 4



SEATTLE CENTER

PARKING FACILITIES



Section 5

ESTIMATED CAPITAL COSTS

(Text to follow at a later date.)

Table 5-1

**SEATTLE CENTER CAPITAL ASSET MANAGEMENT PROGRAM
FACILITY MAINTENANCE REQUIREMENTS
1989-2008
(thousands)**

| <u>Facility</u> | <u>1989-1993</u> | <u>1994-1998</u> | <u>1999-2003</u> | <u>2004-2008</u> | <u>Total</u> |
|-----------------------|------------------|------------------|------------------|------------------|--------------|
| Administration | \$17 | \$17 | \$17 | \$17 | \$68 |
| Arena | 6,969 | 2,066 | 2,107 | 3,062 | 14,204 |
| Art Museum Pavilion | 457 | 208 | 165 | 232 | 1,062 |
| Bagley Wright Theater | 831 | 678 | 615 | 665 | 2,789 |
| Blue Spruce Building | 748 | -- | 236 | 362 | 1,346 |
| Building 50 | 500 | -- | -- | -- | 500 |
| Center House | 7,318 | 985 | 4,222 | 1,592 | 14,117 |
| Central Plant | 2,031 | 239 | 747 | 162 | 3,179 |
| Coliseum | 7,824 | 5,828 | 4,361 | 7,512 | 25,525 |
| Exhibition Hall | 3,232 | 487 | 954 | 424 | 5,097 |
| Flag Pavilion | 2,014 | 325 | 589 | 875 | 3,803 |
| Flag Plaza | 37 | -- | -- | -- | 37 |
| Fountains | | | | | |
| Coliseum | 32 | 68 | 16 | 16 | 132 |
| Dupen | -- | 168 | -- | -- | 168 |
| Fitzgerald | 96 | 96 | -- | -- | 192 |
| International | 1,697 | 68 | 736 | 149 | 2,650 |
| Lagoon | 334 | 47 | 47 | 47 | 475 |
| Lang | 16 | -- | -- | -- | 16 |
| Mural | 174 | 87 | 87 | 87 | 435 |
| Step | 178 | -- | 42 | -- | 220 |
| Gardener's Complex | 75 | 76 | 134 | 37 | 322 |
| General Site | 7,549 | 3,050 | 4,560 | 4,364 | 19,523 |
| Grounds | 1,350 | 330 | 1,020 | 330 | 3,030 |
| Mercer Forum | 1,142 | 135 | 973 | 437 | 2,687 |

Table 5-1
(continued)

| <u>Facility</u> | <u>1989-1993</u> | <u>1994-1998</u> | <u>1999-2003</u> | <u>2004-2008</u> | <u>Total</u> |
|--------------------------|------------------|------------------|------------------|------------------|--------------|
| Monorail | | | | | |
| Trains and Guideway | \$1,094 | \$108 | \$1,094 | \$108 | \$2,404 |
| Seattle Center Terminal | 3,565 | -- | -- | 65 | 3,630 |
| Westlake Terminal | 147 | 205 | 237 | 552 | 1,141 |
| Multi-Facility | 221 | -- | 112 | -- | 333 |
| Mural Amphitheater Stage | -- | 40 | 40 | -- | 80 |
| Northwest Crafts Annex | 217 | 60 | 73 | 137 | 487 |
| Northwest Rooms | 2,798 | 5,579 | 1,136 | 892 | 10,405 |
| NASA Building | 72 | 156 | 119 | 111 | 458 |
| Opera House | 5,472 | 2,152 | 1,995 | 2,821 | 12,440 |
| PAC Hall | 742 | 659 | 432 | 751 | 2,584 |
| Parking | | | | | |
| General | -- | 240 | -- | 240 | 480 |
| Mercer Garage | 1,983 | 582 | 740 | 935 | 4,240 |
| Surface Lots 1-7 | 2,167 | 291 | 1,474 | 178 | 4,110 |
| Playhouse | 672 | 48 | 456 | 2,029 | 3,205 |
| Veteran's Annex | 108 | 593 | 83 | 372 | 1,156 |
| Warehouse | <u>573</u> | <u>24</u> | <u>73</u> | <u>291</u> | <u>961</u> |
| Total | \$64,452 | \$25,695 | \$29,692 | \$29,852 | \$149,691 |

Source: Seattle Center Finance Division.

Table 5-2

**ESTIMATED CAPITAL INVESTMENT REQUIREMENTS FOR THE
SEATTLE CENTER REDEVELOPMENT PROGRAM
(Thousands of Constant 1988 Dollars)**

| Program Component | Development Entity | | | | Grand Total |
|--|--------------------------------|---------------------------|--------------------------------|---------------------------------|-----------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | Private Commercial ³ | |
| DEVELOPMENT UNIT 1.1 | | | | | |
| Unification Package and Landscaping⁴ | | | | | |
| Landscaping | \$5,250 | | | | |
| Irrigation Systems | \$1,500 | | | | |
| Walkways | \$1,500 | | | | |
| Handrails (1,000 ft. at \$500) | \$500 | | | | |
| Graphics | \$350 | | | | |
| Banners | \$150 | | | | |
| Planters | \$275 | | | | |
| Electrical and Lighting (75 acs. at 75c/s.f.) | \$2,475 | | | | |
| Subtotal | \$12,000 | | | | |
| Design and Engineering (10%) | \$1,200 | | | | |
| Contingency (10%) | \$1,200 | | | | |
| State Sales Tax (8.1%) | \$972 | | | | |
| Total | \$15,372 | | | | |
| City Administrative Overhead (25%) | \$3,843 | | | | |
| Grand Total | \$19,215 | | | | \$19,215 |
| Relocate Treasured Objects⁴ | | | | | |
| Relocation (7 objects at \$10,000) | \$70 | | | | |
| Contingency (10%) | \$7 | | | | |
| Total | \$77 | | | | |
| City Administrative Overhead (25%) | \$19 | | | | |
| Grand Total | \$96 | | | | \$96 |
| Purchase "Basil's" Property⁵ | \$2,200 | | | | \$2,200 |
| Metro Site Garage | | | | | |
| Parking Stalls (500 at \$11,800) | | \$5,900 | | | |
| Design and Engineering (10%) | | \$590 | | | |
| Contingency (10%) | | \$590 | | | |
| State Sales Tax (8.1%) | | \$478 | | | |
| Total | | \$7,558 | | | |
| City Administrative Overhead (25%) | | \$1,890 | | | |
| Grand Total | | \$9,448 | | | \$9,448 |

