



## General Purposes Committee

Date: Monday, November 17<sup>th</sup>, 2003

Place: Anderson Room  
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair  
Councillor Linda Barnes  
Councillor Derek Dang  
Councillor Evelina Halsey-Brandt  
Councillor Sue Halsey-Brandt  
Councillor Rob Howard  
Councillor Kiichi Kumagai  
Councillor Bill McNulty  
Councillor Harold Steves

Call to Order: The Chair called the meeting to order at 4:00 p.m.

### MINUTES

1. It was moved and seconded  
*That the minutes of the meeting of the General Purposes Committee held on Monday, October 6<sup>th</sup>, 2003 and on Thursday, October 9<sup>th</sup>, 2003, be adopted as circulated.*

**CARRIED**

### DELEGATION

2. VANCOUVER COASTAL HEALTH – Health Issues in Richmond  
(15 Minute Presentation including PowerPoint) (File No.: 0151-01)  
Dr. Jeff Coleman, Chief Operating Officer, Richmond, introduced Dr. Nick Braithwaite, Senior Medical Director, Richmond Health Services; and Lesley Wood Bernbaum – Senior Community and Government Relations Advisor, to the Committee.

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Dr. Coleman, through a PowerPoint presentation, then spoke about the delivery of health service to Richmond. A copy of the presentation is attached as Schedule A and forms part of these minutes.

At the conclusion of the presentation, discussion ensued among Committee members and the delegation on:

- how the City and the Hospital Board could communicate; the rationale for such request and whether communication between the City and Vancouver Coastal Health was effective; the need for more in-depth information being given to Council; the need for communication with the City prior to the implementation of new processes, especially during these times of service cuts
- the type of hospital which the Richmond Hospital was being developed as
- the provision of core services at Richmond Hospital which would be necessary to deliver a majority of health services within the City, and the need to share this information with the community
- whether Richmond was receiving its fair share of hospital funding from the Federal and Provincial governments
- the Deloitte & Touche Study and whether hospital staff had been consulted about the proposed changes as a means of improving staff morale
- Sustainable Workforce Initiatives and how service levels could be maintained despite reductions in the number of fulltime employees
- how Vancouver Coastal Health was promoting wellness in the community
- the complaints being received by City Council with regard to the operation of Richmond Hospital and whether a standing committee of Council was needed to deal with health issues
- the 'dollars' being spent on a per capita basis in Richmond as compared to the City of Vancouver
- whether the proposed reductions in service at Richmond Hospital would have an impact on the Kidney Dialysis and Oncology Programs
- whether there were any plans being formed to transfer surgical daycare to another hospital
- the proposed development of the "Campus of Care" concept and whether the continuity of care would be lost; and whether the entire medical history of a patient would still be available even if that person visited five different health care providers

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- the proposed removal of Registered Nurses from certain areas as a way of optimizing staffing levels; the impact which this could have on the patients at Minoru Place; and the duties of the medical staff at this facility
- the use of licenced Practical Nurses and Patient Care Aides in place of Registered Nurses
- the need to change nursing models which were created over forty years ago to methods which would result in the better operation of the hospital.

As a result of the discussion, the following **referral** motion was introduced:

It was moved and seconded

*That the matter of the delivery of health services within Richmond be referred to staff for discussion on (i) the possible formation of a health liaison committee, and (ii) other arrangements which may be approved for better communication with Vancouver Coastal Health.*

**CARRIED**

The Chair thanked the delegation for their presentation, and they then left the meeting.

## PARKS, RECREATION AND CULTURAL SERVICES DIVISION

### 3. STEVESTON INTERURBAN TRAM – REVENUE GENERATION OPTIONS

(Report: Oct. 30/03, File No.: 6520-05 ) (REDMS No. 1006578)

The Director, Recreation & Cultural Services, Kate Sparrow, accompanied by the Manager, Community Recreation Services, Vern Jacques, advised that since the preparation of the staff report, correspondence had been received from the Richmond Heritage Railroad Society, which advised of the group's recent formation. A copy of the correspondence is on file in the City Clerk's Office.

