



Strategic Plan

Front cover: photo circa 1950s

FAIRPLEX

Strategic Plan

June 4, 2018 • Pomona, Los Angeles County, California

Circa 1950s





Fairplex 2018 Board of Directors (l to r): Richard Martinez, Fairplex President & CEO Miguel Santana, John Landherr, Heidi Hanson, Vice Chair Tina Loza, Ron Bolding, Mike Ortiz, Secretary Linda Bosserman, John Solomon, Chairman Cid Pinedo. (Missing is Kiana Webb).

Foreword

In 2016, after conducting a national search, the Fairplex Board of Directors hired Miguel A. Santana as the new President and CEO. Formerly the Chief Administrative Officer for the City of Los Angeles, Miguel was known as an exceptional leader with expertise in managing large and complex organizations. Once he started in January 2017, he immediately began assessing our organization and identifying the work that needed to be done related to our vision and place in the community.

The Board asked Miguel to prepare a report detailing Fairplex's short- and long-term vision. This report would provide a framework to see us through the next few years and set us up for the following 100. To have a final result that reflected a vision that was thorough, ambitious, and dynamic, the Board determined that a strategic planning process should take place.

The Fairplex Strategic Plan process was a transparent and inclusive experience that invited neighbors, community members, elected officials, business partners, and City and County representatives to the table. The community spoke, and the Fairplex team listened.

What resulted from the community input, guest speakers, and research was a concise, comprehensive, and realistic plan. We realigned our mission and set specific goals.

Just like any organization, Fairplex is continuously evolving. But as we grow into being a 21st-century "place," we also retain a historical foundation and traditional flavor that has carried us through 96 years. The 2018 Strategic Plan honors this while preparing Fairplex for the future.

Congratulations to Miguel, his team and the community for doing a phenomenal job on the Strategic Plan!

We are proud to be part of the legacy of the original visionary Board of Directors who incorporated this organization in 1922. Looking ahead we are eager to continue in the spirit of transparency and diversity that has formed a basis for this inclusive process. We desire to honor their legacy and together, with the community, build an organization that benefits everyone that experiences Fairplex.

The Strategic Plan is a living document, and so, the Board of Directors is committed to updating it on a regular basis and maintaining community involvement in its implementation.

Sincerely,
Ciriaco "Cid" Pinedo, Ed.D.
Chairman, Fairplex Board of Directors

Preface

When I arrived at Fairplex in January 2017, I learned that many perceived the organization to be going through an identity crisis. After 95 years of dynamic growth, I heard Fairplex had lost its focus, strayed from its mission and made too many unfortunate missteps in its relationship with the community, the City of Pomona and the County of Los Angeles. The Board of Directors tasked me with developing a better understanding of the current situation and our relationships with the broader community of Fairplex stakeholders.

To explore these questions and search for a better path forward, we initiated an inclusive strategic planning process. I knew the development of a strategic plan depended on frank perspectives from our many communities of interest – neighbors, business partners, the City of Pomona, the County of Los Angeles, as well as staff, the Association and Board members. We opened our doors and invited anyone who was interested to ten community meetings where every aspect of Fairplex was reviewed and discussed. Over 100 people attended every meeting and we benefited immensely from their input, ideas and critiques. We enjoyed hearing from dozens of experts and long-time partners, and from those who know us best – our guests. The community sessions were dynamic, surprising and honest.

Together, we learned a great deal about our past and present. We built a common understanding of this incredible and complex organization with deep roots in the City of Pomona and the County of Los Angeles. We highlighted the need for a stronger foundation, one that builds on the premise that our history is the bedrock on which to launch a successful future.

During one session, a member of the community said they felt as if there was an invisible wall around Fairplex, and that the barriers should come down. They were referring to making the campus more physically accessible, but the words easily could have applied to concerns expressed by other participants about the isolation of Fairplex and the perception that it was moving away from its core mission. From pricing, programming falling behind the changing demographics of the community, to moving away from engaging stakeholders as partners, they believed Fairplex had strayed from what made it special.

That was an “aha” moment for me. The LA County Fair’s forefathers created a “community” that connected art, music, food, commerce, agriculture and entrepreneurs all in one space, showcasing the best of Southern California. Clearly, our future is in our past.

We were reminded that Fairplex is a still a convener – we bring the community together to share a passion, to play, to work, to live. We learned that we are part of people’s lives and memories – and that those special moments are directly related to the role Fairplex has in supporting the local and regional economy. The past year of discussions also served as a healing process. To move forward, we needed to lay the last few challenging years to rest. The goal was not to forget – rather it was to acknowledge, listen, learn and collectively identify a better path forward.

Together, we have worked well in putting together this strategic plan. This plan updates our mission, vision and affirms our articles of incorporation and original purpose. This document establishes the direction for our future, but it is not intended to be a land use master plan or business plan; those will be developed as we move forward.

Thank you to all of the speakers and the organizations who shared their insight and knowledge during the community sessions, along with our government partners, supporters and critics. Thank you to the steering committee, elected officials and to Fairplex staff. A special thank-you to Cielo Castro and Renee Hernandez for shouldering the bulk of the responsibility for crafting this plan. I am especially grateful for the guidance provided by Robin Engel, who led our community interactions and developed the plan’s structure and scope.

Fairplex has a bright future and this plan is a great first step in making the next 100 years something our grandchildren and their grandchildren will enjoy and embrace.



Miguel A. Santana

President & CEO
2018



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Mission

Fairplex is a nonprofit enterprise that serves as a place, a convener and a creator of memories to strengthen the community and economy through arts and entertainment, agriculture, education and commerce.

Vision

We aspire to be a model community partner, economic engine and presenter of unique experiences.

Guiding Principles

The Fairplex Five Guiding Principles are the foundation of Fairplex's mission and vision, and are used to guide organizational plans and decision-making.

Public Benefit

committed to doing good in everything we do

Guest Experience

placing our guests at the center of what we do

Partnership

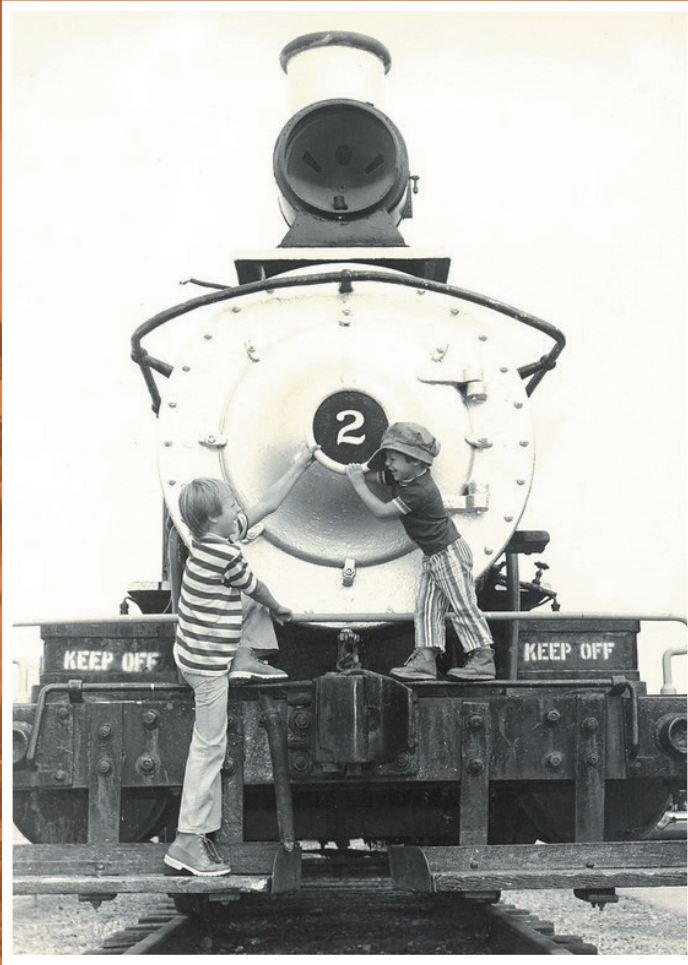
we are at our best when we partner with others

Sustainability

committed to being financially healthy and environmentally friendly

Uniquely Southern California

celebrating the best of our community



About Us

Fairplex is a nonprofit, 501(c)(5) organization that leads a 487-acre campus proudly located in the City of Pomona. Fairplex exists in a public-private partnership with the County of Los Angeles and is home of the LA County Fair and more than 500 year-round events.



Established in 1922

As Fairplex nears its 100th anniversary, an updated strategic plan was developed to guide the organization for the next century. This plan is the product of a yearlong inclusive, collaborative community process that engaged over 500 people. It honors the past, builds on the present and sets forth a vision for what is possible in the future. It is a living document that will be re-examined periodically.



Understanding our History to Plan our Future

“No finer site has ever been chosen for a Fair than that of the first annual Los Angeles County Fair.”
- The Bulletin, Pomona newspaper, Oct. 15, 1922

The LA County Fair’s founders created this campus to support the local community holistically – financially through commerce and agriculture; socially via a community gathering spot; and artistically by offering space to share creations and passions. This plan reinforces the original vision and puts it in a contemporary context.

From the original Articles of Incorporation in 1922, Fairplex set out to:

“

Advance the agricultural and mechanical and all other interests of every kind and nature of the County of Los Angeles, and vicinity;

Provide a site for the competitive exhibition of farm products, livestock, trials of speed, mechanical products and to promote the general interests of the community ...;

Acquire and own both real and personal property ... to hold and enjoy such real and personal property as may be necessary or useful in carrying on the business of incorporation ...;

Conduct amusement enterprises in all the branches pertaining to the operation of fairs.

”

(1922 Articles of Incorporation, Los Angeles County Fair, Law Office of Ballard, Stead & Whyte).

Creating a Place to Live, Work, Play, Learn and Grow

Fairplex strives to be a model for a 21st century “place.” Why a place? Because it’s more than a venue, it’s more than a space. Fairplex is a mission-driven place where people come to learn, to share their passions, to work, to volunteer, to have fun, to create. And it fits the community model that is inherently Southern California — neighborhoods

connected to one another, dependent upon one another for quality of life. A place is where tradition means something, and nostalgia is the glue that connects us, even for millennials and Gen Z-ers. Fairplex will be a place where tradition is the thread in which a community weaves its tapestry.

Fairplex Guiding Principles

As Fairplex begins its next 100 years, it will enrich this tapestry in new and dramatic ways. As it does so, Fairplex will embrace five guiding principles to inform plans and assist in making decisions among competing priorities. They will help drive the future of Fairplex.

Public Benefit

Fairplex's foundation was built on the Fair being a public benefit. This tenet has flourished for 96 years. Today, public benefit at Fairplex expands beyond Fairtime, through its work with The Learning Centers, the Child Development Center, the 500 events hosted on the campus – it is incorporated in everything the organization does. Fairplex continues to support entrepreneurship, provide educational experiences and assist the region's nonprofits with financial and in-kind support.

Sustainability

Fairplex can't survive without financial sustainability. What it earns is reinvested – in the community, County of Los Angeles, City of Pomona and in Fairplex programs and the physical plant. But being a fiduciary steward isn't the organization's only goal; it must be an environmental steward by making decisions that reduce Fairplex's impact on the environment and by being socially responsible.

Guest Experience

A great guest experience is the key to success. Satisfied customers return often and enhance the organization's reputation through word-of-mouth referrals. Guest experience goes beyond the visitors who cross the Fairplex turnstiles for the LA County Fair. Our guests are our partners, vendors, neighbors and the community at large. Our guests bring their passions to our campus as they celebrate the unique experiences Fairplex provides.

Uniquely Southern California

From the snow-capped mountains of Big Bear to waves breaking on the Santa Monica Pier, the bright lights of Hollywood and Vine to the rustic carpet of 100-year-old Joshua Trees in the desert, So Cal is the greatest place on earth. Southern California subcultures and passions are experienced at Fairplex. Fairplex creates a space for people to come together and enjoy, to build community, break down barriers, make memories and live out dreams. It is part of the hub that is Los Angeles County, the place where more than 48 million people come each year from around the world to enjoy its unparalleled quality of life and cultural attractions. This region connects with more than 14 million residents from Los Angeles and San Bernardino counties who collectively speak more than 220 languages.