Table 5-2
(continued)

| Program Component | Development Entity | | | | Grand Total |
|--|--------------------------------|---------------------------|--------------------------------|---------------------------------|-------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | Private Commercial ³ | |
| Family Amusement Park | | | | | |
| Site Preparation (11 acs. at \$85,000) | | | \$935 | | |
| Rides and Attractions (6,400 units at \$1,700) | | | \$10,880 | | |
| Food Service (3,500 s.f. at \$125) | | | \$438 | | |
| Merchandise Sales (3,000 s.f. at \$90) | | | \$270 | | |
| Games/Arcade (3,500 s.f. at \$90) | | | \$315 | | |
| Entrance Complex (2,000 s.f. at \$90) | | | \$180 | | |
| Support Facilities (10,000 s.f. at \$60) | | | \$600 | | |
| Restrooms (2 at \$150,000) | | | \$300 | | |
| Subtotal | | | <u>\$13,918</u> | | |
| Design and Engineering (10%) | | | \$1,392 | | |
| Contingency (10%) | | | \$1,392 | | |
| State Sales Tax (8.1%) ⁶ | | | <u>\$246</u> | | |
| Grand Total | | | \$16,948 | | \$16,948 |
| Entertainment Center | | | | | |
| Building and FFE | | | \$2,500 | | |
| Design and Engineering (10%) | | | \$250 | | |
| Contingency (10%) | | | \$250 | | |
| State Sales Tax (8.1%) | | | <u>\$203</u> | | |
| Demolition | | | \$3,203 | | \$3,203 |
| Fun Forest | \$30 | | | | |
| Building 500 | <u>\$95</u> | | | | |
| Subtotal | \$125 | | | | |
| Contingency (10%) | <u>\$13</u> | | | | |
| Total | \$138 | | | | |
| City Administrative Overhead (25%) | <u>\$35</u> | | | | |
| Grand Total | \$173 | | | | \$173 |
| Broad Street Entrance⁴ | | | | | |
| Site Improvements | \$325 | | | | |
| Design and Engineering (10%) | \$33 | | | | |
| Contingency (10%) | \$33 | | | | |
| State Sales Tax (8.1%) | <u>\$26</u> | | | | |
| Total | \$417 | | | | |
| City Administrative Overhead (25%) | <u>\$104</u> | | | | |
| Grand Total | \$521 | | | | \$521 |
| Sister City Court | | | | | |
| Site Improvements (1.75 acs. at \$2.50/s.f.) | \$191 | | | | |
| Design and Engineering (10%) | \$19 | | | | |
| Contingency (10%) | \$19 | | | | |
| State Sales Tax (8.1%) | <u>\$15</u> | | | | |
| Total | \$244 | | | | |
| City Administrative Overhead (25%) | <u>\$61</u> | | | | |
| Grand Total | \$305 | | | | \$305 |

Table 5-2
(continued)

| Program Component | Development Entity | | | | Grand Total |
|--|--------------------------------|---------------------------|--------------------------------|---------------------------------|-----------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | Private Commercial ³ | |
| Seattle Children's Museum | | | | | |
| Building (24,000 s.f. at \$90) | | | \$2,160 | | |
| Exhibitory (10,000 s.f. at \$200) | | | \$2,000 | | |
| Play Area (3,600 s.f. at \$25) | | | \$90 | | |
| Subtotal | | | \$4,250 | | |
| Design and Engineering (15%) | | | \$638 | | |
| Contingency (10%) | | | \$425 | | |
| State Sales Tax (8.1%) ⁷ | | | \$174 | | |
| Total | | | \$5,487 | | |
| City Administrative Overhead (25%) | | | \$1,372 | | |
| Grand Total | | | \$6,859 | | \$6,859 |
| Theater District Restaurants | | | | | |
| Building Shell (14,000 s.f. at \$125) | | \$1,750 | | | |
| Design and Engineering (10%) | | \$175 | | | |
| Contingency (10%) | | \$175 | | | |
| State Sales Tax (8.1%) | | \$142 | | | |
| Total | | \$2,242 | | | |
| City Administrative Overhead (25%) | | \$561 | | | |
| Grand Total | | \$2,803 | | | \$2,803 |
| Tenant Improvements (14,000 s.f. at \$125) | | | | \$1,750 | |
| Design (10%) | | | | \$175 | |
| Contingency (10%) | | | | \$175 | |
| State Sales Tax (8.1%) | | | | \$142 | |
| Grand Total | | | | \$2,242 | \$2,242 |
| Purchase State Property Near Coliseum ⁵ | \$850 | | | | \$850 |
| Purchase Properties on Symphony Hall Site ⁵ | \$1,600 | | | | \$1,600 |
| Temporary Relocation of Utilities ⁴ | \$500 | | | | |
| Contingency (10%) | \$50 | | | | |
| Total | \$550 | | | | |
| City Administrative Overhead (25%) | \$138 | | | | |
| Grand Total | \$688 | | | | \$688 |
| Refurbish Coliseum ⁸ | | \$7,824 | | | \$7,824 |
| TOTAL UNIT 1.1 | \$23,348 | \$22,275 | \$6,859 | \$22,393 | \$74,875 |

