

Gibsons Landing Enhancement Strategy

Street Festival Feasibility Study



Photo Courtesy of Sunshine Coast Tourism

Submitted by: Best Coast Initiatives
October 2012

Executive Summary

In March 2011, the Town of Gibsons requested that Best Coast Initiatives prepare a multi-year strategy for investment by the Town in the Gibsons Landing. In September 2011, a report, *Gibsons Landing Enhancement Strategy: Polishing the Jewel*, was submitted to the Town. The Strategy included a five-year plan of actions the Town could take, year-by-year, to improve the appeal of the Landing to tourists and Sunshine Coast residents. Among the actions designated for completion in 2012 was the preparation of a study that examined the feasibility of staging a series of street festivals in Gibsons Landing.

The purpose of this feasibility study is to provide the Town of Gibsons with the information required to make an informed decision about whether or not to host a trial series of four closed-street festivals.

The estimated cost of staging the events, inclusive of a coordinator's fees and disbursement costs, is \$21,400. It is very difficult to predict the economic benefits. They are conservatively estimated at \$80,000 in retail revenue in the first year of festivals, with half that total consisting of new dollars in the local economy. A ratio of 1:10 for public investment to new dollars is the usual expectation when public money is spent. That ratio is not expected to be met until a fifth year of staging festivals.

It is anticipated that 50% of the cost of staging the festivals can be funded through grants, sponsorships and other means, leaving the Town with a cost of about \$11,000. However, the main fundraising avenues – grants and business sponsorships – are not certain. The Town may wish not to compete with other community organizations for private sector sponsorships.

A survey of coordinators of existing events revealed strong support for staging street festivals held in conjunction with those events. One or more festivals would be held in conjunction with another event. Organizers of the Gibsons Landing Jazz Festival expressed interest in a coordinated event.

Landing Merchants are the primary beneficiaries of street festivals. Their support and ideas were crucial to the feasibility study. A survey of 25 Landing merchants found 80% of merchants in favour of closed-street festivals. Survey results are in Appendix 1. Seventy-six percent of merchants surveyed expect added revenues during festivals and 92% expect to gain increased exposure and promotion.

Merchants recommended a rich array of content and activities (Q#4), with an artisan/farmers market (92%), performances, live music, sidewalk sales (80% each) and fireworks, harbour boat rides and contests (76%) topping the list. Seventy-two percent were in favour of permitting vendors other than merchants to sell wares on the street. Saturday was the favoured day to hold festivals. Merchants supported having festivals across a wide range of months.

The vision is to close Gower Point Road between five corners and the entrance to the Quay Building parking lot, leaving that entrance open. Music in the Landing organizers have agreed to move the music to the four street festivals. No insurmountable logistical problems were identified in relation to closing Gower Point Road temporarily or staging festivals.

This report does not provide a recommendation regarding the staging of street festivals. The cost of staging festivals is not prohibitive, presuming appreciable funding comes from sources other than the Town of Gibsons. It is difficult to estimate the return on investment in street festivals. Council may consider that enlivening the Landing has additional benefits beyond increased retail revenues. Council may also wish to consider other uses for economic development dollars. Festivals are one part of a range of actions outlined in the Five-Year Landing Action Plan. Funding festivals should not be made at the expense of implementing the Action Plan.

Support for a Town of Gibsons event coordinator was almost unanimous among event coordinators and Landing merchants. Section 5 describes the role of a Town Event Coordinator and outlines some of the benefits and synergies created.

In order to stage a series of street festivals in 2013, their organization must begin no later than the start of January. Deadlines for grant applications and use of some free media (local and GVA event calendars) occur in the last months of the year, and so rapid approval is required in order to take advantage of these opportunities.

Table of Contents

1.0 Background	1
2.0 Purpose.....	2
3.0 Why Street Festivals.....	2
Table 1: Impacts of 39 small festivals and events on selected sectors.....	4
Table 2: Spending by Out-of-Town Patrons	4
4.0 Feasibility Analysis.....	6
Table 3: Work Plan Table - Task List and Budget for Staging Four Closed-Street Festivals in Gibsons Landing	7
Table 4: Festival Disbursements for Four Closed-Street Festivals	10
5.0 Coordinating with Other Events	11
5.1 Support for Street Festivals	12
5.2 Support for an Event Coordinator	14
6.0 Merchant and Stakeholder Results.....	16
7.0 Summary and Recommendations	17
7.1: Street Festival Quality and Scheduling.....	17
7.2: Cost, Funding and Return on Investment	18
7.3: Community Event Coordinator.....	19
7.4: Timing and Organizational Structure	21
APPENDIX 1: Tabulation of Merchant Survey Results	23
APPENDIX 2: Street Festival Planning Guide: Strategies for Success.....	30
APPENDIX 3: Getting Started - A 4-Point Marketing Plan	39
APPENDIX 4: Town of Gibsons Event Coordinator Job Description	42
APPENDIX 5: Merchants' Survey	43
APPENDIX 6: Event Organizers' Survey	46

Report written by: Michael McLaughlin and Sherry Reid
Contributions from: Marcy Solis de Ovando, Cindy Enevoldson and Carole Rubin
Festival Sub-committee members: Celia Robben and Lynn Ujvary

1.0 Background

Gibsons Landing and harbour form a unique commercial, cultural, and recreational hub. Gibsons Landing is a vital part of the Town of Gibsons' economy. With its incredible scenic charm, restaurants, shops and accessible waterfront, Gibsons Landing is a primary tourist attraction and the closest major attraction to where most traffic enters the Sunshine Coast at Langdale. It is a special recreation, leisure, and cultural place, enjoyed by visitors and residents. The Landing is the location for many of Gibsons' outdoor community events. Many in the merchant community believe that the Landing has not met its potential as a short-haul tourism destination. Many also report that Gibsons residents do little shopping in the Landing.

Given the importance of the Landing's commercial economy to Gibsons, in March 2011, the Town of Gibsons requested that Best Coast Initiatives prepare a multi-year strategy for investment by the Town in the Landing. In September 2011, a report, *Gibsons Landing Enhancement Strategy: Polishing the Jewel*, was submitted to the Town. The Strategy included a five-year plan of actions the Town could take, year-by-year, to improve the appeal of the Landing to tourists and Sunshine Coast residents. The scale of improvements (investment) is modest. The result will be the creation of a more welcoming place, enhanced visitor experiences, and increased revenue from tourist and resident spending.

Gibsons Council approved the Strategy in April 2012. Following three public meetings, the Landing Vitalization Five-year Action Plan was approved by Landing merchants and other stakeholders. Additional merchants were added to the Landing Vitalization Committee. A Branding and Signs Sub-committee and an Events Sub-committee were formed.

Among the actions designated for completion in 2012 was the preparation of a study that examined the feasibility of staging a series of street festivals in Gibsons Landing. The Event Sub-committee¹ received expressions of interest for completion of a Street Festival Feasibility study and work began in July 2012.

Assessment tools for the feasibility study were created. Qualitative and quantitative data was collected via survey questionnaires and interviews with Town of Gibsons staff, Gibsons Landing merchants, community event organizers, and key partner

¹ Composed of Economic Development Coordinator, a Landing merchant and President of Sunshine Coast Tourism

organizations including Sunshine Coast Tourism, Coast Cultural Alliance, and the Gibsons and District Chamber of Commerce.

2.0 Purpose

The purpose of this feasibility study is to provide the Town of Gibsons with the information required to make an informed decision about whether or not to host a trial series of street festivals. Specifically, the report outlines the organizational requirements and logistics for the implementation of a series of four street festivals and provides a budget estimate for staging the festivals. The study identifies opportunities for collaboration with existing community events. Based on interviews and surveys, the study identifies how the merchant community can participate in street festivals and other events with the aim of increasing sales revenue.

3.0 Why Street Festivals

The Landing Vitalization Committee recognized that giving visitors more to do is an important tactic. Many surveyed merchants stated there is not enough to do in the Landing. In keeping with the place-making model of the five-year strategy, what one does is part of the identity and appeal of a place.

Street festivals provide an additional reason to visit the Landing. They appeal to permanent and seasonal

residents and to tourists. A properly designed street Festival engages the merchant community, resulting in increased sales. People are drawn to a place for the first time, enjoy and return; again boosting sales.

A primary marketing concept for Gibsons and the Sunshine Coast is based on recognition that the Greater Vancouver Area is a large short-haul market. The Sunshine Coast is close enough to attract families annually or more often. Gibsons



Photo courtesy of Music in the Landing

Landing is particularly well placed because it is within minute's drive of the ferry terminal. A family outing to Gibsons includes a voyage and a break from the metropolis. The Landing's stunning beauty and charm are draws in themselves and the perfect theatre in which to create lively street festivals that appeal to the primary market.

Canada Tourism Commission and BC Tourism statistics show a trend toward more, shorter, closer to home vacations. The Sunshine Coast offers Lower Mainland residents and Washington State residents a nearby get-away that suits that trend.

A regular, year-after-year staging of high quality street festivals creates one more compelling reason to visit Gibsons and the Sunshine Coast. In order to succeed in attracting a significant number of visitors, Gibsons needs to become known as that little town with the charming harbour that has regular, fun-filled closed-street festivals. That renown will take at least five years to build via word of mouth and Sunshine Coast Tourism advertising.

However, the benefits to the Landing economy will begin immediately and grow over time. Permanent and seasonal residents will be attracted immediately.

The primary goal of closed street festivals is to increase revenues at Landing and other Gibsons businesses. The way events are staged must have this goal in mind. Therefore, merchants must be engaged in the street activities in ways that bring more customers to their stores.

