

2014-2018 Strategic Plan

for the Fields of Gold Regional Agritourism Program

Central Shenandoah Planning District Commission (CSPDC)
and the Fields of Gold Strategic Plan Committee

FEBRUARY 2014



Photo Courtesy of Lexington-Rockbridge Area Tourism

This document was prepared by the Central Shenandoah Planning District Commission (CSPDC) with the guidance and contributions of the Fields of Gold Strategic Plan Committee and the assistance of the Shenandoah Valley Small Business Development Center. The development of this document was supported by funding awarded to the Central Shenandoah Planning District Commission through the Building Collaborative Communities Program. The Building Collaborative Communities Program is administered through the Virginia Department of Housing and Community Development (DHCD).

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BACKGROUND

Strategic Plan for Fields of Gold

This document outlines a three-year action plan to guide the Fields of Gold Committee in transitioning the Fields of Gold agritourism program into a self-sufficient program. This strategic plan will direct where the organization is going over the next several years, how it is going to get there, and how it will know if it got there or not. Through an economic impact analysis (Chmura Economics & Analytics, 2012), it was determined that there is significant potential for developing an agritourism program in the Shenandoah Valley. This plan lays the foundation for capturing that potential.

The purpose of the Fields of Gold program is to boost rural economic development through a collaborative enterprise that establishes a robust and recognizable brand for agritourism in the Shenandoah Valley. Regional economic development is a direct intended outcome of the Fields of Gold program. From its very beginning, the expectations of the program were to:

- Create opportunities for entrepreneurs and existing businesses to grow with the support of an established program;
- Generate expenditures by tourists including fuel, meals, lodging, retail purchases, and other attractions;
- Give the general public opportunities to enjoy farming and other outdoor activities and attractions;
- Rebuild valuable connections between rural and urban populations about farms and food production; and
- Distinguish the region as an agritourism destination

The implementation of the Fields of Gold program is two-fold: 1) increase the number of visitors to Shenandoah Valley agritourism destinations to learn about and participate in agricultural activities while contributing to the local and regional economy, and 2) build farmer capacity for those who wish to start up or expand their business to include agritourism. These dual objectives are reflected in the goals and strategies outlined in this plan. Carrying out these goals of marketing and business assistance relies on organizational capacity and funding. The plan addresses these tasks as well. Consequently, the plan is arranged into four focus areas:

1. Organizational Structure
2. Marketing
3. Business Support
4. Funding

The recommendations in this plan were formed through a series of interactive meetings as summarized below:

Initial Preliminary Strategic Plan Discussion – In October 2012, the Fields of Gold Steering Committee began a discussion of a strategic plan for the Fields of Gold agritourism program. The purpose of the discussion was an initial step in providing direction for the program following the completion of a CDBG Regional Planning Grant. The Steering Committee reflected on the planning process and modifications that should be considered as the program progresses. The discussion was facilitated by a representative of the Virginia Department of Housing and Community Development (DHCD).

Strategic Plan Retreat – On June 27, 2013, approximately twenty Fields of Gold stakeholders gathered at the Augusta County Government Center in Verona to discuss and plan for the continued development of the Fields of Gold agritourism program. The group identified the values tied to this initiative, outlined the vision, defined the potential impacts, and captured the possible challenges that would affect the success of Fields of Gold. The retreat was led by staff of the Central Shenandoah Planning District Commission, Virginia Cooperative Extension, Virginia Department of Agriculture and Consumer Services, and Virginia Department of Housing and Community Development. The outcomes of the retreat were intended to guide the content of the strategic plan and the plan of work for the program.

Strategic Plan Committee – Following the retreat, a Fields of Gold Strategic Plan Committee was formed. They were charged with drafting this strategic plan based on prior feedback gathered at the retreat. The committee met from August 2013 through February 2014 to refine goals, develop objectives, define outcomes, and outline required actions to transition the Fields of Gold program to a self-sufficient program.

Steering Committee Approval – At its February 2014 meeting, the plan was presented to the Fields of Gold Steering Committee for their comment and approval.

During the strategic planning process, the program's vision and mission were articulated. They are:

Fields of Gold Vision

The Fields of Gold region is a world-renowned destination known for its historical and agricultural significance that is embodied in the spirit of the people and landscape of the Shenandoah Valley.

Fields of Gold Mission

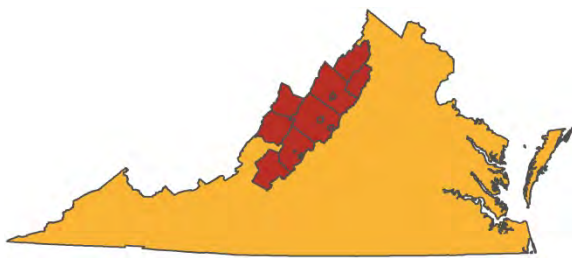
Fields of Gold will serve as an identifiable brand for agritourism in the Shenandoah region through a collaborative and targeted approach to market and promote the abundance of diverse agricultural resources found throughout the partnership communities. It will provide educational and recreational activities while sustaining local farms and creating an environment for agritourism entrepreneurship.

To achieve the vision for Fields of Gold, the Strategic Plan Committee has prepared this plan for the benefit of all Fields of Gold stakeholders. The plan follows the same process for each of the four focus areas. It identifies goals, objectives, and outcomes. Short term outcomes identify needed changes in attitudes, knowledge, and skills. Intermediate outcomes recognize behavior changes. Long term outcomes are expressed as changes in conditions. The strategic plan will be used by the program's leaders and committees, as it is important for them to know the expected short-term and long-term outcomes. These outcomes will direct their actions. Goals, outcomes, and objectives look ahead five years.

The plan then goes on to identify the what, who, and when. What activities must be accomplished to meet the objective, who will be responsible for carrying out the activity, and when will the activity occur? Because many changes are anticipated over the next five years for the Fields of Gold program as it transitions from planning to full implementation, the activities identified in this initial strategic plan cover a three-year timeframe. These steps will be detailed by focus area – organization, marketing, business support services, and funding. They are also provided in chart format in Appendix A.