Discussion ensued among Committee members and staff on the proposed recommendations. Concern was expressed about the interpretation of Recommendation No. 2 in relation to the correspondence received from the Richmond Heritage Railroad Society, which indicated in part, that the Society would be '*undertaking fundraising efforts to secure funds form a part or all of the funding required to design, build and operate a heritage railroad ...*'. The suggestion was made that staff contact representatives of the Society to clarify whether the Society intended to operate the Steveston tram.

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Discussion continued, during which in response to questions about the amount of staff time which would be required, advice was given that staff would be providing assistance with the preparation of the letters and supporting material for presentation to potential sponsors, however, a staff person would not be dedicated fulltime to the project and would not be actively involved in any fundraising activities.

The request was made during the discussion that staff provide (i) a map which delineated the proposed route of the tram, from east to west, to either the Gulf of Georgia Cannery or to Garry Point Park, and (ii) a breakdown of the proposed budget including an itemization of expenses.

Mr. Sean Lawson, a Director of the Richmond Heritage Railroad Society, stated that the Society was looking forward to working with staff on the project. He advised that it was the Society's thought that staff would pursue federal and provincial grants while the Society would seek funding from private businesses and community organizations. Mr. Lawson added that the Society had been divided into two components, fundraising and technical. He added that the Society would be providing a clear business plan with a breakdown of all costs.

Mr. Dana Westermarck, also a member of the Society, indicated that the Society did not want to be responsible for the operation of the tram, however, if the Steveston Interurban Restoration Society was unable to operate the tram, the objective of the Heritage Railroad Society was to put together a working railway.

Discussion continued briefly on the question of whether the Heritage Railroad Society intended to operate the tram, and the suggestion was made that the specific wording referred to in the correspondence, be changed to read "*and support the operation of the tram*".

It was moved and seconded

- (1) *That the sponsorship and granting sources (listed in the report dated October 30<sup>th</sup>, 2003, from the Director, Recreation & Cultural Services), be received for information..*
- (2) *That the formation of a community based fundraising committee for the development of tram infrastructure, be encouraged.*
- (3) *That staff prepare letters of support, on the behalf of Council, for sponsorship requests and funding applications and that the Mayor be authorized to sign such correspondence on Council's behalf.*

**CARRIED**

# General Purposes Committee

Monday, November 17<sup>th</sup>, 2003

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## ADJOURNMENT

It was moved and seconded  
*That the meeting adjourn (5:27 p.m.).*

**CARRIED**


Certified a true and correct copy of the Minutes of the meeting of the General Purposes Committee of the Council of the City of Richmond held on Monday, November 17<sup>th</sup>, 2003.

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Mayor Malcolm D. Brodie  
Chair

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Fran J. Ashton  
Executive Assistant, City Clerk's Office



**vancouver**  
**coastalHealth**

*Promoting wellness. Ensuring care.*

**Richmond Health Services  
A Health Service Delivery Area  
of**

**Vancouver Coastal Health**

**Dr. Jeff Coleman, Chief Operating Officer,  
November, 2003**

SCHEDULE A TO THE MINUTES OF  
THE GENERAL PURPOSES  
COMMITTEE MEETING HELD ON  
MONDAY, NOVEMBER 17<sup>TH</sup>, 2003.

# Overview

- I. **Key Messages**
- II. Current Status at Richmond Health Services (RHS)  
(Past and Present)
- III. The Future: The 8 VCH Strategies and where they take RHS
- IV. Impact of Funding Challenge on RHS
  - A. Sustainable Workforce
  - B. Sustainable Improvements
- V. The “Net” Investments to date

## KEY MESSAGES

- I. The Board, CEO & COO are committed to equitable access to services across all of the HSDA's of Vancouver Coastal Health.
- II. VCH is committed to a robust health delivery system in each of its HSDA's.
- III. Total VCH funding frozen at 2002/2003 levels:
  - Wages/benefits/inflation \$147 million shortfall
  - Remaining gap \$40 million
  - VCH budget -\$1.9 billion 2003/2004
  - RHS budget - \$125 million 2002/2003;  
\$132 million 2003-2004



## KEY MESSAGES ... 2

4. Goal: All HSDA's are committed to bridging the \$40 million gap through efficiencies ... to achieve a sustainable long-term running rate;
  - Achieve "at or better than" national best practices of efficiency and cost effectiveness
  - Maintain appropriate service levels
  - Avoid "across the board" service cuts
5. Inequities between HSDA's will be addressed.
6. Inequities, resource transfers and new resource investment will only be made when we have reliable data to support.

