

INDIVIDUAL SUBMISSION ENTRY FORM

Please copy and complete this form for each entry.
Create a separate document for answering the five questions below.

Check only ONE entry classification below:

- | | |
|--|---|
| 1. AAPA Awareness Initiative Messaging _____ | 8. Overall Campaign _____ |
| 2. Advertisements – Single _____ | 9. Periodicals _____ |
| 3. Advertisements – Series _____ | 10. Promotional/Advocacy Material _____ |
| 4. Annual Reports _____ | 11. Social/Web-Based Media _____ |
| 5. Audio-Only Presentations _____ | 12. Special Events <u> X </u> |
| 6. Directories/Handbooks _____ | 13. Videos _____ |
| 7. Miscellaneous _____ | 14. Visual-Only Presentations _____ |
| | 15. Websites _____ |

Please check the appropriate box:

<input type="checkbox"/> CATEGORY 1	<input type="checkbox"/> CATEGORY 2	<input checked="" type="checkbox"/> CATEGORY 3
-------------------------------------	-------------------------------------	--

Entry Title Tall Ships Festival LA 2014
 Name of Port Port of Los Angeles
 Port Address 425 S. Palos Verdes St., San Pedro, CA 90731
 Contact Name/Title Theresa Adams Lopez
 Telephone 310-732-3507 Email Address tadams-lopez@portla.org

On separate paper, **FIRST** write a short, descriptive summary of your entry, **THEN**, in as much detail as needed, specifically address each of the following five questions and number your answers. Your answers equal 50% of your score.

- What are/were the entry’s specific communications challenges or opportunities?**
 - Describe in specific & measurable terms the situation leading up to creation of this entry.
 - Analyze the major internal and external factors needing to be addressed.
- How does the communication used in this entry complement the organization’s overall mission?**
 - Explain the organization’s overall mission and how it influenced creation of this entry.
- What were the communications planning and programming components for this entry?**
 - Describe your overall goals or desired results.
 - Describe your objectives and list specific, measurable milestones needed to reach your goals.
 - Identify your primary and secondary audiences in order of importance.
- What actions were taken and what communication outputs were used in this entry?**
 - Explain what strategies were developed to achieve success and why these strategies were chosen.
 - Specify the tactics used (i.e., actions used to carry out your strategies).
 - Detail the implementation plan by including timeline, staffing and outsourcing used.
- What were the communications outcomes from this entry and what evaluation methods were used to assess them?**
 - Describe any formal/ informal surveys used, or anecdotal audience feedback received, that helped in evaluating the success of this entry.
 - If possible, explain how this entry influenced target audience opinions, behaviors, attitudes or actions.

60017

2015 COMMUNICATIONS AWARDS PROGRAM

Project Name: Tall Ships Festival LA 2014 (www.tallshipsfestivalla.com)
Port of Los Angeles



Summary

In August 2015, ten tall ships and one gigantic rubber duck made the news all over the country as the Tall Ships Festival LA took place at the Port of Los Angeles. With 277,000 visitors over a five day period, the Tall Ships Festival was the Port of Los Angeles' most successful event to date. The Festival brought \$8.2 million in revenue to the City of Los Angeles and achieved \$2 million in media coverage.

Communications Challenge/Opportunity

The Port of Los Angeles had participated in the Tall Ships America Tall Ships Challenge in 2002, 2005 and 2008. This event is on a three-year rotation between the East Coast, Central Lakes and West Coast. The events in each of these years had been successful, but the leadership role was a moving target with a different entity each year – Friends of the Los Angeles Maritime Museum, Los Angeles Maritime Institute and the Los Angeles Maritime Museum proper.

For 2011, we discovered that a group at the neighboring Port of Long Beach had reached out to Tall Ships America to take the event and we were not even notified. As it turned out, they were unable to follow through with the event and there was no tall ships event that year. So the Port of Los Angeles stepped up to bring the event back where it belonged in 2014 and we were determined to make it a stellar event since it would have been six years since the last tall ships event.

We really believe a tall ships event is of value to the Port and the community since it highlights so well the maritime tradition, the evolution of ships in juxtaposition to the container vessels in port at the same time, and the simple romance of the tall ships themselves. The Port of Los Angeles has a good history with tall ships and in fact paid for the Los Angeles Maritime Institute to build twin brigantines from scratch in our own parking lot. These vessels – Irving Johnson and Exy Johnson – are the official tall ships of the City of Los Angeles and operate a youth sailing program here, which the Port also supports financially.

