

December 7, 2020

Dear Board of Directors,

On October 5, 2020 the Board passed several motions related to the 2021 OCF. These are:

1) Direct the Treasurers work with staff and Budget Committee to submit a proposed budget for a December Board vote. The proposed budget will consist of Board and staff budgets for operating 2021 with no three-day event and no Culture Jam camp. The combined Board and staff budgets are not to exceed \$680,000, of which up to \$400,000 can be payroll costs. These budgets are to include 2021 Merch Sales and a 2021 Virtual Event. Adopt the target of having a minimum of \$350,000 of bank deposits in December 2021 and use that target when evaluating what projects to approve. The target amount does not include any deposits that may be on hand due to presales related to a 2022 event.

2) To expand the use of display ad and underwriting announcements to the 2021 Virtual Fair. There are to be no naming rights associated with the underwriting.

3) To direct the Executive Director to bring a recommendation to the December 2020 Board meeting regarding the regulations and health issues related to holding a regular three-day event in 2021.

4-A) To direct the Executive Director to assess four to six potential alternatives to a regular three-day event for 2021 and to bring a preference-ranked list of those events, with one-page summaries; summary budgets; and a recommendation of which to continue to develop. The Executive Director will bring the Planning Group's (see Tactical Plan) top-ranked alternatives summaries to the December 2020 Board meeting. These alternatives are meant to be possible activities and/or events that the OCF may do for 2021, particularly if a regular three-day event is unlikely. The summaries will include estimated lead times, staffing estimates, and permitting requirements. To approve any of the activities for 2021, the Board will approve a proposed budget that has been vetted by the Budget Committee. That may happen at the December Board meeting, or up to the last Board meeting identified (in the summaries) as providing required lead time for each activity/event.

4-B) Direct the Executive Director to report to the Board by February 2021 options and preferences for Culture Jam programming for 2021.

The Executive Director developed a tactical plan to flesh out options for Board consideration. The tactical plan called on the Operations Manager to:

- Assemble a 2021 Event Working Group,
- Define relevant stakeholders and gather input,
- Create four to six options for in person events,
- Prepare outlines that include defined goals, deadlines for decisions (e.g., three-day event), estimated timelines, pros and cons, estimated volunteer staffing needs, identified stakeholders for input, and health, planning, and permit considerations, and
- The options may be ranked by preference.

Staff and the Backup Managers (BUMs) served as the Event Working Group and prepared several on-site and off-site concepts for review and discussion at a November 8, 2020 Zoom Town Hall.

Staff and the BUMs reviewed all of the options and selected five to prepare for consideration by the Budget Committee on December 2 and then the December 7 Board meeting. We were not able to

provide cost estimates given all of the variables. Once the Board selects its preferred concepts, we would be happy to take it to the next step.

The goals for all concepts are:

- Safe event(s) for staff, volunteers and the public
- Scalable depending on the circumstances we are facing at the time
- Revenue positive (or at least revenue neutral)
- Meets our mission.

The five (all daytime) concepts are:

1. Downtown Eugene Street Fair
2. 3-day event on site
3. OCF Outer Limits Winery event with OCF wine sales
4. Post-Covid Concert on site
5. OCF Halloween Party at the McDonald Theater

We support all five concepts. Each of them could be viable under different circumstances/Covid restrictions. However, we all agree that we should pursue the use of the winery as an ongoing venture.

We look forward to your feedback.

To health and with love,

Your OCF Management Team2

## Downtown Eugene Street Fair

### Goals

- Satisfy yearning to gather with Fair Family
- Safe and secure outdoor event for staff, volunteers, booth people and the public while still in a Covid world.
- Totally scalable depending on the circumstances we are facing at the time
- Revenue Neutral (doubt this could be a revenue producer)
- Carbon Neutral (set an example for other events)

**Description:** Saturday only (or maybe weekend long) OCF Downtown Street Fair. This could be in a park or in the rights of way, or both. It could coincide with the traditional Spring Fling or at another time of year and feature art, food (OCF food booths), music and crafts and maybe even a parade or two! It could be a partnership with Saturday Market or the City of Eugene. *Entertainment ideas include the Fighting Instruments of Karma parade, a vaudeville show, a Culture Jam performance and some other country fair favorites!*

**Capacity/Scalability:** Totally scalable. # blocks, # food/craft booths, # performances, could limit attendance and charge \$ if we fenced it off.

