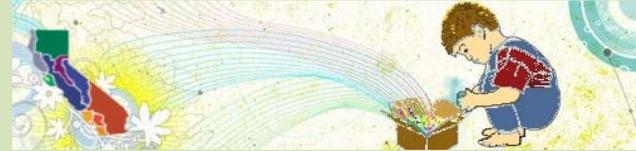


CAL EXPO - A MOVABLE FAIR



a concept proposal from The CEAV Project

The CEAV Project is a citizen's catalyst group concerned with future of The California State Fair and Exposition and with the future use of the public commons land which it now occupies. The acronym 'CEAV' stands for 'Cal Expo – An Alternate Vision'

The proposal, 'A Movable Fair', is one of the elements of CEAV's overall concerns about Cal Expo and our State Fair. It offers a means of improving the State Fair, attracting new audiences, spreading the benefits to all the people and regions of the State, and of showcasing and promoting the incredible diversity, energy, culture and commerce of the most vibrant, vital, industrious and interesting people in the world – the people of California.

A Movable Fair proposes changing the location of the State Fair from a fixed, permanent, single-city event to one that is rotated through the many Counties and Regions of California on its annual schedule. The effects of such a change would include the stimulation of fresh new audiences, substantial reductions in costs associated with Cal Expo's current management and operations, the infusion of new creativity and diversity in the design and presentation of the State Fair, sharing and spreading the wealth and benefits that a State Fair brings with it to the cities that host it. Above all, A Movable Fair, strongly implements the idea that our State Fair belongs to all the people of California and that all of them should have the opportunity to participate as creators and operators as well as audiences and gate receipts.

This presentation is a concept proposal. It does not contain a wealth of detail nor are its assertions proven here. That job is best done by those who must consider and evaluate its potentials. Cal Expo, the California Legislature, Regional and County governments, experts and the public must all examine the matter and participate in deciding if A Movable Fair is a viable idea, financially feasible and worth developing into a full project design.

One unique feature of A Movable Fair is unlikely to get much notice during its review and analysis. At first sight it may seem that relocating the fair to multiple regional and county sites represents a step down from the statewide mission and function that the fair serves. In reality, the opposite is true, By delegating the design and operation of the State Fair to local jurisdictions, the managing organization, Cal Expo, is far freer to exercise its mission on behalf of the entire state and the purposes of the State Fair. In its present form as a fixed location event, the state management of the fair is forever tied to the concerns, economics, politics and public interests of a single municipality. By transferring this role to the hosting sites, Cal Expo frees itself to manage more overarching statewide interests and potentials for the fair, including national and international avenues which may have important and direct connection to California's interests and economy that are worthy of State Fair attention. It also brings Cal Expo into close working contact with new localities, ideas and people with each new hosting.

A final note. There are additional models for bringing the State Fair to local communities. A second method would be to create an actual 'traveling fair' on the order of circuses, trade shows and other public events and spectacles which travel to different regions and cities. In that model, a central management designs, implements, distributes and operates the event which is moved from place to place. We are not presenting that model or other hybrid alternatives at this time as they lose important advantages that a 'A Movable Fair' offers. Most noticeably, they lose the diversity of presentation and the sharing of wealth and benefits that local Fair creation and operation provide in this model.

*The CEAV Project
July 2010*

A MOVABLE FAIR



- New creativity, diversity and relevance in State Fair presentations.
- Varied financial models tailored to the needs and resources of each host.
- Overarching statewide themes, exhibits and events in the context of local geographies, applications and culture.
- Continuing long-term value for hosting communities.
- Showcases diversity and offers a statewide sharing of the wealth and benefits.
- Infuses pride and recognition into local hosting regions and communities.
- Healthy competition to host the best fair yet.

ELEMENTS



- The State Fair location is rotated on an annual or longer basis to a different participating regional or county host site in California.
- The county or regional host will design, build and operate the Fair during its hosting term.
- The schedule for the location and term of hosting is developed by Cal Expo in consultation with the pool of hosting participants.
- Cal Expo is restructured into a state organization that oversees and manages the statewide elements of the fair; creates guidelines and specifications for insuring the statewide scope, interest and character of the fair; and, facilitates local efforts as needed.
- Cal Expo may also produce events or venues for the State Fair that have broad statewide interest or appeal .
- Revenues are shared in such a fashion that Cal Expo has reasonable expectation to meet its annual budgets from Fair proceeds, subscriptions, external or philanthropic underwriting and by other means .
- Fair hosts will have the responsibility to submit plans and implement the fair during their hosting term, including financial plans that give reasonable assurance all obligations to Cal Expo can be met.

