

# Crawford County Fair and Fairgrounds Strategic Plan

Approved by the Crawford County Fair Board: November 5, 2015

## Purpose of the Plan

The primary purpose of the strategic plan is to provide a framework for the future of the Crawford County Fair and Fairgrounds. The Crawford County Fair has strong, committed, multi-talented team of leaders and this strategic plan will help guide their decision-making into the future. The plan will cover a time period of three to five years, with ongoing evaluation.

## Mission Statement

As part of the strategic planning process, members of the planning team collaborated to compose a mission statement. It is:

***The Crawford County Fair is an annual family-friendly event that showcases the talents of the area in an educational and fun-filled atmosphere.***

## Strategic Issues Identified

Based upon the work done throughout the planning process, the planning team identified four primary strategic issues the organization will address:

- 1. The renovation of existing buildings and/or the construction of new ones.**
- 2. Identifying new and innovative fundraising opportunities.**
- 3. Pursuing new community outreach and marketing techniques.**
- 4. Identify options to increase year-round use of the Fairgrounds.**

## Strategy Formulation

The Crawford County Fair will pursue an organic process structured around as-needed work teams. When the Fair Board and Fair Coordinator decide steps are ready to be taken on an issue, a group of volunteers can be assembled to do the work and report in as needed. An exception to this will be the Building Committee, which will be established as a semi-permanent group charged with the renovation and/or construction of facilities at the fairgrounds.

## Public Comment

Public comment was solicited in the form of a survey distributed at the 2015 Crawford County Fair. Full text of all responses can be found in Appendix C.

## **Over the next three to five years, the Crawford County Fair will explore:**

### **1. Renovation of existing buildings and/or the construction of new ones.**

- a. The Fair will establish a Building Committee to explore options related to improving the facilities available at the Fairgrounds, potentially to include:
  - i. A horse barn.
  - ii. An all-weather, year-round facility that would also facilitate revenue generation through expanded use of the Fairgrounds during bad-weather months.
  - iii. Expanded facilities for agricultural education.

### **2. New and innovative fundraising opportunities.**

- a. Work with the business community in Crawford County and surrounding areas to increase involvement in the Fair.
  - i. Use our stakeholder networks (volunteers, superintendents, exhibitors, etc.) to reach out to potential business sponsors.
- b. Increase the Fair's ability to seek out and apply for appropriate grant opportunities.
  - i. Ongoing training in grant writing and administration.
  - ii. Develop volunteers who are capable of writing and administering grants.

### **3. New community outreach and marketing techniques.**

- a. Increase participation from the southern part of Crawford County, especially Prairie du Chien.
- b. Reevaluate advertising signage around the county.
- c. Consider new marketing strategies as appropriate.

### **4. Options to increase year-round use of the Fairgrounds.**

- a. Main objective is revenue generation.
- b. Survey existing tenants for satisfaction and possible improvements.
- c. Identify potential new tenants and events as appropriate.

### **5. Strategies to streamline day-to-day management of the Fair and Fairgrounds.**

- a. Explore the creation of a volunteer position to handle some day-to-day tasks around the time of the Fair.
  - i. Work with 4H, area school districts to see if a youth volunteer might be appropriate.

## Appendix A: Planning Session Notes

### Stakeholder Analysis

The purpose of a stakeholder analysis is to identify persons and organizations that may legitimately claim to make a claim on the organization’s resources. The planning team identified both internal and external stakeholders. Underlined stakeholders are those identified as “key stakeholders” by the planning team.

Internal Stakeholders:	External Stakeholders
<p><u>Fair Board</u> <u>Exhibitors</u> <u>Maintenance Staff</u> <u>Fair Coordinator</u> <u>Volunteers/Superintendents/4H Leaders</u> <u>UW-Extension</u> Fair Association Ambassadors Friends of the Fair Certain County Departments</p>	<p><u>Judges</u> <u>Vendors</u> <u>Youth Organizations</u> <u>Attendees/County Population</u> <u>Other Fairgrounds Tenants/Winter Storage</u> <u>Sponsors</u> <u>Animals/Other Nonhuman Persons</u> Gays Mills Village Board Grandstand Acts/Other Acts and Entertainment Other County Departments County Board Other Local Governments Carnival Wisconsin Fair Association Media Businesses in the Community Building Veterinarians</p>

## Mandates

The purpose of a mandates analysis is to identify the things the organization is *required to do* (Formal Mandates) and *expected to do* (Informal Mandates). This process helps the planning team determine the relative importance of various issues.

Formal Mandates	Informal Mandates
Fair Book	Good, affordable food
Abide by State, County, Village and Department of Ag rules and regulations	Good service
Animal health regulations	A carnival
Youth Code of Conduct	Demo derby
Anything involved with people entering the fairgrounds	Local participation
Rules and regulations of renting to tenants	Quality youth show experience
Responsibilities of superintendents, all staff, and Board	See and touch animals
Fee structures	Preparing for bad weather
Contract requirements (arts, etc.)	Parents expect a safe environment
	Increase business participation
	Fairgrounds used to their full potential
	Social and meeting opportunities for all ages
	Consistency of dates
	Generate necessary revenue
	Expect attendance
	A good time
	Protection of exhibitor displays
	Certain exhibits will be present (DNR, VMH, etc.)
	Economic Impact
	Represent entire county, not only Agriculture

## Environmental Analysis

The planning team performed an analysis of the internal and external environments using the *Strengths, Weaknesses, Opportunities and Challenges* method. The following table shows the results.

Strengths	Opportunities
Fair Board Dedicated volunteers (need empowering) Quality facilities Attendance numbers are strong Exhibitors 150-year history Annual event Good parking and highway access Price of admission	Build a horse barn Partnerships with businesses Community involvement Participate at fair and experience events and activities Networking with vendors Grants and sponsorships Social media
Weaknesses	Threats
Grant Writing Need business sponsors Budgets Lack of climate control/year-round facilities Price of admission Inconsistent dates Limited staff Communication No horse barn Animal numbers are low Dead time periods during the day Carnival is closed at times "It's not going to get better." Attendance/First time entry	Weather Taking people for granted Uncertain dates Animal disease/bio-security Other events in surrounding areas Maintaining sanitary conditions Better partner promotion Perceived boundaries (PdC)

## Appendix B: Committee Structure

Fair and Fairgrounds Building Committee	
Chair:	
Members:	
Activity	Target Date (By when?)
<i>Begin meeting with stakeholders to complete plans for a horse barn.</i>	?
<i>Meet to begin planning for an all-weather, year-round facility, whether through renovation or new construction.</i>	?
<i>Evaluate agricultural education facilities and identify potential improvements.</i>	?