

# **SOUTHEAST ALASKA STATE FAIR**

## **STRATEGIC PLAN 2017-2022**

Developed at Strategic Planning Workshops  
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Facilitated by

Resources & Results Consulting, LLC & Wordcraft Consulting Services

# Southeast Alaska State Fair

## Draft Long-Range Strategic Plan 2017 - 2022

### Table of Contents

MISSION	3
CORE VALUES	3
GOAL 1: TO MAINTAIN AND IMPROVE THE FAIRGROUNDS PROVIDING A SAFE AND FUN VENUE FOR THE BENEFIT OF THE COMMUNITY.	4
GOAL 2: TO OFFER AN ANNUAL STATE FAIR, EVENTS, AND ACTIVITIES TO ENRICH COMMUNITY	7
GOAL 3: TO PLAN AND MANAGE A SUSTAINABLE FAIR ORGANIZATION	8
GOAL 4: TO PROMOTE (LOCAL AND REGIONAL) PARTNERSHIP AND PARTICIPATION	10
GOAL 5: TO MAINTAIN AND MANAGE DALTON CITY TO BENEFIT THE FAIR ORGANIZATION, ITS EVENTS AND THE COMMUNITY	12
PARKING LOT	13
CORE VALUES WORKSHEET	14
SWOT	15
STRENGTHS	15
THREATS	16
NEEDS	17
TRENDS (GLOBAL TO LOCAL)	19
HOPES & DREAMS	20
BENEFITS	22

**Southeast Alaska State Fair  
Draft Long-Range Strategic Plan 2017 - 2022**

**MISSION**

*Southeast Alaska State Fair, Inc., enriches community by hosting celebrations of heritage, creativity and social exchange.*

**CORE VALUES**

Volunteerism  
Community friendly  
Enriching  
Celebrations  
Sustainable

# **Southeast Alaska State Fair**

## **Draft Long-Range Strategic Plan 2017 - 2022**

### **GOAL 1: TO MAINTAIN AND IMPROVE THE FAIRGROUNDS PROVIDING A SAFE AND FUN VENUE FOR THE BENEFIT OF THE COMMUNITY.**

#### **A. Acquire new safe ride(s) (ride = used during the fair, not year-round)**

1. Obstacle course and giant slide – Kevin & volunteers – July 15, 2018
2. Archery tag – Events Committee – July 2019
3. Water bubble ride – Events Committee – July 2019

#### **B. Make current rides safe**

1. Carousel
  - a. Implement plan – Carousel Committee – July 2018
  - b. Refurbish paint and panels (possibly Native carvings and painting) – Carousel Committee/Board – July 2018 & 2019
2. Ferris Wheel
  - a. Implement plan – Carousel Committee – July 2018
3. Train
  - a. Implement plan (ATV or refurbish existing machine) – Board & Maintenance – July 2018

#### **C. Maintain and improve the fairgrounds (usability and safety)**

1. Improve exit lighting (Main gate, Klondike and Harriet Hall parking lot) – Facilities Committee – July 2018
2. New kid stage sign – Courtney – May 2018
3. New “merchandise” booth – Josh & Board – Discuss by Nov 2017/Implement by July 2018
4. Make fairgrounds more accessible to disabled people – Facilities Committee – By 2022
  - a. Create a plan by area – Board -- 2019
5. Continue to monitor and identify major maintenance projects – Board, ED, & Facilities Committee -- Ongoing

#### **D. Remodel bathrooms and add additional bathrooms**

1. Create a plan for bathroom remodel – Bob – November 2017 -- Board approves – Nov/Dec 2017
  - a. Dalton City
  - b. Paysons Pavilion
  - c. McPherson Barn
  - d. Fair Field Restrooms

## **Southeast Alaska State Fair Draft Long-Range Strategic Plan 2017 - 2022**

2. Implement remodel plan – Bob – Spring 2018
  - a. Dalton City
  - b. Paysons Pavilion
  - c. McPherson Barn
  - d. Fair Field Restrooms
3. Create a plan for additional bathrooms – decide whether brick and mortar or port-a-potties?  
– Board – Winter 2017/2018

### **E. Plan and construct a new entrance (updated look) – Native, gold miner, trapper’s cabin themes**

1. Finalize and implement plan for new entrance – Kevin & Facilities Committee – May 2018?

### **F. Repair existing food booths (flooring, electrical, etc.) and build new booths**

1. Create a plan for renovation & a standard food booth plan – prioritize which booths or what projects to do first – facilities walk through (October 2017) – Bob (give a booth plan by January 2018) & Board decide – Winter 2018
2. Decide how many new booths, if any, are needed – Facilities Committee & Vendor Manager – Winter 2017/18