Table 5-2
(continued)

| Program Component | Development Entity | | | | Grand Total |
|---|--------------------------------|--------------------------|--------------------------------|---------------------------------|------------------|
| | Public Investment ¹ | Public Revenue-Supported | Private Nonprofit ² | Private Commercial ³ | |
| Add: CAMP Requirements 1989-1993 | | | | | |
| Bagley Wright Theater | | \$831 | | | |
| Central Plant | \$2,031 | | | | |
| Exhibition Hall | | \$3,232 | | | |
| Fountains ⁹ | \$830 | | | | |
| Gardener's Complex | \$75 | | | | |
| General Site | \$7,549 | | | | |
| Grounds | \$1,350 | | | | |
| Mercer Forum | | \$1,142 | | | |
| Multi-Facility | \$221 | | | | |
| Northwest Crafts Annex | | \$217 | | | |
| Northwest Rooms | | \$2,798 | | | |
| Opera House | | \$5,472 | | | |
| Parking | | | | | |
| Mercer Garage | | \$1,983 | | | |
| Surface Lots 3-5 | | \$746 | | | |
| Playhouse | | | | | |
| Warehouse | \$573 | | | | |
| TOTAL CAMP | \$12,629 | \$17,093 | - - | - - | \$29,722 |
| TOTAL UNIT 1.1 PLUS CAMP | \$35,977 | \$39,368 | \$6,859 | \$22,393 | \$104,597 |
| DEVELOPMENT UNIT 1.2 | | | | | |
| Demolition | | | | | |
| Memorial Stadium ¹⁰ | \$115 | | | | |
| Veteran's Annex | \$90 | | | | |
| Subtotal | \$205 | | | | |
| Contingency (10%) | \$21 | | | | |
| | \$226 | | | | |
| City Administrative Overhead (25%) | \$57 | | | | |
| Grand Total | \$283 | | | | \$283 |
| Pavilion Garage | | | | | |
| Parking Stalls (1,000 at \$13,800) | | \$13,800 | | | |
| Less: Savings on Excavation | | (\$2,500) | | | |
| Subtotal | | \$11,300 | | | |
| Design and Engineering (10%) | | \$1,130 | | | |
| Contingency (10%) | | \$1,130 | | | |
| State Sales Tax (8.1%) | | \$915 | | | |
| Total | | \$14,475 | | | |
| City Administrative Overhead (25%) | | \$3,619 | | | |
| Grand Total | | \$18,094 | | | \$18,094 |

Table 5-2
(continued)

| Program Component | Development Entity | | | Grand Total |
|---|--------------------------------|---------------------------|--------------------------------|-----------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | |
| Pavilion Garage Lid/Community Square | | | | |
| Site Improvements (518,000 s.f. at \$2.50) | \$1,295 | | | |
| Design and Engineering (10%) | \$130 | | | |
| Contingency (10%) | \$130 | | | |
| State Sales Tax (8.1%) | \$105 | | | |
| Total | \$1,660 | | | |
| City Administrative Overhead (25%) | \$415 | | | |
| Grand Total | \$2,075 | | | \$2,075 |
| Pavilion | | | | |
| Basic Structure (78,000 s.f. at \$140) ¹¹ | \$10,920 | | | |
| Food Service (9,700 s.f. at \$140) | | \$1,358 | | |
| Outdoor Food Service (3,000 s.f. at \$125) | | \$375 | | |
| Subtotal | \$10,920 | \$1,733 | | |
| Design and Engineering (15%) | \$1,638 | \$260 | | |
| Contingency (10%) | \$1,092 | \$173 | | |
| State Sales Tax (8.1%) | \$885 | \$140 | | |
| Total | \$14,535 | \$2,306 | | |
| City Administrative Overhead (25%) | \$3,634 | \$577 | | |
| Grand Total | \$18,169 | \$2,883 | | \$21,052 |
| Tenant Improvements | | | | |
| Food Service (6,700 s.f. at \$90) | | | \$603 | |
| Outdoor Food Service (3,000 s.f. at \$75) | | | \$225 | |
| Ice Rink FFE | | | \$500 | |
| Subtotal | | | \$1,328 | |
| Design (10%) | | | \$133 | |
| Contingency (10%) | | | \$133 | |
| State Sales Tax (8.1%) | | | \$108 | |
| Total | | | \$1,702 | \$1,702 |
| Harrison Street and 5th Avenue North Entrances⁴ | | | | |
| | \$1,200 | | | |
| Design and Engineering (10%) | \$120 | | | |
| Contingency (10%) | \$120 | | | |
| State Sales Tax (8.1%) | \$97 | | | |
| Total | \$1,537 | | | |
| City Administrative Overhead (25%) | \$384 | | | |
| Grand Total | \$1,921 | | | \$1,921 |

Table 5-2
(continued)

| Program Component | Development Entity | | | Grand Total |
|--|--------------------------------|---------------------------|--------------------------------|-----------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | |
| Pedestrian Walkways⁴ | | | | |
| 5th Avenue Overpass | \$2,000 | | | |
| All Other Walkways | \$1,000 | | | |
| Subtotal | \$3,000 | | | |
| Design and Engineering (10%) | \$300 | | | |
| Contingency (10%) | \$300 | | | |
| State Sales Tax (8.1%) | \$243 | | | |
| Total | \$3,843 | | | |
| City Administrative Overhead (25%) | \$961 | | | |
| Grand Total | \$4,804 | | | \$4,804 |
| Redevelop Monorail Terminal⁴ | | | | |
| New Two-Level Terminal | | \$3,500 | | |
| Realign 700 ft. Double Beamway | | \$1,000 | | |
| Refurbish Cars (4 at \$650,000) | | \$2,600 | | |
| Subtotal | | \$7,100 | | |
| Design and Engineering (10%) | | \$710 | | |
| Contingency (10%) | | \$710 | | |
| State Sales Tax (8.1%) | | \$575 | | |
| Total | | \$9,095 | | |
| City Administrative Overhead (25%) | | \$2,274 | | |
| Grand Total | | \$11,369 | | \$11,369 |
| Public Program East | | | | |
| Building (44,000 s.f. at \$115) | | \$5,060 | | |
| Food Service (3,600 s.f. at \$115) | | | \$414 | |
| Subtotal | | \$5,060 | \$414 | |
| Design and Engineering (10%) | | \$506 | \$41 | |
| Contingency (10%) | | \$506 | \$41 | |
| State Sales Tax (8.1%) | | \$410 | \$34 | |
| Total | | \$6,482 | \$530 | |
| City Administrative Overhead (25%) | | \$1,621 | \$133 | |
| Grand Total | | \$8,103 | \$663 | \$8,766 |

