



To: Parks Recreation and Cultural Services Committee **Date:** April 19, 2010
From: Cathryn Volkering Carlile **File:** 11-7400-20-
 General Manager, Community Services TALL1/2010-Vol 01
Re: **2011 Richmond Tall Ships Maritime Festival Operational Plan**

Staff Recommendation

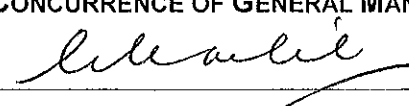


That:

1. Richmond be approved as a host port city for the 2011 Richmond Tall Ships Maritime Festival.
2. The Chief Administrative Officer and the General Manager, Community Services be authorized to finalize and execute an Agreement, and any related agreements or documentation to give effect to the Agreement, with the American Sail Training Association for the hosting of the 2011 Tall Ships.
3. The 2011 Richmond Tall Ships Maritime Festival Draft Operational Plan, as described in Attachment 1 of the report Tall Ships 2011 Operational Plan from the General Manager, Parks and Recreation and the General Manager, Community Services be approved.
4. \$500,000 from the 2009 Operational Surplus be considered for the implementation of the Richmond Tall Ships 2011 Operational Plan.



Cathryn Volkering Carlile
 General Manager, Community Services
 (604-276-4068)

Att. 2

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ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER	
Budgets	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
Risk Management	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
Parks and Recreation	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
Communications	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
REVIEWED BY TAG	YES <input checked="" type="checkbox"/>  NO <input type="checkbox"/>	REVIEWED BY CAO	YES <input checked="" type="checkbox"/>  NO <input type="checkbox"/>

Staff Report

Origin

On July 13th, 2009 Council made the following referrals related to the hosting of Tall Ships in 2011:

- (1) That the City continue efforts to secure dates for a Tall Ships Festival as part of the American Sail Training Association's Tall Ships Challenge 2011; and*
- (2) That Stakeholder groups be consulted as to the opportunities and impacts associated with a Tall Ships Festival in the Steveston area.*

The purpose of this report is to respond to these referrals and provide a draft operational plan and budget for Council consideration for the hosting of a Tall Ships Festival in 2011. Capital costs associated with hosting of the event will be considered in a separate report.

This report responds to Council's term goal to, "*advance the City's destination status and ensure our continued development as a vibrant cultural city with well established festivals and the arts.*" It also recognizes the objectives of the 2007 – 2012 Major Events Plan, which was approved by Council in 2007 and lists a Tall Ships Festival as one of the major significant events to be pursued by the City.

Analysis

Background

The Richmond Tall Ships Challenge® held in Richmond in 2002 was a resounding success. It was extraordinarily well received by both Richmond and regional residents, with an estimated 400,000 people taking in the activities over the duration of the event. Given the infrastructure development and extensive learning that occurred, it was anticipated that Richmond would look to host Tall Ships again at a future date.

The City has recently hosted the world during the 2010 Winter Olympic Games. The Richmond O Zone attracted more than half a million visitors and was labelled as the most engaging, family friendly celebration site of the Games. The City is now looking to build on the significant legacies of being a Venue City through hosting another major signature event. One of the most significant legacies is our increased volunteer capacity for hosting major events, and we would look to build on this legacy through re-engaging these community volunteers.

The Tall Ships Challenge® is a series of sailing races, cruises, crew rallies and maritime festivals facilitated by the American Sail Training Association (ASTA) in conjunction with United States and Canadian ports on the Pacific, Atlantic and Great Lakes coasts. The port events alternate on a three-year cycle, with traditionally rigged vessels crewed by young people ages 13 – 25 who are engaged in sail training programs under the supervision of captains and professional crew members. The maritime festivals organized by each host port give visitors a chance to board the vessels, meet the crews and trainees and learn about the many varied opportunities to sail and travel on ASTA Member vessels. Staff are also having ongoing discussions with other cities

who are in the process of producing the 2010 Tall Ships Great Lake series events to learn of different approaches to the production of this event.

ASTA works closely with the United States Homeland Security and Canada Customs to permit the vessels to cross the borders to attend Maritime Events of National Significance (M.E.N.S.), and assists with host port regulations and ship recruitment. Richmond was awarded "Port of the Year" for the first Tall Ships Challenge® on the Pacific coast in 2002. Since then Tall Ships Challenge® events have been held in 2005 in Port Alberni, Victoria, Vancouver and Tacoma, and in 2008 in Port Alberni, Victoria and Tacoma.

2011 Richmond Tall Ships Maritime Festival

In 2009, the American Sail Training Association (ASTA) was advised of the City's interest in hosting the Tall Ships Challenge® in 2011 and ASTA has placed Richmond on its provisional schedule to act as a host port in June 2011. ASTA has been actively recruiting Class A ships for the Tall Ships Challenge 2011 and now needs a commitment from the City of Richmond. Timing is crucial to secure the participation of these vessels.

Staff have prepared a draft operational plan (**Attachment 1**) and budget (**Attachment 2**) for hosting the Tall Ships in Richmond from Thursday June 2 to Sunday June 5, 2011. Richmond will be the second stop in the Tall Ships 2011 series followed by Victoria and Tacoma.

Stakeholder Involvement

Community stakeholders were consulted in the development of the operational plan. These stakeholders included Steveston Harbour Authority, Britannia Heritage Shipyard Society, Steveston Harbour Authority, Steveston Community Society, London Farm Society, Gulf of Georgia Cannery Society, Steveston Merchant's Association and Tourism Richmond. In general, these stakeholders have indicated support for the event. A commitment has been made to continuing to consult with these stakeholders and others such as the Richmond Chamber of Commerce and Volunteer Richmond as planning for the 2011 Tall Ships Maritime Festival progresses.

2011 Richmond Tall Ships Maritime Festival Operational Plan

Vision & Mission

The proposed vision for the event is for Richmond residents and visitors to be educated, to experience and to take pleasure in the City's historical and cultural heritage. The event will solidify the City's reputation as a major events destination and provide another international spectacle and signature event on the West Coast in 2011.

The event will:

- Take advantage of the City's Olympic legacy in profiling Richmond as an international event destination.
- Segue the significant Olympic volunteer legacy into the Tall Ships event.
- Showcase Richmond's infrastructure and community support for major events.
- Derive significant economic impacts and benefits from public and private activity.
- Secure the financial support of the corporate community and all levels of government.

- Raise public awareness of Richmond’s Maritime history including an understanding of its heritage and cultural traditions.
- Imagine new and creative ways for public involvement for the Tall Ships in Richmond.
- Create long-term legacies for the community.
- Engage the entire community of Richmond.

Event Program

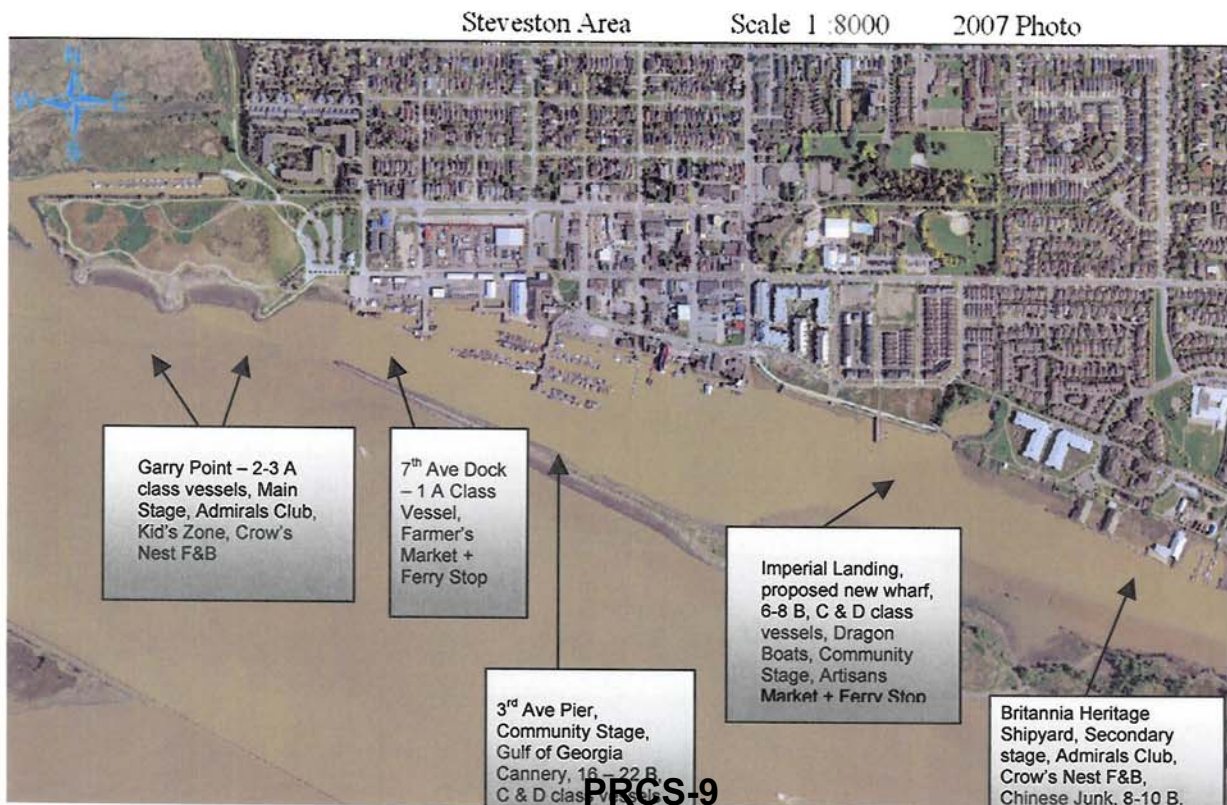
The 2011 event is envisioned as a 3.5 day Maritime Festival (Thursday June 2 to Sunday June 5), which provides a variety of activities in addition to the signature event - the Tall Ships Challenge®. The Festival will be part of three-city bid for the Tall Ships Challenge® (Port Alberni, Richmond and Victoria) which will provide synergies and cost-savings in terms of marketing and ship recruitment.

The following key activities listed below are included in the current event plan. Scaling of some or all elements may be required based on actual revenues:

- Ship arrival & sail past
- Ship boarding & viewing opportunities
- On-board receptions
- Waterside tours
- Gun battle displays
- Hop on / hop off ferry service
- Asian maritime history celebration
- Four entertainment stages
- Fireworks
- Artisan & Farmers Market
- Dinghy boat-building workshop & raffle
- First Nations canoe heritage display & workshop
- Youth sail training experience
- Two fun and interactive children’s areas

Site Plan and Activities

The 2011 Tall Ships Maritime Festival will be located in Steveston Village. The site will encompass three kilometres of riverfront anchored by Garry Point Park to the west and Britannia Heritage Shipyard to the east.



Five Key Hubs of Activity
<p>Garry Point – This will be the main attraction for event goers, as it will have two or three Class A¹ vessels moored to debris booms. On Thursday night, it will be the venue to watch the Tall Ships arrive (the “Sail Past”). While the Sail Past will be a free event, Garry Point will become a gated venue requiring a ticket to be purchased² for the following three days of the festival (Friday through Sunday). The venue will have a Main Stage, with evening concerts as well as continuous entertainment through the day. Other attractions include a 750 seat food and beverage centre (the Crows Nest), a Kids Zone, and an Admirals Club.³ Non-paying visitors will still have sight lines of the vessels from outside the fence.</p>
<p>7th Avenue Pier – This dock will feature one Class A vessel, and will therefore be a popular location. Shade tents will be provided, along with buskers and roving food & beverage concessionaires. The adjacent wharf is proposed as the western most location of a hop-on/hop-off ferry.⁴</p>
<p>3rd Avenue Pier – This will also be a popular area due to a significant number of Class B⁵ and C ships (up to 18 vessels) being moored here and available for ship-boarding with a ticket. Only the piers themselves will be gated for ticketed admission, so the vessels will be fully visible from the shoreline. A community stage will be located just outside the Gulf of Georgia Cannery. Shade tents will be provided, along with buskers and roving food & beverage concessionaires. A stop for the hop-on/hop-off ferry will be located to the east of this area (near the public fish docks).</p>
<p>Imperial Landing – A new float at this location adjacent to the existing pier would be the location for a number of Class B and C vessels (and possibly Class D vessels), requiring a ticket for ship-boarding. It would also be location for any dragon boat demonstrations or races. Again, shade areas will be provided for spectators and those waiting for ship boarding. The boardwalk along this stretch of waterfront would be the location for an Artisans Market – a lively stroll with stalls for people to take in the atmosphere and purchase local artisan fare. A community stage will be located at the roundabout to provide entertainment and a second Kids Zone will also be located nearby. Other than tickets for the ship boarding, this area and attractions will be open to the public. A third stop for the hop-on/hop-off ferry will be located to the west of this area (at the foot of No.1 Road).</p>
<p>Britannia Heritage Shipyard – As the most easterly point of the festival, this location will have a number of Class B, C and D vessels, as well as a Chinese Junk, which will all require tickets for ship-boarding. Part of the Britannia site will be fenced (and require a ticket – the same ticket that allows access to Garry Point), and will house a stage with paid entertainment, a 250 seat food & beverage centre (the Crow’s Nest) and an Admirals Club. Outside of the fenced area, tours will be offered of the historic buildings, the amphitheatre will be used for various interactive activities, and a dingy boat building demonstration will take place. The fourth and final stop for the hop-on/hop-off ferry will be located at Britannia (outside of the gated area).</p>

¹ Class A defined as all square-rigged vessels and all other vessels over 40 metres in length (excluding bowsprit and aft spar).

² Ticket structure: \$15 per day for each of the three days (Friday, Saturday, Sunday) to gain entry to the two gated sites at Garry Point and Britannia. This ticket provides access to all the entertainment and activities within the sites, but not onto the vessels themselves. A \$25 per day pre-bought ticket provides both gated site access and ship boarding (or \$35 walk-up). Rather than purchase individual day tickets, festival goers could choose to purchase a multi-day ticket for \$65 (access to gated site and ship-boarding for all three days). This compares well to other major gated events (e.g. Vancouver Folk Festival: \$75 to \$125 for early-bird one day and three-day passes; Victoria Tall Ships: \$5 entry and \$25 dollar early-bird ship-boarding pass, for a much smaller site).

³ Paying membership of the Admirals Club provides a 3-day VIP pass, priority ship boarding to all vessels, VIP reception (dinner on a vessel), priority parking and Admirals Club tented facility with food and beverage at both Garry Point and Britannia.

⁴ A hop-on/hop-off ferry (with 8 boats) is proposed for the duration of the festival, with locations at 7th Ave dock, 3rd Ave pier, Imperial Landing and Britannia Shipyard. \$5 fee, running 10am to 6pm.

⁵ Class B are fore and aft rigged vessels between 100 to 160 feet in length, and all square rigged vessels.

Parking & Transportation

The operational plan proposes that streets in Steveston be closed to traffic and parking during the Maritime Festival, with a shuttle service provided from several locations in Richmond. After the success of the 2010 Olympic Winter Games Transportation plan in Richmond, it is anticipated that visitors and residents will be accepting of this plan, provided provisions are made for business operations and local residents.

Governance

The recommended Governance model recognizes the City's profile and experience in hosting the 2002 Richmond Tall Ships Event, the 2010 Winter Olympic Games, as well as the 2007 Major Events Plan. The Governance model suggests that the 2011 Tall Ships Maritime Festival fall under direct authority of the City of Richmond through the General Manager – Community Services. A number of professionals (staff or contract where appropriate) will support the General Manager.

It is also recommended that a steering committee, with representation from City Staff, key community stakeholders and volunteers as well as a Council liaison, be established to provide oversight and guidance.

Volunteers will play a critical role in the planning and delivery of the 2011 event and a volunteer Committee Chair will be appointed by the Event Coordinator in consultation with the Manager of Event Operations, the Steering Committee and the General Manager responsible for the Event. The Committee Chair will lead five volunteer Vice-Chairs in the delivery of the event.

Budget

The proposed budget requires a \$500,000 contribution from the City of Richmond to break-even. This budget takes a conservative approach and is based on extensive consultation with stakeholders and key staff in Richmond. It includes a 1% major events overhead rate as approved in the March 2007 Major Projects and Events Cost Reporting report. (**Attachment 2**) A financial summary is provided below (based on 300,000 visitors attending a 3.5 day event).

REVENUE PROJECTIONS (see risk assessment)		
	Cash	Value in Kind
Government grant / contribution:		
• City of Richmond	\$500,000	\$200,000
• Provincial & Federal Govt	\$250,000	
Volunteers (revenue option or sponsorship)	\$84,000	
Sponsorship (Presenting, Tier 2, Tier 3, Supplier sponsors, Community supporters, Friends of Tall Ships, Admirals Club)	\$417,500	\$1,075,000
Community Organization Contributions		\$120,000
Event Revenue		
• Tickets	\$2,932,500	
• Visitor Experience	\$649,800	
TOTAL REVENUE	\$4,833,800	\$1,395,000
TOTAL CASH AND VIK REVENUE		\$6,228,800

EXPENDITURE PROJECTIONS		
	Expenditures	Expenditures (VIK)
Event Management	\$225,000	\$65,000
Operations		
• Waterside	\$753,500	\$235,000
• Landside	\$828,200	\$390,000
• Safety (security, police, first responders)	\$324,819	
Marketing, Communications and Promotions	\$1,080,750	\$550,000
Visitor Experience	\$450,000	\$25,000
Hosting (Sponsor & VIP, On-board special events)	\$203,600	-
Volunteers	\$166,000	\$30,000
TOTAL EXPENSES	\$4,031,869	\$1,295,000
MAJOR EVENTS OVERHEAD RATE 1%	\$40,319	
CONTINGENCY (20%)	\$806,374	
TOTAL EXPENDITURES, OVERHEAD AND CONTINGENCY	\$4,878,562	\$1,295,000
TOTAL EXPENDITURES incl VIK		\$6,173,562

Staff from a variety of departments, including the Olympic Business Office which was responsible for the O Zone, have reviewed the consultant’s report and identified areas which will require further review as planning progresses. These areas must be addressed through ongoing adjustments or scaling of the operational plan as outlined in the table below.

RISKS	Potential Financial Impact
Site & Logistics Assessment - Because of the multiple activity hubs of the site and its linear nature, logistics must be reviewed in further consultation with stakeholders, including the community and sponsors. Additional costs may be incurred in landside temporary infrastructure, such as lighting, gates, and traffic control.	unknown at this time
Government Grants – Existing funding programs such as the Federal Marquee Events Program and the HRDC Student Employment program will be targeted and early conversations suggests a strong likelihood of success in receiving funding from these sources. However, should grants not be realized, the program will be scaled back accordingly.	up to \$250,000
Sponsorship projections - While these have been conservatively budgeted in the draft operational plan, the tri-city bid will be key to achieving the targets. If targets are not met in a timely manner, then the scope of the event will need to be reduced or the overall cost to the City will be higher.	up to \$200,000
Volunteer Uniform Fee – The concept of charging volunteers is a new one and may not be accepted by the Richmond community and may need to be significantly reduced or removed from the budget.	up to \$84,000
Ticket Pricing - Ticket pricing is currently inclusive of transit, which may be unnecessary given the public’s recent Olympic Games Experience. The shoreside viewing fee which also provides access to all entertainment may be high for families and may need to be adjusted, thus reducing possible ticket revenue.	up to \$1,500,000

RISKS cont.	Potential Financial Impact
Timing - There is very little time to coordinate and produce this event and as it requires contracts being negotiated and signed for the American Sail Training Association (ASTA) and for ship recruitment, any delays to approving this project will seriously impact the City's ability to produce this event. A detailed timeline is provided on page 67 of the draft operational plan.	
Risk Assessment - As with any major event project, there are inherent financial risks. Factors that could impact the success of the Tall Ships event include such issues as weather, site access, ticket sales, sponsorship participation, competing activities, and security incidents. In this plan, steps have been taken to respond to these risks and mitigate the impact so that expenditures can be curtailed accordingly.	

In March 2007, Council resolved that where a major event generates a surplus in revenue beyond the event costs, it will be deposited into a major events fund to be utilized to support the delivery of future events. The City's 2010 Strategic Operational Plan (the City of Richmond's Olympic program) is anticipated to finish within budget and as per the March 2007 any available funds after the final accounting could be the City's contribution to the Richmond 2011 Tall Ships festival. As the accounting for the 2010 Strategic Operational plan has not yet been finalized, 2009 Operating Budget surplus funds will be required to begin implementation of the 2011 Tall Ships operational plan immediately.

Financial Impact

\$500,000 from the 2009 Operating Budget surplus or from the 2010 Olympic program surplus is required to fund the implementation of the operational plan.

Conclusion

Hosting the 2011 Tall Ships Maritime Festival will allow the City to capitalize on its great legacies from the 2002 event, as well as the 2010 Winter Olympic Games. The operational plan for the 2011 event carefully considers the opportunities for the City and presents a framework which will provide clear and direct outcomes for the City in terms of meeting Council's goal of *"advancing the City's destination status and ensure our continued development as a vibrant cultural city with well established festivals and the arts."* Ongoing review of the Operational Plan will ensure that risks to the City are minimized and the 2011 event provides an opportunity for a legacy to the City in the form of a significant, ongoing event for the City.



Anne Stevens
Sr. Manager, Enterprise Services
(604-276-4273)



Serena Lusk
Manager, Parks - Planning & Design
(604-233-3344)



City of Richmond,
British Columbia, Canada

**2011 Tall Ships Maritime Festival
Operational Plan**

Prepared by Robin Wilson
Whitewater Communications &
Susan Archibald, Suda Solutions Ltd.

**RICHMOND 2011 TALL SHIPS MARITIME FESTIVAL
OPERATIONAL PLAN
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The City of Richmond has the vision to become the most appealing, livable and well-managed community in Canada. Strategically, events will play a key role in contributing to this positioning as well as to the City's social and economic well-being.

In 2002, the City of Richmond hosted the Tall Ships Festival and showed the world that the citizens of Richmond with their festive spirit and warm hospitality could successfully take on the challenge of hosting major events. Being awarded the prestigious "Port of the Year" following the event helped confirm this fact.

The Tall Ships brought with them not only their crews of young people but also a tremendous cargo of opportunity for Richmond; opportunities for international recognition, for building lasting legacies of new docks, boardwalks, dredging and most of all, community pride and excitement.

The City received international attention and extensive media coverage throughout the 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 resulted.

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 indicated that many first time visitors have returned since the event.

The American Sail Training Association (ASTA) as the organizing body for the 2011 Tall Ships Challenge has developed a provisional schedule that includes Richmond as a host port.

The City of Richmond and Village of Steveston has a rich and vibrant maritime history. The ability to host an annual Maritime Festival with a Tall Ships injection every three years when ASTA brings the ships to the Pacific Northwest is an incredible opportunity to build, celebrate and showcase this history.

With an unofficial camaraderie on the West Coast between Richmond, Victoria, and Port Alberni and with each of these communities planning on bidding for the 2011 Tall Ships, it makes strategic and economic sense to combine the efforts of each community and bid on the 2011 Tall Ships Challenge together. A coordinated effort will result in a planned approach that will make it easier for Tall Ships owners to come to the Pacific Northwest over a longer period and to make the most of each community event. Economies of scale will be found in the hosting of key entertainment and artisans, youth related activities, as well as other specialized events created specifically for the West Coast.

The 2011 Tall Ships Maritime Festival will be a three and a half day Event hosted as part of a West Coast three-city bid for the Tall Ships Challenge. The event will take place in the Historic Village of Steveston, located at the mouth of the Fraser River. The site spreads over 3 kilometres of riverfront anchored by Garry Point Park at the west end of the mouth of the river and the historic Britannia Heritage Shipyard facility at its more easterly point. The site encompasses key maritime partner facilities including the Gulf of Georgia Cannery, the Harbour Port Authority and others.

There are a number of different events that will make up the 2011 Tall Ships Maritime Festival, all coordinated and overseen by the organizing committee. They include a Sail Past, which celebrates the arrival of the ships on Thursday evening.

The Sail Past will be followed by three full days of ongoing activities and entertainment, including:

- Ship boarding and viewing opportunities.
- Waterside tours.
- Gun battle displays.
- Fireworks.
- Four Stages – a main stage located at Garry Point with a second stage at Britannia and two community stages located near the Gulf of Georgia Cannery and at the roundabout near Imperial Landing.
- An Artisan Market located along the Boardwalk will feature local artists and merchants.
- A dinghy boat-building workshop with the dinghy raffled at the end of the weekend.
- A First Nations dugout canoe heritage display and workshop.
- Youth sail training experiences.
- Two fun and interactive Kid's Zones.
- An Asian maritime history celebration including Dragon Boat demonstrations and possibly a visiting Chinese Junk.

The entire 3-kilometre waterfront will be alive with a plethora of events, experiences and tastes, enjoyed by all.

A new addition to the 2011 Tall Ships Maritime Festival, which is anticipated to help alleviate crowd congestion, is the introduction of a hop on, hop off ferry service with approximately 4 stops along the river from Garry Point to Britannia.

Also under consideration is ferry service from Ladner and New Westminster to and from the site.

Total cash revenue for the event is estimated at \$4.83 million which is comprised of grants from the City of Richmond of \$500K, the Federal and Provincial governments at \$125K each, sponsorship of just over \$415K and ticket sales in the range of \$2.93 million. Miscellaneous other revenue will be in the range of \$650K from a host of other initiatives including 50/50 draws and specialized boat access events.

The majority of the expenses for the event are found in Landside Operations at \$1.153M, Waterside costs of close to \$753K, and Marketing at approximately \$1.0M and. The remaining expenses include \$450K for visitor experience, \$204K for hosting, \$166K for volunteer expenses and \$225K for administration.