### **G. Maintain and improve Payson Pavilion**

1. Upgrade acoustics
  - a. Discuss best method to upgrade acoustics – Board – Fall 2017
  - b. Ask local quilters to make a hanging to provide sound dampening and visual creativeness
  - c. Ask other southeast community quilters to do the same
  - d. Explore roll-down weatherizing curtains that improve sound and protects area from weather
  - e. Evaluate improvement in sound
2. Improve crowd control/beer garden lighting
  - a. Analyze best locations for lighting and decide which options to pursue – Facilities Committee – November 2017
  - b. Decide – Board – November 2017
  - c. Implement – July 2018

### **H. Maximize the use of the barn**

1. Implement electrical program and replace electrical panel in the barn – Need electrician – November 2017

# **Southeast Alaska State Fair**

## **Draft Long-Range Strategic Plan 2017 - 2022**

### **I. Improve Raven's Arena**

1. Remove current bleachers (Fall 2017) and discuss replacing bleachers (phases) -- Board – Winter 2017/18
2. Make a plan for the horse stalls – Board walk through – Facilities Committee – November 1, 2017
3. Implement the horse stall plan – TBD

### **J. Maintain and improve Harriett Hall**

1. Research applicators and products to coat cement floor – Staff – 2017/18
2. Coat cement floor – Board decides best method - TBD

### **K. Improve beer and wine garden stations**

1. Consider whether to build a wine bar building – Board 2020
2. Discuss a beer serving counter/trailer (refrigeration, etc.) for Beer Garden – Board – Discuss and if possible, install by July 2018 or 2019
3. Designate smoking areas – Walk through October 2017 – Board – Spring 2018

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### **GOAL 2: TO OFFER AN ANNUAL STATE FAIR, EVENTS, AND ACTIVITIES TO ENRICH COMMUNITY**

#### **A. Research and plan a new, regionally important event – Board – 2022**

1. Permaculture Fest ?

#### **B. Improve existing events, including the fair, Spring Fling, Beer Fest, Farmer's Market, etc., so they are fresh and relevant and add events as appropriate**

1. Create an Events Committee – invite community members to serve on committee (If develop a Committee clearly define their role) – Board – Sept 2017
2. Analyze Winter Festival – is there potential to expand?
3. Develop more use for Raven's Arena (summer and shoulder seasons)
4. Consider new events
  - a. Pig races
  - b. Technology Fair
  - c. Movie nights in the winter
  - d. Texting contest
  - e. Pirate Party
  - f. Box car derby
  - g. Zucchini races
5. Consider revamping exhibit opportunities
  - a. Research options and present to the Board – Staff – Winter 2017
  - b. Prize money
  - c. New categories
6. Evaluate events - Events Committee

#### **C. Provide amazing entertainment (Entertainment Committee & staff) – Ongoing**

1. Streamline lodging, transportation and hospitality for entertainers – Deborah – 2017/18

#### **D. Expand recreational opportunities – Board – Ongoing**

1. Identify new recreational activities/facilities
2. Extend the trail system – is currently ongoing
3. Purchase new playground equipment/find a sponsor – Board – Ongoing

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4. Develop a mountain bike track (in the pit) – Board identifies the people interested in this project – 2020
5. Consider miniature golf – Bob – TBD
6. Consider disc golf tournament – Board – 2022

### **GOAL 3: TO PLAN AND MANAGE A SUSTAINABLE FAIR ORGANIZATION**

#### **A. To improve financial security by diversifying and strengthening our income stream**

1. Create a new event
2. Refresh existing events
3. Increase rentals for events hosted by others (individuals, businesses, organizations, etc.) – Staff -- Ongoing
4. Increase memberships – Board & Staff – Ongoing
5. Increase sponsorships – Board & Staff – Ongoing
  - a. Businesses and corporations
  - b. Individual donors
6. Research and apply for funding
7. Improve efficiency of operations for cost effectiveness
8. Develop a Development Director position – Board – 2018
9. Revise/update a Business Plan – Board – Fall 2018, then every two years

#### **B. To document institutional knowledge and create policy manuals for organizational sustainability**

1. Hire a full time assistant ED – Board – Spring 2018
2. Develop a format for storing information (policies, procedures, manuals, etc.) – Board & Staff – Dec 2017
3. Update job descriptions – ED – November 2017
4. Identify categories and prioritize which manuals are needed (facilities, events, rides, kitchen, etc.) – Staff – Fall 2017
  - a. Develop policies related to operation of food booths (more booths or bigger % charge or be more selective on which food vendors get a booth) – Ongoing
  - b. Develop policy re: art guidelines for marketing – Board – MOVE TO POLICY SECTION

