



City of
Peterborough

To: **Members of the Committee of the Whole**

From: **Ken Doherty, Director of Community Services**

Meeting Date: **April 18, 2016**

Subject: **Report CSD16-008**
Review of Draft Agricultural Society Strategic Plan

Purpose

A report to receive a presentation from the project consultant on the Agricultural Society Draft Strategic Plan.

Recommendations

That Council approve the recommendations outlined in Report CSD16-008, dated April 18, 2016, of the Director of Community Services, as follows:

- a) That the presentation by Rob Hannam and Bronwynne Wilton from Synthesis Agri-Food Network on the Agricultural Society's Draft Strategic Plan be received for information;
- b) That the Peterborough Agricultural Society's Draft Strategic Plan be received for information;
- c) That Staff be authorized to provide up to \$30,000 in additional one-time funding in support of the partial or full elimination of motorized events in 2016, with the funds to be drawn from the Morrow Park Capital Project, and with the understanding that the total City contribution to the 2016 Exhibition not exceed 50 percent of the total gross revenues.

- d) That, in accordance with the Interim Agreement between the Corporation of the City of Peterborough and the Peterborough Agricultural Society, dated April 27, 2015, City staff be directed to resume negotiations for a new Transfer Agreement to be completed and approved on or before October 31, 2016.
- e) That the Mayor and Clerk be authorized to sign the Interim Agreement as amended.

Budget and Financial Implications

In keeping with the terms and conditions of the Interim Agreement, the City has provided \$50,000 to the Agricultural Society for the 2016 Exhibition. The draw of up to an additional \$30,000 from the Morrow Park Capital Project will result in an uncommitted balance of \$437,680.

In accordance with the Interim Agreement in 2015, the City provided the Agricultural Society with an \$80,000 conditional grant comprised of the following allocations; \$17,260.32 for outstanding 2014 prize money; \$4,405.52 for 2014 outstanding liabilities; a grant of \$29,167.08 conditional upon delivery of a 2015 plan of activities planned by the Society and identified third party operators and provision of copies of certified insurance; and a grant of \$29,167.08 upon receipt of the Society's Financial statements for the fiscal year ending October 31, 2015. The City has also provided a Special Grant to a maximum of \$25,000 for the development of this Strategic Plan.

Background

On January 25th, 2016, as a result of Report CSD16-004, Council received an introductory presentation from Synthesis representatives, Rob Hannam, Harry Stoddart, and Bronwynne Wilton, as an overview of their strategic planning process, timetable, and initial findings.

Representatives from the consulting team will attend the April 18 meeting to share the final draft of the Agricultural Society Strategic Plan (Appendix A). Once approved by the Agricultural Society, it shall serve as the basis for development of a new agreement between the parties.

The development of the Strategic Plan is one of the final requirements of the Terms and Conditions of the Interim Agreement approved as a result of Report CAO15-013, dated April 27th, 2015 (Appendix B).

In keeping with the direction outlined the draft Strategic Plan, the Society is currently planning for a partial if not full elimination of motorized events at the 2016 Exhibition, a

year ahead of the City's deadline. Staff is recommending one-time additional funding during this transitional year. This will help offset the potential financial risk to the Agricultural Society in moving from motorized events to other forms of major attractions.

While several of the deadlines have been pushed out to accommodate its development, City staff is confident that a new Transfer Agreement can be developed. It was originally agreed that the Strategic Plan would be completed by the end of February 2016 and that the parties would negotiate a New Agreement on or before May 31st, 2016. By mutual agreement, both parties will work towards the finalization of the Transfer Agreement on or before October 31st, 2016. Any on-going future funding to the Society will be negotiated through this process. If the Transfer Agreement is not negotiated by then, both parties will resume the arbitration process, but subject to the binding provisions of the Interim Agreement.

Submitted by,

Ken Doherty, Director
Community Services Department

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Attachments:

Appendix A
Peterborough Agricultural Society Strategic Plan Executive Summary and Peterborough Agricultural Society Strategic Plan 2016

Appendix B
Report CAO15-013, dated April 27th, 2015 (including Interim Agreement)

DRAFT APRIL 13, 2016

Peterborough Agricultural Society Strategic Plan EXECUTIVE SUMMARY



Executive Summary

The Peterborough Ag Society (Ag Society) board and volunteers have been working hard to embrace change and to develop new community partnerships. The organization contracted Synthesis Agri-Food Network to develop a strategic plan to help the Society advance into the future, establish the parameters for a working relationship with the City of Peterborough, and establish a financially viable strategic plan that will include, but not be limited to, a plan for the Peterborough Exhibition (the Ex).

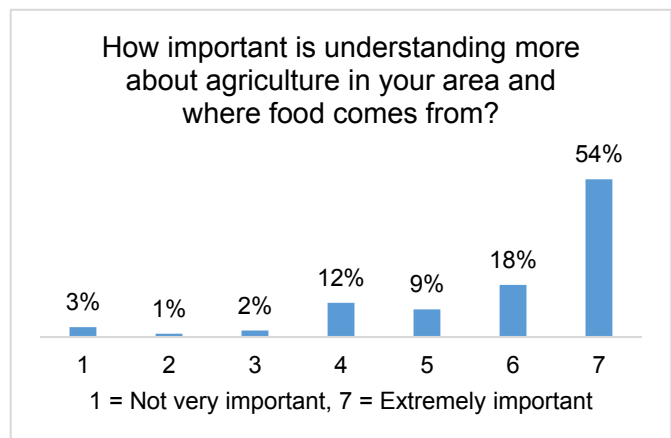
The Synthesis approach to this process included an environmental scan (including interviews with board members, staff, politicians, and volunteers), the development of strategic options, and public consultation. Based on these findings, a draft SWOT analysis was performed and the results and presented to the Board of Directors of the Ag Society during a facilitated planning session. A focus group was conducted with community members and resulted in meaningful input to the process. An online survey was also developed and distributed, and a public meeting was held. The results of these efforts is compiled into this strategic plan.



Key Findings

Synthesis conducted over 30 interviews with key stakeholders. An online survey was distributed through email, direct mail, social media, on the Ag Society and City website, and to Morrow Park neighbourhood residents in hardcopy. In total, there were 178 survey responses. A number of themes emerged from these stakeholder interviews and surveys, including:

- Agricultural awareness and education is the core mission of the Ag Society and the core expectation of the community.
- There is an opportunity for the rebuilding the agricultural and education component of the Ex, following the positive steps taken at the 2015 Ex.
- 81% of survey respondents think local food and learning more about the food system is important to extremely important.
- 81% of respondents also said they would be more likely to attend the Ex if there were more opportunities to learn about local food.



- The Ag Society can benefit from rebuilding relationships with the community with the many willing partners.
- There is an opportunity for the Ag Society to work with the City and other stakeholders to propose an alternative plan for Morrow Park.

Strengths, Challenges, and Opportunities

Based on the findings of the environmental scan, Synthesis developed a draft list of strengths, challenges, and opportunities with the Ag Society Board of Directors. A facilitated discussion with the Ag Society was held to brainstorm ideas.

This session resulted in a positive and enthusiastic discussion about the possibilities associated with refreshing the Ex with a new format that would be focused on agricultural awareness and education while also providing an enjoyable event for patrons

Strengths

- Board members, volunteers, and the community have a strong common interest in agriculture and food awareness / education
- Long heritage/history
- Morrow Park is a central and accessible location
- shows are successful
- Marketing in 2015 was successful; need to continue these efforts
- Renewed interest / momentum in the past year



Challenges

- The upcoming loss of motorized events after 2016
- Challenges with collaborating with some stakeholders
- Midway and entertainment need to be revitalized
- Reliance on volunteers can be challenging
- Sustainability from a financial perspective is a challenge
- Competing for attention with several other fairs and music events nearby

Opportunities (Brainstorm of ideas to consider)

- Local food movement (consumers are interested in where food comes from)
- Engage with the City of Peterborough in a plan to revitalize Morrow Park
- Hold several smaller ag/food educational events throughout the year
- More engagement with schools
- Partnering with other organizations, institutions, and businesses
- Partner or merge with other nearby fairs?
- Is relocating the Ex a possibility?
- Reschedule The Ex to a different time of year?



Focus Group Results

A focus group meeting was held with other users of Morrow Park including representatives from the Farmers Market, Kawartha Gymnastics club, Peterborough Pete's and the Peterborough Slo Pitch Association. A number of discoveries were made:

- Farmers Market customers experience some inconvenience / disruption with attending the farmers market when the Ex is operating (main gate not open, parking, etc). These issues can likely be minimized in the future with improved signage, improved layout of the Ex grounds, etc.
- There is an opportunity for a strong partnership to emerge between the Ag Society and the farmers market that can combine the best of both organizations.
- The gymnastics club presented a proposal a partnership between their club, the City, and the Ag Society to finance a new building used by all three organizations
- The Peterborough Slo Pitch Association's main concern is sufficient access to ball diamonds in the City to accommodate their needs and schedule
- The Peterborough Pete's organization are interested in having a new arena for the hockey club in the future and several studies and discussions are ongoing.

Strategic Options Considered

Based on the findings of the stakeholder engagement process, four major options were considered for the Exhibition:

1. Change the location
2. Change the date
3. Change the format
4. Maintain the status quo

Option 1: New Location

A number of the challenges with holding the Ex at Morrow Park relate to physical location of the park. A number of potential locations were considered, including moving to existing city land, Trent University, Kawartha Downs and a joint site with the Lakefield Fair north of the city. The primary challenge with creating a new fairgrounds is that the level of investment required to host the fair is difficult to carry with only the financial proceeds of the fair. The only relocation option that may be financially viable is co-location with either an existing suitable site or a new site being built for other purposes. Ultimately, a relocation would not solve the core challenges facing the Ex, therefore, relocation is not recommended at this time unless an ideal partner and location present themselves in the future.

It is unlikely that a new greenfield fairground facility in Peterborough would be able to attract sufficient rental revenue to justify the expense.



Option 2: Change the Date

The Ex occurs during a prime season for other events in Peterborough and the general area, thus it faces competition for both patrons, vendors, suppliers and entries. Two options were considered for changing the date: September and June. These options were selected for consideration because they could potentially tie in with schools to facilitate achieving its agricultural education mandate.

Changing the date to a September weekend would put the Ex in direct competition with several local fairs on their traditional dates.

September has many advantages, however, every single weekend is already taken by another local fair. Peterborough would put itself in direct competition with existing fairs being held on their traditional dates.

June was also considered because students are in school and the Ag Society could potentially improve on its agricultural education mandate, and there are significantly fewer competing events scheduled during June. However, June is too early in the season to have livestock shows, and The Ex would also lose all the vegetable and crop classes since very few would be ready for harvest, eliminating many of the aspects of the Ex that make it an agricultural fair. As a result, changing the date to either June or September is not recommended.

In order to connect with the schools, the Ag Society should consider creating a new, smaller one-day event in June aimed at promoting agricultural awareness for children.

Option 3: Change the Format

The primary format change contemplated was increasing the agricultural education and awareness content of the Ex. This is consistent with the mission of the Ag Society and therefore by focusing on its core mission, the Ag Society will move the Ex experience towards the expectations of its patrons. A number of features and events will help reinforce this mission:

The key format change that needs to happen at the Ex. is a heavier focus on agricultural awareness and education which is consistent with the mission of the Agricultural Society.

- Create/update an “Ag Education” tent/area to have interactive and informative displays about the various aspects of agriculture.
- Retain the petting zoo, but remove events such as the pig races in place of an alternative animal performance/event (e.g. Superdogs)
- Consider revitalizing the midway or adding different elements to appeal to families such as a “family fun zone” (e.g. large-scale inflatable attractions)
- Include events such as straw bale mazes, old-fashioned games and contests such as square dancing, pie-making, dog events, more interesting horse shows and demonstrations, farm equipment displays, examples of innovation in the ag sector, local chef contests, culinary demonstrations, and local music acts.



- Consider ending the reliance on the motorsports in 2016, a year earlier than required in the Interim Agreement with the City of Peterborough, with the goal of re-focusing the Exhibition on agricultural education and awareness

Changing the format of the Ex to be clearly focused on agricultural education and awareness while continuing to offer high quality attractions for the community of Peterborough is the recommended option.

Option 4: Maintain the Status Quo

The status quo was discussed and is not considered an option for the Exhibition as the current format no longer seems to meet the needs and interests of the Peterborough community. This is not unusual for an agricultural exhibition or fair that is part of a growing and increasingly urban community and the Peterborough Agricultural Society is facing this changing context in a timely and proactive manner. As a result of this process, maintaining the status quo of how the Exhibition is delivered is not recommended.

By focusing efforts on a revitalized format for the Exhibition, the Agricultural Society will also be able to start developing complementary event ideas and other collaborations with community partners that could take place at different points during the year.

Exhibition Improvement Plan

Agriculture awareness and education as the core mandate of the Ag Society but is underrepresented in the current Exhibition program. It is vital that the Ex significantly increase and improve the agricultural education content of the Ex with “kid-friendly” and interactive displays and material. The Ag Society can further agricultural awareness among children by beginning to build its relationship with local schools by promoting the School Division competitions to teachers along with grade and curriculum integrated material from Ontario Agri-Food Education (OAFE). The marketing program will then need to remind students and parents of School Division entries in the lead up to the Ex. In the future, the Ag Society should consider creating a second event focused on providing agricultural education to students.



Partnerships and Collaboration

There is an opportunity for the Ag Society to improve relationships with key stakeholders who believe the Ex is an important part of the fabric of Peterborough. Key community relationships for the Ag Society include:

- The City of Peterborough
- The Farmers' Market
- Other agricultural organizations
- The other tenants of Morrow Park
- Neighbours in the surrounding residential area
- Peterborough Musicfest
- Trent University, Fleming College, and other local schools



Summary

Through this strategic planning process, the Ag Society board and volunteers have been working hard to embrace change and engage community partners in an effort to revitalize the Ex and work toward achieving their vision and mission. Relationships and collaborations with the City of Peterborough, with the other tenants of Morrow Park, with other agricultural organizations, with schools and with the community at large will be integral to the long term success of both the Agricultural Society and the annual Exhibition. The following is a summary of the report findings, and a larger summary table of strategic goals and plans can be found on the following page.

- For the short term, the Peterborough Agricultural Society should focus on revitalizing the format of the Exhibition to clearly emphasize the value and importance of agricultural education and awareness within the City of Peterborough and the surrounding rural areas.
- It is expected that the Ag Society will start to develop creative ideas for partnerships with other community stakeholders such as Trent University and local businesses.
- Having a clear and transparent agreement for the continued use of Morrow Park with the City of Peterborough is a key element for the future success of this volunteer organization.
- The Ag Society plays a unique role in the community through the delivery of agricultural education and awareness events and it is expected that moving forward with a clear agreement will enable the Society to fulfill this role more effectively in the future.