Fields of Gold: Concept to Program

Fields of Gold began as an economic development proposal by the Central Shenandoah Planning District (CSPDC) in late 2010. With the leadership of the CSPDC and the support of the Shenandoah Valley Partnership (SVP), the initiative quickly took hold as a partnership between local governments, tourism and economic development entities, and the farming community. The program was developed as a collaborative program to market the rich and diverse agritourism destinations throughout the Shenandoah Valley. Initially, Fields of Gold included eleven localities. In 2013, the counties of Page and Botetourt joined the program. Stakeholders from the following localities participate in the program:



- | | |
|----------------------|-------------------|
| City of Buena Vista | Botetourt County |
| City of Harrisonburg | Highland County |
| City of Lexington | Page County |
| City of Staunton | Rockbridge County |
| City of Waynesboro | Rockingham County |
| Augusta County | Shenandoah County |
| Bath County | |

With established ties to the region’s localities, the CSPDC and SVP provided the mechanism for bringing together the partners to implement a regional agritourism program. By collaborating, the region is able to create a destination with greater drawing power that benefits farming as well as other tourism related activities. Prior to Fields of Gold, there were several agricultural-related efforts in the Shenandoah Valley, but until the Fields of Gold program there was no integrated regional approach for fostering the development of direct marketing for the agritourism industry. This regional program provides the opportunity for stakeholders to leverage each other’s participation to achieve economies of scale for marketing, education, networking, and industry monitoring that would otherwise not be possible.

The Fields of Gold localities share a strong agricultural history. Agriculture was the Shenandoah Valley’s first industry and remains its strongest. The region has over 7,000 farms covering more than one million acres of land. Four of the top five agriculture producing counties in Virginia are located here, and over 35 percent of the total value of agricultural products sold in Virginia is from the Fields of Gold region. For farmers in this region, the land is not just a commodity or business asset, but often a piece of family history, a lifestyle, and a culture which binds them to their trade. Traditional (wholesale) agriculture has been the

region's greatest economic asset for hundreds of years. However, in the past decade or so, a host of different conditions has presented challenges to this industry.

In addition to agriculture, the region is recognized for its beauty and recreational and cultural attractions. A regional agritourism program was considered an ideal program to build on the region's strength in the agriculture and tourism industries. Agritourism can be thought of as the crossroads of tourism and agriculture. Stated more technically, agritourism can be defined as a form of commercial enterprise that links agricultural production and/or processing with tourism in order to attract visitors onto a farm or other agricultural business for the purposes of entertaining and/or educating visitors and generating income for the farm or business owner. Regardless of the exact definition or terminology, any definition of agritourism should include the following four factors:

- Combines the essential elements of the tourism and agriculture industries;
- Attracts members of the public to visit agricultural operations;
- Designed to increase farm income; and
- Provides recreation, entertainment, and/or educational experiences to visitors

Agritourism has gained popularity in recent years as visitors seek authentic local products and experiences. It has been fueled by a high interest in the local foods movement, outdoor and cultural recreation, and educational and eco-friendly travel experiences. There is a growing consumer demand to support local, artisan, direct-marketed food production as well as a desire to know where food comes from. This new demand has provided opportunities to small family farms to buffer economic stress with a new revenue stream. Farmers are increasingly opening up their operations to the public for educational and recreational purposes and direct sales of the freshest farm products available. For many family farms, which are competing with global agribusiness firms, agritourism can be a path to additional income and sustainability. It can also serve as a valuable marketing tool for family farms to reach and cultivate a loyal customer base. Furthermore, many cities and towns have expanded their role as hubs that support the agriculture industry and also to facilitate business related to this new demand for local products. This has resulted in farmers' markets, food cooperatives, farm-to-table restaurants and caterers as well as university cafeterias sourcing local food and supporting local food systems initiatives.

Fields of Gold benefits farmers, consumers, localities, the region, and state agencies. The benefits to each are described below.

- Farmers benefit from greater access to consumers to increase direct sales. They are able to increase marketing by advertising with other farms. They also gain business and marketing skills in starting and/or managing an agritourism establishment. Farmers benefit from a hub of resources as well as a network of people finding ways to better support farms, farmers, and the marketing of local products.
- Consumers benefit from greater knowledge and access to local food and agricultural products. Consumers are given opportunities to learn about and enjoy farming as well as to make better nutritional choices about their food. This rebuilds the valuable connection between rural and urban populations about farms and food and fiber production.
- The communities and region benefit economically from increased “buy local” shopping at farm stands, farmers’ markets, farm-to-table restaurants, and stores. Communities also benefit from the tourist dollar as increased agritourism activity generates additional revenue for fuel, meals, lodging, retail purchases, and other attractions. Localities further benefit from economies of scale, greater drawing power and impact, and increased competitiveness for scarce resources by participating in a regional program rather than many individual local programs.
- Local governments benefit from understanding the trends in agriculture, and specifically, agritourism. This provides opportunities for local governments to adjust local regulations to allow flexibility for producers in order to encourage entrepreneurship in farming. Local governments benefit from increased tax revenue by expanding direct sale marketing opportunities.
- State agencies benefit from the detail of data that is collected and tracked over time. They also benefit from following the collaborative process by which Fields of Gold organizes and markets thirteen localities as a regional agritourism destination.

The combination of the region’s strength in agriculture and tourism, public demand for local foods and authentic agricultural experiences, and the entrepreneurship of farmers precipitated the support for a collaborative and structured regional agritourism program. Stakeholders selected the name, “Fields of Gold,” for the program to reflect the area’s fertile farmland and diversity of agricultural products. It also symbolizes the “golden” experience a visitor will have in addition to the economic impact the program will have on the region.

FOCUS AREA 1: ORGANIZATION & ADMINISTRATIVE STRUCTURE

Current Structure

The Fields of Gold program is led by a diverse group of stakeholders. A Fields of Gold Steering Committee was created and first met in November 2011 with the purpose of guiding the activities performed under a CDBG Regional Planning Grant awarded to the Fields of Gold program. The Steering Committee consists of two representatives from each participating locality. In addition to the Steering Committee, four subcommittees were established during the planning process to address specific tasks. The four subcommittees were Survey-Map-Inventory, Economic Impact Analysis, Partnership Development, and Marketing. With the completion of the economic impact analysis and the initial surveying and mapping of agritourism sites, the first two committees have dissolved. The latter two remain active, and in 2013, the Strategic Plan Committee was added.

The Steering Committee and subcommittees together represent the public and the private sector, higher education, agri-business, small business development, local and state government, tourism, economic development, non-profit, and most importantly the farming community. All have been instrumental to the program's success serving as liaisons to their communities and maintaining the program's momentum.

The CSPDC staffs the Steering Committee and subcommittees. Additionally, the CSPDC prepares and submits grant applications on behalf of the Fields of Gold program. The CSPDC implements the work program for these grants and administers the grant contracts. This includes completing all required progress and financial reports, managing the budget, and processing reimbursement requests to the various funding agencies.

Recommended Structure

The Fields of Gold Strategic Plan Committee evaluated the tasks that are currently conducted by the Steering Committee, subcommittees, and CSPDC staff and considered the goals and objectives that were identified during the strategic plan retreat. To achieve the vision and mission of the Fields of Gold program, the Strategic Plan Committee is recommending a restructuring of the organization. The overarching goal of the Organization Focus Area is for Fields of Gold to achieve organizational autonomy. This will be accomplished by Fields of Gold evolving into a non-profit organization with its own board structure as well as dedicated paid staff. The steps outlined in this plan are intended to put into place an organizational structure that can easily transfer from functioning under the CSPDC to being an independent non-profit.

