

Building Landmark Attractions



PROPOSAL FOR THE 31ST DISTRICT AGRICULTURAL ASSOCIATION

PACIFIC SPORTS GROUP

Home for Sports & Family Entertainment

October 14, 2022

Confidentiality Agreement & Disclaimer

The Reader acknowledges that any information provided by Pacific Sports Group and/or its subsidiary, PSG Realty VTU (the "Company") in this Business Plan, other than information that is in the public domain, is confidential in nature, and the Reader agrees not to disclose these contents without express written permission from the Company.

As well, the financial projections that appear in this Business Plan are estimated revenues, expenses, and cash flow, which are based on research and the assumptions discussed throughout this Business Plan. They represent the best of management's knowledge and belief and are also based on actual operations throughout the U.S.

The Company's expected revenues, expenses, and cash flow for the projected periods are subject to the Company's ability to develop partnerships and concession sales and production levels at the price and costs estimated by management. Accordingly, these projections reflect management's estimates as of May 28, 2022, and its expected course of action if such transactions are attained at the price and costs anticipated.

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VC Star: Ventura’s Players Casino set to reopen at fairgrounds
Front Office Sports: Sports Assets Could Be A New Form of Gold
Ballpark Digest: Richmond’s new \$2.4B Flying Squirrels ballpark
MLB News: A’s get ‘huge win’ in vote regarding new Oakland stadium project
LA Times Sports Report: Investing in America’s pastime
Allied Market Research: Esports Industry to Reach \$4.75B
Bangkok Post: Japan opens biggest e-sports park
LA Times: Darkness Descends on [Ventura County] Gulls
VC Star: New concert venue to take over Ventura bowling alley
LA Times Opinion: Cannabis’ big debut at the state fair
Surplus Land Act: Section 103. Exemptions

A. COVER LETTER



October 14, 2022

TO THE HONORABLE BOARD OF DIRECTORS,
31st DISTRICT AGRICULTURAL ASSOCIATION

Pacific Sports Group (PSG) seeks a public-private partnership with the Board of Directors of the 31st District Agricultural Association (31st DAA). Our goal is to leverage the strengths of the annual Fair, rodeo, concerts, exhibits and attractions – the best of the past – with current ideas and leadership, and envision and deploy a dynamic yet secure future that will propel the 31st DAA well into the 21st Century.

As the former owner of four minor league baseball teams in Hawaii and California, the Fairgrounds represent a unique opportunity for the construction of a new multi-purpose stadium that will serve as an anchor for family fun through sports and entertainment, all of which will complement the Fair while significantly increasing utilization with year-round activities at the Fairgrounds.

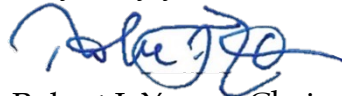
The power of adaptive reuse is that the strong bones of a facility can support the best of the past and renew that which needs a lifecycle reset. California state law requires that the 31st DAA manages the Fair and Fairgrounds under the exclusive direction of the Board. PSG brings renewed interest, greater attendance, and value through adaptive design, construction, operation, and financing with this proposal to renew the facility.

PSG's team of local architects, designers and engineers have grown up with the Fair. Maintaining and sustaining the character of events, exhibits and venues from the region's agricultural community will invite creative and equitable improvements meant to both serve and benefit the surrounding community.

I believe that the merits of this proposal will create renewed and vibrant opportunities for attendees of all ages, and greatly contribute to making the Ventura County Fairgrounds and Event Center a must-visit Gold Coast destination for all.

We thank you for your consideration.

Very truly yours,



Robert J. Young, Chairman



SECTION 1

INTRODUCTION



Providing high-quality, mixed-use destinations with facilities designed for affordable family fun entertainment, sports and community-based activities.

B. INTRODUCTIONS

B.1 THE VENTURA COUNTY FAIRGROUNDS

The Ventura County Fair was established in 1875 in the heart of downtown Ventura and was known for horse racing, bullfights, cockfights and nightly balls. It was not until a few years later that the focus turned more toward local agriculture, horticulture and rides.

In 1909, Eugene P. (E.P.) Foster, one of Ventura's founding fathers, and his wife, Orpha, donated the land for what became Seaside Park.

They envisioned a beautiful waterfront gateway to the town of Ventura where families could walk, picnic and enjoy family outings. Seaside Park was meant to be...

"A public park and a place for recreation – and be a pleasure for the general public."

In 1914, this seaside site became the new, permanent home of the Ventura Fairgrounds.

Once the State took over the property, most of the trees were bulldozed to create what is now the Ventura County Fairgrounds.



B.2 VENTURA COUNTY BASEBALL

Baseball on the West Coast dates back to 1847 when the New York Volunteer Regiment stationed in Santa Barbara batted around a cowhide-covered ball with a stick made from a mesquite branch. **Venturans have been playing baseball at what would eventually become known as Seaside Park since 1873.**

The first local player to reach the major leagues was Charley Hall, who pitched for the Cincinnati Reds in 1906, followed by Fred Snodgrass, who brought along his New York Giants and the Chicago White Sox to Ventura County in 1913.

After World War II, Ventura became the host city to major league affiliates, which were followed by an independent franchise. In 1948, Babe Ruth Field, was established at the Ventura County Fairgrounds and used by minor league baseball teams from 1948 to 1955.



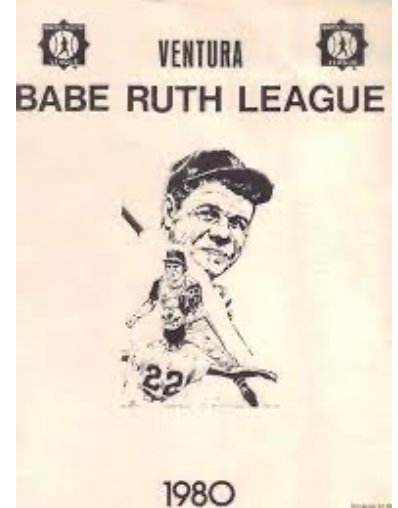
Tenant franchises from the California League included the Single-A Ventura Yankees (1947–1949), the Ventura Braves (1950–1952), and the Ventura Oilers (1953) who then became the Channel Cities Oilers (1954–1955).

Ventura County produced a major-league MVP (Terry Pendleton, 1991 National League with the Atlanta Braves from Channel Islands High School and Oxnard College), players selected in the First Year Draft, baseball Hall of Famers and major league World Series winners.



B.3 THE FAIRGROUNDS & BASEBALL – Together Since 1948

Babe Ruth Field occupied the area of the Fairgrounds main parking lot and served as the home of the Ventura Yankees, the Ventura Braves and the Ventura Oilers professional baseball teams.



"The Fair and Baseball have a long and popular history in Ventura County..."

Jeffrey Wayne Maulhardt, Historian & Educator

VCReporter
NEWS CULTURE ARTS & OPINION

"HOLD ON AND FIGHT"
TERRY PENDLETON, MLB
PLAYER FROM OXNARD,
OFFERS HIS STORY AND
GIVES THANKS

Dec 22, 2021 | Cover Story, Feature, Kimberly Rivers, News,
Oxnard | 0 ● | ★★★★★



B.4 MISSION STATEMENTS

Owned by the State of California and managed by the 31st District Agricultural Association (31st DAA), the 7 to 9-member Fair Board's role is to set and approve policies for the state's special district, organize the annual Ventura County Fair, and run the Derby Club, a live via satellite horse racing off-track wagering facility. Their mission: "promote, support, educate, celebrate and preserve the diverse culture and traditions of our County and to make certain that the Ventura County Fairgrounds be an exemplary multi-use community resource."

When not hosting the annual Fair, the Fairgrounds' facilities are available for rent to those who wish to hold events. Due to a decrease in state funding for fairs in 2011, the 31st DAA does not receive any allocations from the California Department of Food and Agriculture (CDFA) and is expected to generate revenue to self-sustain its operations.



Ventura County Fairgrounds *and Event Center*

California state law requires that the 31st DAA continue to manage the Fair and function under the exclusive direction of the Board. PSG seeks to leverage the Board's successes through a public-private partnership and long-term Master Lease Agreement – a construct which shall fall under the guidance of a newly formed "Lease Operations Committee."

By taking the framework of this facility and building upon its best attributes, PSG believes that greater interest, attendance and utilization will be achieved by designing, building, operating and financing (DBOF) a redeveloped adapted-use of the Fairgrounds.



VENTURA COUNTY
*Fairgrounds
& Event Center*TM

OUR PURPOSE

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

OUR MISSION

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

OUR GOALS

THE LENS

Treat the Fairgrounds as one ecosystem where activities are complementary and aligned with the purpose, mission, vision and values of the Ventura County Fairgrounds & Event Center.

MASTER PLAN

Create an environmentally and fiscally responsible land use plan for the Ventura County Fairgrounds & Event Center, aligning with purpose, mission, vision and values of PSG.

BUSINESS PLAN

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

COMMUNITY ENGAGEMENT

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



B.5 ORGANIZATION

Operational Responsibilities Map

Leadership in a position of power and responsibility.

Sub-committee in charge of public oversight and management responsible for public hearings under the law.

31ST DISTRICT AGRICULTURAL ASSOCIATION (31ST DAA)

31ST DAA LEASE OPERATIONS OVERSIGHT COMMITTEE

The wedding of the two systems requires role and responsibility, action and process to be aligned.

Leverages public agency transparency, manages good business practices, progressive maintenance and creates cash flow to pay for operations.

PACIFIC SPORTS GROUP
Management of Master Lease
ROBERT J. YOUNG
Founder, President, Chairman
RICHARD A. CONRAD
Chief Executive Officer

ANDREW GOODWIN DESIGN (AGD)
Architecture
ANDREW GOODWIN, AIA, NCARB

RYAN THOMPSON
*Operations/
 Project Management*

SHAWN PHILLIPS
Finance

JENSEN DESIGN & SURVEY
*Civil Engineering/
 Planning*
SUSAN COOPER, PE
KEVIN WALDON, AICP
TANNER SHELTON, AICP

BRAD MOOBERRY
*Brand Strategy/
 Digital Marketing*

MERIDITH THOMPSON
Finance

ANTHONY ABBATINE
*Baseball/Softball
 Academics*

JEFF MAULHARDT
*Historian/
 Educator*

Ventura County Fairgrounds and Event Center

C. TODAY/TOMORROW

C.1 FAIRGROUNDS Today...



C.1 FAIRGROUNDS Today...



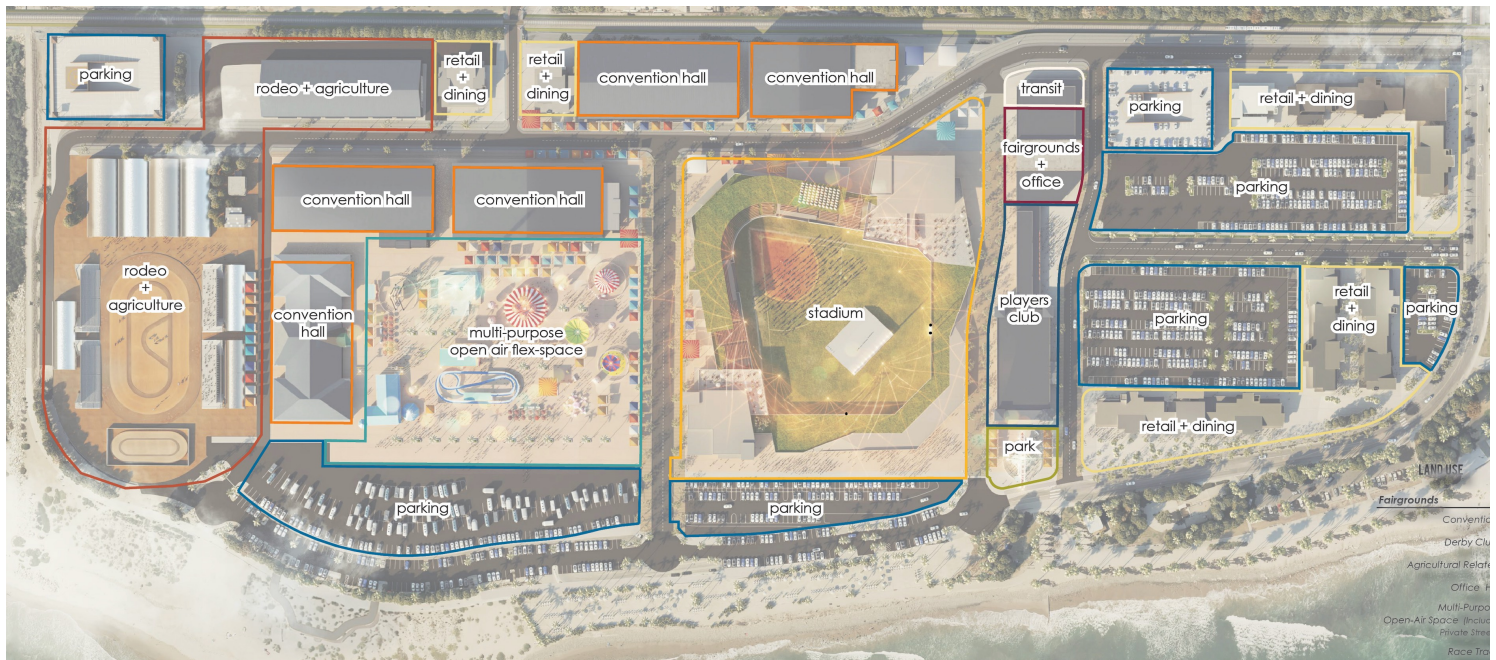
FAIRGROUNDS Tomorrow



C.1 FAIRGROUNDS Today...

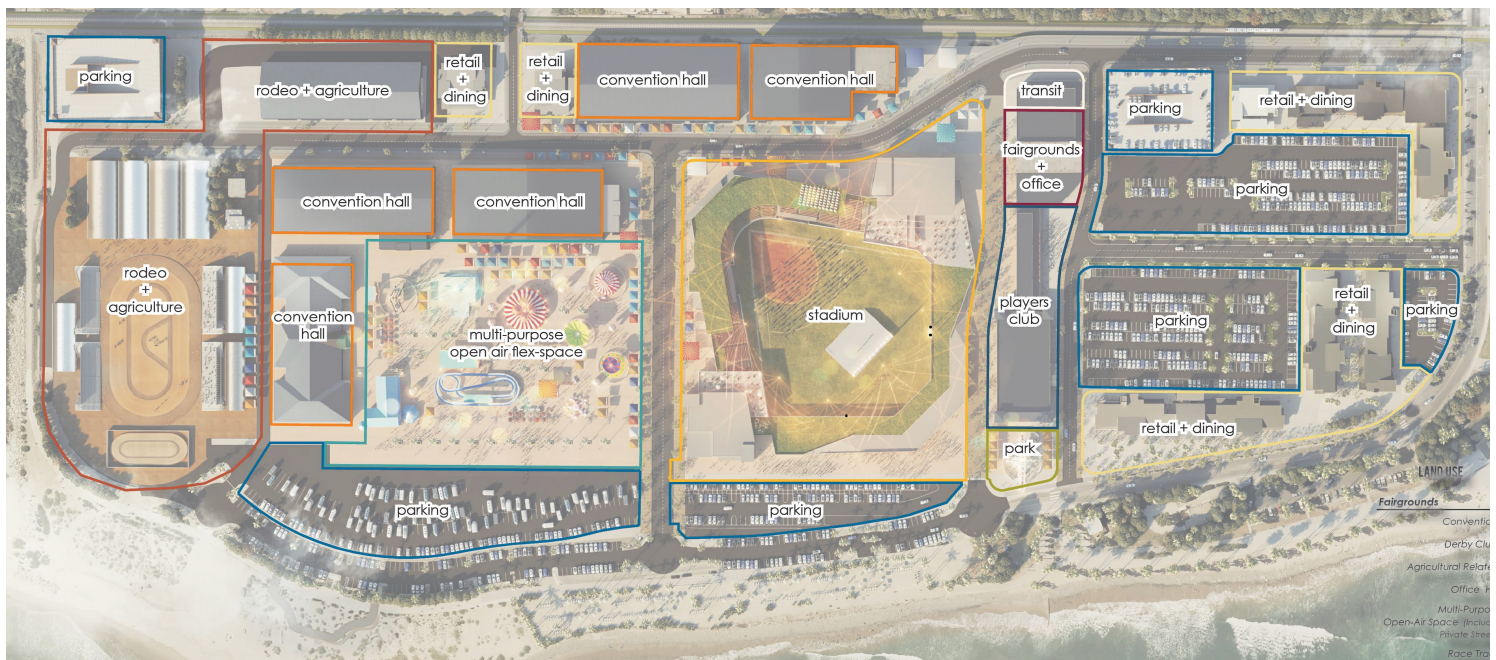


FAIRGROUNDS Tomorrow



- **Fair Flex-Space (increased by <25%)**
- **Fairgrounds Headquarters (replaced)**
- **Convention Halls (replaced, added)**
- **Multi-Purpose Baseball Stadium (increased by <26% from a capacity of 5,500 seats to 7,500 seats with the outfield berm for bonus seating, which will provide the Fair with additional space for sports, concerts, conventions, movie nights, etc.)**
- **Rodeo Arena (increased by <86% from existing arena of 28,200sf to 52,500sf)**
- **Warm-Up Arena (9,000sf)**
- **Grandstands (increased by <1,000 seats)**
- **Barns (6 barns with 16 stalls, 96 spaces)**
- **Parking (increased by <516 spaces)**
- **Transit Center (in time for LA28 Olympics)**
- **Aligned with the City of Ventura's updated General Plan**

FAIRGROUNDS Tomorrow



FAIR

C.2 FAIR Today



C.2 FAIR Today...



FAIR Tomorrow



*"A Country Fair
with Ocean-Air"*

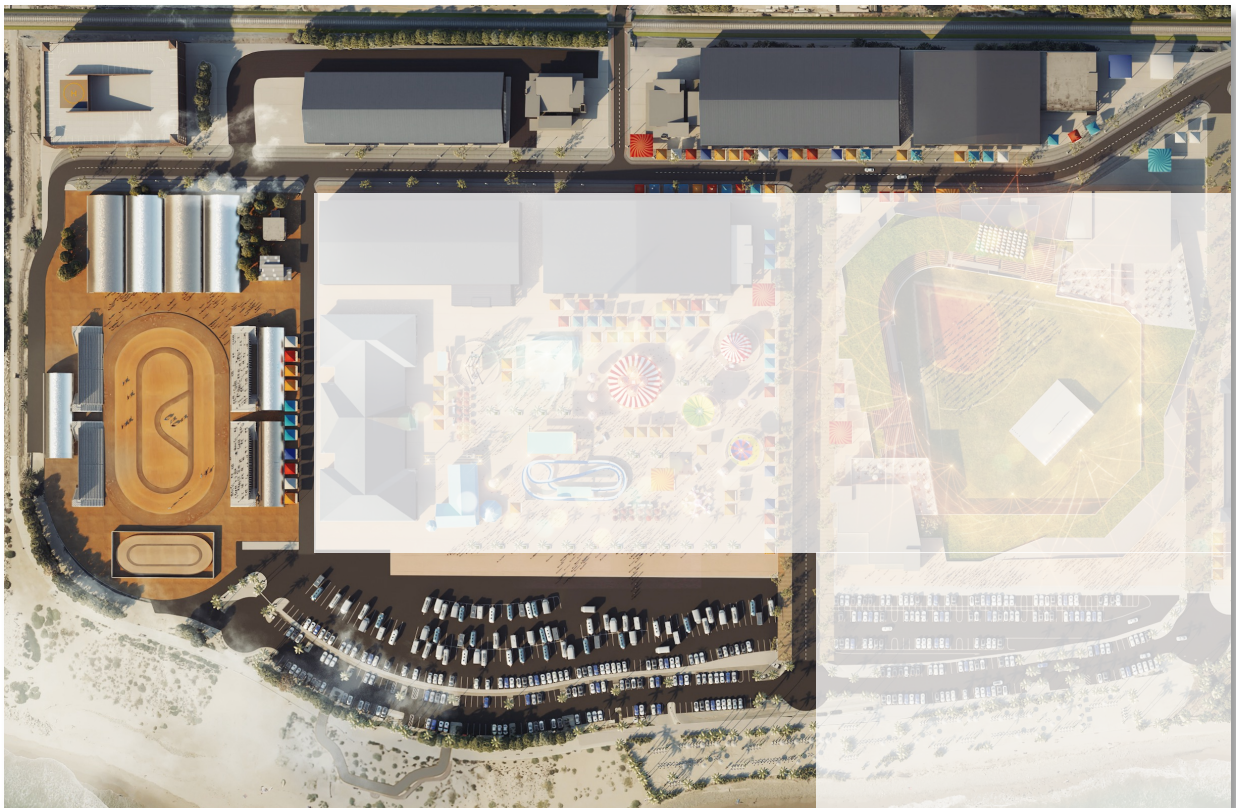
C.3 RODEO Today



C.3 RODEO Today...