Images from:

- MyKawartha.com – Lance Anderson
- The Peterborough Examiner
- <http://www.peterboroughex.ca>



Strategic Goals	Immediate and Short Term - 2016	Medium and Long Term - 2017+
Exhibition <ul style="list-style-type: none"> • Increase emphasis on agricultural awareness and education • Focus on attracting families / children • Offer high quality attractions and events Communication <ul style="list-style-type: none"> • Continue to improve marketing and communications 	Communications Plan – tell your story and start to re-position the Ex to ag education focus Exhibition Improvement Plan <ul style="list-style-type: none"> - Continue / build on livestock shows - Increase agriculture content - Add local food content - Revitalize the Midway (with other attractions) - Improve grounds layout and signage - Focus on high quality attractions - Recruit volunteers to ensure park and side streets are kept clean - Determine parking management plans - Consider not having motorized events in 2016 (1 year earlier than the interim agreement with the City) 	Communications Plan – continue re-positioning the E. and Peterborough Agricultural Society Exhibition Improvement Plan <ul style="list-style-type: none"> - Continue event improvements - Transition fully to event without motorized vehicle attractions - Utilize partnerships to drive attendance and community involvement
Partnerships and Collaborations <ul style="list-style-type: none"> • Develop or enhance partnerships for the Ex & new activities in future • Key focus should be on City of Peterborough and Farmers Market • Develop new events (in addition to the Ex) 	Strengthen Primary Relationships <ul style="list-style-type: none"> - City of Peterborough - Farmers Market (involve in 2016 Ex.) - Tenants & neighbours of Morrow Park Nurture Other Relationships <ul style="list-style-type: none"> - Schools - Ag organizations - Local Businesses - Trent University / Fleming College - Provincial and Federal government 	<ul style="list-style-type: none"> - Build collaborative relationship with the City - Work with the City and other tenants to develop an alternative park Master Plan - Develop new ag/food educational events through partnerships with other organizations, educational institutions and businesses
Board Governance & Operations <ul style="list-style-type: none"> • Improve Board Governance • Create sustainable operations 	<ul style="list-style-type: none"> - Financial management and process focus (create transferable processes) - Volunteer recruiting and mgmt. to increase support / involvement - Clarify Terms of Reference / Bylaws 	<ul style="list-style-type: none"> - Seek funding for part time staff person - Update Board Terms of Reference, Bylaws & structure to reflect current needs - Board / Membership renewal planning process



April 4, 2016

Peterborough Agricultural Society Strategic Planning 2016

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Introduction:

Our Understanding

The Peterborough Agricultural Society (Ag Society) has undertaken the process to develop a strategic plan. This process is being supported by the City of Peterborough (the City), in order to help the Society advance into the future, establish the parameters for a working relationship with the City of Peterborough, and establish a financially viable strategic plan that will include, but not be limited to, a plan for the Peterborough Exhibition.

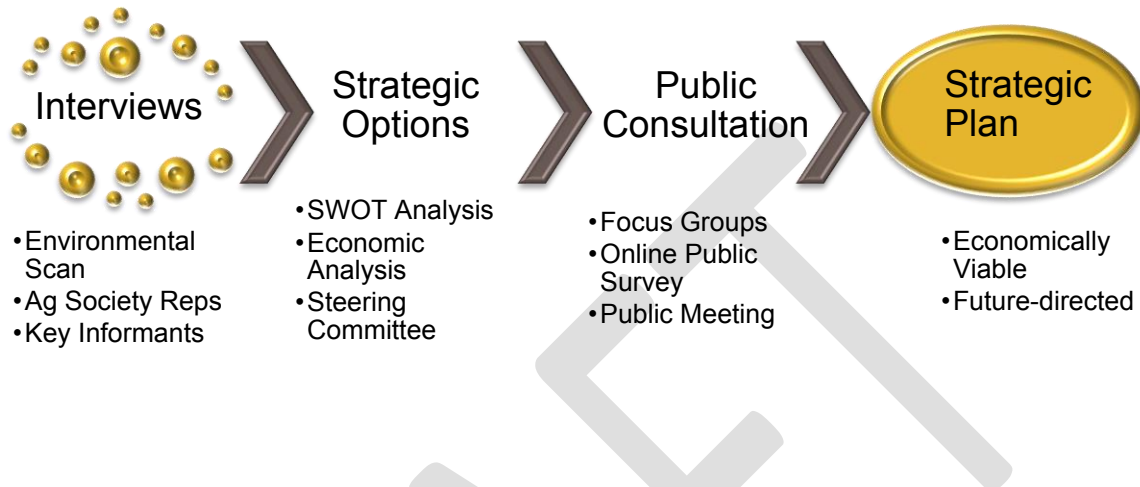
The Peterborough Agricultural Society has been operating the Peterborough Exhibition for 170 years. In 1938, Harold Morrow transferred in trust 30 acres on Lansdowne Street to the Peterborough Agricultural Society, and this has been the site of the Peterborough Exhibition. In 1983, the land was deeded to the City of Peterborough from the Morrow Trust, under the terms of the Morrow Park Transfer Agreement. The terms of the Transfer Agreement included provisions for the use of land and buildings for the Peterborough Agricultural Exhibition.

In 2015, an interim agreement was reached between the Ag Society and the City. The terms of the agreement stipulate that motorized events will not be permitted after the 2016 season. The completion of this strategic plan is key deliverable of this agreement as the intent of this process. The intent is that this plan will be used as the foundation for developing a new agreement between the Ag Society and the City to replace the Morrow Park Transfer Agreement.

The stated goals of the strategy planning exercise are to:

1. Develop an economically viable strategic plan for the Society, including its role in Peterborough, its relationship with the City of Peterborough, and its future operations, including the operations of the Peterborough Exhibition.
2. Undertake a consultative strategic planning process, with input from a wide variety of stakeholders, including the City, community members, agricultural organizations, users of Morrow Park, and other stakeholders.
3. Undertake a SWOT (strengths, weaknesses, opportunities, threats) analysis for the Society and its annual exhibition.
4. Develop a shared and economically feasible vision for the Society, including short-term action items that will support long term goals and objectives.

Our Approach



As shown in the visual above, our approach to this process included an environmental scan, the development of strategic options, and public consultation. As part of the environmental scan, several interviews were conducted with Ag Society board members, staff and volunteers involved with other ag societies, community volunteers, staff and politicians at both the City of Peterborough and the County of Peterborough as well as with Minister Jeff Leal, MPP for Peterborough. For a summary of the key themes emerging from the interviews, please see Appendix A.

Based on the findings from the interviews, a draft SWOT (Strengths, Weaknesses, Opportunities, and Threats) was developed (see below) and presented to the Board of Directors of the Ag Society during a facilitated planning session on January 25th, 2016. The board members were then asked to brainstorm the pros and cons of four strategic options moving forward for the Exhibition.

Two focus groups were planned for February 17th, 2016, however, attendance at the second session was limited due to a number of conflicting events. The first focus group, which included the other tenants of Morrow Park, was well attended and resulted in meaningful input to the process.

An online survey was also developed and distributed via media (traditional and social media) and via direct mail to the neighbours of Morrow Park. The survey was open from January 26th-February 20th, 2016. A public meeting is scheduled for March 22nd and the final version of this report will be updated to reflect any new information that emerges from that event.

Key Findings

Stakeholder Interview Findings

An environmental scan is an important part of any strategic planning process. For the initial stage of the scan, Synthesis interviewed over 30 people representing a wide cross-section of Ag Society stakeholders including: board members, city staff, county staff, local municipal and provincial politicians, and other users of Morrow Park. In addition, representatives neighbouring agricultural societies were also contacted including Norwood, Lindsay, Campbellford-Seymour and Brooklin.

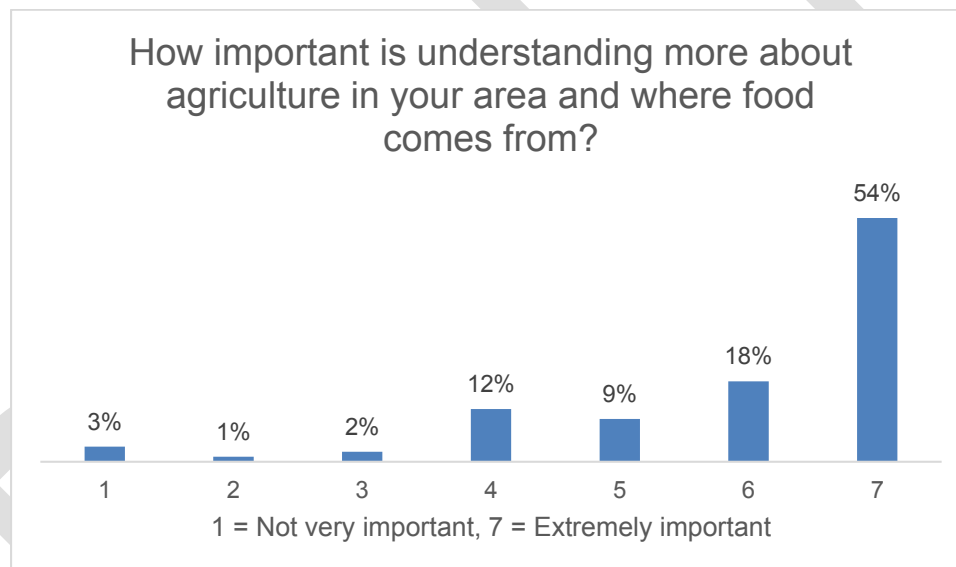
From these conversations, several themes emerged (for a more detailed summary of the interviews, see Appendix A):

1. Agricultural awareness and education is the core mission of the Ag Society and the core expectation of the community.
2. The Peterborough Ex brand has not lived up to expectations in recent years, but the 2015 Ex showed signs of improvement. This presents an opportunity for the rebuilding the agricultural and education component of the Ex.
3. The Ex has relied on the midway and motor sports to draw a crowd (and revenue), but neither of these aspects deliver on the agricultural awareness mandate nor are they sustainable in the long term.
 - a. Motorized vehicle events will stop after 2016 and thus can no longer be relied on as a revenue source.
 - b. The midway component is not well regarded and faces challenges due to decreased attendance and increase competition/expectations from the public.
4. The Ag Society can benefit from rebuilding relationships with the community; there are many willing partners but the Ag Society has tended to act somewhat in isolation in the past.
5. The Ag Society needs to move from focusing on the *letter* of the Morrow Trust Agreement and develop a relationship with the city based on the *spirit* of the agreement.
6. None of the stakeholders (tenants) of Morrow Park that were interviewed seem enthusiastic about the contents of the previous (2011) Morrow Park Master Plan; this presents an opportunity for the Ag Society to work with the City and other stakeholders to propose an alternative plan for Morrow Park.
7. The city appears to be prepared to invest in improving Morrow Park if users of the park can agree on future direction.

Online Survey Results

Synthesis distributed surveys through email, direct mail and social media. Links to the survey were included on both the Ag Society's and the City's websites. Additionally, City staff distributed hard copies of letters inviting residents within the Morrow Park neighbourhood to complete the survey. The survey offered participants the opportunity to provide both short and long answer responses. A full report with all of the responses can be found in Appendix B. In total, there were 178 responses and of these responses, 49% were residents of the City of Peterborough and 18% identified themselves as neighbours of Morrow Park.

One of the strongest findings from the survey was the interest in local food and learning more about the food system. This presents an excellent opportunity for the Ag Society to tap into this interest (81% of respondents think this is important to extremely important). To strengthen this point, 81% of respondents also said they would be more likely to attend the Ex if there were more opportunities to learn about local food.



SWOT (Strengths, Weaknesses, Threats, Opportunities)

Based on the findings of the environmental scan, Synthesis developed a draft SWOT to share with the Ag Society Board of Directors (see below). The SWOT was used to develop four strategic options to explore with the Board:

1. Maintain the status quo
2. Change the date
3. Change the location
4. Change the format

This session resulted in a positive and enthusiastic discussion about the possibilities associated with refreshing the Ex with a new format that would be focused on agricultural awareness and

education while also providing an enjoyable event for patrons. A brief summary of this facilitated discussion with the board is included in Appendix C.

Strengths	Weaknesses
<ul style="list-style-type: none"> - Ag Society Board and volunteers have strong common interest in agriculture and food awareness / education - Long heritage/history of the Ag Society & Peterborough Exhibition (The Ex.) - Morrow Park is a central location in a growing city (good access for the public) - Morrow Park location nearby public transit (easy access for the public) - Livestock shows have been successful - Marketing in 2015 viewed as successful - Renewed interest / momentum in the past year (Renewal of Board, Bull at City Hall, SkyHawks) - - 	<ul style="list-style-type: none"> - No more motorized events permitted at the Ex. after 2016 (will reduce attendance, difficult to replace) - Past conflict with the City (regarding use and facilities at Morrow Park) - Poor reputation for the Ex. with some past attendees (too dark, too spread out, safety questions, etc.) - Ag Society financial position is not strong (need City funding support to break even) - Volunteer burn-out; lack of consistent involvement from full Board of Directors - Several fairs nearby (compete for attendees, vendors, attractions) - Music concerts not likely an option (already many summer concerts nearby) - Mid-August dates can be a challenge (kids not in school, people on vacation)
Opportunities	Threats
<ul style="list-style-type: none"> - Move Ex. location to somewhere on outskirts of City (more room and flexibility; but high cost to set up and run) - Engage with City in a plan to revitalize Morrow Park with improved multi-use facilities - Partner or merge with other nearby fairs - Hold several smaller ag/food educational events throughout the year (rather than just one big event/year) - Partnering with others, such as: <ul style="list-style-type: none"> - Farmers Market - Pioneer Village - Trent University - Local Food groups - Business Improvement Assoc. - Local charities - More engagement with schools (to increase family involvement) - Move The Ex. dates (earlier in spring, or to late August/early September) - Local food movement (consumers are interested in where food comes from) 	<ul style="list-style-type: none"> - The loss of motorsports in 2017 will leave The Ex financially unsustainable unless a new approach/strategy is implemented. - Loss of livestock “points” shows could reduce participation which would further the perception that The Ex is in decline - Nearby fairs could change their dates (reducing or adding to overlap) - City fatigue with conflict (transformation will be difficult without City and City staff support) -



Focus Group Results

A focus group meeting was held with other users of Morrow Park including representatives from the Farmers Market, Kawartha Gymnastics club, Peterborough Pete's and the Peterborough Slo Pitch Association.