This is a very visual event which brings a large audience to the Port, most of whom have not been here before or do not come here on a regular basis. This is the perfect event to leverage as an opportunity to promote the LA Waterfront and show visitors that there is much to come back for, and to educate on the maritime tradition and Port operations.

It was time to bring the Tall Ships Festival back to the Port of Los Angeles and this time the Port of Los Angeles would be the official event lead!

6617

2015 COMMUNICATIONS AWARDS PROGRAM

Nexus to the Port's Overall Mission

The Tall Ships Festival LA 2014 supports the overall mission of the Port of Los Angeles. The *Port of Los Angeles Strategic Plan Update 2014* (Strategic Plan) identifies "Strong Relationships with Stakeholders" as one of its four strategic plan objectives. This event provides an excellent platform to create a relationship with our community as they enjoy the festive atmosphere and the spectacular Tall Ships.

In the Strategic Plan, under "Strong Relationships with Stakeholders," an initiative is to "attract visitors to the LA Waterfront of Wilmington and San Pedro." Hosting the Tall Ships Festival attracted 277,000 visitors to the LA Waterfront.

Planning and Programming

We understood that the scope of this event required more staff power than we could support. We went through a request for proposal process to select Draw Events as the event producer. Internal staff were assigned key responsibility areas and worked very closely with Draw Events on all aspects of the event from transportation to educational programs to entertainment. We looked closely at the footprint of the event and all the components we wanted to have included.

We were very cognizant of the fact that we needed to include a variety of stakeholders in the planning of the event and had individual meetings with logistical folks (LA Fire Department, LA Police Department, US Coast Guard, LA Department of Transportation, etc.), internal folks (Port Police, Port Pilots, Media Relations, Construction & Maintenance, etc.), and community members (Chambers, local businesses, LA Convention & Tourism, etc.). These meetings began 10 months before the event and all aspects were discussed to be sure we had consensus.

These were the major areas of planning for the event:

- Ticketing
- Ship Participation
- Event Footprint/Flow
- Traffic, Parking & People Flow Logistics
- Entertainment
- Food
- Educational Components
- Vending
- Partnering
- Volunteers
- Marketing & Social Media
- Press Coverage

Actions Taken & Outputs

Ticketing

Our Tall Ships events in the past had been free and open to the public. Because the business environment in the City of Los Angeles and the Port had changed, we were looking for ways to fund the event beyond the Port's investment and decided that there would be a paid gate. Because this is such a good, family-oriented event, it was decided that we wanted to price tickets affordably and landed on a basic \$7 one-day entry ticket. That put a family of four at under \$30 for entry. We then tiered tickets to include touring of the ships (\$12), multi-day passes at \$17, ship rides at \$85 and Parade of Sail rides at \$150. We also offered a "locals"

2015 COMMUNICATIONS AWARDS PROGRAM

discount for our neighbors in the surrounding community and Port employees. All ticketing was done on-line through Ticketfly. Electronic ticketing was great because we could easily track trends in buying, account for the tickets sold and capture contact e-mail addresses for communications closer to the event.

Ship Participation

Our event producer actively recruited for vessels, primarily the smaller Class B vessels, to participate in the Festival and to offer ship rides to paying guests. Where previous festivals had allowed the vessels to directly keep the funds from guest rides, we decided that this is often counter-productive to the event in that the ships feel that they are independent contractors and free to leave whenever they can arrange paid tours. Instead, we paid the ships a flat "appearance fee" that essentially bought them out for the duration of the event, then scheduled boat rides at staggered intervals so that there were always ships at dock for guests to view. Funds from the sales of boat rides went into the general revenues for the event – a much simpler and accountable method in our view.

While our producer focused primarily on the Class B vessels, it was the Tall Ships America group that was to be focusing on the Class A ship recruitment. This, however, did not go well. Tall Ships America was completely unsuccessful in securing any Class A vessels, and even when we at the Port and our event producer did all we could to persuade these vessels to join the Festival, there were no Class A ships confirmed. And while Class B vessels are nice, it's the Class A vessels that people come to see.



