



MARKETING COMMITTEE MEETING AGENDA

Tuesday, November 18, 2014 at 8:00 a.m.

Sister Bay Fire Station 2258 Mill Road

For additional information check: www.sisterbaywi.gov

Call Meeting to Order

Deviations from the agenda order shown may occur.

Roll Call

1	Chair – Shane Solomon	<input type="checkbox"/>	2	Paige Funkhouser	<input type="checkbox"/>
3	Kathy Enquist	<input type="checkbox"/>	4	Vacant	<input type="checkbox"/>
	Administrator – Zeke Jackson	<input type="checkbox"/>		<i>Wendy Tatzel</i>	<input type="checkbox"/>
		<input type="checkbox"/>			<input type="checkbox"/>

Approval of minutes as published

Comments and Correspondence

Business Items

- Discussion of goal/expectation setting between SBAA and Village on activities; consider a motion for action if necessary.
-Great Festivals Policy
-Great Event Policy
- Discussion on parking and wristbanding for festivals and events; consider a motion for action if necessary.
- Discussion on 2015 Marketing focus; consider a motion for action if necessary.
- Discussion on Wedding Promotion of Waterfront Park, Tenting, and Event Rental; Consider a motion to refer to the appropriate committee for action.
- Consider a motion to discuss matters to be placed on a future agenda or referred to a committee, official or employee.

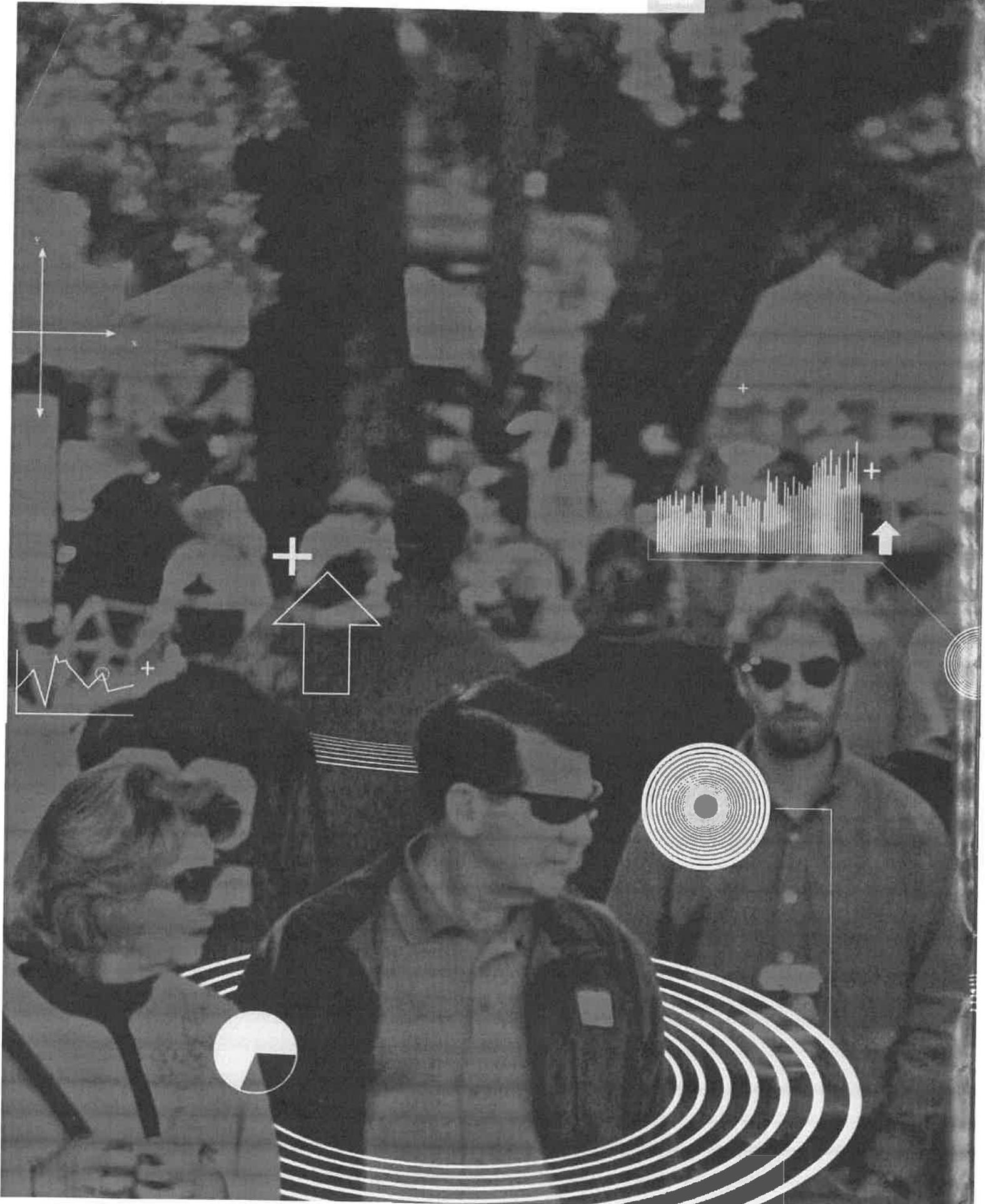
Adjournment

Public Notice

Questions regarding the nature of the agenda items or more detail on the agenda items listed above scheduled to be considered by the governmental body listed above can be directed to Zeke Jackson, Village Administrator at 920-854-4118 or at zeke.jackson@sisterbaywi.gov.

It is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above-stated meeting to gather information; no action will be taken by any governmental body at the above-stated meeting other than the governmental body specifically referred to above in this notice. Upon reasonable notice, a good faith effort will be made to accommodate the needs of disabled individuals through sign language interpreters or other auxiliary aid at no cost to the individual to participate in public meetings. Due to the difficulty in finding interpreters, requests should be made as far in advance as possible preferably a minimum of 48 hours. For additional information or to request this service, contact the Sister Bay Village Administrator at 854-4118, (FAX) 854-9637, or by writing to the Village Administrator at the Village Administration Building, 2383 Maple Drive, PO Box 769, Sister Bay, WI 54234. Copies of reports and other supporting documentation are available for review at the Village Administrator’s Office, Administration Building, 2383 Maple Drive during operating hours. (8 a.m. – 4 p.m. weekdays).

I hereby certify that I have posted a copy of this agenda at the following locations:		
<input type="checkbox"/> Administration Building	<input type="checkbox"/> Library	<input type="checkbox"/> Post Office
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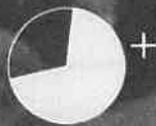
FESTIVALS THAT SAY CHA-CHING!

Measuring the Economic Impact of Special Events

By Rachael D. Carter and Jeannie W. Zieren

Watching Margaret Miller across the table, one might think she was gushing about her grandchildren. But Miller's contagious excitement was over the results of an economic impact study of the Peter Anderson Arts Festival, an annual event in Ocean Springs, Mississippi.

With eyes twinkling and listeners enthralled, Miller talks about the first economic impact study of the event, conducted in 2010, which revealed that the annual festival grossed \$13 million in a town of 18,000 people.



This is the second year in a row for us to have an impact study," Miller breathed. "I can't wait for the results; I think we could have significantly increased our results from last year!"

An economic impact study of festivals may not be as exciting to everyone, but they are critical to the bottom lines of many Main Street programs and local businesses. The local economies of many towns depend on the revenue, employment, and income that festivals and events bring to the community.

Evaluating your community's festivals and events, especially if they are supported by public dollars or investments, is a vital part of stewardship as a Main Street manager.

So, how do you know if your festival can say, "Cha-Ching"? Keep reading!

Why Economic Impact Matters

Since the economic downturn, local governments have been faced with difficult budget decisions. Many local communities rely heavily on festivals and special events to generate spending and increase the influx of new money into the local economy. It can be difficult for a Main Street program, a tourism bureau, or a chamber of commerce to justify the spending that is necessary to host these events. Policy makers and sponsors may have tough decisions to make in determining which events to support.

Another problem some communities face is hosting more festivals and events than their town can support. Some of these events may not provide a good return on a community's investment. In this case, an event manager needs to determine why the event is not producing the economic impact that it should and

These problems have become prevalent issues faced by Main Street directors and illustrate why festival evaluation is important. Evaluating your community's festivals and events has become more important than ever considering the economic impact - good or bad - that they can have on your Main Street businesses, your community, even your entire state.

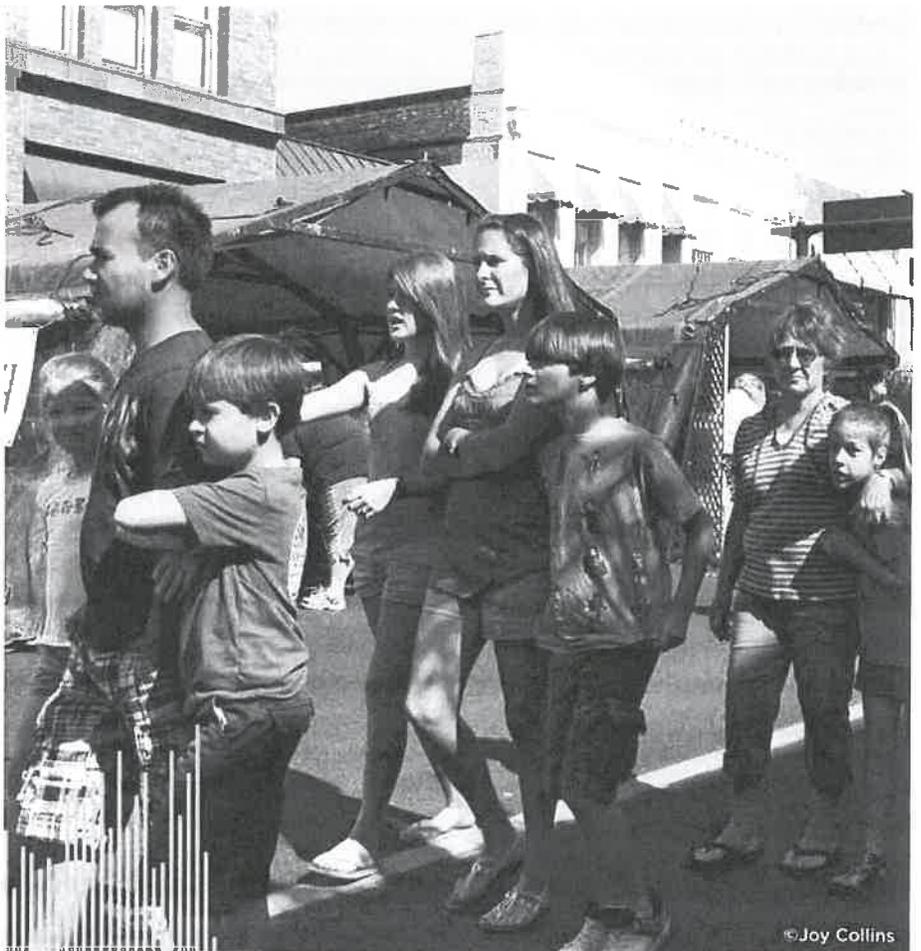
Festival Evaluation 101

Festivals and special events can be expensive to host, considering their many needs, such as police force, first aid, facility maintenance, and parking, to name just a few. However, the positive impacts of such

VOLUNTEERS, PD STAFF, ECT.



Margaret Miller, executive director of the Ocean Springs Chamber-Main Street-Tourism Bureau presents an award to Mary Anderson Pickard, the Blue Moon Art Project Winner at the 2012 Peter Anderson Arts Festival. As the event's major sponsor, Blue Moon Beer helps promote Ocean Springs as an arts community by sponsoring the art contest.



The Market Street Festival began in 1996 and over the past 16 years has grown to be the largest special event in Columbus, Miss. It encompasses 12 city blocks and the Riverwalk in the historic downtown and offers more than 250 arts, crafts, and food vendors.

events often outweigh these costs. *Festival evaluation* seeks to determine whether the positive impacts outweigh the costs of putting on the event. Thus, before starting the evaluation, you must establish a desired outcome for the event.

Determine whether the event is providing the community with the outcome that it needs. Is the festival a community-focused event that improves the quality of life for local residents, or is it designed to draw visitors from outside the local area to inject new money into the local economy? Festivals and events can be designed to do both, but sometimes an event is more focused on meeting the needs of residents than visitors. The event manager or Main Street director needs to determine the desired outcome before beginning the evaluation process. Once you have determined your needs, you can design an evaluation to measure how well you are meeting those needs.

A good evaluation will provide information about customer demographics, spending profiles, and satisfaction. With this information, you will be able to determine what the event's economic impact is, whether customers are satisfied, where improvements can be made, how effective the event's marketing strategies are, and exactly

what market the event is reaching. These findings can help you determine if you need to make changes to the event or help you recruit more support if the information gathered is positive.

The goal of a tourism event or venue is to bring new money into the community, support local businesses, and stimulate the local economy. So, when evaluating a tourism event, a community must determine if enough new money was injected into the local economy to justify the cost of hosting the event.

Performance-based budgeting is a strategy that can be used to determine if the benefits of an expenditure meet expectations or produce the desired outcome. To make this work, performance measures must be in place and a method of evaluation must be used to find out if the results were achieved.¹ For example, you could ask: Does this particular event generate more money than it cost the local community to host it? If so, what types of return on our investment are we getting? **This information is crucial if tax dollars are being used to support the event – or the infrastructure used during the event, such as public facilities.** An *economic impact study* seeks to determine **event attendance, retail**

spending, and tax dollars generated by an event or entity.

First, find a reputable economist to conduct your study. Contact your state universities, state development institutions, economic development agencies, or rural development research centers to determine the best person to conduct the study. Often, state extension services have economists who specialize in outreach work and can be of great assistance. You can also contact a consulting company to conduct this service, but you need to check the references and credentials of the consultants.

There are many ways to conduct an economic impact study. One method that has been proven effective for special events is to collect intercept surveys and count the event attendance. An *intercept survey* is a set of questions designed to gather information directly from your event attendees. (See sidebar "Collecting Intercept Surveys.")

¹*Performance Budgeting for State and Local Government.* Janet M. Kelly and William C. Rivenbark, M.E. Sharpe, Inc., 2003.

(Continued on page 12.)

COLLECTING INTERCEPT SURVEYS

1 / DETERMINE WHAT YOU WANT TO FIND OUT.