RODEO Tomorrow



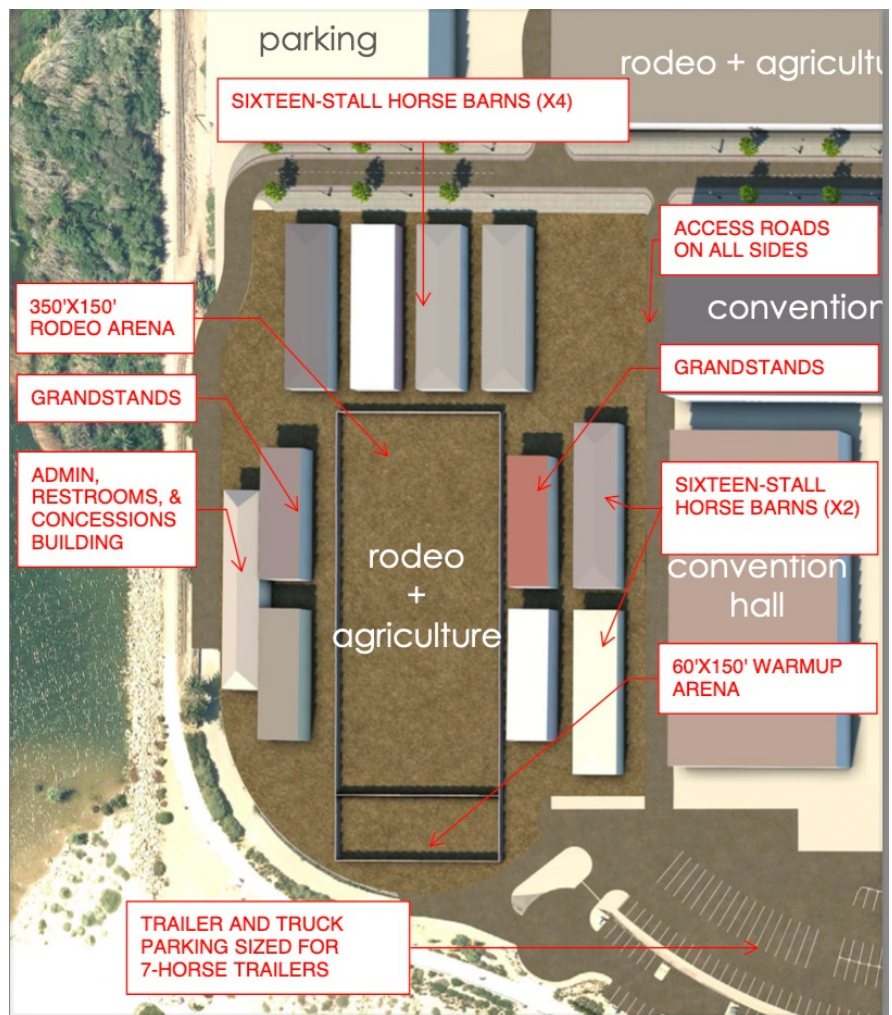
C.3 RODEO Tomorrow

In the detail below, **PSG creates greater space through superior design.** The Rodeo Arena is enlarged by 25% to 350'x150' versus the existing arena of 235'x120'. This increase in size will accommodate Highland Games, remote-control car groups, etc. Also seeing enhancements is the Warm-Up Arena redesigned to be 60'x150'.

For livestock, there is room for six barns that house 16 stalls and/or approximately 96 spaces. Where 55 horse trailers can easily park, 14 have the trailer and truck attached to show the length. The other 41 show only the trailers. There is room near the Agricultural area to park 70 more trailers with substantial capacity to expand into the Surfer's Point Managed Shoreline Retreat parking lot.

Attendees and exhibitors, will have a new, safer and more comfortable Grandstand with 1,000-seat capacity and room to expand.

The new facilities will come with accessories for Rodeo & Agricultural use and provide space for private administration, bathrooms, storage and concessions.



C.4 The Future VENTURA COUNTY FAIRGROUNDS



C.4 The Future VENTURA COUNTY FAIRGROUNDS



D. ALIGNMENT

D.1 AREA DEMOGRAPHICS

These numbers indicate that the dominant point of entry and roughly 45.6% of people attending the 2019 Fair came from Ventura. As PSG develops landmark attractions at the new flagship facility, **the value proposition of this County becoming an international destination is strengthened even further by playing minor league baseball teams that hail from Japan, Hawaii and those along the U.S. West Coast** all competing locally as members of the Pacific League.

In addition, PSG plans to make Ventura a focal point for year-round family entertainment and substantially increase the draw from neighboring communities.

2019 Ventural County Fair	Pop.	%	Respondants
Oxnard	197,899	14.1	42,692
Thousand Oaks	127,873	3.5	10,597
Simi Valley	125,842	3.8	11,506
Ventura	106,433	45.6	138,069
Camarillo	65,201	5.2	15,745
Moorpark	36,372	1.2	3,633
Santa Paula	29,321	3.3	9,992
Port Hueneme	21,723	2.7	8,175
Fillmore	15,002	0.8	2,422
Ojai	7,461	2.8	8,478
Los Angeles County		10.1	30,581
Santa Barbara County		1.4	4,239
Kern County		0.5	1,514
San Bernardino County		0.3	908
Orange County		0.3	908
Outside California		0.8	2,422
Other U.S.		<u>1.0</u>	<u>3,028</u>
Total Population	<u>733,127</u>	97.4	
2019 Fair Attendance	302,783		
2019 Survey Respondants			252,217

Visioning Survey Results

GPAC Review Version - October 19, 2021



D.2 ALIGNING WITH THE COMMUNITY'S VISION

On October 19, 2021, the City of Ventura released the results of their Visioning Survey. There were 24 questions in the survey. The following is a breakdown of what was analyzed:

- 2 questions about "community values"
- 5 questions regarding citywide "areas of change"
- 6 geographic-specific questions
- 11 questions about the survey respondent (e.g., age, race/ethnicity, etc.)

Respondents

- 1,505 respondents entered the survey and answered at least 1 question
- 874 respondents completed the survey and clicked "submit"

NOTE: Not all respondents answered every question, and comments included:

"Yes hotels and conference center but also retail and entertainment venues."

"I think there could be an awesome music venue added here similar to the Santa Barbara Bowl, due to it being 30+ minutes away from Ventura."

"Repurpose the site for residential and entertainment complex."

"Upgrade and add more events or a music venue!"

"Eliminate the noise pollution raceway. It loses money every week."

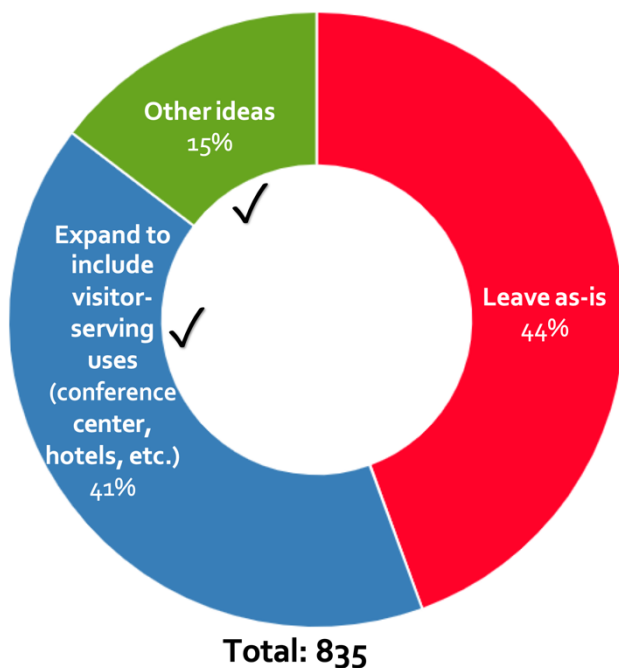
"Keep but improve as a multi-event, year-round outdoor expo-center."

"This area needs to be modernized, cleaned up with a modern transportation center. If people could Visit Ventura by bus or train that would help with our congestion in that area."

The following is relevant to the 31st DAA.

PSG checks nearly all the boxes where respondents were asked about improvements to the Ventura County Fairgrounds & Event Center.

County Fairgrounds



Other Ideas

- ✓ Multipurpose, year-round entertainment and concert venue
- ✓ Remove racetrack (too much noise/air pollution)
 - Expand racetrack
- ✓ Improve transit services to beach
- ✓ Restore natural habitat
- ✓ Redevelop as community center/civic center area
- ✓ Redevelop as community beach park
- ✓ Hold swap meets/farmers markets
- ✓ Provide free beach parking

PSG aligns with the City of Ventura's new General Plan – and wishes of the community.

County Fairgrounds

Question 15: What other vision do you have for the County Fairgrounds?

The Top 3 Other Ideas

- ✓ An awesome music venue added here similar to the Santa Barbara Bowl
- ✓ Hotels and conference center but also retail and entertainment venues
- ✓ Improve facilities, attract trade shows/conferences, lodging partners

Question 16: Do you have any additional thoughts or comments to share?

- ✓ The city **MUST** address the increased traffic that will accompany any additional homes and/or businesses.
- ✓ Eliminate blights along ocean like old motels, fairgrounds, etc. for higher-end uses.
- ✓ Why don't we have any nice upscale restaurants/hotels where you can go enjoy the view?
- ✓ Create a transit hub...
- ✓ **Lease land the City/County owns at the fairgrounds...** to raise money to improve the fairground land and to improve San Buenaventura beach park.

The Ventura County Fairgrounds is favored for Residential [development] Over Retail.

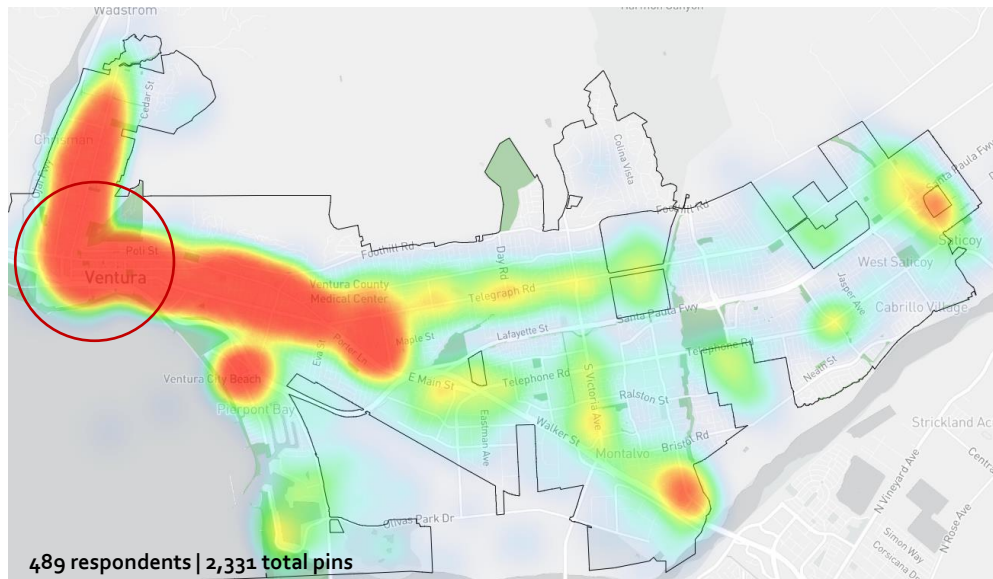
Citywide Questions

Question 6: Where would you like to see more housing?

Respondents placed icons on a map for:

- Townhomes/Small Lot Single Family
- Multi-family Buildings
- Mixed Use with Residential Over Retail/Commercial

Location for Mixed Use (Residential Over Retail)



The Ventura County Fairgrounds is favored for Street Life and Mix of Uses.

Citywide Questions

Question 10: Where would you like to see more street life and vibrant mix of uses? This can include cafes, outdoor dining, entertainment, and gathering spaces.

Respondents placed icons on a map and some provided a comment with more specific ideas.

Locations for Street Life/Mix of Uses

Ideas for street life and mix of uses included:

Area 1: Theaters, parklets, outdoor dining space, cafes, restaurants, pedestrian mall, scooter parking locations

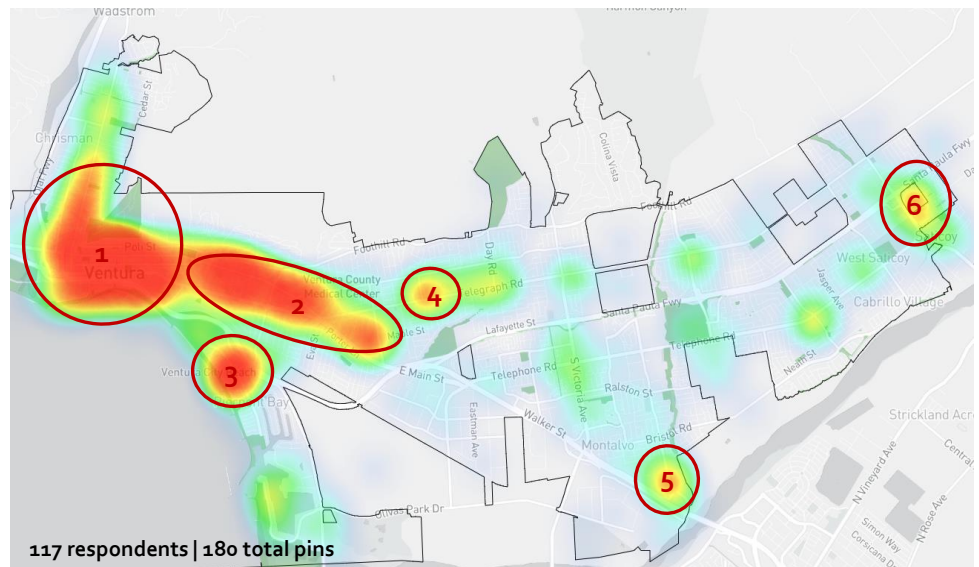
Area 2: Outdoor dining space, more small businesses, redevelop mall into mixed use gathering space

Area 3: Farmers market, pedestrian mall

Area 4: Music and art events, more local small businesses

Area 5: Outdoor river/nature educational programming, wineries/breweries

Area 6: Performance and events space, community events and activities



D.3 PARTNERSHIPS – THE VENTURA COUNTY FAIR

The Ventura County Fair, managed by the 31st DAA, has provided education, entertainment, fun and excitement in the County since 1875. Fair sponsorship packages provide area businesses the opportunity to enhance their community image, market and brand their goods and services, build lasting customer relationships and help bring the experience of the 12-day Ventura County Fair to more than 270,000 (2022) appreciative consumers.

Sponsorship packages may also include building naming rights, strategically placed signage, electronic reader board messages, special event access and more.

PSG’s commitment to the 31st DAA and Ventura County’s greater agricultural community includes, but is not limited to:

- Ventura County Agricultural Water Quality Coalition
- County of Ventura Agricultural Commissioner
- Students for Eco-Education & Agriculture
- Center for Land-Based Learning
- Farm Bureau of Ventura County
- California Fair
- California Farm Bureau
- U.C. Cooperative Extension
- Ventura AF Futures Alliance



D.4 PARTNERSHIPS – PUBLIC TRANSIT PROVIDERS

Partnership with the Ventura County Transportation Commission (VCTC) and all other public transit providers in Ventura County is another alignment potential with the Fairgrounds.

Leveraging the collaborative nature of the VCTC Commission as well as the potential to use heightened utilization (read cashflow) to support coordination, upscaling of options of public transport, and volume visitors to ameliorate traffic impacts – are all alignments that PSG envisions.

It is also clear that it takes money to make this kind of vision work as an infrastructure development plan. The higher the utilization of the property, the better the mitigation of impacts can be.

If on their way, VCTC can help the whole family learn to navigate their way to the Fair by bike, bus, car and train!

COMMUTER SERVICES BIKE TRAIN HIGHWAYS BUS

Come visit the VCTC booth at the Ventura County Fair!

Learn about your local transportation options & win daily prizes!

www.goventura.org 800.438.1112



*THE VENTURA COUNTY
FAIRGROUNDS AND
EVENT CENTER*

D.5 UTILIZATION

PSG proposes to create a larger, more robust and fully funded Master Lease that will leverage successes and current operations with increased common utilizations across varied groups, new designs and uses, and enhanced operational efficiencies – all of which is secured in a public-private partnership that strives to achieve 85% utilization of the Fairgrounds.

A multi-purpose baseball stadium, “Seaside Park,” will be constructed and featured as a new sports and entertainment venue to serve not only local residents and businesses, but also regional to international conventioners and visitors. Our goal to raise significant income from operations at the multi-purpose stadium will provide greater interest in and exposure to the renovated Fairgrounds and have a positive impact on the local economy.

Seaside Park will host Ventura County’s new baseball team while accommodating little leaguers to collegiate athletics, instructional camps associated with PSG’s “Pacific Sports Institute,” and even major league tournaments will be possible.

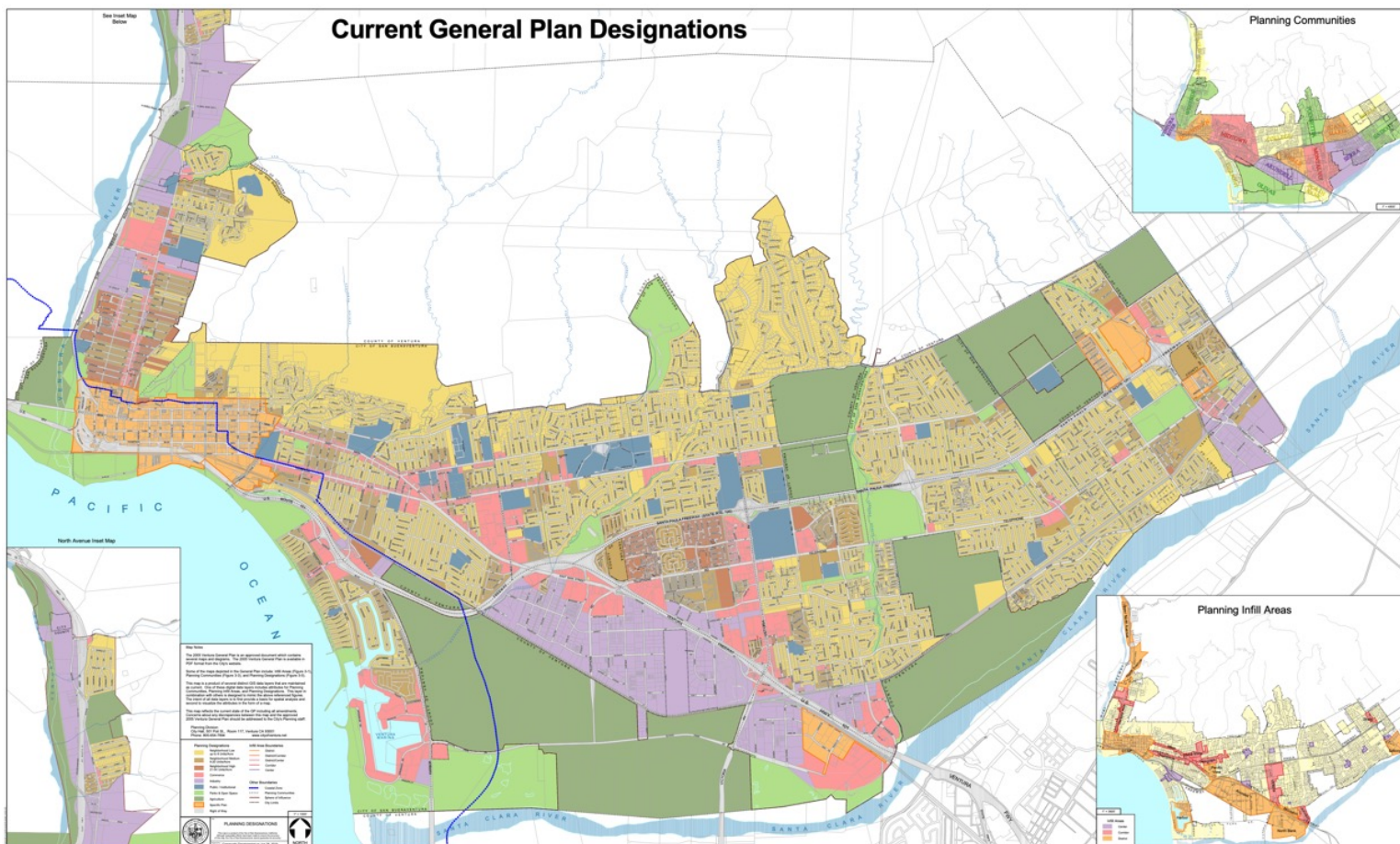
Other multiple uses for the facility include sporting events such as football and soccer, and outdoor events like concerts, conventions and farmer’s markets. Seaside Park will feature:

- **Multi-purpose Baseball Stadium**
- **7,500 Seats with an All-Weather Field**
- **Party Pavilions, Restaurants and new Parks**

PSG is reviewing options and opportunities to align our development plans with the City of Ventura’s updated Master Plan as it relates to the Ventura County Fairgrounds and Event Center. These processes include park grounds and facilities assessments that follow a logical path in our Business & Financial Plan:

- Operational assessment
- Financial assumptions and pro forma
- Stakeholder review of additional data gathering
- Market demographics, competitors, and trends analysis
- New data identification during creation of the Master Plan
- Findings, performance factors, timeframes and recommendations
- Review of the 31st District Agricultural Association’s historic information
- Conclusions and delivery of final proposal

The intent of PSG’s plan is to support the Fair while determining the sports and entertainment programming, facility needs, opportunities and all operational challenges of the existing Fairgrounds. Our plan identifies short- and long-term management strategies for the next 10 years and beyond through effective program design, increased utilization, partnerships and community support.



D.6 VALUE

Development by PSG will include private financing as well as public bonds and grant funding (when available). The team will use grant writing specialists to research and secure funds from State & Federal Government agencies to create agricultural, transportation and economic benefits for the City of Ventura and surrounding communities.

- **New AG buildings and arenas** may be funded through state agricultural grants.
- **A new transportation center and public parking garages** could be funded by grants from Metrolink and California State Transportation Agency (CalSTA).
- **Public parks and new amenities** may receive grant funding from Community Development Block Grants.

