Strategic Planning Questionnaire Stakeholder Responses

November 18, 2019 - January 7, 2019
Del Mar Fairgrounds Strategic Planning Questionnaire:

Principal of SB Events

1. How have you utilized the Fairgrounds?

Since 2009 I have been planning corporate events at Del Mar Fairgrounds. From small exclusive lunches and corporate retreats around the horse races to other Client award recognition programs in The Paddock. The largest event I have managed at Del Mar started at The Paddock in 2010 and has been held at the Fairgrounds every year since (with the exception on 2017). Owned by Cox Business, The Top Tech Awards, draws over 1000 people to the Paddock to recognize technology leadership in San Diego. The event is the largest tech event in San Diego and the largest documented Tech awards program on the west coast.

2. What does the Fairgrounds do well?

The Fairgrounds does several things well. Starting from first process of event management, Char Cunningham is always very prompt and responsive to venue requests. Martha Henderson is also super responsive to event related questions so I would say the events team is fantastic. Having options for clients and answers to questions in a timely manner is critical to moving event programs forward and important to my business planning model. They excel in this area.

The flexibility and accommodating nature of the venue is also a bonus. Being able to load in a massive event the day before, put cars on turf, and transform a space into the vision of the client is a dream..

The grounds staff and crew who set the events do a great job as well. The overall team dynamic and communication at the Fairgrounds and their professionalism are noteworthy.

3. How could the Fairgrounds better serve your needs?
Honoring holds and first rights of refusal. Twice in the last two years dates we have had on hold were taken from us for other groups without giving us the option to sign or refuse first. It worked out but this year a date we really wanted was moved. Also planning an event around the fair is cumbersome. Lockdown, parking, entry and exit make it challenging for events to book around that time. Offering quality rain back up options as well.

4. What are the top three to five facility upgrades Del Mar should be investing in and why: Updating the facilities is needed and long overdue.
1. Updating bathrooms in high traffic areas (dirty, old, and need an upgrade) near usually booked event space. Bathrooms by Paddock, Bathrooms in exhibit hall, O’Brien and Wyland.
2. Updating exhibit hall roof (it was my rain back up with plastic tarp and sandbags). It was embarrassing to say the least.
3. Update Exhibit Hall and O’Brien. New paint, lighting, add sound proofing on walls. These spaces are used for many different things at Del Mar. So I understand needing to leave them pretty bare bones. However, some simple upgrades to make them a little nicer might allow you to draw some of the medical conventions and other trade shows that typically head downtown.
5. Turn Plaza de Mexico into a more useable space. Plaza de Mexico is a concrete playground. Adding more garden feel to that space would make it usable to groups also using the paddock. Add AV elements, more greenery, etc to give it the same intimate feel you get at The Paddock.

Overall, just giving everything a clean fresh upgrade. The Paddock renovation was the best thing! And the new venue is so very exciting!

5. What services or amenities should Del Mar Fairgrounds offer that it currently does not? State of the Art AV Services. While it is nice to use my own vendor for AV needs I wonder if it could be beneficial to the venue to bring in an AV company who has the exclusive rights to the space that the venue could draw a percentage from. Not PSAV but another company.
I also think it would be nice to have more full service planning around events. For example if I need linens for tables I need to figure out if Premier does that. I'd rather just communicate with one person vs. three, Right now I work with Martha, Kirsten, Billie and Char on events.

Which is fine because I know them all personally and their operation flow but for incoming Clients it could be an annoyance. Other venues I have one person who manages it all. PETCO for example (while pricey and has a challenging event team) took care of all AV, Furniture set up (lounge too), catering, bar, staging, signage. It really took the heavy lifting off the planner.

Also using a preffered list of vendors could help. I like working with vendors who know a venue better than I do and are able to extend discounts to my client outside of what I provide. Transportation services might be useful to some of your clients from out of town or state.

Transportation services from train statiqn would be amazing. Better parking shuttles (upgraded) or a golf cart service for events would be nice too.

6. What events or opportunities could help offset declining horse race revenue?
   Festivals, Concerts, Sporting events, Car races?

7. How could Del Mar Fairgrounds better serve the community?
I think the fairgrounds does a great job serving the community with the pumpkin, home and harden, horse offerings and shows. Adding more festivals, farmers markets, street fair or concerts could be fun in the fall months. I think it is important to look at the events coming into San Diego and figure out how to get some of that business to Del Mar. What do you have to offer that downtown does not? Could transportation be arranged to bring groups up to Del Mar that are in downtown?
On Nov 18, 2019, at 3:22 PM, Donna O'Leary <doleary@sdfair.com> wrote:

SENT ON BEHALF OF TIM FENNEL, CEO/DEL MAR FAIRGROUNDS & RACETRACK

Dear Lawrence,

It was a pleasure speaking with you recently. You are a valued stakeholder and we welcome your perspective on how we might improve the Del Mar Fairgrounds in order to meet the needs of show producers like yourself and better serve the people of San Diego County. As discussed, I have attached (click on link below) a Strategic Plan Questionnaire as a guideline.

Please feel free to contact me if you have any questions.

Again, thank you for your help.

I’m using Adobe Acrobat.
You can view "SP Questions revised.pdf" at: https://documentcloud.adobe.com/link/track?uri=urn%3Aaid%3Ascds%3AUS%3Af89157b3-1633-4a49-a33a-fab7cb77abc3

Donna M. O'Leary
Executive Assistant to Timothy J. Fennell
CEO/General Manager
doleary@sdfair.com 1p: 858.755-1161 ext. 2200/ f: 858.755-7820

22nd District Agricultural Association
2260 Jimmy Durante Blvd. Del Mar, CA 92014
1. How have you utilized the Fairgrounds?
35 Years producing Consumer events

2. What, in your opinion, does the Fairgrounds do well?
Outdoor events. Which means that your building are old and tired. You have lots of outdoor space. What is good about the building is that they are of varying sizes. The outdoor space adds to your flexibility. Various sizes, indoor or outdoor, allow for a much broader appeal to show producers.

3. How could the Del Mar Fairgrounds better serve your needs?
As a consumer show producer we are up against the INTERNET. This translates to several issues starting with cost. Most of our costs we can absorb, but not Parking. This is our number one complaint. And we cannot do anything about it.

4. What are the top three-five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?
   Lighting, NO roof leaks, interior paint/ color

5. What amenities and services could the Del Mar Fairgrounds offer that it currently does not?
Create a method for the public to prepay for parking at a discount.

