



STURBRIDGE TOURIST ASSOCIATION

A COMMITTEE OF THE TOWN OF STURBRIDGE

REGULAR MEETING AGENDA – 13 FEBRUARY 2019

Center Office Building – 301 Main Street – Large Meeting Room – 6pm

- 1) Call to Order
- 2) Review of Previous Minutes – 23 January 2019
- 3) Treasurers Report
- 4) New Business
 - a. Funding Request –Meeting – Global Design and Publishing
 - b. Funding Request – Initial Review – Gatehouse Media
 - c. Discussion on Supporting 2019 Economic Development Initiatives
 - d. Discussion – Discover Central MA – Spring/Summer Advert
- 5) Old Business
 - a. Discussion – Annual Town Meeting Warrant Article – Draft Review
 - b. Discussion – Request for Proposal – 2025 Marketing Strategy – Draft Review
 - c. Discussion – FY 2020 Budget & Budget Definitions
- 6) EDTC Report
- 7) Correspondence
 - a. Discover Central MA – Legislative Breakfast Invitation
 - b. The Last Green Valley – Walktober 2019 Request
- 8) Next Meeting
- 9) Adjourn

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

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Break



STURBRIDGE TOURIST ASSOCIATION

A COMMITTEE OF THE TOWN OF STURBRIDGE

REGULAR MEETING

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

MEMBERS PRESENT

Brian Amedy (BA); Nick Salvadore (NS); Tom Chamberland (TC); Jeff Ardis (JA)

STAFF PRESENT

Kevin Filchak (KF)

- 1) **CALL TO ORDER:** BA called the meeting to order at 6:02pm. A quorum was present.
- 2) **APPROVAL OF PREVIOUS MINUTES – 12 DECEMBER 2018:** **TC MOVED to approve the minutes as presented. JA seconded. APPROVED (4-0-0).**
- 3) **TREASURERS REPORT:** KF gave update and explained purchases and issues with excel. TC asked about American Trails, general conversation about membership with that organization. **BA MOVED to approve the treasurer's report as presented.** JA asked about the Tourism line item. KF provided history and explanation of the line item. Lengthy discussion about the use of the term "allocations" in the treasurer's report. **TC seconded BA's motions. APPROVED (4-0-0).**
- 4) **NEW BUSINESS:**
 - a) **FUNDING OPPORTUNITY – STURBRIDGE VISITOR GUIDES, GLOBAL DESIGN & PUBLISHING – INITIAL REVIEW:** BA asked about the numbers of booklets left, KF said that there are multiple boxes left. BA asked when GDP came last year, KF said November. JA asked about subsidy and BA explained the history of the subsidies associated with this guide. General discussion on subsidies. JA asked if subsidies have helped to get people to purchase ads, BA said that that is how GDP sells it. General discussion on whether it is beneficial to offer subsidies. Members discussed questions to ask GDP ahead of next meeting: progression of ad buys over the past few years; how is information presented to potential buyers (with/without subsidies); numbers of Sturbridge businesses vs. non-Sturbridge included; print dates of guide. **TC MOVED to invite Global Design and Publishing LLC to the next meeting of the STA to discuss the 2019 Sturbridge Visitor Guide and to reply to questions generated tonight, NS second. APPROVED (4-0-0).**
 - b) **FUNDING OPPORTUNITY – JAGUAR ASSOCIATION OF NEW ENGLAND (JANE) – INITIAL STA REVIEW:** BA noted that KF put this on the agenda, BA asked that this be paused until the

budget is approved and the group has gone to finance committee. JA asked when STA numbers will be determined. General conversation about the JANE.

- c) **FUNDING OPPORTUNITY – AAA TRAVEL SHOW & FY 2020 CAMPAIGN – INITIAL STA REVIEW:** General discussion on the AAA show and the layout. **TC MOVED to allocate \$600 from the Marketing Line Item to fund the STA's participation at the 2019 AAA Travel Show with Discover Central MA. BA SECOND. APPROVED (4-0-0).** BA noted that a separate proposal had been received from Discover Central MA, but again did not wish to raise it until the budget was secured. Noted the importance of maintaining a connection with DCM. JA asked about other towns participating with DCM leading to a general discussion about Sturbridge's participation with DCM. TC suggested that the town develop a marketing strategy, suggesting making KF prepare a Request for Proposal for this. General discussion on a marketing strategy. BA discussed purchasing an ad in the Spring/Summer 2019 advert. **TC MOVED to allocate \$1,080 from the marketing account purchase a full page advert in the DCM Spring / Summer 2019 Visitor Guide. BA seconded. APPROVED (4-0-0).**
- d) **DISCUSSION – FY 2020 BUDGET:** BA noted the slight increase in funding. KF provided overview of his draft budget. JA asked about salary, general discussion about salary. TC expressed concern that the committee is not involved in the salary discussion. **TC MOVED that a member of the STA be participatory in the budget discussion of the job description of the Economic Development and Tourism Coordinator. NS seconded. APPROVED (4-0-0).** TC suggested keeping percentages the same for now. BA concurred. NS asked if the meals tax could be authorized for other purposes. TC noted that a motion could be put forward at town meeting. NS supported that idea. TC suggested that KF look into the question of allocating a portion of the meals tax for community events. **TC MOVED to authorize EDTC to draft an article for the next meeting of the STA for allocating the restaurant tax for supporting community events. BA seconded. APPROVED.** KF brought up budget definitions and requested that the STA consider updating these at the next meeting.
- e) **DISCUSSION – FIRST IMPRESSIONS, WILLIAMSTOWN REPORT ON STURBRIDGE:** KF said that the town will be presenting its findings to Williamstown in March. General discussion on the Sturbridge and Williamstown reports. BA raised the topic of wayfinding signage in Sturbridge leading to a general discussion on the town's signage and logos. KF suggested raising the topic at the next business breakfast.
- f) **DISCUSSION – 2018 ANNUAL REPORT:** BA noted that he is working on trying to get a fifth member on the committee. TC asked that the summary include a statement that encourages participation in the committee. **TC MOVED to support the draft report subject to stated edits. NS seconded. APPROVED (4-0-0).**
- g) **DISCUSSION – TOURISM WEBSITE (WWW.VISITZANESVILLE.COM):** TC explained his find, stated this goes to the discussion on how does the town market itself. General discussion about the Chamber website. General discussion on the town's www.visitsturbridge.org website.

- 5) **OLD BUSINESS:** None.
- 6) **EDTC REPORT:** KF gave update. BA noted that Old Sturbridge Village sold out on Evening of Illumination. General discussion about the Worcester Magazine campaign and its results.
- 7) **ADJOURN:** Next meeting scheduled for 13 Feb. TC mentioned that the trails committee is looking at hosting a night height/bonfire at the Leadmine property. **BA MOVED to adjourn the meeting at 8:00pm. JA Seconded. APPROVED (4-0-0).**

DRAFT

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Break

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	\$20,920.44	\$15,943.08
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	\$140,527.31	\$61,833.69

EDTC Update

[illegible]

Marketing Allocations	
Total Allocated	\$83,740.00
Spent	\$71,235.93
Remaining Allocated	\$12,504.07
Remaining Unallocated	\$13,592.60
Un-Used Funding	\$2,065.57
Total Available Funds	\$15,658.17

[illegible]

Document Guide

Total Allocated = Sum of all items listed in the "Allocated" column

Spent = Sum of all items listed in the "Spent" column

Remaining Allocated = Sum of all items listed in the "Remaining" column

Remaining Unallocated = Current total balance (found on cover page) - Total Allocated

Un-Used Funding = Sum of "Remaining" column for those items that have closed

Total Available Funds = Sum of "Remaining Unallocated" funds and "Un-Used Funding"

Item = Project approved by the STA

Allocated = Amount assigned by the STA

Remaining = "Allocated" - "Spent"

Date Approved = The date the STA approved the project

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	100%	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	86%	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	85%	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	73%	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	15%	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	27%	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	\$20,920.44
Revised Total	\$15,943.08

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	
1/31/2019	January	\$3,477.60	
	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.