Economic benefits from events are classified as direct, indirect and induced. Direct benefits are expenditures made by patrons while at the event. Indirect benefits are goods and services purchased locally by the event organizers and the direct beneficiaries. In this case indirect benefits will be event purchases such as sound equipment and merchant purchases of supplies and additional goods. Induced benefits are the expenditures of the suppliers on local goods and wages generated in the local economy. Only direct benefits will be estimated because indirect and induced benefits are difficult to calculate (and relatively small for events).

There is little available information on the revenue generated by community events, let alone street festivals. Two measures are needed in order to determine direct economic benefits attributable to special events; number of event goers and average spending per visitor. It is desirable to have measures of spending divided between the resident population and visitors in order to measure the new revenue coming into the community. In order to evaluate the economic benefits, revenue data will be gathered following street festivals, should they be held.

A 2003 study in Ontario published aggregate research on the economic benefits of 97 festivals and events. Thirty-nine of the events were held in communities under 20,000 residents.

Table 1: Impacts of 39 small festivals and events on selected sectors

	Accommodation	Recreation	Restaurants
GDP	\$1.6 million	\$1.8 million	\$1.3 million
Wages	\$1.2 million	\$1.4 million	\$1.0 million
Employment	70	90	90

GDP is the value of all final goods and services. In GDP calculations, the cost of production of goods is subtracted. Therefore, in the case of retail sales, it represents the net value of goods sold. GDP calculations are typically about 50% of the total value of trade (revenue collected). Total GDP contribution of the 39 small festivals was \$12.9 million. The GDP value of principle local services shown above totals \$4.7 million. The Ontario report cites nearly 200,000 patrons to the 39 events, yielding a GDP/patron figure of \$23.50. Total revenue equals GDP + wages + taxes paid + profit (or – loss). Roughly then, the average expenditure per patron can be doubled to \$47/person, if we presume there are on average 2.5 people in a household party, then average household party spending is \$117.50.

Morden, Manitoba (population 7,800) stages an annual weekend Apple Festival. The event has been held for 45 years. Morden is about two hours by automobile from the City of Winnipeg. Sixty-eight percent of visitors did not stay over-night. Attendance at the event is circa 40,000.

Table 2: Spending by Out-of-Town Patrons at Morden Apple Festival

Spending Category	%
Under \$50	31.5%
\$51 to \$100	28.6%
\$100 to \$200	28.6%
\$200 to \$300	8.4%
Over \$300	3.0%
Weighted average spending per tourist household	\$101.97

The average household spends \$101.97 at the Morden festival. Spending figures would be higher at the Morden event than at a Landing street festival because 22% of patrons spent more than one night in the community. Patrons to a Landing festival would mainly

stay for the day, while some would spend the night. Conversely, the Apple Festival is not held in a commercial district. Rather, vendors are recruited. Revenues in a commercial district may be higher due to availability of an assortment of products and services. The Morden figure is probably indicative of spending by a household that visits the street festival and spends half a day or more in Gibsons.

Anecdotally, reports from the City of Revelstoke indicate appreciable revenues to store front merchants resulting from closing of the main street on summer evenings for “Music in the Park.” Despite stores that stay open reporting increased sales, many stores do not remain open. The Sechelt Downtown Business Association reports that most businesses close on Thursday nights while the “Thursday Night Market” is operating. What we learn from these reports is that merchants do not extend the hours they are open due to fatigue or the cost of hiring additional help. These factors would not be in play for festivals held during regular business hours.

A significant limitation of our data is that they are not from street festivals held in commercial districts. A search of online literature reveals that many communities across Canada and the United States invest public dollars in street festivals. In fact, there are organizations devoted to assisting and promoting community-based closed street festivals.

It is reasonable to project that spending per household party at a half-day closed street festival will be in the range reported by Morden, Manitoba and the Ontario group of community events. Non-resident households are almost certain to have a meal. They are likely to make small purchases of goods. Some will make significant purchases of retail goods. A few will pay for accommodation, recreation, gasoline and other hospitality services. We assume average non-resident and seasonal resident parties will spend \$100; while resident parties will spend \$50.

Only reasonable guesses can be made of the volume of visitors. One hundred non-resident and seasonal resident parties would spend \$10,000. Two hundred resident parties would spend \$10,000. Those are reasonable estimates of average visitor volume for the first year.

Our spending and visitor volume estimates yield per festival spending of \$20,000. Spending at four festivals during the first year of staging would be \$80,000. The number of patrons will grow each year. Festival related retail revenues of \$50,000 per festival by the fifth year is a reasonable expectation, based on 300 non-resident parties and 400 resident parties. Section 7.2 examines the return on investment from staging festivals.

Extended economic benefits will result. Sunshine Coast permanent and seasonal residents may discover shopping and accommodation they did not know existed and return to make purchases. Seasonal residents will bring their guests to enjoy the charm of the Landing and to have a meal and perhaps to shop. Visitors may see opportunities for kayak rentals, harbour tours and other activities offered on the Sunshine Coast and return to purchase these services. Street festivals will increase the number of first time visitors to the Sunshine Coast and be a cause of word of mouth advertising.

Finally, in order for a place to attract visitors, a critical mass of attractions is required. There are many reasons to visit Gibsons Landing and the Sunshine Coast. Street festivals are one more reason. When there are plenty of things to do within a day's travel, visitors are drawn. Street festivals are part of a strategic program of improvements to the Landing as place (product). Creating a scenic seawall promenade is another product creation objective of the Landing Vitalization Strategy. Come to the Landing Fest, stroll the seawall, learn some history, see the site of the Beachcombers, visit the harbour, have a meal, do some shopping, learn about other things to do in Gibsons and the Sunshine Coast. The things-to-do list is appealing.

If festivals are staged, then post-festival surveys of Landing merchants will be made to assess the sales dividend. Data collection instruments are available from reporting communities, including the two sources we cited above. Following a season of festivals, data can be used to evaluate the net value of the expense of staging festivals versus increased revenue to the merchant community.

4.0 Feasibility Analysis

Before the Town of Gibsons can decide if it should sponsor the staging of street festivals, Council and Administrator must be able to assess the costs and logistical issues involved and compare these to the benefits resulting from staging street festivals. It is difficult to accurately estimate the economic benefits. It is much easier to accurately estimate the cost of staging festivals and to identify their logistical requirements and challenges.

This section provides an estimate of the cost of staging four closed-street festivals and a list of the tasks involved in staging them. In addition to cost and logistics, the feasibility of street festivals is tied to their acceptance by Landing merchants, who are the prime beneficiaries of increased visitation to Gibsons Landing. In order for the festivals to meet the goal of increased commerce, Landing merchants must be engaged in their timing and design. Other stakeholders, such as the Harbour Authority, marinas, and community event organizations also must be engaged. To that end, merchants and

stakeholders were interviewed and surveyed. That input, crucial for shaping and benefitting from the festivals, is found in sections 5 and 6 of this report.

Another factor in street festival feasibility is the need for volunteers to assist with organization and staging of the events. The logistical plan calls for a volunteer Festivals Steering Committee led by a paid festivals coordinator. Section 5 will report that finding and motivating volunteers for existing community events is a challenge.

From the outset, the Landing Vitalization Committee intended for the Festival Feasibility Study to identify how street festivals can be linked to existing events. Another consideration is whether or not the role of a Festival Coordinator could be expanded to offer assistance to community event organizers. These questions are discussed in sections 5 and 7.

Table 3 provides a work plan and budget for four closed street festivals. Other roles for a Festival Coordinator are not included. Expanding the role to one of Gibsons Event Coordinator is discussed separately.



Table 3: Work Plan Table - Task List and Budget for Staging Four Closed-Street Festivals in Gibsons Landing

Task	Detail/Activity	Estimated Hours
Pre-Planning	Determine festival theme(s) and identity	4
Steering Committee and Team Recruitment	Establish a Street Festival Steering Committee	8
	Recruit additional volunteers to complete the festival team – advertise, screen, interview, and secure	50
Partner Collaboration	Connect and collaborate with Landing merchants, partner organizations, and coordinators of existing events in Gibsons Landing:	76

	○ Create network tools for partner communication (email lists, in-person meetings, etc) ○ Ongoing direct liaison with all parties ○ Conceptualize ideas for festival collaboration, particularly to promote and define participation of merchants in festivals and other events	
Fundraising Plan Implementation (if applicable)	▪ Fundraising/sponsorship plan – identify revenue sources/grants, merchant incentives for sponsorship ▪ Develop sponsorship packages ▪ Contact potential sponsors ▪ Follow-up	40
Program Planning and Design	▪ Outline the festival program of events – a schedule of events for each festival event/day ▪ Create a task timeline/work plan that leads up to the festival date (critical path) ▪ Identify, recruit and hire festival participants (street performers, musicians, artists, vendors etc)	150
Site Logistics Planning	▪ Create a Site plan/map identifying street closure details, structures, and props (tents, kiosks, traffic barriers, signage)	8
	▪ Clean up plan (before, during and after festival) including set-up, tear-down, waste management (zero waste goal)	4
	▪ Source and procure all necessary structures and props (tents, kiosks, barriers, fencing, signage)	16
	▪ Obtain Public Place Permits, and Liability Insurance	8
	▪ Public safety plan – in consultation with Town, Fire, and Police services	4
	▪ Approval process for Street Closure in consultation with BC Transit (via SCRD), Emergency Services, and the Town	8
Festival Team Management	▪ General information-orientation-training team meeting(s) for organizers, volunteers, and team members. Include: planning, organizing and staging	32
	▪ General information-orientation meeting for	8

	vendors and talent (street performers, artists, musicians). Include: planning, organizing, staging	
Promotion, Marketing, Advertising	▪ Social Media (Facebook, Twitter) ▪ Partner/Collaborator websites (Sunshine Coast Tourism, Coast Cultural Alliance) ▪ Posters – circulation ▪ Flyers - circulation ▪ Via other Events/Gatherings ▪ Press Release and media invitation	80
Final Work plan/ Timeline Check (one month prior to festival date)	▪ Confirm all participant roles, responsibilities, and tasks are complete and /or on schedule. Contact all organizers, team leaders/volunteers, vendors, talent and support service providers	56
Onsite Festival Management	▪ On Festival Day, oversee and ensure the festival program is carried out as planned, from start to end	60
Post-Event Debrief and Evaluation	▪ Follow up after each festival including: ○ Final Meetings with Festival Management Team ○ Team acknowledgement /Volunteer Appreciation ○ Review and document attendee, participant, and Management Team feedback ○ Release newspaper article with festival write-up including acknowledgement for contributors, sponsors, partners, and festival participants	12 8 24 8
Total Coordinator Hours		664
Total Coordinator Expense (@ \$25/hr)		\$16,600

The estimated cost to retain a Festivals Coordinator is \$16,600. That estimate is based on 664 hours of time to organize and stage four festivals at fee of \$25.00/hr. The hours are equivalent to 16.6 full time weeks of work. If the Festival Coordinator is a Town employee, the combination of wage and payroll costs may exceed \$16,600.