Table 5-2
(continued)

| Program Component | Development Entity | | | | Grand Total |
|---|--------------------------------|---------------------------|--------------------------------|---------------------------------|-------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | Private Commercial ³ | |
| Tenant Improvements | | | | | |
| Food Service (3,600 s.f. at \$90) | | | | \$324 | |
| Veteran's Hall (6,500 s.f. at \$20) | | | \$130 | | |
| Subtotal | | | \$130 | \$324 | |
| Design (10%) | | | \$13 | \$32 | |
| Contingency (10%) | | | \$13 | \$32 | |
| State Sales Tax (8.1%) | | | \$11 | \$26 | |
| Grand Total | | | \$167 | \$414 | \$581 |
| Public Program West | | | | | |
| Building (32,900 s.f. at \$115) | \$3,784 | | | | |
| Food Service (6,000 s.f. at \$115) | | \$690 | | | |
| Merchandise Sales (3,000 s.f. at \$115) | | \$345 | | | |
| Little Theater (5,800 s.f. at \$125) | | \$725 | | | |
| Subtotal | \$3,784 | \$1,760 | | | |
| Design and Engineering (10%) | \$378 | \$176 | | | |
| Contingency (10%) | \$378 | \$176 | | | |
| State Sales Tax (8.1%) | \$307 | \$143 | | | |
| Total | \$4,847 | \$2,255 | | | |
| City Administrative Overhead (25%) | \$1,212 | \$564 | | | |
| Grand Total | \$6,059 | \$2,819 | | | \$8,878 |
| Tenant Improvements | | | | | |
| Food Service (6,000 s.f. at \$90) | | | | \$540 | |
| Merchandise Sales (3,000 s.f. at \$50) | | | | \$150 | |
| Subtotal | | | | \$690 | |
| Design (10%) | | | | \$69 | |
| Contingency (10%) | | | | \$69 | |
| State Sales Tax (8.1%) | | | | \$56 | |
| Grand Total | | | | \$884 | \$884 |
| Seattle Children's Theater (500 seats) | | | | | |
| Building and FFE (26,500 s.f. at \$150) | | | \$3,975 | | |
| Design and Engineering (15%) | | | \$596 | | |
| Contingency (10%) | | | \$398 | | |
| State Sales Tax (8.1%) | | | \$322 | | |
| Total | | | \$5,291 | | |
| City Administrative Overhead (25%) | | | \$1,323 | | |
| Grand Total | | | \$6,614 | | \$6,614 |

Table 5-2
(continued)

| Program Component | Development Entity | | | | Grand Total |
|---|--------------------------------|---------------------------|--------------------------------|---------------------------------|------------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | Private Commercial ³ | |
| Puget Sound Theater (200 seats) | | | | | |
| Building (4,700 s.f. at \$85) | | | \$400 | | |
| FFE (4,700 s.f. at \$20) | | | \$94 | | |
| Audio-Visual Equipment | | | \$200 | | |
| Slide Show Production | | | \$225 | | |
| Subtotal | | | \$919 | | |
| Design and Engineering (10%) | | | \$92 | | |
| Contingency (10%) | | | \$92 | | |
| State Sales Tax (8.1%) | | | \$74 | | |
| Total | | | \$1,177 | | |
| City Administrative Overhead (25%) | | | \$294 | | |
| Grand Total | | | \$1,471 | | \$1,471 |
| Children's Ride Area | | | | | |
| Site Preparation (1.7 acs at \$85,000) | | | | \$145 | |
| Rides and Attractions (2,000 units at \$500) | | | | \$1,000 | |
| Food Service (300 s.f. at \$125) | | | | \$38 | |
| Merchandise Sales (175 s.f. at \$90) | | | | \$16 | |
| Ticket Booths (250 s.f. at \$90) | | | | \$23 | |
| Support Facilities (1,000 s.f. at \$60) | | | | \$60 | |
| Restroom (at \$75,000) | | | | \$75 | |
| Subtotal | | | | \$1,357 | |
| Design and Engineering (10%) | | | | \$136 | |
| Contingency (10%) | | | | \$136 | |
| State Sales Tax (8.1%) ⁶ | | | | \$29 | |
| Grand Total | | | | \$1,658 | \$1,658 |
| Opera House Annex/Seattle Center Offices (Arena site)¹² | | | | | |
| Building and FFE (118,000 s.f. at \$115) | \$13,570 | | | | |
| Technical Equipment for Opera Assn (59,000 s.f. at \$35) ¹³ | \$2,065 | | | | |
| Subtotal | \$15,635 | | | | |
| Design and Engineering (10%) | \$1,564 | | | | |
| Contingency (10%) | \$1,564 | | | | |
| State Sales Tax (8.1%) | \$1,266 | | | | |
| Total | \$20,029 | | | | |
| City Administrative Overhead (25%) | \$5,007 | | | | |
| Grand Total | \$25,036 | | | | \$25,036 |
| TOTAL UNIT 1.2 | \$66,450 | \$35,828 | \$8,252 | \$4,658 | \$115,188 |

Table 5-2
(continued)

