



SYNTHESIS

Agri-Food Network

STRATEGY. ACTION. RESULTS.

PETERBOROUGH AGRICULTURAL SOCIETY

Strategic Plan: Findings & Recommendations

March 15th, 2016

Presented by:

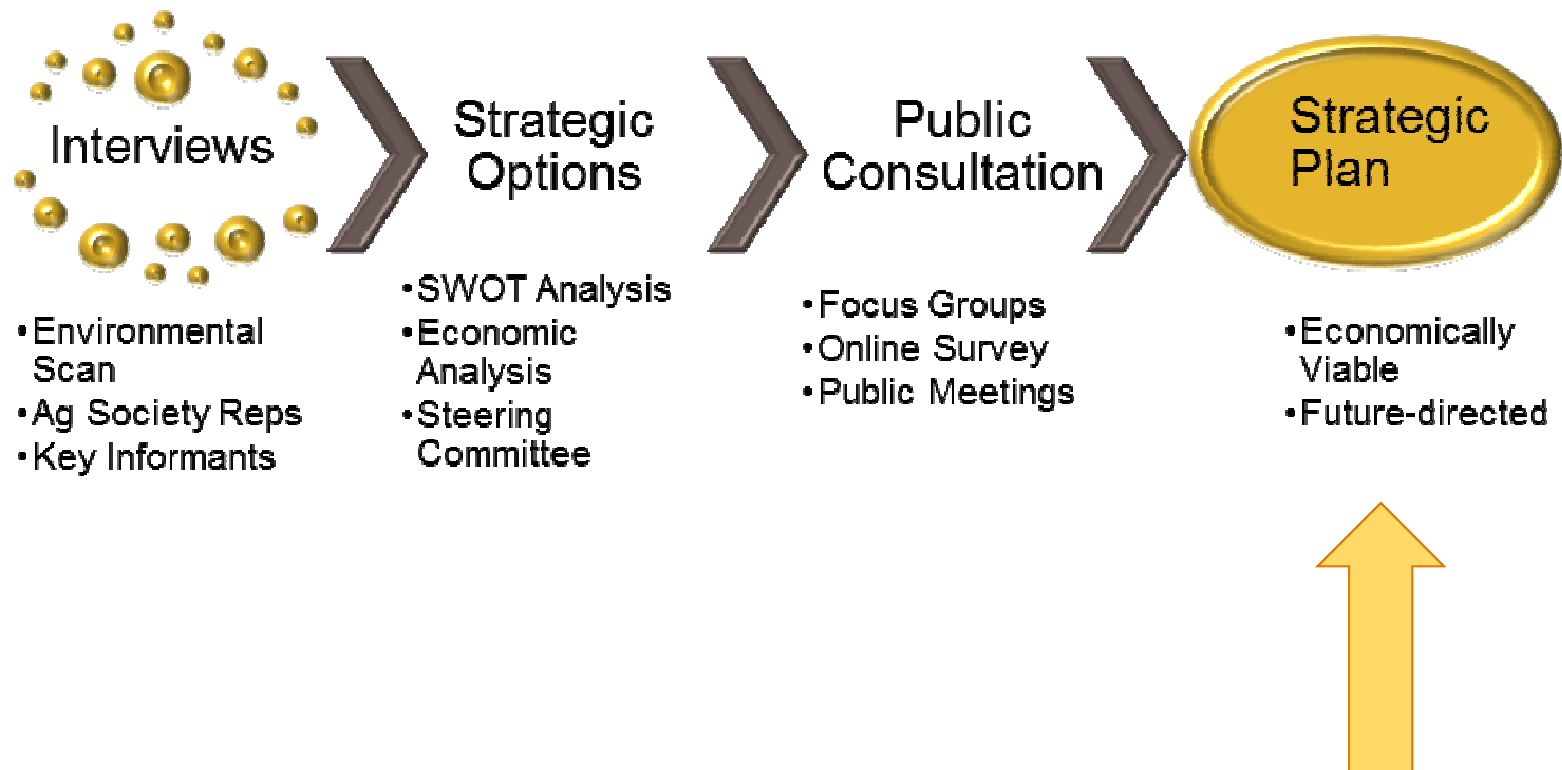


Our Objectives

- The Peterborough Agricultural Society, with the support of the City of Peterborough, has undertaken this strategic planning process to achieve the following outcomes;
 - Establish a financially viable and sustainable strategic plan
 - This strategic process includes, but not be limited to, a plan for the Peterborough Agricultural Exhibition
 - The continued use of Morrow Park is a key component of this strategic plan
 - Establish a productive working relationship between the Ag Society and the City of Peterborough