## **Southeast Alaska State Fair Draft Long-Range Strategic Plan 2017 - 2022**

5. Author manuals
  - a. Create manuals for identified categories – TBD
  - b. Review manuals every 2 years
6. Create policy as needed related to various categories – Board & Staff – Ongoing

### **C. Create a succession plan for staff**

1. Ask staff to fill out worksheet of duties/ review job description – Staff – Fall 2017
2. Recruit with succession in mind - “Enlightened hiring” – Board & ED – Ongoing
3. Create revised and new job descriptions to present to Board Development Committee – Staff – January 2018
4. Review the new job descriptions – Board Development Committee -- Ongoing
5. Develop policies as needed – Board Development Committee – Ongoing
6. Present new/revised policies, etc., to Board for approval (job descriptions, policies, process, etc.) – Board Development Committee – Ongoing

### **D. Provide Board and staff training opportunities**

1. Identify training needs – Staff & Board – Annually in the Fall
2. Identify needed Board skills and demographics – gap analysis – Board – Ongoing

### **E. Discuss and analyze insurance needs – Board – Annually in September/October**

1. Board
2. Liability
3. Dalton City

# **Southeast Alaska State Fair**

## **Draft Long-Range Strategic Plan 2017 - 2022**

### **GOAL 4: TO PROMOTE (LOCAL AND REGIONAL) PARTNERSHIP AND PARTICIPATION**

#### **A. Increase Fair attendance local and regional**

1. Submit schedule to Alaska Marine Highway – Staff – Fall
2. Work with local airlines on special rates – Staff – Spring
3. Create and implement a social media plan – Staff – Annually in the fall
4. Explore marketing options – Board & Staff – Winter 2017
5. Develop pre-sale/discounts, packages – Board brainstorm/Staff research/implement – Ongoing
6. Budget for new attraction(s) annually – Board & Staff – Ongoing in November
7. Promote memberships – Board & Staff – Ongoing

#### **B. Increase sponsorships – Staff – Ongoing**

1. Identify new sponsors
2. Solicit more from existing sponsorships
3. Identify Board members to make the ask
4. Review benefits for recognition – Board & Staff – Ongoing

#### **C. Increase volunteer participation**

1. Collect input from existing volunteers – Board & Staff – Ongoing
2. Develop more volunteer recognition and an appreciation program – Board & Staff – Ongoing
3. Divide and delegate recruitment by area – Board & Staff – Ongoing
4. Identify new volunteer needs – Board & Staff – Ongoing

#### **D. Collaborate with local organizations, including Whitehorse and Juneau – Board & Staff – Ongoing**

1. Identify organizations and opportunities for collaboration (Haines Friends of Recycling)
2. Information packet detailing facilities/services offered – Staff & Courtney -- 2018

## **Southeast Alaska State Fair Draft Long-Range Strategic Plan 2017 - 2022**

### **E. Identify user groups and solicit information – to make sure the Fair is offering things user groups want**

1. Identify user groups - Board Development Committee
2. Solicit community input on fair offerings – Board & Staff – Annual in Fall
  - a. Provide suggestion boxes
  - b. Collect information through face-to-face encounters during events
  - c. Outreach to underserved or less involved user groups (Native community and others)

### **F. Hire a Development Director – Board – 2020**

**Southeast Alaska State Fair  
Draft Long-Range Strategic Plan 2017 - 2022**

**GOAL 5: TO MAINTAIN AND MANAGE DALTON CITY TO BENEFIT THE FAIR ORGANIZATION, ITS EVENTS AND THE COMMUNITY**

- A. Develop a strategic plan for Dalton City – how do you approach the renovation (address atmosphere, use - is storage allowed?) – Board & Staff – 2019**
1. Create a plan for each building
  2. Implement the plan (2020 – 2022)
- B. Develop policies for Dalton City – Board & Staff – 2019**
1. Use designation that meets Fair’s mission?
  2. Open during the Fair?
  3. Open on Wednesdays – the big tourist day?
- C. Create signage for tourism – self-guided – Staff & Board (partner with Museum) – 2019**
- D. Find an anchor tenant (as good as/better than the brewery – a draw for people on a daily basis) Board & Staff – Ongoing/ASAP**

**Southeast Alaska State Fair  
Draft Long-Range Strategic Plan 2017 - 2022**

**PARKING LOT**

Roller skating in Harriet Hall  
Carnival booths

# Southeast Alaska State Fair

## Draft Long-Range Strategic Plan 2017 - 2022

### CORE VALUES WORKSHEET

**Core values** express what the organization believes in, supports, and is passionate about to give a clear foundation for the work of the organization.