Table 4 contains estimates of costs other than the Coordinator's fee.

Table 4: Festival Disbursements for Four Closed-Street Festivals²

Task	Detail/Activity	Cost
Promotional Materials	Graphic design/branding for festival (e.g. design of logo, brand); including posters/flyer design	\$0 – this cost has already been covered via the Landing Vitalization branding & graphics sub-committee
Advertising/Promotion	Design, copying and Print Production for posters, flyers, etc	\$500
Banner Production	Single 4'x20' banner	\$800
Rentals	Tents, Tables, Chairs, Traffic Barriers (Seabird Rentals), Fencing	\$0 these items borrowed from Sea Cavalcade and other organizations
Audio/Sound System	use Music in the Landing sound systems	\$500 to supplement Music in Landing budget
Legal	Liability Insurance (\$500) ³ ; Street Closure Ads (\$250) (x4)	\$1500
Stipends for Performers, and Service Providers	Move Music in the Landing to the festival site; hire performers	\$1000
Miscellaneous supplies/Contingency	First Aid Attendant, Volunteer Appreciation	\$500 donations from merchants expected for V-appreciation
Total Festival Disbursements		\$4,800
Contingency:		\$1,200

The total budget to stage four festivals is \$21,400. A contingency amount of \$1200 is prudent due to uncertainties in disbursement costs. Costs for music and sound equipment have been greatly reduced by utilizing the Music in the Landing program to provide music at the festivals.⁴ There is \$1,000 in the Festival Coordinator budget to raise funds. Other potential sources of revenue include:

² Expenses are variable - some may be provided in-kind, through sponsorship, or via the Town and/or volunteer contributors

³ All 4 dates must be submitted together (singularly, the rate per event would be more costly)

⁴ The Landing Vitalization Committee is grateful to Linda Williams and Graham Walker for donating their time to cooperatively plan how Music in the Landing can move to Music in the Streets during street festivals.

- **Sponsorships:** businesses provide funding, often for specific items, using a tiered recognition hierarchy. There is already a high demand on local businesses for sponsorships and the Town may not wish to compete for these dollars
- **Grants:** possible sources include the Vancouver Foundation, BC Arts Council, Royal Bank of Canada Charitable Foundation, Koerner Foundation, BC Gaming Grants, and Canada Heritage
- **Contests:** raffles and draws held at the event
- **Vendor fees:** fee for setting up vending table. Very little revenue to be gained.

A reasonable goal for fundraising is 50% of the costs, or about \$10,700. That would leave a cost to the Town in the first year of about \$11,000.

Coordinators of existing community events identified the value of a community event coordinator (section 5). If the Town proceeds with a series of street festivals, then extending the role of the Festival Coordinator in ways suggested by merchants and event organizers bears consideration. The role of an event coordinator is discussed in section 7.3.

5.0 Coordinating with Other Events

From the outset, the Landing Vitalization Committee intended for the Festival Feasibility Study to identify how street festivals can be linked to existing events. Also considered is whether or not the role of a Festival Coordinator could be expanded to offer assistance to existing community event organizers. Interviews and surveys were conducted with existing community event



Photo courtesy of Sunshine Coast Tourism

coordinators as well as with stakeholder groups⁵ to determine whether it makes sense to link street festivals to existing events. A summary of results follows.

⁵ Stakeholder survey and interview groups include: Town of Gibsons Parks Department, Coast Cultural Alliance, Gibsons and District Chamber of Commerce, Gibsons Landing Harbour Authority, Gibsons

5.1 Support for Street Festivals

There was strong support for street festivals.

- The majority of community event coordinators and stakeholders support the idea of holding closed-street festivals in Gibsons Landing

Those who did not support street festivals cited reasons, and indicated a willingness to support closed street festivals, if concerns were addressed.

- The community event organizers who did not support the idea of closed street festivals cited concerns about street closures reducing the available parking in Landing and creating an inconvenience to transit riders since bus re-routing would be required
- There were suggestions to offer free shuttle bus service from the malls in Upper Gibsons to the Landing as well as to consider leaving the street open to through traffic

Many organizers of existing events recognized the value in collaborating with street festivals. There is still work to be done to determine what that collaboration would look like and how it becomes mutually beneficial.

Other organizers of existing events most strongly identified with collaborations with Landing merchants as a way to link to street festivals. Ideas included:

- Landing businesses adopt festival themes through window and in-store displays
- Restaurants feature event/festival themed cuisine and specials
- In-store demonstrations and workshops
- Provide prize donations in exchange for recognition as an 'event supporter'
- Feature merchandise or sales that complement the event theme
- Move merchandise out onto the street to become part of the event/festival
- By raising awareness of the event, the business is doing a service for their customers
- Offer a coupon that is stamped at the event and then returned to the store for a discount on merchandise

Stakeholders identified collaborations around promotion, marketing, and tourism data collection.

Marina, Sunshine Coast Tourism, Sunshine Coast Museum and Archives, Christ the King Community Church, Arts and Culture Coordinator for the District of Sechelt.

- Collaboration with Sunshine Coast Tourism (SCT), Coast Cultural Alliance and the Sunshine Coast B&B, Cottage Owners Association will facilitate off-coast marketing opportunities for the Town of Gibsons for destination tourism products such as street festivals.
- SCT can be a partner providing the following: exposure on social media; SCT website; promotion via SCT “Fam trips” (eg) be part of a coast-wide tour for off-coast groups such as the Vancouver Concierge Association; organized press trips twice per year where journalists from all over (eg) the Lower Mainland, Alberta and Pacific Northwest/Seattle area are toured through the Sunshine Coast
- Through the Visitors Centre, the Gibsons and District Chamber of Commerce could support tourism data collection via polling and surveying of visitors attending Gibsons Landing Street Festivals
- Soon to be developed ‘Car-Free Tourism’ campaign to market days trips to the Coast (via Gibsons and District Chamber of Commerce) offers an opportunity for collaboration to promote closed street festivals



Photo courtesy of Gibsons Landing Jazz Festival

Spotlight on Jazz

The Gibsons Landing Jazz Festival is a volunteer run community festival held in June every year. Certainly, it is one of the longest running (18 years) and well-attended events in Gibsons.

Jazz Festival organizers expressed an interest in collaborating with the proposed Gibsons Landing Street Festivals. The idea is to move the main Jazz Festival event out of Dougall Park and into Gibsons Landing, to create a vibrant Jazz Street Festival that intermingles with Gibsons Landing merchants, eateries, art galleries, and other tourist sites and services. The Jazz Festival has an exciting program and music line-up ready to go. With support from the Town of Gibsons Street Festival Coordinator, this music celebration can be brought right into the heart of Town.

To facilitate a change in venue and ensure the involvement of Landing merchants, the Town's Street Festival Coordinator would provide collaborative support, as follows:

- *Facilitating the street closure and necessary Town permits*
- *Assisting with the Festival venue set-up, including the provision of a covered performance stage, first-aid/public safety provisions, access to power supply, and fencing-barriers*
- *Liaising/linking with Gibsons Landing merchants on shared marketing and promotion ideas such as in-store displays and promotion, and featuring specials/ discounts for jazz festival patrons in exchange for sponsor acknowledgement by the Jazz Festival*

A Gibsons Landing Jazz Street Festival offers an exciting kick-off opportunity for a street festival series. It should be noted however, that timing is imperative: the Jazz Festival has planning under way and key decisions around festival venue need to be decided as soon as possible.

5.2 Support for an Event Coordinator

Support for a publicly funded event coordinator was unanimous. Dependence on volunteers is a major driver, because finding and motivating volunteers for existing community events is a major challenge. Volunteer burn-out is a serious and growing challenge within the community. All existing community event organizers rely heavily on volunteers for the execution and implementation of successful events. Approximately

half of those events hire a paid coordinator to lead and coordinate volunteers to carry out their event. The need for a Town Event Coordinator was identified:

- 100% of the surveyed and interviewed event organizers and stakeholders supported a publicly funded event coordinator hired by the Town of Gibsons
- Likewise, the majority supported a full-time year-round coordinator to support an expanded role beyond the production and staging of street festivals
- Having a central booking events coordinator is vital to avoid over-booking events on the same weekend
- Having one person who knows what is going on, and being the designated event contact for all is necessary to improve communication between event coordinators
- Past attempts to stimulate activity and thus bring tourists (and customers) have resulted in total burn out – better to have one qualified unbiased coordinator than the same volunteers wearing themselves out

Event organizers and stakeholders identified a variety of roles as priorities, including all of the following:

- Coordinate new events in Gibsons Landing
- Act as an all around event production resource for Gibsons Landing
- Work as a liaison between existing event coordinators, merchants, Town officials, and the general public
- Inspire participation in existing and new events from merchants, event coordinators, merchants, Town officials, and the general public
- Facilitate merchant participation in existing and new events in Gibsons Landing
- Inspire ways to develop funding for existing and new events in Gibsons Landing

Other roles identified for Town support of existing events included:

- Advertising and promotion
- Provide support for set-up and tear-down of events
- Provide storage and central services for equipment procurement eg) tents, tables, chairs etc. – very important as all event planners have the same issues in procuring equipment and so much of the planning volunteers do is locating, borrowing, and returning these items

The above roles could be integrated into an expanded role for a festival coordinator, if festivals are staged.