BACKGROUND



- From 1854 through 1859 the State Fair, under the auspices of the California Agricultural Society, was rotated annually to a new city. Owing largely to the difficulties of transportation and communications of the time, the fair was given a fixed location in Sacramento in 1861.
- In early 2010, Red Slider envisioned the Movable Fair Concept.
- Previous proposals to develop and implement a vision of the California State Fair for the future have failed to materialize.
- In May 2010 The CEAV Project presented a written sketch of the concept of decentralizing the California State Fair and returning it to its original mode as a statewide offering to be sequentially rotated through various hosting regions and counties in California.
- In July 2010 the Movable Fair was scheduled to be presented to the Cal Expo Operations and Planning Committee.

PROPOSALS UNDER REVIEW



Proposals currently being reviewed by Cal Expo:

- Require Cal Expo to create and implement a single, centralized, long term vision for the State Fair on an accelerated schedule.
- Are all centralized, fixed location concepts mingled with and dependent upon the plans, interests and resources of a single municipality.
- Propose the building and implementation of new facilities and long-term operational commitments in an uncertain economy.
- Include selling off, in whole or part, potentially valuable public commons assets of the state to implement their plans.
- Engender financial uncertainties, risks and complexities tied to a single central vision of the State Fair and an all-or-nothing investment on the part of the Cal Expo organization.

PRINCIPLES



Financial

- No new taxes.
- State organization (Cal Expo) to share revenues with local hosting county or regional jurisdictions.
- Commercial underwriting and other creative forms of financing to be explored and developed both by the Cal Expo and the hosting jurisdictions.

Implementation

- State organization creates guidelines and requirements insuring local presentations by hosting jurisdictions meet statewide presentation and exhibition standards and fulfill the mission of the State Fair.
- Local jurisdictions (County or Regional) plan implement and operate the State Fair during their hosting period.
- Local hosts may utilize various schema for their presentations. Some may wish to host the State Fair within expanded County Fair facilities or contiguous to them. Others may prefer to have the fair at completely separate sites or at multiple separate venues. Some may prefer single year terms of hosting while others might find it more beneficial to host the fair for a two or three year term. The greatest latitude within the principles of encouraging diversity and spreading the benefits throughout the state should defer to the local hosts who best know the capabilities and resources of their own communities.

PRESENTATIONS



- A broad spectrum of California commercial, cultural and recreational life are to be represented at the State Fair, regardless of the location of the hosting region.
- Hosting Counties and Regions may elect to emphasize or theme various aspects of commerce, culture and recreation attuned with some of the special features as experienced in their particular region. Geography, resources, special concentrations of cultures and other offerings of the local host may be in greater evidence at a particular Fair presentation than the more general and non-specific features usually associated with a fixed location State Fair.
- Local hosts will be responsible for design, implementation, programs and operation of State Fair within state guidelines during their hosting term.
- The State organization (Cal Expo) is to set rotation schedules, manage statewide public relations and sales, facilitate statewide exhibition components and insure the statewide character of the fair is maintained while being hosted.

BENEFITS



- The state organization is relieved of implementation and operating costs and responsibilities of building and running a State Fair.
- Cal Expo can concentrate on statewide oversight, management and facilitation responsibilities that insure the fulfillment of the State Fair's mission.
- Physical plant and costs are substantially reduced and primarily consist of offices and administrative facilities to support their new roles.
- Fresh audiences are created through proximity and local interests from Californians who do not now attend or are otherwise unable to attend a distant event.
- Over time, job creation is spread throughout the state in multiples of what a single, fixed-city location can provide. This favorably impacts poorer localities as well as maintaining job development in larger or wealthier communities and metropolitan areas.
- The diversity of the state is more nearly represented and showcased even while major statewide interests in promoting agriculture, industry, technology, culture and other mainstay sectors of California activity are the primary focus.
- Fresh, new audiences drawn through local interest and proximity are developed.

- Stimulates new out-of-town audiences while avoiding the one-size-fits all approach that fixed-venue presentation tends to become in order to draw its statewide audience.
- Local production of a California State Fair allows for long lead times to plan and develop the vision and financial base for any particular hosting location.
- Creates a healthy competition among jurisdictions throughout the state to present more interesting, educational and exhibit/entertainment offerings (though not necessarily more costly) with each rotation to a new location.
- Significantly cuts costs over a fixed location fair operated entirely by the state.
- Can be used to create many long- and short-term revenue streams throughout the state rather than a single, permanent revenue stream tied to a single location.
- Properly leaves financing, land use and other impacting decisions to local hosting jurisdictions.