6. Thinking out of the box, to offset the declining revenue in horseracing, what events/opportunities would you recommend exploring?
With Cap X investments listed above go after the Trade show marketplace. Trade show producers will appreciate the ability to use the outdoor space available.
You have missed the cannabis opportunity

7. How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

[Signature] Lawrence
Tim, Donna

1. We have used and continue to use the DM Fairgrounds for our consumer facing surfboard show. May of 2020 will be our 13th year and 25th show, 11 of which have been held at the DM Fairgrounds. We've produced shows at the Orlando Florida Convention Center, the San Diego Convention Center, the Ventura County Fairgrounds, two private buildings in Santa Cruz, Ca., the Orange County, Ca. Fairgrounds, and one show in Tokyo, Japan. In addition I grew up in DelMar, and have been a resident since 1976.

2. The Fairgrounds is centrally located off of the I-5 Freeway and has ample parking. Fairgrounds staff communicates effectively. The boots on the ground labor force, from the Events Dept., Sign Dept., Security, A/V is helpful.

3. The Fairgrounds could better serve our needs:
   a) Parking should only cost ½ of a daily ticket admission price. The AG District needs to look at parking as more than a simple revenue source. The parking kiosk is the very first thing our attendees encounter. It sets into motion the attendees Perceived Value of Show. If it costs more to park their car than to attend our show the Perceived Value of Show just hit the floor. This is a huge problem; and one I know my fellow event producers find very problematic (Gem Show, Antique Show, Home n Garden Show). Without people feeling good about their experience i.e. a positive Perceived Value of Show, the shows go away and along with it all of the associated fairgrounds revenue. Is it cheaper to Uber than to park? Yes. That's not a parking problem, that's pricing problem.
   b) Allow us to bring in our own F&B sponsors, with pouring, serving etc etc. We turn away $20K in F&B sponsor opportunities each year. Percentages of those sponsor revenues would be reinvested in our shows. Plus, $11 Budweisers are ridiculous. Gouging causes scars. The Perceived Value of Show takes a huge hit.
   c) I think the Ag District would benefit from looking at events from the show producers viewpoint. The phrases that work: How can I help? and Yes. Phrases that don't work: No. and Let me check.

If every Board Member and employee looked at the events as if they were their own, the events would be wildly successful and therefore the 22nd Ag district would be successful. Events are dying on the vine. That shouldn't be the case, as all the market research suggests the public wants and will pay for authentic experiences (parking is not an authentic experience).

4. Frankly and selfishly I'm afraid of facilities upgrades because our shows are barely turning a profit. Based on my past experience, any upgrades would be passed onto us (the small show producers) and our businesses would die - see Perceived Value of Show.
5. Valet parking (many will use it and it offsets parking revenue declines); pre paid parking online at a discount (offers data collection opportunities and ideal for revenue projections)

6. Turn the Off Track betting facility into a small, groovy, hip, first class music venue and compete with the Belly Up Tavern. We are already known as great music locale. Create a year round garden for vegetables, flowers etc, and have a large local Farmers Market - not a swap meet; upscale Solana Beach Del Mar vibe. Turn the track into sports fields for local teams and / or climbing gym, yoga, health, wellness. Create a velodrome bike event. Create a massive Olympic style skatepark. Yes, skateboarding is in the Olympics this year! What about a Wave Park. Oceanside is approving one at the Airport off the I-76, and there are two in Palm Springs, one in Waco Texas. They are booked solid! You combine this with a wonderful music venue and a hotel!! With WELLNESS and Health as the overriding theme.

7. Really, the Fairgrounds has a bit of "lipstick on a pig" (ibe. Assuming track revenues are going to be at O in 15 years, Give back to the community - if we stop the "take take take" mentality, we will receive five fold. If its done right people will flock, then you have leverage. Nothing at the Fairgrounds feels like "Wellness"; it feels like "illness". Sugar drinks, $13 budweisers, hot dogs, pizza, deep fried fat; this isn't 1927 Atlantic City.

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On Nov 18, 2019, at 3:25 PM, Donna O'Leary <doleary@sdfair.com> wrote:

**SENT ON BEHALF OF TIM FENNEL, CEO/DEL MAR FAIRGROUNDS & RACETRACK**

Dear Scott,

It was a pleasure speaking with you recently. You are a valued stakeholder and we welcome your perspective on how we might improve the Del Mar Fairgrounds in order to meet the needs of show producers like yourself and better serve the people of San Diego County. As discussed, I have attached (click on link below) a Strategic Plan Questionnaire as a guideline.

Please feel free to contact me if you have any questions.

Again, thank you for your help.

I'm using Adobe Acrobat.
You can view "SP Questions revised.pdf"
From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Monday, December 09, 2019 4:10 PM
To: Donna O'Leary; Jennifer Hellman
Subject: 2020 Strategic Plan Questionnaire [#3]

Contact Name * Michael [Redacted]
Affiliation * [Redacted]
Street Address [Redacted]
City* [Redacted]
Zip Code* 92071
Email* [Redacted]

Phone Number [Redacted]

How have you utilized the Fairgrounds? Yes. I have attended and hosted events.

What are the strengths of the Fairgrounds? The employees are very nice, but the Ag Board are a bunch of hacks who are screwing everything up.

What does the Fairgrounds do well? They are really good at getting kids sick at the fair, not protecting people from shooters at rap concerts, killing horses, and violating the rights of gun owners.

What are the weaknesses of the Fairgrounds? The 22nd Ag Board members. They are bigots and anti gun.

How does the Fairgrounds fit in the competitive marketplace? They don't. The facility is political and does not serve the community.

How could the Del Mar Fairgrounds better serve your needs? Stop with the anti gun bigotry.

What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why? 1. Allow the gun show.
2. Allow the gun show.
3. Allow the gun show.
What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

A gun show.

A gun show.

Stop with the bigoted anti gun crap and bring back the gun show.
Contact Name *

Affiliation *

Street Address

City*

Zip Code* 92103

Email* 

Phone Number 

How have you I have been going to the fairgrounds for over 30 years, regularly going to the gun show and the utilized the horse races.

Fairgrounds?

What are the I feel management has been good.

strengths of the Fairgrounds?

What does the Security and cleanliness. Kaboo was great.

Fairgrounds do well? Except who was the genius who allowed misogynist, racist rappers like ice cube to play on State land?

What are the weaknesses of the Fairgrounds?

Banning the gun show is one of the stupidest things imaginable. Not only has the show been at the fairgrounds for decades, it clearly brings in good revenue too. Having a central place big enough so people who enjoy shooting or just want a new part for their firearm is a basic need for me and many others. I swear, your new board is a bunch of big government leftists who know nothing about the people in the San Diego community. You do understand that it is a constitutional right to own a firearm right? But you don't want law abiding citizens to have a place to buy them or buy parts on State land? Your board is a bunch of Idiots who cave to a tiny minority of snowflakes and socialists.
Secondly, the board clearly hates horse racing. I’ve been a regular race attendee for decades and if you make it impossible for the races to be held through overwrought regulations and rules, I will not only never go to the fairgrounds again... I'll tell all my friends not to go either.