**Permits** (each may lead to various requirements) may include but would not be limited to:

1. Private use of public way permit to close the street for a block party,
2. Oregon liquor control commission permit if we want to sell alcohol, (OCF wine??)
3. Lane County environmental health for food sales,
4. Standard use special use permit for use of parks and open space,
5. Fire safety permit if we do any fire dancing, PROBABLY NOT
6. Commercial construction permit for any temporary structures, stages or platforms
7. Parade permit if we want to have a parade
8. LTD approval if they need to reroute buses.

**Potential Revenue/Funding Sources:** Merch sales, wine sales, booth fees, tickets to timed events in park (if this is a larger event), special Friends of the Festival type tickets (with some perk), raffle off an art installation and a few big-ticket items.

**Potential Upfront Cost factors:** Permit fees and associated requirements such as utilities, security, etc.; General Liability insurance; entertainment, merch, equipment rental, etc. Costs could be reduced by partnering with the City of Eugene, Saturday Market or other organizations/businesses.

**Deadlines:** (need 5 months lead time)

- Need preliminary approval to proceed to be able finalize cost estimates.
- Need final cost estimates to get budget approval to begin to prepare permit applications.
- Submit permit applications 60 days in advance.
- Advertise at least 1 month in advance.
- Call for art installations and book band(s) (May not need as much lead time these days)
- Commitment from volunteers a month in advance if possible.

**Stakeholders:** Staff, volunteers, artisans, food vendors, entertainers, art installers, Saturday Market, White Bird, City of Eugene, LTD, etc.

## **Three-day weekend of day time events with artisans in the lots and entertainers at various spots along the path**

**Goals:** Clarify early to fair family that we are not doing traditional fair this year; Tap into fair family yearning to do an event; Spark fair family creativity to come up with something new and unique yet safe; potentially give all fair family a chance to participate in some manner; make money.

**Description:** Crafters and Food Booths in the meadows and parking lots intermixed with art installations and perhaps some strolling entertainers. Use the paths for an immersive entertainment experience that visitors walk through (ex: from one venue to the next with acts rotating through – different acts at different venues at different times so that no two walkthroughs would be the same). Done right, this will feel like something fresh, innovative, and fun.

**Food/crafts proposal:** All current Food Booths and juried crafters would be invited to set up temporary booths in parking lots. Booths arrayed along tree line and spread out over lots with wide areas of grass in the middle for people to wander or sit on the grass while maintaining social distance. No static entertainment in this area, as that would cause people to gather. Art installations spread throughout the venue. May allow for strolling entertainment (parades, twirls, jugglers, small singing troops). Daytime operation only with only the necessary on-site security overnight. Change a per person fee to enter (incorporating parking fee) to control numbers and generate some income.

**Entertainment in the eight:** Create an entertainment model in which visitors walk through the Eight in small groups and experience entertainment as they walk. There are many possible models for this, but whatever is chosen would need to accommodate small groups pausing briefly or even just walking by, performed by small groups, perhaps in spaces that are normally used for other purposes. Guests would get/buy a ticket for a set entrance time. Groups would be limited to no more than that allowed under then existing public health restrictions. Volunteer guides would probably be used as docents to keep visitors moving at a predetermined pace and to remind them to keep distanced and wear masks.

**Capacity/Scalability:** Highly scalable. Scalable depending on COVID19 restrictions in place at the time. Initially reach out to all fair family to judge interest. Physical layout would be planned so as to be able to set “size” footprint as late as possible. All other planning would be done in a manner so as to be prepared for different allowable event sizes. Since this is not a 24 hour event, most volunteers and entertainers would work only one day but some folks would work all three. Some volunteers may have different roles that they volunteer for during the normal event.