Community and Local Host Benefits

- Substantive local economic, social and cultural benefits, many with enduring positive gains over time.
- New jobs distributed throughout California, new multi-use facilities, increased tourism and statewide recognition of local specialties as well as increased public relations for regional and local areas.
- Increasing variety and authenticity of a State Fair as it periodically introduces new local character into the overarching themes of showcasing the industry, agriculture cultures and activities of the people of California.

- Long term economic and cultural benefits for the host become available when multi-use facilities, capitalization and exploitation of local promotional efforts, stimulated business opportunities and other advantages offered by the hosting period are carefully planned to provide value well beyond the specific state fair term for which components were created.

Some larger metropolitan counties may wish to host the State Fair themselves.



In many cases, several counties may wish to pool their resources and vision to jointly host the State Fair as a regional event.

The 12 Geographic Regions of California

California Regions



- 1 **North Coast** Counties: Del Norte, Humboldt, Mendocino, Sonoma, Lake
- 2 **San Francisco Bay Area** Counties: San Francisco, Marin, Contra Costa, San Mateo, Alameda, Santa Cruz, Santa Clara.
- 3 **Central Coast** Counties: Ventura, Santa Barbara, San Luis Obispo, Monterey, San Benito
- 4 **Los Angeles County**
- 5 **Orange County**
- 6 **Inland Empire** Counties: Riverside, San Bernardino (portions)
- 7 **San Diego County**
- 8 **Shasta Cascade** Counties: Siskiyou, Modoc, Shasta, Lassen, Tehama, Plumas, Butte, Glenn, Trinity
- 9 **Gold Country** Counties: Sierra, Nevada, Placer, Yuba, El Dorado, Sacramento, Fresno, Mariposa, Tuolumne, Calaveras, Amador, Sacramento, Placer, Sutter (portions)
- 10 **Central Valley** Counties: Glenn, Colusa, Yolo, Solano, San Joaquin, Sacramento, Stanislaus, Merced, Madera (portions)
- 11 **High Sierra** Counties: Inyo, Kern, Tulare, Fresno, Madera, Mariposa, Mono, Yuba, Alpine, Tuolumne, Calaveras, Alpine (portions)
- 12 **Deserts** Counties: Imperial, San Diego, Riverside, San Bernardino, Inyo (portions)

Proposed new structure and divisions of responsibility

Cal Expo

- **Receive county and regional requests to host a State Fair.**
- **Ensure that host presentations are statewide in scope and inclusive of statewide interests and presentations. Ensure that the mission of the California Exposition and State Fair will be fulfilled.**
- **Develop equitable hosting schedules for jurisdictions that wish to participate.**
- **Develop equitable revenue sharing plans between Cal Expo and hosts; prepare and negotiate any other contractual materials which will be required.**
- **Review and Approve host area plans**
- **Facilitate securing statewide events and exhibit packages; form public-public partnerships with hosts to facilitate all aspects of fair presentation.**
- **Produce and distribute venues and events for the State Fair that are of statewide importance and interest.**
- **Develop and distribute statewide media and public relations materials.**
- **Conduct research and collect data for improving future presentations and marketing.**

Host Presenters

- **Develop and submit plans, including a financial plan for hosting a State Fair.**
- **Work with State to insure the scope and mission fulfillment of the State Fair is within their plan specifications and expectations.**
- **Secure local contracts, resources, personnel, and other elements that will be required to implement and operate the host plan. Secure necessary state approval for required elements.**
- **Implement the plan and operate the State Fair during its scheduled term.**
- **Effect proper closure and transfer of facilities and other materials for long term use and benefit or other dispositions as specified in the plan.**

CONCEPT OVERVIEW



The California State Fair is Rotated Through Selected Statewide Locations

- By request, hosting participants (counties or regions) can choose the year(s) in which they wish to participate and the themes, focus and implementation of the State Fair they wish to host. Limits (say, 1 through 3 years) may be imposed by the central organization (Cal Expo) and the schedule (assuming one fair per year) will need to be allocated so that every jurisdiction which wants to put on a state fair can do so within a reasonable period (or have one nearby their location).
- Facilitation of statewide interests and assurance of statewide character of the event is the responsibility of the State Fair.
- Design, implementation and operation is the responsibility of the local host (on approval from Cal Expo).
- Coordination, marketing and oversight of statewide interests is the responsibility of Cal Expo.
- Revenues are shared to the extent that the central organization, Cal Exp, is assured of sustaining high quality operations and fully meeting its obligations. The remaining revenues are retained by the hosting jurisdiction.

- Additional events and venues may be produced by the state and utilize any of a number of financing models as appropriate.
- Some Fair specific materials and inventories may be passed along to the next host to save duplications and costs.

