



BOARD OF DIRECTORS AGENDA REPORT

MEETING DATE: **APRIL 28, 2022** ITEM: **8E**

SUBJECT: **Report on Public Feedback of 3-Year Strategic Plan and
Vote on Whether or Not to Give Final Approval**

DATE: April 22, 2022

FROM: Michele Richards, CEO

PRESENTATION BY: Michele Richards, CEO

Action Item

BACKGROUND

Following approval of the draft 3-Year Strategic Plan document at the March 24, 2022 Board meeting, staff posted the document on the ocfair.com web site main page with an electronic form to solicit feedback from the public.

After five weeks of gathering feedback, the staff will summarize comments from the public and present to the Board for consideration.

RECOMMENDATION

It is staff's recommendation for the Board to consider the feedback from the public on the 3-Year Strategic Plan document, make any amendments at the Board's discretion, and give final approval on the plan.

Survey results and 3-Year Strategic Plan document attached.

Submitted: 4/5/2022

Resident City: Buena Park

Comments:

My family loves the Orange County Fair and have been attending annually for many years. Generations of our family have enjoyed it. We have also attended different special events over the years. I would like to see the Marketplace return to its glory. (Prior to Covid) I attended recently and it was very small with not much there. I don't think I will return to that unless there is a return of more vendors.

Submitted: 4/7/2022

Resident City: Costa Mesa

Comments:

Hello,

PLEASE consider limiting the number of tickets sold for the fair and other events as you did during COVID. It really made a difference to those within a 1-mile radius. There was a lot less trash, broken glass from alcohol bottles, people urinating in our yards, shouting, and overall "loudness". I am just on the other side of the freeway where Vanguard turns into Santa Isabel, and because there are no "no fair parking" signs on our part of the street, we typically deal with all the crap that no one else does. Offering free tickets (which we do not qualify for, for some reason), doesn't help with the trash, urination, or broken glass. The police shouldn't have to act as "security guards"--they have more important things to do.

Also, please no more or at least limit the events with fireworks. Animals and people with PTSD suffer quite a bit from the overuse of fireworks. At least for Independence Day, we can leave town for the night, but not every time there is an event with fireworks. It might also be something to consider if you are planning to be better partners with the Equestrian Center. I can't imagine the horses are "ok" with the noise.

I have lived here for over 20 years, and yes, I knew that I moved within walking distance of the fairgrounds. What I didn't expect was the zero effort put into making us feel safe during the fair and other large events.

Submitted: 4/7/2022

Resident City: Costa Mesa

Comments: None

Submitted: 4/13/2022

Resident City: Orange

Comments:

I like what is proposed. This is a good use for public property and allows for outreach to communities which have not been able to access the property and programming.

Submitted: 4/13/2022

Resident City: Costa Mesa

Comments:

The plans look nice and it looks like it will add more value to our community. It would be really nice if you guys offer some discounts for those of us who will have to put up with the extra traffic, noise and people who don't live here littering in our neighborhood

Thank you for taking the time to read this

Submitted: 4/19/2022

Resident City: Orange

Comments:

I support the Strategic Plan for the OC fair. I like the way the plan addresses the following points.

Annual OC Fair:

Double the number of tickets donated to nonprofits to provide access to the neediest OC families.

This will be followed by finding nonprofits or community foundations to contribute at least \$50 to each of the 5,000 individuals receiving donated admission in order to provide a full fair experience including food and carnival rides.

Create opportunities to increase local merchants and restaurants to conduct business at the OC Fair.

A portable concessions (food) operation and/or pop-up concept will be developed to give local restaurants an opportunity to participate beginning with the 2023 OC Fair.

Centennial Farm (a demonstration farm with crops and livestock which is free to the public):

Work with the OC Health Care Agency to offer family healthy eating events and classes at Centennial Farm.

Include nutrition and healthy eating as a component of elementary school field trips to Centennial Farm.

Work with nonprofits to raise funds to provide field trips to Centennial Farm for needy classrooms.

Heroes Hall (OC's only veteran's museum):

Conduct annual Veterans Day event.

Work to connect high school students with Heroes Hall through field trips and other programming.

Equestrian Center (Staff are taking over management of the Equestrian Center from a for-profit contractor.):

Start development of a public tour program of the equestrian center led by volunteer docents with educational components and hands-on activities by the end of 2023.

Explore a partnership with at least one equine-related nonprofit organization to provide low cost or no cost riding services to community members, particularly at-risk youth, by the end of 2024.

