



190 Years of Pekin, 10 Years of Transformation: Bolstering America's Longest 4th of July Celebration for Continued Success & Growth

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Executive Summary

When our team was introduced to the annual Fourth of July Festival, we were impressed with all the traditions that were already in place since the first festival in 1830. In the last 190 years of celebrating the activities have evolved, and it has continued to become what your community hangs its hat on. The historic aspect of this event showed us the weight that the community places on this as the staple attraction for both current and past members of the community to return home, along with individuals not from the area.

Our team focused on the importance of continuing to bring back those who were at one time or another, a resident of Pekin. Building more pride in this festival will continue to drive this community and its traditions forward, for hundreds of years to come.

We developed this report from the perspective of attempting to make this festival sustainable. Sustainability is a difficult word to define, but in the case of Pekin, we feel as if the community already understands the importance by hosting this event for so many consecutive years. From our research, it is evident that having such festivals, and other traditions within any community, will continue to develop the area, and allow for an overall enhancement of life within the area.

Our report focuses on two main recommendations, that will begin to pave the way for the next generation of Pekin residents to have an even better experience at this event! The first recommendation is focused directly on that, by offering a solution to get the younger generation more involved in both helping put on the festival and attending it. Our second recommendation is to incorporate some aspects of other festivals into the Pekin celebration. The final suggestion is to provide another avenue for younger residents to participate in the festival by having a t-shirt design competition, which will also provide the festival an opportunity to make money.

We hope that the Pekin community takes our recommendations as just that. The festival, from what we have learned about it, has some great traditions that should continue, and our suggestions are simply meant to enhance the overall experience, not replace the history!

Project Description

Our team was tasked with generating a report for the Pekin community to examine, with hopes of providing unique ideas to tackle problems presented to us with our meeting with Jaden. As part of our sustainable business law course, we were also asked to explore the potential benefits from both the economic and sustainable perspectives.

The two main issues presented to our team all fell under the category of community engagement. Our recommendations were guided with this at the forefront of our minds as we generated and evaluated our potential suggestions to truly drive this festival forward!

Client Description

New Pekin is in Washington County Indiana. Washington County is based in Southern Indiana and has a population of around 28,000 that is 98% white with a median household income of \$47,000.¹ New Pekin is located in the southern half of Washington County and is only a 40-minute car drive from Louisville, Kentucky. The community of New Pekin is historic (founded 1819) and has a population of just under 2,000 residents.² Students in the area attend mostly East Washington High School while others attend Salem High School which is in the nearby town of Salem, IN.

Sustainability Justification

As we have already alluded to, the fact that this festival has been ongoing, even during a global pandemic in 2019, Pekin's Fourth of July festival is extremely sustainable. But we want to argue that it is not only the longevity of this festival that makes it so.

Building a sustainable community is an extremely difficult task. Hosting events within the community is one way to do so, according to a Minnesota University study that concludes such events can push the community in the right direction!³ This study dives into the benefits that community festivals provide to the area economically, socially and can fundamentally increase community well-being. Pekin's Fourth of July festival aligns perfectly with the description of types of events that were examined to come to this conclusion.

The events themselves bring in economic benefits by inviting residents of the town to come and explore all the options the community has to offer. Local shops can show off what goods or services they provide and can attract new customers, leading to a livelier economy.

¹ *Quick Facts-Washington County Indiana*. United States Census Bureau. 2019.

² *New Pekin, IN., Has 'Oldest' 4th of July Celebration in the Nation*. Michael Waterford. 2016, June 27. Limestone Post.

³ *Community Festivals- Big benefits but Big Risks Too*. Eliza Grames and Mary Vitcenda. 2012. University of Minnesota.

Socially, festivals provide the opportunity for the community to gain pride. As we know, the Pekin family has hosted this event for 190 years, and counting, and because of this are extremely proud of what they have been able to accomplish! This sense of pride can lead to development in the surrounding area.

Lastly, the event can provide the teachings of a given area, or the people that now reside in this region. Some of the current 4th of July festival traditions that we discovered are already classified as this! We understand that the more a population learns from one another, the better off they will be, and at such festivals, about 50% of attendees return because of learning.

Our recommendations, later in this report, are hopefully tools that the Pekin Betterment Committee can use to make this festival even more sustainable.

Scope of Work/Research Methodology

Our project was mainly completed with sustainability front and center in our thoughts. Sustainable actions are ones that can be repeated, while sustaining a community brings tons of other factors into play. With this in mind, we would now like to articulate how we came to our recommendations that follow.

We were first introduced to the Pekin Fourth of July festival on February 26th, when we first met with Jaden Stone. During this initial engagement Jaden provided insights into some of the struggles the celebration has run into in the past. There was one thing she shared with us that resonated with our team deeply; members of the community expect the same things every year.

Now, we understand the importance of that, but since we are all graduating seniors, we understand how mundane the same events can be. Our team took this idea and set out to provide recommendations that could help change this festival's traditions for the better.

Our research consistently included us finding articles with topics of “community well-being,” “resilience,” “engagement,” and “sustainable.” We also used google as our main search engine. On March 13th we also interviewed Ann Kozub as she hosted a festival in his hometown.⁴ Most of this conversation revolved around how to attract and bring back volunteers, as that was her main role as part of the school districts’ parent teacher organization.

⁴ Kozub, Ann. *President of IL School District 96 PTO, 2005-2010*. March 13, 2021. Interview.

Recommendation: 200 Years of Pekin, 10 Years of Transformation

After extensive research, conducting interviews, and communicating with different client members, we as a group have 3 overarching recommendations for the Pekin Community Betterment Organization (PCBO). Our recommendations fall into the three categories of Youth Engagement, Taste of Southern Indiana, and Building New Traditions. Pekin has consecutively held a 4th of July celebration for 190 years and the bicentennial is quickly approaching.⁵ We have used this perspective to aim our recommendations towards fulfilling a new campaign for the bicentennial called “200 years of Pekin, 10 years of Transformation.” Our recommendations would give guidance for potential new ideas to build excitement for the festival in the next few years but also for the next decade!

Youth Engagement

Thousands of people gather every year in Pekin for the celebration of the 4th of July and they come from far away or right here in Pekin and they are of all ages too. Young children and students make up an important demographic that attends the celebration. Kids not wanting to come to the festival can limit the overall attendance. Parents will not continue to come to the festival every year if their kids do not love coming. The future of the celebration is in the hands of the youth. They will be the ones attending the festival and carrying out its traditions beyond the bicentennial and for the next 50 years. Youth engagement is a special way for students to find hometown pride which is an important pillar to long-term success of community festivals (footnote 1) It is imperative that youth engagement is implemented to gain sustainability and long-term success for the celebration.

Our recommendation to build youth engagement is to create a Youth Advisory Board. The Youth Advisory Board would be made up of a few local high school students that attend Eastern High School and Salem High School. Board members would be a mix of sophomores, juniors, and seniors to maintain a balance of age groups and to ensure much of the board will be retained every year. Around 6 members, 2 from each grade level will be sufficient to make up the board. A short application and interview process can be created that will gauge students' interests and their passion for the Pekin 4th of July parade. The board would be set by October to give them time to help with the entire yearly planning process.

The vision for the new youth board is to connect and energize the local youth populations around the celebration. One of their responsibilities would include creating and managing an Instagram and Twitter page for the festival. This will provide more opportunities to advertise the celebration to new younger generations. Festivals are highly social events, therefore the marketing of such an

⁵ *New Pekin, IN., Has 'Oldest' 4th of July Celebration in the Nation.* Michael Waterford. 2016, June 27. Limestone Post.

event and the possibilities which arise from the use of social media may differ from the marketing of other products. Festival organizers have begun using social media as part of their marketing to a greater extent, and festival visitors have begun using social media to receive information and to communicate with organizers and other visitors.⁶ Students and many younger adults are consuming social media from early in the morning until they go to bed. This segment is much less on Facebook and is likely to learn about events through Instagram, Twitter, Snapchat, YouTube, and various other social media platforms.⁷ Any chance to engage with more community members about the festival, the more likely people will want to go.

Another vision we have for the youth board is for them to pitch one new festival tradition to the PCBO each year. If approved, they would work towards implementing this at the next celebration. This allows for new events to be brought to the festival and for the chance for them to stay as permanent traditions of the celebration. For students and young children to be engaged at the festival, it would help for them to be somewhat involved in the planning process. An example pitches the youth board could give is detailed in the “Building New Traditions” section below. These ideas can spur creativity and potentially be the source of the new traditions the celebration needs to have another 50 years of success.

Taste of Southern Indiana

Across the country every year, cities showcase the culture, food, small businesses, and entertainment from the area in “Taste of” festivals. These festivals typically consist of local food and alcoholic beverages sourced from the area and most include an entertainment component, such as local live bands. We recommend that the Pekin 4th of July festival try to follow this model and integrate the components of local live entertainment, food vendors, alcoholic beverages. These inclusions will not only attract a younger and larger audience but will also shine a light on local performers, restaurants, breweries, vineyards, and distilleries.

Through our research, we determined that the best example of this type of festival is the Taste of Bloomington festival held in June. Every year, this Bloomington festival offers 25+ food vendors as well as alcohol sourced from Oliver Winery, Upland Brewing Company, and many more local companies. This not only provides a great experience and many options, but also showcases local businesses in the area to tourists and visitors that come in just for the festival.

We think that the inclusion of locally sourced food and beverage could not only enhance the festival but be a great opportunity to market local businesses and support the Pekin community from a long-term economic perspective. Some vendors that come to mind after researching the

⁶ *Social Media in the Festival Industry*. Eric Rinman and Diana Karic. Göteborgs Universitet.

⁷ *Social Media Fact Sheet*. Pew Research Center. 2021, April 7. Survey of US Adults conducted by Pew Research Center.

Pekin area include Pop-A-Top Tavern, Silver Fox Cafe, and Norma Jean's Ice Cream. While we know that the festival does not currently have any alcoholic beverages, we think this could add an incentive for many patrons and add an easy-going atmosphere to the event. The festival could showcase Indiana breweries and wineries as well as distilleries such as Hard Truth.

Another key piece to enhancing the Pekin festival would be the inclusion of an entertainment and or live music aspect. The youth advisory board could also be utilized here to find talent in the area that would be interested in being showcased. This would offer a great display of Pekin culture and add to the ambiance of the festival. The inclusion of a well-known area band listed on the festival tee-shirt could also boost sales. The festival could choose to have as many performers as appropriate and include many genres of music appealing to all ages.

Finally, one thing that all “Taste of” festivals utilize to grow and enhance their festivals is social media. As stated, prior, the youth advisory board could be put in charge of the social media accounts and use those platforms to communicate the performers and vendors that will be at the festival and at what times they will be there. The Taste of Bloomington and the Taste of Chicago Instagram accounts include many pictures and videos of the festivals along with bright colors and graphics (see appendix A). The youth advisory board can model their Instagram pages from these examples. We feel that implementing a “Taste of” model could enhance the Pekin festival and set a strong framework for the festival to grow over the next decade leading up to the 200th anniversary.

Building New Traditions

Marking the Bicentennial is an opportunity to begin new traditions and remember those of the past. While 10 years may seem like a long time, building the anticipation of the 200th year is an opportunity to draw more people to the festival and implement new ideas. By the 200th year, the Pekin Festival can be fully revitalized with the implementation of new traditions and restoration of those in the past.

Our team’s example for a project the youth board could implement is an art contest. A vendor booth would be transformed into an art exhibit where students of all ages can highlight different pieces of art they have created. Festival goers would place votes for their favorite artwork. There would be multiple age group winners and 1 overall “Best in Show” winner. The age groups for example could be 6-9, 10-13, 14-17, 18-21. If a student's artwork is being promoted at the festival, it can drive attendance at the youth level and would also incentivize students' extended family to come and support. Besides adding an attraction to the celebration, art interests’ students. Art education is claimed to have educational value that correlates to success in other subjects which is

healthy for the Pekin community to promote.⁸ This is just an example of a type of project the youth advisory board could create and immerse into the celebrations many great traditions.

The Youth Advisory board will also play an important role in the bicentennial festival. Indiana University recently had their bicentennial celebration and utilized their own students as interns for marketing and organization starting 4 years before the event was scheduled to happen.⁹ We plan to replicate this team in Pekin by using students from the high school. This will increase youth engagement in the festival and offers a great opportunity for Pekin high school students to get real business experience before graduating. The team will also be tasked with keeping the festival true to its history and showing the transformation, so they will have to work with the older generations that have been to the festival for many years. This is a learning opportunity for these students and will increase their pride in their community which will be reflected in the work they do for planning the bicentennial celebration.

A new tradition we think the Youth Advisory board could implement and orchestrate would be the creation of annual t-shirts and posters. The Youth board could call on local community members to participate in a contest to create a new festival logo each year and select the logo through a voting process. This logo would then be placed on t-shirts and posters, with the option to download the poster through social media. Our team drew inspiration from another long-established event in the state of Indiana, the Indianapolis 500. Each year, the Indianapolis Motor Speedway creates a new logo for the running of the race. Similarly, we want to implement this into the Pekin 4th of July festival. Over time the t-shirts and posters would become memorabilia and collectables.

Furthermore, we want to create a Bicentennial Era Logo for the 4-year period leading up to the 200th festival with corresponding merchandise such as t-shirts. Like the annual logo, this logo would be selected through a voting process by the Youth Advisory board. In addition to the Bicentennial Era Logo, we want to implement Bicentennial Era Moments: which would consist of historical footage, interviews, and photographs to be posted on social media throughout the 4-year Bicentennial era. Again, we received inspiration from the Indianapolis Motor Speedway's centennial era for these suggestions (Appendix B).¹⁰ This collection of media will emphasize the history of the festival while also alluding to what the festival will look like in the future.

Another tradition we think could be implemented into the festival is a time capsule. Pekin can begin gathering select items each year at the festivals to be placed into the capsule. After a decade's worth of collection, a capsule will be buried. After 100 years, there will be 10 capsules buried. To begin the celebration of the tricentennial, a time capsule from each decade will be unveiled. This

⁸ *New Evidence of the benefits of Art Education*. Brian Kisida and Daniel H. Bowen. 2019, February 12. Brookings Institute.

⁹ *Internship Program*. 200. iu.edu/participate/internship/index.html.

¹⁰ "Centennial Era." *Indianapolis Motor Speedway*, www.indianapolismotorspeedway.com/history/centennial-era.

could serve as a focal point for the tricentennial celebration and illustrate the transition of the festival over the years.

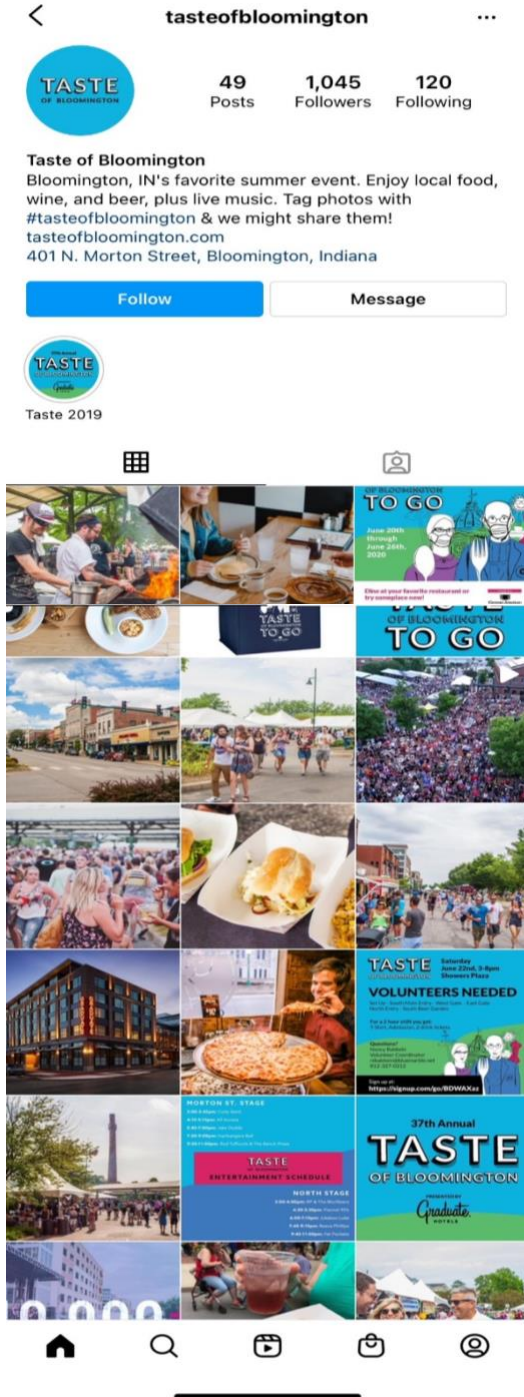
For the bicentennial festival, we envision merging the new old to traditions together to create a festival that is new and exciting while still respecting the history of this event. With these incentives, people of all ages will enjoy the bicentennial and continue to come back year after year.

Conclusion

We first would like to thank the Pekin Community Betterment Organization and Jaden Stone for allowing us to work with them on this project to provide new insights to bring short and long-term success to the town of Pekin and its amazing annual 4th of July celebration! We hope this report spawn's new insights and creative solutions for the future to ensure that United States longest consecutively held 4th of July Festival and Parade remains in Pekin for another 190 years. Our hope is that the next 10 years can truly be transformational for the celebration to celebrate Pekin and the 4th in style for the bicentennial. With increased youth engagement, there will be a new energy among the community's children and students for the festival that will help keep them coming back every year. Introduction of the Taste of Southern Indiana can provide the event with a new main attraction with live music and local food and beverages. Not only will this attract more attendees, but it can also become a huge revenue source for the celebration. More revenue can help the festival tackle issues like parking and can help fund other new traditions like the examples we provided above or even pay for an even bigger firework show. The Pekin 4th of July celebration is already a well-attended and heralded event but creating new traditions and marketing the event to even more people can allow this event to grow into an even bigger summer celebration!

Appendix

Appendix A – Examples of other “Taste of” Events Instagram pages



Appendix B –Evolution of the “Indy 500” t-shirts

—INDIANAPOLIS 500 LOGOS OF THE 21ST CENTURY—



Sustaining Hoosier Communities: Washington County

Salem's



Old Settlers Days Festival

Indiana University - Bloomington

**Sustainability Law & Policy
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- Tara Kritzer, Executive Director of the Washington County Chamber of Commerce & Tourism
- Verda Slinkard, Musical Theatre Teacher at Salem
- Brenda Crecilius, 4H Organizer of Crawford County
- Professor Rebecca Shrum, Director of the IUPUI Public History Program

Executive Summary

Salem's Old Settlers Days Festival: The Salem community, in Washington County - Indiana is home to over 6,000 residents. Over half of the people in Salem are over the age of 55 and this is contrasted by the fact that the city is also home to the County's largest elementary school. A cornerstone of the Salem community's vibrant history, the Old Settlers Days Festival, has seen a decline in popularity and caliber over the past. The festival has been a part of the community for 145 years and celebrates local history through a combination of exciting vendors, delicious food, engaging reenactments and other fun activities.

Contribution to Community Welfare: The festival is a remarkable way for the Salem community to grow and prosper as it provides an unparalleled opportunity for bolstering community welfare. It celebrates local history, something that is in line with the state of Indiana's decades-long pursuit of promoting state history. Teaching local history to youth is beneficial to not only the students, who have a better understanding of their communities, but also the overall community, that can reap the benefits of a well-educated citizenry. A vibrant festival landscape has the potential to increase the value of other assets in the community like businesses and homes. There are several ways to amplify the impact of these festivals within communities. Esteemed academic institution, IUPUI, has a renowned Public History program and would be an excellent learning partner for educators in the community. Historical site, Conner Prairie, has also used a multifaceted approach when it comes to engaging Hoosiers in the area and it would be a great case study to look to for the Salem community.

Comprehensive Analysis of Current Situation: The team has done comprehensive research to support our recommendations for the Old Settlers Days Festival. We have had multiple meetings with Tara Kritzer, the Executive Director of the Washington County Chamber of Commerce & Tourism, who provided the team with extensive background information on the festival, resources within the community that we could leverage and an authentic perspective on the Salem community. We were able to get in touch with Verda Slinkard, a musical theater teacher in the Salem community, who provided the team with great insight on the education system in Salem and the potential to integrate the festival into this system. We also undertook deep dive research about local history education, successful local examples like that of Conner Prairie and Crawford County and IUPUI's Public History program to support our recommendations.

Strategies for Success: Our team has come up with a comprehensive suite of solutions to revitalize Salem's Old Settlers Days Festival. We want this Festival to take inspiration from Hoosier history success stories like the Conner Prairie by engaging with the community through volunteers and online tools. We also want to emphasize the importance of leveraging Salem's vibrant school system and connecting these students to the community through the festival by engaging with learning partners and promoting volunteerism.

Project Description

Washington County's Salem, IN Old Settlers Days Festival Revitalization

The city of Salem Indiana's Old Settlers Days Festival provides the community with a strong foundation for community resiliency and sustainability, but their community engagement is dying due to lack of involvement and fresh ideas to keep the community connected through the festival. Our team has researched the importance of community engagement and has created valuable recommendations that include youth involvement to embrace and connect every community member from the Salem community schools to the Old Settlers Days Festival.

Client Description

Old Settlers Days Festival has taken place in Salem, IN for 145 years during the third weekend of September. The traditional festival celebrates Salem's centuries old history, while providing the community with opportunities of engagement through artisans, reenactments, pioneer villages, arts fairs, entertainment through events and outdoor activities, and volunteer work. Old Settlers Days Festival embodies community engagement, celebrations with neighbors, and commerce opportunities for community members. With rich history and tradition, the festival provides Salem's youth with hands-on engagement and education of the local history. The festival caters to generations of Salem's residents, hoping to educate and entertain into the future. The Old Settlers Days Festival provides the Salem community with a strong foundation to create community resiliency and sustainability.

Salem community is abundant with active community members that volunteer and direct the Old Settlers Days Festival. Salem's population is 6,172 residents with approximately half over the age of 55. Many of these residents are directly involved in the Old Settlers Day Festival, and have been for decades. These community members are in need of youth engagement and new ideas. The city of Salem houses the largest elementary school in Washington County, which can be leveraged as a resource for youth engagement. Bradie Shrum Elementary School currently educates approximately 900 children in a school year. As Salem community is primarily families, the largest source of community engagement at the moment revolves around school activities, like sports. The Salem community schools provide the entire community, generation to generation, with local community engagement opportunities that embrace Salem's traditions.

Community Welfare

Indiana State History and Education

As explored in *Indiana History in the Public Schools: A Symposium* (1981)¹, the state of Indiana has seen a transformation in how it prioritizes and disperses education specific to the State in its public schools over the past 150 years. Errol Wayne Stevens explores how Indiana had begun incorporating local history in its public-school curriculum in the early 20th century. This was done after seeing the significance of understanding community in the context of the broader national landscape. He highlights the words of Herbert Briggs, a prominent promoter of state and local education, who said that ““what our State needs and must have to exist, is an honest, patriotic and loyal citizenship. To attain this standard, the citizens must have a knowledge of the history of the State.””¹ Stevens highlighted that the Educational Committee of the Indiana Historical Commission, formed in 1915 by the General Assembly to promote state education, published *The Uniform Course of Study for the Elementary Schools, 1914-15*. This document emphasized that “the study of local history is important . . . because such study helps to make all history real.” It enforces the reality of the impact that historical events have on how people live and operate within their own communities.

According to Stevens, as the world became more globalized and American history became even more closely entangled with global events, the emphasis on Indiana History in schools diminished by the 1960s. The inclusion of other interdisciplinary electives as well as the lack of adequate Indiana history infrastructure are factors that have contributed to this downward trend. Stevens calls attention to the tension between the post-WWII emphasis on teaching a global perspective and the local history emphasis described above. However, he concludes, these two perspectives are not mutually exclusive but are instead complementary - “We need to show students how events in distant parts of the globe can have a direct impact on how we live in Indiana. We also need to show them how our own historical experience has conditioned our responses to these larger events.”¹

At the time of the symposium’s publication, 1981, state history was being presented at the fourth-grade level. According to Albert A. Hodge¹, another author of this paper, this is too early to reconcile with the consequences and nuances of such local history. While grasping the nuances of historical context in the classroom setting may be intimidating to a fourth grader, there is evidence, as explored by Hodge, that interest in extracurricular activities related to history has been increasing. The Salem community has the unique opportunity to use its prominent Old Settlers Days Festival to increase engagement in local history outside the classroom, something that would greatly benefit the academic development of the students in the largest elementary school system

¹ Stevens, Errol Wayne, et al. “Indiana History in the Public Schools: A Symposium.” *Indiana Magazine of History*, vol. 77, no. 1, 1981, pp. 56–84. JSTOR, www.jstor.org/stable/27790501. Accessed 11 Apr. 2021.

in the state of Indiana. The impact of this engagement will no doubt only be augmented in junior high and high school students, who can integrate their comprehensive social studies education to better contextualize the significance of Salem's Old Settlers Days within national and global landscapes.

Educating Local History

Educating local history is important to preserving history because our collective history is a culmination of local histories. History can teach young people about their community in ways that allow them to preserve the legacy of place². If students are taught about their local history, they will appreciate and understand where their local history fits into their lives as well as how it fits into the grander historical context of the United States. History can have a direct impact on the trajectory of children's lives. It provides background on the social, political and cultural context of community. As noted by Coshandra Dillard, "Local history helps students better understand their community, as well as the inequities they see around them every day³".

Local history can be integrated into schools through reaching out to the local elders, storytellers and long-term community members who can help share the stories of the region. Students can also take trips with their classes to the local libraries and museums to help them with projects about their town history which can be integrated into history and English classes. Gaining resources directly from the community can help to preserve local history.

In Salem, this becomes particularly important during the Old Settlers Days Festival. If students are educated on local history, they will be more likely to want to participate in festival activities because they will understand the significance better. The historical context of Salem can help to show why the celebration exists. If young people are excited about the festival then it is likely that they will want to continue to strengthen it in the future.

Salem's Assets

Learning community history can help impact the value of the assets of Salem. When a local community is known for valuable assets it can boost tourism by providing knowledge about the great things that happen in a historic town.

Crawford county, near Salem, shares some of the same struggles getting people active in the community. One of the main reasons festivals are approaching a downward trend aside from little

² Nichols, H. (1930). The Importance of Local History in the Schools and Methods of Teaching it. The Quarterly Journal of the New York State Historical Association, 11(1), 53-62. <https://www.jstor.org/stable/43566243?seq=1>

³ Dillard, Coshandra. (2019, October 3). Recovering and Teaching Local History. Learning For Justice. <https://www.learningforjustice.org/magazine/recovering-and-teaching-local-history#:~:text=and%20other%20stories,-.Local%20history%20helps%20students%20better%20understand%20their%20community%2C%20as%20well,to%20examine%20their%20community's%20history.>

to no funding is due to lack of engagement, according to Brenda Crecilius, who served as an assisting partner in organizing the 4H fair in Crawford County. Where Crawford failed, Salem can learn and grow their community engagement by developing a leadership development program within the school system to encourage young students to be involved and lead others. The ways in which the school system teaches young students and implements new programs could be the underlying factor in getting more people involved in the community.

Community attraction is the number one goal Salem should seek to grow because it's what gives people a reason to visit. A multi-step plan to grow community attraction could be to show appreciation towards the current assets that the community owns and push to make those more attractive to both community members and tourists. This consists of advertising for more than just the Old Settlers Days Festival but other assets such as the nature preserves, natural features, and several parks. These assets are what bring community members together for social gatherings, especially on summer nights when there are t-ball, baseball, and softball leagues going on.⁴ On top of these there are other outdoor activities for visitors to enjoy such as fishing in an 88 acre lake at the park, hiking, or renting out a cabin and camping near the beach side within a 300 acre park.⁴ As mentioned above there are several parks to choose from which gives Washington County a great resource for outsiders to engage with.

These assets should not be ignored in the development process of creating a greater attraction plan for the Old Settlers Days Festival. They are what gives the county something unique. If there are more people coming and visiting Salem, it is more likely they will discover activities and events that will attract them in the future such as the festival.

Although Crawford County's festival failed years back, they have managed to create a great attraction plan to attempt to get outsiders into their county. As mentioned in the Crawford County attraction plan, the assets of Crawford County have grown over the years and the county leadership continues to revitalize community cohesion. This is done through place-based workforce development initiatives and the leveraging of natural amenities such as Patoka Lake, Marengo Cave, and Cave Country Canoes.⁵

Research on Conner Prairie

Conner Prairie is a historic place that provides visitors of all ages with engaged experiences and educational activities surrounding 19th century life for Hoosiers. Conner Prairie is considered a living history museum, proudly owning the William Conner historic home. Conner Prairie provides unique experiences that foster learning local and state history in Indiana. Conner Prairie's

⁴ WASHINGTON COUNTY, INDIANA REGIONAL OPPORTUNITY INITIATIVE PLANNING EFFORT [PDF]. (2019, August 16). Salem. <https://swcindianadotorg.files.wordpress.com/2019/08/washington-county-roi-8-16-19.pdf>

⁵ QUALITY OF PLACE & WORKFORCE ATTRACTION PLAN. (2019, February 01). Retrieved April 09, 2021, from <https://swcindianadotorg.files.wordpress.com/2019/03/crawford-county-quality-of-place-and-workforce-attraction-plan-1.pdf>

staff and historic location preserve state history and provide community engagement opportunities through experiences, volunteer work, sponsorships, donors, and education.

Conner Prairie understands the importance of educating and preserving Indiana's history through unique experiences that every visitor can enjoy. "Conner Prairie will expand the boundaries of our historical and natural resources by exploring, celebrating and improving the human experience." By offering these interactive, educational, and interesting experiences at Conner Prairie, they are preserving Indiana's state history while providing excellent community engagement opportunities for all ages.

Conner Prairie provides copious amounts of community engagement through memberships, donating, sponsorships, volunteering, and tribute gifts. Conner Prairie's important work of preserving and educating local history is only possible because approximately 427 volunteers work there every year. The programs that the gracious community volunteers run are also made possible because 60% of the programs are subsidized due to donor support. Conner Prairie caters to 402,261 visitors every year thanks for volunteers, donors, sponsorships, and regular members.

