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About the Urban Land Institute

**ULI Mission**: to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

- A multi-disciplinary membership organization with more than 45,000 members in private enterprise and public service

- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of **best practices**
  - Writes, edits, and publishes **books** and **magazines**
  - Organizes and conducts **meetings**
  - Directs outreach programs
  - Conducts **Advisory Service Panels**
Since 1947, the Advisory Service Panels has assembled over 700 panels to help sponsors find creative, practical solutions for issues on a variety of land use subjects such as downtown redevelopment, land management, and sustainability strategies.
ULI Panelists
Selected for their subject matter expertise to provide objective, volunteer recommendations

Glenda Hood (Panel Chair)
President
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Parag Agrawal
Community Development Director
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Panel Assignment
What is the future of Fairplex, and how do we get there?

Land Use and Transportation
- Develop a framework to connect Fairplex community and programming with the region
- Address external and internal circulation issues, plan for future transit development

Future
- Provide a strong regional economic engine
- Work toward financial and environmental sustainability

Role of the Fair
- Plan for the future, expand reach and visibility

Community and Educational Partner
- Strengthen and grow partnerships and programming, engage and improve immediate community
- Generate excitement, visibility, buy-in, and value

Heritage
- Honor the history of the fair and the region while looking to the future
What We Heard

People want:

- Cultural hub
- Mixed-use
- Green open space
- Housing
- Community involvement
- Expanded programs
We Also Heard

- Ways to connect with younger generation
- Pomona, La Verne, and Fairplex must work together
- Partnerships are valued
- Optimism around new leadership
- Reorient fair operation towards future Gold Line
- Reduce dependence on auto access
Identity

What is Fairplex?

- A fair?
- A variety of exhibitions?
- A conference center?
- A hotel?
- A child care center?
- A job training center?
- A farm?
- A concert venue?
- A sports venue?
- A museum?
- A park?
Consider Rebranding

- Better reflect true identity
- Boost marketing opportunities
- Ignite new revenue producing opportunities
- Create renewed interest in civic ownership
- Solidify trust
- Build good will with partners
Key Recommendations

- Solidify identity
- Incorporate the history of the fair experience into all aspects of design, use, and programming year round
- Emphasize the role of the community
- Pursue an imaginative and sustainable framework plan
- Ensure connectivity of land uses and transportation
- Create functional, flexible phasing
- Support implementation concepts that promote model partnerships and sustainability
- Evaluate organizational governance
These Ideas

- Unique, creative, and transformative
- Attractive to people
- Designed to be phased for early wins of easy, inexpensive implementation
- Provide flexible spaces and the ability to separate paid and free spaces
- Lay the groundwork to create long-term value and support for continuing and new partnerships in the future
Build on Strong Community Engagement To Assure Buy-In

Transformation doesn’t just happen; it takes a plan and a support system.
CONNECTIVITY
External Connections – Vehicle
External Connections – Rail
External Connections – Transit-Oriented Development (TOD)
External Connections – Bus

[Map of external connections via bus routes, including stops and routes in the area.]
External Connections – Trails
External Connections – White Ave
Transit-Oriented Development (TOD) - La Verne Site

- Proposed Metro Gold Light Rail Station - 2025
- 11.7 acre parcel located in City of La Verne
- Owned by Fairplex
- Critical for the overall development of the Fairplex Community
- Fairplex issued the RFP in September 2018
Transit-Oriented Development (TOD) - La Verne Site

Proposed Development

- Mixed-Use project up to 6 stories in height
- 4 Ds Consideration
  - D-Density – to encourage Walkability and Design
  - D-Design – Human Scale and Walkable
  - D-Diversity – Diversity of Land Uses
  - D-Distance – ¼ mile to ½ mile radius
- Inclusion of Attainable Housing, Senior Housing, Purpose-Built Student Housing
- Future Gateway to the Fairplex Community
Internal Connectivity and Circulation

- Focus on Public Art – Unique Southern California Experience
- Interlink of the Metro Gold Line Station, Arrow Hwy. Pedestrian Village and the Entrance Plaza is the key to success
- Engineering Study to look at the elevation differences recommended
Internal Connectivity and Circulation

