

STURBRIDGE TOURIST ASSOCIATION

A COMMITTEE OF THE TOWN OF STURBRIDGE

REGULAR MEETING

23 JANUARY 2019 – 6:00PM – CENTER OFFICE BUILDING

- 1) Call to Order
- 2) Approval of Previous Minutes – 12 December 2018
- 3) Treasurers Report
- 4) New Business
 - a) Funding Opportunity – Sturbridge Visitor Guides, Global Design & Publishing – Initial Review
 - b) Funding Opportunity – Jaguar Association of New England (JANE) – Initial STA Review
 - c) Funding Opportunity – AAA Travel Show & FY 2020 Campaign – Initial STA Review
 - d) Discussion – FY 2020 Budget
 - e) Discussion – First Impressions, Williamstown Report on Sturbridge
 - f) Discussion – 2018 Annual Report
 - g) Discussion – Tourism Website (www.visitzanesville.com)
- 5) Old Business
- 6) EDTC Report
- 7) Adjourn

The list matters are those reasonably anticipated by the Chair to be discussed at the meeting. Not all items may in fact be discussed, and other items not listed may also be brought up for discussion to the extent permitted by law.

Page Break



STURBRIDGE TOURIST ASSOCIATION

A COMMITTEE OF THE TOWN OF STURBRIDGE

MEMBERS PRESENT | Brian Amedy (BA), Chair; Tom Chamberland (TC), Vice Chair; Jeff Ardis (JA); Nick Salvador (NS).

GUESTS PRESENT | Lisa Beaudin (LB); Mary Dowling (MD); Annie Roscioli (AR); Sandra Nasto (SN); Kerry Carey (KC); Gabe D'Annunzio (GD).

STAFF PRESENT | Kevin Filchak (KF), Economic Development & Tourism Coordinator

- (1) CALL TO ORDER – BA called the meeting to order at 6:02pm with a quorum being present.
- (2) REVIEW OF PREVIOUS MINUTES – 24 OCTOBER 2018 – TC MOVED to approve the minutes as presented. BA seconded. APPROVED 3-0-1. BA noted that the Christmas by Candlelight program was featured in the Chronicle.
- (3) TREASURERS REPORT – KF provided update for the months of October and November. BA asked about allocations and KF providing the total available remaining funds for Community Support and Marketing. TC asked how unused funding was allocated and KF provided an explanation. TC MOVED to accept the treasurers report as presented. JA seconded. APPROVED 4-0-0.
- (4) NEW BUSINESS -
 - a. JOINT MEETING WITH THE SPECIAL EVENTS COMMITTEE – BA provided introductions for the STA and noted that the memo provided by the Special Events Committee (SEC) was helpful. MD explained that the SEC is a new committee to the town and noted that this came about thanks to the vision of the former Town Administrator to bring more community events to Sturbridge. MD highlighted previous events from the SEC including the farmers market, the half-marathon and the community bonfire. MD noted that a previous survey of visitors/residents had been conducted that show interest in several other community events, but explained that the group does not have a large funding source save a small allocation from Betterment. BA noted that he was pleased to see a farmers market in Sturbridge and asked about the SEC's 2019 plans, specifically whether or not the SEC would seek STA dollars as budget season is approaching. MD expressed an interest for a small earmark to support special events. AR said that the committee was hoping to do another community bonfire in the spring; she went on to explain that three events in the first year of the committee was a

good start. MD said that there are no planned events but that it would be helpful to have funds earmarked for that. General discussion on winter events in Sturbridge. BA asked about the focus of the SEC being community events or tourism. LB said that it is both as community events give visitors reasons to come back. General discussion on the former town event First Night. TC noted that it was great to have a SEC to communicate and plan events, but that the STA has limited funding. TC continued noting that the goal of the STA is to support events that put heads in beds as their focus; he suggested that a portion of the meals tax could be allocated for special events. Discussion on funding nonprofit programs and fundraisers. TC noted that the STA cannot sustain funding for half day events as they don't have the same return on investment as overnight events. MD said that the hotel/motel tax is a symbiotic relationship, and went on to explain the old SATA and how businesses wanted to see more community events. She noted that there should be space in the budget for smaller events; she cited the Shuttle as a non-overnight event as a community event. MD gave an overview of the September half marathon; original intent was not as a fundraiser even if that was the eventual outcome. KF suggested that the discussion at hand be held another night and that the focus of the discussion should be on supporting community events in the spring of 2019. JA raised the question of how promotion of these events occurs. Brief discussion about 2019 spring events and possible funding amounts. MD discussed possibly requesting \$2,500 for supporting events. **TC MOVED to allocate \$1,500 out of Community Support for the Special Events Committee. BA seconded. APPROVED 4-0-0.** A brief discussion on the FY2020 budget followed by a general discussion on how to get hotels to promote any events planned. NS asked if it was possible to incentivized hoteliers to promote events. KC talked about marketing conceptually, noting that word of mouth is still best method of sharing information, the value of email and list serves. Noted that it may be worth inquiring with hotels to see if they could promote the newsletters on their mailing lists. Brief discussion on newsletters. JA talked about having quarterly meetings between the two committees. There was general agreement to have quarterly cooperative meetings going forward. Members of the SEC left at 7:00pm.

- b. **FUNDING APPLICATION – PINTASTIC - \$8,000 REQUEST – GD representing.** BA thanked GD for answering questions about his application. GD explained the planning process for Pintastic. BA asked if the 454 room nights sold by Pintastic included staff rooms, GD said no. BA asked about complementary rooms, GD said that there are twenty-four complementary rooms. TC asked about the corporate sponsorship levels, GD explained that the highest level is \$10,000, next is \$5,000 and then continues decreasing. TC asked if the STA provides the sponsorship level that the STA receive that sponsorship recognition corresponding to the corporate sponsorship level. KF recommended to the STA that it sponsor up to only \$3,000 for Pintastic as that was the amount that was allocated in the previous fiscal year. JA asked if Pintastic would consider moving to another hotel, GD said that other hotels are interested in having the event move there. JA expressed his feeling that the STA should not feel obligated to pay

to keep an event in town. GD explained that he had hoped for a slower decrease in funding rather than that which was experienced with last year's allocation. NS noted that this is a good event but that the funding for it should decrease with time. BA expressed his thought to keep the funding at \$3,000, noting that the STA is receiving more requests and that means that there is less funding to give. GD again noted his hope to see a slower decrease in funding from previous allocations. **BA MOVED to allocate \$3,000 from the Marketing Line Item to support social media promotions for the 2019 Pintastic Event. NS seconded. TC stated that he would like to see more funding for Pintastic, noting the event has grown over the years and the success of the event. Vote 3-1-0. APPROVED.** Brief discussion about alternate funding sources and promotion.

c. Advertising Opportunities –

- i. The Last Green Valley (TLGV) – Business Partnership Renewal – JA asked about the return on investment (ROI) and KF said that he cannot say what the ROI is for the advert. JA expressed support for the purchase of ads with TLGV. TC talked about the Explore Guides and other adverts. Members talked at length which categories the STA should be listed in. **TC MOVED to purchase the partnership for \$680 for The Last Green Valley out of the marketing line item. JA seconded. APPROVED (4-0).**
- ii. Winter Putnam Traveler – Advert – The STA determined that they would not pursue this advert at this time.

- d. 2019 STA Goals & Initial Budget Discussions – Members discussed this item during the EDTC update.

(5) Old Business

(6) Economic Development and Tourism Coordinator

- a. 2019 EDTC Goals
- b. Board of Selectmen – 2018 Update
- c. Farmers Market
- d. First Impressions
- e. Newsletters
- f. Ribbon Cutting – Publick House
- g. *Sturbridge Express*
- h. *Worcester Magazine* Articles
- i. Updated Reimbursement Request Form

KF talked about his 2019 goals and his focus for the upcoming year to focus on economic development projects. He stated that the town will need to consider investing more in this office as economic development does not fall under the STA's mandate. General discussion about the breakdown of economic development vs. tourism and members discuss next steps. KF goes through the 2019 goals and its major themes; he discussed his conversations with the Chamber and Planning department. Members talked about promoting the town more; TC asked about the budget and how can hotel front desk staff be engaged better. NS suggested including restaurants in those discussions. JA suggested that the incentives programs that NS mentioned earlier should be pursued. TC moved the discussion to nonprofit funding, noting that the STA cannot be their funding source. BA suggested that this same consideration may apply to the Chamber of Commerce. TC suggested a goal of partnership arrangements with the Chamber of Commerce as well as budgeting ideas. TC asked about bringing back restaurant week. JA mentioned the idea for creating an ambassador program and talked about how it could work. KF moved on to overview the rest of his update.

- (7) Correspondence – KF presented STA with a letter from Hamilton Rod and Gun Club thanking STA for their support.
- (8) Next Meeting – Proposed 9 January 2019 – TC mentioned that the Chronicle did do a spot for Christmas by Candlelight.
- (9) Adjourn – **BA MOVED and TC seconded to close the meeting at approximately 8:00pm. APPROVED (4-0).**

Sturbridge Tourist Association | Fiscal Year 2019 Budget

Account	Account #	Original Total	Revenue Adjustments	Revised Total	Expenditure	Current Total Balance
Community Support	24400 56552	\$36,024.88	\$12,000.00	\$48,024.88	\$40,768.94	\$7,255.94
Marketing and Advertising	24400 56551	\$109,332.60	-\$12,000.00	\$97,332.60	\$70,642.93	\$26,689.67
EDTC	24400 51130	\$36,863.52	\$0.00	\$36,863.52	\$17,442.84	\$19,420.68
Tourism	58618	\$0.00	\$20,140.00	\$20,140.00	\$8,195.00	\$11,945.00
Total		\$182,221.00	\$20,140.00	\$202,361.00	\$137,049.71	\$65,311.29

EDTC Update

[illegible]

Community Support	FY2019	FY2018	FY2017	FY2016**
July	93%	33%	36%	
August	96%	33%	36%	
September	97%	33%	36%	
October	97%	35%	41%	
November	100%	36%	56%	
December	100%	36%	56%	
January		73%	56%	
February		88%	73%	
March		97%	73%	
April		97%	73%	
May		98%	92%	
June		98%	98%	
Marketing	FY2019	FY2018	FY2017	FY2016
July	82%	54%	30%	
August	84%	55%	30%	
September	84%	62%	43%	
October	84%	72%	50%	
November	84%	82%	53%	
December	84%	82%	53%	
January		93%	62%	
February		99%	65%	
March		81%	95%	
April		93%	95%	
May		101%	101%	
June		101%	101%	

Spending Totals / Comparisons

Community Support	FY2019	FY2018	FY2017	FY2016**
July	5%	13%	7%	
August	18%	15%	9%	
September	43%	15%	9%	
October	67%	15%	9%	
November	83%	27%	21%	
December	85%	28%	21%	
January		28%	27%	
February		60%	37%	
March		79%	58%	
April		80%	59%	
May		86%	59%	
June		96%	86%	
Marketing	FY2019	FY2018	FY2017	FY2016
July	1%	3%	0%	
August	11%	6%	2%	
September	19%	7%	5%	

October	32%	45%	5%	
November	49%	54%	25%	
December	70%	54%	29%	
January		60%	32%	
February		48%	34%	
March		48%	35%	
April		49%	37%	
May		71%	45%	
June		93%	88%	

Remaining Totals / Comparisons

Community Support	FY2019	FY2018	FY2017	FY2016**
July	95%	87%	93%	
August	82%	85%	91%	
September	57%	85%	91%	
October	33%	85%	91%	
November	17%	73%	79%	
December	15%	72%	79%	
January		72%	73%	
February		40%	63%	
March		21%	42%	
April		20%	41%	
May		14%	41%	
June		4%	14%	
Marketing	FY2019	FY2018	FY2017	FY2016
July	99%	97%	100%	
August	89%	94%	98%	
September	81%	93%	95%	
October	68%	55%	95%	
November	51%	46%	75%	
December	30%	46%	71%	
January		40%	68%	
February		52%	66%	
March		52%	65%	
April		51%	63%	
May		29%	55%	
June		7%	12%	

*Anything approved before the fiscal year is accounted for in July.

**FY 2016 only has data for end of the year at this time; in addition "Special Events" and "Community Support" are combined in this total as both accounts have since been combined.