The budget currently sits at breakeven. In setting the budget, a conservative approach has been taken with revenue projections underestimated and expenses realistically set based on extensive consultation with staff and key stakeholders in Richmond.

In 2002, tight timelines impeded the ability of the organizing committee to effectively plan and prepare for the event. Key positions of responsibility were filled with people that were willing to take on responsibilities at short notice without any established critical path. As a result, City Staff found themselves fully entrenched in the day-to-day planning and execution of the Event.

In March 2010, City Council will be presented with an operational plan and budget for the hosting of the 2011 Tall Ships Maritime Festival. It is important that they be provided with enough information to ensure a timely decision is made that allows adequate time to properly manage and execute an Event of this size.

The hosting of the Tall Ships in 2011 will enable the people of Richmond and visitors to the City to be educated, to experience and to take pleasure in their historical and cultural heritage.

The 2011 Tall Ships Maritime Festival will build energy and excitement with a multitude of activities, landside and waterside, stretching from Garry Point to Britannia. Richmond will be the "place to be" as residents and visitors are drawn by the mystique of these legendary sailing vessels.

This is the City of Richmond's opportunity to welcome visitors to its vibrant waterfront and to experience its maritime culture first hand. This will be an international spectacle and the signature event on the West Coast in 2011. After a successful event in 2011, key learnings will be applied to growing the Event in each successive 3-year cycle to truly achieve international destination status.

The City of Richmond has the vision to become the most appealing, livable and well-managed community in Canada. Strategically, events will play a key role in contributing to this positioning as well as to the City's social and economic well-being. Events enhance the City's identity while building brand and profile regionally, nationally and internationally.

The City's rich maritime location and heritage, its active port and river system as well as the jewel of the Olympic Games, the Olympic Oval, has positioned Richmond well on its way toward realizing its vision to be the premier event destination in Canada.

When major event organizers consider potential sites for the hosting of their event, key factors that influence the site selection decision include the volunteer base, past event successes, community involvement and fan base, infrastructure, transportation, proximity to the airport, city vision and support, among others. By successfully hosting major events such as the Tall Ships Festival and the Olympic and Paralympic Games, the City of Richmond will be able to successfully compete with other major cities worldwide for the hosting of future major events.

The 2011 Tall Ships Festival will allow the people of Richmond and surrounding communities to be educated, to experience and take pleasure in the history and cultural importance of these Maritime icons. In addition, the city will derive significant economic impact and benefits from related public and private activity.

It is recommended that Richmond join with the cities of Port Alberni and Victoria in a three city, three and a half week West Coast festival with Richmond hosting the Tall Ships from June 3 - 7. Discussions are underway with ASTA who are receptive to this plan and have included Richmond in its provisional schedule for 2011 (Appendix I).

In hosting the Tall Ships, the city will take advantage of its Olympic legacy and segue the significant volunteer resource into another major sporting and educational event. The 2011 Tall Ships Festival will provide a showcase for Richmond's infrastructure and community support. After a successful event in 2011, key learnings will be applied to growing the Event in each successive 3-year cycle to truly achieve international destination status.

BACKGROUND AND HISTORY

The City of Richmond is in the planning stage to secure the 2011 Tall Ships Festival. In 2002, the Tall Ships Festival showed the world that the citizens of Richmond with their festive spirit and warm hospitality could successfully take on the challenge of hosting major events. Being awarded the prestigious "Port of the Year" following the event helped confirm this fact.

Richmond has once again demonstrated its capabilities in this area as it hosted the world as one of the key venue cities of the 2010 Olympic Winter Games. With an estimated television audience of three billion and with most of the thousands of athletes, spectators, volunteers and media traveling through Richmond's YVR airport, the City of Richmond showcased itself to the world and set the stage for its post Games event destination reputation. The hosting of the Tall Ships Festival will be a key factor in achieving this goal.

Richmond has successfully hosted other major events including the Salmon Festival, the Winterfest Carnival, the 2002 Tall Ships Festival and the 2010 Olympic Winter Games. The city is a diverse and inclusive community and an important gateway to the Pacific. It has a rich heritage in maritime history, sports, arts and cultural achievements.

Richmond has a deserved reputation for the importance it places on sport and recreation as demonstrated by its parks, its recreation and cultural facilities, its investment in the Olympic Oval, the riverfront greenway expansion, the UBC boathouse, the locating of Sport BC at the BCIT campus and hosting of key major events such as the 2010 Winter Olympic Games and the 2002 Tall Ships.

After the 2010 Olympic and Paralympic Games, Vancouver, Whistler and Richmond have status as part of the Olympic Family. This will help open doors and explore opportunities never before experienced. This success will go a long way in helping to secure sponsors and other investors in a Tall Ships Festival in Richmond in 2011.

The American Sail Training Association (ASTA) as the organizing body for the 2011 Tall Ships Maritime Festival has developed a provisional schedule that includes Richmond as a host port in June 2011. It is advantageous for Richmond to collaborate with Port Alberni and Victoria in a three and a half week event with a showcase in each of these communities.

Event Summary 2002

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

The Tall Ships brought with them not only their crews of young people but also a tremendous cargo of opportunity for Richmond; opportunities for international recognition, for building of lasting legacies of new docks, boardwalks, dredging and most of all, community pride and excitement.

There were an estimated 400,000 spectators over the course of the event in 2002. An estimated 125,000 watched the Parade of Sail on Thursday, 30,000 enjoying the mock gun battle on Saturday, 20,000 attended the Vancouver Symphony Orchestra Concert in Garry Point Park, and 45,000 watched the departure of the Tall Ships on Monday.

A visitor survey captured information from 434 individuals and groups of attendees at the event. Survey results indicate that slightly more than 25% came from the City of Richmond. Metro Vancouver represented almost 50% of all the survey respondents which included Vancouver and extended beyond to Chilliwack and Maple Ridge. The remaining visitors came from outside the lower mainland area with at least a 1.5 hour drive. These individuals came from BC (Vancouver Island and the interior), Alberta, Ontario, Quebec and beyond. Of those surveyed, 19 groups came from the US, primarily from the western states and 6 groups came from Austria, Australia, China, England and Hong Kong. Many planned their trip to Canada to coincide with the Tall Ships Festival.

Clearly this event was about the ships. Comments from the survey as well as observations of the crowds indicate the ships were the primary reason for attending the Event and the festival and Steveston community, the secondary attraction. People wanted to see the ships, take their pictures and board the vessels. Visitors and media alike were very interested in learning about the vessels, hearing about the sea adventures and meeting the crews.

For many Tall Ships visitors there was a connection to the sea or to some family history. For others, the Ships evoked romantic images, emotions and memories. Once visitors came into the Steveston core, they stayed to take in the festival, the entertainment, visit the local shops and vendors. When the 434 visitors were asked, "If the Tall Ships came to Richmond in 3 years, and would you come see them again?" the overwhelming response was "Yes"!

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 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 Ships 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 clean up.

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 2,100 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 young people were give a “dream of a lifetime experience” and placed on board a sail training vessel.

The City received international attention and extensive media coverage throughout the 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 resulted.

The Tall Ships helped to build support for the City of Richmond’s objective of establishing it as a major events destination.

Key Learnings

Hosting the 2011 Tall Ships Festival is not seen as a high-risk scenario given the incredible public interest and attendance figures from 2002. Key learnings taken from the previous experience including crowd control, transportation bottlenecks and public expectations will help mitigate risks for the event. There were a number of issues including public satisfaction and safety that arose as a result of the unexpected high attendance figures in 2002. Event organizers did an incredible job of adjusting the entire system for delivery to accommodate the overwhelming crowds. A risk analysis identifies both risk level and probabilities for each of the identified issues for 2011.

Best practices in event management call for mitigating strategies and back up plans to manage any potential and probability of risk. The following outlines the identified risks and contingency plans created to help manage those risks:

- Tides and Water Flow
- Timelines and Council Approval
- Volunteer Leadership
- Community Perception of Gated Site
- Safety and Security – Gated
- Safety and Security – Not Gated
- Boat Cancellations
- Inclement Weather
- Transportation and Parking
- Boat Access and Line-up Control
- Economy
- Competitive Sponsorship Environment
- Steveston-centric event

Tides and Water Flow

The ebb and flow of tides will have a large effect on the boat traffic and scheduling of programming at the Event. An analysis of the tide tables for June 2011, indicate a low risk scenario for the Event. Thursday looks quite good with a fairly level tide all day and a high at 12:19 p.m. Sunday is low in the morning 9:23 a.m. and then filling all day. Monday is low at 10:09 a.m. and again filling all afternoon. A low of 2 feet means the Event has at least 14 feet of water.

Timelines and Council Approval

Timelines are probably the most serious issue facing 2011. If Council does not approve funding in April 2010 as scheduled, the project may face the same serious issues as experienced in 2002. ASTA, in December 2009, was already anxious to secure contracts with vessels. Critical positions need to be filled with the right people, in order to get the work done. It is recommended that a staff report be presented to Council as soon as possible, given the important role they play in the success of this Event.

It is also recommended that the right individuals start to be identified and approached for key positions. A combination of paid professionals and City Staff as well as the Volunteer Event Chair with specific expertise must be found. In 2002, the Event's success was assured through a significant injection of City Staff at a major cost to the city. Planning must start now.

Volunteer Leadership

Volunteers will provide critical support to the Event Management Team in the successful execution of the Event. Certain key volunteer positions will be recruited in the early stages while other teams and units will be activated at a later stage. The selection of the right person to be Chair will be critical to the success of the Event.

Community Perception of Gated Site

Experience from the 2002 event and the Ozone dictates the need to provide measures for crowd control in order to ensure a safe and secure environment for all. It is recommended that the Garry Point Park and Britannia sites be fenced so that counters can be used to manage the size of the crowds inside as well as to ensure that measures can be taken to prevent unwanted substances being brought into the site. Recent experience from the Ozone and other Olympic venues should mitigate any adverse perception by the community particularly given there will still be opportunities to view the vessels from outside the fence.

Safety and Security – Gated

As outlined above, gating the site will enable crowd and substance control to be undertaken. With the combination of private security, trained volunteers and RCMP any risks associated with substance abuse and weapons will be minimized. It is recommended that counters be added to the process to ensure the size of the crowd is managed.

Safety and Security – Not Gated

In 2002, the crowd of 125,000 that gathered to view the Sail Past on Thursday afternoon took the organizing committee completely by surprise. Key issues of safety, capacity, ability to respond and visitor satisfaction resulted. In 2011, a different approach will be taken in planning the Event that will mitigate this problem and ensure a positive and safe visitor experience for all.

With the recommended programming which includes the sail past, big name nightly entertainment and food and beverage service, there is high risk associated with out appropriate crowd control measures in place such as a fence. These include weapons, substance abuse and unruly crowds.

Boat Cancellation

Although ASTA is the owner and coordinator of the overall Tall Ships Challenge events, it is important to note that their involvement in the recruitment of boats is minimal. To help assure a full contingent of boats for the Event, it is recommended that a clause be written into the ASTA contract guaranteeing that they will successfully recruit a minimum number of vessels. To ensure success, it is recommended that all boat negotiations be coordinated under one person and that:

- Contracts for boats are secured with minimal deposits paid.
- That contracts for boats be set up as part of a Pacific Northwest bid or perhaps with a completion bonus for all sites, so that the value of an appearance is not just one location but based on a regional value therefore making it more costly for a boat to cancel.
- That appearance fees be paid for each vessel as an incentive to show up.
- That each vessel is contracted separately.
- That first payments or deposits should be paid as close to the arrival date as possible to ensure the vessel is still planning on attending.
- Final payments are ready to go upon departure.

Inclement Weather

In moving the event to June, there is additional risk of inclement weather. However, most Vancouverites are used to dealing with the rain. Wet weather may impede “walk up” or “day of” sales particularly for visitors from across the US border and from communities outside Greater Richmond. A policy of no refunds for inclement weather needs to be established and promoted up front in the ticket package.

Transportation and Parking

It is recommended that a page be taken out of the transportation plan for the 2010 Games, which will see the community of Steveston closed off to all vehicle traffic during the peak hours of the Event. Park and Ride systems will be established from key transportation and parking hubs. Partnerships will be developed with YVR, Lansdowne Shopping Centre, Kwantlen College and other locations as transportation hubs and a “know before you go” campaign will be aggressively promoted through the media.

All ship boarding tickets will also include public transportation built into the price. TransLink and a charter bus service will be important partners to help coordinate and provide the infrastructure and support to manage the capacity of riders to and from the Event.

Charter buses will be hired to supplement TransLink to help manage anticipated line-ups at transportation hubs as this was a major issue in 2002. These buses will also help transport guests back to their parking at the end of the day.

Because the Event is scheduled for June, schools and community centre programming will still be in session, so there will be fewer parking lots available to the organizing group. This will make the closure of Steveston to all vehicle traffic that much more important. A community outreach initiative will be established to help programs and patrons of those programs understand the impact the Event will have on their activities. With advance notice, community centre programming will be able to be adjusted to accommodate the Event. Businesses operating in the area will need to establish off-hour delivery services. It is anticipated that due to the increase in business activity for local merchants in 2002, the upside business potential will outweigh these temporary inconveniences.

[Boat Access and Line-up control](#)

The sheer number of participants in 2002 and the lack of time controls on ticketing resulted in long line-ups and dissatisfied customers. This has the potential to impact attendance in 2011. Furthermore, because the Event is scheduled for June, before school is out and the peak tourism season has begun, this too might affect the number of people planning on attending the Event. In 2011 it is recommended that additional strategies be introduced to manage ship boarding and crowd controls including:

- Tickets will be available for individual days or for a three day event pass. The individual day tickets will be earmarked for a particular day. If you buy a ticket for Saturday, that ticket will only be good for Saturday.
- Visitors wanting to board a ship will be encouraged to come early to ensure their ability to board a ship. The earlier they come, the more likely they will be able to board more than one ship.
- Tour Guides or Docents will be trained for each ship and will escort groups of 10 -25 on to the ships to keep the pace of viewing moving. This strategy was implemented in Victoria with great success and helped to keep the line-ups under control.
- Signs will be posted at various intervals to communicate the length of the wait time from that location in line.
- Buskers will be hired to help entertain people in line-ups.
- Shade and seating will be set up where possible

- Roaming concession sellers will be on hand to sell snacks and refreshments to customers in line.
- After a review of total boat capacity a budgeted target of 50% of that capacity was set to allow for any last minute boat cancellations. Once all vessels have been contractually secured and the organizing committee is confident that most will attend, additional capacity will be released. Until such time, the budget will remain conservative in this area.

Economy

There are strong indicators that the economy is recovering and corporate sponsorship budgets are being reinstated. However, should targets not be met there are a number of scenarios that can be run to reduce costs. These include reducing the number of ships on contract and reducing the amount of entertainment. In addition, the successful Friends of Tall Ships and Admirals Club programs that sell VIP status at the Event will be expanded. Further, a coordinated bid with Port Alberni and Victoria allows for the sharing of a number of costs associated with the Event including advertising, promotion, entertainment, ship contract appearance bonuses and potentially some key sponsors. All of these factors should weigh in to reduce costs and reduce risk.

Competitive Sponsorship Environment

Hiring professionals to manage the bigger sponsorship deals will be the single most important strategy in securing sponsorship for the Event. Because the 2002 Event attracted 400,000 people in its first year coupled with the sponsor survey that showed that almost all of the sponsors from 2002 were interested in participating again, there is a strong sense of confidence that the sponsorship targets will be met and exceeded.

In addition, identifying and engaging the right volunteer leadership that knows the Richmond business community well will be key to ensuring that the smaller deals such as the Admirals Club and Friends of Tall Ships targets are met. Further, partnerships with the Richmond Chamber of Commerce and Steveston Village Community, to distribute sponsorship information early will be an important component to the overall sponsorship strategy.

In the unlikely situation that targets are not met, title sponsorships can be shared amongst two non-competing companies and a larger number of smaller sponsorships can be injected into the sponsorship packages. Furthermore, companies that were keen to participate in the Games activation opportunities (but were excluded due to brand conflicts) will be looking for a way to participate and benefit from this Event. As outlined above, cost reductions can also be implemented if necessary to offset any additional risk to the bottom line.

Steveston-centric event

One of the key criticisms received in 2002 was that the Tall Ships event only benefited the businesses of Steveston and the rest of the City of Richmond did not feel any economic injection. There are a number of strategies under consideration to help mitigate this issue.

First, a "Paint the Town" promotion will be set up with Tall Ships décor displayed throughout Richmond. In addition, a retail contest will be run encouraging stores and malls to set up Tall Ships displays and Mayor and Council will be involved in awarding prizes to those with the best displays. This has potential for sponsorship similar to that undertaken by VISA during the hosting of the Olympic and Paralympic Games.

Finally, sales promotion opportunities will be encouraged by local business where Park and Ride lots are established. Special Tall Ships sales and coupons could be distributed to those parking in the mall lots to help drive traffic into the malls for special promotions available on Tall Ships weekend.

Benefits of Richmond Tall Ships 2002

Although a detailed analysis of the potential economic impact of the 2011 Tall Ships Maritime Festival is out of scope of this project, a report conducted by David A. Hughes & Associates Ltd outlines many of the key economic and social benefits of the 2002 Event, including that it:

- Was successful in marketing the City of Richmond.
- Inspired substantial community pride.
- Created a partnership of community leaders, volunteers and the city leadership.
- Developed a sponsorship base (45 sponsors: 40 corporate, three governments and two communities valued at just over \$450K in cash and \$800K in VIK) of which many expressed interest in participating again.
- Developed waterfront infrastructure and civic enhancement valued at over \$1.3m.
- Received very favourable exhibitor feedback.
- Provided ongoing tourism and economic benefits.

A detailed economic impact assessment is recommended and budgeted for in 2011.

EVENT OVERVIEW

Description of the Event

The 2011 Tall Ships Maritime Festival will be a 3.5 day Event hosted as part of a Pacific Northwest three-city bid for the Tall Ships Challenge. When successful, the Event could become tri-annual in partnership with ASTA and other regional ports including Victoria and Port Alberni. In non-Tall Ships years, the City of Richmond hosts a Maritime Festival in Steveston but on a smaller scale.

The Event will take place in the historic Village of Steveston, located at the mouth of the Fraser River. The site spreads over 3 kilometres of riverfront anchored by Garry Point Park at the west end of the mouth of the river and the historic Britannia Heritage Shipyard facility at its more easterly point. The site encompasses key maritime partner facilities including the Gulf of Georgia Cannery, the Harbour Port Authority and others.

There are a number of different events scheduled over the 3.5 days that will make up the 2011 Tall Ships Maritime Festival, all coordinated and overseen by the organizing committee. This includes a Sail Past, which celebrates the arrival of the ships on Thursday evening that will take place at Garry Point.

Following the Sail Past there will be three full days of ongoing activities and entertainment including:

- Ship boarding and viewing activities.
- Waterside tours.
- Landside tours.
- Gun Battle Displays.
- Fireworks.
- Four Stages - Main Stage at Garry Point, Britannia Stage and 2 Community Stages located near the Gulf of Georgia Cannery and at the roundabout near Imperial Landing that will feature ongoing music, entertainment and cultural activities.
- An Artisan Market featuring local artists and merchants offering maritime-themed products.
- Dinghy boat building workshop and raffle.
- First Nations Dugout Canoe heritage display and workshop.
- Youth sail training experiences.
- Two Kid's Zones.
- An Asian maritime history celebration including Dragon Boat demonstrations and possibly a Chinese Junk.

The entire 3-kilometer waterfront will be alive with a plethora of events, experiences and tastes that will be enjoyed by all.

In 2002, the most significant issue was the unexpected number of people and concentration of crowds that resulted in major safety concerns. Any future Tall Ships Event could generate similar numbers with the same related safety issues. All of the stakeholders consulted to date have expressed concern that the 2011 Tall Ships Maritime Festival be a positive and safe environment for everyone to enjoy. In order to ensure safety and the ability for first responders to do their job should a situation arise, crowd control measures must be implemented. This has led to the recommendation that the main sites where the Tall Ships are located be gated and a fee for entry is paid. This does not preclude free access on particular days or during certain events, but what it does do, is enable the organizing committee to be in control of the situation at all times.

Further, since the Event is tentatively scheduled to take place in early June (shoulder tourism season) as opposed to August (peak tourism season) it is expected that the number of attendees will be reduced. The overall attendance figure planned for in 2011 is therefore 300,000 in total.

A new addition to the 2011 Tall Ships Maritime Festival, which is also expected to help alleviate crowd congestion, is the introduction of a hop on, hop off ferry service with approximately 4 stops along the river from Garry Point to Britannia.

Also under consideration is ferry service from Ladner and New Westminster to and from the site.

Key Stakeholders

In order to run a successful Event in 2011, the organizing committee must embrace and engage with a number of key stakeholders in the community. Each will play different roles within the organizational structure of the Event. The key stakeholders for the 2011 Tall Ships Maritime Festival are:

- Britannia Heritage Shipyard Society
- Vancouver Port Authority
- Steveston Harbour Authority
- Gulf of Georgia Cannery
- Steveston Community Society
- Steveston Museum and Historical Society
- London Farm
- Media – including local, regional, national, international and ethnic
- Steveston & Richmond merchants and businesses
- ASTA
- Port Alberni, Victoria organizers
- Port Metro Vancouver
- Royal Canadian Navy - Esquimalt
- Service Clubs i.e. Legion & Rotary
- First Nations (Musqueam, Tsawwassen)
- Coast Guard
- City of Richmond

Britannia Heritage Shipyard

Britannia Heritage Shipyard is a rare example of the type of village that once served the thriving fishing industry with its canneries, boatyards, stores, homes and its mix of cultures. This national historic site is representative of the diverse community built on pilings and connected by boardwalks and will form the easternmost anchor point of the 2011 Tall Ships Maritime Festival with its own Ferry stop.

[Port Metro Vancouver](#)

Port Metro Vancouver is Canada's largest and busiest port, a dynamic gateway for domestic and international trade and tourism, and a major economic force that strengthens the Canadian economy. Port Metro Vancouver is responsible for the operation and development of the assets and jurisdictions of the combined former Fraser River Port Authority, North Fraser Port Authority and Vancouver Port Authority. Port Metro Vancouver takes a proactive role in its communities through a dynamic community relations program and community giving initiatives. Port Metro Vancouver will be approached to be a major sponsor of the Festival.

The Port works in partnership with a broad range of stakeholders including municipalities, police forces and federal agencies and is fully integrated with global transportation networks. Responsibilities range from the administration of all waterborne activities, the development of marine safety rules and procedures, to a rotating on-call duty Harbour Master to deal with incidents.

[Steveston Harbour Authority](#)

Steveston Harbour Authority (SHA) is a non-profit society, which leases Steveston Harbour and its facilities from the Department of Fisheries and Oceans Small Craft Harbours Branch. Steveston Harbour is home to more than 500 commercial fishing vessels and is the largest commercial fishing harbour in Canada. It is comprised of the Gulf of Georgia and Paramount sites, which encompass over 17.5 hectares in total.

The focus of the SHA is to provide safety, service and security to harbour users and professional management services to the commercial fishing industry. The Board of Directors of the SHA will be approached to provide access to 7th Ave Dock and wharf C and D at Steveston Harbour as two main hubs for activities of the 2011 Tall Ships Festival.

[Gulf of Georgia Cannery](#)

One of BC's few historically intact canneries, the Gulf of Georgia Cannery commemorates the history of Canada's West Coast fishing industry from the 1870's to the present. Inside the massive wooden building visitors experience guided tours with knowledgeable interpreters, and interactive exhibits. Visitors will also enjoy a 20-minute film "A Journey through Time" which provides a glimpse of the history of the Cannery. Tours of the cannery will be encouraged during the 2011 Tall Ships Maritime Festival and a community stage will be located in the grassy park just outside its entrance.

[Steveston Community Society](#)

The Steveston Community Society is an association of volunteers dedicated to maintaining a positive, pioneer "Spirit of Steveston", by providing cultural, social and recreational opportunities for all members of the community. One of the better known events organized by the Steveston Community Society is the Steveston Salmon Festival. The Society will be approached to become a supplier sponsor of the Festival as well as manage a Salmon Bake on Thursday during the Sail Past.

[Steveston Museum and Historical Society](#)

The Steveston Historical Society was formed in 1976 to promote the use of the 1905 Northern Bank building at 3811 Moncton Street in the centre of the village as a community museum. The historic building features a re-creation of the original bank office, a quaint general store exhibit and in 1978 also became a full service post office for the community. The society of dedicated volunteers collects, preserves, and displays artifacts related to the fishing, farming, commercial and social history of Steveston. This society will be approached to work with the organizing committee to promote the wonderful heritage of Steveston through the 2011 Tall Ships Maritime Festival.

[London Farm](#)

London Heritage Farm is a heritage site of 4.6 acres overlooking the south arm of the Fraser River. A lovely 1890s farmhouse was built on the site by the London family and has been completely restored and fully furnished for that period. Around the house are fragrant herb and flower gardens - a beautiful setting for strolling, picnics or to just enjoy the peace and quiet of the area. Other attractions on the site include the restored Spragg family barn, hand tool museum, tea room, 1910 buggy and 1952 Ferguson tractor. The London Farm site will be promoted at the Festival as another must see attraction while visiting Steveston.

[Media](#)

Media will play a key role as both sponsors and suppliers to the event. Relationships will be established with local, regional, provincial, national and international media in support of Richmond tourism objectives. Ethnic media will also play a key role in promoting the Event.

[Steveston & Richmond merchants and businesses](#)

Partnerships and open communication will be encouraged early on with both the Steveston merchants and the Richmond Chamber of Commerce. Regular meetings, updates and events will form the basis of the communication with these two critical stakeholders.

