



To: Richmond City Council
From: Councillor Harold Steves
Chair, Parks, Recreation & Cultural Services
Committee
Date: June 5th, 2003
File: 7400-20-TALL1
Re: TALL SHIPS

The Parks, Recreation & Cultural Services Committee, at its meeting held on June 4th, 2003, considered the attached report, and recommends as follows:

Committee Recommendation (Mayor Brodie opposed to Part (1))

- (1) *That a maximum of \$25,000 be granted to the Tall Ships 2005 Steering Committee based on funds to be matched by the recipients, from the Council Contingency Account to prepare a business plan and a fundraising and sponsorship plan.*
- (2) *That a contribution agreement for the \$25,000 be prepared.*
- (3) *That the completed business plan and sponsorship/fundraising plan be presented to the General Purposes Committee meeting no later than November 3, 2003 in order that a timely decision on the City involvement in Tall Ships 2005 be made.*

Councillor Harold Steves, Chair
Parks, Recreation & Cultural Services Committee

Attach.

VARIANCE

Please note that staff recommended the following:

That:

- (1) *\$25,000 be granted to the Tall Ships 2005 Steering Committee from the Council Contingency Account to prepare a business plan and a fundraising and sponsorship plan;*
- (2) *a contribution agreement for the \$25,000 be prepared; and*
- (3) *the completed business plan and sponsorship/fundraising plan be presented to the General Purposes Committee meeting of November 3, 2003 in order that a timely decision on the City involvement in Tall Ships 2005 be made.*

Staff Report

Origin

At the Parks, Recreation and Cultural Services Committee meeting of April 29, 2003 the following referral motion was carried:

That the request for funding received from the Tall Ships 2005 Steering Committee, be referred to staff for the preparation of a report and recommendations on the request, and that the report include:

- (1) a detailed budget, including the request of \$36,000, and*
- (2) any other potential financial expenditures, including facility use and management, staff time, etc.*

In addition staff were asked to liaise with other cities to determine if those cities have sponsored a particular major event for a second time.

This report outlines the budget and other potential expenditures related to the production of Richmond Tall Ships 2005.

Background

Over the past five months, there have been several reports to City Council on the Tall Ships project. Staff have been working under this direction for the potential hosting of Richmond Tall Ships 2005. The resolutions are:

At the City Council meeting of November 12, 2002 Council passed resolution number R02/20-7:

- o That staff prepare a letter of intent to ASTA indicating the City's interest in hosting the 2005 Tall Ship Challenge; and,*
- o That staff prepare a comprehensive report on the impact of hosting Richmond Tall Ships 2005.*

A letter was drafted to ASTA outlining the City's position. The final report was forwarded to City Council in December 2002. At the City Council meeting of December 9, 2002 Council passed resolution number R02/22-13:

- o That: (2) the Richmond Tall Ships 2002 Coordinating Committee report be received for information; (Attachment 1)*

Staff brought forward a report in March to the Parks and Recreation Committee outlining several options for dealing with Tall Ships 2005. The Committee reviewed the report and recommended to Council that:

- o That the City encourage the establishment of a non-profit society that would combine private sector and community interest, to host Tall Ships 2005.*

At the City Council meeting of March 10, 2003 Council passed this resolution (number R03/5-15). In response to this motion a small Steering Committee made up of members of the community was formed. Since this time, the committee has been planning and considering the event requirements, work plans and steps to hosting the 2005 event.

The mandate of the 2005 Richmond Tall Ships Steering Committee is to:

1. create a non-profit society which would combine private sector and community interests;
2. identify key individuals to the proposed board of directors and other positions;
3. begin the planning process for the 2005 event, including the development of a business plan, negotiation of the ASTA contract, development of print and other materials, possibly including the contracting out of needed expertise; and,
4. upon the formation of the Society, inviting the members of the Steering Committee to become Directors of that Society.

The current members of this Steering Committee are:

Name		Relationship to Tall Ships 2002
Janice Podmore		Chair, Coordinating Committee
Alan & Pam Brain	Brain Communications, Principles	Co-Chairs, Marketing Committee
Tom Corsey	Fraser River Port Authority, Vice President	
Barry Coulson	Financial Services Supervisor, Richmond School Board	Chair, Finance Committee
David Huffer	YVR, Vice President	
Julie Halfnights	Past President, Thompson Community Association	Chair, Landside Venue Committee
Rick Henderson	Henderson, Livingston, Steward, Principle (Legal Services)	
Bryan Johnston		Chair, Sponsorship & Ship Recruitment Committee
Rob Tivy	Tourism Richmond, Executive Director	Partner

Ms. Podmore attended the Parks, Recreation and Cultural Services Committee of April 29, 2003 to request, on behalf of the Steering Committee, seed money from the City in the amount of \$36,000. This funding request was to support the committee with start up costs including cost of the first year of operations, development of a business plan for Tall Ships 2005, partial payment of a contract with ASTA (American Sail Training Association) and miscellaneous expenses.

This request from the Steering Committee resulted in the April 29, 2003 PRCS Committee referral. The Committee is also seeking financial support from Tourism Richmond.

Analysis

One of the major challenges identified in hosting the 2002 event was the lack of lead-time. It is felt that this lack of lead-time was at least in part, the reason for lower than expected sponsorship dollars being attained, fewer major attraction vessels and failure to attain on-site revenues.

Typically events of this magnitude take 1.5 to 2 years to plan. The 2005 Tall Ships Steering Committee would like to start planning now for the 2005 event (25 months away). In order to understand the impact of hosting another significant event, the committee needs to have a comprehensive business plan. This plan will outline and gauge the feasibility and scope of the event in order for the potential sponsors including the City, to have a clear picture of outcomes.

If the City was going to proceed with hosting this event, staff would insist on having a comprehensive business plan prior to proceeding with any detailed planning or commitment. In 2002, the City paid for a business plan, a sponsorship plan and a visual identity plan prior to fully committing to host the event.

Should the Committee be granted funding, the Business Plan would be scheduled for completion mid October, 2003. A fundraising/sponsorship plan is also required since corporations plan major sponsorship programs 18 to 24 months in advance. Major vessels, including those owned by Navy's, also plan their schedules in advance and recruitment for these feature attractions must start in the fall of 2003.

The Steering Committee has outlined a budget for the remainder of 2003 in order to ensure a successful event in 2005. Attachment 2 outlines this budget including the requested \$36,000 from the City. As mentioned earlier in this report, they have also submitted a funding request to Tourism Richmond which is being considered by the Board.

In the report to Council from the General Manager of Parks, Recreation and Cultural Services regarding options for proceeding (Council meeting March 10, 2003) a table proposing the event tasks and where the responsibility would lie was presented (attachment 3).

It was suggested that under the partnership with a non-profit society the City responsibility would be approximately \$500,000 in cash and in-kind services.

The Steering Committee is proposing that the City commitment be \$50,000 in cash (including the \$36,000 requested for 2003), and \$450,000 in-kind services. The remaining \$14,000 cash would pay the remainder of the ASTA contract. The business plan would outline the in-kind contribution from the City.

The proposed in-kind services could include policing, fire, traffic management, landside set-up and equipment – picnic table, benches, garbage cans, tables and chairs, use of City facilities – Steveston Community Centre, shed at nursery and vehicles, garbage disposal, installation of banners, printing and mailing as well as help with public meetings for community relations.

Should the City become a significant partner in Tall Ships 2005, a contribution agreement be developed outlining the roles, responsibilities and scope of the City involvement. Like other events, the City would be considered a primary sponsor of the event and receive the corresponding recognition.

It is also recommended that a senior City of Richmond staff person sit as a voting member of the Board as well as the Finance Committee of the Society.

Options:

1. Grant the Steering Committee request of \$36,000 for the outlined activities in 2003, await the outcome of the business plan and make decision to proceed or not based on the business plan.
2. Fund the \$18,000 for the Business Plan and the \$7,000 for the sponsorship/fundraising plan, await the outcome and make decision to proceed or not in the Fall, 2003.
3. Fund the \$18,000 for the Business Plan, await the outcome and make decision to proceed or not in the Fall, 2003.
4. Complete the Business Plan in-house and make the decision to proceed or not when completed.
5. Deny the funding request and inform the Steering Committee and ASTA that the City is no longer interested in being a host port in 2005.

	Option	Pros	Cons
1	Grant \$36,000 for outlined activities in 2003, consider business plan in fall, decide to proceed or not fall 2003	<ul style="list-style-type: none"> - allows completion of business plan - starts the fundraising in a timely manner for corporations to plan & respond - starts planning for ship recruitment in a timely manner - allows early pre-commitment to the event, which will influence other funding agencies and potential partners. - adds enthusiasm to the planning Committee and makes it easier to recruit the right people to the non-profit society. - City plays a leadership role in the establishment of this signature event. - possible leverage for other funders to come on board. 	<ul style="list-style-type: none"> - should the outcome of the business plan not be favourable to the event and decision made to not proceed the money and other activities started will be written off - no budget for this, funding would have to be found within the operating budget
2	(recommended) Grant \$25,000 to fund the Business Plan and the Sponsorship/Fundraising Plan, await outcome in fall	<ul style="list-style-type: none"> - allows for completion of the business plan - the City has the benefit of understanding their possible commitment and scope of the event - City plays a leadership role in the establishment of this signature event - leverage for other funders to come on board 	<ul style="list-style-type: none"> - ship recruitment not started in a timely manner as materials not prepared - ASTA may not be that cooperative with no fees being paid - no budget for this, funding would have to be found within the operating budget

3	Fund the Business Plan then await outcome in fall.	<ul style="list-style-type: none"> - allows for completion of the business plan - the City has the benefit of understanding their commitment and scope of the event - City plays a leadership role in the establishment of this signature event - possible leverage for other funders to come on board 	<ul style="list-style-type: none"> - possible loss of major sponsorships due to timing - ship recruitment not started in a timely manner as materials not prepared - ASTA may not be that cooperative with no fees being paid - no budget for this, funding would have to be found within the operating budget
4	Complete the Business Plan in house	<ul style="list-style-type: none"> - allows for completion of the business plan - the City would see the scope of their proposed commitment - the City plays a leadership role in the establishment of this signature event 	<ul style="list-style-type: none"> - there is no staff allocated to this activity at the present time. The business case analysis team or an individual would need to be seconded to this project. - no budget for this, funding would have to be found within the operating budget. - there may be less buy-in to the Business Plan by the non-profit society if they are not leading the process - ship recruitment not started in a timely manner - possible loss of major sponsorships due to timing
5	Refuse funding and declare no further interest in the City hosting TS 2005	<ul style="list-style-type: none"> - no cost to the City 	<ul style="list-style-type: none"> - loss of significant economic spin-off to the City of Richmond - loss of a signature event that "puts Richmond on the map" - loss of an event that created significant excitement and community pride.

The objectives of a Business Plan are to create a vision, scope and outline for an event. It outlines the management of the event, services to be delivered, how they should be delivered, who should deliver the services, a financial analysis of the proposed event plus a pricing structure, timelines, critical risks and challenges. It should lay out a budget and all sources of funding. A Sponsorship/Fundraising Plan develops strategies to raise the funds required including a marketable sponsor/supplier program, in order to ensure that local, regional and national corporations can participate. It would include building a corporate awareness program; building a selling strategy including tangible benefits to potential sponsors; developing a sponsorship framework and package including incentives for contributions; and identifying in-kind sponsorship opportunities that would contribute to budget reduction.

Financial Impact

If option 2 (recommended) is adopted the immediate financial impact to the City is \$25,000. There is adequate funding within the Council Contingency Account to cover this expenditure. As of May 28, 2003 there is \$106,925 in this account.