The Farmers Market appears to be a very successful operation that attracts a significant number of visitors on a weekly basis. The Farmers Market customers do experience some inconvenience / disruption with attending the farmers market when the Ex is operating (main gate not open, parking, etc). These issues can likely be minimized in the future with improved signage, improved layout of the Ex grounds, etc. Given the local food focus of the farmers market, the large number of customers that attend weekly, and the agricultural mandate of PAS, it seems that there is an opportunity for a strong partnership to emerge that can combine the best of both organizations. Ideas to link the market customer base with the Ex. Agricultural education and local food activities should be further explored by both organizations.

The gymnastics club presented a proposal to create a new public-private partnership in conjunction with the City for revitalizing Morrow Park. This proposal includes a partnership between their club, the City, and the Ag Society to finance a new building that could be a slab on grade construction with full accessibility built in for entry, public spaces, washrooms, and change rooms. The gymnastics club would continue to vacate the building during the Exhibition in a spirit of shared tenancy.

The softball association is a regular user of the park throughout the summer. The association is open to collaborating with other users of the Park. Their main concern if changes were to be made to the park is that they continue to have access to ball diamonds in the City to accommodate their needs and schedule. The Peterborough Pete's organization are interested in having a new arena for the hockey club in the future and several studies and discussions are ongoing. The future plans have not been determined, nor has a timing for any decision regarding a new arena.

Analysis

Primary Options Considered

Four major change dimensions that were considered:

1. Change the location
2. Change the date
3. Change the format
4. Maintain the status quo

Option 1: New Location

A number of the challenges with holding the Ex at Morrow Park relate to physical aspects of the park. During the Ex, the residential neighbours complain of congested streets and illegally parked cars, the noise generated by various events including the motorsports, and dust and garbage blowing from the park.

A number of options were considered, including moving to existing city land, Trent University, Kawartha Downs and a joint site with the Lakefield Fair north of the city. There has been a pattern of agricultural fairs in Ontario moving their fairgrounds once they are surrounded by an urban/residential area. Barrie, Brampton, and Lindsay are the most recent examples of fairs that have relocated. However, in each of these examples, the agricultural society owned the fairgrounds and were able to use the proceeds from their sale to fund the purchase and development of a new site. That is not the case with the Ag Society and Morrow Park. The Ag Society has access rights through the Morrow Trust Agreement but ultimately it is the City that owns the property. The primary challenge with creating a new fairgrounds is that the level of investment required to host the fair is difficult, if not impossible, to carry with only the proceeds of the fair.

As an example, the Lindsay Exhibition created a modern, high profile site less than a decade ago. In addition to reinvesting the proceeds from the sale of the old fairgrounds, they required a \$2 million mortgage to complete the facilities. To carry this level of debt requires the facility to be rented out most of the year to successfully cash flow their operations. A number of the events that are now hosted at the Lindsay Exhibition were previously held at Morrow Park; including the East Central Farm Show and the Ontario Snowcross Championships.

It is unlikely that a new greenfield fairground facility in Peterborough would be able to attract sufficient rental revenue to justify the expense.

The only relocation option that could potentially be financially viable is co-location with either an existing suitable site or a new site being built for other purposes. The potential casino project,

the ongoing build out of infrastructure at Trent University and the Kawartha Downs are all potential options.

Ultimately, a relocation would not solve the core problems facing the Ex and would be a distraction from addressing them. Therefore, relocation is not recommended at this time unless an ideal partner and location present themselves.

Option 2: Change the Date

The date of the Ex has been problematic and has changed more than once in the past decade. The Ex occurs during a prime season for other events in Peterborough and occurs the same weekend as another fair in the general area. Thus it faces competition for both patrons, vendors, suppliers and entries. Two options were considered for changing the date: September and June. These options were selected for consideration because they could potentially tie in with schools to facilitate achieving its agricultural education mandate.

September was the first option examined. September has many advantages:

- The Ex would benefit from having harvested crops available for competition;
- The Ex would be able to work with schools to provide agricultural education to students;
- 4-H Clubs could still use the Ex as their achievement show;
- The Ex could still be the county championship show for the Holstein Club; and
- The Ex would still be able to host beef cattle shows.

However, September has a major drawback – every single weekend is already taken by another local fair. Peterborough would put itself in direct competition with existing fairs being held on their traditional dates. The primary impact would likely be decreased attendance and entries to the livestock shows.

Changing the date to a September weekend would put the Ex in direct competition with several local fairs on their traditional dates.

It is also likely that Peterborough would lose its status as a “points” show for both the Hereford and Charolais breeds as it would conflict with other well established “points” shows.

June was considered for two reasons. First, students are in school and the Ag Society could improve on its agricultural education mandate. Second, there are significantly fewer competing events scheduled during June. However, June has several drawbacks:

- It is too early in the season to have livestock shows – calves are too young to show and 4-H members haven’t had sufficient time to work with their animals to get them into show condition;
- The Ex would likely lose the county dairy championship show;
- The Ex would likely lose the points shows for Herefords and Charolais; and

- The Ex would lose all the vegetable and crop classes since very few would be ready for harvest.

Essentially, a switch to a June date would eliminate many of the aspects of the Ex that make it an agricultural fair. The two spring fairs in the area rely heavily on the demolition derby and truck/tractor pulls to draw attendance. Given that the Ex has agreed to eliminate motorsports starting in 2017, it is unlikely that the Ex would be a viable event in June.

In order to connect with the schools, the Ag Society should consider creating a new, smaller one-day event in June aimed at promoting agricultural awareness for children.

However, the creation of a second event, in addition to the Ex, focused on providing agricultural education to students in the local system in the spring is something that the Ag Society should consider in the future.

Option 3: Change the Format

The current format of the Ex is not drawing the crowds that it once did nor is it drawing the crowds that comparable multi-day fairs in the area are. The Ex's attendance is only 10% to 20% of the attendance at Norwood, Lindsay and Brooklin. Without changing the format, the Ex is not financially sustainable, even in the short term. Currently, daily attendance at the Farmers' Market during August and September is greater than the total attendance at the Ex over the full 4 days.

The primary format change required is increasing the agricultural content of the Ex. People expect there to be opportunities to interact with animals and learn about agriculture at an agricultural fair. The good news is this is consistent with the mission of the Ag Society and therefore by focusing on its core mission, the Ag Society will move the Ex experience towards the expectations of its patrons.

The key format change that needs to happen at the Ex. is a heavier focus on agricultural awareness and education.

The Ex needs to create an "Ag Education" tent/area that has interactive and informative displays about the various aspects of agriculture. To do this effectively, the Ex will need to engage with local commodity associations to access volunteers and displays. Most commodity groups have high quality exhibits available for use by their county associations. The Brooklin Spring Fair creates an area called "Agri-land" for this purpose and they would be happy to share ideas and information.



The petting zoo should be retained. The direct interaction with animals is an expected component of a fair. However, feedback from the stakeholder interviews and from the survey indicated that events such as the pig races were not considered to be a positive example of an agricultural attraction. An alternative “performance” that is a combination of educational and entertaining is HorsePower Live by the Ross Millar Group. It has received positive reviews and, as of the writing of this report, they were available for the timing of the Ex.



Figure 1: HorsePower Live.
(www.horsepowerlive.rossmillargroup.com)

The other format change that was considered in our analysis was the significant change or elimination of the midway. While a midway has been a standard component of fairs for a long time, the midway experience at the Ex is not viewed as a positive for many patrons. Several comments were made during the interviews and in the survey that the midway is a disappointing experience and is quite likely turning some families away from attending the Ex. The challenge with removing the midway is that net revenues from it provide about 30% of the budget for the Ex. However, if the midway is not attracting the Ex's target demographic (families with children), then the net impact may be acceptable.



Figure 2: Sample 'inflatable' fun zone activity

One alternative that was voiced during the Board workshop was a “family fun zone” centred on inflatables. There is a wide range of inflatables appropriate for all age groups certified by TSSA available for rent from a number of companies.

The challenge with inflatables is the staffing that is needed – a minimum of one person per inflatable. To deliver an effective size event, the Ag Society will need to partner with other community organizations. One potential structure would be to share proceeds with local charities in exchange for them providing staffing and helping market the Ex. They could be

used to distribute advance ticket sales as well. An analysis of the financial implications of this option is included in Appendix D. One strategy to ensure its financial viability would be to have each structure sponsored by a business. This would make the fun zone a pure revenue maker and allow the price point to be substantially lower than the current midway.

Other ideas raised for changing the format included straw bale mazes, old-fashioned games and contests such as square dancing, pie-making, dog events (e.g. Superdogs), more



Figure 3: Sample Straw Bale Maze

interesting horse shows and demonstrations, farm equipment displays, examples of innovation in the ag sector, local chef contests, culinary demonstrations, and local music acts. In terms of music acts, some fairs are successfully using local amateur bands as their entertainment. The bands get an opportunity to perform and they also become part of the marketing team for the Ex by reaching out to their fan base as well.

One concern raised was the loss of the “iconic” ferris wheel – a longstanding symbol of rural fairs – and its clear visibility. When people drive down Lansdowne Street and see the ferris wheel, they know the Ex is on. While it is believed that the inflatables would attract as much, or more, attention than a ferris wheel, if the Ex desires to continue the tradition of a ferris wheel, it can be still be rented.



Figure 4: SuperDogs
(www.superdogs.com)

Option 4: Maintain the Status Quo

Maintaining the status quo is usually an option to consider with any new business proposal, however, in the case of the Ex, not changing means the end of the Ex. Without substantial, fundamental change, the Ex is not sustainable after 2016 due to the change with motor sports and the decline in the financial position, brand image and attendance experienced in the recent past. The status quo is not an option for the Ex.

Strategic Plan Framework

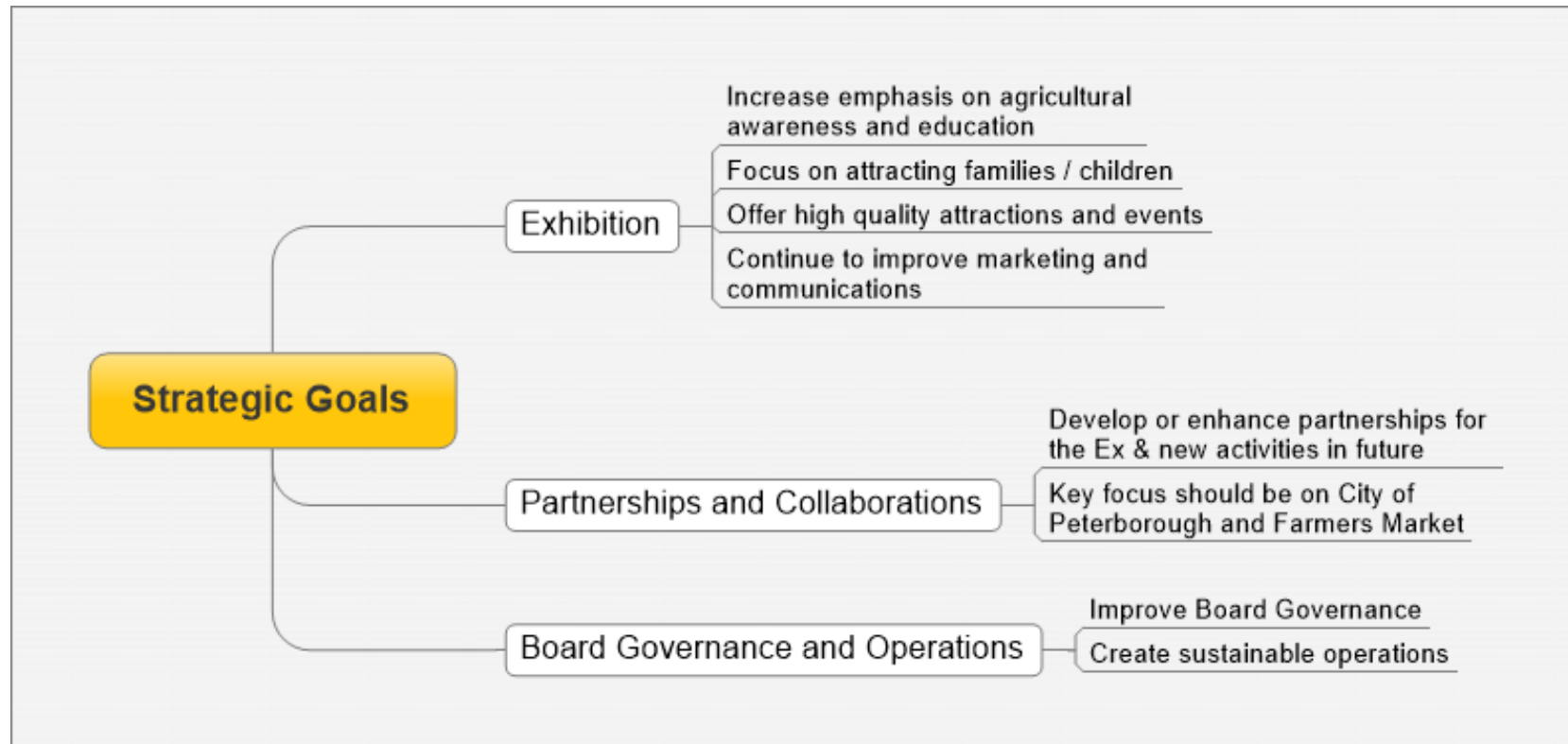


Figure 5: Strategic Goals for the Peterborough Agricultural Society



Strategic Goals	Immediate and Short Term - 2016	Medium and Long Term - 2017+
Exhibition <ul style="list-style-type: none"> • Increase emphasis on agricultural awareness and education • Focus on attracting families / children • Offer high quality attractions and events Communication <ul style="list-style-type: none"> • Continue to improve marketing and communications 	Communications Plan – tell your story and start to re-position the Ex. to ag education focus Exhibition Improvement Plan <ul style="list-style-type: none"> - Continue / build on livestock shows - Increase agriculture content - Add local food content - Revitalize the Midway (with other attractions) - Improve grounds layout and signage - Focus on high quality attractions - Recruit volunteers to ensure park and side streets are kept clean - Determine parking management plans 	Communications Plan – continue re-positioning the Ex. and PAS Exhibition Improvement Plan <ul style="list-style-type: none"> - Continue event improvements - Transition fully to event without motorized vehicle attractions - Utilize partnerships to drive attendance and community involvement
Partnerships and Collaborations <ul style="list-style-type: none"> • Develop or enhance partnerships for the Ex & new activities in future • Key focus should be on City of Peterborough and Farmers Market • Develop new events (in addition to the Ex) 	Strengthen Primary Relationships <ul style="list-style-type: none"> - City of Peterborough - Farmers Market (involve in 2016 Ex.) - Tenants & neighbours of Morrow Park Nurture Other Relationships <ul style="list-style-type: none"> - Schools - Ag organizations - Local Businesses - Trent University / Fleming College - Provincial and Federal government 	<ul style="list-style-type: none"> - Build collaborative relationship with the City - Work with the City and other tenants to develop an alternative park Master Plan - Develop new ag/food educational events through partnerships with other organizations, educational institutions and businesses
Board Governance & Operations <ul style="list-style-type: none"> • Improve Board Governance • Create sustainable operations 	<ul style="list-style-type: none"> - Financial management and process focus (create transferable processes) - Volunteer recruiting and mgmt. to increase support / involvement - Clarify Terms of Reference / Bylaws 	<ul style="list-style-type: none"> - Seek funding for part time staff person - Update Board Terms of Reference, Bylaws & structure to reflect current needs - Board / Membership renewal planning process



Focus Areas and Action Plan

Exhibition

Agricultural Education Content

Agriculture awareness and education as the core mandate of the Ag Society was the single most important issue identified throughout this process. However, this was also identified this as a weak point of the current Exhibition program. Visitors to the Ex expect to see farm animals and learn about farm related topics at an agricultural fair. It is imperative that Ex significantly increase and improve the agricultural education content of the Ex.