[ASTA](#)

The American Sail Training Association is a non-profit organization focused on youth education, leadership development and the preservation of the maritime heritage of North America. In addition to organizing the Tall Ships Festival Series, ASTA manages scholarship programs to make sail training experiences more affordable for young people, grant programs to assist crews of ASTA member vessels with the costs of professional development courses, and licensing requirements. Working collaboratively with ASTA will be key in negotiations and contact with the Tall Ships for the 2011 Event. It is anticipated that many businesses in Steveston and Richmond will become supplier sponsors or support the Friends of the Tall Ships and Admirals Club options.

Port Alberni, Victoria organizers

It is recommended that a Pacific Northwest bid be coordinated between Richmond, Port Alberni, and Victoria to bring the Tall Ships to the region in 2011. It is expected that economies of scale will be secured for costs of ships to come to the region, entertainment, and a possible coordinated approach for sponsorship. For these reasons, these groups will become very important stakeholders in the event.

Royal Canadian Navy

Canadian Forces Base (CFB) Esquimalt is located in the Municipality of Esquimalt, west of Victoria. The role of CFB Esquimalt is to support the Joint Task Force Commander and the warships of the Canadian Pacific Fleet. It is anticipated that they will provide a ship for educational and training purposes.

Service Clubs - Legion & Rotary

The Royal Canadian Legion is a not for profit, dues supported organization. The mission of the Legion is to serve veterans and their dependents, promote remembrance and act in the service of Canada and its communities. Rotary is an organization of business and professional leaders, who provide humanitarian service, encourage high ethical standards in all vocations, and help build goodwill and peace in the world. The Steveston Rotary Club is a diverse club with over 30 members who speak a variety of languages including English, French, Mandarin, Cantonese, Japanese and German.

First Nations (Musqueam, Tsawwassen)

The Musqueam people have lived in the region for thousands of years. Their traditional territory once occupied much of what is now Vancouver and surrounding areas. The community maintains strong cultural and traditional beliefs. Today the Musqueam population flourishes and they are a strong community of over a thousand members. Tsawwassen First Nation members are Coast Salish people who belong to the Hun'qum'i'num (hun-k-MEAN-um) linguistic group. In their language, Tsawwassen means "the land facing the sea". The Fraser River is the lifeblood of the Tsawwassen people. Historically, they traveled and fished the waters of Georgia Strait and the lower Fraser River.

These First Nations groups will be invited to become involved ceremonially as well as in educating the public about their rich maritime history such as the craft of building dugout canoes and other maritime traditions.

Coast Guard:

The Canadian Coast Guard (CCG) owns and operates the federal government's civilian fleet, and provides key maritime services to Canadians. As a Special Operating Agency of Fisheries and Oceans Canada (DFO), the CCG helps DFO meet its responsibility to ensure clean, safe, secure and accessible waterways for Canadians. The CCG also plays a key role in ensuring the sustainable use and development of Canada's oceans and waterways. They will be a key educational and safety partner in the Event.

City of Richmond

Richmond City Council is the authority that will make the decision to proceed with the bid for the 2011 Tall Ships Maritime Festival as well as approve the overall budget for the project. Ultimately, City Council will captain the organization of the Event.

In 2002, the City of Richmond Staff played key roles in helping to coordinate and manage the overall project. It is recommended that staff continue to hold responsibility for key roles in the supervision and management of the 2011 Tall Ships Maritime Festival, but this time supported by a number of contracted professionals to ensure they do not end up with the significant time commitment required in 2002.

Consultation:

In preparation of this report a number of individuals were consulted. They include:

City staff, many of whom worked on the 2002 event including: Dave Semple, Cathryn Carlile, Mike Redpath, Jane Fernyhough, Glenn McLaughlin, Shawn Issel, Ross Sakai, Bryan Klassen, Gordon Barstow, Jason Kita, Joan Caravan, Lucy Tompkins, Vern Jacques, Jodie Shebib, Serena Lusk and Geoff Lake.

Other external stakeholders also consulted include Bob Baziuk, General Manager of the Steveston Harbour Authority as well as a number of individuals that attended a community meeting in Steveston representing the Gulf of Georgia Cannery, Steveston Harbour Authority, Britannia Heritage Society, London Farm, Steveston Museum and the Steveston Community Centre.

When Council approves the 2011 Tall Ships Maritime Festival plan additional community consultation will take place to ensure that all key stakeholders are included in the planning of the event.

SWOT Analysis:

A SWOT analysis developed after reviewing the documents and reports from the 2002 Event summarizes the key strengths, weaknesses, opportunities and challenges that the 2011 Tall Ships Maritime Festival might face.

STRENGTHS

Event Experience

- Key learnings from 2002 Tall Ships, 2010 Games, Salmon Festival and other major events has built capacity within Richmond to take the 2011 Tall Ships event to a new level.

Leadership

- Strong desire on Council and with key stakeholders to see this Event succeed.
- Tight knit community with access to key influencers.
- Ability to draw on experienced paid City Staff for key roles.

Volunteers

- More than enough volunteers from 2002 plus those from the 2010 Games ensures great capacity in this area.
- COR invested in its volunteer management software (with over 2000 volunteers registered.)

History

- Richmond has a long and vibrant maritime history.
- Britannia Heritage Shipyard and other supportive NGO's such as Steveston Community Society, Museum Society, Farmers Market, Gulf of Georgia Cannery Society etc.

Solid Business Sector in Richmond:

- Diversified local businesses some of whom were involved in 2002 and expressed interest to be involved again.
- Suppliers from 2002 have established relationships upon which to build.
- Businesses that otherwise wanted to be part of 2010 but were unable to participate due to sponsorship rules are keen to get involved.

Strategic partnerships:

- PNW Group bid - Richmond, Victoria and Port Alberni.
- Tourism Richmond, Provincial and Federal Governments, Port Metro Vancouver, Steveston Harbour Authority, Navy will have vested interest in seeing Event succeed.

Strong human resources capital:

- Recognized expertise, leadership and connections within and across sectors.
- Passionate, visionary, advocates with strong values.
- Hired leaders who are change agents.

New Rapid Transit and Sky Train Options:

- Rapid transit will play a key role to help mitigate vehicle congestion as in the past.

Public Recognition/Support for the Event:

- Most past participants will be keen to return.

Ship Recruitment will be much easier:

- 2002 Tall Ships provided very positive feedback and expressed strong interest to return.

WEAKNESSES

Transportation:

- Limited road access to Steveston.
- Need for shuttle service and transportation hubs to be set up.
- Must deliver a strong "Know before you go" campaign.

Location:

- Beautiful Steveston but way off the beaten path.

Cost:

- This is an expensive undertaking. No Key Performance Indicators from 2002 from which to build.
- Perception that Event lost money in 2002 (depending on how results and KPI's were measured).

Human Resources:

- Limited evidence of organizational charts, job descriptions or succession planning from 2002.

Funding:

- Richmond City Council recently voted down a capital improvement recommendation in preparation for the Tall Ships bid choosing to wait for the operational plan. This will create challenging timelines to accomplish these necessary infrastructure improvements.

June Date:

- Provides challenges in terms of weather risk, access to school parking lots, community programming still in place etc.

Council Approval:

- If Richmond City Council doesn't approve the funding for the event in March, there will be a creeping commitment that will severely compress timelines as in 2002.

Economic Impact Assessment:

- Without an economic impact assessment from 2002, there is no strong evidence of the overall benefits to build confidence in the event deliverables.

Vancouver Sea Festival Failure:

- The failure of the Tall Ships event at the Vancouver Sea Festival will impact relationships with suppliers that never got paid and a lingering cost overrun reputation.

OPPORTUNITIES

PNW bid:

- Bidding and sharing of costs and scheduling will deliver strong economies of scale.
- Will also provide stronger access to entertainment and other festival activities.

Asia Pacific showcase:

- With strong Asian population in Richmond, it would be strategic to find a way to showcase Asian Maritime history.

First Nations:

- Showcase First Nations Maritime history through their strong traditions in dugout canoes.
- Given their desire to rekindle this heritage there may be an opportunity to help support that interest and strengthen First Nations relations in Richmond.

Capture & build organizational best practices:

- Create systems to build organizational memory for future and possible tri-annual Tall Ships Festival.

Many other special features that can be included:

- Dragon Boats.
- Build on Maritime Festival with Tall Ships injection every few years.

CHALLENGES

Major event burn out:

- Businesses and community may be weary about hosting another major event immediately after 2010 Games.
- May not be an appetite for another costly/risky venture following the Games depending on the outcome of the O Zone and 2010 overall.

Competitive revenue generation environment:

- Competitive landscape for sponsorship dollars i.e. Sport BC, Arts and cultural groups, grassroots sport, NGO's all coming out of difficult 2 year funding cycle and the recession and desperately needing support.

Economy:

- Assumption that the economy will have recovered and corporate sponsorship and community investment budgets will be replenished.

Cost of Games:

- Should the O Zone run over budget, there will be no appetite or access to money for this event.

Steveston-centric Party

- Need to allow for specific Richmond wide engagement strategies.
- "Paint the Town" strategy important.

Timelines

- Recommendations from 2002 suggest minimum 16-22 months lead time which means we are already behind.

Weather/Ticket Refunds

- Moving event to June increases risk of rain which will put pressure on committee for ticketing refunds and visitor dissatisfaction.
- Ticket refunds will not be possible in order to ensure revenue meets targets.

Boat Cancellations

- 2002 saw a number of boats cancel and the committee having to scramble to find replacements in short time frame.

Crowd Control

- 2002 saw big issues with crowd control, traffic and inability for some ticket holders to get on the boats. Need for plans to mitigate this issue.

Vision

The City of Richmond and Village of Steveston has a rich and vibrant maritime history. The ability to host an annual Maritime Festival with a Tall Ships injection every three years is an incredible opportunity to build on the legacy of the 2010 Olympic Winter Games.

The hosting of the 2011 Tall Ships Maritime Festival will enable the people of Richmond and visitors to the City to be educated, to experience and to take pleasure in their historical and cultural heritage and will once again solidify the City's reputation as a major events destination.

The 2011 Tall Ships Maritime Festival will build energy and excitement with a multitude of activities on land and water stretching from Garry Point to Britannia. Richmond will be the "place to be" as residents and visitors are drawn by the mystique of these legendary sailing vessels.

This is the City of Richmond's opportunity to welcome visitors to its vibrant waterfront and to experience its maritime culture first hand. This will be an international spectacle and the signature event on the West Coast in 2011.

The success of the 2011 Event will contribute to an even bigger and more impressive Festival every three years as Richmond builds its reputation for world class events.

Mission

- To take advantage of the Olympic legacy and Oval venue as a showcase for the world in profiling Richmond as an international event destination.
- To segue the significant volunteer legacy into another major sporting and educational event.
- To showcase Richmond's infrastructure and community support for major events.
- To derive significant economic impact and benefits from public and private activity.
- To secure the financial support of the corporate community and all levels of government.
- To raise the public awareness of the Tall Ships including an understanding of their heritage and cultural traditions.
- To imagine new and creative ways for public involvement with the Tall Ships in Richmond.
- To create a long-term legacy.
- To engage the entire community of Richmond.

Guiding Values and Operating Principles

The following guiding values and operating principles are outlined in the 2007-2012 Major Events Plan for the City of Richmond.

- Ensure events are safe and well organized.
- Balance public benefit and city cost - We ensure that our activities meet objectives of the community and operate in a fiscally responsible environment. Activities are measured and reported based on key performance indicators in a timely manner.
- Encourage community involvement and teamwork - We work collaboratively, respectfully and openly with partners, NGOs and community stakeholders.
- Benefit the community – We act in the best interests of the community as a whole building successful long-term partnerships with community groups, key stakeholders, governments and local businesses to maximize the development of a sustainable Tall Ships event.

In addition, the following guiding values and operating principles are recommended:

- Ethical and Respectful Behaviour - We are ethical, honest and act with integrity, value diversity and differences of opinion, and keep our activities open and transparent.
- Innovation and Creativity - We strive to embrace and encourage new and creative ideas to improve upon the already successful record of accomplishment of the initial Tall Ships event in 2002 and the hosting of the 2010 Olympic and Paralympic Winter Games.
- Honour - We honour the unique values, goals and characteristics of our partners and stakeholders and the diverse community in which we operate.

Goals

The Event Management Team and Volunteer Committee will commit to the following goals in the organization and presentation of the 2011 Tall Ships Maritime Festival:

- To build on the 2002 Tall Ships Festival and the Olympic Games, to stage a premier Event that provides the best facilities, conditions, and that will be a first class entertainment and educational experience for all.
- To make the volunteer experience enjoyable through the provision of an enhanced recognition program which celebrates volunteer involvement.
- To ensure the Event occurs in a timely, efficient and cost-effective manner.
- To promote and stimulate an outstanding visitor experience.
- To ensure the delivery of a safe and secure event for staff, attendees and volunteers focusing on prevention, preparedness, and response as key components of service delivery.
- To develop facilities and infrastructure that facilitate the hosting of other maritime-based events that uniquely positions the City of Richmond as a maritime event destination.

- To enhance the quality and profile of the Event using professional industry experts in key operational areas. Their experience and expertise will provide guidance and direction to the Volunteer Committee during the planning, organization and execution of the Event.
- To raise awareness of and celebrate Richmond's diversity of arts experiences and artists who express them, ensuring a commitment to Richmond as a welcoming and inclusive community that celebrates and supports culture and the arts.
- To deliver a sustainable Event that supports economic, social, cultural and environmental principals.
- To raise the awareness and profile of the City of Richmond as a world-class event destination.
- To build on the 2007 – 2012 Major Events Plan as well as operational plans from the Ozone, the Richmond Olympic Oval and other events to create an overarching event operational plan that is focused on a common vision and enables the City of Richmond to have confidence in its ability to host successful major events on a regular basis.
- To build long-term partnerships with sponsors, suppliers and all levels of government that provides economic sustainability in the hosting of these major events.

Objectives

The following objectives are measurable in support of the above identified goals. These will become part of the Key Performance Indicators upon which the overall Event is measured.

- The Event will break-even or exceed this objective leaving a lasting legacy for the community.
- The Event will generate over 400 newspaper, magazine and web site articles locally, nationally and internationally.
- The Event will achieve a minimum of 300,000 visitor experiences based on the overall site capacity and its ability to deliver a positive, safe, and enjoyable experience for all over the course of the 3.5 days.
- The Event will attract a minimum of \$400,000 cash external contributions.
- The Event will recruit, train and manage 1000 – 1200 volunteers that build on the already strong and vibrant volunteer culture that continues to support future community Events.
- The Event will result in increased retail and business activity at a minimum of 2 times over a comparable period.
- The Event will provide an opportunity for businesses outside of the Steveston area to participate and benefit from the event.
- Expand volunteer legacy.
- Host naval ships from around the world.

Target Markets

In 2002, an exit survey captured information from 434 attendees to the Event. Although small in number, this information indicates the following:

Twenty-five percent of attendees came from the City of Richmond, 50% came from the GVRD (including as far away as Chilliwack and Maple Ridge) and 25% came from a minimum of a 1.5 hours from Richmond including Vancouver Island, the Interior of BC, Alberta, Ontario, and Quebec. Nineteen groups came from the Western U.S. and six groups came from Austria, Australia, China, England and Hong. Many planned their vacations to coincide with the Tall Ships event in Richmond.

Ninety-five percent of respondents indicated they would come again, an overwhelmingly positive result.

By comparison, Victoria Tall Ships Society through their economic impact assessment indicated the following locations where their visitors came from. All Attendees include residents from Victoria while Visitor Attendees excludes this group.

Where They Live	All Attendees		Visitor Attendees	
	2008	2005	2008	2005
	%	%	%	%
Greater Victoria	45.5	52.5		
Other Island Community	10.6	16.9	19.5	35.6
Greater Vancouver	8.8	6.9	16.2	14.6
Other BC Community	4.1	3.6	7.6	7.7
Alberta	17.2	11.1	31.6	23.4
Washington State	2.8	0.4	5.1	0.8
Other Canada	3.5	1.8	6.5	3.8
Other USA	4.1	2.9	7.6	6.1
International	3.2	2.2	5.9	4.6
Local and Away	n/a	1.1	n/a	2.3
Multi Away	n/a	0.5	n/a	1.1
Total	100	100	100	100

Although questions were asked regarding demographics of the visitors for the 2002 Event in Richmond, there is no record of this information in the summary of the research. A more detailed analysis of visitors for the 2011 Event is recommended and budgeted for through an economic impact assessment.

The following primary target markets have been established for the 2011 Tall Ships Maritime Festival.

Primary Target Market:

- Residents of Richmond, metro Vancouver, and rest of BC.
 - Families from the Lower Mainland with children aged 0 – 12
 - Adults aged 35+
 - School aged children
 - Youth aged 19+
- Albertans with a focus on Calgary and Edmonton.
- US residents with a focus on Washington, Oregon and California.
- Local Asian ethnic communities throughout the Lower Mainland.
- Asia Pacific visitors.
- Boating public including owners and club members throughout the Pacific Northwest.
- History buffs.
- Residents of maritime communities throughout the Pacific Northwest.

Strategic Direction

It is proposed that the annual Maritime Festival already celebrated in Steveston will be bolstered and enhanced by a visit every three years from the world renowned Tall Ships.

With an unofficial camaraderie in the Pacific Northwest between Richmond, Victoria, and Port Alberni and with each of these communities planning on bidding for the 2011 Tall Ships, it makes strategic and economic sense to combine the efforts of each community and bid on the 2011 Tall Ships Maritime Festival together. A coordinated effort will result in a planned approach that will make it easier for Tall Ships owners to come to the Pacific Northwest over a longer period and to make the most of each community event. The value of the appearance fee contracts for the Tall Ships will also be more substantial which should mitigate possible cancellations and no shows.

Economies of scale will also be found in the hosting of key entertainment and artisans, youth related activities, as well as other specialized events created specifically for the Pacific Northwest.

One such event may be a celebration of First Nations Heritage and their sea-going Dugout canoes and traditions. There is a rich heritage in the First Nations Maritime traditions throughout the Pacific Northwest. It is recommended that a component of the Tall Ships festival including a First Nations heritage display that features the stories and traditional ways that the First Nations communities followed to build their large Dugout canoes. This area of the program would likely attract funding from Federal sources looking to support First Nations initiatives.

Another key strategic partnership recommended would be sourcing and working with Tall Ships from the Asia Pacific to build and enhance the already diverse and vibrant Asian community of Richmond including the rich Japanese heritage. This is particularly important as the Asia Pacific is one of the Primary Target markets for the 2011 Tall Ships Maritime Festival.

A strong component of any Tall Ships Event is the ability to work with youth and youth at risk to provide them with an educational experience. As is traditional with Tall Ships, it is recommended that a youth component be built into the program where youth and youth at risk will bus to Port Alberni and sail on the ships to Richmond. It will be a truly hands on experience where youth will be assigned key roles on board and will live and work the ship as any hand. Youth will learn how to climb the rigging, how to set, trim and furl sails, and will take their turn at the helm. Their duties will include cleaning and various ship maintenance tasks learning, growing and building their own self-confidence over time. Other youth training opportunities will be incorporated into the Britannia site.

Partnerships with key youth agencies from Richmond will provide opportunity for the youth to live, work and grow in confidence and self esteem through the tall ship experience.

With a strong and vibrant business community and a proven and award winning track record of over 400,000 people that attended the last Tall Ships Event, the City of Richmond is well positioned to secure investment from sponsors, suppliers, media and hosting opportunities. In addition, by packaging Richmond with Victoria and Port Alberni, there will be cost efficiencies for partners, sponsors and overall event management that will make the 2011 Tall Ships Maritime Festival in Richmond an overwhelming success.

GOVERNANCE

Proposed Model

The model of governance recommended recognizes that there must be a balance between economic and social goals and between individual and communal goals. There needs to be an efficient use of resources and the model must ensure that there is accountability built in. As such, skills and competencies are the focus of the organizational recommendations of this report and subsequent organizational chart.

Given the profile and initial experience of the 2002 Tall Ships Event, as well as the desire of the City to establish its own Events office, it is recommended that the governance of the 2011 Tall Ships Maritime Festival fall under the direct authority of the City of Richmond through the position of General Manager. Reporting directly to the General Manager is the Manager of Event Operations. It is recommended that a steering committee be established to provide oversight and guidance with representation from City Staff, key community stakeholders and volunteers. Two City Council representatives will liaise between Council and the Steering Committee.

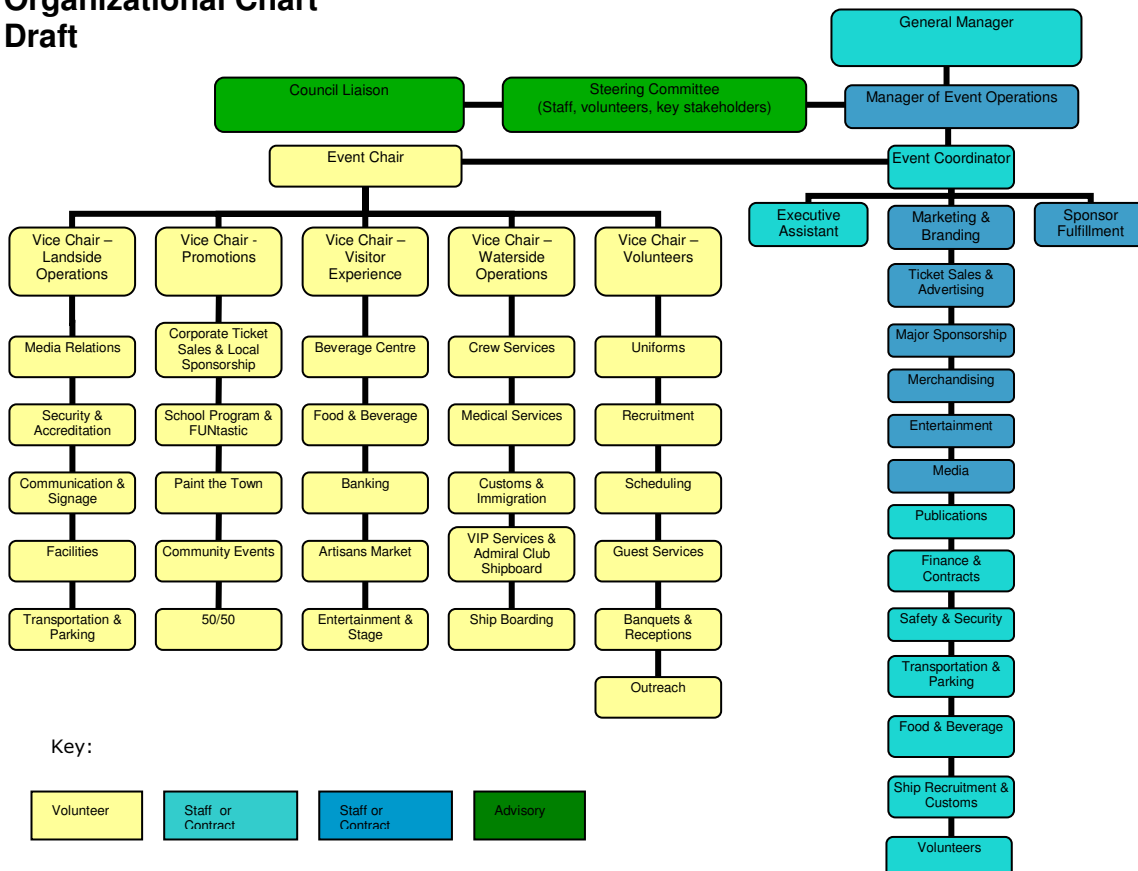
In addition, the Britannia Heritage Shipyard through its not for profit status will become the applicant for funding for the Event from key sources that require a not for profit status to qualify for funding.

The rationale for maintaining control under the leadership of City Staff is to ensure that the City maintains a clear line of authority over the Event. It is recommended that administration of key functions for the 2011 Tall Ships Maritime Festival be delegated to City Staff where the expertise exists while contracted professionals with significant depth and experience manage other key functions. These positions will also ensure that city policies and procedures and legal liability is maintained. Reliance on policies, systems and processes already in place at the City will provide the needed stability and support of the Event during its initial planning and execution.

The Event Chair who is a volunteer, will be appointed by the Event Coordinator in consultation with the Manager of Event Operations, Steering Committee and General Manager. The Chair will recruit five Volunteer Vice-Chairs to oversee specific areas of responsibility. These individuals will be key members of the community with a strong interest or capability in these areas. Each Vice-Chair will, in consultation with the Chair, recruit Directors to oversee specific responsibilities. The various units/teams will be filled through recruitment, drawing on the City's volunteer database. It is anticipated that there will be between 1000 -1200 volunteers recruited.

Detailed Job Descriptions are out of scope of this project but will be an important next step once approval of the project is received from Council.

2011 Tall Ships Maritime Festival Organizational Chart Draft



Roles and Responsibilities

General Manager

The City of Richmond will designate an existing General Manager that will receive regular updates on project progress by the Manager of Event Operations who will have ultimate responsibility for the project.

Manager of Event Operations

The Manager of Event Operations will be a contracted individual(s) or a City staffer, whose direct responsibility will be to the General Manager. This individual will seek advice and guidance from the Steering Committee and keep them apprised of progress of the project with regular updates. He/she will assist in the negotiation of contracts and all necessary insurance working with the City Staff responsible for Finance. He/she will assemble a number of professional support persons known as the Event Management Team to assist in the organization and presentation of the Event and maintain overall accountability to provide marketing, sponsorship, promotion, and public relations direction.