% Spent = the amount spent at the end of that calendar month divided by the total allocated

% Remaining = the amount of funds remaining in the account at the end of that calendar month divided

by the total allocated

% Allocated = the amount of fund allocated for certain events as was approved by the STA divided by the total allocated

Community Support - 56552	
Original Total	\$48,024.88
Spent	\$40,768.94
Revised Total	\$7,255.94

Date	Item	Expenditure	Details
7/1/2018	Golden Bough Productions	\$1,000.00	Concerts on the Commons
7/1/2018	John Lampson	\$1,500.00	Concerts on the Commons
8/20/2018	JYL Transportation	\$1,000.00	Sturbridge Express Pilot Program
8/21/2018	JANE	\$1,533.20	Tent Rental for JANE
8/21/2018	JANE	\$1,320.00	Tent Rental for JANE
8/27/2018	JYL Transportation	\$1,000.00	Sturbridge Express Pilot Program
8/29/2018	Chamber of Central MA	\$500.00	Harvest Fest
8/29/2018	Custom Business Products	\$581.41	GeoFest
8/29/2018	Custom Business Products	\$331.00	GeoFest
9/5/2018	Outdoor Insurance Group, Inc.	\$5,195.00	The Big MOE - HRGC
9/10/2018	JYL Transportation	\$1,000.00	Sturbridge Express Pilot Program
9/10/2018	JYL Transportation	\$1,000.00	Sturbridge Express Pilot Program
9/19/2018	Sturbridge Fire Dept.	\$839.52	Team Hoyt Race Detail
9/19/2018	Sturbridge Police Dept.	\$3,625.42	Team Hoyt Race Detail
10/3/2018	JYL Transportation	\$1,000.00	Sturbridge Express Pilot Program
10/3/2018	JYL Transportation	\$1,000.00	Sturbridge Express Pilot Program
10/3/2018	JYL Transportation	\$500.00	Sturbridge Express Pilot Program
10/15/2018	Baba Sushi	\$500.00	For Fire Performers
10/15/2018	JYL Transportation	\$1,000.00	Sturbridge Express Pilot Program
10/22/2018	Knight's Airport Limo Service	\$5,323.00	New England Shake Up
10/31/2018	Hamilton Rod and Gun	\$695.00	Volunteer Food - Big Moe
10/31/2018	Hamilton Rod and Gun	\$500.00	Pond Restocking
11/13/2018	Custom Business Products	\$592.63	GeoFest
11/13/2018	MassCor	\$82.76	Polo Shirts
11/13/2018	MassCor	\$700.00	Padfolios
11/14/2018	Antiques and Collectibles at Fort.	\$660.00	Harvest Fest

Marketing and Advertising - 56551	
Original Total	\$97,332.60
Spent	\$70,642.93
Revised Total	\$26,689.67

Date	Item	Expenditure	Details
7/25/2018	Worcester Magazine	\$750.00	Fall Campaign (print)
7/31/2018	Worcester Magazine	\$250.00	Fall Campaign (print)
8/6/2018	Worcester Magazine	\$250.00	Fall Campaign (print)
8/6/2018	Worcester Magazine	\$1,500.00	Fall Campaign (digital)
8/20/2018	Discover Central MA	\$3,000.00	Yankee Magazine campaign
8/22/2018	WeatherVane Enterprises	\$200.00	Sturbridge Express Marketing
8/27/2018	Rapscallion Brewery	\$1,770.00	Sturbridge Express Marketing
8/29/2018	<i>The Republican</i>	\$2,664.00	Summer/Fall Tourism
8/29/2018	Mass Live Media	\$669.00	Summer/Fall Tourism
8/29/2018	Your Hometown Shopper	\$75.00	GeoFest
9/12/2018	Worcester Magazine	\$1,250.00	Worcester Magazine Campaign (Print)
9/12/2018	Worcester Magazine	\$500.00	Worcester Magazine Campaign (Online)
9/14/2018	Retroactive Northeast	\$2,705.43	New England Shake Up
9/20/2018	The Republican	\$2,664.00	Summer/Fall Tourism
9/20/2018	Mass Live Media	\$669.00	Summer/Fall Tourism
9/20/2018	Times Union	\$6,333.33	Summer/Fall Tourism
9/20/2018	Chamber of Central MA	\$7.09	Postage et al.
10/3/2018	Center of Hope	\$46.00	Geofest 2019 Marketing
10/3/2018	CMS Chamber	\$8.83	Postage et al.
10/15/2018	Worcester Magazine	\$1,065.00	Fall Campaign (print)
10/15/2018	Worcester Magazine	\$2,375.00	Fall Campaign (digital)
11/5/2018	Discover Central MA	\$2,000.00	Yankee Magazine campaign
11/14/2018	Albany Times Union	\$6,333.34	Summer/Fall Tourism
11/14/2018	Brimfield Publication	\$300.00	Harvest Festival
11/14/2018	Your Hometown Shopper	\$195.00	Harvest Festival
11/14/2018	Strategen Advertising	\$398.00	Harvest Festival
11/14/2018	Chamber of Central MA	\$16.58	Tourism Line / Fulfillment
11/14/2018	The Republican	\$2,664.00	Summer/Fall Tourism
11/14/2018	Mass Live Media	\$669.00	Summer/Fall Tourism
11/14/2018	Times Union	\$6,333.33	Summer/Fall Tourism
11/15/2018	GateHouse New England	\$500.00	Worcester Magazine Campaign (Print)
11/15/2018	GateHouse New England	\$1,700.00	Worcester Magazine Campaign (Online)
12/10/2018	Chamber of Central MA	\$2,300.00	T&G Harvest Fest
12/17/2018	GateHouse New England	\$1,000.00	Worcester Magazine Campaign (Print)
12/17/2018	GateHouse New England	\$1,396.80	Worcester Magazine Campaign (Online)
12/27/2018	OSV	\$3,300.00	Christmas by Candlelight Ads
12/27/2018	OSV	\$9,900.00	Christmas by Candlelight Ads
12/31/2018	TLGV	\$530.00	Walktober Adverts
1/9/2019	GateHouse New England	\$1,355.20	Worcester Magazine Campaign (Online)
1/9/2019	GateHouse New England	\$1,000.00	Worcester Magazine Campaign (Print)

EDTC Salary - 51130	
Original Total	\$36,863.52
Spent	\$17,442.84
Revised Total	\$19,420.68

Date	Item	Expenditure	Details
7/31/2018	July	\$2,086.56	
8/31/2018	August	\$3,477.60	
9/30/2018	September	\$2,836.92	
10/31/2018	October	\$2,782.08	
11/30/2018	November	\$3,477.60	
12/31/2018	December	\$2,782.08	
	January		
	February		
	March		
	April		
	May		
	June		

Sturbridge Tourist Association

Definitions

Community Support: This considers costs for sponsoring or co-sponsoring the communities, organizations, or residents within Sturbridge, to implement local initiatives within the Town that present opportunities to enhance, increase or support visitor and community wide experiences. Consideration for funding include beautification and maintenance sponsorship, such as town maintained trails or streetscape improvements, or the administration of studies to better understand the tourist climate for recommendation to the committee when establishing goals. This also includes the costs associated with sponsoring or co-sponsoring an event intended to entice an audience of people to an attraction in the attempt to generate and facilitate tourism to Sturbridge. Intended costs would be equipment rentals, permit fees, police and fire details, portable restroom facilities, trash receptacles, and/or entertainment as related to the community event or activity. It also includes printing costs associated with Town brochures and signs, installation costs of signs, maintenance costs for beautification projects, or other related promotional costs. Examples of such activities that have been funded and may continue to be funded, fully or in part, include: Wayfinding signs, the Trails Tourism Booklet, Concerts on the Common, Harvest Festival, GeoFest, and Pintastic.

Marketing and Advertising: This includes costs associated with the promotion of tourism with a portion to be used directly for the marketing of all Sturbridge businesses involved in tourism, as well as the advertising efforts to attract people to an event or tourist related business. Advertising costs related to producing advertisements for products, services or ideas using the following media may be funded: radio, television, newspaper, billboard, sandwich boards, posters, cards, online and domain name (search engines) that aids in the communication to people/customers or groups of people/customers aware of Sturbridge's economy or market in the expectation to draw them into Sturbridge. A clear and concise advertising strategy should be outlined in the application form and presented for consideration. Advertising is the specific action taken to promote tourism. Promotion is the idea to attract people, promote and expand tourism in Sturbridge, and induce them to come to Sturbridge for an event, an attraction, a business, or to take advantage of the Town's natural resources. Such promotions may include costs associated with consumer promotions (i.e., discounts, coupons, contests, promotion banners, direct mail, and merchandise), trade discounts, incentive awards, or public relations (i.e., news releases about happenings in town, donations to a town cause, or campaign to encourage people to shop, eat, stay in Town) as part of the overall promotional methods used to increase awareness and inform people of the positive reasons to come to Sturbridge.

Sturbridge Tourist Association

Definitions

Economic Development & Tourism Coordinator Salary: This person will staff STA meetings, be the business conduit for the community and be responsible for implementing aspects of the Master Plan and Commercial Tourist District plan as it relates to economic development. It is further expected that this person is responsible for grant writing to bring other resources to the Town as it relates to promotion of tourism, business development and community activities within the Town. This person should be trained in the field of economic development and/or tourism development and have demonstrated success in this field.

12/31/2018 10:19
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 TOWN OF STURBRIDGE
 STA DECEMBER 20018

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FOR 2019 06

	ORIGINAL ESTIM REV	ESTIM REV ADJSTMTS	REVISED EST REV	ACTUAL YTD REVENUE	REMAINING REVENUE	PCT COLL
244 STURBRIDGE TOURIST ASSN						
24400 STURBRIDGE TOURIST ASSN						
24400 51130 SALARIES/WAGES	36,864	0	36,864	17,442.84	19,420.68	47.3%
24400 56551 MARKETING/ADVERTISING	109,333	-12,000	97,333	54,557.72	42,774.88	56.1%*
24400 56552 COMMUNITY SUPPORT	36,025	12,000	48,025	40,768.94	7,255.94	84.9%*
24400 58618 TOURISM IMPROVEMENT	0	20,140	20,140	8,195.00	11,945.31	40.7%
TOTAL STURBRIDGE TOURIST ASSN	182,221	20,140	202,361	120,964.50	81,396.81	59.8%
TOTAL STURBRIDGE TOURIST ASSN	182,221	20,140	202,361	120,964.50	81,396.81	59.8%
TOTAL EXPENSES	182,221	20,140	202,361	120,964.50	81,396.81	
GRAND TOTAL	182,221	20,140	202,361	120,964.50	81,396.81	59.8%

** END OF REPORT - Generated by Christopher Geraghty **

Budget Reconciliation

Department	Sturbridge Tourist Association
Month	December 2018
Balance Agree	Yes
Balance Does Not Agree	

Explanation of Variance: Under tourism improvement (24400 58618) it has an extra \$0.31, and for marketing (24400 56551) there is an extra \$0.01 in the account.


Kevin Filchak, M.P.A.

Department Head


31 December 2018

Date

Page Break



STA Evaluation Worksheet

For Use on All Applications Received by the Sturbridge Tourist Association

Last Updated: 13 September 2018

Note: Any item listed with a * should not be counted against an applicant if it does not apply to them.

I. General

Criteria	3 Points	2 Points	1 Point	0 Points
Application [Basic]	Applicant has completed online application and provided all appropriate documentation.	Applicant has completed online application and has, upon request, provided additional clarifying documentation.	Applicant has completed online application and has not, after request(s), provided additional documentation.	Applicant has submitted a partially completed application.
Application [Content]	Applicant has prepared a thorough application, and has considered all applicable variables. ¹	Applicant has prepared a thorough application, and has considered most variables, excluding minor variables.	Applicant has prepared an application, and has failed to consider some important variables.	Applicant has prepared an incomplete application and has not considered important variables.
Communication	Applicant is responsive and forthcoming with information.	Applicant is relatively responsive and is generally forthcoming with information.	Applicant is slow to respond and requires reminders.	Applicant is not responsive or communicative.
Previous Interactions*	Applicant provided all documents in a timely manner and adhered to all STA policies throughout the process.	Applicant provided all documents, and mostly adhered to all STA policies throughout the process.	Applicant provided all documents but required EDTC to request them, and had difficulties in adhering to the STA policies.	Applicant did not provide all documents required by the STA and proved difficult to work with.
Transparency	The applicant's finances, organization, et al. are clearly defined and all relevant information, including historical data, is shared with the STA.	The applicants finances, organization, et al. are clearly defined and most relevant information is shared with the STA.	The applicants finances, organization, et al. are mostly defined and some relevant information is shared with the STA.	The applicant's finances, organization, et al. are not defined and relevant information is not shared with the STA.

¹ Variables are defined as considering all potential costs, having a marketing plan, having a venue identified, etc. A minor variable could be considered awaiting final quote for service, notifying committee that there may be small fluctuations in budget due to unforeseen circumstances, etc. A major variable could be considered lacking a budget, defined marketing plan, or not having a venue (if applicable).