Conner Prairie offers different levels of engagement for staff, adult volunteers, youth volunteers, Horizon Council, and Alliance. They provide donating opportunities through direct donations and gifts. Another way Conner Prairie is made possible is through incentivizing small businesses to become sponsors. When small businesses sign up for sponsorships, they pay a fee, but are rewarded with multiple benefits. Not only are they able to promote their business at popular Conner Prairie festivals, but they are given discounted rates for rental spaces and free admissions for every employee of the business. This creates great promotional and networking opportunities for small businesses all while creating a close-knit community reputation. Providing this opportunity for small businesses creates a mutually beneficial relationship that creates community engagement and promotes local businesses. This is a wonderful way to connect members of a community while financially funding both the businesses and Conner Prairie.

Conner Prairie invites Hoosiers of all ages to learn about the state's natural, scientific, artistic, and cultural past. Allowing visitors to actively participate in unique historical experiences not only educates them, but creates a way for them to connect with their past and peers. The historic location inspires visitors to connect with their peers through the past, and continue the same level of engagement and growth in their own communities.⁶

⁶ Conner Prairie, 7 Apr. 2021, www.connerprairie.org/.

IUPUI's Public History Program

The public history program through IUPUI⁷ was an idea that the team had formulated to link university students and the program to high school students. This program offers an environment that encourages its students and aspiring historians to stretch their learning beyond the classroom to public settings for a more hands on experience. For this reason, the team believes that not only would a partnership allow for university students to practice what they had learned, but possibly offer an incentive for high school students who are interested in public history to begin forming relationships and bonds with a top-tier institution.

The public history program blends masters-level training with theory while engaging aspiring historians through collaboration and problem-solving techniques. The program places great emphasis on the *practice* of the craft through hands-on experiences while stressing the importance of the fact that public historians are educators and teachers- whether this takes place in a formal setting such as a classroom, or informal setting such as a festival like this. Additional components of the curriculum include service trips and internships; these aspects are potential opportunities to get involved with improving the reach and effectiveness of Salem's festival.

One example that this could unfold is allowing the IUPUI students to hold an after school program or club for high school students to emphasize the greater importance of volunteering and attending festivals for the longevity of the welfare of the Salem community. This club would educate high schoolers to adapt and fully immerse what Salem has to offer and perhaps give them reasons to give back with their time and energy. This idea would require participation from the school board and superintendent due to the fact that there are three different schools to reach out to and streamline clubs with. Beyond, communicating with existing student council members or active administrators may be beneficial to get the word out to the rest of the students to connect the university students to peers at the high school. Additionally, at the elementary school level, there seems to be a disconnect between the desire and actual actionable steps to be taken to integrate the history of Salem into the school curriculum. As a part of the hands-on learning and application of educating others about local history, university students may wear the hat of a guest speaker before the festival to educate children about the importance of attending a festival and learning about the roots of their town. These ideas are not only beneficial in the short term in terms of increasing attendance at the festival, but for the welfare and longevity of the town and even provide information and education as to the assets that Salem offers.

⁷ Public History Program: IUPUI, 18 Apr. 2021, <https://liberalarts.iupui.edu/history/pages/public-history-folder/index.php>

Scope of Work

*Client Meeting 1 Notes*⁸

On February 10th, 2021, the team had the opportunity to speak with Tara Kritzer, the Executive Director of the Washington County Chamber of Commerce & Tourism. She was extremely insightful and introduced our team to the vibrant Salem Old Settlers Days festival. She described the over 145-year history of the festival that annually celebrated the community's pioneer heritage during the 3rd weekend of September. The festival consists of artisan vendors and performances like historical reenactments.

Ms. Kritzer described details about the broader Salem community that consists of a population of 6,800 people. She talked about the county at large and how almost 25% of the county is within poverty levels. Ms. Kritzer also highlighted that the county is home to an aging population, with half the population over the age of 55, and that the county is considered to be a bedroom community, with people leaving almost daily for jobs outside the county. People in the community were moving away as they aged out of the schooling system, and they weren't making the trip back to Salem for the festival. Ms. Kritzer voiced her concern regarding how they could rectify this.

The region has the largest elementary school in Washington County. Our team had several questions related to the county's vibrant schooling system and how it could be a resource to revitalize the Old Settlers Days Festival. Ms. Kritzer highlighted some existing work the boy scouts in the area were doing with the fair. When asked by our team, she said that there was very little being done in schools to engage students in the fair both within academics and extracurricular activities. She was receptive to our ideas of engaging students through history reports, service clubs, volunteerism, etc. She also highlighted that community engagement in the town was high for high school sports and how that could be a template for festival related engagement.

Ms. Kritzer pointed out past issues with the fair. She pointed out that the tenure of current board members was high. She also talked about how leadership has been making endeavors to bring changes to the festivals. Some areas that needed change were that the reenactments needed to be conducted in a way that is consistent with the family-friendly nature of the festival, something that did not happen in the last festival. An area where the festival had begun taking strides in is that of advertising through social media and using Facebook appropriately. This can be built on in future iterations of the festival.

⁸ Kritzer, Tara. Executive Director of the Washington County Chamber of Commerce & Tourism. Feb. 10, 2021. Zoom.

Team Meeting

On March 7, 2021, our group had connected with each other to synthesize our thoughts on what direction we wanted to take the project. Seeing Ms. Kritzer's enthusiasm for integrating the young population in Salem's schools into the broader festival ecosystem was encouraging for our group. Our initial research on local history education and its evolution in the state of Indiana also supported this direction. Prior to our next meeting with Ms. Kritzer, we prepared a draft of our proposal and an exhaustive list of questions about specifics of the festival as well as contact information.

Meeting With Verda Slinkard⁹

After a brief discussion with Verda Slinkard, the musical theatre teacher at Salem High School, we gained a better understanding of the dynamics of the school system and how it could play a part with the festival. It would open a door of opportunities for students, teachers, and community members to engage with the festival. One of the recommendations is to have, or to bring back reenactments at the festival. These reenactments of Salem's history would consist of students from all ages. These reenactments would take place at the festival earlier in the day. Another one of Ms. Slinkard's recommendations was to have a parade on the same day of the festival so community members can come together and support the festival at another event. Since these reenactments would consist of all age groups then parents, aunts, uncles and other family members are more likely to show up to the parade and the festival to see their young ones act and engage. This reenactment would incentivize more people to attend both events. This would be a great opportunity for the theatre teachers, art teachers, and history teachers to team up and design a play that would fit all aspects of art, history, and theatre.

With great concern for the community's volunteerism, Ms. Slinkard was fond of the idea to create an after school program that consisted of helping the community and targeting the festival. Students joining this program would develop great leadership skills, be active members of the community, and find different ways to fundraise for the festival. One of the most popular ways to fundraise, according to Ms. Slinkard, would be to fundraise at the football games at Salem High School because community members treat Salem's football as a tradition in the community. With different fundraisers going on already at the football games, Ms. Slinkard feels that people will dig a bit deeper into their pockets when they understand what the cause is actually for. For this reason, one of the important goals is to give this after school program recognition in the community. There are a number of ways to do this. Ms. Slinkard mentioned that the football coach at Salem, who was born and raised in Salem, has the football team go around and do small acts of kindness for the elderly, whether it is cutting grass, cleaning outside someone's yard, or just outside work in particular. This is free but the elderly usually tip as a courtesy. This would be a great opportunity

⁹ Slinkard, Verda. Musical Theatre Teacher at Salem. Apr. 20, 2021. Zoom

for this new after school program to also get involved in the community and gain recognition in the community. Members in the new program could work on volunteering at the festival. They could also create different forms of art for the fair. Most importantly, the members of this new program could go to elementary schools and teach the youth about Old Settlers Days. Another way to make these ‘talks’ more interesting for the youth, is to show them the history through reenactments.

*Client Meeting 2 Notes*¹⁰

On March 8, 2021, the team had a follow up meeting with Tara Kritzer to gauge feasibility and an overall view as to the team’s progress after the first client meeting. The team’s overarching idea was to integrate the Salem Education System into the Old Settlers Days Festival. Implications of carrying out this project would include garnering the interest of children and their families through a local history curriculum and fostering the spirit of volunteerism among high school students by giving them opportunities to participate or perhaps organize aspects of the festivals. With that, liaising with student and children’s organizations, such as the Boy Scouts, as well as partnering with prominent local businesses, like H&R Bakery, would not only foster collaboration throughout the community, but galvanize support to continuously attract better vendors each year. The entire integration to allow the Old Settlers Days Festival to evolve would use the support of a creative, yet effective outreach strategy through social media and local news.

Ms. Kritzer enjoyed the idea, and the team was able to take notes for contacts she believed would be beneficial to get in touch with and continue to throw ideas back and forth with the team. The first plan of action was to target the social media to allow for broader reach and a more visually effective campaign. Ms. Kritzer suggested that the team reach out to JD Wade Swift who leads the Salem Lions News Network and AV club, both of which are student broadcasting organizations. She suggested that this may be a great first step to take footage of the festival to garner the attention of potential festival goers as well as local businesses. This footage can also be used for years to come as a promotional tool of sorts. In addition, seeing that the Salem community receives a lot of their news by either newspaper or Facebook, Ms. Kritzer and the team agreed that creating a Facebook page and event would be most effective.

As for garnering community involvement, Ms. Kritzer advised that we reach out to Tri-hi-y which is a faith-based group and the Keystone club, both of which are popular amongst students in the community; and, finding guidance counselors and members of the school administration to evaluate feasibility of intertwining the history curriculum with an outreach program for this festival. Lastly, gathering the support of parents involved in the school programs, band, and sports

¹⁰ Kritzer, Tara. Executive Director of the Washington County Chamber of Commerce & Tourism. Mar. 8, 2021. Zoom.

would increase the likelihood that more students would attend this festival and engage all aspects of the community.

With all this new information and contacts, the team was able to divide the outreach and research moving forward. Two members of our team, Taania and Gabi P, focused on researching local history and education, community engagement and resilience, and social media and small events. This would provide the necessary background information to provide to potential partners and participants as to the importance of engagement for the longevity of Salem. Morgan was tasked with researching comparable festivals, the Conner Prairie Farm Festival to be more specific, and how this festival successfully executes their plans. Further, Tamer researched aspects of his own hometown as the size and scope of his town was similar to Salem. Lastly, Gabi O researched the public history program through IUPUI to assess the likelihood of a partnership for outreach between the university students and the community schools. All in all, the team believes that combining and collaborating between different groups would not only unify the community, but ensure the longevity and constant upkeep of a historical festival.

Client Meeting 3 Notes¹¹

On April 14, 2021, the team had the third client meeting with Ms. Kritzer. The primary objective of this meeting was to update Ms. Kritzer to the progress made since the previous meeting and request feedback from the deliverables we had sent to her regarding the progress of the final report. This included the fact that all relevant research had been completed and a better idea of the outline had been made with the initial draft of the document nearly completed, with the exception of acknowledgements, the executive summary, and the conclusion and appendix. The team was able to do this by running through a brief outline of the report to Ms. Kritzer which began with the integration with the youth community.

The team then pivoted to discussing the IUPUI history program, to which Ms. Kritzer inquired further about the different forms of partnerships this alliance could take. To begin, with such an emphasis on hands-on learning at the university, would this most ideally and feasibly take place in the form of a one-time presentation given by the public history students to elementary school children as to what it may mean for them to attend a festival like this, or treating the festival as a long term project to increase attendance and gain traction with the school board to aid the revamp of the history curriculum, or creating a club with high school students to engage with students at all levels. These ideas were thrown around among the team members while noting the difficulty of streamlining efforts between the three schools. Overall, the team decided to dive into this further to explore its implications for the recommendations to be given.

¹¹ Kritzer, Tara. Executive Director of the Washington County Chamber of Commerce & Tourism. Apr. 14, 2021. Zoom.

Next, the team discussed a portion of the report that examined Salem's assets; this was a point that Ms. Kritzer particularly enjoyed and found meaningful. This was because within the scope of this project and discrepancy amongst the community members and festival goers, there is a lack of education as to the importance of community welfare when carrying out traditions like these. However, when a community's assets are clearly presented, people may feel especially encouraged to attend and perhaps participate or volunteer. Not to mention, a greater mobilization to ensure that these assets are protected and built upon. This conversation tied directly to the conversation that a team member had with Ms. Slinkard, which was especially helpful in beginning conversations with the superintendent and funding programs.

Recommendations that were brought forward at this meeting included partnering with interns or high school students and volunteers to run a website and social media campaigns through the newspaper or Facebook groups; and connecting with small businesses through social media would create a mutual partnership between the festival and vendors. In terms of an area of opportunity that has not yet been utilized is the fact that Salem's local history is not taught in the schools' curriculum. For this reason, if there were to be a greater push and actionable steps to be taken to be brought up to the school board, this idea would be considered further. Additionally, in terms of community engagement, ideas brought up by the team and Ms. Kritzer included hosting a community "dinner" before the festival as a means to fundraise and tie in educational aspects such as a history walk through town or host a local history trivia game. Lastly, an incentive between students and careers would allow for increased engagement for community service. This involvement would be encouraged by principals and guidance or college counselors.

Ms. Kritzer informed the team that the Old Settlers Days Festival committee would meet on April 21, 2021. Ms. Kritzer plans to circle back with the team after sharing the drafted deliverable with the committee in hopes of returning with some feedback.

Recommendations

Conner Prairie Inspired Festival Improvements

Salem's growth and revitalization of Old Settlers Days Festival has been stunted due to volunteer burnout, lack of youth involvement, and lack of profit to be able to grow. After reviewing Conner Prairie means of incentivizing adult and youth volunteering, donations, and sponsorships we propose Salem follow that same blueprint.

Youth Volunteerism: Conner Prairie's programs are made possible through 427 volunteers every year. Salem's festival board is volunteer based, but the members have long tenures and are out of ideas to revitalize the festival. Our recommendation is to incentivize Salem's youth to volunteer. Our primary goal is to integrate youth into the festivals planning board by creating unique leadership and engagement opportunities for them. As Salem's youth population grows, this provides the town with fresh ideas that are desired by the coming generation which will eventually take over the festival.

Volunteers can be accessed and leveraged through incentives. Students need to be incentivized by the school to participate in community events, including preparation for the festival. We think that upper school students, high school and maybe middle school, should be required to complete service hours for school. Within these service hours it would be beneficial if at least half of them were required to take place in the Salem community. This would allow students to connect with their community and help them in their future with college and job applications. In order to do this, we recommend speaking with the principal and various guidance counselors including college counselors about the benefits of requiring service hours. This could help to encourage participation in festival and local history related activities through incentivizing students to be engaged with their community.

Functional Website for Volunteers: Another way that Conner Prairie makes it easier for community members to get involved in volunteering is through their easily navigable website. They have a tab on their website directing website visitors to sign up for volunteer opportunities as well as memberships, sponsorship, and donations. This way, anyone with internet access can go on the festival website to learn about it and sign up to volunteer, or make donations.

Social Media: We are aware that Facebook is a key media used by Salem residents to find information about the festival. We recommended Salem schools create opportunities for the youth to revitalize the Old Settlers Days Facebook page, creating easy access links for members to sign up for volunteer work, vendors, and donations.

Small Business Sponsorship Program: Another vital issue Salem faces is the budgetary deficit due to a lack of profitability. Conner Prairie has created a mutually beneficial relationship with small businesses by incentivizing them to become a sponsor. The businesses pay a fee to promote their businesses at Conner Prairie, helping Conner Prairie fund the festivals and programs. Conner Prairie, in turn, rewards the businesses with free admission, reduced rates on rental spaces, and more. We believe a similar sponsorship program could be beneficial by not only engaging more local small businesses, but helping build profit to aid the growth of Old Settlers Days. This is a perfect networking opportunity to bring in outsiders to Salem from year to year. This creates a close-knit relationship and connection between possible outside small businesses, and brings in new vendors and businesses for Salem residents to want to explore.

Connecting Students to Community

Finding best practices for connecting K-12 students to local history can be found through community connections as mentioned previously in discussions of educating local history. Bringing in guest speakers to help students make connections as well as giving resources to teachers to make these connections to experts in the community.

Emphasizing Relationships between Educators, Administrators and Students: Part of the solution will be to continue building strong relationships between educators, administrators and students so that they can share their networks. The school history, arts and theatre programs teach the youth about the history of Salem and Old Settlers Days Festival and give them the opportunity to build, craft, create things for the fair. This could be incorporated into some type of fundraiser that gets the parents involved as well. In “21 Tips for Connecting Learners to Their Community” two core tips would benefit the Salem community in terms of connecting students to the festival: **Responsible Citizens** and **School in Community**.

“Responsible Citizens” goal is to empower students to participate in their local community with a larger goal of creating caring citizens. Some suggestions of how to do this include: encouraging connections between students and local businesses, charities and community members, give students time to work in the community as a part of school programming and work in community service to help serve fellow community members.

Secondly, they advise building a two-way partnership between the school and the community through connections with local organizations to help students learn outside of the community. Ways to do this include bringing students to community places and venues,

inviting community members to speak, and engaging in hands-on learning resources from parents, businesses and community organizations.¹²

Integrating Learning Partners into the Classroom: Learning partners are imperative to connecting students with their community. It makes learning more relevant for students and can help lead them into careers by applying classroom learning to the real world. This relates well to the connections between educating on local history and the IUPUI public history program. Bringing people into schools, such as local historians and librarians to speak about their respective expertise will help students make connections to their local history. Using Salem's local historians and guest speakers as assets in schools will hopefully bring awareness and conversation in parents and colleagues about the value traditions like Old Settlers Days Festival brings, as well as contacting local museums and libraries about bringing in community speakers and experts, will help students to make connections.¹³

Teaching Resources for the History of Old Settlers Days Festival: It would be important for teachers to ask for resources from local historians, librarians and experts that they may not have access to on their own. They can work to incorporate these teachings into their lessons, making the connections between the community and education easier for students to grasp. If teachers can clearly communicate their goals for the outcomes of guest speakers, the students can learn about their community in a clear and connected way to course work. Jeremy Elliot, a Washington County historian, stated concerns that local history is not being taught in the Salem schools. School board meetings have not seen a push from local historians for a new curriculum, but this push could help to convince the school board that local history needs to be integrated.

Provided here is a link to lesson planning resources for teaching about local history:
<https://www.loc.gov/classroom-materials/exploring-community-through-local-history-oral-stories-landmarks-and-traditions/>

School Clubs: Creating a new after school club, as mentioned earlier in our meeting with Ms. Slinkard, solely based on community welfare and assistance to the community would provide a great opportunity for the Salem school system. This club would be responsible for creating exhibits and marketing material for the fair, teaching the youth about Old Settlers Days, and fundraising for the fair.

¹² Getting Smart. (2017, January 2). 21 Tips for Connecting Learners to Their Community.

<https://www.gettingsmart.com/2017/01/21-tips-connecting-learners-to-community/#:~:text=Be%20ambitious%20and%20outward%2Dlooking,their%20issues%20to%20the%20school.&text=Take%20students%20out%20into%20local,community%20members%20into%20the%20school.>

¹³ Minero, Emelina. (2016, April 19). Bringing the Community Into the Classroom: Experts abound the goals of them coming in clearly in every community, and these engineers, chefs, etc. can be an authentic audience for student work. Edutopia: Community Partnerships.
<https://www.edutopia.org/practice/community-partners-making-student-learning-relevant>

Technology can be difficult to navigate around sometimes. The festival can hire an intern or use an existing school communications club/newspaper to make their Facebook more navigable and engaging. This can help increase traffic on the Old Settlers Days Festival Facebook page. This club strategy can be implemented in tandem with the IUPUI Program club strategy discussed below or independently.

IUPUI Program Integration

Upon discussing possible implementation strategies with the IUPUI history program, the team created a two-pronged approach; one that targets the academic curriculum and another that focuses on extracurricular activities in the form of a club. Both ideas utilize the IUPUI university students to sit at the core of allowing students between the ages of elementary and high school to engage and absorb the community history to allow for sustainable metamorphosis and lasting community welfare.

Elementary School Curriculum Revamp: With adjustments to the curriculum to add history and context about Salem, a key partner would have to be the administration and the school board. After their approval, the IUPUI students can orchestrate a curriculum to present to the children. This ties in to the fact that the university students are encouraged to become educators to formally and informally engage others to connect the past and present. This new curriculum implementation can take the form of a shortened chapter with engagement from university students to act as guest speakers. Furthermore, the university students can aid in revamping the narrative of the Salem community. From communications with the head of the public history program at IUPUI Rebecca Shrum¹⁴, there is a narrative that must be broadened to better educate the community and children.

High School Club: Additionally, with another core value of the hands-on approach and stretching beyond the traditional classroom, the public history program students can spearhead a club at the high schools to act as an active advisor to offer information and tips for the practice of local history and community engagement. Further, the high school students and the IUPUI students can jointly explore more of what the community has to offer and volunteer at local events and functions as well as the festival.

Both implementation strategies would be put in place to raise awareness and interest of the Old Settlers Days Festival. If children were to learn about the history and importance of attending festivals like these, interest would spike as they are familiar with the history and overall background for where the festival is set. Furthermore, when high school students are actively engaged and participating in a club, volunteerism and interest of the Salem community would

¹⁴ Rebecca Shrum. IUPUI Public History Program Director. March 23, 2021 - April 9, 2021. Email.

increase as they have had opportunities to learn and actively participate in the development and transformation of the outlook of what Salem and the festival has historically looked like.

Connecting Community Members to Local History

Connecting community members to their local history is a great way to engage all age groups with their peers. Creating a fun, interactive, and profitable event is a cohesive way to engage and connect peers with their shared local history. We recommend connecting local restaurants and Old Settlers Days Festival board members together by creating a community “picnic” or food event to create profit for the festival while bringing together community members.

Community “Fish Fry”: Our recommendation is to utilize something similar to a 4H fairground hall or community recreation center halls for the space of the event. At this event, local restaurants could donate their time and services by making their signature dish, or something simple like a fish fry. Tickets to this fish fry could be sold to Salem residents as profit for Old Settlers Days Festival.

Salem History Trivia: Tara Kritzer informed us that many community members are generous with their business. We recommended asking local restaurants to participate in this event to not only raise awareness to their food but promote themselves. We also recommended asking local businesses and community members to donate something for a prize for the trivia game. A prize for the Salem history trivia game would be a great incentive for residents to play. This prize could be anything from a goodie basket from a local salon and spa or a gift card to other local businesses such as a hardware store.

History Walk Around Town: Our next recommendation would be a history walk around town. After the event, given that it can be hosted at a place close to downtown, residents could be guided through town with posters or signs leading them to important landmarks and historical buildings. These signs would explain the importance and relevance of this landmark. This would be an interactive scavenger hunt type activity for all ages to engage and educate residents of the town’s history.

We recommended this interactive and profitable event take place the day before the Old Settlers Days Festival to raise awareness to the event, and engage residents in the town history leading up to the festival. This event creates profit, engagement, and education of the town’s local history that is relevant to the festival. We created this recommendation in hopes of connecting all community members from businesses, residents, students, and festival board members to the revitalized Old Settlers Days Festival.

Additional Resources

Festival Planning and Tourism

In festival planning it is important to focus on who the activities are for. It creates a clearer vision of why the event is celebrated and how different populations of people can be involved. Salem needs to revisit how to make the festival successful in the future. Using the community's shared experience to create a revitalized festival is a strong approach for success. The community members involved in planning will have control over how the festival is marketed in order to best fit their goals. There are different types of festivals so it is important to understand what Salem really wants the festival to be about and what benefits the community is trying to achieve. A key part of planning is to promote local products and traditions through raising cultural awareness during tourism activities.¹⁵

Ideas on how to focus activities better to include local history:

- Include work of local artists, artisans, or historical performers
- Involve the local population especially young students in events
- Understand why festival is being celebrated and key features of its historic importance¹⁶
- Allow students to create decorations and historically relevant crafts
- Identify and establish opportunities for sustainable economic, social and cultural development
- Improve the cultural awareness form of local traditions and festival tourism

Tourism promotion as a form of economic development can help commercial outcomes and increase inward investments in the region. The festival is the perfect way to promote historical value while bringing in economic benefits to the city and local businesses. Economic benefits of hosting the festival would be adding jobs to the area, revenue from hotel rooms as well as local business revenue. If the festival brings in revenue then it would be more likely to attract more people. This will help preserve social and cultural contexts of the event through financial backing.¹⁶

¹⁵ Stankova, Mariya and Vassenska, Ivanka. (2015). Raising cultural awareness of local traditions through festival tourism. *Tourism and Management Studies*. <https://tmstudies.net/index.php/ectms/article/viewFile/766/1284>

¹⁶ Owens, Donna. (2015). Chapter 6. Events, Culture, Heritage, and Sport (Entertainment) Introduction to Tourism and Hospitality in BC- 2nd Edition. BC Campus. <https://opentextbc.ca/introtourism2e/chapter/festivals-and-events/>

Conclusion

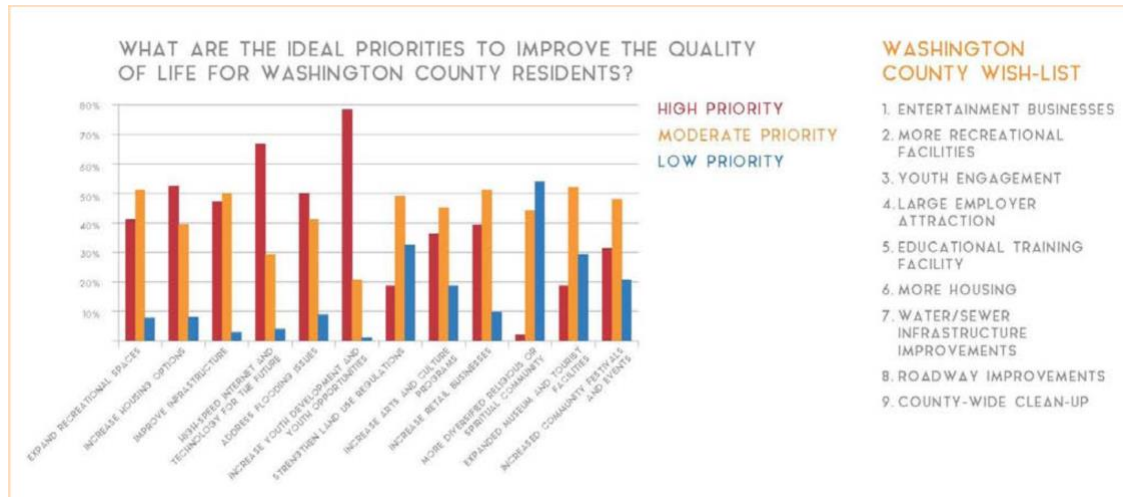
The Old Settlers Days Festival provides the Salem community with an exciting opportunity to promote community welfare and vitality. Our team has concluded that this can be achieved by improving community involvement and knowledge of local history. After undertaking research and speaking to prominent members of the community, our team has come up with a comprehensive suite of actionable steps that will allow the festival to continue to be a community asset in the future.

We suggest that the festival undertake Conner Prairie inspired improvements by developing a vibrant volunteer program, revitalizing its online presence and connecting with local businesses. It is essential to leverage Salem's robust school system by connecting students to the community through encouraging local history education in and out of the classroom. Through a partnership with the public history program with IUPUI, aspiring public historians at the university level can lend their expertise to revamp the elementary school curriculum as well as host after school club activities with high school students. Engaging community members with local history prior to the festival can be done through community events that connect the residents to their peers and past.

We are grateful to Washington county and the Salem community for giving us the opportunity to be a part of this long-standing tradition.

Appendix

1.1 Washington County Wish-list



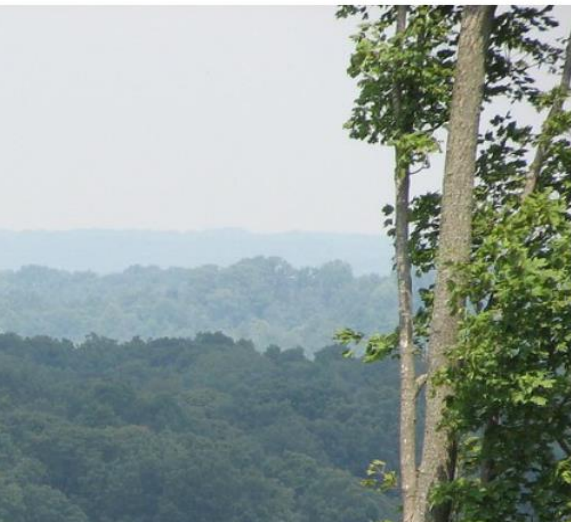
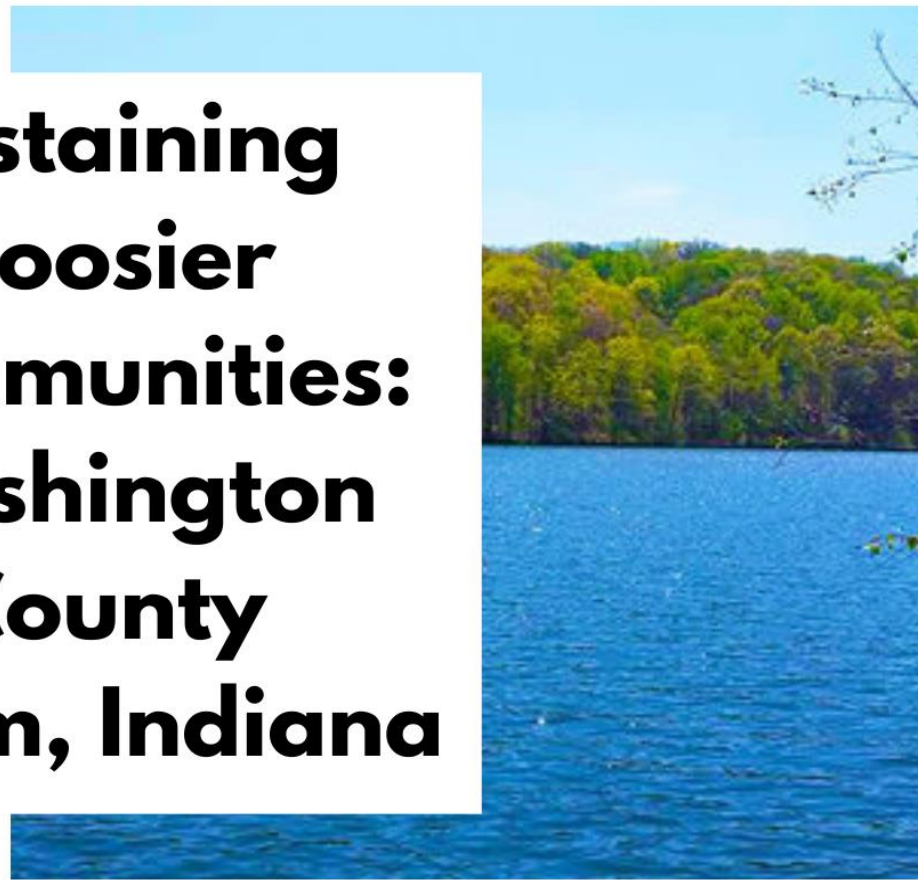
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This graph depicts the importance of some of the highlighted features we have mentioned in this report. Among the county’s wish-list are objectives that can be attained in the near future with more community engagement. Entertainment business is number one on the chart. This gives Old Settlers Days a lot of wiggle room to target the entertainment portion with different fun reenactments and parades prior to the festival. You can see on the chart that “Increase Youth Development and Youth Opportunities” has the highest percentage from a poll of Washington county residents. This signifies the importance of how relevant the youth are to the county.