Steering Committee

The Steering Committee is made up of eight key community stakeholders, volunteers and City Staff. The persons appointed by Council at the recommendation of City Staff will be selected for their leadership skills, position in the community, and business acumen. The committee will work with the Manager of Event Operations and provide advice and recommendations in all aspects of the organization and presentation of the Event.

Event Coordinator

The liaison between the Volunteer Committee Chair and the Manager of Event Operations may be contracted or a City staffer and will be accountable for all activities of the Volunteer Committees. In addition, he/she will be responsible for the activities of the Event Management Team and ensure that team members liaise with the appropriate volunteer unit in the execution of their specific roles and responsibilities.

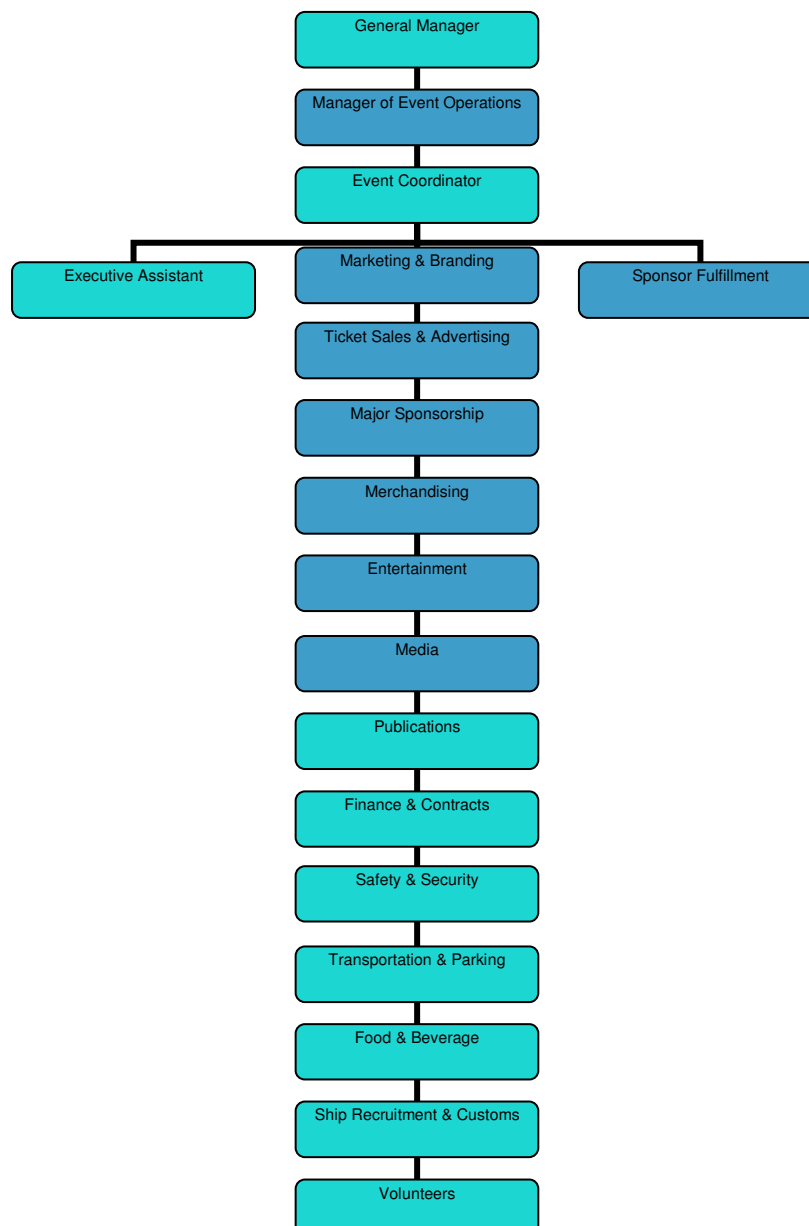
Event Management Team

The Event Management Team is a comprised of up to fifteen individuals (contract and City Staff) that are professionals in their area of responsibility and report directly to the Event Coordinator who reports to the Manager of Event Operations. Their areas of responsibility include:

- Marketing & Branding
- Ticket Sales & Advertising
- Major Sponsorship
- Merchandising
- Entertainment
- Media
- Publications
- Finance & Contracts
- Transportation & Parking
- Food & Beverage
- Ship Recruitment and Customs
- Volunteers

The Event Management Team is assisted by an Executive Assistant who is City Staff and an individual responsible for sponsor fulfillment that may be City Staff or contracted. The Executive Assistant will look after all office administration and correspondence, while the Sponsor Fulfillment Coordinator will ensure that all aspects of the sponsorship packages and subsequent relationships are completed in a timely manner and that the sponsor experience on site is rewarding. It is critical that the entire Event Management team be in place and functioning before the various committees are populated with volunteers.

**2011 Tall Ships Maritime Festival
Event Management Team
Draft**



[Manager Marketing and Branding](#)

This will be a contracted position and may involve one or more different contractors depending on the tasks identified. This portfolio will include responsibility for the development of the Event logo and creation of the marketing strategy working closely with the Manager of Event Operations.

[Manager Ticket Sales & Advertising](#)

The Manager of Ticket Sales & Advertising will be a contracted position. This portfolio will be responsible for developing the ticket-marketing plan and will be in charge of ticket advertising, and production of related collateral materials for ticket campaigns within the community.

[Manager Major Sponsorships](#)

The Manager of Major Sponsorships is a contracted position. This Manager will work closely with the Manager of Event Operations in the sourcing of major sponsorship opportunities and the acquisition of key partnerships. This position will liaise and provide guidance for the volunteer local event sponsorship team.

[Manager Merchandising](#)

The Merchandising Manager is a contracted position. This Manager will provide all souvenir clothing and other items to be sold at the Event in consultation with the Manager of Event Operations. Also provided will be all of the volunteer uniforms for the Event and all promotional items used by the volunteer Promotions Committees. All risk will be absorbed by the Merchandising Manager with a negotiated fee paid to the Event.

[Manager Entertainment and Production](#)

This will be a contracted position. The Manager of Entertainment and Production acquires and directs the entertainment and production for the Garry Point Stage, the Britannia Stage and the two community stages. This includes the staging, sound & lighting and audiovisual needs for the two main stages plus the two community stages and any other official functions. Working under the direction of the Manager will be the Entertainment & Stage volunteer team.

[Manager Media](#)

The Media Manager may be a contracted position or a City Corporate Communications staffer and will be responsible for all aspects of media and public relations with print, radio and other electronic media. This Manager will meet with local media and assist the Manager of Major Sponsorships in developing the ticket-marketing plan and coordinating media buys. This Manager will work closely with the volunteer Promotion teams.

[Manager Publications](#)

This position will be filled by City Staff that will be responsible for the layout and production of all pre-event publications including sponsorship packages, brochures, posters, newspaper inserts and any other related printed materials.

Manager Finance and Contracts

The Manager of Finance and Contracts will be a member of the City Staff and will assist in the development of the Event budget in cooperation with the Manager of Event Operations. Responsibilities will include developing and maintaining financial management and control systems and providing financial reports to the Executive Committee. In addition, all contracts, licenses, permits, legal and insurance will be overseen by this Manager.

Manager Safety and Security

The Manager of Safety and Security will be a member of the City Staff and oversee all aspects of security including the private contracted security firm, the RCMP, Police and other possible volunteer service groups in this area. This position will liaise with the Volunteer in charge of Security and Accreditation.

Manager Transportation & Parking

The Manager of Transportation & Parking is a position filled by City Staff and is responsible for developing the transportation plan including identifying planned road closures, bus routes, VIP transportation and preferred parking. The plan will be executed with the support of the appropriate volunteer committee.

Manager Food & Beverage

This is a contracted position. The Manager will be responsible for pre-event consultations on the set-up of strategic components of the food and beverage areas including the two Crows Nest Lounges, the Admirals Clubs, the gated viewing areas around the two main stages and the kiosks/concessions located outside of the Steveston commercial district. All risk in implementation will be assumed by the Manager with a percentage or flat fee paid to the Event.

Manager Ship Recruitment & Customs

This Manager will be City Staff and will be the primary liaison with ASTA and will actively recruit Tall Ships and other significant vessels, have contact with the ships Captains and assist in the negotiation of contracts with the Manager of Finance and Contracts. This position will also work with Immigration and Customs to facilitate the border crossing. The appropriate volunteer committee will provide assistance as directed.

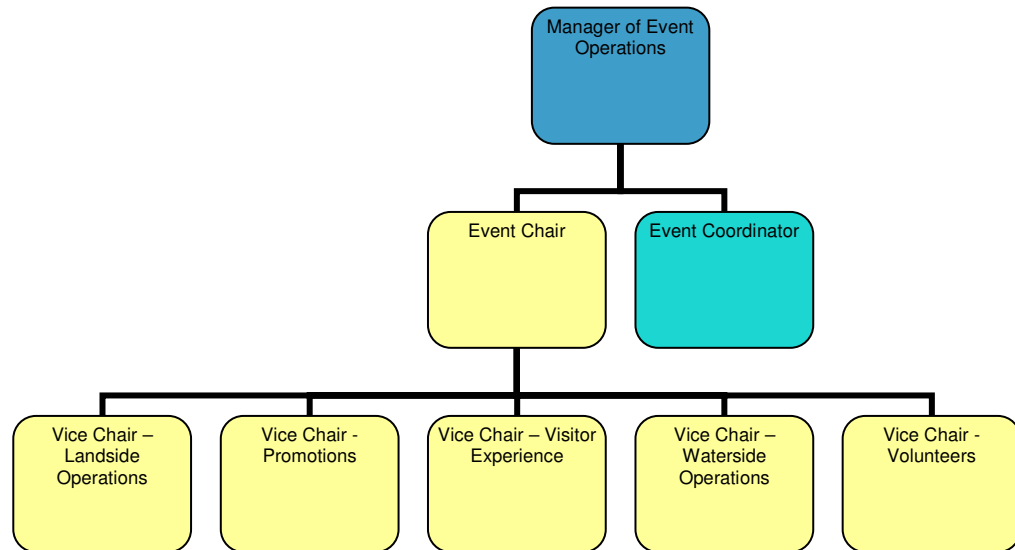
Manager Volunteers

The Volunteer Manager will work with the City's volunteer data base and with the Volunteer Vice-Char and five Volunteer Directors to identify and fulfill the volunteer needs for all of the committees both in the planning stage and to meet specific Event needs.

Executive Committee

An eight member Executive Committee consisting of the Volunteer Chair, five Vice-Chairs and the Event Coordinator and Manager of Event Operations will lead all community efforts in the staging of the Event. The five Vice-Chairs will lead their own Implementation units/teams in their specified area of responsibility. Each Implementation Unit will be comprised of individual Directors who will lead their own teams. Job descriptions once developed will clearly identify roles, responsibilities, and City Staff and contracted liaisons.

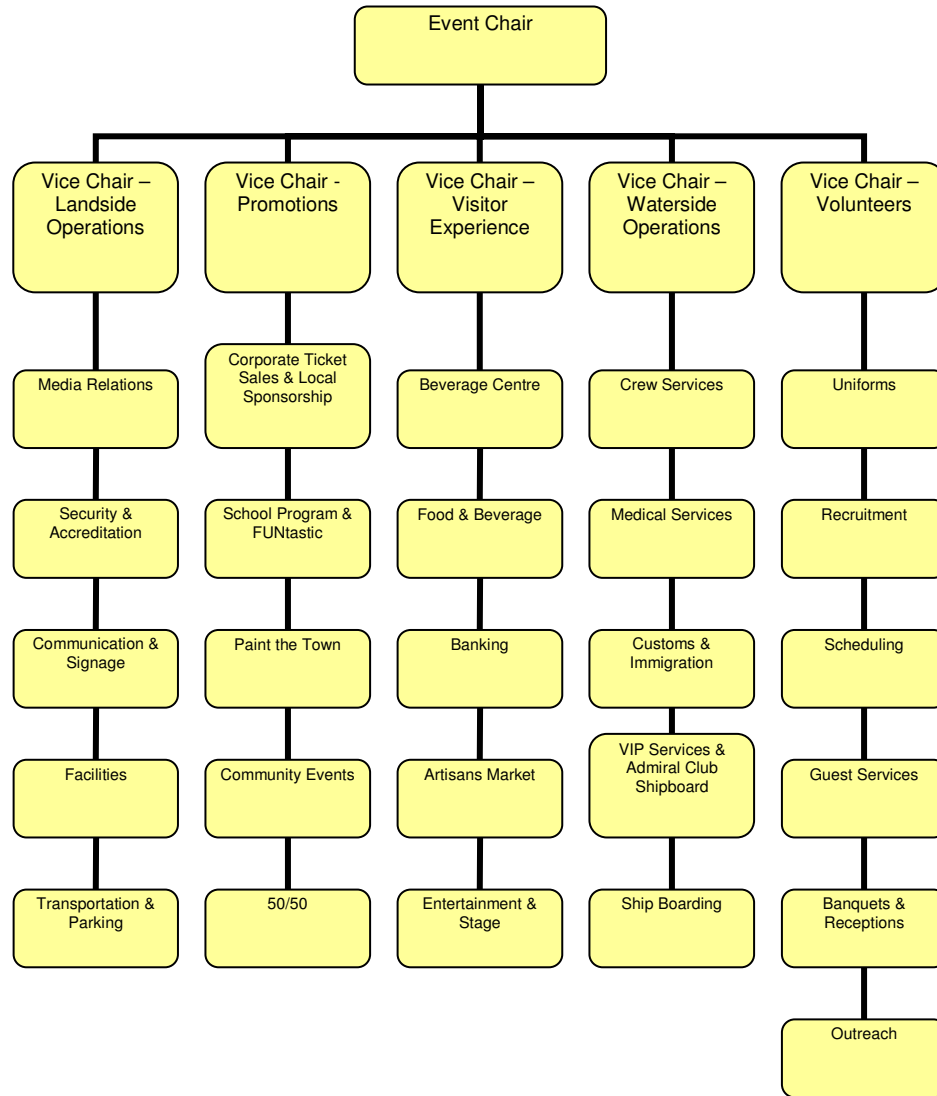
2011 Tall Ships Maritime Festival Executive Committee Draft



Volunteer Committee

Volunteers will provide critical support to the Event Management Team in the successful execution of the Event. Certain key volunteer positions will be recruited in the early stages while other teams and units will be activated at a later stage. The critical path in Appendix III outlines the timeline for the recruitment of these volunteer positions.

**2011 Tall Ships Maritime
Festival
Volunteer Committee
Draft**



Event Chair

The Chair of the Volunteer Committee is responsible for the recruitment and supervision of all Volunteer Vice-Chairs. As such, the Chair ensures that these recruited individuals are familiar with the Operations Manual and spirit of the overall event. Selection of Executive Committee members must be done in consultation with the Manager of Event Operations. The Chair, who will need to be a retired individual with the appropriate skills and time available, will conduct all Executive Committee meetings and attend individual Unit/Team meetings as required.

Volunteer Vice-Chairs

The five Volunteer Vice-Chairs have specific responsibilities including Landside Operations, Promotions, Visitor Experience, Waterside Operations and Volunteers. Each Vice-Chair will oversee key volunteer sub committees in their defined area.

Volunteer Directors

The Volunteer Directors will assemble and coordinate volunteers as required for their specific areas of responsibility. They report to their appropriate Vice-Chair.

Volunteers

Volunteers provide the local human resources and volunteer support teams necessary to successfully stage the Event. The number of volunteers recruited will be in the range of 1000 - 1200. The volunteers report through their Directors who report to the Volunteer Vice-Chairs in their area of responsibility. The City will recruit volunteers, although certain tasks, such as screening, may be conducted through a contract. The City's Volunteer Development Coordinator would assist the Volunteer Director in providing training, scheduling, orientation, recognition etc. for all volunteers. The intent of the local volunteer committee is to execute the plan as set by the Event Management Team and to leave a lasting legacy for the City of Richmond and the community of Steveston.

Job Descriptions

The volunteer component is divided into five separate areas, all of them with a Vice-Chair and 5 – 6 Directors with their own units/teams.

Landside Operations

This area is concerned with all operations involving on land activities. Teams within this unit include Media Relations, Security and Accreditation, Communications & Signage, Facilities, and Transportation & Parking.

The Media Relations team will coordinate on-site media ensuring proper accreditation and access for interviews. In addition, a special media event will be organized for media and their families.

The Security & Accreditation team will provide and coordinate security for facilities, visitors, crews on land, media, sponsors, VIPs and volunteers. It will be part of this Team's responsibility to develop a monitoring system for accessing all restricted areas.

The Communication and Signage team will coordinate all the communication needs and equipment requirements. In addition, this unit will determine and coordinate what signage needs there are for on-site activities including transportation, area identification, directional signage and sponsor fulfillment requirements.

The Facilities team will direct the preparation of the site for the Event. This includes all necessary construction as well as rooms, offices, checkpoints and washrooms. They will survey all teams to ensure that their construction needs are met.

Transportation & Parking will arrange all transportation services and vehicles required for the Event working under the direction of the City Staff member who is part of the Event Management team. This team will expand as the Event approaches to man parking lots and key transportation routes.

Promotions

Promotions will be responsible for community events, Paint the Town, and Corporate/Group ticket sales. Teams within this unit include Corporate Ticket Sales & Local Sponsorship, School Program & FUNtastic, Paint the Town, Community Events, and 50/50.

It is the job of the Corporate Ticket Sales & Local Sponsorship team to be visible in the corporate community and sell tickets to the Event. They will be part of the development of the corporate ticket package. In addition, this team will spearhead the "Friends of Tall Ships" and "Admirals Club" sponsorship drive with the goal of acquiring maximum support from local business.

The School Program and FUNtastic team will adapt the Teachers Resource Guide provided by the Victoria Tall Ships Society and implement a program in the local elementary schools. Their goal is to increase awareness in the schools, which result in increased sales. In addition, they will help develop and execute the FUNtastic promotion, select students for the youth sailing experience that will be developed and executed by Britannia Heritage Shipyard as well as coordinate group school visits and the Kids Zones on site. The Paint the Town team is responsible for building awareness for the event through promotions, signage, and window dressing in businesses in Steveston and other areas of Richmond. Their awareness campaign should include speaking engagements, cross promotions and distribution of collateral materials.

The job of the Community Events team is to increase awareness of the Event with a focus on interacting with the public. Their plan should include mall displays and community celebrations at venues throughout the city.

The 50/50 team will likely use the services of one of the local service clubs. The team will hold two 50/50 draws daily plus one during the Sail Past event on Thursday night. A plan will be developed to ensure winners are publicized and that there is a safe and secure collection of funds. Close liaison with the Finance member of the Event Management Team is required.

Visitor Experience

Visitor Experience is responsible for the two Crow's Nest Food and Beverage Centres on site, Banking, the Artisans Market and Entertainment and Staging. All of these units will work under the direction of members of the Event Management Team.

The Crow's Nest team will be responsible for two sites during the Event; the 750 seat site at Garry Park and the 250 seat site at Britannia, as well as the two VIP/Admiral Club sites, roving concessionaires and the volunteer hospitality centre. This team will work closely with the Food & Beverage contract member of the Event Management Team.

The Banking team will follow the financial system and the controls for all financial aspects of the Event including ATM's under the direction of the member of the Event Management Team who is responsible for Finance.

The Artisans Market team will work in acquiring local artisans and will be responsible for all of the logistics of set-up on-site and daily operations. The Entertainment & Stage team will work closely with the contracted Entertainment member of the Event Management team in set-up and installation of the stage, sound and other equipment as well as coordination of the entertainment scheduled for the four stages.

Waterside Operations

Waterside Operations is responsible for all activities on the water including the actual Tall Ships. Teams in this unit include Crew Services, Medical Services, Customs & Immigration, VIP Services & Admiral Club/Shipboard experiences and Ship Recruitment.

The team in charge of Crew Services will be responsible for hosting of the Captains and crews, including looking after their accommodation, meals and entertainment needs.

The Medical Services team will work with the appropriate member of the Event Management Team to ensure that medical services and first responders are available as needed and that there is a sound plan in place to respond quickly and effectively in the case of a medical emergency.

The Customs and Immigration team will work closely with the Event Management Team in ensuring that the appropriate paper work and arrangements are successfully executed so that any potential for difficulties crossing the borders is minimized.

The team in charge of VIP Services, the Admirals Club and Shipboard Experiences will be responsible for the hosting of all VIPs as well as those who pay to be part of the exclusive Admirals Club with special privileges, and any special celebrations organized on Tall Ships or accompanying vessels.

The Ship Recruitment team will assist the Finance & Contracts Event Management Team member in the recruitment of Tall Ships but also in the recruitment of other small and large boats for spectator related activities i.e. Dragon Boats.

Volunteers

The Volunteers area is responsible for all activities and services provided for the volunteers. The goal is to have an outstanding volunteer experience which rewards individuals for giving of their time and talents to host this Event. Included are teams in charge of Uniforms, Recruitment, Scheduling, Guest Services, Banquets & Receptions and Outreach.

The Uniforms team will work closely with the Merchandising member of the Event Management Team and will coordinate ordering and distribution of uniforms which will likely include a t-shirt, jacket/vest and hat. In addition, this unit will provide volunteers to assist the contracted company in the sale of merchandise on-site.

The Recruitment team will work closely with City's Volunteer Development Coordinator and will manage the database of volunteers including identification of special skill sets and allocating volunteers to teams as required in fulfillment of their specific duties.

The Scheduling Team will be responsible for all scheduling of shifts and for maintaining a data base to ensure all shifts are fully manned and replacements are found as needed. This unit will also man the accreditation area.

The team in charge of Guest Services will coordinate information booths and provide and train tour guides/docents to supervise ship visits. In addition, they will look after the distribution of promotional materials on site as required.

The Banquets & Receptions teams will be in charge of arranging and managing three volunteer rallies/celebrations which will be organized prior to and after the Event.

The Outreach team will focus on sponsorship fulfillment under the direction of the Sponsorship Fulfillment Coordinator.

Ethics and Best Practices:

The following Standards of Business Conduct are recommended for the Organizing Committee of the 2011 Tall Ships Maritime Festival. They are based on those developed over the past two decades for the conduct of business for the BC Games Society. The writers gratefully acknowledge the permission of the BC Games Society to adopt these same standards for the 2011 Tall Ships Maritime Festival.

Compliance

The activities of the Organizing Committee are to be conducted so as to comply with the applicable law and a high ethical standard of business conduct.

Not for Personal Benefit

None of the resources of the Organizing Committee are to be used for the personal benefit of others except salaries and agreed benefits for its employees and reimbursement of reasonable and proper expenses incurred.

Conflict of Interest

Whatever the capacity of the Management Team, Chair, Vice-Chairs and Directors, he/she owes a duty of loyalty to the Organizing Committee. If they (or a member of their family) have a personal interest that might conflict with their duty of loyalty, they have a conflict of interest.

Conflict may disqualify them from a position in the Organizing Committee. Volunteers for various Chair and Director positions are selected for their skills, experience, and commitment; however, persons who are not doing business with the Organizing Committee will be preferred. If in any meeting or other deliberation regarding the operations of the Organizing Committee a topic comes up which involves a conflict of interest or responsibility for individuals, they must disclose the conflict, leave the meeting and not vote, lobby or otherwise participate in the decision making process. The individuals must follow this procedure even if they think they can manage their conflict in good conscience because the Organizing Committee has adopted the attached Guidelines to help everyone observe these rules.

Accounting

The accounting records of the Organizing Committee shall fairly reflect all assets, liabilities and transactions in respect of its operations. All transactions shall be recorded in a manner such that the substance of each transaction is not obscured. The Organizing Committee shall implement the Standard Chart of Accounts as outlined in the City of Richmond's policies in this area.

Hospitality

Hospitality that may be extended at the expense of the Organizing Committee to persons representing or doing business with the Organizing Committee shall be of such scale and nature as to avoid compromising the integrity and reputation of the Organizing Committee. All such activities should be performed with the expectation that they will become a matter of public knowledge. They shall also be in accordance with the Organizing Committee expense policy based on the policies of the City of Richmond.

Gifts by the Organizing Committee

No gift of cash or in-kind is to be made by the Organizing Committee to any person except as may be typical according to normal business practice and protocol.

Gifts to the Organizing Committee

No member of the Management Team, Chair, Vice-Chairs and Directors, or Volunteer of the Organizing Committee is to accept any gift of cash or in-kind from persons doing or seeking to do business with the Organizing Committee except as may be of a personal nature and nominal value.

Public Statements

The Organizing Committee shall name one or more spokespersons to communicate on its behalf with the media and the public as may be required from time to time. No Director, city employee, contracted person or volunteer other than a person so designated, is to communicate or respond to communication with the media or public on behalf of the Organizing Committee.

THE BUDGET

In 2002, just over 32,000 paying customers attended the Event at \$10 each. An additional 370,000 people attended and did not pay any fees. There was also a number of revenue generating activities planned, some of which could not be rolled out due to the tight timing of the event.

In 2011, the budget calls for 300,000 visitors to attend of which approximately 145,000 will pay some level of entrance fee. This includes a recommendation that the site is gated and a minimum entry fee of \$15 per person/day be paid for each of the three main days, Friday through Sunday. This fee is justified by a continuous flow of activity and events to be enjoyed by all. If a person wants to board a ship, the fee will be \$25. Although some may feel that the event should be run for free apart from ship boarding access, the overall cost of putting on the Tall Ships Festival is over \$4M in cash and \$1.3M in value in kind. By charging \$15 for site access, and assuming 100,000 people pay this fee, \$1.5 million in revenue will be generated.