Partnership

Fairplex invites millions to its door in partnership with vendors, event promoters and sponsors. It will be through mutually beneficial partnerships and collaborations that Fairplex continues to thrive. The organization does not operate on an island, it sits in a valley within the City of Pomona, Los Angeles County and with neighbors, and needs to collaborate with them on how to maximize benefits, mitigate impacts and increase opportunities. We are at our best when we partner with others.



Fairplex Priorities

Three priorities will drive the future of Fairplex. Each priority is shaped by the Fairplex Five Guiding Principles and crafted to incorporate key elements that make up Fairplex. They will guide and inform future plans on all aspects of this multifaceted organization and campus.



Fairplex Presents

Fairplex Presents should be on a marquee, up in lights — literally. Fairplex Presents delineates what the campus does in the areas of art, culture and entertainment. For 96 years, Fairplex has been a hub of activity. Through events, Fairplex reflects the diversity of the community, integrates cultures and brings guests' passions to life.

Goal

Become a model destination of art, culture and entertainment, and a place of community pride that celebrates the best of Southern California through innovative, diverse and engaging programming.



Fairplex as a Regional Economic Engine

Fairplex is a convener with a far-reaching role in the region's economy. The organization's articles of incorporation highlight a prime objective: to support commerce. Fairplex creates jobs; contributes to local, county and state tax rolls; educates the future workforce; and the campus is ripe for development.

Goal

Foster inclusive, sustainable and equitable economic growth by being an effective steward of Fairplex assets and by facilitating innovation, investment and partnerships.



Fairplex as a Community Partner

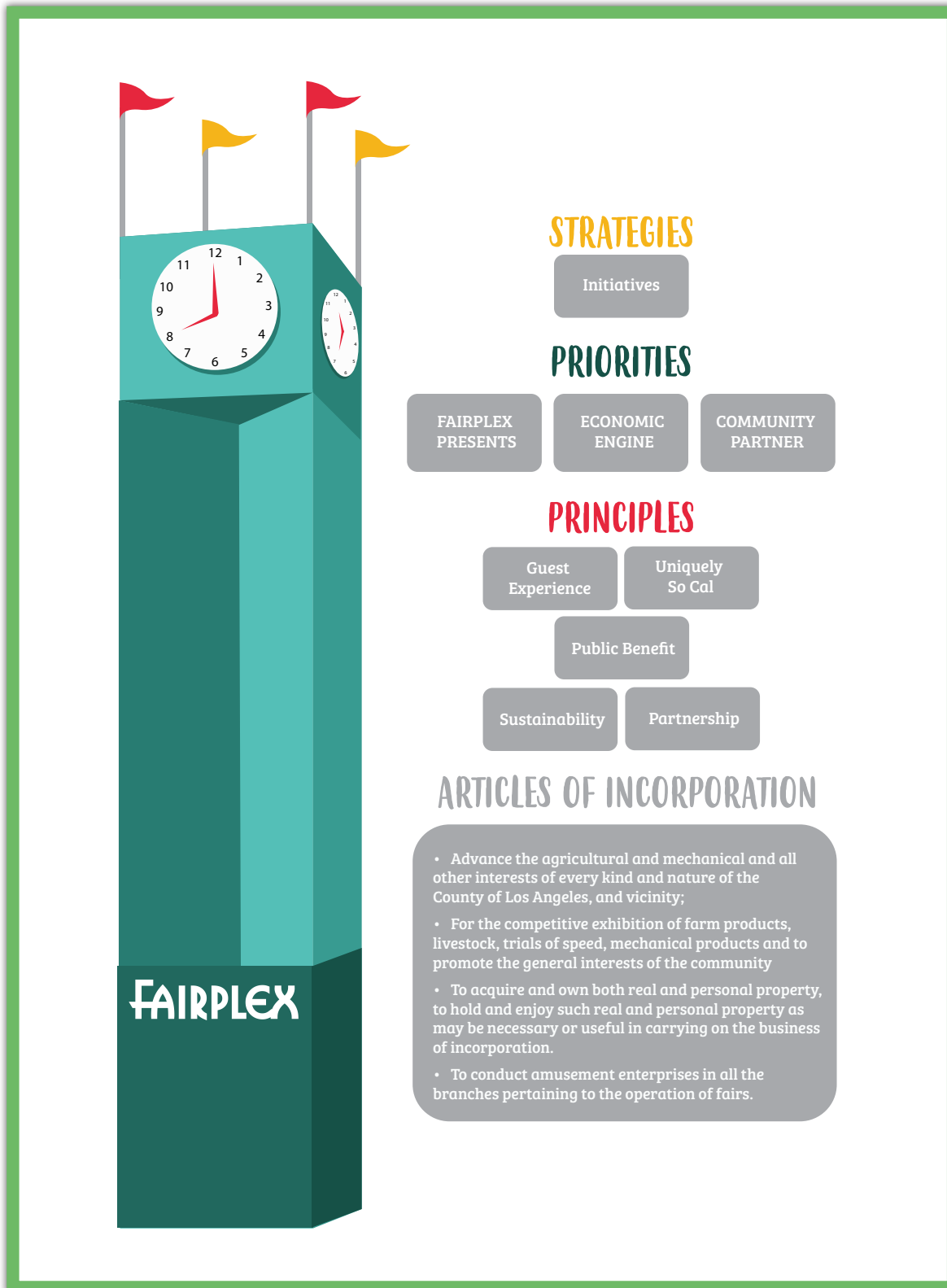
The first thread of the Fairplex tapestry was woven with the collaboration and coordination of community partners. Being a good neighbor, a partner in strengthening the local community and region is part of Fairplex's DNA.

Goal

Support community well-being and neighborly relations through year-round arts, agriculture, education, and wellness opportunities for individuals, children and families to learn, share and celebrate their passions.

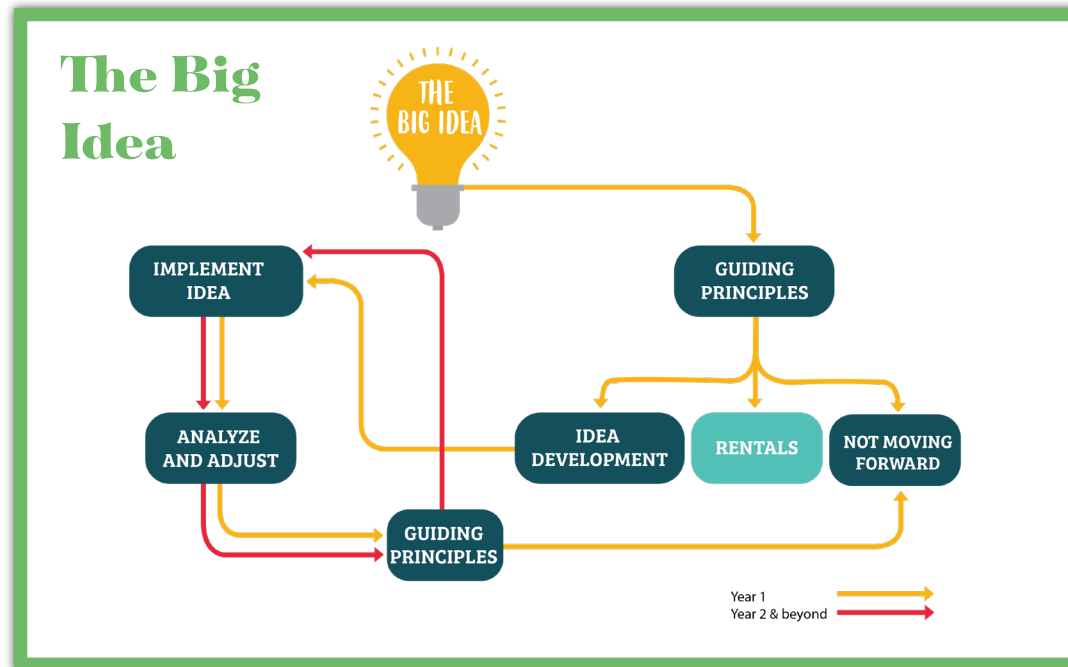
Fairplex Strategic Planning Framework

Two words representing millions of memories were uttered with reverence, nostalgia and hope for the future over and over again during the strategic planning process — “Clock Tower.” There is no better image to capture the Fairplex Strategic Planning Framework. Every plan and structure must be built on a strong foundation. The Fairplex founding documents provide that base on which all else is built. The guiding principles provide the framework upon which Fairplex priorities are formulated and strategies are designed.



Fairplex Decision-Making Model

Successful organizations rely on effective decision-making models. Fairplex created the following model to evaluate current and future activities.



The “Big Idea” represents current and future programs, plans and ideas. The next step graphic highlights that the Fairplex guiding principles will be used to evaluate ideas prior to a decision being made to implement the “idea”, explore it as a rental with a partner, or not pursue it at all. Following implementation of an idea, Fairplex will review the results, recommend changes as appropriate and re-evaluate it against the guiding principles before giving it a green light to produce again. Fairplex will consistently ask: Is there a public benefit? What kind of guest experience will it provide? Who would be the right partners? Is it sustainable and will it require capital funding or large startup funds? What makes the idea representative of Southern California?

Timeline

Each idea will be given a timeline. This timeframe is informed by Fairplex’s Centennial in 2022.

Short term

The goal is to implement within 24 months.

Mid term

The goal is to review, decide and begin implementation within the next five years.

Long term

The goal is to review and decide with a likely implementation timeline beyond five years.

“Consider how we draw from our history and determine what is relevant to the next generation.”

- Community member

Conclusion

Over 700 ideas were generated and discussed during this process. Some were big, wonderful ideas that will require market research and major financial investments; others were interesting, savvy and easy to incorporate into existing events. A review of all of the ideas highlighted themes that led to the priorities of Fairplex Presents, Regional Economic Engine and Community Partner. This plan highlights some of those ideas and indicates if they will be explored in the short-, mid- or long-term.



How We Got Here

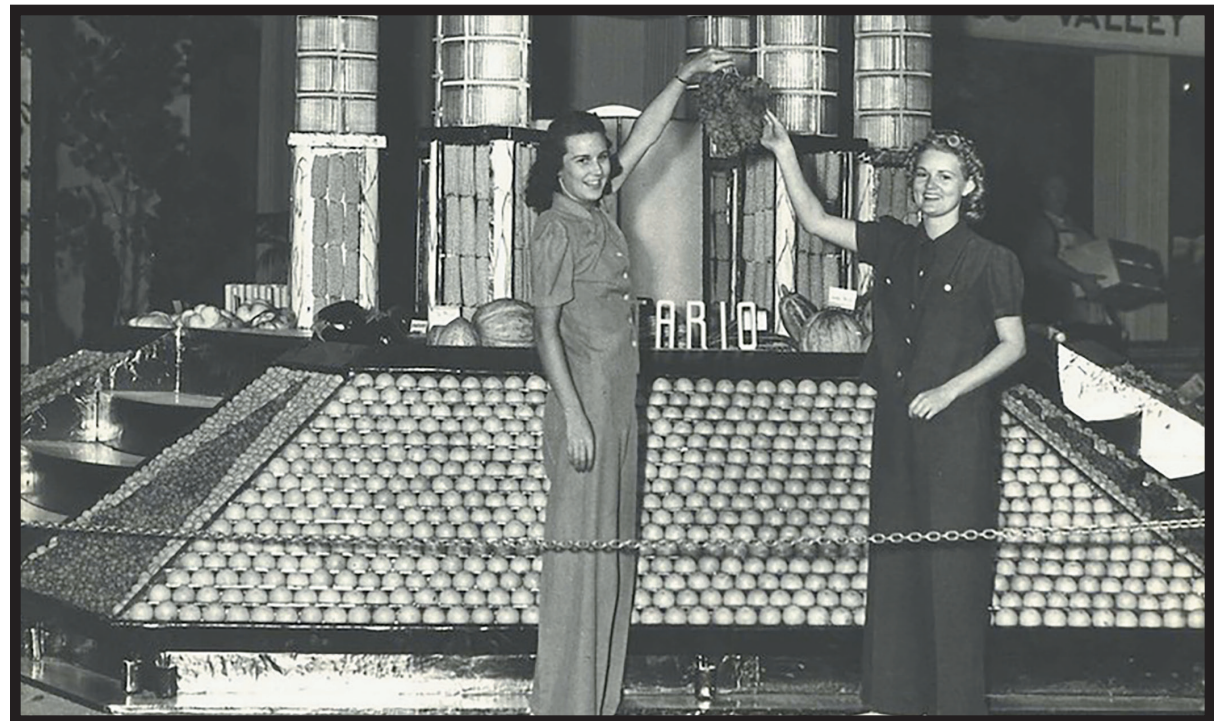
Pomona, early 20th Century

The tent doors flapped with each rush of a locomotive rumbling by on the Southern Pacific Railway. But the rhythmic rattling didn't slow the residents as they perused the rows and rows of products at this one-off merchants' exposition in downtown Pomona circa 1921. As the adults traversed the tent, their children thrilled to a carnival outside, many of the rides fueled by mule power.