6.0 Merchant and Stakeholder Results

A survey of Landing merchants was conducted. A total of 25 merchants⁶ were surveyed. Results are in Appendix 1. A summary of results follows.

There was strong support for closed street festivals.

- 80% are in favour of staging closed street festivals
- 76% believe street festivals will increase store revenues
- 92% believe street festivals will increase exposure and networking
- A smaller number, 64% reported that they have the capacity to take advantage of street festivals

The 16% (4) merchants who did not support staging street festivals gave reasons for their opposition (survey question # 10). Three of the four named measures that, if taken, may change their position to one of support.

- Merchants recommended a rich array of content and activities (Q#4), with an artisan/farmers market (92%), performances, live music, sidewalk sales (80% each) and fireworks, harbour boat rides and contests (76%) topping the list
- 72% were in favour of permitting vendors other than merchants to sell wares
- July and August (80% each) were the favoured months for staging festivals, with June (76%) and May, September and October favoured by 72%
- More than 50% were in favour of festivals held in November through April
- 80% favoured festivals on Saturdays; 76% on Sundays; other days received low support (20%)

Comments collected from merchants indicate that some prefer the festivals to occur outside of July and August because business is brisk during that period. These merchants prefer to see additional activity in the Landing during shoulder seasons. December was favoured by 68% for a street festival. It is clear that a weekend day is favoured.

Merchants and event coordinators expressed a concern that street festivals should not compete with other events on the Sunshine Coast.

Issues related to when the festivals should be held and how they complement already existing events are discussed in section 7.

⁶ Operator of a storefront business in the Landing.

Merchants identified ways they can take advantage of street festivals to increase revenue (Q#8). Adopting festival themes for marketing and shared marketing expense were identified.

- 72% of merchants report that existing events increase sales revenue; 20% report that they do not and 8% report some do and some don't (Q#13)
- Merchants made suggestions on how events could result in higher revenue generation (Q#14, 15)
- Merchants made suggestions on other actions that, if taken, would draw more visitors to the Landing (Q#16)

These suggestions can be followed up on in a variety of ways. Some fall under the role of a Festival Coordinator. Others could be dealt with by a Community Event Coordinator. Some are within the purview of the Economic Development Coordinator, Chamber of Commerce, Sunshine Coast Tourism or the Town of Gibsons. The 5-year Landing Vitalization Strategy offers a framework for implementing these suggestions.

- 92% of merchants support the Town of Gibsons hiring an events coordinator (Q#17)
- 77% support the notion of a full time event coordination position (Q#18)
- Recommended roles for an Event Coordinator are listed in Q#19

7.0 Summary and Recommendations

A recommendation to stage or not stage street festivals is not made in this report. This document provides Council with the information needed to make that decision. Recommendations on the quality, scheduling and logistical features are made, should Council decide to stage a series of trial festivals. These recommendations are based on input from Landing merchants and organizers of existing events.

7.1: Street Festival Quality and Scheduling

Street festivals are the addition of product to Gibsons Landing. They bring people to the Landing with the consequence of additional retail revenue. They will attract residents and non-residents who rarely or never visit the Landing. Festivals will add “place value” to the Landing as a lively, cultural location. Coordination with other events will increase the perception of the Landing as an active, fun-filled family and cultural place.

In order for street festivals to succeed, they must appeal to a broad range of patrons. The target market is diverse: local residents, seasonal residents and their guests and the large population centres of the Lower Mainland and Washington State. Festivals must appeal to families with children and to an older demographic range. That means they must provide a festival-like experience with many things to do for all ages.

To accomplish this, it is recommended that each festival have a theme. Many ideas for themes have been offered. Each festival must be creative in offering activities for children. Examples of themes are a Mardi Gras festival coordinated with the Gibsons Landing Jazz Festival and a Celebrating Stories festival linked with the Sechelt Festival of the Written Arts. Examples of engagement of children are a spelling bee and story reading for and by children. Other themes that came forward for consideration include:

- Art Stroll/Art in the Streets (build on GPAG's Art Stroll by bringing 'acts of art' into the streets – chalk art, demos, plein-air painting, etc)
- Community in Motion (a movement-centred festival celebrating sport, recreation, and physical fitness featuring cycling, paddling, yoga, martial arts, dance, etc)
- Celebrating Diversity (Cultural celebration – food, music, art, dance)
- Film Festival – Town of Gibsons Parks Dept and Heritage Playhouse Theatre (movies in the park, could be multi-venue, run a short film contest)
- Revival of the Fibre Arts Festival

Festivals should be staged on Saturdays, beginning in the early afternoon and extending into the early evening. Some will be scheduled to coincide with existing community events. Others will be held as standalone events. Merchants favoured events in all months, and so scheduling decisions can be flexible.

7.2: Cost, Funding and Return on Investment

The cost of staging four festivals is estimated at \$21,400. This report is not definitive on what portion of that cost will fall to the Town and what portion will be raised from the business community and other sources.

The estimated added revenue to the retail economy in the first year of staging four festivals is \$80,000. Attendance will increase each year, if the festivals are well-staged and offered consistently. Attendance by 300 non-resident/seasonal resident households and 400 resident households by the fifth year is a reasonable expectation. Those attendance levels would yield \$50,000 in revenue per event, or \$200,000 for four events. The cost of staging the festivals would increase as attendance increased.

As a general rule, a dollar invested by a municipality in community events, heritage attractions, sporting competitions, and support for a Visitor Information Centre returns a minimum ten dollars in new extra-community spending. It is anticipated that the Town will need to fund about 50% of the cost of festivals. That is, about \$11,000 the first year and about \$15,000 by year five. The return on investment from extra-community spending (\$40,000) in the first year is about 4:1. By year five extra-community spending might be \$120,000, with an ROI of about 8:1. These are unsupported, conservative estimates.

In making a decision about funding street festivals, Council may wish to consider other options for economic development spending. The Landing Vitalization Five-year Strategy calls for up to \$25,000 a year to be spent on improvements to the visitor experience for a period of five years. Creating an attractive seawall walk and making aesthetic improvements to specified parts of the Landing may take precedence. Other economic development initiatives may be more effective. For example: marketing the community for new resident and business attraction. The Town supports many community organizations that directly or indirectly enhance the economy of the community. Some of these organizations stage events and it would be counter-productive to withdraw support from them in order to support a new event.

7.3: Community Event Coordinator

The merchant community and event organizers strongly support the Town of Gibsons hiring an event coordinator. The fee for a Festival Coordinator is estimated at \$16,600. In that role, the Festival Coordinator will necessarily liaise with the organizers of other principle events, including the Gibsons Jazz Festival, Sea Cavalcade, Children's Festival, Sunshine Coast Art Crawl, Synchronicity Festival and others. The question is: What value is there in extending the role to include assisting in the organization and marketing of these other events?

Input from merchants and event organizers framed the contributions that an event coordinator for the Town could make:

- 1) To actively ***promote Gibsons as a festival and event destination***. This begins with the creation and development of street festivals that compliment and support existing events. This fundamental role includes integrating broader themes of art, music and culture, while engaging the support and participation of the Gibsons Landing merchants. The newly developed branding, designed and created by Jan Poynter, for Gibsons

Landing, will further support the 'look', and create instant brand recognition for the festivals over time.

2) To ***facilitate ongoing community connections and communication*** between the Town, Gibsons Landing merchants, existing event coordinators coast-wide, and complementary partner organizations such as Sunshine Coast Tourism, Coast Cultural Alliance, the Gibsons District Chamber of Commerce, and the District of Sechelt's Arts and Culture Coordinator. The emphasis on this priority will facilitate stronger and better collaborations and partnerships with existing successful events on the coast. Clearly, together, we grow stronger. A communications network is somewhat lacking at present, creating a rather fragmented approach to event planning on the Sunshine Coast. Often there are multiple schedule conflicts as well as overlapping themes. The aim would be to work together to build critical mass, leveraging the success of existing events, while strategically considering timing and purpose.

3) To ***support existing festivals and events organizations*** that are stretched beyond capacity, but have been historically important and successful in drawing tourists and local residents into the Landing. Already lost are the Fibre Arts Festival, New Moon Cultural Festival, and the Salmon Festival due to varying circumstances, including volunteer fatigue. Section 6 identified how an Event Coordinator could assist the organization of other events and assist merchants to benefit more from event related sales.

Ninety-two percent of merchants supported a Town Events Coordinator; 77% thought the Coordinator should be full time. A full time Event Coordinator would have an annual cost of \$40,000 to \$50,000. The opinion of the Economic Development Coordinator is that it would be difficult to show a satisfactory return to the business community and to the Town for that expenditure. A town the size of Gibsons normally supports a half-time Event Coordinator, when they have one.

The District of Sechelt recently hired a half-time Arts and Culture Coordinator, whose role is to focus on three main priorities: to assist art and culture groups, to actively promote Sechelt as an "Art and Culture" destination, and to organize one event per year. Sechelt is therefore already well positioned to become a tourism art and culture centre on the coast. The position that we are calling event coordinator could have a role in promoting art and culture.

