



Strategic Plan (2023-2027)



HISTORY
AGRICULTURAL
NON-PROFIT
ECONOMIC IMPACT
COMMUNITY
RURAL
AWARENESS
EVENTS
FAMILY
PARTICIPATION
SCHOLARSHIPS
HORTICULTURAL
FAMILY ENTERTAINMENT
AMBASSADOR PROGRAM
YOUTH
RACETRACK
BURSARIES
HORSE EXHIBITS
PRIDE
HBBAS
EDUCATORS
IMPACT
FARMERS
RACEWAY
COMMUNITY SUPPORT
LOCAL INVESTMENT

COMMUNITY

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“The secret to getting ahead is getting started.”

TWAIN

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Our Strategic Plan

provides guidance and direction for Hanover, Bentinck & Brant Agricultural Society (H.B.B.A.S.) initiatives.

The Strategic Plan 2023-2027 is a structured document that will inform the direction and prioritization of organizational initiatives over the next five years. Through this Plan, the H.B.B.A.S. will work towards the realization of a shared vision, through the scheduled and planned completion of each established objective.

Building the Plan

The 2023-2027 Strategic Plan was formed through a systematic process during which board members worked together to identify and plan for a shared vision for the future of the H.B.B.A.S.





Our Mission, Vision & Values

The Hanover, Bentinck & Brant Agricultural Society is committed to achieving its year-round objectives set out in the Strategic Plan 2023-2027 which are founded upon its guiding mission, vision and values.

Mission

To support the Agricultural and Horse Racing Communities by offering programs, facilities, events and sponsorships in a financially sustainable and transparent manner.

Vision

To maintain H.B.B.A.S. as a financially stable, community contributor supporting harness racing and agricultural promotion including the Hanover Fair.

Values

Our decisions are guided by:

- Accountability / Transparency
- Integrity
- Diversity
- Inclusiveness
- Rural Heritage
- Respect for animal welfare

Achieving our Vision

The H.B.B.A.S. is committed to achieving its vision by:

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- 1 Increasing H.B.B.A.S. awareness and community presence
 - 2 Developing clear organizational policies and procedures
 - 3 Ensuring H.B.B.A.S. financial sustainability
 - 4 Strengthening Board and volunteer recruitment and retention
 - 5 Completing the operational transformation of the new Hall
 - 6 Increasing community involvement in the Fair
 - 7 Establishing the Hanover Raceway as a destination location and experience



GOALS & OBJECTIVES



Summary of Goals & Objectives

Increase H.B.B.A.S.
Awareness and
Community
Presence

Develop public relations strategy

Develop social media strategy + policy

Develop clear
organizational
policies and
procedures

Develop the Policy + Procedure Committee

Ensure H.B.B.A.S.
financial
sustainability

Refine financial
management policies

Establish responsible
budgets + documented
plan

Establish other revenue
streams

Summary of Goals & Objectives

Strengthen Board,
Committee and Volunteer
Recruitment and
Retention

Review
Board
structure

Determine
skillsets
required for
the Board

Increase Board,
committee +
volunteer
recruitment

Define board +
volunteer
onboarding
process

Board
succession
planning

Complete
Operational
Transformation of
the New Hall

Complete
architectural +
engineering
options

Complete
operational
plan

Obtain
approvals

Complete
renovations

Coordinate
grand
opening

Increase
Community
Involvement in the
Fair

Increase
attendance

Develop
corporate
sponsorships

Increase
entertainment,
activities, shows
and education

Increase
volunteer
setup support
and logistics

Use technology
to enhance
user experience
and analytics

Establish the Raceway as
a destination location and
experience

Increase on track
attendance

Develop corp.
sponsorships

Develop a charitable
fundraising strategy

Enhance on track
experience

Develop a total
Hanover experience
with local partners

Goal #1

Increase H.B.B.A.S. Awareness and Community Presence

Fiscal Year 2023

Fiscal Year 2024

Fiscal Year 2025

Objective	Fiscal Year 2023				Fiscal Year 2024				Fiscal Year 2025				F2026	F2027
	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3		
Develop public relations strategy	.	.	Develop	Action	Refresh	Action		.	Refresh	Action		.	Refresh + Action	Refresh + Action
Develop social media strategy + policy	.	.	Develop		Maintain / Update				Maintain + Update				Maintain + Update	Maintain + Update

Goal #2

Develop Clear Organizational Policies and Procedures

Fiscal Year 2023

Fiscal Year 2024

Fiscal Year 2025

Objective	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	F2026	F2027
Develop the Policy + Procedure Committee	.	.	Develop	Review + Update	.	.	.	Review + Update	.	.	.	Review + Update	.	.