02/01/2019 11:02
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TOWN OF STURBRIDGE
STA JANUARY 2019

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glytdbud

FOR 2019 07

ACCOUNTS FOR: 244	STURBRIDGE TOURIST ASSN	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
<hr/>								
24400	STURBRIDGE TOURIST ASSN							
<hr/>								
24400	51130 SALARIES/WAGES	36,864	0	36,864	20,920.44	.00	15,943.08	56.8%
24400	56551 MARKETING/ADVERTISI	109,333	-12,000	97,333	70,642.92	.00	26,689.68	72.6%
24400	56552 COMMUNITY SUPPORT	36,025	12,000	48,025	40,768.94	.00	7,255.94	84.9%
24400	58618 TOURISM IMPROVEMENT	0	20,140	20,140	8,195.00	.00	11,945.31	40.7%
	TOTAL STURBRIDGE TOURIST ASSN	182,221	20,140	202,361	140,527.30	.00	61,834.01	69.4%
	TOTAL STURBRIDGE TOURIST ASSN	182,221	20,140	202,361	140,527.30	.00	61,834.01	69.4%
	TOTAL EXPENSES	182,221	20,140	202,361	140,527.30	.00	61,834.01	

Budget Reconciliation

Department	Sturbridge Tourist Association
Month	January 2019
Balance Agree	Yes*
Balance Does Not Agree	

Explanation of Variance: For 24400-56551 I have 26,689.67, the reconciliation has 26,689.68; off by one cent. For 24400-58618 I have 11,945.00, the reconciliation has 11,945.31; off by thirty-one cents.


Kevin Filchak, M.P.A.

Department Head


4 February 2019

Date

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Break



TOWN OF STURBRIDGE

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

Date: 6 February 2019
To: Sturbridge Tourist Association
Subject: Funding Request - Global Design and Publishing – Meeting

As requested Global Design and Publishing (GDP) has responded to the questions raised by the STA at the last meeting on 1/23/2019. GDP's responses on are the following page.

Based on their responses, as well as our own knowledge of working with the group, I would recommend that the STA consider funding the 2019 visitor guide.

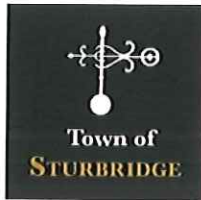
SUGGESTED MOTION

If the STA concurs the following motions would be in order:

MOVE to allocate up to (but not exceed) \$5,000 from the Marketing line item to subsidize adverts in the 2019 Sturbridge Visitor Guide.

MOVE to allocate \$950 from the Marketing line item to purchase a full page back cover advert on the 2019 Sturbridge Visitor Guide.

MOVE to allocate \$2,000 from the Marketing line item to purchase an additional 3,000 copies of the 2019 Sturbridge Visitor Guide for later distribution by the STA.



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.

From:  Kelly Tourtellotte <kelly@gdpublishing.com> Thu, Jan 31, 2019 12:32:42 PM 

Subject: Sturbridge Guide

To:  **Kevin Filchak**

Attachments:  Attach0.html / Uploaded File 5K
 2019 Rate Card.pdf / Uploaded File 34K

here is some of the info you requested. I will bring this and more to the meeting in February. Thanks, Kelly

Sturbridge Area Guide

The general number of ads is consistent over the last 4 years with an average of 30 ads each issue. Non-Sturbridge business advertisers is generally 4 per issue.

Last year (2018) we received the most NEW advertisers with 5 businesses signing on. Ad revenue has increased with each issue, 2018 was up by \$1,000 as compared to 2015.

Several businesses who consistently advertised have closed or did not advertise for various reasons including: Vienna, The Brier Patch, Enricos, Winebuyers Outlet. Outdoor World never paid for their last ad so I don't ask for ads from them anymore and Yogi Bear did not advertise last issue (due to the fact that Jim was not there making the decisions). There are a few businesses that advertise some years but not others due to cash flow.

See rate card for how info is presented to potential buyers and I will explain this more when we meet.

The printing takes about two weeks. We typically try to publish by mid-May as long as we have the ads we need to do so.

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A full service graphic design and publishing agency serving our clients for over 20 years! Visit us at www.gdpublishing.com!

*Kelly Tourtellotte
Sales Consultant:
Global Design & Publishing, LLC Publications, The NECT Chamber of Commerce & The Last Green Valley
860-963-0414 Office
860-382-3832 Cell
kelly@gdpublishing.com
kelly@tlgv.org*



GLOBAL DESIGN & PUBLISHING LLC

Graphic Design, Marketing &
Publishing Since 1995

Introducing the 2019 Edition of the Sturbridge Massachusetts Area Visitor Guide

ADVERTISING RATES

	WIDTH		HEIGHT	PRICE	STA Discount
Back Cover (4-color)	5" 1/4"	x	8" 1/4"	SOLD	SOLD
Full Page (4-color)	5" 1/4"	x	8" 1/4"	695	400
Half Page (4-color)	5" 1/4"	x	4" 0/0"	345	200
1/4 Page (4-color)	2" 1/2"	x	4" 0/0"	180	100

Our goal is to produce a comprehensive area guide that will assist your business & the Sturbridge area to grow, prosper and achieve the benefits of being well-known throughout the region as a tourism destination. The Sturbridge Tourism Association (STA) will once again subsidize advertising for business located in Sturbridge. 8,000 Area Guides are published annually in Spring and distributed FREE throughout Massachusetts and northeastern Connecticut.

Please submit all advertising digital files in; pdf, tiff or jpg format (Mac compatible).
All images & fonts must be linked to your file. A resolution of 300 dpi is recommended.
All color ads should be converted to cmyk.

We also provide design services for ad assistance if needed (at no additional cost). Please contact us for more information.

All ads should be sent by email to: kelly@gdpublishing.com.
Or mailed to: Global Design & Publishing, LLC • 93 Munyan Road, Putnam, CT 06260

Advertising Closing Date: April 15, 2019 • Release Date: May, 2019

In consideration of Publisher's acceptance of any advertising, the advertiser agrees to indemnify and hold Publisher harmless against any claims arising out of publication.

Publisher reserves the right to not publish a publication if there are insufficient advertisements.

Publisher is not responsible for any errors or omissions in any advertisement once advertiser has signed the Insertion Order or Proof Approval.

Publisher is authorized to print the advertisement if payment is not received without the signed Insertion Order or Proof Approval. All rights in text sent to Publisher will be treated as unconditionally assigned for the publication and copyright purposes and are subject to Publisher's unrestricted right to edit.

Upon acceptance of advertising please issue a Purchase Order, or payment is due in full upon receipt of invoice, or Publisher may terminate our advertising agreement. There is a \$25.00 fee for all returned checks.

Advertisers and their agencies have dual liability in the event of nonpayment. Interest of 1.5% per month (18% per year) will accrue on all balances 30 days past due. If an account is placed for collection, all collection charges and attorneys fees will be added to unpaid balance.

93 Munyan Road • Putnam, CT 06260
860.963.0414 • kelly@gdpublishing.com • www.gdpublishing.com

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Break



TOWN OF STURBRIDGE

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

Date: 6 February 2019
To: Sturbridge Tourist Association
Subject: Cover Memo – Worcester Magazine – Initial Review

Gatehouse Media (formerly Worcester Magazine), is proposing a marketing campaign with the Sturbridge Tourist Association similar to what the company has done previously with the STA. For this campaign they present two options:

- Option 1) 83,333 targeted ads per month, from 4/1/2019 – 12/31/2019 at \$1,000 / month
- Option 2) 125,000 targeted display ads per month, from 4/1/2019 – 12/31/2019 at \$1,500 / month

These campaigns would highlight websites such as the Top 25 ComScore websites like CNN, Channel 4, 5, & 7, Fox News and Major Newspapers, etc.