Leverage connections with OC public schools through Centennial Farm and Heroes Hall contacts to launch a school tours educational program with the goal to host at least 10 school groups by August, 2024.

Develop a public equine education exhibit and tour program for students and the general public.

Launch the public exhibit and tour program to integrate with the start of elementary school field trip tours at Centennial Farm by Fall, 2024.

Community Support

Continue to serve as an evacuation and sheltering site for people and large animals during emergencies.

Improve response to the community during emergencies by implementing new procedures and adding new funding, equipment and staffing as needed.

Submitted: 04/19/2022

Resident City: Orange, CA

Comments:

I am in support of the OC Fair Board's 3-Year Strategic Plan!

I especially like how it focuses on the public and serving diverse communities in OC!

I like that there will be tickets donated to non-profits for needy families to attend the fair.
The plan will encourage opportunities for local merchants and businesses to participate in the fair.
I love that the Centennial Farm will be a place for educational field trips for children in OC!
Also glad that the Equestrian Center is being taken from a for-profit contractor!
This plan allows for the Fair to be a benefit to our community year round!

Submitted: 04/21/2022

Resident City: Silverado, CA

Comments:

The Agri-Plex that has been talked about at multiple OC Fair Board of Directors is not mentioned in the Strategic Plan - why not?

OC Fair is run by the Dept of Agriculture, and needs to reflect agriculture. We don't need another Disneyland or Knotts, we need county fairs to bring back the important heritage of livestock and agriculture that built Orange County.

Please work with local 4H, FFA, California Young Farmers & Ranchers, OC Farm Bureau, and local agriculture & livestock agencies to make agriculture the focus of the fair. Year round activities could be happening to support agriculture activities and education, and teach city people where their food comes from.

In addition, the equestrian center needs to be expanded and not diminished in any way, or existing horse businesses taken away. Year round equestrian events could easily happen in the Action Sports Arena - if the fairboard hires an equestrian to run their equestrian program. Let's bring back all horse sports: western, hunter/jumper, 3 day eventing, polo, vaulting, rodeo, horse drawn wagons. Let's celebrate the rich history of horses and equestrian activities.

Also, veterans and the long history of veterans in both agriculture and equestrian need to be celebrated and a focal point. Our community cannot forget about the contribution of our veterans. We don't need more escape activities paid for by the California taxpayer. We need real educational programing that inspires and educates.

Submitted: 4/24/2022

Resident City: Huntington Beach

Comments:

Perhaps BOGO rather than complete donation and FREE. You will reach more people who will probably be receptive and appreciative. Same for food coupons and carnival rides. Free means I may not care to go but so what it will not cost me. BOGO makes it affordable to those really want to go. Then they can budget accordingly. It is a totally different attitude. Many families above poverty lines have to save up and plan for spending. This is equitable.

Submitted: 4/24/2022

Resident City: Costa Mesa

Comments:

"Thank you for offering the opportunity to comment. I like the plan-especially the emphasis on affordable family fun. I am thankful you are including the equestrians/horses and hope you can work out a suitable transition for the Fair to manage the horses, etc. Love the many planned outreaches and educational efforts to involved more people.

I would respectfully request that the Fair not engage in making political statements supporting one particular group. As a 50 yr resident of Costa Mesa who loves the Fair, I and others believe the Fair should be neutral with the flagpoles. Right now the flying of the rainbow flag is making a political statement. There are many other groups that feel disenfranchised, discriminated. If you continue to fly the rainbow flag, then in all ""Fair"" ness, you need to fly the other flags or stop flying the rainbow flag. Fairgoers will see the flag and think, ""well, why isn't my group represented?"" There needs to be a simple way other groups can submit applications to fly flag representing their groups IF you continue to fly the rainbow flag. I believe the flying of the rainbow flag divides us, instead of unites us as fair-goers enjoying our favorite OC Fair.

Submitted: 4/25/2022

Resident City: Newport Beach

Comments:

I see nothing on the plan about the proposed, and discussed "Agri-Plex". and Agricultural center, that provides HANDS ON learning, year round, for children, AND adults would be amazing. in order to MAXIMIZE that plan, and ensure the plans best promote this purpose, please, please, PLEASE REACH out to, AND collaborate WITH members of the local community with hands-on Agricultural/Educational experience to ensure success!

Submitted: 4/25/2022

Resident City: Irvine

Comments:

"Thank you for the opportunity to comment. I really love the ""Increase Board directed fair admission ticket donations to local Orange County nonprofits from 2,500 to 5,000 in order to provide access to the county's neediest families." And I also love the connecting OC Youth with Veterans.

