

# BOARD OF DIRECTORS STRATEGIC PLANNING WORKSHOP

April 23, 2021



# WELCOME TO THE PROCESS

## Why Strategic Planning?

- The future is not what it used to be. Uncertainty, unpredictability, and the impacts of indecision are what we can count on.
- Cannot rely on what we have done in past to know how to survive in the future. The very core of the Del Mar Fairgrounds business model has been uprooted.
- The cavalry is NOT coming! We must save ourselves.

# WHY STRATEGIC PLANNING?

- Strategic planning is a series of well thought out, researched and systematic decisions for the future, updated on a regular basis.
- It includes a process of assessing every aspect of operations, every asset, every relationship, every program to determine capacity to contribute toward Del Mar Fairgrounds achieving its goals.
- It is an opportunity to plan for the future as the Del Mar Fairgrounds recovers from current pandemic related challenges.
- Amid crisis lies opportunity.

# WELCOME TO THE PROCESS

The Strategic Planning Workshop today:

1. Is just the beginning of a process that will engage the board, staff, stakeholders, and the public.
2. Is a chance for rising above the day-to-day and viewing the Del Mar Fairgrounds from a 30,000' vantage point.
3. Will engage the board and executive leadership in creative, analytical, future visioning discussion.
4. Will lead to further research, analysis, review of goals, objectives and action plans.





# SELF- INTRODUCTIONS

Getting to know the board:

- ✓Name
- ✓Profession
- ✓How many years involved with the Del Mar Fairgrounds?
- ✓Share a fun experience you had at the Del Mar Fairgrounds in which you were grateful that no one captured that very moment in a photograph. (Dancing while no one was looking.)

# GROUND RULES

---

Honor & Dignity

---

Action

---

Contribute

---

Listen for Understanding

---

Focus

---

Pareto Principle

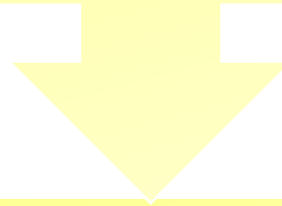
80/20

FOCUS ON THE **VITAL**  
FEW.

Ignore the **trivial** many.

# EXPECTATIONS FOR TODAY'S WORKSHOP

What do you hope is accomplished in the strategic planning sessions?



What are your expectations for the planning process?



# EXPECTATIONS

- The strategic planning process can help continue to build consensus amongst the board, developing a united front and team approach.
- We need to build consensus on the purpose and the identity of the Del Mar Fairgrounds.
- As we deal with recovery of the Del Mar Fairgrounds financially, we need to plan for the short-term and long-term.
- To thoroughly understand the finances and the many layers of the Del Mar Fairgrounds' business in order to set a direction for continued success.
- Strategic planning is the confirmation and affirmation of core beliefs about the Del Mar Fairgrounds.
- Strategic planning offers a meeting of the minds, building consensus and blending individual views in service of the greater good.

ASSESSMENT  
OF PAST  
PERFORMANCE  
PRE-PANDEMIC

What worked  
well?

What could  
have been  
better?

# WHERE WE ARE NOW: ASSESSING CURRENT CONDITIONS

What We Have Learned from  
the Impacts of the  
Pandemic?



The puzzle pieces.

ASSESSING  
CURRENT  
CONDITIONS

SWOT ANALYSIS  
OF THE DEL  
MAR  
FAIRGROUNDS

---

Strengths

---

Weaknesses

---

Opportunities

---

Threats

# WHERE DO WE WANT TO GO?

Creating the Lens Through Which We Plan for the Future

It's **not** hard to make decisions  
when you know what your **values** are.

Roy Disney

# VALUES

List the overall priorities in how the organization will operate.

The guiding principles of your organization, how you want your board and staff to behave and interact.

It's not about HAVING values. It's about LIVING them.



# VALUES MATTER\*

---

Every decision we make is guided by what we value most.

---

In an overly commoditized market our values help us stand out in a sea of sameness.

---

Our values define our purpose.

---

Shared values engage employees and customers. They act as our compass to keep us on course.

---

Most importantly, values are the gateway to trust — the most valuable asset of any meaningful relationship.

\*The Values Institute

# **DEL MAR** *Fairgrounds*

BUILDING *a* CULTURE *we* VALUE

---



## **FUN**

Smile. Engage. Celebrate.



## **A+ QUALITY**

Plan. Act. Evaluate.



## **INTEGRITY**

Responsible. Ethical. Authentic.



## **RESPECT**

The Golden Rule.