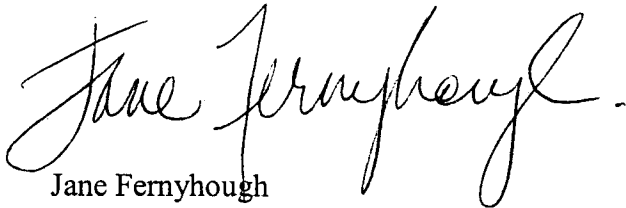
Any requests for 2004 and 2005 will come through an additional level budget request or casino grant request.

Conclusion

This is a two-year project that if funded will provide considerable benefit to the community and particularly the business community in Richmond.

This event can become Richmond's signature event and with time, become a worldwide attraction. To commence the planning and proceed with understanding the scope of the event, a business plan is required. Also, there are other funding partnerships that could be leveraged from the City committing funds at this time.

Committing to this funding request does not bind the City to any further support to the event. However, the longer that the City takes to come on board the harder it is for the Steering Committee or non-profit society to raise funds and profile for this event.



Jane Fernyhough
Manager of Heritage and Cultural Services
4288

JF:jf

2002 RICHMOND TALL SHIPS
FINAL REPORT

Prepared by
City of Richmond
Staff

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2002 RICHMOND TALL SHIPS FINAL REPORT

INTRODUCTION

From August 8 – 12, 2002 the City of Richmond (the City) celebrated its maritime heritage as more than 20 magnificent tall ships from around the world gathered along the Steveston waterfront for the Richmond Tall Ships 2002 Festival.

Over the five days of the event an estimated 400,000 spectators attended the Festival. An estimated 135,000 attended the Parade of Sail on Thursday, 30,000 watched the mock gun battle on Saturday, 10,000 attended the Vancouver Symphony Orchestra Concert in Garry Point Park, and 45,000 watched the departure of the tall ships on Monday.

Surveys indicated that approximately one half the Festival-goers were from outside the region, were first time visitors to the City, and were impressed with the Festival.

Local businesses reported that they did three to four times their usual daily sales and many ran out of supplies during the Festival. Several merchants have indicated that many first time visitors have returned since the event.

The City received international attention and extensive media coverage throughout the five-day event. Pre-Festival articles appeared in a number of major US daily newspapers including the New York Times, Los Angeles Times and Atlanta Journal-Constitution. Approximately 150 media attended the Festival and produced more than 100 television news spots on regional and national television and hundreds of newspaper articles.

Captains and crews from Japan, New Zealand, the Netherlands, the Virgin Islands, the United States and Canada were overwhelmed by their welcome and the hospitality they received saying it was the best Tall Ship event they had ever attended.

A new legacy of infrastructure benefiting the community and the fishing industry was created. New piers and wharves were developed at No. 2 Road, No. 3 Road, and Britannia. The main river channel and inner harbour were dredged. A new boardwalk was built, parking lots were paved, and the area received a general cleanup.

The City, corporate sector, local merchants, other levels of government, and community organizations worked together to strengthen old relationships and establish new partnerships.

A legacy of 2100 experienced volunteers and staff demonstrated the City's ability to host world class events and opened the door to other exciting possibilities with tremendous tourism potential.

Sixteen local young people were given a "dream of a lifetime experience" and placed on-board a sail-training vessel.

Spectators and proud local residents embraced the event expressing enthusiasm for similar future events. Quotes from letters received include:

"I am a reasonably long time Steveston resident (11 years) and I've never had such a fun time as this weekend for the tall ships. We'd love to have it back in 2005"

"Definitely have another event next year! Work boats, wooden boats, steam boats ...whatever. It was a great community event and a real boost to the area."

“While the instant popularity of your event caught everyone by surprise on opening day, your very able city staff and hundreds of volunteers, and TransLink, quickly regrouped. Your first day challenge merely underscored the fact that with one stroke, you have created for your city, and the merchants of Steveston, an imaginative and wholly appropriate event that truly showcases our maritime heritage. Well done!”

“You undoubtedly surpassed your most optimistic forecast by miles and achieved one of the friendliest large scale events that we have been part of since Expo 86!!”

“The Tall Ships Festival came together in a short period of time and proved that with hard work and determination anything is possible. The city staff and volunteers who turned a dream into reality put on a world class event.”

“I felt the organizers, staff, volunteers and council should be congratulated on taking a chance on an unproven event and making it work. I noticed the “tweaks” and adjustments over the four days and was very impressed with the class and diplomacy expressed.”

BACKGROUND

The City of Richmond began investigating the feasibility of hosting the 2002 Richmond Tall Ship Festival in the spring of 2001 in response to an invitation from the American Sail Training Association (ASTA) which was seeking a Canadian port of call on the west coast for the 2002 Tall Ships Challenge Race Series.

In October 2001 the city contracted an event management company to work with a small group of enthusiastic volunteers and city staff to develop an event image, preliminary budget, project plan, and sponsorship package, and generate community and corporate interest in the event. In November 2001 City Council accepted the project and the budget and formally approved the event and agreed to underwrite any deficit in January 2002. Coordinating Committee members were recruited through a public invitation process in January/February 2002.

The challenge was huge:

- The timeframe to plan and implement an event of this magnitude was critically short. From approval by the Richmond City Council in November 2001, it was just over 8 months to organize the Festival on August 8 - 12, 2002. This provided very little time to recruit ships, raise funds, and promote the event.
- The Festival dates conflicted with other well-established major events in the lower mainland, i.e. the Abbotsford Air Show and the Festival of Light in Vancouver.
- The event site was located within a working fishing harbour. Fishery openings were unpredictable making available moorage in the harbour questionable. A large salmon run, the Adams River run, was anticipated in August and complicated the logistics of operating in the river channel and harbour. Protest fisheries were also a possibility.
- Additional infrastructure was required to berth large ships in publicly accessible areas with adequate draft. The main river channel and the inner harbour required dredging and the lowest tides of the summer would occur during the event dates.
- The event site was spread out over 5 kilometers from No.3 Road to Garry Point Park.
- Managing transportation for a projected crowd of 200,000 to 250,000 with only two major access routes into the Steveston area and limited local parking would be a challenge.
- The layout of piers and wharves restricted public visibility of ships.
- Providing 50,000 projected ticket holder’s access to board ships over a three-day period would be a major challenge.
- Although the community has experience organizing a large annual one-day Salmon Festival, local experience in hosting a major international, multi-day event was limited.

- Several city departments would experience significant direct impacts, e.g. Recreation, Parks, and Cultural Services, Police, Public Works, Finance, Legal, etc.

ORGANIZATIONAL STRUCTURE

The Coordinating Committee consisted of an Event Chairperson, 2 City Council liaisons, 16 Committee Chairs/Co-Chairs heading up 11 committees, and 46 sub committee managers.

Recommendations

- 1) The City should remain the official event host with ultimate authority and responsibility for the event. Operational responsibility should be delegated to a registered non-profit society through a signed partnership agreement with the City. The City should appoint the Event Chairperson, approve the selection of board members, and appoint a city liaison to the board of directors.
- 2) Recruit Coordinating Committee Chairs earlier. Chairs need to be recruited 18 months to 24 months prior to the event, e.g.:
 - a) Landside Venues and Waterside Operations need to identify infrastructure and budget requirements 18 to 22 months prior to the event;
 - b) Sponsorship must develop a sponsorship program and begin solicitation of sponsors at least 18 months prior to the event;
 - c) Marketing/Communications needs to establish a visual identity for the event prior to development of the sponsorship package;
 - d) Administration and Finance needs to develop budgets, establish ticket prices and a ticket distribution system, 18 to 22 months prior to the event.
- 3) Revise Coordinating Committee organizational structure and develop more extensive sub- committee structures for all committees, e.g.:
 - a) Add Warehousing and Equipment Distribution manager to Landside Venues Committee.
 - b) Move Spectator Services to Landside Venues from Maritime Festival.
 - c) Move Market Place to Landside Venues from under Maritime Festival with responsibility for commercial activities, e.g. food and merchandise vendors, food caterers, artists' market, the beer garden, pancake breakfast, salmon bake, etc.
 - d) Maritime Festival should be responsible for entertainment, stage programming, buskers, only etc. and be renamed "Entertainment or Programming Committee".
 - e) Move Immigration and Customs to Waterside Operations Committee from Security, Safety and Telecommunications.
 - f) Move Crew Events to Waterside Operations from Maritime Festival.
 - g) Move Official Merchandise sub-committee to Marketing and Communications from Finance and Administration.
 - h) Add Information Distribution Committee to Marketing and Communications Committee.
 - i) Move Website and Tourism under Marketing and Communications.
- 4) Define committee responsibilities and develop job descriptions for all chairs and managers.
- 5) Organize volunteer management workshops for Chairs and staff, e.g.:
 - a) Developing a mission statement, goals, and objectives
 - b) Clarifying roles and responsibilities of boards, chairs, volunteers and staff
 - c) Working with volunteers - motivation, expectations and recognition of volunteers
 - d) Morale and team building
 - e) Establishing operating principles, e.g. creativity before spending, etc.
 - f) Recruiting the right people for the jobs
 - g) Conflict resolution
- 6) Schedule a "Walk Thru" meeting for Chairs 4 months prior to the event and another for sub-committee managers 3 months prior to the event. Each Committee Chair or manager should schedule an on-site orientation for committee volunteers approximately one week prior to event.

ADMINISTRATION & FINANCE

Administration and Finance was responsible for office operations, finance, purchasing, legal services, insurance and risk, official merchandise, economic impact, ticketing, licenses and permits. Committee responsibilities were largely staff functions. Ticketing was the main focus of the volunteer members.

Office Operations

An Event Office was located in the City Operations Yard, opening in March 2002 and closing at the end of September 2002. Approximately 2200 square feet of space was utilized for the reception area, administrative assistants' work stations, manager's office, and volunteer administration, and meeting rooms. Furniture, equipment and supplies were supplied by the city. Additional space for storage, kitchen facilities, washrooms, photocopier, fax machine, etc. was shared with Parks staff. City staff reassigned to work on the project worked from their existing office space.

The office location worked very well and integrated the functions of the event office with city departments that provided essential services and supplies to the project. Adequate free parking and meeting space was available for volunteers during the day, evenings, and weekends.

The Event Office was relocated to the Operations Centre in the Steveston Community Centre from August 1 to August 12.

Challenges:

- 1) Providing adequate technology support to meet the needs of an expanding project, i.e. additional phones, computers, email, web site, REDMS, volunteer registration program, etc.;
- 2) Providing adequate office space, administrative support, computers and phones in the Event Office for volunteer administration;
- 3) Handling the volume of telephone calls, walk-in enquiries, etc. in the reception areas, especially during the Festival. Telephone service that had been ordered for the Operations Centre was not installed and service was inadequate to handle the volume of calls. This resulted in the Front of House at City Hall, Steveston Community Centre, Tourism Richmond, and the Richmond Chamber of Commerce being overwhelmed with enquiries;
- 4) Providing current information in a changing environment to Front of House at City Hall, Steveston Community Centre, Tourism Richmond, etc., especially during the event, e.g. early closures of ship queuing lines, transit and shuttle bus information, etc.
- 5) Obtaining newly issued phone numbers to finalize and produce the event telephone directory.

Recommendations:

- 1) Open the Event Office at least 16 months prior to the event and relocate it to the Steveston area approximately 1 month prior to event;
- 2) Plan additional office space and resources for the Volunteer Committee in the Event Office;
- 3) Recruit five or six office volunteers to answer phones, answer questions, run errands, set up meeting rooms, etc. in the Event Office prior to and during the Festival.
- 4) Improve telephone service in Event Office in Operations Centre.