GOAL: Achieve organizational autonomy

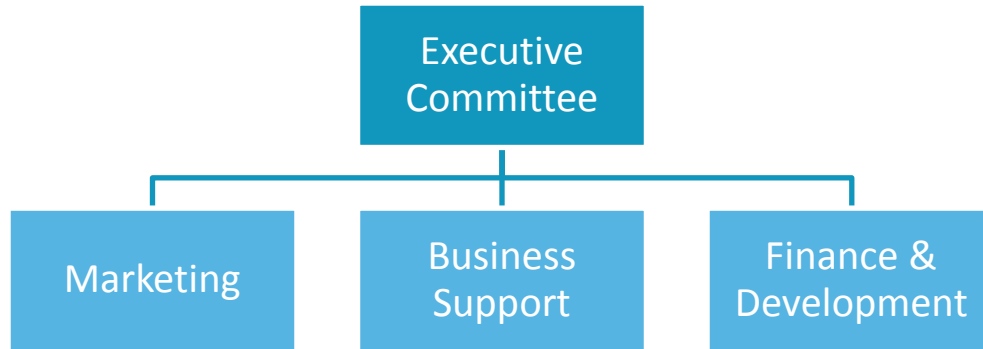
- Objective 1: Formalize a committee structure and hierarchy under the Central Shenandoah Development Corporation
- Objective 2: Ensure sufficient personnel to carry out daily activities and the annual work program
- Objective 3: Evaluate and recommend the status of the organization's continuation under the CSPDC umbrella

Objective 1: Committee Structure

Objective 1: Formalize a committee structure and hierarchy under the Central Shenandoah Development Corporation

The CSPDC has an existing non-profit arm called the Central Shenandoah Development Corporation (CSDC). The primary purpose of the Corporation, a 501(c)(3), is to further economic development and social welfare of the Central Shenandoah Valley by promoting and assisting the growth and development of community and business concerns. As described in the Corporation's bylaws, the objective of the Corporation is to foster "development of necessary community utilities and infrastructure, increased employment opportunities, and expansion of business and industry for the citizens of the area." The Strategic Plan Committee agrees that the mission of Fields of Gold matches the objectives of the Corporation.

The members of the Board of Directors of the Corporation are appointed representatives of the CSPDC member jurisdictions. The Board of Directors may, by resolution and adopted by a majority of the Directors, designate committees. The Fields of Gold Strategic Plan Committee recommends the creation of a Fields of Gold Committee under the Corporation. Furthermore, the Strategic Plan Committee recommends that the Fields of Gold Committee is made up of a seven-member Executive Committee. The Executive Committee would oversee the actions of three subcommittees as shown and described below:



Executive Committee. The Executive Committee is recommended to be a seven-member board with the purpose of directing the Fields of Gold program. They will be responsible for Fields of Gold personnel and the financial soundness of the program. Following the acceptance of this strategic plan, the Strategic Plan Committee will dissolve. The Fields of Gold Steering Committee will dissolve once actions have been completed to transition the program to an Executive Committee.

Recommended Executive Committee – The Strategic Plan Committee recommends that the Executive Committee strive to balance representation based on the following guidelines. Members should:

- Primarily, but not exclusively, come from the *private sector*; this does not exclude public sector representation on the Executive Committee;
- Represent diversity in type of agritourism activity and in geographical location within the Fields of Gold region;
- Be from a locality that is an active contributor to the program through public or private sector involvement; and
- Diligently continue the work of the Fields of Gold Steering Committee by carrying out the vision and mission of the Fields of Gold program.

Required Actions by Fields of Gold Steering Committee – The Fields of Gold Steering Committee shall create a Fields of Gold Executive Committee and subcommittee leadership by undertaking the following in Fiscal Year (FY) 2014 and early FY 2015:

- Step 1: The Steering Committee shall request that the Board of Directors of the Central Shenandoah Development Corporation create a Fields of Gold Committee.
- Step 2: The Steering Committee shall determine the membership of the Executive Committee and the chairperson of each of the three subcommittees.
- Step 3: The Steering Committee shall establish standard operating procedures for the Fields of Gold Committee to include the program budget, financial management, and Executive Committee functions such as a nominating and election process, term limits, and offices. These procedures will serve as bylaws that are able to transition with Fields of Gold at such time that it becomes an independent non-profit organization.
- Step 4: The Fields of Gold Steering Committee shall be dissolved or designated a redefined role by the Executive Committee once the above actions are performed.

Marketing Subcommittee. The purpose of the Marketing Subcommittee is to promote the Fields of Gold agritourism program by implementing the recommendations of the Fields of Gold Marketing Plan. The subcommittee is responsible for updating the tasks of the marketing plan and preparing a budget for these activities.

Business Support Subcommittee. The Business Support Subcommittee is responsible for providing opportunities to existing and new agritourism businesses to improve the profitability of their business. The subcommittee is responsible for implementing the business assistance activities included in this strategic plan and preparing a budget for these activities.

Finance & Development Subcommittee. The Finance & Development Subcommittee is responsible for developing and securing the revenue stream to support the activities included in the Fields of Gold Strategic Plan. Finances for the Fields of Gold Committee would be recorded separately within the Corporation structure.

The required activities to implement the recommended committee structure are summarized as follows:

WHAT	WHO	WHEN		
Task	Lead	FY 14	FY 15	FY 16
Create a Fields of Gold Committee under the Central Shenandoah Development Corporation (CSDC)	Steering Committee, CSDC Board of Directors	X		
Establish standard operating procedures for the Fields of Gold Executive Committee and Subcommittees	Steering Committee	X		
Appoint a nominating committee to elect a Fields of Gold Executive Committee	Steering Committee	X		
Elect a Fields of Gold Executive Committee	Steering Committee		X	
Appoint a chairperson for each subcommittee	Steering Committee		X	
Dissolve Fields of Gold Steering Committee	Steering Committee		X	
Execute a memo of understanding between the CSPDC and Fields of Gold regarding intellectual and physical property	Fields of Gold Executive Committee		X	

Objective 2: Fields of Gold Staff

Objective 2: Ensure sufficient personnel to carry out daily activities and the annual work program

Dedicated staff is needed to carry out the mission of the Fields of Gold program. As discussed above, CSPDC staff and committee volunteers currently fill this role. The Strategic Plan Committee strongly recommends employing staff to coordinate the activities of the program and to support the Executive Committee and subcommittees. Paid staff may be combined with outsourcing tasks and/or the contributions of volunteers. The Executive Committee needs to address the staffing plan in FY 2015.