I miss the Anatolian event! I hope you will bring that back again!

On another note, I would respectfully request that the OC Fair not participate in political statements. I would like to see our fairgrounds be inclusive, of course, and a safe place for all who want to come, but there's no need to make political statements with the flying of the rainbow flag. I know it's meant to be inclusive, but it's actually divisive, and I hope that the Fair would be equitable in either including MANY flags or just flying the state and U.S. flags.

Submitted: 4/25/2022

Resident City: Costa Mesa

Comments:

"Dear OC Fair Board,

Thank you for your intention to improve the OC Fair experience by making it more enjoyable to all. My input to that strategy is to remain Family Friendly and to leave politics out of the equation. When you begin to pander to special interest groups you alienate the rest. Please continue to make the fair about the fair and nothing more. We love the animals and the equestrian area and to have the rural setting amongst the urban area. This alone is a great blessing and so enjoyable. Let us continue to enjoy a bit of heaven without the need to bring in divisive politics. Look forward to also enjoying more concerts at the amphitheater.

Thank you for listening to what the public has to say.

Submitted: 4/25/2022

Resident City: Orange

Comments:

"Agenda item 8EL I urge the Supervisors to support the 3 Year Strategic Plan for the OC Fair & Event Center. My young classroom students gained so much from their school tours to the Centennial Farm. The additional focus on nutrition and healthy eating for school field trips would be a much needed asset in the perfect setting of the farm, as well as working with the OC Health Care Agency to offer family eating events and classes. I also recommend working with nonprofits to raise funds so that additional children could benefit from these field trips. Even my grown up family enjoys our visits to the Centennial Farm during the OC Fair. Providing funding for underserved communities to attend the OC Fair would be a wonderful experience for those who would not be able to attend otherwise, and also would give many an opportunity to visit the Centennial Farm.

Developing a public equine education program would also be beneficial to the diverse communities of OC and would be a means for providing positive interactions with horses that are rare in most OC communities, history lessons, and therapy that would benefit many.

I know of many residents in East Orange and the Orange Park Acres community who benefited from the fair's evacuation and sheltering site for people and large animals during fires in our area a few years ago. Evaluating and implementing new procedures, added equipment and staffing would help in the evacuation and sheltering process to seamlessly accommodate additional animals and people, as necessary.

I appreciate that the 3 Year Strategic Plan has a stronger focus on the public and serving Orange County's diverse communities. Please vote in favor of this new plan.

Submitted: 4/25/2022

Resident City: Huntington Beach

Comments:

"OC FAIR
EVENTS
COMMUNITY EVENTS
MUSIC EVENTS"

Submitted: 4/25/2022

Resident City: Irvine

Comments:

"OC Fair Directors and Staff,
Thank you for the time and effort invested in creating the 2022-2024 Strategic Plan, and for providing opportunity for public comment.

The Orange County Farm Bureau Board of Directors, many of whom have been highly involved in the OC Fairgrounds and events for decades, first recognize the many ways OC Fair and Events Center highlights the legacy of agriculture in Orange County and its continuing contributions to the community. Through the Centennial Farm and its programs to the livestock show and auction for 4-H and FFA students during the fair, Orange County Farm Bureau is pleased to see the fair's connection to agriculture continue.

Looking forward, OC Farm Bureau encourages fair leadership to prioritize new opportunities to grow the agricultural education of all visitors. Within this Strategic Planning document, ""a new self-produced event focused on ag education"" could be introduced in year two and new programming added to existing Centennial Farm activities. Is there more information that could be shared about that new event?

There have been plans for a new ""Agri-Plex""; that is not mentioned in this two year plan. Will that be part of the forthcoming Master Plan? Orange County Farm Bureau is glad to offer feedback and stakeholder participation to the planning process for any future Agri-Plex, and encourages fair directors to build on the success of the Centennial Farm and inspire visitors toward innovation and new opportunities within agriculture through new and dynamic agricultural educational exhibits.

Submitted: 4/25/2022

Resident City: Costa Mesa

Comments:

"Thank you for the opportunity to comment. I appreciate what you've done with the plan-especially the emphasis on family-friendly fun. I am also thankful you are including the equestrian center and I would enjoy seeing the agricultural aspects expanded as this is not something common in our built-out area. It is a slice of beauty and nature in our city and county.

What I would like to see improved upon is the Fair to stop engaging in political statements. Please remove the divisive political and religious Pride Flag. This is not a place to make such statements as the OC Fair should be and feel welcoming to all and flying that flag is not a statement that welcomes me and my family, but instead disenfranchises us since we are not represented in that flag. Please return to flying only the USA, California State, and OC Fairgrounds Flags.