At the previous STA meeting in January 2019, the STA reviewed the previous campaign with Gatehouse. Those results have been attached for your reference.

This application also goes between FY 2019 and FY 2020; for FY 2019 it would be either \$3,000 or \$4,500.

SUGGESTED MOTION

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

MOVE to invite Gatehouse Media to the next meeting of the Sturbridge Tourist Association to discuss their proposed campaign, and to request they answer the questions raised this evening.

Sturbridge Tourist Association - Funding Request Form

Below is the Sturbridge Tourist Associations funding request form. If you have an event that you would like supported, you must complete and submit this form to the Economic Development and Tourism Coordinator so that it can be added to the next available agenda.

Email address *

dgalipeau@gatehousemedia.com

Contact Person (name & title) *

Diane Galipeau, Multi Media Account Executive

Contact Person Phone Number *

774.364.0296

In order for you to receive funding you must (A) complete this application and (B) review and agree to the Sturbridge Tourist Association Funding Request Policy (policy is found here:

https://www.town.sturbridge.ma.us/sites/sturbridgema/files/uploads/sta_funding_policy-09132018.pdf). Check the box below confirming you have read and understand the STA Funding Request Policy. *



I have read and agree to follow the STA funding request policy.

Name of Organization *

Gatehouse Media

Address

100 Front Street 5th Floor

Website and Social Media pages (please include links)

Gatehouse Media.com;

Is this the first time you are seeking funding?

☐ Yes

☒ No

Funding Information

In this section you will detail your monetary request from the STA and explain how your project will support tourism in Sturbridge.

Funding Amount Requested *

Option #1) \$9,000 or Option #2) 13,500

Please provide a detailed explanation of why you are seeking funding from the Sturbridge Tourist Association? *

Digital Advertising for STA for the months of 4/1/2019 thru 12/31/2019. The details of:

Option#1) 83,333 targeted display ads per month, from April 1, 2019 through December 31, 2019. \$1,000 per month or

Option#2) 125,000 targeted display ads per month, from April 1, 2019 through December 31, 2019. \$1,500 per month

Either Display Option includes websites such as the Top 25 Comscore websites CNN, Channel 4, 5, & 7, Fox News and Major Newspapers, etc

How will this event support Economic Development and Tourism in Sturbridge? *

Digital ads/impressions targeting individuals that have an interest in different businesses ie: (Restaurants, Breweries, Cafes, Shops, Museums, Family Destinations in the town of Sturbridge, Ma.

Do you expect to receive funding from other sources? If so explain.

NA

Are you expecting to make any revenues from your project? If so where do those revenues go?

Gatehouse Media Agency

Are there any other insights or information that you feel are important for the STA to know when considering your application?

Digital Campaigns can be tracked on a dashboard (daily, weekly, monthly and YTD).

Event Information

If your project is not associated with an event that will take place in Sturbridge, you may skip this section and go to Section 4 - Review and Submit.

What is the name of the event?

Monthly Digital Campaigns for STA/Town of Sturbridge

Where will the event be held?

On Line Impressions

Please add the event website and/or social media links.

Please add the start date for the event.

MM DD YYYY

04 / 01 / 2019

If a multi-day event, please add the end date for the event.

MM DD YYYY

12 / 31 / 2019

Please add the start time for the event.

Time

12 : 00 PM ▼

Please add the end time for the event.

Time

12 : 00 PM ▼

Will this event draw in visitors from outside of the region?

☒ Yes

☐ No

Is this an annual event?

☐ Yes

☒ No

Are you marketing this event? If you are how are you doing so? If not why are you not?

NA

Are there any other insights or information about your event that you feel are important for the STA to know when considering your application?

We have completed a successful digital campaign in 2017 and walked through the Digital Dashboard with Kevin. The report can be broken down to reflect the daily progress of the campaign.

Review and Submit

Additional Requirements

- All applicants are required to adhere to the Funding Policy guidelines adopted by the Sturbridge Tourist Association. A link to the most recent iteration of the policy is found at the start of this funding application.
- Any and all funding is contingent upon the Sturbridge Tourist Association receiving recognition as a sponsor of the event in question. Failure to do so is cause for the STA to revoke the applicant's funding.
- Depending upon the size and scale of the event, the STA reserves the right to request additional information from the applicant.

As grantee for the project as detailed in this application, I certify that these statements made herein are true and that the funds requested to be disbursed fulfill the purpose indicated in the approved application. [If your application was approved with a condition] I further certify that the conditions imposed on the project have been met. Furthermore I agree to adhere to any and all the policies and requirements of the Sturbridge Tourist Association as stated above and in their Funding Policy guidelines, acknowledge that failure to adhere to the aforementioned items could result in the revocation of any and all funding received. *



I have read and agree to adhere to all STA policies and requirements as stated above

This content is neither created nor endorsed by Google.

Google Forms

Campaign	Region	Metro	City	Impressions	Clicks	CTR	Avg CTR
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + 1stPartyData	Maine	Portland-Auburn ME	Portland	63852	32	0.05%	0.07%
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + CategoryContextual	Maine	Portland-Auburn ME	Portland	17762	8	0.05%	
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + Search	Maine	Portland-Auburn ME	Portland	94445	96	0.10%	
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + 1stPartyData	New Hampshire	Boston MA-Manchester NH	Manchester	109864	68	0.06%	0.09%
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + CategoryContextual	New Hampshire	Boston MA-Manchester NH	Manchester	21274	12	0.06%	
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + Search	New Hampshire	Boston MA-Manchester NH	Manchester	135213	204	0.15%	
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + 1stPartyData	New Hampshire	Boston MA-Manchester NH	Nashua	34044	21	0.06%	0.11%
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + CategoryContextual	New Hampshire	Boston MA-Manchester NH	Nashua	6443	8	0.12%	
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + Search	New Hampshire	Boston MA-Manchester NH	Nashua	34936	51	0.15%	
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + 1stPartyData	Rhode Island	Providence RI-New Bedford MA	Providence	240317	198	0.08%	0.12%
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + CategoryContextual	Rhode Island	Providence RI-New Bedford MA	Providence	41359	52	0.13%	
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + Search	Rhode Island	Providence RI-New Bedford MA	Providence	167965	238	0.14%	
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + 1stPartyData	Vermont	Burlington VT-Plattsburgh NY	Burlington	24452	7	0.03%	0.07%
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + CategoryContextual	Vermont	Burlington VT-Plattsburgh NY	Burlington	8437	3	0.04%	
d+ Town Of Sturbridge + 07.13.18 _ 01.13.19 + 26841554 PR + MULTI + Search	Vermont	Burlington VT-Plattsburgh NY	Burlington	49755	69	0.14%	
				1050118	1067	0.09%	

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COMMITTEE OF THE TOWN OF STURBRIDGE



VISITSTURBRIDGE.ORG



STURBRIDGE
TOURIST ASSOCIATION

SHOP.
EAT.
STAY.
PLAY.



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TOWN OF STURBRIDGE

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

Date: 5 February 2019
To: Sturbridge Tourist Association
Subject: Draft – Annual Town Meeting Warrant Article

MEALS TAX REALLOCATION – MOTION FOR ANNUAL TOWN MEETING

To see if the Town will transfer and appropriate from the Meals Tax Account to the Sturbridge Tourist Association Account the sum of TEN THOUSAND AND 00/100 DOLLARS (\$10,000) for the purpose of funding local community events that do not otherwise fall under the Sturbridge Tourist Associations normal tourism funding mandate.