- Important for successful development of the Fairplex Community
- Major Green Artery connecting TOD with the Cultural Village
- Secondary Boulevards
- Pedestrian walkways
- Vibrant pedestrian streets
SUSTAINABILITY
Environmental Sustainability

Overview

- 1922: Agriculture and Emerging Technology
- 2019: Sustainability and Emerging Technology

- Sustainability and technology should be a fundamental defining principle of Fairplex
  - Land, buildings & site
  - Operations
  - Education & programming

- Energy
- Water
- Food & agriculture
- Technology
Environmental Sustainability

Energy

- Fairplex can be:
  - Model consumer of energy
  - Producer of energy
  - Partner in energy
  - Education platform
  - Demonstration platform for emerging technologies

- Tesla battery as Case Study
  - Fairplex driven by operations and financial needs to embrace emerging technology
  - Opportunity for corporate partnership
  - Opportunity for demonstration and education
  - Tesla wins, Fairplex wins, environment wins
Environmental Sustainability

Water

- Fairplex site was formerly wetland and site of two stream convergences
- Water and wetlands are a central part of the property’s history and agricultural heritage
- Promote best practices for water stewardship:
  - Parking facilities & permeable surfaces
  - Detention and reuse of stormwater & graywater
  - Swale
  - Daylight streams
- Implement gradually as new facilities are built or renovated or as needed
Environmental Sustainability

Water

Water detention as an amenity:
- Tanner Springs Park, Portland, OR
Environmental Sustainability

Water

Water detention as an amenity:

- Historic Fourth Ward Park, Atlanta, GA
Environmental Sustainability

Food & Agriculture

- Farm to Table
- Urban Farming
- Health and Wellness
- Education
- Agricultural Technology
- Conservation
Environmental Sustainability

Recommendations

- Prepare a sustainability plan with specific and targeted implementation steps
- Dedicate a management team member to Sustainability
- Commit to a standard of LEED sustainability for new buildings and renovations
- Cultivate partnerships with utilities, manufacturers, tech companies and government agencies to develop and promote emerging technologies
- Focus on sustainability and technology as a centerpiece of displays, education, design, and operations of Fairplex
Plan

Land Use Framework

- Long Range
- Mix of uses
  - Existing
  - Proposed
- Flexibility
- Anchors
The Journey
Welcome to the Fairplex Community

- A welcoming sense of arrival
- A curated sequence of experiences
- The creation of lasting memories
Civic Engagement

- Every community member’s opinion is important
- Engaging the community fosters success
Anchors that Support

Village

- A new “downtown” for the Fairplex Community
- A dynamic environment with a variety of experiences and flexible retail/entertainment/exhibition spaces
- Open year-round
Anchors that Support
Adventure Play Area

- The fun of the Fair year-round
Anchors that Support
Technology/Light Industrial/Maker Space
Anchors that Support

Grandstand Town Center

- Designed for relaxation and entertainment
Anchors that Support

The Farm
Anchors that Support
Sports and Wellness

- Team sport fosters sense of community
- Encourages healthy living
Plan

Concept Vision

- TOD Gateway
- Green Artery
- Fair Village
- Carnival site
- Housing
- Sports complex
- Innovation & Tech campus
- Farms
Neighborhoods

TOD Gateway

- Transit station
- Commuter train platform
- Work with City of La Verne and other partners on TOD area plan
- Mixed use parcels
- Pedestrian connectivity
Neighborhoods

Green Artery

- Park System
  - Town Center Park
  - Linear Park
  - Active Park
  - Sports Park
  - Environmental Park
  - Performance Park
  - Farm Park
  - Neighborhood Park (East side of White)
  - Arrow Hwy Urban Trail
  - White Avenue Urban Trail
  - Thompson Creek Greenway
  - Cycle Park
  - Hotel Events Lawn
  - Picnic Hill
  - Sidewalks & multi-modal connections
  - Agriculture nodes
  - Residential Parks
Neighborhoods