WHAT	WHO	WHEN		
		FY 14	FY 15	FY 16
Task	Lead			
Form a staffing plan for Fields of Gold	Executive Committee		X	
Hire/contract paid Fields of Gold staff	Executive Committee		X	
Conduct annual review of activities, staff, and subcommittees	Executive Committee		X	X

Objective 3: Status under CSPDC Umbrella

Objective 3: Evaluate and recommend the status of the organization’s continuation under the CSPDC umbrella

Annually, the Executive Committee shall consider the status of the Fields of Gold program under the umbrella of the CSPDC. The relationship between Fields of Gold and the Central Shenandoah Development Corporation could either be temporary or permanent. The Strategic Plan Committee envisioned it as a temporary landing for the program until the program has “its legs.” The actions recommended in this plan are intended to put into place an organizational structure that has the ability to easily shift to an independent non-profit, separate from the CSPDC, when determined feasible and advantageous. An annual review of the status by the Fields of Gold Executive Committee is an opportunity to consider the most competitive structure for the program.

WHAT	WHO	WHEN		
		FY 14	FY 15	FY 16
Task	Lead			
Annually evaluate the status of the Fields of Gold organization	Executive Committee		X	X

FOCUS AREA 2: MARKETING

The vision for Fields of Gold is to develop the reputation of the Shenandoah Valley as a nationally-recognized agricultural region and to promote the entire Shenandoah Valley as an agritourism destination. This will be accomplished through marketing the program. The Marketing Focus Area appeals to the external audience, primarily visitors but also residents. Activities related to internal communications among Fields of Gold members, committees, or staff fall under the focus areas of Organization and Business Support.

In October 2012, the Marketing Subcommittee completed the Fields of Gold Marketing Plan. The plan outlined the steps needed to market the region as an agritourism destination. These steps were based on a visitor profile reported in the Fields of Gold Economic Impact Analysis and the knowledge of the region's local tourism directors. The marketing plan recognized numerous marketing tools and techniques including:

- Branding
- Website development
- Product/membership development
- Public relations/earned media
- Electronic marketing/social media
- Partnership development
- Print advertising
- Promotional materials

The Strategic Plan Committee incorporated the recommended activities of the Fields of Gold Marketing Plan and their associated implementation schedule into this strategic plan. The Strategic Plan Committee further described the outcomes of these activities and their impact on the Fields of Gold program. The impact of the marketing goal is that Fields of Gold is an identifiable brand for agritourism in the Shenandoah Valley. The goal and objectives of the Marketing Focus Area are listed below:

GOAL: Develop and deliver a concise and comprehensive Fields of Gold marketing message

- Objective 1: Promote the abundance of agricultural resources, destinations, and experiences
- Objective 2: Collectively market the region's agritourism activities and sites
- Objective 3: Brand the region as an agritourism destination
- Objective 4: Promote a diversified tourism experience

Objective 1: Promotion of Agricultural Resources

Objective 1: Promote the abundance of agricultural resources, destinations, and experiences

The Fields of Gold program represents over 150 open farms, wineries and breweries, roadside stands, farm B&Bs, farm-to-table restaurants, farmers’ markets, festivals, and so much more that is agriculture. The Economic Impact Analysis indicated that there are over 225 agritourism destinations in the region. Promoting an agritourism program in the Shenandoah Valley is commonsense because, simply stated, the product is here. Agriculture is one of the region’s greatest assets.

Short Term Outcome – The short term outcome of the objective is that visitors and residents have an added awareness of the region’s agricultural offerings.

Intermediate Outcomes – Intermediate outcomes are an increased number of press releases and magazine articles as well as agritourism rating the highest interest by visitors to the region as reported by VTC’s attitudinal survey.

Long Term Outcomes are numerous and include:

- A growing regional economy
- Broad awareness and acceptance of the value of agriculture, and specifically agritourism
- A desire by people to become more familiar with agriculture
- Younger farmers; agriculture has a future
- Preservation of smaller/family farms because farming is a viable occupation

WHAT	WHO	WHEN		
Task	Lead	FY 14	FY 15	FY 16
Develop a public relations campaign	Marketing Committee		X	
Develop co-op program for advertising	Marketing Committee		X	

Objective 2: Collective Marketing

Objective 2: Collectively market the region’s agritourism activities and sites

The Fields of Gold program collectively markets the region’s agritourism activities and destinations. This creates a more coordinated tourism experience for the traveling public and reinforces the brand of the region as an agritourism destination.

Short Term Outcome – The short term outcome of the objective is increased knowledge about how to find information about agritourism activities and sites.

Intermediate Term Outcome – The behavior that changes is that there is increased traffic to the Fields of Gold website and an increase in the number of visitors to agritourism destinations.

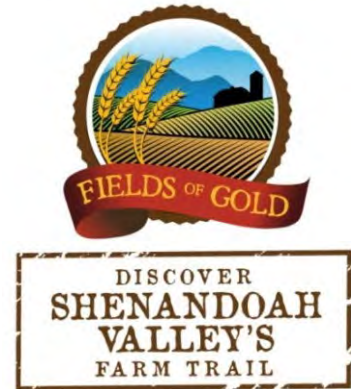
Long Term Outcomes – Agritourism grows in its importance as an economic tool. Long term outcomes are reflected in increased sales and the number of visitors.

WHAT	WHO	WHEN		
Task	Lead	FY 14	FY 15	FY 16
Develop and launch stand-alone website	Marketing Committee	X		
Add content to website	Marketing Committee	X	X	X
Create media plan and media kit	Marketing Committee		X	
Develop paper map/brochure	Marketing Committee	X		
Produce promotional materials	Marketing Committee	X	X	X
Partner with existing marketing efforts	Marketing Committee	X	X	X
Develop co-op program for advertising	Marketing Committee		X	
Maintain and update Facebook	Marketing Committee	X	X	X
Produce tote bags with logo	Marketing Committee	Completed Sept 2013		

Objective 3: Branding

Objective 3: Brand the region as an agritourism destination

One of the first steps of the Fields of Gold Marketing Plan was to develop a brand for the Fields of Gold program. Branding included a logo, tagline, and designing a “memorable look” for the program. This look will be used fully and consistently in every aspect of marketing the Fields of Gold program such as the website, printed materials, advertising, signage, and displays.