**Core values** are sometimes expressed in a single word, such as “innovation” or “integrity” or “diversity.” They can also be described in a brief sentence. For example, rather than saying “accessibility” is a core value, an organization might choose to state: “We are accessible to people of all ages, from all backgrounds and points of view.”

Please list a few core values or value statements that express what you think are the foundational beliefs of the Southeast Alaska State Fair.

Core value	Core value statement
Volunteerism	
Community friendly	
Enriching	
Celebrations	
Sustainable	

#### Brainstorming list

Inclusive  
Family friendly  
Community – promoting and creative  
Non-partisan  
Celebration  
Volunteerism  
Safety – fostering a safe place  
Healthy  
Fun  
Green  
Economically sustainable  
Growth  
Enrichment

# **Southeast Alaska State Fair**

## **Draft Long-Range Strategic Plan 2017 - 2022**

### **SWOT**

#### **STRENGTHS**

Executive Director  
BOD Commitment  
Cash in the bank  
SCOPE – variety  
Fairgrounds in good shape  
Volunteers  
Dalton City – feel, venue, revenue  
Physical property  
Community Involvement  
Financial Stability  
Staff and Board  
History and reputation  
Diversity of what we do  
Staff & board dynamics  
Creativity  
Permaculture  
Safe a political place  
50 year history  
Tradition of family fun  
All of the opportunity we have created for ourselves  
Beautiful space, on the road, geographical position

#### **WEAKNESSES**

Dalton City R & M  
ED succession plan/retention  
Weather dependent/ferry schedule dependent  
Carousel/Ferris Wheel aging  
Volunteer burnout  
Lack of paid assistant (full-time)  
Native relations  
Lack of volunteers/disinterest  
Fewer local attendees (apathy)  
Staff turnover  
Small pool for staff  
Downturn in exhibit participation  
Volunteer recruitment  
Level of intensity for the week  
Regional participation  
Cost of transportation  
Old infrastructure  
Lack of policy/procedure manuals  
All of the opportunity we have created for ourselves

# **Southeast Alaska State Fair**

## **Draft Long-Range Strategic Plan 2017 - 2022**

### **OPPORTUNITIES**

Dalton City - \$\$, improvement (Klondike, policy creation, meet the mission more  
BOD policy/transition/training  
Improve safety  
Expanding volunteer base  
Hiring paid ED assistant  
Marijuana legalization – Cannabis Fest  
Permaculture Fest  
Provide a platform of apolitical  
Native involvement  
Property development  
Connections with other communities  
More community partnerships  
More regional use of the property  
Community input  
Increase in tourism

### **THREATS**

Dalton City – deferred maintenance, tinderbox, lack of insurance!  
AMH will lose funding  
Litigation – BOD insurance? Liability  
Ferry defunded  
Challenge of Constantine Divide (threat to community)  
Weather  
Transportation  
Politics – local and state  
Loss of funding (sponsorships, grants, etc.)  
Safety/liability/emergency (lack of protocol for some of these)  
Loss of staff

# **Southeast Alaska State Fair**

## **Draft Long-Range Strategic Plan 2017 - 2022**

### **NEEDS**

#### **Organization**

Volunteers- event volunteers, year-round, capital improvement

Money

A full-time paid assistant for ED

Competent ED

More staff -maintenance staff

High quality food, music, attractions, vendors

Documentation of institutional knowledge – everything from manual on how Jess does her job to electrical circuits in the barn

Market with disposable income

Good connection to community for communication – be able to be sure fulfilling what community wants and needs – know how to meet community’s needs – throw the kind of party they want to come to

Reliable regional transportation

Reliable housing for fairgoers and performers – for big Fair events – destination events

Facility maintenance

Infrastructure maintenance

Strong Board

Direction and policy for Dalton City

Strategic planning for Dalton City

Monitor the need for insurance – Board insurance

Public relations with the businesses in town - good communication with donors and sponsors – grocery stores, prizes

Nurture those relationships

Sponsor/donor recognition

Volunteer recognition – incentive

#### **Community**

Permaculture party

Support for small businesses

A starting place for small businesses – Dalton City cheap place to rent

A safe place

Fun, events, celebrations, recreation, outdoor recreation – hockey, volleyball, track, horseshoes

