



City of Richmond

Report to Committee

To: Parks, Recreation, and Cultural Services
Committee

Date: December 1, 2018

From: Jane Fernyhough
Director, Arts, Culture and Heritage Services

File: 11-7400-01/2018-Vol
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Re: **Proposed Plan for the Future Coordination of Salmon Festival and Richmond
Canada Day in Steveston**

Staff Recommendation

1. That the City and the Steveston Salmon Festival Committee co-produce Richmond's Canada Day celebrations under the banner of Steveston Salmon Festival as outlined in the report titled "Proposed Plan for the Future Coordination of Salmon Festival and Richmond Canada Day in Steveston."

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REPORT CONCURRENCE		
ROUTED TO: Recreation Services Corporate Partnerships Corporate Communications	CONCURRENCE <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	CONCURRENCE OF GENERAL MANAGER
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO

Staff Report

Origin

At the Parks, Recreation and Cultural Services Committee meeting of September 25, 2018, a delegation from the Steveston Salmon Festival Committee made a presentation to the Council committee and requested additional support from the City. As a result, the following referral was made to staff:

That staff examine combining the Steveston Salmon Festival and the City's Canada Day events, including consideration of the value of the City's commitment to the Steveston Salmon Festival, and report back.

This report supports Council's 2014-2018 Term Goal #2 A Vibrant, Active and Connected City:

Continue the development and implementation of an excellent and accessible system of programs, services, and public spaces that reflect Richmond's demographics, rich heritage, diverse needs, and unique opportunities, and that facilitate active, caring, and connected communities.

This report supports Council's 2014-2018 Term Goal #4 Leadership in Sustainability:

Continue advancement of the City's sustainability framework and initiatives to improve the short and long term livability of our City, and that maintain Richmond's position as a leader in sustainable programs, practices and innovations.

This report supports Council's 2014-2018 Term Goal #8 Supportive Economic Development Environment:

Review, develop and implement plans, policies, programs and practices to increase business and visitor appeal and promote local economic growth and resiliency.

This report supports Council approved strategies, including the Major Events Strategy and its goals of programming and creating a dynamic destination waterfront, the Waterfront Amenity Strategy, the Parks and Open Space Strategy 2022, the Community Tourism Strategy, the Arts Strategy vision for Richmond to be an arts destination, and the Resilient Economy Strategy through enhanced destination and tourism products. The program detailed in this report will maximize the social and economic benefits to the community.

Analysis

Background

The most prominent Canada Day celebration in Richmond is the Steveston Salmon Festival which has taken place for the past 73 years. This event is organized by the Steveston Salmon Festival Committee (SSFC) under the Richmond Agricultural and Industrial Society. Key attractions of the Salmon Festival include the parade, salmon BBQ, Japanese Cultural Show, children's zone and live music.

In recent years, the City has produced additional events as part of the July 1 celebration including Ships to Shore (2012–2016) and Richmond Canada Day in Steveston (2017–2018). These events expanded the celebration to Steveston Village and Imperial Landing and added additional programming, artisan street market, street hockey, food trucks and fireworks.

City Support to the Salmon Festival

The City has been a long-standing partner of the Salmon Festival celebration and has provided traffic management for the parade since it began. The City's support has evolved along with the growth of the overall festival.

Currently, the City provides direct monetary or in-kind support to the Salmon Festival which includes traffic management for the parade, road closures for the festival, marketing and promotions support, usage of City assets (e.g., mobile stage with audio, fencing, picnic tables, etc.), operational labour for delivery of City assets, payment of portable toilets, shuttle bus service and City staff overtime. The Salmon Festival also receives a Parks, Recreation and Community Events Grant. The total City support is over \$100,000, plus an additional \$20,000 in RCMP services.

In 2014, the City added fireworks to the celebration and in 2017 the City added programming that bridged the time gap between the end of Salmon Festival activities (8 p.m.) and the start of the fireworks (10:15 p.m.). With over 80,000 people attending the July 1 celebration, the additional programming provided by the City's Richmond Canada Day in Steveston provides Salmon Festival with the additional programming and services necessary to meet the demands of the large crowd size.