How could the Del Mar Fairgrounds better serve your needs?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

Keep the gun show, help make the horse racing more successful and keep horrible misogynist, racist rap groups from playing on State land.

Keep the gun show, help make the horse racing more successful and keep horrible misogynist, racist rap groups from playing on State land.
<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
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<tbody>
<tr>
<td>How have you utilized the Fairgrounds?</td>
<td>Attend fair, festivals, shows</td>
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<tr>
<td>How could the Del Mar Fairgrounds better serve your needs?</td>
<td>Host more gun shows</td>
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<tr>
<td>How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?</td>
<td>Host more gun shows</td>
</tr>
</tbody>
</table>
Contact Name *

Affiliation *

City*

Zip Code* 92028

Email* [Redacted]

Phone Number [Redacted]

How have you utilized the Fairgrounds? Yes, for the fair, numerous shows and concerts, racing

What are the strengths of the Fairgrounds? It is an excellent venue

What does the Fairgrounds do well? Good variety

What are the weaknesses of the Fairgrounds? It trip to encourage the infringement of my second amendment rights. Please do not discontinue the gun shows

How does the Fairgrounds fit in the competitive marketplace? Very well

How could the Del Mar Fairgrounds better serve your needs? The second amendment is under fire by the people who do not understand and are afraid of guns. Fear is not a reason to attempt to restrict a right. People fear what they do not understand. That is like banking a race of people you fear. That is unamerican and beneath our society.
Contact Name *

Affiliation *

Street Address

City*

Zip Code*

Email*

Phone Number

How have you utilized the Fairgrounds?
Yes, numerous times. The annual county fair, a gun show, a wedding reception with celebrities present, and several race days.

What are the strengths of the Fairgrounds?
It is a unique venue, unparalleled in California. Its weather is pure perfection, the crowds are well-behaved, the views one gets even driving there, are superb! The view from the top of the Ferris wheel is spectacular. It is a classy venue. If you need to justify its expense, ask its administrators what they are paid. I suspect it is quite healthy.

What does the Fairgrounds do well?
Handle crowds, ensure a "police" presence is mild and non-overwhelming, provide a comfortable place to enjoy rides, art, agriculture, flowers, and more.

What are the weaknesses of the Fairgrounds?
Probably overpaid management.

How does the Fairgrounds fit in the competitive marketplace?
It is unique! I don't think it has competition.

How could the Del Mar Fairgrounds better serve your needs?
I think the parking situation is difficult but I don't have a solution. We're old and walking along distance on uneven ground is very difficult. More jitneys.
What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?

Mor jitneys. A purely art-worthy exhibit hall for serious artists, and expanded ag exhibits.

What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

Moe bathrooms

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

Dog racing.

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

I don't know.
Donna O'Leary

From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Monday, December 09, 2019 4:48 PM
To: Donna O'Leary; Je17mifer Hellman
Subject: 2020 Strategic Plan Questionnaire [#8]

Contact Name *

Affiliation *

Street Address

City*

Zip Code* 92020

Email*

Phone Number

How have you utilized the Fairgrounds?
I helped put on the ORBA Off Road Expo about 10 years ago.
I have attended the fair 2 to 3 times each years for over 40 years.
Have attended toe Good Guys car show.
Have attended the Gun Showes of the West gun show and have never shot anyone.
Attended a motorcycle race that was on the horse race track.

What are the strengths of the Fairgrounds?
Excellent location.

What does the Fairgrounds do well?
Provides great facilities for the fair & special showes & events.

What are the weaknesses of the Fairgrounds?
Parking lot prices way too high!

How does the Fairgrounds fit in the competitive marketplace?
Seems to be a near monopoly for a location for shows & events.

How could the Del Mar Fairgrounds better serve your needs?
Lower the rediculous parking prices.
Open the fair earlier in the morning, like 9AM instead of 11 AM. We barely get in thr gate & is is already lunch time.
What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?

What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

I see no need to improve facilities, I think they are fine as is.

I can not think of any needed services or amenities that are not already there.

Allow motorcycle racing back on the horse track like back in the good old days!

Keep the gun shows! Support the 2nd amendment! What part of "Shall not be infringed" do you not understand?
Contact Name *

Affiliation *

Street Address

City*

Zip Code*

Email*

Phone Number

How have you utilized the Fairgrounds?

Yes.

What are the strengths of the Fairgrounds?

The size is good - big but not impossible to manage. Could use more bathrooms.

What does the Fairgrounds do well?

The venue is level, so it's easy to navigate. Pushing a stroller or wheelchair isn't much of a challenge. The buildings are charming.

What are the weaknesses of the Fairgrounds?

Need more bathrooms and shady spots to rest. Is there a way to create a "fair only" or "races only" exit off the freeway? The backup is ridiculous and unsafe.

How does the Fairgrounds fit in the competitive marketplace?

You can't beat Del Mar!

How could the Del Mar Fairgrounds better serve your needs?

Stop being political and sow the gun show. Also, stop propagating the "gun show loophole" lie.

What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?

More bathrooms, more shady rest areas. Both obvious needs. Hand washing stations for cleaning up without taking all the kids into the bathroom with you.
What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

See above.

Events geared for the families that aren't touristy rip offs. Hayrides through Christmas lights. Something where kids can interact with animals. Isn't there a traveling music museum that exposes kids to instruments? Stuff like that.

Host creative conventions like Comic Con and Wonder Con, Mary Kay Cosmetics has an annual regional conference that rotates between LA, Arizona and AD. Why not poach that from the convention center? Open air opera and symphony during the summer.
Del Mar Fairgrounds <no-reply@wufoo.com>
Monday, December 09, 2019 5:04 PM
Donna O'Leary; Jennifer Hellman
2020 Strategic Plan Questionnaire (#10)

Contact Name *

Affiliation *

City*

Zip Code*

Email*

How have you utilized the Fairgrounds?
I attend the fair grounds regularly for the crossroads of the west gun show.

What are the strengths of the Fairgrounds?
Aside from the size of the facility the fairgrounds suffers from to much influence from political groups forcing their will on paying customers

What does the Fairgrounds do well?
Manage large events

What are the weaknesses of the Fairgrounds?
Getting involved in politics

How does the Fairgrounds fit in the competitive marketplace?
No comment

How could the Del Mar Fairgrounds better serve your needs?
Stop trying to ban the gun show from happening. It is a legal business and provides many law abiding citizens with the tools they need.

What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?
Free Wifi, free parking,

What amenities and services could the Del Mar Fairgrounds offer that it currently does not?
Better restrooms and atms
Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

Shooting sports

Stay out of politics.
Contact Name *

Affiliation *

Street Address

City *

Zip Code *

Email *

Phone Number

How have you utilized the Fairgrounds?
I've lived in San Diego County since 1961 and have gone to the County Fair plus participated, shown horses at the horse shows, gone to the gun show, and also to the house races.