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## II. Current Status At RHS (Past and Present)

### Challenges:

1. Residential Care Beds & Seniors Assisted Living Capacity
2. Palliative Care Services
3. Acute Mental Health Capacity
4. Surgical Care Capacity
  - Hips & Knees
  - Surgical Day Care
  - Endoscopies
5. Diagnostic Imaging Equipment
  - CT Scanner
  - Nuclear Medicine
6. Clinical Information System

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# THE FUTURE: 8 VCH Strategic Directions

## - where they take RHS

### 1. ONE ACUTE NETWORK

- Regional Emergency Services Coordination
- Regional Surgical Services Planning
  - Siting
  - Efficiencies (increased surgical day care, reduce beds)
  - Standardize indications
  - Documented shortfalls

# **THE FUTURE: 8 VCH Strategic Directions**

**- where they take RHS ... 2**

## **RHS To Date:**

- No siting changes
- Increased hip/knees by 45 cases through efficiencies
- Richmond/Delta collaboration:
  - Increased endoscopies
  - Increased surgical day care capacity
  - Reduced inpatient surgery

# **THE FUTURE: 8 VCH Strategic Directions**

**- where they take RHS ... 3**

- Critical Care Services
- Mental Health Services
  - Deloitte & Touche Study: Investments
  - Riverview Downsizing
- Cardiac Program
  - Equality of Assured Access to Emergency Cardiac/Intervention Surgery
  - Equality of Access to Cardiac Cath.

# THE FUTURE: 8 VCH Strategic Directions

- where they take RHS ... 4

- Diagnostic Imaging:
  - Nuclear Medicine
  - CT Scan
  - MRI
- Regional Acute Pediatric Services Planning
- Regional Perinatal (Maternity) Service Planning



# THE FUTURE: 8 VCH Strategic Directions - where they take RHS ...5

## 2. CONTINUING CARE NETWORK

- Residential Care: Addition of approx. 160 residential care beds in Richmond to bring to provincial standards
  - Transition strategy to begin **immediate** utilization of facilities in Vancouver
- Seniors Assisted Living: 215 units starting in 04/05, at the earliest
- Development of "Campus of Care" Model around Rosewood Manor
- Integrated Palliative Care Service for RHS: Commitment to fund Community-based hospice to augment palliative home-care and acute care services in Richmond

# **THE FUTURE: 8 VCH Strategic Directions**

**- where they take RHS ...<sup>6</sup>**

## **3. PRIMARY CARE NETWORK**

- Primary Health Care Transition Fund
- Urgent Care Centres
- 5 Neighbourhood "Primary Care Organizations"

# **THE FUTURE: 8 VCH Strategic Directions**

**- where they take RHS ...7**

## **4. HUMAN RESOURCE STRATEGIES**

- Recruitment
- "Worksafe" Musculo-Skeletal Injury Prevention
- Absenteeism

## **5. ACADEMIC & RESEARCH PARTNERSHIPS**

- Over 1,000 Student Placements per year
- General Surgery Training at RHS
- Medical School Expansion

# **THE FUTURE: 8 VCH Strategic Directions**

**- where they take RHS ...8**

## **6. SUSTAINABLE IMPROVEMENTS**

- Patient Safety / Quality
- Financial / Budget Management

## **7. ENABLING SYSTEMS**

- Patient Care Information System (PCIS)
- Capital Equipment & Facilities
- Balanced Scorecard Performance Reporting

# **THE FUTURE: 8 VCH Strategic Directions**

**- where they take RHS ...<sup>9</sup>**

## **8. CUSTOMER & COMMUNITY ENGAGEMENT**

- Community Health Advisory Committee
- Customer/Patient Satisfaction Initiative
- Local Governance Liaison Committee
- Challenge is how to achieve engagement and optimize the interface/communication with our partners (school, police, city)

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# VCH FINANCIAL CHALLENGE

- Operating surplus 2002-2003 \$2.5M
  - **2003 – 2004 cost pressures: (\$147M)**
  - **Redesign savings on track: \$76.5M**
  - **Federal revenue: \$28M**
- Operating gap \$40M**