An Event Coordinator can raise part of the wage or fee cost from grants and business sponsorships. It is possible that an Event Coordinator could relieve Town staff of a few tasks, and that might be seen as saving.

The cost of a Festival Coordinator is \$16,600. That translates into 16.6 paid weeks of work, or 32 half-weeks. If the position were year round at half time, the cost would be about \$27,000. It is recommended that Council consider whether it wants the Economic Development Coordinator to complete a job description and assessment of the value of hiring/retaining a half-time event coordinator with responsibility to organize street festivals, assist organizations to stage community events, rationalize the schedule of annual events and market Gibsons as an event destination.

7.4: Timing and Organizational Structure

In order for street festivals to be properly planned, a Festival Coordinator needs to begin working at the beginning of January, at the latest. Normally, the start date would be earlier in order to book musicians. However, cooperation by managers of Music in the Landing assures good quality musicians will be available.

It would be beneficial if a decision could be made before the end of November. Some grant programs have December and January deadlines. Additionally, some free advertising opportunities close before the end of the year.

If Council decides to proceed, it is recommended that a Festival Steering Committee be formed. Many individuals have contributed to developing the concept of Landing Street Festivals and a great deal of creative input is contained in notes from scores of interviews and brainstorming sessions. Council will decide on the members of the Festival Steering Committee. Recommendations include the Economic Development Coordinator, representatives from the Chamber of Commerce, Coast Cultural Alliance, Sunshine Coast Tourism and the town, coordinators of existing events and Music in the Landing and Landing merchants.

One Festival Option

A series of Festivals is called for in the Landing Vitalization Action Plan because the concept is for Gibsons to become known as the beautiful, lively place where street festivals are held regularly. Salt Spring Island has achieved the goal of being a place many people go to regularly to enjoy a lively marketplace festival. The Action Plan called for a series of eight festivals. The number was cut in half as a trial run. Numerous, regular street festivals remains the recommendation.

An option is to conduct a single street festival in 2013 that coincides with the Jazz Festival. Jazz Festival organizers are willing to stage their event in conjunction with a street festival.

This option will not reveal how popular a street festival alone would be. However, it would allow for a trial run that tests the organizational capacity required to stage an event.

No estimate of the cost of staging a single event has been made. Likely, the cost would be roughly half of the cost for staging four events.

APPENDIX 1: Tabulation of Merchant Survey Results

1. Closed-street festivals will benefit my business by increasing sales

Answer	Count	Percentage
Yes	19	76%
No	5	20%
Yes and No (Both)	1	4%

TOTAL RESPONSES 25

2. Closed-street festivals will benefit my business by increasing exposure and networking

Answer	Count	Percentage
Yes	23	92%
No	2	8%

TOTAL RESPONSES 25

3. My business has the capacity to take advantage of closed street festivals in Gibsons Landing

Answer	Count	Percentage
Yes	16	64%
No	8	32%
Not sure	1	4%

TOTAL RESPONSES 25

4. Chosen components that would draw more traffic and commerce to the Landing if included in the staging of closed street festivals

Answer	Count	Percentage
Artisans / Farmers markets	23	92%
Performances and talent shows	20	80%
Live music/DJ Dance	20	80%
Sidewalk kiosks from Gibsons Landing merchants	20	80%
Fireworks	19	76%
Harbour boat rides	19	76%
Competitions and contest	19	76%
Vendors other than Landing merchants	18	72%
Gallery openings and presentations	18	72%
Cycling and walking tours	18	72%

Parades	17	68%
Coast cable and CKFM record yourself booth	17	68%
Children's activities	17	68%
Art installations	17	68%
Fashion shows	16	64%
Information booths	15	60%
Workshops and presentations	15	60%
Horse and buggy rides	15	60%
Movie screenings	14	56%

TOTAL RESPONSES 25

5. Preferred month(s) for staging closed-street festivals in Gibsons Landing

Answer	Count	Percentage
July	20	80%
August	20	80%
June	19	76%
May	18	72%
September	18	72%
October	18	72%
December	17	68%
November	16	64%
April	15	60%
January	14	56%
February	14	56%
March	14	56%

TOTAL RESPONSES 25

Note: Summer: June, July, August; Spring: March, April, May; Fall: September, October, November; Winter: December, January, February

6. Preferred day of the week to hold closed-street festivals in Gibsons Landing

Answer	Count	Percentage
Saturday	20	80%
Sunday	18	72%
Other - Thursday (1), Friday (3), Monday (1)	5	20%
Never	1	4%

TOTAL RESPONSES 25

7. My business supports closing the street to stage festivals in Gibsons Landing

Answer	Count	Percentage
Supports	19	76%
Supports, with conditions	3	12%
Objects	2	8%
Unsure	1	4%

TOTAL RESPONSES 25

8. Chosen ways to collaborate with closed-street festivals that would be beneficial to my business

Answer	Count	Percentage
Adopting festival themes to decorate your business place	17	68%
Adopting festival themes for promotions	16	64%
Sharing advertising costs	15	60%
None chosen	4	16%

TOTAL RESPONSES 25

9. My business supports the overall idea of staging closed-street festivals in Gibsons Landing

Answer	Count	Percentage
Yes	20	80%
Yes, but concerns noted	4	16%
No	1	4%

TOTAL RESPONSES 25

10. Concerns noted for being unsure, or not supporting, the staging of closed-street festival in Gibsons Landing

- I object strongly. My customers can't pick-up orders, people call and say they can't get down here to get their orders and my delivery driver can't work.
- The number of issues surrounding events can be costly to businesses.
- I don't want the street closed and nothing happening in front i.e.) Cavalcade took up all our parking for nothing. We did a sidewalk sale but most of the traffic was further down by the stage.
- Traffic should be able to get through to all businesses.
- Concern about the monitoring of private property. In my experience, the underground parking area (Gower Gardens) has been used as a bathroom; a place for drinking/drugs out of public view; also damage to flower beds.

11. Is there any way of resolving the issue you've identified as a reason for not supporting the staging of closed-street festivals in Gibsons Landing?

- Move the closer down between the post office and businesses. There is plenty of room.
- Go back to the old Cavalcade. We used to have lots going on then.
- Police or private security; clean-up crew; signage; garbage/recycling removal.

12. Would you support your business' participation in closed-street festivals in Gibsons landing if the issue you've identified was resolved?

Yes (3 responses).

13. Current events in Gibsons Landing increase traffic and commerce to my business

Answer	Count	Percentage
Yes	18	72%
No	5	20%
Some do, some do not	2	8%

TOTAL RESPONSES 25

14. Current Landing events do not increase traffic and commerce to my business, but the following would help to create commerce for my business

Answer	Count	Percentage
Participating in promotional incentives with Landing events themes (eg) gift baskets, raffles, treasure hunts	12	80%
Cooperating with Landing event coordinators to merge advertising and promotional funds, spaces and themes	11	73%
Using Landing event themes to decorate your business	8	53%

TOTAL RESPONSES 15

15. How else do you think you could collaborate with already existing Landing events to create more commerce for your business?

- The Sunday Market is not in any way integrated with the main street vendors and this is a problem. It is too small, too far away, and needs to be running through town.
- Booths down centre of street looking out onto the business so that the walking traffic see stores and vendor booths.
- Hold special events designed with incentives to draw public into commerce
- Afternoon/sunset cruise

- Show art in rooms, lobby, etc
- By staging festival theme related events in our premises eg) art show, calligraphy demonstration
- Create a tie-in promotion so existing event participants would think to visit the Landing
- Cross advertising on websites etc over "information site"
- More communication
- Block sale - either clearance or regular spring sale in every store
- Sponsorship
- I take care of my own promotions. I can't afford to pay for others.
- Depending on where in Gibsons Landing the event takes place. Winegarden Park is too far away from "Five Points"
- By supplying food and gift certificates
- We (the merchants) need to be better in our participation
- Staging participating events
- Art/retail mix

16. What else do you think would draw more commerce to Gibsons Landing?

- These events need to be staged carefully - can't do all the events on one weekend. Integrate the craft/food booths with the other events, demos, etc. It must be set-up so that stores get stalls on the sidewalk and a lot of exposure.
- All stores light up store fronts - a place to see at night all year round. In December - Christmas tree lighting, caroling, Santa, extended shopping hours.
- Following Salt Spring Island Market example
- More events - the loss of the Salmon Festival and Fibre Arts due to volunteer burn-out without support from the Town
- Street and sidewalk patios - no parking - public seating
- A shuttle service running between upper and lower Gibsons (3)
- Beachcomber event
- Signage (2)
- ATM/bank (5)
- More parking/parkade (8)
- Advertising, posters, social media
- Bridge to mainland
- Creating more curb appeal
- Connected seawall (2)
- Swimming beach
- Fishing business
- Hotel and conference centre

- Green grocer
- After 9 pm dining
- Expanding commercial base of Gibsons
- Cleaning it up - Molly's Lane specifically needs updating
- Old fashioned general store
- Lower ferry fares
- More visible washrooms

17. My business supports a publicly funded event coordinator employed by the Town of Gibsons

Answer	Count	Percentage
Yes	23	92%
No	2	8%

TOTAL RESPONSES 25

18. The Event Coordinator should be hired to work:

Answer	Count	Percentage
Year-round	17	77%
Seasonal	3	14%
Not sure	2	9%

TOTAL RESPONSES 22

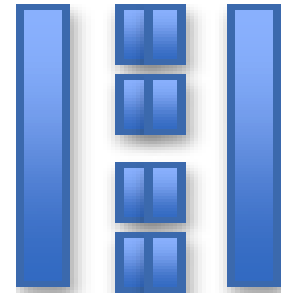
19. The Coordinator's role should be to:

Answer	Count	Percentage
Coordinate new events in Gibsons Landing	24	92%
Act as an all around event production resource for Gibsons Landing	23	92%
Work as a liaison between already existing event coordinators, merchants and town officials	23	88%
Inspire participation in existing and new events from merchants, event coordinators, town officials and the general public	22	88%
Facilitate merchant participation in existing and new events in Gibsons Landing	21	84%
Inspire ways to develop funding for existing and new events in Gibsons Landing	21	84%
All of the above	21	84%
None of the above	1	4%

TOTAL RESPONSES 25

20. Any other comments?

- One point I would like to make after doing a lot of summer art festivals in the USA: the only way the store owners were kept happy in these events was to set up your show with booths back-to-back down the middle of the road facing the stores on the opposite side of the street. Keep a wide space so that people can shop in booths and see shops. Include gaps every so often so people can cross the street to the shops on the other side.



