



Board of Directors Meeting

December 7, 2021

Good afternoon.

The meeting will begin just after 3:00 p.m. If you would like to make Public Comment, please use the Zoom chat function to notify the meeting secretary. If using the Zoom dial-in option, use *6 to mute and un-mute your phone.

Please take notice that this public meeting of the 32nd District Agricultural Association, a California state institution, is being recorded using video recording equipment. Please also take notice that the 32nd District Agricultural Association will release video recordings of its public meetings where required under California law.

Please keep your device on mute

The Mission of OCFEC is...

Celebration of Orange County's
Communities, Interests, Agriculture and
Heritage

(with results justifying resources expended)





5. Matters of Public Comment

Public comment is allowed on issues NOT on the current Agenda. However, no debate by the Board shall be permitted on such public comments, and no action will be taken on such public comment items at this time, as law requires formal public notice prior to any action on a docket item. Speakers are requested to sign in prior to the start of the meeting and are limited to three minutes.

Comments will be accepted on all other Agenda items at the time each item is listed on the Agenda. Speakers wishing to address the Board on items on the agenda are requested to sign in prior to the start of the meeting and identify the agenda item(s) on which you desire to address the Board. Speakers are limited to three minutes.



6A. 3-Year Strategic Planning Workshop #3 to Discuss Strategic Direction for OCFEC

Per Board Policy 4.03, “the Board—with the assistance of staff and in consultation with key stakeholders—establishes the 32nd DAA’s overall direction through the development and approval of a Strategic Plan. This plan provides a blueprint for the 32nd DAA’s general direction for the next three to five years by identifying priority goal areas to focus the activities of the organization, along with high-level objectives, strategies, and performance indicators for each area.”

The Board will continue its strategic planning process, setting direction for OCFEC programming.



Strategic Planning – Workshop #3



OC Fair & Event Center - Costa Mesa, CA

Strategic Planning Process

- **Purpose: Lay the Foundation**
 - Purpose
 - Vision
 - Mission
 - Values
 - Business model
- **Programming: Strategic Direction**
 - Annual OC Fair: 2022-2024
 - Year-Round Events Program
 - Educational Assets
 - Centennial Farm
 - Heroes Hall
 - Imaginology
 - Foundations
 - Heroes Hall Veterans Foundation
 - Centennial Farm Foundation
 - Equestrian Center
 - Community Support
 - Resiliency Center
- **Property: Strategic Direction**
 - Infrastructure Study
 - Master Site Plan



Purpose of 32nd DAA

The 32nd District Agricultural Association (the 32nd DAA) is a California state institution that is organized in accordance with the California Food and Agricultural Code (the Code).

The 32nd DAA's purposes under the Code are:

- (1) to hold fairs, expositions and exhibitions in Orange County to exhibit the industries and industrial enterprises, resources, and products of every kind or nature of the state, with a view toward improving, exploiting, encouraging, and stimulating them; and
- (2) to construct, maintain, and operate recreational and cultural facilities of general public interest in Orange County.

OCFEC Vision - DRAFT

*Orange County's town square – the
safe place where the community
gathers and finds value*



OCFEC Mission - DRAFT

*Creating equitable community access to
agriculture, entertainment, cultural and
educational experiences*



Strategic Programming Areas

- Equestrian Center
- Annual OC Fair
- Year-Round Events Program
- Educational Assets
 - Centennial Farm
 - Heroes Hall
 - Imaginology
- Foundations
 - Heroes Hall Veterans Foundation
 - Centennial Farm Foundation
- Community Support
 - Resiliency Center

Framework for Our Strategic Plan

OC Fair & Event Center 3-Year Strategic Plan (2022-2024)

Vision:	Orange County's town square – the safe place where the community gathers and finds value					
Mission:	Creating equitable community access to agriculture, entertainment, cultural and educational experiences					
Values:	Safety, People, Integrity, Stewardship, Compliance, Diversity & Inclusion, Excellence, Community and Neighborliness					
Strategic Areas:	Equestrian Center	Annual OC Fair	Year-Round Events	Educ. Assets and Foundations	Community Support	Property
Strategic Direction #1:	Will serve as a true public asset to ensure greater access to a broader group of constituents throughout OC. It will be operated as a “best in breed” equine venue with the highest standards of care for boarded horses and animals in need of shelter during emergencies.	The annual OC Fair will establish public/private partnerships designed to benefit and increase accessibility to lower income residents of OC so that all are provided a full fair experience.				
Strategic Direction #2:	OCFEC staff will operate the equestrian center, planning and executing programming to the maximum benefit of the public. The programming will be focused on equine education and entertainment for the public.	The annual OC Fair will create an opportunity each year for increased local business participation for merchants and concessionaires.				

Framework for Our Strategic Plan

OC Fair & Event Center 3-Year Strategic Plan (2022-2024)

Strategic Areas:	Equestrian Center	Annual OC Fair	Year-Round Events	Educ. Assets and Foundations	Community Support	Property
Strategic Direction #3:	Programming will be integrated into other OCFEC activities throughout the year including the annual OC Fair and Imaginology	Marketing and advertising plans will focus on promoting and highlighting free of charge programming at the annual OC Fair in order to become the #1 destination of choice for family activities each summer. The OC Fair will be “a place where you can break out with your family without breaking the bank.”				
Strategic Direction #4:	The business model for the equestrian center will balance the requirement to operate as a public benefit venue with the need to be financially sound.	The OC Fair will be the #1 fair in the State of California and in the Top Five in the U.S. for providing an exceptional guest experience to include educational offerings, exhibits that highlight the community and activities that promote traditions and family connections.				