Intercept surveys can provide valuable information that can add to the credibility of your desired outcome. They can be used to collect information that can improve your event, such as increasing marketing effectiveness by using consumer demographics. It is important that you decide exactly what you want to find out before you design your survey.

2 / LEARN WHERE YOUR PARTICIPANTS ARE COMING FROM.

To accurately determine the event's economic impact on the local community, it is important to find out where your visitors are from. This can be done in many ways, such as including a question on your survey, counting the license plates of attendees, or using the event registration process.

It is important to know where your visitors live because people who live farther than 90 miles away are considered non-local participants and can be counted as generators of new money in the local economy. Also, it has been noted that out-of-state visitors often spend more than those who live in the state but are considered non-local. Finding out where your attendees live can help you adjust your marketing strategies and determine your event's effectiveness as an economic development tool.

FESTIVAL STUDY

Peter Anderson Arts Festival / Ocean Springs, Mississippi

EXAMPLE 1:

Your community has a long-standing festival that you feel is a valuable part of your local economy, yet local businesses and elected officials don't support the event financially or with the resources needed to maintain its quality, such as added law enforcement, parking, or restroom facilities.

SOLUTION: Conduct an economic impact analysis of the event to determine how it affects the local economy.

HOW: One way to conduct an economic impact analysis is to estimate how many people are coming to your community for the event, where they are coming from, and how much they are spending while they stay.

The Peter Anderson Arts Festival was created more than 30 years ago to help bring business to downtown Ocean Springs. The community has just over 18,000 residents, and the annual Peter Anderson Arts Festival draws well over 100,000 people annually.

The research team for the arts festival, consisting of Dr. Albert Myles and Rachael Carter with the Mississippi State University Extension Service, decided that the best way to evaluate the event was first to conduct an economic impact analysis to see the positive influences the event has on the local economy. Second, they designed a survey

to conduct a market analysis and consumer satisfaction study that would determine where visitors were traveling from, their demographic information, and suggested improvements to the event.

THE PETER ANDERSON FESTIVAL SECURED A FIVE-YEAR CONTRACT WITH BLUE MOON BEER, WHICH ALLOWED OCEAN SPRINGS TO EXPAND THE FESTIVAL TO A FOUR-DAY EVENT AND BRING IN MORE SPONSORS AND NAMES FOR THE 2011 FESTIVAL.

The Peter Anderson Arts Festival has effectively used intercept surveys to discover that its economic impact is not just local but regional; the event attracts visitors from several states. The study found that the economic impact of the festival was \$13 million.

"We now have Peter Anderson every day, 365 days per year," says Margaret Miller, director of the Ocean Springs Chamber-Main Street-Tourism Bureau. "Peter Anderson has had a direct influence on the number of restaurants and businesses we have here."

Ocean Springs has more than 100 restaurants in the city and 32 of them are downtown.

"We know we have to keep doing things bigger and better to sustain the restaurants and businesses that the festival has created for our town," she adds.

Miller says the economic impact study

gave them the courage to go after a national sponsor the next year.

"The timing of the study was fortuitous because I heard Sylvia Allen (of Allen Consulting) at a Main Street training talk

about selling sponsorships and it gave us the courage to just go for it," she says.

The Peter Anderson Festival secured a five-year contract with Blue Moon Beer, which allowed Ocean Springs to expand the festival to a four-day event and bring in more sponsors and names for the 2011 festival.

"Once Blue Moon was in place, everyone else wanted to be part of the event," says Miller. "It definitely made a difference."

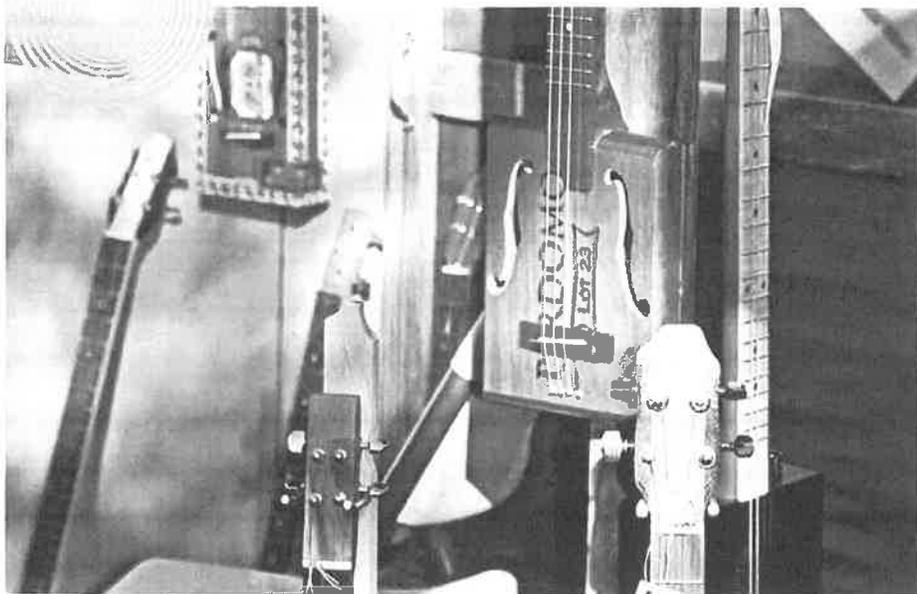
"We have an unbelievable relationship with Blue Moon," says Joey Conwill, board president of the Ocean Springs Chamber-Main Street-Tourism. "They have been so grateful and have seen the value of the sponsorship. Gaining a national sponsor and additional sponsors has allowed us to expand the festival and tell more people our story."

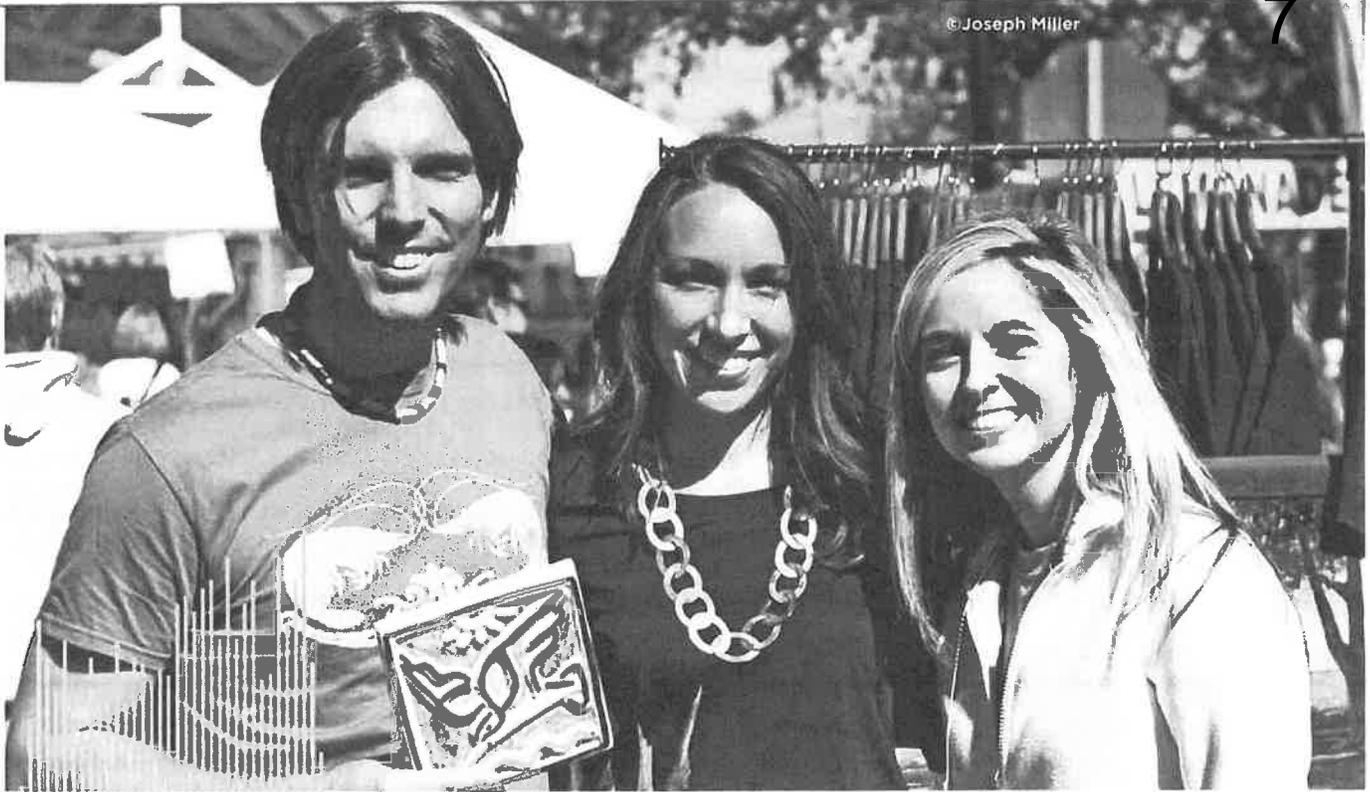
Besides the national sponsorship, Blue Moon has helped promote Ocean Springs as an arts community by sponsoring pre-festival parties that included an art contest in which artists could enter drawings to become the official festival artwork.

After the success of the first impact study, Miller convinced her board of directors to approve a second study for the 2011 festival. The survey revealed that the economic impact of the festival rose from \$13 million to more than \$22 million and that attendance increased from about 104,000 to 119,000 in 2011, with more than 60 percent of the attendees crediting the new advertising strategies as the way they heard about the event.

"We had the study done again," says Miller, "because we wanted to take this to the state, to our legislators, and show them what a festival can do. It's more than about money. It shows that we make a difference!"

Display of musical instruments at the Peter Anderson Arts Festival.





The Peter Anderson Arts Festival attracts more than 350 vendors from around the continent who display and sell everything from pottery, paintings, jewelry, and sculptures to woodwork, metal work, and handmade tile pieces.



ESTIMATED SPENDING

by all Visitors with Local Retailers and Vendors at the Peter Anderson Arts and Crafts Festival, 2010

EXPENSE	IN-STATE: LOCAL	IN-STATE: NON-LOCAL	OUT-OF-STATE	TOTAL
Food Services and Drinking Establishments (Restaurants, Concessions, Bars)	\$1,624,727.5	\$60,070.5	\$1,050,332.5	\$2,735,130.5
General Merchandise Stores (Clothing, Souvenirs, Gifts, etc.)	2,498,400	70,190	964,462	3,533,052
Hotel Lodging and Accommodations		541,000	2,952,826	3,493,826
Other Lodging Accommodations (B&B, R.V. Parks, etc.)			250,561	250,561
Gasoline	559,627	76,741	633,827	1,270,196
Other Expenses	2,710,774	141,002	758,644	3,610,420
Purchases from Vendors and Exhibitors Present at Festival	3,655,192	82,585	1,953,450	5,691,227
TOTAL	11,048,721	971,590	8,564,103	20,584,413

RESOURCES / *Economic Impact of the Columbus Market Street Festival*. Dr. Al Myles, Rachael Carter, Mississippi State University, Department of Agricultural Economics, 2011

Economic Impact of the 32nd Annual Peter Anderson Arts and Crafts Festival, Ocean Springs, Mississippi. Dr. Al Myles, Rachael Carter, Southern Agricultural Economics Association, Birmingham, Al, Feb. 4 - 7, 2012, <http://purl.umn.edu/119050>

Performance Budgeting for State and Local Government. Janet M. Kelly and William C. Rivenbark, M.E. Sharpe, Inc., 2003

FESTIVAL STUDY

Market Street Festival / Columbus, Mississippi

EXAMPLE 2: You have a longstanding festival in your community that the city supports, but you need to provide evidence that the city is receiving a good return for its investment.

SOLUTION: Conduct an economic impact analysis of the event to determine how the event reinvests money in the local economy.

HOW: Collect intercept surveys and conduct an economic impact analysis with special attention given to the total value added to the community through increased spending and the estimated tax collections that the city receives because of the event.²

The Market Street Festival in Columbus, a 2010 Great American Main Street Award winner, began in 1996 and is still receiving financial support from the local Convention and Visitor's Bureau, which is funded completely by tax dollars. An economic impact study was conducted for the 2011 festival to show that the city was receiving a good return for its investment.

Myles and Carter worked closely with regional and local Main Street directors to design an intercept survey that could be used to justify continued financial support of the event. The survey was designed to gather information from the local population to determine whether the festival was a quality community event and whether it was generating spending by attracting non-local and out-of-state visitors.

The research team conducted an economic impact analysis with special emphasis on the total value added to the community through increased spending and the city's estimated

"THE STUDY HAS HELPED SHOW THAT ALL THE HOURS, EFFORTS, RESOURCES, AND FINANCIAL SUPPORT OF OUR LOCAL COMMUNITY AND SPONSORS ARE A WISE INVESTMENT." – AMBER BRISLIN

tax collections through the event. The team also measured the level of satisfaction that the event participants had and determined the percentage of repeat visitors.

The study found that 34,000 visitors spent an estimated \$7.32 million with local merchants on various goods and services during the festival. "New money," or expenditures from outside of Columbus and the state, accounted for \$3.66 million. The results suggest that for each dollar of direct sales, an additional 30 cents in secondary effects (mainly induced effects) occurred, yielding a total sales effect of more than \$3.4 million.³ The secondary or induced effects could account for items purchased or money spent to meet the needs of the direct impacts. For example, it is common during a tourism event for business owners to increase the hours of their employees or hire additional part-time staff. The induced effects could also include interest and profits incurred due to the event.

The positive economic impact, favorable reviews by attendees, number of return visitors, and variety of attractions that festival-goers selected indicated that this event is both a

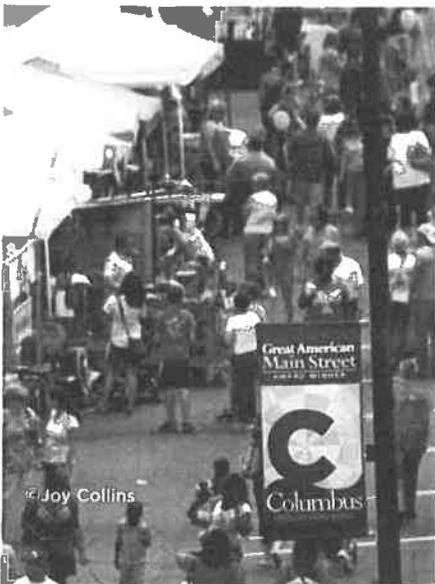
successful economic stimulus and an effective community development tool.