The content needs to be “kid-friendly” and interactive – not just boards and brochures. Each of the major commodity groups in Ontario has some form of interactive exhibit that local organizations can use at events such as the Ex.

Agricultural awareness and education should be conducted in the context of school age children. The date of the Ex makes it challenging to create a long-term relationship with area schools, teachers and students. A well-executed school program serves both the core mission of the Ag Society and as an effective marketing tool. For fairs that happen during the school year, the primary strategy is to host busloads of students from area schools at the fair on a weekday and provide an agricultural education program. This, combined with an active School Division segment to the competitions, provides a great incentive for the students to visit the fair on the weekend.

For 2016, the Ag Society can begin building its relationship with schools by promoting the School Division competitions to teachers along with grade and curriculum integrated material from Ontario Agri-Food Education Ltd (www.oafe.org). The marketing program will then need to remind students and parents of School Division entries in the lead up to the Ex. One method would be to work with local media to ensure coverage of the School Division happens early during the week of the Ex. One possibility for generating coverage is to publicly award the “Grand Champion School” trophy during the opening ceremonies.

In the future, the Ag Society should consider creating a second event focused on providing agricultural education to students. A single day event in mid-June would likely provide the best opportunity for success. To tie the event back to the Ex, a small marketing incentive could be given to each student (discounted or free week-day admission, ride tickets, free snow cone, etc).

Communication Plan

The Ex is competing for people's entertainment dollars in a crowded calendar. The Ex has a unique selling proposition but it has to be communicated to the public. There is no other event in Peterborough where people can come and interact with farm animals and learn about where their food comes from while enjoying themselves. The communications efforts for the Ex in 2015 can be viewed as a positive foundation to build upon. We recommend considering the following tactics and approaches for the 2016 marketing and communications plan:

- Identify target audiences – The core target audience for agricultural and food education is families with young children as well as food enthusiasts. Marketing efforts should be targeted toward those audiences with specific messaging that piques their interest and repositions the Ex in their eyes.
- Social Media – The social media efforts of 2015 are reportedly a success; platforms such as Facebook and Twitter and possibly Instagram should continue to be used to build awareness and understanding of the Ex.
- Co-promotion – Co-promotion with other organizations can be an effective method to promote the event. Possible organizations include schools, service clubs, sports teams, like-minded organizations, and local businesses. The farmers market appears to be a key potential partner because it attracts a large volume of food enthusiasts on a weekly basis. Tactics could include discounts on admission, sponsorship of specific activities at the Ex, joint involvement and demonstrations (e.g. gymnastics demonstration by local group, dance events by local dance studios, local music store to sponsor open stage, sports teams to show sporting demonstrations).
- School involvement – Even though the Ex is not held while school is in session, it may be possible to involve schools in some way through projects, contests, or activities that start in June and are completed or shown during the Ex in August. Topics could include environmental, food/nutrition or science related to farming.
- Public Relations – PAS has been very successful at using public relations in the past (e.g. Bull at city hall, Sky Hawks parachute jump). Again these tactics are very effective and should continue to be a main focus for the Ex.

Exhibition Improvement Plan

Bringing in high profile entertainment acts during any fair rarely has a guaranteed return on investment. Entertainment dollars need to be strategically used to enhance the overall brand experience for fairgoers and for the neighbouring community.

The plan above mentions several options and ideas for enhanced attractions at the Ex, however one of the key decisions that needs to be made this year is whether to continue with the

motorsports or discontinue these events one year earlier than the current interim agreement with the City. The table below outlines some assumptions and pros and cons related to continuing with one more year of motorsports vs. transitioning to a new rebranded format without the motorsports in 2016.

	Scenario A	Scenario B
Primary Consideration	Keep motorsports 2016	No motorsports 2016
Assumption	Attendance is assumed to be similar to 2015	Attendance is assumed to drop significantly from 2015 level
Assumption	Keep midway and enhance with family-friendly attractions	Keep midway and enhance with family-friendly attractions
Assumption	City grant or funding continues at \$50k level (similar to 2015)	City grant or funding continues at \$50k level (similar to 2015)
Financial Forecast	Positive up to \$26,800	Loss in 2016 of up to \$28,200
Pros	Maintain gate receipts from spectators Breakeven or positive financially	Takes advantage of positive momentum from this process; demonstrates true commitment to change; promotes positive relationships with neighbours; allows board to focus on finding new events
Cons	Risk of negative publicity, frustration from neighbours, frustration from City, just delays are inevitable	Possible lower attendance

Note: additional financial projection details are available in Appendix D

Partnerships and Collaboration

Community Relationships

A recurring comment throughout the stakeholder outreach indicated that in the past, the Ag Society has not had the most positive relationships with many community stakeholders including the city. However, each of those stakeholders also firmly believes that the Ex is an important part of the fabric of Peterborough. This is important as collaborations and partnerships are going to be key to rebuilding the Ex.

Key Community Relationships:

- The City – they are willing to work with the Ag Society (and have been) but they need better communication from the Ag Society and participation in the process to redevelop Morrow Park
- The Farmers' Market – they are a fellow agriculturally-based tenant at Morrow Park and could be a strong ally. The farmers' market currently out-draws the entire Ex with a single market in August. Currently, FM

vendors lose business the weekend of the Ex because of the logistics for customers to get to the FM

- Other agricultural organizations – getting the support and participation of local agricultural organizations will be key to building the agricultural education component of the Ex
- The other tenants of Morrow Park – they are supportive of the Ex but it impacts their use of the park. In the short term, better communication could alleviate some ongoing friction points, and in the long term, the development of a shared vision for the redevelopment of Morrow Park is a possibility
- Neighbours in the surrounding residential area – noise and parking are their primary issues. The parking issue is not unique to the Ex. Any major event at the Memorial Centre creates similar issues to varying degrees. A comprehensive solution needs to be found for the site
- Peterborough Musicfest – they are one of the largest competitors for entertainment dollars during the Ex. Improved communication and co-ordination with the Musicfest may identify some common interests. Morrow Park is a larger venue than Del Cray Park and Musicfest is considering experimenting with paid admission. The Ex may wish to approach Musicfest to create a partnership whereby one or both concerts the week of the Ex are hosted at Morrow Park which already has the infrastructure to limit access to paying customers.

Morrow Park Redevelopment

In 2012, City council had approved several million dollars for the redevelopment of Morrow Park. We believe there is a strong possibility that council would reconsider funding the redevelopment of Morrow Park if there was clear agreement between the Ag Society and city staff on what that redevelopment should look like. The current Morrow Park Master Plan does not have the support of the other tenants of Morrow Park, all of whom would like upgrades to their facilities. The Ag Society should work with the other tenants to propose a workable alternative to the Master Plan.

Summary

For the short term, the Peterborough Agricultural Society should focus on revitalizing the format of the Exhibition to clearly emphasize the value and importance of agricultural education and awareness within the City of Peterborough and the surrounding rural areas. Relationships and collaborations with the City of Peterborough, with the other tenants of Morrow Park, with other agricultural organizations, with schools and with the community at large will be integral to the long term success of both the Agricultural Society and the annual Exhibition. It is expected that the Ag Society will start to develop creative ideas for partnerships with other community stakeholders such as Trent University and local businesses. Having a clear and transparent agreement for the continued use of Morrow Park with the City of Peterborough is a key element

for the future success of this volunteer organization. The Ag Society plays a unique role in the community through the delivery of agricultural education and awareness events and it is expected that moving forward with a clear agreement will allow the Society to fulfill this role more effectively in the future.

DRAFT

Appendix A: Summary of Key Informant Interviews

WHAT HAVE WE LEARNED? SUMMARY OF THE KEY INFORMANT INTERVIEWS.

Questions	Summary of key themes from responses
Value of the Ag Society and the Exhibition to the City of Peterborough	<ul style="list-style-type: none"> ✓ Local agricultural heritage is important ✓ Bringing agricultural awareness and education to the city is important and expected ✓ Opportunity to showcase agricultural and rural activities (e.g. livestock shows, 4-H, crafts, etc.)
Most Important Aspects of the Exhibition	<ul style="list-style-type: none"> ✓ The opportunity to connect residents of the City with agriculture ✓ Important to respect the legacy of the Morrow family ✓ History of the Ex is valued ✓ The livestock shows are successful and well attended ✓ The home crafts events are important part of rural heritage
Least Important Aspects of the Exhibition	<ul style="list-style-type: none"> ✓ The midway is unappealing and 'tired' ✓ The core concept of agricultural education and awareness does not seem to be visible ✓ Tractor pulls and demolition derby do not showcase agriculture ✓ There is not enough interaction with local schools and youth ✓ The date is a problem – too many competing local attractions and creates a challenge for interaction with schools; but should also stop changing the date ✓ The Ex 'brand' is damaged and the experience of attending the Ex is not living up to people's expectations resulting in decreased attendance numbers
Advantages of hosting Exhibition at Morrow Park	<ul style="list-style-type: none"> ✓ The opportunity to bring agriculture in to the City ✓ Location is accessible to City residents ✓ Property is large enough to accommodate the Ex ✓ Exhibition infrastructure is in place (although becoming dated and in need of refurbishment/replacement)
Challenges of hosting the Exhibition at Morrow Park	<ul style="list-style-type: none"> ✓ Conflict with other uses such as Farmer's Market, gymnastics, baseball, and lacrosse ✓ Relationship with the City has become challenging; need to change this moving forward ✓ Restrictions on options for events (e.g. motorized events) ✓ Aging infrastructure (e.g. barns are dated) ✓ Logistics around the site, the lay-out over the the Ag Society few years has not been user-friendly ✓ Neighbours of the park do not like the noise, dust, litter, smells, and the parking congestion on side streets ✓ The park is not attractive in its current state; could be a better multipurpose facility (with better washrooms, power sources, etc.)

Opportunities to replace the revenue from the motorized events	<ul style="list-style-type: none"> ✓ Rodeo is one possibility, however, still incurs risk and liability issues ✓ Music events, however, there is competition with Festival of Lights, and other local events ✓ Horse pulls, however, still incurs risk and liability issues ✓ Most respondents were not sure what could replace the motorized events ✓ Should work on bringing more local food vendors and displays to the Ex
Other potential locations to host the Exhibition	<ul style="list-style-type: none"> ✓ Lang Pioneer Village ✓ Kawartha Downs ✓ Challenge would be the investment in the infrastructure at a new location ✓ Would lose the connection to Morrow Park and the original Trust Agreement ✓ “Do we really want to create another Lindsay?” ✓ Creates another level of complexity for the Ag Society in terms of property and event management
Opportunities for other ag activities throughout the year other than the Exhibition	<ul style="list-style-type: none"> ✓ Could host 1 ag related event per season ✓ Should try to host an event in June every year for local schools ✓ Challenge is volunteer burn-out; lots of ideas but not enough people willing or able to help make them happen ✓ Might be better to collaborate with other events already happening in Peterborough (e.g. Pulse event downtown, Craft Beer Festival, Taste of Downtown, etc. ✓ Would like to see better use of the Morrow Building throughout the year ✓ 100 Mile Dinner – could do this again to build awareness and collaborations (work with Farmer’s Market?)
Who is the audience and what do they want?	<ul style="list-style-type: none"> ✓ Families, all ages, “kids are the key” ✓ Farm community ✓ City residents ✓ General feeling is that people want to learn more about agriculture and food ✓ They also want to be entertained and have a fun experience in a clean, safe, and vibrant atmosphere
Potential collaborations to explore?	<ul style="list-style-type: none"> ✓ Farmer’s Market ✓ Trent University ✓ Fleming College ✓ Local schools (e.g. Kenner High School has a culinary program) ✓ Local businesses ✓ Morrow Park tenants ✓ Peterborough Economic Development and Peterborough Tourism










Additional comments and ideas (sections below include ideas raised during the interviews)	
Branding and Communications	<ul style="list-style-type: none"> ✓ Need to develop a sense of community ownership around agriculture and food; would like to help consumers understand the food system ✓ The Ag Society should be thought of as the City's first contact for agricultural and rural issues ✓ Need to tell their story more effectively, be the 'voice for agriculture' in Peterborough ✓ The Ag Society needs to rebrand and start fresh, determine audience and deliver a better product; this will help them determine their capital needs and future potential
Board Management	<ul style="list-style-type: none"> ✓ The Ag Society board needs to be more diverse – this is starting to happen, need to ensure renewal continues ✓ Positive changes were seen in 2015 ✓ There should be a clear description of the secretary's role; if paid, should not be a voting board member ✓ A staff person who could take the lead on liaison with the City, local businesses, and sponsorship could be very beneficial ✓ Volunteer engagement needs to be stronger
Financial Management	<ul style="list-style-type: none"> ✓ Need to develop a better business plan for the Ex; make sure attractions are worth the money they cost and try to save money where possible; board needs to be more aware of the finances ✓ Role of sponsors should not be overlooked; work with local companies to develop a stronger sponsorship model and revenue stream ✓ Funding could be available if relationship with the City can be improved and the product is stronger; need to develop collaborative relationships ✓ Partnerships are key to success for community organizations

Appendix B: Summary of Survey Results

An online survey was also developed and distributed via media (traditional and social media) and via direct mail to the neighbours of Morrow Park. The survey was open from January 26th-February 20th, 2016. In total there were 179 responses to the survey.





Approximately half (49%) of the respondents are Peterborough residents, while 18% of respondents are residents near Morrow Park. Primary agricultural producers and local non-for-profits and government organizations make up 15% and 14% respectively with low responses coming from additional groups and organizations (i.e. 4-H club members; other agriculture related organizations; business owners and other).