When compared to other major events such as the Victoria Tall Ships, the Cloverdale Rodeo and the Vancouver Folk Music Festival the fee of \$15 for site access and \$25 for ship boarding is clearly justified. By charging a fee and gating the area, the site will also be properly managed thereby avoiding the over capacity and safety issues experienced in 2002.

It is recommended that Thursday during the Sail Past be free to mitigate community perception of the gated paid site. (A comparison of fees to other gated events can be found in the budget details in Appendix II).

Factors that will impact the number of people attending the event in 2011 and provide the rationale for the reduction in number of visitors over 2002 include the June date which is not during peak tourism season and schools that are still in session. In addition, fees for ship-boarding increase from \$10 in 2002 to \$25 in 2011 and a three-day \$65 ship-boarding pass has been introduced. All prepaid ship board tickets will include the cost of public transportation to the event.

Further, in 2002 many visitors were dissatisfied as they stood in very long line-ups and many were not able to board the Ships despite holding a ship boarding ticket. In 2011, although plans indicate capacity of just over 90,000 visitors to board at least one Tall Ship through pre-paid passes, the budget has been set conservatively at approximately 50% of the ship boarding capacity. This is based on the assumption that three Class A, ten Class B and 15 Class C ships will attend. This is to avoid any possible risk due to ships that might cancel at the last minute as experienced in 2002 and to ensure that all visitors are satisfied with their experience. (See p. 52 for the full ship boarding capacity calculation)

Total cash revenue for the event is estimated at \$4.83 million which is based on grants from the City of Richmond of \$500K, the Federal and Provincial governments at \$125K each, sponsorship of just over \$415K and ticket sales in the range of \$2.93 million.

Miscellaneous other revenue will be in the range of \$650K from a variety of initiatives such as 50/50 draws, merchandizing, food & beverage and specialized boat access events including mock gun battles and waterside viewing opportunities.

In 2002 many of the revenue generating areas underperformed. As a result, it is recommended that certain areas be managed by contracted professionals to reduce the risk to the City of Richmond. In the Food & Beverage and Merchandising areas for example, supplier contracts will be a combination of sponsorship and/or negotiated percentage of sales.

In 2008, the Victoria Tall Ships Society secured Coast Capital Savings as their title sponsor at \$100K (pre-recession dollars). Based on this amount, the Richmond event has budgeted for a title sponsor of \$75K (post-recession dollars). In 2002, 49 sponsors signed on, including 97 Friends of Tall Ships (FOTS). Government partners participated primarily in the areas of infrastructure such as dredging and City of Richmond VIK. The following outlines the summary of revenue from sponsors in 2002.

Corporate:	\$226K raised of targeted \$265K (85.3%)
FOTS	\$31K raised over target of \$25K (123.2%)
Government:	\$105K raised of targeted \$280K (37.5%)
In Kind:	\$585K contributed of targeted \$501K (116%)

The 2002 sponsors in Richmond included 2010 Legacies Now, BC Lotteries, Tourism Richmond, and Public Works Canada. Other sponsors were Delta Vancouver Airport, Great Canadian Casino, Labatt Canada, London Drugs, Omni Group of Companies, McDonald's, Nikka Industries, Pacific Yachting Magazine, Richmond Centre, TELUS, Tourism Richmond, Uniglobe Travel and YVR.

All sponsors that responded to a post Event evaluation expressed interest in participating again with an overall satisfaction rating of 4.3 out of 5. Each will be approached early to determine interest in participating in the 2011 Tall Ships Maritime Festival. It is anticipated that just over \$400k will be raised from sponsors in 2011 breaking down as follows:

1 title sponsor:	\$75K
2 tier 2 sponsors:	\$40K each
5 tier 3 sponsors:	\$25K each
10 Supplier sponsors:	\$10K each
10 Community supporters:	\$5K each
50 FOTS:	\$1K each
25 Admirals Club:	\$2.5K each

Key benefits will include priority parking, VIP reception on ship, priority ship boarding and access to the Admirals club.

It is recommended that an approach be made as soon as possible to Coast Capital Savings to determine if they would be interested in becoming the title sponsor on both the Victoria and Vancouver Events. Securing a strong indication of interest from a potential title sponsor will help provide City Council with the confidence to support the Event.

The majority of the expenses for the event are found in Landside Operations at \$1.153M, Waterside costs of close to \$753K, and Marketing at approximately \$1.0M and. The remaining expenses include \$450K for visitor experience, \$204K for hosting, \$166K for volunteer expenses and \$225K for administration.

Key notes in the budget for consideration include the cost of first responders and fire trucks at a total of over \$50K and transportation costs of over \$330K. It is anticipated that many of the first responder costs may be absorbed by the City.

Other expenses of note include Ticketmaster fees at 4.5% of ticket sales of over \$130K. An alternative to be investigated includes an investment in Gateway Theatre to expand its capacity and take on the role of managing and distributing tickets, possibly with the help of a sponsor distribution system and consultant to reduce the overall percentage fees.

The budget currently sits at breakeven. In setting the budget, a conservative approach has been taken with revenue projections underestimated and expenses based on extensive consultation with staff and key stakeholders in Richmond.

Two budgeted revenue sources to be confirmed include a fee of \$70 paid by volunteers and a site admission fee of \$15 per person.

It is recommended that volunteers make a contribution to help cover a partial cost of their uniforms and meals. As was experienced at the Ozone, too often volunteers sign up, receive the uniform and are never heard from again incurring substantial costs and issues to the event organizers. The volunteer ends up getting back more than double the fee that they pay including their uniform, meals, a gift, volunteer rallies and access to the site when not on shift. Most major events now follow this model including the World Junior Hockey Championships hosted this past December and January in Saskatchewan.

It is also recommended that visitors to the fenced sites pay a minimal fee of \$15 each to gain entry to Garry Point and Britannia Heritage Shipyard sites. This fee enables them to receive priority site lines of the ships, access to the main stage entertainment and the food and beverage centres. Additional benefit to the organizers includes crowd control, safety and security. These fees compare very well to other major events such as the Victoria Tall Ships, Cloverdale Rodeo and the Vancouver Folk Music Festival.

The impact on the budget by not charging the volunteers is \$84K. The impact on the budget by not charging an entry fee is \$1.5M which will need to be covered by the City.

The full draft budget for consideration with accompanying notes can be found in Appendix II.

THE PLAN

Festival Overview and Maps

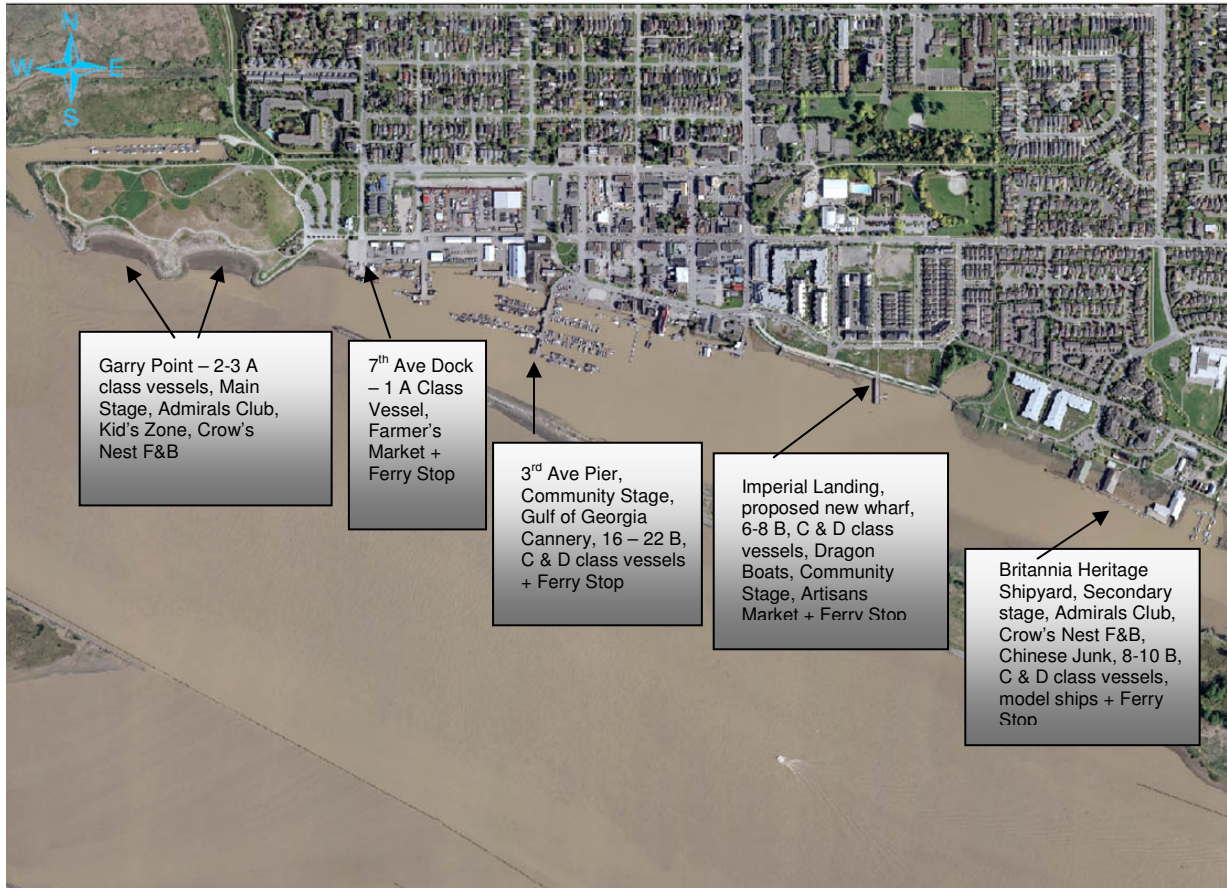
Although the primary interest of the visitors will be the Tall Ships, the entire Festival will provide an incredibly rich environment surrounding the vessels. All day long and into the evening, a wide range of maritime themed events and things to do for everyone including an entertainment bonanza will help to justify the daily entrance fee.

The most significant issue from the 2002 Event was the unexpected number of people and concentration of crowds resulting in major safety issues. All of the stakeholders have expressed concern that the 2011 Tall Ships Maritime Festival be a positive and safe environment. In order to ensure safety and the ability for first responders to do their job, crowd control measures must be implemented. This has led to the recommendation that the main sites where the Tall Ships are located be gated and a fee for entry is paid.

This does not preclude free access on particular days or during certain events, but what it does do, is enable the organizing committee to be in control of the situation at all times.

Related to this issue is that of washroom capacity. In 2002, 152 regular and 5 handicapped toilets were provided and were serviced every day. This was not enough capacity and caused all sorts of problems. In 2011 it is recommended that 200 portable toilettes be leased for the event to ensure capacity is met.

The following map provides a bird's eye view of the entire site including a summary of each of the activities to take place in each location. Additional maps follow with detailed drawings of fencing, proposed layout and activities.



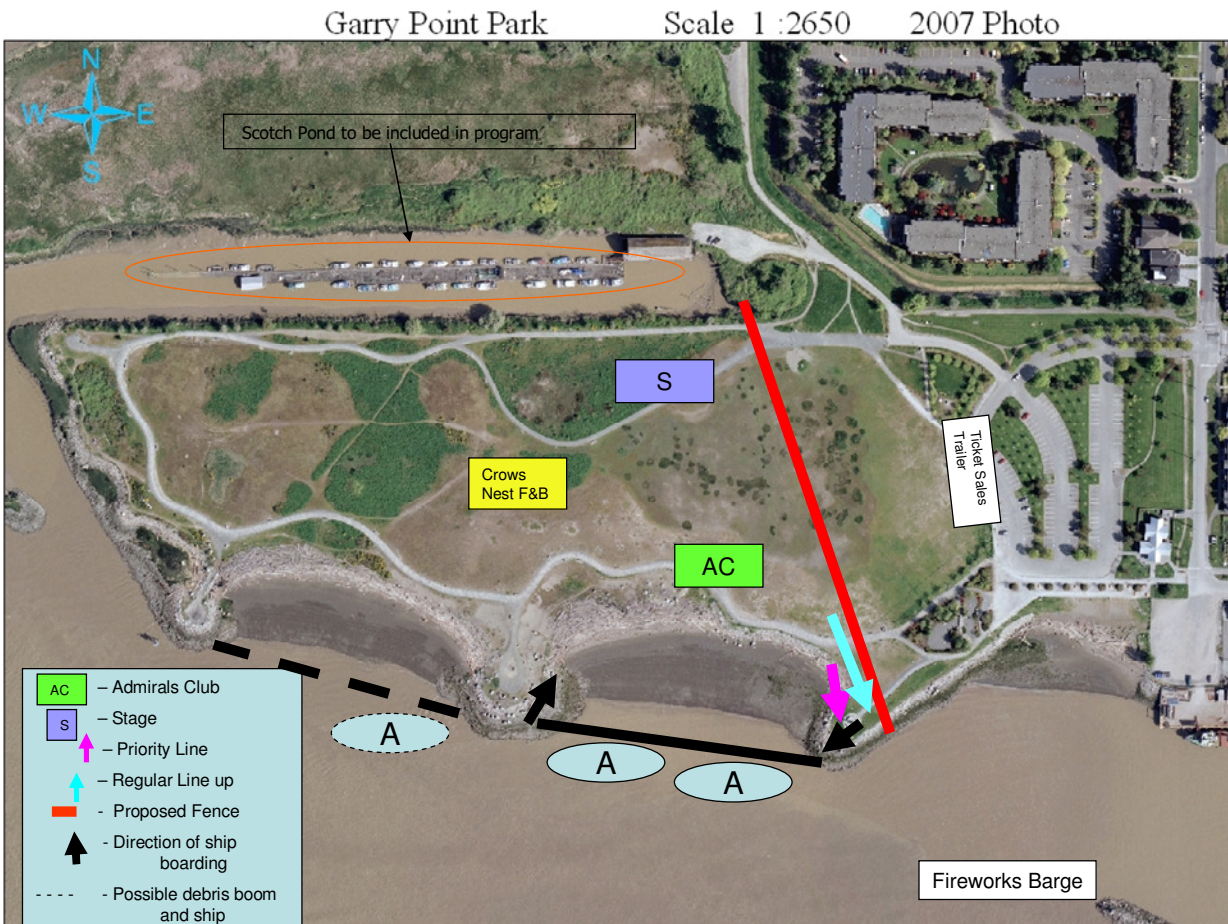
Garry Point

On Thursday night during the Sail Past that in 2002 saw over 125,000 people swarm Garry Point, it is recommended that the event be free of charge but that every person in attendance has a ticket or wrist band to gain entry. There are different ways to ensure that distribution of the tickets are handled appropriately whether it be through City owned community centres, local schools, Gateway Theatre or possibly through a sponsor with retail outlets. Priority distribution can be made to citizens of Steveston and Richmond for a limited period of time and can then be opened up to the general public and visitors from afar.

Throughout the remainder of the event, the plan to create hubs of activities at each area where boats are concentrated (Garry Point, 7th Ave Dock, 3rd Ave Pier, Imperial Landing and Britannia) provide a good reason for the visitors to spread out and move up and down the 3 kilometer site. This will help disperse the intensity of the crowds and will provide destinations and things to do at each location.

Garry Point will be the number one priority for most visitors as it will have between two and three A class vessels moored to debris booms that is part of the proposed Waterfront Plan. From Friday through Sunday this area will require a paid ticket to gain entry and will feature the main stage. This is where evening concerts will take place in addition to continuous entertainment throughout the day. As long line-ups to board these vessels are anticipated, the stage will help buffer the long waits. Other activities inside the fence include a 750 seat F&B centre called the Crows Nest. The Admirals Club will also be located here with a priority site line to the Tall Ships for VIPs and sponsors that have paid a minimum of \$1,000 for the privilege. A Kid's Zone will also be located inside the fence.

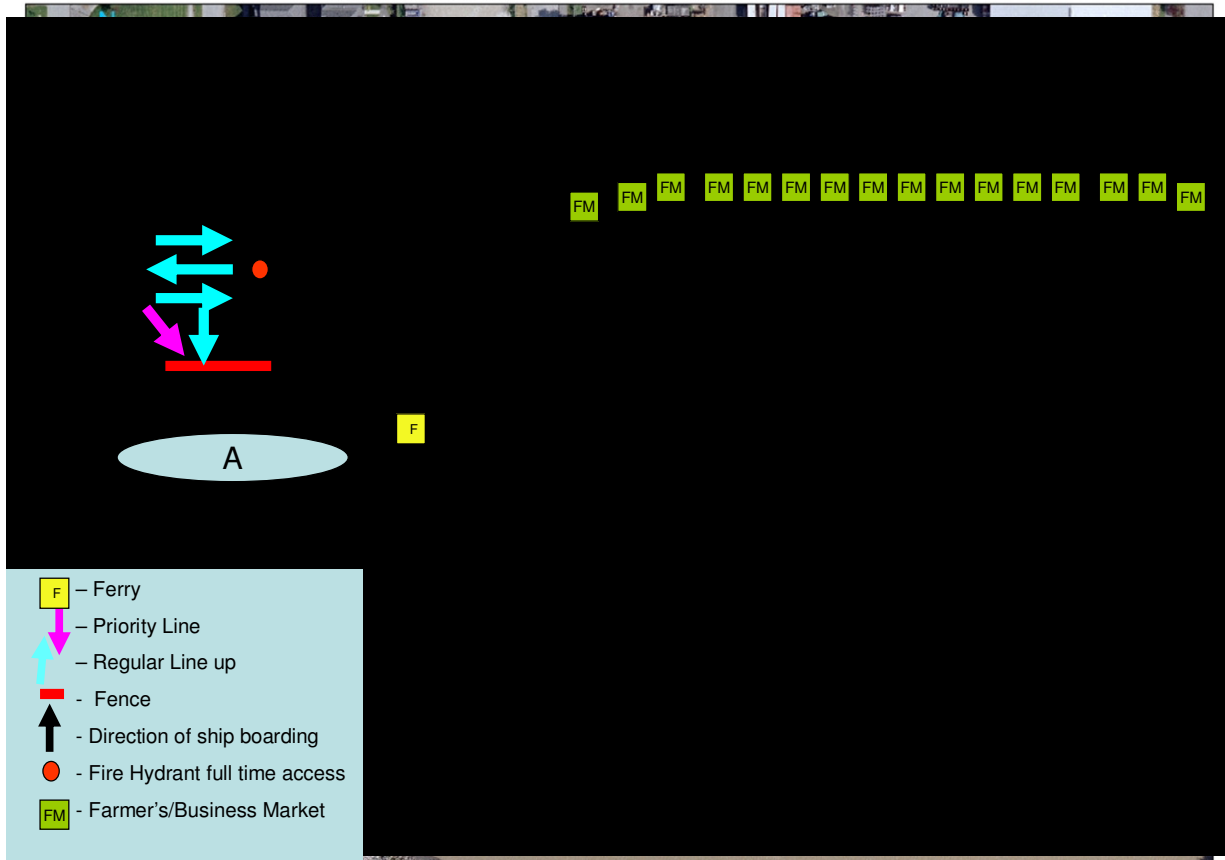
Non paying visitors will have site lines from outside the fence to view the Tall Ships and take pictures. This is in response to criticism from the public in 2002 that they couldn't see the vessels from their vantage sites. However, site lines will not be ideal and for a very reasonable \$15 attendees can gain access to the site, enjoy the entertainment provided with unobstructed views of two A class vessels. Should they choose to purchase a \$25 ticket, they will have ship boarding privileges. A ticket selling trailer will be parked in the parking lot close to Garry Point for anyone that decides to upgrade or buy a site or ship boarding access ticket. This trailer will service both Garry Point and 7th Ave.



7th Avenue Dock

7th Avenue Dock will be a very busy location as it will feature one A class vessel. Buskers hired to provide line-up entertainment would service this site. Shade tents and chairs will be needed to provide comfort for visitors standing in long line-ups. Roving concessionaires will be on hand to sell snacks and drinks to visitors. Permission is being sought from the owner of the wharf immediately east of the 7th Ave dock who is a member of the Board of Directors of the Harbour Authority to use his wharf as the most westerly ferry hop on and off location.

7th Ave. Dock Scale 1 :1500 2007 Photo



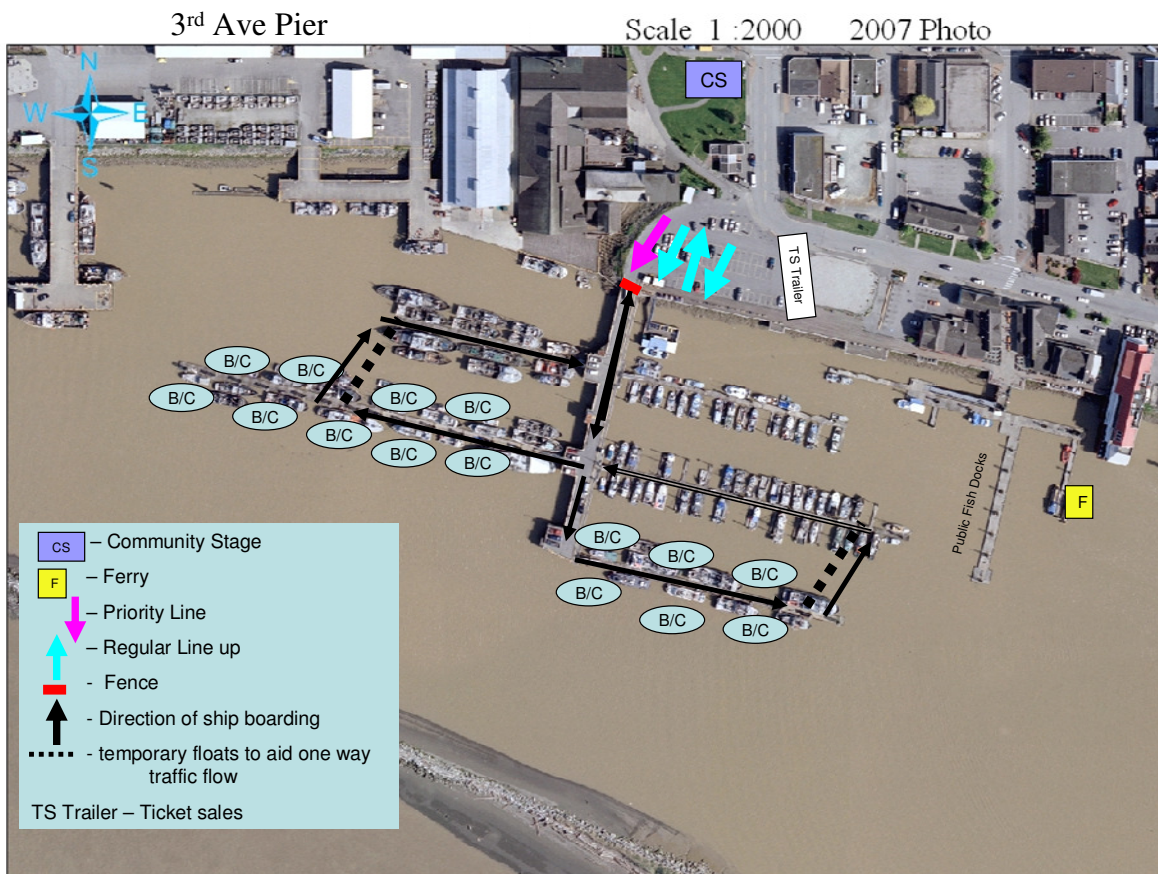
3rd Avenue Pier

3rd Avenue Pier is leased out to Fisherman by the Harbour Authority. Permission will be sought to access Pier C and D to moor B and C class vessels as was the case in 2002. The number of vessels that will be accommodated in this location will be determined by how many of the fishing fleet is able to be moved to alternative locations. It is estimated that Pier D will hold between eight to ten B and C class vessels and Pier C will hold between six and eight B and C class vessels. There may also be an opportunity to showcase some of the fishing fleet at this location.

Due to the number of vessels and intensity of the crowds, installation of temporary floats is recommended to keep the pedestrian traffic flowing in one circular motion.

The fence will be located at the end of the pier and the line-up will run through the parking lot. As this parking lot is also used by the fisherman, it will be important to help them find alternative parking for their cars in Steveston during the Festival. The lot currently owned by the Harbour Authority on Chatham Street between Sixth and Fourth Avenues could be an appropriate alternative for the fisherman to park.

A community stage will be located just outside the Gulf of Georgia Cannery in the grassy park area. The Gulf of Georgia will be open for tours and will help provide respite from the long line-ups to see the vessels. As in the 7th Ave Dock location, buskers will provide entertainment and shade tents and chairs will offer protection for visitors standing in long line-ups. Roving concessionaires will also be on hand. A hop on hop off ferry stop will be located on the floats just east of the Public Fish Docks.