Amber Brislin, director of Columbus Main Street, says that the most important outcome of the study was that it confirmed the return on investment to the community.

"The study has helped show that all the hours, efforts, resources, and financial support of our local community and sponsors are a wise investment," says Brislin. "We plan to conduct a study every few years as a way to constantly improve the event and to ensure continued community and financial support."

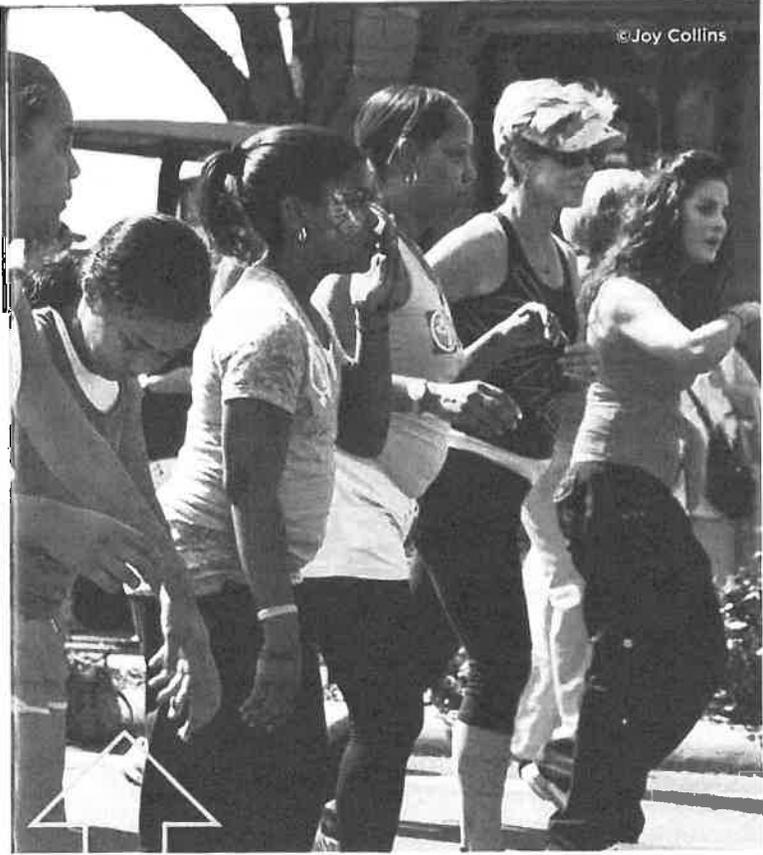
²*Economic Impact of the 32nd Annual Peter Anderson Arts and Crafts Festival, Ocean Springs, Mississippi.* Dr. Al Myles, Rachael Carter, Southern Agricultural Economics Association, Birmingham, Ala., Feb. 4-7, 2012.

³*Economic Impact of the Columbus Market Street Festival.* Dr. Al Myles, Rachael Carter, Mississippi State University, Department of Agricultural Economics, 2011

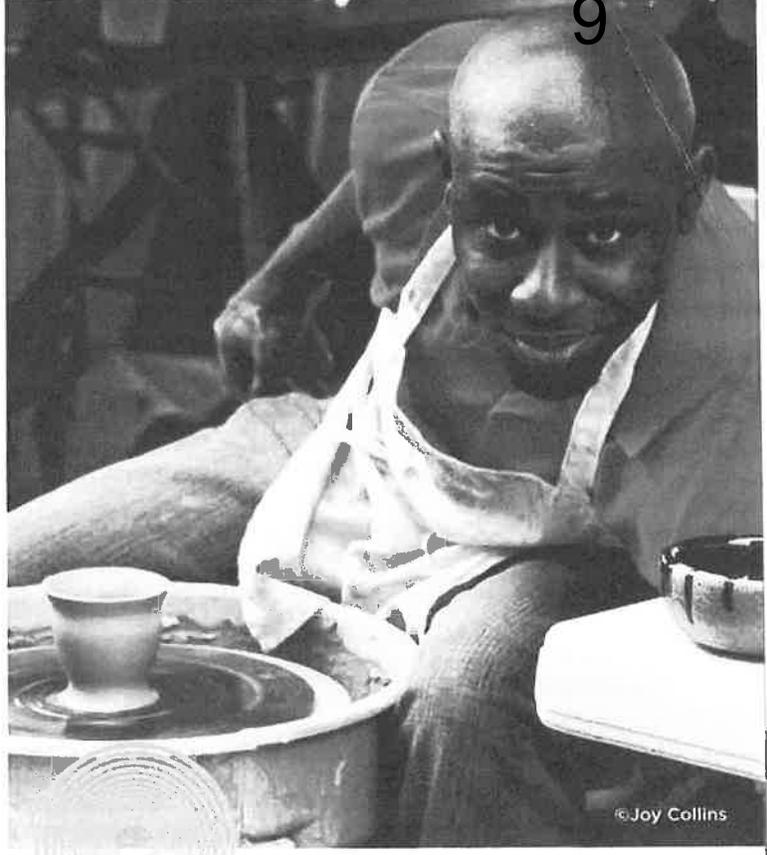


The 2010 Market Street Festival in Columbus, Miss., attracted more than 34,000 visitors who spent \$7.32 million with local merchants (left).

The swings are always a hit in the Children's Activity Area of the Market Street Festival (right).



Sponsored by the local YMCA, "Zumba in the Streets with the YMCA" is a great use for one of the Market Street Festival music stages before the live music acts begin. It brings out more than 100 Zumba enthusiasts and really gets the crowd going!



A potter's wheel demonstration is a popular feature at the Market Street Festival "Hands on Market," a partnership between Main Street Columbus, local businesses, and the Columbus Arts Council each year during the Market Street Festival. The event includes dozens of Mississippi artist demonstrations for children of all ages.



ESTIMATED SPENDING by all Visitors with Local Retailers and Vendors at the Market Street Festival, 2010

EXPENSE	IN-STATE: LOCAL	IN-STATE: NON-LOCAL	OUT-OF-STATE	TOTAL
Food Services and Drinking Establishments (Restaurants, Concessions, Bars)	\$2,972,109	\$633,801	\$2,398,086	\$6,003,997
General Merchandise Stores (Clothing, Souvenirs, Gifts, etc.)	814,719	882,795	691,152	2,388,666
Hotel Lodging and Accommodations	602,111	1,029,927	550,493	2,182,532
Purchases from Vendors and Exhibitors Present at Festival	773,389	877,571	658,198	2,309,157
Gasoline	673,733	658,178	567,212	1,899,124
TOTAL	5,836,061	4,082,273	4,865,141	14,783,475

RESOURCES / *Economic Impact of the Columbus Market Street Festival*. Dr. Al Myles, Rachael Carter, Mississippi State University, Department of Agricultural Economics, 2011

Economic Impact of the 32nd Annual Peter Anderson Arts and Crafts Festival, Ocean Springs, Mississippi. Dr. Al Myles, Rachael Carter, Southern Agricultural Economics Association, Birmingham, Al, Feb. 4 - 7, 2012, <http://purl.umn.edu/119050>

Performance Budgeting for State and Local Government. Janet M. Kelly and William C. Rivenbark, M.E. Sharpe, Inc., 2003



©Joseph Miller

The "50's Girls" handed out surveys to visitors at the Peter Anderson Arts Festival. They found that dressing up in costume greatly improved participation.



©Joy Collins

Family fun brings lots of young people to the Market Street Festival in Columbus, Miss.

(Continued from page 7.)

Is an Economic Impact Study Right For You?

Local governments are often faced with tough decisions about spending. An economic impact analysis can be used as a tool to assist policy makers in deciding which events are viable. But, measuring performance as a means of justifying spending decisions can have a downside. The community might not have the financial means to gather the data or enough staff to collect the information. In some cases, the event may not be large enough to make an economic impact analysis practical. Decision makers must choose how to measure events, which events to measure, and what to do with the information once it is gathered.⁴ If your state, city, or county has a Main Street program, it may be able to assist you in determining the evaluation needs of a festival or event.

The Mississippi Main Street Association worked closely with the research team to determine ways to assist the festival managers in the most practical manner possible. Collecting intercept surveys can be costly and time consuming. To combat this, the research team and Mississippi Main Street staff worked with the local Main Street managers to recruit and train volunteers so they could collect the survey data. Recruiting local volunteers greatly reduced the cost of collecting the information.

Economic analysis can also be expensive if a community requires a full-scale, in-

depth analysis. It isn't practical to conduct a complete economic impact assessment for many small-scale events. In this case, it would be best for the community or Main Street manager to consult a professional to decide what information is truly needed and determine how to go about gathering the information. Counting the attendance, creating a registration process, or asking people to fill out an information sheet in exchange for participating in a raffle are all cost-effective ways to find out how many people attended your event and where they came from.

In the case of the Peter Anderson Arts Festival and Market Street Festival, both large-scale events, a full-scale economic impact analysis and marketing assessment was requested and proved to be a valid method for gauging the importance of these events. When the economic impact analysis was complete, the local Main Street programs used it as a tool to build community support and consensus on spending decisions for the festivals.

Besides the expense, another challenge when collecting survey information is getting a good response rate. People are often hesitant to fill out surveys. Ways to improve your chances of collecting survey data include creating accessible survey locations, putting up easy-to-read signs, offering coupons for free products, and attracting the at-

... by wearing... Wearing event staff t-shirts and hats or dressing up in a theme is a great way to get visitors to stop by and fill out surveys. The volunteers at the Peter Anderson Arts Festival in Ocean Springs were able to increase survey traffic by wearing costumes and giving away... and water to attendees. In Columbus, Market Street Festival volunteers developed attractive signs and set up an information booth to increase the response rate for their survey.

Every event is different. It is important to tailor the method of event evaluation to meet the needs of the community, keeping in mind the practicality, the costs, and the usefulness of the information. Combining an economic impact analysis with a market assessment study was a way for both Ocean Springs and Columbus to build local support, generate sponsorships, create new partnerships, and determine steps to enhance their events. Through the festival impact studies, Ocean Springs and Columbus proved the economic value of their festivals, justified public and private investment in the events, and built greater support for tourism as an economic development tool in their communities.

⁴Performance Budgeting for State and Local Government Janet M. Kelly and William C. Rivenbark, M E Sharpe, Inc., 2003

Quick Recap

Most Main Street programs should consider conducting some type of evaluation of their events, especially if tax dollars are being used to support them. Even if the event is privately sponsored, it is a good idea to conduct some form of evaluation to determine if you are using your time and resources wisely and meeting the needs of your community.

- Determine the problem or the challenge you are facing.
- Consult a professional.
- Work with your Main Street coordinators and staff.
- Design a survey or aid a professional consultant in designing a survey.
- Recruit volunteers or hire survey distributors.

Determine how you will encourage participants to fill out the survey. For example, provide a coupon for a soft drink or bottled water.

Develop a survey location and signs to create credibility.

Count visitor attendance at various intervals of time during the event.

Perform an economic assessment or analysis (this should be completed by a reputable economist).

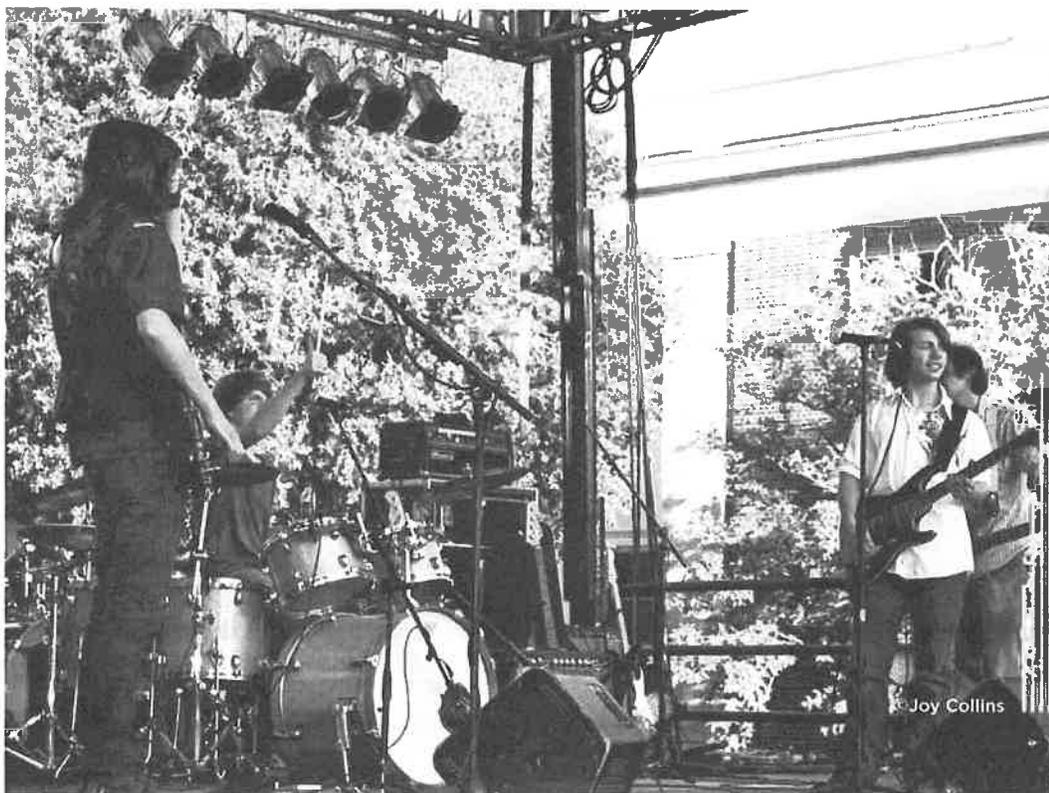
- Complete a full report of the results of the study. (This should be completed with assistance by a reputable economist or analyst).
- Develop concise, informative material that contains the results of the study.
- Distribute the information to local media and stakeholders.

Like Ocean Springs and Columbus, your town may find a festival impact study well worth your time and investment. In today's economy, Main Street programs must make sense of every dollar spent. An economic impact study can help you secure support from public and private partners for an annual event or help you decide whether the event is a good investment. Keep in mind that your festival should have a greater purpose than just providing a good time for community residents and visitors. The event should contribute to telling your town's story and building your community's unique image by involving and supporting the creative economy and local businesses. When your festival is true to the character of your community and tells that story effectively, people will want to come and spend their time and money at your event again and again.