# IMPACT OF FUNDING CHALLENGE ON RHS

## A. Sustainable Workforce Initiative

### Deloitte & Touche Efficiency Strategies

- Maintain service levels & reduce costs through workforce efficiencies (national 50%-ile )
- Results at RHS:  
Net Reductions: 14.7 FTE. \$800,000



# B. SUSTAINABLE IMPROVEMENTS

## New Initiatives

Area	SET Sponsor
I. Community Care	Ellen Pekeles
II. Mental Health	Maureen Whyte
III. Case Management Initiatives	Heather Manson
IV. Diagnostic Imaging	David Ostrow
V. Pharmacy	David Ostrow
VI. Ambulatory Care	John Shepherd
VII. Cardiac Care	Carl Roy
VIII. Emergency Room	John Shepherd
IX. Surgical Services	Jeff Coleman

# COMMUNITY CARE SAVINGS INITIATIVES

## INCLUDES:

- Expedite decommissioning of residential care beds and reassignment to meet immediate RHS needs
- Implementation of Home Support allocation guidelines

# DIAGNOSTIC IMAGING INITIATIVES

## INCLUDES:

- Optimize staffing levels and mix
- Revenue generation
- Consolidate nuclear medicine sites
- Materials savings

# CARDIAC CARE INITIATIVES

## INCLUDES:

- Standardize clinical and non-clinical processes
- Reduce clinical supply costs
- Consolidate cardiac services/shift to most efficient setting

# SURGICAL SERVICES INITIATIVES

## INCLUDES:

- Move to “Best Practice” for operating room efficiency
- Increase surgical day care and reduce length of stay (and beds)
- Standardized, centralized purchasing for all products and prosthetics

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## V. "NET INVESTMENTS" TO DATE

- Increase residential care beds by 160 (from 630)
- Add Seniors Assisted Living units, 215 (from 0)
- Augment hip and knee reconstructive surgery by 45 cases
- Increase FTE's in Acute Mental Health (related to Deloitte & Touche initiative)
- Increase hours per patient per day (HPPD) for Minoru residents through scope of practice redesign
- Enhancements to palliative care to produce an integrated program including hospice care
- Budgeted expenditures from \$125million in 2002/2003 to \$132million in 2003/2004.

# **THE FUTURE: 8 VCH Strategic Directions**

**- where they take RHS ...<sup>9</sup>**

## **8. CUSTOMER & COMMUNITY ENGAGEMENT**

- Community Health Advisory Committee
- Customer/Patient Satisfaction Initiative
- Local Governance Liaison Committee
- Challenge is how to achieve engagement and optimize the interface/communication with our partners (school, police, city)





## General Purposes Committee

Date: Thursday, November 20<sup>th</sup>, 2003

Place: Anderson Room  
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair  
Councillor Linda Barnes (5:20 p.m.)  
Councillor Derek Dang  
Councillor Sue Halsey-Brandt  
Councillor Rob Howard  
Councillor Kiichi Kumagai  
Councillor Bill McNulty  
Councillor Harold Steves

Absent: Councillor Evelina Halsey-Brandt

Call to Order: The Chair called the meeting to order at 4:00 p.m.

### PARKS, RECREATION AND CULTURAL SERVICES DIVISION

#### 1. TALL SHIPS 2005

(Report: Nov. 19/03, File No.: 7400-20-TALL1) (REDMS No. 1091362)

The Director, Parks Operations, Dave Semple, advised that he had nothing further to add to the report.

Discussion then ensued among Committee members and staff on:

- the provision of 'in-kind' services
- whether the venue should be open or closed, the impact which a closure of the venue could have on the Steveston Town Centre, and whether local businesses should be consulted about a possible closed venue
- whether the Steveston Harbour Authority (SHA) would allow the docks to be used and the need to address the concerns of the SHA with respect to the displacement of fishing boats during the event

## General Purposes Committee

Thursday, November 20<sup>th</sup>, 2003

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- the contract services which would have to be paid for by the City, including ambulance service; insurance costs; garbage collection (marine waste); communications equipment; fireboat; dredging and the site permit
- how the 'in-kind' contributions could be controlled.