What are the strengths of the Fairgrounds?
It's one of the few remaining venues of its size in the local area and its locale is pretty centrally located for most people.

What does the Fairgrounds do well?
It seems to cater to several various venues that are quite unrelated. There's room for the races, horse shows, gun shows, and numerous other events that cater to a lot of different people.

What are the weaknesses of the Fairgrounds?
I don't know if it's advertising or planning but it doesn't seem like there's as much local crafts, Farmers market,

How does the Fairgrounds fit in the competitive marketplace?
If you're asking me, I'd say definitely diversity. I'm convinced that the people who have moved into the immediate area think they have more
Contact Name
Affiliation
Street Address
City
Zip Code
Email
Phone Number

How have you utilized the Fairgrounds?
Gun shows, fair and horse activities

What are the strengths of the Fairgrounds?
Location, beauty, history, mid-county location

What does the Fairgrounds do well?
Fair

What are the weaknesses of the Fairgrounds?
Trying to ban gun shows. Caving to pressure by people that have no idea how gun laws work is ridiculous.

How does the Fairgrounds fit in the competitive marketplace?
Excellent

How could the Del Mar Fairgrounds better serve your needs?
Stop being so partisan
Donna O’Leary

From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Monday, December 09, 2019 5:23 PM
To: Donna O’Leary; Jennifer Hellman
Subject: 2020 Strategic Plan Questionnaire [#13]

Contact Name *

Affiliation *

Street Address

City *

Zip Code * 92082

Email *

Phone Number

How have you utilized the Fairgrounds? Fair, horse racing, concerts, sales events, home show, dinner events, gun shows, many things.

What are the strengths of the Fairgrounds? Lots of buildings in mostly decent shape. Lots of variety of events.

What does the Fairgrounds do well? Attract lots of different events.

What are the weaknesses of the Fairgrounds? Expensive parking, management that makes putting on events hard or forbidden. (Gun shows) safest events there.

How does the Fairgrounds fit in the competitive marketplace? High end expensive for the consumer.

How could the Del Mar Fairgrounds better serve your needs? Lower parking prices, allow all groups to use without politics involved.

What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why? Refurbishing restrooms everywhere on the grounds. Improve parking shuttles. Update buildings, looking fairly aged.
What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

More gun shows.

Regional fairs leading up to county fair.

Monthly gun show

Rent to any legal business.
From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Monday, December 09, 2019 5:24 PM
To: Donna O'Leary; Jennifer Hellman
Subject: 2020 Strategic Plan Questionnaire [#14]

Contact Name *

Affiliation *

Street Address

City*  

Zip Code* 91910

Email*  

Phone Number

How have you utilized the Fairgrounds? I have gone to the fairgrounds to see the Gun shows and kids activities.

What are the strengths of the Fairgrounds? It's available to all tropes of markets.

What does the Fairgrounds do well? I really enjoy going to the gun shows to see what is available in my local area.

What are the weaknesses of the Fairgrounds? I dislike that the gunshots is in jeopardy of being allowed at the fairgrounds.

How does the Fairgrounds fit in the competitive marketplace? I feel they provide a compete with market for all types of customers and hope that they will stay that way. Biasing what is allowed there will ensure that you are isolating a community for no good reason.

How could the Del Mar Fairgrounds better serve your needs? I would like to ensure that gunshots are not isolated out of all other markets. There seems to be little reason to do so since there is a large community of support to have this type of market available for our community.
What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

Ensuring equality of markets for customers and communities to Choose from. Limiting the availability of gun shows isolates a community base for no reason.

More guns, ammo, knife shows, and outdoor sportsmanship markets.

Show us that you are willing to provide competitive markets for all of our communities and businesses not based on political influences to remove gun shows.
From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Monday, December 09, 2019 5:28 PM
To: Donna O’Leary; Jennifer Hellman
Subject: 2020 Strategic Plan Questionnaire [#15]

Contact Name *

Affiliation *

Street Address

City*

Zip Code* 92071

Email* [redacted]

How have you utilized the Fairgrounds? I have utilized the fairgrounds as a longtime customers of the Crossroads of the West gun show.

What are the strengths of the Fairgrounds? At this point, I believe the only strength is its ability to host a wide variety of events, such as gun shows.

What does the Fairgrounds do well? It does a lot of things well. Unfortunately, being unbiased is not one of those things.

What are the weaknesses of the Fairgrounds? Being very biased toward freedom loving Americans who wish to patronized an extremely safe and successful event such as the Crossroads of the West gun show.

How does the Fairgrounds fit in the competitive marketplace? Not very well they won’t service such a successful and lucrative event as the gun show.

How could the Del Mar Fairgrounds better serve your needs? Continue to host the gun show.

What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why? Better maintained bathroom facilities.
What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

Unbiased hosting of events for one.

Gun shows???

Put aside your liberal freedom hating ways a open your hearts to the constitutional ways of the gun show!
Donna O'Leary

From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Monday, December 09, 2019 5:37 PM
To: Donna O'Leary; Jennifer Hellman
Subject: 2020 Strategic Plan Questionnaire [#16]

Contact Name *
Affiliation *
City* 92117
Zip Code*
Email*

How have you utilized the Fairgrounds? Primarily for the Del Mar Fair and the Crossroads Gun Shows.
What are the strengths of the Fairgrounds? The Crossroads Gun Shows.
What are the weaknesses of the Fairgrounds? Not being an unbiased arbiter of the facility. Don't tell patrons how they're supposed to live.

How could the Del Mar Fairgrounds better serve your needs? See above. The Fairgrounds leadership has no place telling law abiding citizens how to live nor law abiding retailers they can't use the same retail space others do. Keep the Gun Shows.

What amenities and services could the Del Mar Fairgrounds offer that it currently does not? Fairgrounds could offer an unbiased opportunity for all law abiding retailers and citizens to conduct their business.

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring? Not getting rid of the Gun Shows that do sound business with many law abiding citizens.

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission? Don't be a biased entity that likes telling law abiding citizens how to live their lives and likes denying the ability of law abiding retailers to conduct their business.
Donna O'Leary

From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Monday, December 09, 2019 5:39 PM
To: Donna O'Leary; Jennifer Hellman
Subject: 2020 Strategic Plan Questionnaire [#17]

Contact Name *
Affiliation *
City*
Zip Code* 92114-4534
Email*

How have you utilized the Fairgrounds? Del Mar Fair, and the gun show
What are the strengths of the Fairgrounds? Facilities and cleanliness
What are the weaknesses of the Fairgrounds? Getting rid of the gun show
How could the Del Mar Fairgrounds better serve your needs? Host a monthly gun show
Contact Name *
Affiliation *
Street Address
City*
Zip Code*
Email*

How have you utilized the Fairgrounds?
Gun show & Fair. Only one concert ever

What are the strengths of the Fairgrounds?
It's open land that hasn't been covered with houses.