The new Fields of Gold logo was designed to evoke a sense of quality, trust, hand-crafted tradition, and a time of harvest. The tagline “Discover Shenandoah Valley’s Farm Trail” provides a sense of place and a recognizable phrase for marketing multiple farming venues to visitors. The rough stamp lettering is reminiscent of farm objects like feedbags, seed packets, equipment, and signs. The brand features the use of “farm trail” to tell visitors that there are multiple activities, attractions, and destinations to explore. Trail is a widely recognized term in tourism marketing and a great way to attract visitors to multiple venues that are bound by a common theme, in this case, agriculture.

Short Term Outcomes – Branding will invoke a preference by visitors and residents for agritourism activities in the Fields of Gold region.

Intermediate Outcomes – Branding will encourage first and return visits.

Long Term Outcomes – The long term outcomes of a memorable look include:

- Recognition as the #1 agritourism destination in the nation
- Recognition and understanding of the Fields of Gold logo and other visual representations (agriculture, local, fresh, historical, experience)
- Agritourism has the highest interest by visitors to the region as reported by the VTC attitudinal survey

WHAT	WHO	WHEN		
Task	Lead	FY 14	FY 15	FY 16
Develop logo and tagline	Marketing Committee	Completed July 2013		
Create media plan and media kit	Marketing Committee		X	
Produce promotional materials	Marketing Committee	X	X	X
Produce membership signs/stickers	Marketing Committee	X	X	

Objective 4: Complete Tourism Experience

Objective 4: Promote a diversified tourism experience

Travelers spent over a billion dollars in the Fields of Gold region in 2012. The region is known for its beauty, outdoor recreation, history, and cultural attractions. Agritourism is one component of the Shenandoah Valley’s strong tourism industry. The intent of this objective is to lengthen the stay of visitors by promoting the number and diversity of agritourism destinations throughout the region but also by encouraging visits to other attractions in the region.

Regional leaders recognize that Field of Gold presents the opportunity for the agricultural sector to grow in a new and innovative way while also benefiting the tourism sector. The Fields of Gold region has nine Destination Marketing Organizations (DMOs). Previously each was working independently to market agritourism destinations along with other attractions. By working collaboratively, the region can create a destination with greater drawing power that benefits farming as well as other tourism related activities.

Short Term Outcomes include:

- Knowing your farmer and experiencing a personal interaction with a farmer to gain a greater understanding of agriculture
- Farmers get a positive experience and response from the visitor
- Farmers have a greater understanding of the value of agritourism and involvement in Fields of Gold
- Support for the grassroots movement to learn about where and how food and fiber is produced

Intermediate Outcomes – Fields of Gold provides a network for creating and strengthening partnerships as well as opportunities to cross-promote with other tourism entities.

Long Term Outcomes – The long term outcome of promoting a variety of tourism activities is that visitors stay longer in the region, and consequently, spend more. It also adds flavor to the visitor’s experience, encouraging return trips. This objective draws attention to agritourism activities for day trips, weekend getaways, or longer vacations, particularly when combined with other visitor activities. It grows the agritourism industry but also supports all segments of the tourism industry to benefit the regional economy.

WHAT	WHO	WHEN		
Task	Lead	FY 14	FY 15	FY 16
Partner with existing marketing efforts	Marketing Committee	X	X	X

FOCUS AREA 3: BUSINESS SUPPORT

The Fields of Gold program has dual purposes. In addition to increasing the number of visitors to Shenandoah Valley agritourism destinations and their spending at these businesses, the program addresses the capacity of farmers to start an agritourism enterprise or expand their current one. By providing tools to agritourism businesses to improve their business model, profits to the farmer can increase. The Fields of Gold program will not duplicate the efforts of organizations that provide business support services. Instead, it has partnered and will continue to collaborate with a supportive network of resources, namely:

Virginia Cooperative Extension (VCE) – VCE has been instrumental in delivering information to the agriculture community both on a statewide and local level. VCE leads the Buy Fresh, Buy Local and Farm-to-Table programs in the region. As the outreach arm of Virginia Tech, VCE delivers information to communities and stakeholder groups based on the most up-to-date research in the field. VCE will assist Fields of Gold in developing an agritourism business support program that is accessible to the farming community and agritourism businesses in the region.

Virginia Tourism Corporation (VTC) – VTC is the Commonwealth’s marketing and tourism agency. They have offered their support for this program and will continue to provide training and information on marketing and agritourism opportunities to our stakeholders and assist in promoting the Shenandoah Valley as an agritourism destination.

Virginia Department of Agriculture and Consumer Services (VDACS) – VDACS, under the Virginia Secretary of Agriculture and Forestry, has both economic development and regulatory responsibilities under state law. In carrying out its responsibility for representing the concerns and interests of agriculture, VDACS works in cooperation with Virginia State University, Virginia Tech, and the Virginia Cooperative Extension Service on research, education, and marketing projects. VDACS has committed to providing technical assistance and business project management services to the Fields of Gold program.

Virginia Department of Housing and Community Development (DHCD) – DHCD is the Commonwealth’s community development agency. They have invested in critical planning tasks for the region to structure an asset-based economic development program, Fields of Gold. DHCD will continue to be instrumental in providing technical assistance for the long-term sustainability of the Fields of Gold program.

Small Business Development Center (SBDC) – SBDC in the Shenandoah Valley is one of 29 centers in the Virginia Small Business Development Center Network. Their mission is to advise, train, and inform small businesses to help them achieve success. SBDC offers no-fee,

confidential consultation, business planning and training to new and established small and medium-sized businesses. For the Fields of Gold program they will provide this same service to new and existing agritourism businesses.

Staunton Creative Community Fund (SCCF) – The SCCF provides business support, training, consulting and financing to help local entrepreneurs, small businesses, and non-profits in the central Shenandoah Valley. They provide access to economic opportunities for traditionally underserved populations. The SCCF will work with the Fields of Gold program to identify and provide services to local farmers, agritourism operators, and agriculture-based entrepreneurs.

Virginia Department of Business Assistance (VDBA) – VDBA is a state economic development agency that connects business with resources in the areas of information, financing and workforce. VDBA has agreed to participate in the business support services component of the Fields of Gold program. This component will provide farmers and agritourism entrepreneurs with training, resources, and support services that will enable them to start or grow their agritourism operation.

James Madison University (JMU) – JMU has been a Fields of Gold partner since its inception. The University will continue to support this program by providing technical assistance primarily through an internet-based outreach effort as a means of reaching agritourism businesses in a timely and cost effective fashion.

Farm Credit of the Virginias – Farm Credit is part of the nationwide Farm Credit System, a financial cooperative owned by its member-borrowers since 1917. Farm Credit provides loans and insurance for farms, country homes, farm buildings, farm equipment and ag-related businesses. They also oversee the Young Farmers program for beginner farmers and farmers under the age of 35 by providing support and encouragement to help them succeed.