Goal #3

Ensure H.B.B.A.S. Financial Sustainability

Fiscal Year 2023

Fiscal Year 2024

Fiscal Year 2025

Objective	Fiscal Year 2023				Fiscal Year 2024				Fiscal Year 2025				F2026	F2027
	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3		
Refine financial management policies	.	Refine			.	Refresh	.	.	.	Refresh
Establish responsible budgets + documented plan	.	Establish			.	Refresh	.	.	.	Refresh
Establish other revenue streams	.	Establish			Action				Action				.	.

Goal #4

Strengthen Board + Volunteer Recruitment and Retention

Objective	Fiscal Year 2023				Fiscal Year 2024				Fiscal Year 2025				F2026	F2027
	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3		
Review Board structure	.	.	.	Review		.	.	.	Review
Determine skillsets required for the Board	.	.	Determine	.	Review	.	.	.	Review
Increase Board, committee + volunteer recruitment	.	.	.	Develop	Action	Refresh	Action			Review + Update	Action		.	.
Define board + volunteer onboarding process	.	Define/Action Onboarding Process (Volunteers)		Develop Onboarding Process (Board)		Action Onboarding Process (Board)		.	Refresh	Action	.	.	Refresh	
Board succession planning	.	.	Develop Strategy		Refresh	.	.	.	Refresh

Goal #6

Increase Community Involvement in the Fair

Fiscal Year 2023

Fiscal Year 2024

Fiscal Year 2025

Objective	Fiscal Year 2023				Fiscal Year 2024				Fiscal Year 2025				F2026	F2027
	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3		
Increase attendance		Develop Strategy + Action			Update	.	Action		Update	.	.	Action	.	.
Develop corporate sponsorships	.	Develop + Action			Update	.	Action		Update	.	.	Action	.	.
Increase entertainment, activities, shows and education	.	Update + Action			Update	.	Action		Update	.	.	Action	.	.
Increase volunteer setup support and logistics	.	Update + Action			Update	.	Action		Update	.	.	Action	.	.
Use technology to enhance user experience and analytics	.	Update + Action			Update	.	Action		Update	.	.	Action	.	.

Goal #7

Establish the Raceway as a destination location and experience

Objective	Fiscal Year 2023				Fiscal Year 2024				Fiscal Year 2025				F2026	F2027
	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3		
Increase on track attendance	.	Develop		Action	.	.	Update	Action	.	.	Update	Action	.	.
Develop corp. sponsorships	.	Develop + Implement			.	Update + Implement		.	.	Update + Implement			.	.
Develop a charitable fundraising strategy	.	Develop	Action	.	.	Update	Action	.	.	Update	Action	.	.	.
Enhance on track experience	.	Develop		Action	.	.	Update	Action	.	.	Update	Action	.	.
Develop a total Hanover experience with local partners	.	Develop		Action	Update	Action			Update	Action			.	.

Objectives Underway & Completed

Increased Awareness

Established Social Media presence (2018)

Increased ag educational opportunities.

Org. Policies + Procedures

Board Strategic Planning Session (2022)

Board Strategic Plan (2022)

Developed Committee Terms of Reference.

Developed donation policy (to be refined),

Created templates based on OAAS P&P

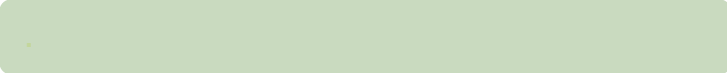
Financial Sustainability

Established finance committee, restructure accounting practices, restructured our budgeting process.