Event Staff

The project was staffed through a mixture of hired staff, reassigned city staff, grant funded positions, and hired consultants:

- 1) Event manager - contract employee from March 2002 until October 2, 2002;
- 2) Administrative assistant - contract employee from April 2002 until end of September 2002;
- 3) Four (4) city staff (core team leaders) reassigned to work full time in the following areas:
 - a) Finance, Administration, Insurance and Risk Management
 - b) Waterside Operations, Landside Venues, and Transportation
 - c) Hospitality, Marketing & Communications, and Sponsorship
 - d) Administrative assistant
- 4) Nine (9) city staff liaisons reassigned to work with various committees in addition to their regular responsibilities;
- 5) One (1) receptionist - HRDC program;
- 6) One (1) administrative assistant dedicated to the volunteer committee - Theo BC program;
- 7) Three (3) consultants - sponsorship, public relations, vendor/entertainment co-coordinator;
- 8) Other city staff assistance provided as required.

Challenges:

- 1) Lack of time to adequately plan the event, e.g. to develop organizational structure, define committee responsibilities, clarify roles and responsibilities of staff and volunteers, develop job descriptions, timelines, committee budgets, policies and procedures, and understand committees interdependencies, etc.
- 2) Long hours and heavy work load for all staff.

Recommendations:

- 1) Start planning earlier. Event planning and implementation took place simultaneously;
- 2) Hire the event manager at least 18 months prior to the event;
- 3) Develop timelines, clarify roles and responsibilities of staff and volunteers, etc. early in the planning process;
- 4) Provide staff training on working with volunteer boards, etc.;
- 5) The staff person working with the Volunteer Committee should be located in the Event office.

Finance

Finance Committee responsibilities included budget development and monitoring and administration of the financial activity of the Festival. City staff carried out most committee responsibilities.

City staff developed the \$2.2 million operating budget and \$400,000 capital budget based upon information from previous Tall Ship events in Kingston and Halifax and in consultation with staff liaisons and Committee Chairs.

Utilizing the City's accounting system and Excel spreadsheets to monitor and administer financial activity of the event worked well.

Revenue targets that were set early in the planning process were not achieved; however, the events expenses will be under budget and should result in the event ending up on a breakeven basis. On-site revenues were less than projected. Although the number of spectators was significantly more than projected, the dollars did not flow to vendors that were paying percentage fees to the organizing committee. This is similar to the experience in the Halifax Tall Ship Festival in 2000. Local merchants did a brisk business during the event, which was good for local businesses, but revenue at the beer garden and food concessions were negatively impacted.

This event has provided an excellent experience base that will result in more efficiency in future events. Many opportunities were lost due to lack of time and resources. More lead-time will allow additional opportunities to be explored and maximized and better decisions can be made that are proactive, instead of reactive which will keep costs down.

Challenges:

- 1) Lack of time to develop budgets, policies and procedures, negotiate agreements, raise funds, etc.;
- 2) Difficulty confirming sponsors and vendors who were skeptical that this first time event would attract projected number of spectators;
- 3) Difficulty predicting sales revenue for a first time event.

Recommendations:

- 1) Start earlier;
- 2) Project on-site revenues very conservatively for future events;
- 3) Explore additional revenue sources, e.g.:
 - a) Alternate ticket distribution options;
 - b) Tour operator markets;
 - c) Sell on-board ship hosting opportunities;
 - d) Water taxi and harbour tours;
 - e) Additional parking revenues;
 - f) Additional licensed commercial activities. (However, additional revenue may be offset by the need for a larger administrative team to manage the amount of commercial activity.)

Purchasing

Expenses and activities were processed in line with standard City procedures. Purchasing policies and procedures were distributed to all staff and Committee Chairs. Staff members were responsible for processing the activity of their assigned committees.

Challenges:

- 1) Lack of understanding by staff, volunteers, and sponsors that the City must follow its normal process for awarding contracts at all times;
- 2) Lack of guidelines governing the involvement of volunteers in Festival contracts.

Recommendations:

- 1) Brief all staff, consultants, Committee Chairs and sub-committee managers on purchasing policies and procedures.

Legal

In addition to the ASTA agreement, approximately 110 contracts were developed and executed for ship appearances, sponsorships, concessionaires, merchandising, and consulting services. (Note: this number does not include contracts with performers). The city legal department reviewed all contracts to ensure the City was not exposed to undue risk or obligation.

Challenges:

- 1) It was time consuming and a challenge to “back fill” commitments made by volunteers.
- 2) Lack of polices governing volunteer, contractor and sponsor relationships created some issues in the recruitment of service providers and negotiation of contracts.

Recommendations:

- 1) Involve city staff in transactions that bind the City from the outset.
- 2) Include a “get out” clause in contracts to address situations that inhibit sponsors from delivering goods or services in a timely manner, e.g. newspaper labour dispute.

Insurance and Risk

The City and the organizing committee were well covered with very limited exposure during the Festival. The City’s standard practice of securing a special event policy for the Festival was followed. Insurance coverage included:

- Municipal Insurance Association– Limit of liability \$30.25 million
- Special Event Policy– Limit of liability \$5 million
- Marine Policy – Limit of liability \$5 million

As associated partners, the American Sail Training Association, Steveston Harbour Authority, Fraser River Port Authority, School District #38, etc. were additional named insured’s on one or all policies. The City did not assume liability for activities taking place on board ships. This was the responsibility of the ships owners.

Incident reporting procedures and forms were developed and distributed during the event.

Challenges:

- 1) Late knowledge that marine liability coverage was required by the Fraser Port Authority for the use of the waterfront property, the limited availability of such policies, and today’s reinsurance market, made this coverage a challenge to obtain.

Official Merchandise

The selection and production of event souvenirs is a key ingredient to the branding of an event, enhances the promotion of the event, and is a source of revenue to help defray expenses. Canadian Duty Free was selected through an Expression of Interest in March 2002 to develop and market official event merchandise. The marketing committee was peripherally involved in the selection of Canadian Duty Free and the selection of product lines. The City assumed no financial risk in product development or sales.

Merchandise sales were below expectations. A 10% commission on the gross wholesale sales of approximately \$110,000 was realized. Six weeks of merchandising sales were lost because of changes made to the event logo in April. Many other opportunities were lost due to lack of time and resources, e.g. marketing and sales of fine art poster, capturing financial value from “passing off” or “look alike” merchandise, pre-event merchandise sales.

Challenges:

- 1) Lack of time and limited resources;
- 2) Confusion regarding event logo.

Recommendations:

- 1) Move the Official Merchandising sub-committee to Marketing and Communications;
- 2) Change site locations for vendors selling official merchandise;
- 3) Consider adding more clothing items and fewer trinkets to the product line.

Economic Impact

An economic impact study was not undertaken due to limited time and resources.

Recommendation:

- 1) Undertake an economic impact study of any future event.

Ticketing

The Ticketing Committee was responsible for ticket pricing and sales, wrist banding and queue line control.

With limited information from previous Tall Ship events and an unconfirmed number of ships, it was projected that approximately 50,000 pass holders could be accommodated on-board 20 ships over a 3-day period. To mitigate long line ups, multiple access points to the ships were planned at No. 3 Road Pier, Britannia Heritage Shipyard, 3rd Avenue Pier, 6th Avenue Pier, and 7th Avenue Pier.

Many ticketing options (including time and date specific tickets) were considered and rejected for various reasons. A multi-day ticket was selected because it provided the most flexibility and permitted pass holders to come back over three days if line-ups were too heavy or weather was inclement. A very reasonably priced \$10 multi-day ticket (\$15 after August 9) plus applicable services charges and GST was established. Children five and under were admitted free when accompanied by an adult. No senior's rate or family rate was provided in order to keep the ticket structure as simple as possible. Group tickets of 20 or more were sold for \$1 off the purchase price. Special viewing arrangements were made for people with mobility restrictions who were not permitted down steep ramps for safety reasons. (*Refer to Mobility Restricted Access in Maritime Festival Section*)

A \$50 ticket, "Admiral's Club Pass", was established which provided preferred ship boarding and four-day access into the licensed corporate hospitality tent. Initial plans to sell 1000 passes were revised due to concerns regarding the capacity of the Admiral's Club and ticket numbers were limited to 400. Admiral's Club Passes sold out very quickly and many more could have been sold. The 400 ticket-holders sold had virtually no impact on the waiting time in the general boarding lines; however, there was some negative feedback from the general public to priority boarding, especially at the 7th Avenue access near the Admiral's Club entrance.

Many types of boarding passes were considered. Wristbands were selected because they provided multi-day access without transferability. Purchased tickets were exchanged at queuing lines for white (\$10) or red (\$50) wristbands. An estimated 37,500 wristbands were distributed. Although wrist banding was slow and cumbersome process, it met the objectives of non-transferability and multi-day access. Corporate sponsors and invited guests were issued transferable VIP ID tags in neck pouches to use as boarding passes.

Tickets were sold primarily through Ticketmaster, which, given our short timeline, provided expertise and good market penetration throughout British Columbia and other provinces. The agreement with Ticketmaster restricted the use of other commercial outlets; however, local community groups were permitted to sell a limited number of tickets. Three community groups, the Rotary Club, Gulf of Georgia Cannery, and Sea Scouts sold 6000 advance tickets and retained \$1.50 per ticket sold. Selling tickets through community groups worked well; however, the group's commission should have been equal to Ticketmasters' service charges in order to return the full ticket value to the organizing committee.

Ticketmaster staffed ticket booths in 3 locations (3rd Avenue, 7th Avenue, and Britannia) each equipped with credit and debit card, and "Will Call" capability. The Dragon Boat Society staffed a booth at No. 3 Road on a cash only basis.

A total of 42,391 tickets were sold. Approximately 1,300 transferable VIP passes were given to sponsors and guests, and 2100 complimentary tickets were provided to volunteers.

On-board ship viewing took place from 10 am to 5 pm on three days (Friday, Saturday, and Sunday) of the five-day Festival. Wristband exchange started one hour prior to boarding. Queuing lines were closed early enough (some as early as 3 pm) to ensure that everyone in the line was able to board the ship. Queuing lines were generally largest at noon and were always at least 2 hours long at 7th Avenue.

Challenges:

- 1) Lack of planning time to explore and develop other ticket sales and distribution options;
- 2) Ticket prices were established too late to include in tour operator packages;
- 3) Providing multiple ship boarding locations to accommodate 50,000 projected ticket-holders;
- 4) Long line-ups, and lack of shade, water, and seating in queuing areas.