The spark created by this roadshow didn't escape notice by CB Afflerbaugh. An apothecary by trade and a city councilman in his off time, Afflerbaugh set up the exposition with the help of a traveling show. But he caught the glint in residents' eyes as they moved from exhibit to exhibit, learning new tricks to make their citrus smudge pots more efficient and bent the ears of salesmen with tales of rickety wash machines.

This, Afflerbaugh thought, is exactly what the region needs on an annual basis. Pomona was a bustling city in the early 1920s, on par with Los Angeles and Pasadena to the west, and San Bernardino and Palm Springs to the east. It was equal parts large town and home on the range, boasting one of the highest per-capita levels of income in the United States but with a homespun attitude. The city's prominence in the orange grove industry brought with it the title "Queen of the Citrus Belt" — a designation Pomona wore proudly.

Backed by the City of Pomona and the local chamber of commerce, Afflerbaugh and a cohort of business owners formed the Los Angeles County Fair Corporation in April 1922 — funded by \$23,000 in stock sales, \$15,000 in loans obtained by shareholders and \$10,000 from the Los Angeles County Board of Supervisors — the start of a public/private partnership. Pomona purchased a 43-acre beet and barley field and leased it to the new organization for the LA County Fair.



Major Milestones

1922

- The first LA County Fair in 1922 was a smashing success. It drew nearly 50,000 guests during its five-day run, setting the foundation for what would eventually become the largest county fair in the country, an iconic Southern California destination and Pomona mainstay — and a unique experience for guests.

1941

- In 1941, the Fair Corporation was asked by the federal government to reorganize as a non-profit enterprise and deed its land to the County as a solution to concerns regarding the WPA projects.
- The Los Angeles County Fair Association was formed, and all assets and buildings were transferred to the new association.
- The Association was charged with supporting the Fair and choosing the Board of Directors. This new governance structure laid the groundwork for an even closer relationship with community supporters.

1988

- Jump to 1988, when the County recommitted to the long-term and fruitful partnership, signing a new lease running through 2043 with a provision for two, five-year extensions. The agreement allowed the Association to expand use of the fairgrounds for off-season events as a way of supporting its nonprofit, community programs and to increase revenue to support the annual Fair.

1930s

- The mid-1930s ushered in a period of new building in partnership with local, state and federal agencies such as SERA and Works Progress Administration (WPA), putting many to work and creating some of the fairgrounds' most iconic buildings.
- No tax dollars were provided for the operations of the LA County Fair (unlike other county fairs in the state), a finance structure that remains today.

1948

- In 1948, following wartime use of the fairgrounds, the U.S. Army transferred land it had acquired to the County. The Association simultaneously transferred its land to the County and signed a 49-year lease with the Board of Supervisors with conditions to conduct the annual Fair on the County's behalf.



From its humble beginnings as a beet and barley field, Fairplex has become one of the most valuable properties in the County's real estate portfolio. Fairplex, in partnership with the County and the City, financed most of the development on the current campus. Current valuation of the campus facilities portfolio is approximately \$1 billion. Should a lease agreement with the County cease to exist, most of the property and all assets would revert to County ownership.

Through the years, Pomona and Los Angeles County have experienced demographic, economic and political change, yet the relationship with Fairplex has endured — and, in fact, thrived. Together, through continued partnership, an expanded tapestry will be woven that will live on for centuries.

FAIRPLEX: Organizational Overview

FAIRPLEX : THE BRAND

Fairplex is the primary name and brand. For clarity, Fairplex will be used for all references to the Los Angeles County Fair Association (LACFA). Historical monikers such as the Pomona Fairgrounds, the LA Fair, the Pomona Fair, the Pomona County Fairgrounds, the Los Angeles Fair in Pomona and the Pomona State Fair, will be archived. The use of "LA County Fair," "The Farm," and other signature events and facilities will continue under the Fairplex brand.



FAIRPLEX : A NONPROFIT ORGANIZATION

Fairplex is governed by the Los Angeles County Fair Association, a private 501(c)(5) not-for-profit corporation. This designation does not preclude Fairplex from paying taxes on events and activities on the Fairplex campus. Fairplex also operates The Learning Centers, a 501(c)(3) organization that, in partnership with Fairplex, provides a wide spectrum of innovative and enriching educational experiences that bring learning to life, benefits diverse communities and prepares participants for success.



FAIRPLEX : AN EMPLOYER

Fairplex strives to be an employer of choice and to treat its employees as true members of a team. Fairplex employs 106 full-time positions and 300 positions of part time or less year-round, with up to 1,000 part-time at Fairtime. Partnerships with labor unions include: Laborers Local 300; Teamsters Local 495; SEIU Local 1877; IBEW local 11; Carpenters 1752; Painters Local 36; Plumbers and Fitters Local 398; Pari-Mutuel Local 280; and IATSE Local 614.



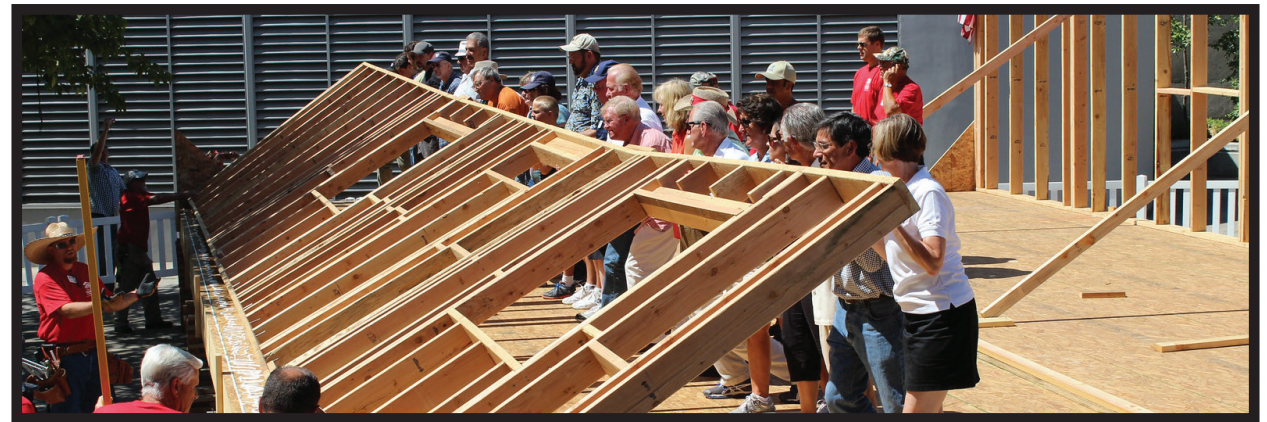
FAIRPLEX : PROVIDER OF INTERNSHIPS AND SEASONAL FAIR WORK

Fairplex maintains a robust paid internship program with area students from the University of La Verne, Cal Poly Pomona and Bright Prospect, a Pomona-based organization that assists high school and college students through the college process. Including employees hired by vendors, more than 10,000 seasonal employees are hired during the LA County Fair and 350 volunteer opportunities are in place.



FAIRPLEX : IN THE COMMUNITY

Fairplex continues to make significant contributions to the community – in 2017, \$9.5 million was donated to community partners through in-kind services, goods and financial contributions. Fairplex promotes and supports numerous community events, including Pomona Beautification Day and the Pomona Unified School District Learning Expo.



FAIRPLEX : GOVERNANCE

The Fairplex Association is comprised of 60 voting members, 11 of whom are elected by the Association to serve on the Board of Directors. Association and Board recommendations are submitted to the Fairplex governance committee. Prospective members must support the Fair and Fairplex, according to the bylaws. Members are not government appointees; no tax dollars are used in the governance or operations of the Association. In 2018, the Board of Directors felt it appropriate to review the Association's parameters. It decided that the Board could be more inclusive and transparent. It set terms for members and opened the nomination process to invite a new generation of members, focused on diversity and regional representation.





Fairplex Presents

Fairplex Presents was developed from ideas generated during the strategic planning public meetings to present the organization's work in a cohesive, inclusive and clearly branded manner that will shape who Fairplex is today and guide its work into the future. It is also a framework that encourages weaving new ideals of innovation, inclusion and diversity into programs as they are planned, designed, implemented and executed.

Fairplex Presents celebrates the best of art, culture and entertainment in Southern California by connecting communities to their passions and engaging in partnerships that generate a positive community impact and strengthen the regional economy.

Fairplex Presents is rooted in its history and tradition of hosting and producing events since 1922 that engage the local and regional community with agriculture, equestrian, automotive, arts and culture, entertainment, competitions and pure fun. For several decades, Fairplex has adopted new ways to present these activities to meet the demand of current trends. Fairplex excels at setting the stage for the tinkerer, the dreamer, the mom and pop who want to share their new product with the rest of the world. Fairplex has continually embraced the entrepreneurial spirit — the creative spirit that drives the community.

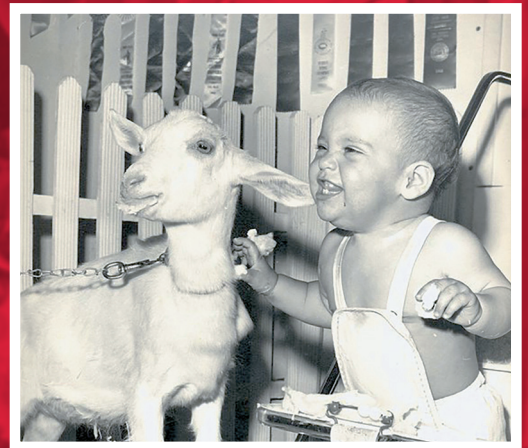


“The future of Fairplex lies with things that are unique to Fairplex that competitors do not do.”

- Community member

Fairplex Presents Goal

Become a model destination of art, culture and entertainment, and a place of community pride that celebrates the best of Southern California through innovative, diverse and engaging programming.



Strategies

Guest Experience

The Guest Experience is the first step to building a great relationship with our guests.

Programming

Programming under the Fairplex Presents model helps transform the campus into a place and a place into a destination.

Marketing & Branding

Marketing and branding of Fairplex are critical to the success of programming.

The Guest Experience

The Guest Experience is the first step to building a great relationship with our guests. The goal is for Fairplex guests to experience exciting, relevant and innovative content that invites them to return to the campus for additional events. Not only is making the guest experience a top priority good business, it will assist Fairplex in attracting new and more diverse programming, inspire new campus navigation concepts and encourage adaptation of new and emerging technologies. From the time they enter the parking lot to the time they drive away, guests should possess a desire to visit Fairplex again. Making early, consistent, positive connections with Fairplex visitors is critical to the organization's success and key to its ability to present a quality experience. It is also crucial that guests feel safe and experience a clean and welcoming facility. The guest experience will be measured through internal assessments, guest surveys and checklists.