The festival impact studies for the Columbus Market Street Festival and Peter Anderson Arts Festival can be found online at the National Main Street Solutions Center (<http://www.preservationnation.org/main-street/resources/>). For more information about festival impact studies, call 662-325-1619 or e-mail Carter@sig.msstate.edu.

RACHAEL D. CARTER is a project manager for Mississippi State University's Stennis Institute of Government and Community Development. Her work is in community development, economic development and analysis, rural tourism, and community and strategic planning.

JEANNIE W. ZIEREN is the director of communications and a district director for the Mississippi Main Street Association. Her work includes media and public relations, community and asset development, meeting and event planning, and website and email marketing.



Musical acts ranging from local talent to nationally known music groups are the highlight of the Market Street Festival. The two-day event is the largest fund raiser for Main Street Columbus and essential to its downtown revitalization efforts.

Central Coast Festival and Events

Strategy

July 2009



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Vision 4.6

‘Living our potential’

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Introduction

Central Coast Festivals and Events Strategy

Festivals and events provide a range of benefits to the local community and to its visitors. The festivals and events which occur in the Central Coast municipal area provide a strong sense of community, cultural identity and pride. Most festivals in the municipal area are run by dedicated volunteer committee members who work to provide our communities with a range of creative, unique festive occasions. Each festival / event has its own distinctive qualities and appeal.

Events contribute significantly to areas of community building, lifestyle and leisure enhancement, cultural development, increased tourism promotions and visitation, volunteer participation, fundraising, infrastructure and economic development.

Events and festivals are particularly significant for the development of tourism. Local events and externally organised events enhance the development of diverse tourism opportunities. They have the capacity to turn a long-term desire to visit a destination into actual visitation. Events are also recognised as a legitimate tool of social change. They bring people together – be it community member or visitor. Festivals and events can assist to define a sense of place, connect a community, enhance a municipality's civic pride and can create local jobs.

The event industry is undisputedly an exciting and rewarding profession to work in, but for those working to produce great events, life is becoming more complicated. Insurance, a range of legislation issues and the financial management of events grows increasingly challenging. Income generation has never been more difficult. The common sense approach that might have satisfied in the past now no longer constitutes best practice. To compound the challenge, festivals and events frequently require the development of products and services in spaces that are not purpose built or designed.

Event organisers respond to a myriad of legal, environmental, cultural and financial requirements regarding the level of planning and management required for success. This strategic document aims to address issues and opportunities facing those who are responsible for the management of events in the Central Coast community over the next five years.

Recognising/Developing our Cultural Identity

Recognising/developing our Cultural Identity

Central Coast is made up of a number of uniquely diverse communities, each with its own cultural and artistic characteristics. Each town, village or region conveys its own distinct atmosphere. From the feeling you get strolling through the streets and reserves, to the heritage buildings and old-world ambience and the expanses of the rural areas and natural landscapes, parklands and rivers. Central Coast has something for everyone.

The relationship between the local community and the place where they live results in a unique/special resonance which is often better articulated by visitors than by those who are a part of it.

The Central Coast's cultural heritage is embraced in many ways, some of which are shared throughout the municipal area whilst others are distinctly associated with a particular part of the community. These cultural and artistic expressions are communicated through music, poetry, performing and dancing, to painting, ceramics, sculpture and work with timber. Local history and the built environment also contribute to the cultural identity of the community as does the natural landscape with its diversity from ocean drives to mountain views.

Events that work!

Clearly some events are more successful than others, the question is why? Undoubtedly planning, a good organising committee and a good idea have a lot to do with it, but could there be more? Can it be something less tangible, something that's organic, visionary, that unites and brings a community together? One such success story is found here in Tasmania; it's the Deloraine Craft Fair, the biggest event of its kind in the Southern Hemisphere.

Since its inception in 1981 the Deloraine Craft Fair has grown to include more than two hundred exhibitors across fifteen venues. The town of just over 2,000 accommodates more than 30,000 patrons over the four days, and injects over \$1 million into the local economy annually.

In 1990 the Bass Highway bypassed Deloraine which led to the closure of a number of local businesses, most of which were located in the town centre. Unfortunately, this coincided with the recession of the early 1990s and provided for the bleakest of outlooks for the small community.

Deloraine's success in reinventing and reinvigorating itself can be attributed to hard work, a preparedness to face the challenges and management and development of a unique cultural identity. In speaking of the benefits that flow from the Craft Fair, Kenyon and Black cite that, by stating: *"Most of all, it has given the community a sense of pride and organisational confidence, and has contributed to many new settlers being attracted to the district's strong art, craft and community focus."*

Objectives

Central Coast Festivals and Events Strategy

The Purpose of the Festivals and Events Strategy is to:

- 1 Identify Council's role and responsibilities in further developing and maintaining Festivals and Events in partnership with community organisations, stakeholders and government bodies
- 2 Incorporate the cultural and lifestyle characteristics unique to the Central Coast
- 3 Undertake an audit of existing Festivals and Events within the region
- 4 Examine the strengths, weaknesses, opportunities, threats of Festivals and Events along with resource issues
- 5 Identify and/or review all possible funding sources for the development of Festivals and Events including state and federal grants, council funding, private sector contributions and philanthropic organisations
- 6 Research local, state and national trends and see how they relate to and can benefit the development of Festivals and Events within the Central Coast
- 7 Develop a program of seasonal festivals and events:
 - a Identify and examine current events, activities and festivals and develop strategies to ensure they are promoted and incorporated within the overall strategy and aligned where possible with other local and regional events
- 8 develop marketing strategies that support the continual improvement of Festivals and Events, including the identification of target markets
- 9 Identify the economic and employment opportunities that stem from Festivals and Events and flow on cultural activities
- 10 Identify opportunities for professional development for volunteers and organisers of local Festivals and Events

Outcomes and Benefits

Central Coast Festivals and Events Strategy

Outcomes and benefits of the Central Coast Festivals and Events Strategy include:

- 1 Clarification of council's role and responsibilities regarding the running of Festivals and Events in the Central Coast municipal area
- 2 Better understanding of the Central Coast's characteristics, needs and opportunities with respect to cultural activities
- 3 Increased capacity of the community to access funds that strengthen the development of cultural activities on the Central Coast
- 4 Better informed and educated community of those community members associated with the organising and running of such Festivals and Events
- 5 Development of expertise by the community that underpins the sustainability of Central Coast Festivals and Events
- 6 Effective use of existing infrastructure within the community through collaborative approaches such as shared venues and resources, volunteers and partnerships etc.
- 7 Sustainable and successful Festivals and Events that are well patronised by visitors and community alike
- 8 Coordinated approach to the promotion of festivals and events that build our cultural identity
- 9 Information package which includes guidelines to assist event organisers to plan and implement their events
- 10 Measure economic growth and further employment through the development of cultural tourism, community events, retail sales and other flow on benefits to the community

Outputs

Central Coast Festivals and Events Strategy

Critical deliverables of the project will include:

- 1 Initial audit of Central Coast's Festivals and Events and current documented policies relating to events
- 2 Council to undertake consultation with various marketing stakeholders
- 3 Development of specific festivals and events strategies
- 4 Periodic reviews to ensure that actions and timeframes are succinct and relevant
- 5 Information Package for event organisers
- 6 Revised existing policies and procedures
- 7 Theme branding of festivals and events

Philosophical Priorities

Central Coast Festivals and Events Strategy

Council's philosophical priorities for the development of Festivals and Events within the Central Coast Community are as follows.

Developing Creative Partnerships

Central Coast Council values the ongoing development of sustainable partnerships between organisations that have a focus on events and whose goal is to further develop their capacity.

Community Identity

Central Coast Council supports projects and programs that are relevant to and interface with local culture, whilst responding to the changing needs of the community.

Cultural Diversity

Central Coast Council recognises and upholds the importance of artistic and cultural expression from a diverse range of ideological and cultural backgrounds.

Artistic Development/Community Capacity

Central Coast Council encourages the development of projects and programs that foster and nurture the development of knowledge, skills and attitudes that are required by people who are involved in cultural activities.

Central Coast Council acknowledges that Festivals and Events may need initial support when they are being established; where possible Council supports this through small grants and other initiatives such as sponsoring events.

Strategic approach to community development cultural activities

In addition to the preceding points Council favours a strategic approach for the development, nurturing and maturing of cultural events within Central Coast:

Festivals and Events and activities which are supported by Council must meet deliverables that are **S**pecific, **M**easurable, **A**ttainable, **R**ealistic and **T**imed (SMART).

Central Coast Festivals and Events Strategy

Strategic Framework

Council's role in supporting Festivals and Events within Central Coast

Council recognises the benefits that the community and visitors alike can receive through such cultural activities. Council values the contribution made by people from diverse cultural backgrounds and from those of all ages, from children to the older members of our community. The Central Coast Council undertakes a variety of roles when involved in the delivery of events; these roles can include:

Leader:	The Council co-ordinates, advocates, plans and provides an events focus for the municipal area. It acts as a catalyst for partnerships and co-operative arrangements for events.
Provider:	The Council provides opportunities for financial support to organisations through the Small Grants Scheme. The Council may also be the provider of venues and public spaces.
Sponsor	The Council may choose to invest in events organised by others, either from within or outside the municipal area.
Facilitator:	The Council provides assistance to make events happen by taking a coordinating, regulatory and advisory role through relationship management.
Communicator and Promoter:	The council generates interest in events it or others hold by enhancing communication and promotion, using public relations and leveraging the profile of the Council.

Central Coast Festivals and Events Strategy

Strategic Framework

These eight themes will underpin the strategic framework for festivals and events, enabling the Central Coast Council to address issues and opportunities facing events organisers within the Central Coast municipal area over the five years.

The Council's strategic focus for events will therefore be based on the following themes:

1	<i>Festivals and Events Communication and Promotion</i>	Raising community and visitor awareness of Central Coast events
2	<i>Festivals and Events Evaluation</i>	Developing an understanding of the impact of events through data collection and evaluation.
3	<i>Festivals and Events Grants and Sponsorship</i>	Ensuring potential access to event funding is provided with clarity and transparency
4	<i>Festivals and Events Professional Development</i>	Facilitating continual skills development and growth of event organiser/committees.
5	<i>Festivals and Events Partnerships</i>	Increase opportunities (funding and in-kind) for event organisers by "growing" partnerships with identified organisations and agencies.
6	<i>Festivals and Events Development</i>	Supporting the development of events that are sustainable, safe and relevant to the community in which they are held.
7	<i>Festivals and Events Tools</i>	Encouraging professionalism and consistency to self manage among event organisers/committees by providing a range of event tools and templates.
8	<i>Festivals and Events Infrastructure</i>	Providing and supporting facilities/spaces/ infrastructure to attract and assist new and existing events.

Events in the Central Coast (categorisation and levels of support)

The Central Coast Council has used the following classifications to define the types of events held and the level of support provided. The following matrix isn't intended to be a comprehensive overview of all Central Coast festivals and events; however, the examples are based on information that was available at the time this document was produced.

Events Classification	Description	CCC Benefit	CCC Role	Example
<p><u>Icon Events</u> (tourism/external marketing based)</p>	<p>Major events that are readily identifiable with Central Coast that receive national/international recognition and have impacts beyond the boundaries of Central Coast Council. Also has significant benefit to region.</p> <ul style="list-style-type: none"> • Main focus is usually commercially orientated with the purpose of raising awareness of/and or selling a product • Significant role in Calendar of Events. • Can be less reliant on support from local government, as event may grow into its own business/become self supporting. • Aim to reach a wider audience (external to the region), commonly have tickets and have an emphasis on marketing budget to reach beyond the Council's boundaries. 	<ul style="list-style-type: none"> • Significant social, tourism and economic benefits. • Branding and media exposure externally 	<ul style="list-style-type: none"> • Approvals, in-kind and/or financial support. • Facilitation, tourism support • Cultural Officer 	<ul style="list-style-type: none"> • Ulysses Annual General Meeting • The Tour of Tasmania (cycling) • Under 19 National Road Selection (Mersey Valley under 19s Cycling) • National Inflatable Rescue Boat (IRB) Championships 2010 • Ten Days on the Island (biennially)

Events Classification	Description	CCC Benefit	CCC Role	Example
<p><u>Major Events</u> Can include sport/recreation/cultural Strong community base</p>	<p>Events attracting major attendance from locals and visitors (500+) frequently conducted over multiple days and can receive external media attention.</p>	<ul style="list-style-type: none"> • Social, tourism and economic benefits. • May include media exposure and branding 	<ul style="list-style-type: none"> • Approvals, in kind, start-up funding under Small Grants Program (within budgets and criteria), facilitation, training, tourism support • Cultural Officer involvement 	<ul style="list-style-type: none"> • Ulverstone Rodeo • The Forth Valley Blues Festival • Ulverstone Show • Festival in the Park • Carnival of The Grasshopper • Relay for Life • ArtEx – Cradle Coast Rotary Art Exhibition •
<p><u>Community Events</u></p>	<ul style="list-style-type: none"> • Community based and aimed at organised events. • Local audience and relevant to local population. 	<ul style="list-style-type: none"> • Community capacity building. • Cultural/arts development. • Fundraising, participation, tourism/economic 	<ul style="list-style-type: none"> • Approvals, facilitation, training advice, in kind and/or financial, tourism support. • Possible Cultural Officer involvement 	<ul style="list-style-type: none"> • Markets (excluding commercial) • Don College Student Art Exhibition • Living Writers Week (biennially) • Living Artists Week (biennially) • Northwest National Exhibition of Photography • Penguin Christmas Parade • Penguin Carols by Candlelight • Penguin History Group Photo Exhibition

Events Classification	Description	CCC Benefit	CCC Role	Example
<i>Continued</i>	<i>Continued</i>	<i>Continued</i>	<i>Continued</i>	<ul style="list-style-type: none"> • Poets' Pub Night • Ulverstone Carols by Candlelight • Ulverstone Christmas Parade • Christmas Dash • Penguin-ale (Formally Music 4 Life) • Gunns Plains Potato Festival • Seniors Week • Youth Week • National Volunteer Week Celebrations
<u>Commercial & Fundraising</u>	<ul style="list-style-type: none"> • Privately run or not for profit events which may or may not provide economic and social benefits to the community 	<ul style="list-style-type: none"> • Possibly economic, tourism and community benefits 	<ul style="list-style-type: none"> • Approvals, advice. Maybe marketing/ tourism support • Possible Cultural Officer involvement 	<ul style="list-style-type: none"> • Penguin Market • Circuses • Shows • Fundraising activities
<u>Conferences & Meetings</u>	<ul style="list-style-type: none"> • Gatherings of people for conference, meetings or exhibition purposes 	<ul style="list-style-type: none"> • Economic benefits (particularly for conference and meeting venues) 	<ul style="list-style-type: none"> • Tourism support 	<ul style="list-style-type: none"> • Knowing your place regional planning forum • Jobs Forum • Rural Week