As mentioned, most funding for the PSG's development will come from private resources and strategic partnerships. PSG has been involved in the sports industry for many years and has created many business alliances and relationships that may be deployed. Specifically, PSG has partnered with principals of Avantulo Bank S.A. and the Bank itself, making key arrangements to invest in and finance the real estate development and related businesses of PSG, including the Ventura County Fairgrounds and Event Center. That includes the Seaside Park multi-use stadium, its concessions and various venues.

PSG also intends to harvest fees for naming rights, sponsorships, and advertising commitments to assist in financing this complex real estate development project involving multiple venues across different hospitality and entertainment industries.

This will increase stakeholder interest in this exciting and new premise for Southern California.

Finally, PSG promotes local ownership and involvement in all its endeavors. The company will extend future funding opportunities to qualified investors in the City and County of Ventura. By such a broad, encompassing approach, PSG has every confidence that it will be more than able to see the project through to completion as the vision we are presenting.



D.7 COMMUNITY VALUE

PSG's goal to augment capabilities of the Fairgrounds will enable the property to better serve as a community hub. With increased utilization of the Fairgrounds comes increased exposure to those spaces neighboring the Fairgrounds (i.e. commercial, residential and/or natural).

Directly adjacent to the Fairgrounds on its Western border is the beautiful Ventura River Estuary and Willoughby Preserve. Willoughby Preserve is an 8.75-acre parcel managed by a community non-profit focused on "preserving, restoring and protecting natural spaces for future generations to enjoy."

"PSG is a committed Partner!"

Our plans call for a second multi-level parking garage on the northeast corner of the Fairgrounds directly adjacent to Willoughby Preserve. This structure is designed to house landscaping's offices and storage on the first floor and allow PSG the opportunity to also provide 1,000 square feet of common office space to 24/7 facility security, community-based interest groups and the Ventura City Police.

This sub-station will serve joint operations that are intended to support both the Fairgrounds and neighboring natural spaces, providing a safe environment and fun space for all to enjoy.



Financial report

Balance sheet

Assets	
Current assets	1,734,826
Non-current assets	88,905
	1,845,921
Liabilities	
Current liabilities	166,630
Non-current liabilities	110,327
	56,303
Equity	
Paid-in capital	74,393
Retained earnings	72,921
	1,472



Equity statement

Current year	
Comprehensive income	1,774,576
Issue of share capital	15,897
Dividends	88,905
	23,853
Previous year	
Comprehensive income	166,630
Issue of share capital	110,327
Dividends	56,303
	67,676



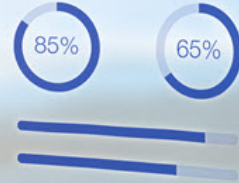
Income statement

Revenues	
Net sales	12,978,516
Investment	12,873,892
	104,624
Expenses	
Research and Development	6,372,535
Operating expenses	1,385,395
Marketing	4,439,118
	548,022
Net income	6,505,981



Cash flow statement

Operations	
Earnings	12,978,516
Depreciation	12,873,892
	104,624
Investing	
Real estate	6,372,535
Equipment	1,385,395
	4,439,118
Financing	
Issuance of debt	6,505,981
	6,505,981



SECTION 2

FINANCIALS



Ours is an iterative process whereby we provide value and resilience as the project prospers, move into new relationships with each layer, and proceed from green light to green light.

E. SUMMARY – VENTURA COUNTY FAIRGROUNDS & EVENT CENTER

Since 1914, the Ventura County Fair has been hosted at Seaside Park. Today, the Fairgrounds is a multi-use property with various revenue-generating operations, the largest being the annual Ventura County Fair. The 12-day event in late summer accounts for nearly 70% of annual revenues and 50% of annual expenses of the Fairgrounds, which has operated at break-even or profit in years when the Fair has been held. Due to the COVID-19 pandemic, the event was canceled in 2020 and 2021.

<i>Excerpted from Board Packages</i>	2018	2019	2020	2021	08-2022 YTD
Revenues	7,925,160	7,672,868	1,399,720	2,329,901	9,066,563
Operating Expenses	(7,927,210)	(7,612,029)	(2,468,457)	(1,210,274)	(5,655,479)
Net Profit (before Depr & Pension Exp)	(2,050)	60,839	(1,068,737)	1,119,627	3,411,084
Attendance (paid, discounted and free)	299,011	302,783	-	-	270,486
Adult Ticket Price	\$12.00	\$12.00	-	-	\$15.00

Other leading revenue streams include The Derby Room, a satellite horse racing facility, and facility rentals for events including regional entertainment from CBF Productions (Surfers Point Live, Snow & Glow Festival), dirt track racing events, weekly swap meets, flea markets, dog shows, and others.

<i>Revenues</i>	2018	2019	2020	2021	08-2022 YTD
Admissions	1,982,487	1,849,967	-	-	2,670,924
Carnival	1,109,002	1,106,340	-	-	1,741,770
Concessions	1,372,662	1,368,115	-	186,487	1,427,723
Misc Fair	822,254	995,588	-	-	2,808,401
Horse Racing (satellite wagering)	1,111,484	1,162,780	660,886	820,048	417,745
Interim Revenue	1,181,826	1,008,898	636,213	1,142,585	-
Other	345,445	181,180	102,621	180,781	-
Total Revenue	7,925,160	7,672,868	1,399,720	2,329,901	9,066,563
Fair Revenue %	67%	69%	-	-	95%

Revenues are reinvested into the property, largely to cover regular operating and administrative costs. The 31st DAA has not purchased additional land, buildings or building improvements during the period reviewed for this document (2018-2021). Instead, the focus has been on maintenance of current facilities. Due to financial constraints from the fair’s cancellation in 2020 and 2021, the fulltime maintenance staff was greatly reduced.

<i>Expenses</i>	2018	2019	2020	2021	08-2022 YTD
Administration	1,296,970	1,189,730	804,451	562,122	1,100,624
Maintenance & General Operations	1,716,427	1,493,331	921,173	613,505	422,053
Attendance Operations	949,837	1,006,804	0	0	1,144,831
Fair Entertainment	1,395,055	1,536,935	0	0	986,600
Fair Misc	885,957	809,443	0	0	1,585,413
Horse Racing	703,399	708,305	425,180	10,600	57,866
Misc	979,565	867,481	317,653	24,047	358,092
Total Expenses	7,927,210	7,612,029	2,468,457	1,210,274	5,655,479
Fair Expense %	41%	44%	0%	0%	66%

The financial factors of the Ventura County Fair summarized here are indicative of the community’s response to the event. Based on a review of feedback taken from customers leaving the 2019 Fair and compiled in the EventCorp Response Data Summary Report, attendees commented that **the Fair is an annual highlight for their family, with emphasis on the livestock and agriculture events, food variety and concerts**. Attendees also commented on the high price of admission and a lower perceived value of their experience due to deteriorating facilities and parking challenges. These factors likely contributed to the slight decline in attendance from 2018 to 2019 while ticket prices remained consistent. The Year-to-Date August 2022 financial statements, which include the results of the 2022 Fair, show similar data, such that the \$3.4M profit is driven by a \$3.00 increase in ticket price and a decrease in expenses for Fair Entertainment and Maintenance compared to Fair Expenses for 2019 and 2018.

As noted in Section 7 - Live Events: Time for an Evolution, most fans interact with their favorite team or league in the off-season. The baseball stadium venue will offer fans the ability to physically interact with the team in the offseason, offering more revenue generating opportunities that can then be turned into improved facilities and technologies that create a better experience at Fair time.

E.1 COST PROJECTIONS

YEAR	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		
Mth/YEAR	12	12	12	12	12	12	12	12	12	12		
Price Index	1	1	1.03	1.06	1.09	1.12	1.15	1.18	1.21	1.24		
Cost of Sales												
<i>Assumption</i>												
Event Labor--Stadium (Per Event)	-	-	324,227.16	333,670.67	343,114.18	352,557.69	362,001.20	371,444.71	380,888.22	390,331.73		
Event Labor--Convention Hall	80.00%	-	-	328,500.00	338,355.00	2,669,610.00	2,679,465.00	2,689,320.00	2,699,175.00	2,709,030.00	2,718,885.00	
Sales Labor		70,000.00	70,000.00	280,000.00	280,000.00	280,000.00	280,000.00	280,000.00	280,000.00	280,000.00		
Concessions food & beverage	65.00%	-	-	6,969,997.13	7,173,006.75	7,376,016.38	7,579,026.00	7,782,035.63	7,985,045.25	8,188,054.88	8,391,064.50	
Utilities (Per Event)	1,500.00	-	-	149,865.00	154,230.00	158,595.00	162,960.00	167,325.00	171,690.00	176,055.00	180,420.00	
		70,000.00	70,000.00	8,052,589.29	8,279,262.42	10,827,335.56	11,054,008.69	11,280,681.83	11,507,354.96	11,734,028.10	11,960,701.23	84,835,962.08
General and Admin Expenses												
<i>Assumption (YR)</i>												
Master Lease	600,000.00	600,000.00	600,000.00	840,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	
Office Rent (Annually)	60,000.00	60,000.00	60,000.00	61,800.00	63,600.00	65,400.00	67,200.00	69,000.00	70,800.00	72,600.00	74,400.00	
Maintenance Facility (Annually)	60,000.00	60,000.00	60,000.00	61,800.00	63,600.00	65,400.00	67,200.00	69,000.00	70,800.00	72,600.00	74,400.00	
Utilities	12,000.00	12,000.00	12,000.00	12,360.00	12,720.00	13,080.00	13,440.00	13,800.00	14,160.00	14,520.00	14,880.00	
Repairs and Maintenance	500,000.00	-	-	515,000.00	530,000.00	545,000.00	560,000.00	575,000.00	590,000.00	605,000.00	620,000.00	
Marketing	10.00%	12,500.00	12,500.00	2,587,289.50	2,598,367.00	4,165,662.60	4,220,101.11	4,524,446.63	4,575,365.78	4,634,460.29	4,691,892.36	
Labor												
Executive Team		400,000.00	400,000.00	782,800.00	805,600.00	828,400.00	851,200.00	874,000.00	896,800.00	919,600.00	942,400.00	
Management		140,000.00	380,000.00	515,000.00	530,000.00	545,000.00	560,000.00	575,000.00	590,000.00	605,000.00	620,000.00	
Office Staff		135,000.00	135,000.00	195,700.00	201,400.00	419,650.00	431,200.00	517,500.00	531,000.00	544,500.00	558,000.00	
Maintenance Staff		160,000.00	160,000.00	231,750.00	238,500.00	283,400.00	291,200.00	299,000.00	306,800.00	314,600.00	322,400.00	
Emp P/R Taxes	7.63%	63,668.75	81,968.75	135,496.82	143,504.79	172,578.95	182,209.44	198,656.03	209,155.89	219,926.12	230,966.74	
Emp Benefits	10.00%	83,500.00	107,500.00	177,700.75	188,203.00	226,333.05	238,963.20	260,532.50	274,302.80	288,427.70	302,907.20	
Contract Labor												
Security		150,000.00	150,000.00	154,500.00	159,000.00	163,500.00	168,000.00	172,500.00	177,000.00	181,500.00	186,000.00	
Landscaping		96,000.00	96,000.00	98,880.00	101,760.00	104,640.00	107,520.00	110,400.00	113,280.00	116,160.00	119,040.00	
Internet/Phone		6,000.00	6,000.00	6,180.00	6,360.00	6,540.00	6,720.00	6,900.00	7,080.00	7,260.00	7,440.00	
Software Licensing		7,500.00	7,500.00	7,725.00	7,950.00	8,175.00	8,400.00	8,625.00	8,850.00	9,075.00	9,300.00	
Insurance		120,000.00	120,000.00	123,600.00	127,200.00	130,800.00	134,400.00	138,000.00	141,600.00	145,200.00	148,800.00	
Debt Service		12,500,000.00	12,500,000.00	12,500,000.00	12,051,050.69	11,039,651.39	9,976,506.99	8,858,970.11	7,684,257.91	6,449,445.21	5,151,457.15	
		14,606,168.75	14,888,468.75	19,007,582.07	18,828,815.47	19,783,210.99	18,884,260.74	18,271,330.26	17,261,252.37	16,199,874.32	15,074,283.45	172,805,247.19
Total Expenses		14,676,168.75	14,958,468.75	27,060,171.36	27,108,077.90	30,610,546.55	29,938,269.43	29,552,012.09	28,768,607.34	27,933,902.42	27,034,984.68	257,641,209.27

Gross Revenue	320,225,852.64
Expenses	(257,641,209.27)
Net Income	62,584,643.37
Profit Margin	19.54%

E.2 10YR SUMMARY

YEAR	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Cumulative 10 Year Totals
	Phase I Construction	Phase II Construction	Phase III Construction	Fully Developed							
Revenue											
County Fair Stadium	125,000.00	125,000.00	250,000.00	257,500.00	265,000.00	272,500.00	280,000.00	287,500.00	295,000.00	302,500.00	2,460,000.00
Mixed Use	-	-	20,224,875.00	20,252,595.00	20,513,115.00	20,540,835.00	20,723,755.00	20,798,035.00	20,872,315.00	20,946,595.00	164,872,120.00
E-Sports Arena	-	-	2,879,520.00	2,879,520.00	3,038,552.00	3,124,937.60	5,555,193.28	5,559,825.28	5,646,210.88	5,715,972.10	34,399,731.14
Convention Center	-	-	2,518,500.00	2,594,055.00	2,669,610.00	2,745,165.00	2,820,720.00	2,896,275.00	2,971,830.00	3,047,385.00	22,263,540.00
Total Gross Revenue	125,000.00	125,000.00	25,872,895.00	25,983,670.00	41,656,626.00	42,201,011.10	45,244,466.28	45,753,657.78	46,344,602.88	46,918,923.60	320,225,852.64
Cost of Sales	70,000.00	70,000.00	8,052,589.29	8,279,262.42	10,827,335.56	11,054,008.69	11,280,681.83	11,507,354.96	11,734,028.10	11,960,701.23	84,835,962.08
Gross Profit	\$ 55,000.00	\$ 55,000.00	\$ 17,820,305.71	\$ 17,704,407.58	\$ 30,829,290.44	\$ 31,147,002.41	\$ 33,963,784.45	\$ 34,246,302.82	\$ 34,610,574.78	\$ 34,958,222.37	\$ 235,389,890.56
General and Admin Expenses											
Master Lease	600,000.00	600,000.00	840,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	9,040,000.00
Labor	1,228,168.75	1,510,468.75	2,291,827.57	2,367,967.79	2,743,502.00	2,830,292.64	3,007,588.53	3,098,338.69	3,189,713.82	3,281,713.94	25,549,582.48
Marketing	12,500.00	12,500.00	2,587,289.50	2,598,367.00	4,165,662.60	4,220,101.11	4,524,446.63	4,575,365.78	4,634,460.29	4,691,892.36	32,022,585.26
Debt Service	12,500,000.00	12,500,000.00	12,500,000.00	12,051,050.69	11,039,651.39	9,976,506.99	8,858,970.11	7,684,257.91	6,449,445.21	5,151,457.15	98,711,339.45
Administrative	265,500.00	265,500.00	788,465.00	811,430.00	834,395.00	857,360.00	880,325.00	903,290.00	926,255.00	949,220.00	2,941,740.00
Total G & A Expenses	\$ 14,606,168.75	\$ 14,888,468.75	\$ 19,007,582.07	\$ 18,828,815.47	\$ 19,783,210.99	\$ 18,884,260.74	\$ 18,271,330.26	\$ 17,261,252.37	\$ 16,199,874.32	\$ 15,074,283.45	\$ 172,805,247.19
Net Income (EBITDA)	\$ (14,551,168.75)	\$ (14,833,468.75)	\$ (1,187,276.36)	\$ (1,124,407.90)	\$ 11,046,079.45	\$ 12,262,741.67	\$ 15,692,454.19	\$ 16,985,050.44	\$ 18,410,700.46	\$ 19,883,938.92	\$ 62,584,643.37

E.3 10YR PRO FORMA – REVENUE

YEAR	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
Mth/YEAR	12	12	12	12	12	12	12	12	12	12	
Price Index	1.00	1.00	1.00	1.03	1.06	1.09	1.12	1.15	1.18	1.21	
	Phase I Construction		Phase II Construction		Phase III Construction		Fully Developed				Totals
Revenue											
Existing Revenue											
County Fair	125,000.00	125,000.00	250,000.00	257,500.00	265,000.00	272,500.00	280,000.00	287,500.00	295,000.00	302,500.00	2,460,000.00
Total Existing Revenue	125,000.00	125,000.00	250,000.00	257,500.00	265,000.00	272,500.00	280,000.00	287,500.00	295,000.00	302,500.00	2,460,000.00
New Revenue Sources											
Stadium											
Stadium Naming Rights	-	-	100,000.00	103,000.00	106,000.00	109,000.00	112,000.00	115,000.00	118,000.00	121,000.00	884,000.00
Stadium Advertising	-	-	89,000.00	91,670.00	94,340.00	97,010.00	99,680.00	102,350.00	105,020.00	107,690.00	786,760.00
Baseball	-	-	13,914,375.00	13,914,375.00	13,914,375.00	13,914,375.00	13,914,375.00	13,914,375.00	13,914,375.00	13,914,375.00	111,315,000.00
Other Events	-	-	4,957,500.00	4,979,550.00	5,001,600.00	5,023,650.00	5,045,700.00	5,067,750.00	5,089,800.00	5,111,850.00	40,277,400.00
Parking Phase I	-	-	1,164,000.00	1,164,000.00	-	-	-	-	-	-	2,328,000.00
Parking Phase II	-	-	-	-	1,396,800.00	1,396,800.00	-	-	-	-	2,793,600.00
Parking Phase III	-	-	-	-	-	-	1,552,000.00	1,598,560.00	1,645,120.00	1,691,680.00	6,487,360.00
Total Stadium Revenue	-	-	20,224,875.00	20,252,595.00	20,513,115.00	20,540,835.00	20,723,755.00	20,798,035.00	20,872,315.00	20,946,595.00	164,872,120.00
Mixed Use (Phase I)											
Retail	-	-	1,852,800.00	1,852,800.00	1,852,800.00	1,908,384.00	1,908,384.00	1,908,384.00	1,963,968.00	1,963,968.00	15,211,488.00
Office	-	-	1,026,720.00	1,026,720.00	1,026,720.00	1,057,521.60	1,057,521.60	1,057,521.60	1,088,323.20	1,088,323.20	8,429,371.20
Mixed Use (Phase II)											
Retail	-	-	-	-	159,032.00	159,032.00	159,032.00	163,664.00	163,664.00	163,664.00	968,088.00
Office	-	-	-	-	-	-	-	-	-	-	-
Mixed Use (Phase III)											
Retail	-	-	-	-	-	-	1,451,360.00	1,451,360.00	1,451,360.00	1,494,900.80	5,848,980.80
Office	-	-	-	-	-	-	978,895.68	978,895.68	978,895.68	1,005,116.10	3,941,803.14
Total Mixed Use Revenue	-	-	2,879,520.00	2,879,520.00	3,038,552.00	3,124,937.60	5,555,193.28	5,559,825.28	5,646,210.88	5,715,972.10	34,399,731.14
E-Sports Arena											
Events Rental	-	-	1,560,375.00	1,607,186.25	1,653,997.50	1,700,808.75	1,747,620.00	1,794,431.25	1,841,242.50	1,888,053.75	13,793,715.00
Admin Fees	-	-	410,625.00	422,943.75	435,262.50	447,581.25	459,900.00	472,218.75	484,537.50	496,856.25	3,629,925.00
Daily	-	-	547,500.00	563,925.00	580,350.00	596,775.00	613,200.00	629,625.00	646,050.00	662,475.00	4,839,900.00
Convention Center (Phase II)											
Events	-	-	-	-	11,688,249.00	12,019,048.50	12,349,848.00	12,680,647.50	13,011,447.00	13,342,246.50	75,091,486.50
Admin Fees	-	-	-	-	2,901,750.00	2,901,750.00	2,901,750.00	2,901,750.00	2,901,750.00	2,901,750.00	17,410,500.00
Daily	-	-	-	-	580,350.00	596,775.00	613,200.00	629,625.00	646,050.00	662,475.00	3,728,475.00
Convention Center (Phase III)											
Events	-	-	-	-	-	-	-	-	-	-	-
Admin Fees	-	-	-	-	-	-	-	-	-	-	-
Daily	-	-	-	-	-	-	-	-	-	-	-
Total Convention Center Revenue	-	-	2,518,500.00	2,594,055.00	17,839,959.00	18,262,738.50	18,685,518.00	19,108,297.50	19,531,077.00	19,953,856.50	118,494,001.50
Gross Revenue	\$ 125,000.00	\$ 125,000.00	\$ 25,872,895.00	\$ 25,983,670.00	\$ 41,656,626.00	\$ 42,201,011.10	\$ 45,244,466.28	\$ 45,753,657.78	\$ 46,344,602.88	\$ 46,918,923.60	\$ 320,225,852.64