Category: Guest Experience

Timeline: Short Term

Initiative: Improve safety

Description: To grow our audience, Fairplex Presents must ensure that our guests, partners, and staff feel safe regardless of time of event, type of event, size of event and location. This requires more lighting, trained security and better communication with our partners.

Category: Guest Experience

Timeline: Short Term

Initiative: Improve facilities

Description: Facilities must be conducive to the development and presentation of programming. This means that signage is updated to help guests better navigate the space, restrooms are family friendly and there are adequate shaded seating areas.

Category: Guest Experience

Timeline: Short Term

Initiative: Improve crowd flow and parking

Description: Ensure guests will be able to move in and out with ease and minimal impact to their overall experience. Plans may include fast lanes for parking pass holders and event ticket holders, additional parking at offsite locations, signage, active communication and additional staff.

Category: Guest Experience

Timeline: Short Term

Initiative: Reduce service time

Description: Working with our partners to shorten their service time will help decrease the number of complaints from guests about standing in lines for too long. Service time benchmarks will be developed along with strategies to implement them across all service areas. This will include parking, concessions, attractions, entrances and retail.

Category: Guest Experience

Timeline: Short Term

Initiative: Improve response to guests

Description: Streamline systems for tracking and responding to guests' concerns and needs. During the LA County Fair, expand the number of guest relations booths and presence of staff to help assist and support all guests more quickly. Increase responsiveness to guests following issues with staff. Increase information sharing and hold post-Fair meetings to incorporate guest concerns into future planning.



Programming

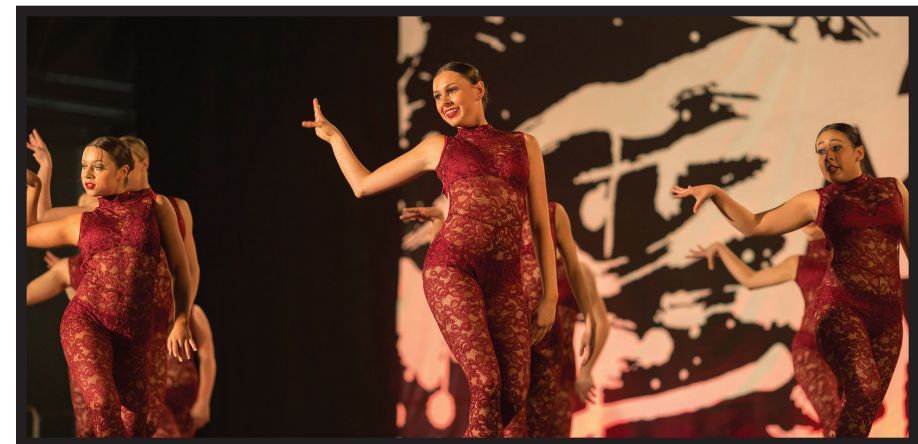
Programming under the Fairplex Presents model helps transform the campus into a place and a place into a destination. This strategy is defined by the activity produced under curated events, partnered events and multiple events. Each one offers the guest different opportunities to engage with the content. Greater focus will be given to the presentation of Southern California artists, crafters, vendors and brands.

Curated Events



Curated Events build excitement before guests arrive at an event, meet and exceed expectations during the event and create anticipation for future events. Curated events will encompass new programming offered by local community members. This is a placemaking initiative designed to support the future development of Fairplex as a destination. The success of our Curated Events will help define us as a central hub for art, culture, agriculture, entertainment and commerce.

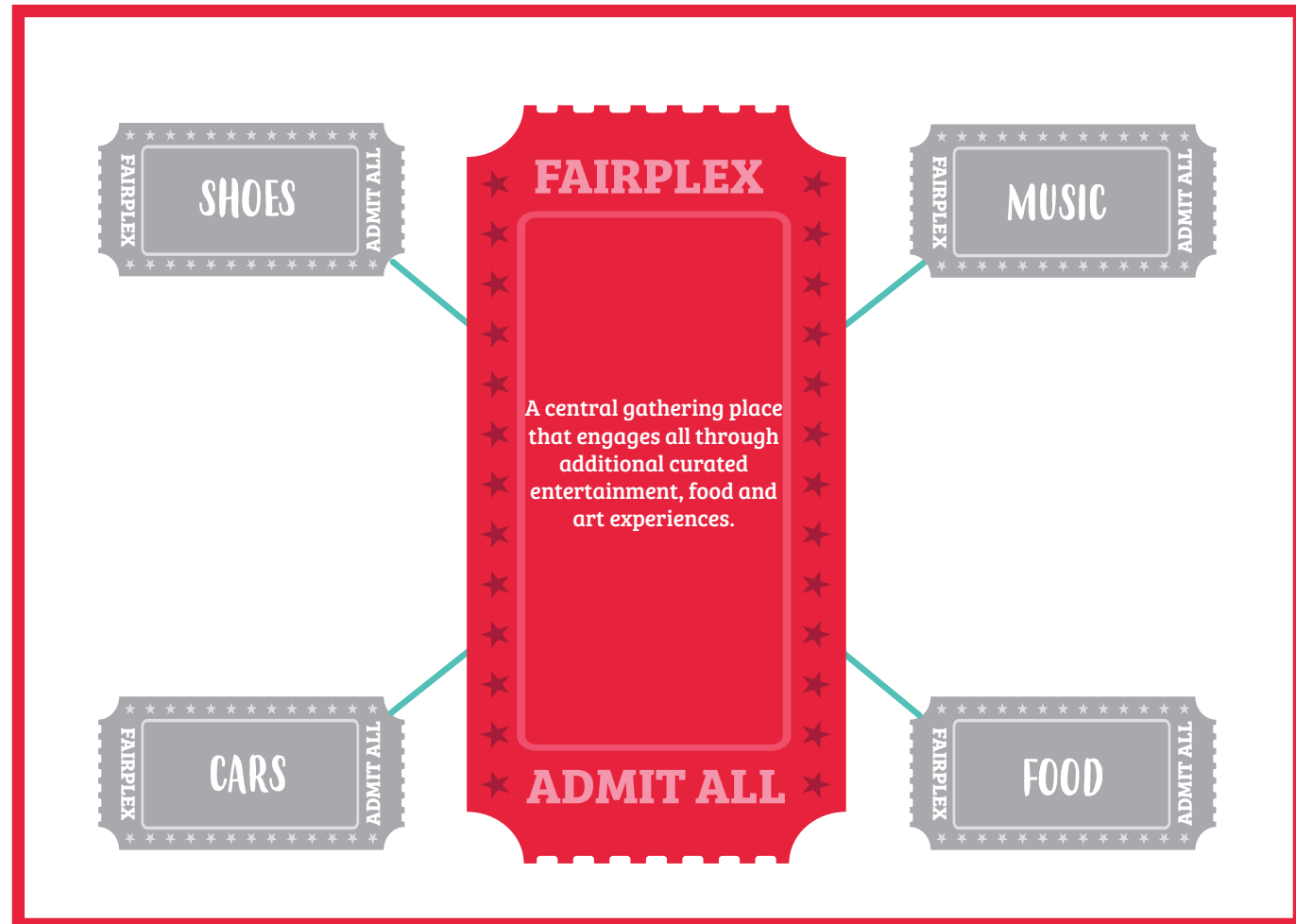
Partnered Events



Partnered Events focus on events that rent sections of the campus for the purpose of consumer and trade shows, conferences and film shoots. These events are examined by Fairplex to determine how best to enhance the guest experience. In this case, guests are defined as the vendor or client who wishes to rent the space. These events still encompass various categories such as food, art, music and presented by an outside producer. Fairplex's function within this initiative will be to serve as the host providing guests an optimal experience throughout their entire time engaging with the campus. Examples of partnered events include RV, boat and pet shows, corporate conferences and trade shows geared toward a specific audience.

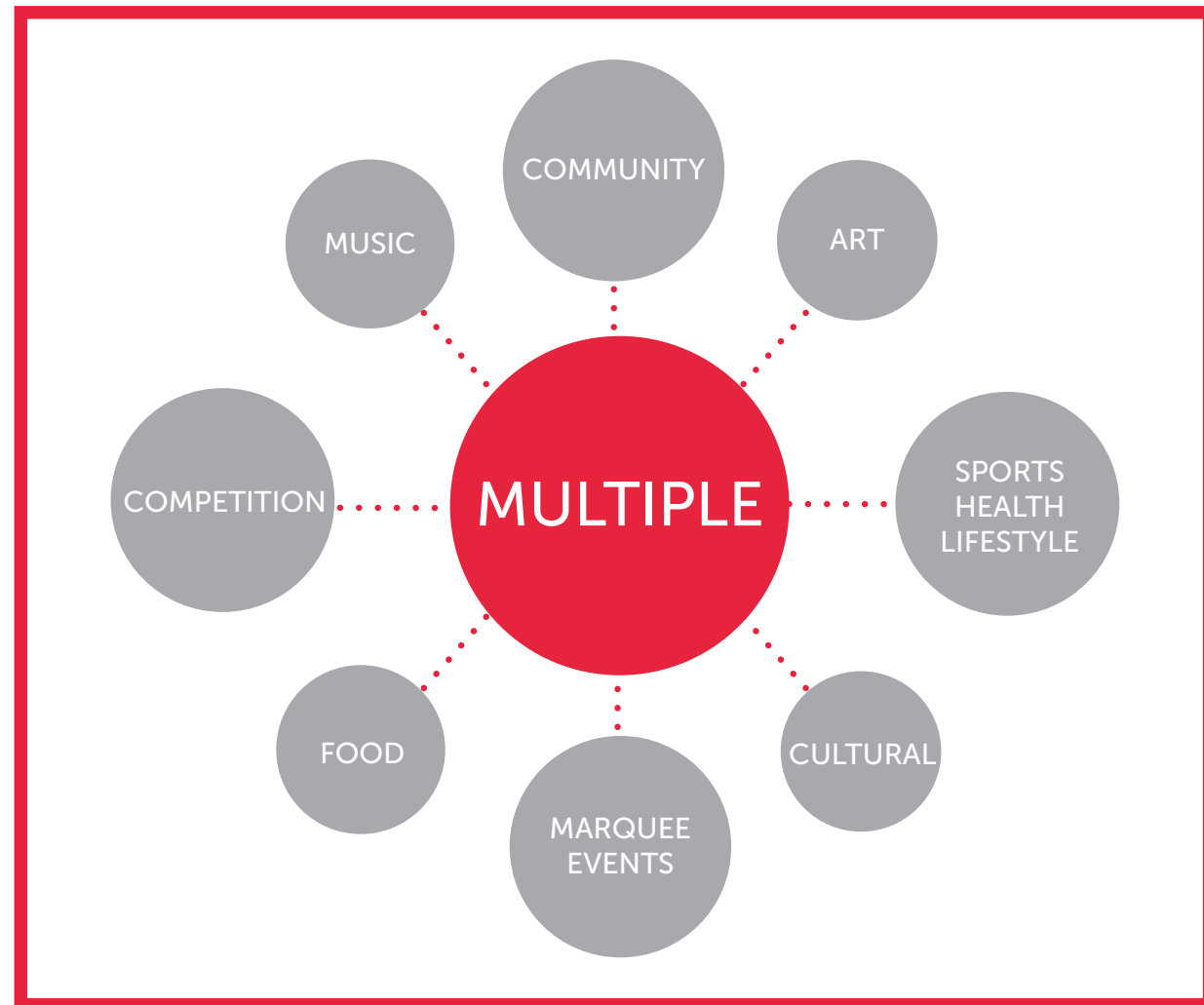
Multiple Simultaneous Events

Multiple Simultaneous Events seeks opportunities to build connections between curated and the partnered events by adding programming to the empty spaces in between.



