



TLG and LMC 2016 Case Study Application
Future Ready Communities



DUE: September 4, 2015

Email to: Ryan Spillers at rspillers@transformgov.org

COVER PAGE

- Case Study Title: ___ Festival Partnership Program- Attracting new events & festivals to your community. _____
- Case Study Category (Select only one, selection identified by highlighting your choice):

Planning for Your Future

Creating an Inclusive Community

Reinventing Local Government

Community Networks

Blinders

- Jurisdiction Name: ___ Town of Queen Creek, AZ _____

- Jurisdiction Population (US Census): ___ 32,236 (June 30, 2014 Census Data) _____

- Would you like the application to be considered for our Rapid Fire Session? (Rapid Fire presentations are fast-paced, entertaining, interactive presentations. Each jurisdiction will have five minutes to make their presentations using 15 PPT slides set on auto-forward primarily containing photos/graphics. Participants will be seated at round tables to facilitate an energetic idea exchange. A cash bar will be available.)

YES

NO

- Project Leader (Primary Contact for case study notification):

Name: ___ April Petersen _____

Title: _ Management Assistant _____

Department: ___ Communications, Marketing, and Recreation _____

Phone Number: ___ 480-358-3705 _____

eMail: april.petersen@queencreek.org _____

US Mail Address, including zip code: _ 22358 S. Ellsworth Rd. Queen Creek, AZ _____

Twitter Account: _ aprilgpetersen _____

List additional presenters contact information below:

Adam Robinson- Recreation Superintendent adam.robinson@queencreek.org

480-358-3705

1. Presentation title and description of the innovation. *100 word maximum.*

“Festival Partnership Program- Attracting new events and festivals to your community.” Queen Creek developed a program to attract professional event and festival producers with the intention of providing sufficient support through seed funding, three-year contracts, and supplemental marketing support. Preference is given to events that attract a wide range of participation and promote the attributes of the community, which is included in the scoring criteria used by the Festival Partnership Program Subcommittee (FPPS). As a rural suburb of Phoenix, the program serves as an economic development tool along with a fun way to enhance the quality of life for residents.

2. When and how was the program, policy or initiative originally conceived in your jurisdiction? *100 word maximum.*

Staff noticed a growing trend in public and private partnerships related to festivals and events and acknowledged the economic impact such events can make on a community. Through research, staff identified that other municipalities had signature events that bring in millions of dollars in revenue, some had smaller community events, and several municipalities were listed as a sponsor to a variety of events with little involvement. Melbourne, Australia had an intriguing program, the Events Partnership Program (EPP).“After researching it further and with council approval, staff created a similar program to attract new festivals and events on an annual basis.

3. How exactly is the program or policy innovative? How has your innovation changed previous processes, products or services? *100 word maximum.*

This program attracts first time events and provides event producers an opportunity to be innovative in the type of event they pitch. The FPP Subcommittee (FPPS) convenes on an annual basis to review and score applications based on specific criteria. The FPPS allocates funds to approved events based on their budget. Once approved, the event receives funds through a three year contract, receiving 100% the first year, 66% the second and 33% the third. Ideally, the event will be established and profitable by the third year as a result of the partnership with the Town, versus a typical sponsorship.

4. Explain how the program or initiative substantially stretched or improved the boundaries of ordinary governmental operations. *200 word maximum.*

The FPP improved Queen Creek’s operations by offering partnership opportunities with event producers through monetary and in-kind support in place of traditional sponsorship. The Town is helping to share the risk of bringing a new event to the community. The goal of the FPP was for the Town to become an event destination with people statewide traveling to Queen Creek on any given weekend. Through the FPP, Queen Creek now offers seven new events or festivals, two of which are ongoing weekend events. The food truck “Feastival” takes place every Saturday and the Queen Creek Farmers Market will take place every Sunday beginning on Oct. 4. Both events provide musical entertainment, games and various attractions each week. The community has been receptive to the events and the Town Council is happy to have numerous opportunities

to showcase the Town's parks, facilities, and amenities to the large number of regular attendees. This program has increased awareness in the importance of planning for festival friendly parks and roads. For example, the Town Council agreed to enhance a main downtown road so that there was access to potable water, removable road bollards, electricity, and special lighting.