Gathering place for groups, weddings, proms, organizations, companies

Nonprofit summit

Cultural experience, entertainment

Opportunity to be a part of something bigger – this is regional

Farmer’s market

Commercial kitchen

### **TRENDS – GLOBAL TO LOCAL**

#### **Politics**

Immigration policy changes

Ferry funding

# **Southeast Alaska State Fair**

## **Draft Long-Range Strategic Plan 2017 - 2022**

Cannabis legal  
Divisive – Haines has a lot of turmoil and upheaval

### **Economics**

State economy, borough economy, Juneau economy – local economy as a trickle-down  
Value of the dollar  
More small cruise ships

### **Society**

Fastest growing elderly community in the state  
More young families coming because of Constantine and logging opportunities  
Tourism on the rise  
Native culture growing in influence

### **Technology**

People spending more time on their devices – not doing exhibits  
Augmented reality rides  
Outreach through social media target your market geographically  
Cost associated with technology – replacement of devices , purchase new  
Point of sale at the gate  
Crypto currency – bitcoin

# **Southeast Alaska State Fair**

## **Draft Long-Range Strategic Plan 2017 - 2022**

### **TRENDS (GLOBAL TO LOCAL)**

#### **Politics**

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# **Southeast Alaska State Fair Draft Long-Range Strategic Plan 2017 - 2022**

## **HOPES & DREAMS**

New ride  
Sanctioned disc golf tournament  
Cannabis Fest and/or Permaculture Fest (way to make it sound educational)  
Good acoustic venue at Payson Pavilion  
Roller skating rink in Harriet Hall (roller derby)  
Native colors and carving for the carousel  
Be part of integrated trail high school to Jones Point (CIA and Takshanuk)  
New entrance with 3 building  
New playground equipment  
New kid stage sign  
Refurbished and safe operational rides  
Giant slide  
Water slide  
Archery tag  
Policy manuals in place  
No more storage units in Dalton City – functional retail or business  
Tourists in Dalton City – Interpret Dalton City – self-guided museum display  
Pig races –  
New cement flooring in Harriet Hall – so it is nice (avoid polishing) – new technology surface  
New stadium seating for the arena  
Permanent building for wine bar (like church in Palmer)  
Anchor tenant as good as Paul  
Full time paid assistant  
Succession plan  
Strategic Plan for Dalton City  
Winterfest growing into a big event  
Hip hop  
Bike track in the pit  
Technology fair – check out all the new technology – high school kids teach how to use devices  
Raven Arena developed for more seasons  
Utilize two building in Dalton City for entertainment housing  
Barn into bunk house  
Diverse income stream – become more stable  
Volunteers knocking down our doors  
Strong regional attendance at the Fair (consider Canadian dollar)  
Movie nights in the winter  
Staff to cover new events  
More regional sponsorship – larger sponsorships  
Reliable regional transportation  
Renovated bathrooms – more bathrooms  
More food booths – 4 have been on list for years and at-large list – upstairs food booth  
Bennett Building reconstruction in Dalton City –VIP lounge on the top of Bennett Building (VIP –  
Sponsors)  
Amazing entertainment, being able to afford it – entertainment budget grows  
Increased exhibit participation – people aren't doing the crafts etc., as much

## **Southeast Alaska State Fair Draft Long-Range Strategic Plan 2017 - 2022**

Pirate Party Theme – people dress up for the Fair theme

New divisions for technology

Jewelry division

Texting contest

Creative on incentives to get people to do exhibits – more techy, less crafty

Outreach to schools to get art teachers, etc. to promote arts and crafts

Look at how other fairs are staying relevant

Find a new way to get people to bring things in – kids – free entry – zucchini races

Box car derby

Is it important to keep the exhibit hall the way it is? Tech fair/bingo/vendors in the Hall/small class or  
workshop/readings/ small group activities, more  
intimate/artists profiles & interactives – crafts/artists

School outreach – writing, arts, shop class, etc.

Love/hate relationship with judging vs non-judging; i.e. competition/display only

Give money for prizes

# **Southeast Alaska State Fair**

## **Draft Long-Range Strategic Plan 2017 - 2022**

### **BENEFITS**

Economic stimulus  
Profitability  
Neutral apolitical safe space for a divided community  
Opportunity for budding artists and entrepreneurs to sell their wares, creative opportunity  
Arts and culture opportunity  
Positive recreational outlook for the community – all ages  
Entertainment  
Inexpensive activities  
Volunteer opportunities  
Provides event space – a place to raise money, have a party,  
Employer  
Dalton City rental  
Covered storage (winter)  
Local customer  
Farmer’s Market -- connects people with fresh food  
Community garden  
Culture of fun and uplifting – positive event – when people come to events it is uplifting  
Learning activities – educational