Example: A guest arrives to the campus to enjoy a day of shoe shopping in Expo Hall 4 and discovers that music is playing inside Expo Hall 9, a car show in Expo Hall 5 and a food event in Expo Hall 6. She makes this discovery by walking through a common space filled with the additional programming that also highlights what's happening in each of the buildings. Multiple events are tied together by a curated experience that helps the guest transition among events.

Fairplex Presents



This diagram is a representation of the programming themes generated during the strategic planning sessions. Recommendations included requests for new events that celebrate a variety of music genres combined with a taste of the melting pot that is Southern California, from Latin to Americana, urban to folk. These placemaking entertainment and cultural programs will be pursued to build community, enhance the Fairplex brand and help the organization thrive. Based on community input and ideas, programming initiatives are being explored for each of the diagram circles. Programs that will embrace two or more circles are represented by the “Multiple Events” at the center of the diagram.

Current Programs

At Fairplex, current programs include the LA County Fair, hundreds of year-round events, exhibits at the Millard Sheets Art Center and the National Hot Rod Association Auto Museum. Current programs will be evaluated under the Fairplex Five Guiding Principles to weave these events into this new curation framework. The Wine, Beer, Olive Oil and Spirits competitions, KABOOM!, Upland Lemon Festival, Food Truck Thursdays, Fair, Oktoberfest, En Memoria and Cheers are examples of events that could benefit from additional enhancements or re-branding. Enhancements may include changes to programming, event layout, marketing, signage and pricing — all with an eye toward improving the experience for guests.



The LA County Fair

The Fair is the marquee event highlighting the best of Southern California. A new theme will be introduced every year, which will keep the Fair fresh, innovative and eagerly anticipated. During the Fair, the entire campus becomes a canvas where guests can see and create art, indulge in cuisine from various cultures, celebrate local communities, participate in multiple competitions and engage in a variety of themed attractions. In addition, guests enjoy performances from local and world-renowned artists.



Year-Round Events

With hundreds of year-round events, Fairplex provides experiences that connect guests to food, art, music, agriculture, competitions, culture, commerce and experiential learning. It also offers opportunities for the community to gather and celebrate holidays such as July 4th, specific events around food and wine, and weekly seasonal events such as Food Truck Thursdays or The Farm at Fairplex Dinner Series. Fairplex also holds the annual Los Angeles International Wine, Spirits, Beer, Extra Virgin Olive Oil and Dairy competitions.



Millard Sheets Art Center

This historic venue continues to be an asset that enhances the programming under Fairplex Presents. It was the original LA County Museum of Art. Currently, it serves as an essential space offering Fair visitors an opportunity to experience art produced by local and well-known artists alike. Several new programs will include a visual arts component which will utilize the gallery. Additional stand-alone exhibitions will be under consideration as part of the future development of the gallery as a resource to local artists and curators. It is named after the Fair's first art director, famed California artist Millard Sheets.



NHRA Motorsports Museum

The National Hot Rod Association Motorsports Museum has been an incredible asset to Fairplex since its inception. Fairplex Presents will strengthen the programming partnership with the Museum in order to highlight more automotive competitions and classic cars. Through the process we will be able to connect with the museum's followers; develop additional opportunities to showcase the museum; introduce new audiences to the museum; and enhance the guest experience at events that feature cars by partnering with the experts at the museum for additional programming.

New Initiatives

Category: Food

Timeline: Short Term

Initiative: Grow Fairplex as a food destination.

Description: New events will be created focusing on building audiences around foodie culture. In addition, existing food events will have a comprehensive marketing plan that communicates to our guests the variety of food options, experiences and vendors. The annual Cheers event will include a food component featuring local chefs in partnership with media publications and incorporate The Farm at Fairplex.

Category: Music

Timeline: Mid term

Initiative: Make Fairplex a music destination.

Description: Live music will continue to be an essential part of Fairplex Presents. The focus will be on partnering with one or more local music festival producers to create additional live music experiences that draw diverse audiences. Partnering with our immediate community on mitigating potential concerns helps us build long lasting relationships with our neighbors.

Category: Competitions

Timeline: Mid term

Initiative: Create new competitions beyond the Fair.

Description: In addition to existing competitions, successful growth of both Do-It-Yourself and equestrian competitions will heavily rely on adequate space and updated facilities. An assessment of current facilities will determine when to add additional competition events.



Category: Sports/Health/Lifestyle

Timeline: Short Term

Initiative: Support healthy lifestyles and sporting activities.

Description: Create one to two opportunities per year that focus on health and fitness in relation to food or endurance competitions.

Category: Community

Timeline: Short Term

Initiative: Market to local community.

Description: Design new marketing strategies that engage more of the local community in existing shopping and entertainment programs.

Category: Cultural

Timeline: Short Term

Initiative: Expand cultural events.

Description: Enhance marketing efforts to engage additional audiences in existing and new cultural events such as Film Festivals, Speaker Series, and culturally-relevant concerts. Marketing what is produced is key to engaging our guests. Developing new events reflective of the local community will help build community involvement.

Category: Art

Timeline: Short Term

Initiative: Increase opportunities to enjoy, create and discuss art.

Description: : Feature a minimum of four local visual artists at Millard Sheets Art Center during Fair in addition to creating new exhibits curated and funded by an outside partner. Offer additional opportunities for guests to engage with The Millard Sheets programming year-round.

Category: Marquee

Timeline: Short Term

Initiative: Enhance LA County Fair.

Description: Build on the Fair's reputation as a summer destination, develop a new theme each year and make the Fair financially accessible to all visitors. Rebuild the Clock Tower.

Category: Marquee

Timeline: Mid Term

Initiative: Enhance, explore and produce marquee events.

Description: Present diverse genres of music, art and food at large-scale events – including the Fair. Develop more than one large-scale event a year in addition to the Fair.

Category: Multiple

Timeline: Short Term

Initiative: Build diverse programming.

Description: Build upon diverse programming that attracts broader audiences such as African American, Asian American, LatinX, LGBTQ, etc. Programs may include but are not limited to concerts, art exhibits, cultural festivals and competitions.

“Bring back the Clock Tower.”

- Community member



Marketing and Branding

Marketing and branding are critical to the success of Fairplex. Each one offers a unique opportunity to create excitement and buzz around a particular event in addition to establishing the overall brand of the organization.

Category: Marketing

Timeline: Short Term

Initiative: Develop strong marketing.

Description: Marketing builds excitement, interest, partnerships and, ultimately, attracts guests to Fairplex. Marketing Fairplex effectively will depend on quality research and outreach.

Research: Efforts to provide guests with the best experience possible will be driven by research and analysis. Fairplex will engage with guests to capture qualitative and quantitative data, build benchmarks to evaluate programs and enhance guest experiences. Data will be utilized to strengthen programs, enhance communication, diversify audiences and develop new partnerships with corporate brands.

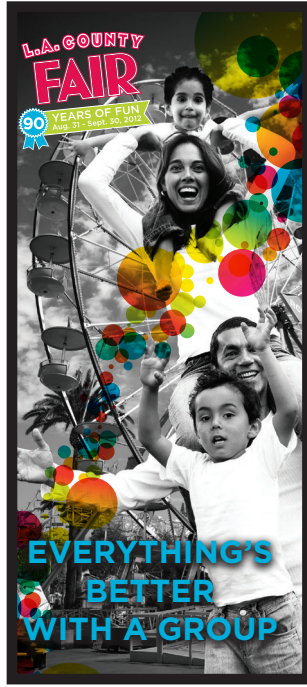
Outreach: Through partnerships with external promoters, media agencies, local influencers, etc., Fairplex will increase marketing to highlight programs through as many outlets as possible. This includes but is not limited to community calendar listings, social media, and local and regional newspapers. In addition, we will begin working with large media companies to utilize their assets. It may employ street team marketing at community functions to hand out fliers, conduct merchandise giveaways, engage in pre-event ticket sales and offer general information about upcoming programs.

Category: Branding

Timeline: Mid Term

Initiative: Establish clear branding.

Description: Branding will be part of all that Fairplex owns, produces, co-produces and hosts. Every contract written will refer to the brand as "Fairplex" or "Fairplex Presents." All assets containing the name "Fairplex" will be evaluated and upgraded. Events produced or co-produced by "Fairplex Presents" will reflect this brand on print and digital media.



Moving the Economic Needle



From its inception, Fairplex has served as a regional economic engine. It's part of the organization's core mission. The history of international, national and regional fairs is based on the concept of creating a marketplace for communities to demonstrate their unique products and craftsmanship with the objective of both educating the public and increasing commercial opportunities. In the beginning, fairs had an emphasis on local agricultural capabilities. As the 20th century progressed, fairs often served as the introductory platform for new technologies – debuting everything from washing machines to automobiles.

Fairplex and the LA County Fair have its roots in this history, and current activities at Fairplex reflect 21st century economy and culture. The Farm, table-to-farm dinners, wine tastings during the Fair and the Big Red Barn exhibit are all examples of the continued commitment to agriculture and food. Exploring new industries — technology and corporate innovation — will bolster the future.

The Fair also has a long history of promoting commerce through various trade and retail shows, which provide a marketplace for local and regional businesses, entrepreneurs and crafters. Since the opening of the Sheraton Fairplex Conference Center in 2012, Fairplex has widened its capabilities to host business and social clientele.

The Fair supports the local economy with employment opportunities, tax revenues to surrounding communities, and education through the Fairplex Child Development Center and The Learning Centers at Fairplex. The Child Development Center, with its partner the University of La Verne, fills an important need for child care, permitting many families the opportunity to be employed while their children are being cared for in a nurturing and educational environment. The Learning Centers and the Career & Technical Educational Center provide hands-on learning experiences for those wanting to expand their job skills, building the future labor base.

Fairplex has laid a foundation, but what is the goal for the next 100 years? Where does Fairplex go from here?

“Fairplex is a change agent.”

- Community member

Through research and community discussions, the organization has discovered its future will be guided by the objectives that have made it successful and relevant for nearly a century. This includes Fairplex's role as a convener, creating a nexus where

diverse industries and communities of interest can connect and find common ground and opportunity.

Fairplex as a Regional Economic Engine Goal

Foster inclusive, sustainable and equitable economic growth by being an effective steward of Fairplex assets and by facilitating innovation, investment and partnerships.



Strategies

Live, Work, Learn, Play and Grow

Develop a Live, Work, Learn, Play and Grow Fairplex campus to improve integration with the community, ensure long-term financial and environmental sustainability, and support the regional economy, jobs, arts, culture, entertainment, agriculture and the Fair.

Convener

Convene regional industries, educational institutions, and entrepreneurs to identify opportunities to spur economic growth, provide opportunities that complement local workforce development programs, and engage in research and development.

Campus Master Plan

Create a master plan for the 487-acre campus in collaboration with our neighbors, partners and local government to help facilitate the priorities in the strategic plan.

Fairplex- Past, Present and Future.

The Past

The City of Pomona and the LA County Fair grew up together.

While rural in nature with commerce based in agriculture, Pomona was far from simple. Its idea of community brought together not only the services needed for a residential and business district, but the enriching arts, academics, entertainment and activities that transform a community into a destination for living. Angelenos were drawn to this city on the eastern outskirts of the county, trekking to Pomona via the Red Cars – the Pacific Electric railway cars with lines that stretched to Palm Springs.

And the Fair connected Southern California to culture and entertainment, and entrepreneurs to consumers. From the latest hand-cranked clothes washer to jars of orange marmalade, the LA County Fair brought the newest ideas from homemade and handmade goods to great inventions of engineering to a ready audience.

Pomona as a self-contained community worked for a while. Eventually, suburbs grew around it, and Pomona itself grew. Orange groves were replaced by big businesses. It became a hub of activity. Pomona became a large populated city just like many of its Los Angeles County municipal counterparts. In the 1960s and '70s, agriculture was replaced by aerospace, with big employer General Dynamics becoming a significant part of Pomona's identity with its massive structure in the southwestern part of the city.