Events Classification	Description	CCC Benefit	CCC Role	Example
<u>Civic Events</u>	<ul style="list-style-type: none"> Council or other government events 	<ul style="list-style-type: none"> Community support/participation 	<ul style="list-style-type: none"> Managed by the Council Community Services Officer and Cultural Officer involvement 	<ul style="list-style-type: none"> Australia Day celebrations
<u>Other Events</u>	<ul style="list-style-type: none"> Weddings, Hall bookings, reunions 	<ul style="list-style-type: none"> Community 	<ul style="list-style-type: none"> Bookings, permits (Local Laws) 	<ul style="list-style-type: none"> Wedding receptions in the Gawler Room

Alignment with the Central Coast Strategic Plan

Links to the Central Coast Strategic Plan 2009 – 2014

Strategic Direction 1 The Shape of the Place

- 1. Improve the value and use of open space*

Strategic Direction 2 A Connected Central Coast

- 3. Improve community wellbeing*

Strategic Direction 3 Community Capacity and Creativity

- 1. Community capacity-building*
- 2. Facilitate entrepreneurship in the business community*
- 3. Cultivate a culture of creativity in the community*

Strategic Direction 5 Council Sustainability and Governance

- 2. Improve service provision*

Links to the Local Visitor Strategy

Central Coast Festivals and Events Strategy

Links to the Central Coast Local Visitor Strategy

These linkages are also found in the Central Coast Arts and Culture Strategy 17.1 and 18.1

Strategy	Actions
<p>Improve capacity to attract major events, festivals and conferences</p>	<p>In conjunction with neighbouring Councils develop a coordinated approach to attraction of major events to the local area</p> <p>Create a central database that includes the local attractions, accommodation and services etc</p> <p>Encourage the State Government to offer incentives to attract events and conferences to the local area</p>
<p>Introduce a program of seasonal festivals / events</p>	<p>Develop a Festivals Strategy based around 'Coast to Canyon Core Appeals and Experiences</p> <ul style="list-style-type: none"> . Multi day event around Ulverstone Show – leverage off and add value to the agricultural sector (e.g. food and produce) . Capitalise on seasons and low times of year and where possible piggy back on related events and festivals in the broader local area . Develop individual and multi precinct events and festivals . Review Council event financial support to focus on events / festivals that deliver substantial destination outcomes

Links to the Arts and Culture Strategy

Central Coast Festivals and Events Strategy

Links to the Central Coast Arts and Culture Strategy

Strategy	Actions
<p>Foster a succinct approach to communication within the Central Coast arts community</p> <p>Strengthen links between Council and community groups</p>	<p>Develop a register of arts and cultural activities and events; include linkages to:</p> <ul style="list-style-type: none"> . Events Tasmania . Tasmanian Events Calender . Arts Tasmania Web Database <p>Investigate linkages between arts and cultural events and other Council publications such as the tourism newsletter</p>
<p>Support improved access to arts and cultural activities within Central Coast and neighbouring municipalities</p>	<p>Support Community based organisations through the provision of the Visitor Information Centres as a venue for community arts and cultural activities such as:</p> <ul style="list-style-type: none"> . Exhibitions . Lifestyle and promotion . Launches . Community and cultural events <p>1.1. Visitor Information Centres to support local events and conferences through promotion and information:</p> <ul style="list-style-type: none"> . Events calendar . Information on Council's website . Information bags/folders . Maps . Booking facilities
<p>Develop a Central Coast Events Strategy</p>	<p>Review existing events policies, procedures and guidelines</p> <p>Develop a resource kit for community organisations regarding hosting/managing events, which includes guidelines on how to successfully stage an event</p> <p>Produce an events strategy for Central Coast region</p>

Links to Community Plans

Central Coast Festivals and Events Strategy

The Central Coast Council has undertaken community consultations in Penguin, Turners Beach, Forth, Ulverstone and Leith in 2006 and Heybridge/Sulphur Creek/Preservation Bay during 2007. Each community provided Council with feedback on the key trends and issues impacting their communities as well as values and future directions.

Each community had its own set of unique issues and priorities. There were some contrasting ideas such as Turners Beach's priority being a shared pathway, whilst at Forth the highest priority related to culture and heritage.

Priorities from the Community plans included:

- . Culture and Heritage – the preserving and development of
- . Stage Community & Cultural Events
- . Develop and implement the Forth Cultural and Heritage Precinct Plan
- . Evaluate a suitable venue for a Cultural Heritage Centre
- . Build cultural activities in conjunction with existing events
- . Develop an Arts and Cultural Strategy
- . Develop a Festival and Events Strategy
- . Identify & develop Arts & Cultural Precincts
- . Examine the future development of the Penguin Railway Station Precinct for community purposes¹

¹ These points have been taken from the Penguin, Turners Beach, Forth, Leith, Ulverstone and Sulphur Creek/Heybridge Community Plans 2006/07

Links to the Partnership Agreement 2006

Central Coast Festivals and Events Strategy

The Partnership Agreement between the State Government and the Central Coast Council Identifies 'Cultural Planning' #3.4 as a priority area.

3.4 CULTURAL PLANNING

Issues

The parties agree the key issues to be addressed are:

- . Recognition of cultural development as a vital component in the life and growth of the community
- . Development of opportunities for increased participation, employment and investment in cultural activities and culturally-based enterprises
- . The protection and management of Central Coast Council's cultural heritage assets, including the strategic development of the Ulverstone History Museum
- . Continued development and support by the Council for events with the capacity to attract visitors and which celebrate local pride and identity, through a review of the Council's Community Small Grants Scheme
- . Identification of the unique cultural product of Central Coast Council, as a basis for increased participation in strategic tourism industry development, training, marketing and promotional activity opportunities
- . Development of interpretation strategies for cultural tourism products
- . Cultural planning to link in with the Central Coast Council's Strategic Plan and Community Plans
- . Identification and planning for the development of significant cultural locations within the Central Coast area, including the Leven Wharf and the Ulverstone History Museum precinct; and access to professional development opportunities for local artists

The report makes the following links to the 'Tasmania Together Benchmarks.'

Goal	Standard	Indicator	Indicator Definition
9	1	1	Number of cultural events in each region
9	1	2	Percentage of the population attending regional cultural venues
11	2	1	Percentage of people participating in cultural activities
11	2	2	Attendance at cultural venues
10	4	2	Recorded sites protected under either a management regime or Aboriginal management
21	3	1	Percentage of Local Government Planning Schemes adopting best practice in cultural heritage protection

Partnership agreement P12 & 13

Central Coast Festivals and Events Strategy

2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<i>Festivals and Events Communication and Promotion</i>					
1. Maintain the Calendar of Events <ul style="list-style-type: none"> • Weekly update undertaken for display at Ulverstone Visitor Information Centre • Monthly update for the council; website. 	July 2009 Ongoing	Visitor Information Centre Coordinator	Events organisations	Staff time	Calendar of Events updated <i>Mapping to Outcomes and Benefits</i> #4, 8, 10 & 12
2. Develop communications campaign for promotion of Calendar of Events information	Sept 2009	Visitor Information Centre Coordinator	Events organisations	Staff time	Developed formal process to manage and distribute Calendar of Events Information <i>Mapping to Outcomes and Benefits</i> #4, 8, 10 & 12
3. Develop database of event organisers to distribute regular communications and information relevant to events	Feb 1010	Community Development Officer	Visitor Information Centre Coordinator Events Tasmania	Staff time	Database developed Periodic information forwarded to events organisers <i>Mapping to Outcomes and Benefits</i> # 34, 5 & 8
4. Launch Festivals and Events Strategy	2009	Director Corporate and Community Services	Councillors Events Tasmania Community groups	Staff time \$2,000	Festivals and Events Strategy Better informed community Community's cultural identity <i>Mapping to Outcomes and Benefits</i> #1, 4, 9, 10, &13
5. Publish and distribute Events Strategy	2009	Community Development Officer	Penguin/ Ulverstone Visitor Information Centres		

Central Coast Festivals and Events Strategy

2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<i>Festivals and Events Communication and Promotion</i>					
6. Visitor Information Centres to support local events and conferences through promotion and information: <ul style="list-style-type: none"> • Events calendar • Information on Council's website • Information bags/folders • Maps • Booking facilities 	May 09 Ongoing	Coordinator Ulverstone Visitor Information Centre	Volunteers Local Businesses Tourism operators	Staff time	Customer satisfaction Up-to-date events calendar Collated information packs <i>Mapping to Outcomes and Benefits</i> #2, 3, 4, 7, 8, 9, 10, 12,
7. Develop online links from Councils website to organisations such as Events Tasmania and Arts Tasmania	Dec 09 Ongoing	Community Development Officer	Penguin/ Ulverstone Visitor Information Centres Events Tasmania	Staff time	Links are developed <i>Mapping to Outcomes and Benefits</i> #3, 4, 5, 8, &12
8. Maintain the register of Council managed venues and facilities that are located on the Council's website.	Dec 09	Community Services Officer	Community Groups Local Businesses Ulverstone & Penguin Libraries Penguin/ Ulverstone Visitor Information Centres	Staff time	Register is kept up-to-date Improved access to information Increased efficiencies and utilisation of venues <i>Mapping to Outcomes and Benefits</i> #6, 7, 8, 10 &12

Central Coast Festivals and Events Strategy 2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<i>Festivals and Events Communication and Promotion</i>					
9. Provide at least one feature article for Council page in the Advocate newspaper relating to festivals and events per annum.	Feb 10 Ongoing	Community Development Officer	Tasmanian Regional Arts Arts Tasmania	Staff time	Number of articles accepted Increased awareness of the benefits of participation in arts and cultural activities Greater numbers of people participating in arts and cultural activities <i>Mapping to Outcomes and Benefits</i> #2, 3, 4, 8, 9, 10 & 12

Central Coast Festivals and Events Strategy 2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<i>Festivals and Events Evaluation</i>					
10. Continue to update the Central Coast Events Management Guidelines as information comes to hand	Feb 2010 Ongoing	Cultural Officer	Community Development Officer Development Services staff	Staff time	Events Management Guidelines are kept up-to-date <i>Mapping to Outcomes and Benefits #3, 4, 5, 8, 10 & 11</i>
11. Ensure that the scheduling and timing of events is revised periodically to make certain that scheduling conflicts are avoided	Mar 10 Periodically every twelve months	Cultural Officer	Community Services Officer	Staff time	Survey undertaken and completed Sustainable events Customer satisfaction Effective use of Council resources <i>Mapping to Outcomes and Benefits #5, &, 10</i>

Central Coast Festivals and Events Strategy

2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<i>Festivals and Events Grants and Sponsorship</i>					
12. Review existing funding arrangements for "Key" Council supported events.	Jun 2013	Director Corporate and Community Services		Staff time	Review undertaken and documented <i>Mapping to Outcomes and Benefits</i> #7, 8, 10, 12 & 13
13. Investigate/review how current outcomes achieved from the investment are evaluated	Jun 2013	Director Corporate and Community Services	Events Tasmania Tourism Tasmania	Staff time	Visitor numbers are documented Tasmania Visitor Survey (TVS) Data analysed to determine total visitor spend <i>Mapping to Outcomes and Benefits</i> #2, 5, 8, 10, 12 & 13
14. Develop a Sponsorship policy specifically for Festivals and Events	Feb 2014	Community Services Officer	Cultural Officer	Staff time	Policy developed <i>Mapping to Outcomes and Benefits</i> #1, 5, 8, 10, 12 & 13

Central Coast Festivals and Events Strategy

2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<i>Festivals and Events Professional Development</i>					
<p>15. Develop training opportunities focusing on continuous improvement for Events organisers, to ensure events remain relevant to audiences.</p> <ul style="list-style-type: none"> Workshop content to incorporate Festival and Events issues including but not limited to legislative changes, risk and traffic management plans, marketing opportunities, Event Insurance issues, Succession Planning for Committees and other relevant identified topics Advise events organisers of training and professional development opportunities that are offered by organisations such as Events Tasmania, Volunteering Tasmania, Tasmanian Regional Arts, Arts Tasmania 	May 2010	Cultural Officer Community Development Officer	Events Tasmania, Volunteering Tasmania, Tasmanian Regional Arts, Arts Tasmania Volunteering Tasmania	Staff time	<p>Training conducted Assessment of the training needs undertaken Information provided to events organisers Competent organisers and volunteers Sustainable events Increased customer satisfaction</p> <p style="text-align: right;"><i>Mapping to Outcomes and Benefits</i> #3, 4, 5, 8, 9, 10, &12</p>
<p>16. Increase the involvement of young people by advising schools and organisations of activities being undertaken in Central Coast</p>	Jun 09 Ongoing	Youth Officer	Schools Youth Council Events Tasmania Community groups Department of Health and Human Services Enormity Inc.	Staff time Various community initiatives	<p>Greater awareness of events and cultural activities by young people Increased numbers of young people participating in events/cultural activities</p> <p style="text-align: right;"><i>Mapping to Outcomes and Benefits</i> #2, 4, 8, &12</p>

Central Coast Festivals and Events Strategy

2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<i>Festivals and Events Professional Development</i>					
17. Work with Events Tasmania to develop a forum for service clubs and stakeholder organisations on the topic of "inclusion of people with disabilities and/or special needs and other cultural backgrounds" in festivals and events.	Mar 2012	Community Development Officer	Events Tasmania	Staff time Various community initiatives	Forum held Addition of supported opportunities for people with disabilities to participate in cultural activities Higher participation rates amongst people with disabilities <i>Mapping to Outcomes and Benefits</i> #2, 4, 8, &12
18. Networking opportunities provided for local Event organisers	Nov 2011	Cultural Officer	Visitor Information Centre Coordinator Community Development Officer	Staff time	Networking get-togethers conducted. Stakeholders surveyed to see if future get-togethers should be organised <i>Mapping to Outcomes and Benefits</i> #2, 3, 4,5, 8, 9, &12