E.4 10YR PRO FORMA – EXPENSES

YEAR	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Cumulative 10 Year Totals
Mth/YEAR	12	12	12	12	12	12	12	12	12	12	
Price Index	1.00	1.00	1.00	1.03	1.06	1.09	1.12	1.15	1.18	1.21	
	Phase I Construction		Phase II Construction		Phase III Construction		Fully Developed				
Expenses											
Cost of Sales											
Event Labor–Stadium (Per Event)	-	-	324,227.16	333,670.67	343,114.18	352,557.69	362,001.20	371,444.71	380,888.22	390,331.73	2,858,235.58
Event Labor–Convention Hall	-	-	328,500.00	338,355.00	2,669,610.00	2,679,465.00	2,689,320.00	2,699,175.00	2,709,030.00	2,718,885.00	16,832,340.00
Sales Labor	70,000.00	70,000.00	280,000.00	280,000.00	280,000.00	280,000.00	280,000.00	280,000.00	280,000.00	280,000.00	2,380,000.00
Concessions food & beverage	-	-	6,969,997.13	7,173,006.75	7,376,016.38	7,579,026.00	7,782,035.63	7,985,045.25	8,188,054.88	8,391,064.50	61,444,246.50
Utilities (Per Event)	-	-	149,865.00	154,230.00	158,595.00	162,960.00	167,325.00	171,690.00	176,055.00	180,420.00	1,321,140.00
	\$ 70,000.00	\$ 70,000.00	\$ 8,052,589.29	\$ 8,279,262.42	\$ 10,827,335.56	\$ 11,054,008.69	\$ 11,280,681.83	\$ 11,507,354.96	\$ 11,734,028.10	\$ 11,960,701.23	\$ 84,835,962.08
Gross Profit	\$ 55,000.00	\$ 55,000.00	\$ 17,820,305.71	\$ 17,704,407.58	\$ 30,829,290.44	\$ 31,147,002.41	\$ 33,963,784.45	\$ 34,246,302.82	\$ 34,610,574.78	\$ 34,958,222.37	\$ 235,389,890.56
General and Admin Expenses											
Master Lease	600,000.00	600,000.00	840,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	9,040,000.00
Office Rent (Annually)	60,000.00	60,000.00	61,800.00	63,600.00	65,400.00	67,200.00	69,000.00	70,800.00	72,600.00	74,400.00	664,800.00
Maintenance Facility (Annually)	60,000.00	60,000.00	61,800.00	63,600.00	65,400.00	67,200.00	69,000.00	70,800.00	72,600.00	74,400.00	664,800.00
Utilities	12,000.00	12,000.00	12,360.00	12,720.00	13,080.00	13,440.00	13,800.00	14,160.00	14,520.00	14,880.00	132,960.00
Repairs and Maintenance	-	-	515,000.00	530,000.00	545,000.00	560,000.00	575,000.00	590,000.00	605,000.00	620,000.00	-
Marketing 13.00%	12,500.00	12,500.00	2,587,289.50	2,598,367.00	4,165,662.60	4,220,101.11	4,524,446.63	4,575,365.78	4,634,460.29	4,691,892.36	32,022,585.26
Labor											
Executive Team	400,000.00	400,000.00	782,800.00	805,600.00	828,400.00	851,200.00	874,000.00	896,800.00	919,600.00	942,400.00	7,700,800.00
Management	140,000.00	380,000.00	515,000.00	530,000.00	545,000.00	560,000.00	575,000.00	590,000.00	605,000.00	620,000.00	5,060,000.00
Office Staff	135,000.00	135,000.00	195,700.00	201,400.00	419,650.00	431,200.00	517,500.00	531,000.00	544,500.00	558,000.00	3,668,950.00
Maintenance Staff	160,000.00	160,000.00	231,750.00	238,500.00	283,400.00	291,200.00	299,000.00	306,800.00	314,600.00	322,400.00	2,607,650.00
Emp P/R Taxes	63,668.75	81,968.75	135,496.82	143,504.79	172,578.95	182,209.44	198,656.03	209,155.89	219,926.12	230,966.74	1,638,132.28
Emp Benefits	83,500.00	107,500.00	177,700.75	188,203.00	226,333.05	238,963.20	260,532.50	274,302.80	288,427.70	302,907.20	2,148,370.20
Contract Labor											
Security	150,000.00	150,000.00	154,500.00	159,000.00	163,500.00	168,000.00	172,500.00	177,000.00	181,500.00	186,000.00	1,662,000.00
Landscaping	96,000.00	96,000.00	98,880.00	101,760.00	104,640.00	107,520.00	110,400.00	113,280.00	116,160.00	119,040.00	1,063,680.00
Internet/Phone	6,000.00	6,000.00	6,180.00	6,360.00	6,540.00	6,720.00	6,900.00	7,080.00	7,260.00	7,440.00	66,480.00
Software Licensing	7,500.00	7,500.00	7,725.00	7,950.00	8,175.00	8,400.00	8,625.00	8,850.00	9,075.00	9,300.00	83,100.00
Insurance	120,000.00	120,000.00	123,600.00	127,200.00	130,800.00	134,400.00	138,000.00	141,600.00	145,200.00	148,800.00	1,329,600.00
Interest Exp (Debt Service)	12,500,000.00	12,500,000.00	12,500,000.00	12,051,050.69	11,039,651.39	9,976,506.99	8,858,970.11	7,684,257.91	6,449,445.21	5,151,457.15	98,711,339.45
Total G & A Expenses	\$ 14,606,168.75	\$ 14,888,468.75	\$ 19,007,582.07	\$ 18,828,815.47	\$ 19,783,210.99	\$ 18,884,260.74	\$ 18,271,330.26	\$ 17,261,252.37	\$ 16,199,874.32	\$ 15,074,283.45	\$ 172,805,247.19
Net Income (EBITDA)	\$ (14,551,168.75)	\$ (14,833,468.75)	\$ (1,187,276.36)	\$ (1,124,407.90)	\$ 11,046,079.45	\$ 12,262,741.67	\$ 15,692,454.19	\$ 16,985,050.44	\$ 18,410,700.46	\$ 19,883,938.92	\$ 62,584,643.37



F. STATE OF PLAY

F.1 MINOR LEAGUE BASEBALL (MiLB)

As of the 2021 season, the minor league system was divided into four classes:

- Triple-A (AAA) 10,000 seats (minimum), 7,500 seats (with special exemption)
- Double-A (AA) 6,000 seats (minimum)
- High-A (A+) 4,000 seats (minimum)
- Low-A (A) 2,500 seats (minimum)

MiLB franchises may also maintain one or two complex-based rookie teams in the Arizona Complex League or Florida Complex League, and international summer baseball teams in the Dominican Summer League. While major league teams play a 162-game schedule, minor league seasons are shorter. As of 2022, a complete season in Triple-A is 150 games, Double-A is 138 games, and High-A and Low-A are each 132 games.



Sights, sounds and action all across Minor League Baseball...

F.2 BRINGING BACK THE FANS AND VALUE!

"Baseball was, is and always will be to me the best game in the world..."

Babe Ruth

For many years, Babe Ruth Field occupied the area of the main parking lot and served as the home of the Ventura Braves, Ventura Yankees and Ventura Oilers professional baseball teams. As professional baseball grows worldwide, PSG is positioned to leverage the popularity of the sport combined with Ventura as a sought-after destination.

Minor league baseball is the fastest growing family sport in America and draws more than 50 million fans each season. Reviewing the financial data shows that MiLB offers a significant opportunity. The 140 clubs that comprise MiLB have seen revenues increase 64% over the last 8 years. This equates to minor league baseball drawing more total fans to their games than the NBA, NFL and NHL combined.

The reasons? Players are more accessible, games are less expensive, stadiums are easier to drive to and one of the most gratifying reasons is that the minors have brought family fun back to baseball.

Minor League Baseball, THE CATALYST FOR Major Change



F.3 BASEBALL BEYOND BORDERS

In 2012, PSG Founder Robert Young formed a working relationship with Japan's Baseball Challenge League (BCL), one of the two independent leagues in Japan. The BCL has formed a new federation with the other independent Shikoku Island League.

PSG's long-term goal is to own and operate multiple teams, establish and operate its own league and open markets in the Pacific Rim while expanding the American brand of baseball to the Far East where interest in the sport is ever more passionate.

Japan and Asia represent a huge opportunity for PSG. Asian fans are fanatics about their baseball, and not only in Japan, but also in Korea, Taiwan and mainland China. Our baseball partners in Japan, along with Mr. Young, share the common vision of a world league and continue to engage in competition to foster that goal.

Discussions with executives of the Baltimore Orioles, Oakland A's and Texas Rangers all confirmed the viability of such competition. These teams, among others, seek access to young baseball talent and include the Nippon Professional Baseball League.





SECTION 3

FOCUS AREAS



Project description, coordination and creating a home for sports and family entertainment while helping to support and enhance the Fair.

1 – ADAPTIVE REUSE, LEVERAGING UTILIZATION

The 31st DAA controls the Fairgrounds and hosts the annual Ventura County Fair and stock show along with a number of special events throughout the year. Visitors, combined with the intensity of uses, stress the available facilities and infrastructure.

The following all-important site maps provide an overview of the entire campus and its potential. Enhanced services and added support will yield more diverse points of interest for the Fair, create potential synergies and greater use for the surrounding community and year-round guests.

Numerous improvements to the Fairgrounds will require significant capital and a need to consider adaptive reuse of the facility infrastructure to improve function. These planning systems will serve as a guide for greater utilization.











CALIFORNIA FAIRS

The network of California fairs included 80 fair organizations divided into four categories (the latter three are non-DAA organizations):

54 DAA's – state government entities

-2 DAA's – deactivated during fiscal 1997/98 leaving 52 active DAA's

23 County fairs – County government or not-for-profit organizations

2 Citrus fruit fairs – not-for-profit organizations

1 California Exposition and State Fair (Cal Expo) – a state agency

2 – REIMAGINING THE FAIRGROUNDS WITH A NEW BALLPARK

PSG’s Master Plan has been prepared in consideration of immediate near-term projects as well as conceptual long-term development.

Our Plan focuses on enhancing and improving the Ventura County Fairgrounds and facilities in a manner that maintains the Fairgrounds’ distinction as a world class “County Fair with Ocean Air” while also hosting a minor league baseball team. There are five (5) MLB teams on the West Coast:

- Los Angeles Dodgers
- Los Angeles Angels
- Oakland Athletics
- San Diego Padres
- San Francisco Giants

Among these, PSG is focused on the Los Angeles Dodgers farm system, which consists of seven Minor League Baseball affiliates across the United States and in the Dominican Republic.

Upon contingent approval of PSG’s request for a long-term Master Lease, PSG will contact the local major league franchises of the Los Angeles Dodgers and the Los Angeles Angels of Anaheim. Both will be given an opportunity to relocate one of their minor league teams closer to their parent club.

In addition to exploring opportunities with the West Coast MLB teams, PSG will also invite the Independent Leagues to consider repositioning to Ventura County as we strive to bring the best of the best to Seaside Park. We achieve the perfect blend of sustaining a successful and profitable facility with the magic of a modernized stadium and fairgrounds – all of it able to host suites, skyboxes, beer gardens and convenient food stands.

Overnight, the landmark Ventura County Fairgrounds will become a focal point of sports and entertainment for decades to come. Stadium fans will have a wide range of seating options including private rooms overlooking events across our brilliant Pacific coastline.

Liberty Mutual
Seaside Park™



3 – INCREASING MOBILITY OPTIONS

As PSG considers ways to maximize access, use and income for the oceanside property, **we plan to provide better access by activating the entire facility with improved public circulation.**

We will bring the City of Ventura and the Ventura County Fairgrounds and Event Center closer together by creating a smarter more novel approach to roads, walkways, entranceways and concourses, all of which provide options for developable space with a variety of revenue streams.

It's key that no matter if it is this plan or another, the Fairgrounds need to allow for maximum capacity of people to circulate. With design and expansion, we are able to realize the core mission of providing year-round services through new development and increased utilization for the Fairgrounds.







4 – CREATING OPPORTUNITIES FOR CURRENT AND FUTURE VENDORS

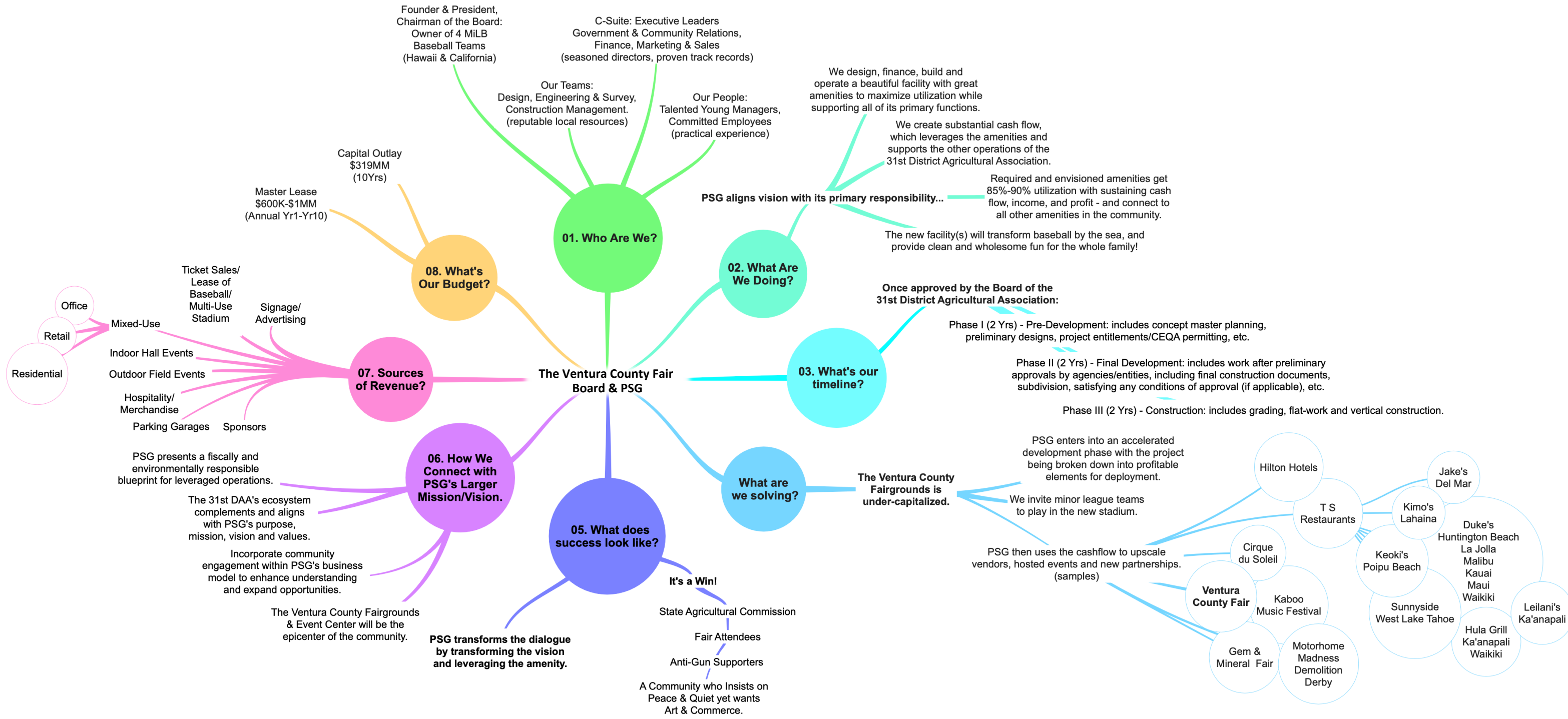
A variety of amenities and mixed-use opportunities were purposely planned into PSG’s adaptive reuse design. From sporting and entertainment events, outdoor venues and indoor exhibits to conventions and concerts, PSG sees the following mixed-use opportunities:

- Gym
- Arcade
- Ferris wheel
- eSports arena
- Picnic areas, parks
- Paseos with fountains
- Beer gardens, food stands
- Home of the Pacific Sports Institute
- Elevated stadium seating (on the berm)
- The family fun zone and concourses (defining alignment, activating the waterfront, drawing in the beach’s surf & sun, walk & bike crowd)

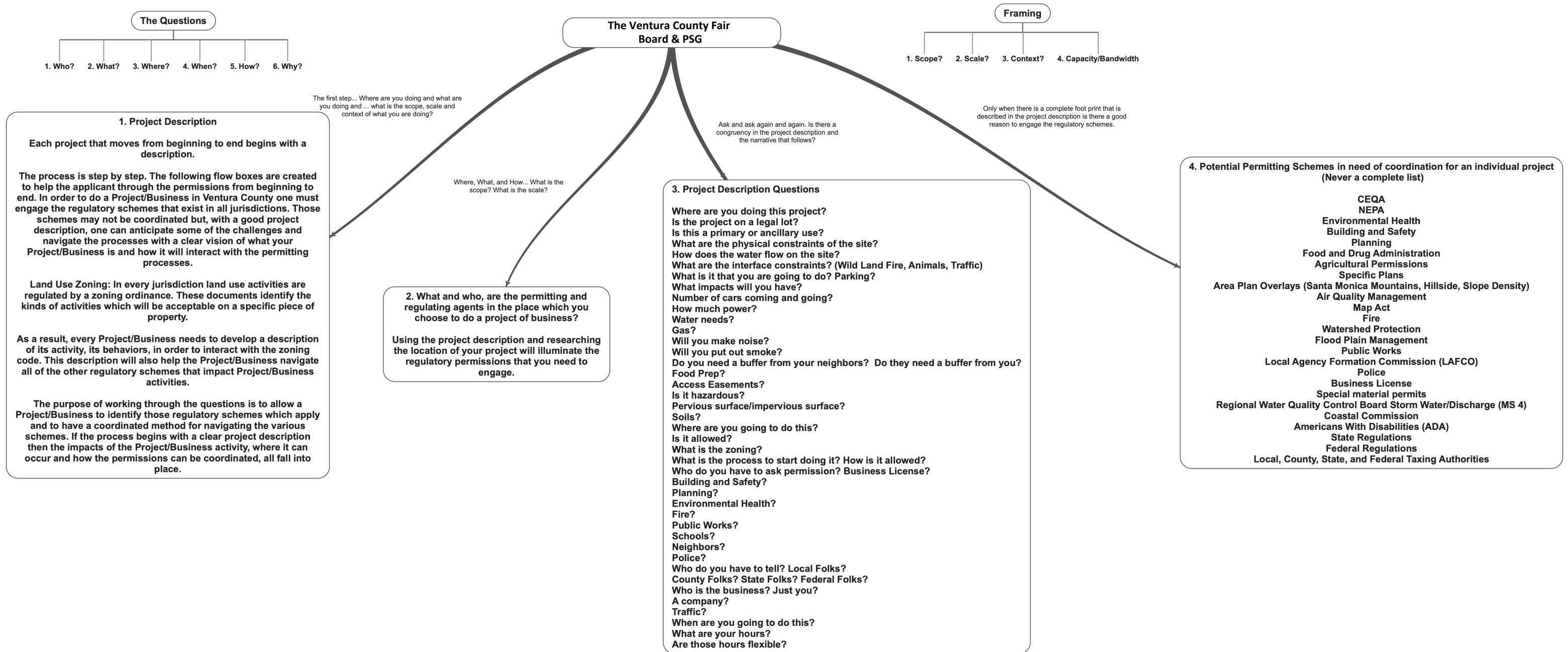
The Player’s Club/The Derby Club:

- Player’s permit is grandfathered in as long as they are operational
- Player’s provides \$1.1 million in annual revenue to the City of Ventura

5 – WHO, WHAT, HOW



5 – WHO, WHAT, HOW



6 – eSPORTS – THE FUTURE IS NOW

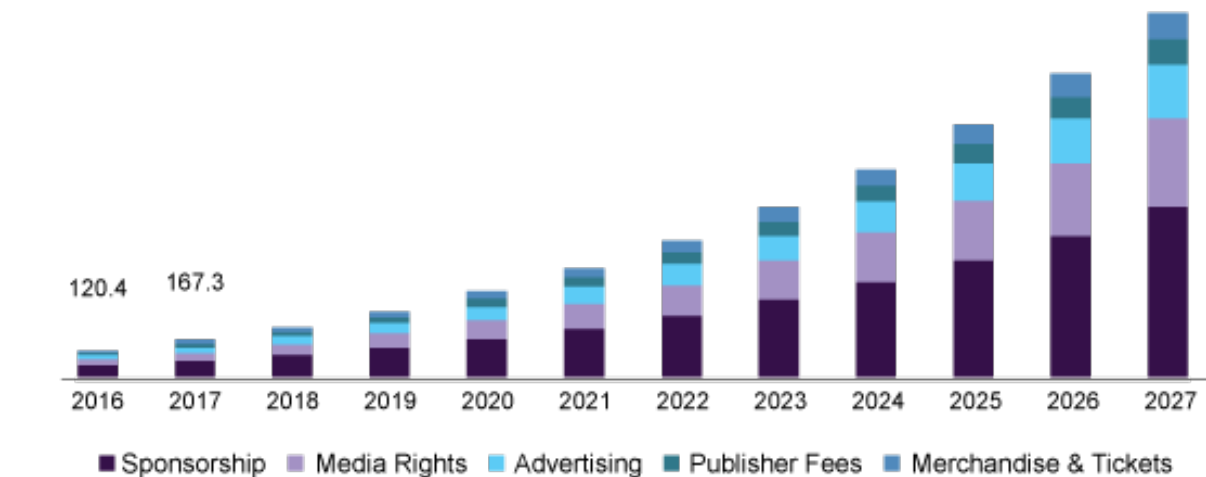
While the Player’s Club and Derby Club assure the 31st DAA income from card and off-track betting, **PSG will enhance those operations by adding the option of eSports to the Fairgrounds.** This emerging industry consists of organizations, franchises, teams and the game itself winning money from merchandizing, sponsorships, advertising, ticket sales and media rights.

According to Newzoo, in 2020 global eSports had “a year-on-year growth of +15.7%.” U.S. sports betting hit \$42.19 billion from January 2021 through October and almost doubled during the same time in 2020. Legal sportsbooks held more than \$400 million in October 2021 alone.