Summary: The Sturbridge Tourist Association (STA) budget is normally used to fund tourism related events, their marketing and the Economic Development & Tourism Coordinator position. In recent years the STA has been asked to support local community events that are aimed more towards Sturbridge residents and not tourists. These events do not necessarily fall under the STA's purview of funding tourism related events and as such tourism dollars are not appropriate for the funding of those events. However the STA recognizes the inherent value in supporting community events, and notes that their committee is best positioned to handle those types requests. Therefore the STA requests that a small portion of the Meals Tax go their account for the purpose of funding non-tourist related community events.

SUGGESTED MOTION

It is my strong recommendation to the STA that no action be taken on this item as the request is likely to be met with strong resistance. The meals tax last year brought in \$464,677.11 in revenue for the town. The full amount goes towards off-setting costs in our general operating budget. If the STA were to request that a portion of that, however great or small, go towards its budget (already in excess of \$180,000) I feel that it would be met with skepticism and challenged.

The logic behind the motion at the 1/23/19 meeting of the STA is sound. As the STA is asked to support more community events that do not necessarily fit their purview to fund tourism, a definitive funding source for supporting those groups should be identified. A more methodical approach that includes other parties such as the Board of Selectmen, the Special Events Committee, etc. may be a more fruitful approach.

If the STA wishes to pursue this warrant article, the following motion would be in order:

MOVE to submit for the Annual Town Meeting this warrant article requesting the re-allocation of \$10,000 from the Meals Tax account to the Sturbridge Tourist Association account for the purpose of supporting local community events.

DRAFT

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COMMITTEE OF THE TOWN OF STURBRIDGE

Town of Sturbridge - 5 Year Marketing Strategy

Request for Proposal

Date Issued: 1 March 2019

Due Date: 12:00pm on Friday, 5 April 2019

The Sturbridge Tourist Association hereby invites the submission of proposals for the development of a five year marketing strategy for the town of Sturbridge.



STURBRIDGE TOURIST ASSOCIATION

A COMMITTEE OF THE TOWN OF STURBRIDGE

Date: 11 February 2019
To: Prospective Applicants
Subject: Town of Sturbridge - 5 Year Marketing Strategy

PURCHASE DESCRIPTION

BACKGROUND

The Sturbridge Tourist Association (STA) is seeking assistance in the creation of a five (5) year marketing strategy for the town of Sturbridge and its community stakeholders. The STA wants the chosen vendor to provide a commonly understood strategy for messaging and promoting Sturbridge to a wide and diverse audience.

Sturbridge is a vibrant community with a diverse business base that benefits from its proximity to several major inter and intra state roadways. The town is home to approximately fourteen hotels, almost fifty restaurants, three breweries and numerous merchants. However what the town is best known for is Old Sturbridge Village which, as the largest living history museum in New England, can and has drawn over 250,000 patrons a year to our community. Beyond the numerous eateries, hotels and the Village, the town is host to a number of burgeoning economic and entertainment sectors. Sturbridge is rapidly becoming a wedding destination with locations such as the Publick House and the Hyland Orchard drawing couples from across the country to wed in this idyllic New England Community. For outdoor enthusiasts the town is building new outdoor trails every year; the number currently stands at approximately thirty miles of available trails in town. Finally, the community is expanding its outreach efforts by creating local and community events that foster community spirit and encourage patronage of local businesses. All told Sturbridge is home to many wonderful things to see and experience.

It must be stated that Sturbridge greatly benefits thanks to the revenues brought in by its tourists and visitors. Over the past ten years the town has seen yearly increases in the revenues that it collects from the hotel/motel room tax and same is seen over the past eight years for our meals tax. In 2018 alone the town collected \$999,165 in hotel/motel tax revenues and \$464,678 in meals taxes. The revenues generated from local tourism are put towards one of three categories. First is the general fund to offset local operational costs. The second is the Betterment Committee which funds public safety and beautification efforts in town. The third and final way those dollars are spent is through the STA which uses its allocation to support tourist related events in the community as well as funding the Economic Development and Tourism Coordinator position.

PROJECT

Over the years the town through the STA has worked to promote itself and its businesses regionally and across New England and New York. This has consisted of various multi-media campaigns done with different outlets, for different lengths of time, all to various levels of success. As a community we are making serious investments each year in marketing the town and its events (approximately \$86,000 in fiscal year 2018). However without a coherent strategy, it is unclear what the return on investment is for those campaigns. As a community there is little to no collaboration amongst local stakeholders to promote the town in a unified or coherent way, nor is there a unified message behind our individual efforts.

Therefore the STA is looking to hire a consultant to develop a comprehensive marketing strategy to promote Sturbridge and its local businesses throughout the New England region and beyond. This strategy should include our Community Stakeholders (i.e. Old Sturbridge Village, Publick House, B.T. Smokehouse, Discover Central Massachusetts, etc.) and explore ways in which all parties can collaborate to collectively promote the town. The STA expects that the strategy will identify a primary audience for marketing the community as well as the medium that will best reach that group. Finally, the STA wishes this strategy to be forward thinking and functional for a period of five years.

SCOPE OF SERVICE

The chosen consultant will be expected to create a five year marketing strategy for Sturbridge that will involve the following components:

- Meet with Community Stakeholders (Town Officials, Private Sector, Regional Partners, Residents, etc.) either individually, as a group and/or both.
- Conduct surveys and hold community meetings (the numbers of which will be determined by applicant and need)
- Research and identify our community's primary audience that will provide the greatest return on investment
- Research and identify marketing platforms that will provide the greatest return on investment
- Explore ways to incorporate new town wayfinding logo into marketing materials
- Explore ways to enhance collaboration with private sector to co-promote the community
- Present findings to the STA and the Board of Selectmen along with the written strategy

The STA expects that this project will be funded from the 2020 fiscal year Marketing line item and must conclude before the end of that same fiscal year (30 June 2020).

EVALUATION CRITERIA

The Sturbridge Tourist Association will judge each application equally based on the following criteria.

Please note no other criteria apart from what is listed below will be used to judge each application.

QUALITY REQUIREMENTS

Category	Yes	No
Applicant submitted application on time and in the required format		
Applicant provided completed Non-Compliance Forms and Proposal Price Sheets		
Applicant provided three references		
Applicant has previous experience developing marketing strategies for municipal, county and/or state government(s)		
Applicant has previous experience hosting community meetings		
Applicant has experience conducting and analyzing public surveys		

IF THE ANSWER TO ANY OF THE ABOVE QUESTIONS IS “NO” THE APPLICATION WILL BE REJECTED OUTRIGHT BY THE STA.

COMPARATIVE EVALUATION CRITERIA

Criteria 1: Municipal experience

Highly Advantageous: Applicant has worked with Massachusetts municipalities with tourism focus and with populations between five and fifteen thousand.

Advantageous: Applicant has worked with Massachusetts municipalities with tourism focus and a population of any size.

Less Advantageous: Applicant has worked with any municipality with a tourism focus and a population of any size.

Criteria 2: Public Private Coordination

Highly Advantageous: Experience working with public and private sectors on co-marketing strategies.

Advantageous: Experience working with public and private sectors on collaborative projects not related to marketing, though applicant does have experience with developing marketing strategies for each sector separately.

Less Advantageous: Experience working with both the public and private sectors separately to develop marketing strategies.

Criteria 3: Social Media

Highly Advantageous: Applicant has greater than five years of experience developing marketing strategies that include social media components.

Advantageous: Applicant has between five and three years of experience developing marketing strategies that include social media components.

Less Advantageous: Applicant has less than two years of experience developing marketing strategies that include social media components.

Criteria 4: Research Capabilities

Highly Advantageous: Applicant has the capacity to research and develop understandings of our tourist population using data sources that will identify groups nationally.