After Action Report (AAR)*	Applicant has provided a complete AAR with no omissions in detail.	Applicant has provided a nearly complete AAR with only minimal information omitted.	Applicant has provided a partially completed AAR with major omissions	Applicant has not provided an AAR.
Total Possible Points	18 / 12			
Total Points Awarded				

II. Budget

Criteria	3 Points	2 Points	1 Point	0 Points
Budget	Applicant has provided a completed and accurate budget with clearly identified costs and revenues.	Applicant has provided a complete budget, but the committee has questions regarding formatting.	Applicant has provided a budget but there are questions regarding totals or general arithmetic.	Applicant has provided an incomplete or inaccurate budget.
Previous Allocations*	Applicant used their entire previous allocation and stayed within their spending cap.	Applicants used most of their allocated amount and stayed within their spending cap.	Applicant used some of their allocated amount and stayed within their spending cap.	Applicants either did not use their allocated funds OR spent over their allocated amount.
Return on Investment*	The applicant has proven with quantitative data that this activity brings revenues to Sturbridge, specifically to the hotel community.	The applicant has proven with quantitative data that this activity brings revenues to Sturbridge.	The applicant has indicated that this activity has brought revenue to Sturbridge but cannot produce evidence.	The applicant is unable to demonstrate that the activity has brought revenues to Sturbridge.
Revenues Collected	Applicant does not intent to make revenue from event and/or if they do it is reinvested in future events.	Applicant anticipates making some revenue from the event and intends to put most towards future events with the remaining going to the Applicants general fund (or equivalent).	Applicant anticipates making revenue from the event and will put some towards future events with the remaining going to the Applicants general fund (or equivalent).	Applicant anticipates making revenue from the event and it is unclear where said revenue will go and/or it will go towards the Applicants general fund (or equivalent).
Returning Applicant Request*	Applicant has reduced their request from the previous amount requested as the activity becomes more self-sufficient.	Applicant has maintained their request from the previous year.	Applicant has maintained their request from the previous year or has increased it to match with increasing cost of services due to economic factors, but has not added services from the	Applicant has increased their request from the previous year to include new services.

			previous year.	
Ability to Manage Program	Event would not be possible without STA support.	Major aspects of the program would not be possible without STA support.	Some aspects of the event would not be possible without STA support.	If the STA does not participate, it will not adversely affect the event.
Total Possible Points	18 / 9			
Total Points Awarded				

III. Event*

Criteria	3 Points	2 Points	1 Point	0 Points
Number of Participants	> 500 participants	499 – 250 participants	249 – 50 participants	< 49 participants
Location of Event	Event takes place entirely in Sturbridge.	Event takes place almost entirely in Sturbridge.	Event takes place in multiple communities, of which Sturbridge is one of them.	Event does not take place in Sturbridge.
Cost to Participants	This event is free and open to the public.	This event is open to the public but requires a minimal per person fee (< \$50) for entry.	The event is open to the public, but requires a sizeable per person fee (> \$50) for entry.	This event is not open to the general public.
Overnight Stays	Applicant has confirmed guests will stay multiple nights in local hotel(s), and confirmed others will visit just for the day.	Applicant has confirmed that guests will stay overnight in local hotel(s), and confirmed others will visit just for the day.	Applicant anticipates guests will stay overnight in local hotel(s), and confirmed others will visit just for the day.	Applicant does not anticipate guests will stay overnight and confirms that others will visit just for the day.
Total Possible Points	12			
Total Points Awarded				

IV. Marketing / Promotion

Criteria	3 Points	2 Points	1 Point	0 Points
Marketing	Applicant is promoting Sturbridge as a whole and gives equal opportunity to promote all businesses in Town.	Applicant is promoting Sturbridge as a whole but gives preferences to a select group of businesses.	Applicant is promoting Sturbridge in part and also gives preferences to a select group of businesses.	Applicant is not promoting Sturbridge.
Track Record*	Marketing campaign has been proven with quantitative data that it brought visitors to Sturbridge who visited businesses or stayed in local hotels.	Marketing campaign has been proven with quantitative data reach a large audience but is unclear who may be coming to Sturbridge	Marketing campaign has been supported with colloquial data that it reaches a large audience but is unclear who may be coming to Sturbridge	It is unclear what the marketing campaign has accomplished.

		because of advert.	because of advert.	
Total Possible Points	6			
Total Points Awarded				

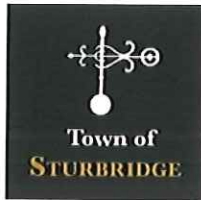
V. STA Mission

<i>Criteria</i>	<i>3 Points</i>	<i>2 Points</i>	<i>1 Point</i>	<i>0 Points</i>
Use of local businesses	Applicant is only using Sturbridge businesses / vendors to support this activity.	Applicant is mainly using Sturbridge businesses / vendors to support this activity.	Applicant is using some Sturbridge businesses / vendors to support this activity.	Applicant is not using Sturbridge vendors to support this activity.
Supporting Mission of STA	This activity supports the mission of the Sturbridge Tourist Association	This activity mostly supports the mission of the Sturbridge Tourist Association	This activity in part supports the mission of the Sturbridge Tourist Association.	This activity does not support the mission of the Sturbridge Tourist Association.
Community Event	Event is considered a major community event.	Event is a significant event in Sturbridge.	Event is in Sturbridge.	Neither a significant nor community event.
Other	Points awarded at the discretion of the Sturbridge Tourist Association Members.			
Total Possible Points	12			
Total Points Awarded				

VII. Summary

Overall Points Awarded		
Possible Points Awarded		
Project Approved for Interview?	Yes	No

Page Break



TOWN OF STURBRIDGE

ECONOMIC DEVELOPMENT & TOURISM COORDINATOR
KEVIN FILCHAK, M.P.A. 

Date: 16 January 2019
To: Sturbridge Tourist Association
Subject: 2019 Sturbridge Visitor Guide – Initial Application Review

The following proposed contract is from Global Design & Publishing, the company that has been publishing the annual Sturbridge Visitor Guide since 2010. They have presented the following contract for the STA to consider for the 2019 year.

They are proposing the following:

- Allow Sturbridge businesses to advertise in the guide using the following parameters:
 - \$80 for ¼ page ad
 - \$145 for a ½ page ad
 - \$295 for a full page ad
- STA will subsidize adverts up to \$5,000
- STA will purchase a back cover ad for \$950
- STA will pay for an additional 3,000 copies, not to exceed \$2,200.

At the 11/15/2017 meeting of the STA, the following motion was made regarding the previous visitor guide:

TC MOVED to approve from marketing up to \$5,000 to subsidize adverts for the Sturbridge Visitor Guide, an additional \$950 to purchase a full page back cover advert and up to \$2,000 to purchase an additional 3,000 copies of the Visitor Guide from Global Design and Publishing, LLC and that the STA offer any first time Sturbridge business a first year discount of fifty percent. BA seconded. APPROVED (3-0).

If the STA concurs, it might be a good idea to continue the policy of offering first time advertisers a greater discount.

Finally please note that given the amount of the request, the purpose of this meeting today is to have an initial conversation about the application.

SUGGESTED MOTION

If the STA concurs, the following motion would be in order:

MOVE to invite Global Design & Publishing LLC to the next meeting of the STA to discuss the 2019 Sturbridge Visitor Guide.



GLOBAL DESIGN & PUBLISHING LLC

Graphic Design, Marketing &
Publishing Since 1995

January 23, 2019

Sturbridge Tourism Association
308 Main Street
Sturbridge, MA 01566

Re: 2019 Sturbridge Area Guide

The Sturbridge Tourism Association (STA) has agreed to subsidize advertising for business located in Sturbridge in the Sturbridge Area Guide for release in Spring 2019. Global Design & Publishing, LLC will invoice advertisers for partial advertising cost and STA will be invoiced for portions agreed upon below.

\$80 for 1/4 page ad
\$145 for a 1/2 page ad
\$295 for a full page ad

Global Design & Publishing, LLC will update the STA with advertising sales and STA balance shall not exceed \$5,000. The invoice for Sturbridge Ads subsidized by the STA shall be paid within 30 days of receipt. The STA has also agreed to purchase the back cover ad at a cost of \$950 billable to the STA with the same terms and conditions. Additionally, the STA shall be responsible for additional printing of 3,000 copies amount not to exceed \$2,200 payable to Global Design & Publishing, LLC.

Thank you for your support of the 2019 Sturbridge Area Guide.

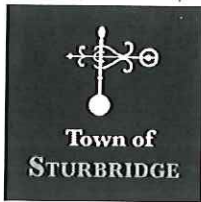
Sincerely,

Kelly Tourtellotte

Sturbridge Tourism Association Authorized Signature

Date

Page Break



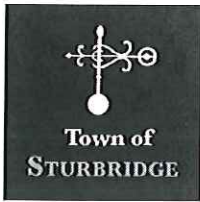
TOWN OF STURBRIDGE

ECONOMIC DEVELOPMENT & TOURISM COORDINATOR
KEVIN FILCHAK, M.P.A. 

Date: 22 January 2019
To: Sturbridge Tourist Association
Subject: Jaguar Association of New England Application

I recommend that the STA table this discussion until the fiscal year 2020 budget has been finalized.

Page Break



TOWN OF STURBRIDGE

ECONOMIC DEVELOPMENT & TOURISM COORDINATOR
KEVIN FILCHAK, M.P.A. 



Date: 9 January 2019
To: Sturbridge Tourist Association
Subject: AAA Travel Show

The STA has the opportunity to again participate at the AAA Travel Show this March with Discover Central Massachusetts. Last year the STA attended the event and it was a great opportunity to go and promote the town to a new and engaged audience. For that reason, I would recommend to the STA that they consider participating again this year.


SUGGESTED MOTION


If the STA concurs, the following motion would be in order:

MOVE to allocate \$600 from the Community Support line item to fund the STA's participation at the 2019 AAA Travel Show with Discover Central Massachusetts.

From:  Katelyn Rozenas <krozenas@discovercentralma.org> 1/8/2019 4:58:11 PM 

Subject: RE: AAA Travel Show

To:  **Kevin Filchak**

Attachments:  Attach0.html / Uploaded File 16K

Hi Kevin,
We are currently looking at \$600.00 to participate which includes having your materials displayed, as well as access to emails collected and the opportunity to table with us.

Let me know!

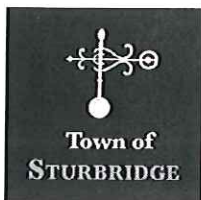
Katie Rozenas

Regional Marketing Coordinator
Discover Central Massachusetts
311 Main Street, Suite 200
Worcester, MA 01608
www.discovercentralma.org
P: 508-753-1550




From: Kevin Filchak <kfilchak@town.sturbridge.ma.us>
Sent: Wednesday, January 2, 2019 2:07 PM
To: Katelyn Rozenas <krozenas@discovercentralma.org>
Subject: Re: AAA Travel Show

Great. Send me a quote not an invoice (we would have to wait until after the show to pay anyways as per our purchasing policies). I'll present it to the STA for their meeting later this January and they can vote then on it.



TOWN OF STURBRIDGE

ECONOMIC DEVELOPMENT & TOURISM COORDINATOR
KEVIN FILCHAK, M.P.A. 

Date: 22 January 2019

To: Sturbridge Tourist Association

Subject: Discover Central MA – FY 2020 Marketing Proposal

I recommend that the STA table this discussion until the fiscal year 2020 budget has been finalized.



DISCOVER CENTRAL MASS VISITORS' GUIDE SPRING/SUMMER 2019

The Format

The Central Mass Visitors' Guide is designed in a convenient 5"x 8" format that is easy to keep in a coat pocket, glove compartment or purse. With a bright, coated glossy paper stock cover that is both eye-catching and long-lasting, the Guide is a resource that customers will refer to for many months to come.

Distribution

40,000 copies of the Guide are distributed to a variety of businesses whose clientele are active adults and visitors in Central Mass.

Distribution Outlets

Discover Central Mass
DCU Center
Regional tourist information centers
Area colleges
Major corporations
Area restaurants and entertainment venues
Real estate companies
Medical facilities
Hotels

Layout

The Guide's contents are divided into sections by categories such as Arts & Culture and Dining. Each section includes a brief introduction to the flavors and history of the category. Advertisers will have their ads placed within the appropriate section.

Discounts

Recognized advertising agencies who contract space and are billed on the client's behalf receive a 10% commission.

Sign up two subsequent editions of the Visitors' Guides and receive an additional 10% discount.*

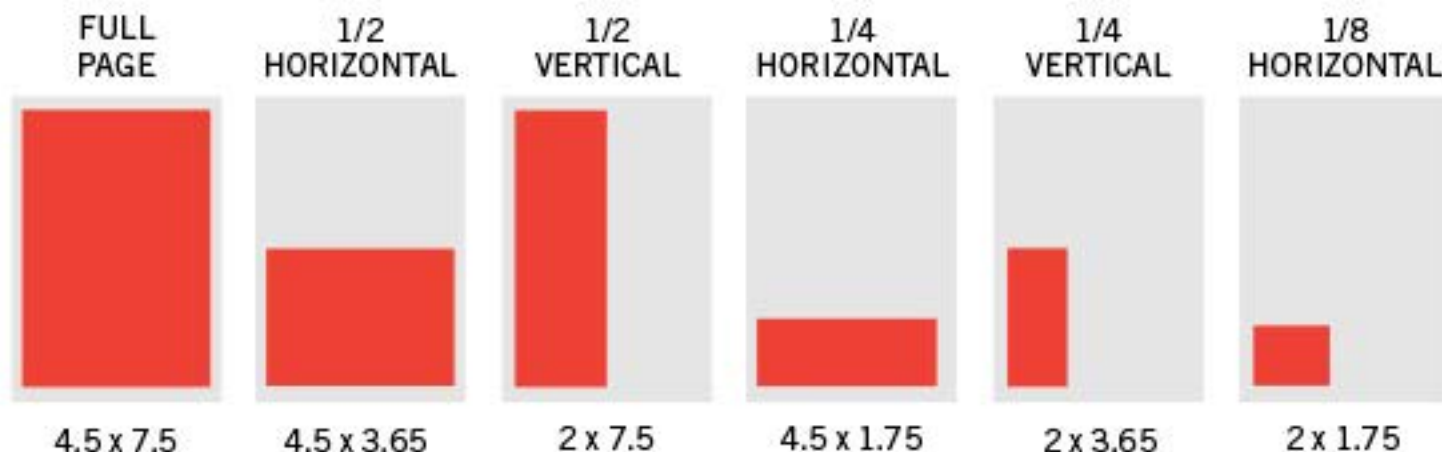
Discover Central Mass members receive a discount.**

Deadlines

Deadline to reserve advertising space is March 1, 2019.