**Permits:** Since this is not an overnight event, we would not require a mass gathering permit. There may be ways for this to fall within NCU. If not covered by NCU, we would either need a statutory permit or a temporary permit (see PERMITTING page of this document)

**Date windows:** Fair weekend in July

**Potential Revenue/Funding Sources:** Ticket sales for entry to the area set up in the lots, separate tickets for entry into the path, or both; booth fees; merchandise sales; grants; donations.

**Potential Cost Factors:** Water; sanitation; medical response; permits; equipment rental; fuel; art installation costs; entertainer fees; infrastructure; volunteer expenses; ticketing fees; advertising costs; PPE; possibly LCSO

**Stakeholders:** Staff, volunteers, crafters, food vendors, entertainers, art installers, White Bird, City of Veneta, Lane Fire Authority, Lane County government, LTD, neighboring campgrounds, among

others.

**Lead Time:** Lead time for a permit varies significantly We would start planning and reaching out almost immediately. We would simultaneously plan for different sized events (think layered planning like an onion) and pursue all necessary permits. This would allow us to delay committing to the size of the event to the latest possible time, which would be by May 1<sup>st</sup>.

## Winery/Outer Limits

**Description:** Use the Winery property that the fair now owns to produce events. There is also the possibility of using contiguous properties to park vehicles, stage events. Single day proposal that can be combined into two separate combined daily events (such as a weekend). Non-camping event except for a minimal number of volunteers to help put it on.

**Capacity:** (participants, vendors, OCF volunteers) 50 acres that can be parceled into an event; craft and/or food fair; parking. Scalable depending on what is planned.

**Goals:** Get fair family and patrons together. Budget neutral or fund raise for the OCF, crafts and/or food booths can make money. Fair can make money from an entrance fee, booth fees, donations and selling of wine.

**Potential scalability:** Absolutely scalable (see below)

**Date windows:** (May-June, July Fair weekend, Mid-Summer, Late Summer/September, Halloween): Any dates listed above

**Cost Factors:** Permits (Lane County, possible Oregon Department of transportation, signage, portable toilets, wash stations, recycling, traffic (in, out, and parking, external and internal security, set up and take down. Purchase of wine to resell.

**Revenue streams:** Entrance fees, booth fees, donations and selling of wine with OCF labels

**Stakeholders:** Staff, recycling, sanitation, traffic, security, food and craft booths.

History, The Secret House winery staged multiple events when it was open. It staged concerts with minimal food booths and sale of wine both to event patrons and on-site retail sales. Land use allows the OCF to put on similar events on the Winery (Outer Limits) property.

**Scalability-Minimal to More:** Negotiate an alliance with one of our local vineyards, purchase unlabeled bottles (shiners) and put an OCF or NOCF label on them. Make the label beautiful – Offer them in a campaign of recovery for the OCF, and as collectibles. Maybe sell up to 5,000 bottles at \$25-50 a bottle. They can be marketed to Fair Family but also to our patrons from past fairs. That's \$250,000 gross and begins to offer real money for our efforts. Depending on our choices we could offer a variety of wine types or even just a red and a white table wine with different labels. Many folks would buy one of each. Think "Main Stage Merlot" or "Dragon Plaza Pinot" There's room for creative fun here.

Maybe combine with OSU in partnering with us to have a vintner education experience on a small patch of our winery land. Would allow for an educational aspect and be in keeping with our larger mission.

- Combine this idea with a scalable **craft and food fair**
- Combine this idea with a **concert** run by a promoter or put on our own.
- Advantage to using Winery vs OCF property or a combination of both. OCF can sell wine on the winery property and can keep the Winery SUP open.

## **Large Scale Celebratory Concert style single-day event (post-restriction large gathering)**

**Goals:** Fundraiser for the OCF, psycho-spiritual rejuvenation through convening our long dispersed Fair Family, supporting food and craft vendors who can adapt to new location and layout.

This event would represent a post-restriction large gathering (stage 4 event). The purpose of including this description along with our other proposed events is to represent the likely reality of a return to unrestricted gathering at a time that is out of cycle with our traditional fair planning calendar. Once preventative vaccines and therapeutic treatments are widely available, we must recognize that it takes 9-12 months aligned with the second weekend in July for our exceptional volunteer workforce to produce our successful, safe, and exceptional Oregon Country Fair. This event proposal recognizes the Fair Family's strong desire to be together on our land as soon as possible once it is safe.