The Present

Fast forward a quarter century. Big businesses like General Dynamics are gone. Internationally known educational institutions like Cal Poly Pomona are graduating an educated workforce that must look for jobs outside of the area. Horseracing, a pastime once relevant to the city and the LA County Fair, is a shrinking industry that has seen a decline throughout the state. Pomona is a city in transition. This city of the future is looking to embrace its past.

The concept of self-contained communities is perhaps even more desirable today as an antidote to the sprawl and traffic that characterize so many cities in the region. Fairplex's goal is to pursue this intriguing option for development that transforms how it views the nexus of living, learning, working and playing, and evokes the legacy of those entrepreneurs who first envisioned the LA County Fair and its unlimited potential.



The Future

What about the future? Fairplex is primed to be a facilitator on the international stage. There are several factors that position Fairplex to extend its reach to international markets:

Location

Fairplex is at the junction of five major freeways and highways in an area defined by leading colleges and universities, along with desirable residential and quaint downtown communities. With international logistics and distribution hubs throughout the region, it will become a Pacific Coast epicenter for globally-connected commerce.

Demographics

Fairplex is at the center of one of the most diverse and culturally rich regions on Earth. Within Los Angeles and San Bernardino counties alone, 220 languages are spoken. As the cultural landscape and marketplace changes, Fairplex actively embraces diversity.

Experience

Fairplex historically excels at hosting and convening international programming, like the Asian American Expo, the largest Asian festival in the U.S.

Mission

Since its inception, commerce has been at the center of Fairplex's mission and purpose. In recent years, Fairplex has expanded its reach beyond the region to international markets.



Career & Technical Education

The Career & Technical Education Center (CTEC) began at the prompting of a small group of visionary community leaders looking for a way to address rising high school dropout rates. At the time, local high school graduation rates were less than 40% of the students entering ninth grade. Fairplex collaborates with local school districts, Regional Occupational Programs and industry partners to offer pathways that are relevant and can lead to self-supporting careers. Today, CTEC programs serve 300 high school students a year, introducing them to real-world careers and teaching them marketable skills. Students engage in high school credit-bearing career/technical courses on the Fairplex campus. Today, 99% of the students who attend CTEC courses graduate from high school and pursue careers or higher education.

Craftsmanship

The time-honored tradition of arts and crafts is engrained in the foundation of the LA County Fair and has been a part of the experience since its inception in 1922. Since construction was completed for the very first home arts building in 1924, the Fair has celebrated those with a passion for arts and crafts, growing its competitions from hundreds of entries to over 18,000 entries per year. While rooted in tradition, Fair contests and competitions have grown through the years to include new and trending forms of art, cuisine, artisanal food creations and crafts.

Fairplex Economic Impact

Any measure of success at Fairplex must include its impact on the regional economy. Fairplex engaged Beacon Economics to establish a baseline of economic impact. This baseline includes information on spending for goods and services, taxes paid and generated, revenue generated for business, income generated for individuals and families, jobs supported and created, and a description of impacts for Pomona, Los Angeles County, the Southern California Region, the State of California and the United States. Fairplex will use this information to gauge future plans as well as to measure short- and long-term impacts.

Economic Output Generated	<p>\$58.2 MILLION in Pomona</p> <p>\$323.6 MILLION in Los Angeles County</p> <p>\$499.6 MILLION in Southern California</p> <p>\$557.3 MILLION in California</p> <p>\$797 MILLION in the United States</p>
Jobs Supported	<p>514 FULL-TIME EQUIVALENT (FTE) jobs in Pomona</p> <p>2,674 FTE jobs in Los Angeles County</p> <p>3,969 FTE jobs in Southern California</p> <p>4,335 FTE jobs in California</p> <p>5,912 FTE jobs in the United States</p>
Earnings Generated	<p>\$25 MILLION for residents in Pomona</p> <p>\$135.4 MILLION for residents in Los Angeles County</p> <p>\$202.4 MILLION for residents in Southern California</p> <p>\$225.4 MILLION for residents in California</p> <p>\$295.2 MILLION for residents in the United States</p>
Tax Revenue Generated	<p>\$2.7 MILLION for Pomona, with an additional \$5.3 million from Fairplex-related activities</p> <p>\$20.4 MILLION for local governments in Los Angeles County</p> <p>\$25.3 MILLION for local governments throughout Southern California</p> <p>\$60.3 MILLION for local governments and the state government in California</p> <p>\$65 MILLION for local and state governments throughout the United States</p>

Based on Beacon Economics, Fairplex Economic Impact Report, 2018 , available in the Appendix

Circa 1950s



Live, Work, Learn, Play and Grow

Develop a Live, Work, Learn, Play and Grow Fairplex campus to improve integration with the community, ensure long-term financial and environmental sustainability, and support the regional economy, jobs, arts, culture, entertainment, agriculture and the Fair.

Community input during the strategic planning process encouraged the exploration of multiple campus development initiatives to further integrate Fairplex into the community, support local jobs and the regional economy, and create new venues for art, culture and entertainment.

Category: Live, Work, Learn

Timeline: Mid Term

Initiative: Explore developing a mixed-use lifestyle center(s) consisting of housing, office space, retail, entertainment and community spaces for agriculture, arts, crafts, entrepreneurship and makers.

Description: This initiative aligns with suggestions offered by the community during several Strategic Plan workshops, from developing co-working office space for artists and entrepreneurs to revisiting campus development proposals considered in the past. An integrated approach with the campus would yield the greatest result and create a unique asset in the region. A project like this could create thousands of jobs, significant property tax increment and sales tax. The location for the first phase of development would focus on a transit-oriented, mixed-use concept on the portion of the campus adjacent to the future La Verne Gold Line Station, which is part of the Old Town La Verne Specific Plan.

Category: Play

Timeline: Mid Term

Initiative: Explore creating a multi-use sports complex.

Description: The community expressed an interest in Fairplex offering more professional sporting events, creating a space for more equine-related activities and a space for the community to use for sporting events. Ideas included creating an equine training and competition complex, a pro-sport venue for baseball or soccer, more space for field sports, rodeos, motorsports, and technology-based events for robots and drones. A multi-use facility on existing space could also create an opportunity to host summer sports camps for children.

Category: Play

Timeline: Long Term

Initiative: Explore building a performing arts venue.

Description: Beyond the Fox Theater and the more intimate Glass House, the region is lacking a partnership with a performing arts center. Creating a new state-of-the-art performing arts venue would help support the arts, culture, entertainment and education programs at Fairplex. A new performing arts center — like the Lewis Playhouse in Rancho Cucamonga or the Thousand Oaks Civic Arts Plaza — would not only support local talent but draw big-name entertainment to the city. It would also help support and create jobs and generate additional tax revenues year-round.

Category: Play

Timeline: Long Term

Initiative: Explore creating events that strengthen partnerships with other regional assets.

Description: Several significant assets surround Fairplex, including Bonelli Park, Brackett Airport, Puddingstone Lake, Raging Waters, Mountain Meadows Golf Course, Downtown Pomona, Downtown La Verne and two major universities. Leveraging these assets with appropriate investment in connective infrastructure could create significant increment in programming and economic impact. Potential new events might include air shows, multi-discipline sporting events and recreational/vacation packaging.



Category: Grow

Timeline: Mid Term

Initiative: Explore creating spaces for the local community that encourages healthy living.

Description: Through the strategic planning process, the community encouraged Fairplex to consider creating additional community accessible spaces to support healthy living for people and pets. Ideas included: a green belt; creating walk, run, bike paths in and around the campus; urban farming and community gardens; local and sustainable food offerings; community exercise programs; improved access points with neighboring community; and classes on active living and healthy eating. A dog park or dog-walking path was also suggested. The Farm at Fairplex would help lead this initiative (please see additional references to The Farm in the Community Partner section).



“We need to think about the economics of the equestrian sport and racing. The LA County Fair, with stalls and room for more, should brainstorm to develop a plan for an equestrian sport and non-racing sport, training, prep of horses, etc. in the context of job development.”

- Community member





Category: Work

Timeline: Long Term

Initiative: Explore developing a holistic corporate/college campus.

Description: The PolyPlex Amazon HQ bid create a unique campus environment that could integrate with other amenities of Fairplex. The Amazon HQ bid demonstrated how local resources could be leveraged to create a unique campus environment that integrated with other amenities at Fairplex. This type of development might include office, classroom, dormitory and assembly space. Potential partners are large corporations, medical institutions and universities.



Category: Work

Timeline: Long Term

Initiative: Explore expanding the hotel.

Description: An expansion of the existing hotel could generate significant tax benefits to the local community in both property and transit occupancy tax (TOT) increments as well as several hundred local jobs. Recent analysis indicates demand for more than 200 rooms in the current market.



Category: Work

Timeline: Mid Term

Initiative: Integrate the hotel into the Fairplex campus.

Description: Collaborate with hotel to make the Fairgrounds and especially The Farm more accessible to hotel guests and the community on a regular basis. Create access and pathways for hotel guests to visit, exercise and more easily experience Fairplex events. Implement an interactive IT platform including a video concierge in the hotel lobby, which will give real-time information on Fairplex events and give the guests directions to get to events.

L I F O R N I
E D I S C I P L I N E

Convener

Convene regional industries, educational institutions and entrepreneurs to identify opportunities to spur economic growth, provide opportunities that complement local workforce development programs, and engage in research and development.



Category: Work

Timeline: Mid Term

Initiative: Invest in real estate development that supports the film and digital media industry.

Description: The film and digital media industry is one of the fastest growing in the region. According to a FilmLA report, sound stages in the region have a 96% average occupancy rate. Fairplex can explore partnering with the industry to help meet demand and contribute to growing and retaining production in Los Angeles County.

Category: Work

Timeline: Long Term

Initiative: Create an incubator and accelerator space to advance regional industries that create good-paying jobs and support the local economy.

Description: The most successful incubators and accelerators collaborate with corporations seeking to interact with entrepreneurs and startups as a way of facilitating their own internal corporate innovation. A sector-specific acceleration or incubation space co-funded by a corporate innovation office would complement the active presence of industry on campus, creating a feedback loop between real challenges and solutions designed through entrepreneurship.

Category: Work and Learn

Timeline: Mid Term

Initiative: Explore the creation of a local consortium to convene industry, educational institutions, entrepreneurs and local workers to identify opportunities to foster economic growth and support workforce development.

Description: Fairplex has the potential to facilitate discussions with industry partners in a way that democratizes access to opportunity, industry knowledge and industry networks. Fairplex can explore with partners on how best to utilize current assets on campus and/or explore new investments on the campus that furthers this work.



Category: Work and Learn

Timeline: Long Term

Initiative: Collaborate on establishing apprenticeship programs for higher-wage jobs.

Description: Presentations during the strategic planning sessions by the Los Angeles/ Orange County Building and Construction Trades Councils and the Los Angeles Hospitality Training Academy encouraged exploration of apprenticeship and training programs for higher-wage job opportunities that support the regional economy and local industries. Effective collaborations with local educational institutions, organized labor, and corporations could provide significant benefits to local workers, companies and the regional economy. These programs can also target at-risk youth and transition-age youth.

Category: Work and Learn

Timeline: Mid Term

Initiative: Partner with school districts and local educational entities to complement and fill gaps in available programming.

Description: Increased partner collaboration can be achieved through local school districts and the San Antonio Regional Occupational Programs forging an improved partnership to offer high school students a two-year pathway to careers. These two-year pathways can be joined with local community colleges, providing the students with added college course work credit for completing the full two-year high school pathway. This provides students with not only the assistance to graduate high school (credit-bearing courses) but also provides additional incentives to move toward a career-related post-secondary certificate or degree program.

Category: Work and Learn

Timeline: Long Term

Initiative: Build partnerships with local and regional industries to create a broader impact in STEAM (Science, Technology, Engineering, Art, Mathematics) education. Engage on-campus vendor partners to create seamless flow of education to employment.