Allow the OC Fair to be a place that we can all come to, uniting as fair-goers, and enjoying our favorite OC Fair."

Submitted: 4/25/2022

Resident City: Costa Mesa

Comments:

"OC Fair Board

Thank you for wanting feedback.

It's always beneficial to reevaluate the direction you are going to make sure it continues to align with the Vision, Mission statement and core Values.

I LOVE that you are using the phrase Orange county's Town Square in the Vision statement. It makes me want to get to know my neighbors and make new friends. The Vision statement also ends with FINDS VALUE!!!! YES!!! We need unity and for ALL to feel safe , valued and represented. ??

I see that in the Mission statement you used the word equitable. Wonderful! I am so thankful for a Fair Board that is seeking to provide a Fair and Impartial approach for the Mission Statement.

In light of your Vision, Mission Statement and Values I would like to express my feelings of being excluded. I have a Son with Autism. April is autism awareness month. I asked the Fair Board to please fly the Autism Awareness flag during the month of April. My request has been ignored and my family is feeling devalued. I know your open to flying Flags of different kinds other than the American and California flags because the Rainbow Flag is flying. I am not understanding why the Fair Board has ignored the Autism Community. This is deeply hurtful. Please reconsider your "Flag flying" decisions to reflect your Vision, Mission Statement and Values.

Thank you for your time
(Costa Mesa resident for 20 years)"

Submitted: 4/25/2022

Resident City: Costa Mesa

Comments:

"Thank you for reaching out to the community and allowing us to provide good feedback on your 2022-2024 strategic plan. I am one to promote family values, fairness, faith and inclusion in all parts of our society. I'm especially excited to see the Ark Encounter again this year. :) and applaud your aim to donate more funds to allow needy families to attend the festivities. People need a little break from the stresses and burdens of the past couple years. However, I do see one aspect of the fair that is a cause for division which would be simple to mend. Allowing only one special-interest group flag (rainbow flag) to be flown above the fairgrounds is really not fair to other groups. On top of that, I have personally witnessed a great deal of division over this particular flag and it saddens me that the fair board has chosen to perpetuate this kind of negativity. If you truly adhere to ""inclusion"" then either allow other special-interest groups to fly their representative flags or keep only the flags which represent our state and county.

Submitted: 4/26/2022

Resident City: Orange

Comments:

I strongly support the 3-year Strategic plan for the improvement and continued PUBLIC use of the OC Fair. I am a former resident of Costa Mesa and Newport Beach, and my wife and children enjoyed the OC Fair and grounds for many years. This property is a great public asset and must be preserved for public benefit for all of Orange County.

Submitted: 4/26/2022

Resident City: Costa Mesa

Comments:

We value all agricultural elements of the OC fairgrounds complex. Our family has been riding horses recreationally at the fairgrounds since 2012 as I did as a child as well. We live several blocks away from the fairgrounds and appreciate centennial farms and some access to connection to agriculture here in the city.

Submitted: 4/26/2022

Resident City: Newport beach

Comments:

"With regards to the goal specifically for the Equestrian Center:

Strategic Direction 1: Please consult with daily users and equestrian community in definition of and implementation of "best in breed" venue and standards of care. Also, in the development of procedures and investment in supplies/equipment for Evacuations, PLEASE consult with horse owners who have used the Fairgrounds for evacuations in the past as the procedure/supplies/equipment formulated by OC Animal Care is very different from what actually needs to be done in terms of procedures/equipment/supplies.

Strategic Direction 2 In taking over management of the Equestrian Center, please communicate and involve the current daily users. Having a new hire work with current management during the transition

is great, however, current management is missing the mark on many levels – and excelling in others. Having a new hire learn how things really shouldn't be done doesn't make sense without input from users on what is going well and what isn't.

Feeding horses, providing appropriate bedding, and cleaning stalls is a very specialized job. Please consider outsourcing this aspect of equine care (like a janitorial contract) to a person/company experienced in doing so. Also, there are many wonderful workers and foremen currently employed who are absolute assets to the facility. Please consider maintaining their employment.

Revenue-Generating horse shows seem in opposition to the creation of a public benefit venue. Hosting many free demonstration days, games days, Open Houses, fun days, clinics seems more in alignment with current facility values.