Fair Village

- Permanent Activities
  - Integration of “portico” retail (sm. scale)
  - Mews with outdoor dining & cart retail
  - Exhibit halls with rotating displays
  - Arts museum
  - NHRA museum
  - Children’s “fair” museum
  - Outdoor adventure park
  - Display farm
  - Performance venues
  - Lakeside promenade
  - Weddings destination
  - Conference Center Blvd
  - Cycle Park
  - CDC
  - Fire station
Neighborhoods

Carnival Site

- LA County Fair (3 week event)
- Adjacent interim parking (future residential)
- Control access from McKinley Avenue
Neighborhoods

Housing

- Range of densities
- Integrated throughout
- Phased
- Product types
  - Multi-family
  - Townhomes
  - Single family
  - Senior housing
  - Purpose-built student housing
- Mix of price points
  - Attainable
  - Workforce
  - Market
Neighborhoods

Sports Complex

- Athletic fields
  - Multi-purpose (4)
    - Soccer
    - Lacrosse
    - Football
  - Baseball & softball (5)
- Field house
- Active recreation
- Drag racing
Neighborhoods

Innovation & Technology

- Educational facilities
- Future development parcels for mixed use, residential, or other educational facilities
Neighborhoods

Farms

- Display
- Working
- Farm Education Center
Development Summary

At build-out, the Fairplex site plan could support:

- 350,000+ sf of refreshed and enhanced uses for existing Fairplex buildings
- 50+ acres of new parks including:
  - 25-30 acres of new athletic fields including 60,000 sf Field House
  - 5-7 acres of Adventure Playground
  - 10-12 acres of signature lake & waterfront promenade
  - 7-10 acres of Green Artery core
  - 7 miles of new linear paths
- 40,000+ sf of new specialty retail and restaurants
- 90,000+ sf of innovation space in repurposed barns
- Restored barn, farm and 10 acres of working farm
- 10 acres of demonstration gardens

- Enhanced village retail, cultural and experiential area
- 30+ acres of new mixed-use in the TOD village which could support
  - Up to 1,000 new residential units including townhomes, multifamily, market-rate, workforce, attainable, student and/or senior housing
  - Up to 150,000 sf of local serving grocery, retail and restaurants*
- 220+ acres of paved parking and carnival space, to be adapted into new commercial and residential development in future development phases as needed
  - Up to 7,000 new residential units
  - Up to 1 million sf of commercial space *

* assuming 80% residential/20% commercial, 30 units acre residential 24,000 SF commercial/acre
IMPLEMENTATION
Implementation

Overview

- This vision is huge
  - 500 acres
  - 50+ years
  - Multi-generational

- Difficult to imagine this much change

- There are enough resources to go around

- Every decision and action, no matter how small, should be considered as a step towards the vision

- It will be implemented incrementally
Implementation

Phasing

- "Development is an exercise in time management. It is like a campfire." —Fairplex Stakeholder

- Funding availability cycles
- Access to grants, funding, partnerships
- Market demand & cycles
- Timing of partners
- Political & community
- Strategic design & programming
Implementation

Phasing Guiding Principles

- Leverage existing assets
  - Organization-Buildings-Parking-Space-Attractions
- Frugal and cost-sensitive
- Minimize disruption
- Start with strengths and move outward
- Incremental and focused
- Establish critical mass to drive future phases
- “Plug and Play” development framework
- Build towards larger vision, not site-specific
Financial Sustainability

Partnerships

- Fairplex recognizes importance of partnerships and relationships
  - Business relationships
  - Funding
  - Community
  - Operations
  - Expertise
  - Programming, content and ideas
Financial Sustainability

Partnerships

- **Government**
  - LA County
    - Lease, economic development, education, parks, workforce
    - Align incentives with larger vision
  - Pomona & La Verne
    - Zoning, land use, TOD planning, workforce

- **Utilities**
  - Customer, producer & partner

- **Corporate**
  - Operations, development, investment & sponsorship
  - Work with experience specialists

- **Foundations & Nonprofits**
  - Find synergies

- **Education**
  - Education, programming, labs, research, & tenants

- **Economic Development**
  - Funding, incentives, employment, programming
“Know Thyself”

Is Fairplex a place for memories, like Disneyland, or is it dedicated to offer new brand experiences?