¹⁷ WASHINGTON COUNTY, INDIANA REGIONAL OPPORTUNITY INITIATIVE PLANNING EFFORT [PDF]. (2019, August 16). Salem. <https://swcindianadotorg.files.wordpress.com/2019/08/washington-county-roi-8-16-19.pdf>



Sustaining Hoosier Communities: Washington County Salem, Indiana



Christian Tschampel, Molly Schreiner, Colin Douglas

Thank you to Tara Kritzer, Becky Day, Professor Kelly Eskew, and all the clients from Washington County for their guidance and support throughout the semester.

Executive Summary

The Old Settlers' Days Festival was first established and held for the community in 1875 to honor the pioneers who settled the lands of the Indiana Territory.¹ Our team worked to address ways to revitalize and increase community engagement with the Old Settlers' Days Festival. The festival has gone on for many years with thousands of visitors gathering to celebrate, but some of the activities and events have become repetitive and the community wants to see a change. One question the team strived to answer is how can our team work to find new events, volunteers, and leaders to excite the community without straying too far from the core traditional values of the festival?

The team had many conversations with Tara Kritzer, Becky Day, and Professor Kelly Eskew to find out more about possible changes the team could bring about to the festival. After multiple meetings, the team decided there were not enough volunteers in the past to run activities and events. It can be challenging to bring in enough volunteers for any event. The team also noticed that the festival was not well attended by youth. Another question the team tried to answer is how can the Settlers Day Festival allow younger children to participate and how can it recruit older children to help volunteer? The team agreed it would be beneficial for children to learn about the history of pioneers who settled in Indiana by having older, more knowledgeable students volunteer in the process.

Through thorough research conducted and many conversations with members inside and outside the Salem community, the team gathered information to find potential solutions to revitalize the festival. The team had conversations with Tara Krtizer over Zoom about the board that runs the festival. She helped find ways to appeal the team's ideas to them in order to incorporate the next generation of people in the festival. The team also exchanged emails with executives in Salem to learn more about the traditions of the festival to discover what people were interested in and what they expected. Additionally, the team reached out to new vendors and student-based organizations to help formulate our recommendation. As it stands currently, the team's recommendation to revitalize the Old Settlers' Days Festival includes transitioning to open, participatory events, attracting more volunteers from local schools, and proposing a youth advisory board to help run the festival.

¹ "Old Settlers' Days". The John Hay Center. 2016



Project Description

The Sustaining Hoosier Communities project the team was tasked with was centered around revitalizing and innovating the Old Settlers' Days Festival in Salem, Indiana. The festival is meant to bring the community together with an array of events, but as the years have gone on, there has been a lack of involvement in the festival from members of the community. The team researched and contacted members of the Salem community to discover ways to sustainably revitalize the festival.

Client Description

Washington County currently sits as the seventh largest county in Indiana, stretching over 500 miles of land.² The county stretches over eight cities and towns, including Salem.³ Washington County has a population size of just over 28,000 residents and was also named in honor of George Washington. Washington County has an excellent public school system as well with over 4,000 students currently enrolled. The rate at which those students end up earning their high school diploma sits at 85%, which is just below the state average.⁴ I wanted to touch upon the school systems in Washington County because our recommendation involves having students volunteer at the Old Settlers' Days Festival.

The population of Salem is just over 6,000 people with 60% of the people being between 18-65 years of age. As for the economy, more than half of the people living in Salem work in the civilian labor force. Salem also serves as the county seat in Washington County, which means it is the location of the county government. Due to the rich history Salem has, the city has many Museums and famous libraries detailing the past. The Carnegie Library sits in Salem as one of the 164 Carnegie libraries built in the early 20th century. Salem opened this library in 1905 with funds

² “Resident”. Washington County, Indiana. 2018.
³ “Washington County”. State of Indiana. 2019.
⁴ “Washington County, Indiana”. StatsIndiana. 2019.

donated by steel conglomerate Andrew Carnegie. In addition to the Carnegie Library, the Washington County courthouse is generally known as Salem's most famous and recognizable landmark. There are many historical markings around the courthouse and memorials for veterans killed in action dating back to the Revolutionary War.⁵ Salem's rich history and historical attractions help lure visitors and the community to the well-known, Old Settlers' Days Festival.



Sustainability Justification

Festivals are a way to bring communities together and bond members. According to TargetStudy⁶, festivals do the following:

- Promote harmony.
- Carry messages from past generations to future generations.
- Preserve culture and heritage.
- Relieve stress from normal routines.
- Give the opportunity to spend time with friends, family and neighbors.

All these things increase the quality of life of community members and give them something to look forward to. Living in such a fast paced, work centered society means these types of breaks are vital to wellbeing.

⁵ "Salem, Indiana Facts for Kids". Kiddle. 2020.

⁶ "Importance of Festivals in Life". TargetStudy.

According to a study conducted by Canterbury Christ Church University, “The act of community participation through the organizing, preparing, delivering or being at festivals forms and strengthens social bonds”. Putting community members in an environment in which they are forced to work together and socialize creates bonds that may not have been created without the festival. This emphasizes the idea of togetherness. This same study also claims that “festival participation creates a living legacy ... the festival creates more than a memory in attendees but instead serves to live on within the community. It does this by stimulating an awareness of available resources and opportunities”⁷. Festivals are a part of community culture and help build meaningful traditions that are significant to members. These memorable experiences give community members something to cherish and look forward to each year, thus increasing wellbeing.

Our Research

Conner Prairie

After diving into the history of Salem and the Old Settlers’ Days Festival, the team met with Tara Kritzer, Director of the Washington County Chamber of Commerce and Tourism, on March 10th, 2021.⁸ The most significant take away from our discussion with Tara was to reimagine the historic traditions of the festival - the traditions, such as military reenactments and 19th century dress, that offer a glimpse into the life of Indiana’s founding settlers. Through a recommendation by Professor Eskew, our team began researching Conner Prairie in Fishers, Indiana.

Conner Prairie is a museum and recreation area that carries patrons away into the early history of Indiana settlers and their way of life. We reached out to Chris Petrelli, the Associate Vice President of Guest Experiences at Conner Prairie, who gave us an informative inside perspective regarding Conner Prairie. Conner Prairie offers over a dozen participatory experiences, each offering a different perspective on the culture of early settlers.⁹ The Lenape Indian Camp allows patrons to not only learn about the way of life of local Native American tribes but participate in it as well. Visitors are encouraged to mold their own pottery, weave baskets, and step into an authentic dugout canoe, all the while learning about local Native American heritage through an interpreter.¹⁰ Through the MakeSmith Workshop, Conner Prairie also offers another hands-on experience for patrons to sew textiles, hammer metals, or carve woodwork to create art and products as early Indiana settlers once had.¹¹ Chris emphasized do-it-yourself participation as a valuable aspect of the success of these experiences across all age groups, but especially among younger visitors.¹²

⁷ “Social capital and participation: The role of community arts festivals for generating community wellbeing”. Tristi Brownett. Canterbury Christ Church University. *Journal of Applied Arts and Health*, Volume 9, Number 1.

⁸ Tara Kritzer. Director, Washington County Chamber of Commerce and Tourism. March 10, 2021. Zoom.

⁹ “Experiences”. Conner Prairie Farms.

¹⁰ “Welcome to Lenape Indian Camp”. Conner Prairie Farms.

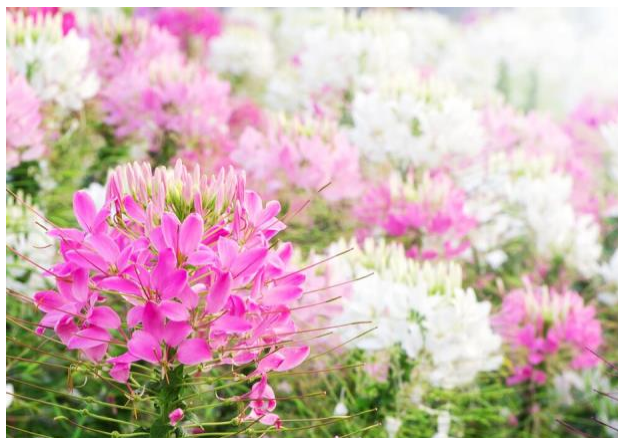
¹¹ “MakeSmith Workshop”. Conner Prairie Farms.

¹² Chris Petrelli. Associate Vice President of Guest Experiences. April 21, 2021. Via Email.



Chris is not alone in seeing success in hands-on, do-it-yourself activities. Research supports the model of Conner Prairie. In a study completed by Murray State and Saint Louis University, hands-on, in-class activities were found to be more significantly more effective than lectures and demonstrations, and more effective than class discussions as well.¹³ Rachel Wise, a licensed behavior specialist, also supports this research, stating that “learning by doing far out-weighs learning by listening”.¹⁴

Alongside becoming an open experience of Indiana’s past, Conner Prairie has also evolved to become a cornerstone for present-day communities throughout Indiana. Conner Prairie has established an Heirloom Plant Sale as a seasonal event the past few years, inviting patrons to purchase a variety of locally-grown flowers, herbs, and vegetables just in time for Mother’s Day.¹⁵ Conner Prairie also offers registered classes and workshops through Prairie Pursuits, spanning hobbies such as cooking and leatherworking to basic blacksmithing.¹⁶



¹³ Jana Hackathorn, et al. “Learning by Doing: An Empirical Study of Active Teaching Techniques”.

¹⁴ Rachel Wise. “Learn About the Benefits of Hands-On and Multisensory Learning for Children”. Education and Behavior. January 11, 2020.

¹⁵ “Heirloom Plant Sale”. Conner Prairie Farms.

¹⁶ “Prairie Pursuits”. Conner Prairie Farms.

Youth Volunteers and Leadership

In the team's meeting on March 10th, Tara also emphasized the stress of "burnout" the Old Settlers' Days Festival has increasingly felt over the past few years.¹⁷ With burnout among board members, productive initiatives towards improving the festival, such as searching for and incorporating new volunteers and leaders, have slowed down or screeched to a halt.

The team began researching clubs and organizations within the Salem community as possible opportunities for youth volunteers and youth engagement. The team focused on Salem Community High School to reach a target age of youth capable of both volunteering and leading, contacting Community Service Club faculty heads Ms. Rosenbaum and Ms. Hayes, Student Council faculty head Lori Hazelip, and National Honor Society advisor Nicole Purlee. Lori and Nicole eagerly responded to the team's email, a positive response that we hope is a foundation for a relationship between the Old Settlers' Days Festival and the youth of Salem.¹⁸¹⁹

In addition, the team supplemented research into possible youth volunteer and leadership organizations by looking into ways to engage young people to volunteer for the festival. A great resource written by Dr. Gloria Horsley, a founder of a nonprofit organization, strongly recommended to simply bring more young people aboard within your organization.²⁰ Reaching out to young people, whether online through social media channels or offline through high schools, is a first step in reaching potential volunteers and leaders. Dr. Horsley also plainly states, "young people listen to other young people"²⁰. By encouraging youth to volunteer and lead through their youth organizations, such as the Student Council or National Honor Society, students will be even more motivated to become involved with the Old Settlers' Day festival.

Recommendations

Utilizing High School Volunteers

The Salem Old Settlers' Days Festival has a hard time gathering a viable amount of volunteers. There are activities that the festival is unable to put on due to the lack of volunteers, such as opening the third floor of their museum for people to walk through. Because of this, the team recommends using high schoolers from local high schools as volunteers. These high schoolers may need service hours in order to graduate or be a part of clubs that require a certain amount of volunteering. Three specific organizations the team suggests tapping into are Student Council, Service Club, and National Honor Society. The team has contacted the faculty heads (as

¹⁷ Tara Kritzer. Director, Washington County Chamber of Commerce and Tourism. March 10, 2021. Via Zoom.

¹⁸ Lori Hazelip. Student Council Faculty Head. March 29, 2021. Via Email.

¹⁹ Nicole Purlee. National Honor Society Advisor. March 26, 2021. Via Email.

²⁰ Dr. Gloria Horsley. "How To Attract More Young People To Volunteer At Your Nonprofit". Forbes. July 11, 2017.

mentioned above) of Student Council, Service Club, and National Honor Society to share the ideas with them and gauge their interest in being involved with the festival. These contacts should continue to be utilized to collaborate with the Student Council, Service Club, and NHS. While these youth volunteers will be helpful, according to (insert research here), maximum participation is achieved only when the volunteers are given meaningful tasks. In order to get the best quality of service from these youth volunteers, be sure to assign them to thoughtful duties. For example, a high school student may not have any interest in volunteering at the festival if his or her sole task is to do something like pick up trash or collect tickets. High schoolers volunteering at the actual event should be doing things such as assisting in hands on activities, organizing the setup of the festival, keeping activities on schedule, etc.

Youth Engagement Board

According to community leader Tara Kritzer, the Tourism Board for the Settlers Day Festival struggles with burnout and a lack of new ideas from volunteers who have been working with the festival for years, even decades²¹. There has seldom been change because these volunteers do not see a need to implement new ideas. To combat this burnout, the team recommends starting a Youth Engagement Board with the high school groups (Student Council, Service Club, and NHS) mentioned above. This Youth Engagement Board will be involved with a variety of activities. The first thing this board will be responsible for is social media outreach. High school students are technologically savvy and know how to use social media platforms, which makes them the ideal people to advertise the festival. The board will create accounts on Instagram, Facebook, and Twitter. These accounts will be used to advertise the dates and times of the festival, show new and attractive aspects of the festival, share details about the history of the festival, and more. Ultimately, the Youth Engagement Board will have the freedom to decide exactly how they want to share this content on social media. The second thing the Youth Engagement Board will be responsible for is collaborating with the current Tourism Board and Settlers Day Festival Board to suggest and implement new ideas for the festival. Having youth involvement with festival planning will modernize the festival and encourage new age groups to attend.



²¹ Tara Kritzer. Director, Washington County Chamber of Commerce and Tourism. March 10, 2021. Via Zoom.

Engaging Youth Participation Activities

Another issue identified by Tara Kritzer was the outdatedness of the historical reenactments at the Settlers Day Festival²². These events are not participative and can come off as insincere. They have continued to lose traction as years go on. While these were once events that drew people to the Settlers Day Festival, they are no longer a selling point. The team recommends revitalizing these events by making them hands on and kid friendly. Salem can look to the research the team has conducted about Conner Prairie Farms for examples of activities to implement at the Settlers Day Festival. Historical reenactments should include kids and allow them to participate in order to increase engagement. Conner Prairie Farm offers a wide variety of activities, such as the Lenape Indian Camp, Animal Encounters, and the William Conner House. In these activities, kids can learn frontier skills, interact with animals, cook historical meals, and more. The Settlers Day Festival can easily implement activities like these. Having activities for children to participate in will not only increase engagement within that specific age group, but will bring more people to the festival overall since children's parents will need to take them there.



Potted Plant Activity

The team's last recommendation is to implement a potted plant activity at the Settlers' Day Festival with plants from a local greenhouse/nursery/flowerist. The local shop will supply the plants to the festival, benefitting the festival and the shop all at once. This activity can be tied back to the historical value of the festival by using plants that are native to Salem and representative of the landscape in pioneer times. Kids can take the plants, pot them themselves, bring them home and take care of them.

²² Tara Kritzer. Director, Washington County Chamber of Commerce and Tourism. March 10, 2021. Via Zoom.

Additional Resources

In addition to the above recommended proposals, grants are available through the Indiana Destination Development Corporation (an entity under Indiana State Tourism Industry). The Indiana Destination Development matches grant funds for towns, cities, and counties ingrained with Indiana tourism promotion and development. Salem and Washington county would be eligible and benefit from this grant, as both the town and county continue to boost tourism within the state through the rural charm and festivals such as Old Settlers' Days.²³

The Old Settlers' Days Festival would also be eligible for an Arts, Cultural, and Destination Marketing Organization Support grant, also offered by the Indiana Destination Development Corporation. The festival is a perfect eligible candidate for the grant, which is awarded for "art organizations and events" that are central to the community and local economy. The grant is dual-purpose, as it funds events to not only preserve them, but also increase funding for the continuation and expansion of the event.²²

The city of Salem has the opportunity to receive grant funding to not only revitalize the festival, but also continue a legacy of history and community wellbeing for years to come.

Conclusion

The Old Settlers' Days Festival in Salem, Indiana, has the opportunity to revitalize and re-cement itself as the cornerstone of not only the Salem community, but Washington County and the state of Indiana as well. By motivating youth organizations to act as volunteers, creating a Youth Engagement board to offer new perspectives and energy, and emulating and scaling participatory experiences of Conner Prairie, the Salem Old Settlers' Days festival can become an annual celebration of the past and present of Salem. We thank the community of Salem for the opportunity to meet and work with proud residents and community leaders.

²³ "Awards and Grants". Indiana Tourism Industry.

Appendices

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Revitalizing Campbellsburg's Town Festival

Sustaining Hoosier Communities

Washington County Service-Learning Project

Indiana University - Bloomington

Sustainability Law & Policy

Spring 2021



KELLEY

SCHOOL OF BUSINESS

Throughout this report, “the team” refers to five Indiana University students working in conjunction with the Kelley School of Business and Professor Kelly Eskew’s Sustainability Law and Policy course. Its members are as follows:

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The team would like to extend its gratitude to its clients, Sue Bennett and Tara Kritzer, for providing the team with a first-hand understanding of Campbellsburg’s historic town festival and Washington County as a whole. Your time and knowledge have been invaluable.

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Executive Summary

For many years, Washington County has hosted various community events ranging from local festivals to holiday celebrations. Through Sustaining Hoosier Communities, the team has partnered with the town of Campbellsburg, Indiana to explore how the community can expand agritourism and increase local participation and involvement at their annual Country Festival. The team focused its research around two questions, “*What is the traditional value of festivals that is provided to small towns?*” and “*How can the team make it better?*” To answer these questions, the team met with Campbellsburg’s festival board member, Sue Bennett. Ms. Bennett informed the team that she would like to focus on increasing festival involvement amongst Campbellsburg’s youth. Getting the youth more involved augments their sense of pride and belonging within the community and can increase attendance at future festivals.

To further its research, the team explored other ways to increase youth participation and found that including a West Washington High School student on the festival board could bring a youthful perspective to the event planning process. Additionally, the creation of a marketing internship to be filled by another high school student will increase the productivity of current and new marketing tactics. These two new positions will help the event planning team brainstorm and implement new events that are tailored to teen engagement. Likewise, events for teenagers will promote attendance, and extra credit opportunities within West Washington High School classes will mitigate the struggle to find volunteers.

Project Description

The team proposes that the town of Campbellsburg, Indiana create an event planning position as well as a marketing internship that will be filled by West Washington High School students. These positions will offer new perspectives and create new events that will increase youth engagement within the festival as well as value within the community. Furthermore, the team recommends the creation of events for teenagers that are entertaining and relate to the town’s history. To make these ideas successful, the team suggests working with teachers and administrators in the West Washington School System to offer volunteer opportunities in addition to extra credit for attending the festival.

Client Description

Washington County is located in Southern Indiana, near the Indiana-Kentucky border. It is rural, comprised of many small towns, and hosts a population of about 28,000 people.¹ The county turned 200-years-old in 2018, meaning this area boasts a long and rich history.²

Right, Washington County’s scenic Lake Salinda.³



¹ "Washington County | Sustaining Hoosier Communities". 2021. *Center for Rural Engagement*.

² "Welcome to Washington, IN". 2021. *Washingtoncounty.In.Gov*.

³ Driver, Jonathan. 2021. "Outdoor Recreation". *Washington County Tourism*.

Washington County is dotted with several museums and historical sites to help share this history with visitors and residents alike. The county is also known for its beautiful natural features including three lakes (one of which is pictured above), the longest hiking trail in Indiana, and a state forest.⁴ The team's focus, however, was on one of Washington County's small towns, in particular: Campbellsburg.

Campbellsburg, like its surrounding county, has an established and interesting history. It was founded around 1850 near a railroad and a post office that remain at the heart of the town today. The town also fostered many small businesses over the years, from grocery stores to beauty shops.⁵ One thing that remained constant was Campbellsburg's small-town status. Currently, about 585 residents call Campbellsburg home.⁶ One attraction that brings new people in and former residents back is the annual Country Festival. The team spoke to a representative from the Campbellsburg Country Festival board, Ms. Sue Bennett, who estimated that a thousand people attend this festival each year.⁷ The team focused on revitalizing this festival to involve more people, especially the town's high school residents, and ultimately foster resilience in the Campbellsburg community.

Sustainability Justification

Festivals' Contribution to Community Resilience

The team's goal, although focused on improving the Campbellsburg Country Festival, is also focused on the town's sustainability. The town's resilience and continuance are important factors in sustainability, and the festival is vital for the enhancement of these characteristics. Towns have an identity—something in which citizens hold value. Community festivals are an important way of reinforcing the identity of a town. In the age of globalization, it can be difficult to hold tight to the culture of a group or community; however, these festivals bring residents back into the fold.⁸ Not only do festivals reinforce identity, but they also preserve old traditions and create new ones.

Town History and Traditions

One trend that the team noticed among America's most successful small-town festivals is an incorporation of the town's history and traditions.⁹ It provides people with a sense of pride and belonging when they understand their town's unique history, and therefore reinforces the town's identity. This way, residents participate in a common culture, unifying the members of the town while separating them from other communities in a unique way.

Engaging the Youth

While adults are the ones primarily responsible for planning, organizing, and financing the Campbellsburg Country festival, involving the youth plays a significant role in the sustainability

⁴ Driver, Jonathan. 2021. "Outdoor Recreation". Washington County Tourism.

⁵ "Campbellsburg". 2020. John Hay Center.

⁶ "Town of Campbellsburg". 2018. Washingtoncounty.In.Gov.

⁷ Bennett, Sue, Tara Kritzer. "First Client Meeting." 10 Feb. 2021, Zoom.

⁸ Cudny, Waldemar. "The Phenomenon of Festivals: Their Origins, Evolution, and Classifications."

⁹ Bruce, Annie. 2016. "America's 15 Best Small-Town Festivals".

of the event. Teenagers may not possess the resources or experiences to lead the way quite yet, but neglecting their abilities to contribute can become detrimental to community resilience. The participation of youth in a historic event allows for fresh, creative ideas.¹⁰ Similarly, it provides teenagers with “opportunities to identify and address issues or challenges that directly affect their lives and the well-being of their communities.”¹¹

This principle can also be supported on a much greater scale. Take the United Nations and its Sustainable Development Goals (SDGs), for example.¹² Many youth organizations serve as “architects” for sustainable progress, as their passion and engagement boast a direct impact on the sustainability and livelihood of future generations.¹³ Although these initiatives focus on environmental sustainability on a global scale, the same concept applies to sustaining a local community for many years to come. After all, young people remain a driving force for change because shifts within their community impact them the most and the longest.¹⁴

Scope of Work and Research Methodology

Scope of Work

Campbellsburg has the potential to turn their Country Festival into a sustainable landmark event that will bring thousands of people from around the state to participate in the festival and experience the local culture. The team wants to help Campbellsburg make the most of its festival, and the members spent the past semester researching different strategies to bring its goal to life.

The team had a few key tasks to accomplish as a group throughout this project. First, once the team was assigned its region, the members spoke with Ms. Bennett to learn about Campbellsburg and the Country Festival. The team then began doing more research on Campbellsburg and learned about the town’s history; the group wanted to see what had drawn people back to the town and led to them attending the Country Festival year after year. Next, the team explored other festivals in communities of similar size, hoping to learn what strategies had worked for them in attracting more festival-goers. After this, the team brought all of its research together and began crafting strategies to best help Campbellsburg.

The team is aware of some constraints on this project. The most significant of these is funding, as Campbellsburg does not have the biggest budget for the Country Festival. Also, attendance is free, meaning there are limited ways for the festival to make money. The team believes that its plan is fiscally feasible, as the majority of the plan can be done either for free or for a minimal expense. Another issue is the scope of reach for the festival’s marketing. Ms. Bennett told the team that Campbellsburg has struggled to spread the word about the festival. The team’s plan will help

¹⁰ Hunter, Yvonne, Terry Amsler, and Steve Sanders. 2011. "Involving Youth in Your Agency's Sustainability Activities - Western City Magazine". *Western City Magazine*.

¹¹ Ibid.

¹² "Home | Sustainable Development". 2021. *Sdgs.Un.Org*.

¹³ "Youth and the 2030 Agenda for Sustainable Development | United Nations for Youth". 2020. *United Nations Youth*.

¹⁴ "Young People and the Sustainability Agenda: Three Avenues for Impact - World Benchmarking Alliance". 2018. *World Benchmarking Alliance*.

improve the festival's marketing practices. Lastly, there has been a lack of volunteers for the festival in the past, making it difficult to put on a flawless festival. The team feels it can mitigate this concern through its plans to work with the local high school and create an internship program to boost engagement.



Left, a Facebook advertisement for the Country Festival from 2019.¹⁵ The team hopes to expand the festival's marketing beyond Facebook.

The team trusts that its plan will lead to an improved Country Festival, a more modern marketing approach, and an increase in volunteers. All of this will ultimately boost the community's well-being,

servicing the team's overall goal in this project. This plan can go into effect for this year's event in September and, if followed properly, can create a sustainable event for Campbellsburg that will keep people coming back.

Research Methodology

On February 10th, the team met with Ms. Bennett for the first time. The goal of this meeting was to introduce the members to Ms. Bennett and to acquire background information about Campbellsburg and the Country Festival. The team asked about how the festival is normally run, details about the planning process, how Ms. Bennett's board markets the festival, and what exactly Ms. Bennett needed from the team. After the meeting, the team decided to do more background research on Campbellsburg to learn more about the town's history and traditions. It began looking into other comparable festivals and commenced group collaboration on different strategies that would help bring new life to the Campbellsburg Country Festival. Additionally, the team sought out to answer two main questions: "*What is the traditional value of festivals that is provided to small towns?*" and "*How can the team make it better?*"

On March 8th, the team met with Ms. Bennett for the second time. The team prepared a variety of questions for her across three main categories: marketing, volunteers, and community. In addition to the questions, the team presented its research on the two questions discussed above. Ms. Bennett was impressed with the research the team had found. She also answered its questions to the best of her ability, as the group had limited time to meet with her. The team left this meeting feeling confident in its research and ready to move on to its next steps. It planned to continue researching other festivals in communities of a similar size, reach out to festival planners to pick their brains, and connect with West Washington High School to discuss ways to get their students more involved.

¹⁵ "The Campbellsburg Country Festival". 2021. *Facebook.com*.

On April 14th, the team had its third scheduled meeting with Ms. Bennett. Unfortunately, she did not attend the meeting, but that time did not go to waste. The team had planned to ask about a few different things: updates on the planning for this year's festival, marketing questions, and hearing Ms. Bennett's thoughts on some different proposals. Instead, the team discussed the main ideas that its members wanted to move forward with and finalized its recommendations.

In addition to meeting with Ms. Bennett, the team attempted to reach out to people whose members believed would help with the plan, such as people who had previously planned festivals. The team tried to contact Marce King, Executive Director of the Owen County Chamber of Commerce, but were unable to set up a meeting. The team still believes that Ms. King would be a valuable resource for Ms. Bennett to touch base with, as she has experience planning successful, sustainable festivals, like the Spencer Pride Festival.

Beyond the meetings and emails, the team performed a significant amount of external research. This was crucial for the team as it provided a chance to look at a variety of sources to help find recommendations for Campbellsburg. The external research aided the team in gathering background information, provided examples of successful festivals and what made them work, and different strategies to help a smaller town promote and put on a sustainable festival.

Recommendations

Although the team's recommendation includes different action steps, the primary focus was on the involvement of Campbellsburg's youth. Based on the aforementioned elements of sustainability, the festival provides an excellent opportunity for teenagers to engage with their town and its history, all while having an enjoyable time. Meaningful memories of this event will encourage attendance in the future as well as instill a sense of town pride.

As Ms. Bennett mentioned in the initial client meeting, most of the events throughout the weekend appeal primarily to adults and young children.¹⁶ The team recognized a significant gap in attendance: Campbellsburg teenagers. Additionally, Tara Kritzer shared that when children and teenagers come to the festival, so do their parents; consequently, attendance increases, and more money is spent.¹⁷ The festival is free to the public but costs roughly \$8,000 to run.¹⁸ Higher amounts of parent attendees will ultimately create additional revenue for the town.