Strategic Direction 4 In addition to finding a corporate sponsor, please add as a goal working with the equestrian community to facilitate the creation of an OCFEC Equestrian Center Foundation (much like Centennial Farm Foundation and Heroes Hall Foundation) through which funds can be raised to help pay for public programming and fund capital improvements. There are a lot of community members that are willing to pitch in and help maintain/improve public access to horses and riding lessons, public programming as well as fund the necessary improvements and repairs."

Submitted: 4/6/2022

Resident City: Lake Forest

Comments:

Plan is thoughtful and true to the history of the Fairgrounds. Would like to see a greater commitment to local artists including performance artists both during the summer fair and year round at the Fairgrounds. OC has lost many live music venues over the years due to restaurants and bars going out of business. Scale back the tribute acts at the Hangar and promote more original, local artists.

Submitted: 4/26/2022

Resident City: Anaheim

Comments:

Well thought out - approve! But . . we need a Festival of Books in Orange County! The Fairgrounds would be PERFECT

Submitted: 4/26/2022

Resident City: Orange

Comments:

"It is very exciting to read the Strategic Plan. I would like to see the Night of Lights events continue to be offered at the fairgrounds during the Winter. My family has really enjoyed going to that for the past four years. I didn't see that sort of event called out specifically in the plan.

I would also like to see the Centennial Farm and Equestrian Center offer more kids programming, especially for children and youth who are interested in animal care and/or horsemanship. Perhaps in partnership with 4-H clubs or Future Farmers of America (I know Orange High School has a program)? There's also a Vet Camp offered in the summer for children ages 8-13 with a veterinarian in Huntington Beach (Beach Blvd Pet Hospital/Dr. Paige), perhaps a partnership with her or someone similar to do a Spring Break or Winter Camp for kids at the Farm or Equestrian Center would be a good idea.

STRATEGIC PLAN SURVEY RESULTS

Lastly, I think hosting an Equine Therapy program with the Equestrian Center would meet a huge need in Orange County."



STRATEGIC PLAN 2022-2024

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A MESSAGE FROM THE CEO



On behalf of the Board of Directors and staff of the OC Fair & Event Center, I am pleased to present this 3-year strategic plan. The OC Fair & Event Center (32nd District Agricultural Association) is an agency of the California Department of Food and Agriculture, and we're proud of the leadership role we play in the community.

The OC Fair & Event Center is represented by a strong Board of Directors that provides direction, guidance and support to the incredible staff that are stewards of the property and its many programs and activities. This strategic plan is the result of a five-month planning process by the Board of Directors and staff to set a course for the organization through the end of 2024.

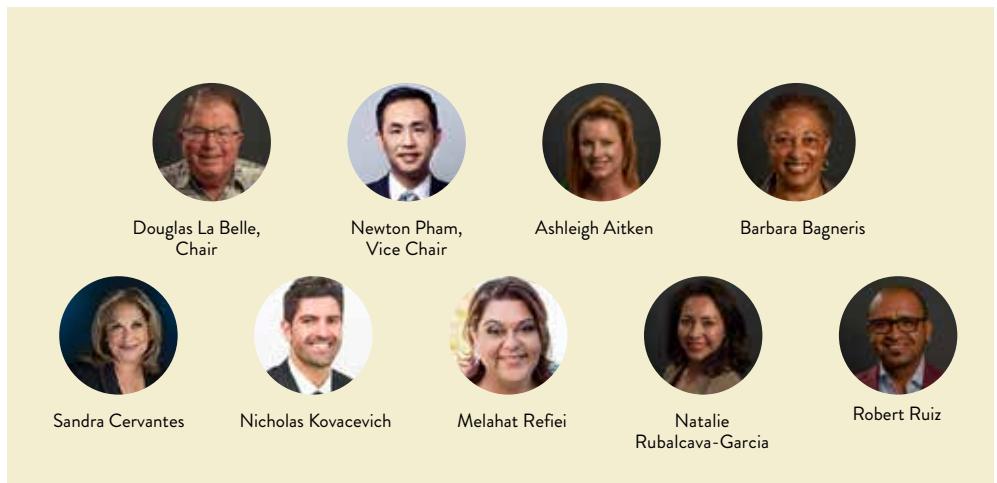
Our new strategic plan is anchored by the mission, vision and values that create the foundation for all we do. The plan is defined by strategic direction and implementation steps that speak to serving as a true community asset, providing relevant educational opportunities, entertainment options and emergency support.

This is our roadmap for the near-term, and we're excited to begin the journey to accomplish many great things together.

Most sincerely,

A handwritten signature in black ink that reads "Michele Richards".