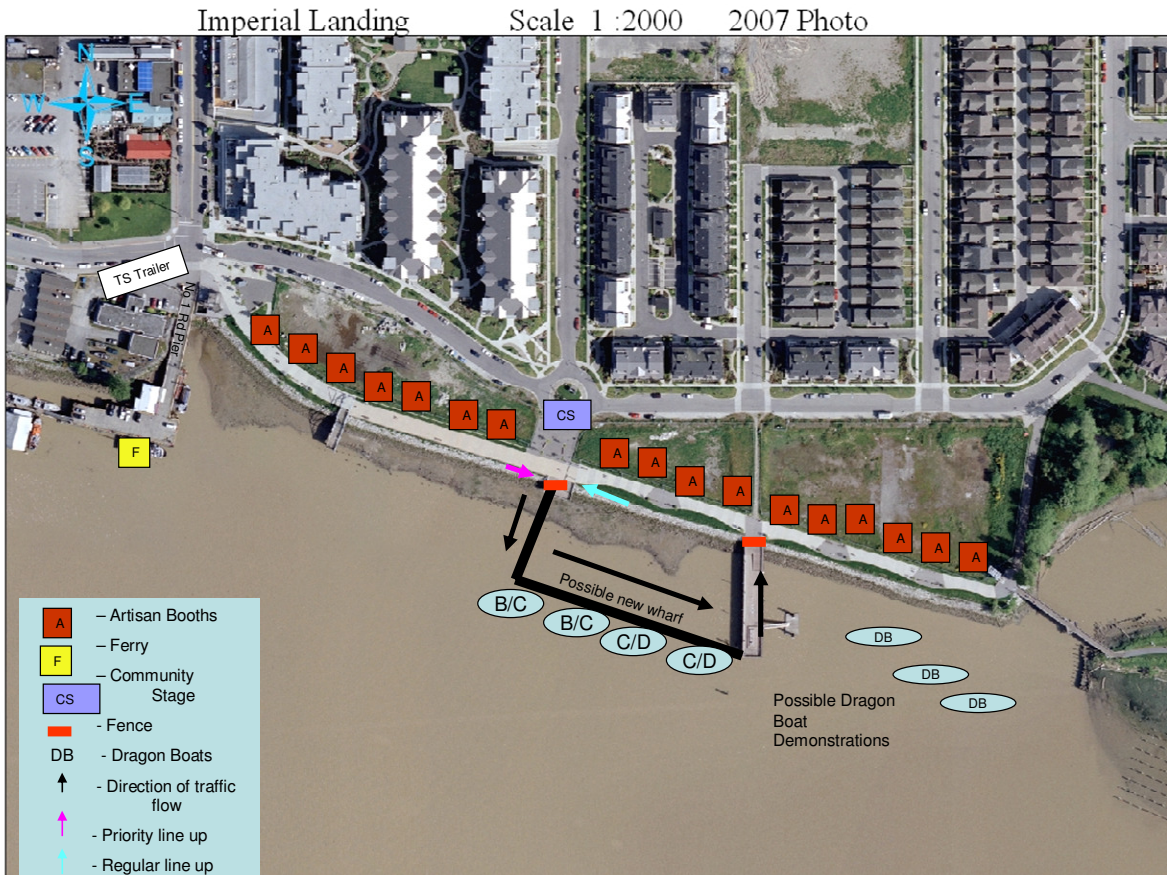


Imperial Landing

Imperial Landing is the next hub of activity located to the east of 3rd Ave Pier. The No 1 Road pier will be the location of the third ferry stop.

Currently, there is one pier with a small fishing float in this location but a proposal is with Council to approve additional floats and capacity for vessels as indicated on the map. If approved, Imperial Landing will house a number of B/C and potentially D class boats. This will also be the location for any Dragon Boat demonstrations or races.

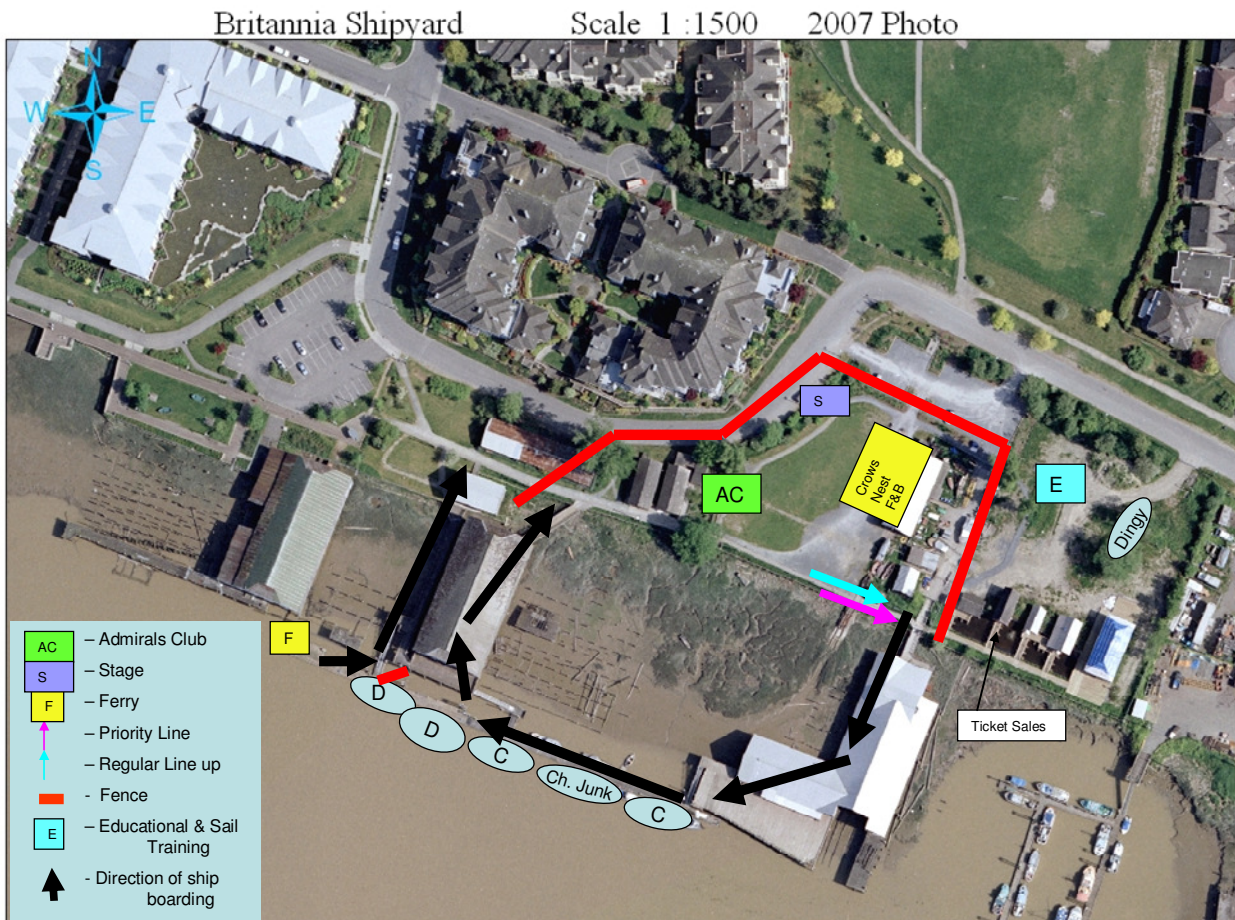
The boardwalk will be the location for the Artisans Market with the set up similar to Whistler's farmers market. The boardwalk will be lined with stalls for visitors to experience and enjoy the local artisans fare. The green space between the road and boardwalk is currently fenced off by a developer and although the site will function with that fence in place, ideally it will be moved a few feet to the north or possibly removed altogether. A community stage will be located at the roundabout to provide entertainment and ambience for the area. The fence that controls access to the ships will be located right at the pier entrance. Just east down the pathway is a small park in front of a condominium complex off Westwater Drive (not shown on the map). This will be the location of a second Kid's Zone accessible to all visitors whether or not they are ticket holders.



Britannia Heritage Shipyard

The beautiful and historic Britannia Heritage Shipyard will be the most easterly point of the 2007 Tall Ships Maritime Festival. A ferry stop will be located on the west side of the Seine Net Loft for the hop on, hop off visitors. Tours will be offered of the historic buildings, a model ship display on loan from the City of Vancouver will be featured as well as a dingy boat building demonstration and raffle with proceeds going to Britannia. The small grassy amphitheatre will be the location for various interactive activities.

The grassy park located on the west side, will be fenced and will house an Admirals Club, 250 seat Crows Nest and stage featuring paid entertainment. Inside the fence, visitors will have an incredible view of a Chinese Junk or other Asian heritage vessel as well as other B, C and D class ships. Ship boarding will follow a circular route starting in the Britannia Shipyard building moving along the floats and then exiting out through the Seine Net Loft.



Key Initiatives

Ship Boarding

An estimated 32,000 people purchased tickets to board the ships in 2002. In 2011, it is hoped that capacity can be increased to accept closer to 93,000 people on the ships. This number will be contingent upon the organizing committee's ability to recruit the right number of Class A, B and C ships. D ships are not included in the ship boarding capacity calculations. For budgeting purposes, a more conservative number of approximately 50% of capacity will be used to ensure revenue projections are solid prior to the confirmation of what ships have signed contracts.

# Vessels	Type	Capacity on Board	# ppl / Group	Est. mins. on board	Est. # turns/hr	# stations	# mins / station	Total ppl / hour	# hours	Capacity / day	# days	Total Capacity
3	A	150	25	30	2	6	5	300	8	7,200	3	21,600
10	B	60	25	20	3	4	5	180	8	14,400	3	43,200
15	C	20	20	15	4	4	3.75	80	8	9,600	3	<u>28,800</u>
Subtotal A-C												93,600
10	D	25	20	15	4	4	3.75	100	8	<u>8,000</u>	3	<u>24,000</u>
										39,200		117,600

Dingy Boat Building Display and Auction

It is recommended that a dingy boat building display and raffle be established with proceeds going to the Britannia Heritage Shipyard Society.

Kid's Zone

Two Kid's Zones will be established as part of the Festival to help entertain and provide age appropriate and interactive activities. The first Kid's Zone will be located inside the fence at Garry Point, the second just east of Imperial Landing en route to Britannia, on the grassy hill outside the townhouse complex on Westwater Dr. This second location will be free, accessible to all paid and unpaid visitors.

Steveston Village

The Historic Fishing Village of Steveston offers fresh seafood, restaurants, galleries, shops, whale watching and award winning attractions. Working with the Steveston Chamber of Commerce and the many Steveston community organizations, a plan will be established to ensure that the village and its businesses are integrated directly into the operational plan of the 2011 Tall Ships Maritime Festival. A community meeting took place on December 10, 2009 where stakeholders were asked to provide feedback on the 2002 event. Additional town hall meetings will be scheduled in the New Year and a key individual(s) will be appointed to the Steering Committee to ensure a fully integrated approach to the planning of the event.

Salmon Bake

A Salmon Bake will be offered the evening of the Sail Past at Garry Point to celebrate the Salmon fishery, the importance of the working Steveston Harbour and to help promote the annual Salmon festival that takes place in Steveston every year on Canada Day. It is anticipated that the Steveston Community Society would collaborate with the organizing committee to set up and run the Salmon Bake during the Tall Ships Festival with net proceeds going to the Community Society in exchange for becoming a supplier sponsor of the Festival.

Buddhist Temple and other community group activities

In addition to the shops, restaurants and fishing, Steveston has a number of other wonderful community services including The Kuan Yin Temple of the International Buddhist Society which is described as the most magnificent and authentic temple of traditional Chinese architecture in North America. Located just down the road, the Buddhist temple will be asked to provide a Buddhist welcome or prayer or other appropriate event to help promote the rich Buddhist culture in Richmond and the temple as a visitor experience to enjoy.

Likewise, the London Heritage Farm Society will be asked to participate in the Event which could be as extensive as having an interactive display at the Festival or as simple as promoting their facility and society through the Event program.

Other community groups active in the Steveston area will also be approached to participate in the event where appropriate.

Model Ship Display

In 2002, up to 80 intricate and beautifully crafted model ships were displayed at City Hall two weeks prior to the event coordinated by the Rotary Club. The 2011 Tall Ships Maritime Festival will aim to once again display the model ships prior to the Event as a pre-promotion and then again during the Event at the Britannia Heritage Shipyard.

Program

A program will be developed that will include a description of the Tall Ships, their location as well as all of the activities taking place over the 3.5 days. Advertising will be sold to offset its costs of production and to help promote local Steveston merchants, restaurants and event sponsors and suppliers. Restaurants and other Steveston businesses will be asked to contribute as supplier sponsors to the Event in exchange for their business being featured in the program.

Staffing and Volunteers

It is recommended that City Staff or paid contractors be hired who are specialists in their field for any key positions that are critical to the success of the Event. Contractors and City Staff time commitment will range from 6 to 15 months of part time work. Estimates for the costs and time commitments for each contractor can be found in the budget in Appendix II.

In addition, it is expected that volunteer needs will be reduced by close to 1000 positions when compared to 2002. It is important to note that there are costs associated with all volunteers through recruitment, management, uniforms and food & beverage. In 2011, it is projected that 1000 – 1200 volunteers be recruited for the Festival with each volunteer providing a minimum of two shifts. With adequate lead-time, there will be a better definition of roles and detailed job descriptions, which will clearly identify expectations and deliverables for all volunteer committees.

It is recommended that a volunteer fee be introduced of \$70. This is fast becoming the norm across Canada in multi-day/week events. The primary reason driving this trend is the need to secure a commitment from the volunteers to perform their duties on their scheduled shifts. At the recent World Junior Hockey Championships held in December 2009 through January 2010, all 2500 volunteers paid a fee.

The volunteer fee generally eliminates those who show up to collect their uniforms or for their first shift and then disappear. The volunteer receives much more than the \$70 value in exchange for their time. There will be two volunteer rallies, a uniform consisting of a shirt and jacket or vest and hat and volunteer hospitality during their shifts. Plus, volunteers will have full access to the site when not on shift. The value of this is estimated at approximately \$150 or double the fee.

A volunteer sponsor will be sought to cover the budgeted short fall in this area.

Marketing & Communications

The role of marketing and communications at the event is to develop the branding, create the advertising, promotion and communications plan, and manage media partnerships, the website and any additional external communications.

It is important to develop a strong brand for the 2011 Tall Ships Maritime Festival as it will become the foundation for all other components of marketing and communications. The Tall Ships Festival brand will be unique and memorable and will differentiate itself from all other local area family events.

Raising awareness of the Event to target markets is where sales begin. And timing is critical. It is very important that the event management team have 14 months to put into place the fundamentals of the marketing and communications strategy, which will include logo design, promotional materials, sponsorship packages and a full public relations plan. These tools will help ensure that partnerships key to the success of the event are in place by the fall of 2010.

The messaging strategy will identify the fundamental selling message used in all marketing materials. In addition, the positioning statement will identify what is being promoted, to whom and why you should purchase tickets early.

Key partnerships will be developed with all media including television, newspaper, and radio. These will be exclusive sponsorships, which will involve substantial in-kind advertising. There will be an on-site presence with a major television and radio station. In addition, a partnership will be sought with one of the two Richmond community papers and their network of community papers province-wide. The ethnic media will also be a key partner.

The process of creating a Marketing Communications strategy has become more complex as more marketing activities have moved to the internet. It is more important than ever to understand customer segments and how to communicate with them. A web site will be developed which will encourage social networking and possibly e-commerce capability.

The single-minded message will be "Experience the magic....of the Tall Ships." There is something incredibly breath-taking about these amazing vessels that are ghosts of the past. All messaging will engage the various target markets in this amazing opportunity to be a part of the West Coast's maritime history, to enjoy the incredible waterfront and the mighty Fraser River, and to celebrate Richmond – host of this "magical" experience!

A partnership with Tourism Richmond will be key in spreading our message locally, throughout the province and in Alberta and the Pacific Northwest.

Beyond the major sponsorship categories, special and unique sponsorship opportunities will be sought that will include production of a token with the Tall Ships logo coined by the Canadian mint and used as "currency" in the Crow's Nest Beverage Centres and/or as a souvenir keep-sake. There are various other opportunities to use the coin in marketing and promotions.

Other promotional opportunities will be created for media including strategically placing key writers on ships to sail from Pt. Alberni to Vancouver and to have them report live and blog on their experience to build awareness and excitement in the event overall.

There is a well established library of video and photography from the 2002 event that will form the basis for much of the look and feel for the event and will help to reduce costs in this area.

Sponsors such as Translink, YVR and others will be asked to support the event with VIK advertising in addition to the traditional VIK expected of the local, regional and daily newspapers and television stations.

And finally, special events such as the arrival of the Nippon Maru in 2002 will be replicated with the advent of the Chinese Junk. This will be staged in order to garner as much media exposure and promotion for the Event as possible.

The entire success of this Event relies upon an effective Marketing and Communication strategy. However, this requires an appropriate lead time to develop the messaging and promotional materials to secure the sponsorships, reach target markets and fully engage the public.

The process begins with the marketing strategy, which is an integrated part of the Operational Plan. Potential target markets need to be prioritized. A message needs to be developed that communicates with the various target markets that differentiates the 2011 Tall Ships Maritime Festival from its competition. With marketing strategy, messages and target markets in hand, the decision can be made as to what to do, when, where and how much it will cost and the appropriate marketing channels to use and why.

Target markets identified for the purpose of this report include residents of Richmond, metro Vancouver, and rest of BC; Albertans with a focus on Calgary and Edmonton; US residents with a focus on Washington, Oregon and California; local Asian ethnic groups; Asia Pacific visitors; and the boating public including owners and club members throughout the Pacific Northwest. Narrowing the targets, separate communication strategies will be developed directed at families with children, adults aged 35+, school aged children, and youth aged 19+.

Planning an integrated and consistent cross-team approach in all communications – one that reinforces the event's key message with target markets and motivates individuals to come to Richmond to see the Tall Ships – is the core of an effective marketing plan.

Merchandising

It is recommended that a merchandising contract be let that will include a sponsorship fee of between \$10-\$15K as well as 20% of gross revenue. The contractor will adhere to product standards and items managed by the organizing committee and will assume all risk associated with the product. Best practices assume approximately \$1 per person is spent at an Event on merchandise. If one assumes 300,000 visitors or \$300K generated X 20% and then budget conservatively at half of that, the estimated revenue to the organizing committee will be in the range of \$75K.

Ticketing

As outlined above, ship boarding capacity has been estimated at 50% of total capacity to ensure targets can be met and all individuals with a ship boarding ticket can be assured of boarding at least one Class A or Class B ship.

Ship boarding tickets will sell for \$25 for a one day ticket, \$65 for a three day ticket and \$35 for one day walk up. Non ship boarding tickets will be sold at \$15 per day and include full access to the site but no ship boarding. Total projected revenue from ticket sales is \$2.93m. When arriving on site, ticket holders will book a specific time to begin their tour which will aid in crowd control.

This pricing compares well with other major gated events such as the Cloverdale Rodeo that charges \$10 for site access to \$25 for preferred seating and the Vancouver Folk Music Festival that charges between \$75 and \$125 for early bird one day and three day passes. Victoria Tall Ships, a much smaller event gates their site and charges \$5 entry and \$25 for early bird ship boarding. Early bird tickets sold out in Victoria before they were able to charge the regular \$35 fee for ship boarding.

Tickets will be sold for specified days to ensure capacity can be met and for a safe and positive experience by all.

Facility Requirements

A centralized communications and logistics command post will be established on or near the site (most likely the community centre). In 2002, the local community centre acted as this post and the budget allows for a grant of \$10K to the community centre should this facility be used. The advantage of using this facility is that it can be completely commandeered for the Event. The disadvantage is that it is just a little bit too far away and therefore requires the use of golf carts for quick transportation on and off the site. When the crowds were very large in 2002, movement in golf carts was difficult.

It is recommended that the Harbour Authority be approached to possibly use some of their office for the command centre in order to provide direct on site access right in the heart of the Event. Another alternative to consider would be locating trailers in some of the parking lots right in the heart of Steveston but that would entail set up of wireless communications and power which are added complexities.

In addition, key committees require RV trailers, tents, chairs, flooring, golf carts and other miscellaneous items. Each of the suggested needs is outlined in the 2002 committee reports that can be found in Appendix V. The list of needs for each committee will have to be reconfirmed with the area Directors or Vice Chairs once overall plans have been finalized. A lump sum budget line item to cover off these items is included in the Landside section of the budget under "Facilities – Site Modifications" with \$400K cash and \$200K VIK set aside for this and other miscellaneous costs. This is based on expenditures incurred in 2002 with adjustments to 2011 costs.

Parking and Transportation

As outlined earlier in the plan, no vehicle traffic will be allowed on the site apart from VIP and key supplier access. Four or more key transportation hubs will be established at YVR, Lansdowne Mall, Kwantlen College and a location near the current Fantasy Gardens. Shuttle services will run using four 47 passenger buses from each site on 15 minute intervals. These shuttles will supplement public transit services and other specialized capacity buses established by Translink through a sponsorship of the event.

All ship boarding passes will include full day access to Translink and shuttle services with a price to be negotiated directly with Translink. Currently the budget calls for \$5 per person per day to be paid to Translink for this service. All non ship boarding day passes will have to pay for their public transit services directly to Translink or to the shuttle operator. Alternatives can be set up where shuttle and Translink passes can be sold on site at each of the transportation hubs. It will be important to ensure capacity on shuttles at the end of the event be maximized to move people out of Steveston as soon as the concert ends. Additional shuttles will need to be maintained to ensure patrons of the restaurants and bars are also accommodated later in the evening.

Parking on site will be reserved for sponsors, Friends of Tall Ships, Admirals Club members and local Fisherman and will only be available on the outer perimeter of the sites.

Paid private parking lots will need to be secured through contracts to offset their loss of revenue during the event.

Security

The security system developed in 2002 ran very successfully and with additional intelligence gained from the 2010 games it is expected that security will be managed very effectively. A combination of private security, volunteer and RCMP will be used as per the successful model at the Ozone.

A substantial budget has been set aside for security and first responders as outlined in the budget section above.

Facility needs for security and first aid include:

- 5 security pods with a trailer/RV and a tent at each site.
- Tents to have power, flooring and sides, chairs, water, signs indicating first aid, security and cots.
- Food and water for volunteers and enough people to shift in and out for breaks.
- Bright coloured t-shirts (bright Yellow) and hats for sun protection.

Timeline

In 2002, one of the key learnings was the need for a detailed critical path that is realistic and achievable. This report provides a detailed timeline that identifies major milestones that will help the organizing committee ensure no critical path elements are overlooked. Prior to committees being established, it will be the responsibility of the Manager of Event Operations working with the Event Coordinator to develop detailed critical paths for every unit and team. Through this process, they will identify when the task will be completed and who on the event management team to liaise with. Further, they will oversee the execution of these timelines and ensure vigilance and adherence to them.

The timeline can be found in Appendix III.

EVALUATION

Measurement

The success of any event is contingent upon identifying the objectives up front and then determining the best way to measure whether these objectives have been met.

Measurement metrics will be established in partnership with the City of Richmond that ensure all stakeholders are informed during the Event with post Event reports generated that demonstrate return on investment. The first and foremost measurement of success is the Event's financial viability, which ensures that Event costs are covered through sponsorships, grants and other revenue generating strategies. There will also be extensive media coverage - locally, nationally and internationally which will be measured. The overall economic impact assessment must meet pre-determined targets that include estimates of job creation, visitor expenditures, room nights and taxes generated as well as community and stakeholder involvement.

Economic Impact Assessment

It is well documented that investing in major events better the lives of the residents of that community in a wide range of lasting ways. In most cases, the initial investment in an event multiplies, providing economic and social gains well beyond the original price tag. Events also help increase the identity and profile of the community in which they are held.

The economic impact on a host city is defined as the total amount of additional expenditure generated within a city that can be directly or indirectly attributed to the staging of a major event. The impact of an event can then be calculated by comparing money spent in the local economy with money generated and retained. The aim of this process is to assess the net effect of staging the event in the local area. For large-scale events such as the hosting of the Tall Ships, there is often a regional effect as well.

Unfortunately, no economic impact assessment was commissioned for the 2002 Tall Ships Event. It is recommended that in 2011 the Tall Ships Festival commission an economic impact assessment to provide strong and measurable indicators to justify the cost and provide rationale for the possibility of making the Tall Ships Festival a regular feature of the Major Events Plan for Richmond.

There are two well-known models from which to choose when conducting an economic and social benefit analysis.

The first is to follow the Sport Tourism Economic Assessment Model (STEAM) developed in association with Sport Canada, the Canadian Tourism Commission, the Canadian Tourism Research Institute, The Conference Board of Canada (CTRI), and the Canadian Association of Convention & Visitors Bureau (CACVB). The Canadian Sport Tourism Association (CSTA) recognized the need for Festivals to generate credible and cost-effective economic impact studies for events and as a result, brought the above partnership together to provide a turnkey solution to share amongst event host communities.

The objective of the STEAM model is to provide a tool that is both easy to use and access for stakeholders in the sport tourism industry. STEAM requires key basic information to generate results including knowledge of participant and spectator demographics, augmented with information contained in the event's business plan, and inputted on line for analysis. Access to STEAM is restricted to members of the CSTA who have attended a training workshop, offered regionally across Canada throughout the year. Both the Richmond Olympic Oval and Tourism Richmond are members of CSTA.

The second option is to hire an independent consulting company that specializes in the economic assessment of major events. BC Games for example, hires the Economic Planning Group out of Brentwood Bay on Vancouver Island that specializes in economic analysis services in tourism, transportation and business development. In 2008, BC Games hired the Economic Planning Group to do an economic analysis of the Kelowna Summer Games, using its own methodology as well as that of STEAM in order to compare the results.

Economic Impact Tall Ships Victoria

The Victoria Tall Ships Society commissioned an economic impact assessment of both their 2005 and 2008 Events. Dr. Brock Smith of the Faculty of Business at the University of Victoria completed the studies. The Victoria events attracted a similar number of paid participants to Richmond (approximately 32,000), but not nearly the same number of individuals to the event site where Richmond saw 400,000 visitors. Therefore, it is safe to assume that the overall economic impact of the Richmond event was at minimum that of the Victoria events. These have been conservatively measured between \$4.3 and \$5.8 million in Net GDP Impact. The following results outline the detailed economic impact of both the 2005 and 2008 Victoria Tall Ships events.