Description: In 2014, the federal government held its DARPA (Defense Advanced Research Projects Agency) international robotics competition at Fairplex. The best amateur teams from universities throughout the world presented their best creations, competing for a \$1 million cash prize. The public learned the latest in gadgetry at an expo and by visiting with the teams. Fairplex wants to bring more of this to its campus through events and educational programming via The Learning Centers. CTEC has some classes that touch on STEAM jobs — art, textile design and water technology. However, this is a significant growth area for employment and should be considered for CTEC courses.

Category: Work and Learn

Timeline: Mid Term

Initiative: Expand partnerships to support CTEC pathways.

Description: CTEC courses need industry technical and financial support. Expanding the advisory committees will allow CTEC courses to grow with industry support. Plans will need to consider the unique needs of the students who attend CTEC, create connections with industry professionals and enthusiasts who can share their passion with the next generation, and provide students with an opportunity to identify a career pathway that fits their unique interests, talents and passions.

Category: Work and Learn

Timeline: Mid Term

Initiative: Explore creating additional Do-It-Yourself makerspaces for local crafters.

Description: Maker labs can provide access to tools to assist entrepreneurs in becoming successful. Create a space where local artists can demonstrate their goods; develop partnerships with relevant maker organizations to host and produce events. This work can lead to the development of a self-produced arts & crafts fair or marketplace-type events to support artisans, makers and entrepreneurs and reach broader audiences.

Category: Work and Learn

Timeline: Long Term

Initiative: Explore creating incubator spaces for entrepreneurs.

Description: Create research and development space, training facilities, incubator space, community kitchens and shared work environments to promote small business and economic growth. Creating this space would allow Fairplex to develop partnerships with relevant maker organizations or guilds to create programming and facilities specifically designed for makers and entrepreneurs. The space could hold classes on how to turn a craft, talent and passion into a business.



Campus Master Plan

Create a master plan for the 487-acre campus in collaboration with our neighbors, partners and local government to help facilitate the priorities in the strategic plan.

Category: All

Timeline: Mid Term

Initiative: Embark upon a reimagining of how Fairplex serves as a steward of the public assets it manages on behalf of Los Angeles County and its own private assets.

Description: Fairplex will explore options for maximum utility of the land in a manner that is consistent with the Fairplex Five Guiding Principles and supports the goals highlighted in this plan. This process will begin by establishing a clear understanding of current land use policies and practices. The next phases will develop alternative conceptual land use plans, identify opportunities for the elements of those plans, and seek partners — both public and private — for execution of approved plans. For example, Fairplex may initiate a partnership with Urban Land Institute for a planning model.

Future plans will also take into consideration the most significant users of the campus today. The annual Fair requires 120 acres for production, 70 acres for support and 297 acres for parking. The twice annual NHRA drag races encompass a 25-acre course, 100-acre pits and a 60-acre parking field. It is often held concurrently with other indoor and outdoor events, which utilize 350,000 square feet of indoor exhibit space, hotel and conference center, and athletic fields supported by 80 more acres of parking. Fairplex plans will also address neighborhood impacts and transportation issues, and respect local and regional land uses processes.

Category: All

Timeline: Short Term

Initiative: Renew and improve long-term lease with Los Angeles County.

Description: The current lease with the County of Los Angeles terminates in 2053, including the two five-year extension periods. To plan for the future and attract both public and private investment, a new long-term lease is necessary. The lease terms need to reflect both the economics and the public benefits the site provides the people of Los Angeles County.

Category: All

Timeline: Short Term

Initiative: Update and improve land-use entitlements with the City of Pomona.

Description: The City of Pomona has initiated a review of zoning on the Fairplex site. The conceptual land use planning process and the zoning process should happen in concert. Fairplex will work collaboratively with city officials and its neighbors to reach a mutually beneficial agreement. Environmental impact reports, transportation studies and economic impact studies may be needed.

Circa 1920s



Circa 2017





Working Together



The LA County Fair's founders knew it would take a collective effort to get the Fair to blossom into the event they envisioned, especially if the Fair was going to have length of years. The first Board of Directors, consisting of local leaders, knew it needed the entire community's support to succeed. After all, part of the articles of incorporation stated the group's purpose was to "promote the interests of the community."

Fairplex continues to measure its accomplishments through the lens of its original mission: to provide educational and entertaining events, promote economic development and support the well-being of the community. The Learning Centers at Fairplex and community engagement ensure we continue to be a good neighbor.



Through the strategic planning process, community members, Fairplex staff, guests and business owners reviewed, questioned and discussed every aspect of the Fairplex campus and programs. The insights received have been invaluable. One common theme was the role Fairplex should play in "filling the gaps" with programs, activities and educational opportunities that benefit the local economy and community. Topics included education, agriculture, food, arts, healthy living and entertainment. Discussion also touched on building community through neighborhood engagement, volunteerism, and celebrating and strengthening communities.

"Fairplex should be mindful of the culture and socio-economic gap that exists in Pomona and make that a priority."

- Community member



Fairplex as a Community Partner Goal

Support community well-being and neighborly relations through year-round arts, agriculture, education and wellness opportunities for individuals, children and families to learn, share and celebrate their passions.

Strategies

Lifelong Learning

There is no end to learning. The Learning Centers provides a wide spectrum of innovative and enriching educational experiences that bring learning to life, benefit our diverse communities, and prepare our participants for success.

Building Community

Fairplex is committed to being a productive and collaborative member of the community.

Lifelong Learning

There is no end to learning. The Learning Centers provides a wide spectrum of innovative and enriching educational experiences that bring learning to life, benefit our diverse communities, and prepare our participants for success.

Meeting Educational Gaps

For generations, community members have come to the LA County Fair to learn about agriculture, the latest in innovative commerce and other socially relevant topics. Today, The Learning Centers at Fairplex provide a wide spectrum of innovative and enriching educational experiences that bring learning to life, benefit the region's diverse communities and prepare our participants for success.

Long before The Learning Centers was developed as a multi-faceted educational program, its foundation began with the inception of the Child Development Center (CDC). In 1980, the need for formal year-round child care increased with a rise in working mothers. The CDC became a licensed center serving low-income families in the community. During the 1990s, the CDC began partnering with the University of La Verne, forming a professional learning community invested in the improvement of early childhood education in our region.

As the community's needs have grown, programming at Fairplex has grown to help meet those needs. Today, the CDC annually serves more than 250 children and families. Approximately 50% of enrollment spaces are set aside to serve low-income families, with funding from the State Department of Education and privately raised scholarship dollars. The CDC employs more than 75 teachers and support staff, and serves as a professional development learning site (laboratory learning site) for the University of La Verne. The Center reflects the diversity of Southern California — in ethnicity and economics. It was recently accredited by the National Association for the Education of Young Children (NAEYC). This is an award received by less than 5% of child care centers across the nation.

Fairplex's educational programming extends to high school, too. The Career and Technical Education Center prepares students for real-world careers and professional success to help them make a positive contribution to the community.

“There are thousands of young children who are not being served in Pomona.”

- Community Participant



Early Childhood Education

Category: Early Childhood Education

Timeline: Long Term

Initiative: Explore expansion of Fairplex Child Development Center to additional locations.

Description: Comments at a public session suggested that Fairplex should build upon the success of the CDC and consider expanding to another location, potentially through a partnership. A needs assessment and analysis must be conducted to determine how the CDC could partner with others to provide services in a satellite location.

Category: Early Childhood Education

Timeline: Mid Term

Initiative: Explore afterschool and summer programs for K-8 grade age range.

Description: Children who are actively engaged in positive activities after school and in the summer are less likely to have difficulty in school and more likely to do well academically. Fairplex will conduct a needs assessment for these programs and identify potential partners.

“TLC-Fairplex should serve as a regional gap filler (in concert/partnership with high schools/community colleges/universities) associated with helping kids/adults with educational needs – particularly technical/career skills.”

- Community Participant



Arts Education

Since the first Fair, exhibitions have been an integral part of fine arts programming. Shows have gone from exhibiting local artists in the 1920s to hosting world-renowned painters and sculptors like Judy Chicago and Judith Hernandez and Patssi Valdez, who in 2017 held a dual show as part of the Getty's Pacific Standard Time: LA/LA art initiative. The Fine Arts building, constructed in 1937 by the Works Progress Administration (WPA), was the first Los Angeles County museum of art. The gallery was later named the Millard Sheets Art Center (MSAC), for the Fair's long-time fine arts manager Millard Sheets. Sheets was an internationally-recognized artist known for being a representative of the California School of Painting. His works include The Word of Life mural at the University of Notre Dame (also known as "Touchdown Jesus") and the iconic mosaics on the old Home Savings of America branches. Today, the Millard Sheets Art Center produces exhibitions that create a deeper engagement with the diverse art and culture of the surrounding communities and region.



Category: Arts Education

Timeline: Short Term

Initiative: Expand exhibits at Millard Sheets.

Description: The gallery is working to bring more culturally relevant, diverse and significant artists to the Millard Sheets Art Center throughout the year. The flagship LA County Fair Fine Art Exhibition and the SoCal MFA exhibition have positioned the art center as a regional resource and provider to the Pomona Valley of high-quality visual arts programming. An additional exhibition each year would focus on international artists. This would provide the region with more engagement and access to global cultures, issues and awareness that will benefit audiences and the Los Angeles region. This will be done in partnership with arts and cultural institutions in the region.

Category: Arts Education

Timeline: Short Term

Initiative: Partner with the local art community for programming such as family and individual art classes, offer experiences to local artists and support organizations in the community that relate to the arts, both visual and performing.

Description: The three art studios adjacent to MSAC's galleries are designed for educational purposes in the subjects of ceramics, drawing and painting, as well as a variety of other classroom-based instructional experiences. Collaborate with local art organizations to expand access to artistic experiences and programming on campus. Provide performance space.

Category: Arts Education & Agricultural Learning

Timeline: Long Term

Initiative: Build partnerships with regional industries to support current and new programs.

Description: Connect with businesses to offer classes in such areas as crafting and other cultural and recreational pursuits. Bring the latest trends in technique, material and methods to the region to further strengthen the quality of artistic industries.

Agricultural Learning

Perhaps nothing on the Fairplex campus exemplifies the organization's historical mission as well as The Farm. As the region's economy has evolved over the years, so too has Fairplex's role in promoting agriculture .

The Farm — Fairplex's five-acre urban garden that serves as a living classroom — is an innovative, model agricultural and business resource that serves diverse communities. Through educational and community events, The Farm builds awareness of ecological sustainability, life science, urban farming, healthy eating and social well-being.

Growing more than 150 California specialty crops, The Farm serves as the perfect learning tool for local and statewide agriculture. Seasonal crops are incorporated into the menu of McKinley's Grille — the restaurant in the Sheraton Fairplex Hotel — and in monthly The Farm at Fairplex Dinner Series. Recent additions have included the raising of small livestock — rabbits, chickens, turkeys and quail.

The Farm also serves the community by providing shelter for emergency animal evacuations. Private individuals and county agencies have used the barns during natural disasters as a temporary housing facility for horses and other livestock.



Category: Agricultural Learning

Timeline: Short Term

Initiative: Connect Farm programming with community needs such as wellness, healthy eating and lifestyle.

Description: Work in partnership with local universities, such as the University of La Verne and Cal Poly Pomona, and hospitals to develop programming. This may include creating community wellness workshops and courses based on overall wellness. Position Fairplex and The Farm as a regional hub of healthy lifestyle and wellness learning. Use the expertise of The Farm's manager and horticulturist to expand the program used by schools and neighborhood groups.

Category: Agricultural Learning

Timeline: Mid Term

Initiative: Create an educational teaching kitchen and classroom space to support nutritional, agricultural and healthy lifestyle learning.

Description: Bring in nutritionists, chefs and educators to offer programming in partnership with local institutions, local universities and small businesses.

