



Strategic Planning Efforts

22nd District Agricultural Association
Board of Directors
September 14, 2021

Previous Discussion and Direction

- ✓ Turn the Values into action statements
 - ✓ *Return to board for further discussion, review, and ultimately adoption*
- ✓ Revise the Mission statement and create a Vision statement
 - ✓ *Return to board for further discussion, review, and ultimately adoption*
- ✓ Create a Purpose statement
 - ✓ *Return to board for further discussion, review, and ultimately adoption*
- ✓ Draft Strategic Goals
 - ✓ *Return to board for further discussion, review, and ultimately adoption*

Building a Foundation

Purpose Vision
Mission
Values

Purpose: Why We Exist

We are a timeless community treasure
where all can flourish, connect, and
interact through year-round exceptional
experiences

Mission: What We Are Doing (to fulfill that existence)

We connect our community through shared interests, diverse experiences, and service to one another in an inclusive, accessible, and safe place with an emphasis on entertainment, recreation, agriculture, and education

Vision: What We Can Be (when we achieve it)

We will be the community's iconic place for social interaction and cultural expression, honoring traditions, embracing innovation, celebrating excellence, and having fun

We Believe In (these Values)...



Celebrating the ordinary and the extraordinary in unique ways.



Creating exceptional and memorable experiences.



Being responsible to our community, the environment and to one another.



Providing an inclusive and interactive place where all people can connect.



Purposeful and inspiring engagement.

Strategic Goals



Implement the Lens through Complementary and Compatible Planning

Objective 1: Formally adopt the purpose, mission, vision and value statements for the San Diego County Fair & Event Center.

Objective 2: Identify additional processes and filters by which we evaluate existing and new activities and opportunities in support of the Business and Master Plans.

Objective 3: Create and adopt a macro guide that clearly delineates filters to be used throughout the organization in consistently implementing programs and activities aligned with the Lens.

The Lens

Strategic Goal:

Treat the campuses of the fairgrounds as one ecosystem where all activities are complementary and aligned with the purpose, mission, vision and values of the San Diego County Fair & Event Center.

Robust, Self-Sustaining Business Plan

Objective 1: Assess fiscal strength and community impact of existing programs and business activities, aligning with the Lens of the organization.

Objective 2: Research and evaluate other business models and methodologies to update program methods, practices and structure to further business effectiveness.

Objective 3: Assess new opportunities through the Lens of the organization.

Objective 4: Continuously assess and define current and new program initiatives, action plan priorities and implementation timeline to support targeted growth and change.

Business Plan

Strategic Goal:

Acknowledging the short-term need to plan for fiscal recovery and stabilization, create a 5 to 10 year business plan that rebuilds a strong financial base, contemplates new business activities and partnerships, provides program accessibility, and leads to a thriving San Diego County Fair & Event Center.

Thorough, Engaging, Environmentally & Fiscally Responsible Master Plan

Objective 1: Engage in a master planning process that evaluates highest and best land uses and environmental sensitivities.

Objective 2: Develop a pragmatic, fiscally responsible land use plan, including appropriate upgrades and improvements to existing facilities and grounds and the addition of new program opportunities and supporting structure.

Objective 3: Incorporate the Business Plan as part of the master planning process, with options for funding improvements.

Master Plan

Strategic Goal:

Create an environmentally and fiscally responsible land use plan for the San Diego County Fair & Event Center, aligning with purpose, mission, vision and values of the organization.

Connect with the Community and Serve as a Valuable Contributor to the Region's Wellbeing

Objective 1: Engage with San Diego County stakeholders, such as neighbors, civic leaders, service organizations, and other key partners within the community aligned with the San Diego County Fair & Event Center's purpose, mission, vision and values to pursue and nurture partnerships.

Objective 2: Prioritize agriculture and education opportunities that benefit the community.

Objective 3: Partner with local emergency response agencies to proactively prepare the San Diego County Fair & Event Center as a resiliency center and resource.

Community Engagement

Strategic Goal:

Incorporate community engagement within the Business Plan and Master Plan processes to enhance understanding and expand opportunities.

Next Steps

- ✓ Prepare notes from the April 23rd session
- ✓ June
 - ✓ Prepare a draft filter, or lens, for the organization
- ✓ July
 - ✓ Prepare draft strategic goals and objectives
 - ✓ Seek stakeholder input and review – under way
- ✓ August
 - ✓ Make adjustments to lens, strategic goals, and objectives and present to board for review and approval
- September
 - Present final statements, strategic goals, and objectives for board approval
- October
 - Present a timetable outlining the planning process steps and action plan to board for review and approval