(Cllr. Barnes entered the meeting – 5:20 p.m.).

Ms. Janice Podmore, Acting Chair of the Richmond Tall Ships Festival Society, introduced Mr. Richard Chappell, Mr. Barry Coulson and Captain Tom Corsie to the Committee. Ms. Podmore then addressed the Committee on the Richmond Tall Ship Challenge® 2005. A copy of her submission is attached as Schedule A and forms part of these minutes. Attached as Schedule B to the minutes is material referred to by Ms. Podmore during her presentation regarding the holding of a Tall Ships event in Chicago, Illinois in 2003.

Captain Corsie spoke about the need for ambulance service and insurance costs, and stated that the Society was looking to the City to take liability for the provision of ambulance services and security in the event something unexpected arose.

Richard Chappel addressed the issue of ship recruitment, advising that there were many ships 'waiting in the wings'. He added that the Society was concerned that time was running out for a decision on whether to proceed with the event, and that the 'in-kind' contributions were a necessary part of the event.

Barry Coulson, Chartered Accountant, referred to the business plan and explained that the plan was not a negotiation tool and reflected the Society's expectation of expenses and revenues. He referred to the request for funding and suggested that the City might want to consider a cash contribution rather than an outright grant. Mr. Coulson concluded by indicating that the business plan called for \$200,000 in revenue and City expenses.

Ms. Podmore continued with the presentation, advising that the Society had been in constant touch with those sponsors who had contributed significant amounts of funding for the 2002 event. She stated that they were aware of the concerns of the City, however they still wanted to be involved in an event which they thought was going to be one of the most successful. Ms. Podmore added that they were awaiting a decision from the City on whether the event was going to proceed.

Ms. Podmore then introduced Rya Kava, a member of the Board of the Vancouver Maritime Museum, who had also been involved in Tall Ships events in the east. Ms. Kava spoke about the measurable and immeasurable benefits of hosting the Tall Ships Challenge, such as an increase in tourism resulting from return visits from visitors after the event was over.

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Discussion then ensued among the Committee members, the delegation and staff, during which in response to questions, the following information was provided:

- the Society was requesting that the City provide a \$350,000 in-kind contribution and \$150,000 in cash, either as a loan or through a line of credit (the cash contribution did not necessarily have to be a donation), and endorsement from the City for the event
- the budget for the event indicated that the Society would have a profit of approximately \$220,000, which would be used to repay the City for the loan; however the Society was hoping that the loan would be a 'forgivable' loan; it was the Society's intention to repay the entire loan but the suggestion was made that there should be a system of checks and balances on the part of the City to ensure that the Society is endeavouring to meet its obligations
- the Society did not intend to keep any profit resulting from the Tall Ships 2005 event – the funds would either be returned to the City or donated to a charity
- the Society would like the City to assume responsibility for the provision of an ambulance service and for any extraordinary circumstances which might arise
- the budget for the 2005 Tall Ships event was in part, based on the expenses incurred for the 2002 event
- the Society would be unable to undertake the event for a cash contribution from the City of either \$250,000 or \$350,000
- the Society intended to use skilled volunteers and private security companies to provide security within that portion of Garry Point Park which had restricted access, and the police would be used to provide security outside of the park for traffic management, etc.

The delegation was thanked for their presentation, and they then left the table. Discussion then ensued among Committee members and staff on:

- the financial contributions, both in-kind and cash, being requested of the City by the Society and the impact which provision of the requested amounts could have on the 2005 budget process
- the next steps to be taken if the Committee could not agree with the amount requested by the Society
- the need to protect the City's initial investment made with the holding of the 2002 Tall Ships event
- whether an event could be undertaken with less in-kind and cash contributions than was being requested by the Society

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- whether Richmond would lose the festival to another community which was interested in holding the event.

During the discussion, Committee members expressed support for the event, but voiced concern about the amount of the requests made by the Society. Reference was made to the 2002 event and to the financial contribution of the City, and concern was expressed about the impact which the upcoming event could have on future budgets. Support was given for a repayable loan, but only if the loan was not forgiven.

(Cllr. Dang left the meeting at 6:00 p.m., and did not return.)