Nearly 60% of respondents live within the City of Peterborough, while 27% reside in the County of Peterborough.

Response	Chart	Percentage
Peterborough resident living near Morrow Park		18%
Peterborough resident Peterborough resident		49%
Primary agricultural producer		15%
Peterborough Agricultural Society volunteer		3%
4-H Club Member		3%
Other agriculture related organization (e.g. Junior Farmers, commodity groups, federation, etc.)		9%
Business owner / manager in Peterborough (City or County)		6%
Organization, Government, or Not-for-profit that serves Peterborough (City or County)		14%
Other, please specify...		14%

How often have you attended the Peterborough Exhibition (The Ex) in the Ag Society?

42% of respondents recorded that they had attended The Ex once or twice in the Ag Society 10 years while 24% of respondents indicated they attend every year. 21% indicated that they have attended The Ex three or more times in the Ag Society 10 years and 13% indicated they had never attended.

Response	Chart	Percentage
I have attended once or twice in the the Ag Society 10 years		42%
I have attended a 3 or more times in the the Ag Society 10 years		21%
I attend every year		24%
I have never attended		13%





Why have you never attended The Ex?

While some respondents indicated they often book holidays during The Ex, a few indicated that they were new residents and there is poor advertising. Several simply stated The Ex does not appeal to them and that it is not primarily focused on agriculture and food.

Poor accessibility and high costs were both mentioned, and some highlighted that other fairs are more appealing (i.e. Norwood). Older individuals indicated that the fair is geared towards younger folks.

Did you attend The Ex in 2015? If yes, which day did you attend?

Respondents indicated Saturday as the most popular day to attend The Ex, followed by Thursday. This corresponds with some of the key events held by The Ex – in particular the truck and tractor pulls as well as other livestock shows. It is worth mentioning that the Demolition Derby is held on Friday, which was indicated as the second lowest percentage of attendance at 19%, followed by 11% on Sunday. *Note: respondents were unable to select more than one day.

Response	Chart	Percentage
Thursday		26%
Friday		19%
Saturday		44%
Sunday		11%

What did you like the most about The Ex when you last attended?

Several respondents indicated that the demolition derby and tractor pull were among their favourite activities, however, others commented that these events have nothing to do with promoting agriculture. Opportunities to learn about farm animals through local exhibits and the petting zoo were also mentioned several times. The livestock shows such as the beef and horse shows stand out as well as a diversity of food options and home craft displays. In addition to enjoying the musical entertainment, a few respondents stated that they enjoy the atmosphere and believed the fair attracted nice families.

What did you like the least about The Ex?

Many respondents cited high price for entry and the midway to be negative elements of The Ex. The midway was mentioned several times and many stated that it feels dated, dirty and takes away from the agricultural exhibits. Others felt that Morrow Park and the buildings are in very poor condition, thus not attracting many people into livestock shows. The noise associated with motorized events has left several respondents angry about the location. Local residents indicate that holding an agricultural fair in a densely populated residential area has several negative impacts, including: odour issues (with livestock shows), noise, increased litter and dangerous parking (poor visibility for residents). Several mentioned the poor quality of the food and felt that there are too many unhealthy options and thus not suitable for young families.

Overall, there seems to be a shared sentiment that The Ex is no longer focused on agriculture and other associated activities. Things like the midway and the demolition derby do not provide opportunities to learn about rural life and local agriculture. Some respondents felt that the fair is poorly organized and inappropriately laid out. Additionally, a few indicated that the date is problematic and impacts their ability to show livestock.

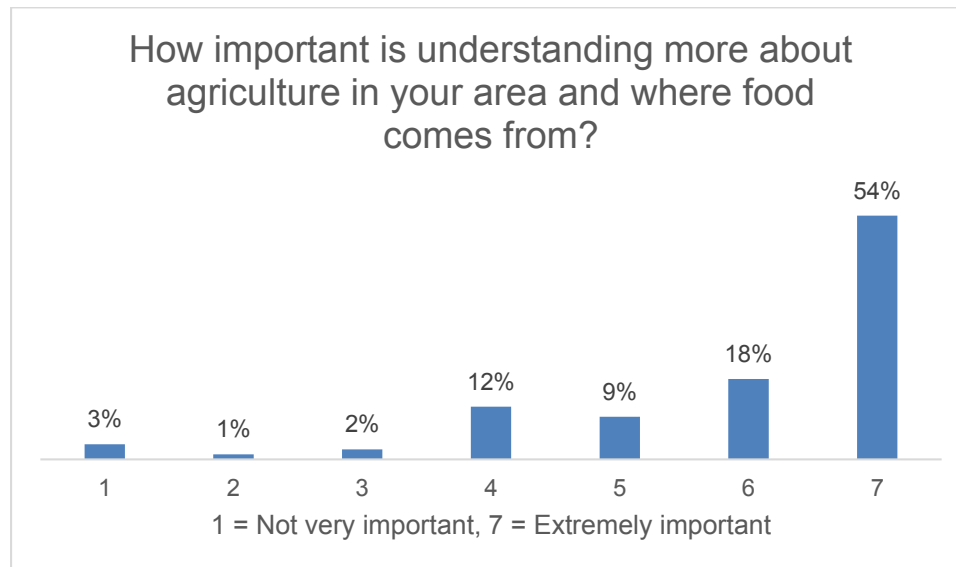
What do you think can be improved about The Ex?

Amongst the responses, creating a fair that draws a closer connection with agriculture and local food were the most highly discussed areas for improvement. Some suggested ideas like holding a cooking competition and getting local food vendors who may provide some healthier options. Providing opportunities for education through hands-on workshops and seminars for all age groups were suggested. Changing the date of the fair could provide an opportunity to invite schools to take part in educational programs.

Several mentioned other local fairs like Lindsay and Norwood as good examples of a well laid out and organized event that provides attendees with a unique experience. This was often in reference to location, as Lindsay's fair lies on the outskirts of town. Several felt this would alleviate issues associated with parking, traffic congestion, noise and odour. Improving the overall conditions of Memorial Centre and Morrow Park were frequently mentioned.

Several respondents also discussed reducing the price of The Ex. In particular, larger families felt it is too expensive and they do not get much value from the price. One respondent mentioned a family rate might help incentivize them to return. Another respondent suggested improved marketing to help attract more people might help reduce the price.

How important is understanding more about agriculture in your area and where food comes from?



Which elements of The Ex are of most interest to you?

Elements that stand out as interesting to the respondents were the petting zoo, agricultural livestock shows, crop displays, live music and local business displays. Events like the midway and some farm equipment displays, however, received low ratings from respondents. In particular, motorized events such as the tractor pull and demolition derby are found to be rated both high and low by respondents (30% *not* interested and 26% *very* interested).

What other attractions and events would be a good addition to boost interest and attendance at The Ex?

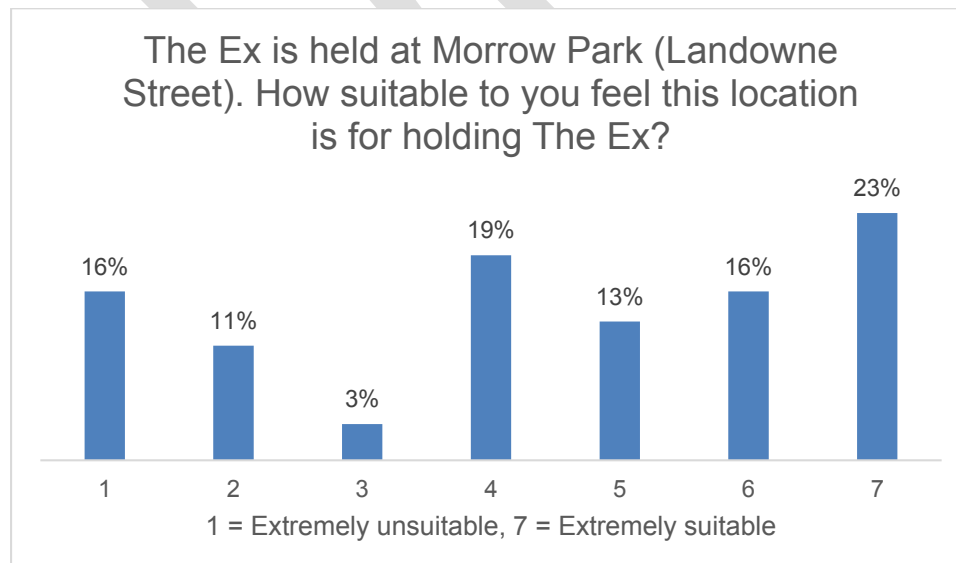
Again, local food appears to be an area that may attract higher attendance to The Ex. More events and opportunities for children as well as dance and local vendors were indicated as additional points of interest.

What other attractions and events would be a good addition to boost interest and attendance at The Ex?

- Cooking competitions focusing on local ingredients
- Recipe challenges
- Farmers market
- More farm animal shows and demonstrations
- Highlight the various culinary traditions in the region
- Concerts
- Fireworks
- Model aircraft displays

- Fiddle and/or step-dance competition
- Teen dance night
- Farmer Olympics
- Rodeo
- Battle of the Bands
- Fireworks
- Horse pulls
- Target shooting with hockey sticks at nets
- 3 on 3 basketball tournament
- Bale toss
- Log cutting
- Demonstrations of wood carving - large scale with chain saw.
- Food trucks
- Farm truck show and shine
- Headline entertainment acts
- Music, sports,
- On site random giveaways
- Police display / fire trucks
- Dog show
- Quilting / felting
- Horse jumping event- horse pulling event
- Square dancing / line dancing
- Slam Poetry

The Ex is held at Morrow Park (Lansdowne Street). How suitable to you feel this location is for holding The Ex?

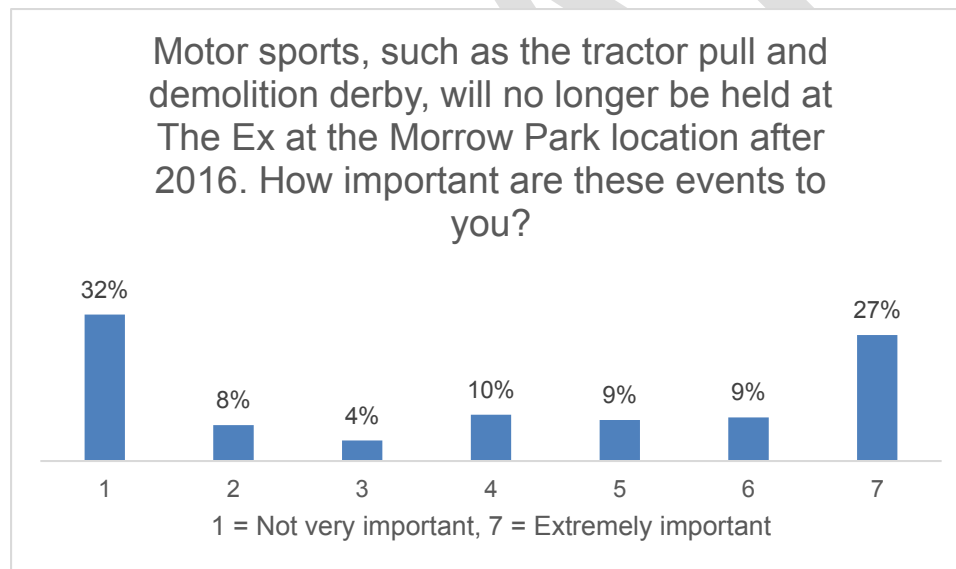


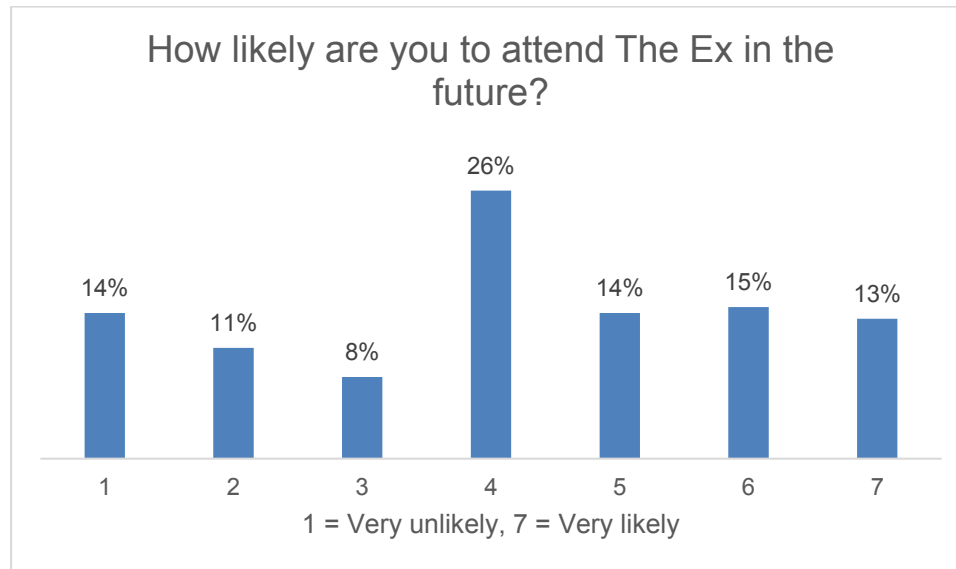
Do you have any comments or suggestions related to the location at Morrow Park?

The responses indicate there are mixed feelings about the location at Morrow Park. Some state that the location is no longer appropriate due to the residential neighborhood that surrounds it. Several mentioned that the green space could be used for other activities that better serve the local community (i.e. sports facilities). The Lindsay Exhibition was mentioned by many respondents as an example of an event that has adapted in order to grow and sustain. Some responses indicated that the location at Morrow Park no longer feels agricultural and issues with accessibility (for setup and parking) continue to be critical.

Several respondents believe that Morrow Park is an appropriate setting and is in a central location for city residents. Some, however, mentioned that the grounds and facilities have fallen into disrepair and require improvements. Others suggested that improving the layout could have positive impacts and increase attendance. More signage could create a better flow and help folk's access all the buildings and exhibits. Several mentioned that filling the current space evenly would make The Ex feel "vibrant and exciting."

Motor sports, such as the tractor pull and demolition derby, will no longer be held at The Ex at the Morrow Park location after 2016. How important are these events to you?



How likely are you to attend The Ex in the future?

The following is a list of ideas that are being considered to help improve The Ex. Please answer yes or no to each item on the list as to whether you would be more likely to attend The Ex.