Central Coast Festivals and Events Strategy

2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<i>Festivals and Events Partnerships</i>					
19. Promote the effective utilisation of community resources so as to maximise efficiencies. Include but not limited to: <ul style="list-style-type: none"> • Joint tenancy of venues • Shared resources • Volunteers working across organisations • Cross organisation sponsoring and management of events 	May 2009 Ongoing	Community Development Officer	Community Groups Volunteers	Staff time	Meetings between the Council and stakeholders Improved efficiencies around the use of community resources Increased capacity of community groups to deliver arts and cultural activities within the Central Coast Community Increased satisfaction amongst volunteers <p style="text-align: right;"><i>Mapping to Outcomes and Benefits #6 &7</i></p>

Central Coast Festivals and Events Strategy

2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<i>Festivals and Events Development</i>					
<p>20. Appoint a Project working team to develop an approach to packaging, resourcing and supporting Central Coast Festivals and Events</p> <p>20.1. Examine options for branding and promoting the program</p>	Apr 2010	<p>Community Development Officer</p> <p>Project working team</p>	<p>Stakeholder organisations identified in this document</p> <p>Events Tasmania</p> <p>Council staff</p>	<p>Staff time</p> <p>\$1,000 for printing costs</p>	<p>Developed Central Coast Festivals and Events Program/s</p> <p>Promotional material</p> <p>Marketing plan</p> <p>Satisfaction amongst festivals and events organisers</p> <p>Customer satisfaction</p> <p>Viable festivals and events</p> <p style="text-align: right;"><i>Mapping to Outcomes and Benefits</i> #1, 2, 8, 10, 12 & 13</p>
<p>21. Provide "one stop shop" for events applications; process will include:</p> <p>21.1. Assess applications to see if they require licences or registrations</p> <p>21.2. Carry out relevant inspections prior to issuing licences</p> <p>21.3. Issue licences if required</p> <p>21.4. Place appropriate conditions on any licences or registrations</p> <p>21.5. Carry out relevant inspections during events if required</p>	<p>Mar 2010</p> <p>Ongoing</p>	<p>Cultural Officer</p> <p>Community Development Officer</p>	<p>Development Services Department</p>	<p>Staff time</p>	<p>Applications assessed</p> <p>Inspections carried out</p> <p>Licences issued</p> <p>Appropriate conditions applied</p> <p style="text-align: right;"><i>Mapping to Outcomes and Benefits</i> #5, 11 & 13</p>

Central Coast Festivals and Events Strategy

2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<i>Festivals and Events Development</i>					
21.6. Ensure that events organisers obtain permits and licences prior to holding an event. Examples: <ul style="list-style-type: none"> • Liquor licence • Road closure permit • Temporary food premises registration • insurance 	Mar 2010 Ongoing	Cultural Officer Community Development Officer	Development Services Department	Staff time	Applications assessed Inspections carried out Licences issued Appropriate conditions applied <i>Mapping to Outcomes and Benefits #5, 11 &13</i>
22. Provide support for the development of new events, including advice regarding the development feasibility analysis and business plans and /or seed funding, serviceable space and infrastructure and for new events. <ul style="list-style-type: none"> • Refer potential event organisers to the register of Council managed facilities that is located on the Council's website • Advise potential event organisers as to which venue may suit their needs • Provide information of costs and availability 	July 2010	Cultural Officer Community Development Officer	Customer Service staff Community Services Officer Cultural Officer Community Development Officer	Staff time Central Coast Council's Small Grants Scheme	Information and advice provided to potential events organisers Sustainable events Regional events attracted to Central Coast Customer satisfaction Effective utilisation of Council resources <i>Mapping to Outcomes and Benefits #3, 4,6, 7, 8 &10</i>

Central Coast Festivals and Events Strategy

2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<i>Festivals and Events Tools</i>					
<p>23. Develop assistance package that defines information for events organisers, as to the avenues that can be pursued to gain support to run a successful event</p> <ul style="list-style-type: none"> • Notify events organisers of grants/funding as they come to hand • Ensure the appropriate documentation is provided to organisers of major events 	Mar 2010	Cultural Officer Community Development Officer		Small Grants Scheme Staff time	<p>Assistance package developed and distributed</p> <p>Effective use of Council resources</p> <p>Successful festivals and events</p> <p>Customer satisfaction</p> <p>Economic benefits to Central Coast community</p> <p>Successful festivals and events</p> <p>Increased visitor numbers</p> <p>Events organisations advised of funding opportunities</p> <p>Documentation provided</p> <p style="text-align: right;"><i>Mapping to Outcomes and Benefits #3, 4, 5, 10 & 11</i></p>

Central Coast Festivals and Events Strategy

2009 ~ 2014

Recommended Action	Timeframe	Responsibility	Partners	Resources	Performance measures
<i>Festivals and Events Infrastructure</i>					
24. Provide advice and information to organisations/groups seeking to obtain minor equipment and infrastructure relating to events.	Mar 2010	Cultural Officer	Corporate and Community Service staff Development Service Staff	Staff time	Advice provided <i>Mapping to Outcomes and Benefits #4, & 7</i>
25. Undertake a feasibility study into the purchase of a portable toilet block that can be used for Central Coast events	Mar 2014	Cultural Officer	Events Organisers	Staff time	Feasibility study undertaken, recommendations forwarded to the Director of Corporate and Community Services for consideration <i>Mapping to Outcomes and Benefits #1, 7, &13</i>
26. Undertake a review of Central Coast parks, particularly those that are used for events to identify the adequacy of facilities.	July 2010	Community Development Officer	Assets and engineering Environmental Services Corporate and Community Services	Staff time	Review undertaken

Related Festivals and Events

Australia Day

Central Coast Council
Po Box 220 Ulverstone 7315
Contact: Melissa Cruse
Community Services Officer
Telephone: 03 6429 8958
Email: melissa.cruse@centralcoast.tas.gov.au
Web: centralcoast.tas.gov.au

ArtEx - Cradle Coast Rotary Art Exhibition

Sponsor: Ulverstone West Rotary Club
Annual Exhibition – Gawler Room
Ulverstone Civic Centre
Patrick Street Ulverstone 7315
Contact: Mr Tony MacCormick
Telephone: 03 6428 3170
Email: antony.maccormick@siemens.com

Carnival of the Grasshoppers (March)

Ulverstone Anglers Club Inc.
Po Box 531 Ulverstone 7315
Organiser: Stephen Harwood
Telephone: 03 6428 2911

Christmas Dash

Enormity Inc. – “Concepts of Great Wickedness”
PO Box 558, Ulverstone, TAS 7315.
Telephone/Fax: 03 6423 6687
Email: enquiries@christmasdash.com
Web: <http://www.christmasdash.com/index.htm>

Don College Student Art Exhibition

Held annually at the Ulverstone Visitor Information Centre
Contact: Dean Schuettpels or Anne Dunham
Telephone: 03 6424 0200
Don College
Postal Address:
Watkinson Street Devonport 7310

Festival in the Park

Location ANZAC Park
Ulverstone TAS 7315
Rotary Clubs of Ulverstone & Ulverstone West
Po Box 202
Ulverstone 7315
Email: info@festivalinthepark.org.au
Web: <http://www.festivalinthepark.org.au>

Forth Valley Blues Festival (March)

Venue: Forth Recreation Ground
Secretary: c/o Forth Post Office Forth, 7310
Contact: Chris Bramich
Telephone: 6428 2239
Contact: Paul Barter
Telephone: 03 6428 7110
Email: entries@forthvalleyblues.com
Web: <http://www.forthvalleyblues.com>

Gunns Plains Potato Festival

Gunns Plains Hall Committee
Contact: Yvonne Downes
Telephone: 03 6429 1353

Living Writers Week (biennially)

arts@work
27 Tasma Street, North Hobart 7000
Telephone: 03 6233 5940
Email: info@artsatwork.com.au
Web: www.artsatwork.com.au

Living Artists Week (biennially)

arts@work
27 Tasma Street, North Hobart 7000
Telephone: 03 6233 5940
Email: info@artsatwork.com.au
Web: www.artsatwork.com.au

National Inflatable Rescue Boat (IRB) Championships 2010

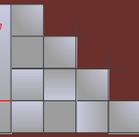
Penguin Surf Life Saving Club
Club President: Michael Bonney
Telephone: 03 6437 2639
Email: robertabonney@bigpond.com.au

Northwest National Exhibition of Photography

Organised by the Ulverstone Camera Club, and approved by the Australian Photographic Society
Venue: Gawler Room Ulverstone Civic Centre
President: John Weatley
Telephone: 03 6425 3589
Secretary: Graeme Smith
Telephone: 03 6425 1419
Treasurer: John Hinchcliffe
Telephone: 03 6425 6107

Related Festivals and Events

Central Coast Festivals and Events Strategy



National Volunteer Week Celebrations

Central Coast Council
(Ulverstone Visitor Information Centre)
PO Box 220 Ulverstone
Contact: Susanne Clear
Telephone: 30 6425 2839
Email: Susanne.clear@centralcoast.tas.gov.au

Volunteering Tasmania
Suite 23 Portside, 2 Spring Street
Burnie 7320 (NW)
Telephone: 03 6432 4335

State Office
Telephone: 1800 677 895
Email: admin@volunteeringtas.org.au
Web: <http://www.volunteeringtas.org.au/>

Penguin Carols by Candlelight

Lions Club of Penguin
President: Dale Crawford
Telephone: 03 6431 6173
Mobile: 0418 141 236
Secretary: Contact: Maurice Jones
Telephone: 03 3437 2355
Des Hiscutt:
Telephone: 03 6435 4302
Email lions@minksystems.com

Penguin History Group Photo Exhibition

Penguin Railway Station
Postal Address:
44 Main Road Penguin Tasmania 7316
Telephone: 03 6437 2712
Chair: Philippa Johnstone
Secretary: Pauline Lancaster
Treasurer: Doug Hardstaff

Penguin Christmas Parade

Venue: Main Road Penguin
Lions Club of Penguin
Contact: Maurice Jones
Telephone: 03 3437 2355
Email: lions@minksystems.com

Penguin-ale (Formally Music 4 Life)

Penguin Lions Centre
19 Ironcliffe Road, Penguin
Organiser: Maurice Jones
Telephone: 03 6437 2355

Poets' Pub Night

Forth Hotel (held twice-annually)
Fay Forbes
C/- PO Forth
Telephone: 03 6428 2877

Seniors Week

Central Coast Council
PO Box 220 Ulverstone
Contact: David Coy or Melissa Cruse
Telephone: 03 6429 8900
Web: <http://www.centralcoast.tas.gov.au/>

Seniors Bureau
Department of Premier and Cabinet
Telephone: 1300 13 55 13
Email: seniors@dpac.tas.gov.au
Web:
<http://www.dpac.tas.gov.au/divisions/cdd/seniors>

Ten Days on the Island (biennially)

Level 5, 147 Macquarie Street Hobart
GPO Box 1403 Hobart
Tasmania 7001 Australia
General Manager: Steve Kyne
Telephone: 03 6233 5700
Email: info@tendaysontheisland.org
Web: tendaysontheisland.com

Ulverstone Christmas Parade

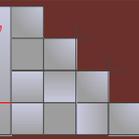
Apex Club of Ulverstone
PO Box 88 Ulverstone 7315
President: Rodney O'Rourke
Telephone: 03 6425 5187
Secretary: Terry Bellchambers
Treasurer: Jamie Richey
Telephone: 03 6425 3123

Ulverstone Show

The Show is usually held on the first Saturday in November
PO Box 17, Ulverstone
Telephone: 03 6425 1703
President: Stan McConnon
Secretary: Kevin Chambers
Treasurer Ron Wilson
Email ulverstoneshow@hotmail.com

Related Festivals and Events

Central Coast Festivals and Events Strategy



Ulverstone Carols by Candlelight

Venue: Soundshell-Outdoor Entertainment Centre
Bicentennial Park Dial Street Ulverstone
Apex Club of Ulverstone
PO Box 88 Ulverstone 7315
Contact: Rodney O'Rourke
Telephone: 03 6425 5187
Mobile: 0419 007 593

Under 19 National Road Selection (Mersey Valley under 19s Cycling)

Mersey Valley Devonport Cycling Club
P.O. Box 228, Devonport

Ulverstone Rodeo

Batten Park
South Road West Ulverstone 7315
PO Box 487 Ulverstone 7315
Secretary: Jayne Good
Contact: Tracey King
Mobile: 0400 917 417
Telephone: 03 6437 5336
Email:
tracey.king@privateforests.tas.gov.au

Summer Run Jackpot Series

Ulverstone Rodeo
(dedicated to new-comers)
Details as above

Youth Week

Central Coast Council
PO Box 220 Ulverstone
Contact: Mel Woodhouse
Telephone: 03 6429 8959
Email: mel.woodhouse@centralcoast.tas.gov.au
Office of Children and Youth Affairs
Telephone: 03 6232 7050
Email: ocya@dpac.tas.gov.au
Web:
<http://www.dpac.tas.gov.au/divisions/cdd/ocya>

Definitions and Glossary

Central Coast Festivals and Events Strategy

Festivals and Events

There is no universally held view amongst peak bodies in Australia, as to a precise definition of a “*festival*” or an “*event*”; therefore, a definition needs to be contextualised to encompass the scope to which it is deemed relevant. That being said we can conclude that an “*event*” is a single activity with an outcome and a “*festival*” is a group of related activities that are united under a single entity.

Festivals and events bring people together; they help to define a sense of place, enhance a feeling of pride in the community and can foster health and wellbeing. Within the Central Coast municipal area the diversity of events is a reflection of the various “communities of interest”. The beneficiaries are locals and visitors alike; businesses too can experience increases in patronage as an influx of people rally in the community.

Event Management

‘Event management is the process by which an event is planned, prepared, and produced. As with any other form of management, it encompasses the assessment, definition, acquisition, allocation, direction, control, and analysis of time, finances, people, products, services, and other resources to achieve objectives. An event manager’s job is to oversee and arrange every aspect of an event, including researching, planning, organising, implementing, controlling, and evaluating an event’s design, activities, and production’.²

Culture:

The term Culture signifies how people through society express their attitudes and beliefs and interact with their natural and physical environment. It is a collective sense of meaning, determining values that develop a community’s way of life. As a term ‘culture’ is used in a variety of ways, according to the noted sociologist Raymond Williams:

‘Culture is one of the two or three most complicated words in the English language. This is so partly because of its intricate historical development, in several European languages, but mainly because it has now come to be used for important concepts in several distinct intellectual disciplines and in several distinct and incompatible systems of thought.’³

Cultural Development

Cultural Development is defined as the enhancement of opportunities for people to participate in the cultural life of their communities by supporting local cultural initiatives.