Discussion continued on the feasibility of providing a loan to the Society, which made the funding slightly more acceptable to some Committee members, however, an opinion was also expressed that the City should not enter into such a loan. The suggestion was also made that the City should be approaching the Provincial Government and asking for an in-kind contribution with respect to the provision of ambulance services. Also addressed during the discussion, were the benefits to the City of holding the 2005 Tall Ships event which some felt were far-reaching and long-standing. However, concern was expressed about the scale of the event and the comment was made that the event should be downsized. Included in the discussion was whether the City should contribute any more than \$250,000 in total for the event.

Comments were made during the discussion about the proposed budget for the 2005 event, with concern being expressed that (i) the amounts estimated for expenses, especially for dredging, were too conservative; (ii) the SHA had not yet agreed to providing the dock space for the ships; and (iii) other cities had indicated that they would be holding events during the same time period as the Richmond event.

In concluding the discussion, Mayor Brodie advised that he was very proud of the Committee's hard work in undertaking the 2002 event, and that he had no qualms about what could be accomplished in the future. He spoke about the need to be realistic because of the number of communities which intended to hold similar events at the same time as the Richmond festival, which could reduce the number of people attending the City event. As well, the Mayor noted that the Provincial Government had provided no funds and the funds received from the Federal Government had been less than expected for the 2002 event. He suggested during his remarks that consideration should be given to putting on a smaller, more affordable event. Mayor Brodie also advised that he had spoken to Councillor Evelina Halsey-Brandt, who had indicated to him that she would not support any contribution of more than \$250,000 in-kind.

As a result of the discussion, the following motion was introduced:

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It was moved and seconded

*That the Richmond Tall Ships Festival Society be advised that:*

- (1) the funding level requested cannot be met; and*
- (2) further discussions with the Society regarding the Tall Ships 2005 event were being discontinued; and further,*

*That the Society be thanked for its efforts.*

**DEFEATED ON A TIED VOTE**

OPPOSED: Cllr. Barnes  
S. Halsey-Brandt  
Howard  
Steves

It was moved and seconded

*That discussions be continued with the Richmond Tall Ships Festival Society regarding options for the \$150,000 repayable loan and \$350,000 in-kind contribution.*

**DEFEATED ON A TIED VOTE**

OPPOSED: Mayor Brodie  
Cllr. Howard  
Kumagai  
McNulty

It was moved and seconded

*That the "Business Plan – Richmond Tall Ships Challenge® be referred to staff to meet with the Richmond Tall Ships Festival Society to determine what could be accomplished to a maximum of \$250,000.*

**WITHDRAWN**

It was moved and seconded

*That the "Business Plan – Richmond Tall Ships Challenge® be referred to staff for discussion with the Richmond Tall Ships Festival Society as to whether the Society could produce an event based on a total City in-kind contribution of \$350,000, without any cash.*

**CARRIED**

OPPOSED: Cllr. Kumagai  
McNulty

# General Purposes Committee

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## ADJOURNMENT

It was moved and seconded  
*That the meeting adjourn (6:20 p.m.).*

**CARRIED**

Certified a true and correct copy of the Minutes of the meeting of the General Purposes Committee of the Council of the City of Richmond held on Thursday, November 20<sup>th</sup>, 2003.

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Mayor Malcolm D. Brodie  
Chair

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Fran J. Ashton  
Executive Assistant, City Clerk's Office

## **General Purposes Committee Meeting**

**Richmond City Hall**

**Thursday, November 20, 2003.**

### **RE: RICHMOND TALL SHIP CHALLENGE 2005**

#### **WHY ARE WE HERE – Our reasons to attend this meeting.**

1. We are here because George Duncan asked us to look at, and review every possibility and explore any new information that may be made available to us, that could make it possible for our Society to host the 2005 Tall Ship Challenge in Richmond,
2. Because we were assured that the committee will be heard, and that the committee's views can be expressed,
3. Because we understand the fiscal constraints that the city finds itself under,
4. Because if there no way to resolve the issue of the Tall Ships in 2005, we wish to support a common exit strategy for the city.