What does the Fairgrounds do well?
Provides a break in the blanket of houses

What are the weaknesses of the Fairgrounds?
The board could grow a spine and stand up to the whining anti2A crowd.

How does the Fairgrounds fit in the competitive marketplace?
You've banned gun shows. The concert venues aren't that great. Guess you should just stick to the Fair

How could the Del Mar Fairgrounds better serve your needs?
Bring back the Crossroads Gun Show.

What amenities and services could the Del Mar Fairgrounds offer that it currently does not?
Crossroads Gun Show. A shooting range would be great too.

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?
Crossroads Gun Show. Build a shooting range.
Donna O'Leary

From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Monday, December 09, 2019 6:04 PM
To: Donna O'Leary; Jennifer Hellman
Subject: 2020 Strategic Plan Questionnaire [#19]

Contact Name *
 Affiliation *
 Street Address
 City*
 Zip Code*
 Email*

How have you utilized the Fairgrounds?
Yes, I have attended horse races, car shows, gun shows, fair and other indopr/outdoor events. Much like the fair gun shows draw a huge crowd, parking and exiting off the highway nightmares.

What are the strengths of the Fairgrounds?
Nice open venues, allow maximum utilization of the facilities.

What does the Fairgrounds do well?
Provides a perfect place for large crowds

What are the weaknesses of the Fairgrounds?
The board pandering to a small number of narrow minded people that try to instill fear in the public regarding responsible gun shows. Besides the amount of revenue and taxes that the city gets, it’s an opportunity to educate citizens on the safe and responsible handling of firearms. I have bought gun safes, taken classes and joined clubs that focus on the aforementioned.

How does the Fairgrounds fit in the competitive marketplace?
I think it is a great venue, but if the board continues to selectively single out a very large portion of the public I will no longer support the fairgrounds, events or encourage , neighbors, workmates and friends from participating in the blatant discrimination of law aging citizens.

How could the Del Mar Fairgrounds better serve your needs?
Be more inclusionary rather than discriminatory in allowing responsible use of the fairgrounds which includes the long running of the Del Mar Fairgrounds.
What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?

Parking, shuttles and more good food location within the fairgrounds.
How have you utilized the Fairgrounds? Yes

What are the strengths of the Fairgrounds? Open space to allow multiple venues and businesses to support local organizations

What does the Fairgrounds do well? Put on shows

What are the weaknesses of the Fairgrounds? Limiting business and free market opportunities

How does the Fairgrounds fit in the competitive marketplace? Well

How could the Del Mar Fairgrounds better serve your needs? Allow the gun show to return. It supports local businesses and provides a central location to do so

What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why? Bathroom facilities, Parking

What amenities and services could the Del Mar Fairgrounds offer that it currently does not? Gun shows

Thinking out of the box, to offset the declining revenue in horse racing, what
events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?  

Allow gun shows to return to the fairgrounds
From: Del Mar Fairgrounds <no-reply@wufoo.com>  
Sent: Monday, December 09, 2019 6:07 PM  
To: Donna O'Leary; Jennifer Hellman  
Subject: 2020 Strategic Plan Questionnaire [#21]

| Contact Name * | [Redacted] |
| Affiliation * | [Redacted] |
| Street Address | [Redacted] |
| City* | [Redacted] |
| Zip Code* | 92124 |
| Email * | [Redacted] |
| Phone Number | [Redacted] |

How have you utilized the Fairgrounds?  
- Del mar fair  
- Gun shows  
- Horse racing  
- Concerts  
- Home show

What are the strengths of the Fairgrounds?  
- Location  
- Facilities

What does the Fairgrounds do well?  
- Large facilities

What are the weaknesses of the Fairgrounds?  
- Fair board stinks . very unethical  
- Anti american policies

How does the Fairgrounds fit in the competitive marketplace?  
- They dont fit.poorly run fair board

How could the Del Mar Fairgrounds better serve your needs?  
- Gun shows stay  
- Fix roads  
- Connect to rail better
What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?

- Roads and access
- Bathrooms old

What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

- Better bathrooms
- Better parking

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

- Soccer stadium

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

- Don't be swayed by Sacramento politics
Contact Name *
Affiliation *
Street Address
City *
Zip Code *
Email *

How have you utilized the Fairgrounds? Yes, I have helped students in the FFA with the animals for several years. I have participated with my horse at a few nights of the horse demonstrates. I have participated with my horse demonstrating mounted shooting at the county fair. To name a few.

What are the strengths of the Fairgrounds? Nice venue for horse related shows and the county fair.

What does the Fairgrounds do well? Host the San Diego Fair, horse shows, and a nice place to hold the gun show.

What are the weaknesses of the Fairgrounds? Although I understand the need for revenue, sometimes the cost of parking seems high.

How does the Fairgrounds fit in the competitive marketplace? I have no clue

How could the Del Mar Fairgrounds better serve your needs? More gun shows, more horse shows and host mounted shooting competitions.

What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why? Better camping facilities for competitors with horse to camp near there horse.
What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

Hotel onsite for competitors, fair participation, and public.

Arena polo, mounted shooting, world equitation shows.

Not qualified to answer this question.
From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Monday, December 09, 2019 6:29 PM
To: Donna O'Leary; Jennifer Hellman
Subject: 2020 Strategic Plan Questionnaire [#23]

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How have you utilized the Fairgrounds? Used the fairgrounds during the fair, Good guys Car Show, THE GUN SHOW, Horse racing, Home shows

What does the Fairgrounds do well? Most things are working very well

What are the weaknesses of the Fairgrounds? Not allowing the Gun Show to continue, Letting a small group of people that hate guns stop the Gun Show, thousands of people want to go to the Gun show
Contact Name *
Affiliation *
Street Address
City*
Zip Code* 92025
Email*  
Phone Number  

How have you utilized the Fairgrounds? Attend the fair, and crossroads gun show
How could the Del Mar Fairgrounds better serve your needs? Bring back the crossroads gun shows
Contact Name *

Affiliation *

City *

Zip Code *

Email *

How have you utilized the Fairgrounds? Crossroads gun show

What are the strengths of the Fairgrounds? Plenty of parking and event space to showcase our 2nd amendment rights.

What does the Fairgrounds do well? Keeping the crossroads gun show in San Diego

How does the Fairgrounds fit in the competitive marketplace? There isn't anywhere else to have a gun show in San Diego

How could the Del Mar Fairgrounds better serve your needs? More gun show dates
Contact Name *
Affiliation *
City*
Zip Code* 92130
Email*

How have you utilized the Fairgrounds? Gun shows, concerts and the county fair.

What are the weaknesses of the Fairgrounds? Arbitrarily banning the gun show after an unrelated act of violence at a rap concert.

How could the Del Mar Fairgrounds better serve your needs? Crossroads of the West Gun Show.

Bring back the gun show.