Strategic Direction – Questions to Ask

- Where do we need to be – the destination?
- How will we know when we get there?
- How will we get there?
- What is in the way?



Year-Round Events Program

- 2017-2022 events
 - 2022: 101 events (\$7,000,000)
 - 2021: 76 events (\$4,435,268)
 - 2020: 69 events (\$1,760,572)
 - 2019: 123 events (\$8,038,948)
 - 2018: 152 events (\$8,346,520)
 - 2017: 143 events (\$7,752,537)
- Categories:
 - Family fun
 - Trade shows
 - Consumer shows
 - Cultural festivals, etc.
- Available spaces:
 - 17 exhibit halls, meeting rooms and outdoor spaces
 - 157,000 square feet of exhibit space
- Approx. 13% of gross revenue



Year-Round Events Program

- *“The events we host must have substantial value and create meaningful experiences that are of interest to a target population.”*
- *“We should explore partnerships with local sports franchises or alumni groups from major colleges to give them an opportunity to host or showcase themed nights during the summer fair.”*
- *“Make us a competitive destination for entertainment, business, expos/festivals and community events.”*
- *“We offer wonderful venues for entertainment without having to go to LA.”*
- *“We tend to rely on the same businesses/expos coming back. We could do a better job hosting more diverse festivals- grow opportunities like the Tet and Night Market.”*
- *“Host sports events/tournaments Let community know our competitive pricing Go after corporate events outside of fair.”*
- *“OC is a competitive place for things to do. We need to compete with other venues, sports complexes, free activities like beach and park programming.”*

Breakout Session – Year-Round Events

- With your partner, discuss where you would like to see the year-round events program by the year 2024.
- Develop 2-3 strategic goals for the year-round events program.
- Write a statement for each goal that connects with the vision statement.
- Don't be concerned with measurement or action steps at this point.
- Be prepared to share your ideas with the full group.
- You have 20 minutes.

Strategic Direction – Year-Round Events



Educational Assets/Foundation

Centennial Farm

- Jr. Farmer Tours, Discovery Days, Ranch After School Program
- Over 831,000 visitors in 2019
- Built in 1989
- Funding
 - Budget: Approximately \$1M/year
 - \$113,767 in cash donations since 2017 from the Centennial Farm Foundation
 - Grants



Heroes Hall

- Exhibits, student and community group visits, Voices, Veterans Day event
- Over 26,000 visitors in 2019
- Opened in February, 2017
- Funding
 - Budget: Approximately \$200K-\$478K/year
 - \$95,267 in cash donations since 2018 from the Heroes Hall Veterans Foundation
 - Grants



Educational Assets/Foundations

- *“I would like us to provide more education-related opportunities to our local schools.”*
- *“We need to focus on remaining competitive for our business partners, so we can expand and provide education and community opportunities.”*



Breakout Session – Educational Assets/Foundation

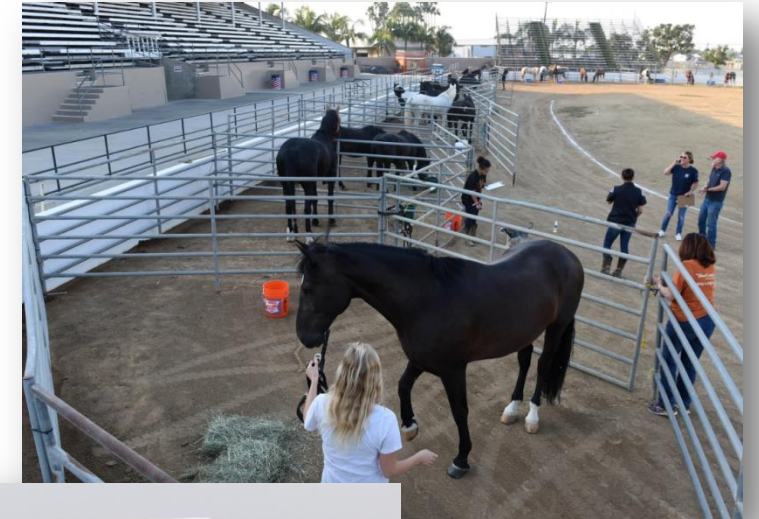
- With your partner, discuss where you see Centennial Farm and Heroes Hall by the year 2024.
- Develop 2-3 strategic goals for Centennial Farm and 2-3 goals for Heroes Hall.
- Write a brief statement for each goal that connects with the vision statement.
- Don't be concerned with measurement or action steps at this point.
- Be prepared to share your ideas with the full group.
- You have 20 minutes.

Strategic Direction – Ed Assets/Foundation



Community Support/Resiliency Center

- Types of emergency response
 - Large animal evacuations
 - Emergency food distribution
 - COVID testing and vaccination site
 - Trailers for emergency housing
- Executive Order N-25-20
- State funding for Resiliency Center
- Community outreach and engagement
- Fee waivers and discounts for nonprofits and community organizations



Breakout Session – Community Support/Resiliency

- With your partner, discuss where you see Community Support by the year 2024.
- Develop 2-3 strategic goals for Community Support.
- Write a brief statement for each goal that connects with the vision statement.
- Don't be concerned with measurement or action steps at this point.
- Be prepared to share your ideas with the full group.
- You have 20 minutes.

Strategic Direction – Community Support



Next Steps - Property

- Infrastructure Study
- Master Site Plan



6A. 3-Year Strategic Planning Workshop #3 to Discuss Strategic Direction for OCFEC

RECOMMENDATION:

At the Board of Directors' discretion.



7. Board of Directors' Matters of Information

Next Board Meeting
December 16, 2021