Michele Richards, CEO
OC Fair & Event Center



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STRATEGIC PLAN FRAMEWORK

The three-year strategic plan for the OC Fair & Event Center was built around three key platforms of the business – Purpose, Programming and Property. It reflects the strategic direction and goals of the OC Fair & Event Center Board of Directors for the community programs hosted here throughout the year, and for the physical buildings and grounds. This strategic plan has set a future course for the organization and will serve as a tool to support the community for the benefit of the people of Orange County...just as we have throughout our 132 year history.





Purpose

Purpose

Vision

Mission

Values

Programming

OC Fair • Year-Round Events • Educational Assets
Equestrian Center • Community Support

Property

Short-Term Capital Projects • Master Site Plan

PURPOSE: Vision, Mission Values

PURPOSE:

The OC Fair & Event Center is the 32nd District Agricultural Association (32nd DAA), a California state institution that is organized in accordance with the California Food and Agricultural 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.

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 & Neighborliness

ORGANIZATIONAL VALUES

Safety: We prioritize safety first and foremost in everything we do.

People: We value all internal and external stakeholders by encouraging their participation and involvement in 32nd DAA programs and activities.

Integrity: We are committed to honesty, transparency, and fairness in our relationships with one another and with external stakeholders. We do what is right regardless of who may be watching and follow through on our commitments.

Stewardship: We recognize that the 32nd DAA is a California state institution and that all 32nd DAA personnel hold a position of trust on behalf of the people of California. We are committed to serving as faithful stewards of the 32nd DAA's property, resources, and institutional values by acting in the best interest of the 32nd DAA.

Compliance: We are each personally committed to ensuring compliance with all applicable laws, regulations, and policies through effective controls.

Diversity and Inclusion: We celebrate people from all backgrounds, experiences, and identities. Because we are responsible not only for ourselves but also for others, we speak out against hatred and bigotry whenever and wherever we find them. We strive to maintain a welcoming community where everyone is treated with respect and dignity and can be proud of who they are.

Excellence: We are committed to providing best-in-class programs and services by creating a culture of teamwork, innovation, and accountability.

Community and Neighborliness: We build on the 32nd DAA's tradition of enriching the lives of all those we serve in a spirit of being good neighbors.



ANNUAL OC FAIR



- 1. STRATEGIC DIRECTION:** The annual OC Fair will establish public/private partnerships designed to benefit and increase accessibility to lower income residents of Orange County so that all who are served are provided a full fair experience.

IMPLEMENTATION STEPS:

- Years 1-2:** Increase Board directed fair admission ticket donations to local Orange County nonprofits from 2,500 to 5,000 in order to provide access to the county's neediest families. Staff will continue to work with Board members to maximize opportunities throughout Orange County to serve the community with complimentary admission tickets.
- Years 1-2:** Use Board member assistance to identify Orange County nonprofit or community foundations to contribute at least \$50 to each of the 5,000 individuals receiving donated admission in order to provide a full fair experience including food and carnival rides.
- Year 3:** Increase the number of donated fair admission tickets to needy OC families by 50%.

- 2. STRATEGIC DIRECTION:** The annual OC Fair will create an opportunity each year for increased local business participation for merchants and concessionaires.

IMPLEMENTATION STEPS:

- Year 1:** Continue outreach through OC chambers of commerce and Destination Management Organizations to local merchants and restaurants to identify at least five additional local OC businesses to participate in the 2022 OC Fair.
- Year 2:** Develop a portable concessions operation and/or pop-up concept to give local restaurants an opportunity to participate beginning with the 2023 OC Fair.
- Year 3:** Continue expanding the “local business” program increasing the number of local merchants and restaurants participating in the 2024 fair by 25%.

ANNUAL OC FAIR

3. STRATEGIC DIRECTION: 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.”

IMPLEMENTATION STEPS:

- a. **Year 1:** Develop a mini-campaign within the full advertising campaign for the 2022 OC Fair which focuses on “affordable family fun.”
- b. **Year 1:** Develop benchmark metrics to measure the success of the “affordable family fun” campaign including the number of positive comments from the patron surveys, positive social media comments and industry recognition awards.
- c. **Year 2:** Show a year-over-year increase for all identified metrics.
- d. **Year 3:** Show an additional year-over-year increase for all identified metrics.

4. STRATEGIC DIRECTION: 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.

IMPLEMENTATION STEPS:

- a. **Years 1-3:** Achieve guest satisfaction ratings above 4.0 in all categories in the annual OC Fair patron survey.
- b. **Years 1-3:** Introduce at least one new family-friendly exhibit or attraction each year at the OC Fair that highlights family traditions and connections.
- c. **Years 1-3:** Present an annual “State of the Fair” address to the Board of Directors and public.
- d. **Year 2:** Conduct a post-fair focus group to measure patron feedback on their guest experience at the 2023 OC Fair.