Recommendations:

- 1) Increase the size of Ticketing Committee to include additional co-coordinators responsible for different areas, e.g. advance ticket sales, on-site sales, wrist-banding, etc.;
- 2) Review and clarify committee responsibilities for management of queuing and viewing lines and spectators on-board ships with Ticketing, Landside Venues, and Security;
- 3) Increase ship boarding opportunities to alleviate long line-ups, i.e. number of ships increased, ship-boarding hours extended, or one more day of ship boarding;
- 4) Establish policies early in the planning process regarding cut-off date for pre-event ticket price, number of tickets reserved for on-site sales, refund policies in case of inclement weather, long line-ups, early line closures, etc.;
- 5) Print refund policy on tickets;
- 6) Set ticket prices in even dollars and include the cost of services changes and taxes to avoid the need to handle coins;
- 7) Volunteers should use their ID tags as boarding passes rather than distributing tickets and wristbands;
- 8) Explore alternatives, other than Ticketmaster, to achieve better pricing and marketing, e.g. selling through a major retailer, community groups, or Tourism Vancouver, etc.;
- 9) All tickets should be sold at the same price. Community groups should not sell tickets for less;
- 10) Open ticket booths and wristband exchange booths for advance sales and wrist-banding in the Steveston area prior to the event;
- 11) Extend hours for ticket sales and wrist-banding especially on the first day for the Parade of Sail;
- 12) Increase the number of ticket booths on-site during the event in the Steveston area. Locate ticket booths close to Chatham bus lot;
- 13) All booths should have credit and debit card, and "Will Call" capability;
- 14) Provide customer service training to all personnel manning queuing and viewing lines and access control positions;
- 15) Provide additional tenting, seating, and refreshment stands in all queuing areas;
- 16) Provide more entertainment in queuing areas;
- 17) Post queuing times at each boarding location;
- 18) One supervisor must be identified at each ship boarding location;
- 19) Set up separate access and exits onto docks and onto ramps on larger ships to reduce congestion;
- 20) Establish tour routes on ships and train volunteers how to move crowds through to improve the flow of spectators on ships;
- 21) Establish procedures to ensure information regarding length of queuing lines, early line closures, etc. is relayed to other queuing lines, spectator services, ticket booths, Event Office, etc.

CORPORATE HOSPITALITY

The Corporate Hospitality Committee was responsible for operation of the Admiral's Club, the Mayor's Reception, Captains' Ball, and on-board ship hosting parties.

The Admiral's Club, located on the 7th Avenue pier overlooking the largest tall ship, was very successful, and provided an excellent facility where sponsors could take a break, entertain clients, enjoy music, and purchase food and refreshments. Over 1200 transferable VIP passes were distributed to sponsors depending upon their level of support. Four hundred (400) Admiral's Club Passes were also sold for \$50. These pass-holders received a non-transferrable red wristband that gave them priority ship boarding and four-day access to the Admiral's Club (Friday, Saturday, Sunday, and Monday). The Admirals Club was set up to accommodate approximately 400 people a day, and although it was under-utilized by sponsors, it was well used by \$50 Admiral's Club pass holders. The size of the Admiral's Club was reduced after the second day to provide additional public ship viewing and to improve pedestrian traffic between 6th and 7th Avenue piers.

A short Welcoming Ceremony took place at the Fishermen's Needle in Garry Point Park during the Parade of Sail on Thursday afternoon. The Ceremony began with a fly past by the Snowbirds at approximately 2:30 pm. The lead ship, the "Maple Leaf", stood-off at Garry Point during the Parade of Sail, while the ship's Commander came ashore in an antique dory. A welcoming party that included the Mayor and a Musqueam elder waited on shore. The Commander requested and was given permission to come ashore by the Musqueam elder. A colour guard and bagpiper accompanied the procession a short distance up the beach to the Fisherman's Needle where the Mayor delivered official greetings to the ships and their crews. The Parade of Sail was delayed by approximately 1 hour due to problems queuing the ships. The Mayor's Reception was held in the Admiral's Club immediately following the Parade of Sail with approximately 150 invited guests in attendance.

The ASTA Agreement includes a contractual obligation for the host port has to organize a captains' dinner. A Captains' Ball, sponsored by Aberdeen Centre and organized by the Richmond Sunset Rotary Club, was held on Friday evening. Tickets sold out quickly and were priced at \$180, \$200 for captain's tables, and \$320 for VIP tables. Approximately 400 attended and \$20,000 was raised to support youth sail training and other community projects. As required by the ASTA agreement, 6 tickets were provided free of charge to ASTA and 2 tickets to each captain and guest. First and second place trophies for the Yokohama to Richmond Trans-Pacific Race were presented at the dinner to the Europa and the R. Tucker Thompson

Corporate sponsors hosted 7 on-board ship parties as part of their sponsorship entitlements. Sponsors were responsible for inviting guests, organizing food and refreshments, obtaining liquor licenses, greeting guests, etc. The organizing committee maintained access control onto piers and contact with captains.

Challenges:

- 1) Entertaining crowd during the delay in the start of the Parade of Sail and Opening Ceremony;
- 2) Congestion at the entrance into the Admiral's Club and ship boarding queuing lines at 7th Avenue.

Recommendations:

- 1) Expand the size of the committee to include additional managers responsible for organizing each area;
- 2) Change the location of the Admiral's Club;
- 3) Obtain a larger sound system to accommodate the size of the crowd, place speakers over a broader area, and provide more entertainment and information on arriving ships for the Parade of Sail;
- 4) Organize a less formal Captains' Dinner with more focus on sail training, captains and crews.

LANDSIDE VENUES

Committee responsibilities included venue planning, venue set-up and dismantling of portable facilities and equipment (tents, toilets, stages, fencing, etc.), utility connections (water, phone, electrical, etc.), garbage and toilet servicing, golf cart coordination, production and installation of signs and banners and management of venue operations during the event.

Five (5) venues, stretching over a five-kilometre distance, were established: to provide multiple viewing and boarding locations for the large projected number of spectators and ticket-holders.

- 1) Garry Point Park
- 2) Steveston Village
- 3) Britannia Heritage Shipyard
- 4) No. 3 Road
- 5) Steveston Community Centre

Preliminary venue planning was essentially a city staff responsibility. Venue Managers were recruited closer to the event to assist with venue set-up and dismantling, and to manage venue operations during the event. Venue set-up began approximately 2 week prior to the Festival. The first two days of the event were very challenging. Venue managers did an exceptional job, working very long hours in a very stressful circumstances. Venues were overwhelmed by larger than expected crowds, pedestrian and vehicle traffic was congested, line-ups were long, the weather was hot, and a large number of seniors were attracted to the Festival. Venue Managers took charge and responded quickly with solutions to the issues by providing additional areas to view ships, reorganizing and managing viewing and queuing lines at ship boarding locations, adding seating at Garry Point Park, etc. but were unable to look after other important aspects of their job, e.g. attention to garbage collection, toilet servicing, locked gates, tent concerns, etc.

The Steveston Community Centre worked extremely well as an Operations Centre and was an operational venue from August 1 to August 12 housing the following functions:

- 1) Event Office
- 2) Transportation Dispatch
- 3) Volunteer Centre
- 4) Radio and cell phone distribution area
- 5) Crew Centre (Internet Café, games room, shower and laundry facilities)
- 6) ASTA office
- 7) Liaison Officers' meeting room
- 8) Volunteer Appreciation Party
- 9) Committee Meeting room
- 10) Storage area

If future waterfront development occurs, berthing ships between Steveston village and Britannia Heritage Shipyards would greatly improve public ship viewing, ship boarding, and pedestrian traffic flow. No. 3 Road is a fairly remote site, and needs to have a very large ship, e.g. Nippon Maru, or more than one ship, to be a viable site.

Golf carts (20) and gators (2) were well used on the venues delivering volunteer food and refreshment, moving media crews and equipment, etc. Gators proved to be more practical than golf carts as they could carry more equipment, moved faster and were street legal. Both vehicles were hampered by the difficulty of moving through very large crowds.

Challenges:

- 1) Gaining access to the 3rd Avenue parking lot to set-up the large tent prior to the event;
- 2) Dust and wind at Garry Point Park and in the Artists' Market;
- 3) Managing traffic flow and large crowds:
 - a) Providing adequate public viewing of ships;
 - b) Supervising viewing and queuing lines;
 - c) Heavy pedestrian traffic on Moncton Street between 6th Avenue and 7th Avenue;
 - d) Pedestrian traffic on village boardwalk dead-ended into 3rd Avenue tent and queue line;
 - e) Difficulty attracting crowd to Garry Point Park and Artist Market;
 - f) Mix of pedestrian and vehicle traffic on 6th and 7th Avenues;
 - g) Maintaining vehicle access into fishermen's parking lot on Moncton Street and 6th Avenue;
 - h) Lack of shade and rest areas at Chatham bus lot, Garry Point Park, and in queuing areas;
 - i) Congestion at 7th Avenue pier into Admirals Club and viewing and queuing lines;
 - j) Servicing toilets and garbage containers throughout the day in large crowds;
- 4) Unsuitable tents and kiosks in Artists' Market and Security/First Aid Posts
- 5) Setting up for the volunteer appreciation party on Sunday night;
- 6) Locked fences and facilities – needed common keys;
- 7) Dismantling tents following the Festival – high winds;
- 8) Controlling inventory, especially following the event.

Recommendations:

- 1) Start planning much earlier;
- 2) Recruit Committee Chair 22 to 24 months prior to event;
- 3) Increase size of the sub-committee structure, e.g. ;
 - a) Add a Venue Fit-Out manager responsible for venue set up and dismantling, etc.
 - b) Add a Warehouse & Equipment Distribution committee manager responsible for inventory control, equipment distribution, coordination of golf carts, etc.
 - c) Move Market Place Committee to Landside Venues from Maritime Festival;
 - d) Move Spectator Services to Landside Venues from Maritime Festival;
- 4) Recruit Venue Managers 10 to 12 months prior to the event and involve them in the development of venue plans;
- 5) Clarify authority of venue managers and roles and responsibilities with Security and Ticketing for set-up and management of queuing and viewing lines. It is essential that one supervisor be in charge of viewing and queuing lines at each ship boarding location;
- 6) Schedule regular venue meetings starting at least 6 months prior to the event that include representatives from key committees, e.g. Transportation, Security, Ticketing, etc.;
- 7) Schedule an on-site orientation for all committee volunteers one week prior to the event;
- 8) Develop more "festival friendly" venues for large festival crowds, e.g. more grass, seating, and shade in parks, etc.;
- 9) Establish one Operations Command Centre by relocating Landside Security Command Centre to Steveston Community Centre;
- 10) Review Steveston village and Garry Point Park venue plans to improve traffic flow, ship viewing, vendor and portable toilets locations, etc.;
- 11) Provide more tenting, seating, and refreshments in queuing areas;
- 12) Improve directional signage;
- 13) Increase number of recycle bins and garbage cans and place garbage cans on piers;
- 14) Increase security after Festival to prevent equipment losses, damage to tents, etc.;

MARITIME FESTIVAL

Committee responsibilities included:

- 1) Crew Events (ASTA Crew Rally, Crew BBQ, and other crew activities)
- 2) Spectator Services
- 3) Mobility Restricted Access
- 4) Market Place (Artists' Market, merchandise and food vendors, community awareness booths, Thirsty Clipper Beer Garden, pancake breakfast, and salmon bake)
- 5) Public Programming (stage entertainment, kids' and youth area, buskers and street entertainment, model boat exhibition)

Crew Events

The Crew Centre, located in the Steveston Community Centre, worked very well. Crews were provided with 30 computers in a free Internet Café sponsored by Telus, a games room supplied with snacks and refreshments, showers, and laundry facilities. There were approximately 370 crew members. Most crew events were well attended (BBO, trips to Vancouver Fireworks, Grouse Mountain, Riverport Entertainment Centre, etc.). The ASTA Crew Rally at Scotch Pond was not as well attended as other activities. All crew transportation requirements were met and there were no issues.

Recommendations:

- 1) Move Crew Events to Waterside Operations from Maritime Festival to improve planning and communication with Liaison Officers and crews;
- 2) Change location of the ASTA Crew Rally to a site with better spectator viewing.