Regional Tourism Organizations – The Fields of Gold region has numerous Destination Marketing Organizations (DMOs). They are charged with supporting and growing the tourism industry, and consequently increasing its economic impact and employment. The staffs of the region's tourism offices were instrumental in the development of the Fields of Gold Marketing Plan. They will continue to provide training and information on marketing to agritourism businesses and will promote the Shenandoah Valley as an agritourism destination.

Chambers of Commerce – The Chambers of Commerce are business advocacy organizations that work toward change in all areas of economic development and competitiveness. The Chambers of Commerce in the Fields of Gold region promote agritourism through their support to farm-related businesses and by hosting annual agritourism events.

With these partners, the goal and objectives of the Business Support Focus Area are outlined below:

GOAL: Assist agritourism businesses to increase their sales and achieve their mission and goals

- Objective 1: Conduct an agritourism needs assessment of Fields of Gold members
- Objective 2: Maintain and update an agricultural events calendar
- Objective 3: Educate and connect Fields of Gold resource partners to one another
- Objective 4: Educate and connect Fields of Gold agribusinesses to one another and resource partners
- Objective 5: Provide business advice and training to existing and new agritourism businesses

Objective 1: Needs Assessment

Objective 1: Conduct an agritourism needs assessment of Fields of Gold members

The first step for an agritourism business to become a member of the Fields of Gold program is for them to complete a survey. One section of the survey asks questions about their agritourism business so that Fields of Gold can tailor its business support services to address the greatest challenges. The questions in the section request agritourism business owners to evaluate issues that they may have encountered during the start up or operation of their business, to rate the effectiveness of marketing tools, and to share how their products are distributed.

The outcome of this objective is that Fields of Gold staff and committees have increased knowledge of the needs of agritourism businesses and that agritourism businesses learn more about Fields of Gold and its services. With the initial surveying of agritourism businesses, common needs were identified and prioritized. Stated needs were promoting their enterprise, identifying markets, addressing liability insurance, finding qualified employees, and installing signage. The activities included in this strategic plan will emphasize these needs.

WHAT Task	WHO Lead	WHEN		
		FY 14	FY 15	FY 16
Develop questions for online survey	Business Support Committee	Completed with Fields of Gold member survey		
Promote the online survey and provide paper surveys at local and regional events	Business Support Committee	X	X	X
Place survey on locality websites and Fields of Gold Facebook	Business Support Committee, Fields of Gold Localities	X		
Use Fields of Gold partners to broadly administer surveys through their distribution lists	Business Support Committee, Farm Bureau, Local Virginia Cooperative Extension Office	X	X	X

Objective 2: Events Calendar

Objective 2: Maintain and update an agricultural events calendar

Online information about Fields of Gold is presently available on the Fields of Gold webpages hosted on the CSPDC website (www.cspdc.org) and the Fields of Gold Facebook page. Both are currently maintained by CSPDC staff. A listing of past and upcoming ag-related events is provided on the webpages and upcoming events are featured on Facebook. A more vibrant calendar is anticipated on the stand-alone Fields of Gold website (www.fieldsofgold.org). A calendar for tourists will display events while a calendar for Fields of Gold members will display both tourist events and business and networking events. With the new website, there will be a standardized process for Fields of Gold members to request that an event at their location be included on the calendar.

Outcomes of an events calendar include:

- Greater knowledge of events throughout the region so that Fields of Gold members can better plan to participate in area events
- Increased event participation of Fields of Gold members
- Increased event sales for participants
- Better coordination of events; ability to piggyback with other complementary events or not competing with nearby events
- Fields of Gold members can view training events well in advance

WHAT	WHO	WHEN		
Task	Lead	FY 14	FY 15	FY 16
<p>Create “wish list” for web developer to capture requested ideas concerning access to and use of Fields of Gold website. Suggested items include:</p> <ul style="list-style-type: none"> • Various levels of access for businesses, partners, visitors • Entry options for calendar • Potential forum/discussion board for use by members • Place for buy/sell posts by members • Place for visitor reviews to appear 	<p>Strategic Plan Committee, Marketing Committee; CSPDC Staff</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>Work with Fields of Gold web developer to create a central clearinghouse of agritourism information to include:</p> <ul style="list-style-type: none"> • Calendar of events with separate landing pages for Fields of Gold businesses and visitors 	<p>Marketing Committee; Fields of Gold Staff</p>	<p>X</p>		
<p>Recommend website maintenance be assigned to paid Fields of Gold staff member. Duties to include:</p> <ul style="list-style-type: none"> • Consult with Fields of Gold members and tourism offices about special events • Develop a standard process for members to submit info/events to calendar and actively invite submissions • Screen events for appropriateness before addition to calendar 	<p>Executive Committee, Fields of Gold Staff</p>	<p>X</p>	<p>X</p>	<p>X</p>

Objective 3: Connecting Resource Partners

Objective 3: Educate and connect Fields of Gold resource partners to one another

Under this objective, resource partners are not Fields of Gold members, but rather they are organizations that currently or in the future will support Fields of Gold (i.e. state agencies, localities, CSPDC). A resource partner has the capability and a mission that at least partially overlaps with that of Fields of Gold or serves Fields of Gold members in building their businesses.

This objective is about knowing the mission and scope of services of these partners. Outcomes are:

- Like organizations gain increased knowledge of Fields of Gold, its mission, and services
- New and stronger partnerships are formed
- The program secures new sponsorships

WHAT	WHO	WHEN		
Task	Lead	FY 14	FY 15	FY 16
Provide Fields of Gold presentations at partner meetings	Executive Committee, Business Support Committee, Marketing Committee, Fields of Gold Staff	X	X	X
Invite Field of Gold partners to actively participate in all Fields of Gold training and other events such as an Annual Membership Meeting	Fields of Gold Staff, Fields of Gold Committee Members	X	X	X
Create Ag Helpdesk (minimally a web-based FAQs + member forum) and lists of resource partners	Fields of Gold Staff, CSPDC Staff	X	X	
Offer opportunities for resource partners to participate in panel discussions and other events to members	Fields of Gold Staff, CSPDC Staff	X	X	X

Objective 4: Connecting Fields of Gold Members and Resource Partners

Objective 4: Educate and connect Fields of Gold agribusinesses to one another and resource partners

This objective connects Fields of Gold members to resource partners as well as to other Fields of Gold members. The outcomes of this objective are that agritourism business owners gain knowledge of the resources that are available to them and how to acquire those resources and services. The objective also results in improved relations among traditional and non-traditional farmers.