Festival Set-up Example

- I feel that the Landing should be cleaned up – that funding should go towards cleaning and repairing Molly's Lane and doing something about the old Shell lot.
- Lets get people from Upper Gibsons to come down for a visit – there is a misconception about what we offer down here.
- We should be capitalizing on the Beachcombers. Where are the hats, shirts, etc? People are always asking questions. We could have a studio set-up with props/movie stuff and maybe actors promoting it.
- We need lounge space or something that attracts people late at night.
- We need only to look to ourselves. We should allow for a dance/music/art club that can host all these events – no money need to be spent. Why would you hire someone to change what the coast already has?
- Enough feasibility studies

APPENDIX 2: Street Festival Planning Guide: Strategies for Success

Town of Gibsons Festival Planning Guide: Strategies for Success

This document was adapted from the Toronto Association of Business Improvement Areas, Event Planning Guide, by Elsie Whitelock (Project and Event Specialist)

The following *strategies for success* outline the components of successful event planning. Much like a blue print for building a house, the blue print does not tell you how to build the house, but does identify all of the components required to successfully construct it.

From the outset, it is best to set clear goals and a theme for each Street Festival event. Ensure that the Town of Gibsons, Gibsons Landing merchants, and complementary partner organizations fully support the planned event, and be sure to select a working festival committee with broad representation from the community.

Planning is a very important part of the community event, so begin early. Planning should happen at least five to six months, and in some cases, a year ahead.

Develop methods to evaluate the event's success. Measurable event objectives may include attendance, the amount of money spent at local businesses, the number of tourists in the area or the number local residents, and/or repeat patrons. Over time, this information will be a valuable indicator for success and will also help develop best practices for going forward.

Finally, don't re-invent the wheel! The Sunshine Coast is rich with arts, culture and as such there is broad range of successful events already happening on the Coast. Contact other community event organizers that have successfully run similar events and learn from their experiences.

1. GETTING STARTED

- It is advisable to **begin the planning process about 5-6 months prior** to the actual event.
- Review the Town of Gibsons Street Festival Feasibility study for timeline planning, recommendations from complementary partners, and feedback from Gibsons Landing business merchants. This document provides useful guidance for moving forward.
- Always try to get at least 2 quotes, if possible, in order to make effective budget

decisions around procurement of festival performers/rental equipment and/or professional services.

- Keep good records of quotes, sourcing and contacts for next time.

2. GETTING THE RIGHT PEOPLE INVOLVED

2.1. Forming your team

2.1.1. Establish a Street Festival Committee

- Establish a committee comprised of resource people, of which at least one is a member of the Gibsons Landing Business group, and a complementary partner organization, if possible. This committee will work in close collaboration with the Town of Gibsons event planner to ensure a successful event from start to finish.
- It is imperative that there is support from community stakeholders and that a 'champion' is identified (could be the event coordinator or a committee member) who will promote the event within the Gibsons Landing Business group and the community.

2.1.2. Event team

- The Street Festival Committee will support the Festival coordinator who will be responsible for the day-to-day activities of organizing and running the series of festivals.
- Additional volunteers will be required to perform functions such as: setup, deliveries, tear down, returns, etc. Those additional volunteers will be identified during the building of the event plan.
- The event team will perform better if they know what is expected from them and when. Consider writing a short job description for each role/function.

2.2. Working with the community

- Keep the committee, festival volunteers, and broader stakeholder community (Gibsons Landing merchants, Town of Gibsons, complementary partner organizations, vendors, performers, etc) aware of the project progress on a regular basis.
 - Provide both formal and informal status updates. Keep the community informed of the event plans.
 - Use flyers/posters/social media and word of mouth to spread the word.
- Contact the Sunshine Coast Volunteer Centre for volunteer resources, use social media, and contacts within existing partners to enlist volunteer recruits.*

* Volunteers typically want control over the manner in which they provide their services. However, volunteers require supervision and management from the event coordinator. They need a clear role so they know what to do, but may also want choice in the tasks

and the timing of the work.

3. FUNDING and/or REVENUE GENERATION

3.1. Sponsorship

- Money is an obvious method of contribution, but partners/sponsors may also help with flyers, posters, product donations, or other business functions, etc. or volunteering at the event.
- Develop a sponsorship program that is simple and easy to implement.
 - *For example*, set different sponsorship levels such as Gold, Silver, and Bronze. With each level the sponsor would receive different exposure:
 - Consider the value to the sponsor – maximize their exposure through different means which will enhance their brand, such as through pre-event advertising and/or on-site promotions at the event

3.2 Grants

- Identify grant opportunities and deadlines early
- Use an experienced grant application writer

3.3 Ticket Sales

- Consider having a prize draw as a revenue generator e.g. have local businesses donate prizes such as dinner at a local venue and/or other services
- 50/50 draw where the winner(s) receive 50% of amount sold
- and the event keeps the other 50% of ticket sales

Note: A rule of thumb-for each \$1000 to be earned, expect to spend about \$100.

3.4 Vendor Fees

- Consider charging vendors who are selling their wares, a fee that is equivalent to a one-day business license

4. COMMUNICATIONS and MARKETING

To increase awareness and/or attendance at the event, use all potential methods of outreach and promotion, including:

- Creation of a Street Festival webpage that could be hosted on the Town of Gibsons website (eg) www.gibsons.ca/streetfestivals
- Liaise and work with the Gibsons Landing Business Group to facilitate promotion via their businesses (window displays, in-store promotions, etc)
- Promotional opportunities via Sunshine Coast Tourism
- Online listing in the Coast Cultural Alliance Sunshine Coast Event Calendar

- Local community announcements such as public bulletin boards, churches and schools
- Announcements via Coast Community Cable and CKAY Radio
- Greater Vancouver Area event calendars, event blogs and feature stories in local press media
- Banners and signage where possible

4.1 Form a publicity plan

- Use a media release to convey information to the public about the event
- Establish contact with the Coast Reporter (submission to the community events section) and CKAY FM Radio - develop and maintain those relationships

4.2 Social Media

- Create a Gibsons Landing Street Festival Facebook page and Twitter account – keep it active on an ongoing basis.
- Cross post on other event pages and/or via partner organizations

4.3 Posters and/or Flyers

- Use printed posters and/or flyers to alert the public and the community of your event
- Distribute and circulate widely throughout the Sunshine Coast via the Lower Gibsons Visitor Centre, local businesses, libraries, community centres, at other events/gatherings
- Put up posters about 4 - 8 weeks in advance of the event

5. EVENT SCHEDULING & LOCATION

Check the Coast Cultural Alliance for the most comprehensive online calendar list of events on the Sunshine Coast: <http://www.deeprooted.ca/cca/calendar.aspx>

Also, the following sources may have additional listings:

- Suncoast Central: http://www.suncoastcentral.com/calendar_agenda.asp
- Coast Reporter: <http://www.coastreporter.net/section/sechelt&template=eventsnew>
- Note the dates of major Sunshine Coast events which are fairly static year to year, notably: Gibsons Landing Jazz Festival (mid June); Sea Cavalcade (3rd week of July); Festival of the Written Arts (mid-August);
- Try to not conflict/compete with other events in your area, that said, multiple events on the same day can also be complementary and supportive (eg) a proposed Seafood festival on the Gibsons wharf, would be complimentary event to tie into the closed street festival happening adjacent to it. Look to combine synergies where possible

- Gather input from the Town of Gibsons and Gibsons Landing merchants to help decide on the best timing for the street festivals

5.1 Site selection

Choose the physical location(s) where your event will be held. The site of the closed street festivals has been proposed for Gower Point Road from “five corners” to the entrance to the Quay Building parking lot, leaving that entrance open.

5.2 Site plan

Create a site plan of the street(s) where the event will take place. This plan is essential when applying for permits, street closure, and when meeting with local police.

Mark the following on the site plan:

- Proposed road closures and indicate locations for street barriers
- Any proposed locations of outside vendors – food, craft, etc
- First aid attendant station

Also use the site plan to layout the following:

- Location of power sources
- Locations of any music, i.e. DJ's and/or Bands
- Locations of public washrooms and/or porta-potties
- Locations of children's activities, etc.

6. PERMITS and INSURANCE

The Town of Gibsons requires a *Public Place Permit* for festivals and events. In addition, there is an approval process for street closures and a requirement to obtain liability insurance coverage, with the Town of Gibsons named as additional insured, for each event (minimum of 5 million dollars in coverage). The Town also requires a refundable damage deposit in the amount of no less than \$300.