A secondary focus of the team's recommendations is incorporating town history. This approach appeals to all ages by connecting people to their community's roots and instilling pride in them about their town. No two towns have the same history, so it is a great way to help build a common identity in a community. Campbellsburg, founded over 150 years ago, boasts a history full of interesting events and little quirks that can be incorporated into the Country Festival. Some of the team's ideas for incorporating town history also incorporate high schoolers, further strengthening the festival's connection with the focus demographic.

¹⁶ Bennett, Sue, Tara Kritzer. "First Client Meeting." 10 Feb. 2021, Zoom.

¹⁷ Ibid.

¹⁸ Ibid.

Addition of a High School Student to the Board

In the initial client meeting, board burnout was cited as a significant barrier in planning and executing the town festival each year.¹⁹ The team recognizes the difficulty in recruiting and retaining adult board members, as they often have full-time jobs, families, and other responsibilities. With that in mind, the team recommends the addition of a high school student to the board.

Youth board members are proven to elevate the effectiveness of organizations-- or events in this case. Primarily, youth board members will help adult members gain valuable insight as to how teenage interests can be best represented in the town festival.²⁰ Their new and creative ideas will reinvigorate the board and promote inclusivity and participation amongst all members.²¹ Because this member will always rotate and remain young, it will allow the festival planning to incorporate the ever-changing wants of the teenage demographic.

In alignment with the overarching goal to promote teenage involvement, the presence of a youth board member will likely result in increased teenage participation in the festival; when teenagers feel equally and honestly represented, they are more likely to engage with the events.²²

As valuable as this position can be, it remains critically important to consider meaningful, achievable tasks that the youth board member can complete.²³ Not only does this validate his/her presence on the board, but it eases the adults' burden of planning everything. Later on, the team discusses potential event ideas designed to attract teenagers. Consider having the youth board member be in charge of those; no one knows what teenagers would enjoy quite like their peers.

Creation of a Marketing Internship

In addition to a younger board member, the team recommends the creation of a marketing internship to be filled by a West Washington High School student. Ms. Bennett shared with the team that marketing the festival remains crucial and needs additional attention.²⁴ In the past, Campbellsburg Country Festival has been marketed with the following methods: billboards, yard signage, radio and magazine ads, and Facebook ads.²⁵

To engage teenagers and increase attendance, the team recommends more modernized approaches to marketing that a creative and diligent high school student can manage. The team's marketing suggestions include the creation of an Instagram profile, a revamp of the Facebook page, carefully curated social media ads, well-designed and well-distributed print ads, and redesigned yard signs.

¹⁹ Bennett, Sue, Tara Kritzer. "First Client Meeting." 10 Feb. 2021, Zoom.

²⁰ "Five Strategies to Create A Successful Youth Advisory Board | GUIDE, Inc.". 2021. *Guideinc.Org*.

²¹ "Chapter 9. Developing an Organizational Structure for The Initiative | Section 8. Including Youth on Your Board, Commission, or Committee | Main Section | Community Tool Box". 2020. *Ctb.Ku.Edu*.

²² Ibid.

²³ Ibid.

²⁴ Bennett, Sue. "Second Client Meeting." 8 Mar. 2021, Zoom.

²⁵ Bennett, Sue, Tara Kritzer. "First Client Meeting." 10 Feb. 2021, Zoom.

Whether the student intern is involved in the school yearbook, enjoys graphic design, or is savvy with social media, this role offers opportunities for growth for all who are interested. Before entering competitive college application pools, students seek real-world experiences to set them apart from their peers.²⁶ Although this role would be unpaid, it allows students to acquire new skills for a resume that speak to their dedication, work ethic, and time management abilities.²⁷

Furthermore, if the goal is to encourage teenagers with their town, this internship would allow students to network within the Campbellsburg community. Building both professional and personal relationships within this role will improve students' effective networking skills.²⁸

Similar to the teenage board member, the process of acquiring a marketing intern should require a basic application and interview. Overall, the creation of this role is mutually beneficial for the festival planning committee as well as potential interns. This opportunity allows the festival to gain free marketing help while helping high school students build their resumes.

Events Tailored to Teen Engagement

As discussed in the aforementioned recommendation of a student board member, the festival must include the opinion of the youth. This position will aid in the burnout of the other board members, and it will also improve the festival attendance amongst students. The primary responsibility of this position includes the creation of events tailored to teenagers.

The team's first idea involves the inclusion of high school student groups such as the marching band, football team, and cheer team. This involvement may include events like a musical performance in the festival parade, a flag football event for younger children led by the varsity team, and face-painting with the cheerleaders. Ultimately, these ideas provide potential starting points for the new student board member to coordinate events with West Washington High School. They may change each year based on the student groups' availability, but the team recommends the formation of decades-long traditions.



Left, members of the West Washington High School football team.²⁹

Based on team members' personal experiences with small-town festivals, teenagers often show up if their other classmates are present. This is supported by the same research the team found earlier in that if students are equally represented, they will want to engage with the events.³⁰ If teenagers see their peers getting involved, it will encourage them to do the same.

²⁶ Clark, Kevin. 2015. "The Value of High School Internships". *POM College Consulting*.

²⁷ Ibid.

²⁸ Alterman, Liz. 2019. "Explaining the Value of Unpaid Internships to Teens". *Your Teen Magazine*.

²⁹ "West Washington High School". 2021. *Westwashingtonschools.org*.

³⁰ "Chapter 9. Developing an Organizational Structure for The Initiative | Section 8. Including Youth on Your Board, Commission, Or Committee | Main Section | Community Tool Box". 2020. *Ctb.Ku.Edu*.

The team additionally recommends an outdoor movie night. Although involving organizations is a way to increase attendance, some students are not in a group that would be invited to participate. Some students might even feel excluded because of this. Creating other events that allow them to still participate remains critically important and offers equal opportunities. The outdoor movie would take place on a projector, and students can bring blankets, chairs, and snacks. (The projector and screen could be a potential item purchased with grant funds that the town can use for a variety of occasions.) The choice of the movie can be a voting matter to ensure the showing is something that the majority would enjoy viewing. This again promotes teenagers' voices, makes them feel appreciated, and ultimately encourages attendance.

Offer Extra Credit to Students for Involvement

Another solution the team created to solve the issue of low youth involvement is offering extra credit to students who engage in certain actions festival attendance. Extra credit offered by teachers is not only beneficial for festival attendance but also encourages youth involvement. The extra credit can be received by the completion of one of a few suggested actions.

The first action that can be taken is simply attending events. Students can prove their attendance by taking a picture at the festival or writing a short paper that relates current course material to the festival. This promotes attendance for the festival, and the student is encouraged to find value in going as well.³¹

The second action that can be taken is to volunteer at the festival. Ms. Bennett discussed that numerous events, such as the Miss Country Girl contest and the Truck Pull, need volunteers.³² Not only can they help run the events alongside adults, but they can also set up and tear down any necessary materials.

The third action students can take is to post about the festival on social media. Ms. Bennett discussed the need for improvement in social media alongside youth involvement.³³ This results in free advertising for the festival, which is beneficial for attendance and for keeping the budget low. Although this might not be a formal extra credit opportunity through the school, the marketing intern can incorporate a raffle of sorts. From all of the posts with a certain hashtag or tag, a teenage user will receive a prize.

Incorporate Town History

The Country Festival already has a historic cemetery walk, and while important, it's a bit somber to be a highlight of the festival that will bring people back year after year.³⁴ Beyond that, most events are competitions centered in the present. The team started researching Campbellsburg's town history, starting with the tomato factory Ms. Bennett mentioned in one of the team's

³¹ "Extra Credit: Weighing the Pros and Cons of Giving Students Bonus Points". 2021.

³² Bennett, Sue, Tara Kritzer. "First Client Meeting." 10 Feb. 2021, Zoom.

³³ Ibid.

³⁴ Ibid.

meetings.³⁵ Then, through the John Hay Center, the team was able to uncover a history studded with interesting events.

The town was originally founded as Buena Vista, meaning “beautiful view,” an homage to the four local soldiers who died in the Battle of Buena Vista during the Mexican American war.³⁶ The team, however, noticed that Campbellsburg and Washington County are also known to have beautiful landscapes.³⁷ So, one idea the team had to incorporate both town history and engage a high school audience was to hold a Buena Vista Art Competition.

At this event, local high school art students can paint their favorite “buena vista” of the area. There could even be levels to the competition, with elementary, middle, and high school winners. There could be information about the town’s founding, the original name of the town, and an explanation as to why it changed so that competitors and passers-by alike can learn about the town. And, emphasizing the beauty of the area and the talent of its residents will go a long way in instilling a sense of pride in the community.

The team’s next idea surrounds the tomato factory that served as a centerpiece of the town and its economy throughout the 1940s.³⁸ To involve high schoolers and town history, the team suggests a light-hearted event like “pie-ing” teachers or administrators, but the pie tins are filled with ketchup instead of whipped cream to tie in tomatoes. The event would have posters telling the story of the Rider Packing Company and what it meant to the town. Students would vote on who they want to “pie,” and then buy raffle tickets for a chance to throw it. In this way, the event can also serve as a fundraiser for the festival.



Right, a historic Rider Packing Company label bearing the Campbellsburg, Indiana name.³⁹

Lastly, the team noticed a strong tradition of small businesses in Campbellsburg. By 1900, the town was filled with locally-owned shops, and by 1950, 40 small businesses filled the town despite having a little over 600 residents!⁴⁰ Small businesses swelled again in the ‘70s and one more time in the ‘90s, and the team wants to honor all those years of entrepreneurship at the festival.⁴¹ Ms. Bennett also mentioned that most of the vendors at the festival are local businesses.

³⁵ Bennett, Sue, Tara Kritzer. “First Client Meeting.” 10 Feb. 2021, Zoom.

³⁶ “Campbellsburg”. 2020. *John Hay Center*.

³⁷ Driver, Jonathan. 2021. “Outdoor Recreation”. *Washington County Tourism*.

³⁸ “Campbellsburg”. 2020. *John Hay Center*.

³⁹ Memorabilia, Merchandise. 2021. “1940S Rider's Best Tomatoes 19Oz. Can Label Rare Files Preston Rider Indiana | Ebay”. *Ebay*.

⁴⁰ “Campbellsburg”. 2020. *John Hay Center*.

⁴¹ *Ibid*.

To support those vendors and allow residents to explore the town's amazing entrepreneurial history, the team thought of constructing a "walk through history" by the vendors' stands. It would essentially be a timeline from the town's foundation to the present, explaining the myriad of mom-and-pop shops that have served the town over the years. There would be pictures of the buildings, products, and people behind each business. This would show residents the great variety of businesses the town is known for, encourage them to support the town's current small businesses, and make them proud to be from a town of such ingenuity. Especially given the role of small businesses during the COVID-19 pandemic, it's a great time to celebrate them.

Additional Resources

For Advice

The team believes that there are many resources for the Campbellsburg Country Festival board to turn to for advice. One local example is Ms. King, as mentioned earlier. Ms. King is a member of the Owen County Chamber of Commerce and frequently helps plan small-town events similar to the Country Festival. Ms. King may advise on how she fundraises for events, what attractions are the biggest hits with the locals, and through what avenues she advertises the events.

Another valuable resource might be the board of a widely popular and successful festival in Indiana, like Carmel's Christkindlmarkt. There is a form under the "contact" tab on the event's website that would allow Campbellsburg representatives to email the people behind Christkindlmarkt.⁴² Their social media, including Facebook and Instagram, are also linked, so the Country Festival board could direct message them to set up a time to chat.⁴³ Again, this would be a great way to hear about successful fundraising and marketing tips and tricks to implement in Campbellsburg.

For Funding

The easiest way to fund projects like this is through grants. Grants are money that is given to an organization to assist in a project or idea. In the state of Indiana, there are multiple grants available for organizations, cities, and other entities that are trying to improve their communities and promote visitors to come.

One of these is the Indiana Destination Development Grant. While the 2021 cycle is over, this grant is designed perfectly to help this project. It is offered to help projects that "contribute to the development of and improvement of local economies and communities throughout Indiana by enhancing, expanding and promoting the visitor industry."⁴⁴ This grant fits perfectly with what the team is trying to accomplish, as the money would benefit the community of Campbellsburg and help bring visitors to the Country Festival.

In addition to the aforementioned grant, there are sites that post a variety of grants that are applicable to Campbellsburg and the Country Festival. An example of this is Indiana Grant

⁴² "Contact". 2021. *Carmelchristkindlmarkt.Com*.

⁴³ Ibid.

⁴⁴ "Awards & Grants". 2021. *Indiana Tourism Industry Site*.

Watch⁴⁵. It is a database of grants offered to Indiana organizations, and one can search for grants of any kind. There is a variety of filters to help narrow down which would best work for Campbellsburg, including the interest of the grant, the type of funding source, and the type of recipient.

Conclusion

Although the team's recommendations primarily focus on increasing involvement amongst a narrow age demographic, the engagement from youth will have a rippling effect on the Campbellsburg community.

Sustainability stems from the idea that something “can continue over a long period of time.”⁴⁶ In this case, connecting youth and teenagers to their town and its history will allow for a successful festival in the future as older generations pass on. Creating both formal and informal events (board position/marketing internship and fun contests for teenagers) will involve teenagers and subsequently, their parents, teachers, and neighbors as well. Although it may appear as an indirect solution to board burnout and low volunteer numbers, creating a younger generation who cares about its town will directly impact the sustainability and success of Campbellsburg's Country Festival for years to come.

⁴⁵ "Grant Search". 2021. *Indiana Grant Watch*.

⁴⁶ "Sustainability". 2021. *Dictionary.Cambridge.Org*.

Appendix A

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Appendix B

Pre-Meeting Research Notes

Would including a high school student to the board be beneficial?

- “Boards or committees – like Boards of Directors or Youth Action Committees – can be a great way for young people to share in decision-making and use their skills to benefit others. Young people’s knowledge and fresh perspectives can make services, events or decisions more relevant, appropriate and effective” (Yerp.org)
 - Including young people builds social connections for younger *and* older people which can reinforce their sense of community belonging.
 - A diverse range of voices can help a board make better decisions
 - Having a place on the board can provide young people with an opportunity to learn more about the community’s traditions/values.
- Careful thought needs to be given to the reasons why young people are asked to take part and how they can be inclusive and empowering
 - Existing board members must make sure that they are involving the young people and respecting their contributions.
 - Giving a young person a specific, valued role can increase their participation and influence outcomes
- Convey this partnership as a win-win for both the festival planning committee and the high school students
 - Opportunities to grow a resume and acquire real-world experience for college applications or interviews
 - “An internship can help teach different work styles,” says Stacey Berk, the managing consultant at Expand HR Consulting. “Students can gain experience for their resumes and develop new skills. Internships can help to build experience as students shift towards looking for a full-time position or graduate school.”
 - In the competitive world of the college application process, there is no substitute for real world experience. Students are able to list skills that they learned, tasks that they completed and can prove to their desired schools that they can balance school, family, a social life and an internship.
 - Builds connections with other members of the community and provides an opportunity for young people to engage with their town
 - Helps develop interpersonal skills
 - “It’s very important to learn the lifelong skill of effective networking,” says Berk. “Create a networking message to circulate with friends and neighbors, family, school clubs, alumni, clergy and former teachers.”

What is the traditional value of festivals that's provided to small towns?

- Community fairs are an important way of reinforcing the identity of a town.
 - [The Phenomenon of Festivals: Their origins, evolution, and classification](#)
- Community events can preserve old traditions and create new ones which helps create pride among the residents and establishes a sense of belonging. This sense of belonging can cause residents to take better care of their town.
 - A great way to instill pride is to involve history in the festival - what's Campbellsburg's history? What's this region's history?
- Public events give something all the residents can look forward to attending no matter their age, race or profession. Festivals provide locals with the enjoyment of working together to plan the event, the fun of participating and then the opportunity to reminisce about it afterward.
- "Small towns can only be understood by paying attention to the cultural constructions that give them meaning" - Robert Wuthnow (Princeton Sociologist)
- Small cities allow single voices to be heard more loudly and many can feel inspired to make change within their small community.
 - Feeling that personal contributions are more recognized and appreciated by their neighbors
 - <https://www.strongtowns.org/journal/2016/4/14/revitalization-of-small-cities-challenges-and-advantages>
- [University of Minnesota Research on Community Festivals](#)
 - Idea of building "social capital" aka "community glue"
 - Teaching new things about town culture brings people back
 - *"In response to a questionnaire, 87 percent of celebration attendees indicated they had learned new information about lady slippers, while 47 percent said they were more knowledgeable about Native American culture after attending the event. This educational experience helped visitors connect to the area. According to the Tourism Center study, 83 percent of first-time visitors said they were satisfied with their experience and planned to return to the area."*

How can the team make it better... provide research that supports its ideas.

- Find something meaningful to the community and that will help get people to come
 - Play on nostalgia (that's what gets people to come back and visit)
 - [11 Unique Festivals in Indiana Everyone Should Experience \(onlyinyourstate.com\)](#)
 - Jasper Strassenfest: focus on and celebration of German heritage in the area

- Marshall County Blueberry Festival: could do something similar with tomatoes/ketchup?
 - Madison Chautauqua Festival of Art: highlight local artists and promote small businesses
 - Talk to them to get advice on getting more craft vendors?
 - <https://www.fodors.com/news/events/americas-15-best-small-town-festivals>
 - Many festivals are centered around history/traditions in that area - BBQ, shrimp fishing, folk dance, flowers native to the area (lilacs, tulips), jazz
- Increase community involvement to have the locals feel pride in the event
 - Passion behind fair = more involvement = better fair
- Connect to Campbellsburg history:
 - Founded 1849
 - Battle of Buena Vista (“beautiful view”, original name for the town in 1849)
 - Centered around railroad at foundation - train depot and store were first buildings in town
 - Campbellsburg post office operating since 1852
 - Large emphasis on respect to veterans
 - Robert Campbell laid out the streets in 1851
- <https://www.facebook.com/168038639933166/posts/campbellsburg-note-photos-appear-at-end-of-post-campbellsburg-depot-built-in-185/3698550046881990/> - this link has a lot of interesting events - 1905 fire, Dodds hardware since at least 1948
 - Rider Packing Company - tomato canning factory
 - Also, dewberries and blackberries
 - German POWs worked at factory - divide in town, but those who chose to be friendly baked them pies and cookies, history of baking as a peacemaking / bridge-building tool
 - Some farming history in the town too - tractors, cows, chickens
 - History of small businesses! (emphasize this as there has been increase in support for small businesses through COVID)
 - A small local store was one of two of the first buildings in town
 - ~1900: “a thriving little town with grocery and clothing stores, a druggist, meat market, sawmill, planing mill, flour mill, doctors, dentist and even a stockyard”
 - 1914-1935: Batt canning factory; tomatoes, green beans, corn, pumpkins
 - 1950: 40 businesses (ex: 5 service stations, 4 groceries, 3 restaurants)
 - 1960: SR60 rerouted, lose depot, Rider factory, high school, BUT replaced w tourism economy (local arts and crafts, summer festivals, antique shows)
 - Strawberry Barn Restaurant est. ‘70s, burnt down, with it went down hopes of tourism economy

- 1975: smaller number of businesses, Helsel's becomes major employer
- 1976
- Only a restaurant and used clothing store downtown by 1988, most relocated along SR60
- Downtown revival 1990s: tavern, café, beauty shop, pool room, hardware store and cable company; betterment committee revived 1993
- Late 1999: bed and breakfast opens
- Community betterment organization (formed late '60s)
 - History of community coming together to better town
 - Parks, flowers
- Arts, Crafts, and Antiques Festival
 - Hoosier House of Arts and Crafts: painting, home woven rugs on looms, braided rugs, cross stitched tablecloths, painted dishes, fancy aprons
 - Arts, Crafts, and Antiques Exhibit
 - Flea Market
 - Softball games, hayrides to Cave River Valley, Cave trips and boat rides
 - Dinners from "homemakers clubs"
 - Friday and Saturday nights = open air theater performance by youth theater group
 - "Homemade Ice cream social, a country store, selling goodies like freshly baked bread, nut bread and pies and peanut brittle was also offered."



Pekin Final Report

Written For:

Town of New Pekin

Indiana University—Bloomington

Sustainability Law & Policy

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With thanks to our clients for their time, knowledge, and opportunity to write this report:
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Executive Summary

The oldest 4th of July Festival in the United States-- held in Pekin, Indiana-- is put on to preserve local culture, bring the community together, and continue the tradition that generations of families in the area have worked hard to build. It is important to understand how the 4th of July festival relates to the Pekin community's well-being and how increasing community engagement, specifically volunteering, can play a vital role in the festival's success. To address this, our team performed extensive research, met with representatives from Pekin and Washington County, and interviewed festival leaders across Indiana. After which, we determined that social media marketing is essential in encouraging the involvement of community members, and beer tasting fundraisers provide local festivals with financial and social benefits.

Project Description

The Pekin Community is looking to revitalize its historic 4th of July Festival. The team proposes a plan that focuses on developing a stronger social media presence and introducing a craft beer event to increase revenue streams and incentivize volunteerism.

Client Description

Named after President George Washington, Washington County is characterized by fertile croplands, scenic beauty, a healthy business community, and strong educational values.¹ The county's single incorporated *city*, Salem, is its county seat. Six incorporated *towns*, including Campbellsberg and New Pekin, make up the rest of the county.² Washington County's land area of 513.73 square miles is the 7th largest in Indiana, however the county's population of 28,262 people is ranked 56th.³ For tourists and residents alike, Washington County has opportunities for outdoor recreation, for visits to museums and historical sites, and for a chance to enjoy small-town living.⁴

The town of New Pekin-- known to locals as "Pekin"-- is located on the southeastern border of Washington County and is home to 1,390 residents. History and tradition are incredibly important to residents who proudly boast having the "Oldest, Consecutive 4th of July Celebration" in the nation. The summer of 2021 will mark the 191st consecutive celebration since Pekin first celebrated America's independence in 1830.⁵ The festival has such a strong traditional draw that people "come back home" to Pekin just to join in on the festivities.⁶ In fact, the draw to the Pekin's 4th of July Celebration is so strong that its record attendance was 10,000 people.⁷

¹ "Welcome to Washington County." *Washington County*, 2018, washingtoncounty.in.gov/.

² "Washington County: Sustaining Hoosier Communities." *Center for Rural Engagement*, 2020, rural.indiana.edu/impact/shc/washington-county/index.html.

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⁶ Darlene Hall. Pekin Town Council Member. 26 Feb 2021. Email.

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Sustainability Justification

What is a sustainable community?

A sustainable community satisfies each component of the triple bottom line: people, planet, and profit. More specifically, in a sustainable community, the needs of everyone are met and people feel safe, healthy, and ultimately happy; the environment is appreciated, protected, and enhanced; and the economy is vibrant, employee opportunities are improved, and working lives are more rewarding.⁸ To achieve this level of community well-being, social needs must be met, environmental damage must be minimized, and economic success must be promoted.

The Connection Between Social Relationships and Community Well-Being

An ongoing analysis conducted by Doctor Robert Waldinger, Director of the Harvard Study of Adult Development, determined a positive correlation between two elements: social relationships and individual well-being.⁹ He has continued to monitor 700 men since they were teenagers in 1938, and more than 60 of the original participants are still taking part in the study.¹⁰ Doctor Robert Waldinger's findings all relate to the importance of social relationships; these findings are as follows:

- 1) Social connections appear to be good for the health,
- 2) Loneliness appears to be toxic,
- 3) Relationship quality matters, and
- 4) Good relationships appear to protect our brains.¹¹

While the findings from this study display individual action-items, community events like festivals yield accessible opportunities for individuals to complete these actions. Furthermore, Doctor Robert Waldinger advises those looking to create new social relationships to volunteer, join a club, or pursue a hobby.¹² For those looking to nurture existing social relationships, he suggests trying a new activity together.¹³

Additionally, an individual's mental state directly impacts their biological processes. In the article "How Your Social Life Might Help You Live Longer," author Elizabeth Hopper explains that humans do not react positively to stress due to increases in inflammation and cortisol.¹⁴ These hormone increases reduce the body's ability to fight off viruses, thus making it more susceptible to illness.¹⁵ To mitigate this, Elizabeth Hopper emphasizes the vitality of community, and its role in bringing individuals together through kindness, empathy, and compassionate leadership.¹⁶

⁸ "Low Carbon and Sustainable Communities." *Stafford Borough Council*, 27 Jan. 2021, <https://www.staffordbc.gov.uk/Low-Carbon-and-Sustainable-Communities>.

⁹ "Can Relationships Boost Longevity and Well-Being?" *Harvard Health Publishing*, Jun. 2017, <https://www.health.harvard.edu/mental-health/can-relationships-boost-longevity-and-well-being>.

¹⁰ *Harvard*, *ibid.*

¹¹ *Ibid.*

¹² *Ibid.*

¹³ *Ibid.*

¹⁴ Hopper, Elizabeth. "How Your Social Life Might Help You Live Longer." *Greater Good Magazine*, 28 Jul. 2020, https://greatergood.berkeley.edu/article/item/how_your_social_life_might_help_you_live_longer.

¹⁵ Hopper, *ibid.*

¹⁶ *Ibid.*

What role do festivals play in the social capital of a community?

Community events lead to an increase in social capital through celebration, social cohesiveness, and the use of community resources. Festivals which incorporate these attributes produce community norms, trust, and relationships as well as build networks and establish long-term engagement.¹⁷ In research done on festival attendance and the development of social capital in a community, “Falassi maintains that the social function of a festival is closely related to values that a community regards as essential to its ideology such as social identity, historical community, and physical survival.”¹⁸ This not only demonstrates that festivals play an important role in the development of social capital in a community, but they help build resilience as a whole.

What is the correlation between community events and sustainability?

A community that is tied together is one that works harder to protect its people, environment, and culture - be resilient. In a study done on the International Orange Blossom Carnival Community Festival in Turkey, it was found that annual festivals “have positive social impacts on local communities such as increasing the community attachment of residents and strengthening community ties with past or existing culture which helps to preserve local culture.”¹⁹ Festivals alone do not produce sustainable communities, but it can be seen that they do contribute to the collective desire to build one.

Scope of Work/Research Methodology

February 2021

First, the team met with Salem representative, Tara Kritzer, on February 10, 2021 to obtain an overview of Pekin. Through this meeting, we learned more information about Pekin and its 4th of July Celebration. On February 26, 2021, a member of the team met with Pekin Town Council Member, Darlene Hall, to gain additional knowledge about the festival. Our primary takeaways from this discussion centered around the desire for more community engagement, increased revenue, and a revitalized festival board.²⁰ To identify our most successful recommendations, the team initially strived to create and research ideas concerning all three takeaways.

March 2021

To accurately compile our ideas, the team met frequently at the beginning of March. On March 8, 2021, a member of the team emailed Darlene Hall our to-date report and agenda; we received constructive feedback that allowed us to narrow our focus and consolidate our recommendations. Ultimately, the team decided to pursue the routes of community engagement and revenue. We proposed that both goals can be achieved through a thoroughly-developed social media campaign and a preliminary craft beer tasting. At our meeting on March 26, 2021 with Professor Kelly Eskew, we shared our two recommendations; she provided the suggestion of incorporating local volunteerism into these ideas.²¹ Consequently, the team chose to include

¹⁷ Charles Arcodia PhD & Michelle Whitford PhD (2006) Festival Attendance and the Development of Social Capital, *Journal of Convention & Event Tourism*, 8:2, 1-18. Pg 8.

¹⁸ Arcodia & Whitford, *ibid.* Pg 3.

¹⁹ Yilmaz, Nese, "The Impact of Festival Participation on Social Well-Being and Subjective Well-Being: A Study of the International Orange Blossom Carnival Visitors in Turkey" (2020).

²⁰ Hall, *ibid.*

²¹ Kelly Eskew. Clinical Associate Professor of Business Law and Ethics. 26 Mar. 2021. Zoom.

local volunteerism into the beer event and social media campaign in hopes of this momentum carrying over into the 4th of July Festival.

Regarding sustainability, two members of the team were assigned to examine the relationship between festivals and community well-being throughout the duration of the project. After conducting a variety of research, the team discovered a strong correlation between festivals and community well-being.

April 2021

On April 2, 2021, a member of the team interviewed Jim Meece, President of the Parke County Convention and Visitors Commission. Jim Meece supplied insight into the Parke County Covered Bridge Festival's success, elaborating on the festival's role in maintaining positive community morale.²² Additionally, he emphasized the significance of year-round marketing and festival differentiation.²³ We conducted another interview on April 22, 2021 with Jennifer Kainz of Wild Onion Brewery. Finally, the team continued to meet throughout the remainder of April to refine, edit, and finalize our report.

Recommendations

Social Media Marketing: Facebook

Two issues identified by representatives of the Pekin 4th of July Celebration were a lack of volunteers and stagnant revenue streams. To combat these problems, we propose Pekin increase its social media presence as a tool to encourage conversation within and outside the Pekin community. According to EMarketer, in 2019, 90.4% of Millennials, 77.5% of Generation X, and 48.2% of Baby Boomers were active social media users.²⁴ Of the major social media platforms, Facebook is the most popular with 1.84 billion active users.²⁵ Facebook has a competitive advantage over other platforms in that adults use the social media application more frequently; for example, 76% of United States adults have visited Facebook in the last month.²⁶ Consequently, the Pekin community should consider utilizing Facebook in planning the 4th of July Festival to increase both revenue and volunteerism. By engaging in interactive and continual communication with the public over the months preceding the festival, there will be more opportunities for residents and community alumni to become aware and involved.

To effectively create and manage Pekin's 4th of July Festival social media presence, we recommend the board elect someone as the chair of social media engagement. This person will be in charge of researching and seeking out resources to build a profile for the board. Since the festival takes place every year, there is an abundance of potential content to include on the profile that may engage other users. Photographs from other events taken by festival goers and board members will elicit nostalgia from alumni and make them want to return to their hometown. Furthermore, the committee's social media engagement chair should ask

²² Jim Meece. President of the Parke County Convention and Visitors Commission. 2 Apr. 2021. Zoom.