Spectator Services:

Volunteers, wearing "Ask Me" buttons and wide brimmed hats Tall Ship hats, manned 5 Information Booths at 7th, 3rd Avenue, No. 1 Road, Britannia, and No. 3 Road and roved throughout the Festival site. Information Booths and became a contract location for everybody wanting any type of information, e.g. entertainers asked what stage they were performing on, media and VIPs asked where they should be, vendors asked where their tents were set-up, etc. Volunteers handed out Festival Guides but spectators wanted full colour pictures of ships and more detailed information on ships. Many spectators arriving at the Festival site were unaware of other activities taking place, e.g. stage entertainment, Artists' Market, Salmon Bake, pancake breakfast, etc. Volunteers worked very long hours to cope with very large numbers of spectators. Inquiries were heaviest in at the 3rd Avenue and 7th Avenue where spectators were often angry and frustrated by long line-ups. The situation improved dramatically when additional public viewing areas were provided, queuing lines were reorganized and moved more efficiently, a Daily Highlights sheet indicating other available activities was distributed, etc.

Challenges:

- 1) Obtaining adequate information, e.g. detailed ship information, location of bus stops and schedules, location of various vendors, mobility impaired viewing, where ship boarding line-ups are shortest, early closures of ticket booths or queuing lines as changes were made; etc.;
- 2) Re-directing spectators to other Festival activities when ship boarding line-ups were long;

Recommendations

- 1) Move the Spectator Services to Landside Venues from Maritime Festival
- 2) Recruit "Ask Me" volunteers 6 to 8 months prior to the event, provide additional training, and use volunteers to provide "customer service" training to other volunteers;
- 3) Add a "special needs co-ordinator" to the Spectator Services committee to coordinate mobility restricted access;
- 4) Use volunteers as "Ambassadors" to work with Marketing and Communications prior to the event to staff promotional booths at fairs, trade shows, etc.
- 5) Set up Info Booths in Chatham Street bus lot and at other major parking lots or place "Ambassadors" on transit buses;
- 6) Revise hours of operation of Information Booths from 8 am to 7:30 pm;
- 7) Must provide pictures of ships and detailed ship information.
- 8) Promote other Festival activities.

Mobility Restricted Access

Because of safety issues, non able-bodied persons with mobility impairments were not permitted access down steep ramps or onto floating wharves. Three hundred (300) free tickets were available each day for mobility impaired individuals and one support person to view ships from the piers at 4 locations (3rd Avenue pier, 6th Avenue pier, 7th Avenue pier and Britannia Heritage Shipyards). Individuals chose which of the four sites they wanted to attend. Ticket numbers were limited to ensure that if all 300 people decided to try and access the same pier it would still be a safe environment with ample travel paths for wheelchairs and scooters. Viewing times were from 8:30 - 9:45 am to avoid most of the crowds and traffic, and to clear the docks before ship boarding at 10:00 am. Tickets were mailed out, picked up from City Hall or the Steveston Community Centre, or available on-site. All 300 tickets were handed out for Friday and Saturday.

Challenges:

- 1) Confusion was created by a decision to open all piers on Saturday to provide additional viewing for the general public. Volunteers were not informed, the increased numbers of people intimidated some disabled individuals who were afraid to go onto the docks, and it made tickets insignificant.

Recommendations

- 1) Move Mobility Restricted Access onto Spectator Services Committee;
- 2) Start mobility impaired viewing start earlier in the morning, e.g. 8 am;
- 3) Co-ordinate shuttle bus transportation with start times for mobility impaired viewing.

Market Place

Two (2) pancake breakfasts were organized by the Steveston Lions Club. A free pancake breakfast for volunteers and crew was held at Steveston Community Centre on Friday morning and was well attended by volunteers but less so by crew. A \$2 public breakfast was held on Sunday morning at Garry Point Park and was well attended. Gospel music on the main stage during the breakfast was an added attraction during the breakfast.

The Richmond Rod and Gun Club organized a Salmon Bake at Garry Point Park on Saturday as a fundraiser for their club with percentage of the proceeds to the organizing committee. Tickets were \$9 and sales were disappointing.

The Artists Market, sponsored by Phoenix Art and located in a parking lot at Bayview and 1st Avenue, was a qualified success and a learning experience for the organizers. The location was selected because the size of the area was large enough to accommodate approximately 40 artisans and to help spread out the crowd in the Steveston Village. Booth fees were \$300, with a \$50 early signing discount. The market was operational from 10:00 am to dusk on Friday, Saturday, and Sunday. It was definitely a benefit to have an Artists' Market co-coordinator with contacts in the arts community and expertise dealing with artists and artisans.

An RFP was issued and awarded to f.genius Productions to coordinate vendors and professional performers for the main stage. Finance and Administration was heavily involved in this area, managing the commercial activity and providing an administrative team during the event. The committee achieved its projected target of kiosk sales to vendors, i.e. approximately 20 food concessionaires, 15 merchandise vendors, 2 community groups, and 35 artisans. Several kiosks were also provided free of charge as a public service to community groups not engaged in commercial activity. Many vendors chose not to open on Thursday during the Parade of Sail believing that crowd numbers would be small on a weekday and not worth their effort. Throughout the Festival vendors located in the heaviest pedestrian flow, i.e. Moncton Street between 3rd Avenue and 7th Avenue did extremely well. The east and west areas of the village site suffered from lack of pedestrian traffic which may have attributed to poor attendance at the main stage and beer garden, low concession sales in Garry Point Park, and slow traffic at the Artists Market on 2nd Avenue and Bayview Street. Revenues from concession sales fell short of projections. A rough estimate of the total concession sales would be in the \$200,000 range.

Special occasion liquor licenses were obtained for the Admiral's Club, Thirsty Clipper Beer Garden near the main stage in Garry Point Park, and the Volunteer Appreciation Party in the Net Shed at the Steveston Community Centre. Licensed premises were not major revenue sources. Gross revenues realized from their operation were offset by the costs of providing the amenity, i.e. liquor pouring services, security, insurance, product purchase, social service taxes, rentals, licence fees, etc.

Challenges:

- 1) Attracting and confirming vendors for a first-time event was Very difficult. Vendors expressed concerns that spectator projections could not be achieved event because this was a "first-time" event and promotion was inadequate;
- 2) Lack of time. It was difficult to find artisans and vendors selling maritime-based merchandise and most had already committed to other summer events on the west coast;
- 3) Dust and wind at Garry Point Park and in the Artists' Market created problems for vendors and spectators;
- 4) Unsuitable tenting provided by the supplier for the Artists' Market created problems for vendors;
- 5) City requirement that all vendors have city business licenses;
- 6) Pedestrian traffic at Garry Point Park and in the Artists' Market less than anticipated;
- 7) Obtaining a public liquor license for the beer garden.

Recommendations:

- 1) Move Market Place under Landside Venues Committee;
- 2) Start earlier to provide a longer planning timeframe to select maritime themed vendors and artisans.
- 3) Develop "festival friendly" city licensing and permit requirements for merchandise and food vendors for future events, e.g. the organizing committee obtains a "special event license" which licenses all vendors within the Festival site;
- 4) Review site plans to address issues that negatively impacted vendor sales, i.e. location of vendors and Artists Market, pedestrian traffic patterns, improve directional signage, protection from dust and wind, etc.;
- 5) Provide vendors and artisans with ID tags, better parking and better site access;
- 6) Provide credit card and debit card capability for vendors who are prepared to pay for it;
- 7) Providing some evening lighting in market areas;
- 8) Provide more food vendors in the Artists' Market area;

- 9) Increase overnight security in vendor locations.

Public Programming

The entertainment program was extremely successful and served two purposes, i.e. to create a Festival atmosphere and to entertain crowd in queuing lines. There were 6 entertainment stages:

- 1) Main stage at Garry Point Park
- 2) Children's stage at Steveston Community Centre
- 3) Stage in Artists' Market area
- 4) Youth stage in the band shell in Steveston Park
- 5) Community stage at Moncton Street and 3rd Avenue
- 6) Britannia Heritage Shipyard

Entertainment on the main stage was excellent; however, crowds were small except for the Vancouver Symphony Orchestra concert on Saturday evening which was a Festival highlight. The Youth's Music Fest "Heatstroke" in the Steveston Park band shell was very popular and there were no issues. The children's area was very successful although it was out of the mainstream of traffic and not as busy as anticipated. Entertainment in queue line areas was extremely successful and appreciated by spectators waiting to board ships; however, some street entertainers were more like stage performers. A very successful and popular major model ship exhibition and competition of 80 model ships was organized, coordinated and displayed by the Richmond Rotary Clubs in City Hall two weeks prior and during the Festival.

Challenges:

- 1) Dust, wind, lack of seating, and lack of shade at the main stage in Garry Point Park;
- 2) Entertainment on the Artists' Market stage;

Recommendations:

- 1) Reconsider the location of the main stage. It was too far out of the traffic flow and the benefit of the sound system and stage to entertain crowds waiting for the Parade of Sail, Welcoming Ceremonies and ship boarding was lost given the location and orientation of the stage;
- 2) Fewer stages, e.g. program community groups during day and professional entertainers in the evening;
- 3) Increase promotion of main stage entertainment;
- 4) Recruit more buskers so they can be moved into ship boarding line-ups. ;
- 5) Place children's activities throughout the Festival site and include "maritime themed" activities, e.g. model boat building, fish printing on shirts, etc.;
- 6) Provide ID tags, better parking, and better site access for performers;
- 7) Consider holding a kite Festival or competition in Garry Point Park.

MARKETING & COMMUNICATIONS

Committee responsibilities included creating an event brand, marketing the Festival through a variety of media, and controlling the use of the event logo. Most committee members had professional experience in communications, marketing and/or special event planning.

The marketing and promotional program was phenomenally successful attracting media coverage and crowds that far exceeded expectations. A creative design team and a public relations consultant were hired to work with the Marketing and Communications Committee to develop event graphics and advertising messages through two RFPs in March. The committee identified that the event logo developed in the fall of 2001 and in use on sponsorship materials, event stationary, and souvenir items would be difficult to reproduce on advertising materials. A new simplified logo was developed that solved the reproduction issues but committee and staff members had conflicting preferences for the original and new logo. Because of increased costs and difficulty reordering souvenir items with the new logo within the remaining timeframe, it was decided to use both logos.

Quay Strategies worked with the committee to develop a comprehensive media campaign, media plan, contact list, media releases, media kits and accreditation, key messaging, train event spokespeople, organize press conferences, and arrange interviews with captains and crew. Event marketing was based upon the timelines required for people to make travel and vacation decisions. Tourism Richmond partnered with the organizing committee and promoted the 2002 Richmond Tall Ships in their brochures distributed throughout British Columbia, Alberta, and the American northwest. Magazines and newspaper advertisements, and feature articles in maritime publications provided advance information on the Festival. The local advertising campaign was focused during the four to six weeks leading up to the event; however, an unexpected three-week strike at the Vancouver Sun and Province in July impacted the campaign and although the newspapers did make efforts to mitigate the circumstances as much as possible, the Festival insert was downsized from a sixteen page insert to four-page insert. ASTA abandoned the production of the "Official Program" several weeks prior to the event which resulted in the loss of ship pictures and details, program sales revenue, and created a last minute requirement to design and produce an Event Guide for spectator. The early arrival of the Nippon Maru in July created excitement and a buzz within the lower mainland that provided a perfect marketing launch attracting sponsors and community support. The Parade of Sail, on the first day, rather than the traditional last day, provided the event with excellent television and newspaper coverage leading into the weekend. Transportation information was added to the local advertising campaign during the last two weeks to encourage visitors to take transit and use park and ride to reduce anticipated traffic congestion and parking issues. Additional promotional support was provided by several sponsors, e.g. TransLink produced a special edition of The Buzzer and provided transit information on its website and in newspaper advertising, London Drugs and Lansdowne Centre created in-store displays. Through a combination of partnerships with the media, other sponsorship arrangements, in-kind donations, tough negotiations, and the expertise of volunteers and hired contractors, our very small marketing budget was leveraged into an outstanding promotional and advertising campaign. And the City of Richmond and the Festival received extensive coverage during the five-day event through more than 100 regional and national television news spots and pages of newspaper articles.