6.1 Public Place Permit (Public Places Application)

An application for the Public Place Use Permit can be found on the Town of Gibsons website at: <http://www.gibsons.ca/town-hall/forms-and-applications.html> It is important to review the Town's Public Places Regulation Bylaw to ensure the festival is in compliance. Also, be aware of any variances or relaxation of bylaws that may need to be considered (eg) Anti-Noise Bylaw. Pertinent Town bylaws can be found here: <http://www.gibsons.ca/town-hall/departments/bylaw.html>

6.2 Approval Process for Street Closures

Within the Town of Gibsons, street closures must be approved by the Bylaw Enforcement Officer, in consultation with BC Transit (for bus re-routing) via the Sunshine Coast Regional District. Police and fire emergency services also need to be consulted regarding street closures. Ads need to be published in the Coast Reporter newspaper to give public notice of street closures including a map of the street closure and alternate routes. One plan covering multiple dates for street closures can be presented, however, the ad needs to appear in the newspaper once prior to each festival. Considerations for the street closure plan include:

- Allow a minimum time of 5 - 6 weeks in order to complete this process from application stage to final approval
- Bus re-routing is challenging due to the traffic calming measures (speed bumps and extended shoulder) installed on South Fletcher Road. Regular BC Transit buses are cautious about navigating that stretch of South Fletcher Road, however, if smaller buses were to be utilized, re-routing to South Fletcher becomes less of a concern
- Similarly, emergency vehicles such as ambulances and fire trucks may also have issue with re-routing to South Fletcher due to the traffic calming measures
- Existing and alternate parking areas need to be clearly identified for festival attendees
- What measures will be in place for mobility challenged festival attendees? (eg) will there be a designated drop-off area for mobility challenged attendees. Would Handi-dart service be available to assist if requested?

6.3 Liability Insurance

A certificate of Liability Insurance (5 million minimum), with the Town of Gibsons named as additional insured, is required for each event. Insurance can be acquired via local insurance brokers, as well as SBC Insurance who provide special events liability coverage.

6.4 Banners and Signage

Posting of signs are governed by the Town of Gibsons Sign Bylaw: <http://www.gibsons.ca/images/stories/bylaws/sign%20bylaw.pdf?phpMyAdmin=578c4ef10034t5c99462br3103> Section 10 of the Bylaw specifically relates to temporary signage and indicates that no permit is necessary, however, the placement of temporary signage is subject to the approval of the Town Building Inspector.

6.5 Sidewalk Sales, Outdoor Food Preparation and/or Business Licenses for Vendors

- The Town of Gibsons has an encroachment agreement for business use on

the sidewalks found at:

<http://www.gibsons.ca/images/stories/bylaws/encroachment%20bylaw.pdf?phpMyAdmin=578c4ef10034t5c99462br3103>

- Business licenses are required for all Vendors. The Business License application process is detailed on the Town of Gibsons website:
<http://www.gibsons.ca/business-licence-application-process.html>

7. LOGISTICS

There are many areas to coordinate. Consider the following onsite festival implementation tasks:

- Transport of all structures and props to and from festival site
- Set up of structures and props on festival site and immediate surrounding area
- Decorating festival site
- Setting up of signage
- Set up of garbage and recycling
- Managing traffic flow, street barriers (available via Seabird rentals)
- Implementing all safety regulations and plans
- Stage set up, including lighting and sound
- Management of all personnel and teams
- Tear-down and clean-up - removal of garbage, removal and return of any rented equipment such as tents, barriers, etc.
- Acquire testimonials/feedback from festival-goers and participants

8. SAFETY and SECURITY

8.1 Local police/RCMP

Meet with local police in advance to review and discuss traffic, safety and security needs. The police are important partners in running a safe and successful event so keep them informed and up to date.

- Be sure to bring along the updated event site plan and approved road closure permits

8.2 Emergency aid

Take in account what emergency aid may be required. Plan to have an emergency aid station staffed with volunteers from an agency.

- BC First Aid in Sechelt provides first aid training and may also offer onsite first aid attendant services [<http://www.bcfirstaid.ca>]

9. CONTINGENCY PLANS

- Weather
 - Be prepared to use tents for activities or utilize a 'RAIN DAY' alternative time
- Volunteer Staffing
 - If short staffed for volunteers, have list of potential stand-by volunteer candidates. Advise those on stand-by ahead of time so that they can be reached if needed
- Entertainment and Activities
 - Make sure that entertainment provider(s) are prepared to rapidly and expediently substitute candidates on the day of the event in case of no-shows

10. BUDGETING

Create a budget, which includes revenues such as sponsorship, and expenses such as permits, publicity, printing, etc. As a starting point, refer to the Street Festival Feasibility Study for a budget that includes anticipated festival disbursement expenses.

11. POST EVENT WRAPUP– LESSONS LEARNED

Develop methods to evaluate the event's success. Measurable event objectives may include attendance, the amount of money spent at local businesses, the number of tourists in the area, or the number of local residents and/or repeat patrons.

To evaluate the event:

- Survey the business participants with questions such as the following:
 - Did the event meet its goals and objectives? And if yes, why? and if no, why not?
 - Identify what worked and what needs fine-tuning.
 - What items were missing on the plan/checklist?
 - Was the event well attended?
 - Was informal and formal feedback about the event positive?
 - Given all that went into staging, was it worth doing?
- Survey, if possible, the actual festival attendees. It will require additional volunteer resources, however the information gathered will provide a solid foundation and basis for ongoing monitoring and evaluation for success. Onsite surveying will facilitate the gathering of information and data on tourist and local resident perceptions of what worked and what did not work. It can also identify the information about the people who attend. Use this information to establish best practices going forward. Consider the following when crafting an onsite survey:

- Identify tourists that come from off-coast – where are they from, what brings them here (did they come on their own for the event, are they here visiting local residents)
- Day trip or overnight (if overnight, at local residence or B&B/hotel)
- First time in Gibsons, or repeat visit
- How did they find out about the festival, and when
- Age demographic – children, adults, seniors
- Did they shop locally/dine in restaurants while here, if so, where
- Will they come back
- Other tips for survey consideration:
 - Do focus on successes as well as failures. Don't just concentrate on the negative.
 - Do identify problems and offer solutions. Don't place blame or make accusations.
 - Do ask the group to identify lessons learned. Don't criticize unless it is accompanied by a solution.

12. DETAILED WORK PLAN and TASK SCHEDULING

Always work from your event deadline backwards.

- Perform a critical task analysis and establish your critical path
 - For example – 1-Receiving permit application approval is a critical point in your project. 2- Printer publication deadline is another critical point. Hence continual monitoring and follow up on these tasks is mandatory.
- Utilize the Work Plan Table and Task List (Table 3) created in the Street Festival Feasibility Study as a starting point

APPENDIX 3: Getting Started - A 4-Point Marketing Plan

Effective marketing is possible even on a shoestring budget. All you need is a great story/product, a few solid partners, an understanding of your target audience, and a good creative sense of how to leverage the wide array of free tools that will enable you to get the word out.

1. Define Your Story and Unique Selling Point (USP)

Gibsons Landing is already well positioned to launch a marketing campaign for Street Festivals. A recent branding exercise undertaken as part of the Landing Vitalization project has provided Gibsons Landing with a new logo and way-finding signage. This new brand creates an identifiable look, connection, and imagery that evokes the sea – that we are indeed a community that lives, works and plays by the sea. It makes sense to leverage the brand look to ‘create a picture’ of the experience of Street Festivals in Gibsons Landing. Some unique selling points and/or themes for consideration:

- Gibsons Landing Street Festivals by the Sea: Something for Everyone. Music, art, culture, shopping, food, fashion, fun. Unique, quality, home-grown, hand-crafted.
- Re-connect locally, come down to the Landing
- Must-See Must-Do Day Trips from Vancouver (No car needed, as we are accessible by Public Transit)
- Car-Free Tourism on the Sunshine Coast

2. Identify Target Audience

- Off-coast tourists (primarily Lower Mainland residents and area visitors)
- Local Sunshine Coast residents
- Seasonal Residents

3. Connect and Collaborate with Partners

➤ **Sunshine Coast Tourism (SCT)**

As a tourism partner, Sunshine Coast Tourism has much to offer in the way of promotion and marketing opportunities via their social media network, website, ‘Fam trips’ (eg) coast promotional tours for writers, Vancouver Concierge Association, etc., profile during press trips (held twice per year), connections with Vancouver Coast and Mountains Tourism, 604Pulse.com, and Tourism Vancouver

➤ **Gibsons and District Chamber of Commerce**

Through the Gibsons Chamber, members access benefits, partnerships, marketing, and networking opportunities. The Chamber of Commerce manages

the following programs that support and promote businesses on the Sunshine Coast:

- Gibsons Visitor Centre
- Visitor Information Park
- Travel Ambassadors Program

➤ **Coast Cultural Alliance**

The Coast Cultural Alliance is a network of arts, cultural and heritage groups and individuals working to enhance the economic vitality of the Sunshine Coast through cultural sector development and cultural tourism. Their mission is to encourage and participate in the development of employment and business opportunities for the arts, cultural and heritage sectors on the Sunshine Coast.

➤ **Sunshine Coast B & B, Cottage Owners Association**

Offers tangible benefits for members as well as opportunities for networking, marketing, and education. Member benefits include various directory listings and cooperative marketing opportunities. Members of the association are automatically members of Sunshine Coast Tourism.