WHAT	WHO	WHEN		
Task	Lead	FY 14	FY 15	FY 16
Share information about individual Fields of Gold members and their services/products with resource partners as well as other members	Fields of Gold Staff	X	X	X
Share information about individual Fields of Gold resource partners and their services/products with other resource partners as well as members	Fields of Gold Staff	X	X	X
Assemble and distribute new member information bags	Business Support Committee	X	X	X
Produce and distribute quarterly newsletter for Fields of Gold members	Fields of Gold Staff	X	X	X
Hold Annual Membership Meeting to connect all members and partners	Fields of Gold Staff, Executive Committee	X	X	X

Objective 5: Business Advice and Training

Objective 5: Provide business advice and training to existing and new agritourism businesses

The long term outcome of this objective is the improved profitability and sustainability of agritourism businesses. As mentioned above, a number of organizations already provide training for small businesses and Fields of Gold members should be directed to these resource partners. This objective has many outcomes, including:

- Fostering a vision of farming and agritourism ventures as evolving, growth-oriented businesses
- Improved business practices (i.e. marketing tools/techniques, human resource management, financial management)
- Access to local, regional, state and federal resources serving business needs
- Improved local regulatory compliance (i.e. signage, safety, egress/ingress, zoning)
- Greater knowledge of liability matters

WHAT	WHO	WHEN		
Task	Lead	FY 14	FY 15	FY 16
Research and catalog existing training options for managing agritourism businesses (print, web, live, archived)	Fields of Gold Staff	X	X	
Add training options to Fields of Gold website	Fields of Gold Staff		X	
Using survey needs assessment, identify gaps in existing training options and recommend solutions to fill the gaps	Fields of Gold Staff, Business Support Committee		X	
Assist members to navigate business startup and expansion challenges: <ul style="list-style-type: none"> • Refer to Fields of Gold FAQs and other web resources • For additional help, refer to SBDC for triage of needs and guidance including referrals to other appropriate resources 	Fields of Gold Staff	X	X	X
Research grant funding to support above activities	Fields of Gold Staff, Business Support Committee, Finance & Development Committee	X	X	X

FOCUS AREA 4: FUNDING

Current Funding Profile

Since 2011, the Fields of Gold program has been operating and completing tasks through the support of grants. As of January 2014, five grants had been awarded to the program. Together these five grants total approximately \$146,000. They are listed below in sequential order:

- CDBG Regional Planning Grant Program, Virginia Department of Housing and Community Development (2011)
- Marketing Leverage Program, Virginia Tourism Corporation (Fall 2012)
- Building Collaborative Communities Program, Virginia Department of Housing and Community Development (2013)
- Agriculture and Forestry Industries Development Fund (AFID) Planning Grant Program, Virginia Department of Agriculture and Consumer Services (2013)
- Marketing Leverage Program, Virginia Tourism Corporation (Fall 2013)

The Fields of Gold localities have been strong supporters of the program, providing not only staff resources but also funding. Locality contributions are essential to meet the cash match required by grants. In the past, funding from the localities has been made through the CSPDC's annual budgetary request to the localities within its Planning District. The counties of Shenandoah, Page, and Botetourt are sent an invoice for their contribution. The amount of the budget request for Fields of Gold is currently a four-tiered structure based on the population of the locality. In addition to the cash match from localities, a variety of organizations, state agencies, and local government staff are providing in-kind contributions to Fields of Gold. The value of time and services is used to meet the required grant match as well.

The activities presented in this plan require financial resources. The CSPDC staff and Fields of Gold Steering Committee recognize that to be successful, the Fields of Gold program needs to seek other funding sources; it cannot continue to rely mainly on grants for the long-term sustainability of the program. Consequently, funding was identified as a focus area for this plan. As described in the organizational structure, the Strategic Plan Committee is recommending the shift to a non-profit as well as a Finance and Development Subcommittee to actively address income for the Fields of Gold program. Specific recommendations are discussed below. These recommendations will lead to a self-sustaining Fields of Gold program.

GOAL: Provide the resources to achieve the goals and priorities of Fields of Gold

- Objective 1: Establish a development committee
- Objective 2: Establish a tiered membership program including fee structure and member benefits
- Objective 3: Establish a private donor program
- Objective 4: Establish financial support from government entities

Objective 1: Develop Committee*Objective 1: Establish a development committee*

The long term outcome of this objective is that there will be a dedicated team charged with developing and securing the revenue stream for Fields of Gold.

Short Term Outcomes include:

- Establish membership fee structure
- Attract grant funding
- Implement creative ideas for fundraising
- Implement an online giving process
- Implement an offline giving process

Intermediate Outcomes include:

- Build a solid relationship with funders
- Reach annual fund drive goal
- Marketing products contribute to program income

The activities of this objective emphasize other sources of financial support for Fields of Gold. Proportionately, grant funding will decline. The program, however, will continue to seek grants. The program's proposed status under the Central Shenandoah Development Corporation will offer flexibility in the types of grants that can be pursued for the program by being under a non-profit but still under the public structure of the CSPDC.

WHAT Task	WHO Lead	WHEN		
		FY 14	FY 15	FY 16
Selection of committee chairperson by Steering Committee	Steering Committee	X		
Organize an offline giving process	Finance & Development Committee		X	
Organize an online giving process	Finance & Development Committee		X	
Sell marketing products	Marketing Committee	X	X	X
Partner with producers on a fundraising product or event	Finance & Development Committee, Marketing Committee		X	X
Apply for grants	Fields of Gold Staff, CSPDC Staff	X	X	X

Objective 2: Membership Program

Objective 2: Establish a tiered membership program including fee structure and member benefits

The Strategic Plan Committee is recommending a member-driven organization for Fields of Gold. Currently, participation in the program is free. The Strategic Plan Committee, however, advises that the program charge a fee. This fee could be nominal and potentially could be waived for the first year of participation. Determining those fees and the specific benefits associated with membership tiers is a task under this objective. Because of the connection to member benefits, it will be necessary for the Finance and Development Subcommittee to coordinate with the Marketing and Business Support Subcommittees.

Short Term Outcomes – The results of this objective are that members will recognize and receive benefits of participation. The Strategic Plan Committee has set the goal of having 200 members by the end of FY 2015 with a minimum of half donating to the program.

Intermediate Outcomes – As members realize benefits from the program, both marketing and business assistance, they will be engaged members and promote the Fields of Gold program. These engaged members will encourage others to join to the program.

Long Term Outcomes – Ultimately, this objective will engage the Fields of Gold membership. The income from membership fees will provide a predictable funding component to the overall budget for the Fields of Gold program.

WHAT Task	WHO Lead	WHEN		
		FY 14	FY 15	FY 16
Determine membership levels and related benefits	Finance & Development Committee in cooperation with all working committees	X	X	

Objective 3: Private Funding Partners

Objective 3: Establish a private donor program

It is recognized that the private sector must be engaged in the Fields of Gold program. The agritourism businesses *are* the Fields of Gold program. Without their participation, there is no regional agritourism program. Strengthening relationships with private organizations that support the agricultural industry will be important for the Fields of Gold program to build connections with the farming community. Among these organizations are Farm Credit, Farm Bureau (including the Young Farmers program), and agricultural co-ops.