Class A Vessel



Class B Vessel

And here's where we answer the question, "What's with the big rubber duck??" With no Class A vessels, the true draw for a Tall Ships Festival, we needed a big attraction. A Port staff member had seen YouTube videos of Dutch artist Florentijn Hoffman's big rubber duck and thought it would be great for the Festival but had no idea if it would actually be do-able to get it. The event producer went to work and within a day we had our answer – yes, we could work it out. Though many thought it a crazy idea, staff was positive that it would be a great hit, and it was. We added the duck to the logo once he was confirmed.



0617

2015 COMMUNICATIONS AWARDS PROGRAM

We also included two amazing non-Tall Ship vessels that are permanently at berth at the Port: Battleship IOWA and the Lane Victory. In all, we had twelve Class B vessels, one Battleship, one Victory ship and one very large duck at the Festival.

Event Footprint/Flow

The Port has utilized its cruise terminal facilities in the off-season for several events and it was determined that the layout of the docks and building would work very well for the Tall Ships event. The buildings would help provide shade for guests and the long L-shaped layout would work well for displaying the vessels as well as dispersing the food and vending booths. The Port also had recently opened the Downtown Harbor, a two-slip dock that was perfect for boarding guests going on boat rides. And in-between was the Battleship IOWA and room to dock the Lane Victory, so the long event footprint was set. We ultimately had to move the duck from the Downtown Harbor location to the cruise terminal area because of the volume of visitors.

TallshipsLA 2014 - August 20-24
EVENT LAYOUT v.5
(11.19.13)



Traffic, Parking & People Flow Logistics

With so many guests expected, we knew that traffic flow, parking and moving people would be a huge challenge. We first identified parking areas under the control of the Port and decided that we would pre-sell parking along with the tickets to the Festival. This allowed us to manage the flow of traffic even before the guests arrived at the event. We could designate how many folks were going to each lot by “opening” and “closing” lots in the electronic purchasing system. We could also assist traffic flow by the directions that came with each pass – directing half the guests to travel one way and half to travel another to cut down on traffic. Having parking lot attendants only collecting tickets and not actual cash greatly increased efficiency.

Knowing that people will be people, we also left some lots available for folks who did not purchase pre-paid parking.

We had LA Department of Traffic officers at all high-traffic locations to help direct traffic as well as large electronic signs at strategic locations with directions to parking lots. And shuttles were provided between the parking lots and the Festival footprint.

Entertainment

We saw the Festival as a very family-friendly event and wanted to provide entertainment for a wide variety of guests. We had three stages – one near the Battleship IOWA, one near the duck, and one at the Downtown

Cost

2015 COMMUNICATIONS AWARDS PROGRAM

Harbor – with a continuing line up of entertainment. We utilized local dance troupes, bands and entertainers. We also had a group of local pirate-enactors set up a pirate camp within the event footprint and hired a “mermaid” to provide in-water entertainment in the Downtown Harbor.

Food

What better way to provide a variety of food to a variety of people than food trucks? We had a total of 33 food trucks at the Festival over the five days. Our “L” footprint really worked out well for spacing the food trucks out around the event. Additionally, we had a local brewery host a beer garden near the duck.

Educational Components

At all of our public events we have a Port of Los Angeles information booth where we distribute materials and answer questions. At Tall Ships event booth, we distributed general fact cards, environmental fact cards and LA Waterfront activity maps.

We were able to include educational components both with the Tall Ships and with the Duck. For the Tall Ships, we created an activity book utilizing our mascot “Pelican Pete.” The activity book included facts on the types of Tall Ships vessels, word search for maritime terms, coloring activities around the parts of the vessel and even a page to “draw your own Tall Ship.”

As an educational component for the Duck, we were happy to use information from the book “Ducky” which told the true story of 29,000 rubber bath toys (including rubber ducks) that fell overboard from a ship. These bath toys have been found washed up on shores all over the world and researchers have charted their path. We put an informational graphic on one whole wall of our booth and also printed hand-out versions inviting guests to go online and see where the toys have washed up.

Additionally, we included an interactive activity where guests were encouraged to write down what they have done, or what they pledge to do, to make the world a better place. This activity is based on the artist’s concept of the rubber duck as a beacon to bring us all together. Guests filled out a card shaped like a duck or like a Tall Ship which we then placed on the walls of our booth. This was an incredibly popular activity and though we started with blank walls in the morning, the walls were completely filled by the end of the day.