Category: Agricultural Learning

Timeline: Short Term

Initiative: Create a Farm store as a social enterprise to support community and educational programming.

Description: The Farm makes its own vinegar, olive oil, teas and more — use this as foundation to assist local enterprise and support other social entrepreneurs.

Experiential Learning

Modern psychologists and educational experts — Jean Piaget, David Kolb, John Dewey and Kurt Lewin — described a new way of looking at learning that Kolb dubbed to as Experiential Learning. It is a process where learning is enhanced through concrete experiences, active experimentation, the involvement of emotion (fun and inspiration) and the ability to reflect on the experience.

From art to cars to quilts to robots — Fairplex is a place where people come to explore and share their passions. Not everyone can drive a nitro-fueled Funny Car, but everyone can enjoy the guttural thrill of a Top Fuel dragster racing down the NHRA speedway at 300 mph. JPL may be out of most everyone’s league, but a community robotics competition is not. What was heard at the Strategic Plan meetings is that the community needs “things” to do — educational and cultural learning experiences they can engage within their geographical area.



THE FAIRKIDS FIELD TRIP PROGRAM: Each year the LA County Fair hosts more than 150,000 students, teachers and chaperones to a no-cost educational Fair learning experience. By opening the grounds early for the school program, the Fair offers a distraction-free opportunity for children to fully engage in various interests. Fair exhibits are created with this experience in mind. The exhibits are designed to educate children in subjects that include technology, geography, language arts, mathematics agriculture, animal science, art, environmental science and sustainability, music and American history.

CTEC: Through hands-on classroom instruction by credentialed instructors who are industry professionals, engagement with industry experts from the surrounding communities, and interaction with real work sites and professional environments, CTEC provides innovative learning experiences that give students the necessary skills to enter the workforce or continue on the pathway of higher education.

JUNIOR FAIR BOARD: The Junior Fair Board is a youth leadership program that supports high school juniors and seniors as they prepare for college. The program provides opportunities for students to come together from various schools, develop leadership qualities, and work together on a variety of projects while engaging with professional, business, government and educational leaders from the geographic region. The program provides students with a scholarship upon their graduation from high school.

Category: Experiential Learning

Timeline: Short Term

Initiative: Expand FairKids Field Trip bus funding to focus on Title 1 schools (those with high numbers of children from low-income families) through a new grant award system.

Description: Community members encouraged expansion of the Fairtime education program. One idea was to implement a grant award system for applicants. Grants would be available to any Title 1 school in the region that meets the criteria until funds have been exhausted.

Category: Experiential Learning

Timeline: Mid Term

Initiative: Expand science & technology events to reach a broader audience.

Description: Create new venues for people of all ages to engage in STEAM (science, technology, engineering, arts and mathematics) activities and learning. From the Cal Poly Pomona-sponsored middle school robotics competition to the Pomona Unified School District’s Ross-McCracken Learning Expo, Fairplex already hosts several events with a foundation in STEAM.

Category: Experiential Learning

Timeline: Long Term

Initiative: Develop a year-round hands-on Children’s museum to provide educational and cultural learning experiences.

Description: Introduce a children’s museum on campus that is open year-round, with a variety of learning opportunities and a focus on STEAM. This would be the first children’s museum in the Inland Empire and on the far eastside of Los Angeles County. Children would be able to engage in a variety of experiences that would inspire them in all of the learning disciplines, helping them to discover their passions. The museum would include indoor and outdoor space and be open to the public as well as host school groups for scheduled visits. A feasibility study would need to be conducted to identify partners, funding and format.



Category: Experiential Learning

Timeline: Short Term

Initiative: Evaluate the restructuring of the Junior Fair Board.

Description: The youth development program, the Junior Fair Board, has been challenged in raising funds for program support for many years. The program will be reevaluated with a potential to create a more effective model.



Building Community

Fairplex is committed to being a productive and collaborative member of the community. As an active campus, it is important for Fairplex to engage with neighbors, government officials and local businesses in an ongoing dialogue to ensure maximum benefits with minimum negative impacts. Community feedback is helping Fairplex reduce impacts on neighbors during events.

In addition, Fairplex continues to host exclusive events for its neighbors and give back to the community through its programs and financial and in-kind support of area nonprofits. In 2017, total cash and in-kind donations to the surrounding region exceeded \$9.5 million. These donations include events hosted at Fairplex, free and discounted admission to events, free educational experiences and contributions to nonprofits.

Neighbor Relations

It is not always easy to be a direct neighbor of Fairplex as traffic and noise occasionally impact surrounding neighborhoods. Fairplex understands this and strives to be a better neighbor at all times. Fairplex sits in a mixed-use neighborhood: businesses and an airport on one side, residential homes on the other. Effective and timely communication and regular engagement with neighbors is a priority for Fairplex. Current activities and future plans include:

NEIGHBOR COMMUNICATIONS: 700 of the nearest neighbors regularly receive letters and emails informing them in advance of potential impacts from events on campus such as noise, traffic or road closures.

NEIGHBOR RESPONSE SYSTEM (NRS): In 2017, Fairplex embarked on a new communication system to provide residents with a quick and timely response to issues. The NRS system offers residents a singular point of contact to Fairplex via email or phone to report real-time issues related to the campus (i.e. noise, broken water main, etc.).

NEIGHBOR EVENTS: As a thank-you, Fairplex provides enhanced benefits to its closest neighbors, inviting them to exclusive events on the campus. Events include an annual Halloween party, Holiday Cookie Decorating event and free community agriculture events in The Farm.

SPECIAL OFFERS: Fairplex offers free and reduced admission to neighbors for events throughout the year. For example, in 2017 Fairplex offered 700 neighbors admission and parking to the LA County Fair and entry to the inaugural En Memoria event. Fairplex also hand delivers herb and vegetable plants from The Farm for National Ag Day and poinsettias for Christmas.

NEIGHBOR FORUMS: Fairplex hosts open houses for its closest residents to share current happenings, future plans and open discussion on any number of concerns.



Category: Good Neighbor

Timeline: Short Term

Initiative: Engage in effective ongoing communications with local neighbors.

Description: Manage and refine the Neighborhood Response System (NRS) to ensure responses to local residents are swift and consider their concerns in planning of future events. Incorporate a neighbor contact feature in the Fairplex App.

Category: Good Neighbor & Strengthening Community

Timeline: Mid Term

Initiative: Create a greenbelt for the community.

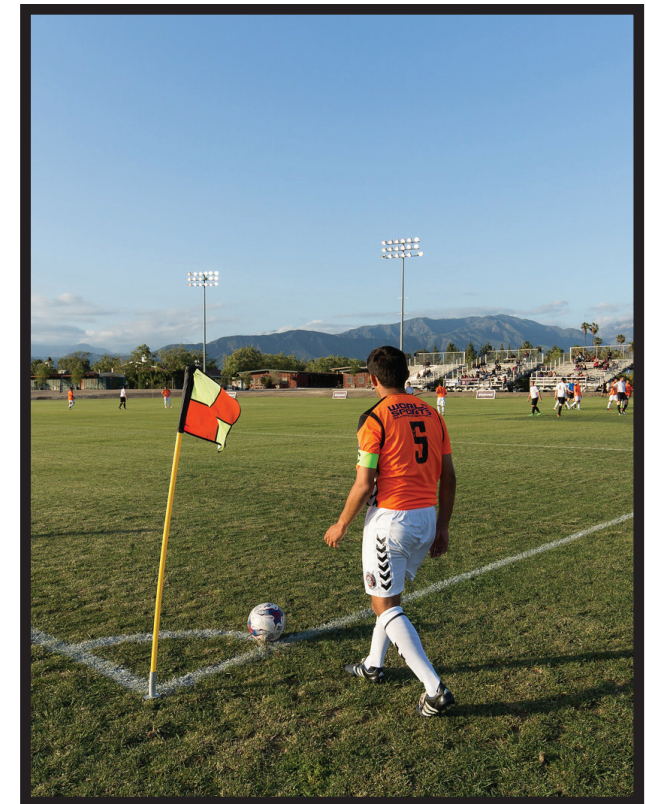
Description: The community sessions surfaced a strong desire for Fairplex to create a greenbelt around the campus. The discussion suggested this project would have many benefits including supporting healthy lifestyles and creating a space for people to spend time with their pets. Others encouraged Fairplex to use a greenbelt project to create more access points to the campus for community to encourage people to enter and enjoy the facility. Fairplex will initiate a community planning process in 2018 to address needs within the County of Los Angeles and the City of Pomona.

Category: Good Neighbor & Strengthening Community

Timeline: Short Term

Initiative: Work on Traffic Mitigation.

Description: To alleviate traffic issues around the campus, Fairplex will contract with off-site parking during the LA County Fair. Support and advocate for better egress/ingress into and off of Interstate 10 from White Avenue. Partner with the city to improve neighboring streets around the campus and to maintain cleanliness. Solicit community input regularly through meetings. Conduct traffic study as part of any new development.



Strengthening Communities

As a nonprofit organization, Fairplex’s mission is to benefit the local community today and invest in its future for tomorrow. This commitment to social responsibility guides decisions for growth and development as well as the partnerships the organization builds with local communities, employees, students, customers, donors, businesses and sponsors. Fairplex believes that, as a community partner and public benefit organization, it has a strong mandate to improve the lives of individuals, thereby enhancing the quality of life for the entire community. Current activities and future plans include:



COMMUNITY INVESTMENT PROGRAMS: Among the many ways it strengthens the community is through \$9.5 million in cash and in-kind donations. This includes tickets to events, wine donations, discounted use of space on grounds, admission to Fairplex produced events, no cost field trips, marching band competitions, student scholarships and sponsored bus transportation.

THE FAIRPLEX AMBASSADOR PROGRAM: Fairplex maintains a robust volunteer program, Fairplex Ambassadors. Three-hundred-fifty ambassadors contribute approximately 25,000 hours to dramatically improve the experience of guests at Fairplex. Ambassadors, who hail from throughout the region, assist in running Fairplex’s year-round field trip experiences, exhibits during the Fair, and most of all, the FairKids Field trips. Ambassador benefits include free admission to Fairplex events, celebratory functions, season passes to the LA County Fair and occasional concert tickets.

TEAM FAIRPLEX VOLUNTEERS: Fairplex employees are active volunteers in the community, including joining a cleanup team on Pomona Beautification Day and assisting local leaders and organizations with holiday toy and food drives.

Category: Volunteerism

Timeline: Short Term

Initiative: Support Fairplex staff in connecting with greater community needs.

Description: Increase involvement in community by identifying local needs and providing support with “Team Fairplex” volunteer events.

Category: Volunteerism

Timeline: Short Term

Initiative: Enhance relationships with community partners to support programs at Fairplex.

Description: Establish and grow connections with local business, organizations and service clubs to increase the number of Ambassadors who engage in events on campus. Ambassadors engage in public benefit events and educational programs; their involvement directly supports Fairplex’s public benefit and social responsibility components.

Category: Celebrating Communities

Timeline: Short Term

Initiative: Be more inclusive in celebrating the larger community.

Description: During the LA County Fair, Fairplex celebrates communities from Los Angeles and San Bernardino counties by offering residents a discounted admission day, inviting them to participate in daily parades, celebrating “heroes” who serve in their cities and inviting their schools to compete to win monetary awards in a marching band competition. Fairplex will modify the current LA County Fair Community Days program to be inclusive of more cities and areas of our region.

Category: Celebrating Communities

Timeline: Short Term

Initiative: Support local community organizations.

Description: Identify other communities to celebrate each year at the LA County Fair, such as veterans, the disabled community and agriculturally based organizations. Use Fairplex’s Five Guiding Principles to assess support and level of engagement.

Category: Strengthening Communities

Timeline: Short Term

Initiative: Supporting local community organizations.

Description: Review current cash and in-kind donations to better align with new Fairplex Five Guiding Principles and establish clear giving priorities and guidelines. Provide the local community access to Fairplex facilities at below-market rates for community events..







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