A variety of forums were used to consult with local stakeholder groups and provide information to residents and merchants regarding the number ships attending, ship berthing locations, Festival and vendor programs, road closures, parking, etc., e.g.:

- 1) Weekly staff meetings with Steveston Harbour Authority;
- 2) Monthly Safety and Security meetings with all authorities of jurisdiction, e.g., Fraser Port Authority, Immigration and Customs, RCMP, Coast Guard, etc.;
- 3) Regular staff attendance at monthly Tourism Richmond/Steveston Committee Meetings;
- 4) Meetings with the Steveston Community Society, Britannia Heritage Shipyards, Richmond Maritime Society, and Gulf of Georgia Cannery;
- 5) Two media conferences at Gulf of Georgia Cannery;

- 6) Two Chamber of Commerce Breakfasts at City Hall;
- 7) Two breakfast meetings for local merchants at Steveston Hotel;
- 8) Community Open House for Steveston residents;
- 9) Information booths at Chamber of Commerce Governor's Ball, Vancouver Board of Trade/ Richmond Chamber of Commerce Trade Show, and Steveston Salmon Festival;
- 10) 2002 Richmond Tall Ships website.

A vast array of high quality advertising and collateral materials were created for the Festival, including a 30 second television spot, a 30 second radio spot, black and white newspaper ads, full-page magazine ads, an advertising poster, rack brochure, leaflet flyer, bookmark for distribution to school children, fine art poster for re-sale as a revenue source, interior and exterior backlit display posters, and a Festival Guide. A "Daily Highlights" sheet was also developed and distributed to spectators from Information Booths during the Festival. The Richmond Tall Ships web site was an effective source of event information, although development and maintenance was time-consuming and labour intensive. A legacy of video footage and photos has been created for future use.

The Media Centre was set up in Gulf of Georgia Cannery boardroom to service the needs of approximately 150-200 media attending the Festival. The centrally located facility worked well as a Media Centre and provided adequate parking for the media. Media were provided with golf carts to transport equipment, harbour tours, refreshments and snacks. Media relations were very professionally handled throughout the event. Our community partner, the Gulf of Georgia Cannery Society, also benefited by the close relationship developed with the media using their facilities.

Challenges:

- 1) Lack of planning time. Committee resources were stretched to the limit to develop and implement plans in an extremely short timeframe;
- 2) The use of two event logos created some confusion and weakened the overall branding of the event;
- 3) It was difficult to obtain correct sponsor logos for use on printed materials, the website, and signage;
- 4) It was difficult to obtain suitable video and photo images for promotional purposes;
- 5) The late development of a distribution plan for promotional materials created distribution challenges and underutilization of materials;
- 6) Speaking presentations to local clubs and organizations took place in an adhoc fashion rather than through a coordinated effort;
- 7) Committee forced to develop an Event Guide in the eleventh hour to replace the "Official Program" that was abandoned by ASTA.

Recommendations:

- 1) Develop a larger and more extensive sub-committee structure, e.g.:
 - a) Add a Community Relations Committee to make presentations to local community groups, residents, businesses, and schools, to man promotional booths at local fairs, trade shows, etc., and to coordinate presentations and ensure messaging is consistent;
 - b) Add an Information Distribution Committee to distribute promotional posters, brochures, etc. prior to, and during the event;
 - c) Move the Merchandising Committee to Marketing and Communications from the Finance and Administration Committee. Official event merchandise continues the branding process and promotes the event; therefore Marketing and Communications should be more involved in the selection of the merchandising agent, product lines and marketing of souvenirs;
 - d) Move Website and Tourism Chairs on Coordinating Committee to sub-committees under Marketing and Communications Committee.

- 2) Start planning earlier. Event branding needs to be in place prior to the development of the sponsorship package and sponsorship marketing;
- 3) Use only one event logo;
- 4) Develop a template for all signs and banners. Signage graphics continue the branding process and promote the event;
- 5) Review ASTA Agreement regarding contractual obligations for provision of "Official Program" to address notification, loss of revenue, replacement costs, etc.;
- 6) Include a "get-out" clause in media sponsorship agreements to address situations that inhibit sponsors from delivering goods or services in a timely manner, e.g. newspaper labour dispute;
- 7) Begin consultation process with stakeholder groups earlier and organize several open houses in Steveston;
- 8) Set up an "event information centre" in the community at least one month prior to the event;
- 9) Develop a Fact Sheet for distribution to Front of House at City Hall, Richmond Chamber of Commerce, etc. and update on regular basis;
- 10) Develop a Tall Ships program in the schools;
- 11) Establish formal partnerships with local community newspapers and ethnic media.
- 12) Include other Festival activities in local promotional campaign. Many spectators arriving at the site were unaware of other activities, e.g. stage entertainment, Artists' Market, Salmon Bake, pancake breakfast, etc.;
- 13) Provide daily briefings for the Event Chair, Mayor, and Council Liaisons during the event to provide updated information and ensure messaging consistency, etc.

SECURITY, SAFETY & TELECOMMUNICATIONS

Committee responsibilities included provision of security services, lost and found, medical services, 24-hour access control of piers and wharves, movement of spectators on and off piers, wharves and ships, and provision of mobile radios and cell phones to organizing committee members. Approximately 550 volunteers were assigned to the committee.

The committee was comprised of 28 groups (e.g. Scouts, Rotary, First Responders, St. John's Ambulance, RCMP, Canadian Coast Guard, Steveston Harbour Authority, Canada Customs, Fraser Port, Richmond Amateur Radio, etc.) that developed their own operational plans and met on a regular basis to share information. Private security services were also used to keep policing costs down. A Security Handbook and incident reporting forms and procedures were developed and distributed to all security and medical personnel during the event. Security volunteers were dressed in bright yellow shirts and hats and were highly visible in the large crowds. There were 54 reported incidents (mostly lost people), 62 lost and found items, and approximately 400 people who received medical treatment during the event.

The Landside Security Command Centre was set-up in a mobile trailer located beside the Steveston Community Police Station. Additional Security/Medical Posts were also set-up in all 5 venues. Cell phones and mobile radios were distributed from the Volunteer Centre in the Steveston Community Centre. Approximately 200 mobile radios and 90 cell phones were required for the event, in addition to the use of some private and city cell phones. Police, fire, ambulance, first aid and waterside security used separate radio systems. Radio communications worked well between venues with the use of a repeater.

Challenges:

- 1) Inadequate RCMP traffic control and ambulance service for the larger than expected crowds on the first day of the event;
- 2) Unsuitable tents for Security and First Aid posts, i.e. lacked privacy and protection from wind and dust, did not have floors and chairs sank into the soft ground, etc.;
- 3) Inadequate signage on Security and First Aid posts;
- 4) Long line-ups and keeping spectators moving on and off ships on the first day of ship boarding;
- 5) Obtaining requirements for mobile radios and cell phones from various committees in order to determine total requirements and obtain equipment;
- 6) Older equipment (cell phones) received from supplier did not work well and was received too late to adequately test prior to distribution;
- 7) It was difficult to reach people on mobile radio, e.g. too many user groups on Channel 3, city crews were on a separate system, and users not familiar with what channels people could be reached on.

Recommendations:

- 1) Relocate the Landside Security Command Centre and establish one Operations Command Centre at the Steveston Community Centre;
- 2) Add representatives from the hospital and BC Ambulance Service to the committee;
- 15) Clarify roles and responsibilities with Landside Venues and Ticketing to set-up and manage queuing and viewing lines at ship boarding locations. It is essential that a supervisor be placed in charge at each boarding location;
- 3) Increase number of mobile radio channels for user groups;
- 4) Obtain donated telecom equipment at least two weeks prior to the event to ensure it is operational, batteries are charged, and messaging is set up on cell phones prior to distribution;
- 5) Distribute equipment to users several days prior to the event so they are familiar with operation and any problems can be identified;
- 6) Improve training for mobile radio users;
- 7) Provide customer service training to all security personnel;
- 8) Increase site security overnight in vendor areas and after the Festival to control equipment losses and damage to tents, etc.

SPONSORSHIP

Committee responsibilities included developing and marketing a sponsorship program to raise cash and in-kind goods and services to fund the event and to provide opportunities for corporate and business sector involvement, and managing the sponsor benefit program.

Sponsorship levels were established at:

Partner:	\$50,000
Major Sponsors:	\$25,000
Sponsor	\$5,000 - \$10,000
Friends of the Tall Ships Program (FOTS)	\$250 to \$2,000 (community campaign for small and medium sized businesses)

Fundraising targets were established at:

Government:	\$280,000 cash; \$588,550 in kind goods and services
Corporate sponsors:	\$265,000 cash; \$501,500 in-kind goods and services
FOTS:	\$25,000 cash

Sponsor benefits included use of the event logo (or Friends of the Tall Ships logo), on-site sponsor recognition signage, on-site company signage, naming opportunities, product sales and sampling opportunities, event program listing, involvement in news releases and media conferences, on-board ship hosting opportunities, invitations to Mayor's Reception and Captains Ball, and transferable VIP passes depending upon the level of support.

News conferences to create awareness and interest among the corporate community and to announce new sponsors were held at the Gulf of Georgia Cannery in late 2001 and Orland's Specialty Brewery in downtown Vancouver in April 2002. Both locations worked well and a fair amount of media attended. Coordinating Committee members also made presentations to various community groups in Vancouver and throughout the lower mainland to create event awareness.

The Sponsorship Committee and city staff worked very closely to identify and track sponsors, and to distribute sponsor ID tags and packages prior to the Festival. All sponsorship contracts were prepared by city staff and reviewed by the city legal department. Ten Partners, 6 Major Sponsors, 4 media sponsors, 30 sponsors, 97 Friends of the Tall Ships, and 14 community sponsors supported the event. Several sponsorship contracts involved sponsors who were also Official Suppliers that contributed cash, in-kind goods and services, or sold food or retail items. Huge benefits were also received from sponsors who developed additional promotional materials and displays. Early support from big players such as Tourism Richmond, YVR, and 2010 Legacy Now gave huge credibility to the event and made it easier to attract other sponsors. The committee achieved 37% of its government target, 85% of its corporate sponsorship target and 123% of its FOTS target and raised approximately \$331,000 in cash from corporate sponsors \$580,000 in budget relief in-kind goods and services, and \$100,000 in cash and \$1 million for dredging from the federal government.

Two very successful Sponsor Conferences for Sponsors, Friends of the Tall Ships and Community Supporters were held at City Hall in July 2002. The conferences provided sponsors with an opportunity to network with other sponsors, and the organizing committee with an opportunity to meet and greet sponsors, distribute VIP passes and sponsor packages, and provide additional event information e.g. Festival site layout, other activities taking place, transportation and parking, Admirals Club location and hours, etc.

On-board ship hosting events were very successful and popular with sponsors. Ten (10) sponsors took advantage of hosting opportunities provided in their benefit package. Plans to offer ship sailings were eliminated because of the potential of a commercial fishery, the cost and logistics of moving ships in and out of berthing locations, and the need to have all ships available for on-board ship viewing.

Sponsor interviews and a post evaluation questionnaire were conducted to assess the level of sponsor satisfaction. Responses from sponsors were extremely positive indicating a strong satisfaction level with the event and how sponsorships were managed. All sponsors indicated an interest in being involved in a future event at an equal or greater level. Thank you letters and fine art event posters were sent from the Mayor to sponsors following the Festival.