²³ Meece, *ibid.*

²⁴ "US Social Media Users, by Generation, 2019 (% of Population)." *EMarketer*, 1 Aug. 2018, www.emarketer.com/chart/226029/us-social-media-users-by-generation-2019-of-population.

²⁵ *Facebook Reports Fourth Quarter and Full Year 2020 Results*, Facebook, 27 Jan. 2021, www.prnewswire.com/news-releases/facebook-reports-fourth-quarter-and-full-year-2020-results-301216628.html.

²⁶ Mander, J., Buckle, C., & Moran, S. (2020). *Social: GlobalWebIndex's flagship report on the latest trends in social media*. TrendStream Limited.

the community to share their experiences at the festival through the profile. As the community shares their positive experiences at the festival, people from nearby towns may decide to come visit, thus motivating folks within the Pekin community to volunteer at the festival. Additionally, the profile should include a description of the festival. After meeting with representatives of Pekin, we recognized the importance of the town's bylaws. The profile should embody those values through its content; therefore, the chair of social media engagement should have a personal connection to Pekin. Lastly, we advise the Pekin board to take advantage of the community's current presence on Facebook. Pekin already has a Facebook group where 3.6 thousand residents and alumni share information and requests. After enhancing the board's profile, the social media chair should share it in the Pekin and Salem, Indiana Facebook groups to jump-start engagement.

The social media engagement chair should regularly post, comment, and engage with the community at least 2-3 times per week for the two months before the 4th of July Festival. In support of this claim, Jim Meece stressed the significance of engaging with potential festival attendees year-round on social media: as soon as the current Parke County Covered Bridge Festival is done, the festival board begins marketing for the next one.²⁷ As Indiana's largest festival, the Parke County Covered Bridge utilizes an early timeline to allow festival goers to plan their visits in advance.²⁸ Eventually, the chair of social media engagement can design a year-round marketing plan for the 4th of July Festival, similar to the Covered Bridge Festival.

Social Media Marketing: Facebook Advertisements

While developing a Facebook profile is the first step to effective online communication, Facebook offers another route to increase online presence: Facebook advertisements. Facebook advertisements are a tool for small businesses and organizations to reach their target audiences in a cost-friendly manner.

Different formats for Facebook advertisements include:

- Photo ads
- Video ads
- Stories
- Messenger
- Carousel
- Slideshow
- Collection

Photo ads are the most common form of Facebook advertising. Carousel and Slideshow ads allow for multiple photos to be displayed, and Collection ads allow for items to be shown and sold. This could include tickets or merchandise.²⁹

With the population size of New Pekin, Facebook advertisements will be one of the best budgeted marketing strategies for the festival. The average cost per click on a Facebook ad is \$0.27, and every 1,000 impressions is predicted to be about \$5.95.³⁰ Considering the size of New Pekin, this cost-effective advertising method would be efficient in spreading the word for the 4th of July Celebration.

²⁷ Ibid.

²⁸ "The Parke County Covered Bridge Festival." *Parke County*, 2021, <https://www.coveredbridges.com/parke-county-covered-bridge-festival>.

²⁹ "Facebook Ad Formats for Different Goals." *Facebook for Business*, www.facebook.com/business/ads/.

³⁰ Schroeder, Saunder. "How Much Do Facebook Ads Cost? Are They Worth It?" *Disruptive Advertising*, 29 Apr. 2020, www.disruptiveadvertising.com/social-media/facebook-ads-cost-value/.

Beer Tasting Fundraiser

Representatives of Pekin highlighted a desire to increase the size of the 4th of July Celebration. As mentioned in the previous section, however, Pekin struggles with a stagnant revenue stream, therefore it has been difficult for Pekin to achieve a “bigger and better” festival. We recommend that Pekin create an annual Pekin Beer Tasting Fundraiser to obtain the resources necessary to expand and improve the 4th of July Celebration.

Our team would like to acknowledge the existence of the bylaws of the Pekin Community Betterment Organization. We understand the importance of tradition to Pekin and do not wish to violate or offend the town’s community and history. It is our understanding that the bylaws prevent alcohol from being present and/or consumed at the 4th of July Celebration, but the town of Pekin is able to have alcohol-related events outside of the celebration. Our recommendation is *not* to incorporate a beer tasting event into the already existing celebration but to create an entirely separate event which should occur earlier in the year. This allows Pekin to generate more funding which can create more opportunities to grow the 4th festival.

In the United States alone, the number of breweries has seen almost a fivefold increase between 2010 and 2020.³¹ In the last five years, there has been more than a 180% increase in the number of breweries across the nation.³² This indicates that consumption of locally crafted beers is becoming increasingly popular. In the US, 52% of individuals aged 35-44 years of age and 44% of individuals aged 45-54 years of age drink craft beer weekly.³³ In Washington County, these age groups make up nearly 50% of the population, with the median age being 37.9.³⁴ This represents an amazing opportunity for Pekin to capitalize on the demographics of the county. More often than not, a beer tasting’s main goal is to fundraise for different nonprofit organizations or local areas. The benefits a small beer tasting has the potential to provide is made evident by a Colorado Parent-Teacher Organization. The PTO created a beer-tasting fundraiser complete with snacks, live music, a live auction, and local beer to build a sense of community among parents and to raise money for the school.³⁵ They were able to raise about \$12,000 from this one-day event.³⁶

“How To”

Beer tastings require state regulated permits, no matter the size of the event. Any permits necessary for the legal organization of a beer tasting can be found on the Indiana Alcohol and Tobacco Commission (ATC) website and must be submitted for approval to District 4 of the Indiana Excise Police.³⁷ The event

³¹ “National Beer Sales & Production Data.” *Brewers Association*, 12 Apr. 2021, www.brewersassociation.org/statistics-and-data/national-beer-stats/.

³² *Ibid.*

³³ Conway, Jan. “Share of Weekly Craft Beer Drinkers, by Age U.S. 2019.” *Statista*, 12 Aug. 2020, www.statista.com/statistics/1089129/share-of-weekly-craft-beer-drinkers-by-age-us/.

³⁴ “Washington County, Indiana.” *InDepth Profile: STATS Indiana*, 2019, www.stats.indiana.edu/profiles/profiles.asp?scope_choice=a&county_changer=18175.

³⁵ Hamilton, Rose. “Beer-Tasting Fundraiser a Good Idea?” *PTO Today*, 7 Feb. 2016, www.ptotoday.com/pto-today-articles/article/7586-beer-tasting-fundraiser-a-good-idea.

³⁶ Hamilton, Rose. “Beer-Tasting Fundraiser Pays Off.” *PTO Today*, 7 Feb. 2016, www.ptotoday.com/pto-today-articles/article/7587-beer-tasting-fundraiser-pays-off.

³⁷ ATC. “Alcohol Beverage Applications & Forms.” *ATC*, 14 Apr. 2021, www.in.gov/atc/alcohol-resources/alcohol-beverage-applications-and-forms/.

itself requires the planners to obtain a *Temporary Beer and Wine Permit*. The permit costs \$50 per day and requires general information about the event such as the time and date, organizer contact information, and a floor plan of the event. The floor plan must be created for safety reasons and to ensure that event organizers understand that there must be a clear distinction from “bar areas” and “family areas.”³⁸ In addition, any person serving alcohol at the event must obtain a *Temporary Employee Permit* and complete the *Indiana Certified Server Training Program*. The permit is \$5 per person, per day and requires general information about each employee. The training program is free through the Indiana ATC website, can be accessed once the employee permit has been approved, and must be completed 120 days prior to the event.³⁹

Through our research, we have found that the better sales result from all-inclusive tickets rather than from asking attendees to purchase individual beer tokens.⁴⁰ Each ticket should grant access to the event, provide three to five 4-ounce tasting tokens, and a commemorative tasting glass. The tasting tokens provide a limit on how much alcohol a person may consume, reducing the likelihood that any individual will become drunk and/or disorderly. The tasting glass is a common addition to beer festivals because they reduce the number of single-use materials, reduce the amount of potentially littered waste, entice increased attendance, and provide a concrete memory of the festival. Costs of entry vary from event to event, but we feel that Pekin should charge \$30 per ticket. Those who do not wish to drink, but wish to accompany their friends or family, should be admitted for \$5.

In addition to beer tastings, we suggest that Pekin also provide live entertainment. We see this as not only a way to create a fun and enjoyable environment, but to allow the community to have an ability to participate and showcase other talents that might not be highlighted at the 4th of July Celebration. Local artists and performers could be assigned to time slots throughout the event to provide entertainment in exchange for a free ticket or other thank-you gift. Invitations could be extended to performers outside of Pekin to grow the inter-town relationships within Washington County.

As elaborated in our first recommendation, the team believes that social media is vital to the success of the 4th of July Celebration. Similarly, we believe it will be vital to the success of a beer tasting event. Creating a “hashtag” is a great way to promote events because it easily allows people to “follow and engage with topics they’re interested in.”⁴¹ In all media posts before, during, and after the event, the hashtag should be included as a way for the community to be more interactive with Pekin’s social media and to share their experiences with other people in the community. In addition to a hashtag, Pekin should provide a “tool kit” for the businesses and breweries that will be supporting the event.⁴² This could range from flyers and brochures to window posters and business cards. Any advertisement materials given to these businesses should include information about the event, social media information, and the hashtag

³⁸ Ibid.

³⁹ ATC. “Server Training Classes.” *ATC*, 12 Jan. 2021, www.in.gov/atc/alcohol-resources/alcohol-beverage-information/server-training-classes/.

⁴⁰ “Beer Festival Event Guide: Craft your Strategy.” *Eventbrite*, 24 June 2019, www.eventbrite.com/l/beer-festival-event-guide/#menu.

⁴¹ Veal, Maddie. “How to Use Hashtags Before, During, and After Your Event.” *Eventbrite UK*, 27 Aug. 2019, www.eventbrite.co.uk/blog/how-to-use-hashtags-for-you-event-ds00/.

⁴² “Beer Festival Event Guide: Build Buzz.” *Eventbrite*, 24 June 2019, www.eventbrite.com/l/beer-festival-event-guide/#menu.

previously mentioned.⁴³ This creates the chance for greater exposure to individuals who do not reside within Pekin.

Organizations who do not operate their beer tastings as for-profit events are likely to receive donations of beer from the breweries that attend. Aside from the benefit of exposure to a new community, when it comes to being active in their local communities, most brewers are happy to help out.⁴⁴ Brewer support is more likely to be long-lasting if the number of breweries at the festival is limited.⁴⁵ With more focus on individual donors, Pekin will be able to create meaningful relationships with each brewer, increasing the likelihood that brewers will continue to provide beer in following years.

Pekin may encounter challenges obtaining donations because this is a small, first year festival. To best combat any issues related to acquiring beer, we advise that Pekin create a plan that can be pitched to brewers-- complete with the number of breweries they hope participate, the number of attendees they expect, and the reason they are asking for donations. Breweries want to maximize the impact their donations will have, both on the community they are helping and on their breweries; consequently, they will be less hesitant to donate their beer to an event that clearly establishes why they are fundraising.⁴⁶ The *Indiana on Tap* website provides an interactive map of *all* breweries, wineries, and distilleries in Indiana and provides addresses and contact information for each location. While there may be a number of breweries that are not recognized on this website, it is a fantastic resource to start the search for breweries that may be interested in providing donations for and/or participating in Pekin's beer tasting. While Pekin does not have any local brewers within its town or county limits, there are a number of breweries that are less than a forty-five-minute drive from Pekin.

Conclusion

Regarding community engagement, we propose that the festival board develop the position: chair of social media engagement. This individual will be responsible for researching/managing the festival's presence online and its impact through Facebook. With concerns raised about stagnant revenue streams and a plateaued number of festival visitors in recent years, we recommend a beer tasting fundraiser that will be held months before the 4th of July Festival as to have no association with the day-of festivities per Pekin tradition. This event will help to raise "hype"-- people will start talking about the festival long before it happens-- and funds that will go directly to the board who will have full financial control.

We thank the town of Pekin for the opportunity to be of service and are proud to have a deeper understanding of the close-knit community that it is today.

⁴³ Ibid.

⁴⁴ Brigham, Anna. "Beer Festivals: Inside the Industry." *Thorn Brewing Co. San Diego Craft Beer*, 7 Oct. 2016, thorn.beer/beer-festivals-inside-the-industry/.

⁴⁵ Kainz, Jennifer. Part owner of Wild Onion Brewery. 22 April 2021. Text.

⁴⁶ Frizzell, Charles. "Managing Brewery Donation Requests." *Brewers Association*, 13 Nov. 2020, www.brewersassociation.org/brewing-industry-updates/managing-donation-requests/.

Appendix A: Interview with Jim Meece, President of the Parke County Convention and Visitors Commission

1. What is your role in the Parke County community? More specifically, what is your role in the Parke County Covered Bridge Festival? Can you provide an overview of the Parke County Covered Bridge Festival?
 - a. Always lived in Parke County
 - b. 1957 - festival start
 - c. Family made maple syrup - involved with it through this
 - d. Has noticed changes as festival grew
 - e. President of the Parke County Convention and Visitors Commission
 - f. PCI = Parke County Incorporated
 - i. Puts festival on every year
 - ii. Made an agreement with maple producers = created the maple festival
 - iii. Non-profit = members come and go, volunteers, often vendors that sell
 - iv. Board organizes everything
 - g. County's responsibility = safety for all attendees
 - h. County always lost money = opportunity for entrepreneurs/farmers
 - i. Not for profit
 - i. County charges fee now for vendors = all vendors must get a transient merchant license to help pay for extra expenses (safety, materials, etc.)
 - i. \$100
 - j. Festivals typically fade out = covered bridge festival related to this 20-25 years in
 - i. People were getting too old
 - ii. Locals had to decide = cease to exist or allow outside vendors to come in
 1. Jury items = no duplications to maintain uniqueness
 2. TML = do not charge fees for veterans or handmade items except for tent fee
 - iii. Activity has spread throughout county = in other towns
 1. Still not profiting
2. How is the festival's board of directors/leaders structured? What advice can you share regarding board structure?
 - a. PCI = established by Parke County commissioners so it wouldn't be a county function (separate from town)
 - i. Should fall under county to help with tourism questions = PCI cannot afford to do this (closed on weekends because lack of money)
 - ii. Officers and board members
 - iii. Not much changes year to year due to longevity of festival
 - iv. Main challenge = product meets festival requirements
 1. Auditor issues to determine authenticity of vendors
 - a. Written policy for certain products = could do a property tax (extra fee for those outside of county)
3. How do you recruit volunteers for the festival?
 - a. Tough = most of board is relatively old/stubborn
 - b. Want individuals friendly with Parke County historical information
 - c. Booster clubs = volunteers because this is one of the main opportunities for those organizations to make money
4. How do you market/advertise the festival?
 - a. Conventions and visitors bureau = commission collects tax from innkeepers tax
 - i. This money goes directly to conventions and visitors commission
 1. Job is to spend money on tourism

2. PCI is conventions and visitors bureau
- b. PCI member = online/social media
 - i. A lot of older folks are not super tech savvy
 - ii. Timeline = year-round entity = market as soon festival is done
 1. Want year-round engagement and try to push other activities and festivals as well
- c. Any entity that is sort of big that wants to be associated with Parke County Covered Bridge Festival (partnership) = share the cost with them
 - i. Incentivizes involvement
 - ii. Requires partners to advertise Parke County too
5. What makes the Parke County Covered Bridge Festival unique?
 - a. Variety
 - i. Even when it was just Rockville = people like nature (last hurrah before winter), different food, different cities have different focuses
 - ii. Covid will not bring the festival down
 - iii. Example = sassafras candy in addition to maple syrup = some people have been buying candy for over 50 years
6. How do you believe the Parke County Covered Bridge Festival contributes to the well-being/sustainability of the county itself?
 - a. Huge = an attitude
 - i. 31 covered bridges = 26 are still used = exist because poor county and bridges are tough
 1. People now realize the intrinsic value of the bridges = no more complaints about fixing/maintaining bridges
 - b. Big attraction = bring in a lot of good people = people move to retire or start a business
 - i. Good place to raise kids
 - c. Without this, do not know if new people would want to come to Parke County to live and stay
 - i. Puts county on the map = something worthy = good place to live and raise your family
 - d. Unique = what would attract people to the county if there was not something special
 - e. Community alumni?
 - i. Kids usually want to go somewhere else to work = come back to the county and bring something with them = example = Natalie and her grandpa
7. Biggest piece of advice?
 - a. 4th of July festivals = very common
 - i. In Parke county, try to stagger out days so everyone can come to all
 - ii. Hard to differentiate = need a special event
 1. Beyond fireworks show = car show, reenactments, other activities, wine and cheese festival

Appendix B: Interview with Jennifer Kainz, Part Owner of Wild Onion Brewery

1. Is it worth it to attend a small, local beer festival? Would you be interested in attending a first-ever festival when there is uncertainty with how successful it will be?
 - a. Most beer festivals ask you to donate the beer so it's not a financial benefit, the only thing you really get out is marketing. Now that there are so many beer festivals, I would be hesitant to try a first year.
2. If you've attended/provided beer for smaller festivals in the past, how are you paid? (Is there a negotiated price? Is it based on how much beer you provide? etc.) And is that pretty common amongst most brewers?
 - a. The majority you are asked to donate. Some festivals will pay but most it's just a donation.
3. How do festival organizers typically approach or contact you about participating in their festivals?
 - a. Through Illinois Brewers' Association.
4. Have you/would you be willing to advertise the festival at your brewery?
 - a. Yes, we've done that before. If you have your own then you can make more money off of it. Example: Drago release event, selling your own product.
5. Is your bartending permit only valid in your ATC district? Or does it allow you to serve alcohol in your entire state?
 - a. It's a liquor license, it allows us to sell in the whole state.
6. Do you bring your own employees or does the festival provide you with volunteers?
 - a. Both. But if you want to sell your product it's best to represent your own brand and have your employees work it.
7. Do you have any tips or recommendations for a small festival?
 - a. Limit the amount of breweries at the festival and limit it to true local micro-breweries. Sometimes we go to these festivals and there's Bud Light and they just become these drunk fests. Keep it small, keep it local, and maybe even make a collaboration beer.

Appendix C: Meeting with Darlene Hall and Jaden Stone, Pekin Representatives

1. If I were someone looking to volunteer, how would I go about signing up to help?
 - a. Is there a committee/person in charge of organizing volunteers?
 - i. There are only about 12 long-term volunteers who assist with planning/organization of the festival
 - ii. They reach out to the schools to get volunteers for the festival itself (parade organization, ticket sales, cleanup) but aren't usually successful
 - iii. Utilize residents and work-release individuals to clean-up
2. What elements of the 4th of July festival are consistent from year to year?
 - a. parade, contests, fireworks
 - i. The parade -- typical old-fashion parade with floats, school band, old fashioned cars, motor cycles, etc; starts at the high school, ends in the park
 - ii. Contests -- king/queen, prince/princess, baby contests; after the parade in the park
3. Are there community sponsors that assist with funding/have their own booths that provide an activity/food? Something like a local bank, law office, restaurants, etc.
 - a. Have an "ad book" that has spaces for about 40 ads which is handed out to people during the festival
4. What is the annual budget for the festival?
 - a. No real budget; use whatever funds are made from the previous year
5. What year was the festival most successful, and why do you think that is?
 - a. Not sure of the year, but there was one year where there were about 10,000 people
6. General overview of the festival:
 - a. When and for how long does the festival occur?
 - i. Usually just one day, but this year, it might be split into 3 days
 1. One night for the fireworks (3rd), one day for the contests (4th), and then one day for the parade
 - a. Just because of logistical/organizational reasons
 - b. How many people typically attend the festival? Is there an attendance goal for this year? Do most locals participate? Is there a large attendance from out-of-town folks?
 - i. No set number on attendance goal... Darlene would like to see a "bigger and better" festival with more people (more money)
 - ii. Most (if not all) locals participate, and *tons* of people come from outside of Pekin
 1. It's a day of "coming home" where people who have moved away will come back just for the tradition
7. Does Pekin ever leverage its relationships with the surrounding communities (Salem, Campbellsburg, etc.)?
 - a. Not really, no. "They do their own things."
8. Are vendors present? Are they local? Is there more of an opportunity to bring vendors in from other areas?
 - a. Yes, both local and out-of-town; there could be an opportunity to bring more vendors in, but it would have to follow the bylaws made by the Betterment
9. Main issue that Pekin wants help with?
 - a. More long-term volunteers to plan and organize the entire festival
 - i. The same dozen of individuals do it every year and it gets exhausting because there is so much to plan and because they have to do it year after year
 - b. "Bigger and better"
 - i. Want to increase the number of people that are in attendance, the number of vendors present, the number of fair rides, etc.
 - ii. Of course, this means there needs to be more money coming in

1. They operate as a non-profit and pretty much just break even with what they are doing now
2. A setback is that the Betterment's bylaws make it a little tricky to come up with new ideas (ex. no alcohol allowed, period.)

General

- first gathering in 1830
- up to 10,000 people
- a day of "coming home"
 - people can't wait to get out of Pekin, but come home for the tradition

Main issue?

- need *committed* members and volunteers to help with the planning of the parade/contest
 - pretty much a dozen people planning the whole thing
- bigger and better
 - find new activities/bring new ideas to bring bigger crowds/more money

Ad sales

- pay for the fireworks
- ad book with 40 or so ad spaces
 - hand them out during the parade

Alcohol...

- cannot have alcohol associated with the festival at all
- Pekin Betterment Organization by-laws
 - president of that organization doesn't want to budge
 - Darlene *would* like to budge!
 - we can still put alcohol suggestions in our report which could maybe help organizers/the town get the organization to change the laws
 - emphasize how beneficial it could be!
 - would need to be *very* well thought out
- Local distiller?
 - Alan Bishop
 - could be fun to have locally distilled booze! supporting a local, while still bringing in money!

Attendees?

- a lot of people coming from out of town
- people come home just for the fourth of July
 - 8/10 people want to come home
 - population of pek in is only about 1500

Volunteers on the actual days of the festivals

- "start begging the day of the festival"
- need people to help the parade organizer
 - everyone meets at the school for the parade
- cleaning up?
 - town helps, work release individuals, Darlene does what's left
- student groups?
 - need volunteer hours, need some money

Darlene would like...

- wants to set up more like a county fair
 - bigger/more rides
 - more vendors
- need ideas to make more money
 - Betterment needs to agree on them though
 - t-shirts, commemorative knives/coins have been offered in the past



Red, White, and Run: The First Half-Marathon in The Oldest Fourth of July Festival

Indiana University-Bloomington

Esha Gullapalli
Chloe Babcock
Zoe Myers
Kirsten Halverson
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**Sustainability Law and Policy
Spring 2021**



**KELLEY SCHOOL
OF BUSINESS**

INDIANA UNIVERSITY

Executive Summary

Pekin's Fourth of July Festival is the country's longest-running community 4th of July festival¹. Pekin community leaders have expressed that over the past few years the annual fair has been struggling with a lack of young volunteers, low attendance rates, and a stale festival experience.

The team concluded that reconstructing the annual festival to incorporate an annual 5K marathon would resolve all of Pekin's declared issues. A marathon is a running event² that allows people to raise awareness and support a cause. Having a marathon be an integral part of the festival will allow Pekin to market the marathon as a way to fund and support the Pekin community for the future. The revenue generated from the festival will go back to support the Pekin community budget and the remainder of the funds will be used to support the next marathon. The event will bring the entire community together to raise awareness and funds for local charities and Pekin related issues. Small towns often struggle with young people leaving, dying downtowns, few new residents, lack of shoppers and consumers, and rising health issues with little to no specialized medical care. Creating this event will allow revenue generated to support Pekin's community members who are suffering and help revitalize the community downtown.

The annual 5K will be a multiple-day festival that will be sponsored by the local Pekin and Indiana businesses with a specific cause in mind for that year. The marathon will partner with the local grade schools to get young volunteers to hand out water bottles, assist with setup, create stickers, make flyers, and be live entertainment!

Pekin is struggling with an aging town population resulting in a lackluster annual festival. The team strongly believes that curating a marathon will result in a more appealing festival and will draw in attendees from all over the state.

Project Description

The team was tasked with finding creative new ways to increase attendance and engagement for the annual Fourth of July Pekins festival.

Client Description

The team was originally introduced to Washington Country through the Impact portion of Indiana University's Center for Rural Engagement webpage. Here the team learned more about Washington County as a whole and was briefly introduced to the town the country holds

¹ "New Pekin, Ind., Has 'Oldest' 4th of July Celebration in the Nation," Limestone Post Magazine, June 27, 2016, <https://www.limestonepostmagazine.com/new-pek-in-has-oldest-4th-of-july-celebration-in-the-nation/>.

² Col Ray et al., "What Is A Marathon? And Why Are We Running?," JustRunLah!, April 1, 2020, <https://www.justrunlah.com/2017/05/14/what-is-a-marathon-and-why-are-we-running/>.

including the one they would be working with more closely, New Pekin. This website also introduced the team to the Fourth of July Pekins festival they would be aiming to improve³.

The team got to know the community of Pekin more closely throughout the semester through classes, emails, and zoom meetings. Here the team learned critical information about the community including, social norms of the town, how COVID 19 has affected the community, and the typical agenda for the festival. Some of the most important information the team gathered was that there is to be no alcohol sales in the park where the festival is held. The parade will be moved to the fifth this year so there will be no conflicts with Sunday mass, and it will start at 10am.

Typical activities for the festival include: Picnics in the park, music, politicians, floats, local businesses, high school band, queen contest, prince and princess, baby contest, parade, flea market, vendors, entertainment on the stage. The town is usually home to around 1500 people, but the activities for this festival typically bring in a crowd of around 10,000. With attendance on a decline, some of the biggest wishes the community has for this festival are to get more volunteers, a more profitable way to bring in revenue for the town, and for attendees to be more engaged with the activities the festival provides.

Sustainability Justification

Local Business

The team found many contributing factors on how festivals in small towns drastically improve community well-being, one of the most prevalent being the impact they have on local businesses. Tourism skyrockets during times of festivals providing local restaurants, boutiques, and shops with new customers. Tourists also increase tax revenue by using local transportation and hotel services which can then be given back to the community to improve schools housing and hospitals⁴. Thus, both individuals and the towns themselves benefit from celebrations.

Research also shows a direct correlation between money and quality of life and happiness. People who do not have to worry about income are far less likely to deal with harsh levels of stress⁵. Therefore, this contribution to local businesses helps increase overall community well-being.

³“Washington County: Sustaining Hoosier Communities.” Center for Rural Engagement. Accessed April 25, 2021. <https://rural.indiana.edu/impact/shc/washington-county/index.html>.

⁴ Shelton, Gwen. “The Economic Impact of Festivals on Small Towns,” April 2017.

⁵ Kavoussi, Bonnie. “Money Buys Happiness, Up To A Certain Point.” HuffPost. HuffPost, April 18, 2012. https://www.huffpost.com/entry/money-improves-quality-of-life_n_1434073#:~:text=A%20bigger%20paycheck%20could%20buy,financial%20burden%20to%20family%20members.

Community Pride

Apart from the business side of things, the team found that another way festivals increase community well-being is by fostering community pride. Festivals are a great way to promote community pride because they involve a lot of members of said community and celebrate the small, unique things that make the town special. This is important for a town because people with higher levels of community pride are more likely to speak positively about their community to inside and outside members which raises the likelihood of them contributing to necessary functions a town needs to run like volunteerism and essential organizations⁶.

Relationships

Festivals are also responsible for the strengthening of relationships within a community. The planning phase is usually when bonds are established in relationships between all members of the community including but not limited to elected officials, volunteers, staff, and interested residents. The reason these bonds are crucial for communities is because they increase social capital. Towns that have residents that not only work well together, but also are positive and friendly towards each other makes for healthy communities. Communities that can effectively work to improve their standards of living and quality of life⁷.

Scope of Work/Research Methodology

On February 28, a team representative was sent to meet with Darlene, a spokesperson for Pekin. In that meeting, they were able to ask a lot of foundational questions to gain a better understanding of both the town of Pekin and the festival it hosts every year. Pekin provides entertainment and activities like the parade, beauty pageant, live music, and flea market. She also went into more detail about some changes they would like to see. She emphasized that she wanted different activities to draw people in as well as more festival helpers and volunteers. Any other ideas on increasing revenue would be welcome.

The team has made other efforts to reach out or meet with Pekin representatives without much success. After the initial question and answer with Darlene, the team decided to meet and figure out what the next steps would be. The team then sent a member to speak with Professor Eskew about questions concerning the project. In this meeting, the idea to add a marathon to the Fourth of July festival was formed. The team met again the day after, and we solidified our idea. The exact plan for the marathon was planned out, and the remaining research and writing that needed to be done was divided.

⁶ “Community Festivals-Big Benefits, but Risks, Too.” UMN Extension. Accessed April 25, 2021. <https://extension.umn.edu/vital-connections/community-festivals-big-benefits-risks-too>.

⁷Ibid

Recommendations

Half Marathon

The team's recommendation to Pekin's Fourth of July celebration is to add a half marathon and a 5k to raise attendance, raise profits, and raise community involvement and volunteerism. A marathon promotes a healthy lifestyle, raises substantial amounts of money, and can have huge impacts on the community that holds it. There are countless opportunities for community involvement, including having student volunteers, community participants, and community design competitions for T-Shirt and sticker design.

A half marathon is approximately 13 miles and can be completed in under 5 hours. They have gained popularity in recent years and are more commonly being held at festivals and fairs. Because they are shorter and more "do-able," half marathons allow for more community engagement and participation. We have included a possible route for the marathon to have the race begin and end at Pekin Park. (Figure 1)

Adding a half marathon and a 5k will give incentive for people in neighboring and distant communities to come and visit Pekin to participate in the marathon and attend the festival. Our team believes that attendance could be significantly increased and by having a race fee, profits could also be increased.



Figure 1

5K For Kids

The team also recommends adding a 5k marathon as well as a half marathon to allow kids to get involved with the fair. A 5k run is about 3 miles and would allow even more people in the community to participate. We recommend having fun prizes and participation awards for children so they are more excited to participate. Additionally, holding a 5k will allow Pekin to have a course down Main Street or by Town Hall.