5. What individuals or groups are considered the primary initiators of your program? How does the innovation engage stakeholders or demonstrate high performance teaming? Were strategic partnerships and/or community networks developed as a result of the innovation? *200 word maximum.*

The Communications, Marketing, and Recreation Director, Development Services Director, Economic Development Director and Recreation Superintendent formed an internal committee called "Festival Force." The intention was to create a program that would attract event producers to the community through collaboration, combining resources and research. The group reached out to several well-known, established festival producers and provided them with a tour of the Town parks, facilities, and amenities in an effort to start conversations about potential creative event ideas that fit the existing and recently upgraded locations. The Festival Force was an internal high performance team bringing various ideas and expertise to the table to address a community need.

6. If a private consultant was used please describe their involvement, identify the consultant and/or firm and provide contact information. *100 word maximum.*

A private consultant was not used for the FPP. All of the research was done internally. The City of Melbourne, Australia was used as a model to create a customized version of their Event Partnership Program (EPP) that would meet the needs of Queen Creek. The Town contacted the staff who initiated the Special Events Grant Funding project in Grand Fork, North Dakota.

7. To what extent do you believe your program or policy initiative is potentially replicable within other jurisdictions and why? To your knowledge, have any other jurisdictions or organizations established programs or implemented policies modeled specifically on this project? Please provide verification of the replication. *200 word maximum.*

Any jurisdiction that is looking to attract festivals and events through partnerships can replicate the FPP. Almost all existing parks, facilities, and even roadways can be transformed into unique event spaces. The scale of event can vary between very small niche events to large scale multi-day festivals. The first step is identifying how the need for events and festivals align with the strategic goals of the organization, then finding the balance between the number of new events that are desired, and the available budget to support a multi-year partnership.

The Queen Creek FPP was approved in 2015. While the Town is not aware of any established programs replicated after the FPP, several municipalities have asked how the program operates and requested copies of contract templates and criteria scoring sheets.

8. What were the costs? What were the savings? *100 word maximum.*

Council approved the FPP for \$50,000 in FY15/16. To date, the Town has distributed \$79,425 for seven festivals in two years. In order to pay out the remaining three-year contracts, the Town

is committed to another \$92,210. The total, \$171,635, results in seven new and exciting events of the next three years that will include the Town as the presenting sponsor and premier partner. It's too early to state how much the Town has saved, but this amount doesn't compare to what producers spend marketing these events statewide bringing added positive exposure to Queen Creek.

9. Please describe the most significant obstacle(s) encountered thus far by your program. How have they been dealt with? Which ones remain? *200 word maximum.*

The purpose of the program is to attract first-time events to the Town. There are some established community event producers and non-profit organizations that want to apply for the program, but are not eligible due to this policy. The Town has communicated what types of support are available for non-profit organizations and explained the mission behind the program. The information has helped them better understand why they cannot be considered a candidate. As a result, the majority of the feedback from these groups has been positive.

Since eligible applicants are first-time events; there is the initial challenge of working with the event producers to help them fully understand all aspects of how the Town's special event permit application operates. Each municipality differs on their policies and processes so it is important that applicants understand the Town's guidelines. This just takes time, patience, and coordination of the various departments to all work in harmony with the new partners. The amount of time that goes into a first-time event is much greater than the following years. The Town's special event coordinator keeps everything moving forward, which helps tremendously.