**For more information about advertising, please contact:
David Simone, dsimone@pagioinc.com**

AD SIZES



GENERAL ADVERTISEMENT

AD SIZE	MEMBER PRICE**	FULL PRICE	MEMBERS SAVE
FULL PAGE	\$1,080	\$1,450	\$350
HALF PAGE	\$735	\$1,035	\$300
QUARTER PAGE	\$435	\$685	\$250
EIGHTH PAGE	\$255	\$355	\$100

PREMIUM PLACEMENT PRICING

LOCATION	MEMBER PRICE**	FULL PRICE	MEMBERS SAVE
REAR COVER	\$1,500	\$1,950	\$450
INSIDE FRONT	\$1,305	\$1,605	\$300
INSIDE REAR	\$1,305	\$1,605	\$300
PAGE 3	\$1,200	\$1,400	\$200

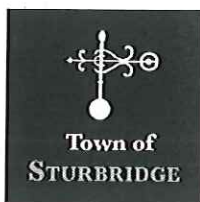
*SIGNED INSERTION ORDERS WITH DATES OF PUBLICATION MUST BE RECEIVED PRIOR TO BILLING FOR ADVERTISER TO RECEIVE DISCOUNT.

**TO RECEIVE MEMBERSHIP DISCOUNT, MEMBERSHIP MUST BE PAID AND APPROVED PRIOR TO RECEIVING DISCOUNT.

COOPERATIVE ADVERTISING IS ALLOWED FOR ENTITIES TO SHARE IN SAVINGS GENERATED BY BOOKING LARGER SPACES TOGETHER. ANY COOPERATIVE ADVERTISEMENTS THAT GENERATE "PROFIT" FOR THE ADVERTISER WILL NOT BE ALLOWED IN THE PUBLICATION. PLEASE NOTE THAT ALL PARTICIPANTS OF COOPERATIVE ADVERTISING MUST BE BILLED DIRECTLY BY THE PUBLISHER.

DISCOVER CENTRAL MASS VISITORS' GUIDE IS A PUBLICATION BY PAGIO INC., 88 WINTER ST., WORCESTER, MA 01609.

Page Break



TOWN OF STURBRIDGE

ECONOMIC DEVELOPMENT & TOURISM COORDINATOR
KEVIN FILCHAK, M.P.A.

Date: 22 January 2019
To: Sturbridge Tourist Association
Subject: FY 2020 Budget
Attachments: Final Budget – FY 2018
Final Budget – FY 2017

OVERVIEW

The STA will be allocated **\$183,290.00** for the 2020 fiscal year. Since the STA stopped paying for the tourism center and the route 20 restrooms, the STA has roughly split the budget into three percentage amounts: twenty percent for Economic Development salary, twenty percent for Community Support, and sixty percent for marketing.

In fiscal years 2018 and 2019 the STA has had to make transfers in their budget to cover the costs of an event or project that would have exceeded the line item's initial allocation. In fiscal year 2018 the STA transferred a total of \$16,000 from Community Support to Marketing. In fiscal year 2019 the STA has, so far, transferred \$12,000 from Marketing to Community Support.

PROPOSED BUDGET

Given the increase in funding requests that the STA has received over the past few years and given that the STA is expanding its own efforts at supporting our local tourist economy, it is my recommendation that the STA consider a reallocation in fiscal 2020. For the upcoming year, I would recommend the STA allocate approximately thirty percent of the budget to Community Support, fifty percent to Marketing and the remaining twenty percent is for Economic Development salary. Those numbers divided are as follows:

Community Support	\$54,987
Marketing	\$91,645
EDTC Salary	\$36,658
Total	\$183,290

The reasoning for this shift in allocation is twofold. First as the last fiscal year has indicated, the STA is receiving more requests from new groups seeking funding for their events. As such the Community Support line required a transfer from Marketing to meet all of the requests. Therefore there is a need for increased funding. The second reason for this shift is to manage the number of requests that the STA

is receiving for promotional purposes. Over the past several years the STA has received several requests for funding campaigns that are over \$10,000. As such this has allocated major portions of STA marketing dollars to only a few recipients. Therefore by reducing the line item, the STA can better focus their allocations on projects with proven records or with a strong likelihood of a positive return on investment. For these two reasons I am recommending the aforementioned changes.

Please note that if it is later determined that a reallocation is required, such a change would only require a motion by the STA to make it so.

Furthermore as of the drafting of this memorandum the Town Administrator has not made a determination yet on salaries for the upcoming fiscal year thus that number is likely to change. Therefore it would be my recommendation to say that if an increase in the Economic Development & Tourism Coordinator salary occurs, the difference be evenly removed from Community Support and Marketing to form the fiscal year 2020 budget.¹

BUDGET DEFINITIONS

I would like to also recommend that the STA review their definitions for each line item. As these have received little change over the past three years, now is an ideal time to review and ensure that the definitions still reflect the current objectives of the STA. I have included the current versions as an attachment for your review.

SUMMARY

At this time it is my recommendation that the STA first shift its funding priorities to include more community support projects, as well as review the budgetary definitions to ensure that they still reflect the overall mission of the STA. Through these actions I believe that the STA will be in a better position to serve as fiduciary in the upcoming fiscal year.

SUGGESTED MOTION

If the STA concurs with the recommendation, the following motion would be in order:

MOVE to adopt the Sturbridge Tourist Association Fiscal Year 2020 budget as follows:

Community Support	\$54,987
Marketing	\$91,645
EDTC Salary	\$36,658
Total	\$183,290

In the event the EDTC salary is altered by the Finance Department, the difference of any increase shall be evenly taken from the Community Support and Marketing line items and those amounts shall then be the 2020 fiscal year budget.

¹ For example if the salary is X, and it increased by 2, then Community Support and Marketing each decrease by 1.

PREVIOUS BUDGET ALLOCATIONS

Sturbridge Tourist Association - FY 18 Budget

Account	Account #	Original Total	Revenue Adjustments	Revised Total	Expenditure	Current Total Balance
Community Support	56552	\$34,093.50	\$0.00	\$34,093.50	\$32,654.65	\$1,438.85
Marketing and Advertising	56551	\$93,268.50	\$0.00	\$93,268.50	\$86,519.55	\$6,748.95
EDTC	51130	\$34,595.00	\$0.00	\$34,595.00	\$34,594.56	\$0.44
Tourism*	58618	\$0.00	\$22,852.38	\$22,852.38	\$2,712.07	\$20,140.31
Total		\$161,957.00	\$22,852.38	\$184,809.38	\$156,480.83	\$28,328.55

*Encumbered fund to suport Town's wayfinding initiative.

Sturbridge Tourist Association FY 17 Budget

Last Update:	7/5/2017	Prepared by:	Kevin Filchak, EDTC
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Account	Account #	Original Total	Revenue Adjustments	Revised Total	Expenditure	Current Total Balance
Community Support	56552	\$30,000.00	\$1,800.00	\$31,800.00	\$29,011.50	<u>\$2,788.50</u>
Marketing & Advertising	56551	\$76,000.00	\$3,480.00	\$79,480.00	\$70,036.23	<u>\$9,443.77</u>
Salaries and Wages*	51130	\$32,782.00	\$0.00	\$32,782.00	\$31,863.83	<u>\$918.17</u>
Information Center	56625	\$8,000.00	\$0.00	\$8,000.00	\$7,069.60	<u>\$930.40</u>
Restrooms*	57900	\$5,000.00	\$0.00	\$5,000.00	\$3,503.75	<u>\$1,496.25</u>
Tourism Improvement*	58618	\$0.00	\$28,702.00	\$28,702.00	\$5,850.00	\$22,852.00
Total:		\$151,782.00	\$33,982.00	\$185,764.00	\$147,334.91	\$38,429.09

*Restrooms, Tourism Improvements and EDTC salary handled by Town Accountant

BUDGET DEFINITIONS

COMMUNITY SUPPORT

This considers costs for sponsoring or co-sponsoring the communities, organizations, or residents within Sturbridge, to implement local initiatives within the Town that present opportunities to enhance, increase or support visitor and community wide experiences. Consideration for funding include beautification and maintenance sponsorship, such as town maintained trails or streetscape improvements, or the administration of studies to better understand the tourist climate for recommendation to the committee when establishing goals. This also includes the costs associated with sponsoring or co-sponsoring an event intended to entice an audience of people to an attraction in the attempt to generate and facilitate tourism to Sturbridge. Intended costs would be equipment rentals, permit fees, police and fire details, portable restroom facilities, trash receptacles, and/or entertainment as related to the community event or activity. It also includes printing costs associated with Town brochures and signs, installation costs of signs, maintenance costs for beautification projects, or other related promotional costs. Examples of such activities that have been funded and may continue to be funded, fully or in part, include: Wayfinding signs, the Trails Tourism Booklet, Concerts on the Common, Harvest Festival, GeoFest, and Pintastic.

MARKETING AND ADVERTISING

Marketing and Advertising: This includes costs associated with the promotion of tourism with a portion to be used directly for the marketing of all Sturbridge businesses involved in tourism, as well as the advertising efforts to attract people to an event or tourist related business. Advertising costs related to producing advertisements for products, services or ideas using the following media may be funded: radio, television, newspaper, billboard, sandwich boards, posters, cards, online and domain name (search engines) that aids in the communication to people/customers or groups of people/customers aware of Sturbridge's economy or market in the expectation to draw them into Sturbridge. A clear and concise advertising strategy should be outlined in the application form and presented for consideration. Advertising is the specific action taken to promote tourism. Promotion is the idea to attract people, promote and expand tourism in Sturbridge, and induce them to come to Sturbridge for an event, an attraction, a business, or to take advantage of the Town's natural resources. Such promotions may include costs associated with consumer promotions (i.e., discounts, coupons, contests, promotion banners, direct mail, and merchandise), trade discounts, incentive awards, or public relations (i.e., news releases about happenings in town, donations to a town cause, or campaign to encourage people to shop, eat, stay in Town) as part of the overall promotional methods used to increase awareness and inform people of the positive reasons to come to Sturbridge.

ECONOMIC DEVELOPMENT & TOURISM COORDINATOR SALARY

This person will staff STA meetings, be the business conduit for the community and be responsible for implementing aspects of the Master Plan and Commercial Tourist District plan as it relates to economic development. It is further expected that this person is responsible for grant writing to bring other resources to the Town as it relates to promotion of tourism, business development and community

activities within the Town. This person should be trained in the field of economic development and/or tourism development and have demonstrated success in this field.

Page Break



First Impressions: Sturbridge Mass.

Autumn 2018

Complied by

Jason Hoch, Town Manager, Town of Williamstown

Andrew Groff, Community Development Director, Town of Williamstown

Evaluation Team

Williamstown's evaluation team consisted of 6 individuals:

Andrew Groff - *Town of Williamstown*

Jason Hoch - *Town of Williamstown*

Greta Kipp - *Main Street Hospitality, Williamstown Chamber of Commerce*

James Reische - *Williams College*

Susan Puddester - *Town of Williamstown Planning Board*

Vicki Saltzman - *Clark Art Institute, Williamstown Chamber of Commerce*

The team all traveled individually and experienced the community at varying times throughout the month of September and early October 2018. Team members generally experienced calm seasonable weather ranging from overcast to sunny.

Prior to Arrival

Impression of Sturbridge Prior to Arrival

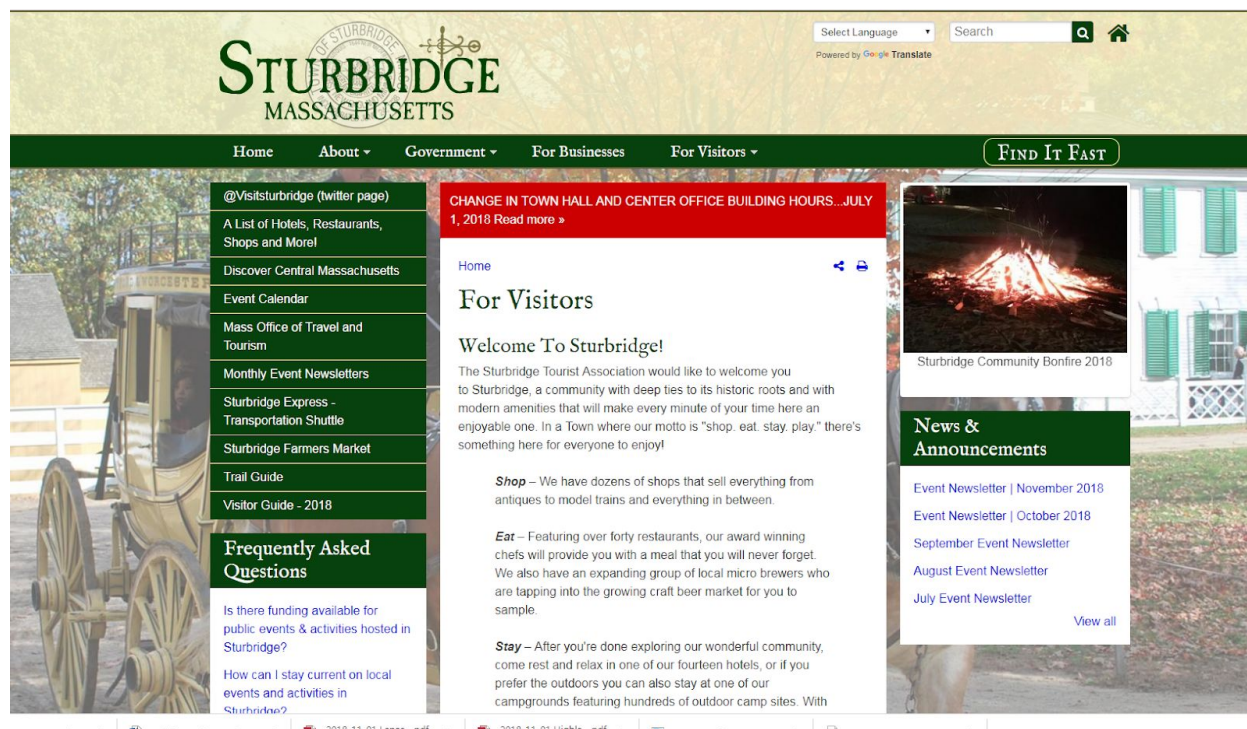
Team members generally had a positive impression of the community prior to conducting the visit. Most knew of the community due to the presence of the Old Sturbridge Village Museum, local inns and wedding venues, as well as the town's strategic location at a major highway crossroads. Team members also noted that the community has a positive online presence.