Volunteerism

Also, incorporating a half marathon will give Pekin the opportunity to have an increase in community volunteers, especially regarding the younger population. The team recommends that the festival works together with local high schools and middle schools, including the East Washington Schools and other possible schools. The schools can possibly provide incentive for students to come volunteer.

The team’s plan for volunteers at the half marathon is to have people registering runners, handing out T-Shirts and water, guest services, aid stations, and helping set up and take down the course in and around Pekin Park. We believe that the addition of the half marathon will bring in more community engagement and more volunteers

Community Engagement

Implementing a half marathon would allow us to increase community engagement in the festival. Community engagement is critical in the sustainability of communities. For community networks to be successful, they need to incorporate a broad spectrum of the community. This includes community members less inclined to participate.⁷ The team's plan involves increasing engagement with younger children. There will be a contest among different age groups to design various items for the marathon. Older kids can enter a competition to design the marathon T-Shirt, and a younger age group can design something smaller like stickers. We are also planning on creating a shorter run for some of the younger kids. There will be a 5k division that offers participation awards for the kids. This will hopefully draw in more interest and excitement with a younger demographic.

Financial Benefits

Marathons have been used for decades to raise awareness and advocate for causes. Marathons are relatively price inelastic, meaning if participation costs go up, people will still choose to take part. Marathons come with a certain level of prestige. Corporations are willing to contribute lots of money to sponsor these marathons because it is a great marketing opportunity for these companies to align themselves with a good cause. Participants are charged based on the type of race and the larger the race, the bigger the participant cost. The New York City Marathon is one of the world's most prestigious marathons, hence draws in an elite group of people. This marathon charges an average registration fee of \$330, \$200 more than the average race.

According to the Philadelphia half-marathon, the cost to hire a police presence costs anywhere between \$30,000 and \$120,000⁸. All marathon participants receive a t-shirt, medals, and other goodies, which costs approximately \$13 per runner. Large marathons tend to benefit from economies of scale. Start up or smaller marathons will have to spend a lot more money on supplying the runners with t-shirts, goodies, and medals.

According to Investopedia, the biggest source of revenue for marathons is the entry participation fee⁹. Since most marathons are associated with charitable organizations, most runners do not mind the higher registration fees since a lot of the entry fee will go towards helping a child with cancer or building a new school for a rural community. The Washington Post determined that for every \$99 a runner paid to participate, the corresponding sponsor contributed \$58.

⁸ Vanessa Page, "The Economics Behind Marathons," Investopedia (Investopedia, August 28, 2020), <https://www.investopedia.com/articles/investing/100815/economics-behind-marathons.asp>.

⁷ Bowen, Frances, et al. "When Suits Meet Roots: The Antecedents and Consequences of Community Engagement Strategy." *Journal of Business Ethics*, Springer Netherlands, 27 Jan. 2010, link.springer.com/article/10.1007/s10551-009-0360-1.

⁹ Ibid.

Organizations are inclined to sponsor and create these marathons because of their popularity. As a marathon becomes more popular, an organization can charge more for registration, meaning more profit can be made to be donated. In addition, these marathons boost local economies and businesses. Many people who run at these events come from all over the nation and world. Meaning, revenue injection into local hotels, restaurants, and other businesses. If the city is the organizer, like it would be for the Pekin marathon, all the revenue generated would not be split between organizer and hosting city. Pekin will hold onto all profits.

Lots of small towns nationwide host marathons. The Woodlands Marathon is based in a suburb of Houston. The town has a population of approximately 100,000 and the 2021 attendance for the full marathon, half marathon, and 10K was around 4,000 runners¹⁰. The registration fee for the 2022 marathon is \$100, so with 4,000 runners that is approximately \$400,000.

Pekin is a smaller community than The Woodlands, so the team has estimated that approximately 1,000 runners will sign up for the premier event. If the entry fee is \$40, that will total approximately \$40,000 for the event if there are no additional sponsors that will draw in more runners. Encouraging high school students to volunteer for credit hours will remove the need to hire people to man the food and beverage stalls. In addition, the Pekin police force can volunteer their time as a way to give back to the community. This way, there will be no additional costs to hire a security team.

Pekin is situated in a great place for consistent future revenue. It sits in Washington County which consists of small towns all which have a cumulative population of 28,000. Pekin is also 27 miles and 36 minutes away from Louisville, KY – a metropolitan city with over 1.2 million¹¹. Like Pekin, The Woodlands is approximately 36 miles from metropolitan Houston, and if The Woodlands marathon can gross around 4,000 runners annually, the team believes the Pekin marathon can do the same. There are also a lot of Louisville businesses that would benefit from supporting a local marathon like the one in Pekin since the small town is located in one of the poorest counties in Indiana¹².

Additional Resources

Incorporating High-School Students

¹⁰ “The Woodlands Marathon,” The Woodlands Marathon, accessed April 25, 2021, <https://www.thewoodlandsmarathon.com/Race/TheWoodlandsMarathon/Page-46>.

¹¹ “Louisville, Kentucky,” Wikipedia (Wikimedia Foundation, April 22, 2021), https://en.wikipedia.org/wiki/Louisville,_Kentucky.

¹² Trisha Faulkner, “Here Are the 12 Poorest Counties In Indiana,” August 22, 2015, <https://www.onlyinyourstate.com/indiana/poor-in-counties/>.

¹³ Nature Conservancy, “Indiana Farmers Use Conservation Practices on Rented Cropland,” April 25, 2021, <https://www.nature.org/en-us/what-we-do>.

In addition to hosting an annual marathon, the team believes that incorporating the local high school students to act as entertainment would be a great way to get the younger generation involved. Students not only in Pekin, but in other towns can volunteer to be live entertainment for the marathon.

Throughout the route, these students involved in orchestra, band, and choir can participate in the marathon by providing live entertainment for the runners. Using student volunteers will decrease expenses to provide live entertainment and students will be incentivized to participate as they can put their experience with the marathon on their resume as well as put use their volunteer time as experience for future jobs.

Not only can we incorporate high school students, but we can also incorporate middle school students into the volunteerism. Pekin usually has live entertainment in the form of a play, so instead of paying for these actors or rounding up older Pekin community members to perform the same play every year, Pekin can make use of their middle school students. Middle schoolers can work with their school classmates to curate historical plays and perform them at the Pekin Park.

Charitable Partnership

Adding a charitable partnership to the marathon and 5k would further help the community's cause and spread awareness about the event. People are more willing to spend money and fixate less on the price of something when it's something associated with a good cause. The money raised would go towards funding initiatives in Pekin specifically sustainability practices.

We decided to partner with the Nature Conservancy. They are a global nonprofit that conserves and upkeep all land that needs it. This specific nonprofit can help with sustainable farming practices in Pekin. The Nature Conservancy impacts conservation in 72 countries and territories: 38 by direct conservation impact and 34 through partners. Since Pekin is small and rural, Nature Conservancy can help the town turn that land into farmland that would then give opportunities to the townspeople to help their local economy as well.

Conclusion

We want to thank the Pekin community for giving us the opportunity to work on a proposal for them. Pekin's Fourth of July festival is a community event that adds both social and economic value. Overall, we decided that Pekin's best course of action was to add an annual 5k and half marathon. Implementing the marathon, the town would reap financial benefits as marathons are price inelastic, and people will want to take part regardless of fees. Corporations would be willing to sponsor the race as it's a great marketing opportunity.

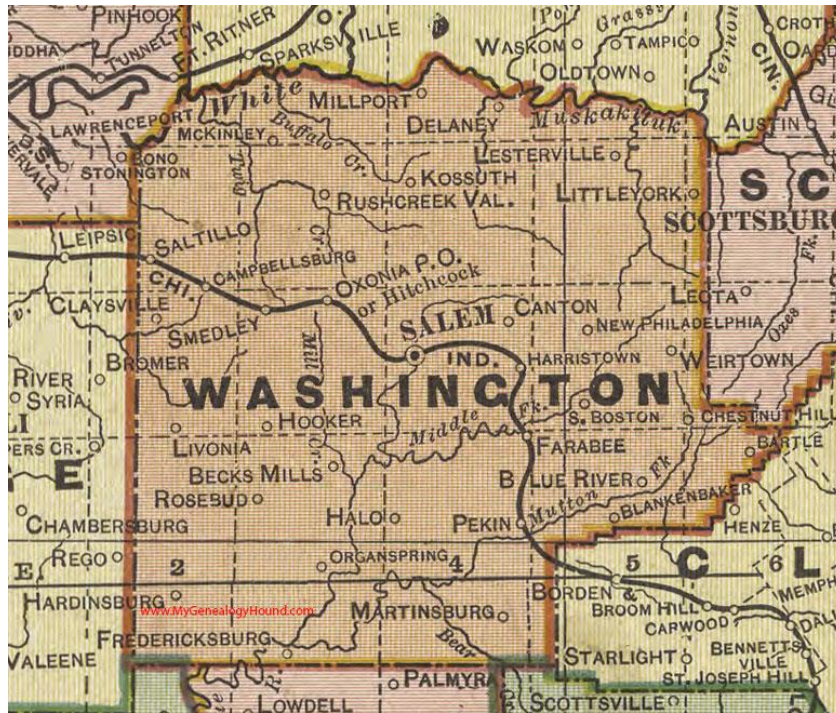
In addition other small towns have hosted marathons and made revenue from this. For example the Woodlands Marathon in Houston was able to make over \$400,000 by charging \$100 for a ticket with 4,000 runners. The race itself can be completed in under five hours and is about thirteen miles. This gives incentive to people from out of town to visit Pekin and participate in all parts of the festival. The other benefits include more volunteerism from citizens, where more of the community will be engaged. A marathon would solve the problems that were at hand: low turnout, decreased involvement, and a mediocre festival experience.

Appendix

Interview with Pekin Spokesperson, Darlene:

- Activities at the festival: Picnics in the park, music, politicians, floats, local businesses, high school band, queen contest, prince and princess, baby contest, parade, flea market, vendors, entertainment on the stage
- Parade starts at 10 am and they close streets, some people park at 6:30 am
- Parade will be on the fifth this year, so it doesn't interfere with Sunday church
- No spike in cases in Washington county so they had a small parade last year
- Program book that sells ads to pay for the fireworks - around 40 ads
- Need help getting members and volunteers to help with planning
- Five board members and five solid volunteers put on this festival
- No alcohol sales in Pekin park - against bylaws, several members of the betterment will not budge on the alcohol
- Need new activities to draw people in
- Uses local news stations, uses the Salem newspaper ads, but mostly common knowledge for this area (updates are spread by a Facebook page)
- Parking is very limited
- A lot of tourism, almost 10,000 people in Pekin once
 - 1500 people living in Pekin
- Need 12-15 people to help the organizer

- Town helps them clean up after the fest
- Sheriff offers workers (felons) to help clean up
- Contacts the schools that need volunteer hours or a little money to help clean
- Wishes for bigger and better carnival rides, more than 3-4, can't because they struggle with funding,
- Need ideas on how to make more money, this has to be within the bylaws
- Sold knives, coins, t-shirts in the past
- Last year because of Covid there was no baby contest, flea market, firework show, or live entertainment
- Can't hand out brochures or candy
- Limited the number of floats
- Encouraged families to picnic out in the park
- Every year, attendees try to break their own Guinness World Record for the largest ensemble playing the spoons.
- There is sometimes a Hillbilly burlesque show



Sustaining Hoosier Communities:
Revitalizing Existing Festivals in Salem, Indiana

Indiana University - Bloomington

Sustainability Law & Policy
Spring 2021



**KELLEY SCHOOL
OF BUSINESS**

INDIANA UNIVERSITY

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Welcome and Team Introductions

Dear Clients,

Thank you all for taking the time to read the team's report. The team has worked extensively on this report throughout the course of the Spring 2021 semester and the team is excited to deliver to you all the final product.

The team is made up of five dedicated Indiana University undergraduate students:

- **Kate Alvarado**; *Marketing, Professional Sales, and Sustainable Business '21*
- **Liz Hamilton**; *Entrepreneurship and Corporate Innovation, Sustainable Business '21*
- **Moe Khatib**; *Environmental Management, Urban Planning and Community Development BSPA '21*
- **Haleigh Reed**; *Marketing, Sustainable Business, Law Ethics and Decision Making '21*
- **Nina Stein**; *Supply Chain Management, Sustainable Business, Law Ethics and Decision Making '21*

In completing this project, the team could not have been nearly as successful without the following people:

- **Tara Kritzer**, *Executive Director of Washington County Chamber of Commerce & Tourism*
- **Jeremy Elliott**, *The John Hay Center Executive Director/Washington County Historian*
- **Kelly Eskew**, *Clinical Professor of Business Law & Ethics at Indiana University - Kelley School of Business*
- **Haley Motsinger**, *lifelong Salem town resident*

Thank you again to everyone who supported the development of this project and the team hopes you enjoy reading this report and consider the final recommendations.

Executive Summary

Salem is a small town of just over 6,000 residents nestled in scenic southern Indiana.¹ Located approximately 35 miles from Louisville, Kentucky and 100 miles from Indianapolis, Indiana, Salem has retained its small-town charm over the years.² One of the flagship small town events that occurs annually in Salem is the Old Settlers' Days Festival.³

The Old Settlers' Days Festival is an event that is held annually on the third weekend in September. It is free to the public. The event was first held in 1875 and celebrates the pioneers that settled Washington County. Traditionally, the festival includes live reenactments celebrating the rich history of the settlers of Salem, providing guests with a glimpse into daily life of the early days of town establishment. Typical festivities also include food and vendor booths and free tours of both the Stevens Memorial Museum and train museum The Depot.⁴

The team sought to improve upon the existing infrastructure of the Old Settlers' Days by adding sustainability elements, while retaining the charm of small-town life and ensuring current and former town residents would still attend the festival. The team worked extensively with Tara Kritzer, executive director of the Washington County Chamber of Commerce & Tourism, utilizing her expertise on town history and festival operations to identify strengths as well as areas of improvement for the Old Settlers' Days. In addition to Ms. Kritzer, the team collaborated with Jeremy Elliott, executive director of the John Hay Center & Washington County historian, who provided valuable insights on the history of Salem and how the Old Settlers' Days portrays that history. The team also interviewed a lifelong town of Salem resident for her insights on the festival.

There are significant opportunities for improvement to the existing Old Settlers' Days in Salem, Indiana to add new flavor while retaining the small-town charm. These opportunities have the potential to incentivize current town residents to attend the festival, as well as draw former town residents back home for the weekend. However, these opportunities are not without potential challenges, but overall, the benefits of revamping the festival to become more inclusive and sustainable will contribute to increased attendance and participation in the Old Settlers' Days.

Project Description

The following report provides an overview of research conducted on the history of Salem and identifies strengths and weaknesses of the existing Old Settlers' Days. Specific recommendations on how the festival can include elements of sustainability and inclusion, while still retaining small

¹ "About Salem Indiana." *Welcome to the City of Salem Indiana*, cityofsalemin.com/.

² Ibid.

³ "Old Settlers' Days." *John Hay Center*, johnhaycenter.org/events/old-settlers-days/.

⁴ Ibid.

town charm and ensuring high festival attendance, are outlined and justified in depth with research and interviews.

Client Description

Washington County is situated in the heart of southern Indiana and is home to over 28,000 residents.⁵ Washington County is home to 10,850 households and 7,799 families, according to the 2010 census.⁶ Of the 10,850 households, 34.7% had children under the age of 18, 54.8% were married couples living together, 11.1% were a single mother household, 28.1% were non-families, and 23.7% were individuals.⁷ The median age of a Washington County resident is 39.2 years.⁸ The racial makeup of the county was over 98% white at the 2010 census, with less than 1% being Asian, American Indian, or African American.⁹ Those of Hispanic or Latino origin made up approximately 1% of the population of Washington County as well.¹⁰ Finally, the per capita income in Washington County was \$19,278, and 12.2% of families and 16.9% of the total population live below the poverty line.¹¹

Salem is the county seat and the county's only incorporated city in Washington County, and is the focus of this paper. The city of Salem was laid out and platted in 1814 and was named for Salem, North Carolina, which was the hometown of one of the city's founders.¹² Salem is primarily an agricultural community, and the median income for a household is approximately \$29,256 with the median income for a family being \$37,179.¹³ About 8.5% of families and 11.6% of the population live below the poverty line.¹⁴ The main educational institutions in the town are Salem Community Schools.¹⁵ Annual cultural events in the town include Old Settlers' Day, celebrated the third weekend in September, and Friday Night on the Square.¹⁶ The birthplace of John Hay has been a National Historic Site since 1971 and the town is also home to Salem Speedway.¹⁷

⁵ "Washington County, Indiana." *InDepth Profile: STATS Indiana*, www.stats.indiana.edu/profiles/profiles.asp?scope_choice=a&county_changer=18175.

⁶ Ibid.

⁷ Ibid.

⁸ Ibid.

⁹ Ibid.

¹⁰ Ibid.

¹¹ Ibid.

¹² "Salem, Indiana." *Salem, Indiana (IN 47167) Profile*, www.city-data.com/city/Salem-Indiana.html.

¹³ Ibid.

¹⁴ Ibid.

¹⁵ Ibid.

¹⁶ Ibid.

¹⁷ Ibid.

Sustainability Justification

From economic to social impact, community festivals play important roles in revitalizing rural communities. While the economic impact can be easily observed, the social impact of festivals is often less direct but still immensely important.

In terms of direct economic impact, community festivals create impact through facilities preparation, patron's spending, and vendors and local exhibitors. Local vendors, artisans, craftsmen, restaurateurs, hoteliers, and innkeepers often make a large portion of their annual income during community events. Events also help to capture attention and promote attractions and infrastructure which ultimately encourages tourism.¹⁸ There are also indirect economic impacts of community festivals. Indirect impact includes the total value of supplies and services supplied to festival-related businesses.¹⁹ Festival expenditures, both direct and indirect, have a "ripple effect" as the money spent on the festival continues to stimulate the local economy.

The social impact of community festivals is a little less obvious. Community festivals are generally organized by and for the local community, and traditionally celebrate a theme that originated from within that community. These festivals provide community members with opportunities for socialization, entertainment, and social networks which can aid in community cohesion and the building of social capital within communities.²⁰ A study done by UMass Amherst students on the influence of festivals and local events on community quality of life found the number of festivals and local events attended to be a statistically significant and therefore crucial variable in improving local residents' quality of life.²¹ While the social impact of community festivals is significantly less well studied, the research that has been done clearly demonstrates the community cohesion that is created as a result of local events.

Scope of Work and Research Methodology

To determine how to best include elements of sustainability into Old Settlers' Days for the town of Salem, the team began by attending an informational session on February 10, 2021. Prior to this meeting, the team reviewed information available on the Sustaining Hoosier Communities website. Then, the team formulated questions for the Washington County clients to be asked during the meeting. This initial meeting helped provide insight on the background and history of Washington

¹⁸ Irshad, Humaira. *Impacts of Community Events and Festivals in Rural Places*. Study. Alberta: Government of Alberta, 2011. Document.

¹⁹ Tolle, Chelsea Mae, "The economic impacts of annual community festivals: A case of the Sturgis Falls Celebration, 2013" (2014). Dissertations and Theses @ UNI. 204.

²⁰ Small, K. E. (2007). *Understanding the social impacts of festivals on communities*.

²¹ UI, SANGCHOUL; DAY, JONATHON; and CAI, LIPING, "The Influence of Festivals and Local Events on Community Quality of Life" (2016). Travel and Tourism Research Association: Advancing Tourism Research Globally. 9.

County. It outlined an overview of current festival operations and framed the project in a way that allowed the team to begin basic, but focused, research following the conclusion of the meeting.

Moving forward from the initial meeting, the team brainstormed a list of potential ideas for the proposal and research was conducted on each of these. In this research, the team reviewed sources about different types of festivals being held elsewhere in Indiana or nationwide. From this research, the team aimed to align the findings with the information presented about Washington County and the city of Salem. If the potential idea could not be aligned with the purpose of the Old Settlers' Days festivals or the needs of the people of Salem, the idea was passed on.

Once a clear vision of recommendations was formulated based on the interview and outside research, a second client meeting was scheduled with Tara Kritzer. In this meeting, the team asked questions about the following topics:

- indigenous history of Salem
- the speedway located in Salem
- alcoholic beverages at the festival
- live music at the festival
- high school involvement in the Old Settlers' Days

From the answers provided in this meeting, further research to include in the final report was prompted and the team's recommendations were refined. See *Appendix A* for full notes on the first meeting the team had with Ms. Kritzer.

Between the second and third meeting conducted with Tara Kritzer, the team met with our professor, Kelly Eskew. In this meeting, the team was able to deliver information on the research that had already been conducted as well as recap the previous client meetings conducted. The team's project recommendations were also discussed in depth and the team was given feedback on ideas to include in the final proposal. This led to some reevaluation of what the final report would ultimately include, but also provided validation for the team's research and ideas. This was vital in providing direction for the team's final report.²²

As the team moved into the final stages of report formulation, a final meeting was scheduled with Tara Kritzer, in which questions the team asked questions about the following topics:

- local bands
- local breweries
- the potential of renaming Old Settlers' Day.

²² Eskew, Kelly. Clinical Professor of Business Law & Ethics at Indiana University. (26 March 2021). Zoom Correspondence

See *Appendix B* for full notes on the second meeting the team had via email with Ms. Kritzer.

The team also spoke with 22-year-old lifelong resident of Salem, Haley Motsinger. In this interview, a team member asked questions about the following questions:

- Have you been to the Old Settlers' Day Festival?
- What are your thoughts on the festival?
- Do you think more people would come if the name or theme were changed a bit?
- Do you think more people would attend if there was alcohol or live music?

Ms. Motsinger provided the team with firsthand perspective on the Old Settlers' Days festivals, stating that the food options were lacking in diversity and expressed interest in having nicer booths available at the event.²³ Moreover, she expressed enthusiasm for both the ideas of alcohol and live music.²⁴ Ms. Motsinger also stated an example of an exemplary small-town festival in Indiana as being the Oktoberfest annual event in Seymour, Indiana.²⁵ From the interview with Ms. Motsinger, the team was provided with validation for report ideas, a firsthand perspective of the Old Settlers' Days festival, as well as further festival examples to research. See *Appendix D* for full notes on the interview one team member conducted with Ms. Motsinger.

The team's final interview was conducted with Jeremy Elliott, historian at the John Hay Center. In this meeting, Mr. Elliott was asked about his knowledge of indigenous history in Salem, Washington County, Indiana. Mr. Elliott was asked the following questions:

- What is your knowledge of indigenous history in Salem, Indiana and Washington County?
- What Indigenous communities existed in Washington County before European settlement?
- What is your knowledge of Indigenous community life in Washington County prior to settlements?
- What is your knowledge of Indigenous people today living in Washington County today?
- What resources do you have at your disposal to learn more about Indigenous history in Washington County, Indiana?

Mr. Elliott first informed the team that most of his indigenous knowledge is from the pioneer settlement era up to their forced expulsion from the area in the late 1820s. According to Mr. Elliott, the land in Washington County was used and inhabited by several tribes of Paleo-Indians, most likely Shell-mound and Woodland. During and following colonization of the East Coast, Washington County land was largely inhabited by the Miami Nation of Indians. The earliest of the

²³ Motsinger, Haley. *City of Salem lifelong resident*. (April 14, 2021). Text Message Correspondence.

²⁴ Ibid.

²⁵ Ibid.

historic tribes that inhabited Washington County were the Piankeshaw, cousins to the Miami. After European colonization, the Miami Nation of Indians invited, welcomed, and accepted many traditionally eastern tribes who were displaced to take up residency in the state of Indiana, including Washington County.

When white pioneers arrived in Washington County in the beginning of the 19th century, the dominant tribe was the Delaware. The Shawnee and the Piankeshaw tribes occupied the land to a lesser degree and still maintained fishing and hunting lodges in Washington County's northwest sector, along the White River.

The resources to learn more about indigenous history in Washington County that Mr. Elliott suggests are housed inside the Stevens Memorial Museum's genealogy library, John Hay Center, and at the Indiana State Library.²⁶ See *Appendix C* for Jeremy Elliott's written account of his knowledge of Indigenous history in Washington, County, Indiana.

Recommendations

Based on the information the team has gathered through interviews with Ms. Kritzer, Mr. Elliott, and Ms. Motsinger, as well as secondary research, the team has determined some recommendations that will revitalize Old Settler's Day and allow the festival to be more inclusive. The team's recommendations are described below.

Land Acknowledgement

The team recommends that a land acknowledgement to recognize and respect the indigenous peoples of Salem is incorporated into the festival. Acknowledging Native tribes can raise awareness about the histories of these people that are often suppressed, ignored, or forgotten.²⁷ This awareness can be raised by starting each day with a land acknowledgement. This acknowledgement can be given multiple times throughout the festival as not everyone arrives at the beginning of the festival. The acknowledgment would ideally be given from a central stage where many attendees can listen and reflect. More information on how to write and present a land acknowledgment will be provided in the *Appendix E*.

²⁶ Elliott, Jeremy. John Hay Center Executive Director & Washington County Historian. (14 April 2021). Email Correspondence

²⁷ Friedler, D. (2018, February 09). If you're Not Indigenous, you live on stolen land. Retrieved April 24, 2021, from <https://www.teenvogue.com/story/indigenous-land-acknowledgement-explained>

In addition to a verbal acknowledgement that can be presented to the patrons of the festival, posters can be printed off and hung throughout the venues to raise awareness of the federally and non-federally recognized Native tribes of Salem. Examples of these posters are in *Appendix F*.

Renaming Old Settlers' Days

The team also recommends renaming the festival to something that is more inclusive. The team understands the history and tradition behind the name “Old Settlers’ Day;” however, this name does not recognize nor respect the indigenous people who were there before the settlers and were forcibly removed from the area.

Festival planners can gain input from city residents, including past festival attendees, students, and vendors, to determine what the name could be changed to. This will engage the community and inspire attendance to an event the public feels they helped form. The name should not focus on the settlers. An idea that the team had for a new name is simply “Salem Day.” While the team acknowledges this is a huge shift, this name will ultimately attract more people to the festival as it is inclusive of all people and cultures.

Alcohol Sales

Serving alcohol at the festival offers a huge opportunity to draw a younger audience to the festival as well as increase profits to go towards improving the festival in the future or to be donated to social programs. Our team spoke with one lifelong resident of Salem, 22-year-old Haley Motsinger, who reacted with excitement when we asked her if it would be a draw to sell alcohol at Old Settlers Day. From her experience, she felt a transition to an event such as Seymour’s Biergarten would bring more attendance from Salem and surrounding communities.²⁸

There is also a potential to support small businesses through this added facet of the festival. Hunter’s Ridge Winery is in Salem and could provide locally made wine.²⁹ While there are no breweries we could identify in Salem, there are plenty of breweries to support in surrounding communities that would be great picks to offer a unique experience at the Salem festival.

While selling alcohol at a family event has the potential to be met with hesitation, it is one of the biggest opportunities to bring people together to socialize at the Salem festival. Negative impacts from alcohol sales could be mitigated by limiting the times that alcohol is served, such as from 6pm-10pm, or limiting the quantity served with half sized drinks or limiting consumption to a certain number of drinks per person in day. It could also be required that those over twenty-one

²⁸ Motsinger, Haley. *City of Salem lifelong resident*. (April 14, 2021). Text Message correspondence.

²⁹ Hunter's Ridge Winery. “Welcome to Hunter's Ridge Winery.” *Hunter's Ridge Winery*, huntersridgewinery.com/.

years of age who would like to purchase alcohol wear a colored wristband to mitigate underage drinking.

Live Music

Live music performances are a major attraction at festivals. In addition to local bands and artists that typically perform at Old Settlers' Day, the festival planning committee can reach out to bands in cities outside of Salem, such as Bloomington. Indiana University has a top-tier music school and boasts several organizations that are likely to be willing to perform at the festival. This addition would attract audiences of all ages who want to listen and potentially perform in the coming years.

Conclusion

Salem, Indiana is a community rich in small town charm and history. The town holds unlimited potential to foster inclusivity and build citizen engagement. Old Settlers' Day is a commemorative festival to honor Salem's history and celebrate the pioneers who settled the land and made Salem the community it is today. During the past two months, our team was tasked with the mission of revitalizing Old Settlers' Day festival into a more historically inclusive and sustainable community event. Based on the information gained from secondary research and meetings with Tara Kritzer, Jeremy Elliott, and Kelly Eskew, our team crafted a list of proposals to rethink the festival as it currently is. To best revitalize the Salem festival, the team recommends the following:

- Incorporating a land acknowledgement
- Changing the name of the festival
- The addition of alcohol sales
- Performance of live music

Additional Resources

Appendix A: Meeting Notes from Interview 1 with Tara Kritzer via Zoom (March 10, 2021)

- 1. What is the history of Indigenous people in Salem? Can Indigenous history be incorporated into the festival?**
 - Talk to Jeremy Elliott, the town historian at the John Hay Center, to gain information on this.
 - There is currently no festival or event dedicated to Indigenous history, outside of the reenactments (moonshine reenactment in particular) that already take place at the Old Settlers Day
 - Would love to see something replace the “goofiness” of the moonshine reenactment and dedicate more time to Indigenous people.
 - Art exhibit was one idea brought up.
- 2. When is the current high school reunion? Could we move it to the same weekend as the Old Settlers’ Days festival?**
 - Alumni banquet in April, right before graduation, potentially try to coincide it with something else that goes on, but client was unsure what.
 - Client seemed open to possibly moving festival closer to high school reunion - problem of starting something like that.
 - Festival is always third Saturday and Sunday of September
- 3. How important is raising money? What are the main priorities?**
 - Bringing people to Salem and winning people back
 - Losing vendors is a current problem, which in turn makes people not come.
 - Current problem: people are choosing other festivals (Lanesville Covered Bridge)
 - Need more community engagement (entertainment, reenactments)
 - Pony rides was an idea brought up during the meeting.
 - Butter-churning has potential.
 - No contests
 - Years ago, they did a cake baking contest, but not a lot of people entered.
 - Space available does not lend to classic “fair activities.”
 - There is live music.
- 4. Is there alcohol at the festival?**
 - Moonshine reenactment
 - Currently no alcohol sales at the festival, but client would like to see this happen in the future.
 - Afraid there may be people who would be upset with alcohol sales at the event since it is a family event rooted in tradition.
 - Open to Beer Garden
 - Grapes and Hops in the Village in May
 - Never been started.
 - Working on permits
 - See how people react to it.
 - Tri Kappa Sorority, Beer on the Bricks, Friday before festival
 - Not sure if alcohol sales at the event would “compete” with this.