| Program Component | Development Entity | | | | Grand Total |
|---|--------------------------------|---------------------------|--------------------------------|---------------------------------|------------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | Private Commercial ³ | |
| Add: CAMP Requirements 1994-1995 | | | | | |
| Bagley Wright Theater | | \$237 | | | |
| Central Plant | \$142 | | | | |
| Coliseum | | \$1,502 | | | |
| Exhibition Hall | | \$14 | | | |
| Fountains | \$316 | | | | |
| Gardener's Complex | \$46 | | | | |
| General Site | \$1,836 | | | | |
| Mercer Forum | | \$85 | | | |
| Monorail | | \$121 | | | |
| Northwest Crafts Annex | | \$8 | | | |
| Opera House | | \$672 | | | |
| Parking | | | | | |
| Mercer Garage | | \$146 | | | |
| Lots 3-5 | | \$130 | | | |
| Playhouse | | \$28 | | | |
| TOTAL CAMP | \$2,340 | \$2,943 | - - | - - | \$5,283 |
| TOTAL UNIT 1.2 PLUS CAMP | \$68,790 | \$38,771 | \$8,085 | \$4,658 | \$120,471 |
| DEVELOPMENT UNIT 2 | | | | | |
| Symphony Hall (2,800 seats) ¹⁴ | | | \$42,800 | | \$42,800 |
| Demolition | | | | | |
| Center House | \$850 | | | | |
| Flag Pavilion | \$60 | | | | |
| Subtotal | \$910 | | | | |
| Contingency (10%) | \$91 | | | | |
| Total | \$1,001 | | | | |
| City Administrative Overhead (25%) | \$250 | | | | |
| Grand Total | \$1,251 | | | | \$1,251 |
| Children's Play Area | | | | | |
| Site Improvements (5,000 s.f. at \$250) | \$125 | | | | |
| Design and Engineering (10%) | \$13 | | | | |
| Contingency (10%) | \$13 | | | | |
| State Sales Tax (8.1%) | \$10 | | | | |
| Total | \$161 | | | | |
| City Administrative Overhead (25%) | \$40 | | | | |
| Grand Total | \$201 | | | | \$201 |

Table 5-2
(continued)

| Program Component | Development Entity | | | | Grand Total |
|--|--------------------------------|---------------------------|--------------------------------|---------------------------------|-----------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | Private Commercial ³ | |
| Festival Commons | | | | | |
| Site Improvements (1 ac at \$2.50/s.f.) | \$109 | | | | |
| Design and Engineering (10%) | \$11 | | | | |
| Contingency (10%) | \$11 | | | | |
| State Sales Tax (8.1%) | \$9 | | | | |
| Total | \$140 | | | | |
| City Administrative Overhead (25%) | \$35 | | | | |
| Grand Total | \$175 | | | | \$175 |
| Purchase "Cafe Loc" Property ⁵ | \$1,000 | | | | \$1,000 |
| Purchase "711 Block" Property ⁵ | \$1,700 | | | | \$1,700 |
| Redevelop Mural Amphitheater | | | | | |
| Site Improvements (1 ac at \$2.50/s.f.) | \$109 | | | | |
| Design and Engineering (10%) | \$11 | | | | |
| Contingency (10%) | \$11 | | | | |
| State Sales Tax (8.1%) | \$9 | | | | |
| Total | \$140 | | | | |
| City Administrative Overhead (25%) | \$35 | | | | |
| Grand Total | \$175 | | | | \$175 |
| Pacific Arts Center | | | | | |
| Building and FFE (13,000 s.f. at \$115) | | \$1,495 | | | |
| Design and Engineering (10%) | | \$150 | | | |
| Contingency (10%) | | \$150 | | | |
| State Sales Tax (8.1%) | | \$121 | | | |
| Total | | \$1,916 | | | |
| City Administrative Overhead (25%) | | \$479 | | | |
| Grand Total | | \$2,395 | | | \$2,395 |
| TOTAL UNIT 2 | \$4,502 | \$2,395 | \$42,800 | - - | \$49,697 |
| Add: CAMP Requirements 1996 | | | | | |
| Bagley Wright Theater | | \$245 | | | |
| Central Plant | \$24 | | | | |
| Coliseum | | \$4,072 | | | |
| General Site | \$125 | | | | |
| Mercer Forum | | \$50 | | | |
| Warehouse | \$24 | | | | |
| TOTAL CAMP | \$173 | \$4,367 | - - | - - | \$4,540 |
| TOTAL UNIT 2 PLUS CAMP | \$4,675 | \$6,762 | \$42,800 | - - | \$54,237 |

Table 5-2
(continued)

| Program Component | Development Entity | | | | Grand Total |
|---|--------------------------------|---------------------------|--------------------------------|---------------------------------|----------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | Private Commercial ³ | |
| DEVELOPMENT UNIT 3 | | | | | |
| Redevelop International Fountain⁴ | | | | | |
| Repairs and Improvements | \$1,200 | | | | |
| Design and Engineering (10%) | \$120 | | | | |
| Contingency (10%) | \$120 | | | | |
| State Sales Tax (8.1%) | \$97 | | | | |
| Total | \$1,537 | | | | |
| City Administrative Overhead (25%) | \$384 | | | | |
| Grand Total | \$1,921 | | | | \$1,921 |
| Plaza of the States | | | | | |
| Site Improvements (2 acs at \$3.50/s.f.) | \$305 | | | | |
| Decorative Embellishments | \$100 | | | | |
| Subtotal | \$405 | | | | |
| Design and Engineering (10%) | \$41 | | | | |
| Contingency (10%) | \$41 | | | | |
| Total | \$487 | | | | |
| City Administrative Overhead (25%) | \$122 | | | | |
| Grand Total | \$609 | | | | \$609 |
| Regional Exhibition Center (Nile Temple) | | | | | |
| Refurbish Part of Existing Structure ¹⁵ | | \$622 | | | |
| (11,300 s.f. at \$55) | | \$1,242 | | | |
| Building Addition and FFE (10,800 s.f. at \$115) | | | | | |
| Sidewalk Cafe (3,700 s.f. at \$100) | \$370 | | | | |
| Subtotal | \$370 | \$1,864 | | | |
| Design and Engineering (10%) | \$37 | \$186 | | | |
| Contingency (10%) | \$37 | \$186 | | | |
| State Sales Tax (8.1%) | \$30 | \$151 | | | |
| Total | \$474 | \$2,387 | | | |
| City Administrative Overhead (25%) | \$119 | \$597 | | | |
| Grand Total | \$593 | \$2,984 | | | \$3,577 |