The Tall Ships Victoria 2008 Festival attracted 32,535 paid participants, of which 54.5% came from outside the Greater Victoria region, resulting in 17,732 paying visitors. This compares to 37,706 paid participants, of which 48% were from outside of Greater Victoria for 17,910 paying visitors in 2005.

Under the second, more conservative scenario (only visitors whose main reason for visiting was the festival), the 2008 event generated \$5,848,785 in Net GDP Impact, 159 person years in Net Employment Impact, and \$548,695 in Net Tax Impact. These results represent a diffused impact – they are reflected in jobs retained and business vitality, and not necessarily new jobs or businesses created. This compares favorably to the 2005 results of \$4,324,873 in Net GDP Impact, 128 person years in Net Employment Impact, and \$439,587 in Net Tax Impact.

If all Tall Ships visitors are included, the 2008 event generated \$8,180,267 in Net GDP Impact, 223 person years in Net Employment Impact, and \$768,993 in Net Tax Impact.

The conservative Victoria 2008 results compare similarly to those of the Kingston Tall Ships Festival in 2001 (Net GDP Impact of \$6.2 million).

Benefits of Hosting the 2011 Tall Ships Maritime Festival

The 2007 – 2012 City of Richmond Major Events Plan outlines the following key benefits of hosting an event.

Increased Community Profile.

- Showcase opportunity to position the community as a great place to live, work, play and do business.
- Attract large numbers of out of town visitors that may relocate or choose to do business there.
- Provide a venue for local government representatives to positively demonstrate the City's infrastructure and event support and recognize community volunteers, organizers and supporters.

Social Benefits that enrich the quality of life of residents and contribute to the social well-being of a community.

- Event volunteers give back to the community and enhance an individual's job skills and self-worth.
- Provides enjoyment, increased their sense of community pride, identity and community spirit, promoting unity and a common understanding through shared experience.
- Working as part of an event organizing team achieves a common goal, provides feelings of good will and fosters interaction amongst different geographical, social, economic and ethnic backgrounds.

Economic Benefits.

- Direct benefit in increased accommodation, retail, food and beverage, event hosting services, recreation, entertainment, attractions and transportation.
- Indirect benefit created in industries that supply goods and services to the event.
- Induced economic impact created when individuals employed by local tourist servicing businesses spend their earnings in Richmond.

Too often, the economic success or failure of a major event is judged solely on its ability to generate an operating surplus. However, it is frequently more important, to assess whether or not the investment in the event can be justified by the benefits returned.

Key Performance Indicators

The most effective use of a Key Performance Indicator (KPI) is when it is aligned to the business strategy and plan for the organization. A KPI is both a financial and non financial measure that will enable the City to measure progress towards a stated organizational goal; which to the City of Richmond, is to be recognized as a major events destination. The benefits to KPI's are to allow teams to work together to a common set of measurable goals enabling Council to quantify objectives and measure performance against strategic goals. There is much debate about the optimum number of KPI's but best practices suggest they should not exceed more than twelve.

If the vision is to become recognized as a major events destination nationally and internationally then every KPI for the 2011 Tall Ships Maritime Festival should competitively position the City of Richmond as the number one destination for major sporting and cultural events.

We will know that the 2011 Tall Ships Maritime Festival has been successful when:

Financial

- The Event will break-even or exceed this objective leaving a lasting legacy for the community.
- The Event attracts over \$400K in external cash sponsorship.
- Sponsors and investors have a high level of satisfaction as measured by the exit survey and sponsor testimonials.
- Retail and business activity doubles over same period last year.

Community Engagement

- The Event takes advantage of an existing culture of volunteerism in the community and successfully re-engages volunteers that become a marketable commodity for the City, measured by volunteer satisfaction.
- The citizens of Richmond feel a full sense of pride and accomplishment in their community as measured by the exit survey.
- The Event attracts the full breadth of ethnic communities in Richmond and showcases local inclusive entertainment and cultural institutions as full programming on two community stages at the event.

Branding

- Over 400 newspaper, magazine and web site articles are generated about the Event.
- The community is showcased as a great place to live, work, play and do business as measured by repeat tourism visits and indications of interest in the exit survey.

Tourism

- 300,000 visitor experiences.
- 10% increase in room nights over same period last year.

- I. ASTA's Provisional Schedule
- II. Budget
 - First Responders Detail
 - Contract Labour Detail
 - Other Event Fee Comparison Detail
- III. Timeline – Key Milestones
- IV. Creative Brief
- V. 2002 Committee Reports
 - Artisans Market
 - Landside Venues
 - Marketing and Media
 - Merchandising, Website and Signage
 - Security, Safety and Telecommunications
 - Sign Program
 - Spectators
 - Sponsorship
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 - Transportation
 - Volunteer Administration
 - Volunteers
 - Volunteer Food Coordination
 - Volunteer Recruitment
 - Waterside
 - Victoria and Tacoma Key Learnings Debrief

APPENDIX I
ASTA PROVISIONAL SCHEDULE

Date		Activity	Location
Friday	May 27	Ships Arrive	Port Alberni, BC
Saturday	May 28	Event	
Sunday	May 29	Event	
Monday	May 30	Event	
Tuesday	May 31	Ships Depart	
Wednesday	June 1	Sail	
Thursday	June 2	Sail	
Friday	June 3	Ships Arrive	Richmond, BC
Saturday	June 4	Event	
Sunday	June 5	Event	
Monday	June 6	Event	
Tuesday	June 7	Ships Depart/Race Starts	
Wednesday	June 8	Race	
Thursday	June 9	Ships Arrive	Victoria, BC
Friday	June 10	Event	
Saturday	June 11	Event	
Sunday	June 12	Event	
Monday	June 13	Event	
Tuesday	June 14	Ships Depart/Race Starts	
Wednesday	June 15	Race	

Other Locations and Dates in 2011:

Thursday	June 23	Ships Arrive	Channel Is. Harbour, CA
Tuesday	June 28	Ships Arrive	Long Beach, CA
Thursday	July 21	Ships Arrive	Honolulu, Hawaii
Friday	August 19	Ships Arrive	Astoria, OR
Friday	August 26	Ships Arrive	Tacoma, WA

Refer to attached excel spreadsheet for a full breakdown of the proposed budget including support sheet details.

MARCH 2010

Meet with Victoria Tall Ships Society
Council approval to proceed
Name General Manager
Hire Manager of Event Operations
Name Manager Ship Recruitment & Customs - begin recruitment process with ASTA
Meet with Victoria Tall Ships Society
Budget review

APRIL 2010

Appoint Steering Committee
Select Volunteer Chair
Appoint Event Coordinator
Begin contract negotiations with contracted members of Event Management Teams
Name City Staff members of Event Management Team
Develop Marketing and Communications Plan
Create Sponsorship Packages
Develop Media and Public Relations Plans
Identify top level sponsor targets - research
Meet with all levels of government
Budget review
Monthly report

MAY 2010

Meet with potential media sponsors
Confirm top level sponsors
Meet with Tourism Richmond
Meet with all key stakeholders
Chair recruits Vice Chairs
Finalize all members of the Event Management Team
Steering Committee Meeting
Executive Committee Meeting
Budget review
Monthly report

JUNE 2010

Media announcement - Media Conference on site - launch creative
Announce volunteer recruitment
Steveston town hall meeting
Initiate Artisans Market program
Web-site launch
Executive Committee Meeting
Budget review
Monthly report

JULY 2010

Determine uniform requirements
Secure name acts for Main Stage
Steering Committee Meeting
Executive Committee Meeting
Budget review
Monthly report

AUGUST 2010

Confirm Food & Beverage Plan
Confirm Merchandising Plan
Executive Committee Meeting
Budget review
Monthly report

SEPTEMBER 2010

Appoint Directors of all volunteer committees
Begin to assign volunteers to Teams/Units
Develop Site Security Plan
Launch "Friend of Tall Ships" and "Admirals Club"
Finalize Unit/Team job description & deliverables
Steering Committee Meeting
Executive Committee Meeting
Budget review
Monthly report

OCTOBER 2010

Volunteer Rally
Adapt school program
Secure partner for 50/50
Initiate Transportation & Parking Plan
Executive Committee Meeting
Budget review
Monthly report

NOVEMBER 2010

First wave ticket launch
Media Conference
Steering Committee Meeting
Executive Committee Meeting
Budget review
Monthly report

DECEMBER 2010

Finalize signage needs
Executive Committee Meeting
Budget review
Monthly report

JANUARY 2011

Meet with schools
Begin community outreach
Launch community stage entertainment search
Initiate First Responder plans
Steering Committee Meeting
Executive Committee Meeting
Budget review
Monthly report

FEBRUARY 2011

Finalize Transportation & Parking Plan
Executive Committee Meeting
Budget review
Monthly report

MARCH 2011

Launch "Paint the Town"
Second wave ticket launch
Introduce School Program
Launch FUNtastic Program
Docent training
Confirm entertainment for Main and Britannia stages
Confirm accommodation requirements
Steering Committee Meeting
Executive Committee Meeting
Budget review
Monthly report

APRIL 2011

Volunteer Rally - uniform distribution
Sponsor recognition event
Steveston Town Hall meeting
Docent training
Finalize acts for two Community stages
Executive Committee Meeting
Budget review
Monthly report

MAY 2011

Begin site preparation
Media conference - arrival of Chinese junk?
Docent training
Secure on-site office
Steering Committee Meeting
Executive Committee Meeting
Budget review
Monthly report

JUNE 2011

Final review
Tall Ships arrive
Post event volunteer rally
De-brief meeting
Instigate Economic Impact Assessment
Exit interviews
Volunteer Appreciation & Celebration
Thank You's

JULY 2011

Final reports due

2011 Tall Ships Maritime Festival Creative Brief

Project:

City of Richmond
2011 Tall Ships Maritime Festival
June 9 – 12, 2011

Background:

The City of Richmond has the vision to become the most appealing, livable and well-managed community in Canada. Strategically, events will play a key role in contributing to this positioning as well as to the City's social and economic well-being.

In 2002, the City of Richmond hosted the Tall Ships Festival and showed the world that the citizens of Richmond with their festive spirit and warm hospitality could successfully take on the challenge of hosting major events. Being awarded the prestigious "Port of the Year" following the event helped confirm this fact.

The Tall Ships brought with them not only their crews of young people but also a tremendous cargo of opportunity for Richmond; opportunities for international recognition, for building of lasting legacies of new docks, boardwalks, dredging and most of all, community pride and excitement.

The City's rich maritime location and heritage, its active port and river system as well as the jewel of the Olympic Games, the Olympic Oval, has positioned Richmond well on its way toward realizing its vision to be the premier event destination in Canada.

The City of Richmond will bid for the hosting of the 2011 Tall Ships Maritime Festival. The Event will take place in the Historic Village of Steveston, located at the mouth of the Fraser River. The site spreads over 3 kilometres of riverfront anchored by Garry Point Park at the west end of the mouth of the river and the historic Britannia Heritage Shipyard facility at its more easterly point. The site encompasses key maritime partner facilities including the Gulf of Georgia Cannery, the Harbour Port Authority and others.

The hosting of the Tall Ships in 2011 will enable the people of Richmond and visitors to the City to be educated, to experience and to take pleasure in their historical and cultural heritage.

The 2011 Tall Ships Maritime Festival will build energy and excitement with a multitude of activities, landside and waterside, stretching from Garry Point to Britannia. Richmond will be the "place to be" as residents and visitors are drawn by the mystique of these legendary sailing vessels.

This is the City of Richmond's opportunity to welcome visitors to its vibrant waterfront and to experience its maritime culture first hand. This will be an international spectacle and the signature event on the West Coast in 2011.

Goals:

- To build on the 2002 Tall Ships Festival, to stage a premier Event that provides the best facilities, conditions, and that will be a first class entertainment and educational experience for all.
- To promote and stimulate an outstanding visitor experience.
- To raise awareness of and celebrate Richmond's diversity of arts experiences and artists who express them, ensuring a commitment to Richmond as a welcoming and inclusive community that celebrates and supports culture and the arts.
- To deliver a sustainable event that supports economic, social, cultural and environmental principals.
- To raise the awareness and profile of the City of Richmond as a world-class event destination.
- To build long-term partnerships with sponsors, suppliers and all levels of government that provides economic sustainability in the hosting of these major events.

Objectives:

- The Event will achieve a minimum of 300,000 visitor experiences based on the overall site capacity and its ability to deliver a positive, safe, and enjoyable experience for all over the course of the 3.5 days.
- The Event will generate over 400 newspaper, magazine and web site articles locally, nationally and internationally.
- The Event will attract a minimum of \$400,000 cash external contributions.
- The Event will result in increased retail and business activity at a minimum of 2 times over a comparable period.

Project Description:

Create a marketing and communications plan in support of the event to outline all key activities necessary to support the promotion of the 2011 Tall Ships Maritime Festival including:

- Brand, Logo, overall look and feel
- Positioning statement
- Recommended print and promotional materials
- Promotional Strategy
- Media plan and partnerships
- Website
- Social marketing strategies
- Public Relations and special events

Target Audience:

Primary:

- Residents of Richmond, metro Vancouver, and rest of BC.
 - Families from the Lower Mainland with children aged 0 – 12
 - Adults aged 35+
 - School aged children
 - Youth aged 19+
- Albertans with a focus on Calgary and Edmonton.
- US residents with a focus on Washington, Oregon and California.
- Local Asian ethnic groups.
- Asia Pacific visitors.
- Boating public including owners and club members throughout the Pacific Northwest.
- History buffs
- Members of yacht clubs and Maritime communities throughout the Pacific Northwest.

Messages to be conveyed:

The single-minded message will be “Experience the magic....of the Tall Ships.”

Tone:

- | | |
|-----------------|-----------------|
| • Breath-Taking | • Incredible |
| • Grand | • Thrilling |
| • Remarkable | • Exhilarating |
| • Amazing | • Stimulating |
| • Magical | • Electrifying |
| • Magnificent | • Moving |
| • Exciting | • Spiritual |
| • Mysterious | • Extraordinary |
| • Awe inspiring | • Famous |
| • Historic | • Momentous |
| • Spectacular | • Celebrated |

Project Timelines:

To be confirmed

Budget:

To be confirmed

Table of Contents

- Artisans Market
- Landside Venues
- Marketing and Media
- Merchandising, Website and Signage
- Security, Safety and Telecommunications
- Sign Program
- Spectators
- Sponsorship
- Tourism
- Transportation
- Volunteer Administration
- Volunteers
- Volunteer Food Coordination
- Volunteer Recruitment
- Waterside
- Victoria and Tacoma Key Learnings Debrief

ARTISANS MARKET

Summary from 2002:

35 artisans featured a variety of hand-crafted products at the event.

- Area was well attended and received.
- Fees were \$300 with a \$50 early signing discount - each received a 10X10 tent, tables and chairs, power and a parking space (deemed expensive by artists).
- Recommended that a similar Artisans Market be set up for 2011.

Recommendations:

- Review site plans to address issues that negatively impacted vendor sales i.e. location of vendors and artist marketing, pedestrian traffic patterns, improve directional signage, protection from dust and wind
- Ensure early set up the day before the event starts
- Hire a coordinator, preferably with experience in the artistic community, to recruit, screen and sign agreements with all artists
- Interac service provided at booth
- Recommend a base fee with additional fees if services needed. (additional discounts could be offered in future if they bring their own tent)
- Lighting is recommended for the future.
- Need for food vendor in this area
- Background entertainment should be added to enhance overall experience in area.
- Signage – directional and map of vendors is needed
- Volunteers – 6 assisted with set up, 2 onsite coordinators required throughout the event, this number is recommended again
- Need for overnight security
- Move marketplace under Landside venues
- Start earlier and select maritime themed vendors and artisans
- Develop festival friendly city licensing and permit requirements - offer merchandise and food vendors – special event license with licenses all vendors with in the festival site
- Provide vendors and artisan with ID tags, better parking and better site access
- Provide credit card and debit card capability for vendors who are prepared to pay for it

LANDSIDE VENUES

Summary from 2002:

- Facilitate the needs of the Tall Ships land-based festivities including organizing and managing all tangible suppliers, installations and equipment on land.

- Included all non sponsor signage, electrical, sound, sewer and telephone connections, tables chairs, tents, stages, vehicles, booths, stanchions, flagging, barriers, and access to buildings, roadways, parks and private property as required.
- Majority of the source of supplies came from the city and community association inventories and rental.
- Signage was primarily produced by the Works Yard Sign Shop
- Delivery took place to the city and then to various site locations.
- During event time looked after: fuel, sanitary suppliers and all other commodities necessary to run the equipment supplied.
- Also oversaw event strike, return of materials and equipment.
- Redistribution of equipment to owners handled primarily by City Staff
- Structure included: 7 volunteers, 2 City Staff from venues, 2 city management staff and several parks staff + general volunteers (19)
- Set up for each location required early and by City Staff
 - signage, computers, telephone and utility hookups
 - portable toilettes
 - banners and signage
 - garbage
 - locked gates, queue line information checks
 - vendor problems irate and mobility impaired patrons
 - generators
 - shade
 - water
- Tear down of signage and equipment done by both city crews and contractors with assistance by committee volunteers (Monday)

Reporting Structure:

5 key venues each with Site Managers:

- Command Headquarters – Steveston Community Centre
-Crew amenities such as showers, laundry, and internet and phone access, children’s play area and youth bandstand for Friday
- No 3 Road Pier
-including nearby tree nursery shed and adjacent fields
- Britannia Heritage Shipyard
- Steveston Village
-Bound by Chatham, 4th Avenue, Water and Number 1 Road including Gulf of Georgia Cannery
- Garry Point
-West of 4th between water and Chatham, including Garry Point Park

Recommendations:

- Add venue managers:
 - Village
 - Park
 - Community Centre

- Add Volunteer leads:
 - Golf Cart Management – Mary McNeill (volunteer?)
 - Signage – City Staff
 - Entertainment and vendors – separate contractor (F. Genius Prod.)
 - Rental Tents – separate contractor (Apex)
- Recruit committee chairs 22-24 months prior to event
- Increase size of sub-committee structure
 - Add a venue Fit-Out manager
 - Add a warehouse and equipment distribution committee
 - Inventory control, equipment distribution, coordination of golf carts
- Recruit Venue managers 10-12 months prior to the event and involve them in the development of the venue plans
- Clarify authority of venue managers and roles and responsibilities with security and ticket for set up and management of queuing and viewing lines.
- One supervisor in charge of viewing and queuing lines at each ship boarding location - Need for a minimum of 2 managers per queue/venue
- Venue Managers should plan all aspects of their venue including equipment, signage and servicing requirements, directing all installations, setup and tear down.
- Need authority to manage, direct and make changes in all aspects of their venue.
- Requires direct contact to City Staff for electrical, sewer, water, phone as they are city –supplied.
- Need for volunteers knowledgeable of city suppliers, personnel and procedures are key to the success of the event.
- Volunteer requirements include people that are physically fit, willing to perform dirty, physical work.
- Required several days before and at least one day after the event
- Ability to drive city vehicles, use tools, is self directed, problem solvers able to work with minimal direction
- Need for representation at coordinating committee 24 months out
- 2-3 key people join 12 months prior
- Schedule regular venue meetings that include representatives from key committees i.e. Transportation, security, ticketing
- Develop more “festival friendly” venues for large festival crowds i.e. more grass, seating and shade in parks
- Establish one Operations Command Centre by relocating Landside Security Command Centre to Steveston Community Centre
- Review Steveston village and Garry Point park venue plans to improve traffic flow, ship viewing, vendor and portable toilets locations
- Provide more tenting, seating and refreshments in queuing areas
- Improve directional signage
- Increase # of recycle bins and garbage cans and place garbage cans on piers
- Increase security after Festival to prevent equipment losses, damage etc.

MARKETING AND MEDIA

Summary from 2002:

- Role was to develop branding, create advertising, promotion and communications plan and manage media partnerships.
- City rules for awarding contracts were followed.
- Core tools included:
press releases, speaking notes for public officials, power point presentations for Councilors, volunteers and staff that presented at a number of events.
- Consultants were hired to develop marketing tools including a logo, letterhead, visual identity guidelines
- Corporate and Media Launch was held (Feb 2002) at Gulf of Georgia Cannery with HMCS Oriole participating in event adding credibility and visual interest.
- Video of this exists with Paul Winskell and Waterfront Productions as well as an event kit.
- Advertising took place in 4-6 week lead up to festival, including a special supplement in the daily newspapers (4 page instead of 16)
- Reader and listener contests also conducted as well as live on site broadcasts.
- Translink produced a special Tall Ships edition of its passenger newsletter, The Buzzer and had info on its website
- London Drugs high provided high profile instore promotion displays and ticket giveaways.
- Posters and other print materials produced but no distribution plan created
- Need for event guide
- McIntosh Creative (Hamish McIntosh) and Tanis Hopkins \$20K contracted to do creative artwork and story lines for advertising, print, TV and production – well worth it.
- Quay Strategies awarded media and PR contract \$20K to produce media plan and time line for campaign; training for spokespeople (Ted Townsend, Elenore Kubik and Janice Podmore); media manual with FAQ's; media contact list, prep and distribution of media releases and media kits, organizing press conference, general media relation's including arranging interviews and media accreditation and access to Tall Ships.

- Also staffed media centre during festival (3 staff) located in Gulf of Georgia Cannery 9 a.m. – 7 p.m. daily. Included 3 phone lines a printer, copier and multiple computer ports with internet access. Fax machine was also needed. 2 dedicated golf carts were important.
- Also had space reserved on the 3rd Ave dock in front of the Gulf of Georgia Cannery for live hits.
- Palmer Boat also used to give media water side access.
- More than 150 journalists visited the media centre. 45 news releases distributed, 7 media events held, resulted in 400 newspaper, magazine and website articles in lower mainland and across Canada and NA. Also had articles in NY Times, Los Angeles times and Atlanta Journal-Constitution.
- Additional advertising campaign from tourism Richmond in PNW and Western Canadian markets

Recommendations:

- Media sponsorship critical for marketing budget and need to be locked in early (included combination of paid plus free advertising in package).
- Early publicity, advertising and other promotion was critical to success.
- Need for experienced negotiators that understand media buying to set up these contracts.
- Need for community and ethnic partnerships.
- Two logos produced created confusion – must stick with one logo only
- Need for a distribution committee and plan for promo material.
- One page day sheet critical
- Media centre worked well with 1 volunteer coordinator and 3 volunteers also on site in addition to City Manager's communications staff.
- Media centre needed to open at 6 a.m. to accommodate time zone changes for some media
- Arrival of Nippon Maru created coverage and buzz with media familiarization trips set up on it.
- Media berths also provided for parade of Sail critical.
- Set up an event information centre in the community at least one month prior to the event
- Develop a fact sheet for distribution to Front of House at City Hall, Richmond Chamber of Commerce etc and update on regular basis
- Include other festival activities in local promotional campaign to support other activities on site
- Provide daily briefings for the event Chair, Mayor, and council Liaisons during the event to provide updated information and ensure messaging consistency. Etc.

MERCHANDISING, WEBSITE AND SIGNAGE

Summary from 2002:

- Key component to branding and promoting event
- Important for revenue as well but underperformed in this area
- Website: richmondtsallships.ca established by Jeff Conatser and hosted by Affinsys. Information and technology department provided technical support and design.
- City needs strong input in the content and management and needs to be adequately resourced with staff for ongoing updates.

Recommendations:

- Included One logo only
- Merchandising to fall under marketing
- Poster not well sought after – late in to plan
- Production centre and sign shop worked on sign design and production but need for single point of contact.
- Need early and complete list of signage needs to allow for adequate design and production time.
- Need for logo management and distribution system to sponsors and overall management.
- Recommend a signage and logo committee with representation from marketing, sponsorship, landside and production centre.
- Need website up earlier and ongoing city support for updates

SECURITY, SAFETY AND TELECOMMUNICATIONS

Summary from 2002:

- Main committee chaired by Jim Toogood (originally involved in Waterside Security and planning and is well known and liked in the Steveston area and leader in the Canadian coast Guard Auxiliary with staff liaison Don Pearson
- Two additional committees met bi-weekly including Landside (met at Steveston Community Centre) and Waterside (met at Steveston Harbour Authority Office)
- Landside Committee Chaired by City Staff Liaison and included representation from
- Rotary, Scouts Canada, St. John's Ambulance, Fist Responders, Community Police Station Volunteers, Telecommunications Coordinator.
- Waterside committee Chaired by City Staff Liaison and included Steveston Harbour Authority, Coast Guard Auxiliary, HMCS Discovery, HMCS Yellowknife, Canadian Lifeboat Institute, Seabreeze/Vancouver Whale Watch, Fraser Port.

- In addition specific service groups assigned to handle certain aspects of security. Provided a large base of volunteers available that knew the people they were dealing with. Also made recruiting and staffing of positions easier as each group coordinated themselves. Groups liked the autonomy.
 - Rotary – Steveston Harbour Authority property
 - Community Police Stations Volunteers – Village and Garry Point Park
 - Scouts Canada – Britannia and #3 Road sites.
- Community Police Station manned by city employees and monitoring closed circuit television at Steveston Harbour Authority.
- Larger monthly meetings were also held with representation from the following 28 groups some of whom formed the key committee – others were more ancillary but provided key relationships and connections should the need arise for their services or help during the event. Rotary, DFO, Maritime Forces, Richmond City Bylaws, HMCS Discovery, Canadian Life Boat Institute, Canada Customs, Citizenship and Immigration, RCMP Marine Services, Initial Security, Coast Guard Auxiliary, Fraser Port Seabreeze, City of Richmond, Emergency Planning Program, Richmond Crime Watch, Richmond Amateur Radio, HMCS Yellowknife, Scouts Canada, First Responders and St. John’s Ambulance, Community Policy, Telecommunications Coordinator, RCMP, Coast Guard, Richmond Fire and Rescue, Steveston Harbour Authority, Maritime Forces

Facility Needs:

- 5 security pods with a trailer/RV and a tent at each site.
- Tents to have power, flooring and sides, chairs, water, signs indicating first aid, security and cots.
- Food and water for volunteers and enough people to shift in and out for breaks
- Bright coloured t-shirts (bright Yellow) and hats for sun protection.