5. **What is the local music scene like? Are there local bands that perform?**
 - There is live music at Beer on the Bricks and at the festival - usually family oriented.
 - Client expressed interest in getting more and different live music.
6. **Does Old Settlers Day do anything with the Salem Speedway?**
 - Not nearby so there has not been incorporated in the past.
 - There is a racetrack at the fairgrounds down a hill.
 - Tractor rides/wagons - having trouble getting people to donate them for the weekend.
 - Thunder Valley Raceway near location

Appendix B: Meeting Notes from Interview 2 with Tara Kritzer via Email (April 14, 2021)

1. **Do you know of any local bands that have played at Salem festivals before?**
There are local bands that have played at local festivals before, but I don't know their names. I've never been a part of a committee that books those kinds of things and honestly since college, I'm not much of a follower anymore with live music so I don't do very well at keeping up with those things.
2. **Do you know of any local breweries in the area that are popular among town/county residents?**
We don't have any Washington County breweries, wineries yes, no breweries. We have a local pub that serves craft beer that is popular called Bill's American Pub but that's all I know of.
3. **Do you think the people of Salem would be interested in renaming the festival?**
I can't see anyone interested in changing the name of the festival since it's been the same name for so many years, but that's just my opinion.

Appendix C: Email Correspondence Interview with Jeremy Elliott (April 14th, 2021)

Hello Mr. Khatib,

If I compare my indigenous history knowledge to the rest of the citizens of my county, I'd say it is extensive. Most other historians in our county refer the indigenous questions to me.

Originally, of course our land was used and inhabited by various tribes of the prehistoric Indians or Paleo-Indians; likely Shell-mound, Woodland, etc.. During and after colonization of the East Coast, our land was the domain of the Miami Nation of Indians. As far as inhabitants in our county go, the earliest of the historic tribes would have been the Piankeshaw, cousins to the Miami. After European colonization, the Miami Nation of Indians, invited, welcomed, and accepted many traditionally eastern tribes who were displaced to take up residency in our state.

So, when the white and black pioneers began arriving in our county, around 1800, the dominant tribe here was the Delaware, and to a somewhat lesser degree, the Shawnee, while the Piankeshaw still maintained fishing & hunting lodges in our northwest sector, along the White River.

Most of my indigenous knowledge is from the pioneer settlement era, up to their forced expulsion from the area, in the late 1820s.

I am unaware of and would have very limited knowledge of any indigenous citizens here today.

Any and all resources concerning the indigenous people of this county, that I have personally used, are housed and contained inside the Stevens Memorial Museum's genealogy library, at the John Hay Center, or at the Indiana State Library.

I hope this information is helpful to your cause! If you have any further questions or would like to have a conversation regarding this topic, please feel free to contact me.

I appreciate your efforts and those of your team,
Jeremy Elliott
The John Hay Center Executive Director/Washington County Historian
(812) 595-7481

Appendix D: Interview with Haley Motsinger, 22-year-old lifelong resident of Salem, IN (April 14, 2021)

Team Member: One of my classes is doing a project for Salem, IN on the Old Settlers' Days festival (and) trying to get more people to come. I remember you're from there and was wondering your thoughts on the festival and or if you've ever been?

Haley: I've been on and off throughout my life. There's a lot of "junk" booths I would say and only a few food places. I think getting some nicer booths to make it more of like a market setting would be cool and would bring in more people for the weekend. I also think more food options would at least bring people in for food and then would result in more people shopping. (I don't know) if that helps or not!

Team Member: Yeah totally! Do you think more people would like it more if we changed the name/theme a bit? Or we added alcohol and live music?

Haley: Yes for sure. Like a Biergarten or something would bring in a lot of younger people, (I don't know) if you all know that Oktoberfest is in Seymour (Indiana) but kind of transitioning it to something like that would really be good for Salem. It brings in a lot to Seymour.

Appendix E: Additional Resources

The team has gathered some resources that will help you develop and present a Land Acknowledgement for the city of Salem and for the Old Settlers' Day Festival. The first resource is a good start to researching what native land Salem is on; however, there are some limitations. The resource may not include non-federally recognized tribes that are indigenous to Salem. Extra research may be required beyond that website. Additionally, during colonization, European settlers forced indigenous people off their lands. These lands have been stolen or displaced.

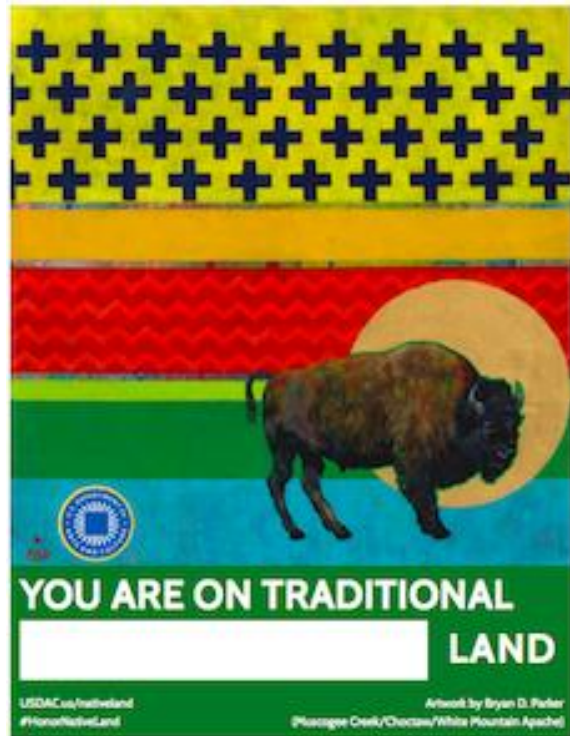
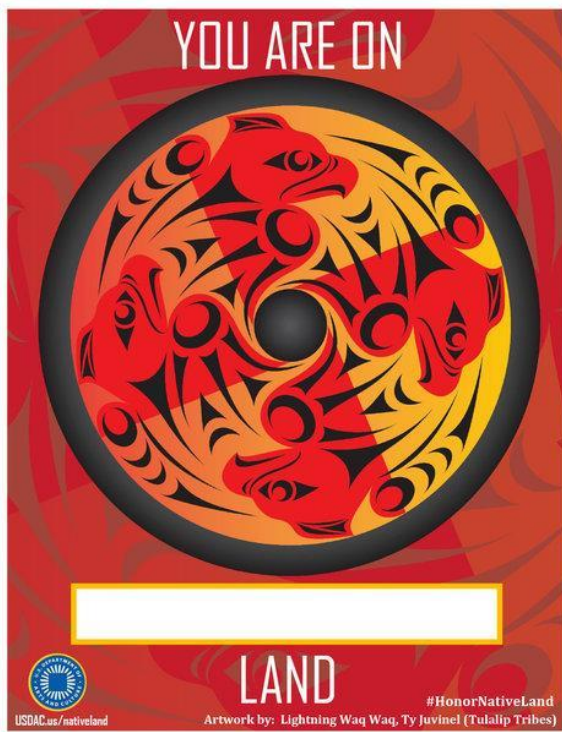
<https://native-land.ca/>

The second resource is a guide and call to land acknowledgment. This website explains the importance of acknowledging traditional Native inhabitants of a land. It also has a virtual resource pack and guide that will aid in weaving acknowledgement into the festival. This source also has #HonorNativeLand art that can be printed, customized, and posted.

<https://usdac.us/nativeland>

Appendix F: Land Acknowledgement Posters

These are examples of posters that can be printed off and hung around the venues of Old Settlers' Day. The white spaces should be filled with the names of the federally and non-federally recognized indigenous tribes that are the past, present, and future caretakers of Salem.





Sustaining Hoosier Communities: Washington County

The Campbellsburg County Festival

Indiana University - Bloomington

Sustainability Law & Policy

Spring 2021



KELLEY SCHOOL OF BUSINESS

INDIANA UNIVERSITY

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Sincebaugh

Sophomore

With thanks to our client, Sue Bennet for generously sharing her time, knowledge and passion for the Campbellsburg County Festival.

The team hopes you enjoy these recommendations and is looking forward to seeing you at the festival this fall!

Executive Summary

The Campbellsburg Festival is an annual event held in the town of Campbellsburg that garners outside visitors, as well as native residents, to celebrate the historic town's culture. Our team was tasked to create new suggestions that complement the festival's existing traditions to help bolster new and recurring visitors. The purpose of this report is to provide suggestions for the next Campbellsburg Festival that will increase youth and young adult involvement, as well as incorporate modern marketing strategies, to counteract the aging demographic of the native town and increase long-term turnout of the festival in a meaningful way.

We worked closely with Sue Bennet, a Campbellsburg Festival representative, to get familiar with the festival's activities and traditions and better understand the festival's ongoing issues of the stagnant turnout. In addition to Sue, we worked with Jimmy's Place, a bar local to Campbellsburg's Festival, to acquire a clearer sense of the activities the locals and visitors tend to enjoy and participate in. There are significant opportunities available for Campbellsburg to increase youth and young adult involvement and awareness while maintaining its local traditions and culture.

Project Description

The town of Campbellsburg is struggling to bring in new attendees to the festival and currently has declining attendance of returning attendees. The team has been tasked to recommend improved ways to market the festival and ensure that there is strong incentive for attendees to return again and again to the Campbellsburg Festival.

Client Description

Washington County located in Southern Indiana is home to roughly 28,000 residents. The county is named after former President George Washington and has strong educational values. It is even home to the oldest consecutive 4th of July celebration in

the United States. This county is the 7th largest in Indiana and is made up of several cities and towns including Campbellsburg, Salem, Hardinsburg, Little York, Pekin, and Saltillo.¹

Campbellsburg is a small town located within Washington County, Indiana. It has a population of around 600 people and has not seen much growth in its population size.² Brain drain is heavily present in Campbellsburg as Louisville is nearby. The county is home to West Washington High School and various small businesses. Campbellsburg has a tight knit community and hosts an annual festival.

Sustainability Justification

Festivals have always had a huge impact on the sustained success of any small town. Often being described as the beginning of a new year or new chapter, festivals bring communities together, improve quality of life, and provide opportunities for youth. They are about showcasing your love for the town, not only for visitors but for the residents too.

Bringing the community together around a festival every year is one of the best ways to boost morale and make people feel like they are a part of something bigger than themselves. It gives people a sense of pride when they see their town together and celebrating as one. Not everyone wants to go live in a big city and there will be generations in the future who will carry on the Campbellsburg legacy. The identity you create for your community now, is the legacy you leave for your kids and grandkids³.

Creating a successful festival can take years of making tough changes but the impact is worthwhile. On top of immediate benefits from selling food and other items at the festival, is the exposure to the surrounding communities⁴. Festivals that people of all ages have fun at start to create regulars who are going to come back every year to enjoy

¹ "Washington County, Indiana." *Welcome to Washington, IN*, washingtoncounty.in.gov/.

² *Campbellsburg, IN Profile: Facts & Data*, indiana.hometownlocator.com/in/washington/campbellsburg.cfm.

³ Wuthnow, Robert. "How Festivals Create Community Identity." *The Daily Yonder*, 30 Nov. -1, dailyyonder.com/festiVals-create-community-identity/2013/11/08/.

⁴ Shelton, Gwen. *The Economic Impact of Festivals on Small Towns*. www.cjs.tennessee.edu/sites/default/files/The%20Economic%20Impact%20of%20Festivals%20on%20Small%20Towns%20Gwen%20Shelton.pdf.

the festival again. This combination of support from surrounding communities and the Campbellsburg community creates a festival that will be sustainably successful.

In small towns it can be difficult to create volunteer opportunities that get everyone involved. Community Festivals are a great way to create these kinds of opportunities⁵. Internships can be set up for high school age students and a youth advisory board gets all ages involved. Volunteer opportunities help high schoolers get into their dream colleges and can add a sense of value and purpose to youth in the community's lives. The youth will carry on the Campbellsburg legacy so creating something they can be proud of and getting them involved at an early age is important. It helps them create ties to their community and makes people want to stay and raise their kids in the same place.

Creating a successful festival is directly related to sustaining and improving the Campbellsburg community. Festivals bring communities together, improve quality of life, and provide opportunities for youth. The Campbellsburg community has lost connection to the festival but the changes we will propose and have already started working towards will bring the community together and make people excited for the future.

Scope of Work/Research Methodology

The research of this recommendation plan consisted of both traditional research of festival sustainability and interviews with key informants. The team first met with Campbellsburg Festival representative Sue Bennet in early February 2021 to get more familiar with the festival itself, its activities, as well the overall theme. At this point, the plan was in a preliminary stage, focusing our efforts on formulating a strategy to increase long-term turnout and remedy the festival's issue of stagnating turnout.

On March 10, 2021, the team met with Sue Bennet again to understand the attendee demographics, more specifically the age and locality distribution, as well as to ask specific questions regarding local elementary school involvement, the presence of alcohol and the use of itineraries at the festival. The team wanted to know the extent to

⁵ Mair, Judith, and Michelle Duffy. *The Role of Festivals in Strengthening Social Capital in Rural Communities*. [researchgate.net/publication/327909362_The_Role_of_Festivals_in_Strengthening_Social_Capital_in_Rural_Communities](https://www.researchgate.net/publication/327909362_The_Role_of_Festivals_in_Strengthening_Social_Capital_in_Rural_Communities).

which the youth and young adults are involved, in addition to the organizational practices of the festival.

After speaking with Sue Bennett, the team learned that the festival has utilized itineraries in prior years, but were published only to the Campbellsburg Facebook page. Sue Bennet was excited with the idea of involving the youth more, citing how the festival held “photography and coloring contests” in the prior years. She also said “many [of the attendees] are residents or past residents of Campbellsburg,” [while] some come from neighboring towns.” However, because of “liability concerns,” it may be difficult to implement alcoholic beverages throughout the festival.

The team decided to focus on garnering youth and young adult involvement, as well as incorporating modern marketing strategies to remedy the festival’s issue of stagnating turnout. More specifically, to increase young adult turnout, the team met Jimmy’s Place on April 19, 2021, a bar local to the festival, to ask their interest in hosting a beer tasting festival. Our team was able to speak with Janet who is a manager at the bar. She expressed interest in hosting a beer tasting event, and was able to give details on a tasting that was held at the bar in March sponsored by Hard Truth Distillery. She gave our team the number of the distillery and who to get in contact with to make the beer tasting happen.

On April 19, 2021 directly after speaking with Janet at Jimmy’s Place. We got in contact with Hard Truth Distillery, we spoke with a receptionist who was able to guide us to a sales representative of the Campbellsburg area and was able to take a message for our team.

On April 21, 2021 our team got a call from the sales representative from the Campbellsburg area: Gerry. He was able to offer more information on tasting events and how much of a role Hard Truth Distillery is involved in the process. I was able to rely more information about the festival and was able to provide him with the contact information necessary to continue creating this event.

Recommendations

1. Youth Advisory Board

Our first recommendation is to create a Youth Advisory Board to aid in the Campbellsburg Festival planning and marketing process. This board would have 3 distinct benefits: (1) higher community involvement in festival planning, (2) relieve stress

of current festival committee members, (3) a stronger marketing platform and social media presence.

First, what would this Youth Advisory Board look like?

This Youth Advisory Board would be composed of Sophomore, Junior, and Senior West Washington High School students chosen by the current festival planning committee. These students would head the Facebook page and help run and update the new proposed website. They can handle additional tasks that the committee sees fit. They can help organize various festival events that the committee needs help with like face painting by the West Washington High School cheerleading team or the 5k run.

Community Involvement: Many high school students would be eager to have leadership experience in something that benefits their community. Having a younger population plan the festival will help engage the youth in Campbellsburg and in surrounding areas. The festival events are currently aimed at the senior population and young families in Campbellsburg, but missing the young adult and teen population. The Youth Advisory Board allows younger voices to be heard and propose events that would target their own age group leading to higher attendance in their demographic. The festival has great potential to be a successful event that pulls in crowds and the community for years to come if new perspectives help the current festival committee.

Relieving Stress: When meeting with Sue Bennett, a Campbellsburg Festival representative, she told us that the current President of the festival has been working on it for an astounding 29 years. ⁶She also gave insight that the majority of volunteers who plan the festival do not have ample time to dedicate due to working other jobs or are not comfortable with change. Having the Youth Advisory Board would help relieve stress from current committee members who felt bogged down by the event planning.

Youth and Social Media: The board could help run the new website and Facebook page. These selected high school students would be the lead Campbellsburg Festival's social media presence. Marketing the event online will increase the festival's attendance and inform old residents about the upcoming festival. The Youth Advisory Board would

⁶ Sue Bennett, Campbellsburg Festival Representative, February 10, 2021, Zoom

also be responsible for the festival attendance survey to continue to make the festival stronger for years to come.

Youth Advisory Board Benefits: Youth Advisory Boards are rewarding to communities. The Campbellsburg board would give the youth an opportunity to develop leadership skills and have their voices be heard. Having adults believe in the students on the board can empower and inspire them. Engaging board members into the creation and implementation of festival planning that affects other youth in the community allows for better representation. Youth Advisory Boards create an outline of “sustainable leadership that draws from and gives back to the community”.⁷

2. Website

Our second recommendation is to create an event website. This website will have many advantages with three distinct benefits being (1) a clear way to market the event (2) a sophisticated avenue for donors and vendors to get information and (3) a great way to organize the events and aspects of the festival.

Marketing: An overwhelming majority of event marketers (90%) believe that technology can have a major positive impact on the success of their events.⁸ And creating a website is an easy way to incorporate technology that is cost and time friendly. Additionally, 60% of event planners list a website as their most effective tool.⁹ The tools that are more frequently used are social media and email marketing. Because the Campbellsburg Festival already uses social media, we recommend utilizing a website next so that you can integrate your social media and your website and eventually use email marketing in the future.

Donors/Vendors: Furthermore, we understand that donations serve a vital role in enabling the festival year to year. For this reason, it is important to be able to showcase your festival in a clear way to potential donors so they know where their money is going. Additionally, donors and vendors might be more inclined to come/donate if they know their name will be marketed on the website and social media advertising. Creating a

⁷ GenerationOn, 2012, *Establishing a Youth Advisory Council*.

⁸ 2021 Event Marketing Statistics, Trends, and Data. Bizzabo. Dec. 15, 2020.

⁹ 100 Event Statistics. Event Manager. Feb. 2, 2021.

website also gives new donors and vendors the opportunity to contact you without needing to be contacted first.

Organization: Finally, the website will provide organization to the festival by highlighting a clear schedule of events, the vendors coming, the donors who have contributed, common questions and answers, and a way to send out quick updates if needed. Please see the Appendix Section to learn more about the mockup we have created to visualize the benefits of a website for the Campbellsburg County Festival.

Website Logistics: Taking our recommendation one step further, here are some logistical aspects that we recommend finding success in marketing your event through a website.

Software: In terms of picking a software, we recommend Squarespace, Wordpress and Wix in order of compatibility to your needs. Each of these sites range between \$70-216 a year for a website domain and their creation platform. Additionally, each of these sites provides a free trial period so you can test out your website ideas before committing any financing. Based on ease of use, pricing and compatible features, we recommend Squarespace, and this is where we created your mock up design shown in the Appendix.

Upkeep: In terms of upkeep of the website, we recommend that you create an internship position for the website and social media upkeep and hire a volunteer from your local high schools. This could be part of, or separate from the Youth Advisory Board mentioned

3. Bar Incorporation/Beer Tasting

Our final recommendation is to have a beer/wine tasting on Saturday of the festival weekend. This would be hosted by Jimmy's place, the town bar, with Hard Hills Distillery sponsoring the event. This event would serve as a great opportunity for the Campbellsburg Festival to attract more young adults, and get them excited to try new things!

Young Adult Demographic: As in the past the festival has struggled to attract a younger demographic. This event would attract a younger demographic. According to a

Nielsen survey, craft beer drinkers range from 21-34 years old¹⁰. This event would be a great opportunity to kickoff the festival. This would help rejuvenate the festival with a younger crowd and it would create a new tradition in Campbellsburg that would renew every year at the festival. It would attract a younger crowd for this year and the years to come.

Logistics: The event would take place during a designated four hour time window at Jimmy's Place across the street from the Festival. Attendees will pay for a ticket that will give them entrance to the tasting. The ticket will then act as a voucher for the beer or wine available at the tasting and small proceeds will be given to the Campbellsburg Festival. The tasting can be held outside or inside depending on the discretion of Jimmy's Place.

Risk Mitigation: To ensure as little risk as possible, the tasting should be limited to the four hour time window and the beer should be served in 3 oz cups, which will help decrease the amount of alcohol intake. The streets should be blocked off for the attendees to minimize liability.

Contact with Jimmy's Place: The team reached out to Jimmy's Place and was able to talk to the manager: Janet Houchin¹¹. Janet provided further insight about the bar and their relationships with other breweries in the Southern Indiana region. Last month, Jimmy's Place hosted a tasting with Hard Truth Distillery and they had a great turnout. In addition to the tasting, Jimmy's Place provided live music through local performances and karaoke. Janet was very open to help host this kind of tasting event for the Campbellsburg Festival, and would love to involve Hard Truth Distillery again.

Contact with Hard Truth Distillery: The team also reached out to Hard Truth Distillery where we got in contact with the sales representative of the Campbellsburg area: Gerry¹². Gerry talked with the team about the different events that Campbellsburg has done in the past and the meaning of the festival. He was also interested in the idea of having a tasting event at Jimmy's Place in correspondence with the festival. The team sent him contact information for the festival as well as Professor Eskew's contact information.

¹⁰ Bart Watson. "Shifting Demographics Among Craft Drinkers." *Brewers Association*, 3 Aug. 2020, www.brewersassociation.org/insights/shifting-demographics-among-craft-drinkers/.

¹¹ Janet. Manager of Jimmy's Place, April 16, 2021. Phone

¹² Gerry. Sales Representative, April 19, 2021. Phone

Marketing: This kind of event can garner even more marketing opportunities and if the Campbellsburg Festival were to take advantage of this event, both parties could market the festival through their websites and social media. More specifically the Campbellsburg and Jimmy's Facebook page (Appendix D).

This event will serve as a benchmark for creating a larger young adult presence at the Campbellsburg festival which will increase the sustainability of the festival from year to year.

Additional Resources

The Indiana Office of Tourism Development (IOTD) offers annual grant opportunities to entities involved with tourism promotion and development.¹³ Although the applications for 2021 have not been released, IOTD has awarded nearly \$250,000 in grants as of the last fundraising effort. Based on prior year fundraisers and its respective grant recipients, the Campbellsburg Festival is likely to be eligible for the next "festival and event promotion" program with a maximum award of \$8000.

Conclusion

It should be an inherent quality of local festivals to not only capture the attention of its current demographic, but also to ensure the festival's traditions can flourish outside the bounds of its existing attendees. Based on our extensive research, Campbellsburg Festival committee members should implement a youth advisory board, an event web page and partner with Jimmy's Place.

The creation of a youth advisory board will not only appropriate less responsibilities to existing committee members, but also allow for more diversity of thought. The youth board will be involved with implementing activities that will attract youth community involvement and establishing a stronger social media presence. Moreover, the creation of a website will renew the festival's marketing capabilities and organize the events in a more holistic manner for the end user, as well as create a new avenue for donors to help fundraise the event. Lastly, partnering with Jimmy's place for a beer tasting event will not only help maintain the attention of its current attendees, but also garner new prospective attendees in the young adult demographic. Following these

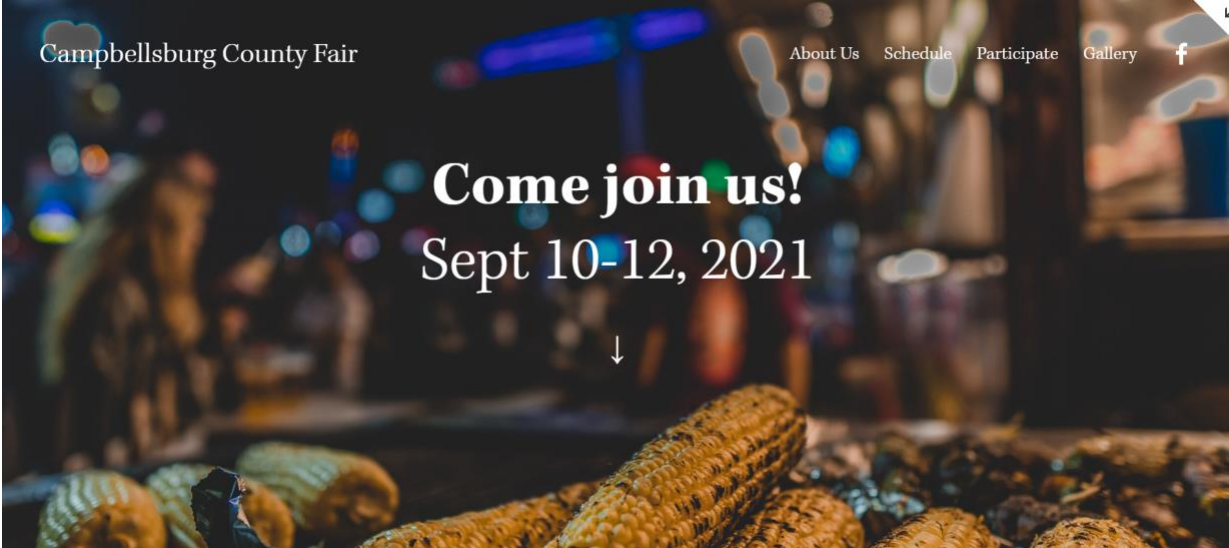
¹³ "Awards & Grants." Indiana Tourism Industry Site, www.visitindianatourism.com/industry-partners/awards-grants/.

recommendations will revitalize the festival’s aging turnout, sustaining Campbellsburg’s culture for the generations to come.

Appendix A

Website Outline

Below the Team has attached pictures of the website mockup we did to visualize what the Campbellsburg County Festival could use to market their event. Shown below is only the home screen of the website, but as you can see when you first look at the website, the user can see the name of the event, the date of the festival and in the top right hand corner they can use additional pages with important information. These pages make it easy for the user to find the information they are looking for depending on if they are a donor, a volunteer, a student looking to be a part of the advisory board, or simply someone interested in coming to the festival.



“Coming to the Campbellsburg
County Festival every year reminds
me what it feels like to be home.”

- *Example Testimonial*

A message about what Campbellsburg Festival means to the
community...



Campbellsburg Town Hall

Something For Everyone!

Paragraph about things you can do for example, "Come shop from our local artisans, eat food from our fantastic vendors, keep your kids busy with crafts etc..."



Appendix B: Conversation with Gerry: Hard Truth Distillery Sales Representative

Dhruvil Patel 0:00

attract the town of Campbellsburg. But none they haven't done really any events that would attract like the younger demographic of like kinda young adults to people in their mid to late 20s into their early 30s.



right now, right now due to COVID and other restrictions, since we're in the national pandemic, unfortunately, they've pushed back the festival until September are like, right now it's on Labor Day weekend, it might even be later if I'm

Gerry 0:51
if COVID is still like,

Dhruvil Patel 0:53
a thing, I guess.

Gerry 0:56
Okay, I tell you what,

I'm going to give you my email address driven. I got this from character. She's our new receptionist. So my email address is independent.

Dhruvil Patel 1:09
One second,

Gerry 1:12
I guess I could get your phone number. That's what I'll do. I'll text you my email address. And then that you would send me some you know, the details we just discussed on an email before I'll get the ball rolling. Because you know, we do these things on a regular basis. If there's anything we can do to help out Campbellsburg, definitely be there. So let me let me see what I can do. You send me a detailed email. And then in turn, I'll pass this on to the powers to be and we'll see what we can get done. I'm not you know, I can't promise anything, but I'll work towards getting somebody there that tastes a few products.

Dhruvil Patel 1:54
Yeah, of course. Um, quick question. What I know I like once your website and saw that you guys offer a large variety of spirits. Do you guys have any like wine or beer? Or like how do when bars kind of want to do this like tasting? How much is hard truth distillery involve,

Gerry 2:19
for example, to see they have to get a temporary license for the day just a tasting license. It's only like books go through the ATF no big deal. But we do them all the time.

We have problem brewery. few different types that do extremely well. For example. We could do a little bit of beer. And then we'd have hard truths with all kinds of different types toasted coconut rum since we do have bourbon things on there, so it would just take a conversation between me you and Jimmy's place and figure out the best type to use. It would be probably considered a donation is this a charitable function or just this is for this town is

Dhruvil Patel 3:17

a lot of the fundraising for the festival comes from raising money through business donations or reaching out to local businesses and they've done a very good job of raising money of through local businesses and stuff but I mean, I guess the more the merrier, they would definitely be able to use some of your help and being such a well-known distiller in the southern Indiana area and region. Definitely could help revitalize the town festival and revitalize the town itself.

Gerry 3:49

So yes, the product the project itself is just on revitalizing Campbellsburg for in general so I guess it could be considered a donation for that purpose. Yeah, we have we have plenty of types of alcohol as far as Quaff On breweries are true. So that's not going to be a problem to satisfy the attendees. Send me a detailed email I'll send you by text my email address and then like I said, we'll get the ball rolling

Dhruvil Patel 4:27

Thank you so much.

Gerry 4:30

Oh, my pleasure, Campbellsburg. Was that located?

Dhruvil Patel 4:33

Ah the exact it's a small town. Do you know where Salem Indiana is? Oh, yeah, yeah, it's 10 minutes east of Salem, Indiana.