Quality of Online Resources

Town Website

Most Williamstown team members visited the Town's tourism website and the team was evenly split on its functionality. There was agreement that there was much information provided on the site but many found it to be most useful for residents and less well

oriented to tourists or other visitors. Some users found the integration within the general municipal website confusing. The print directory included as a link was most helpful in understanding the offerings in the community.



Other Online Resources

Team members noted that some of the more common web tools for tourism information aggregation including Yelp! and TripAdvisor were well populated with helpful reviews on restaurants and other attractions within the community. Some of the other available local resources, including sturbridge.com and sturbridgetownships.com to be confusing and limited. One of our team members noted that in an effort to attract more overnight and repeat visitors some aggregation of information about other attractions in the surrounding area would be helpful.

What was sense of community was created by the online information?

Nearly every team member described their initial pre visit perception of Sturbridge as a “Ye Olde” community. A place that celebrates its history and quaintness, a place with a traditional New England feel. Most noted they felt that the Old Sturbridge Village was the

primary reason to visit town and that there were a decent amount of outside options for dining and shopping.

Ten Minute Impressions

I. Community Gateways

I-90 to I-84 to US 20 West

Over half of team members ranked their first impression of this gateway as a 5 (on a 1 to 10 scale) with two outliers a 7 and a 4. Many also noted that the entrance to Old Sturbridge Village from this entry was somewhat confusing, adding that signage and intersection improvements at this gateway could help create a sense of arrival to help orient those coming off of the highways.

MA 131 from Southbridge

Some group members traveled into Southbridge and then returned back via Route 131. It was noted that there is some appealing architecture along this route but is hidden amongst the strip mall type developments housing basic local services. It was noted that there is a distinctly different feel to the look of things when crossing from Southbridge to Sturbridge. One team member noted that this was due to the more mill type design of Southbridge; another noted that it appeared Sturbridge had stringent design standards for signs.

US 20 from Brimfield

This gateway was used by nearly the entire group including some that exited the community in this way. There was agreement that there were some good retrofits starting to occur on this pedestrian unfriendly corridor such as bike lanes, but these disappeared after the edge of town. Others noted that there was a much more limited sense of arrival along this corridor. East Brimfield Lake at the town line offers

a scenic entrance to town. Perhaps highlighting the recreational value of the lake could enhance this gateway.

US 20 from Charlton

Only two team members traveled in this direction. One thought the corridor provided a better than average manner of hiding some of the big box development and seems to be controlled by strict sign standards. It was also noted that traffic was quite heavy along this corridor at varied times of day.

Exits 1, 2, & 3 from I-84 Northbound

All but one of the team also traveled along this corridor. It was noted that there is quite a bit of forested open space in this area that is attractive but exit 3 in particular is cluttered with confusing road signage and typical franchise outlets. One team member noted in regards to these issues, "these are a necessary evil of being in a major

interstate intersection region but didn't help Sturbridge stand out as a special place."

This seems to be a constant for the team members. The interstates, particularly I-84



are great for easily getting people into the community but unfortunately split the community into several distinct sections.

Business Districts

All of the participants from Williamstown viewed the Town's business districts during their individual trips. It should be noted that in response to the post participant surveys there was some disagreement as to which part of the community was the "Downtown" or "Central Business District". Some identified this area as that around the Town Common and some felt that the downtown was in fact the Fiskdale area of town along Route 20 West.

I. Fiskdale Corridor



This section of Sturbridge was visited by all of Williamstown's team, ranking it a 5 with one ranking of 7 for an aggregated score of 5.4. About two thirds of team members said that this corridor felt to them to be the community's Central Business District. Many found the similar issues of the area lacking a true sense of place and arrival, but noting that the storefronts had pleasant displays and signage. Many team members focused on the auto oriented nature of the area, and the fast speed of traffic through the district. Efforts to increase the

pedestrian friendliness of the neighborhood and slow traffic could help highlight the successes that are occurring in the area. One team member noted that a downtown by their personal definition is "a place we could park the car and just walk around to

shops and restaurants”. While team members found parking was generally convenient, it did not offer the ability to leave a vehicle and explore on foot. Many noted parking in the area seems to be intrinsically linked to each individual business. The neighborhood could be enhanced through additional improvements and public investment to get to that type of walkable environment. This was the most pressing concern for team members and showed in answers to multiple questions in the recording form. The limited perception of walkability and the auto oriented nature of much of the district is likely hindering greater utilization and engagement of additional visitors, or to extend the visit of those visitors coming to see the museum.

Team members observed that there was a number of options for someone looking for antiques and other New England themed gift options, but some noted that with the presence of Old Sturbridge Village they expected more retail outlets similar to the general stores in Stowe, VT and Stockbridge, MA. However, other team members added that there is a solid foundation in this area to build upon. One team member noted that if it becomes easier to walk between locations in the near future and some consistency is brought to the area’s streetscape, the area could attract more people visiting the nearby Old Sturbridge Village looking for that classic “New England” retail experience. One particular area to focus on, noted one individual, could be increasing awareness of the numerous antique stores along the corridor. Something that could possibly appeal to history conscious Old Sturbridge Village visitors. One team member noted a possible slogan, “Visit Old Sturbridge Village, then take home your own piece of history from our antique shops.” Team members that traveled on weekends were pleased with the amount of retail options available on those days but there was broad agreement that the seemingly standard 5 PM closing time for most local retailers is too early.

All team members found that the restaurant options were varied and diverse, especially considering the size of the community. Team members were generally pleased with the service received as well.

II. Town Common

Team members found this area to be the most attractive area of town with its classic New England green and the historic Publik House Inn dominating the landscape. One team member especially enjoyed the Farmer's Market on the Town Common which they noted was very well attended. All team members however noted a feeling of limited walkability and expressed a desire for additional businesses to visit in this section of town.

III. Other Retail Areas

Team members who visited outer retail areas found that there were the expected suburban auto oriented business of gas stations, fast food, and a handful of big box retailers. One team member was surprised to find a Kolache bakery in a seemingly random strip mall area. One also noted that several of the big box type retailers are seemingly well positioned to be less visible from major roadways than one typically expects. Others noted they would travel more than 30 miles to return to Sturbridge Pottery and Yankee Spirits.

Tourism Sector

I. Tourism Overview

The team ranked the tourism sector a score ranging from 6 to 8 and most individuals noted that the tourism sector seems to be dominated by the Old Sturbridge Village museum. It was also noted by team members that OSV appears to receive very heavy traffic from various visitors. One team member noted being in attendance one beautiful autumn day that included large numbers of school groups and foliage tour bus trippers. There was broad agreement that OSV could benefit from some further mitigation of the impact of high visitation on facilities and enhancing its wayfinding materials and signage.

Symbols, Signage, and Branding



In regards to symbols and signage it was evident that the Town is working on wayfinding and branding with a weathervane as a clear symbol. OSV also has the distinct branding of the cricket sign. They have some visual similarity but are not closely linked. The team thought the logos complimented each other but there could be continued community wide improvement and expansion of the wayfinding program.

Natural Resources

It was noted that Wells State Park and some of the town owned natural areas seemed like pleasant and attractive places to visit. Others noted the presence of some other lakes, notably near the Sturbridge Host Hotel, that could be areas to enhance accessibility and amenities to provide additional natural areas for recreation as a complement to the built environment.

Hotels and Accomodations

None of the Williamstown team conducted an overnight visit but most stopped in to check out some of the local hotels, notably the Publick House which most team members found to be a positive community asset. One team member noted that it seemed the Publik House and Sturbridge Host had a robust wedding business, a likely positive contribution to the tourism sector. The group further noted that there seemed to be a range of lodging options available but the majority of these are chains and budget options. It was observed by one team member that an additional boutique hotel would be a positive new development to broaden the range of lodging alternatives.

II. Areas for Improvement / Development

The team centered on several areas for improvement and continued tourism growth. Several discussed the possibility of the Fiskdale section of town being

developed and promoted as an antiques corridor, especially if combined with increased walkability. The Town Common area would also likely benefit from increases in pedestrian infrastructure and additional businesses, if this could be accomplished while maintaining the neighborhood's historic character. Another major area for development and improvement of the tourism sector is an increased focus on beautification of waterfront areas. Most team members were surprised by how much water there is in the community but it can be hidden behind typical suburban type developments. There was agreement that this is an underutilized resource. Finally, one team member who ventured eastward to view the corridor into town from Charlton was amazed at the sheer volume of vehicles and visitors at the Treehouse Brewery just outside of town. Exploring ways to get these visitors to stop and eat or shop in Sturbridge on their way to I-90 and I-84 could potentially be a path for continued visitor growth in Sturbridge.

While these possibilities for additional tourism sector growth noted by the team should be closely looked, the overarching observation by all team members was that the driving force for tourism in Sturbridge remains Old Sturbridge Village. All team members enjoyed the museum and found that folks attending seemed engaged and enjoying their experience, but that the Village shows signs of its seemingly heavy traffic. A take away for many team members was that the Village and the Town should work together to continue to improve the experience within the Village and the town for the many visitors looking to experience a slice of the past that visit every year.



Housing, Business, & Services

The Williamstown team observed that the housing stock within the community seemed older, mostly post-war, but quite well cared for. However it seemed to lack diversity in type and is primarily single family in nature. The business community as noted in previous sections was observed to be oriented towards a handful of local services and hospitality uses. Most team members were unable to determine what the town's major employer would be. Most agreed that there seemed to be an acceptable balance of businesses and services to meet community members needs.

In regards to development, potential team members noted that the community could possibly attract significant new business related to transportation as a manner of taking advantage of its location at the crossroads of I-84 & I-90.

Summary

In summary, there were a handful of major themes found by all team members as follows;

- Strengths:
 - Old Sturbridge Village is a strong existing tourist attraction
 - Strategic location on major highways
 - Good local accommodations are available along with venue facilities
 - The Town also has good access to natural areas
- Constraints:
 - Dominant suburban development pattern
 - Limited walkable neighborhoods and downtown areas
 - Interstates create barriers
 - Some attractions need investment
- Areas to focus on:
 - Strengthening existing venues
 - Drawing more people who pass through the community
 - Creating walkability in existing business districts
 - Improve coordination amongst existing businesses

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STURBRIDGE TOURIST ASSOCIATION

A COMMITTEE OF THE TOWN OF STURBRIDGE

Date: 22 January 2019

To: Theodore Kozak, Interim Town Administrator

Subject: 2018 Annual Report

The Sturbridge Tourist Association (STA) is an active participant in our local tourist economy. With an increasing budget thanks entirely to the continued increase in visitations to our local hotels, the STA was able to support even more events and expand its outreach during the 2018 year. Below are a few of the items that the STA has worked on over the past year.

Membership

In 2018 the STA welcomed two new members to the committee: Jeff Ardis and Nick Salvatore. We wish them the best of luck during their tenure. There was and remains a vacancy on the STA for a member of the Sturbridge business community and/or a Sturbridge Resident. The members hopes to fill this position in 2019.

The STA would also like to thank Jim Leaming and Kristie Galonek, who both stepped down as committee members this year, for their time serving on the STA.

Marketing the Town

Over the past year, the STA has spent approximately \$35,482 as of the drafting of this report purely on their own efforts to market the town of Sturbridge. This has included the creation of print and digital marketing campaigns with Worcester Magazine and the Hartford Courant, going to events such as the AAA Travel Show and the Big E, appearing on TV to promote Sturbridge and more. Beyond the money that the STA has allocated for its own efforts, they have sponsored numerous promotional efforts for other local groups such as Old Sturbridge Village (\$13,000 for Christmas by Candlelight marketing) and the Chamber of Commerce (\$19,000 for marketing in the New York market). All told in 2018 the STA has spent approximately \$102,956 on efforts to market the town and the events it holds.

Supporting Local Events

As the fiduciary of a portion of the hotel/motel tax revenues collected for Sturbridge, the STA re-invests those funds to support local programs and events in town. In the 2018 year these included (but were not limited to) supporting the New England Shake Up, the Big MOE, Pintastic, the Rick Hoyt Sturbridge Half Marathon and the annual Harvest Festival. In 2018 alone the STA funded approximately \$45,292 worth of events in town. By helping to fund these events the STA

helps to increase the number of visitors coming to town which supports local businesses and brings more revenue to Sturbridge.

Sturbridge Express Pilot Program

A unique partnership this year, the STA and the Sturbridge Business Advocacy Group (an organization of local business owners) came together to help fund a pilot shuttle service in town on Saturday nights. This program was called the *Sturbridge Express* and it ran for thirteen (13) weeks and it ended up providing over four hundred (400) rides to residents and visitors in Sturbridge. Both groups are interested in continuing this program in 2019 and will explore ways to do so.

Publications

As they have done every year, the STA partnered with a publisher to produce the Sturbridge Visitor Guide, which was printed and distributed throughout south-central Massachusetts and northern Connecticut. A copy of the guide can be viewed here:

www.town.sturbridge.ma.us/sites/sturbridgema/files/uploads/sturbridge_guide_2018.pdf

In addition to the aforementioned publication, the STA also partnered with a local publisher to produce marketing folders to help promote Sturbridge at conventions and more. Finally the STA partnered with the Massachusetts Department of Corrections to create padfolios to distribute to its local partners.