Table 5-2
(continued)

| Program Component | Development Entity | | | | Grand Total |
|---|--------------------------------|---------------------------|--------------------------------|---------------------------------|-------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | Private Commercial ³ | |
| Tenant Improvements | | | | | |
| Sidewalk Cafe (3,700 s.f. at \$100) | | | | \$370 | |
| Design (10%) | | | | \$37 | |
| Contingency (10%) | | | | \$37 | |
| State Sales Tax (8.1%) | | | | \$30 | |
| Grand Total | | | | \$474 | \$474 |
| Develop "Cafe Loc" and "711 Block" Properties ¹⁰ | | | | | |
| TOTAL UNIT 3 | \$2,530 | \$593 | \$2,984 | \$474 | \$6,581 |
| Add: CAMP Requirements 1997-1998 | | | | | |
| Bagley Wright Theater | | \$196 | | | |
| Central Plant | \$74 | | | | |
| Coliseum | | \$255 | | | |
| Exhibition Hall | | \$474 | | | |
| Fountains ⁹ | \$150 | | | | |
| Gardener's Complex | \$30 | | | | |
| General Site | \$1,089 | | | | |
| Grounds | \$330 | | | | |
| Northwest Crafts Annex | | \$52 | | | |
| Northwest Rooms | | \$111 | | | |
| Opera House | | \$1,481 | | | |
| Parking | | | | | |
| General | | \$240 | | | |
| Mercer Garage | | \$436 | | | |
| Playhouse | | \$21 | | | |
| TOTAL CAMP | \$1,673 | \$3,266 | - - | - - | \$4,939 |
| TOTAL UNIT 3 PLUS CAMP | \$4,203 | \$3,859 | \$2,984 | \$474 | \$11,520 |
| DEVELOPMENT UNIT 4 | | | | | |
| Demolition | | | | | |
| NASA Building | \$65 | | | | |
| Blue Spruce Building | \$25 | | | | |
| Subtotal | \$90 | | | | |
| Contingency (10%) | \$9 | | | | |
| Total | \$99 | | | | |
| City Administrative Overhead (25%) | \$25 | | | | |
| Grand Total | \$124 | | | | \$124 |

Table 5-2
(continued)

| Program Component | Development Entity | | | | Grand Total |
|---|--------------------------------|---------------------------|--------------------------------|---------------------------------|----------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | Private Commercial ³ | |
| Crafts Museum | | | | | |
| Refurbish Art Museum Pavilion (10,500 s.f. at \$80) | \$840 | | | | |
| Exhibitory (10,500 s.f. at \$100) | \$1,050 | | | | |
| Subtotal | \$1,890 | | | | |
| Design and Engineering (10%) | \$189 | | | | |
| Contingency (10%) | \$189 | | | | |
| State Sales Tax (8.1%) | \$153 | | | | |
| Total | \$2,421 | | | | |
| City Administrative Overhead (25%) | \$605 | | | | |
| Grand Total | \$3,026 | | | | \$3,026 |
| Crafts Village | | | | | |
| Buildings (33,500 s.f. at \$90) | \$3,015 | | | | |
| Artists Studios FFE (33,500 s.f. at \$35) | \$1,173 | | | | |
| Subtotal | \$4,188 | | | | |
| Design and Engineering (10%) | \$419 | | | | |
| Contingency (10%) | \$419 | | | | |
| State Sales Tax (8.1%) | \$339 | | | | |
| Total | \$5,365 | | | | |
| City Administrative Overhead (25%) | \$1,341 | | | | |
| Grand Total | \$6,706 | | | | \$6,706 |
| Coliseum Storage | | | | | |
| Building (24,000 s.f. at \$65) ¹⁷ | \$1,560 | | | | |
| Design and Engineering (10%) | \$156 | | | | |
| Contingency (10%) | \$156 | | | | |
| State Sales Tax (8.1%) | \$126 | | | | |
| Total | \$1,998 | | | | |
| City Administrative Overhead (25%) | \$500 | | | | |
| Grand Total | \$2,498 | | | | \$2,498 |

Table 5-2
(continued)

| Program Component | Development Entity | | | | Grand Total |
|--|--------------------------------|---------------------------|--------------------------------|---------------------------------|-----------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | Private Commercial ³ | |
| West Coliseum Entrance | | | | | |
| Site Improvements (0.5 acs at \$2.50/s.f.) | \$54 | | | | |
| Design and Engineering (10%) | \$5 | | | | |
| Contingency (10%) | \$5 | | | | |
| State Sales Tax (8.1%) | \$4 | | | | |
| Total | \$68 | | | | |
| City Administrative Overhead (25%) | \$17 | | | | |
| Grand Total | \$85 | | | | \$85 |
| Refurbish Northwest Rooms | | | | | |
| Repairs and FFE (70,000 s.f. at \$60) | | \$4,200 | | | |
| Design and Engineering (10%) | | \$420 | | | |
| Contingency (10%) | | \$420 | | | |
| State Sales Tax (8.1%) | | \$340 | | | |
| Total | | \$5,380 | | | |
| City Administrative Overhead (25%) | | \$1,345 | | | |
| Grand Total | | \$6,725 | | | \$6,725 |
| TOTAL UNIT 4 | \$12,439 | \$6,725 | - - | - - | \$19,164 |
| Add: CAMP Requirements 1999 | | | | | |
| Bagley Wright Theater | | \$134 | | | |
| Central Plant | \$275 | | | | |
| Coliseum | | \$3,608 | | | |
| Exhibition Hall | | \$818 | | | |
| General Site | \$931 | | | | |
| Grounds | \$1,020 | | | | |
| Mercer Forum | | \$120 | | | |
| Multi-Facility | \$112 | | | | |
| Opera House | | \$1,230 | | | |
| Parking (Mercer Garage) | | \$240 | | | |
| Playhouse | | \$384 | | | |
| Warehouse | \$14 | | | | |
| TOTAL CAMP | \$2,352 | \$6,534 | - - | - - | \$8,886 |
| TOTAL UNIT 4 PLUS CAMP | \$14,791 | \$13,259 | - - | - - | \$28,050 |