Advantageous: Applicant has the capacity to research and develop understandings of our tourist

population using data sources that will identify groups in at least New York and New England regions.

Less Advantageous: Applicant has the capacity to research and develop understandings of our tourist population using data sources that will identify groups in the Tri-State area only.

THE STA WILL USE THE ABOVE CRITERIA TO SELECT THE MOST ADVANTAGEOUS PROPOSAL.

RULE FOR AWARD

The Sturbridge Tourist Association will select the marketing consultant submitting the most advantageous proposal, taking into consideration the marketing consultant's experience, staff capacity, references and plan for providing the service, as well as the proposal price.

CONTRACT TERMS AND CONDITIONS

The Sturbridge Tourist Association will enter into a contract with the chosen vendor for a period of one year to begin on 1 July 2019 and to end on 30 June 2020. The STA expects that the consultant shall complete all components of the strategy during that one year period. The STA shall only pay for services once they are rendered by the consultant; the STA does not pre-pay for services.

STANDARD FORMS

The STA requires all applicants to complete the following forms and include them in their final submission.

- Non-Collusion Form
- Proposal Price Sheet
- Reference Sheet

These forms are found at the end of this RFP.

APPLICATION SUBMISSION REQUIREMENTS

All applications shall be submitted as a single PDF to the Economic Development and Tourism Coordinator (kfilchak@town.sturbridge.ma.us) no later than 12:00pm on Friday, 5 April 2019. Any modifications to the initial application can be made up to the submission deadline. If an applicant wishes to withdraw from consideration they may do so at any time, in writing, by contacting the Economic Development and Tourism Coordinator.

The STA will review the applications at their April meeting (tentatively 10 April 2019) and will decide on the top three candidates, inviting them for an interview at their May meeting (tentatively 8 May 2019). The STA will notify the winner following a decision made their June meeting (tentatively 12 June 2019).

If an applicant has any questions regarding their applications they may direct those to the Economic Development and Tourism Coordinator using the information below. Please note the preferred method for communication is via written comment.

Kevin Filchak, M.P.A.

Town of Sturbridge
Economic Development and Tourism Coordinator
kfilchak@town.sturbridge.ma.us (preferred)
508.347.2500 ext. 1411

DRAFT

ATTACHMENT 1: CERTIFICATION OF NON-COLLUSION

The undersigned certified under penalties of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word 'person' shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity or group of individuals.

Signature of Individual Submitting Proposal

Name of Business

Date

Name of Business:Page ____ of ____

Center Office Building
301 Main Street
Sturbridge, MA 01566

ATTACHMENT 3: REFERENCES

REFERENCE #1

Town/Company Name

Address

Town, State Zip

Point of Contact (POC)

POC Number

POC Email

Link to Sample of Work

REFERENCE #2

Town/Company Name

Address

Town, State Zip

Point of Contact (POC)

POC Number

POC Email

Link to Sample of Work

REFERENCE #3

Town/Company Name

Address

Town, State Zip

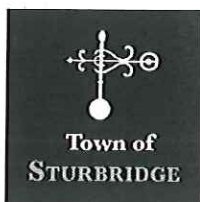
Point of Contact (POC)

POC Number

POC Email

Link to Sample of Work

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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: 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.



TOWN OF STURBRIDGE

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

Date: 11 February 2019
To: Sturbridge Tourist Association
Subject: Proposed Update to the Budget Definition

COMMUNITY SUPPORT

Current Version

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.

Revised Version

This line item shall be for the sponsorship of events, the procurement of goods and services for an event, payment or installation of equipment and/or any other purchase, unrelated to marketing, that supports tourism in the town of Sturbridge.

The purpose of this fund is to support the local tourism industry though, in certain circumstances, the STA may allocate these dollars to support community events if they believe there is an inherent benefit to tourism and/or tourist related businesses in town through the funding of said activity.

This line item shall also go toward the funding of reports and studies necessary for the advancement of tourism in the community. However this does not apply to reports that focus on marketing as those are funded by the Marketing line item.

MARKETING

Current Version

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.

Revised Version

This line item shall support efforts to publish, promote and distribute media campaigns about Sturbridge for the purpose of attracting visitors to the community across all media platforms.

These campaigns can range from general adverts about the community to targeted ads highlighting a specific item and/or event.

This line item shall also provide funding for any/all marketing related studies the STA may undertake. If the scope is beyond that of marketing, the study shall be covered under Community Support.

ECONOMIC DEVELOPMENT AND TOURISM COORDINATOR

Current Version

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,

Revised Version

This line item shall cover the annual salary of the Economic Development and Tourism Coordinator (EDTC). The specific responsibilities and duties of the EDTC are detailed in their position description.

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



TOWN OF STURBRIDGE

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

Date: 11 February 2019
To: Sturbridge Tourist Association
Subject: EDTC – Update

Below are my updates for the STA for the month of February 2019. If you have any questions please contact me.

COMMONWEALTH COMMUNITY COMPACT

At this time, I am currently preparing to apply for two grants under the Commonwealth Community Compact's (CCC) Best Practices program. This program allows for communities to apply for grants to implement various best practices that the Commonwealth has identified are important for communities to follow. For Sturbridge, I am pursuing two concurrent applications:

- 1) The first is to hire a consultant to perform a benchmarking / SWOT analysis of Sturbridge against other communities in the Commonwealth. This is done to establish a baseline of where Sturbridge is and where the town needs to focus its energy.
- 2) The second is to hire a consultant to develop a five year economic development strategy for the town. This will provide our community with a roadmap for growth over the coming five year period.

I have solicited quotes from four vendors (one has backed out). I have given them till the end of business on 02/15/2019 to respond with their quotes for both projects. For your information I have included my draft grant application and the quote solicitation letter in this report; more information will follow next month.

STURBRIDGE BUSINESS BREAKFAST – 03/12/2019

Next month the town will host its first business breakfast of 2019 at the Comfort Inn and Suites starting at 8:00am. The overall focus will be on promoting and preparing Sturbridge businesses for the 2019 season. I will be speaking about our various efforts to promote and market the town in the coming year, DCM will be coming to demonstrate their new VisitWidget and the BAG will be talking about their goals for the 2019 year.

To register for the breakfast please contact me directly. I will send out the invitation via our business list serve shortly.

SIGN INVENTORY

Beginning on 03/01/2019, the town will begin to inventory *every* commercial and industrial sign in the town of Sturbridge to ensure that they are all in compliance with the town's Zoning Bylaws. To view the posting please go to the following URL.

<https://www.town.sturbridge.ma.us/businesses/news/sign-inventory-project>

As we move forward on this project I will have more information to report.

FIRST IMPRESSIONS

On 03/06/2019 Brian Amedy and I will be going up to Williamstown to present our First Impression's report to their local Chamber of Commerce. For your reference I have attached the current version of our presentation (please note I still need to add a few photos so this will look different).

NEWSLETTERS

Below are links to the two newsletters for the month of February:

Business Newsletter:

<https://www.town.sturbridge.ma.us/businesses/news/business-newsletter-february-2019>

Events Newsletter:

<https://www.town.sturbridge.ma.us/visitors/news/event-newsletter-february-2019>



TOWN OF STURBRIDGE

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

Date: 11 February 2019

Subject: Commonwealth Community Compact – Best Practice Grant Application

Step 1 – Municipal Designation: Identify as a City or Town.

Town

Step 2 – City or Town Name: Choose your community from the dropdown list.

Sturbridge, Massachusetts

Step 3 – Contact Information: Include the contact's name, phone, and email. This should be the person who can be reached if there are questions about the Compact application.

Kevin Filchak, M.P.A.