#### **OUR GOAL**

Is to create a world-class event that becomes an icon for Richmond, an event that meets the expectations of the citizens of Richmond, the city, the

sponsors and the attendees. An event that sets the stage for future Tall Ships events that can follow.

### **WHY WE CARE:**

1. ***We believe that*** the Tall Ship Challenge<sup>R</sup> brings incredible measurable and immeasurable benefits to the community, in a way that no other initiative of the city has done before nor will do in the future. We believe that these benefits can be measured and quantified.
2. ***We believe that*** a Tall Ship Challenge event in Richmond will make the community stronger, will provide the City with enhanced economic opportunities and a stronger bottom line than if the event is not held.
3. ***We believe that*** that a Tall Ship event can be an amazing catalyst that moves forward at a remarkable speed the economic strategies being developed by the City to create new, sustainable and increased tax revenues for the City.
4. ***We believe that*** most cities in Western Canada are in Richmond's position. All are looking to attract new opportunities and new businesses while enhancing sustainability, liveability and protecting their taxpayers. The cities that will thrive in this heightened global competitive environment will be those cities that stand out from mediocrity, that show initiative, celebrate diversity, accept change and demonstrate their welcome.
5. ***We believe*** the Tall ships strengthens the City's ability to move forward on a number of their economic initiatives by; a) increasing the visibility of the City in the local, provincial, national and international business

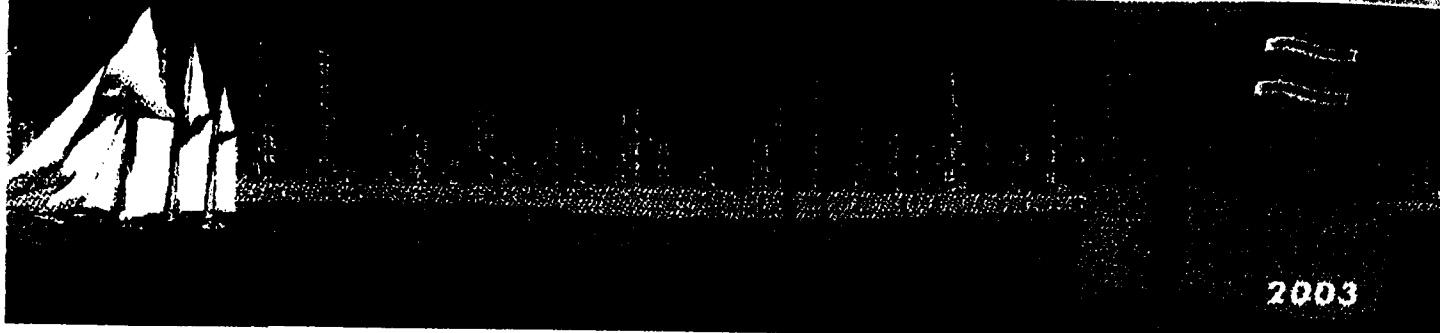


communities, and b) by providing a priceless international promotional opportunity for the economic development office of the City.

6. ***We believe that*** there is no better way to advertise the opportunities that exist along Richmond's rivers, its ports, its new commercial, maritime and residential developments, its proximity to the airport than by showcasing its potential through the creation of a unique maritime event that 'invites the world' while magnificently capturing Richmond's essence – 'an island city by nature'.
7. ***We believe that*** as in 2002, new opportunities will develop for the city after 2005 that all of us sitting here not yet dreamed of.
8. ***We think that*** if Richmond does not climb aboard for 2005, that the City could lose its opportunity to host other major tall ship events and that other communities will step in and fill the void.
9. ***We see that*** the global fascination for tall ships is growing, but the demand for tall ships on the west coast is in still in its infancy. We believe that tall ships could well become the major tourism attraction for the City and the region in years to come as they have on the east coast of North America and in Europe.
10. ***We believe that*** Hollywood productions such as this years' blockbusters *Pirates of the Caribbean* and *Master and Commander*, are not coincidental, but have been carefully planned to respond to the growing interest in the 'Golden Age of Sail', of pirates and adventure, of nation building and of exploration. We believe that these productions are the first of several feature films that will feed our fascination for and curiosity of

tall ships and will help to build excitement for events such as the Tall Ships in Richmond.