10. What outcomes did this program or policy have? What baseline data did you collect? How did you measure the change based on the intervention, and why do you believe in the credibility of this assessment? *200 word maximum.*

The original goal of the program was to ensure that there was a quality event taking place every weekend in Queen Creek; through the FPP this goal has been met. Positive outcomes increase the program creditability among staff and citizens. Successes of the program come in various formats, examples include:

- Increased exposure for Horseshoe Park and Equestrian Center. With a low average attendance of 150 per month over the summer, the addition of the Food Truck "Festival" increased summer attendance by 85% and the park has more than doubled their summer revenues.
- The "Lemonade Days Festival" brought thousands of new attendees to the Town Center. The survey data provided by the event producer showed 51% of attendees were local, while the other 49% traveled to Queen Creek from other cities around the state. The producer reported 274,000 media impressions between the news coverage, print advertising, and social media engagement.

11. Has the program received any press or other media coverage to date? If yes, please list the sources and briefly describe relevant coverage. *100 word maximum.*

Several news releases were distributed related to the program, 1,234 subscribers received each of the releases. Some of the releases were featured in the Queen Creek Independent

and the Ledger. Additionally, the program was highlighted in the About Town eNewsletter (distributed to 1,680 subscribers) and featured various times on the Town's social media accounts (the most recent post to Facebook reached 13,462).

12. Please provide web links where the innovation can be seen/tested (in the case of something that is web-based) *100 word maximum*.

Information about the FPP program is available on the Town's website at www.QueenCreek.org/Festival. More information about the approved events and festivals is also available online at www.QueenCreek.org/SpecialEvents. Approved events include the Food Truck Festival, the Queen Creek Farmers Market, Vintage and Vino, Bacon, Brews and Blues, Holiday in the Creek, Messy Fest and Lemonade Days.

13. Please provide any key references and their contact information who can be interviewed/called to discuss the innovation and its impact. *100 word maximum*.

Sunny Markets Owner, Queen Creek Farmers Market, Dan Koppenhofer, 480-440-0553, dan@queencreekmarket.com

Town of Queen Creek Communications, Marketing and Recreation Director- Marnie Schubert at 480-358-3196 marnie.schubert@queencreek.org

Town of Queen Creek Economic Development Director, Doreen Cott at 480-358-3522 doreen.cott@queencreek.org

14. You've been to a lot of conferences. TLG should be a unique experience for everyone. Describe how your case study presentation will be different than other conference presentations. *200 word maximum*.
- How will you make the session creative and unique?
 - How do you plan to be both entertaining and educational?
 - Include a description of how your session will facilitate group activities and/or interaction.

An outline for the case study presentation is below. The presentation will be informative and interactive with practical experience:

-Brief introduction of the speaker's, Town and program

-Images showing the FPP events as the impact of each event are briefly discussed

-Break attendees into groups and have them collaborate on an innovative event concept with 5 key elements (theme, entertainment, budget, cost of admission, and key marketing tactics)

-Each group shares their unique idea and questions are asked related to the FPP criteria, while the event concepts are documented

-Groups will then act as the FPP subcommittee. A mock review will be completed with a sample budget and sample applications. Attendees will work together to score each event using the FPP scoring criteria.

-Each group would share their scores and how they decided on each score. The mock review will help highlight the value of having a subcommittee determine which events are approved and the amount of funding allocated to each event.

15. Anything else you would like to add? *200 word maximum.*

The following events have been approved through the Festival Partnership Program to date:

1. Queen Creek Food Truck Festival- Every Saturday at Horseshoe Park and Equestrian Center
2. Lemonade Days Festival- Saturday, May 30 at Founders' Park
3. Queen Creek Farmers Market- Every Sunday starting on October 4 at the QC Library
4. Vintage and Vino- Friday, October 23 and Saturday, October 24 at Horseshoe Park and Equestrian Center
5. Bacon, Brews, and Blues Festival- Saturday, November 7 at Founders' Park
6. Holiday in the Creek- December 5 at Ellsworth Road
7. Messy Fest- Saturday, April 2 at Founders' Park