Gerry 4:48

Oh, yeah. looking it up now. Yeah. I gotcha. All right. Yeah. Send me some detailed information or I see. Yeah, send me some detailed information and we'll see what we can get done. All right,

Dhruvil Patel 5:08
thank you so much.

Gerry 5:10
No problem. I'll text you that stuff right now. All right, thank

Dhruvil Patel 5:12
you so much. You have a great day now.

Gerry 5:14
Alright to see but see you later.

Transcribed by <https://otter.ai>

Appendix C: Conversation with Janet

Janet 0:12
Hi, I'm,

Dhruvil Patel 0:13
I'm a student at IU and we're doing a community service project. Is there a manager that we can speak to by chance?

Janet 0:22
Now he's not here Welcome. Okay, what kind of community service

Dhruvil Patel 0:27
we were uh we're doing a project on the Campbell's Burg festival that Campbell's Burg usually throws every year and we wanted to see if a Jimmy's would be okay with having a beer tasting or how open they would be to like coordinate an event for the festival such as like a beer tasting or something of the sorts

Janet 0:49

Okay, I'll tell you why. I don't I know I crew that used to come in here from Little Nashville. It's a winery that done a tasting and I know they would probably be open to coming back in here and doing that anyway, I'm

Dhruvil Patel 1:12

gonna get the name of the wine company.

Janet 1:15

You guys remember that wine at that point in time down from Little Nashville that brewery

it's a big brewery and it's hard truth. Let me see. Let me see if the names on the bottle

Brown County I do not see that. Get my glasses here. I know that they told me and yes, I would definitely be open and having them back here. Let me see if I can find the

Dhruvil Patel 2:21

is it Cedar Creek by any chance?

Janet 2:27

No, I think she can look it up online real quick. We hard trade deals is what I says. It's hard truth distillery and Brown County Indiana. I even got the phone number. Do you like that? Um,

Dhruvil Patel 2:56

yes, please.

Janet 2:58

Okay, what is number 8127204840

Dhruvil Patel 3:09

Okay, thank you. And you.

Janet 3:13

Open it later. I'm happy to hear if that's what you wanted to arrange with them? That would be fine.

Dhruvil Patel 3:18

Yes. So we were we were just thinking like, it would be a good way to revitalize the candles Burg festival. And we were wondering if Jimmy's would be open to having like a beer tasting sponsored by a hard truth. And it seems like you guys are open to that idea and stuff. So are

Janet 3:33

we are we are we sure? Well.

Dhruvil Patel 3:36

Any any chance we're gonna speak with the manager anytime soon? Like an upcoming week or so like when when will they be in or?

Janet 3:44

Well, I run the bar for my brother. My brother is the owner. So I guess you would Yes, I guess you would say I am the manager. Oh, all right.

Unknown Speaker 3:54

Cool.

Janet 3:55

I call the shots. Got it. All right.

Dhruvil Patel 4:02

All right. Well, I'm glad Jimmy's is open to the idea of having this tasting sponsored by hard truth distillery. So thank you. Thank you.

Unknown Speaker 4:09

Um,

Dhruvil Patel 4:09

what was your name again? I'm sorry, Miss. Mustard.

Janet 4:14

Janet. All right.

Dhruvil Patel 4:25

Thank you so much.

Janet 4:26

And I normally work during the day, so I'm really only available to talk on evenings. I can also give you my cell phone number. Oh, sure.

Dhruvil Patel 4:37

That'd be great.

Janet 4:39

Okay, my cell phone number is 812-620-2845.

Dhruvil Patel 4:44

You said?

Janet 4:57

Yes. And you said us from IU

Dhruvil Patel 5:00

Yeah, my name is Drew and I'm currently an IU student just working on a community service project to promote the campbellsport Festival. And we were just reaching out to Jimmy's to see if they'd be open to having like a beer tasting or something of a event. And it seems like you guys have done it in the past. And I'm like, really enjoyed it. So I'm glad you guys are open to the idea. So thank you for your cooperation.

Dhruvil Patel 5:23

At least your would be open to it. And you know, we know that one's gonna be you try to make sure we have some music in here to entertainment. All right, thank

Dhruvil Patel 5:34

you so much. You have a good day now, Janet.

Appendix D: Conversation with Hard Truth Distillery

Hard Truth Distillery 5:46

Thank you. For Big Woods hard truth hills restaurant, please press one. For the Welcome Center and information on tours, please press two. And for Big Woods qualified hard truth headquarters, please press three. Thank you.

Thank you for calling Big Woods hard truth qualified headquarters. Please press one for our accounting department. Press two for our human resources department. Press three for art events and marketing department. And for all other inquiries, please press four.
Hi, this

Hard Truth Distillery 6:51

is Shay Briggs with hard truth hills and Big Woods. Sorry, I can't take your call right now. If you're inquiring about an event, you can visit our website, Big Woods restaurants.com and hit the private events tab. Thank you and have a great day. Please leave your message after the test.

Dhruvil Patel 7:27

All right. Well, that was a bust. Should we like call them again?

Receptionist 7:38

Thank you for calling hard truth hills. For Big Woods hard truth hills restaurant, please press one. For the Welcome Center and information on tours, please press two. And for Big Woods on hard truth headquarters, please press three. Thank you. Thank you for calling Big Woods, our truth qualified headquarters. Please press one for our accounting department. Press two for our human resources department. Press three for our events and marketing department. And for all other inquiries, please press four.

Can I help you?

Dhruvil Patel 8:47

Hi, my name is Drew. I'm currently an IU student and we're working on a sustainability service project with a town in southern Indiana called Campbell's Burg Indiana and we reached out to a bar in Campbell's Burg called Jimmy's place and they informed us that hard truth tells had recently done like a tasting of sorts at Jimmy's and we were wondering if you guys will be open to the idea of going back to Campbell's Burg to do another tasting for the Campbell's book festival that they're having in September.

Receptionist 9:21

You know, I'm not sure but I can definitely direct the question to our sales people. Would you like me to have them give you a call back once they know more information? Oh, yeah,

Dhruvil Patel 9:31

that'd be great.

Receptionist 9:33

You said your name was Drew. Yeah. And what's your phone number?

Dhruvil Patel 9:39

630-999-7475. Okay,

Receptionist 9:51

perfect. Yeah, I will go ahead and forward this for a sales team and see if they have any plans and make sure that someone gives you a call back.

Dhruvil Patel 9:56

When will they give me the call back so I'm going out of town this weekend and I'm probably not going to be on my phone too much because I probably won't have enough cell service.

Receptionist 10:05

Right. So most of our sales teams actually in Florida right now working on some activations there, so I would probably say it's going to be next week. I won't be this weekend.

Dhruvil Patel 10:14

Okay, what time roughly next week like are they come back to Florida? Monday, Tuesday or whatnot?

Receptionist 10:21

I think most of them are coming back Sunday. So by the time they get caught up, like maybe mid next week, and I can definitely call them to just leave a message and then then you'll have somebody to directly contact with I'm not sure who was next sales person for that location.

Dhruvil Patel 10:37

So that okay,

Dhruvil Patel 10:38

of course.

Receptionist 10:40

Okay, awesome. Well, I

Unknown Speaker 10:41

will do that

Dhruvil Patel 10:42

and you have a good trip. All right, you too. Bye.

Transcribed by <https://otter.ai>

Appendix D: Marketing for Beer Tasting

EST 2015

Hard TRUTH

DISTILLING CO.

TASTING

Jimmy's

MARCH 7
8 PM - 10 PM

\$4 DRINK SPECIALS
TOASTED COCONUT RUM BAHAMA MAMA
CINNAMON VODKA SPRITZER

Hard TRUTH
CINNAMON VODKA

Hard TRUTH
TOASTED COCONUT RUM

**Sustaining Hoosier Communities: Washington County
Campbellsburg**

Indiana University-Bloomington

BUS-L 302: SUSTAINABILITY LAW & POLICY

April 25th, 2021



**KELLEY SCHOOL
OF BUSINESS**

INDIANA UNIVERSITY

Campbellsburg Group II:

Mahek Agrawal

Maiya Cook

Austen Ehrie

Emma Milton

Gautham Sharma

Sue Bennett and Campbellsburg,

Thank you for taking the time to work with us! We appreciate you sharing your community festival with us and helping us grow as sustainability scholars.

Executive Summary

Campbellsburg's Country Festival is one of the joyous times a year where a small town can get together in the summer and enjoy a three day long festival with their friends and family. Campbellsburg, however, has been struggling in past years, the pandemic cancelling last year's festival entirely, as the festival's profitability and attendance are both on a decline.

Leading Questions

The central questions were: how can we keep profits within the community? How can we attract tourists to surrounding areas? How can we create a sustainable future for this annual festival? We confronted these questions with research on the town demographics of Campbellsburg, Indiana, as well the social media that represents the festival. In this analysis, we found there is a significant disparity between the age groups that are attending the festival and those that live in the town. Also in previous years, vendors from external localities worked the festival for food, drinks, and entertainment. Lastly, we recognized the difficulties with the original theme of the annual festival.

Project Description

Impact Statement

Within this project our team focuses on addressing the concerns around community inclusion, local business involvement, thematic festival activities, and marketability of the event.

Client Description

Washington County

Washington County is located near the southernmost tip of Indiana and is the 7th largest county in the state of Indiana. With a population of 27,827 people as of 2015 they have 3 school corporations, and one hospital that is in Salem IN.¹ Demographics of Washington County include that 98% of the county is racial identified as White, more than half of the population is over the age of forty and 25% are 20 or younger.²

Campbellsburg

We are focusing on Campbellsburg, IN for our project. Campbellsburg is a town of 585 people, counted in 2010, and is in Brown Township.³ Though there is little reliable information to found on internet about Campbellsburg what we do know from an interview with a Campbellsburg native Sue that they have a family time, they are struggling with retaining those who go off and graduate and do not return to Campbellsburg to settle down, and that they are having a hard time engaging

¹ "Washington County, Indiana." *Welcome to Washington, IN*, www.washingtoncounty.in.gov/government/public_health_and_safety/washington_county_ambulance_department.php.

² "Washington County Indiana Demographics Data." *Towncharts Demographics Data*, www.towncharts.com/Indiana/Demographics/Washington-County-IN-Demographics-data.html#Figure8.

³ "Washington County, Indiana." *Town of Campbellsburg, 2018*, www.washingtoncounty.in.gov/explore_washington_county/resident/communities/town_of_campbellsburg.php.

20–30-year-olds who do not have kids when it comes to events.⁴ We believe based on the conversations with Sue that the demographics described for Washington County apply to the population of Campbellsburg, Indiana.

Sustainability Justification

At first glance, it seems that the sole function of a festival is to induce laughter and good times. However, there are implications for the well-being of the community involved. By increasing the attendance and improving the quality of the festival, we can enrich both the economic and cultural fortitude of Campbellsburg, Indiana.

The General Importance of Festivals on Rural Economic Development

There are numerous ways in which a festival can positively impact the economy of its community, but of most importance is increasing the amount of money in circulation. When attendees participate in a festival there are often several opportunities to spend money; this can range from entry tickets to food to specific events. Even independent of the festival itself, there is an increase in the amount of spending on local businesses such as restaurants and gas stations. This will eventually allow the money to circulate through the local economy and allow for economic growth.⁵

In addition to the direct accountability of spending, festivals also promote tourism. When hosting a unique event, it increases the likelihood that non-locals will return in the off-season. As a result, there are more opportunities for local businesses to make sales and once again contribute to monetary circulation.⁶

Festivals and Rural Economic Development: Case Studies

As our team has now described, festivals can stimulate the local economy, even in rural areas. However, this begs the question: are there examples of this occurring, or is this just mere rhetoric? Luckily, there are numerous reports on how rural festivals from around the world directly impacted the respective communities' economic well-being. We will present the findings of two of these case studies.

First, we travel to Beaverhill Lake, Alberta, Canada. Every April Beaverhill Lake welcomes thousands of Snow Geese and other birds because of mass migration, and in 1993, the local community members decided to take full advantage of this phenomenon. At the end of April, Beaverhill Lake will host a two-day festival in which attendees are able to participate in bus tours, hikes, wildlife trade shows, art shows, and much more. Despite the biggest nearby town of Tofield only having about 1700 citizens, Beaverhill Lake attracts on average 3000-7000 bird watchers and other attendees every year. Furthermore, it was calculated that the average registered attendee spends about \$32.68, two-thirds of which directly goes to the town of Tofield. In total, it is estimated that the festival raises \$146,145 dollars annually, with \$98,050 going directly to Tofield.

⁴ Bennett, Sue. "First Client Meeting: Campbellsburg." 10 Feb. 2021.

⁵ Yeoman, Ian. *Festival and Events Management an International Arts and Culture Perspective*. Elsevier Butterworth-Heinemann, 2004.

⁶ Yeoman, Ian. *Festival and Events Management an International Arts and Culture Perspective*. Elsevier Butterworth-Heinemann, 2004.

It is also key to note that not all this money was a direct result of the festival activities. In addition, the festival brings in a lot of tourists that will spend money on local businesses. In fact, about 30% of the sales from local businesses were attributed to the Beaverhill festival.⁷

Next, we will visit rural North Carolina and the Scottish Highland Games. In 2003, a study was conducted by Chhabra and colleagues to determine the economic impact of two Scottish-inspired festivals in North Carolina using an input-output model. Essentially, an input-output model is an analytical tool used to determine how resources, usually monetary, flowing into a system affect how the system operates. In this case, how do the festivals input resources into the local economy for the better. They found that through lodging and other retail attendees spent about \$3,270,000 dollars directly, but there was also an additional positive economic impact of about \$2,600,000 when accounting for other factors like job opportunities.⁸

Although the Scottish Highland Games may seem grandiose when compared to Campbellsburg Festival, the study nonetheless shows the positive economic impact that a festival can have on a local community.

Festivals and Community and Resident Well-Being

As one can now understand, festivals have a unique capability to provide economic growth to small communities, yet festivals are also capable of doing much more. In the United States, the 4th of July is a day dedicated to celebrating the history of the country and displaying patriotism. A local festival is of essence the same idea; they are intended for a people to come together and show pride towards their community.

In addition to providing community well-being, festivals can also be impactful at the individual level. Yolal et al. conducted a study in 2016 to better understand this relationship. With the Golden Boll Film Festival in Turkey as the festival of interest, they found that there was a positive correlation between festival attendance and resident well-being. This is because festivals provide an opportunity for social engagement and the creation of social bonds. Additionally, they provide a cultural exchange between local and non-local attendees, allowing an individual to gain a better sense of the world and better understand their own identity.⁹

Scope of Work/Research Methodology

Major Areas of Interest

We begin our project by identifying the top three areas that could be improved for the Campbellsburg Fall Festival. Those areas include attendance, marketing, and sustainability. The

⁷ Canada, Government of Alberta, Agriculture and Rural Development, and Humaira Irshad. *Impacts of Community Events and Festivals on Rural Places*, Government of Alberta, 2011, pp. 1–21.

⁸ Chhabra, Deepak, et al. vol. 41, Sage Publications, 2003, *The Significance of Festivals to Rural Economies: Estimating the Economic Impacts of Scottish Highland Games in North Carolina*.

⁹ Medet Yolal, Dogan Gursay, Muzaffer Uysal, Hyelin (Lina) Kim, Sila Karacaoğlu, Impacts of festivals and events on residents' well-being, *Annals of Tourism Research*, Volume 61, 2016, Pages 1-18

attendance criteria we are looking into are the age groups within the local community, the visitors of other cities, and the likelihood of them returning for the next year. From this anticipation, we place importance in the marketability of the event, hoping to attract visitors of all areas and through all popular forms of media. Although we hope to draw outside attraction, we stress the importance of local business interaction to improve the local economy.

Attendance

The attendance of the annual festival is mostly younger children and their parents and groups of senior citizens. There is a significant lack of attendance in the high school to young adult age group within the local community. This is an issue as this age group is impressionable in the sustainability of Campbellsburg as a whole. The graduating students of Washington County will be considering if they are staying or moving out of Campbellsburg, their hometown. As well, the young adults that are now getting married, or thinking of having children soon, are considering if they will stay in the town. The Campbellsburg Fall Festival may be the incentive to stay, if the town becomes an attraction, it may be possible to increase the town population, if not then it may keep it stagnate.

Marketing/Outreach

In our second meeting with Sue on March 10th, we wanted to get to all the stakeholders who are involved in the Country Festival and get to the root of what makes their overall theme. Sue named a plethora of stakeholders including schools, the local radio stations, and local businesses. We also discussed the many events that they schedule for the three-day festival, including the Indianapolis Zoo, pancake breakfast, a beauty pageant, bake off, dancing, live music, and so much more. While all these events sound incredible, Sue mentioned as well that it is hard to attract 20-30 years old audience and those who are not familiar with the Campbellsburg/Washington County area.¹⁰

Casually doing research as if we were someone who wanted to find an Indiana Festival in the fall the first list that comes up when doing a search is from Trip 101, where the list based it off of the number of attendances to the festival. A common theme amongst each of these very popular festivals is that they have a unique theme that draws people in such as the Pierogi Festival where it is a celebration of Eastern European food and culture located in Whiting, IN or the Feast of the Hunter's Moon festival which is a reenactment of a gathering between the French and Native Americans in the 18th century located in Lafayette, IN.¹¹

The difference between these festivals and Campbellsburg Country Festival, is that these festivals are centered around a common interest or new exposures that potential attendees may have or would like to experience, whereas our client's festival is catered specifically to the town itself and is lacking a specific theme. To mention, it is not primarily about the theme itself as neighboring town and fellow Washington County client, Salem's Old Settler's Day does have a theme and are also struggling as well.

¹⁰ Bennett, Sue. "Second Client Meeting: Campbellsburg." 10 Mar. 2021.

¹¹ Cheong, Melanie. "25 Popular Festivals In Indiana, USA - Updated 2021." *Trip101*, Trip101, 13 Apr. 2021, trip101.com/article/festivals-in-indiana.

Lastly, the Country (Fall) Festival, all the notifications and descriptions of the event are located on the festival's planning Facebook Page¹². Facebook is actually a great way to get free promotion of a business or an event. However, this is their primary source of information about the event, along with just being listed sites such as Visit Indiana¹³, when the Fall Festival is searched the town's Facebook Group is populated. Our client does have an official web page, but it needs to be updated as well.¹⁴ As an outsider looking in there is a lack of public information that would be appealing to someone who does not live in Campbellsburg.

Small Town Sustainability

As mentioned before, in our second client meeting with Sue was that Campbellsburg was having the most trouble with attracting the 20-30-year-old age group to the festival. As such, the team decided to reach out to a local bar to see if they would be interested in hosting a wine or beer tasting to better appeal to this young adult demographic. On April 16th, 2021, the team contacted Jimmy's Bar, a bar located close to the site of the festival. Janet Houchin, the manager of this bar, was open to the idea of hosting such an event if they had a sponsor to do so. Therefore, the team contacted a distillery and brewery located in Nashville, Indiana known as Hard Truth Hills on April 19th, 2021. Hard Truth Hills had sponsored a similar event for Jimmy's Place in the past, and so, they are willing to do it again. It will now be a matter of further communication as the time of the festival comes closer to work out the finer details.

Minor Areas of Interest

These areas would impact the festival but are not necessarily essential to the production and longevity of the event. The areas concern; product advertising, volunteer recruitment, and updated event activities. These are extracurricular changes that may impact guest satisfaction and likelihood of returning year after year.

Product Advertising, Volunteer Recruitment, and Event Activities

Additionally, besides the Facebook page for the County Festival, there are not any products with the Campbellsburg logo or festival year on it for the visitors to take home. A natural annual reminder of the festival would be an object that could advertise Campbellsburg's festival.

As well, there is an issue with volunteer recruitment, the people who need to work the weekend long festival, more than likely would-be volunteers. We decided to focus on the ability of Washington County middle and high school students to work the festival, or the local school districts actively participating in the festival annually. Lastly, the event activities were originally centered around a 'country' theme, which may exclude other visitors of different demographics. We believe besides the hoedown; the events should also cater tourists or young adults that would not usually attend the festival.

¹² The Campbellsburg Country Festival, Facebook, <https://www.facebook.com/groups/101348509906371/about>

¹³ "Campbellsburg Country Festival." *Visit Indiana*, visitindiana.com/events/56529-campbellsburg-country-festival.

¹⁴ "Home." *Campbellsburg Country Festival*, campbellsburgcountryfestival.weebly.com/?utm_source=Visit%2BIndiana&utm_medium=referral&utm_campaign=VisitIndiana.com%2BFree%2BEvent%2BListing&utm_content=56529.

Recommendations

Rebranding

One of the primary issues that was identified by the client was the gradual decrease in community engagement in the festival, as well as decreased attendance. Many attendees of the festival, both in and out of the local community, are initially attracted to the festival because of the brand of the event. However, this brand has stayed relatively the same for the past few years, which could be resulting in the current relatively low engagement level.

We believe that a possible change that could be made to the festival is a rebranding of the event. Currently, the festival can be described as a “country fest” or a “hoedown”, which has been the brand for quite some time. Considering that the festival typically happens during the fall months, changing the brand of the festival to have an effect similar to “Campbellsburg Fall Festival” could be a healthy and nice change that those considering coming to the festival are looking for. Reflecting on the current brand of the festival, many potential visitors to the town or attendees at the festival may be deterred from the festival as they may not know what a “country fest” or “hoedown” entails.

NonProfitPro brings up a great example of a nonprofit organization called Cure SMA that rebranded to motivate new people to involve themselves in the organization’s work, and it was a successful attempt to do so. After featuring the same organizational brand for several years, the rebrand strikes a balance between the ideas and concepts of the present while holding on to the traditional branding the organization previously had.¹⁵

We believe that the same could be done with the branding of the Campbellsburg Country Festival. Those in the local community who are already involved in the festival would likely be more engaged because it is a nice change of pace to a festival that has remained relatively familiar to them for the past couple years, and visitors from outside the town would be more likely to attend because the branding would be more familiar to them as well. Additionally, with the label being a Fall Festival, the activities at the event could be more geared towards this new theme. Such activities could be hayrides, mazes, and pumpkin carving, in addition to the traditional activities that the festival normally organizes.

Expansion of Activities

The crux and primary aspect of the festival that ensures engagement and involvement are the activities that the festival includes. They not only serve as an initial appeal for those considering coming to the festival, but they also help to involve and engage attendees at the festival, both in taking part in the activities and helping to organize their logistics. Thus, we believe that it is important to expand the current set of activities to appeal to all age groups and compare them against the new, rebranded theme of the “Campbellsburg Fall Festival.”

¹⁵ Norris, Sean. “The Art of the Rebrand: When, Why and How to Rebrand Your Nonprofit.” *NonProfit PRO*, 14 July 2015, www.nonprofitpro.com/article/art-rebrand-rebrand-nonprofit/all/.

According to our initial informational meeting with Sue Bennett, most of the current attendees of the festival are older and younger members of the community, and that the organization board has struggled to involve those aged in between. Accordingly, we believe that having specific activities that are catered to different age groups can help to engage more people in the festival, regardless of the age group.

To cater toward individuals aged 20-40, we believe that a great idea for an activity could be a beer and wine tasting. Jay's Place, a bar located close to the festival site, could provide alcohol, and organize an event independent of the festival. This would likely attract this specific age group based on their demographic interests. One of the concerns about this idea raised by Sue Bennett was that this could possibly be a liability for the festival organization. To address this, we would emphasize that this event is independent of the festival but could be featured in marketing material to still attract this age group to the festival. Hence, this activity would not act as a liability for the festival board.

Additionally, the pageant has been a staple for the festival since it was first organized. Currently, the pageant is solely open to school children. However, we believe that the town can expand the pageant to add variety to the tradition to not only add a healthy change, but also to increase participation and engagement in community activities and culture.

To increase participation and enthusiasm for the pageant, we believe that a possible change could be the addition of different age groups, ranging from middle school and high school to senior citizens. With this increase in age groups involved in the pageant, there is potential for a stronger connection between the younger and older generations, which is a primary function and objective of organizing a festival such as this.

In addition to the expansion of current and into new activities to involve more age groups, we recommend that more activities should be geared towards the theme of Autumn, as previously mentioned. From our team's personal experience, activities that could be organized according to the theme could be turning of the leaves, a Halloween parade, in addition to continuing the existing chili cook-off. We believe that the addition of such activities would add to the rebranding of the festival and increase attendance and engagement at the festival.

Volunteers from School

Currently, the world expects so much from its students. One of these expectations include community service. Students are aching for new ways to volunteer not only because it is a great experience to have on a resume for application purposes, but also because they want to get more involved in their community.

The festival can recruit volunteers from the high school to fill this need. Allowing for younger kids to volunteer is beneficial in many ways. The younger demographic can bring new and interesting ideas before the committee that will draw in more kids in the younger generations. These kids are literally part of the demographic the festival needs to reach for the event to be as successful as it can be. The student volunteers have firsthand knowledge of what their peers would want and how to draw in the younger demographic. Students can have endless ideas that will benefit the festival.

The students may bring increased attendance from their peers if they have a personal connection to the festival. The younger demographics tend to travel with their friends. It is not a stretch to believe that having student volunteers will draw in their peers. At the minimum, the student volunteers will be able to advertise through word of mouth to their friends allowing the festival to reach the younger students.

These kids will also get a better connection with the community they live in and gain a newfound appreciation for community events such as the festival. With closer ties, students are more likely to participate more, stay in the community longer, and build a sense of community within the town.

Using student volunteers is beneficial to every party involved and can help ensure the longevity of the festival.

Marketing and Advertising

Utilizing social media for marketing and advertising will also help the festival reach different age demographics as well as people in different locations, such as nearby towns. Social media marketing is crucial to the new technological age we are currently in. It is an easy way to reach thousands of people at once. Social media marketing has been hugely successful because of its ease of use and affordability.

It is not difficult to build a platform on social media. The student volunteers can even help with this as they are more in tune with using social media. There is a wide variety of platforms available for use. We recommend taking to Instagram and/or Twitter.

According to Social Media Examiner, 97% of small businesses use social media to attract new customers. Social media is a widely used tool for businesses and consumers alike making it the perfect platform to attract people to this event. Social media marketing helps to validate your brand and it's no longer optional; it's an essential way for companies to reach consumers. When done effectively, social media campaigns can lead to more customers, more traffic, and more engagement.¹⁶

Conclusion

In conclusion, we believe that Campbellsburg is already moving in the best direction by changing their Country (HoeDown) Festival to a Fall Festival, and if they add the additional activities as described in our recommendation, they will bring in a larger prospective attendance similar to other Indiana Festivals.

We also recommend engaging those who are native to Campbellsburg but do not attend the festival we must involve the local middle and high schoolers to volunteer, and provide events, such as beer and wine tasting, for 20–40-year-old demographic, so we can ensure that there is something for everyone to do at the festival. As for the increase in outside attendance, the Board must boost their

¹⁶ “Why Is Social Media Marketing Strategy Important and How to Create One.” *Digital Marketing Blog*, 9 Mar. 2021, www.lyfemarketing.com/blog/effective-social-media-marketing-strategy/.

social media posts and have a centralized website that highlights all these new additions to the Campbellsburg Fall Festival.

We again thank the Washington County Project, Campbellsburg, and Sue Bennett for giving us this great opportunity and real life experience to assist with this year's festival.

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Appendix

Document A:

Post- Meeting Notes 1

Post- Meeting One Notes

What we know about Campbellsburg:

- Multiple Day Festival, with:
- <https://www.facebook.com/groups/101348509906371/>
- Local Businesses Help Fundraise fund the Festivities
- They are looking to expand who comes to the festival already have tried multiple advertising platforms
- Usually in the summer but is now going to be in September 2021

What they need to do:

- Bringing the past into these events
- Bringing history into it the current events and the advertisements
- It's just a time of year for people to walk around
- At least one food vendor, as the community may be comfortable eating the free food, outsiders may not with the Pandemic
- Campbellsburg Country Festival is September 10th and Salem is September 18th

Document B

Post-Meeting Notes 2

Post- Meeting Two Notes

- Due to the date of the festival moving to September, it may be a good idea to see a transition towards a fall theme, while still retaining a small-town country feel.
 - This will help make the festival more inclusive and attract outsiders
- Although the website meant to advertise the festival is currently down, there are plans to get it up and running again
 - More marketing to larger cities would be necessary to attract tourists to the town, i.e. Louisville, Indianapolis, Bloomington.
 - Also, marketing incentives to students in surrounding schools for festive volunteering.
- The age group that the festival has the most difficulty attracting is 20-30 years olds

- We discussed that one of the best ways to attract this age group is having a wine/beer tasting event or some other alcoholic event, however, there are worries that this would raise insurance/be a liability
- As a solution, we plan to contact Jay's Place, a bar very close to the festival site. They could provide alcohol/put on an event independent of the festival, and due to its close proximity it would still attract people and would not be a liability issue
- Other ideas:
 - Car smashing
 - Derby
 - Pumpkin Slingshot
- Some of the festival's most successful events include the Indy Zoo, the Moron Brothers, and the beauty/queen pageants
 - We recommend increasing the age groups for the pageants beyond high school age.
 - We also brought up the idea of having a sort of "senior" beauty pageant
- Most of the food vendors currently are out of town food trucks
 - We want to work on getting vendors from in town; this will create a better sense of community and keep profits within the town
 - This can be done by contacting local restaurants to become food vendors at the festival (restaurants in Washington county as a whole if needed)
 - We are placing importance in local businesses and the community profiting from the event instead of outside vendors.
- Sue said that she sees zero conflict with Salem's festival the next weekend

Footnote: Meeting three was cancelled due to technical issues.

Document C

Bar Interview

- Jimmy's Place(Campbellsburg, IN); April 16, 2021
 - Spoke to Janet Houchin, manager
 - Open to the idea of hosting a beer/wine tasting during the Campbellsburg Festival
 - They would simply need a distillery/brewery sponsor-- Hard Truth Hills
- Hard Truth Hills(Nashville, IN); April 19, 2021
 - Spoke to Jerry, regional salesman of the Campbellsburg
 - Had sponsored a similar event for Jimmy's Place in the past
 - More than willing to sponsor the event for Jimmy's Place during the festival