



Board of Directors Agenda Report

MEETING DATE: JANUARY 27, 2022 **ITEM NUMBER:** 8A

SUBJECT: 3-Year Strategic Planning Workshop #4 to Discuss Property Strategic Direction

DATE: January 21, 2021

FROM: Michele Richards, CEO

PRESENTATION BY: Michele Richards, CEO

RECOMMENDATION

At the Board of Directors' discretion.

BACKGROUND

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 OC FEC property, and will consider:

1. [Infrastructure Audit Report \(click to view report\)](#)
2. [Master Site Plan Draft Concept \(click to review report\)](#)

Following is a brief summary/timeline of previous actions by the Board related to the Master Site Plan process:

- In early to mid-2016, the Board directed staff to develop and issue a Request for Proposal (RFP) to identify a master site planning consultant, and as a result a contract was awarded to Johnson Consulting in November, 2016.
- Throughout early 2017, Johnson Consulting held a series of stakeholder meetings to gather input including from the Board of Directors, staff, on-grounds partners, facility users and community partners. In addition, a town hall public meeting was held in June, 2017.

- A master site planning workshop was held during the September Board of Directors meeting, at which a CEQA study was requested.
- In late 2017 or early 2018, an RFP process was conducted and completed, however no work was initiated. A draft master site plan concept was developed in late 2017 and early 2018 and presented to the Board of Directors at the April, 2018 meeting. At the request of the Board, the master site plan project was put on hold pending the completion of a full infrastructure audit of the property, and an RFP process was initiated.
- The RFP process was completed and a contract awarded for an infrastructure audit in August, 2019. The District entered into an LOU with California Construction Authority for the project in October, 2019 and the work commenced in November.
- The Facilities Committee held a public stakeholder meeting for the infrastructure audit in October, 2020.
- The District received the final infrastructure audit report, consisting of an executive summary and 8 zone reports in January, 2021.

Strategic Direction – Equestrian Center

1. 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.
2. 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.
3. The equestrian center programming will be integrated into other OC Fair & Event Center activities throughout the year including the annual OC Fair and Imaginology.
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.

Strategic Direction – Annual OC Fair

1. 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.
2. The annual OC Fair will create an opportunity each year for increased local business participation for merchants and concessionaires.
3. 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."
4. 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 – Year-Round Events

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.
2. OC Fair & Event Center will create opportunities for small/local businesses to connect with a robust workforce in Orange County by sponsoring job fairs that bring together employers and employees, particularly youth.
3. Entertainment offerings in the Pacific Amphitheatre will expand to include activities outside of traditional fair dates.
4. 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.

Strategic Direction – Educational Assets/Foundations

1. OC Fair & Event Center will be able to offer public officials the opportunity to hold official events at no cost at Centennial Farm and Heroes Hall.
2. Centennial Farm will host more events to introduce more students to agriculture and agriculture-related topics, including nutrition and healthy eating.
3. The equestrian center will be integrated into the educational offerings at Centennial Farm.
4. 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.
5. Heroes Hall will connect Orange County 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.
6. 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.

Strategic Direction – Community Support

1. OC Fair & Event Center will mobilize stakeholders and partners to complement the organization's efforts in supporting the community.
2. OC Fair & Event Center will ensure that proper resources are allocated for responding to emergencies, including equipment and staffing.
3. OC Fair & Event Center will be accessible to nonprofits and community groups through rental fee waivers and discounts.
4. OC Fair & Event Center will work with the OC Sheriff's Department and OC Fair Department to ensure kids feel safe with interacting with law enforcement.