Currently, there are about 30 states where sports betting is now legal, including 18 that allow online sports wagering. This means more than 100 million Americans can place a legal wager where they live. California is progressing towards legalized sports betting.

Incorporated into PSG’s stadium design, support of these three betting venues will accommodate greater capacity while fostering broader community use.

U.S. Esports market size, by revenue source, 2016 - 2027 (USD Million)



Source: www.grandviewresearch.com

7 – PACIFIC SPORTS INSTITUTE

PSG founded its Pacific Sports Institute (PSI) to create a public benefit at the center of its sports business through affiliations with regional high schools, colleges and universities. The goal is to provide a superior performance, training and scholastic platform for students of all ages in a variety of organized sports.

Reputed performance coach, Tony Abbatine, will serve as the Dean of Baseball where training topics will include:

- How to Develop Real Confidence
- The Fear of Failure factor
- The Perfectionist Syndrome
- Playing Small come Crunch time
- Building Resets and Reboots in Games
- Converting Anxiety into a Power Source
- Control Issues with Pitchers
- Hitters Swing and Miss Rates



8 – ALIGNING WITH DOWNTOWN VENTURA™

The City of Ventura launched the first phase to update its General Plan in November 2020. The General Plan is the embodiment of the community’s vision for the future of Ventura. It is the City’s comprehensive framework of guiding policies on land use, housing, roads, recreation, historical and natural resources, balance of adequate water supply infrastructure, public safety services, noise and serves as a basis for decisions that affect all aspects of our everyday lives from where we live and work to how we move about. It is implemented by decisions that direct the allocation of public resources and that shape private development.

PSG’s commitment to Ventura’s downtown merchants is to help activate an under-utilized oceanside park with a corresponding relationship to downtown while maximizing the value of the facilities by creating a new gateway to the Pacific – 365 days a year.

PSG will work with the City of Ventura and its new General Plan Update to connect with Downtown Ventura™, seize opportunities, and expedite approvals while saving time and money. Aligning PSG’s development goals with the City’s processes over the next 12 to 18 months may necessitate changes in land-use designations (i.e. Specific Plan Overlay Zone) to help with updating the City’s newly adopted plan.





9 – ALIGNING A VIBRANT TRANSIT STATION

PSG proposes to construct a new Transit Center to serve as “The Gateway to Ventura County.” To accomplish this in time for LA28, PSG will enlist support from the following entities:

- Ventura County Transportation Commission (VCTC)
- Grant support (deployment of emergency services)
- California Department of Transportation (Caltrans)
- Los Angeles Olympics (LA28)
- Metrolink

In 2028, approximately 15,000 athletes are expected to compete at the Los Angeles Olympic Games. LA28 is expecting fans from around the world and across the U.S. The 2016 Summer Olympics in Rio de Janeiro, Brazil, drew 1.2 million tourists, 410,000 of whom were visitors from foreign countries.



The Los Angeles World Airports is modernizing Los Angeles International Airport. It will add two new terminals and several new flight gates to Tom Bradley International Terminal, including one that can handle super-jumbo airplanes for long-haul flights.

In addition, the airport will consolidate its rental car center and offer new public transportation options, including its highly anticipated automated people mover that will connect LAX with the Crenshaw Line rail station at Aviation and 96th Streets.

The Los Angeles County Metropolitan Transportation Authority has been working on its “Twenty-eight by 28” plan to complete various infrastructure projects before the Games begin, including an airport Metro connector station.

A second people mover called the Inglewood Transit Connector will connect the Crenshaw Line with Olympic venues in Inglewood. The Purple Line, or Metro D Line, is currently being extended through central city to UCLA in Westwood. The UCLA campus station will connect the Athletes’ Village and Pauley Pavilion with event venues downtown.

A new Regional Connector will connect the Expo and Blue Lines with the Gold Line, so travelers between Santa Monica and East LA no longer need to transfer. It will also allow travel between Long Beach and the San Gabriel Valley through downtown.

And finally, the American Planning Association’s Conference Committee manages conferences in non-geographic regions throughout the U.S. When Santa Barbara hosts 2,000 to 3,000 attendees, conference space and accommodations are left bursting at the seams.



10 – LIVE EVENTS: TIME FOR AN EVOLUTION

We are seeing a reemergence of live events, which makes this the ideal time for an evolution in entertainment. And what better place than the Fairgrounds?

In reimagining the Ventura County Fairgrounds & Event Center, research suggests that the more fans who engage with a team year-round, the more likely they are to purchase tickets and merchandise both on-season and off.

Ninety-five percent of hardcore fans interact with their favorite team/league off-season, and 65% look for monthly content during this time. Fans with once-a-month engagement during the off-season spend 40% more on merchandise and season tickets than fans with no engagement.

These numbers tell a compelling story: now more than ever, boosting revenue requires converting non-fans to casual fans, and casual fans into hardcore “fanatics.” And there’s no better way to do so than by getting fans into our stadium to experience the real thing, live and in-person.



The Van Warped Tour

15 Ventura dates, 24 years and around 11 million ticket sales.

The final Ventura show? Sold out with around 17,000 tickets, according to festival organizers.

11 – THE NEXT GENERATION OF LIVE EVENTS

Transforming the live events space through data-driven innovation is both crucial and inevitable. Data will empower PSG from the executive suite to intelligence analysts in the data trenches and develop a better understanding of every facet of the in-venue customer experience. PSG will be prepared with practical field experience and equipped with best-in-class data analyses to help make smart decisions that engage fans and drive revenue both in and away from the venues.

Our important sponsorships will benefit greatly from PSG’s development capabilities and our ability to bring customers in proximity to their merchandising opportunities. All the while, PSG’s ecosystem will optimize an attendee’s interest in sports and live events with our exciting industry shift – be it on the ballfield, at the Fairgrounds or throughout downtown Ventura.



12 – HOW PSG WILL INFLUENCE ATTENDEES IN THIS DAY AND AGE

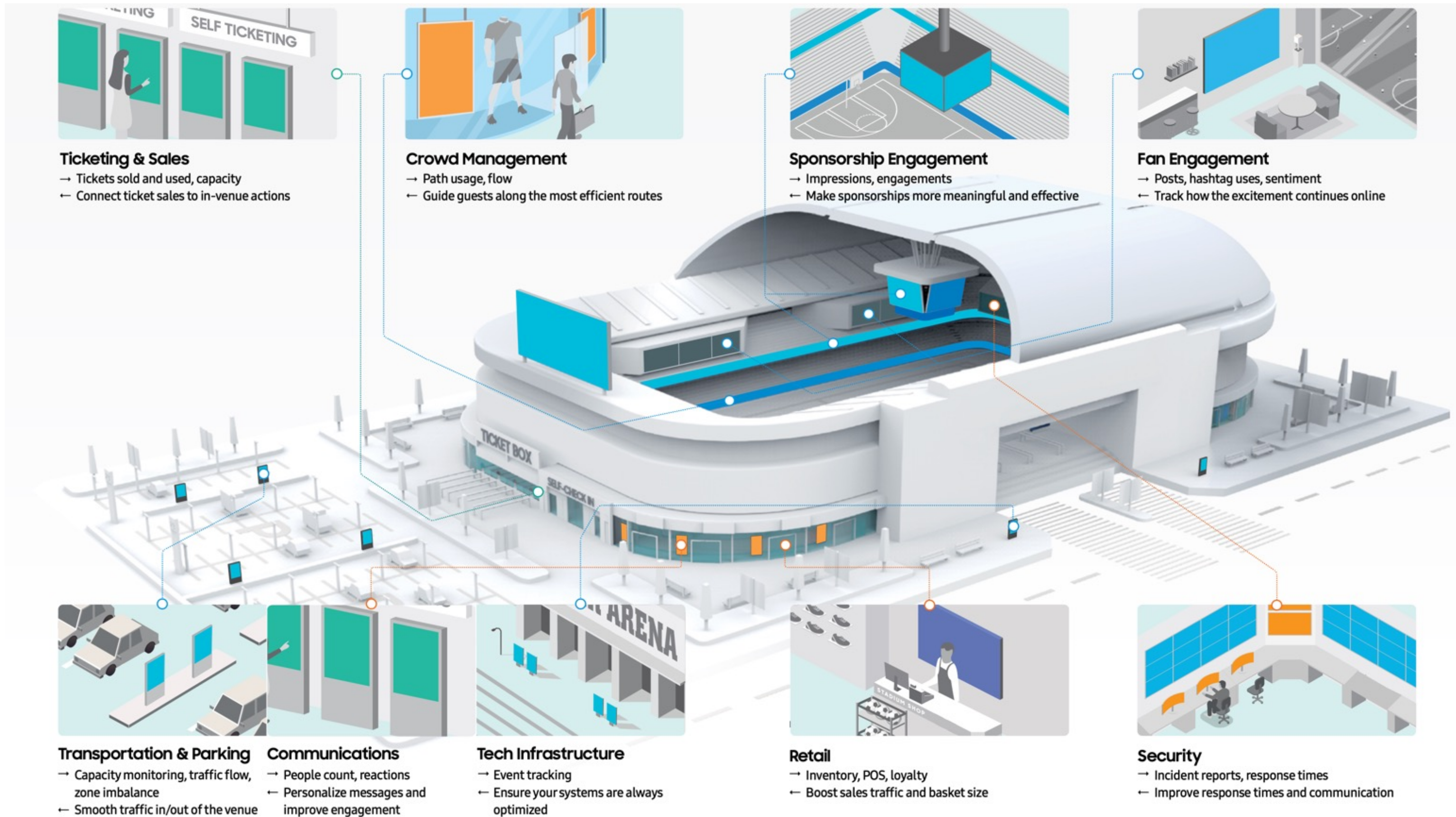
PSG has a winning game plan for bringing new and returning attendees back to the Ventura County Fairgrounds. Doing so means flipping the “build it and they will come” mentality for a more modern approach.

Thanks to leadership from our Founder and former minor league baseball owner, Robert Young, PSG understands the hearts and minds of sports and entertainment fans alike. And with data, PSG will make decisions based on meaningful segmented fan groups (i.e., casuals and fanatics). This combination helps PSG understand what experiences resonate with hardcore, high-spending fans and provides insights on how to encourage casual fans to attend more events and boost their spending each time.

One thing is clear: consumers value personalization, the feeling that their experience is designed just for them. Personalization in the digital era can stem from mobile push notifications for loyalty rewards to alerts about shortest concession lines on digital displays and signage. Adapting to current times will be a necessary part of ensuring our venue – and vendors – thrive as personalization and digitization have been identified as two of the most important trends in sports and live events marketing.

PSG and our vendors will provide increased mobility options and personalized experiences for each customer by leveraging large quantities of data holistically and efficiently. We will drastically improve the end-to-end in-person experience and encourage consumers to continue visiting venues for events. As a result of increased attendance, customers will also engage with on-campus and local community vendors more frequently, making key partners happy while attracting new ones.

12 – HOW PSG WILL INFLUENCE ATTENDEES IN THIS DAY AND AGE





- The Ventura County Fair Board, in concert with PSG, is cultivating and connecting a Diverse Team who understand that success requires leadership and management capacity.
- As such, the collaboration is laying the groundwork for this legacy project by articulating a clear Vision of something that has not been seen before.
- Together, we are stepping out of our comfort zone, managing the risks and in deployment aspiring to be recognized as the state’s preeminent Special District Agricultural Board.

13 – A PATH TO VISIONARY LEGACY AND SUCCESS –

Then, Now and Into the Future

The Elements of A Successful Legacy:

- **Purpose-driven leadership from the Board to co-create a legacy that seizes this unique opportunity for big change that delivers success and fulfillment.**
- Envisioning next steps to renew the past, enliven the present, secure the future.
- Building capacity to foster a more diverse set of incomes for the Fairgrounds.
- Leveraging the regional economic interests in the complex.
- Establish a Master Lease to coordinate all of these elements while building the leadership cadre of the Board, the community and the public/private partnership.

The Elements of a Successful Embedding of The Vision – *The Del Mar Model*

- Legislative Authority (The State)
- Legislative Fostering (Champions from the state, regional and local communities – working in concert)
- **A Master Lease Committee who can deploy the embedded vision** (The Club). First steps to build the bridge from the vibrant past, through the re-invigorated now and into the envisioned success of the future – with leadership, vision and capacity.
- Building the bench of leadership through enlivened and enlarged local capacity (a Board that practices both good process and building capacity for the long term).

Steps to The Vision – *What Success Looks Like*

- **Growing Annual Cash Flow** from a diverse set of project/product offerings (i.e. Fair/Agricultural community collaboration, creative economy, baseball, concerts, tourism, partnership with local hospitality managers, emerging facility that supports 95% utilization). **Supporting progressive maintenance** of the existing and vibrant facility, envisioning integration of new projects as well as scanning and planning as the future unfolds. The result is an integrated and training-embedded process that keeps the three key elements (healthy core-vibrant integration and training-alive scanning and planning).
- Based on Public Leadership for Oversight and Vision, **creating a dynamic Master Lease for the attraction of private resources** (i.e. cash investment, project management, revolving and growing leadership connection with educational resources) and a development of capacity to have the internal resources to support all of these activities without overburdening local staff.

14 – A MATCH MADE IN HEAVEN

The Pacific Ocean and baseball is just about as American as Apple Pie. PSG believes that the winning nature of team sports in partnership with a public Board of Directors that helps oversee this project will only breed success. By aligning investment with modern processes, PSG aims to leverage leadership of the Board and the institutional knowledge of the current staff to not only help maintain the 1940's era facility...



...But also renovate a legacy Fairgrounds into an exciting new experience! This new development will have a mix of revenue generating projects that support the vision of a regional fair, family fun and community as we collaborate to achieve new heights. We will realize greater utilization that increases cash flow, transforms the institution of the Fairgrounds into a profit center and polishes this treasured gem.





SECTION 4

MANAGEMENT SUMMARY



PSG has developed a team of bold leaders, seasoned directors, talented young managers, and committed employees — all with practical experience and successful track records.

G.1 TEAM



ROBERT "BOB" J. YOUNG

Founder, President & Chairman of the Board

BACKGROUND

Educated at Brown University in Providence, Rhode Island; graduated with honors in Political Science. Earned his law degree at the National Law Center at George Washington University in Washington D.C.

BIOGRAPHY

Los Angeles-based attorney and a member of the California and the New York State Bars specializing in entertainment and business law since 1974.

Robert has owned and operated four minor league baseball teams in California and Hawaii:

- Orange County Flyers (2007-2011)
- Na Koa Ikaika Maui ("The Strong Warriors of Maui") (2010-2014)
- Hawaii Stars (Hilo) (2012-2014)
- Vallejo Admirals (2014)

Robert founded the *Pacific Association*, a new minor league in 2012.





RICHARD "RICK" A. CONRAD

Chief Executive Officer

BACKGROUND

Educated at California Institute of the Arts (CalArts). Award winning composer/producer, segued to national politics with candidate and issue campaigns, then ran government affairs/crisis management/oversaw M&A for a national development company, Japanese conglomerate and others.

BIOGRAPHY

Business leader and strategic community-builder.

Over 30 years' experience developing and executing project plans, establishing corporate relations, and creating transformative business solutions that seize opportunities with transparency, honesty and integrity for local-to-global Fortune 500 companies.

Three decades fostering professional values, vision and purpose for Paragon Communities, ITOCHU International, National Association of Home Builders (NAHB), SCWW/Green Compass International, Ledcor Group, Mayor Eric Garcetti and Governor Howard Dean among others.





ANDREW GOODWIN, AIA, NCARB

Principal Architect, Andrew Goodwin Designs
CA Registered Architect, C-34213

BACKGROUND

Bachelor of Architecture, California Polytechnic State University, SLO

California State University at Florence, Italy

BIOGRAPHY

Architect, strategist, writer, and advocate specialization impact design for social change.

Over 15 years of experience in the architecture and planning industry in California.

Architectural work includes municipal, private colleges, residential and commercial projects from San Francisco to Los Angeles and out to the Central Valley.

NCARB Professional, actively involved with the American Institute of Architects, writes and advocates for humanitarian design throughout the world, including the importance of educating emerging professionals to participate and communicate their work in this field.

Professional Work – Select

- Conejo Community Park and Center, Thousand Oaks, CA
- Royal Theater Preservation and Addition, Guadalupe, CA
- LeRoy Park Community Center and Park, Guadalupe, CA
- ADA Upgrades, Renovations, Retrofits, and Restorations of multiple buildings, City of Porterville, CA
- San Joaquin Valley College, Multiple Locations
- Sunzu Yacu Community Center, Sunzu Yacu, Rwanda



SUSANNE M. COOPER, P.E.

Civil Engineer, Jensen Design & Survey
Registered Civil Engineer, CA Lic. No. C060448
California Certified Qualified Stormwater Pollution
Prevention Plan Practitioner/ Developer (QSP/D), No. 00304

BACKGROUND

Bachelor of Science, California Polytechnic State University,
SLO

BIOGRAPHY

Susanne has extensive experience as a senior-level engineer managing a variety of projects through grading, sewer, water, storm drain, street design and construction administration phases.

She also specializes in hydrologic analysis, detention analysis/design, and flood plain analysis. Susanne motivates and mentors her staff of engineers and designers to maintain efficiency and meet deadlines while producing innovative and cost-effective solutions for the most complex design issues.

Professional Work – Select

- Los Angeles Rams Football Team, Thousand Oaks, CA
- The Thatcher School, Ojai, CA
- California Lutheran University, Thousand Oaks, CA
- Citrus Place, Ventura, CA



KEVIN WALDREN, AICP

Senior Planner, Jensen Design & Survey
American Institute of Certified Planners #30459
National APA Member
CA APA Member
PSMJ Project Manager Bootcamp (2016)
Engineering Leadership Institute – Leadership Accelerator
Course 1 (2021)

BACKGROUND

Bachelor of Science, California Polytechnic State University,
SLO

BIOGRAPHY

Kevin has proven public- and private- sector experience in city-wide urban design, land design, environmental analysis, preservation, mapping analysis and map production. Technical expertise include AutoCAD, GIS and 3D modeling programs.

He specializes in public policy and project implementation through entitlement acquisitions, permit approvals and environmental mitigation.

Kevin's hand's-on approach has led to working with several cities, agencies, organizations, and individuals throughout California performing community workshops, analyzing and writing public policy documents, developing project designs and obtaining permits and entitlements.

Professional Work – Select

- The Grove Specific Plan, City of Ventura
- Rio Urbana, City of Oxnard
- Cairns Parcel Map Subdivision
- Lot Line Adjustment, County of Ventura
- Great Recycled Waterline – Phase 2, City of Oxnard
- Calvary Chapel, City of Oxnard
- Seacoast Associates, County of Ventura
- VW Dealership, City of Ventura



SHAWN PHILLIPS

Finance

BIOGRAPHY

Accomplished, entrepreneurial executive, drives revenue generation and business development in multiple industries.

Establishes start-up operations, facilitates restructuring, builds loyal client base, captures market opportunities, consistently delivers results and leads his staff to meet or exceed expectations.

Areas of Expertise

- P&L Management
- Sales Management
- B2B & B2C Marketing
- Financial Management
- Head Coach – 2017-2022 Colorado Warriors (12U-16U)
 - 2019-2020 ASA/USA 14U Colorado State Champions
 - 2006-2008 Head Coach North Jeffco Baseball (8U-10U)
 - 2007-2015 Assistant Coach for Colorado SWAT (10U-16U)
 - 1997-2001 Pitching Coach for Cherry Creek AAA club Team (12U-15U)
- Start-up Operations
- Change Management
- Operations Management
- E-Commerce Management
- Pitching, Fielding, Hitting & Winning!





MERIDITH PEELE THOMPSON

Finance

BACKGROUND

Bachelor of Science, Accounting, North Carolina State University (summa cum laude)

Master of Accounting, North Carolina State University.

BIOGRAPHY

Accounting professional with 15 years experience, including Big Four audit firm experience, and industry experience in the homebuilding and technology sectors.

Since moving to Ventura in 2008, Meridith has committed to the local community through volunteering and community involvement, including:

- Ventura County Leadership Academy participant
- Ventura Land Trust Supporter
- California Lutheran University Accounting Advisory Board Member
- Elementary school classroom volunteer
- Youth Track Club 8U



← **Tweet**



Ventura County Leadership Academy

@VCLeadership



"In true VCLA fashion, session three was jam-packed with thoughtful and enlightening information, that inspires us all to dig deeper into our wonderful community."

Read more from cohort member Meredith Thompson on our Economy & Transportation session at vcleadership.org/reflections/



BRAD MOOBERRY

Brand Strategy & Digital Marketing

BIOGRAPHY

30 years as president and CEO of ad2, inc. Provided multi-channel initiatives including brand strategy, website development, social media and mobile marketing tactics to a variety of corporate, entertainment and non-profit clients.

As owner and creative director, ad2 received more than 160 interactive awards, including New York Festival, Summit Emerging Media, MarCom, Horizon, W3, Hermes Creative, Webby, Davey, London International and One Show Awards.

Brad's company was regarded as one of the top interactive agencies in the country having produced more than 300 web projects and more than 100 interactive CD-ROM titles with distribution of over 100 million disks.

Created and implemented digital projects across multiple marketing channels, websites, micro sites, social sites, interactive CD/DVD-ROMs, online campaigns, interactive games & activities, custom online applications, mobile sites and mobile apps, and much more.

Brad's marketing skills include brand identity, brand building, strategic planning, articulating vision, concept ideation, UI design, information architecture, copywriting, graphic design, photography, digital storytelling, print production, digital video editing and programming.