- The panel understands that Fairplex operates an exhibition hall and not a theme park
- Exhibition halls are dedicated to deliver new brand experiences in a context of innovation, novelty, networking, serendipity…
- Fairplex should focus on being an **aggregator**, a **curator** and sometimes a content and event producer
- Know your customer: it is fundamental to conduct a thorough audit and benchmarking, together with a market segmentation
The Experience Economy
Brands now have to be where their customers are

- Traditional media are underperforming
- Consider Fairplex as a media
- A media is like a magazine, it has a title, an editorial, content, advertising and of course readers
- Fairplex requires a theme and the right programming is key to generate engagement and authenticity
- This is how brands and retailers will be able to integrate Fairplex’s future projects

“Be yourself; everyone else is already taken.”
- Oscar Wilde
I want to grow old with you 🎵

Diversify business to reduce risk and ensure the implementation of your new vision for the future

- Increase short-term revenues
- Find new stable and recurring revenues
- Identify and secure short to long-term opportunities
- Build business relationships to implement your ideas
Define a Bright Future

There is always a chance to improve what you do

- **Improve today:**
  - Operations (vacancy, revenues, new events…)
  - Create maximum value from events operations
    - Lodging
    - Food and beverage
    - Retail

- **Invent tomorrow:** Fairplex’s market could be the staycation business
  - Half-day experience, extended week-end activity
  - All you need in one place
  - Build memories in a safe, beautiful and friendly location
  - Create the right partnerships
Real Estate as a Source of Income

Long-term source of revenue that will contribute to the sustainability of Fairplex

- Use with caution
- **Sense of place**: base land consumption on detailed masterplan and strategic planning
- Optimize use and make it contributive to the business and to the making of a destination

**Examples:**
- Housing
- Restaurants and shopping
- Others (lodging, private clinics, university etc.)
Food is Life
Everyday celebration, year-long business

- Priority to create a vivid environment
- Think sustainable, healthy, new ways to eat, education, fun and family
- Potential mix (critical mass, destination, choice, compelling reason to come and repeat business)
- Leverage Fairplex to fully realize existing assets and chose the best locations: sun, water feature, park...
- Ask tenants and operators to include programming (events, night and day, weekend...)
Business Builds Communities
A well-defined project will find retailers interest

- **Fairplex as the curator**: focus on concepts that contribute to the destination (be inspired by the Ferry Building in SF or Disney Springs in Orlando)

- **Test & learn** (start small, grow in time), leverage on existing success (NHRA, fair opportunities, dog shows, arts & crafts, swap & meet etc.)

- **Leverage the community** to operate some specific concepts (bookstore, art gallery, arts & crafts…)
Programming is Key

Every day is a good reason to come to Fairplex

- Get on the map and in the mind of your customers, sense of urgency
- Segmentation (strategic marketing)
- What works in other locations:
  - Travelling exhibitions
  - A diversification of fairs, events, festivals, parties
  - Food truck festival, Christmas market, music festival, etc.
CONCLUSION
Conclusion
Celebrate 100 years of:

- Contributions to social and economic vitality of the region
- Meeting generations of needs for the community
- Memories of fun, enjoyment, support, encouragement
- The soul of the community
Looking Ahead

- New thinking
- Transforming from past to future
- Embracing diversity of peoples, choices, experiences, and market demand
- Importance of clarifying identity
- Rebranding and aggressive marketing
- Framing a new story
- Expand visibility and increase long-term value
Leadership

- Skillful
- Patient
- Think outside the box
- Seek best practices
- Clarity around motivation and goals
- Meet needs of greater community
- Study lessons learned
- Develop a method to measure outcome
- Listen
- Collaborate
- Trust
Governance
Structure for Success

- Right players with the needed skills
  - Create a separate development committee
  - Evaluate overall organizational structure
  - Knowledge of demands of economic and political forces
ALL GREAT CHANGES ARE PRECEDED BY CHAOS
“We cannot solve our problems with the same thinking we used when we created them.”

- Albert Einstein