11. ***We know that*** smaller locally focused events – such as the arrival of a single Class A ship to the No. 3 Road pier – will require significant city support (traffic management, street closures, staff time, garbage, security, float installations, insurance, volunteer coordination, charter buses etc.). A smaller event, while popular and important will have difficulty generating comparable economic returns, tourism benefits or cash sponsorships that help to offset the costs the way larger events can.
  
12. ***We believe that*** Richmond wants to be viewed as a 'can do city'.
  
13. ***We believe that*** the Tall Ship Challenge<sup>®</sup> captured people's imaginations and takes hold of their hearts, and that the citizens of Richmond want it to happen again. And finally,
  
14. ***We are proud*** of what was accomplished in 2002 and want to build on this legacy.



2003

August 15, 2003

Mr. Steve Baker  
Race Director  
American Sail Training Association  
Post Office Box 1459  
Newport, Rhode Island 02840

SCHEDULE B TO THE MINUTES OF  
THE GENERAL PURPOSES  
COMMITTEE MEETING HELD ON  
MONDAY, NOVEMBER 17<sup>TH</sup>, 2003.

Dear Mr. Baker:


On behalf of the City of Chicago's Mayor's Office of Special Events, Navy Pier® and the Chicago Park District, we would like to extend our warmest thanks for your support and participation in *Tall Ships® Chicago 2003*.


Our partnership with the American Sail Training Association was integral to the success of the festival. This year's *Tall Ships® Chicago 2003* was the largest festival of its kind ever to grace the Great Lakes. The festival was a truly exceptional opportunity for Chicagoans and visitors alike to learn about and board the magnificent vessels, experience a brilliant parade of sail, and enjoy many days of family entertainment. The festival brought more than 20 vessels to the shores of Lake Michigan docked at Navy Pier® and DuSable Harbor, as well as along the Chicago River and more than two million people were exposed to the thrill, breathtaking views and excitement of the festival.

Please accept our sincere gratitude for your involvement with *Tall Ships® Chicago 2003*. Without your support, we would not have been able to deliver such a world-class event to the City of Chicago. We await working with you in future celebrations of Chicago.

Sincerely,

  
Jim Law  
Executive Director  
Mayor's Office of Special Events

  
Leticia Peralta Davis  
CEO  
MPEA

  
David Doig  
Superintendent  
Chicago Park District

MAYOR'S OFFICE OF  
SPECIAL EVENTS  
CHICAGO  
RICHARD M. DALEY, MAYOR



CHICAGO  
PARK  
DISTRICT  
come out  
and play

City of Chicago,  
Richard M. Daley,  
Mayor



OFFICE OF THE MAYOR  
CITY OF CHICAGO

RICHARD M. DALEY  
MAYOR

August 14, 2003

*Peter*  
Dear Mr. Mello:

As Mayor and on behalf of the City of Chicago, I thank you for your support of *Tall Ships Chicago 2003*.

An exciting display of more than two dozen majestic vessels from around the world, *Tall Ships Chicago 2003* celebrated Chicago's rich maritime history and legacy as a great port city. Through your participation, more than two million people were able to view and board these maritime treasures and learn about their historical significance.

Thank you again for helping to make *Tall Ships Chicago 2003* an enjoyable and memorable event.

Sincerely,

*Richard M. Daley*  
Mayor

Mr. Peter Mello  
Executive Director  
American Sail Training Association  
Post Office Box 1459  
Newport, Rhode Island 02840

# Economic Impact

**Tall Ships® Chicago 2003 had a substantial economic impact on the city of Chicago, exceeding that of the Taste of Chicago. Marketing Research determined that based on the estimated attendance, Tall Ships® Chicago 2003 had a total economic impact of \$128,513,954\* on the Chicago economy.**

**Research findings indicate that approximately 48% of attendees were from suburban Chicago, a additional 20% came from elsewhere in the Midwest, other U.S. states and areas outside the U.S. Out of area visitors alone generated more than \$100,000,000 in the Chicago economy\*.**

**Hotel 'room rate revenue' was up just over \$2,225,000 and occupancy was up 12.3% (81.7 % v 72.7%) over the six day period (July 30-August 4, 2003 v July 31-August 5, 2002).**

\*McKeon & Associates