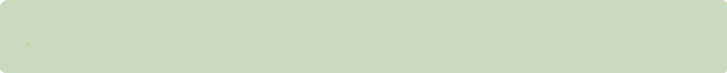
B+V Recruitment/Retention

Objectives Underway & Completed

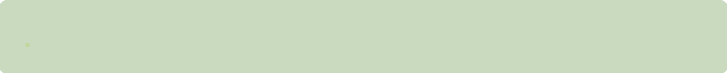
Operational Transformation of the Hall



Increase Community Involvement in Fair



Establish the Raceway as a destination location and experience



Community Investment Focus Areas

This H.B.B.A.S. will support community development through a fair and transparent investment process.



Ambassador Programs

Focus on: leadership development, public speaking, relationship building, introduction to agriculture, and event participation.



Promote and enhance agricultural and rural life in the area

Focus on: leveraging existing facilities to promote and support agriculture and enhance rural life in the area



Academic Scholarships

Focus on: financial assistance to support ag-related academic studies at the post-secondary level.

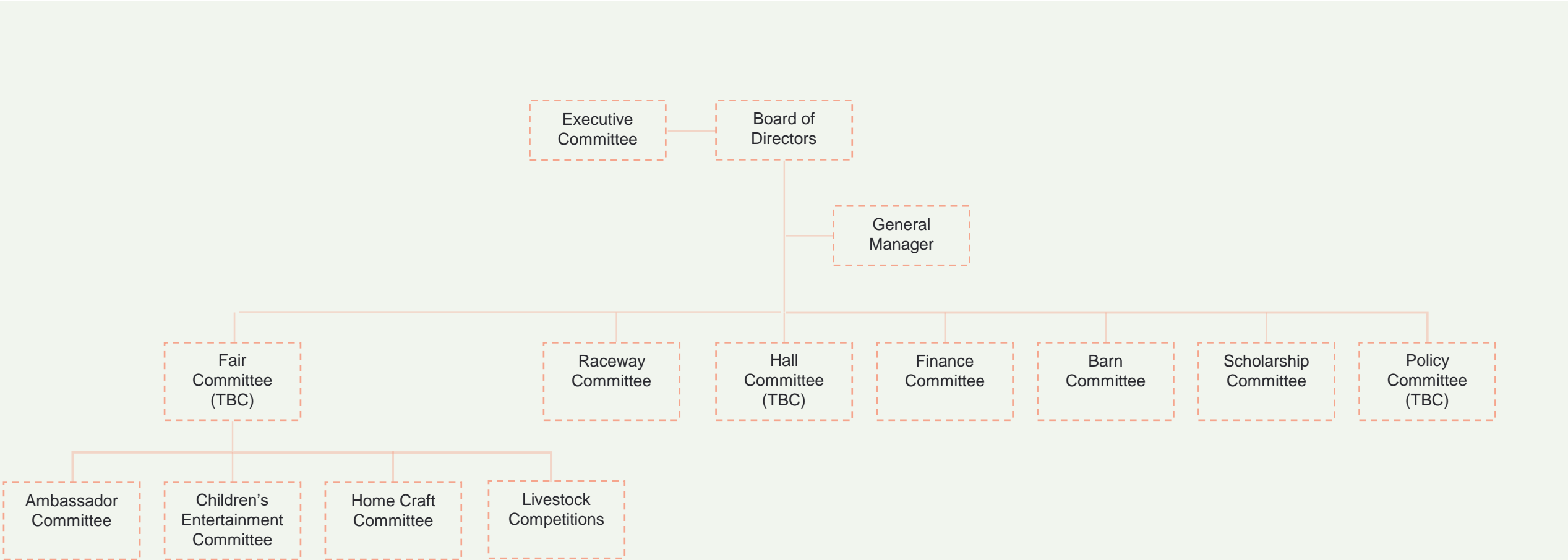


Youth involvement in agricultural activities

Focus on: providing opportunities for youth in the agricultural sector to improve and showcase their skill sets.

Organizational Chart

The H.B.B.A.S. is led by an Executive Committee which maintains...





Hanover, Bentinck & Brant Agricultural Society

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