Clients he helped make the shift to digital:

20th Television
Amblin Entertainment
ASSA ABLOY
Bandai
Bose
Deloitte
DirecTV
Electronic Arts (EA)
Fox
GRAMMY
Hilton Hotels

Honda
IGN
ISUZU
Kaiser Permanente
Kawasaki
Lions Gate
LA Kings
Mattel
MGM
Miller Brewing

Monterey Bay
Aquarium
Paramount Pictures
Pepsi
Pioneer
Rand McNally
Robb Report
SANYO
Smithsonian Institution
Sony Pictures
Toon Disney

Touchstone Pictures
Toyota
Universal Pictures
Verizon
Walt Disney Parks &
Resorts Online
Warner Bros Home
Entertainment
Wells Fargo Bank
Wolfgang Puck



Jeff throws the first pitch at Dodger Stadium with Atlanta Braves Coach, 1991 MVP and Oxnard native, Terry Pendleton.

JEFFREY WAYNE MAULHARDT

Historian & Educator

BACKGROUND

California State University, Chico
 (BA Philosophy/BA Liberal Studies)
 California Teaching Credential K-12.

BIOGRAPHY

Author of 16 local history books including *Baseball in Ventura County* & *The Day the New York Giants Came to Oxnard (1913)*.

Offers background history of baseball in Ventura County and the importance to establishing a home for baseball fans and families to enjoy America's original pastime.

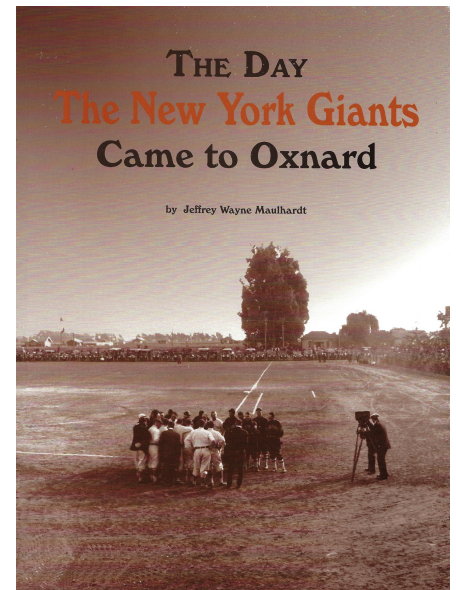
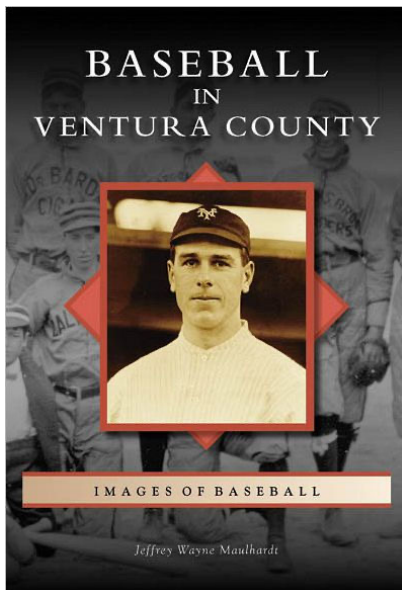
Founder and president of the Oxnard Historic Farm Park Foundation featuring the oldest remaining farm buildings from the 1870's along with dozens of vintage farm implements from the county.

Areas of Expertise

- 30-year educator and coach
- Teacher of the Year (1988)

Areas of Interest

- Fifth-generation descendant of two longtime local families (Maulhardts & Borchards).
- Founder, President of a non-profit created to save oldest buildings on Oxnard Plain.
- Threw out the first pitch at a Dodgers game... twice!





ANTHONY "TONY" ABBATINE

Director of Baseball & Softball Academics

BIOGRAPHY

Performance coach: MLB, NCAA, Team USA Softball

Professor, Sports Psychology, St. Thomas Aquinas College.

Creates programs that provide perspective for coaches, support staff and consultants on an athlete's performance and well-being.

Performance Consultant, MLB Mental Skills & Vision Training
New York Mets, New York Yankees, Boston Red Sox, Washington Nationals, Colorado Rockies, Los Angeles Dodgers, Seattle Mariners and Texas Rangers.

Consultant, Pittsburgh Pirates Baseball Club Presented to the Pirates Coaches, Front Office and Major League Manager best practices for integrating visual training into the organization's hitting system and mental skills model.

Performance Coach, USA Softball – National Team Oversees the mental and visual performance issues for the USA National Teams training for the 2020 Olympics. On-field and classroom workshops for the players and coaches. Travels with the team to camp and international events, scouting and evaluating upcoming opponents.

Performance Enhancement Consultant, NCAA University of Florida, University of South Florida, University of Georgia, University of South Carolina, Clemson University, University of North Carolina, University of Alabama, University of Texas, University of Arizona, University of Nevada Las Vegas, University of California Los Angeles, Cal State Fullerton and Oregon State.

Founder and Director of Performance at Frozen Ropes, a U.S. based company that offers instruction and coaching to amateur athletes and coaches.

As a Certified Open Focus Coach (COFTC) Anthony's work in the area of Visual Psychology has been featured in Sports Illustrated, The Washington Post, The New York Times, USA Today, News- week, ESPN and Baseball America.



RYAN THOMPSON

Project Management, Operations

BACKGROUND

Bachelor of Science, Textile Engineering, North Carolina State University (magna cum laude)

BIOGRAPHY

Patagonia Materials Specialist with 10 years experience focusing on fibers and polymers. Develops custom solutions to meet functional, aesthetic, environmental, and cost specifications for both technical and lifestyle apparel lines in conjunction with partners in Design and Production.

Managed comprehensive redevelopment of International Apparel Retailer's flagship fleece program. Over 36 months, moved all RMs from 0% to 100% recycled content inclusive of trims (except the metal zipper teeth) while maintaining previous quality AND holding retail costs. 1M+ units affected.

Oversaw International material supply chain and maintained key R&D partnerships. Oversaw emergency redevelopments due to anything from natural disasters to socio-political issues challenging the supply chain. Managed Operations for Materials R&D department including set up of new workspaces, and maintenance of in-house libraries and sample fabric stores.

Areas of Expertise

- Materials Selection/Optimization
- Project Management
- Operations/Planning
- Space Optimization

Areas of Interest

- 15-year resident of Ventura County
- Fitness enthusiast, runner, and aspiring Pickleballer
- Volunteer with Ventura Land Trust
- Classroom Volunteer - Pierpont Elementary
- Volunteer Coach - AYSO Region 39
- Volunteer Coach - Ventura Coastal Little League

G.2 PREFERRED CONTRACTORS & VENDORS



San Luis Obispo, CA. Creating beautiful, practical designs for the people of Ventura County, the Central Coast and the Central Valley.

Ventura, CA. More than 30 years of service and success in civil engineering, surveying, planning and construction management.



BYROM-DAVEY, INC.

Upland, CA. Competitive Bid (Design/Bid/Build) general contractor with 30-years experience including baseball stadiums, guarantees maximum price, and provides a 1-year warranty for all preconstruction, construction and post construction phases.

Ventura, CA. With a strong sense of community, award winning Viola utilizes local subcontractors, vendors and workforce employees to focus on public schools, libraries, community centers, city halls, hospitals and transportation centers.



Oxnard, CA. Third generation hardscape contractor providing applications for industrial, commercial, tract, and custom homes throughout the Western U.S.

Camarillo, CA. A production and A/V installation company since 1980, with a focus on “Performance Sound Systems” (Coachella Valley Music and Arts Festival, Stagecoach Festival, Hollywood Bowl, Thousand Oaks Civic Arts Plaza, Blink 182, Soundgarden, Red Hot Chili Peppers).



Ventura, CA. Design professionals and environmental planners providing top quality landscape architecture, urban design and planning services to Southern California communities since 1983.

Ventura, CA. Offering full digital document management and printing solutions with both small and large format services.



G.3 STANDARD OPERATING PROCEDURES

MANAGING FINANCES

PSG's significant investments in revamping this oceanside facility will enable the company to maximize revenue while keeping costs down. How do we accomplish this? Here are PSG's financial factors that management understands when hosting Fairground events.

Zero-Based Budgeting

As the name implies, PSG will start with a zero balance on all revenue and expense accounts and then allocate resources based on program necessity rather than budget history. Every expense that has been included will be specifically reviewed and evaluated for necessity to maintain operations, provide for responsible regrowth efforts and the revitalization the Ventura County Fair, and support the overall strategic direction and goals of that organization.

This program-based format provides a better understanding of, and insight into, revenues and expenses according to programs and functions instead of broad categories that cover multiple programs. Going forward, this format will continue to provide for better financial and statistical reports, creating a greater understanding of net operations and impacts of decisions.

Tracking Actuals

PSG will ensure all revenue is being captured by tracking actuals. This is important because of unanticipated changes that may happen over the course of an event or fair. For some organizations, this is a big change in business process, but the outcome and increase in revenue can be substantial.

Weigh the Mission Value

Revenue is not the top priority for mission-driven events. These events can include 4-H, Board meetings and local agricultural exhibitions. But mission-driven events can still be costly and potentially take up space that a larger, more profitable event could better utilize by charging for concessions and parking. On the flip side, there is something to be said for hosting these types of events and being a good community and industry partner. While there is room for different types of events, PSG will carefully evaluate and balance what is planned into the fairground's calendar.

Concession Commissions

From funnel cakes to fried Oreos, food is one of the greatest things about a fair. It is also one of the most lucrative. Tracking the commissions on your concessions can give insight into the highest-grossing vendors enabling PSG to drill down even further to the specific sale items as there is often a clear 80/20 winner. When we define what is popular, PSG can better plan vendor layout and make note of who to spotlight in our advertising.

PSG will implement order management software to tie together important aspects of any event(s). From sales to invoicing, it acts as a CRM and allows PSG management of the calendar, issue contracts, produce event orders, produce work orders, invoice and collect data. This will allow everything before, during, and after an event to run smoothly.

INCREASING EVENT PROFITABILITY

Organizing a profitable fairground event is just as much about what you don't do. PSG is mindful about costs and conservative about where budgets are deployed. Eliminating potential revenue reducers, carefully managing inventory, adding value to sponsorships and uncovering new revenue streams will increase use and profitability.

Eliminate Revenue Reducers

PSG will track where money is deployed, and based on that data, strategize how and where to stem the tide. Subcontractor needs, for example, can be a big budget drain if one is not getting a fair price. PSG's Management Team has local to regional relationships with subcontractors who help yield better rates. Staff overtime is always a matter of concern, both for the employee and the employer. And finally, a dedicated army of trusted volunteers will contribute to PSG's success while helping to cultivate a valuable sense of community.

Inventory Management

Maintaining equipment inventory helps PSG avoid overstocking, which ties up cash flow. Good inventory management can prevent unnecessary investments in equipment and/or other resources.

Maintenance

Breakdowns are guaranteed to happen, but what is not guaranteed is what will break, how often and how much money it will take to repair. PSG has set aside budget reserves specifically for maintenance. We based that expense on a market analysis conducted by the Lincoln County Fairgrounds (Newport, OR 2014) suggests an annual range of \$170,000 (low use) to \$380,000 (high use).

These numbers account for maintenance related to all operating expenditures, including labor costs, regular maintenance, insurance, advertising and contingency.

Equipment Depreciation

Calculating depreciation will help PSG make smarter maintenance decisions, particularly for older equipment. And to maximize costs, will track each piece of equipment. Our management software will provide the tools we need to simplify the process. From proposal requests to tracking expenses, our unified fairground platform will capture expenses that are not always tangible, and work to mitigate surprises. Plus, PSG will benefit from the convenience of tracking finances in the same software we use to manage entertaining and profitable events.

Add Value to Sponsorships

To attract more sponsors, PSG will provide ways to make it worth their while. This may include promotion on our social media platforms, offering the use of the Fairgrounds for sponsor functions and placing branded signage in prominent areas throughout the event(s). PSG understands the value of our audience, both onsite and online, and promotes business-building opportunities by facilitating working relationships between our co-sponsors, which adds value.

New Revenue Streams

PSG looks for out-of-the-box opportunities that go beyond the obvious money makers such as concessions and sponsorships. We may open the fairgrounds to new types of events that involve group sales, such as field trips, scout jamborees and church bazaars. Priority parking and RV camping reservations are also good ways to boost revenue. Leveraging the website can encourage more online group bookings and provide better customer service as PSG's information in a newly formatted platform will be easily accessible and provide easy-to-find contact information for questions and/or assistance.

IDENTIFYING HIDDEN EXPENSES

Supplies. Supplies are the services and equipment PSG needs to run a successful event (i.e. tables, chairs, booths and audio-visual equipment). And while obvious, our events, as they become more creative and diverse, could also require other not-so-obvious necessities. For example, wristbands, platforms for extra signage, flex response to COVID restrictions, even unforeseen Acts of God may all impact the bottom line.

Assets

"Assets" are the heavy equipment such as buildings (temporary and permanent), grounds, rides, and other structures that are owned or rented by the Fairgrounds. To boost attendance and drive repeat business, it is important to keep events fresh by rotating in new rides and retiring old ones, providing beautiful surroundings and featuring state-of-the-art facilities. Since PSG will likely be working with third-parties for most assets, we will ask about new attractions in development and will capitalize on those ideas when planning future events.



APPENDIX



NEWS

First Ventura County Fair in 3 years brings 270,486 visitors, increased revenues



Tom Kisken
Ventura County Star

Published 5:21 p.m. PT Aug. 16, 2022

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10 Photos

[VIEW FULL GALLERY](#)



Rides, exhibits fade away as fairgrounds cleanup begins

Rides, exhibits and more come down as the Ventura County Fairgrounds ends its 2022 run.

The first Ventura County Fair held in three years attracted fewer people than in 2019, but higher ticket prices helped bring a 40% jump in admissions revenue.

The 12-day fair that ended Sunday drew 270,486 visitors, about 11% fewer than the nearly 303,000 who attended the last fair before COVID-19 spawned cancellations in 2020 and 2021.

Ticket prices at the gate rose from \$12 for most adults in 2019 to \$15 this year. Revenue from admissions increased from nearly \$1.9 million in 2019 to \$2.6 million, officials said Tuesday.

The numbers are impressive given the uncertainty of the pandemic, said Leah Lacayo, board president for the county fairgrounds.

"I think all in all it was a really successful fair. I didn't know what to expect," she said. "At any point in time something could have happened. A band could have gotten ill or a performer could have canceled."

The fair is believed to be the most-attended event in the county since the pandemic began. Challenges included finding workers for the fair and dealing with a decrease in exhibits.

"The (garden) entries were down quite a lot," said Barbara Schneider, longtime floriculture superintendent. She said the decline was likely linked to the new requirement all items be submitted online and expressed hope exhibits will grow next year.

"I think it was the beginning of a new world for us," she said. "I think next year will be wonderful."

Fly on over: Wings Over Camarillo celebrates women pilots at 41st annual air show this weekend

The two years of canceled fairs also affected some exhibits, said Valerie Ulmer, home arts superintendent.

"A few people I talked to since the fair said it kind of snuck up on them," she said.

Little information has been released about a break-in at the fair's administrative building early on the morning of Aug. 10. California Highway Patrol spokesman Vince Rangel said an undisclosed amount of cash was stolen. No arrests have been made and the investigation is continuing.

Participation in the junior livestock auction was down from 2019 but the event still brought in \$1.5 million for kids raising pigs, steers and lambs. A food drive held during the fair also brought in 2,810 pounds for the nonprofit Food Share organization along with cash donations.



Valerie Myers, left, and Judi Ulmer organize exhibit items in the Home Arts building at the Ventura County Fairgrounds as post-fair cleanup started Monday.
ANTHONY PLASCENCIA/THE STAR

"For us the focus is never about the numbers of people coming into the gates, but about the quality of the experience our guests have and about the number of smiles we see as fair visitors head home," CEO Barbara Quaid said in a news release.

The fair also marks the end of Quaid's 17-year run as lead administrator. Quaid, who started volunteering at the fair 50 years ago, announced her retirement two years ago but kept working part time. She'll be replaced by Stacy Rianda, former deputy manager of the Fresno Fairgrounds. Rianda started her stint as CEO earlier this summer.



Reporter battles balloon animals at Ventura County Fair

Reporter Tom Kisken takes on the challenge of making balloon animals at the Ventura County Fair with the help of an expert. ANTHONY PLASCENCIA, *Ventura County Star*

Tom Kisken covers health care and other news for the Ventura County Star. Reach him at tom.kisken@vcstar.com or 805-437-0255.

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VENTURA

'Wow factor': Ventura's Players Casino set to reopen at more spacious fairgrounds venue



Wes Woods II

Ventura County Star

Published 5:00 p.m. PT Jan. 31, 2022

[View Comments](#)



The Players Casino in Ventura is scheduled to reopen on Feb. 1, 2022. WES WOODS II/THE STAR

Longtime customers of Ventura's [Players Casino](#) will see some significant changes when they visit its new temporary location.

The casino is set to reopen at 1 p.m. Tuesday at the Ventura County Fairgrounds' Derby Club, a more spacious venue but with limited food and beverage service offsite.

VC Star.

"It's exciting for us," Patrick Berry, the casino's general manager, said Monday. "There's really a wow factor especially since the work's all done now. Players we know are excited to come back."

Changes ahead: [Beer garden coming to Ventura Harbor Village, replacing carousel and arcade space](#)

Berry and Marina Martinez, the casino's assistant general manager, discussed the features at the new venue Monday, surrounded by tables set for Texas Hold 'Em, three-card poker, baccaret and blackjack.

The casino, for ages 21 and older, will be upstairs from the Derby Room and open 24/7. Patrons can buy chicken wings, burgers, sandwiches alcohol and soft drinks in the Derby Room but must consume them downstairs.

Martinez said the casino likely won't be able to serve inside the casino for some time because of COVID-19 precautions.

"If we have customers playing and they're eating and drinking at the tables that means their masks are down," Martinez said. "Our priority is health and safety for not just our staff but our patrons, most importantly."



The inside of Players Casino on Jan. 31, 2022 in Ventura before it reopens to the public on Feb. 1, 2022. WES WOODS //THE STAR

There will be 22 tables for card games open for patrons.

Players Casino had operated for decades at its former site on Auto Center Drive, serving a loyal clientele that ranged in age from 21 to more than 90 years old, Berry said.

"It's an institution in this town," he said.

In November, Players signed a two-year lease on the fairgrounds location, Berry said. [The Ventura City Council approved the temporary move.](#)

In December 2020, the casino said it suspended operations largely due to the pandemic. On April 6, the casino closed and [filed for bankruptcy](#). The owner also terminated its lease on auto row.

Ventura lost \$2 million in cardroom tax from the closure, according to the city's budget for the 2021-22 fiscal year.

City officials said they hoped the relocation would recoup some revenue.

They said a challenge with the fairgrounds location is that its state-owned property, meaning the city can't tax the casino 15% of its revenues as it had at the previous location. As part of a compromise, city and casino officials agreed to a payment in lieu of taxes.

Under the agreement, which runs through 2025, the city will take 10% rather than 15% of the casino's operational revenue, a concession to Players for their yet-unknown costs of the relocation. The city also agreed to defer the extra 5% until 2027.

The city expects to receive about \$1.3 million a year under the deal.

Andy Hegland, acting city attorney, said after the agreement ends in 2025, the casino will not be able to operate without the city's approval.

Wes Woods II covers West County for the Ventura County Star. Reach him at wesley.woodsii@vcstar.com, 805-437-0262 or [@JournoWes](https://twitter.com/JournoWes).

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MARKETS

Sports Assets Could Be A New Form of Gold

► Despite a deteriorating economic environment, sports assets continue to generate billions of dollars in value.

► In just the past month, we have seen \$8 billion of media rights deals signed by MLS and the IPL alone.



RON CHENY-USA TODAY SPORTS

BY LIAM KILLINGSTAD
JUNE 26, 2022

SHARE



“U.S., European Economies Slow Sharply as Recession Risks Grow”: That was Thursday’s headline in the Wall Street Journal’s Economy [section](#).

U.S. equities and bond markets have unequivocally sunk into bear-market territories, while in March the Consumer Price Index (“CPI”) was reported at 8.6%, the highest such figure since 1981.

Retail companies such as Revlon are filing for bankruptcy, media companies are preparing for significant pullbacks in advertising spending, and crypto markets...well I won’t even go there.

Yet, despite the month-long indicators of a looming recession, **sports-related deals have been flourishing.**

As recently as last week, Front Office Sports covered a [\\$2.5 billion deal](#) between **Apple and Major League Soccer**. Additionally, on June 15, the **Indian Premier League and Viacom18** — backed by Indian billionaire Mukesh Ambani — came to a five-year, \$6.02 billion agreement to sell their aggregate streaming and television rights. They secured streaming rights alone for \$3.05 billion.

Media rights are largely insulated from the overall macroeconomic environment due to their long terms and tendency to balloon in value over time. While it's not a hard-and-fast rule — see the EPL's reduced rights deal in 2018 — the two most recent media rights deals support it.

Then there are team deals. In 2022 alone, franchises like **Chelsea, AC Milan, and the Denver Broncos all sold for record sums.**

- Denver Broncos: \$4.6 billion
- Chelsea FC: \$3.2 billion
- AC Milan: \$1.3 billion

Team valuations and media rights are something of a “chicken or the egg” situation. Some team valuations couldn't be achieved without the growing value of media rights and vice versa.

Regardless, the two tend to move in tandem, and more importantly, continue to increase despite difficult (at best) market conditions.

What's Driving Valuations

Aside from media rights deals, a multitude of factors contributes to increased valuations.