4. Spread the Word and Engage Interest

- Utilize social media to build an audience and create a buzz (Facebook, Twitter, YouTube) - it's free and word of mouth can be powerful and effective advertising. The key is to create sharable online content, and encourage your contacts and followers to share that content. (eg) video clips, photos, links to articles and promotional material on websites
- Take advantage of the free community event announcements (available in various media, both local and off-coast): Coast Reporter, The Local, Coast Cable Community Television, The Westender, The Vancouver Courier, The North Shore News, The Georgia Strait, etc.
- Write an article and shop it to media. Use your story/Unique Selling Point as your angle (eg) "A (Public Transit) Ticket to Paradise", "Day Tripping from Vancouver: Weekend Festivals by the Sea". Shop it to print, radio and online media – no guarantees but they may pick up the story if it is written in a way that has interest beyond a simple event ad – consider contacting the following media:
 - The Georgia Strait
 - The Vancouver Observer (online independent media linking to Vancouver's top bloggers)
 - Momentum Mag (independent media whose goal is to influence a shift in the transportation culture in North America from car-centricity to a balance of public transportation, appropriate car use, walking and bicycling)
 - Coast Community Television (interview)

- Mountain FM Radio (open to interviews)
- 91.7 Coast FM Radio (interview)
- Connect with local groups and clubs to reach potential audiences: School Parent Advisory Committees (PAC), Sunshine Coast Rotary Club, Gibsons Seniors Society, the Sunshine Coast Newcomers Club, Green Drinks Club as well as various recreational, sport and hobby groups (the Quilters Guild, Outrigger Paddle Club, Outdoor/Hiking Club, the Sunshine Coast Film Society, etc.)
- Locate the Street Festival banner in conspicuous places and move it from place to place over the course of the festival season

Low Cost

Achieving widespread exposure in the Lower Mainland through traditional media is prohibitively expensive. Fortunately, there are now many messaging routes that are free, other than the cost of composing and disseminating the message. Marketing costs are \$1300 for production of materials and \$2000 in fees paid to the Festival Coordinator for executing the marketing plan.

The Festival Coordinator must possess marketing and writing skills in order to execute this campaign. Some help with the messaging will come from the Festival Steering Committee.

APPENDIX 4: Town of Gibsons Event Coordinator Job Description

Position Description

The event coordinator is responsible for leading the development, planning, and implementation of all aspects of a series of closed-street festivals in Gibsons Landing. This includes recruiting and working with a volunteer festival steering committee to oversee festival logistics, promotion, and marketing, in collaboration with Gibsons Landing merchants and festival partners.

Major Responsibilities:

- Event coordination: develop, organize, plan, promote, and implement all logistical and tactical requirements for street festivals, including volunteers, vendors, performers, equipment, staging, public safety, legal permits, and street closures, in collaboration with a volunteer festival steering committee
- Collaborate with Gibsons Landing merchants to facilitate their involvement and participation in street festivals
- Develop and implement a fundraising plan to secure festival sponsors
- Liaise with, and act as a communication hub for Gibsons Landing merchants, and festival partners
- Develop and identify partnerships with complementary organizations and existing events for shared marketing, advertising, promotion, and outreach opportunities
- Ensure documentation of visitor statistics to street festivals

Qualifications:

- Experience in event management and coordination
- Experience recruiting, managing and retaining volunteers
- Demonstrated ability to work in a collaborative role with multiple stakeholders from the business community, community organizations, local government, and the general public
- Excellent oral and written communication skills
- Excellent interpersonal skills
- Marketing experience, including social media
- Creative and innovative problem-solving skills
- Excellent time management skills
- Self-motivated with an ability to work with minimal supervision
- Computer skills (Internet, word processing, spreadsheets)
- Highly detail-oriented with a strong ability to multi-task

APPENDIX 5: Merchants' Survey

Gibsons landing Merchants questionnaire:

-Name of business.

-What primary product or service does your business provide?

-How long have you been in business?

Now I am going to ask you questions specifically about the idea of staging closed-street festivals in Gibsons landing.

- Do you think that that closed-street festival would benefit your business by increasing sales?

Yes -No

-Do you think that closed-street festival would benefit your business by increasing exposure and networking?

-Yes -No

-Do you feel that your business would have the capacity to take advantage of closed street festivals in Gibsons Landing?

-Yes -No

Please check the components that you feel would draw more traffic and commerce to the Landing if included in the staging of closed street festivals in Gibsons Landing.

*Performances and talent shows.

*Workshops and presentations.

*Live music and d.j.s to dance to.

*Gallery openings and presentations.

*Artisans / Farmers markets.

*Cycling and walking tours.

*Movie screenings.

*Children's activities.

*Vendors other than Landing merchants.

*Side walk kiosks from Gibsons Landing merchants.

*Fashion shows.

*Competitions and contest.

*Parades.

*Art installations.

*Fireworks.

*Harbor boat rides.

*Horse and buggy rides.

*Information booths.

*Coast cable and CKFM record yourself booth to be edited for later airing.

-In which month(s) would you like to see the staging of closed-street festivals in Gibsons Landing?

-Which day of the week do you feel is best to hold closed-street festivals in Gibsons Landing?

-Saturday. -Sunday.

-Do you support or object to closing the street in order to stage closed street-festivals in Gibsons Landing?

-In what ways do you think that collaborating with closed-street festivals would be beneficial to your business? -Please check all that apply:

-Sharing advertising costs.

-Adopting festival themes for promotions.

-Adopting festival themes to decorate your business place.

-Do you support the overall idea of staging closed-street festivals in Gibsons Landing?

-Yes -No

-If no, what is the reason for not supporting the staging of closed-street festival in Gibsons Landing.

-Is there any way of resolving the issue you've identified as a reason for not supporting the staging of closed-street festivals in Gibsons Landing ?

-Would you support your business' participation in closed-street festivals in Gibsons landing if the issue you've identified was resolved?

The next section of this survey asks for your views on already existing events in Gibsons Landing. The purpose is to identify ways for merchants and event coordinators to collaborate in order to maximize draw of traffic and increase commerce to the landing.

-Do you think that the current Landing events increase traffic and commerce to your business?

-Yes -No

-If no, do you feel that any of the following suggestions would help to create commerce

for your business? Please check all that apply:

- Cooperating with Landing event coordinators to merge advertising and promotional funds, spaces and themes.
- Using Landing event themes to decorate your business.
- Participating in promotional incentives with Landing events themes.
Example: Gift baskets, raffles and treasure hunts.

-How else do you think you could collaborate with already existing Landing events to create more commerce for your business ?

-What else do you think would draw more commerce to Gibsons Landing?

The last section of this survey pertains to the idea of hiring an event coordinator for the Town of Gibsons.

-Do you support a publicly funded event coordinator employed by the Town of Gibsons?
-Yes -No

-If yes, should the event coordinator be hired on a seasonal or part time basis?

-What should the coordinators role be?

For example:

- To work as a liaison between already existing event coordinators, merchants and town officials?
- To coordinate new events in Gibsons Landing?
- To instigate ways in which merchants can participate in already existing and new events in Gibsons Landing?
- To act as an all around event production resource for Gibsons Landing?
- To inspire ways in which funding could be made available for already existing and new events in Gibsons Landing?
- To inspire participation in already existing and new events from merchants, event coordinators, town officials and the general public?
- All of the above?
- Any other thoughts on this?

- Any other comments.

APPENDIX 6: Event Organizers' Survey

Event Organizers questionnaire:

- 1- What is your event called?
- 2-How long has your event been held?
- 3-Does your event have a theme?
- 4-Can you think of ways that Landing businesses could adopt that theme for sales and promotions?
- 5-Would you encourage them to do so?
- 6-How is your event funded?
- 7-Who organizes it? (volunteers, a specific organization, paid person)
- 8-What was attendance at your event last year?
- 9-Is the attendance trend going down, holding steady or going up?
- 10-What benefits does your event bring to the community?
- 11-How could the Town of Gibsons support your event better?

Now I am going to ask you questions specifically about the idea of staging closed-street festivals.

12-Do you support the idea of holding closed street festivals in Gibsons Landing?

-Yes -No

13- If yes, how do you see your event collaborating with closed street festivals in Gibsons Landing?

14- Do you think your event would benefit from collaborating with closed street festivals in Gibsons Landing?

-Yes -No

15- If yes, What activities and themes do you think should be included in closed street festivals in Gibsons Landing to make them successful?

Please check all that apply.

*Performances and talent shows.

*Workshops and presentations in the park and on the street.

*Competitions and contest.

*Parades.

*Live music and d.j.s to dance to.

*Gallery openings and presentations.

*Artisans / Farmers markets.

*Food and beverage court and/or Landing restaurants and Pub specials.

*Side walk kiosks from Gibsons Landing merchants

*Licensed vendors other than Gibsons landing merchants.

*Cycling and walking tours of landing and Harbor.

*Movie screenings.

*Punch and Judy / marionette Dioramas.

*Art installations.

*Information booths.

*Horse and buggy rides.

*Harbor boat rides.

*Fashion shows.

*Coast cable and CKFM record your self booth to be edited for later airing.

*Fireworks.

16- Can you think of ways that Landing merchants can support events and benefit from them?

17- If not, what is your reason for not supporting the staging of closed street festivals in Gibsons landing?

18- What suggestions do you have to resolve the issue(s) you've identified?

19- If the issue(s) you've identified became resolved do you think your event would benefit from supporting closed street festivals in Gibsons Landing?

-Yes -No

20- If yes, How do you see your event collaborating with closed street festivals in Gibsons Landing?

21- Do you support a publicly funded event coordinator employed by the Town of Gibsons?

-Yes -No

22- If yes, should they be hired seasonally or full time.

23-What should the coordinators role be:

Please check all that apply.

A-To work as a liaison between already existing event coordinators, merchants and town officials?

B-To coordinate new events in Gibsons landing?

C-To instigate ways in which merchants can participate in already existing and new events in Gibsons Landing?

D-To act as an all around event production resource for Gibsons Landing?

E-To inspire ways in which funding could be made available for all ready existing and new events in Gibsons Landing?

F-To inspire participation in already existing and new events from merchants, event coordinators, town officials and the general public?

G-All of the above?

-Any other comments.