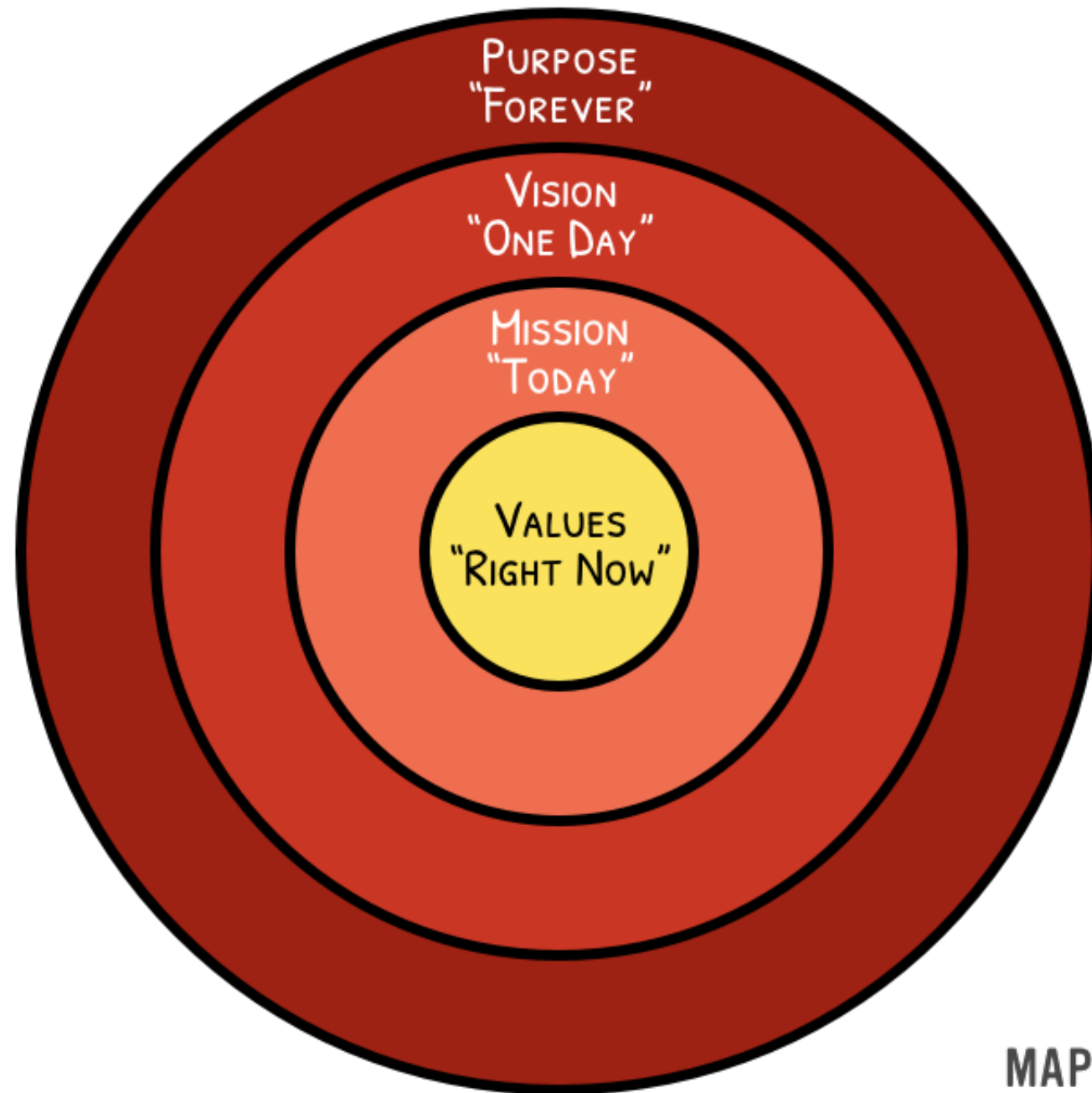
## **SERVICE**

Caring. Humble. Helpful.