**Description:** A concert style day long gathering in Piggy's to create a broad open-air experience and not limit capacity to a single existing fair stage capacity. This experience is designed as a celebratory gathering of Fair Family to reconnect with the land and each other, while limiting impact, access, and possible damage to the traditional infrastructure contained within the 8 and previous camping areas.

**Capacity:** This is the end goal size event with thousands of attendee participants purchasing tickets through our existing ticket vendor. Capacity of market style food and craft stalls would be determined by layout plan in lots, but would seemingly allow for dozens of one day vendors. Permitting process would be separate and likely not eligible to meet our goal of NCU fulfillment.

**Potential Scalability:** This event size and participation will be determined by the suggested government gathering restrictions based on the current health and safety standards in Oregon. This could scale from a local band line up, to a main stage headliner group depending on the capacity for participants within these guidelines.

**Lead Time/Date Windows:** The likely the earliest possible window would be Late Summer/September. This timeline will be determined by the permitting process for a temporary permit for over 3000/less than 24 hours, single day/non-camping event. This can easily take 4-8 months for the permitting process - but the process can be started before phase 4 restrictions are available. Applying for the permit does not commit the organization to holding the event. The proposed date would be determined by a predictive window for a safe and responsible gathering of this size and structure.

**Potential Revenue Streams:** Tickets, parking, vendor fees, merchandise sales, donations

**Possible Cost Factors:** Entertainment fees, water; sanitation facilities including new standard of sanitizer availability and access; medical response; permits; equipment rental including stage structure; infrastructure for operations including tents, barricades, vendor services, etc.; volunteer expenses; ticketing fees; advertising costs; PPE; Law Enforcement

**Stakeholders:** Staff, volunteers, crafters, food vendors, entertainers, neighboring properties, White Bird, City of Veneta, Lane Fire Authority, Lane County government, LTD, Law enforcement.

## Halloween Hullabaloo

**Goals:** Fundraiser for OCF and participating organizations, Fair family gathering and improved community engagement in the off-season, opportunity to promote the Fair values and mission in the community

**Description:** A night time street fair, artisan market, and concert event centered around the Fair's historic Halloween anniversary. This event would take place in a barricaded area including streets and lots from the WOW Hall to Willamette Blvd near the McDonald. Streets and empty lots can be used for food booths and artisan booths. McDonald Theater could host a headline concert, with bands at the WOW hall and possibly other included venues. Ambiance performers could occupy the spaces between the venues. Participants would be free to stroll inside the barricaded area and enjoy the night market atmosphere in festive or costumed attire. This event provides the option to either charge entry to the whole event or just to individual venues within the open event area.

**Capacity/Scalability:** This would be an outdoor, open air event with attached indoor concert venues. The space allows for adherence to possible Covid restrictions as well as maintaining the flexibility to welcome large crowds if restrictions are not tied to Covid related public health concerns. Capacity will also be impacted by the actual size of the street closures and other spaces included in the final plan.

**Date Window/Lead Time:** Specific to the Halloween season, preferably a weekend night time event. Permitting could be arranged in cooperation with the City of Eugene, Saturday Market, and venues. Lead time will depend on the permit flexibility and partnerships.

**Revenue Streams:** This event provides the option to either charge entry to the whole event area or have an open boundary with individual venue tickets for access to the concerts, commemorative merchandise, vendor fees, donations.

**Cost Factors:** Possible venue fees, entertainment fees, sanitation and vendor services, permit fees and associated requirements such as utilities, security, General Liability insurance, equipment and infrastructure rentals, volunteer expenses, ticketing fees, possible EPD costs depending on city requirements, advertising costs, etc.

**Stakeholders:** Participating organizations including Saturday Market, WOW Hall, McDonald Theater, Sessions, downtown adjacent businesses and City of Eugene; OCF staff; volunteers; food booths; craft artisans; ambiance performers; etc.