Of the list of ideas to help improve The Ex, several respondents indicated that they would like to see increased opportunities to learn about local food (81%) and local agriculture (71%). 58% recorded that they would like to see more local music acts and 49.4% indicated that the midway could improve their rides in order to attract and appeal to more families. These ideas were frequently mentioned in long answer responses as well as interviews. Changing the date of The Ex, however, does not appear to significantly impact respondent's decision to attend. 77% of respondents stated that holding The Ex in June would not make them more likely to attend, while September appears more promising (47% of respondents indicated that they would be more likely to attend).

I would be more likely to attend The Ex if...	Yes	No
...it was held in June	23%	77%
...it was held in September	47%	53.4%
...it was held somewhere other than Morrow Park	50%	50%
...I can get there free on public transit	31%	69%
...it had more local music acts performing	58%	42%
...there were more opportunities to learn about agriculture	71%	29%
...there were more opportunities to learn about local food	81%	19%

...the Midway had better rides and more appeal for families

49%

51%

Do you have any other comments or suggestions related to The Peterborough Exhibition or the Morrow Park location?

Several respondents reiterated earlier comments made regarding The Ex and the Morrow Park location. Many felt that taking away the motorized events would have negative impacts on the viability of the fair itself. In addition, several discussed how changing the date would reduce the chances of several livestock presenters to attend as many sign up for other fairs. A few, however, did request shifting cattle and horse shows to the weekend because many presenters have off-farm jobs Thursday and Friday.

In regards to price, respondents continue to emphasize that it is too high and there are not enough activities and learning opportunities to keep them engaged. Improved marketing through social media was suggested as a way to attract higher attendance and reduce the cost. Issues regarding accessibility were mentioned and a few people suggested alternate routes and access points to alleviate some of the traffic congestion.

Appendix C: Summary of Strategic Options Discussion with Ag Society Board

Option 1: Status Quo

Pros:

- Familiar, know how to bring event forward
- Maintaining heritage factor
- Everyone know where it is and what is there
- Location large and open; flexible
- Potential for City funding
- Can use local transit or walk
- Visibility
- Drive by traffic
- Lots of space for livestock
- Gymnastic building works for homecraft division
- In the City has potential to help with local hospitality and shopping
- Integrates rural with city

Cons:

- Familiar
- Diminishing revenue
- Pressure between City and Ag Society re Morrow Park
- Negative reputation and lack of community involvement
- Predictable 'same old, same old' reputation
- Location is big and hard to fill
- No motorized events after 2016
- Horse barns are inadequate; difficult to improve infrastructure
- Neighbours don't like all the street parking/noise
- It will no longer exist
- Not keeping up with consumer/tourism trends and demands
- Not doing justice to agriculture/innovation
- City will likely stop supporting the Ex/Ag Society

Option 2: New Date (late spring or early fall)

Pros:

- Engage schools
- Less focus on tourists, more focus on locals
- More crops to show if later in the fall
- 2nd weekend after long weekend in September could work
- 3rd weekend in June; teachers could build ag education into the curriculum

Cons:

- Labour Day: families away
- Spring Fair: Distance cattle exhibitor limited due to age of calves
- Will lose holiday folks and post-secondary kids
- NEED ESTABLISHED DATE
- Competition with music festival – but could we collaborate with music fest?
- Competes with other fairs
- Weather can become a factor in spring/fall
- Fair has gone through date changes before; this causes problems
- Current date competes with Campbelford
- If the date changes, make sure it is one that could stick!

Option 3: New Location

Pros:

- New slate – new facilities – new programs
- Draw new and different demographics
- Increase capacity/draw
- Morrow Trust agreement (leverage?)
- Find the right sized property
- Community stewards; poor land use within City
- Possible partnership with Lakefield
- Partnership with Airport? (possible airshow?)
- Motorized events could continue
- Multi use facility partnership
- Partnership with Casino/Slots
- Trent Land Partnership (~400 acres)

Cons:

- Lose money
- Loss of 'foot traffic'
- If in County, could impede on other fairs
- Loss of Morrow Trust agreement
- Community involvement could be affected
- Competition for same events (as other fairs such as Lyndsay)
- More advertisements would be required
- Maintenance of land and buildings could be expensive and logistically challenging
- Would need event/property/general manager; staff could be costly

- Lose some local sponsors
- People might not know new location
- Need staff

Option 4: New Format: Focus on Ag Awareness and Family Fun (No Midway)

Pros:

- Allow more ag education
- Farmer Olympics
- Changes brand
- More strategic partners/sponsors
- Reduce cost (insurance) – possibly?
- Replace with concert/event e.g. Super Dogs (!!)
- Offer hands-on, interactive experience
- Ag competition – increase and advertise
- Rodeo
- Dancing skid steer – square dance
- Partial midway geared at younger children e.g. corn maze, hay bale maze, bouncy castles
- Teach others' homecraft skills
- Could have an intergenerational homecraft division e.g. Grandparent/grandchild co-entry
- Local Food dinner event
- Young punks be gone!
- Bringing family activities back to basics; learning where food comes from and how it gets from farm to table
- Kids to learn how the crafts their great grandmother did for necessity are still important today
- Hot air balloon rides (just low level)
- Pie judging competition

Cons:

- Loss of midway revenue
- Youth looking for midway (13-16 years old)
- Loss of visual attraction that Ex is in town
- Loss of event or activity
- Loss of kids dragging family to the Ex
- When you hear 'Ex' you think rides
- Rides are a tradition

Summary Points

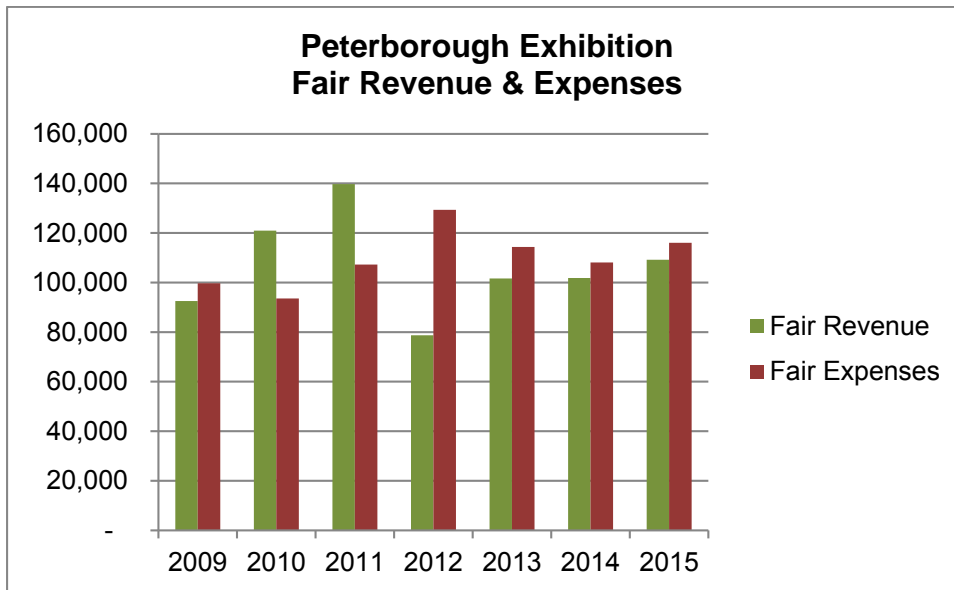
Ideas that people liked:

- Horses,
- skid steer dance,
- rodeo,

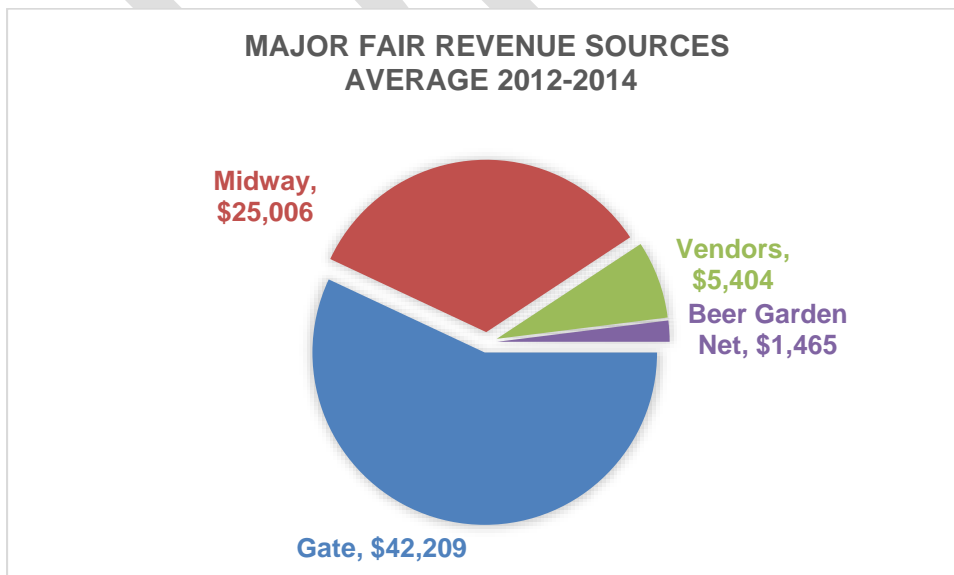
- super dogs (or other dog events)
- new location that ag society could control – partnership with Trent?
- Like it where it is
- Bring back an ‘ambassador’ program – currently hard to draw kids; negative perception in media about the Ex doesn’t help
- New location with the right partners might be possible; would need to find the right partners.
- New location idea is interesting but challenging to make it pay (e.g. Lindsay)
- Corn maze, super dogs, etc.
- Need to change things up!
- Like the new ideas
- Ideas are good at either the current or new location
- Positive to get new ideas
- Like it where it is; add partnering at current location e.g. farmers market
- Good idea to get school kids more involved.

Appendix D: Financial Analysis

While the Ex has a long and successful history, recent years have had mixed financial results. The following graphs show historical financial results for the Ex directly as well as overall for the Ag Society. In its financial statements, the Ag Society uses “Fair Revenue” and “Fair Expenses” to capture the direct operating revenue and expenses for the Ex. Other revenue and expenses from operating the Ag Society are excluded from these headings.

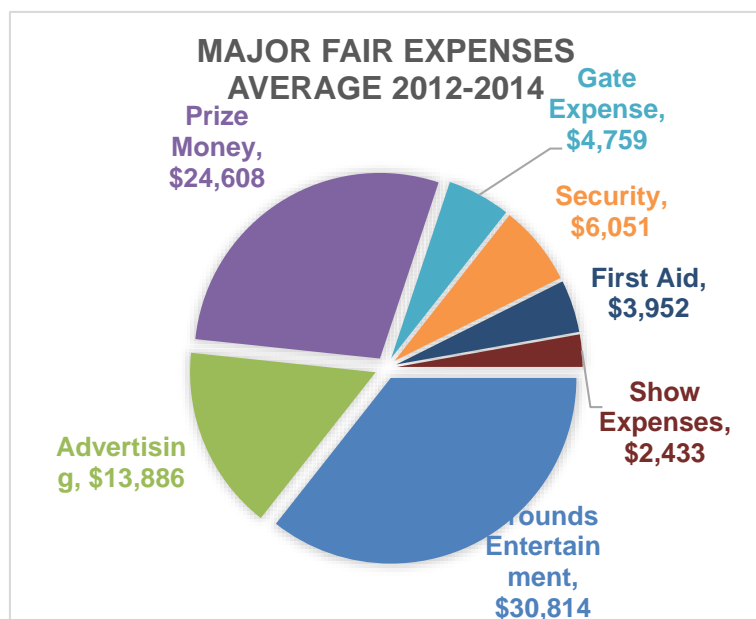


The last year the Ex had a significant positive operating margin was 2011. In 2012, rainy weather significantly impacted attendance and the Ex has struggled to regain the attendance and revenue it enjoyed in 2010 and 2011. The following chart shows how the revenue for the Ex splits between major categories.



Each of the revenue sources ties back to attendance. The Ex's share of the midway take will not increase without increasing attendance. The success of the beer garden is dependent on attendance. The ability to attract vendors is dependent on the number of people the vendors interact with. The Ex's attendance is very low for a four-day exhibition. Other similar length fairs in central Ontario are attracting five to ten times the attendance. The good news is, there is a lot of room for attendance growth.

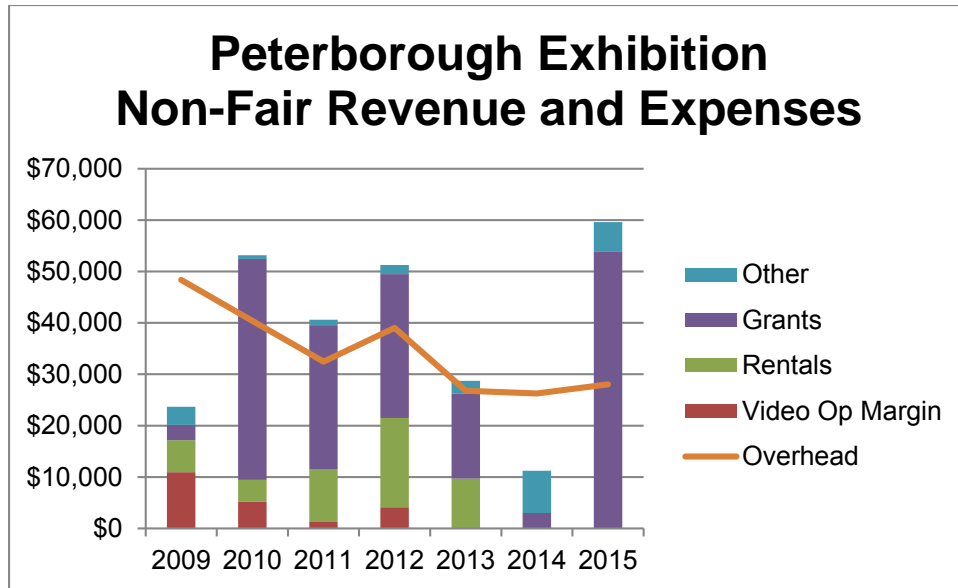
On the expense side of the Ex, there are two expense categories that combine for over 50% of the cost of hosting the Ex – Grounds Entertainment and Prize Money.



	2014	2013	2012	Average
Grounds Entertainment	\$29,752	\$34,924	\$27,766	\$30,814
Advertising	\$14,713	\$13,584	\$13,361	\$13,886
Prize Money	\$25,000	\$23,864	\$24,959	\$24,608
Gate Expense	\$8,424	\$117	\$5,737	\$4,759
Security	\$6,372	\$5,916	\$5,865	\$6,051
First Aid	\$4,377	\$3,910	\$3,570	\$3,952
Show Expenses	\$2,000	\$3,000	\$2,300	\$2,433
TOTAL	\$90,638	\$85,315	\$83,558	\$86,504

The majority of the Grounds Entertainment expense is three items: Demolition Derby, Truck/Tractor Pull and Petting Zoo/Pig Races. It can be assumed going forward that even when the demolition derby and tractor pull are eliminated, there will be additional expenses for other attractions and activities.