Town of Sturbridge

Economic Development and Tourism Coordinator

kfilchak@town.sturbridge.ma.us

508.347.2500 ext. 1411

Step 4 – Compact Signatory: Identify the compact signatory. For a city, the signatory should be the Mayor or City Manager; in a town it should be the Chair of the Board of Selectmen; if a town with a town council, it should be the Town Manager/Administrator. These guidelines also apply to any application choosing Education as a best practice area.

Chair of the Board of Selectmen: Mary Blanchard

Step 5 – Best Practice: Communities may apply for up to two best practices. After choosing a best practice, you will need to explain why you chose the best practice and what assistance you would need to accomplish it.

***Best Practice #1:** [Housing and Economic Development Best Practice] Create and Economic Development Plan that engages diverse stakeholders, leverages local and regional economic strengths and assets, encourages innovation and entrepreneurship, and/or promotes workforce development planning and implementation.*

The Town of Sturbridge is seeking support from the Commonwealth Community Compact to develop an economic development strategy for our community that can be used to foster economic growth, innovation, entrepreneurship and increased visitation. Over the past ten years our local economy has

seen growth with yearly increase in revenues from our hotel/motel and restaurant taxes (\$999,165 and \$464,678 respectively in fiscal year 2018), the building of several multi-million dollar projects (three supported through tax increment financing collectively over ten million dollars' worth of investment) and the establishment of an Economic Development and Tourism Coordinator position. Furthermore the town has re-invested those dollars collected through the aforementioned taxes to promote Sturbridge throughout the region and to help sponsor events in town that have drawn visitors and revenue to our local economy. All of this is occurring in a small bedroom community of approximately ten thousand people.

However, while these accomplishments are laudable, these actions and outcomes are not part of a coherent strategy or consistent approach by the town and its business partners. Economic development in our community consists of a myriad of small actions done for individual gain, rather than collective actions done for a common collective good.

Therefore the town, in collaboration with community stakeholders, is looking to create a common and readily understood strategy for economic development in Sturbridge. By bringing those residents, businesses, boards and town staff together to agree upon a vision for Sturbridge's future, all parties can share in the responsibility of seeing this plan to fruition. Again by creating a plan for collective action, community stakeholders can work to strengthen the town's economic future.

To that end the town would like to secure the services of an outside consultant to develop a community wide economic development strategy. This would include organizing and running community meetings, speaking with relevant stakeholders, conducting surveys, and drafting and later presenting a complete economic development strategy for Sturbridge.

The town outreached to three separate vendors for quotes on this project and the lowest bid came from <<VENDOR>> and the expected cost of the project would be <<INSERT ESTIMATED PROJECT COST HERE>>.

Best Practice #2: [Housing and Economic Development Best Practice] Engage in an Economic Development Self-Assessment exercise to identify strengths, weaknesses and areas for opportunity.

The Town of Sturbridge is seeking support from the Commonwealth Community Compact to help our community conduct a self-assessment of our economic competitiveness within our region and beyond. As a community we are hoping to better identify, through engagement with local stakeholders, what are our strengths, weakness and opportunities and see how the town ranks when compared to similar communities in the Commonwealth.

Sturbridge has worked diligently over the past decade to improve its relationship with local business and to enhance our local economic standing. Indications from sources such as our ten year increases in hotel and meals tax collection (\$999,165 and \$464,678 respectively in fiscal year 2018), continuing commercial development and low vacancy rates all show a strong local economy. However the town is

keenly aware of several major deficiencies including the limitations in our existing roadway infrastructure, lack of sidewalks, parking challenges and pre-existing misconceptions of our community. As such it is more than difficult to gauge where our community is with respect to others in our region.

Therefore we are asking for assistance to hire an outside consultant to come to Sturbridge and (A) conduct SWOT assessment of the current standing of the town and (B) help rank our community's competitiveness against five (5) other similar ones in the Commonwealth. This benchmarking will help the town better plan for its future by gauging where it is today. We expect the consultant to meet with community stakeholders (individually and in group settings), conduct surveys, produce a draft and present their final findings to the town.

The town outreached to three separate vendors for this project and the lowest bid came from <<VENDOR>> and the expected cost of the project would be <<INSERT ESTIMATED PROJECT COST HERE>>.



TOWN OF STURBRIDGE

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

Date: 4 February 2019
To: Potential Economic Development Consultants
Subject: Solicitation for Quotes for Economic Development Projects

WRITTEN PURCHASE DESCRIPTION

The town of Sturbridge is seeking a consultant to work with the community to produce the two reports detailed below. Please note this project is expected to be funded through the Commonwealth Community Compact and should be completed no later than one year after the contract award date.

PROJECT 1: BENCHMARKING / SWOT ANALYSIS

The Town of Sturbridge is seeking support from the Commonwealth Community Compact to help our community conduct a self-assessment of our economic competitiveness within our region and beyond. As a community we are hoping to better identify, through engagement with local stakeholders, what are our strengths, weakness and opportunities and see how the town ranks when compared to similar communities in the Commonwealth.

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PROJECT 2: ECONOMIC DEVELOPMENT STRATEGY DEVELOPMENT

The Town of Sturbridge is seeking support from the Commonwealth Community Compact to develop an economic development strategy for our community that can be used to foster economic growth, innovation, entrepreneurship and increased visitation. Over the past ten years our local economy has

seen growth with yearly increase in revenues from our hotel/motel and restaurant taxes (\$999,165 and \$464,678 respectively in fiscal year 2018), the building of several multi-million dollar projects (three supported through tax increment financing collectively over ten million dollars' worth of investment) and the establishment of an Economic Development and Tourism Coordinator position. Furthermore the town has re-invested those dollars collected through the aforementioned taxes to promote Sturbridge throughout the region and to help sponsor events in town that have drawn visitors and revenue to our local economy. All of this is occurring in a small bedroom community of approximately ten thousand people.

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To that end the town would like to secure the services of an outside consultant to develop a five (5) year community wide economic development strategy. This would include organizing and running community meetings, speaking with relevant stakeholders, conducting surveys, and drafting and later presenting a complete economic development strategy for Sturbridge.

SUBMISSION REQUIREMENTS

Please submit all quotes in PDF form to the Economic Development and Tourism Coordinator's email at kfilchak@town.sturbridge.ma.us no later than 12pm on Friday, 15 February 2019.

RULES FOR AWARDING CONTRACT

The contract will be awarded to the responsible vendor offering the lowest combined quote for both project one and project two delivered to the Economic Development and Tourism Coordinator via email no later than 12pm on Friday, 15 February 2019.

QUESTIONS

Any and all questions can be directed to the Economic Development and Tourism Coordinator using the information listed below:


Kevin Filchak, M.P.A.
Town of Sturbridge
Economic Development & Tourism Coordinator
kfilchak@town.sturbridge.ma.us
508.347.2500 ext. 1411

FIRST IMPRESSIONS PROGRAM

Towns of Williamstown and Sturbridge


Presented By:
Kevin Filchak, M.P.A.
Economic Development & Tourism Coordinator



Brian Amedy
Sturbridge Tourist Association, Chair



OVERVIEW

- Makeup of team
- Prior to visit findings
- Visit findings
- Post visit findings
- Key takeaways
- Summary and wrap up





MAKEUP OF STURBRIDGE TEAM

The Sturbridge Team

- Our team consisted of the following:
 1. Chair of the Sturbridge Tourist Association
 2. Member of the Special Events Committee / Farmers Market Vol.
 3. Senior Center Staff / Farmers Market Vol.
 4. Farmers Market Vol.
 5. Member of the Sturbridge Tourist Association
 6. Library Staff / Farmers Market Volunteer
 7. Recreation Director
- Ranged in age from 23 – 67 and with a roughly even split of men and women

The Sturbridge Team

- Team members went to Williamstown on their own time and planned their visits using online resources
- Most members went on sunny days, a minority went on cloudy ones, and one person went on a rainy day