The Strategic Planning Committee is recommending that the program expand its outreach to private entities to financially support the Fields of Gold program. The long term outcome of this objective is to expand private partnerships to engage the larger community in supporting the region’s agricultural base and promoting the program. It will add another important revenue stream for the program. Private donations will be particularly vital during the first year as many of the activities of this plan are focused on the transition of the program’s organization and finances and the intensification of marketing.

WHAT Task	WHO Lead	WHEN		
		FY 14	FY 15	FY 16
Hold an annual fund drive	Finance & Development Committee		X	X
Organize an offline giving process	Finance & Development Committee		X	
Organize an online giving process	Finance & Development Committee		X	

Objective 4: Public Funding Partners

Objective 4 Establish financial support from government entities

The early achievements of the Fields of Gold program are the result of the investment made by public funding partners. Together state agencies, CSPDC, SVP, and the Fields of Gold localities have provided the funding to develop Fields of Gold into a regional economic development program.

The short term outcome is that local funds and state grants continue to leverage additional funding. An intermediate outcome is that communities promote the Fields of Gold program. As with private sector support, the long term outcome is engaging the larger community in supporting the region’s agricultural base and supplementing the revenue stream for program initiatives.

WHAT	WHO	WHEN		
Task	Lead	FY 14	FY 15	FY 16
Request funds to leverage other funding opportunities	Fields of Gold Staff, Finance & Development Committee	X	X	X

MEASURES OF SUCCESS

The Fields of Gold agritourism program has the advantage of broad support. Fields of Gold has engaged the interest of many because it combines the region’s agricultural heritage and strength with its desire for economic growth. Fields of Gold is a program that is meaningful to county and city, small farm and large farm, entrepreneur and established agritourism business, private sector and public sector, and visitor and resident.

Through the planning process, the region’s stakeholders, particularly the Fields of Gold Steering Committee, began to shape a direction for the Fields of Gold program. The Strategic Plan Committee took the information from such planning deliverables as the economic impact analysis, marketing plan, and the strategic plan retreat to form this comprehensive strategic plan. The plan is focused on the actions that must be taken for the program to carry out its vision of the Shenandoah Valley as a recognized agritourism destination.

Success of the program will be defined by how well the activities achieve the program’s mission. The goals are long-term and focus on increasing the number of visitors to Shenandoah Valley agritourism destinations and building farmer capacity to start-up or expand their agritourism business. More specifically, the success of Fields of Gold will be measured by increases in:

1. Number of farms participating in agritourism activities, and specifically the number of Fields of Gold members
2. Number of visitors to agritourism locations and Fields of Gold events
3. Farm revenue from agritourism activities
4. Number of hits to the Fields of Gold website

The economic impact analysis (Chmura Economics & Analytics) provided a baseline of data for measures 1 through 3. Chmura Economics & Analytics also provided the Fields of Gold team with an Excel file with economic and employment multipliers which can be used to compute the economic impact of agritourism in the Shenandoah Valley. Trends in this data will be tracked over the long-term. Once the Fields of Gold website is launched, the number of hits to the website (measure 4) will be monitored using Google Analytics. Website visitation is expected to fluctuate seasonally, but it will be tracked monthly. Additionally, the use of the Fields of Gold Facebook page will be followed.

The following tasks are recommended to measure the impact of the Fields of Gold program:

Visitor Profile – Fields of Gold will provide members with a written and/or online system to record number of visitors and key characteristics of visitors. These characteristics could include where visitors are from, their age group, how they discovered the destination, how much they spent, and whether they are a repeat visitor. This information will assist the agritourism business to customize its marketing and will help the Fields of Gold program in tracking its marketing influence. These tracking tools could be included in the Fields of welcome bag to its members.

Annual Survey – A survey is intended to follow-up each year with Fields of Gold members to collect data related to their agritourism sales, employment, and visitors. The data will be inputted into the spreadsheet provided by Chmura Economics & Analytics to report impact and trends.

Annual Review of Activities – This strategic plan outlines activities for a three-year period. The completion of activities should be reported in the chart to measure the progress made to meet objectives. Furthermore, new activities should be added to the work program, always looking ahead three years. The Fields of Gold annual work program should be developed by subcommittees, staff, and the Executive Committee to be balanced with the annual budget.

Marketing Reporting – Marketing performance will be measured by online activity and increases in visitors to agritourism destinations. Among these are:

- Website – Following its launch, the number of visitors to the Fields of Gold website will be tracked using Google Analytics. This tool will give insights into the website’s traffic and marketing effectiveness. Google Analytics will report not only the number of Fields of Gold website users but also the origin of the user, the pages viewed, and the amount of time on the website.
- Facebook – Fields of Gold has a Facebook page, www.facebook.com/fieldsofgold.agritourism. The number of likes on the Shenandoah Valley Fields of Gold Facebook page will be tracked.
- Agritourism Events – Several of our Fields of Gold partners host annual agritourism events. Attendance at these events will be tracked.
- Visitor Center Data and Feedback – The number of visitors requesting information on farm destinations and activities in the region may be tracked and measured using logs, visitor sheets, and feedback at the region’s visitor centers. A recording system will be put into place at the visitor centers and the information collected will be reported on a regular basis.
- Media Impressions – Any media coverage or print advertising promoting the Fields of Gold website will be tracked and reported. Magazines can provide their lead sheets that track the number of readers that respond to the magazine in the form of subscription inquiries, responses to reader surveys, and various other responses that include tracking the reader’s name, location and address, and age. The information will be used for demographic comparison purposes.

Summary of Performance Measures

WHAT	WHO
Performance Measure	Lead
Provide visitor tracking system to Fields of Gold members in welcome bag	Fields of Gold Staff, Business Support Committee
Track number of visitors and their characteristics	Fields of Gold members
Distribute annual survey to collect sales, employment, and visitor data	Fields of Gold staff
Annual review of task list and report of accomplishments	Executive Committee, all committees, Fields of Gold staff
Track marketing performance – website, Facebook, events attendance, visitor center data, media	Fields of Gold staff

Financial resources as well as strong private sector support and participation are essential for the Fields of Gold program to continue its momentum. Financial resources are required to staff the program and to implement the recommendations of this plan. Fields of Gold was initiated to assist agritourism businesses in being successful both as individual businesses *and* as a collective industry. The Fields of Gold Strategic Plan recommends the best organizational structure and fundraising approaches to inspire that this goal is fulfilled.