Summary

The STA is working hard to foster positive economic growth in the tourism sector here in Sturbridge by supporting local initiatives that bring visitors and promote the town. The STA has plans to continue and increase their efforts in the 2019 calendar year and is optimistic for the coming year.

Respectfully Submitted,

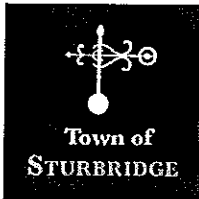
Brian Amedy, Chair

Tom Chamberland, Vice-Chair

Jeff Ardis

Nick Salvatore

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TOWN OF STURBRIDGE

ECONOMIC DEVELOPMENT & TOURISM COORDINATOR
KEVIN FILCHAK, M.P.A.

Date: 22 January 2019
To: Sturbridge Tourist Association
Subject: EDTC Update – 23 January 2019 – REVISED

Below is my brief update since our last meeting in December. If you have questions, comments or concerns about any of the items here please feel free to contact me.

ANNUAL REPORT

Attached you will find a copy of my annual report to the Board of Selectmen.

2019 GOALS

I have finalized and submitted my goals for 2019 to the Town Administrator and the Board of Selectmen. They are attached here for your reference.

STR REPORT

I have attached the STR report for quarter four of 2018. All told the numbers are positive and the fall proved to be an improvement over 2017. For example revenues were up by 10 and 16 percent respectively in October and November.

My formal report along with the published STR report is attached. **Remember this is the proprietary information of STR, Inc. so please do not distribute.**

DLTA GRANT – 2019

The town applied for a District Local Technical Assistance (DLTA) grant to update its economic development section of the Master Plan. This would have included updated data as well as new tourist related information. However the application was denied by the Central Massachusetts Regional Planning Commission committee charged with awarding the DLTA grant.

The town is now considering other options for the development of an economic development strategy. More information to follow.

SIGN INVENTORY

On 1/7 I along with Jean Bubon (Town Planner) and Nelson Burlingame (Building Inspector) met with members of the Design Review Committee. The membership has expressed concerns over the years regarding signage in town that does not adhere to the Zoning Bylaws and/or have moved beyond their

mandate. Thus staff suggested that they conduct a complete sign inventory of all commercial and industrial signs in town. Beginning in March town staff will begin conducting said inventory and will identify properties that are in violation of zoning bylaws and take appropriate actions. For the full announcement, please go to the following link: www.town.sturbridge.ma.us/businesses/news/sign-inventory-project

More information regarding this project will be forthcoming.

WORCESTER MAGAZINE

On 1/15 I met with Worcester Magazines to discuss the 6 month campaign for the STA. At that meeting I met with Sue McAdam and Diane Galipeau and we looked at the results of the campaign (attached for your reference). I noted how it was difficult to gauge a return on investment for the print ad and the digital campaign. I expressed my opinion that it is important to better understand our market / audience before conducting another campaign, and that the hope is to gain said information via our DLTA request. However I suggested that if they would like to do another campaign with the STA that they present a digital only campaign for your consideration. I also had a follow up conference call with both on 1/22 to delve more into the digital campaign (information attached).

Worcester Magazine has prepared an application for consideration at the STA's next meeting for a nine-month campaign. More information to follow in future packets.

DISCOVER CENTRAL MA – MEETINGS

On 1/10 I participated in the Membership Committee of DCM to discuss their current plans for the enhancement of their membership. Various items were discussed including their new widget for their website which will help to promote local businesses and facilitate planning (inviting them to our next business breakfast to demonstrate this capability). During that discussion, I expressed my hope to become a greater partner with DCM and asked what that might look like. Stephanie Ramey proposed an enhanced marketing of Sturbridge on their website and a greater promotion of the town in other publications. I also attended a meeting of the Board of Directors for Discover Central MA on 1/16 in Worcester. Some key takeaways from the meeting were (A) promoting their new "visitwidget" program, and (B) encouraging participation at upcoming legislative breakfast on 1 March 2019 at the Blackstone Valley Visitor Center (invitations will be forwarded to the STA).

2019 QUALIFIER FOR WORLD CHAMPIONSHIPS (UNITED SCHUTZHUND CLUBS OF AMERICA)

This event was a lead that was shared with the town from Discover Central Massachusetts. This organization is a working dog show that is coming to Sturbridge this May with approximately 110 rooms blocked over a five day period not counting spectators (Publick House – 60, La Quinta – 30, Comfort Inn – 20). The town is working with this group to ensure that they have a great show when they come to town in May.

More information to follow in future reports.

CENTRAL MASSACHUSETTS METROPOLITAN PLANNING ORGANIZATION (CMMPO) – ADVISORY COMMITTEE

I have been invited to serve as a member on the Advisory Committee for the CMMPO. I have accepted said invitation and will now actively participate in meetings going forward.

COLLABORATION WITH BOARD OF HEALTH

I have collaborated with the Board of Health to bring forward two classes for businesses in early 2019:

- On 14 January I helped to organize two Choke Saver classes at the public safety complex. My thanks to Lt. Riendeau for teaching the class.
- On 6 February there will be an exam offered for those wishing to gain their ServSafe certification at the Town Hall. I am helping to organize this effort.



Town of Sturbridge

Kevin Filchak, M.P.A.

Economic Development and Tourism Coordinator

Date: 22 January 2019

To: Theodore Kozak, Interim Town Administrator

CC: Sturbridge Tourist Association; Jenee Lacy, BoS Administrative Assistant

Subject: 2018 Annual Report – Economic Development

2018 has proven to be a strong year for the Sturbridge economy as we have seen growth, development and positive shifts in our town's narrative. Some of these efforts have been undertaken by this office, while others were taken by our fellow staff. We encourage you to review what the town has done collectively to improve business relations over the past year as it has been, and continues to be, a community wide effort. Below are some of the ways in which Sturbridge supported the business community in 2018. If you would like routine updates from the town, you can view and subscribe to our monthly business newsletter at the following URL: www.town.sturbridge.ma.us/for-business. The following items are listed in no particular order.

2018 Economic Development and Tourism Efforts

Business Outreach: A continuous goal of the town is to maintain a healthy and strong dialogue with local businesses. To that end the town hosted three business breakfasts in 2018 as well as two business classes, all aimed at supporting businesses with useful information and continuing education. In addition to these planned events, the Economic Development office has also endeavored to visit the many wonderful businesses here in Sturbridge.

Comprehensive Economic Development Strategy (CEDS): Beginning in the fall of 2016, the Economic Development office has worked to represent Sturbridge in the development of the southern Worcester County's Comprehensive Economic Development Strategy or CEDS. The office represented the town on the CEDS Strategy Committee and helped to develop the regional plan. The report was adopted as the regional strategy in September 2018.

Farmers Market: One of the most successful events over the past year, the town was fortunate enough, through the hard work of the Special Events Committee, the Sturbridge Tourist Association and most importantly the Farmers Market Volunteers, to bring a Farmers Market to Sturbridge. Operating Sundays during the summer between late June and early October, this

market brought hundreds of patrons and dozens of vendors to our Town Common every week. The town is excited to say that the market will continue in 2019.

First Impressions Program: Initially learned from the University of Connecticut, this program pairs two like communities and conducts an exchange program whereby each sends a 'secret shopper' delegation to critically examine a community from the viewpoint of a first time visitor. Sturbridge paired itself with the town of Williamstown and in doing so was able to gain some important insights into our community.

Improvements to the Town's Website: The town's web-presence is continuously updated with new information that references local events, properties for sale and lease, as well as important reference materials and resources for businesses.

Newsletters: Every month a business and event newsletter is published on the town's website. Each highlights important or exciting items for people and businesses to be aware of. These documents are posted and archived on the town's website under its business and visitor pages.

Promotion of the Town: At various times throughout the year the Economic Development office has participated in events to promote Sturbridge throughout the region. These have included (but are not limited to) going to appear on News 8 in Connecticut, attending the AAA Travel Show, staffing a booth at the Harvest Festival and helping promote the Commonwealth at the Big E in the Massachusetts Exhibit Hall.

Regional Collaboration: During the past year the office has worked closely with several of our regional partners including the Chamber of Central MA South, Discover Central Massachusetts, the Central Massachusetts Regional Planning Commission and the Worcester Chamber of Commerce. We have undertaken or participated in various projects with each of the aforementioned groups, many of which are detailed in this memorandum.

Rick Hoyt Sturbridge Half Marathon: Beginning as a goal of the Special Events Committee, the Town worked closely with Team Hoyt and Venture Community Services to bring a half marathon to Sturbridge. This past September the event brought a hundred and ninety (190) runners and their families to town to honor local hero Rick Hoyt. Throughout this process the Economic Development office supported the race committee and helped to coordinate the deployment of local public safety assets for the event.

Route 15: In March of 2017 the Economic Development office wrote a District Local Technical Assistance (DLTA) grant to perform a market study of the Route 15 corridor with the Central Massachusetts Regional Planning Commission (CMRPC). The final report was produced and submitted to the town in June 2018. Following the report, next steps will require detailed discussions with the Planning Board and the Board of Selectmen. The Planning Department and Economic Development office will continue this project in 2019.

Sturbridge Community Bonfire: One of the events developed by the Special Events Committee, the Community Bonfire was planned in a little over a month. Full credit and thanks to the Sturbridge Host Hotel for their willingness to work with the town to help bring the event to fruition so quickly. The bonfire proved to be a success even with multiple conflicting events occurring that same evening. Our plans are to host a similar event sometime in the spring.

Sturbridge Express & the Business Advocacy Group: Beginning in the fall of 2017, the Economic Development office started gathering a group of local business leaders to help better understand business needs in town. Rapidly that evolved to become its own entity whereby they wished to become an independent advocacy group for businesses, they became known as the Sturbridge Business Advocacy Group or BAG. One of the BAG's goals that they were able to bring to a successful start was the creation of the *Sturbridge Express* shuttle service in town which served over 400 riders during the 13 week pilot program. The Economic Development office and the BAG are working to continue the program next year.

Summary

These are just a few of the highlights from the Economic Development office from the past year. To stay current on all economic development or tourism matters in 2019, please either follow us on twitter @visitsturbridge or checkout our websites at www.visitsturbridge.org or www.town.sturbridge.ma.us/for-business.

Respectfully Submitted

Kevin Filchak, M.P.A.

Economic Development and Tourism Coordinator



TOWN OF STURBRIDGE

ECONOMIC DEVELOPMENT & TOURISM COORDINATOR

KEVIN FILCHAK, M.P.A. 

Date: 2 January 2019
To: Theodore Kozak, Interim Town Administrator
CC: Sturbridge Tourist Association
Subject: 2019 Economic Development and Tourism Coordinator Goals

Below are the goals that I have determined are important to undertake during the 2019 calendar year. Please note these goals are listed in no particular order.

GOAL 1: CREATE A MORE INTEGRATED APPROACH TO ECONOMIC DEVELOPMENT WITHIN THE TOWN THAT BETTER INCORPORATES ALL DEPARTMENTS, SPECIFICALLY THE OFFICE OF ECONOMIC DEVELOPMENT & TOURISM.

CONTEXT

In Sturbridge's 2011 Master Plan, the town recognized the importance of having a coherent and well organized economic development strategy, while concurrently noting some of its challenges. It states:

Oversight of the town's economic development activities are divided amongst a number of groups that address various aspects of the tourism promotion, marketing and solicitation, and business outreach. Some groups have both a local and regional function and there is an overlap of focus and purpose among some of these entities. The level of coordination and cooperation between these and other economic development groups has not achieved a sustained level which, if not resolved, could hamper the town's ability to formulate a cohesive and consistent tourism strategy.

Since this was written much has changed as there is now a dedicated staff person for economic development, there is more outreach and coordination amongst town staff through monthly Land Use meetings and partnerships with regional entities has expanded.

However there still are capabilities gaps that exist. First Sturbridge has not clearly defined the role of the Economic Development & Tourism Coordinator and how that position fits in with the larger narrative of the town's economic development strategies. Secondly this position is funded by Sturbridge Tourist Association (STA), meaning that tourism dollars are being allocated for economic development purposes, a mission that does not meet the mandate of the committee. Therefore after almost three years it is a good time to revisit the organization of this position and see what updates can be made.

CAPABILITY TARGETS

1. Review job description for Economic Development and Tourism Coordinator; examine what updates (if any) may be required to refocused position on economic development.
2. Meet with Town Administrator, Town Planner and other departments to identify how to better incorporate economic development into the town's strategy.
3. Speak with Town Administrator, Budget Director and Sturbridge Tourist Association to determine how to more equally fund the position before the close of the Annual Town Meeting warrant in the spring.

FUNDING SOURCES

1. Staff time
2. Fiscal Year 2020 town budget and/or STA budget

GOAL 2: ENHANCE WAYS IN WHICH THE TOWN CAN HAVE MORE CURRENT INFORMATION ON LOCAL BUSINESSES.

CONTEXT

At this time local business do not necessarily contact the EDTC when a major change occurs (be it positive, negative or otherwise). The common way to hear about such events is through a second or third party. While businesses are not required to communicate this information with the town, we should encourage such a dialogue. Furthermore if information comes into the town, said information should be shared internally so that there is a greater situational awareness of the business community among staff.