Our Approach



Interviews: Key Findings

1. Agricultural awareness and education is the core mission of the Ag Society and the core expectation of the community.
 - a) Focus on target audience(s): youth, families, urban residents
 - b) Agriculture is highly valued in the Peterborough community
2. Opportunity for the rebuilding the agricultural and education component of the Ex.
 - a) Focus on relationships with schools
3. Neither the midway nor motor sports deliver on the agricultural awareness mandate nor are they sustainable in the long term.



Interviews: Key Findings

1. Ag Society can benefit from rebuilding relationships with the community and not working in isolation
 - a) Collaborations and partnerships are key to success
2. The Ag Society needs to develop a relationship with the city based on the *spirit* of the Morrow Trust Agreement.
3. Opportunity for the Ag Society to work with the City and other stakeholders to revitalize the plans for Morrow Park.
4. 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

- 178 responses; 49% were City of Peterborough residents and 18% were neighbours of Morrow Park.

“understanding more about agriculture in your area and where food comes from”
was **important - extremely important** for **81%** of online survey respondents.

- This presents an excellent opportunity for the Ag Society to tap into resident’s interest in local food and learning more about the food system.



Focus Group Results

Potential Collaborator:	What opportunities to collaborate exist?	Additional Comments/Concerns?
Peterborough Farmers' Market	Attracts weekly customers, meets mandate of local food/education	Need improved signage and layout for weekend of The Ex
Gymnastics Club	Public/private partnership?	Operating a shared space?
Softball Association	Open to collaborating with other users of the park	If changes are made to park, must ensure they can still be accommodated
Peterborough Pete's	Ongoing studies re: new arena	Additional research needed



SWOT Analysis

The SWOT was used to develop four strategic options to explore with the Board:

- Maintain the status quo
- Change the date
- Change the location
- 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



Ideas for the format change

- Work with commodity groups to create an 'agri-land'
- Work with schools to increase the youth participation in home-craft competitions
- Tap into local food interest through 'chef challenges' and collaboration with the Farmers Market
- Make significant improvements/changes to the Midway
- Bring more 'family-friendly' and ag-related attractions to the Ex

Ex: Horse Power Live



Analysis: Strategic Plan Framework



Immediate & Short Term Goals (2016)

Exhibition

- **Communication Plan**
 - Tell your story!
- **Exhibition Improvement Plan**
 - i.e. Add local food content, improve layout / grounds, improve signage, etc.

Partnerships and Collaborations

- **Strengthen Primary Relationships**
 - i.e. City of Peterborough, Farmers' Market, tenants
- **Nurture Other Relationships**
 - Local schools, ag organizations, local businesses

Board Governance & Operations

- Financial management and process focus
- Volunteer recruiting and management
- Clarify Terms of Reference / Bylaws



Motorsports Scenarios

	Scenario A	Scenario B
Primary Consideration	Keep motorsports 2016	No motorsports 2016
Assumption	Keep midway and enhance with family-friendly attractions	Keep midway and enhance with family-friendly attractions
Assumption	Attendance is assumed to be similar to 2015	Attendance is assumed to drop significantly from 2015 level
Assumption	City grant or funding continues at \$45k level	City grant or funding continues at \$50k level (similar to 2015)
Financial Forecast	Breakeven in 2016	Loss in 2016
Pros	Maintain gate receipts from spectators	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



Medium & Long Term Goals (2017+)

Exhibition

- **Communication Plan**
 - Continue re-positioning The Ex
- **Exhibition Improvement Plan**
 - Continue event improvements; transition without motorized events and utilize partnerships

Partnerships and Collaborations

- **Build Collaborative Relationships**
 - i.e. City of Peterborough and other tenants
- **Develop New Events**
 - Leverage relationships to build new ag/educational opportunities

Board Governance & Operations

- Seek funding for part time staff person
- Update Board Terms of Reference, Bylaws & structure to reflect current needs
- Board / Membership renewal planning process





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