Table 5-2
(continued)

| Program Component | Development Entity | | | | Grand Total |
|---|--------------------------------|---------------------------|--------------------------------|---------------------------------|------------------|
| | Public Investment ¹ | Public: Revenue-Supported | Private Nonprofit ² | Private Commercial ³ | |
| DEVELOPMENT UNIT 5 | | | | | |
| Reconfigure Coliseum to 7,500 Seats | | \$1,000 | | | |
| Design and Engineering (10%) | | \$100 | | | |
| Contingency (10%) | | \$100 | | | |
| State Sales Tax (8.1%) | | \$81 | | | |
| Total | | \$1,281 | | | |
| City Administrative Overhead (25%) | | \$320 | | | |
| Grand Total | | \$1,601 | | | \$1,601 |
| Thomas Street Garage | | | | | |
| Subterranean Parking Stalls (200 at \$11,800) | | \$2,360 | | | |
| Structured Parking Stalls (800 at \$6,500) | | \$5,200 | | | |
| Subtotal | | \$7,560 | | | |
| Design and Engineering (10%) | | \$756 | | | |
| Contingency (10%) | | \$756 | | | |
| State Sales Tax (8.1%) | | \$612 | | | |
| Total | | \$9,684 | | | |
| City Administrative Overhead (25%) | | \$2,421 | | | |
| Grand Total | | \$12,105 | | | \$12,105 |
| TOTAL UNIT 5 | - - | \$13,706 | - - | - - | \$13,706 |
| Add: CAMP Requirements 2000 | | | | | |
| Bagley Wright Theater | | \$324 | | | |
| Central Plant | \$240 | | | | |
| Exhibition Hall | | \$32 | | | |
| General Site | \$900 | | | | |
| Mercer Forum | | \$513 | | | |
| Opera House | | \$71 | | | |
| TOTAL CAMP | \$1,140 | \$940 | - - | - - | \$2,080 |
| TOTAL UNIT 5 PLUS CAMP | \$1,140 | \$14,646 | - - | - - | \$15,786 |
| CUMULATIVE TOTAL UNITS 1-5 | \$109,269 | \$81,522 | \$60,895 | \$27,525 | \$279,211 |
| CUMULATIVE TOTAL CAMP | \$20,307 | \$35,143 | - - | - - | \$55,450 |
| CUMULATIVE TOTAL UNITS 1-5 PLUS CAMP | \$129,576 | \$116,665 | \$60,895 | \$27,525 | \$334,661 |

FOOTNOTES TO TABLE 5-2

CAMP means Capital Asset Management Program.

- 1 Development funded by general obligation bonds, levy, or Capital Improvement Program.
- 2 Development funded in whole or in part by private philanthropy; degree of public involvement subject to negotiation on a case-by-case basis.
- 3 Development funded by private enterprise.
- 4 Estimated by Walt Disney Imagineering, Inc.
- 5 Estimated by Seattle Engineering Department Appraisal Division; excludes cost of relocating existing tenants, if any.
- 6 Calculation excludes rides and attractions.
- 7 Calculation excludes exhibitry.
- 8 Based on estimated 1989-1993 CAMP requirements.
- 9 Excludes International Fountain, which is elsewhere provided for.
- 10 Excludes property acquisition.
- 11 Includes ice rink on lower building level.
- 12 Assumes redevelopment of existing structure; cost of new construction would be comparable.
- 13 Assumes no major purchases of new equipment.
- 14 Estimated by LMN Architects; includes professional fees, contingency, and state sales tax.
- 15 Includes demolition of existing second floor; excludes exhibitry if any.
- 16 Cost included in overall landscaping and unification package itemized in Unit 1.1.
- 17 Includes allowance for nominal excavation required.

Source: Harrison Price Company (except as cited in footnotes), Seattle Center Finance Division (CAMP requirements), and Cleveland Wrecking Company (demolition costs).

Table 5-3

**SUMMARY OF
ESTIMATED CAPITAL INVESTMENT REQUIREMENTS
(Thousands of Constant 1988 Dollars)**

| Program Component | Public Investment ¹ | Public: Revenue- Supported | | Private Nonprofit ² | Private Commercial ³ | Grand Total |
|---|-----------------------------------|----------------------------------|----------------|-----------------------------------|------------------------------------|------------------|
| | | Public | Private | | | |
| DEVELOPMENT UNIT 1.1 | | | | | | |
| Unification Package and Landscaping | \$19,215 | | | | | \$19,215 |
| Relocate Treasured Objects | \$96 | | | | | \$96 |
| Purchase "Basil's" Property | | \$2,200 | | | | \$2,200 |
| Metro Site Garage (500 spaces) | | \$9,448 | | | | \$9,448 |
| Family Amusement Park | | | | \$16,948 | | \$16,948 |
| Entertainment Center | | | | \$3,203 | | \$3,203 |
| Demolition of Fun Forest and Building 50 | \$173 | | | | | \$173 |
| Broad Street Entrance | \$521 | | | | | \$521 |
| Sister City Court | \$305 | | | | | \$305 |
| Seattle Children's Museum | | | \$6,859 | | | \$6,859 |
| Theater District Restaurants | | \$2,803 | | | | \$2,803 |
| Purchase State Property Near Coliseum | \$850 | | | | \$2,242 | \$3,092 |
| Purchase Properties on Symphony Hall Site | \$1,500 | | | | | \$1,500 |
| Temporary Relocation of Utilities | \$688 | | | | | \$688 |
| Refurbish Coliseum (14,000 seats) | | \$7,824 | | | | \$7,824 |
| TOTAL UNIT 1.1 | \$23,348 | \$22,275 | \$6,859 | \$22,393 | \$22,393 | \$74,875 |
| Add: CAMP Requirements 1989-1993 ⁴ | \$12,629 | \$17,093 | - | - | - | \$29,722 |
| TOTAL UNIT 1.1 PLUS CAMP | \$35,977 | \$39,368 | \$6,859 | \$22,393 | \$22,393 | \$104,597 |
| DEVELOPMENT UNIT 1.2 | | | | | | |
| Demolition of Memorial Stadium and Veteran's Annex | \$283 | | | | | \$283 |
| Pavilion Garage (1,000 spaces) | \$2,075 | \$18,094 | | | | \$18,094 |
| Pavilion Garage Lid/Community Square | \$18,169 | \$2,883 | | | \$1,702 | \$22,754 |
| Pavilion | \$1,921 | | | | | \$1,921 |
| Harrison Street and 5th Avenue North Entrances | \$4,804 | | | | | \$4,804 |
| Pedestrian Walkways | | \$11,369 | | | | \$11,369 |
| Redevelop Monorail Terminal | \$8,103 | \$663 | \$167 | \$414 | | \$9,347 |
| Public Program East | \$6,059 | \$2,819 | | \$884 | | \$9,762 |
| Public Program West | | | \$6,614 | | | \$6,614 |
| Seattle Children's Theater (500 seats) | | | \$1,471 | | | \$1,471 |
| Puget Sound Theater | | | | \$1,658 | | \$1,658 |
| Children's Ride Area | | | | | | |
| Opera House Annex/Seattle Center Offices (Arena site) | \$25,036 | | | | | \$25,036 |
| TOTAL UNIT 1.2 | \$66,450 | \$35,828 | \$8,252 | \$4,658 | \$4,658 | \$115,188 |
| Add: CAMP Requirements 1994-1995 ⁴ | \$2,340 | \$2,943 | - | - | - | \$5,283 |
| TOTAL UNIT 1.2 PLUS CAMP | \$68,790 | \$38,771 | \$8,085 | \$4,658 | \$4,658 | \$120,471 |