Local Cultural Identity

Local Cultural Identity relates to a feeling of identity in relation to a particular group, sense of belonging or connectedness to a community.

² *The Tasmanian Event Management Guide* (© Julia Rutherford Silvers, CSEP. All rights reserved.)

³ *Raymond Williams 1988, Keywords, A Vocabulary of Culture and Society, p. 87.*

Acknowledgements

Central Coast Festivals and Events Strategy

Information from the Colac Otway “Festivals and Events Strategic Plan 2007 – 2011” was used to inform the development of the “Central Coast Festivals and Events Strategy 2009 – 2014”. This was undertaken with the permission of the Colac Otway Shire Council.

AGREEMENT

THIS AGREEMENT is made and entered into by and between the VILLAGE OF EGG HARBOR, a public body corporate and politic duly created under the laws of the State of Wisconsin (the "Village") and the EGG HARBOR BUSINESS ASSOCIATION, a Wisconsin non-profit, non-stock corporation (the "Association")

RECITALS

WHEREAS, pursuant to the provisions of Section 61.34(1) of the Wisconsin Statutes the Village Board of and for the Village of Egg Harbor has the authority and power to act for the government of the Village and for its peace and good order and for the commercial benefit of the community as well as its health, safety, welfare and convenience; and

WHEREAS, the Association, among other things, provides community oriented promotional services and has special knowledge and experience together with trained staff and facilities to provide such promotional services; and

WHEREAS, the Village is desirous of retaining the community oriented promotional services of the Association in order to facilitate, provide and promote tourism, recreation and economic development within the community and to reduce unemployment and bring needed capital into the community, under and pursuant to the terms, conditions, limitations and provisions of this Agreement through the promotion of the artistic and cultural heritage, community services and amenities of the Village of Egg Harbor;

NOW, THEREFORE, the Parties hereto, by their respective authorized agents and representatives do hereby agree in and to the following:

ARTICLE I

TERM AND TERMINATION

Section 1.1 Term. The term of this Agreement shall be for a period commencing as of the effective date of signature hereof and ending December 31, 2008

Section 1.2 Renewal. This Agreement shall not automatically renew but may be renewed upon the mutual agreement of the Parties hereto.

Section 1.3 Termination. This Agreement may be terminated by either party hereto at anytime upon thirty (30) days prior written notice to the other party.

ARTICLE II

PROMOTIONAL SERVICES

Section 2.1 General Statement of Services. The Association shall in a professional and businesslike manner promote the artistic and cultural heritage through producing events in such manner as the Association shall determine subject to the terms, conditions, limitations and provisions of this Agreement. In its promotion of the Village of Egg Harbor under this Agreement the Association shall not represent or promote the interests of non-civic or non-sectarian organizations or entities or individual businesses within or outside of the Village of Egg Harbor unless such organization, entity or business was a joint sponsor of an Event being promoted hereunder and that such joint sponsor was approved, in writing, by the Village.

Section 2.2 Community Promotion Through Event Production. Subject to approval by the Village, the Association shall carryout community promotion through the production of at least eleven (11) community based and community oriented events, such as, but not limited to shows, exhibits, plays, music events, dance events, story telling and fireworks displays, between May 15th and October 5th during the term of this Agreement. Such events shall be held at the Village's Harbor View Park, Beach Park, the Peg Egan Performing Arts Center/Eames Cherry View Park or at such other location as shall be approved by the Village. Two (2) of these events may be performance events for which admission is charged.

ARTICLE III

USE OF PUBLIC FACILITIES

Section 3.1 Use of Public Facilities. For purposes of the provisions of Section 2.2 of this Agreement, the Village shall, upon prior notice, make available facilities and improvements at Harbor View Park, Dock Park, Village View Park, Beach Park and the Peg Egan Center at Eames Cherry View Park, subject to the restrictions and limitations set forth in this Article, and Chapter 93, Public Parks of the Village of Egg Harbor Municipal Code and a document titled "Usage Policy for Peg Egan Performing Arts Center" dated May 2007. Association shall, by March 1st, 2008 provide a list of dates for promotional events to be held at Peg Egan Performing Arts Center and Eames Cherry View Park, Harbor View Park, Dock Park, Village View Park, and Beach Park by the Association.

Section 3.2 Harbor View Park, Dock Park, Village View Park and Beach Park. The use and availability of space and facilities at Harbor View Park, Dock Park, Village View Park and Beach Park by the Association for community promotion events sponsored in whole or in part by the Association shall be subject to the following site specific restrictions and limitations:

- (a) Performances and Displays: Public performance events may begin no earlier than 9:00 a.m. and conclude no later than 10:00 p.m. Set up for the performance event may not begin earlier than 7:00 a.m. and take down must be concluded by no later than 12:00 p.m. (midnight).

Section 3.3 Peg Egan Performing Arts Center and Eames Cherry View Park. The use and availability of space and facilities at Peg Egan Performing Arts Center and Eames Cherry View Park by the Association for community promotion performance events sponsored in whole or in part by the Association shall begin no earlier than 9:00 a.m. and conclude no later than 9:00 p.m. Set up for the performance may not begin earlier than 7:00 a.m. on the day of the performance and take down must be concluded by no later than 10:00 p.m. on the date of the performance.

Section 3.4 Harbor View Park, Dock Park, Village View Park and Beach Park. The use and availability of space and facilities at Harbor View Park, Dock Park, Village View Park and Beach Park by the Association for community promotion performance events sponsored in whole or in part by the Association shall begin no earlier than 9:00 a.m. and conclude no later than 10:00 p.m. Set up for the performance may not begin earlier than 7:00 a.m. on the day of the performance and take down must be concluded by no later than 11:00 p.m. on the date of the performance.

Section 3.5 Fees. For events sponsored in whole or in part by the Association under this Agreement for which no fees or admission is charged by the Association for the attendees, the Village shall provide access to and use of Beach Park, Eames Cherry View Park and the Peg Egan Center without fee or charge except for the usual and customary security deposit charge imposed by the Village. For events sponsored in whole or in part by the Association under this Agreement for which a fee or admission is charged to attendees the Association shall pay to the Village the usual and customary rental fees charged by the Village for such venues. The Village shall receive five percent (5%) of gross gate or admission receipts in addition to the customary fess from events for which a fee or admission is charged to attendees shall be divided equally between and among the Village, the Association and any other sponsoring organization or entity that has been so approved by the Village.

ARTICLE IV

INSURANCE AND INDEMNIFICATION

Section 4.1 Insurance. The Association agrees, both generally and specifically with respect to the services to be provided hereunder, that it will procure and maintain in place insurance against such risks in such amounts as are customarily insured for such services. Such insurance shall be obtained by purchasing and maintaining in place during and for such time as it has an obligation to the Village under this Agreement a policy or policies of insurance issued by licensed and reputable insurance companies authorized and qualified to underwrite such risks. The Association shall further require all contractors, co-sponsors of events or others with whom it may partner in connection with the promotional services to be provided hereunder, to have, carry and maintain general liability and workers

compensation insurance coverage consistent with the nature and extent of such third party's interest and involvement in any project or event arising under this Agreement.

Section 4.2 Indemnification. The Association agrees to indemnify and hold harmless the Village and its officers on officials, agents and employees from and against any and all losses, claims, damages, expenses and all suits in equity and actions at law, including reasonable counsel fees, and liabilities arising from, in connection with, or as a result of the provision of any and all of the services contemplated by and under this Agreement.

ARTICLE V

COMPENSATION

Section 5.1 Annual Compensation. The total compensation for services rendered by the Association under this Agreement shall be no more than FORTY THOUSAND and 00/100 (\$40,000.00) DOLLARS during the term of this Agreement. The allocation of which shall be as follows; twenty five thousand dollars (\$25,000) for performances at Peg Eagan Performing Arts Center, fifteen thousand dollars (\$15,000) for fireworks displays and Independence Day parade features in conjunction with Independence Day celebrations.

Section 5.2 Eligible Costs. Costs eligible for payment are for only those services rendered under this agreement and include the cost of performers, promotion, insurance, event staff, additional event facilities, and equipment rental.

Section 5.3 Monthly Invoicing. The Association shall invoice the Village on a monthly basis beginning April 1, 2008 for services rendered under this Agreement. The Association's invoicing shall provide a detailed list of services performed in the prior month and documentation of expenses associated with rendering those services. Payment of the invoices shall be due upon receipt subject to review and approval by the Village Board.

Section 5.4 Quarterly Reporting. The Association shall report to the Village on a quarterly basis the success of the events sponsored by the Village under this agreement. Measurement of success should include attendance, post event satisfaction, changes in business activity, and so forth.

ARTICLE VI

OTHER ACTIVITIES CONTINUED

Section 6.1 Other Activities Continued. The Association agrees to continue to sponsor their other promotional events, including but not limited to the musical series held in Harbor View Park known as Concerts in the Park, a fall festival known as Pumpkin Patch Festival, and a Thanksgiving and Christmas event known as Holly Days. The Association also agrees to continue other fund raising efforts for the benefit of Independence Day celebrations.

ARTICLE VII**MISCELLANEOUS PROVISIONS**

Section 7.1 Amendments. No modification, alteration or amendment to this Agreement shall be binding upon either party hereto until such modification, alteration or amendment is reduced to writing and signed by both parties hereto.

Section 7.2 Governing Law and Venue. This Agreement and the rights of the Parties hereunder shall be interpreted and enforced in accordance with the laws of the State of Wisconsin. All actions involving this Agreement shall be venued in Door County, Wisconsin.

Section 7.3 Compliance with Laws and Orders. In providing the promotional services to be provided under this Agreement the Association shall comply with all local, state and federal laws, ordinances and regulations including, but not limited to local traffic laws and regulations, and federal copywrite laws.

Section 7.4 Notices. Notice to either party shall be given to the following addresses:

IF TO VILLAGE:

VILLAGE OF EGG HARBOR
P. O. Box 175
Egg Harbor, WI 54209

IF TO ASSOCIATION:

EGG HARBOR BUSINESS ASSOCIATION
P. O. Box 33
Egg Harbor, WI 54209

Section 7.5 No Third-Party Beneficiaries. This Agreement does not create any third-party benefits to any person or entity other than the Parties hereto and is solely for the consideration herein expressed.

Section 7.6 No Assignment. This Agreement may not be assigned by the Association to any third party.

Section 7.7 Headings. The headings, titles or captions contained in this Agreement have been inserted only as a matter of convenience and for reference, and such captions in no way define, limit, extend or describe the scope of this Agreement or the intent of any provision hereof.

Section 7.8 Independent Contractor. Notwithstanding any other representation, oral or written, between the Parties hereto, including any and all agents or representatives thereof, the Association is at all times hereunder acting as a free and independent contractor and not as an agent of the Village.

Section 7.9 No Joint Venture. No promotional event sponsored in whole or in part by the Association shall at anytime be, or be considered, a joint venture by and between the Association and the Village.

Section 7.10 Entire Agreement. This Agreement contains the entire agreement between the Parties with respect to the transactions contemplated by this Agreement and matters related thereto, and does hereby supersede and render null and void and of no further force or effect any and all prior agreements, drafts of agreements and understanding between the Parties

IN WITNESS WHEREOF, the Parties hereto have by their duly authorized officers and representatives set their hands and affixed their seals on the date set forth below their name.

Date: January 22, 2008

VILLAGE OF EGG HARBOR

By: Nancy A. W. Fisher
Nancy A. W. Fisher,
Village President

ATTEST:

By: Patricia C. Gureski
Patricia C. Gureski,
Clerk/Treasurer

Date: January 25, 2008

EGG HARBOR BUSINESS ASSOCIATION

By: Karen Peterson
Karen Peterson
President

ATTEST:

By: Amber Heise
Amber Heise
Secretary

AMENDMENT

Amendment to the Agreement for Services between Village of Egg Harbor and Egg Harbor Business Association

This AMENDMENT to AGREEEMNT is made and entered into by and between the Village of Egg Harbor, a public body corporate and politic duly created under the laws of the State of Wisconsin (the "Village") and the EGG HARBOR BUISNINESS ASSOCIATION, a Wisconsin non-profit, non-stock corporation (the "Association")

RECITALS

WHEREAS, pursuant to ARTICLE VII, Section 7.1 of the Agreement, No modification, alteration or amendment to this Agreement shall be binding upon either party hereto until such modification, alteration or amendment is reduced to writing and signed by both parties hereto; and

WHEREAS, both parties to the Agreement have found it to be mutually beneficial to amend the Agreement for the purposes of clarification, correction, and administration;

NOW, THEREFORE, the parties hereto, by their respective authorized agents and representatives do hereby agree in and to the following additions, deletions, and insertions:

ARTICLE II**Add:**

Section 2.3 Community Promotion Through Visitor Services. The Association shall operate a Visitor Center in a facility located at 7842 Orchard Road, in the Village of Egg Harbor. Services rendered through the Visitor Center shall include but not be limited to production, publication, distribution, administrative, and other activities related to the operation and provision of services related to business development, enhancement and promotion in the village of Egg Harbor.

ARTICLE V**Delete:**

Section 5.1 Annual Compensation. The total compensation for services rendered by the Association under this Agreement shall be no more than FORTY THOUSAND and 00/100 (\$40,000.00) DOLLARS during the term of this Agreement. The allocation of which shall be as follows; twenty five thousand dollars (\$25,000) for performances at Peg Eagan Performing Arts Center, fifteen thousand dollars (\$15,000) for fireworks displays and Independence Day parade features in conjunction with Independence Day celebrations.

Insert:

Section 5.1 Annual Compensation. The total compensation for services rendered by the Association under this Agreement shall be no more than FORTY THOUSAND and 00/100 (\$40,000.00) DOLLARS during the term of this Agreement. Expenses shall fall into the following three categories and approximate the following: ; seventeen thousand dollars (\$17,000) for performances at Peg Eagan Performing Arts Center, twelve thousand dollars (\$12,000) for fireworks displays and Independence Day parade features in conjunction with Independence Day celebrations and eight thousand (\$8,000) towards Association business development, enhancement, and promotion in conjunction with continued operation of the Visitor Center.