\*Prepared through a Staff  
Planning Process

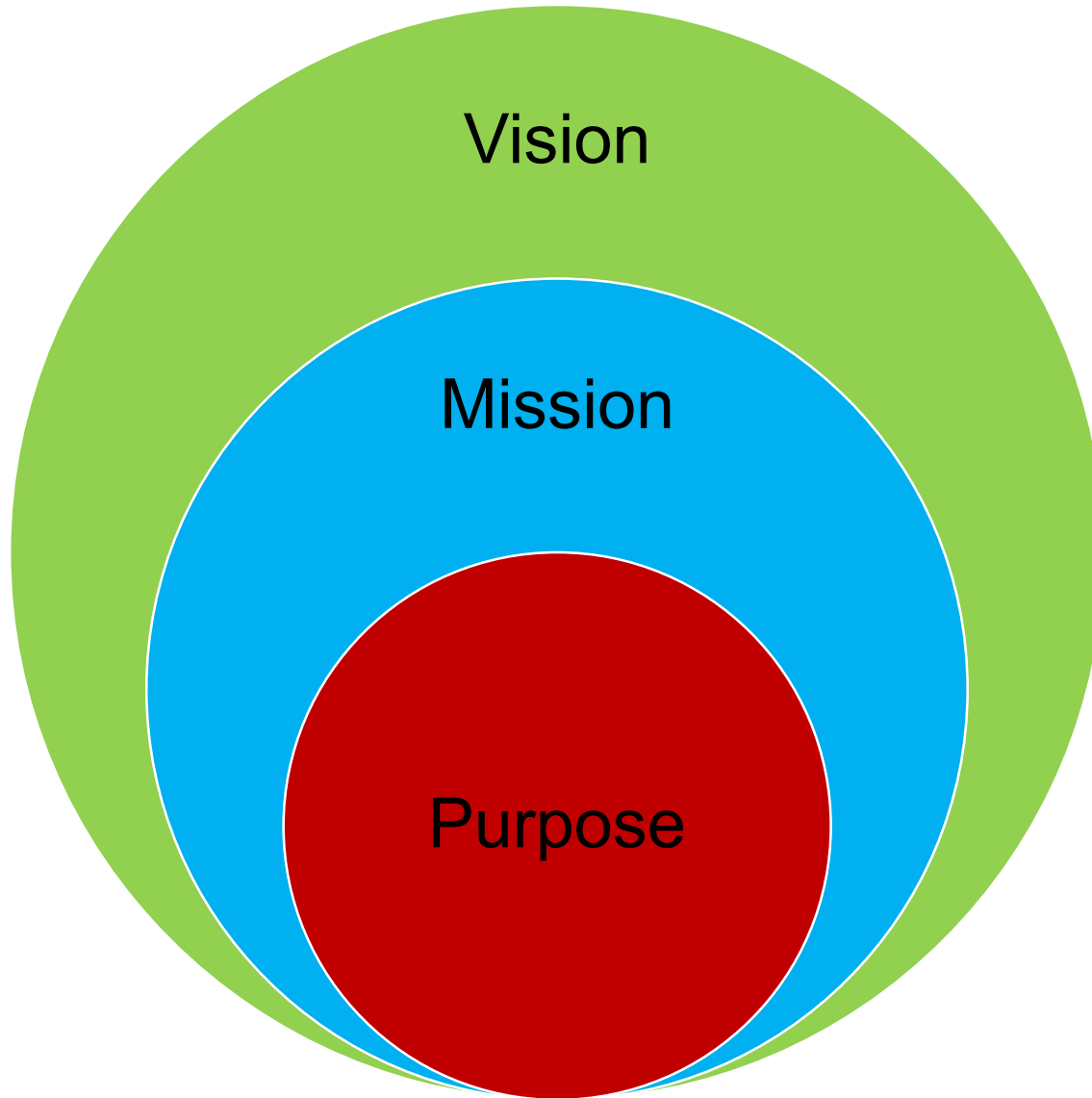
# VALUES/GUIDING PRINCIPLES

Purpose Vision  
Mission  
Values



- **Vision:** **What** the future looks like if the organization is successful. Where you are headed as an organization.
- **Mission:** Based in the current – **How** you are going to make the vision a reality.
- **Purpose:** Explains your organization's reason for existence. How the organization is upholding its values and **why**.





Purpose: Why do we exist?

Mission: How will we act on our purpose?

Vision: What will the world look like when  
We've completed our mission?

## **FOOD AND AGRICULTURAL CODE - FAC**

### **DIVISION 3. EXPOSITIONS AND FAIRS [3001 - 4703]**

*( Division 3 enacted by Stats. 1967, Ch. 15. )*

### **PART 3. DISTRICT AGRICULTURAL ASSOCIATIONS [3801 - 4363]**

*( Part 3 enacted by Stats. 1967, Ch. 15. )*

### **CHAPTER 3. Organization and Administration [3951 - 3968]**

*( Chapter 3 enacted by Stats. 1967, Ch. 15. )*

#### **3951.**

Fifty or more persons, who are residents of a district, may form an association to be known as and designated as the \_\_\_\_\_ District Agricultural Association, for the following purposes:

(a) Holding fairs, expositions and exhibitions for the purpose of exhibiting all of the industries and industrial enterprises, resources and products of every kind or nature of the state with a view toward improving, exploiting, encouraging, and stimulating them.

(b) Constructing, maintaining, and operating recreational and cultural facilities of general public interest.

