

Long-Range Plan for Gold Country Fairgrounds and Events Center

Revised and adopted by Board May 27, 2022

Executive Summary

The strategic plan for Gold Country Fairgrounds consists of the following high-level objectives and action steps:

Objectives:

- Transitioning our fairgrounds to a modern full service event center
Action Steps: Solicit and encourage new opportunities for promoters and service organizations
 - a. Challenge personnel to book at least one new event and business per calendar year that supports our growth as an Association
 - b. Target opportunities to fully utilize our venue like Wedding Expo/Bridal Fairs, Concerts, Livestock Shows, etc.
 - c. Encourage a family-friendly atmosphere
 - d. Collaborate with the City of Auburn, specifically the Economic Development Commission
 - e. Review seasonal patterns and strategize how to correct lower rental periods
 - f. Remodel the buildings and grounds (Placer, Sierra, and Walker's Fiesta Stage)
 - g. Partnering with Heritage Foundation to create a robust volunteer program including a website with volunteer opportunities
 - h. Build and leverage relationships with Ag resources including California Foundation for Agriculture in the Classroom, US Mater Gardeners, and Placer Conservation Resource Center
 - i. Continue to seek business partners for the fairgrounds ongoing (i.e.) Old Town Pizza)
- Invest in people, policies, procedures, and equipment to achieve efficient and effective service
Action Steps: Continue to develop policies and procedures for office personnel that outline workflow and improve efficiency while meeting state compliance requirements
 - a. Seek opportunities that promote training and career growth for all employees
 - b. Maintain a strong social media presence and update the website regularly
 - c. Keep policy manual updated
 - d. Establish regular Board training

- e. Prepare a strategic plan with the Heritage Foundation
 - f. Develop a long term strategy: 3 years, 5 years, and beyond
 - g. Delegate more responsibility to the team – especially at fair time
 - h. Volunteer projects – partnering with Heritage Foundation
 - a. Northern California Construction Authority (NCCT)
 - b. AIM
 - c. Heritage Foundation Volunteers
- Integrate and develop a plan that allows us to fully maximize the relationship with Heritage Foundation

Action Steps:

 - a. Continue to modify and ratify per policy MOU as needed
 - b. Maintain and strengthen the communication
 - c. Continue to develop and refine our capital improvement program
- Maximize the full potential and appeal of our annual fair

Action Steps: Continue to modify and improve a cohesive marketing strategy that celebrates our annual fair

 - a. Analyze all pertinent data that will help increase admissions
 - b. Entertainment
 - c. Venue
 - d. Food
 - e. Livestock
 - f. Carnival promotions
 - g. Still exhibits including one as a history component
 - h. Promote and encourage increased participation at the fair with both livestock and still exhibit entries
 - i. Incorporate the Annual Fair theme in all aspects
 - j. Focus on the theme playing a significant role in the buildings and grounds
 - k. Increase Sponsorship by securing new sponsors, developing more sponsorship opportunities, and expanding current sponsors
 - l. Incorporate an Ag Education element
- Fostering a spirit of community integration and involvement

Action Steps: Engage service organizations, government, and community lead assets

 - a. City of Auburn
 - b. Placer County
 - c. Schools
 - d. CEO to build community awareness through outreach activities

- Achieve a financial position that allows us to invest in our future

Action Steps:

- a. Solicit and encourage new opportunities for promoters and service organizations
- b. Review seasonal patterns and strategize how to correct lower rental periods
- c. Continue to remodel the buildings and grounds
- d. Analyze all pertinent data that will help increase admissions
- e. Develop more sponsorship opportunities
- f. Re-evaluate RV rental Space opportunities
- g. Continue to maintain a strong cash reserve position
- h. Maintain or exceed the state-mandated 5% reserve requirement

Vision Statement

The strategic plan for Gold Country Fair aims to further the following organizational vision:

We aspire to be the model community partner, economic engine, and host of memorable experiences.

Mission Statement

The mission of the 20th District Agricultural Association is to manage our resources to ensure the long-term success of the association, and in doing so, provide a facility for our communities to celebrate the agricultural history and culture of our district.

Business and Team Summary

Develop and utilize our facility as a year-round event center while producing an annual fair that celebrates our agricultural tradition.