Table 5-3
(continued)

| <u>Program Component</u> | <u>Public Investment</u> ¹ | <u>Public: Revenue-Supported</u> | <u>Private Nonprofit</u> ² | <u>Private Commercial</u> ³ | <u>Grand Total</u> |
|--|---------------------------------------|----------------------------------|---------------------------------------|--|--------------------|
| DEVELOPMENT UNIT 2 | | | | | |
| Symphony Hall (2,800 seats) | | | \$42,800 | | \$42,800 |
| Demolition of Center House and Flag Pavilion | \$1,251 | | | | \$1,251 |
| Children's Play Area | \$201 | | | | \$201 |
| Festival Commons | \$175 | | | | \$175 |
| Purchase "Cafe Loc" Property | \$1,000 | | | | \$1,000 |
| Purchase "711 Block" Property | \$1,700 | | | | \$1,700 |
| Redevelop Mural Amphitheater | \$175 | | | | \$175 |
| Pacific Arts Center | | | | | |
| | | \$2,395 | | | \$2,395 |
| TOTAL UNIT 2 | \$4,502 | \$2,395 | \$42,800 | - - | \$49,697 |
| Add: CAMP Requirements 1996 ⁴ | \$173 | \$4,367 | - - | - - | \$4,540 |
| TOTAL UNIT 2 PLUS CAMP | \$4,675 | \$6,762 | \$42,800 | - - | \$54,237 |
| DEVELOPMENT UNIT 3 | | | | | |
| Redevelop International Fountain | \$1,921 | | | | \$1,921 |
| Plaza of the States | \$609 | | | | \$609 |
| Regional Exhibition Center (Nile Temple) | | \$593 | \$2,984 | \$474 | \$4,051 |
| Develop "Cafe Loc" and "711 Block" Properties ⁵ | | | | | |
| TOTAL UNIT 3 | \$2,530 | \$593 | \$2,984 | \$474 | \$6,581 |
| Add: CAMP Requirements 1997-1998 ⁴ | \$1,673 | \$3,266 | - - | - - | \$4,939 |
| TOTAL UNIT 3 PLUS CAMP | \$4,213 | \$3,859 | \$2,984 | \$474 | \$11,520 |
| DEVELOPMENT UNIT 4 | | | | | |
| Demolition of NASA Building and Blue Spruce Building | \$124 | | | | \$124 |
| Crafts Museum | \$3,026 | | | | \$3,026 |
| Crafts Village | \$6,706 | | | | \$6,706 |
| Coliseum Storage | \$2,498 | | | | \$2,498 |
| West Coliseum Entrance | \$85 | | | | \$85 |
| Refurbish Northwest Rooms | | \$6,725 | | | \$6,725 |
| TOTAL UNIT 4 | \$12,439 | \$6,725 | - - | - - | \$19,164 |
| Add: CAMP Requirements 1999 ⁴ | \$2,352 | \$6,534 | - - | - - | \$8,886 |
| TOTAL UNIT 4 PLUS CAMP | \$14,791 | \$13,259 | - - | - - | \$28,050 |

Table 5-3
(continued)

| <u>Program Component</u> | <u>Public Investment</u> ¹ | <u>Public: Revenue-Supported</u> | <u>Private Nonprofit</u> ² | <u>Private Commercial</u> ³ | <u>Grand Total</u> |
|---|---------------------------------------|----------------------------------|---------------------------------------|--|--------------------|
| DEVELOPMENT UNIT 5 | | | | | |
| Reconfigure Coliseum to 7,500 Seats | | \$1,601 | | | \$1,601 |
| Thomas Street Garage (1,000 spaces) | | \$12,105 | | | \$12,105 |
| TOTAL UNIT 5 | - - | \$13,706 | - - | - - | \$13,706 |
| Add: CAMP Requirements 2000 ⁴ | \$1,140 | \$940 | - - | - - | \$2,080 |
| TOTAL UNIT 5 PLUS CAMP | \$1,140 | \$14,646 | - - | - - | \$15,786 |
| CUMULATIVE TOTAL UNITS 1-5 | \$109,269 | \$81,522 | \$60,895 | \$27,525 | \$279,211 |
| CUMULATIVE TOTAL CAMP | \$20,307 | \$35,143 | - - | - - | \$55,450 |
| CUMULATIVE TOTAL UNITS 1-5 PLUS CAMP | \$129,576 | \$116,665 | \$60,895 | \$27,525 | \$334,661 |

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1 Development funded by general obligation bonds, levy, or Capital Improvement Program.

2 Development funded in whole or in part by private philanthropy; degree of public involvement subject to negotiation on a case-by-case basis.

3 Development funded by private enterprise.

4 Estimates prepared by Seattle Center Finance Division.

5 Cost included in overall landscaping and unification package itemized in Unit 1.1.

Source: Various (see Table 5-2 for complete list of sources).