Scarcity, for one, plays an important role. The value of the top teams comes from their illiquidity and the fact that a globally recognizable brand, like Chelsea, just doesn't become available very often — recession or not.

Furthermore, the legalization of live sports betting in key U.S. markets, and continued growth in streaming platforms have also unlocked revenue-generating opportunities for prospective owners.

In an interview with the [Financial Times](#), Goldman Sachs head of sports finance Greg Carey stated, “These assets are unlike anything else in the world. **Live sports are ingrained in people’s lives.** That doesn’t mean if we go into a recession that things won’t slow...but when **you’re a monopoly with live content**, you have a lot of ways to withstand storms.”

One huge caveat regarding franchise valuations: The individuals who put up the capital to buy these assets aren’t necessarily moved by markets. Interest rates and inflation are unlikely to deter one of these investors, whose time horizons stretch far beyond the duration of an impending recession.

What 2008 Can Teach Us

In an interview with the FT, media rights expert Tim Crow stated, “Sports rode 2008 out really well... It’s difficult to call anything recession-proof, but the fact is there were long-term contracts, and they had to be honored.”

The long-term contracts help insulate those assets.

Additionally, **sports assets are largely uncorrelated to markets.** When it comes to major indices like the S&P 500 or the NASDAQ, interest rates play a large role in determining the value of each individual company. And sports teams have diversified revenue streams that allow them to weather the market storm.

In 2009, the Premier League actually saw clubs retain their fan attendance numbers — and in some cases even increase them. Plus, clubs continued to draw significant sponsorship revenue and fees for participating in the Champions League.

- Liverpool and Manchester United signed new \$32 million-per-year jersey sponsorship deals with Standard Chartered Bank and Aon, respectively.
- Clubs participating in UCL could also receive \$40-\$80 million from UEFA’s broadcasting and revenue pool, depending on performance.

The concept here is a flight to quality. When times look bad, people tend to **gravitate toward safe-haven assets** — and the best of the best rise to the top.

That's not to say some teams and leagues won't feel the crunch. From ticket sales and attendance to sponsorships, there will always be ripple effects.

- The NFL saw a 1% dip in attendance in 2009, even though most of those tickets were purchased well in advance of the financial crisis.
- The NFL lowered its prices by 10% for January 2009 playoff games and scaled back Super Bowl tickets to \$500 from \$800.
- GM, a partner of the Daytona 500, cut back on a majority of NASCAR-related spending.
- The NBA league office reduced its staff by about 80 (9%), as did the NFL, which shed about 170 jobs, (15%).

No one is truly immune to a recession. But ultimately, sports assets have the ability to operate outside the purview of economic machinations.

Contextualizing A Market Downturn

There are many reasons to look at markets through a negative lens.

After the longest bull-market cycle, we are currently experiencing the highest inflation in 40 years, rising interest rates, technology stocks trading down 50%+, a war in Ukraine, broken supply chains, and continued lockdowns in China.

Venture capitalist [Morgan House](#) touts a concept called the Policy Uncertainty Index, which attempts to quantify economic uncertainty by tracking any mention of it in the media.

According to his article, uncertainty bottomed out — and certainty about the future peaked — twice over the last two decades: In the year before the September 11 attacks, and in the year before the 2008 financial crisis.

Markets are unpredictable and will remain unpredictable, which is why **assets that force you to “take the long view”** tend to decouple themselves from the market.

Count on the flurry of team and media rights deals continuing for the time being.



Richmond moves forward on new \$2.4 billion development, including new Flying Squirrels ballpark

by Kevin Reichard on [September 14, 2022](#) in [Minor-League Baseball, News](#)



With the selection of investors to lead a new \$2.4 billion mixed-use development, **Richmond officials** now have a plan for a **new Flying Squirrels ballpark** near the **current Diamond location**.

The mixed-use development, [the Diamond District](#), is slated to be located along Arthur Ashe Boulevard. [Here's an overview of the development.](#)

Last night the Richmond City Council approved **RVA Diamond Partners** (a partnership of Thalhimer Realty Partners, Washington's Republic Properties Corp. and Chicago's Loop Capital) to develop 67.57 acres of public property with a mix of the ballpark, 137,000 square feet of retail, 5,100 parking spaces, a 150-room hotel, apartments, restaurants and a new park. The new development will be built in stages, but a priority will be construction of a new Flying Squirrels ballpark by the 2025 season to replace The Diamond as the Eastern League team's home. The Diamond is not in the best of shape, and when MLB imposed new MiLB facility guidelines, it was decided early on by the team ownership and the city that putting money in The Diamond would be a poor investment.

Instead, the new MiLB facility guidelines ended up causing the city and the team to finally commit to a new ballpark plan, a task that has come up short for many, many years, with the pair following a familiar path of tying a new ballpark to additional investment and development.

The new ballpark will be backed by Community Development Authority (CDA) bond financing, but in a worst-case scenario there's no obligation for the city to repay those bonds; the risk is with the developers.

To begin, the city will sell The Diamond and surrounding acreage to developers for \$16 million; in return, the developers will invest at \$627.6 million in initial planning and construction, including the ballpark (a 2025 opening is a hard deadline) and 1,729 residential rental and individual-owned units. Previous announcements regarding the ballpark indicated a capacity of 10,000, with approximately 8,000 fixed seats and room for approximately 2,000 standing room patrons. In addition, the new ballpark would feature 20 suites and 500 club seats, with adjacent private club space that would be designed to be able to accommodate additional events like meetings, receptions, parties and other events. And, obviously, the new ballpark would meet current MiLB facility standards. The Flying Squirrels would play 70 games there, with VCU playing another 30. An additional 100 events are projected, with the cost of the ballpark forecast as \$80-\$100 million.

Here are the specific steps to be carried out now, according to the city:

- Begins the design phase of the ballpark as soon as possible with a commitment to purchase the first \$20M of bonds to finance the new baseball stadium.
- Provides a master plan approach with a balance of open space, walkable blocks, and a mixed-use, mixed-income development program that celebrates the ballpark as an important anchor and honors the legacy of Arthur Ashe, Jr.
- Creates an 11-acre signature park that is envisioned to be a place for all Richmonders to enjoy with several distinct areas and programming planned throughout the year.
- Provides 20 percent of the rental units to households earning between 30 percent – 60% percent of the area median income (AMI), with at least 100 of the units with project-based vouchers for public housing residents.
- Provides 20 percent of the homeownership units to households earning between 60 percent – 70 percent of AMI and funding a \$1 million fund that will assist affordable home buyers with closing costs and other transaction expenses.
- Showcases a diverse ownership team that includes 45 percent MBE ownership.
- Seeks to include MBE/ESB business throughout the project from ownership and development to construction and operations, maintenance, and leasing inclusive of employment, contracting, and leasing.
- Desires to partner with the Richmond Public School Board to develop a Technical Training Center at the Maury Street and Richmond Highway former Altria site to create an available workforce with sufficient experience to support the development of the Diamond District, and other development projects throughout the city.

“This proposal meets our goals to equitably revitalize an underdeveloped part of our city and maximize its potential to enhance the quality of life for all Richmonders,” said **Mayor Levar Stoney** via press release. “Commitments to affordable housing, minority business engagement, publicly accessible open space and a new ballpark mean that the Diamond District will be enjoyed by, built by, and benefit all residents of our city. The Diamond District has long been a diamond in the rough. I look forward to seeing it shine.”

“The Richmond Flying Squirrels are proud to be an anchor tenant of this proposed revitalization and development of the Diamond District, a natural extension of the growth of our beloved hometown,” said **Lou DiBella, Richmond Flying Squirrels** president, via press release. “The Squirrels will be the most well-known neighbors in a new, diverse, and dynamic neighborhood. We commit to being a great neighbor and to making memories together for decades to come.”

Some big names are involved in the project: **Skidmore, Owings & Merrill; DLR Group; Nelson Byrd Woltz** landscape architects; **J&G Workforce Development**; and San Diego’s **JMI Sports**, the media rights and venue-development company. The project also include participation from VCU, which will be a tenant in the new ballpark but not (as of now) investing in the facility, instead building a new athletics village at the former Virginia Alcoholic Beverage Control warehouse property.

Between now and the 2025 opening tongues will surely wag about how the new ballpark could impact the current MiLB structure. It’s no secret the Washington Nationals attempted to place their Triple-A affiliate in Richmond during MLB’s reconfiguration of the minors, and it’s a good bet the Nats will make another run at such a shift when the new ballpark opens. That doesn’t mean current Nats affiliate Rochester would be booted from MiLB; it could mean the Red Wings flip spots between Double-A and Triple-A.



A's get 'huge win' in vote regarding new Oakland stadium project

June 30th, 2022



Martín Gallegos
@MartinJGallegos

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Boom ✨ [@Athletics](#) BCDC vote passes! 23-2
What a huge win for our waterfront ballpark project and the future of Oakland and the A's!



3:46 PM · Jun 30, 2022

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A consequential vote by the San Francisco Bay Conservation and Development Commission Thursday brought hope for the A’s pursuit of a new waterfront ballpark in Oakland.

After hours of discourse between the commissioners, as well as a large public comment portion that included an opening statement from Oakland Mayor Libby Schaaf, 23 of 25 SFBCDC members voted overwhelmingly in favor of the A’s request to remove priority port use designation from Howard Terminal. The removal, described by team president Dave Kaval as a "huge win," allows the A’s to move forward with their waterfront ballpark project and planned development in the surrounding area.

“Getting a 23-2 vote is just massive,” said Kaval. “It exceeded our expectation. We thought we were sitting at 18 or 19 [yes votes], and to get to 23 is just a credit to everybody involved in the process. The city, Mayor Schaaf, the port, ourselves and our union partners. Everyone just articulating the vision and the benefits of this project and doing it in a very thoughtful and methodical way.”



Thursday's "yes" vote is significant to the hopes of keeping the A's in Oakland for the long term. Had the request for removal not received the necessary two-thirds majority, the team's ballpark proposal at Howard Terminal would have essentially been killed, leading the organization to focus its efforts on relocation to Las Vegas, where Kaval has also been exploring potential sites for a new stadium.

In addition to a 35,000-seat open-air waterfront ballpark, the A's plan includes up to 3,000 units of housing, 1.5 million square feet of office space, 270,000 square feet of retail space, 280,000 square feet of hotel space and a 50,000 square-foot indoor performance venue with a capacity of up to 3,500.



"We're thrilled with such a positive vote," Kaval said. "This is a very difficult approval needing super majority. To navigate the kind of byzantine organization that is [SF]BCDC and do that successfully to get the 'yes' vote was a huge day for the A's and our project in Oakland."

So, with Thursday's hurdle cleared, what's next? Well, the A's still must seek approval from various agencies, including one from the California Department of Toxic Substances Control after submitting a plan for toxic remediation around the area of the proposed site.

The next, and perhaps last, major hurdle is to develop a binding development agreement and community benefits package to address the details of the project with the city of Oakland. This would represent one of the last critical steps for the A's before a final vote for a binding agreement with Oakland, which would give way for shovels to finally hit the ground at Howard Terminal.



“We’re one big approval away from having this project as a binding deal,” Kaval said. “We’re running out of time and need to schedule that vote to see if that final approval is something that the public policy makers are on board with.”

The removal of priority port use gives the A’s until 2025 to enter that binding agreement. Of course, with the current lease on the Oakland Coliseum, the A’s home since 1968, expiring in 2024, they’d like to reach an agreement much sooner, which is why the club continues to urge city council to provide a final vote by the end of 2022. For Kaval, the final vote would ideally take place sometime in September or October, which would be prior to Oakland’s general elections in November.

“We’re really encouraging the city to schedule that vote as soon as possible,” Kaval said. “Libby [Schaaf] is only in office the remainder of the year. She’s our biggest proponent and advocate. Once she leaves, it’s going to be difficult to advance in the same way.

“We also want to build on the momentum of today. This is a great moment for the project to get through this really difficult approval. We want to show that same level of urgency with the city council.”

Los Angeles Times
The state of what's next.



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JAY L. CLENDENIN Los Angeles Times

A DODGERS BOBBLEHEAD collection resides in the Hermosa Beach bedroom of lifelong baseball fan and season-ticket holder Austin Donley.

Investing in America's pastime

Owners capitalizing from skyrocketing revenues while enhancing fan experience

BILL SHAIKIN
ON BASEBALL

For \$300, the Dodgers will sell you a special kind of season ticket. By signing up for the "Dodgers at Home" program, you can get a year's worth of gift boxes delivered to your door, access to "exclusive videos, photos, and player content," entry into team contests, and priority access to sales and special events.

What you do not get is entry into a game. It is a season ticket without a ticket.

The Dodgers' program is an example of how teams are developing loyalty in and making money from fans in ways that go far beyond selling tickets, T-shirts and cable television subscriptions. If you cannot get to the ballpark, teams can bring the ballpark to you.

That could come through online content and merchandise, and perhaps soon through betting, digital col-



LUIS SINCO Los Angeles Times

A YOUNG DODGERS FAN waits for balls to be hit over the outfield wall before Game 4 in the 2021 National League Championship Series against Atlanta.

lectibles and virtual reality experiences, according to panelists at the MIT Sloan Sports Analytics Conference. Those new frontiers could provide new experiences for fans and new revenues for owners.

For the most part, the owners we have come to know are individuals — the Dodgers' Peter O'Malley and the Angels' Gene Autry a generation ago; the Dodgers' Mark Walter and the Angels' Arte Moreno today. But the spiraling prices of sports franchises have led Major League Baseball and other leagues to permit private equity ownership of minority stakes in teams.

The investment funds aren't getting involved to run the teams. They're buying in to make money on the investment.

Arctos Sports Partners is one of those funds. Arctos has bought into teams in Major League Baseball, the NBA and the NHL. (The NFL does not allow private equity ownership.)

“We’re big believers the asset values in the industry are going to grow,” Jordan Solomon, co-founder of Arctos, said at the Sloan Conference.

MLB Commissioner Rob Manfred awkwardly suggested last month that the stock market might make for a less risky investment than ownership of an MLB team, but the numbers do not support that contention. From 2002-21, MLB teams appreciated in value at an average of 669%, according to data presented at the conference, with the S&P stock index appreciating 458% in the same time.

Firms such as Arctos are not about civic involvement or the joy of ownership. They evaluate opportunities on a “Can we make money?” basis. The data showed that Arctos and similar firms invested nearly \$2 billion into stakes in pro sports teams last year.

“These are strong, recurring revenue businesses,” Solomon said.

The owners get a guaranteed share of growing league revenue, including national broadcast revenue — and not just from television networks, as last week’s deal between Apple and MLB shows. The average annual value of the MLB national broadcast deals, according to Forbes: just shy of \$2 billion, or about \$66 million per team. That is guaranteed revenue, without even accounting for local cable rights or selling a single ticket or T-shirt.

The owners need not worry about relegation, or getting kicked out of the league for poor performance, as European soccer teams do.

They get tax benefits, Solomon said. They can start their own media companies, as the Dodgers have done. They can control the land around their ballparks and run side businesses as developers and landlords, as the Angels hope to do.



SAWYER RODRIGUEZ, 9, of Beaumont, happily holds his stash, including a Cody Bellinger bobblehead and a rally towel, upon entering a game at Dodger Stadium.

GINA FERAZZI Los Angeles Times

‘Fans are creating their own experiences whether they buy tickets or not.’

— TOM GARFINKEL,
chief executive of the Miami Dolphins and former chief executive of the Padres

Under a new collective bargaining agreement, they are allowed to sell advertising patches on player jerseys and advertising decals on batting helmets. The Lakers recently signed a patch deal worth at least \$100 million. The Dodgers play twice as many games, so they can offer a sponsor twice as much exposure.

At the ballpark, teams can collect information from your mobile ticket and your concession apps. If you enter the ballpark early, eat at particular concession stands or buy a popular cap, teams can entice you to spend with digital coupons — on early-bird spe-

cial, your favorite foods and other caps.

Business analytics have ensured tickets are priced not simply by section. Teams maximize revenue by pricing for what day the game is played, who the opposing team is, when you buy your ticket, where exactly in that section you sit and what extras that ticket might include.

“A ticket is just a vehicle to an experience,” said Frances Traisman, senior vice president of sales for the Seattle Mariners.

That experience need not be the same for every fan.

Tickets can be sold that enable fans to sit in family sections with kid-friendly concession stands, mingle in social spaces, visit the field during batting practice, or gain access to restaurants, bars or a potential betting lounge within the ballpark.

“The experience is more than what’s happening in your seat,” said Paul Caine, president of On Location Experiences.

At the ballpark or from home, you could bet on the game as it proceeds, which could keep you watching even in a blowout.

“There’s a million pitches over the course of a season. You can bet on every one of them,” said Andrew Puopolo, product manager for Simplebet, which provides the technology to facilitate such bets.

(The fine print: Sports betting is not yet legal in California. There were 709,842 pitches thrown in MLB last season, according to Baseball Reference.)

Virtual reality could put you in a ballpark without leaving home, for a game today or a historical classic, or a behind-the-scenes meeting with a player.

You could see Sandy Koufax pitch or try to hit the Clayton Kershaw curve Vin Scully once called “Public Enemy No. 1.”

With digital collectibles, teams could share ballgame and ballpark highlights with you, and entice you with benefits for catching a game in person. The collectibles could be tickets too, with value added by linking videos of memorable plays from the game and a photo of you there.

“Fans are creating their own experiences,” said Tom Garfinkel, chief executive of the Miami Dolphins and former chief executive of the Padres, “whether they buy tickets or not.”

You can personalize how you root, root, root for the home team. Teams are deploying technology in new and creative ways.

It is baseball your way, with teams deploying analytics and technology to make being a fan more fun. Some of these ideas will work and some will not, but more revenue will flow into an already bursting revenue stream.

It is good to root for a team. It is better to invest in one.

Esports Industry to Reach \$4.75 Bn, Globally, by 2030 at 17.5% CAGR: Allied Market Research



Increasing inclination toward video games and rise in popularity of e-sports event drive the growth of the global Esports market.

NEWS PROVIDED BY
[Allied Market Research](#) →
 Jan 25, 2022, 07:40 ET

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PORTLAND, Ore., Jan. 25, 2022 /PRNewswire/ -- Allied Market Research published a report, titled, "*Esports industry by Application (Platform, and Service), Streaming Type (Live, and On-demand), Device Type (Smart Phone, Smart TV, Desktop-Laptop-Tablets, Gaming Console), and Revenue Stream (Media Rights, Game Publisher Fee, Sponsorship, Digital Advertisement, Tickets, and Merchandise): Global Opportunity Analysis and Industry Forecast, 2020-2030*". According to the report, the global Esports industry garnered \$0.94 billion in 2020, and is expected to generate \$4.75 billion by 2030, witnessing a CAGR of 17.5% from 2021 to 2030.

Drivers, restraints, and opportunities

Increasing inclination toward video games and rise in popularity of e-sports event drive the growth of the global Esports market. On the other hand, lack of standardization in online gaming event and online threats such as gambling impede the growth to some extent. However, rise in number of tournaments & events and with long term investment opportunities have been beneficial for the market growth.

Covid-19 Scenario

- The outbreak of the pandemic affected the implementation of Esports, especially during the initial phase.
- Nevertheless, rise in demand for interactive virtual and online gaming is expected to help the market recoup soon.

The platform segment to maintain its lion's share

On the basis of component, the platform segment accounted for the highest market share in 2020, generating more than two-thirds of the global Esports industry. This is owing to surge in adoption of Esports among the developing as well as developed countries to gain strategic as well as competitive advantage over their competitors. On the other hand, the services segment is anticipated to cite the fastest CAGR of 18.6% from 2021 to 2030, owing to growing preference for online gaming.

The on-demand segment to lead the trail

On the basis of streaming type, the on-demand segment generated the highest share in 2020, holding three-fifths of the [global Esports market](#). This is attributed to numerous benefits provided by streaming type segment such as top-end quality of gaming, easy customization, high security of gaming ID, and others. However, the live segment is expected to cite the fastest CAGR of 19.5% from 2021 to 2030. Rise in adoption of real-time streaming of Esports fuels the growth of the segment.

Asia-Pacific, followed by North America to dominate by 2030

On the basis of region, Asia-Pacific, followed by North America contributed to the major market share in terms of revenue 2020, holding nearly two-fifths of the global Esports industry. The same region is also projected to cite the fastest CAGR of 19.5% from 2021 to 2030. This is due to high-end technological growth along with the ongoing development in the gaming industry. The report also discusses other regions such as North America, Europe, and LAMEA

Prominent market players

1. CJ Corporation
2. NVIDIA Corporation
3. Electronic Arts
4. Gameloft SE
5. Gfinity
6. Kabam
7. Modern Times Group
8. FACEIT
9. Activision Blizzard, Inc.
10. Nintendo

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TECH

Japan opens biggest e-sports park to level up competitive gaming

PUBLISHED : 27 APR 2022 AT 12:00

NEWSPAPER SECTION: LIFE

WRITER: REUTERS



| Motor racing simulators at Red Tokyo Tower e-sports park. Photo: REUTERS

Japan's largest e-sports park opened last week, with proponents hoping it will help transform the country behind video game classics such as Super Mario and Zelda into a champion that can take on China in competitive gaming.

"Japan's esports market is growing but still distant compared to overseas. We hope to close the gap," said Yasuo Hara, president of Tokyo Esports Gate, which developed the Red Tokyo Tower attraction.

Set across three floors at the base of the landmark Tokyo Tower, the park offers space for esports competition along with the latest motor racing, virtual reality and games simulators.

Japanese gamers have been slow to jump into esports, favouring home-grown role-playing console (RPG) franchises such as Final Fantasy and Dragon Quest and mobile titles such as Monster Strike.