There have been ZERO incidents of violence related to the gun show.

I will never spend another dime at the fairgrounds unless the shows are allowed to continue.
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**How have you utilized the Fairgrounds?**

County Fair, Haunted House, Concerts, Gun Shows, Gem Shows, Fred Hall Boat Show.

**What are the strengths of the Fairgrounds?**

Size, access to major freeways.

**What does the Fairgrounds do well?**

Gun Shows and the County Fair.

**What are the weaknesses of the Fairgrounds?**

Canceling the Crossroads of the West Gun Show due to reasons which do not reflect the county's demographics violating first and Second Amendment rights.

**How does the Fairgrounds fit in the competitive marketplace?**

It is a large venue which can accommodate many groups, organizations and fairs, including gun shows which are very regulated and safe.

**How could the Del Mar Fairgrounds better serve your needs?**

Continue the Crossroads of the West shows and reduce venues which have caused shootings at concerts, injuries to people and death to animals.

**What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?**

Reduced parking prices. Quicker access to Hwy 5 via new ramps which bypass the current exit. Upgraded electrical and lighting.
Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?
Contact Name *

Affiliation *

Street Address

City *

Zip Code *

Email *

How have you utilized the Fairgrounds?

49 County and State Fairs. 30 years of gun shows. 5 years of races, twice Circe de Sole. 15 parades of light. My daughter rides dressage in the arena 2 years.

What are the strengths of the Fairgrounds?

That it services the community and does not get involved in the political issues that are not apart of a public space use venue.

What does the Fairgrounds do well?

Let the public have access.

What are the weaknesses of the Fairgrounds?

The desire of some people to make it a political space and robs law abiding citizens of the space that should service the entire community or none of it.

How does the Fairgrounds fit in the competitive marketplace?

By allowing the open market have access to a good usable space.

How could the Del Mar Fairgrounds better serve your needs?

Stay out of the political discussions and provide a space were the people can access the space for their legal activities.

What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?

I have no recommendations. I am satisfied with the facility.
What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

The facility services the needs of the events we participate in.

I think more community access would be great. My daughters riding in the arena is a family favorite.

The strength of the Fairgrounds are in the common people. We the animal fair visitors, race fans, gun enthusiasts, Christmas lights, This slow down revenue is an access issue I get a knot in my stomach when I think of the betrayal I felt when I heard Crossroads was being banned. This was the first year in 17 years that I did not take my children to the fair for Fathers Day. You can't turn your back on average flag waving Americans (veterans like myself) and not expect losses. We need to be welcomed back.
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<td>How have you utilized the Fairgrounds?</td>
<td>Attended Gun shows</td>
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<td>What are the strengths of the Fairgrounds?</td>
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<td>What does the Fairgrounds do well?</td>
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<td>What are the weaknesses of the Fairgrounds?</td>
<td>Banning gun shows against the will of the taxpayers.</td>
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<td>How does the Fairgrounds fit in the competitive marketplace?</td>
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<td>How could the Del Mar Fairgrounds better serve your needs?</td>
<td>Keep gun shows.</td>
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<td>What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?</td>
<td>Bring back the gun show. Bring back the gun show. Bring back the gun show. Bring back the gun show. Bring back the gun show.</td>
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What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

Bring back the gun show. Bring back the gun show. Bring back the gun show. Gun shows, you idiots.

Represent all citizens's rights and stop following your agenda and acting like it's the community's.
Contact Name*

Affiliation *

Street Address

City*

Zip Code* 9205

Email*

Phone Number

How have you utilized the Fairgrounds? Every year for well over 55 years

What are the strengths of the Fairgrounds? Safety of the fairgrounds

What does the Fairgrounds do well? Parking, traffic control, safety inside and outside.

What are the weaknesses of the Fairgrounds? Not enough seating and tables areas for food and drinks.

How does the Fairgrounds fit in the competitive marketplace? I don't attend any other fairgrounds.

How could the Del Mar Fairgrounds better serve your needs? Keep the gun show, been going since it's opened, criminals don't buy from the gun show, they buy from the black market not the gun show. You can't buy a gun at the fairgrounds and walk home with it.

What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why? More sit down areas to eat.

Thinking out of the box, to offset the declining revenue in horse racing, what More top notch concerts
events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission? Keep the gun show
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**How have you utilized the Fairgrounds?**

Yes, attended fairs, motorcycle races, gun shows and one boring horse race.

**What are the strengths of the Fairgrounds?**

Iconic structures out of history

**What does the Fairgrounds do well?**

Provide large buildings for events that could not be held elsewhere. Has a mile dirt track and a short track that would be wonderful, if used for motorcycle racing.

**What are the weaknesses of the Fairgrounds?**

Succumbs to political correctness. Caters to wealthy elites.

**How does the Fairgrounds fit in the competitive marketplace?**

Only game in town for some things such as large exposition buildings, and a mile dirt track.

**How could the Del Mar Fairgrounds better serve your needs?**

STOP listening to the NIMBY Del Mar activists who don’t want any events ordinary people might enjoy.

**What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?**

Assuming motorcycle racing it to go forward, treat the track with admixtures to allow proper compaction to stabilize the surface. This would not have any deleterious effect on horse racing as the surface is ripped and harrowed for the horses.

Maintain the exposition buildings. Provide additional permanent open
What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

- Air high roofed areas between for outdoor vendors/exhibits.
- Maintain the paved parking areas for motor racing use.
- Motorcycle racing on the mile and dirt short track. Put it on the AMA National Championship circuit.
- Gun shows to be continued FOREVER. They have always complied with state laws and this is the most compelling Constitutionally protected activity (both First and Second Amendment) conducted on the premises.
- Offer the paved parking lot to be used for SCCA SOLO Racing. Note these are largely street equipped cars with noise limits in keeping with such vehicles.
- Grand Prix motor racing style event. As stated before, return the Del Mar Mile event to the AMA National Championship series. Might be able to do two or these a year. Might also be able to do one or two Short Track events.
- Attempt to meet the recreational needs of ordinary people, including ALL the variations, not just the ones that satisfy the "Progressive" mindset. This includes Gun Shows, Car Shows, Motor Racing (especially the SCCA SOLO events), and Motorcycle Dirt Track Events, both Mile and Short Track.
How have you utilized the Fairgrounds?

Gun Shows for 20 years, various other shows plus horse racing on occasion and the yearly county fair

What are the strengths of the Fairgrounds?

Size of facility and parking generally speaking.

Kettle corn and Tasty Chips at the Fair are pretty darn good.

What are the weaknesses of the Fairgrounds?