YEAR-ROUND EVENTS PROGRAM



1. OC Fair & Event Center will curate and offer more self-produced events to deliver relevant content and unique experiences to OC residents, particularly focused on youth, diversity and community.
 - a. **Year 1:** Reintroduce an in-person Imaginology with a goal to attract up to 10,000 attendees per day, keeping within the current CA Department of Public Health guidelines for mega events.
 - b. **Year 2:** In addition to Imaginology, the Fall craft beer festival (Boo Ha Ha) and the Veterans Day celebration, introduce a new self-produced event focused on agriculture education.
 - c. **Year 3:** Introduce 1-2 new self-produced events that bring OC agencies together with the public in service of the greater community, particularly youth, i.e. job fairs and meet 'n greets with OC law enforcement and fire authorities.
2. Entertainment offerings in the Pacific Amphitheatre will expand to include activities outside of traditional fair dates.
 - a. **Year 1:** Expand pre-and post-fair concerts in the Pacific Amphitheatre, adding 17 shows for a total of 40 performances in 2022.
 - b. **Year 2:** Book 2-3 additional Pacific Amphitheatre performances outside of 2023 fair dates.
 - c. **Year 3:** Offer at least 45 performances in the Pacific Amphitheatre in 2024.
3. OC Fair & Event Center will expand exposure to the business community in order to become a well-known and frequently used venue for Orange County businesses and business leaders.
 - a. **Year 1:** Work with OC Business Council and various OC chambers of commerce to expand OCFEC's exposure to the business community. Launch a marketing campaign by the end of 2022 focused on rental opportunities targeted to the business community.
 - b. **Year 2:** Book 4-5 mid-week business event opportunities in 2023.
 - c. **Year 3:** Book an additional 4-5 mid-week business event opportunities in 2024.

EDUCATIONAL ASSETS/FOUNDATIONS

1. Centennial Farm will host more events to introduce more students and families to agriculture and agriculture-related topics, including nutrition and healthy eating.
 - a. **Year 1:** Begin research and development for a collaboration with OC Health Care Agency to offer family healthy eating events and classes at Centennial Farm.
 - b. **Year 1:** Begin research and development for an annual “Farm Day” at Centennial Farm featuring public agriculture-based educational programming
 - c. **Year 2:** Introduce a nutrition component to the Jr. Farmer tours at Centennial Farm beginning in Fall 2023.
 - d. **Year 3:** Increase attendance from 2023 numbers by 10% at agriculture and healthy eating programs.
2. Heroes Hall and Centennial Farm will work with the Heroes Hall Veterans Foundation and the Centennial Farm Foundation to better define the connection/relationship between the Board and the Foundations in order to provide more access to student and community groups that may face barriers to attendance.
 - a. **Year 1:** In advance of the expiration of each foundation’s MOU, review terms and incorporate changes to increase each foundation’s support of OCFEC educational assets.
 - b. **Year 2:** Work with each foundation to identify annual fundraising opportunities to increase funding for Heroes Hall and Centennial Farm programming.



EDUCATIONAL ASSETS/FOUNDATIONS



3. Heroes Hall will connect OC youth with veterans from Orange County through community events, school tours and other educational opportunities, including producing the premier Veterans Day celebration in Orange County.

 - a. **Year 1:** Plan and execute a 2022 Veterans Day event with a year-over-year attendance increase from 2021 and increased participation by elected officials.
 - b. **Year 2:** Work with the OC Department of Education to host at least 5 high school tours of Heroes Hall.
 - c. **Year 3:** Introduce opportunities in 2024 for students to connect with OC veterans by hosting at least two related events.

4. OC Fair & Event Center will launch a media campaign to inform the public about the contributions the organization makes to the community including at Heroes Hall, Centennial Farm and our emergency support services.

 - a. **Year 1:** Develop a multi-platform public relations campaign to increase awareness of OCFEC's contributions to the community, targeting at least 10 positive stories throughout the year about Heroes Hall, Centennial Farm and OCFEC emergency support services.
 - b. **Year 2:** Launch a speaking tour focused on OCFEC's contributions to the community, targeting at least 5 opportunities outside of fair dates for both the CEO and Board members.
 - c. **Year 3:** Increase the number of positive stories and speaking opportunities by 20%.