Operations:

Each group developed their own operational plan. (13 in total)

- RCMP
- Richmond Fire and Rescue
- Steveston Harbour Authority
- Rotary Club
- First Responders – well trained high school students who performed well under difficult conditions. Worked well with St. John’s ambulance and good addition.
- Scouts Canada – #3 road
- BC Ambulance Service
- Telecommunications
- Waterside Security
- Scouts Canada – Britannia

- City Staff
- Initial Security
- HMCS Discovery

Planning:

- Tasks divided up into day and night needs.
- Day work handled by volunteers, night by paid security company.
- Included bike patrols, foot patrols, and static positions by venue sites.

Recommendations:

- BC Ambulance Services most costly service but needed throughout event. Need for an onsite Gator, 2 bike squads, 2 ambulances and 2 support staff (dispatcher and supervisor) at \$700 per hour.
- Add in Richmond General Hospital and Canadian Food Inspection Agency – responsible for international waste and regulations regarding foreign vessels.
- Need to ensure that Immigration Canada gets copy of crew list in advance.
- Worked well to have individual groups take on responsibility and planning for their areas.
- All groups must participate in the planning stages of the event
- Paid security is cost effective alternative to police with police supplementing.
- Relocate the Landside Security Command Centre and establish one Operations Command Centre at the Steveston Community Centre
- Add representatives from the hospital and BC Ambulance Service to the commit
- Clarify roles and responsibilities with Landside Venue and Ticketing to set-up and manage queuing and viewing lines at ship boarding locations.
- Ensure supervisor be placed in charge at each boarding location
- 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
- Distribute equipment to users several days prior to the event so they are familiar with operation and any problems can be identified
- Improve training for mobile radio users
- Provide customer service training to all security personnel
- Increase site security overnight in vendor areas and after the Festival to control equipment losses and damage to tents.
- Queuing management should be responsibility of security – other report suggests best done by venue manager?
- Lost and Found
- Lots of garbage cans and ability to empty
- Garbage cans beside the queues on piers
- Toilets in ticket holder only areas

SIGN PROGRAM

Summary from 2002:

- Provide directional support for visitors
- Provide naming support for various venues
- Give sponsor recognition
- Continue the visual identity and recognition of the event through font usage, colours and overall design.
- .Ensure that all the overall signage requirements are addressed and developed a budget.
- Created an overall sign style (white coroplast with blue lettering, or blue with white – must use our event colours) wooden components coloured the tan/buff colour of our visual identity.
- Developed a sign production program to produce required signs
- Installed and removed signs at the end of the event.

Sign Styles:

LARGE FORMAT DIRECTIONAL SIGNS – used for way-finding and Sponsorship recognition. (5 in total)

- 3 sided – sponsor sign, site map and event schedule
- Raised on posts, sign 4' x 8' high, raised to stand to an 11' height
- Plywood backing
- Recycled street light poles 22 feet high with burgies
- Sign on outside

Locations:

- Garry Point Park, Tin Shed Site, Britannia, Rolston Square (#1 & Moncton), #3 Road Piers.

LARGE FORMAT CHAINLINK DIRECTIONAL SIGNS – used for way finding, to be mounted on existing chain link fence with the cooperation of the owners.

- 1 sided
- 4' x 8' raised to stand to a 10 foot height
- Plywood
- Site map/sponsorship/event schedule.

Location:

- Moncton chain link fencing – 1 set (3 signs).

VENUE SIGN – MAJOR. Names venue with sponsorship logo (16 signs)

- 1 and 2 sided
- Raised on posts, sign 6' wide x 3' high raised to stand to an 5' height
- 4 x 4 posts with caps, rails and possible header.
- Mounted on grass.

Locations:

- Artist's Market - 1ST Avenue parking lot
- Sea to Sky Stage – Garry Point Park – YVR logo

- Wally's World logo – Children's area, Steveston Park- Coast Capital logo
 - Admiral's Club (2) - Concert Properties Ltd. logo
 - Volunteer centre (2)
 - RTS Operations Centre (1)
 - Model ship display (1)
 - Community stage (1)
 - Thirsty Clipper Beverage centre required (1)
- VENUE SIGN – HANGING, names venue with sponsorship logo
- 1 sided
 - Tent usage, building or chain link
 - 1' x 6', hang onto upper horizontal bars
- Signs required:
- Salmon Bake/Pancake Breakfast (1)
 - Official Tall Ships Souvenirs (5)
 - Ticket booths (4)
 - Info kiosks (5)
 - Washroom signs (6)
 - Medical/security (5)
 - Rest areas (2)
 - ASTA (2)
 - Security Command Centre (1)
- VINYL BANNERS – can be used for stage back drops
- Richmond Tall Ships logo (maybe 3 across?)
 - 12' length (2)
- SHIP SIGNS
- Each vessel requires a dock sign with their name and sponsor
 - Mounting on each float gangway
 - Ship name signs – 1' x 3' length
 - Require one per ship – 25+
 - Waterside to provide names of ships and sponsors
- SHIP MOORAGE SIGN
- Each queuing line requires one sign listing the sponsor/ship(s) on that dock
 - One at the queue entrance and one at the dock entrance
 - 5 – 6 locations
 - .5' x 1.5' slid into a bracketed sandwich board
- WAYFINDING SIGNS (various sizes 1 x 3, 1 x 1, 6" x 18")
- Directional arrows – Tall Ships with an arrow
 - Washrooms, First Aid
 - Require: 3rd Avenue (2), 6th Avenue (2), 7th Avenue (2) Britannia (1), 3rd Road (1), No. 1 Road (2), Moncton (7), Exit to Cannery for 3rd Avenue Pier
 - Tickets to wristbands (6)
 - Stroller check (6)
 - Dock Etiquette
 - dogs/strollers
 - Safety

BEVERAGE CENTRE ETIQUETTE
STAGE OR VENUE EVENT SCHEDULES
PROMOTION/DIRECTIONAL SIGNS AT ENTRANCE TO CITY

NOTE: Traffic to sign parking lots, buses and traffic routes.

SPECTATORS

Summary from 2002:

- Responsible for providing on-site information services during the event.
- Included "Ask Me" volunteer's located at 5 information booths and a number of roving volunteers.
- During the event, became key information source for spectators as well as vendors, performers etc therefore requiring that they be thoroughly briefed on all activities and services.
- Created a briefing binder of the event at each booth, but time didn't allow for extensive enough briefing/orientation of all volunteers.
- Day sheet and festival guide were also useful tools used by these volunteers.

Recommendations:

- 2002 reported through Maritime Festival. Recommended change to under marketing and communications.
- Develop and larger and more extensive sub-committee structure
- Add a community Relations committee to make presentation to local community groups, residents, business, and schools to man promotional booths at local fairs, trade shows etc and to coordinate presentation and ensure messaging is consistent
- Add an Information Distribution Committee to distribute promotional posters, brochures, etc prior to and during the event
- Recruit "As Me" volunteers 6-8 months prior to the event, provide additional training and use volunteers to provide customer services training to other volunteers
- Add a special needs co-coordinator to the Spectator Services committee to coordinate mobility restricted access
- Use volunteers as Ambassadors to work with marketing and communications prior to the event to staff promotional booths at fairs, trade shows etc
- Set up Info booths in Chatham Street bus lot and at other major parking lots or place "ambassadors on street buses
- Revise hours of operation of information booths from 8 a.m. to 7:30 p.m.
- Must provide pictures of ships and detailed ship information
- Promote other festival activities

Mobility Restricted Access Recommendations

- Move mobility restricted access onto spectator services committee
- Start mobility impaired viewing start earlier in the morning at 8 a.m.
- Co-ordinate shuttle bus transportation with start times for mobility impaired viewing

SPONSORSHIP

Summary from 2002:

- Responsible for securing corporate and government sponsorship
- Overall objectives were met in cash and VIK sponsorship and exceeded projections on Friends of the Tall Ships (400 sold in one week).
- City of Richmond staff was critical support to the committee and Tourism Richmond signing on early helped enormously.
- Key events included a media launch at Oland Specialty Brewing in Yaletown and a sponsor conference at City Hall were successful at educating sponsors and distributing event information and passes.
- Weekly meetings and sponsor tracking system were important tools.
- Admiral's tent was very popular and should be expanded in future.
- On board hosting was a good attraction for sponsors packaged and sold as a stand-alone product to increase revenue - 18 hosting events with 10 sponsors taking up the opportunity
- 49 sponsors signed on, 97 FOTS and 4 government partners.

Corporate:	\$226K raised of targeted \$265K (85.3%)
FOTS	\$31K raised over target of \$25K (123.2%)
Government:	\$105K raised of targeted \$280K (37.5%)
In Kind:	\$585K contributed of targeted \$501K (116%)
- Key sponsors included 2010 Legacies Now, BC Lotteries, Tourism Richmond, and Public Works Canada. Other sponsors were Delta Vancouver Airport, Great Canadian Casino, Labatt Canada, London Drugs, Omni Group of Companies, McDonald's Nikka Industries, Pacific Yachting Magazine, Richmond Centre, TELUS, Tourism Richmond, Uniglobe Travel, and YVR.
- All sponsors that responded to evaluation post event expressed interest in participating again with an overall rating of 4.3 out of 5 for event satisfaction.
- Two key supplier contracts let to secure sponsors in addition to volunteers and City Staff

Recommendations:

- Start planning early
- Contact sponsors 18-24 months prior
- Event branding, fundraising strategies and sponsors fulfillment must be in place prior to contacting sponsors
- Grant funding opportunities from various levels of government should be researched 18-24 months prior to the event

- Develop a larger sub-committee structure and increase the number of committee volunteers
- Involve more individuals with strong community networks and more "door-openers" with diverse contacts
- Add a sponsor fulfillment manager and additional sponsor account representatives to liaise with sponsors from the time they are signed to post event reporting
- One person on the committee should be responsible to control the use of all logos
- Streamline sponsor tracking sheets and forms
- Provide more admin. support for Sponsor Committee in the event office
- Coordinate presentations to community groups through the Marketing and Communications Committee to ensure consistent event messaging
- Organize several sponsor conferences.
- Work with Richmond Chamber to expand and market the FOTS program
- Need for heavy hitters to secure large sponsors. Most of the high level sponsors came from City Staff, councilors and committee chairperson, not the volunteers on the committee. Need to hand pick some well connected community members to be involved.
- Split responsibilities such as corporate, government, FOTS and in kind.
- Sponsor servicing must commence right when they sign on and continue through event.
- Sponsor activation promotions would be a welcome addition.
- Additional security required for sponsor hosting opportunities and need for tracking the people attending events in the evenings.
- Sponsor approval on signage system needed.
- Need for detailed plan and team to manage sponsor fulfillment. Post event package needed for each sponsor with report and deliverables.
- Need to coordinate volunteers with city lead presentations.
- Assign key individuals to their area and keep them focused on that.
- Need for approx. 20 volunteers working in this area.
- Have a strong admin support system to write up deals, track commitments and manage relationships.
- Define clearly roles, responsibilities and categories.
- Need for a strong team atmosphere.

TOURISM

Summary from 2002:

- Major issue was the lack of lead time and resulting low awareness would affect attendance negatively.
- TicketMaster retained to handle the sale and distribution of all single and group ticket sales
- Tourism Richmond became a sponsor: \$30,000 cash (used for print advertising), \$150,000 VIK (Washington/Oregon Journey magazine, Westworld, Richmond Visitor's Guide, Steveston Brochure, Calgary Herald, Edmonton Sun, Kelowna Daily, Victoria Times Columnist

- All inquiries were handled through the Visitor Information Center – their web site and toll free number
- Hotels encourage to offer special “Tall Ships” packages
- The Centre distributed at their cost 40,000 Tall Ships brochures to other info centres in BC
- Set up a Visitor Information Centre right in the heart of Steveston one week prior to event

Recommendations:

- See if there is an alternative to TicketMaster
- Talk to Tourism Richmond about similar sponsorship package
- Use Visitor Information Centre’s toll free number and web site?
- Set up the Visitor Information Centre in heart of Steveston again

TRANSPORTATION

Summary from 2002:

- Responsible for public transit services (Coast Mountain Bus Company), shuttle services in city vehicles with volunteer drivers, crew and entertainer transportation, parking, traffic control, dispatch
- Had transit supervisors on site at all times with direct communications re: queues and special events

Recommendation:

- Do not name a transit service a “shuttle”. Need to make sure the City’s minibus shuttle service is distinguished from the regular transit services.
- Make sure Coast Mountain budgets for support.... sponsorship?
- Start service at 8:00 a.m. because people arrived at 8am with the sail by set for 2pm.
- Buses ran until 9pm on Thursday and 10pm Friday – Sunday
- Need 50-55 buses with more at peak times
- Send out empty buses to serve only latter parts of route
- Problem with large crowds waiting at the pedestrian footbridge and No. 3 pier. Solved by sending empty buses out.
- Provide for additional capacity on #410 service from 22nd Street Station (New Westminster) to Steveston
- Need extra buses on the #98 B-Line – Airport Station and Waterfront Station
- Provide tents and chairs at busy bus stops
- Have washrooms for bus drivers at designated transit loop
- All on-street parking on both sides of Chatham St. west of No. 1 Road may be required for buses
- Need better signage for temporary bus stops
- Need better signage in Steveston to guide people to bus stops
- Transit map should be well publicized with clear identification of bus stops
- Have volunteers at major transit locations
- Simplify fare structure – what’s free and what’s not

- Make all special dedicated transit services free within Richmond
 - Park and Ride – cars got in way of the buses.
 - Need designated streets as “Bus only”
 - Consider road closure...only residents allowed
 - Planned 5 minibuses for crew but some were diverted to public.
 - Big demand from crew in evening to go to downtown Vancouver, Playland and Grouse. Had to rent vehicles.
20. Hire coaches for crew travel not city vehicles with volunteers
- Dispatch was located in Steveston Community Centre.
 - Park and ride well used.
 - Fare structure worked for Visitor Pay Parking. (\$10 within walking distance, \$5 further away.)
 - Contracted outside agency to run pay parking operation
 - Consider charging for parking on last day.
 - Disable parking well used
 - All maps must include designated disabled parking
 - Consider Borrowing bike racks from schools and placing them in various locations throughout the venue
 - Consider permanently installed signage for parking areas rather than temporary ones weighed down by sandbags
 - Use electronic message sign prior to Massey Tunnel for directions
 - Provide good publicity for road closures
 - On street parking restrictions need to be clear and communicated well
 - Transportation handbook a good resource
 - Need 4 – 5 orientation sessions
 - Increase number of sub-committee managers
 - Include an RCMP Liaison on the committee
 - Include a volunteer co-coordinator to work with the Volunteer Committee to schedule and trains volunteers
 - 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
 - Reconfigure bus routes to provide a direct service connecting Steveston, Britannia and No 3 road and add bus stops on the route
 - Improve transportation maps
 - Improve signage to identify bus stops, route maps at bus stops, signage on buses, restricted parking areas
 - Locate information booths in major bus lot on Chatham and major parking lots or put Ambassadors on shuttle buses
 - Close roads in the Steveston Village on the first day of the parade of Sail and maintain 4th, 6th and 7th avenues south of Chatham as pedestrian corridors throughout the event.
 - Provide additional disabled parking
 - Set up bicycle parking throughout the festival site rather than one lot
 - Pre-announced road closure should not be changed unless there is a critical reason to do so. Decision must involve Transportation, RCMP and security and a communication plan must be in place if changes are made.

VOLUNTEER ADMINISTRATION

Recommendation:

- Form committees early as workload was too large for the small number of volunteers
- Develop policies on volunteer reimbursement
- Need dedicated office space away from reception traffic.
- Need three dedicated computers.
- Need one dedicated phone line for the committee with at least two more extensions
- When creating the application form, incorporate functions of the database program for easier data entry. Application forms should be made available early to start the recruitment process.
- Only use VolStar program if it is used in planning before application forms are created
- Originally it was thought that 800 volunteers were needed – in the end there were 2151
- Recruitment estimates and detailed shift schedule take a long time to create and need to be considered early in the planning stage
- There were two volunteer orientations
- Volunteers received: 1 boarding ticket, t-shirt, ID tag, bucket hat, volunteer handbook, venue maps
- General orientation sessions should be repeated. Combine with specific training sessions.
- Two volunteer shirts – different colour for security – purchased from Wilson for \$7.75
- Identification tags with lanyards were well received.
- Volunteer hats were a big part of the volunteer uniform
- 2200 volunteer handbooks – do information gathering early
- Wrap up dinner good but date and venue need to be reviewed
- Volunteer venues included: Garry Point tent, Steveston Village tent, Steveston Community Centre Gym, Steveston Community Centre net Shed, Britannia Heritage Shipyard, No. 3 Road Nursery Building, No. 3 Road Pier and surrounding areas.
- Tents needed power. Set-up should be on Wednesday not Thursday.
- Need licensed golf cars to get supplies, food and water to satellite tents
- Communication is key and requires land lines, radios, and cell phones

VOLUNTEERS

Recommendation:

- Have Chair of Volunteer Committee report directly to Manager
- Facilities for the Volunteer Committee should consist of one large office with two dedicated computers and two back-up computers
- Tech support is a definite necessity
- Need more user friendly database

- Simplify the selecting of shifts
- Simplify the volunteer form – too many preferences offered
- Volunteer shirts, RTS logo, Bread Garden, Wilson, Canada – shirts supplied by Wilson – Gilligan Hat with RTS/Job Wave/Canada logos
- ID tag – blue lanyard with “Richmond Talls” – clear pouch
- Good wrap up party
- Make sure others look after the wrap up party so volunteers don’t need to “volunteer”
- Start Earlier
- Organize volunteer management seminars for Chairs early in the planning process
- Work with volunteers – motivation, expectations and recognition
- Morale and team building
- Recruiting the right people for the jobs
- Conflict Resolution
- Ensure all committees have a volunteer coordinator who works with the committee chair or manager to develop job descriptions, schedule and train volunteers, etc
- Provide additional office space, equipment and support for volunteer administration in the Event Office
- Locate the staff person working with eh volunteer committee in the same office as the volunteer administration office
- Obtain volunteer registration program very early in the planning process, prior to development of volunteer application form, and to provide expensive training
- Improve general volunteer orientation and ensure venue maps are distributed with volunteer Handbooks prior to the event
- Provide updated contact lists of assigned volunteers to committee chairs and manager on regular basis throughout the recruitment process
- Include titles for sub-committee manger on volunteer Id tags
- Hold volunteer appreciation party after the festival

VOLUNTEER FOOD COORDINATION

Role: Food distribution to all event volunteers over five days plus coordination of the emergency pool

- Set up volunteer tents
- Breakfast from Tim Hortons or McDonalds
- 6 locations – 3 open air
- Included the media centre
- Lunch and dinner from Bread Garden
- Make food coordinator a paid position
- Need two vans – one not sufficient
- Volunteer schedules should be set three weeks in advance
- Need better planning for distribution of water machines and water
- Need more control on Netshed
- Refrigeration is an issue that needs attention i.e. Reefer trucks

VOLUNTEER RECRUITMENT

Recommendation:

- Large portfolio that needs to be share between two people
- Need staff liaison with volunteer committees
- Need enticement for volunteers to show up for their assignments i.e. Free passes, hats, telus cards (big problem with volunteers not showing up
- Database needs to be flexible in selecting shifts
- Need a full time tech support person
- Use Rotary Clubs as they did excellent work
- Volunteers need to be able to exchange their tickets for wristbands
- Redesign application form to make data entry easier...reduce the number of choices...define physical restrictions i.e. Can you stand for 4 hours?

WATERSIDE

Summary from 2002:

- Strategy was to pay appearance fees to "signature" vessels
- Of 27 vessels recruited, 8 cancelled
- Recruited new vessels so in the end had 27 – 22 Tall ships and 5 others
- Management of customs and immigration is vital

Recommendation:

- Be aware that vessels will ask for compensation after event based on the success of the event itself
- Be aware that ASTA's involvement is minimal in recruitment of boars
- The organizing committee should factor in appearance fees for all vessels and contract each and every vessel.
- First payment should be close to arrival date to ensure the vessel is still planning on attending
- Have payments ready to go on departure
- One individual should focus on ship recruitment and the gathering of vessel information
- Need one individual dedicated to manage crew lists for customs and immigration 3-4 weeks prior to event and on departure
- Ensure there is a clause in the ASTA contract guaranteeing that they will successfully recruit a minimum of vessels Move Immigration and Customs from Security to Waterside Operations
- Include a SHA representative on the Waterside Operations Committee
- Add Canadian Food Inspection representative to the Waterside committee
- Move Crew Events to Waterside Operations from maritime festival

- Recruit more large vessels (over 150 ft) and begin recruiting much earlier
- Sign appearance Agreements with all participating vessels and pay all appearance fees
- Revise Appearance Agreements to give the organizing committee authority to move ships to a different berthing location during the event
- Establish a Waterside Communication Centre
- Review plans and procedures for ship mustering, arrival and mooring
- Provide mooring teams with identifying clothing. Ship crews had difficulty identifying mooring crews in the crowds
- Try to partner with local business to provide boat tours and a water taxi service.

VICTORIA AND TACOMA KEY LEARNINGS DEBRIEF

Victoria

- Internet and media played key role in providing up to the minute information regarding high winds
- Ticket refund was in place
- Food ticket system did not work
- Lines for large ships worked well – one line per ship, with lots of volunteers to assist people.
- Big ships = long lines, small ships = no lines
- Water taxi harbour tours worked well
- Budget \$1.3 million
 - Over 1,000 volunteers
 - \$5.00 on site access fee, \$15 for ship access and site
 - Site included big market, artisans, vendors, demonstrations
 - Pirate school for Children sponsored by Coast Capital Savings
 - \$250K paid for ship recruitment
 - 22 ships in total
- Major sponsors were Thrifty's and Coast Capital
 - Lots of support from DND including logistics, personnel, equipment
- Captains reception not well attended (Thursday night)
- Executive Director was the only paid staff for 1 year
 - Coordinating committee included City, Harbour Authority, DND, volunteers
- No public announcement of vessels at parade of Sail

Tacoma

- Smaller boats took groups out for sail
- Well-attended reception
- Cultural component good
- Children's area – pirate themed
- Site transportation good

- Buses and trains
- Private boat moorage offered at ends – not a problem
- Transit system promoted on schedules
- Canoe carving program, first nation element
- Organizers interested in having yearly festival
- Parking at Tacoma Dome - shuttle to festival site
 - Large fleet of school buses
- Target market 25-40 year olds
 - Too child focused

Recommendations:

- Disney style boarding system – specific times
- Adult themed pirate camp
- Viewing docks around vessels
- Maritime festival that has Tall Ships instead of a Tall Ships Festival
- Close Steveston roads to vehicles, shuttle buses to and from designated parking
- Work with Coast Guard and Canada Customs early for ship security issues
- Work with Pilot's Association and tugboat captains for pilots (vessels over 350 tons)
- Expand Parade of Sails to include other vessels, tugs, workboats
- Build creative/artistic theme
- Invest in attracting 4-6 class A vessels
- No stage during the day – food, merchandise, atmosphere and street entertainment
- Evening Themes: Water
 - Cultural component
 - Handle's Water Music
 - Bard like productions
 - Music
 - Wine and Beer tasting and food

Richmond Tall Ships 2011 - Operational Budget Attachment 2

REVENUE	#	2011	
	300,000	Cash	VIK
Attendance	300,000		
# days	3.5		
Government			
City of Richmond		\$ 500,000	\$ 200,000
Government (Prov and Fed)	2	\$ 250,000	
Volunteers	1,200	\$ 84,000	
Sponsorship & Community Contributions		\$ 417,500	\$ 1,195,000
Tickets		\$ 2,932,500	
Visitor Experience Landside		\$ 339,000	
Visitor Experience Waterside		\$ 310,800	
TOTAL REVENUE		\$ 4,833,800	\$ 1,395,000
TOTAL CASH & VIK REVENUE		\$ 6,228,800	
EXPENSES			
Operations and Administration			
Administration		\$ 225,000	\$ 65,000
Waterside Operations		\$ 753,500	\$ 235,000
Landside Operations		\$ 828,200	\$ 390,000
Safety (security, police, first responders)		\$ 324,819	
Subtotal Operations and Administration		\$ 2,131,519	\$ 690,000
Marketing, Communications and Promotions			
Marketing, Branding, Website		\$ 225,000	
Ticket Sales, Advertising, Fees		\$ 484,750	\$ 550,000
Sponsorship service and hosting		\$ 143,500	
Media		\$ 147,500	
Promotions		\$ 80,000	
Subtotal Marketing, Communications and Promotions		\$ 1,080,750	\$ 550,000
Visitor Experience, Hosting, Volunteers			
Visitor Experience		\$ 450,000	\$ 25,000
Hosting		\$ 203,600	\$ -
Volunteers		\$ 166,000	\$ 30,000
Subtotal Visitor Experience, Hosting, Volunteers		\$ 819,600	\$ 55,000
Subtotal Expenses - CASH		\$ 4,031,869	
Major Events Overhead Rate	1%	\$ 40,319	
Subtotal Expenses - VIK			\$ 1,295,000
Contingency	20%	\$ 806,374	
TOTAL EXPENSES - CASH AND VIK		\$ 6,173,562	