The core team members of GCF are as follows:

1. CEO
 - a. Mentoring/Succession Plan
 - b. Fundraising
 - c. Budgeting
 - d. Event Planning
 - e. Sales
 - f. Community Engagement/Leadership
 - g. Marketing
2. Staff Services Analyst
 - a. CEO Support
 - b. Mentoring
 - c. Communication
 - d. Social Media
 - e. Livestock
 - f. Computer/Technical
3. Business Assistant
 - a. CEO Support
 - b. Mentoring
 - c. Written communication
 - d. Contracts
4. Senior Maintenance Worker
 - a. Mentoring/Succession Plan
 - b. Carpentry
 - c. Electrical
 - d. Welding
 - e. Plumbing
 - f. Mechanical
 - g. Irrigation

Analysis of Strengths, Weaknesses, Opportunities, and Threats

Strengths	Opportunities
Property/Ambiance	Improve Facilities
Location	Attract Events
Value	Create New Events
Parking	Economic Engine/Center
Venue Flexibility	Increase Utilization Rates
Personnel	Local County Partnerships
Cash Reserves	

Weaknesses	Threats
Older Infrastructure	@the Grounds (remodeled Placer Fairgrounds)
State Regulations	Quarry Park (new event center)
Staff Requirements by CDFR/State	Event Centers
Lack of RV Space	Changing regulations
Staff Turnover	Deferred Maintenance

Analysis of Competitors

The competitors of GCF in the service/event center industry include:

1. @the Grounds
2. Quarry Park
3. The Ridge
4. Blue Goose
5. Auburn Recreation Department
6. General Gomez
7. McBean Park

Analysis of Marketing Strategy and Target Customers

The marketing strategy of GCF consists of the following elements:

1. Radio Advertising to ensure Placer County exposure
2. Social Media to promote current events/activities
3. Digital Media to expand our brand reach and engagement
4. Video Production program that will tell our story
5. Brand Development through consistent messaging
6. City/County Partnerships built on shared value

Target customers include

1. 18-49 Demographic
2. Promoters
3. Weddings
4. Businesses
5. Service Organizations

GOALS

One Year:

Strategy	Pursue new events, personal contact, and marketing
Financial Projections/ROI	\$546,500.00 in Revenue
Execution Person(s)	CEO
Evaluation Person(s)	Gold Country Fair Board

Strategy	Use Advertising/Entertainment to increase Fair admission
Financial Projections/ROI	\$202,500.00
Execution Person(s)	Office Team
Evaluation Person(s)	CEO
Evaluation Criteria	Actual Attendance
Evaluation Criteria	YTD Financials
Strategy	Rebuild Concession Booth Porches
Financial Projections/ROI	\$20,000.00
Execution Person(s)	Allyn Green, Northern California Construction Authority (NCCT)
Evaluation Person(s)	CEO

Strategy	Remove and Replace Fence in Center of Fairgrounds
Financial Projections/ROI	\$5,000.00
Execution Person(s)	Allyn Green, Northern California Construction Authority (NCCT)
Evaluation Person(s)	CEO

Strategy	Replace Stucco on Placer Building
Financial Projections/ROI	\$16,000.00
Execution Person(s)	Jesus Garcia
Execution Person(s)	CEO

Strategy	Paint/Stain Auburn Host Lions Building
Financial Projections/ROI	\$12,000.00
Execution Person(s)	Zed Styron
Evaluation Person(s)	CEO

Two Years:

Strategy	Replace Swine Barn
Financial Projections/ROI	\$250,000.00
Execution Person(s)	CEO
Evaluation Criteria	Funding
Evaluation Criteria	Completion

Strategy	Flip Stage/Build Deck/Remodel Red Barn
Financial Projections/ROI	\$60,000.00
Execution Person(s)	Heritage Foundation
Execution Person(s)	Jack Haugen and Steve Tuggle
Evaluation Criteria	Completion

Strategy	Replace Roof of Motherlode Building
Financial Projections/ROI	\$25,000.00
Execution Person(s)	Tammy Riedl
Evaluation Person(s)	CEO
Evaluation Criteria	Bid through completion

Strategy	Replace the Roof of Hugs & Smiles
Financial Projections/ROI	\$25,000.00
Execution Person(s)	Bernadette Ade
Evaluation Person(s)	CEO
Evaluation Criteria	Bid through completion

Three Years:

Strategy	Replace one-third of the asphalt (Front Entrance to Stage)
Financial Projections/ROI	\$300,000.00 to \$350,000.00
Execution Person(s)	Senior Maintenance Worker
Evaluation Person(s)	CEO
Evaluation Criteria	Bids and Selection Process
Evaluation Criteria	Completion

Five Years:

Strategy	Replace remaining asphalt (Upper Armory, Walker's Stage Area, Livestock Area)
Financial Projections/ROI	\$500,000.00
Execution Person(s)	Senior Maintenance Worker
Evaluation Person(s)	CEO
Evaluation Criteria	Completion

Strategy	McCann Stadium Grandstands
Financial Projections/ROI	\$400,000.00
Execution Person(s)	Senior Maintenance Worker
Evaluation Person(s)	CEO
Evaluation Criteria	Design thru completion