Challenges:

- 1) The timeframe to develop a sponsorship program and market the event to sponsors was very short. Most major corporate sponsorship dollars are committed 18 – 24 months prior to events;
- 2) Events that have no track record are a tough sell to sponsors;
- 3) Other major events (Molson Indy, Abbotsford Air Show, Dragon Boat Festival, and HSBC Celebration of Lights) were competing for sponsor dollars;
- 4) Sponsors were confused because New Westminster was competing for the event;

- 5) Government support was difficult to obtain and is a key to securing private sector as an indication of approval and likely success:
 - a) The province was undergoing a core program review;
 - b) Other levels of government may have been more willing to commit funding to a registered non-profit society rather than a municipality;
- 6) Fundraising was impacted by September 11th;
- 7) There was no clearly defined product to sell, e.g. what ships were attending and how many, the "Festival" component was undefined, etc.;
- 8) Sponsor tracking was inefficient in the early stages because several different tracking sheets were being used that created confusion and duplicated efforts;
- 9) The sponsorship package was too long, too complicated, too large to email, hard to update, and confusing to sponsors. Changes made to the package throughout the campaign created confusion and complications;
- 10) Sponsorship benefits were not fair and equitable for all levels, e.g. FOTS benefit package was overly generous. The cost of entitlements in the sponsorship package was not well-understood when the benefits were established;
- 11) Trying to manage official supplier and sponsorship commitments in the same contract led to complications;
- 12) It took too long to finalize sponsor contracts. Contracts were long, complex, and very detailed which resulted in delays in signing contracts and transferring money to city;
- 13) The process for sponsors to approve brochures, signs, banner placements, etc. had too tight timelines and involved too many individuals;
- 14) The committee was too small and was having difficulty attracting and keeping volunteers who were interested in fundraising;
- 15) It was difficult to obtain in-kind goods and services until committees had identified their requirements;
- 16) It was difficult to sell on-board ship hosting opportunities as a separate revenue source because of limited manpower and a constantly changing list of vessels.

Recommendations:

- 1) Start planning earlier.
 - a) Major corporate sponsors must be contacted 18 to 24 months prior to an event to allow sponsors time to develop promotional strategies, leverage sponsorship opportunities and cross promote with other sponsors, etc.;
 - b) Event branding, fundraising strategies, and the sponsor fulfillment program must be in place prior to contacting sponsors;
 - c) Grant funding opportunities from various levels of government should be researched 18 to 24 months prior to the event;
- 2) Develop a larger sub-committee structure and increase the number of committee volunteers:
 - a) Involve more individuals with strong community networks and more "door-openers" with diverse contacts;
 - b) Add a Sponsor Fulfillment Manager and additional sponsor account representatives to liaise with sponsors from the time a sponsor is signed, not 6 to 8 weeks prior to the event;
 - c) One person on the Sponsorship Committee should be responsible to control the use of the event logo, obtain sponsors' logos, distribute logos to other committees for use on signs, printed materials, the website, etc., and approve the on-site location of sponsor recognition signage and sponsors' banners.
- 3) Streamline sponsor tracking sheets and forms;
- 4) Provide more administrative support for Sponsor Committee in the Event office;
- 5) Create a simple portfolio style sponsorship package that can be easily updated, electronically downloaded, and a 1-page summary sheet detailing entitlements;
- 6) Coordinate presentations to community groups through the Marketing and Communications Committee to ensure consistent event messaging.
- 7) Organize several sponsor conferences.

TOURISM

Committee responsibilities included identifying key consumer markets to maximize event exposure and awareness, and making recommendations regarding the Call to Action for group and individual ticket sales.

As a major event partner, Tourism Richmond, developed a strong advertising campaign throughout British Columbia, Alberta and the American north-west, produced printed materials, encouraged hotels to offer special packages, and handled public enquiries through their Visitor Information Centres, toll free number, and web site. Tour operators did not perceive this first time event to be large enough to warrant their interest and ticket prices were not established early enough for tour operators to market and handle group ticketing. Many enquiries were received in the Event Office from tour operators requesting directions to Steveston, information regarding bus parking and priority boarding privileges, etc. as event promotion increased.

The event demonstrated the City's ability to host world class events and was extremely effective in raising the awareness of Richmond and Steveston with a great potential for bringing many first-time visitors back to the area again.

Challenges:

- 1) Lack of lead-time to create awareness and develop strategies for group ticketing.

Recommendation:

- 1) A longer lead-time is required to plan and develop stronger promotional opportunities.

TRANSPORTATION

Committee responsibilities included provision of public transit, public shuttle services, crew and entertainer transportation, parking and traffic control, and Transportation Dispatch Centre Operation.

Public transit was strongly encouraged and well used. Three additional transit routes were added for the Festival. Sixteen (16) park and ride locations (3420 spaces) were identified throughout the City of Richmond. Parking was free at Park and Ride lots and transit riders received free return fare to parking lots. Parking fees were collected in parking lots at Britannia and No. 3 Road, but transit service was provided free of charge to the Steveston village area.

Traffic was under estimated and under resourced. Spectator numbers far surpassed projections and crowds started arriving much earlier than anticipated on the first day for the Parade of Sail. Traffic was congested and parking was an issue. RCMP presence on the second day made a significant difference in controlling traffic. Motorists would ignore volunteers but would obey RCMP officers. Transit services were also "ramped up" after the first day to meet the increased demand. Fifty to fifty-five (50-55) buses were required to accommodate daily crowds at peak times.

Visitor pay parking was available at 10 parking lots (3061 spaces) within the village and at No. 3 Road. Parking revenues were split with Easy Park and parking lot owners (school boards, etc.) Fee charges were \$10 within walking distance of Steveston village and \$5 at No. 3 Road. Reserved parking areas were established for volunteers, Steveston business employees during road closures, the disabled, performers, vendors, and bicycles. Parking passes were distributed from the Operations Centre one-week prior to the event. Volunteer parking and bicycle parking lots were under utilized during the Festival.

Road closures were in place in the Steveston village area from 8 am to 6 pm on Friday, Saturday, and Sunday. An unannounced last minute extension of road closures for safety reasons on Saturday evening created some issues for one local business.

Local residents and Steveston businesses were informed of road closures, parking restrictions, and reserved parking lots through 2 meetings for local merchants, a open house for residents, notices sent to all addresses within the Steveston area, hand-delivered flyers, news releases, the Tall Ship web site, and the City Notice Board in May, June, July, and August.

The Transportation Dispatch Centre, located in the Cohoe Room in the Steveston Community Centre, operated very smoothly and efficiently. Seven (7) passenger vans, 6 minibuses, and 1 cargo van were used to distribute food and to shuttle crews, entertainers, and spectators between No. 3 Road, Britannia, and Steveston. Additional chartered buses were hired to supplement crew transportation because of the increased number of spectators.

Challenges:

- 1) Larger than projected crowds arrived much earlier than anticipated on first day of the event;
- 2) Discontinuity of bus routes between No. 3 Road and Steveston village;
- 3) Inadequate maps for spectators and volunteers indicating location of bus stop, bus routes, disabled parking lots, etc.;
- 4) Inadequate signage at bus stops;
- 5) Lack of shade, seating, and washrooms in bus stop areas.

Recommendations

- 1) Increase the number of sub-committee managers;
- 2) Include an RCMP Liaison on the Transportation Committee;
- 3) Include a volunteer co-ordinator to work with the Volunteer Committee to schedule and train volunteers, etc.;
- 4) Simplify the bus fare structure. Both bus drivers and passengers were confused about what parking, and what bus fares were free and which were not;
- 5) Reconfigure bus routes to provide a direct service connecting Steveston, Britannia, and No. 3 Road and add bus stops on the route;
- 6) Improve transportation maps;
- 7) Improve signage to identify bus stops, route maps at bus stops, signage on buses, restricted parking areas, etc.;
- 8) Locate Information booths in major bus lot on Chatham and major parking lots or put "Ambassadors" on shuttle buses;
- 9) Close roads in the Steveston Village on the first day for the Parade of Sail and maintain 4th, 6th and 7th Avenues south of Chatham as pedestrian corridors throughout the event;
- 10) Provide additional disabled parking;
- 11) Set up bicycle parking throughout the Festival site rather than in one central lot;
- 12) Pre-announced road closures should not be changed unless there is a critical reason to do so. Decisions must involve Transportation, RCMP and Security and a communication plan must be in place if changes are made.

VOLUNTEERS

Committee responsibilities included volunteer recruitment, placement, identification (t-shirts & ID tags), general orientation (Volunteer Handbook), food services, and the volunteer appreciation party.

The City of Richmond responded in overwhelmingly enthusiastic numbers to volunteer for the Tall Ship Festival. Volunteer recruitment started in April through the Richmond Centre Job Fair, Tall Ship web site, Richmond Maritime Society, Community Open House Forum, boat shows, etc. Final numbers far exceeded preliminary projections of 750 volunteers. A total of 2,012 volunteers filled 4639 work shifts and worked 25,332 hours or 12.6 person years.

Each volunteer received an ID tag, blue volunteer or yellow security t-shirt, a bucket hat or yellow security cap, complimentary ship boarding ticket, Volunteer handbook, venue maps, and shift schedule. Offices for Volunteer Administration (recruitment, registration, etc.) were set up in the Event Office at the City Operations Yard in April 2002. A volunteer registration program, developed for a provincial games was used to register and assign volunteers to committees. VolStar was "user friendly" and worked well but was not received early enough to fully utilize its many functions. The Volunteer Centre was located in the Steveston Community Centre Gymnasium during the Festival and was open from 7am to 9 pm. Additional volunteer rest areas were set-up in Garry Point Park, Steveston Village, Britannia, and No. 3 Road where food, water, and information was available. Volunteer food provided by the sponsor/official supplier was excellent.

All volunteers were called upon to answer many general questions about the Festival, e.g. location of bus stops, location of medical tents and information booths, etc. Daily Volunteer Bulletins were developed to provide additional information to volunteers during the event. The emergency pool of approximately 40 volunteers was well used, especially when additional volunteers were required to cope with the larger than expected crowds.

A Volunteer Appreciation Party was held on Sunday evening in the Net Shed at the Steveston Community Centre. Approximately 750 volunteers attended and although the party was very successful, many volunteers were unable to attend because they were still working at the Festival.

Challenges:

- 1) Lack of planning time;
- 2) Obtaining volunteer requirements (i.e. numbers, job descriptions, when required, etc.) from each committee to determine total volunteer requirements for recruitment, scheduling, ordering supplies, etc.;
- 3) Impact of dramatically increasing volunteer numbers on recruitment, scheduling, training, ordering food and clothing, etc;
- 4) Inadequate office space, equipment, administrative and technical support, etc. for volunteer administration (recruitment and registration);
- 5) Volunteer registration program;
- 6) Distribution of water and food to volunteers who were unable to leave their jobs;
- 7) Providing committee chairs and managers with lists of assigned volunteers.

Recommendations:

- 1) Start planning much earlier;
- 2) Organize volunteer management seminars for Chairs early in the planning process, e.g.:
 - a) Working with volunteers - motivation, expectations and recognition of volunteers
 - b) Morale and team building
 - c) Recruiting the right people for the jobs
 - d) Conflict resolution
- 3) Ensure all committees have a volunteer co-ordinator who works with committee chair or manager to develop job descriptions, schedule and train volunteers, etc. Committees with large volunteer

- requirements, e.g. Transportation and Safety/Security/Telecommunications should have more than one volunteer co-ordinator;
- 4) Provide additional office space, equipment and support for volunteer administration in the Event Office;
 - 5) Locate the staff person working with the Volunteer Committee in the same office as the Volunteer Administration Office;
 - 6) Obtain volunteer registration program very early in the planning process, prior to development of volunteer application form, and to provide extensive training;
 - 7) Improve general volunteer orientation and ensure venue maps are distributed with Volunteer Handbooks prior to the event;
 - 8) Provide updated contact lists of assigned volunteers to committee chairs and managers on a regular basis throughout the recruitment process;
 - 9) Include titles for sub-committee managers on volunteer ID tags;
 - 10) Hold Volunteer Appreciation Party after the Festival.