FINANCING OVERVIEW



- Responsibility for financial planning and viability rests with local hosts and the schema that best fit their own resources and circumstances.
- The central organization (Cal Expo) may help to facilitate or suggest financial opportunities for running the State Fair, but the actuality of the plan still rests with what the local host finds most promising.
- Schema for financial underwriting, modeling and implementing can be as varied as local host resources and creativity in preparing their financial plan for the State Fair.
- What financially works in one location may not be the best plan for another. This aspect of fair implementation must be left to the host counties or regions subject to the due diligence of Cal Expo and its appraisal that the plan is a reasonable one.
- 'Largest and costliest' may not necessarily mean 'best fair' . Some presentations, though smaller and less expensive may offer State Fair goers something so unique, interesting, educational or, even beautiful that they may compete well and even exceed benefits of some larger more expensive

productions. Indeed, if that occurs, such presentations may endure as attractions in their own right, long after their official closing as a State Fair.

- Over time and with sharing experiences of State Fair Financing, local jurisdictions may find that some plans elements are more likely to succeed and have solid financial underpinnings while others present more challenges and risk. This is a built in 'learning curve' that subsequent presentations may build on.
- While a level of structure and its associated costs has been added (Cal Expo as a management and oversight authority), the operating budget of Cal Expo has been drastically reduced. It no longer implements and operates an actual fair.
- The County and Regional organizations in the state become the 'team' which must be assembled to consider such matters as financial options and revenue sharing with Cal Expo. They are in the best position to know how their own communities ought to proceed, what costs and benefits they expect to occur during a year of hosting.
- While Cal Expo primarily operates in 'A Movable Fair' context as an oversight and facilitating body in public-public partnership, host sites will often operate in public-private partnerships and the finance models most associated with them as a means of implementing the State Fair. They are closest to those resources and most able to successfully engage them.

CONCEPT ASSESSMENT



- 'A Movable Fair' is not an orthodox 'design and build it' proposal. Its evaluation will need to consider many factors outside the normal finance/implementation vetting of a traditional development project.
- Consultant resources need to be brought into the matter to evaluate how review of the movable fair concept should proceed and decisions made.
- Task development, including the assembling of County and Regional organizations as one team need to be brought in early as possible. Only they can provide critical information on which the concept depends, including whether they would find favor in it and be willing to participate.
- Other experts in county and regional economics, logistics, organization of distributed public events and governmental organization would need to be consulted to contribute essential information towards make final decisions
- Finally, the public need to be consulted and their input carefully evaluated. As Sacramento First has cautioned, "Without public support and confidence, no project can succeed." We hasten to add, without public help and ideas, this project will never become all that it can be.

IMPLEMENTATION



Phase 1 – Initial evaluation, 2-4 months

- **Cal Expo + Consultants: Creation of evaluation task list and elements which need to be considered for a decision to proceed with further analysis and development planning.**
- **decision node: Concept warrants detailed examination and development leading to a full set of proposal specifications.**
- **Concept description, trial specifications, draft proposal publication.**

Phase 2 – Proposal/concept development and evaluation: 4-8 months

- **Teams**
 - **Evaluation and decision team – Cal Expo**
 - **Counties and Regional evaluation team – a panel of regional and county representatives and evaluators from potential host areas.**
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- **Policy and legislation team: California Legislature + Governor's office.**
 - **Public evaluation teams: Cal Expo + expert advisory panels + citizen and business sector participants drawn statewide.**
- **Proposal development process**
 - **Evaluation and revision of draft proposal**
 - **Concept evaluation and development of project guidelines, organizational structures, financial feasibility studies, solicitation of comment from counties, regions and the public, sifting and preparing final draft of Concept Proposal.**
 - **Signoff on final draft of Proposal. Publication.**
 - **Post publication comment, suggestions and opinion.**
 - **Post publication revisions, final signoffs.**
 - **decision node: concept implementation**

Phase 3 – Implementation and Transition: 2 – 5 years

- **Drafting and submission to the legislature of required policy and legislative changes to restructure the Cal Expo organization and to implement the proposal. (legislative team)**
- **Call to regions and counties for applications to host the State Fair. (Cal Expo to hosting candidates.)**
- **Review of plans and tentative scheduling of host presentations. (Cal Expo)**
- **Detail review of next hosted State Fair, drafting of task list for Cal Expo and finalization of plan.**
- **Cal Expo implementation of its task list. Host implementation of approved presentation plan.**
- **Plan and schedule for the transition and closure of the Sacramento Cal Expo site (one-time only implementation).**
- **Evaluations of first hosted fair experiences.**

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Red Slider, steward