Delete:

Section 5.2 Eligible Costs. Costs eligible for payment are for only those services rendered under this agreement and include the cost of performers, promotion, insurance, event staff, additional event facilities, and equipment rental.

Insert:

Section 5.2 Eligible Costs. Costs eligible for payment are for only those services rendered under this agreement and include the cost of performers, promotion, insurance, event staff, additional event facilities, equipment rental, and administration.

Delete:

Section 5.3 Monthly Invoicing. The Association shall invoice the Village on a monthly basis beginning April 1, 2008 for services rendered under this Agreement. The Association's invoicing shall provide a detailed list of services performed in the prior month and documentation of expenses associated with rendering those services. Payment of the invoices shall be due upon receipt subject to review and approval by the Village Board.

Insert:

Section 5.3 Monthly Invoicing. The Association shall invoice the Village on a monthly basis beginning April 1, 2008 for services rendered under this Agreement. The Association's shall provide documentation associated with rendering those services, an example of documentation may include: monthly budget reports, statement of expenses, or written report of activities to date. Payment of the invoices shall be due upon receipt, subject to review and approval by the Village Board.

END OF CHANGES

IN WITNESS WHEREOF, the Parties hereto have by their duly authorized officers and representatives set their hands and affixed their seals on the date set forth below their name.

Date: May 22, 2008

VILLAGE OF EGG HARBOR

By: Nancy A. W. Fisher
Nancy A. W. Fisher,
Village President

ATTEST:

By: Patricia C. Gureski
Patricia C. Gureski,
Clerk/Treasurer

Date: May 31, 2008
ASSOCIATION

EGG HARBOR BUSINESS

By: Karen Peterson
Karen Peterson
President

ATTEST:

By: Amber Heise
Amber Heise
Secretary

AGREEMENT

THIS AGREEMENT is made and entered into by and between the VILLAGE OF EGG HARBOR, a public body corporate and politic duly created under the laws of the State of Wisconsin (the "Village") and the EGG HARBOR BUSINESS ASSOCIATION, a Wisconsin non-profit, non-stock corporation (the "Association")

RECITALS

WHEREAS, pursuant to the provisions of Section 61.34(1) of the Wisconsin Statutes the Village Board of and for the Village of Egg Harbor has the authority and power to act for the government of the Village and for its peace and good order and for the commercial benefit of the community as well as its health, safety, welfare and convenience; and

WHEREAS, the Association, among other things, provides community-oriented promotional services and has special knowledge and experience together with trained staff and facilities to provide such promotional services; and

WHEREAS, the Village is desirous of retaining the community oriented promotional services of the Association in order to facilitate, provide and promote tourism, recreation and economic development within the community and to reduce unemployment and bring needed capital into the community, under and pursuant to the terms, conditions, limitations and provisions of this Agreement through the promotion of the artistic and cultural heritage, community services and amenities of the Village of Egg Harbor;

NOW, THEREFORE, the Parties hereto, by their respective authorized agents and representatives do hereby agree in and to the following:

ARTICLE I

TERM AND TERMINATION

Section 1.1 Term. The term of this Agreement shall be for a period commencing as of the effective date of signature hereof and ending December 31, 2014.

Section 1.2 Renewal. This Agreement shall not automatically renew but may be renewed upon the mutual agreement of the Parties hereto.

Section 1.3 Termination. This Agreement may be terminated by either party hereto at anytime upon thirty (30) days prior written notice to the other party.

ARTICLE II

PROMOTIONAL SERVICES

Section 2.1 General Statement of Services. The Association shall in a professional and businesslike manner promote the artistic and cultural heritage through producing events in such manner as the Association shall determine subject to the terms, conditions, limitations and provisions of this Agreement. In its promotion of the Village of Egg Harbor under this Agreement the Association shall not represent or promote the interests of non-civic or non-sectarian organizations or entities or individual businesses within or outside of the Village of Egg Harbor unless such organization, entity or business was a joint sponsor of an Event being promoted hereunder and that such joint sponsor was approved, in writing, by the Village.

Section 2.2 Community Promotion Through Event Production. Subject to approval by the Village, the Association shall carryout community promotion through the production of community based and community oriented events, such as, but not limited to shows, exhibits, plays, music events, dance events, storytelling and fireworks displays during the term of this Agreement. Such events shall be held at the Village's Harbor View Park, Beach Park, the Peg Egan Performing Arts Center/Eames Cherry View Park or at such other location as shall be approved by the Village.

Section 2.3 Community Promotion Through Visitor Services. The Association shall operate a Visitor Center in a facility located in the Village of Egg Harbor. Services rendered through the Visitor Center shall include but not be limited to production, publication, distribution, administrative, and other activities related to the operation and provision of services related to business development, enhancement and promotion in and of the Village of Egg Harbor.

Section 2.4 Membership. The Association shall include membership and all the privileges associated therewith for the Village of Egg Harbor and each of its units of business, identified as the Egg Harbor Marina and the Peg Egan Performing Art Center.

ARTICLE III

USE OF PUBLIC FACILITIES

Section 3.1 Use of Public Facilities. For purposes of the provisions of Section 2.2 of this Agreement, the Village shall, upon prior notice, make available facilities and improvements at Harbor View Park, Village View Park, Beach Park and the Peg Egan Center at Eames Cherry View Park, subject to the restrictions and limitations set forth in this Article, and Chapter 93, Public Parks of the Village of Egg Harbor Municipal Code and a document titled "Usage Policy for Peg Egan Performing Arts Center" dated May 2007. Association shall, by March 1st provide a list of dates for promotional events to be held at Peg Egan Performing Arts Center and Eames Cherry View Park, Harbor View Park, Village View Park, and Beach Park by the Association. Reservations are required and this date will ensure that the EHBA gets first priority.

Section 3.2 Harbor View Park, Dock Park, Village View Park and Beach Park. The use and availability of space and facilities at Harbor View Park, Village View Park and Beach Park by the Association for community promotion events sponsored in whole or in part by the Association shall be subject to the following site specific restrictions and limitations:

- (a) Performances and Displays: Public performance events may begin no earlier than 9:00 a.m. and conclude no later than 10:00 p.m. Set up for the performance event may not begin earlier than 7:00 a.m. and take down must be concluded by no later than 12:00 p.m. (midnight).

Section 3.3 Peg Egan Performing Arts Center and Eames Cherry View Park. The use and availability of space and facilities at Peg Egan Performing Arts Center and Eames Cherry View Park by the Association for community promotion performance events sponsored in whole or in part by the Association shall begin no earlier than 9:00 a.m. and conclude no later than 9:00 p.m. Set up for the performance may not begin earlier than 7:00 a.m. on the day of the performance and take down must be concluded by no later than 10:00 p.m. on the date of the performance. With prior approval, set up may begin earlier than the day of the event, however no work shall start before 7:00 a.m.

Section 3.4 Harbor View Park, Village View Park and Beach Park. The use and availability of space and facilities at Harbor View Park, Village View Park and Beach Park by the Association for community promotion performance events sponsored in whole or in part by the Association shall begin no earlier than 9:00 a.m. and conclude no later than 10:00 p.m. Set up for the performance may not begin earlier than 7:00 a.m. on the day of the performance and take down must be concluded by no later than 11:00 p.m. on the date of the performance. With prior approval, set up may begin earlier than the day of the event, however no work shall start before 7:00 a.m.

Section 3.5 Fees. For events sponsored in whole or in part by the Association under this Agreement, the Village shall provide access to and use of Harbor View Park, Beach Park, Eames Cherry View Park and the Peg Egan Center without fee or charge except for the usual and customary security deposit charge imposed by the Village.

Section 3.6 Signage. For events sponsored in whole or in part by the Association under this Agreement, the Village shall provide access to and the use of the designated temporary banner locations located at the north and south welcome sign locations in addition to the entrance sign at Harbor View Park without fee or charge. To ensure availability, the Association must complete the usual application for signage for each event.

ARTICLE IV

INSURANCE AND INDEMNIFICATION

Section 4.1 Insurance. The Association agrees, both generally and specifically with respect to the services to be provided hereunder, that it will procure and maintain in place insurance against such risks in such amounts as are customarily insured for such services. Such insurance shall be obtained by purchasing and maintaining in place during and for such time as it has an obligation to the Village under this Agreement a policy or

policies of insurance issued by licensed and reputable insurance companies authorized and qualified to underwrite such risks. The Association shall further require all contractors, co-sponsors of events or others with whom it may partner in connection with the promotional services to be provided hereunder, to have, carry and maintain general liability and workers compensation insurance coverage consistent with the nature and extent of such third party's interest and involvement in any project or event arising under this Agreement. The Association shall name the Village of Egg Harbor as additionally insured.

Section 4.2 Indemnification. The Association agrees to indemnify and hold harmless the Village and its officers or officials, agents and employees from and against any and all losses, claims, damages, expenses and all suits in equity and actions at law, including reasonable counsel fees, and liabilities arising from, in connection with, or as a result of the provision of any and all of the services contemplated by and under this Agreement. Any contractor to the Association shall provide the same.

ARTICLE V

COMPENSATION

Section 5.1 Annual Compensation.

- Direct Fees for Services: TEN THOUSAND and 00/100 (\$10,000.00) DOLLARS

Shared Transient Merchant License Revenue: One hundred dollars (\$100.00) for each transient merchant license issued in association with all Independence Day events and all events held during the community fall festival known as Pumpkin Patch, an event normally held the second weekend in October of each year or any other community wide event sponsored in whole or in part by the EHBA. This includes \$100 dollars from each transient merchant license issued for non EHBA events which are held concurrently with EHBA sponsored events.

- Other remuneration including Continued event support for traffic control and signage, solid waste removal on STH 42 and a below market lease agreement for the Egg Harbor Visitor Center.

Expenses shall fall into the following category, Association business development, enhancement, and promotion in conjunction with continued operation of the Visitor Center

Section 5.2 Eligible Costs. Costs eligible for payment are for only those services rendered under this agreement and include the cost of performers, promotion, insurance, event staff, additional event facilities, equipment rental, and administration.

Section 5.3 Payment: The Association shall receive payment from the Village twice per year, once by August 30 and again by December 31. The Association shall provide documentation associated with rendering those services, an example of documentation may include: monthly budget reports, statement of expenses, or written report of activities to date.

Section 5.4 Quarterly Reporting. The Association shall report to the Village on a quarterly basis the success of the events sponsored by EHBA and the Village under this agreement. Measurements of success should include measurements such as attendance, post EHBA and Village event satisfaction, changes in business activity, economic impact and so forth.

ARTICLE VI

OTHER ACTIVITIES CONTINUED

Section 6.1 Other Activities Continued. The Association agrees to continue to sponsor their other promotional events, including but not limited to the musical series held in Harbor View Park known as Concerts in the Park, a fall festival known as Pumpkin Patch Festival, and a Thanksgiving and Christmas event known as Holly Days. The Association also agrees to continue other fund raising efforts for the benefit of Independence Day celebrations.

ARTICLE VII

MISCELLANEOUS PROVISIONS

Section 7.1 Amendments. This Agreement supersedes all prior agreements. No modification, alteration or amendment to this Agreement shall be binding upon either party hereto until such modification, alteration or amendment is reduced to writing and signed by both parties hereto.

Section 7.2 Governing Law and Venue. This Agreement and the rights of the Parties hereunder shall be interpreted and enforced in accordance with the laws of the State of Wisconsin. All actions involving this Agreement shall be venued in Door County, Wisconsin.

Section 7.3 Compliance with Laws and Orders. In providing the promotional services to be provided under this Agreement the Association shall comply with all local, state and federal laws, ordinances and regulations including, but not limited to local traffic laws and regulations, and federal copyright laws.

Section 7.4 Notices. Notice to either party shall be given to the following addresses:

IF TO VILLAGE: VILLAGE OF EGG HARBOR
P. O. Box 175
Egg Harbor, WI 54209

IF TO ASSOCIATION: EGG HARBOR BUSINESS ASSOCIATION
P. O. Box 33
Egg Harbor, WI 54209

Section 7.5 No Third-Party Beneficiaries. This Agreement does not create any third-party benefits to any person or entity other than the Parties hereto and is solely for the consideration herein expressed.

Section 7.6 No Assignment. This Agreement may not be assigned by the Association to any third party.

Section 7.7 Headings. The headings, titles or captions contained in this Agreement have been inserted only as a matter of convenience and for reference, and such captions in no way define, limit, extend or describe the scope of this Agreement or the intent of any provision hereof.

Section 7.8 Independent Contractor. Notwithstanding any other representation, oral or written, between the Parties hereto, including any and all agents or representatives thereof, the Association is at all times hereunder acting as a free and independent contractor and not as an agent of the Village.

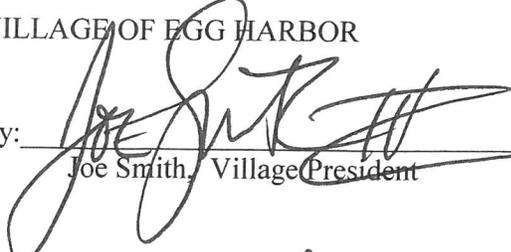
Section 7.9 No Joint Venture. No promotional event sponsored in whole or in part by the Association shall at anytime be, or be considered, a joint venture by and between the Association and the Village.

Section 7.10 Entire Agreement. This Agreement contains the entire agreement between the Parties with respect to the transactions contemplated by this Agreement and matters related thereto, and does hereby supersede and render null and void and of no further force or effect any and all prior agreements, drafts of agreements and understanding between the Parties

IN WITNESS WHEREOF, the Parties hereto have by their duly authorized officers and representatives set their hands and affixed their seals on the date set forth below their name.

Date: MAY 12, 2014

VILLAGE OF EGG HARBOR

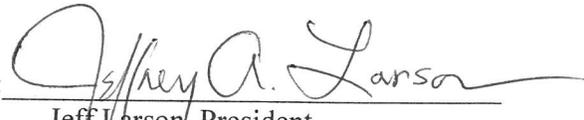
By: 
Joe Smith, Village President

ATTEST:

By: 
Lynn Ohnesorge,
Deputy Administrator, Clerk/Treasurer

Date: 5-22-14

EGG HARBOR BUSINESS ASSOCIATION

By: 
Jeff Larson, President

ATTEST:

By: 
Kate Rericha, Secretary