Vending

We had a wide variety of vendors at the Festival – from replica ship sellers to children’s books to jewelry.

Partnering

We happily partnered with many agencies on the Festival. We worked closely with the San Pedro and Wilmington Chambers as well as the Los Angeles Convention and Tourism Board. We also partnered with local businesses to provide catering for receptions and to provide special offers for Festival guests and with the Port Business Improvement District to provide shuttles to downtown San Pedro. Partnerships with the Battleship IOWA and the Lane Victory brought them into the event footprint and included tours on their vessels as part of the ticket to the Tall Ships Festival.

We also partnered with CRAFTED at the Port of Los Angeles – a permanent crafts marketplace here at the Port – on a crafts booth. They arranged all of the supplies and staff for guests to make duck headbands and they were a complete hit!

Volunteers

An event this size takes a lot of staffing and utilizing volunteers is the way to go! We reached out to port employees, the Los Angeles Maritime Institute and local service organizations to recruit volunteer staff for the event. These folks were utilized as directional guides, line assistants, information staff, and general runners. We were very successful in recruiting more than one hundred volunteers.

2015 COMMUNICATIONS AWARDS PROGRAM

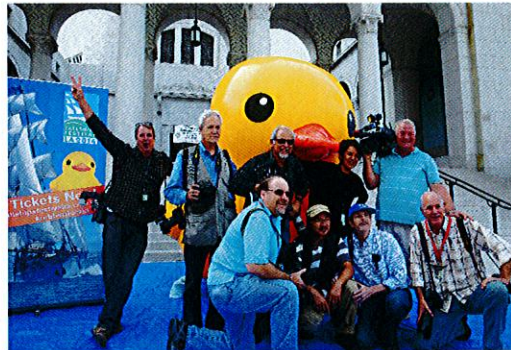
Marketing and Social Media

We utilized a very strong marketing and social media campaign to generate interest in and ticket sales for the Tall Ships Festival. One of the more unusual things we did was to purchase a 10-foot “baby duck” which we had randomly appear at various locations all over Los Angeles. We used our Facebook, Instagram and Twitter audiences and gave the location of the next baby duck appearance only hours before the duck arrived. At each location, we had a big banner next to the duck publicizing the Tall Ships event and letting folks know where they can get more information. We also passed out discount passes at each location, with a code for that particular location. We created immediacy about the duck and people were genuinely excited to see the duck. In fact, we had more than a couple “stalkers” who were at every single duck appearance. We teased the arrival of the big duck with the baby duck and it was incredibly successful.

We also used a robust online and print advertising schedule. This included most major internet sites, Westways Magazine, USC Trojan Family Magazine, Los Angeles and Orange County Register, and more.

Press Coverage

We received a lot of press coverage on both the baby duck appearances pre-event and for the event itself. To illustrate the buzz we created about the event, check out this photo of veteran City Hall reporters and photographers:



When is the last time you've ever seen this kind of enthusiasm?

Our biggest media day was the day the duck arrived and led the Parade of Sail (all of the Tall Ships) into the Port. We had a special morning opportunity for the press at the duck and then arranged a press boat to take the media out on the water to get the ship shots. We also had a lot of news helicopter coverage that morning. We are ecstatic to say that the event was covered on all three major network morning shows – The Today Show, Good Morning America and CBS This Morning.

Outcome and Evaluation

This was our most successful public event to date. We had 277,000 visitors and nearly zero complaints. We are happy to report that we even had a marriage proposal at the big duck, and the baby duck will be present at the wedding in May 2016. The entire Los Angeles area embraced the Festival, the ships and the duck and made this a great success. Economic analysis of guests and spending done by the LA Convention and Tourism Board showed an \$8.2 million impact to the local economy. Analysis done on the value of our media coverage shows a value of \$2 million. The Port of Los Angeles boosted its number of social media followers by nearly 20 percent with a visit from the World's Largest Rubber Duck, promoted by the popular trending hashtag: #RubberDuckLA.

Our local businesses reported capacity operations for the duration of the Festival and the Acapulco's Restaurant located adjacent to the event footprint was the #1 producing restaurant in its chain for the week of the Festival. Restaurant operators also noted the “new faces” they were seeing and that business continued at an above-average pace for nearly a month after the Festival.