Current Challenges

With population growth and the popularity of celebrations, there has been an increase to the festival's scope and level of logistical complexity which has challenged the capacity of the volunteer-based community organizers to plan the event.

While the City has taken over the traffic management function of the event and provides a level of production support, the SSFC has expressed the need for further support in overall festival management and programming collaboration if the festival is to be sustainable long-term.

The organizers have also received positive feedback from the community on the changes made over the past two iterations. The predominant comment is that people appreciate that the festival has more things to do and see and that they like how it's spread throughout Steveston Village. However, there is a level of confusion over the difference between the two brands (Steveston Salmon Festival and Richmond Canada Day in Steveston). Also, having two brands and festivals creates an unnecessary level of competition between the festivals.

Salmon Festival Requests

City staff met with the co-chairs of the SSFC to discuss the current challenges and to work through potential solutions. Following multiple meetings and discussions, the following requests were made:

1. **One name, one brand, one festival:** City staff and the SSFC co-chairs discussed the need to refer to the Canada Day celebration by one name. Feedback from the public was that the two names and brands presented a level of unnecessary confusion.

Because of its 73 year history and strong brand awareness in the marketplace, it is proposed that all Canada Day celebrations in Steveston would fall under the Steveston Salmon Festival brand. However, a new tag line would be developed and added to the event name which will replace the slogan "Canada's Biggest Little Birthday Party". The new tagline would include reference to Canada Day and Richmond (*A Canada Day celebration in Richmond, A Richmond Canada Day Celebration, Richmond's Canada Day*).

The festival name, *Richmond Canada Day in Steveston* and all associated branding, will no longer be used and all features and activities that were produced for Richmond Canada Day in Steveston (e.g., stages at Gulf of Georgia Cannery, street hockey, exhibitors on No. 1 Road and Bayview Street, Fireworks, etc.) will all become potential features of Salmon Festival.

2. **A new organization model:** Various organizational models for producing the Canada Day celebration were discussed. However, the model in which the event is *co-produced* by the SSFC and the City of Richmond is recommended.

In this model, the City takes on the project management role and the festival benefits from the City's in-house expertise in producing major festivals. A core production committee consisting of members from the City and the SSFC would be formed and it would be co-chaired by the chairs of the SSFC and the City's Manager of Major Events. The SSFC's co-chairs would lead the festival's programming vision to ensure the history and heritage of the Salmon Festival is maintained.

Sub-committees would be formed or re-established for all key festival functions (e.g., parade, traffic management, programming, food and beverage, etc.). Each sub-committee would report up to either the co-chairs of the SSFC or the City's Manager of Major

Events. The planning process would be extremely collaborative resulting in numerous efficiencies and reducing overlapping functions (e.g., streamlined administration, one marketing program, one volunteer program, etc.), cost savings, and provide organizational stability. The partnership between the SSFC and the City will be re-evaluated following the first year and adjusted as required.

3. **Sponsorship collaboration:** Should the two festival components merge, all sponsorship opportunities will need to be re-evaluated. The City's Manager, Corporate Partnerships, and the Salmon Festival's sponsorship coordinator will work collaboratively to retain existing sponsors and pursue new ones. The Major Events Advisory Group discussed this at their meeting on November 26 and endorsed this joint Salmon Festival model.

Major Events Advisory Group

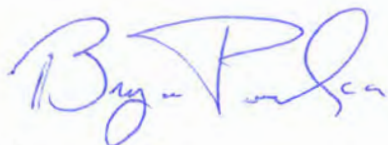
On November 26, 2018, the co-chairs of the Steveston Salmon Festival attended the Major Events Advisory Group meeting. MEAG passed a motion to confirm their support for the changes to the festival's brand and organizational structure.

Financial Impact

Endorsing this report will have no financial impact at this time. Funding of \$250,000 for the 2019 Canada Day celebration was approved as part of the 2018 budget process.

Conclusion

The Steveston Salmon Festival is an iconic event in the City. The festival is one of the region's most popular events and attracts over 80,000 people. The resources and event expertise required to produce an event of this magnitude has grown significantly over the years. The SSFC values the heritage and history of the 73 year old event and preserving this legacy is paramount moving forward. A deeper partnership with the City will ensure the long term stability and sustainability of the Salmon Festival.



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