Leadership that refuses to listen to facts and common sense. You bow to a splinter group of extremely uneducated anti-gun activists and refused to consider the thousands of letters, many from elected officials who's constituents attend the gun shows. I personally spoke at the direction of my board about the gun safety and training component of the gun shows. Your board president at that time had the gall to interrupt during public comment and ask if the letter I was delivering on board letterhead and signed by 4 members of our board was "official". He later would go on to show his ignorance by making an asinine comment about "hollow point" bullets. He was an executive for a defense contractor
and he didn't know what a "hollow point" bullet was? It is this example of making decisions without even the most basic of understanding that needs to change for the Fairgrounds and your leadership.

How could the Del Mar Fairgrounds better serve your needs?

What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?

What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

Stop screwing with the Gun Show. Before you say, well it's now a State law that ammo and guns cannot be purchased in Del Mar at the gun show, that is hiding behind a law that will be struck down at what cost to the tax payer? Too much.

Off gun shows for a moment: Bathrooms need a serious upgrade. Outer (dirt) parking lot needs to be paved and finally the sanitation stations near the barns (not necessarily the bathrooms, but the stations outside the barns themselves) need to be upgraded.

Starting In 2020, Gun Shows.

Gun Shows

Listening to the entire county and not just the liberal afraid of their own shadow city council members and mayors of Del Mar and Encinitas.
Contact Name *
Affiliation *
Street Address
City*
Zip Code* 92065
Email* 
Phone Number

How have you utilized the Fairgrounds? 24 gun shows, 5 car shows, 3 home shows, 1 car dealer show, 1 Christmas lights show, 1 cirque de Soleil, 3 ag board meetings

What are the strengths of the Fairgrounds? Nice place for the CA people to meet and see new opportunities

What does the Fairgrounds do well? Good parking, varied facilities for different events

What are the weaknesses of the Fairgrounds? Local politics intervened in the continued use of the state facility for the gun show. Recently horse racing is costing innocent horses their lives.

How does the Fairgrounds fit in the competitive marketplace? Well

How could the Del Mar Fairgrounds better serve your needs? Reinstate the gun shows. After 29 years of orderly gun shows, I feel persecuted by miss directed local people financed by out of state money who have convinced the ag board that the gun shows contribute to "gun violence".

What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?

Seem fine the way it is.
What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

None

It seems like bad carma, that horse racing is going the way of the gun shows. Worse still is the threat of sea level rise and collapsing bluffs. Maybe better figure how to afford more beach replenishment in a last ditch effort to save the fairgrounds. Guns are not the problem.

Move to higher ground.
From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Monday, December 09, 2019 10:50 PM
To: Donna O'Leary; Jennifer Hellman
Subject: 2020 Strategic Plan Questionnaire [#34]

Contact Name *
Affiliation *
City* 92019
Zip Code*
Email*
Phone Number

How have you utilized the Fairgrounds? Fair, Kaaboo, Gun Show. Home & Garden Show, horse racing,
What are the strengths of the Fairgrounds? Location, architecture. Well maintained. Non-grid layout.
What does the Fairgrounds do well? Maintaining clean, safe facility.
What are the weaknesses of the Fairgrounds? Banning gun show. Exiting parking lot for major events.
How does the Fairgrounds fit in the competitive marketplace? Uniquely magnificent.
How could the Del Mar Fairgrounds better serve your needs? Continue the Gun Show.
What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why? Train station access for public transportation and avoiding parking lot exit fiasco.
What amenities and services could the Del Mar Fairgrounds offer that it currently does not? More shade.
Thinking out of the box, to offset the declining revenue in horse racing, what

events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

Bring back the Gun Shows. Offer concert series during the year outside of Fair time.
Contact Name*
Affiliation *
Street Address
City*
Zip Code*
Email*
Phone Number

How have you utilized the Fairgrounds? I have used the fairgrounds starting as a child with attending 'The Fair', July 4th fireworks, then concerts, horse racing and once for auto racing (I think that only lasted one season)

What are the strengths of the Fairgrounds? Size, location, history as a venue

What does the Fairgrounds do well? Host events

What are the weaknesses of the Fairgrounds? Traffic

Poor access by ride share (Uber)
Poor access by foot traffic from any location for locals and those who come in by rail or buss on I 0l corridor.

Adding politics to decisions on what events to host. Particularity in allowing a few to use it as a venue to discriminate against those involved in heir legal and constitutionally protected interest and activities. Manly sporting and hunting enthusiasts.

Short sighted greed. It is expensive to take a family out and for many
the camels back is broken at the thought of being raped for parking before they even get to the gate.

It is unique and needed venue in the area. There is no excuse for it not to be doing financially well.

Make sure that events like Gun and Knife shows are scheduled based on their economic merits, not on the politics of a few.

Anything to improve access.

Specifically and entrance / exit at the north-west end with easy access, at least by foot to I 01.

Maybe some easy/ dedicated way for Ubers to get in and out with their fares.

Not a facility upgrade, but when the 15 expansion work is done, or has moved far enough up north, the fairgrounds should aggressively advertise that the construction headache is done and the freeway congestion is eased and access is improved (hopefully this will be true)

What about an auto racing event? I know there was a lot of resistance to the noise from the locals, but what about electric car racing? Many of the teams now have electric race car teams, it is quiet, and the green angle could be promoted.
Contact Name *
Affiliation *
Street Address
City*
Zip Code*
Email*
Phone Number

How have you utilized the Fairgrounds?
- Annual Fair
- Gun Shows
- Guitar Shows
- Halloween Events
- Christmas Lights

What are the strengths of the Fairgrounds?
- Location
- Community Events

What are the weaknesses of the Fairgrounds?
The 22nd Ag. Board and the Governor appointed members who rubber stamp anti-gun policies

How does the Fairgrounds fit in the competitive marketplace?
Poorly ... and dropping.

How could the Del Mar Fairgrounds better serve your needs?
Respect my 1st and 2nd Amendment rights by letting lawful firearms enthusiasts gather and conduct business, learn, purchase safety equipment...and have safe, legal fun.
What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why?

What amenities and services could the Del Mar Fairgrounds offer that it currently does not?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

KEEP THE GUN SHOWS FOR AT LEAST ANOTHER THREE DECADES.

Crossroads Gun Shows

Don't continue your foolish, unconstitutional actions banning lawful gun shows.

Allow Crossroads to continue their incident free activities at Del Mar.

Ag. aoard AND ME both heard from not only head of security at Fairgrounds, but Sheriff's Dept. liaison who both testified as to the safety and great record of Gun Shows at Del Mar for THREE DECADES!
Donna O'Leary

From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Tuesday, December 10, 2019 7:14 AM
To: Donna O'Leary; Jennifer Hellman
Subject: 2020 Strategic Plan Questionnaire [#37]

Contact Name *

Affiliation *

Street Address

City*

Zip Code* 92081

Email*

How have you utilized the Fairgrounds? Gun show and county fair

What are the strengths of the Fairgrounds? Great place for events and gun shows

What does the Fairgrounds do well? Gives a great venue location

What are the weaknesses of the Fairgrounds? Expensive parking and I didn't appreciate how they tried to ban the gun show.