PRIOR TO VISIT

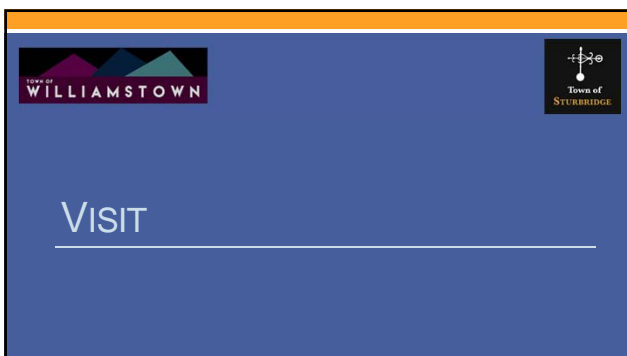
PRIOR TO VISIT FINDINGS

- Most viewed discoverwilliamstown.org or Googled the community
- Site clean and navigable
- Some inactive links
- Directed to activities / events outside of Williamstown



PRIOR VISIT COMMENTS

- *"Looks great, but oddly when I clicked on some links they went to a blank page. The day of our visit I googled places to eat and the page I was looking for on their site came up, as did the other pages that were not accessible before."*
- *"The online sites presented a welcoming environment but required first time visitors to conduct most of the research to plan your visit"*
- *"From web presence, Williamstown and the greater Berkshires region feel welcoming"*



VISIT FINDINGS

- Majority of team gave downtown a 8 – 9 out of 10.
- Excited and pleased by walkability and cleanliness of downtown
- Diversity of shops and restaurants
- Small businesses



Photo Credit: Google Maps

VISIT FINDINGS

- Challenges with parking
- Closed by 4pm – 5pm
- Miss name brand conveniences
- Alternate activities (non-arts)



Photo Credit: Google Maps

VISIT COMMENTS

- "Absolutely adorable – the cobble stone streets with local businesses mixed into the college town. Very appealing, very easy to stroll around."
- "Fabulous Architecture, quaint downtown, clear signage"
- "We brought our dogs so we [were] limited [on] where to go"
- "Great variety of [restaurants featuring] ethnic and traditional cuisines"
- "Hard to find the actual downtown area as it was not well marked [...]"
- "[Signage was] clean – not too flashy, and seemed fitting of the sales/services as well as the town itself."

VISIT COMMENTS

- "It surprised me to notice that the college gear shop closed at 4:00 or 5:00 even on weekends. I would think you miss opportunity with crowds in town for college sports or arts events who are strolling and dining in the evenings."
- "Parking was at a premium because the farmers market was using part of the parking lot."
- "Williamstown has a wonderful Rockwell-esque [sp] feel to it. The downtown area coupled with the close proximity of Williams College could offer much more co-marketed activities."
- "Downtown doesn't feel like a 'destination' or a reason to visit the town on its own, but there are other iconic draws."

POST VISIT



POST VISIT REFLECTIONS

- Quaint, classic and idyllic New England town
- Value added benefits from Williams College, *The Clark*, small businesses, etc.
- Lack of convenience factors, alternate activities and affordable options



Photo Credit: Destination Williamstown & williamstownma.gov

POST VISIT COMMENTS

- "What we love about our town (Sturbridge) is that it has the best of both worlds (small town [feel], with lots of conveniences away from the tourist attractions). Williamstown was lacking in more of the conveniences that we need at this stage in our lives [...]."
- "When I retire yes [I would consider living here]. I [love] cultural activities that seem to go year-round. I love the bucolic setting, and it felt like a very safe place to live"
- "[...] attractive to only certain populations (focus is on the arts mostly)."
- "No [I would not consider living here], not enough convenience factors for us."
- "Aside from the construction it seemed perfect"



KEY TAKEAWAYS

Strengths, Opportunities and Challenges

STRENGTHS OF WILLIAMSTOWN

- The downtown is walkable and easily accessible, with a diverse offering of shops and restaurants.
- Williams College and The Clark
- The community is friendly, quaint and non-commercialized
- Residents have a positive view of the community and of its local government
- The Information Booth for the town is at an ideal location and the staff appears knowledgeable



CHALLENGES OF WILLIAMSTOWN

- Parking in the downtown is challenging, made more so with the farmers market locating in the municipal parking lot on the weekends
- There is a noticeable lack of public/private recreation facilities which could provide more opportunities for the community

CHALLENGES OF WILLIAMSTOWN

- For those who are not associated with the College or are not interested in the arts may not find activities that will engage them or cause them to come back to Williamstown
- While not having big-box stores may be a goal for the community, it does create a disadvantage to local residents and the college students who may need low-priced goods and have to travel to get them

OPPORTUNITIES OF WILLIAMSTOWN

- Many businesses close by 4-5pm, by adjusting hours to stay open later businesses may be able to capture more foot traffic, especially during high volume events at the college
- The expansion and/or addition of recreational trails or parks would allow for more local activities

OPPORTUNITIES OF WILLIAMSTOWN

- Much of the demographic that appears to be reached is either focused on the arts or associated with the college; community should explore ways in which to reach and encourage other groups to visit Williamstown
- Leverage the fact that the Town has Williams College and join to co-host/promote events and activities



CONCLUSION & WRAP UP



Conclusion & Wrap Up

- First impressions was an excellent opportunity for Sturbridge to learn from Williamstown and to gain some insights into ourselves that we did not previously have
- Our hope is that we were able to provide the same for Williamstown
- Thank you for this opportunity to partner with you fantastic community


Thank you

Kevin Filchak, M.P.A.

- Economic Development & Tourism Coordinator
- 508.347.2500 ext. 1411
- kfilchak@town.sturbridge.ma.us

Brian Amedy

- Sturbridge Tourist Association, Chair



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Break



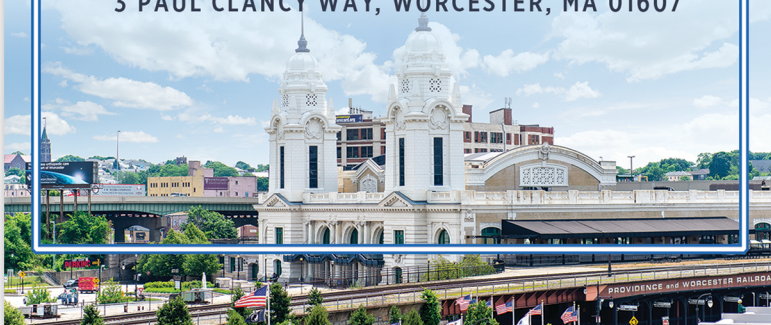
Legislative Breakfast

DISCOVER HOW WE'RE SPEARHEADING TOURISM

Friday, March 1

8:30 AM - 9:30 AM

BLACKSTONE HERITAGE CORRIDOR VISITOR CENTER
3 PAUL CLANCY WAY, WORCESTER, MA 01607



Learn how Massachusetts' third largest industry
is making a difference in our economy and how
Discover Central MA is marketing the region.

Agenda

Continental Breakfast

Congressman James P. McGovern
Congressman, Massachusetts 2nd Congressional District

Edward M. Augustus, Jr.
City Manager, City of Worcester

Tony D'Agostino
Research Manager, Massachusetts Office of Travel and Tourism

Stephanie Ramey
Executive Director, Discover Central Massachusetts

RSVP

Kindly RSVP by February 20
info@discovercentralma.org
(508) 753.1550



Generously
sponsored by



Page
Break

JAN 25 2019



Mr. Ted Kozak
Town of Sturbridge
308 Main St., Sturbridge, MA 01566-2300

Dear Mr. Kozak,

We hope that you were able to explore **Walktober** in The Last Green Valley National Heritage Corridor this past fall. With so many choices (210+ walks, talks, bikes, paddles and events), almost 80,000 people were able to discover and experience our unique stories, lands, waters, and treasures. **Walktober** is good for your town and our region.