-
- **Chic and nostalgic**
 - **Laughter is the best medicine**
 - **A multitude of cuisines**
-

"It's still Donkey Kong country," said Serkan Toto, founder of game industry consultancy Kantan Games, referring to the classic Nintendo platforming series.

Nintendo has a loyal fanbase in Japan for its Switch device even as Sony and Microsoft battle it out in Western markets with next-generation consoles.

The Kyoto-based firm has launched major multiplayer hits Splatoon and Smash Bros but is less active in promoting competitive gaming than firms such as Riot Games, which is owned by China's Tencent.

Japanese esports reticence contrasts with neighbours South Korea and China, where enthusiasm is reflected in the competitive strength of teams in multiplayer PC titles such as League Of Legends from California-based Riot.

China, where console makers have struggled to make inroads due to regulatory hurdles, will this year account for nearly a third of global esports revenue, which is driven primarily by sponsorship, according to research firm Newzoo.

The growth of streaming on platforms like Amazon's Twitch during the Covid-19 pandemic proved a tailwind for esports, with global revenue expected to near US\$1.38 billion (46.9 billion baht) this year, Newzoo estimates.





Checking Out : Darkness Descends on Gulls, Who Complete Only Summer in Ventura but Not Their Final Home Game

BY STEVE HENSON

AUG. 29, 1986 12 AM PT

<I> TIMES STAFF WRITER</I>

Darkness drove the Gulls out of Ventura County, just as the team's owners insisted it would. They did not go gentle into the good night, however. The Gulls kicked and screamed as if they are being relocated in Siberia, not San Bernardino.

Their last game at Ventura College, the field without lights, ended Thursday in a rollicking 11-inning, 5-5 tie with the Palm Springs Angels. After 3 hours and 28 minutes, maligned home plate umpire Tony Gayler called the game because of darkness. The contest will be completed today at Palm Springs, where the Gulls close out the season with a four-game series.

The lack of a lighted field is the main reason the Gulls are being sold and moved to San Bernardino, according to Jim Bibby, team co-owner and general manager. The owners believe Ventura County has the population and interest to support a minor league franchise, but because most fans are unable to attend day games, the stands were mostly empty all season.



Biby apparently will move with the team and remain as general manager and part owner. He confirmed Thursday that Ken McMullen and Jim Colborn, the part owners of the Gulls who are selling their interests, have received an attractive offer. Biby said the group is waiting until Colborn returns to Ventura County on Sept. 8 from his job as pitching coach in the Chicago Cubs organization to announce the change in ownership. He also confirmed that the new owners wish to relocate in San Bernardino.

Despite a vocal final-game crowd of 528, the Gulls finished last in California League paid attendance. Viewing 71 home games were 38,962 fans--a decent *night 's* crowd at Dodger Stadium.

The Gulls nearly provided proper dramatics when backup catcher Scott deMarrais hit a three-run home run in the seventh inning to give Ventura County a 4-2 lead, but none of five Gull pitchers could close the door.

The Gulls loaded the bases with two out in the 10th, and when the count to Mike Jones ran to 3-0, it appeared they might walk away with a win. Jones thought the next pitch--a called strike--was a ball, however, and when he started toward first base, the runner on second started for third. When Palm Springs catcher Doug Davis threw to second, the runner on third, Eric Yelding, broke for home but was thrown out by shortstop Kent Anderson.

Gull Manager Glenn Ezell and coach Alfredo Ortiz converged on Gayler after the play, and the fans were treated to a first-class Class-A rhubarb. It was the second of the game for Ortiz, who went nose-to-nose with base umpire Pete DeFlesco after a questionable call in the eighth, and finally kicked dirt on his shoes in disgust.

For the few true Gull fans, the last home game was like saying goodbye to a dear friend who no one but you understood. A lot of people wondered why you hung out together all summer. Some folks were even cynical. But to listen to the fans, the Gulls were like the quiet kids in school who wore horn-rimmed glasses: You might have liked them if you'd have taken the time to get to know them.



“I’ll definitely miss them,” said Curtis Jenkins, 66, a season-ticket holder who claimed he missed only two games all summer. “It’s a darn shame there aren’t more fans. Even people with tickets didn’t show up. The seat beside mine, the guy has only been to four or five games.”

For Nancy Gregorius, 48, losing the Gulls was like losing two sons. Pitcher Hugh Brinson and outfielder Mike Jones lived at her home during the season. “I thought today how sad it was to be coming to the park for the last time,” she said. “I’ll remember what nice young men Mike and Hugh were. They are true Southern gentlemen. I enjoyed them thoroughly and I’ll probably never see them again.”

The hardy fans are what Biby will recall about his first experience as baseball administrator. “I’ll remember the loyalty of the real fans,” he said. “I just wish there were more of them.”

Most of the players enjoyed their stay in Ventura, but outfielders Darryl Landrum and Luis Reyna, among others, won’t miss playing in Salinas and Fresno if the Blue Jays withdraw from the California League. Landrum, a 21-year-old from Alabama, and Reyna, a 22-year-old native of the Dominican Republic, said they were the victims of vicious racial slurs by spectators in those cities.

Said Landrum: “I’ve heard it before, but it still stings. I didn’t know California was that way. I pictured mostly big towns before I came and we played in front of rednecks in these little places out in the middle of nowhere.”

Added Reyna, who speaks little English: “I couldn’t understand most of it, but I could tell it wasn’t nice.”

Omar Malave, a 22-year-old native of Venezuela, had a tough time on the field. He began the season the team’s starting third baseman, but his .226 batting average has reduced him to a utility player. Still, Malave, who is in his sixth professional season, considers his stay in Ventura worthwhile.



“I’ve played every position except pitcher and catcher,” Malave said. “I believe it has made me a more valuable player.”

Catcher Greg Myers, 20, had an excellent season at Ventura, batting .295 with 20 home runs and 79 runs batted in. Although he missed Thursday’s game with a bruised thumb, Myers will look back fondly on his Gull days.

“I’ll remember the short right-field porch,” said Myers, gazing at the fence. “I hope I keep moving up. If anything, I proved I can play withstand the beating of catching every day.”

Ezell, like his players, is uncertain about what the future holds. After spending his entire 10-year playing career and eight years as a manager in the minors, Ventura is just another in a long line of bush league cities.

“I liked the beach,” said Ezell, laughing. “I’ll know within a month if Toronto wants to retain me. I’d like them to. I started this year with the best club I’ve ever managed. We finished 19 games over .500 in the first half, which was tremendous. We literally haven’t been the same team the second half.”

After a first half record of 45-26, the Gulls have struggled to a 27-39-1 mark in the second half. Several Gulls, including top pitchers Todd Stottlemire, Jeff Musselman and Jose Mesa, were promoted during the season to Knoxville of the Double-A Southern League. Ezell realizes, however, that developing players is more important than winning games in the minors.

“I hope our fans understand that we are in the business of developing future Toronto Blue Jays,” Ezell said. “Maybe they’ll see a few of these guys on television someday.”



Three of those in attendance Wednesday were not loyal fans but were representatives of Baseball Commissioner Peter V. Ueberroth's office. And instead of taking in the ballgame, they took urine samples before the game of 10 players from each team chosen at random. Tony Rogers, one of the representatives, said every minor league team in the country had been tested an average of three times this season.

There will be no team to test in Ventura next season. The Gulls brought professional baseball to the beach city for the first time since 1954. If it is another 32 years before a team returns, the caps, jackets and seat cushions emblazoned with the Gulls' logo that were given away Wednesday may become collector's items.



Steve Henson

[Twitter](#) [Instagram](#) [Email](#) [Facebook](#)

Steve Henson returns to the Los Angeles Times as assistant sports editor after six years as an editor and columnist at Yahoo Sports and six years at USA Today. Henson was a sports writer and editor at The Times from 1985-2007.

New concert venue to take over former midtown Ventura bowling alley site



A new 600-seat music venue, geared toward attracting new and veteran artists, is set to open next year on the site of a former bowling alley in midtown Ventura.

The Ventura Music Hall, located at 1888 E. Thompson Blvd., is scheduled to debut in March 2022.

"We've designed the venue with the artist in mind," said Bruce Flohr, who is part of the management team. "That's one of the things that helps a venue get on the map. It's all in the details."

Viral diatribe: [Teacher no longer at school after recorded diatribe makes national news](#)

Sound quality, stage design and even dressing rooms are important to artists, he said, and those details about the venue will spread through word of mouth. The new venue also has a specific area for bands to sell merchandise.

"Artists go from city to city and everything blurs as one. If you can stand out, an artist will pick out your venue if they like the room, even if it's a smaller venue. The fan doesn't always see those things but the artist does," Flohr said.

He should know because he is a music executive for Red Light Management, a company that manages Phish, the Dave Matthews Band, Chris Stapleton and other artists.

The music hall is located where the Discovery Ventura, a bowling alley and music venue, used to be. Flohr said the bowling alley was removed and a stage was moved and placed in the center of the venue.

"It was a challenge," Flohr said. "There was a lot of construction we had to work around in identifying the perfect sound system for that space."

Marlyss Auster, president and CEO of the Ventura Visitors and Convention Bureau, said the venue will add to the diverse musical offerings in the city like the [Majestic Ventura Theater](#), [Surfer's Point Live](#) at the Ventura County Fairgrounds and the [Rubicon Theatre](#).

"I think this fits a need right in the middle," Auster said. "It's a little bigger than the Rubicon so there will be more people, but it's still reaching that intimate feel. I think there's a perfect fit. I love that it's called Ventura Music Hall and it will pair nicely with the live venues we have."

The venue has hired Oxnard resident Jason Ruffinelli to run his Ruff House

BBQ for its kitchen, with a menu curated for a dinner and concert experience.

Thomas Cussins, Marc Geiger and Cathy Duncan join Flohr as partners for the project.

Flohr, who joined the team in December, said he and Cussins looked at the space and had the same vision for it.

"I thought this would be a great way to contribute to what is now home to me," said Flohr, who lives at Channel Islands Harbor in Oxnard.

Digital distraction?: [Irrked residents say sign makes Ventura look more like Vegas](#)

A challenge has been trying to open the venue when there has been no live music due to COVID-19 restrictions, he said.

"Mentally, it's hard to wrap your head around it," Flohr said. "We're betting on the future. What I'm excited about personally is I'm a partner with other music business executives who understand live music. This is not a vanity project."

Even before Discovery Ventura, the site had been a bowling alley for about five decades. Auster acknowledged the bowling alley had a lot of history but not many people utilized the lanes when she went to Discovery Ventura.

"It was a lot of space," Auster said. "Toward the end, they covered up the lanes ... I think (Ventura Music Hall) converting and owning what they want it to be was the right move. If we still want bowling, we've got Buena Lanes, and I don't think they're going anywhere."

Cussins said his company Ineffable Music purchased the building from the previous owner Sharon Gaiser for \$3.5 million.

"The focus here is live music, dinner and a show," Cussins said.

"Everything's about the music ... Americana, bluegrass, rock 'n' roll, reggae, country. We do nationally touring acts and sprinkle in some local bands. We're completely independent."

Cussins said his company began in 2006 and owns and operates venues in San Luis Obispo, Santa Cruz and other locations.

"I've always believed there's nothing like seeing your favorite band in an intimate space," he said.

"It certainly gives us, as an independent, an opportunity not to compete with Live Nation or AEG but offer things they don't with the secondary market," Cussins said of the large entertainment companies.

The Ventura venue will also have community events, but the real focus is music, he said.

"The main point of the space is to host concerts in a way that is like going into your living room," he said.

Officials said \$1 of every ticket sold will go to a community fund to support nonprofits. The first organization will be the Ventura Music Festival.

"I think that's really unique and speaks volumes for them really wanting to be part of the community," Auster said.

For more information, visit www.venturamusichall.com.

Wes Woods II covers West County for the Ventura County Star. Reach him at wesley.woodsii@vcstar.com, 805-437-0262 or <https://twitter.com/JournoWes>.

OPINION

Cannabis' big debut at the state fair

Weed will be judged alongside jellies and jams in 2022, but with a high-tech twist.

By **Mark Haskell Smith**

AFTER A two-year pandemic-imposed hiatus, the California State Fair is returning in 2022 with a new competitive category: cannabis. Yes, the fair is going to honor the best bud in the state. It may be the most culturally significant moment for California agriculture since the famed Judgment of Paris, a blind tasting in 1976 in which a panel of mainly French wine judges scored Napa Valley wines above those of Burgundy and Bordeaux, a result that rattled the wine world and launched the craze for California wine.

California only legalized the recreational use of marijuana in 2016. In five years, it has gone from being a lowly baggie of skunk purchased from the friend of a guy at work to being invited to compete among the jellies and jams at the state fair. It's almost as if someone flipped a switch and moved weed into the mainstream.

From a purely agricultural perspective, the cannabis crop has earned its spot on the Sacramento fairgrounds. Marijuana and its growers have played a vital part in the state's economy for decades, generating more than \$3 billion a year in licensed cannabis sales.

That means, as an agricultural product, it would earn a respectable fourth-place state ranking — right after dairy, almonds and grapes, and just before pistachios. Add in the illegal market for cannabis, and it is far and away the No. 1 crop in the state.

Which means that cannabis is overdue to take its place at the fair alongside artisanal products such as olive oil, cheese and wine. Move aside goats and llamas. Stand back cakes and bread. The state where five high school friends coined the phrase "420" *50 years ago* has a different kind of baking in mind.

Not that anyone is going to actually, you know, consume any cannabis at the fair.

Competitions to determine the potency and flavor of marijuana strains are not new. The pioneering Cannabis Cup in Amsterdam, started in the late 1980s by High Times magazine, became so successful that it spawned a global industry of such contests. Growers come from around the world to present their unique strains — from heirloom "landrace" marijuana to genetically modified hybrids. Winning a Cannabis Cup is a big deal; the seeds of winning strains can be worth millions.

In Amsterdam, judging is traditionally done by a bunch of stoners seriously hotboxing a houseboat, but California is taking a science-based and decidedly high-tech approach. Instead of smoking to find the dankest flavor and effects, plants will be judged using labora-

tory testing — which is akin to putting a gourmet meal into a blender and then measuring how many calories it contains. I can't help but envision a Roomba bumping around the house with a joint in its mouth.

The flowers will be given a complete physical as they are checked for levels of CBD, short for cannabidiol, a compound that is commonly used as an anti-inflammatory in ointments, creams and oils; and THC, the psychoactive component that gets a user high; and the five distinct terpene profiles that give cannabis its unique flavors and effects.

Think of it as a Bill Clinton-inspired version of a tasting: No one will inhale.

It's the terpenes — the hoppy scent of myrcene or the citrus blast of limonene — that can make smoking quality marijuana such a pleasure. And within the varieties loosely labeled as indica, sativa and hybrid, there are hundreds of combinations of these various terpenes bringing unique flavors, scents and sensations of euphoria, relaxation or an extra burst of energy. Remove the terpenes and you're basically left with hemp. It's perfect for making paper or rope, but not so great for listening to reggae.

In wine-judging competitions, the category of white wine contains dozens of distinct varieties that include Albariño, Chardonnay and Macabeo. Experts taste the wine and pass judgment, sometimes spitting it into a bucket. Actual human beings use their senses, knowledge and experience to de-

termine quality.

California may be the tech capital of the world, but putting tech in the judging seat may be going a bit too far. A machine-based analysis can't possibly appreciate the nuances of the flower the same informed way as an experienced ganjier — a cannabis sommelier. If you think wine lists in fancy restaurants are intimidating, try parsing a dispensary menu without expert guidance.

The proposed state fair cannabis judging and subsequent awards feels like an awkward compromise between people who enjoy smoking marijuana and those who are suffering from whiplash from the sudden acceptance and ascendance of weed.

Although in fairness to the judges, the analytics do even the playing field. The competition won't be swayed by personal preferences, and the flowers will be contrasted against those with similar chemical profiles. As one future judge of cannabis at the state fair put it, "You wouldn't judge a rosé against a cabernet."

That approach might be based in science and wholly impartial, but as a judge I would drink the rosé. It appears the state fair wants to acknowledge the importance of cannabis to California — but doesn't want anyone to have fun doing it.

MARK HASKELL SMITH is a Los Angeles author. His books include "Heart of Dankness: Underground Botanists, Outlaw Farmers, and the Race for the Cannabis Cup."

SURPLUS LAND ACT

https://www.hcd.ca.gov/community-development/docs/sla_guidelines_final.pdf

Section 103. Exemptions

(a) These Guidelines apply to the disposal of all surplus lands.

(b) Surplus land that meets one or more of the following conditions is exempt from Articles II and III of these Guidelines:

(3) Land declared to be exempt by the local agency. Other land may be exempt from these Guidelines provided that the governing board of a local agency declares the property to be “exempt surplus land” at a regular public meeting and the declaration is supported by written findings demonstrating that the land is of one or more of the following types:

(G) Validly Restricted Surplus Land. Surplus land that is subject to valid legal restrictions not imposed by the local agency such as covenants, or other restrictions that are and that would make housing prohibited, unless there is a feasible method to satisfactorily mitigate or avoid the prohibition on the site. An existing nonresidential land use designation is not per se a legal restriction that would make housing prohibited.

(H) Surplus Trust Lands. Surplus land that was granted by the state in trust to a local agency or that was acquired by the local agency for trust purposes by purchase or exchange, and for which disposal of the land is authorized or required subject to conditions established by statute.

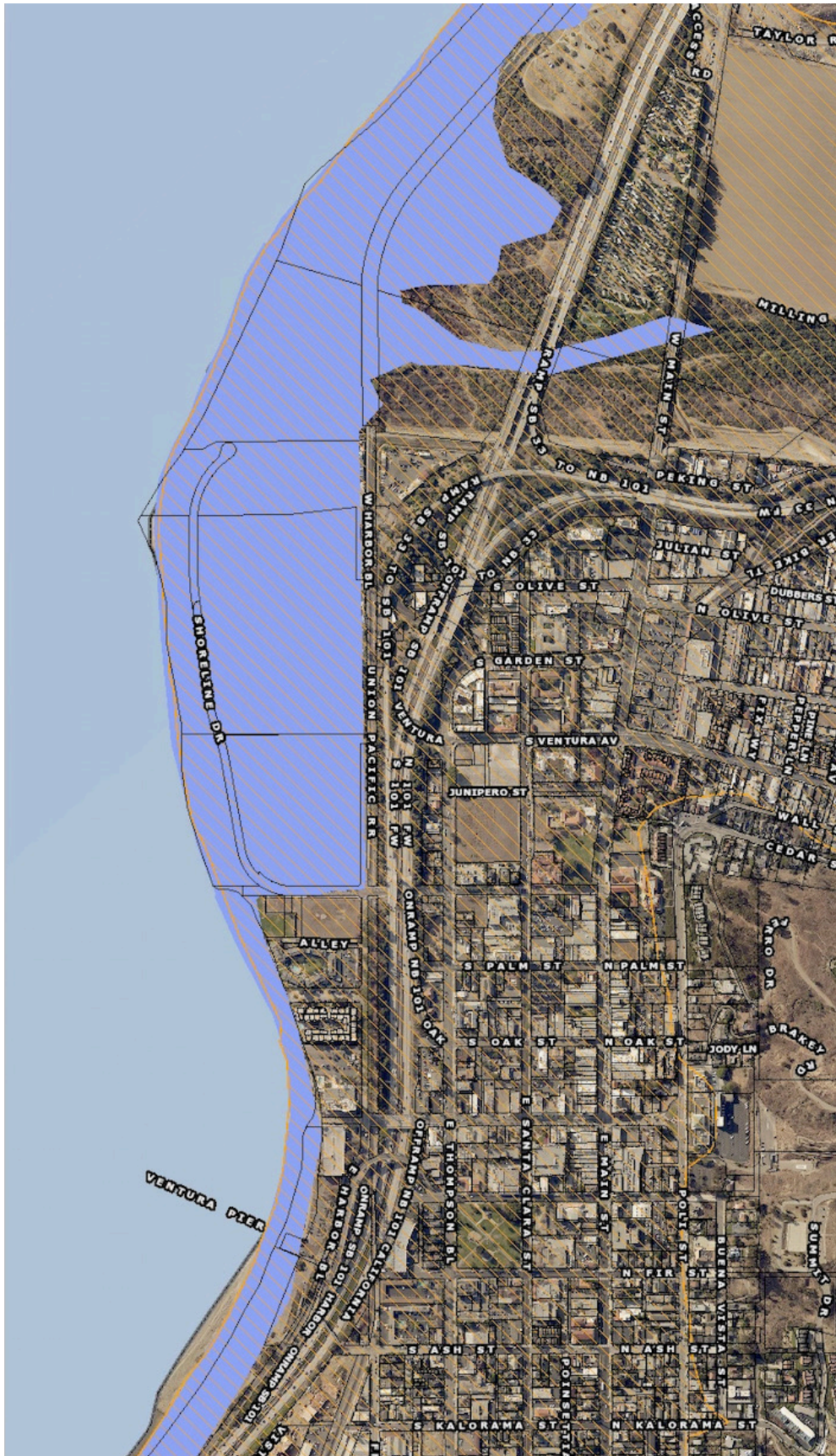
Subsidence Zone

(sinking of the Earth's surface in response to geologic or man-induced causes)



Liquefaction – Tsunami Inundation

(strength and stiffness of a soil is reduced by earthquake shaking or other rapid loading)



All Faults & Earthquake Fault Hazard Zones

(Ventura's fault is a north-dipping reverse-oblique slip fault)



Fire Severity Zones

(Defensible space will be maintained around all buildings and structures in State Responsibility Area)