CAPABILITY TARGET

1. Develop mechanisms at the staff level to share information about businesses in town that may be experiencing major changes.
2. Encourage frequent dialogues with partners who may have existing relationships with businesses.
3. Meet and speak with business leaders to better understand their needs.

STAFF TIME

1. Staff time

GOAL 3: CREATE AND IMPLEMENT A LONG TERM MARKETING STRATEGY FOR THE TOWN OF STURBRIDGE AND DO SO IN COORDINATION WITH OUR REGIONAL PARTNERS.

CONTEXT

The Sturbridge Tourist Association (and the Sturbridge Area Tourist Association or SATA before that) has been either directly leading or has been sponsoring various marketing efforts to promote the Sturbridge region to potential visitors for a number of years. However these efforts, while plentiful and wide ranging, none the less produce unclear results and an unknown return on investment. Without a strategy or metric to gauge success it is difficult to identify a path for marketing Sturbridge to a wider audience.

CAPABILITY TARGETS

1. Begin discussions with the STA and the Board of Selectmen regarding the development, acceptance and adoption of a town brand.
2. Meet with stakeholders to identify and coordinate a strategy for developing/implementing a town brand/marketing strategy.
3. By the end of the 2019 calendar year, adopted both a long term (five year) marketing strategy and a town brand for Sturbridge.

FUNDING SOURCE(S)

1. Staff time
2. Sturbridge Tourist Association 2020 fiscal year budget possibly to hire a consultant to support the drafting of said strategy

GOAL 4: ESTABLISH A BUSINESS RECOGNITION PROGRAM THAT HIGHLIGHTS THE EXCELLENCE OF THE STURBRIDGE BUSINESS COMMUNITY.

CONTEXT

One of the goals assigned in the 2011 Master Plan was, "Promote small businesses by highlighting their operations and successful endeavors" (Sturbridge Master Plan, 4-35). At this time there is no structure in place for acknowledging and rewarding businesses for their success.

If the town were to begin honoring businesses whose efforts warrant it, it could help to improve town/business relations.

CAPABILITY TARGET(S)

1. Identify the entity that will be responsible for the conferring of said awards (i.e. Board of Selectmen, Sturbridge Tourist Association, etc.).
2. Establish parameters and guidelines for awarding "Business of the Quarter," as well as for awarding "Business of the Year."
3. Identify how the business will be recognized by the town.

FUNDING SOURCE(S)

1. Staff time
2. Fiscal Year 2020 Economic Development and/or STA budget

GOAL 5: EXPLORE, AND IF POSSIBLE CREATE, A BUSINESS FAÇADE IMPROVEMENT PILOT PROGRAM THAT BRINGS A SENSE OF COHESION IN THE ROUTE 131 AND ROUTE 20 CORRIDORS.

CONTEXT

A consistent finding in reports such as the Master Plan, the Commercial Tourist District Study and through anecdotal evidence is that there is no consistent theme within the Route 131/Route 20 corridors (aka Main Street). The lack of a consistent downtown creates a disjointed visit for those who come to Sturbridge. By thematically linking the business district it will help to create a sense of place for visits while also increasing valuation. This program could help to encourage change that otherwise might not have been financially possible while also helping to improve business/town relations.

CAPABILITY TARGET(S)

1. Discuss program with Town Planner, Building Inspector and Town Administrator to discuss program feasibility.
2. If STA is to fund this program, in part or in full, consider how non-tourist related businesses could be included in program.
3. If program proves feasible, develop and adopt a façade improvement pilot program to begin implementation by the beginning of 2020 calendar year.

FUNDING SOURCE(S)

1. Staff time
2. Sturbridge Tourist Association 2020 fiscal year budget (possible)
3. Other funding sources (i.e. grant opportunities)

GOAL 6: DEVELOP A LONG TERM STRATEGY TO REVITALIZE THE ROUTE 15 AREA INTO AN ECONOMICALLY VIABLE CORRIDOR FOR THE TOWN.

CONTEXT

A goal of the Board of Selectmen in 2018 was to, "Bring forward the rezoning of Rte. 15 to promote development. The Selectmen see Rte. 15 as an important area for redevelopment and wish to explore the rezoning of the properties to enhance its possibilities for development." Last year through a District Local Technical Assistance Grant (DLTA) awarded by CMRPC, the town performed a market study of the Route 15 corridor. A number of development options were cited including recreational tourism, industry and medical office space. However for a variety of reasons including a lack of infrastructure, current zoning and numerous wetlands in the corridor, there are challenges that the town must overcome before it is to pursue the revitalization of this corridor.

CAPABILITY TARGETS

1. Participate and/or help organize meetings with various parties to discuss how to re-zone the corridor for future development.
2. Identify grant opportunities to fund infrastructure and other improvements to the corridor.
3. Coordinate with property owners and interested developers in the Route 15 corridor.

FUNDING SOURCES

1. Staff time
2. Grant opportunities

GOAL 7: DEVELOP A VIABLE STURBRIDGE MAKERSPACE THAT IS OPEN AND AVAILABLE TO THE PUBLIC.

CONTEXT

In the town's 2011 Master Plan, one of the goals listed was the development of an incubator to help foster new business development. While the goal is laudable, given space limitations in the town and lack of funding it does not seem like it would be possible in the near term. However if the town were to develop a makerspace, which is a smaller version of an incubator, this might be possible to accomplish in the short term.

The goal would be to partner with the Joshua Hyde Public Library to store and make available these makerspace resources available to the general public.

CAPABILITY TARGETS

1. Organize relevant town staff to identify and structure a makerspace in Sturbridge.
2. Coordinate with the Joshua Hyde Public Library to identify funding sources for a makerspace.
3. Purchase equipment and train staff to use said items for the makerspace.
4. Launch makerspace before the end of the 2019 calendar year.
5. [If space is not feasible in Sturbridge] Outreach to the neighboring communities of Southbridge and Charlton to consider a collaboration on a joint makerspace / incubator.

FUNDING SOURCES

1. Staff time
2. Grants
3. Fiscal year 2020 Economic Development budget

GOAL 8: IDENTIFY WAYS IN WHICH THE TOWN CAN BETTER PROMOTE AVAILABLE COMMERCIAL AND INDUSTRIAL SITES FOR DEVELOPMENT.

CONTEXT

Sturbridge has numerous commercial and industrial properties that are available for sale/lease at any given time. While the town maintains a site finder, the information is passive and is not actively promoting all that Sturbridge has to offer.

CAPABILITY TARGETS

1. Continue to maintain a site finder on the Sturbridge website.
2. Explore opportunities to more actively promote those available sites in Sturbridge to the Worcester region, the Commonwealth and beyond. Consider enhancing partnerships with regional Chambers of Commerce.

FUNDING SOURCES

1. Staff time
2. Grant opportunities

GOAL 9: CONTINUE TO ENGAGE WITH AND ENHANCE PARTNERSHIPS BETWEEN THE TOWN AND THOSE REGIONAL ENTITIES INVOLVED WITH ECONOMIC DEVELOPMENT AND TOURISM.

CONTEXT

The town interacts frequently with regional partners such as the Chamber of Central MA South, Discover Central MA and the Worcester Regional Chamber of Commerce. It is important to keep these relationships not only to maintain a dialogue with them but also to enhance the reputation of the town within the region.

CAPABILITY TARGETS

1. Participate more with local Chamber of Commerce by volunteering to serve on a local board or committee.
2. Maintain membership on Board of Directors for Discover Central MA.
3. Engage with regional partners on a quarterly basis (if applicable).

FUNDING SOURCE

1. Staff time
2. STA and Economic Development budgets fiscal year 2019 and 2020

GOAL 10: MAINTAIN A CONSISTENT DIALOGUE WITH LOCAL BUSINESSES.

CONTEXT

A goal of the EDTC has been to maintain a connection with local businesses to better understand their needs and to provide information that is important to maintain their operations here in town. The creation of newsletters, email list serves, business breakfasts and classes, a tours program and more have been implemented over the past two years to varying degrees of success. Unfortunately engagement with business has declined even though these programs are continuing.

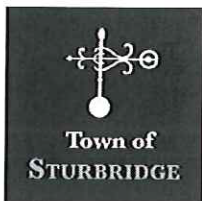
CAPABILITY TARGETS

1. Continue providing monthly newsletters that highlight important business news in Sturbridge, while exploring new technologies to better reach businesses.
2. Move to holding business breakfasts twice yearly to discuss important issues in the local economy.
3. Revitalize the business tours program and encourage more face-to-face interactions with businesses and the town.
4. Continue offering new and useful business class programs that engage with a wide range of businesses.

5. Create 'office hours' where businesses can come in and discuss issues important to them.

FUNDING SOURCES

1. Staff time
2. Economic Development fiscal year 2020 budget



TOWN OF STURBRIDGE

ECONOMIC DEVELOPMENT & TOURISM COORDINATOR
KEVIN FILCHAK, M.P.A. 