*(Enacted by Stats. 1967, Ch. 15.)*

# Mission of the Del Mar Fairgrounds

## OUR MISSION

To manage and promote a world-class, multi-use, public assembly facility with an emphasis on **agriculture, education, entertainment** and **recreation** in a *fiscally sound and environmentally conscientious* manner for the ***benefit of all***.

---

---

**COMMUNITY**

---



EDUCATION • AGRICULTURE  
RECREATION • ENTERTAINMENT

---

---

# WHO WE ARE EXERCISE

1. Create a Best Moment
  - a) Recall your best moment at the Del Mar Fairgrounds
    - a) Recall a moment in which you were inspired, motivated, feeling that you were part of a greater good.
    - b) What happened in this best moment?
    - c) Who was involved?
    - d) Why was it inspiring, illuminating, exciting, a soul-feeding experience?
2. Write this story
3. Share this story

# PURPOSE OF THE DEL MAR FAIRGROUNDS

- Reason the Del Mar Fairgrounds exists.
- Reason for personal involvement. Why are you doing this work?
- What is the cause uniting the organization?
- What is the fairgrounds championing through its contributions, service, good works?
- Leading with purpose – how the organization's values are lived.

# THE DEL MAR FAIRGROUNDS IN A FEW WORDS

- Opportunity Happens Here! (AV Fair & Event Center)
- The Santa Barbara Showgrounds – a place for everyone.  
(Santa Barbara Fair & Exposition/Earl Warren Showgrounds)
- We work hard every day to make American Express the world's most respected service brand. (American Express)
- To create a better everyday life for the many people. (IKEA)
- To accelerate the world's transition to sustainable energy. (Tesla)



# THE FAIRGROUNDS IN A FEW WORDS

HERE TO  
**INSPIRE ACHIEVEMENT.**



[Chapman.edu/StrategicPlan](http://Chapman.edu/StrategicPlan)

## **Go Green Agriculture**

### ***Why We Exist:***

Go Green Agriculture exists to continuously improve the way food is produced to make it safe, high quality, sustainable and more accessible in the galaxy.

The Del Mar Fairgrounds

# DREAM BIG –SETTING DIRECTION

## The Lens From a 30,000' level

- Think beyond the current performance and capabilities of the organizations.
- Direction needs to be clear, tangible – easy to understand.
- The lens needs to be compelling – a call to action. A clear finish line .
- The direction is to be engaging - board, staff, stakeholders and the community.
- Set direction that enables the organization to deal with the unknowns and opportunities of recovery.

# DREAM BIG

Setting  
Direction



# CREATING GOALS, OBJECTIVES & ACTION PLANS

Goals, Objectives and Action Plans assist the organizations as follows:

1. They help focus time and energy on activities that are most likely to achieve the goals.
2. The organization knows how to allocate Fair resources.
3. Goals, objectives and an action plan set you apart from your competition. They give you a competitive edge.

# ACTION PLANS



# MOVING FORWARD

1. Fully develop the strategic plan by outlining Strategic Goals, Objectives and Action Plans, relevant to the direction set by the board.
2. Involve the Strategic Planning Committee, staff and the Board in developing plan and build consensus.
3. Create a timetable/schedule for the action plan.
4. Make job assignments and hold each other accountable.



# MOVING FORWARD

5. Communicate, communicate, communicate. The strategic plan can be an effective communication tool.
6. Put the strategic plan into action.
7. Review on a regular basis and measure results.
8. Make mid-course adjustments as needed.
9. Revise and update the strategic plan each year.

# CONCLUSION

## Next Steps

Action	By Whom	By When



# Evaluation of Strategic Planning Session





# Final Thoughts

A TOAST!

# MOVING UPSTREAM

A PUBLIC HEALTH PARABLE (ADAPTED FROM THE ORIGINAL, WHICH IS COMMONLY ATTRIBUTED TO IRVING ZOLA.) REFERENCE *UPSTREAM* BY DAN HEATH.

You and a friend are having a picnic by the side of a river. Suddenly you hear a shout from the direction of the water – a child is drowning. Without thinking, you both dive in, grab the child, and swim to shore. Before you can recover, you hear another child cry for help. You and your friend jump back in the river to rescue her as well. Then another struggling child drifts into sight...and another...and another. The two of you can barely keep up. Suddenly, you see your friend wading out of the water, seeming to leave you alone. “Where are you going?” you demand. Your friend answers, “I’m going upstream to tackle the guy who’s throwing all these kids into the water.”



# THANK YOU

---

---

## COMMUNITY

---

---



EDUCATION • AGRICULTURE  
RECREATION • ENTERTAINMENT

---

---

