

RRP Rubric for Proposed Project*

SME Request: Provide examples of event series in similar communities designed to expand customer base in the off-season in a seasonal economy. Advise on how many events are viable or desirable over a given period of time. Advise on successful event types. Advise on how best to coordinate events and avoid burnout of organizers and participants. Advise on best entity to take the lead on coordinating events. Share lessons learned from similar efforts.

Project Title	Winter event series, Pilot Test
Origin	RRP Advisory Committee
Location/Census Tract	Manchester-by-the-Sea and Essex Downtown
Budget & Sources of Funding	Medium budget (\$50K - \$200K)
Timeframe	Short term - Planning: two months; Implementation: 3 months (Case Study timeframe)
Risks	<p>Medium Risk.</p> <ul style="list-style-type: none"> • Unpredictable weather conditions • Need for implementation funding • Challenges of coordinating multiple partners • Need for temporary restrooms, storage, power and other logistical elements • Potential for declining interest in repeated events
Key Performance Indicators	The number of visitors during the event series; increase in business sales; increase in collaboration between businesses; press coverage; continuation of event series beyond pilot test.
Partners & Resources	Town of Essex, Town of Manchester-by-the-Sea, business owners, Essex Merchants Group, Essex Economic Development Committee, Manchester Downtown Improvement Committee, Cape Ann Chamber of Commerce, community members, local entertainers, artists, arts and community organizations
Diagnostic/ COVID-19 Impacts	Businesses in both Essex and Manchester-by-the-Sea report that they make a large portion of their profits during the summer months, and experience significantly reduced revenues in the winter. Loss of revenue due to

	<p>COVID-19 has put businesses in a weakened position to survive winter months.</p> <p>Prior to COVID, some businesses in Manchester-by-the-Sea were holding an ongoing event series that was showing success. However, due to the challenges of the pandemic, the event series lapsed. Essex hosts several large events but none in the winter. In addition, if the pandemic continues to impact the capacity of businesses and/or the willingness of customers to patronize indoor businesses, winter months will see further reductions in sales.</p> <p>During public outreach for the RRP plan, community members and business owners said that they thought a winter event series would improve the attractiveness and vibrancy of the downtowns.</p>
Action Item	<p>Create a winter event series to draw people to the downtown and provide a much-needed bump in customers during the "off-season." Key steps:</p> <ul style="list-style-type: none"> • Identify project lead and partners who will plan, fund, and run the events • Establish the schedule of events • Obtain seed funding and conduct additional fundraising • Arrange logistics • Promotion through multichannel marketing • Hold events
Process	<ul style="list-style-type: none"> • Meet with the Advisory Committee to discuss the events, budget, capacity, promotional needs, and additional resources. • Discuss use of public spaces, including warming spaces and restrooms, and any permitting needs with the Town. Work with businesses and property owners to identify private spaces that can be used for the events. • Create a set of themes for the events. • Prepare detailed logistical plan for set up, support facilities, power, circulation, parking, safety & security, and clean up. • Promote the event in and around the town. • Execute programming. • Take feedback from the community and

	<p>businesses to make improvements in the future.</p> <ul style="list-style-type: none">• Create a program report that can guide future events.
--	---