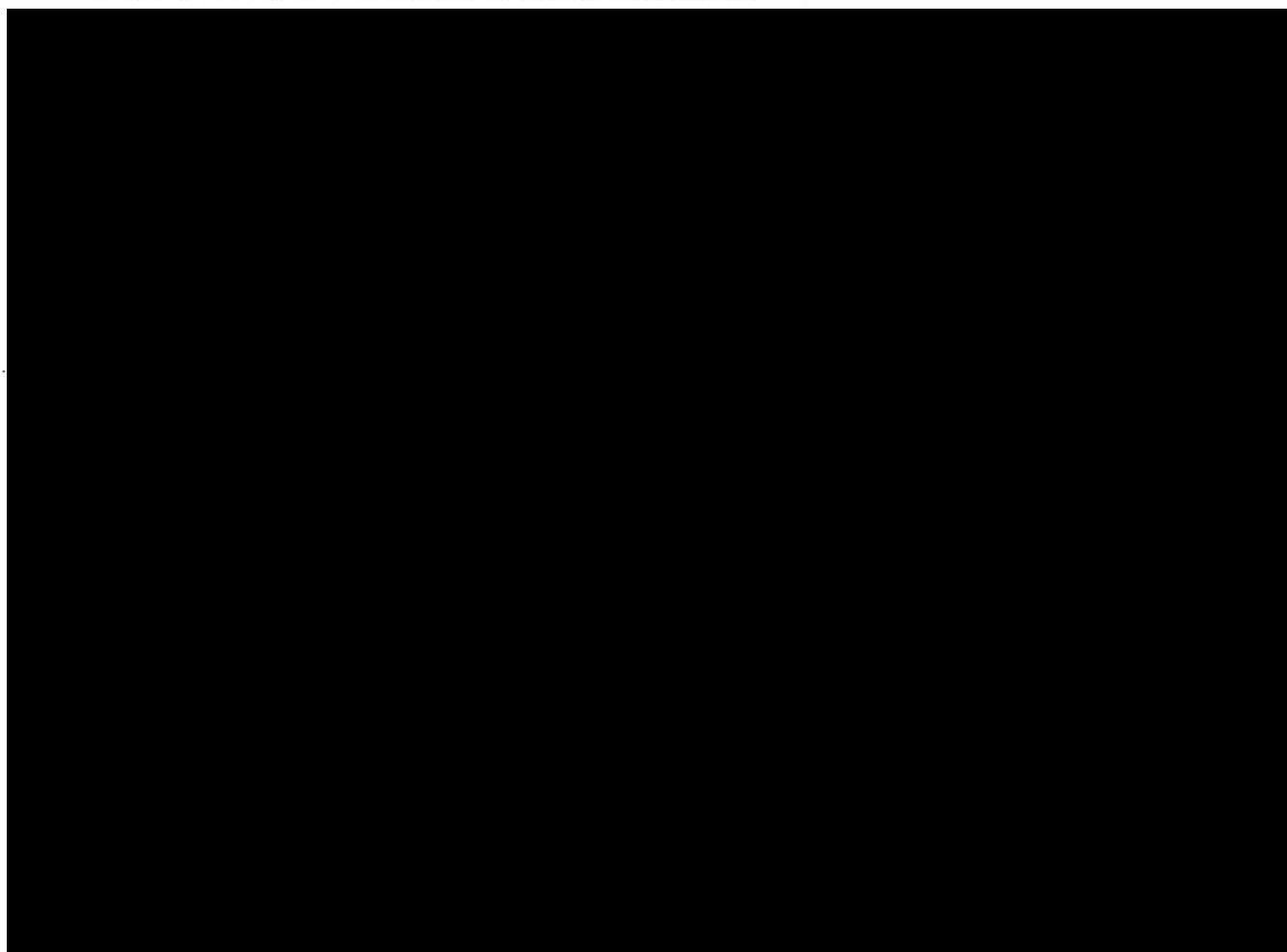
Date: 22 January 2019

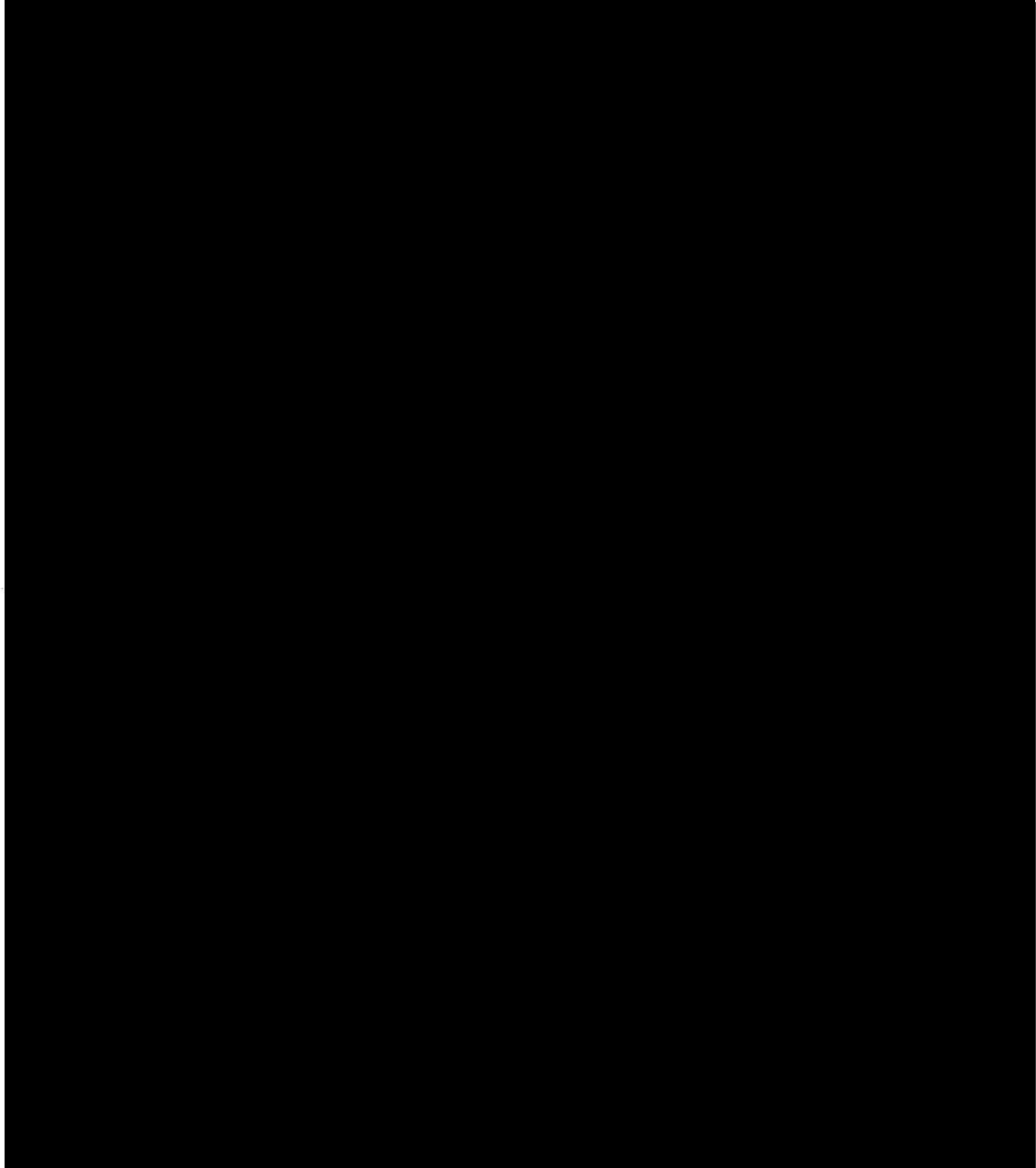
To: Board of Selectmen; Sturbridge Tourist Association; Theodore Kozak, Interim Town Administrator; Jean Bubon, Town Planner.

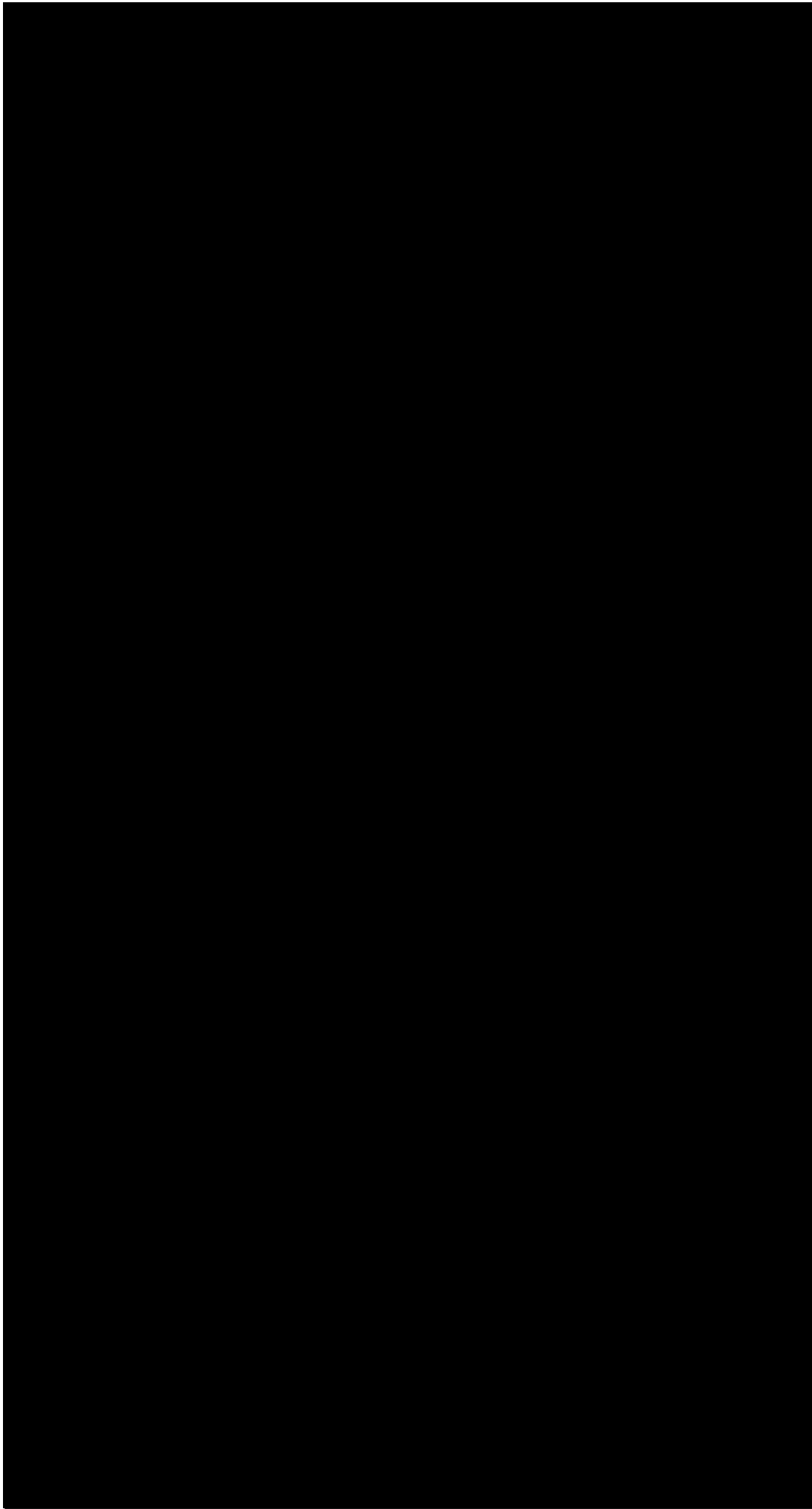
Subject: Quarter 4 STR Report – Summary

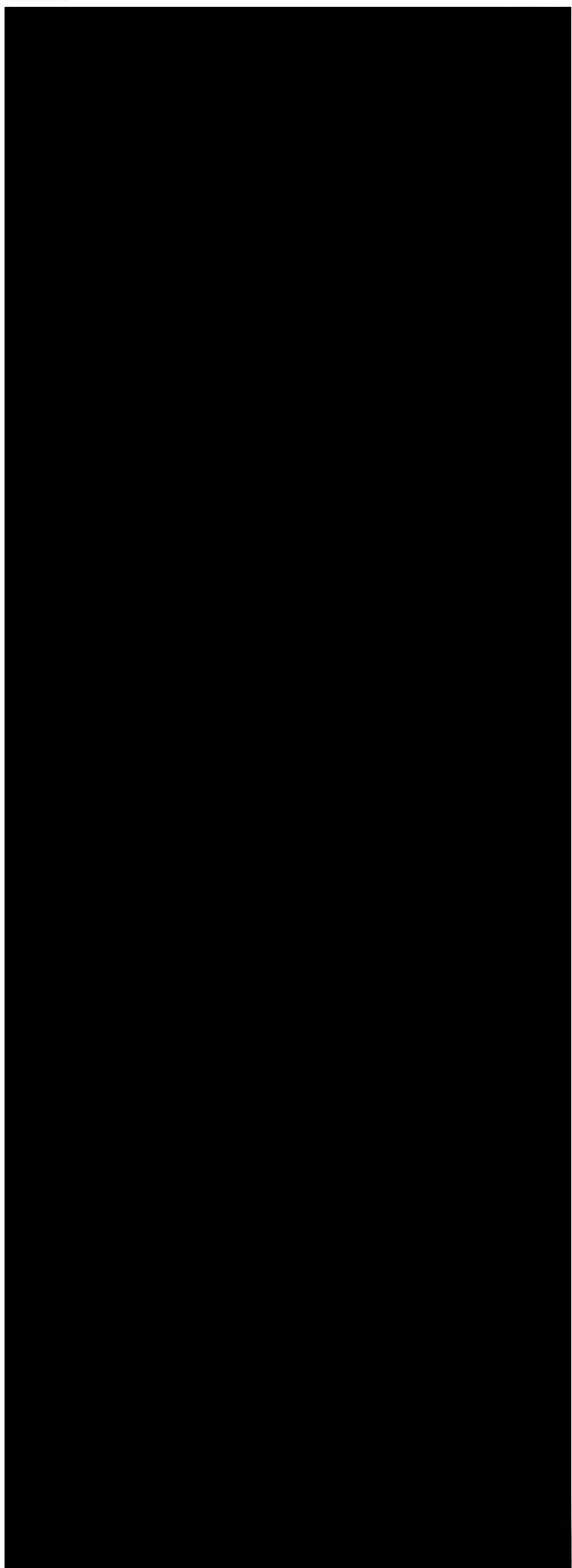
Attached: Quarter 4 STR Report – Town of Sturbridge

Below is the fourth quarter hotel data for the town of Sturbridge. Please note this is the proprietary information of STR, Inc. and it is not for further distribution.










Digital Campaign Ads – Worcester Mag. '18



RT ( **Display Campaigns**

REPORT (pdf)

r (pdf)

Utilizing consumer's current and past online consumption as our guide, we promote your brand to potential customers as they browse the web.

SUMMARYPERFORMANCECAMPAIGNS

LAST 365 DAYS: Jan 22 2018 – Jan 21 2019

SEGMENT: None

Tactics


All Campaigns

Tactic	Dates	Impressions	Clicks	CTR
Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + 1stPartyData	7/13/18 - 1/13/19	472,529	326	0.07%
Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + CategoryContextual	7/13/18 - 1/13/19	95,275	83	0.09%
Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + Search	7/13/18 - 1/13/19	482,314	658	0.14%
Total: All Tactics		1,050,118	1,067	0.10%

 RPM Dashboard

 Display Campaigns

 Web Traffic

RT ( **Display Campaigns**

REPORT (pdf)

r (pdf)

Utilizing consumer's current and past online consumption as our guide, we promote your brand to potential customers as they browse the web.

SUMMARYPERFORMANCECAMPAIGNS

LAST 365 DAYS: Jan 22 2018 – Jan 21 2019

SEGMENT: None

Tactics


All Campaigns

Tactic	Dates	Impressions	Clicks	CTR
Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + 1stPartyData	7/13/18 - 1/13/19	472,529	326	0.07%
Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + CategoryContextual	7/13/18 - 1/13/19	95,275	83	0.09%
Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + Search	7/13/18 - 1/13/19	482,314	658	0.14%
Total: All Tactics		1,050,118	1,067	0.10%

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SUMMARY PERFORMANCE CAMPAIGNS

LAST 365 DAYS: Jan 22 2018 – Jan 21 2019 ▼

Ad Sizes

All Campaigns / Tactic: Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + CategoryContextual


Ad Sizes	Dates	Impressions	Clicks	CTR
160x600	7/13/18 - 1/13/19	5,623	2	0.04%
300x250	7/13/18 - 1/13/19	23,183	17	0.07%
300x50	7/13/18 - 1/13/19	22,865	18	0.08%
320x50	7/13/18 - 1/13/19	27,758	35	0.13%
728x90	7/13/18 - 1/13/19	15,846	11	0.07%
Total: All Creatives		95,275	83	0.09%

 RPM Dashboard

 Display Campaigns

 Web Traffic

 My Events

RT ( **Display Campaigns**

REPORT (pdf)

r (pdf)

Utilizing consumer's current and past online consumption as our guide, we promote your brand to potential customers as they browse the web.

SUMMARY

PERFORMANCE

CAMPAIGNS

LAST 365 DAYS: Jan 22 2018 – Jan 21 2019

▼

Ad Sizes

All Campaigns / Tactic: Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + Search

Ad Sizes	Dates	Impressions	Clicks	CTR
160x600	7/13/18 - 1/13/19	15,491	7	0.05%
300x250	7/13/18 - 1/13/19	166,111	142	0.09%
300x50	7/13/18 - 1/13/19	20,974	21	0.10%
320x50	7/13/18 - 1/13/19	196,262	340	0.17%
728x90	7/13/18 - 1/13/19	83,476	148	0.18%
Total: All Creatives		482,314	658	0.14%

 RPM Dashboard

 Display Campaigns

 Web Traffic



 My Events



 Settings

Sign Out

 Settings

Sign Out

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-  My Events
-
-  Settings
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- Sign Out

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-  My Events
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- Sign Out