How does the Fairgrounds fit in the competitive marketplace? Provides a space for large groups of people to meet for events

How could the Del Mar Fairgrounds better serve your needs? Stop banning gun shows

What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing in going forward and why? Reduce parking costs. Public shooting range.

What amenities and services could the Del Mar Fairgrounds offer that it currently does not? Public shooting range.
'Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

Public shooting range

Stop banning gunshots. Build a shooting range.
Donna O'Leary

From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Tuesday, December 10, 2019 8:10 AM
To: Donna O'Leary; Jennifer Hellman
Subject: 2020 Strategic Plan Questionnaire [#38]

Contact Name *

Affiliation *

City*

Zip Code* 92054

Email* [Redacted]

How have you utilized the Fairgrounds? Fair, horse race, special events (home and garden, train, gem, gun shows, etc.)

What are the strengths of the Fairgrounds? Multiple buildings and areas.

What does the Fairgrounds do well? Flow of areas.

What are the weaknesses of the Fairgrounds? Parking being more then most of the events held there.

How does the Fairgrounds fit in the competitive marketplace? Fairgrounds should be free of politics it is a resource to be used by all.

How could the Del Mar Fairgrounds better serve your needs? Stop playing politics with the gun shows. Last I checked we have a 2nd amendment that allows us to bare arms no matter what Sacramento thinks!

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring? Concerts, rodeos.
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<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>How have you utilized the Fairgrounds?</td>
<td>San Diego County Fair, Garden shows, spring show, home shows</td>
</tr>
<tr>
<td>What are the strengths of the Fairgrounds?</td>
<td>location, parking, ability to hold a variety of events</td>
</tr>
<tr>
<td>What does the Fairgrounds do well?</td>
<td>I love the County Fair and the fairgrounds are perfect for it.</td>
</tr>
<tr>
<td>What are the weaknesses of the Fairgrounds?</td>
<td>Really don't know. However, if I look at the calendar I see events which I did not hear advertised.</td>
</tr>
<tr>
<td>How does the Fairgrounds fit in the competitive marketplace?</td>
<td>Not sure.</td>
</tr>
<tr>
<td>How could the Del Mar Fairgrounds better serve your needs?</td>
<td>I have no other needs.</td>
</tr>
<tr>
<td>What amenities and services could the Del Mar Fairgrounds offer that it currently does not?</td>
<td>Restrooms</td>
</tr>
<tr>
<td>Thinking out of the box, to offset the declining revenue in horse racing, what</td>
<td>Perhaps events which appeal to the young adults. Possibly concerts, car events and food events. What about a special running event?</td>
</tr>
</tbody>
</table>
events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission? I do not have creative ideas but hope someone does.
From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Tuesday, December 10, 2019 8:53 AM
To: Donna O’Leary; Jennifer Hellman
Subject: 2020 Strategic Plan Questionnaire [#40]

Contact Name *

Affiliation *

City*

Zip Code* 92064

Email* [redacted]

What are the weaknesses of the Fairgrounds?
The p.gricultural board

How could the Del Mar Fairgrounds better serve your needs?
More gun shows

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?
Gun shows

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?
Stay in your own lane. Support all lawful uses of taxpayer owned property, especially gun shows. Stop letting kids die from petting zoos!
From: Del Mar Fairgrounds <no-reply@wufoo.com>
Sent: Tuesday, December 10, 2019 11:02 AM
To: Donna O'Leary
Subject: 2020 Strategic Plan Questionnaire [#41]

Contact Name *
Affiliation *
Street Address
City*
Zip Code* 92082
Email* 
Phone Number 

How have you utilized the Fairgrounds? SD County Fair
Gun Show
Private parties

What are the strengths of the Fairgrounds? Spacious with plenty of room.

What does the Fairgrounds do well? Parking isn't too bad, considering the number of attendees for the SD County Fair.

What are the weaknesses of the Fairgrounds? Commission has allowed the Fairgrounds to become politicized over the gun show. People are completely free and legal to attend such events, and should be able to without fear of harassment from the politically radicalized left. There are FAR more arrests, per capita, due to illegal activities at the SD County Fair than during any gun show at any time.

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring? Keep the gun show open for firearms enthusiasts.
Donna O'Leary

Del Mar Fairgrounds <no-reply@wufoo.com>

Tuesday, December 10, 2019 11:08 AM

Donna O'Leary

2020 Strategic Plan Questionnaire (#42]

Contact Name *

Affiliation *

City*  

Zip Code*  92129

Email*  

How have you utilized the Fairgrounds?

Concerts, country fair, gun show.

What are the strengths of the Fairgrounds?

Ample parking for events, amazing planning and organizing during concerts that happen during the races, and a great venue for the gun show.

Everything is always well-thought out. Parking, on and off site is easy with plenty of shuttles during larger events.

What does the Fairgrounds do well?

The people do a phenomenal job at running all sorts of events and hosting venues. Never really any issues.

What are the weaknesses of the Fairgrounds?

Almost none. Perhaps some members politically disagree with the public, so that impairs events like the gun show from improving.

What are the top three to five facility upgrades the Del Mar Fairgrounds should be investing

Some of the indoor areas during fair events are older, so the areas appear darker. Better brighter lighting can help. Also, the restrooms can be renovated.
In going forward and why?

Thinking out of the box, to offset the declining revenue in horse racing, what events/opportunities would you recommend exploring?

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?

Be way more inclusive for everyone instead of being bigots.

If a LGBTQ+ travel convention wants to host something, let them and promote it. Perhaps even a marijuana event, more art events to promote our multiracial and diverse city. A gun show shouldn’t be banned because some people who don’t understand those people are scared of them.

San Diego is all-accepting of varied backgrounds, and anti-human rights position shouldn’t be one of the mission statements by singling out one event just because some people disagree with them.

That's no different from a racist, and only promotes bigotry among the event handers of the fairgrounds.
Contact Name *
Affiliation *
Street Address
City*
Zip Code*
Email*
Phone Number

How have you utilized the Fairgrounds?
I enjoy the county fair as well as Dog shows and the gun show..

What are the strengths of the Fairgrounds?
Large nice facilities.

What does the Fairgrounds do well?
Make itself available for large events.

What are the weaknesses of the Fairgrounds?
The fairgrounds continues to allow horse races that Directly caused the deaths of several horses every year.
The fairgrounds has banned gun shows which support a completely legal activity and have harmed no one.

How does the Fairgrounds fit in the competitive marketplace?
They're becoming less competitive and more of a social Justice WarriorFocused facility.

How could the Del Mar Fairgrounds better serve your needs?
Make itself available to everyone who wants to practus a legal activity.

How could the Del Mar Fairgrounds better serve the San Diego community while fulfilling its mission?
Be more a-political.