EQUESTRIAN CENTER

1. STRATEGIC DIRECTION: OC Fair & Event Center's equestrian center will serve as a true public asset to ensure greater access to a broader group of constituents throughout Orange County. It will be operated as a "best in breed" equine venue with the highest standard of care for boarded horses and animals in need of shelter during emergencies.

IMPLEMENTATION STEPS:

- a. **Year 1:** Work with OC Animal Care to establish baseline emergency evacuation procedures and required supplies/equipment. Develop a written procedure and plan for emergency evacuations by June 30, 2022.
- b. **Year 1:** Establish standard operating procedures for equine care that meet or exceed industry best practices and begin roll-out by February 1, 2023.
- c. **Year 2:** Start development of a public tour program of the equestrian center led by volunteer docents with educational components and hands-on activities by the end of 2023.
- d. **Year 3:** Explore a partnership with at least one equine-related nonprofit organization to provide low cost or no cost riding services to community members, particularly at-risk youth, by the end of 2024.

2. STRATEGIC DIRECTION: OC Fair & Event Center 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.

IMPLEMENTATION STEPS:

- a. **Year 1:** Work with current operator to develop a transition plan for the operation of the Equestrian Center to include establishing administrative/accounting systems and procedures, staffing and budgeting with planning completed by the end of 2022, and self-operation beginning January 1, 2023.
- b. **Year 1:** Hire an equestrian center supervisor by the end of 2022 who, after an appropriate transition period, will take over leadership of the venue beginning in January, 2023 and staff as required.
- c. **Year 2:** Develop a revenue-generating horse show program for the public by the end of 2023 with the goal of hosting at least two public horse shows by August, 2023.
- d. **Year 3:** Leverage connections with OC public schools through Centennial Farm and Heroes Hall contacts to launch a school tours educational program with the goal to host at least 10 school groups by August, 2024.



EQUESTRIAN CENTER



3. STRATEGIC DIRECTION: The equestrian center programming will be integrated into other OC Fair & Event Center activities throughout the year including the annual OC Fair and Imaginology.

IMPLEMENTATION STEPS:

- a. **Year 1:** Work with current equestrian center trainers to include an equine-related exhibit at the 2022 OC Fair.
- b. **Year 2:** OCFEC agriculture education team will work with equestrian center users to develop a public equine education exhibit and tour program for students and the general public.
- c. **Year 3:** Launch the public exhibit and tour program to integrate with the start of Jr. Farmer tours at Centennial Farm by Fall, 2024.

4. STRATEGIC DIRECTION 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.

IMPLEMENTATION STEPS:

- a. **Year 1:** Complete assessment of current equestrian center operations and develop new automated processes and procedures in preparation for self-operation by the end of 2022.
- b. **Year 2:** Develop a detailed P&L to determine true operational performance with specific revenue and expense targets, including all maintenance expenses not previously included in the equestrian center budget.
- c. **Year 3:** Identify and sign at least one equestrian center sponsor.

COMMUNITY SUPPORT

- 1. STRATEGIC DIRECTION:** OC Fair & Event Center will mobilize stakeholders and partners to complement the organization's efforts in supporting the community.

IMPLEMENTATION STEPS:

- See #1 under Annual Fair

- 2. STRATEGIC DIRECTION:** OC Fair & Event Center will ensure that proper resources are allocated for responding to emergencies, including adequate funding, equipment and staffing.

IMPLEMENTATION STEPS:

- Year 1:** Review current written emergency response plans and recommend additional funding, equipment and staffing in time for the 2023 budget process.
- Years 2 and 3:** Conduct annual reviews of written emergency response plans prior to each year's budget process and add new funding, equipment and staffing to meet the Governor's requirements to serve as an emergency resiliency center.

- 3. STRATEGIC DIRECTION:** OC Fair & Event Center will be accessible to nonprofits, community groups and public officials conducting official business through rental fee waivers or discounts.

IMPLEMENTATION STEPS:

- Year 1:** Continue to work with Senator Min's office to introduce legislation allowing for local fair board approval to provide rental fee waivers or discounts to nonprofits, community groups and public officials conducting official business. Include \$150,000 in rent relief funds in the 2023 budget.
- Year 2:** Re-introduce the Community Engagement Program and employee review panel to allow local nonprofits and community groups to apply for rental fee waivers and discounts, increasing funding in the 2024 budget up to \$200,000.



PROPERTY INITIATIVES



The Board of Directors will be discussing future direction for the OC Fair & Event Center property, making decisions about a 10-year Master Site Plan. Once approved, the projects identified in the plan for 2022-2024 will be added to this document.