The Ag Society has a number of "overhead" expenses associated with maintaining an office and organization that are in addition to the direct expense of the Ex. As well, the Ag Society receives revenue from sources other than the Ex. The following chart shows a comparison of the various revenue sources and the overhead expenses in the Ag Society number of years. Overhead expenses have been contained with a 40% reduction in the last 5 years. However, the solvency of the Ag Society has been clearly dependent on grants for a number of years, which is common for a not-for-profit entity.



The Ex and the Ag Society are in an unsustainable financial position. The expense side has been contained in the last number of years on both the overhead and direct operating costs of the Ex, so the focus going forward needs to be increasing revenue while keeping costs at current levels.

Proposed Financial Options

Projecting the financial position of an event undergoing major changes is a challenge. We have prepared two possible financial scenarios based on estimates of potential revenue and expenses. There are many unknowns, especially related to actual attendance (gate revenue) however, these projections provide a “best estimate” based on historical results as to the projected revenue and expenses in 2016 and 2017.

One of the key decisions that came to light during the consultation process is to whether the PAS is whether to continue to offer motorsports in 2016. The PAS has reached a previous agreement with the City of Peterborough that 2016 will be the last year for motorsports at the current site due to insurance reasons and complaints that the City has received in the past. Given that there will be no motorsports in 2017, the option of discontinuing the motorsports in 2016 was analyzed as a potential option for consideration by the PAS.

Scenario A – Keep Motorsports 2016

Assumptions for this scenario:

- Motorsports continue in 2016 as currently planned.
- Attendance and revenue in 2016 matches attendance/revenue in 2015, but attendance / revenue will drop to some extent in 2017 with the absence of motorsports.
- Continue midway but improve quality and add additional family-friendly attractions such as a Family Fun Zone concept:
 - Sponsors can likely be found to underwrite the cost of the inflatables for the “Family Fun Zone”.
 - Revenue assumptions are based on 4,000 passes to the “Family Fun Zone” at \$15.00 each and 50% of the revenue is shared with other charities in exchange for them supplying volunteers to staff the inflatables and promoting the event.
- The beer tent returns to profitability similar to 2011.
- The Ag Society has received grants and support in the past (2015 = \$50,000). We understand the City of Peterborough has also committed to a grant of \$50,000 for the 2016 season (Feb. 2016).
- A part-time staff support is hired for a total cost of \$7,000 in 2016 to administer the Ex and co-ordinate relationships with the city, stakeholders, and the charities. It is assumed that this cost would increase to \$15,000 in 2017 for a longer term contract.



Peterborough Ag Society Financials		Scenario A Keep 2016 Motorsports	
	2015	2016	2017
Revenue			
Fair Revenue	\$ 109,201	\$ 100,000	\$ 75,000
Grants / Sponsorship	\$ 53,833	\$ 50,000	\$ 50,000
Memberships & Fundraising	\$ 5,677	\$ 9,500	\$ 15,000
Other	\$ 101	\$ -	\$ -
Total	\$ 168,812	\$ 159,500	\$ 140,500
Expenses			
Fair - Grounds Entertainment	\$ 123,804	\$ 30,000	\$ 30,000
Fair - Family Fun Zone Rentals		\$ 18,000	\$ 18,000
Fair - Prize Money		\$ 25,000	\$ 25,000
Fair - Gate Expense		\$ 5,000	\$ 5,000
Fair - Security		\$ 6,000	\$ 6,000
Fair - First Aid		\$ 4,000	\$ 4,000
Fair - Show Expenses		\$ 2,500	\$ 2,500
Advertising	\$ 17,231	\$ 15,000	\$ 15,000
Wages	\$ 7,272	\$ 7,000	\$ 15,000
Insurance	\$ 3,804	\$ 4,000	\$ 4,000
Professional Fees	\$ 5,343	\$ 4,500	\$ 4,500
Office	\$ 2,857	\$ 2,500	\$ 2,500
Repairs and Maintenance	\$ 3,116	\$ 4,000	\$ 4,000
Telephone	\$ 1,826	\$ 2,000	\$ 2,000
Utilities	\$ 2,141	\$ 2,200	\$ 2,200
Interest & Bank Charges	\$ 1,505	\$ 1,000	\$ 1,000
Fundraising	\$ -	\$ -	\$ -
Amortization	\$ 181	\$ -	\$ -
Total	\$ 169,080	\$ 132,700	\$ 140,700
Ag Society Net	\$ -268	\$ 26,800	\$ -700

Our analysis indicates that, given the financial support provided by the City of Peterborough, The Ex will likely experience a surplus of up to \$26,800 in 2016 if the attendance is maintained at levels similar to previous years.

Scenario B – No Motorsports 2016

Assumptions for this scenario:

- Motorsports would be discontinued in 2016 (one year earlier than the current agreement with the city).
- Attendance and revenue in 2016 would likely drop significantly with the loss of motorsports, however could be increased in 2017 with successfully rebranding / repositioning of the Ex as an agriculture & food educational fair/event.
- Continue midway but improve quality and add additional family-friendly attractions such as a Family Fun Zone concept:
 - Sponsors can be found to underwrite the cost of the inflatables for the “Family Fun Zone”.
 - 4,000 passes to the “Family Fun Zone” are sold at \$15.00 each and 50% of the revenue is shared with one or more charities in exchange for them supplying volunteers to staff the inflatables and promoting the event to their stakeholders.
- The beer tent returns to profitability similar to 2011.
- The Ag Society has received grants and support in the past (2015 = \$50,000). We understand the City of Peterborough has also committed to a grant of \$50,000 for the 2016 season (Feb. 2016).
- A part-time staff support is hired for a total cost of \$7,000 in 2016 to administer the Ex and co-ordinate relationships with the city, stakeholders, and the charities. It is assumed that this cost would increase to \$15,000 in 2017 for a longer term contract.

Peterborough Ag Society Financials		Scenario B No Motorsports	
	2015	2016	2017
Revenue			
Fair Revenue	\$ 109,201	\$ 50,000	\$ 75,000
Grants / Sponsorship	\$ 53,833	\$ 50,000	\$ 50,000
Memberships & Fundraising	\$ 5,677	\$ 9,500	\$ 15,000
Other	\$ 101	\$ -	\$ -
Total	\$ 168,812	\$ 109,500	\$ 140,000
Expenses			
Fair - Grounds Entertainment	\$ 123,804	\$ 30,000	\$ 30,000
Fair - Family Fun Zone Rentals		\$ 18,000	\$ 18,000
Fair - Prize Money		\$ 25,000	\$ 25,000
Fair - Gate Expense		\$ 5,000	\$ 5,000
Fair - Security		\$ 6,000	\$ 6,000
Fair - First Aid		\$ 4,000	\$ 4,000
Fair - Show Expenses		\$ 2,500	\$ 2,500
Advertising	\$ 17,231	\$ 20,000	\$ 20,000
Wages	\$ 7,272	\$ 7,000	\$ 15,000
Insurance	\$ 3,804	\$ 4,000	\$ 4,000
Professional Fees	\$ 5,343	\$ 4,500	\$ 4,500
Office	\$ 2,857	\$ 2,500	\$ 2,500
Repairs and Maintenance	\$ 3,116	\$ 4,000	\$ 4,000
Telephone	\$ 1,826	\$ 2,000	\$ 2,000
Utilities	\$ 2,141	\$ 2,200	\$ 2,200
Interest & Bank Charges	\$ 1,505	\$ 1,000	\$ 1,000
Fundraising	\$ -	\$ -	\$ -
Amortization	\$ 181	\$ -	\$ -
Total	\$ 169,080	\$ 137,700	\$ 145,700
Ag Society Net	\$ -268	\$ -28,200	\$ -5,700

Our analysis of dropping the motorsports one year earlier (as discussed by the steering committee for this project) would result in a significant loss for 2016 (up to \$28,200 based on these assumptions) even with the City of Peterborough grant of \$50,000 that has been committed (Feb. 2016). This option is only recommended if additional grants or sponsorships are secured to offset this loss.

Appendix E: Potential Alternative Attractions

Family Fun Zone



The midway was consistently viewed as a negative part of the Ex. One alternative that was proposed during the workshop with the Ag Society board, was inflatables. This Appendix outlines a concept for creating a “Family Fun Zone” (Fun Zone) using inflatables.

Our research started with a Peterborough-based company – Bouncers R Us. However, they referred us to another company in Mississauga with more experience with the type of event we are proposing: The Main Event Fun Games Inc. (Main Event). Main

Event is fully insured and licensed by TSSA.

The basic concept of the Fun Zone is to create a controlled access area with 12¹ inflatables that children and adults can access via a pay-one-price passport for the entire day. A list of the proposed inflatables and some pictures can be found at the end of this appendix.

The cost of each inflatable would be covered by a sponsor in exchange for a sign at the inflatable and listing in all advertising materials for the Fun Zone (website, posters, etc.). The Ex would partner with one or more charities to help with both staffing the attractions and marketing it. Each inflatable needs a minimum of 1 person managing the flow of people through it and ensuring that everyone is using it in a safe manner. The charities would then get a split of the revenue from the Fun Zone. The revenue split could be based on the number of volunteer hours contributed or number of advance tickets sold. Basing it on advance ticket sales is easier to track but using the number of volunteer hours contributed provides motivation to both sell tickets and contribute volunteers (a bigger piece of a bigger pie). Advance ticket sales will be one of the keys to reducing the risk of the Fun Zone and the Ex itself. Once people have purchased the ticket, they are committed to coming regardless of the weather or other events.

The Fun Zone would replace the net revenue from the midway if all the costs are covered by sponsors, 4,000 passes are sold for \$15 each and the Ex retains 50% of the revenue. This model would lower the cost of attending the Ex – a lower price point for the rides and removal of all the games and “carny” food. It would also significantly raise the Ex’s profile in the community and give people an additional reason to attend – supporting local charities. However, it also hinges on a true partnership with the charities – they need to provide promotion and volunteer

¹ This was the estimated number needed based on historical attendance over the 4 days of the Ex derived through discussions with the owner of Main Event.

support in exchange for their cut of the proceeds. The Fun Zone has a significantly higher draw on volunteer hours than a traditional midway.

Additionally, Main Event would provide and staff “fun food” stations – candy floss, snocones, and popcorn. Main Event would retain the profits from the food in exchange for having some staff on-site throughout the event to staff the food stations. This is only one of many potential arrangements with Main Event. They were also open to a risk-sharing model. The one cost that hasn’t been factored in to these estimates is the provision of power. The proposed inflatables would require twenty-seven 15 amp circuits to power all the fans for inflation. Main Event can provide generators if required at an additional cost.

The Fun Zone would have two important differences from a traditional midway – the rides can only operate during daylight unless site lighting is provided (unlike a traditional midway which comes with its own built-in lighting) and inflatables are not able to operate in windy conditions.

Proposed inflatables:

- 22’ Vertical Rush Slide
- 24’ Velocity Slide
- X-Run Slide
- Jungle 5 in 1 Combo
- Spiderman Combo
- Adrenaline Rush 4 Obstacle Course
- Radical Junior
- Radical Run
- Tractor Run
- Crab Cakes Activity Playzone
- Farmland – Little Farm Learning Adventure
- Haunted Harvest Maze.

Pictures of the proposed inflatables can be found on The Main Event’s website at <http://www.maineventfun.com>

Appendix F: Draft “Friends of the Ex” Sponsorship Program

Peterborough Agricultural Society – “Friends of the Ex” Program

[items highlighted in yellow would require careful consideration to suit the needs of the Peterborough Agricultural Society; this version provided as a template only]

The Peterborough Exhibition has been a tradition among families throughout Peterborough and the surrounding areas since 1845. We continue to promote agriculture and rural crafts while providing family entertainment throughout our grounds. Our proud heritage is sustained each year by countless volunteers and numerous partners throughout the community.

About Us

The Peterborough Agricultural Society is a non-profit organization as well as a registered charity. Since 1845, the main event produced by the Society has been the Peterborough Exhibition. The Ex attracts approximately 5,000 people from the City of Peterborough and surrounding communities over a 4 day event held every August in Morrow Park, right in the heart of Peterborough. The directors and members of the Peterborough Agricultural Society are volunteers from Peterborough and surrounding areas.

The Peterborough Agricultural Society is committed to the promotion of present and future agriculture practices, rural crafts, and related activities. Our main showcase for these endeavors is the Peterborough Exhibition. Agricultural Societies play a unique role throughout Ontario by promoting education and awareness about agriculture and food. The Peterborough Ex provides an opportunity for members of the community to experience rural and agricultural traditions, as well as the new innovations, that make up an important economic component of the Peterborough region.

The main goal of the Peterborough Agricultural Society is to promote agriculture and rural living in a way that is both entertaining and educational for all. The Peterborough Ex provides an environment which brings out the competitive spirit within all of us. Whether you have livestock or produce to show or rural crafts and baked goods, everyone in the community can get involved.

The fair is financed through gate receipts; volunteer organized fundraisers; and via community oriented individuals, businesses, and corporations who continue to provide product, service, and/or monetary donations. You can help by becoming a partner of The Peterborough Exhibition. By becoming a “Friend of the Ex”, you will enjoy the recognition of the community and the visitors of the fair. Let’s build awareness about our important agricultural traditions and modern food system together!

Friend of the Ex levels:

We are pleased to offer the following Friends of the Ex levels. Please review the different levels below and let us know how you, or your company, would like to become involved.