WATERSIDE OPERATIONS

Committee responsibilities included infrastructure development of wharves, floats, ramps, and stairs, ship recruitment, development and distribution of the Captains' Manual, Parade of Sail, placement of ships in berthing locations, ship liaison, waterside safety and communications, water shuttles and taxis.

Although all waterside operations went very smoothly with any problems experienced being minimal, the complexity of waterside operations was greater than anticipated.

Recruiting vessels was more of a challenge than originally anticipated. Aster's involvement and support of the in the recruitment process was minimal and most assistance was provided by other ships and organizations within the sailing community. The number and ships attending the Festival changed constantly. Eight ships cancelled prior to the event and the committee worked very hard to recruit replacements to meet the promoted number of 20 tall ships. In the end, 27 vessels participated in the event (22 tall ships, 1 Viking ship, 1 steamship, 1 naval ship, 1 restored rum-runner boat and 1 small tall ship replica). Appearance fees were paid to 8 "signature" vessels that would attract crowds and provide spectacular viewing. Fees were paid 1/3 upon signing, 1/3 upon arrival, and 1/3 at departure. One ship from the Ukraine did not fulfill its contractual obligation to appear. Smaller vessels were provided with free moorage, crew privileges, etc. and participated for exposure and publicity. After the Festival non-contracted ships requested an appearance fee for their support and participation in the event.

Recognizing very early in the planning process that the event could not take place without the full cooperation and participation of the fishing industry and the Steveston Harbour Authority (SHA), weekly staff meetings were scheduled with the SHA to identify and resolve issues. The organizing committee received great cooperation from both the SHA and local fishers during the planning and event phases.

Ships gathered for the Parade of Sail at the "Sandheads" between 1:00 and 2:00 pm on the first day of the Festival and were expected to sail past Garry Point Park at approximately 2:45 pm. An issue with radio channel frequencies created problems in queuing ships and resulted in an approximate one-hour delay in the Parade of Sail. The Waterside Committee worked with the Hospitality Committee to coordinate the Parade of Sail with the Welcoming Ceremony at Garry Point Park. Security boats handed out "Information for Boaters" to recreational boaters entering the river channel and early warnings sent to deep-sea commercial traffic to avoid entering or clearing the Fraser River ensured a smooth Parade of Sail.

Ships were moored at No. 3 Road pier, Britannia, 3rd Avenue pier, 6th Avenue pier, and 7th Avenue pier to provide 5 locations for spectators to view and board ships. "Signature" vessels were placed at each location. Because of a last minute ship cancellation it was necessary to relocate a "signature" ship to Britannia during the event which created some issues. Floats and fenders were required for all ships

because of tides and the wave action of river traffic. Only 3 minor incidents waterside incidents were reported during the event.

A team of twenty-nine Ship Liaison Officers assisted crews with ship provisioning, repairs, waste removal, transportation, and entertainment. Captains and crews were impressed with the hospitality they received and commented that Richmond's Tall Ship Festival was the best event they had ever attended.

Day sails on tall ships were eliminated during the event because of the possibility of a commercial fishery, the cost and complexity of operating in a working fishing harbour and moving ships from berthing locations, and the need to have every ship available for viewing. Two local businesses offered boat tours providing a waterside view of the ships that proved to be very popular with spectators, and very profitable for the businessmen.

Ship departure was scheduled to impact the local commercial fishery as little as possible and went very smoothly.

Challenges:

- 1) Short planning timeframe to obtain funding, dredge, recruit ships, etc.;
- 2) Confirming ship attendance to finalize plans for mooring locations, required ramps and stairs, etc.;
- 3) Finalizing ship agreements. Agreements were too complex, very detailed, and took too long to finalize.
- 4) Securing an adequate number of floats for ship mooring;
- 5) Providing adequate free public viewing of the ships, given the layout of the harbour;
- 6) Lack of a Waterside Communications Centre to coordinate ship arrival and departure;
- 7) Poor cell phones provided to Liaison Officers;
- 8) Meeting requirements of various authorities of jurisdiction, e.g. crew lists of foreign vessels prior to arrival, rat guards for foreign ships, potential presence of Eastern Asia Gypsy Moth, disposing international waste from ships that had already entered other Canadian ports, etc.

Recommendations:

- 1) Move Immigration and Customs from Security to Waterside Operations;
- 2) Include a SHA representative on the Waterside Operations Committee;
- 3) Add Canadian Food Inspection representative to the Waterside committee;
- 4) Move Crew Events to Waterside Operations from Maritime Festival;
- 5) Recruit more large vessels (over 150 feet) and begin recruiting much earlier;
- 6) Sign Appearance Agreements with all participating vessels and pay all appearance fees;
- 7) Revise Appearance Agreements to give the organizing committee authority to move ships to a different berthing location during the event;
- 8) Establish a Waterside Communications Centre;
- 9) Review plans and procedures for ship mustering, arrival, and mooring;
- 10) Provide mooring teams with identifying clothing. Ship crews had difficulty identifying mooring crews in the crowds;
- 11) Try to partner with local businesses to provide boat tours and a water taxi service.

IN CONCLUSION

The 2002 Richmond Tall Ship Festival was an outstanding success that demonstrated the City's ability to host world class events. Teamwork and communication were the keys to that success. And we all learned a lot!

Our greatest challenge was the lack of time to plan and organize the event and many opportunities were lost because we ran out of time and resources.

The early arrival of the Nippon Maru provided an excellent opportunity to promote the Festival, train volunteers and staff, and created a huge amount of excitement and support for the event.

The first two days of the Festival were very challenging. Systems were overburdened by the larger than expected crowds and a large number of seniors were attracted to the event.

One of our greatest successes was the organizing committee's ability to respond very quickly to the issues by adding extra parking, buses, volunteer resources, medical and food services, reconfiguring queuing lines for ship boarding, and providing more ship viewing areas, etc.

Spectators forgave the organizing committee many "rough edges" because of the unexpected size of the crowds and because it was a first time event.

Staff and volunteers rose to the challenge of planning and organizing the 2002 Richmond Tall Ship event in 8 short months but cannot be expected to do so again. Adequate time for planning and resources must be put into place if future events are undertaken.

There is a lot of local enthusiasm for similar future events but there are many questions.

Who will organize the event?

How will the event be funded?

When would future events be held? Every 2 or 3 years? In conjunction with the ASTA Tall Ship Challenge in 2005?

Is August the best month for the event given the potential for a commercial fishery, lower tides, and competing events such as the Abbotsford Air Show, but the historical advantage of good weather?

Tall Ship events have great tourism potential. The City of Richmond received a huge amount of publicity and international attention from this Festival and was selected over Seattle, San Francisco, and Los Angeles to receive the Port of the Year Award for the 2002 Tall Ship Race Series. The City is well positioned to capitalize on this opportunity. Can the City afford to not pursue this opportunity?

Richmond Tall Ships 2005**Forecast Revenue and Expenses for operating year 2003**

	<u>Cash</u>	<u>In Kind</u>	<u>Total</u>
<u>Revenue</u>			
City of Richmond	\$ 36,000		
Other Sponsors	\$ 25,000		
Graphic Design		\$ 5,000	
Law Firm		\$ 5,000	
Other	\$ 9,000	\$ 1,000	
TOTAL REVENUES	\$ 70,000	\$ 11,000	\$ 81,000

<u>Expenses</u>			
ASTA fees	\$ 19,000		
Business Plan / Sponsorship	\$ 24,000		
ASTA Conference & Travel	\$ 12,000		
Legal	\$ 1,000	\$ 5,000	
Design Printing	\$ 5,000	\$ 5,000	
Event Launch	\$ 5,000	\$ 1,000	
Misc. Office	\$ 4,000		
TOTAL EXPENSES	\$ 70,000	\$ 11,000	\$ 81,000

Timed expenses (to December 31, 2003)

Summer 2003 (to Aug. 30, 2003)

ASTA fees	\$ 19,000		
Legal fees	\$ 1,000	\$ 5,000	
Business Plan	\$ 18,000		
Misc. office	\$ 1,000		
Total Summer expenses	\$ 39,000	\$ 5,000	\$ 44,000

Fall 2003 to (Oct. 31, 2003)

Final Payment Bus. Plan	\$ 6,000		
Design Printing	\$ 5,000	\$ 5,000	
Tall Ship Launch	\$ 5,000	\$ 1,000	
Misc. office	\$ 2,000		
Total Fall Expenses	\$ 18,000	\$ 6,000	\$ 24,000

Winter 2003 (to Dec. 31, 2003)

Misc office	\$ 1,000		
ASTA conference/travel	\$ 12,000		
Total Winter expenses	\$ 13,000	\$	\$ 13,000
TOTAL EXPENSES 2003		\$	\$ 81,000

Analysis of Options for hosting and producing Richmond Tall Ships 2005

This list is not necessarily all-inclusive when, and if, negotiations are undertaken. It is meant as an example of the many complex issues which must be considered in a Tall Ship Event.

Event Tasks	Partnership with non-profit Society	Partnership with Steveston Coalition	Private Sector Operator	Free-for-all or group hired to produce
ASTA Agreement	City to secure and pay fee	Coalition to secure and pay fee	Operator to secure and pay fee	City to secure and pay fee
Ship Recruitment	Society to seek out and negotiate	Coalition to seek out and negotiate	Operator responsibility	Group to seek out and negotiate
Liaison with SHA and Fraser Port Authority	Society & City	Coalition	Operator to make relationship	Group to negotiate agreement
Funding Grants from Federal and Provincial Sources	Society to apply	Coalition to apply	Operator to apply	Group to make application
Sponsorship	Society Responsibility	Coalition Responsibility	Operator Responsibility	Production company responsibility
Marketing & Communications, including Website	Use of City website negotiable	Use of City website negotiable	Operator to secure and maintain the city website	Use of website Production company makes
Liability, Legal and Contracts	Society & City	Coalition & City	Operator to establish and name liability company	Producer to establish and name liability company
Volunteer Recruitment/ Training/Coordination	Society	Coalition	Provide the operator resources	Producer to company

Event Tasks	Partnership with non-profit Society	Partnership with Steveston Coalition	Private Sector Operator	Rec-for group/profit
Venues (planning, set up of portable facilities & equipment, phones, electrical, staging, fencing, tents, etc)	Society	Coalition	Operator	Producer
Maritime Festival	Scope negotiated in Partnership Agreement	Coalition to determine	Scope negotiate with contractor	To manage on-line
Ticketing	Society to determine	Coalition to determine	Operator to determine	Producer to manage
Administration Office	Society to secure premises	Coalition to secure premises	Operator to secure	City to provide list of sites
Police Services	City to provide policing as an in-lieu contribution	City to provide policing as an in-lieu contribution	City to provide policing as an in-lieu contribution	City to provide Police
Merchandise	Society to organize	Coalition to organize	Operator to organize	Producer to organize
Hospitality	Society to arrange	Coalition to arrange	Operator to arrange	Producer to organize
Traffic/Transportation/Parking	Society to liaise with City	Coalition to liaise with City	Operator to rent services from City	City to liaise with producer
TOTAL COSTS (Approximate)	Approximate cost \$500,000	Approximate cost \$500,000	No cost to the City, a possible revenue generator. Finding a private sector sponsor could be a challenge	\$200,000 \$300,000 (if no production company with coverage of any shortfall)