As we plan for **Walktober 2019**, we ask for your town's support in two important ways.

First, we hope your town will consider sponsoring **Walktober 2019**. We rely on your support to compile, produce and distribute 15,000 copies of the brochure, with many more viewed online. While most of our walk participants are from Connecticut, Massachusetts and Rhode Island, every year participants from across the country and beyond visit the region to enjoy the fall foliage. **Walktober 2019** will bring tourism dollars to your town. We understand you may not be able to make a contribution until the new municipal budget year starts in July. However, it would be helpful to know if your town will be a sponsor so we can publicize your contribution when the brochure goes to print in June. We have enclosed a sponsorship pledge card for your use.

Second, we ask that you consider increasing your town's participation by encouraging and planning activities showcasing your history, legends, open spaces, wildlife, water resources, forestry, farms and recreational opportunities. Encourage your town boards and staff to begin planning now. We have enclosed a registration form, or you can sign up online at <http://thelastgreenvalley.org/explore-the-last-green-valley/walktober/>


Finally, we are growing **Spring Outdoors**, and we invite your town to participate in 2019. Last year, more than 17,000 people attended **Spring Outdoors** activities. Now in its fourth year, **Spring Outdoors** will bring tourism dollars to your town through walks, hikes, paddles and pedals designed to get people out and exploring our National Heritage Corridor for the entire season. In the next few years, **Spring Outdoors** has the potential to rival **Walktober** as an economic engine for our communities. We hope you will join us by developing programs that showcase your town's treasures. You can use the enclosed registration form, or you can sign up online at <http://thelastgreenvalley.org/explore-the-last-green-valley/spring-outdoors/>

Thank you in advance for your support of **Spring Outdoors** and **Walktober 2019**!

Sincerely,



Lois Bruinooge
Executive Director



Fran Kefalas
Program and Media Coordinator



We are pleased to support the 29th Anniversary of Walktober in 2019:

Town of: _____

Contact Name: _____

Title: _____

Mailing Address: _____

Town: _____ State: _____ Zip: _____

Phone: _____ Email: _____

() Check enclosed (please make payable to The Last Green Valley) for \$ _____

() Pledge in support of Walktober, please send an invoice for \$ _____

Please complete and return to:

**The Last Green Valley
P.O. Box 29
203B Main Street
Danielson, CT 06239-0029**

Thank you very much for your support!

P 860-774-3300 E mail@tlgv.org thelastgreenvalley.org
203B Main Street (2nd floor), P.O. Box 29, Danielson, CT 06239-0029 P.O. Box 186, Southbridge, MA 01550

THE LAST GREEN VALLEY'S ANNUAL SPRING OUTDOORS PROPOSAL

Mail to: The Last Green Valley
P.O. Box 29, Danielson, CT 06239

Email to: fran@tlgv.org
Phone: (860) 774-3300 Fax: (860) 774-8543

Name of experience _____

Is this a new or repeated Spring Outdoors or Walktober from 2018? ☐ New ☐ Repeat

For repeats from 2018, simply fill in the new date & time below.

For repeats from 2018, can we use last year's description? ☐ Yes ☐ No, see edits to description below.

Date (must be between 3/20 and 6/21/19) _____ Start Time _____ End Time _____

Optional: 2nd Date & Time (if you want to offer this same activity on a 2nd Date and/or Time) _____

Optional: Rain Date & Time (for weather cancellations) _____

Street address of Spring Outdoors activity (required for listings): _____

Sponsoring Organization _____ Website for listings _____

Please check one: ☐ Walk ☐ Horse ☐ Bike ☐ Paddle ☐ Event

Describe what participants will see and do (50 words or less): _____

More Details/Key(s):

Is pre-registration required? _____ How/to whom? _____

Is there an admission charge? _____ If so, how much? _____

Please choose one (if applicable): ☐ Difficult ☐ Moderate ☐ Easy
Number of Miles (if applicable) _____

Please check all that apply: ☐ Restrooms near ☐ Wheelchair accessible ☐ Dogs welcome ☐ Dogs not welcome ☐ Bring canoe/kayak/PFD

☐ Especially for families with children ☐ Age 12+ only ☐ Age 21+ only ☐ Bring bike/helmet ☐ Bring horse/helmet

Primary Leader _____ Phone (required for listings) _____ Email _____

Back-up Leader (required) _____ Phone _____ Email _____

I verify that I ☐ or ☐ my organization is a member/partner of TLGV. I will report the total number of participants and return attendee registration sheets to TLGV. I agree to provide all necessary back-up, assistance and other necessities to make my Spring Outdoors experience successful. I have obtained & included written permission from the landowner if my organization does not own the private property. Note that TLGV will edit descriptions as necessary for clarity, consistency and interest. I understand these requirements and agree to participate in Spring Outdoors 2019.

Signature: _____ Date: _____

All submissions will receive a return email. Please call 860-774-3300 if you don't hear back within a week.

Contact Fran at 860-774-3300 or email Fran@tlgv.org with any questions. Thank you!

THE LAST GREEN VALLEY'S 29TH ANNUAL WALKTOBER PROPOSAL

Deadline June 3, 2019

Mail to: P.O. Box 29/203 B Main Street, Danielson, CT 06239
Email to: fran@tlgv.org
Phone: (860) 774-3300 Fax: (860) 774-8543

- 1) Name of experience _____
- 2) Is this a **new** or **repeated** Walktober from 2018? ☐ New ☐ Repeat
 - a. For repeats from 2018, simply fill in the new date & time below.
 - b. Can we use last year's description? ☐ Yes ☐ See edits to description below.
- 3) Please check one: ☐ Walk ☐ Horse ☐ Bike ☐ Paddle ☐ Event
- 4) Date (Between 9/21 and 11/3/19) & Time _____

Optional: 2nd Date & Time (if you want to do this same walk on a 2nd date/time) _____

Optional: Rain Date & Time (if you want to offer a rain date if original is canceled due to weather) _____

- 5) Sponsoring Org. (required) _____ 5b) Phone # for brochure (required) _____
- 6) Street address (required): _____
- 7) Describe what participants will see and do (50 words or less): _____

8) More Details/Key(s):
Is pre-registration required? _____ How/To whom? _____ Time of exp. _____ Miles _____

Is there an admission charge? _____ If so, how much? _____ Website to list in brochure: _____
Please choose one (if applicable): ☐ Difficult ☐ Moderate ☐ Easy
Please check all that apply to your experience: ☐ Restrooms near ☐ Wheelchair access ☐ Dogs, leashed ☐ Participants over age 12 only
☐ Especially for families with children ☐ Kayak/canoe, pfd ☐ Bike, helmet ☐ Horse, helmet ☐ Participants over age 21 only

Primary Leader: _____ Phone _____ Email _____
Back-up Leader (required in case you are ill, etc.): _____ Phone _____ Email _____
Any Other Contact Person _____ Email _____ Phone _____

9) I verify that I ☐ or ☐ my organization is a member/partner of TLGV.

*I will report the total number of participants and return attendee registration sheets to TLGV, use Walktober signage & wear "Follow the Leader" t-shirt provided when applicable.
I agree to provide all necessary back-up, assistance and other necessities to make my Walktober experience successful.
I have obtained & included written permission from the landowner if my organization does not own the private property.
Note that TLGV will edit descriptions as necessary for clarity, consistency and interest.
I understand these requirements and responsibilities and agree to participate in Walktober 2019.*

Signature: _____ Date: _____

All submissions will receive a return email. Please call 860-774-3300 if you don't hear back within a week.

Contact Fran at 860-774-3300 or email Fran@tlgv.org with any questions. Thank you!