Partnership Level	Recognition
Friend of the Fair \$10 - \$99 <i>contribution</i>	<ul style="list-style-type: none"> One admission pass to the Peterborough Exhibition for contributions worth \$50.00 or more. Name will appear in the Peterborough Exhibition Prize List.
Bronze Partner \$100 - \$249 <i>contribution</i>	<ul style="list-style-type: none"> Two admission passes to the Peterborough Exhibition. Peterborough Agricultural Society certificate of appreciation and seal. Name will appear in the Peterborough Exhibition Prize List. Name and donation category will appear on our Partnership Board displayed prominently on the fairgrounds. [this would need to be created]
Silver Partner \$250 - \$499 <i>contribution</i>	<ul style="list-style-type: none"> Four admission passes to the Peterborough Fall Fair. Peterborough Agricultural Society certificate of appreciation and seal. Name will appear in the Peterborough Exhibition Prize List. Name and donation category will appear on our Partnership Board displayed prominently on the fairgrounds. Four complementary midway wrist bands [should ask your midway provider to provide these]
Gold Partner \$500 - \$999 <i>contribution</i>	<ul style="list-style-type: none"> Six admission passes to the Peterborough Fall Fair. Peterborough Agricultural Society certificate of appreciation and seal. Name will appear in the Peterborough Exhibition Prize List. Name and donation category will appear on our Partnership Board displayed prominently on the fairgrounds. Four complementary midway wrist bands [should ask your midway provider to provide these]
Platinum Partner \$1000 - \$1499 <i>contribution</i>	<ul style="list-style-type: none"> Six admission passes to the Peterborough Exhibition. Peterborough Agricultural Society certificate of appreciation and seal. Name will appear in the Peterborough Exhibition Prize List. Name and donation category will appear on our Partnership Board displayed prominently on the fairgrounds. Four complementary midway wrist bands [should ask your midway provider to provide these] A banner at the event which you sponsor during that event (not to exceed 3' x 10' in size)
Emerald Partner \$1500 - \$2499 <i>contribution</i>	<ul style="list-style-type: none"> Six admission passes to the Peterborough Fall Fair. Peterborough Agricultural Society certificate of appreciation and seal. Name will appear in the Peterborough Exhibition Prize List. Name and donation category will appear on our Partnership Board displayed prominently on the fairgrounds



	<ul style="list-style-type: none"> • Four complementary midway wrist bands [should ask your midway provider to provide these] • A banner at the event which you sponsor during that event (not to exceed 3' x 10' in size)
Diamond Partner \$2500 - \$4999 <i>contribution</i>	<ul style="list-style-type: none"> • Six admission passes to the Peterborough Exhibition. • Peterborough Agricultural Society certificate of appreciation and seal. • Name will appear in the Peterborough Exhibition Prize List. • Name and donation category will appear on our Partnership Board displayed prominently on the fairgrounds. • Four complementary midway wrist bands [should ask your midway provider to provide these] • A banner at the event which you sponsor during that event (not to exceed 3' x 10' in size) • Business card size advertisement in the Peterborough Exhibition Prize List.
Emerald Partner \$5000 + <i>contribution</i>	<ul style="list-style-type: none"> • Six admission passes to the Peterborough Exhibition. • Peterborough Agricultural Society certificate of appreciation and seal. • Name will appear in the Peterborough Exhibition Prize List. • Name and donation category will appear on our Partnership Board displayed prominently on the fairgrounds. • Four complementary midway wrist bands [should ask your midway provider to provide these] • A banner at the event which you sponsor during that event (not to exceed 3' x 10' in size) • A 4' x 4' banner proudly displayed at any location on the fair grounds. • Quarter Page size advertisement in the Peterborough Exhibition Prize List.

Note: Appropriate receipts need to be issued for all partnership levels

Note: More creative names for the levels could be used; something that suits the Peterborough community rather than these generic partnership levels.





To: **Members of the Committee of the Whole**

From: **Brian W. Horton, Chief Administrative Officer**

Meeting Date: **April 27, 2015**

Subject: **Report CAO15-013
Agricultural Society / City Interim Agreement re the Morrow Park
Transfer Agreement**

Purpose

A report to recommend approval of an Interim Agreement between the City and the Peterborough Agricultural Society regarding the Morrow Park Transfer Agreement.

Recommendations

That Council approve the recommendations outlined in Report CAO15-013 dated April 27, 2015 of the Chief Administrative Officer, as follows:

- a) That the Interim Agreement between the City of Peterborough and the Peterborough Agricultural Society, appended to report CAO15-013 as Appendix A, re the Morrow Park Transfer Agreement be approved and that the Mayor and Clerk be authorized to execute the Interim Agreement.
- b) That the total \$105,000 grant payable to the Agricultural Society in 2015, as set out in the Interim Agreement, be charged to the 2015 General Contingency.

Budget and Financial Implications

The 2015 General Contingency provision will have a \$491,147 uncommitted balance after the \$105,000 transfer. If certain conditions, as set out in the Interim Agreement, are met by the Agricultural Society, the City will provide \$50,000 to the Agricultural Society to support the 2016 Exhibition.

Background

Arbitration process initiated during 2014 re Morrow Park Transfer Agreement

The City is the owner of Morrow Park (“the Property”) under the terms of an agreement dated August 15, 1983 (“the Transfer Agreement”).

Under that Transfer Agreement, the Agricultural Society (“the Society”) and the City have various rights and obligations with respect to the Property.

The City and the Society have for many years disagreed on the interpretation or application of certain parts of the Transfer Agreement. During 2014, an arbitration proceeding was initiated to finally resolve their differences.

Society requested a meeting to discuss how to avoid arbitration

In late November of 2014, some Society members requested a meeting with the Mayor and Chief Administrative Officer to discuss the issues and how arbitration could be avoided.

The meeting was held December 9, 2014. At that meeting, it was decided that the City and the Society should endeavor to put the past behind and hold the arbitration process in abeyance, to allow the Society to undertake a strategic planning process to determine how best to advance the Society’s objectives under its statutory mandate, and to work towards developing a New Agreement to replace the Transfer Agreement.

The CAO agreed to develop a document that captured the intent of the December 9, 2014 discussions.

Interim Agreement Reached

Since the December 9, 2014 meeting, ongoing written and verbal communications have occurred between the parties. It was determined early in the discussions that for the sake of expediency, it would be best to develop an Interim Agreement whereby the City commits to providing transitional funding to the Society to support its 2015 and 2016 Exhibitions, clear up

the Society's payables and to allow the Society to undertake a strategic planning process during 2015. In exchange, the Society commits to work toward developing a new, final agreement by May 31, 2016 to replace the existing Transfer Agreement (failing which the parties will proceed with the arbitration process) and the Society provides further commitments that will be binding on the parties whether or not a New Agreement is ultimately signed by them and whether or not the arbitration proceeds.

The resulting recommended Interim Agreement is attached to this report as Appendix A.

The Society provided written confirmation on April 20, 2015 that it will sign the Interim Agreement.

Under the Interim Agreement, the City will provide the Society with \$21,666 upon signing to clear up the Society's payables outstanding from 2014, and \$58,334 (payable in two instalments) to support the 2015 Exhibition. In addition, the Agreement stipulates the City will provide a special \$25,000 grant to the Society to assist it in developing a Strategic Plan with the assistance of City staff. That Plan must be completed no later than February 28, 2016. If a number of further conditions are met, the City will provide a further \$50,000 grant to the Society to support the 2016 Exhibition.

In exchange for the monetary contributions, the Interim Agreement includes the following provisions that are binding on the parties, regardless of whether a New Agreement is negotiated and signed by the parties:

- There will be no motorized events at the Property starting in 2017.
- Part II of the Transfer Agreement and Schedule "C" to the Transfer Agreement (the Site Plan) and all references to Schedule "C" in the Transfer Agreement will have no further force and effect.
- The City will be free to use and develop 60% of that portion of the Property located west of Roger Neilson Way for parks and recreation purposes for the benefit of the general community. (The City has committed to keep the remaining 40% of that portion of the Property as open space, subject to what might be negotiated and included in the New Agreement.)

Committee Recommendations to be approved at April 27, 2015 Council meeting

Given the Society's need to clear up its 2014 payables and to finalize the 2015 Exhibition plans, the Committee of the Whole Recommendations stemming from this report will be placed on the April 27, 2015 Council agenda for final approval.

Society representatives will be attending the Committee of the Whole and Council meetings.

Submitted by,

Brian W. Horton
Chief Administrative Officer

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Appendix A – Interim Agreement

INTERIM AGREEMENT

Between:

The Corporation of the City of Peterborough

("the City")

and

The Peterborough Agricultural Society

("the Society")

Background

1. The City is the owner of certain lands and buildings known as Morrow Park ("the Property"), in the City of Peterborough, Ontario.
2. Under the terms of an agreement dated August 15, 1983 ("the Transfer Agreement"), the Society and the City have various rights and obligations with respect to the Property.
3. A disagreement has arisen between the City and the Society with respect to the interpretation or application of the Transfer Agreement and their respective rights and obligations under the Agreement.
4. In accordance with the terms of the Transfer Agreement, the City and the Society have initiated an arbitration proceeding to resolve their differences and Stephen Morrison has been appointed as the arbitrator.
5. The City and the Society have also undertaken direct discussions in an effort to resolve their differences without the cost to both parties of proceeding with the arbitration.
6. The City and the Society have now agreed in principle to enter into a new agreement to replace the Transfer Agreement that will govern their respective rights and obligations with respect to the Property in the future ("the New Agreement") and have agreed upon a process to negotiate the specific terms of that New Agreement.
7. As part of that process the City and the Society have agreed upon certain items as a sign of good faith, which items are intended to be and will be binding upon both the City and the Society, whether or not a New Agreement is ultimately signed by them and whether or not the arbitration proceeds.
8. For certainty, the City and the Society have reduced to writing in this Interim Agreement the terms that will be binding upon them both and the process that they will follow for negotiation of the New Agreement.

Non-Financial Support for 2015 Peterborough Exhibition

9. In 2015, the City will provide to the Society the same level of non-financial support for the Peterborough Exhibition as the City provided in 2014.

Financial Support in 2015

10. In 2015, the City will provide financial support to the Society by way of one-time conditional grant(s), to a maximum of \$80,000. When this Interim Agreement has been duly signed by authorized representatives of the City and the Society, the grant(s) will be paid in installments and applied in accordance with the specified conditions, as set out below:
- (a) A grant of \$17,260.32 will be paid by the City to the Society, on condition that the funds must be used to pay the outstanding balance owing for prize money from the 2014 Exhibition, as set out in a Statement of Outstanding Prize Monies provided by the Society. The Society will provide the City with proof that the payments have been made.
 - (b) A grant of \$4,405.52 will be paid by the City to the Society, on condition that the funds must be used to pay the Society's outstanding liabilities relating to the 2014 Peterborough Exhibition listed in a Statement of Accounts Payable provided by the Society. The Society will provide the City with proof that the payments have been made.
 - (c) A grant of \$29,167.08 will be paid by the City to the Society in two equal installments of \$14,583.54 each, as follows:
 - i) The first installment will be paid on or before May 1, 2015, on condition that the Society has delivered to the Director of Community Services a list of all activities planned for the 2015 Peterborough Exhibition, including a breakdown showing which activities will be operated by the Society and which will be operated by third parties, along with the names and contact information for all third party operators; and
 - ii) The second installment will be paid on or before June 15, 2015, on condition that the Society has delivered to the Director of Community Services copies of certificates of insurance confirming that insurance coverage satisfactory to the City is in place for the 2015 Peterborough Exhibition and copies of the policy or policies of insurance.
 - (d) A grant of \$29,167.08 will be paid by the City to the Society when the Society has delivered to the Director of Community Services a copy of the Society's Financial Statements for their fiscal year ending October 31, 2015.

Special Grant for 2015 to Develop Strategic Plan

11. In addition to the grants identified in paragraph 10 above, in 2015 the City will provide to the Society a special grant to a maximum amount of \$25,000.00 (the "Special Grant"), on condition that:
- (a) The Special Grant will be used by the Society for the sole purpose of retaining a consultant or consultants to assist the Society in developing a strategic plan for advancement of its objects, including but not limited to its future operation of the annual Peterborough Exhibition ("the Strategic Plan"). The City will assist the Society in developing a Request for Proposal ("RFP") and related documents to secure a consultant or consultants;
 - (b) A Steering Committee for the strategic planning project of not less than four and not more than six individuals, comprised of members of the Society's Board of Directors and at least two City staff appointed by the City, is authorized and charged with the responsibility to:
 - i) oversee development of the RFP,
 - ii) evaluate submissions received as part of the strategic planning process, and
 - iii) provide direction to the consultant(s) as the Strategic Plan is developed;
 - iv) recommend the completed Strategic Plan to the Society's Board of Directors and to City Council for final approval;
 - (c) The RFP must stipulate that the objective of the planning process is to develop a Strategic Plan that is economically viable and that acknowledges that there will be no motorized events at the Peterborough Exhibition after the 2016 Exhibition;
 - (d) The strategic planning process must include consultations with the City, community members and other stakeholders, with at least two public meetings held in the City of Peterborough. The City will provide facilities for the community and stakeholder meetings required for the development of the Strategic Plan;
 - (e) The Strategic Plan must include an assessment by the Society and the consultant or consultants of the strengths, weaknesses, opportunities and constraints of the various long term goals or objectives of the plans identified and considered in the planning process and the short-term action items required to realize and implement selected goals and objectives; and
 - (f) The strategic planning process must be completed and the Strategic Plan must be delivered to the City's Director of Community Services on or before February 28, 2016.

Financial Support for 2016 Exhibition

12. The City will provide financial support to the Society by way of one-time conditional grant(s) to a maximum of \$50,000 to be used for the sole purpose of paying the Society's expenses incurred in relation to its operation of the 2016 Peterborough Exhibition, on condition that:
- (a) The Society has delivered to the Director of Community Services a copy of the Society's Financial Statements for their fiscal year ending October 31, 2015;
 - (b) The Society has delivered to the Director of Community Services a copy of the Society's budget for the 2016 Peterborough Exhibition;
 - (c) The Strategic Plan has been completed and delivered to the City's Director of Community Services on or before February 28, 2016; and
 - (d) A New Agreement has been signed by the City and the Society on or before May 31, 2016.

Other Binding Commitments

13. For certainty, in addition to the foregoing terms, the City and the Society agree and acknowledge that the following provisions are binding on them, whether or not a New Agreement is ultimately signed by them and whether or not the arbitration proceeds:
- (a) Commencing in 2017, there will be no motorized events at the Property by the Society or in conjunction with the Society's use of the Property;
 - (b) Part II of the Transfer Agreement and Schedule "C" to the Transfer Agreement (the Site Plan) and all references to Schedule "C" in the Transfer Agreement will have no further force and effect. Subject to clause 13(c) below, the City is entitled to implement a program of rehabilitation and improvement to develop the Property as the City sees fit, in its sole discretion, for parks and recreation purposes for the benefit of the general community. All future use by the Society of the Property will be on an "as is" basis as the Property exists from time to time, subject to the condition that the Society's use will not cause damage to the Property, including improvements to the Property;
 - (c) The City will keep as open space an area of its choosing comprising not less than 40% percent of the area of that portion of the Property located west of Roger Neilson Way.
 - (d) Notwithstanding the foregoing, the City will not demolish any buildings that currently exist on the property prior to May 31, 2016 except the Day Car Centre, located at the north-west corner of the property.

Deadline for Negotiation of New Agreement

14. If a New Agreement has not been signed by the City and the Society on or before May 31, 2016, they will resume the arbitration process, but subject to the binding provisions of this Interim Agreement.

To evidence their agreement, the parties have signed this Interim Agreement on the date set out below:

Date _____

The Corporation of the City of Peterborough

Mayor

City Clerk

Agricultural Society

