

**REPORT OF THE
CELEBRATION 2007 STEERING COMMITTEE OF
THE JAMESTOWN-YORKTOWN FOUNDATION**

**PLANNING AN
AMERICAN
CELEBRATION**

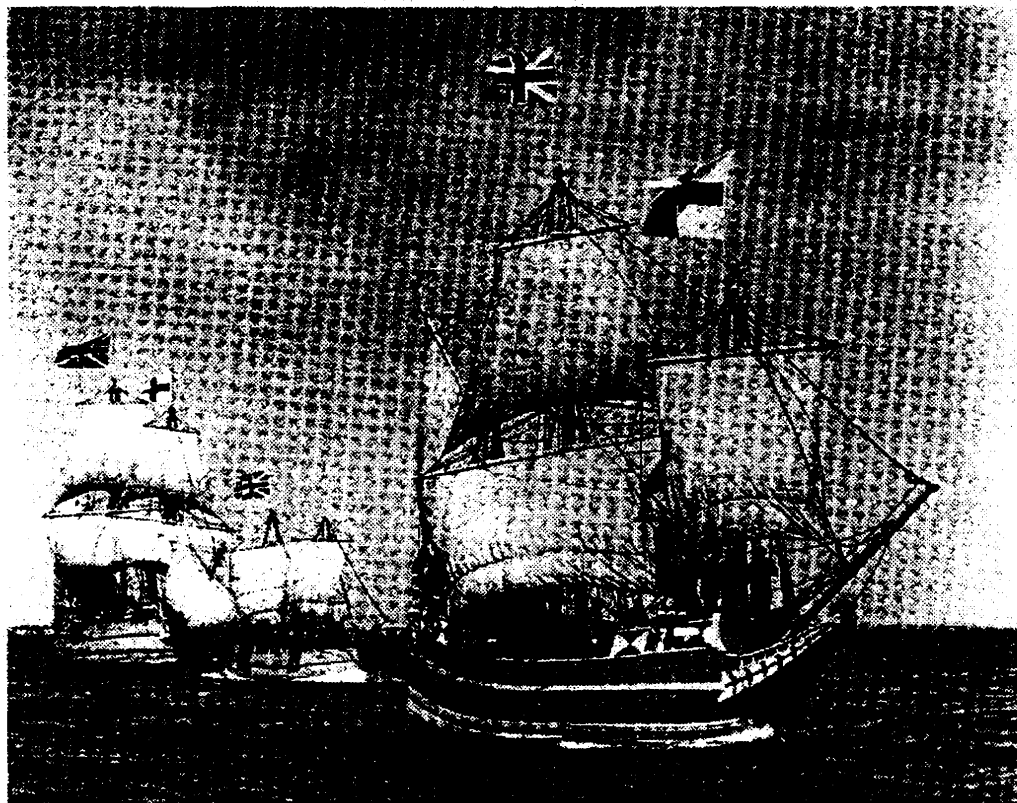
**TO THE GOVERNOR AND
THE GENERAL ASSEMBLY OF VIRGINIA**



HOUSE DOCUMENT NO. 63

**COMMONWEALTH OF VIRGINIA
RICHMOND
2000**

Planning an American Celebration



1607
2007
Jamestown
VIRGINIA

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Acknowledgements

The Celebration 2007 Steering Committee appreciates the support from organizations and individuals too numerous to mention. Special thanks go to Governor Jim Gilmore, Governor George Allen and members of the General Assembly for their active leadership and support of early preparations for the 2007 anniversary commemoration.

Note: Photographs in the report are intended to illustrate Virginia's rich array of attractions that will be important partners in involving all parts of the Commonwealth in Celebration 2007. The pictures do not necessarily relate to the accompanying text.

This report is submitted in accordance with 1999 Acts of Assembly, Chapter 935, Section 935, Section 1-74, Item 269.3.

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Director of Celebration 2007

Governor Gilmore and Members of the Virginia General Assembly

Ladies and Gentlemen:

On behalf of the Jamestown-Yorktown Foundation and the Celebration 2007 Steering Committee, we are pleased to forward to you an interim progress report on the planning for the Jamestown quadricentennial observance in 2007.

As the report indicates, much progress has been made since January 1996 when the Virginia General Assembly designated the Foundation as the state agency responsible for planning and coordinating the Commonwealth's role in the commemoration of the 400th anniversary of Virginia and the United States. With that action, the General Assembly initiated a 10-year planning process.

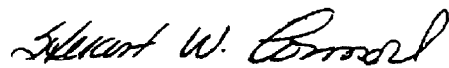
We are particularly pleased that so many Virginians have already become involved in the planning process. For example, more than 1,700 Virginians have been invited to participate in 20 half-day round tables held throughout the Commonwealth to help build a statewide program that will reverberate throughout the country and the world.

With the submission of this report, we move the process to a new level of planning. We will form strong partnerships with key organizations and corporations at the local, state and national levels to begin crafting specific programs that will help Virginia reach new education, tourism and economic development goals. Public and private organizations outside Virginia will be invited to join in the effort to conceive and underwrite a truly national celebration.

With continued endorsement and help from you and citizens everywhere, we can look forward to a seminal American observance in just seven years.



Richard J. Holland, Chairman
Jamestown-Yorktown Foundation



Stuart W. Connock, Chairman
Celebration 2007 Steering Committee

January 2000

Celebration 2007 Steering Committee Members

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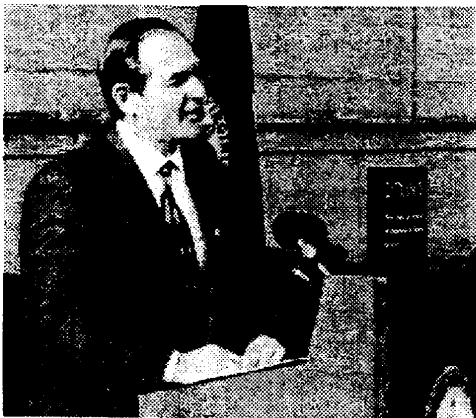
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Logistics

Frank B. Atkinson, *Chair*

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“Celebration 2007 can help us reach new levels of accomplishment in education, economic development and tourism. Just as Virginia opened the New World with all its promise in 1607, we will lead America and nations around the globe into a new millennium of new discoveries.”

Governor Jim Gilmore

Steering Committee Goals

The Celebration 2007 Steering Committee goals are broad, overarching objectives to guide the Steering Committee work and provide the basis of subcommittee goals, objectives and work plans.

- Develop an organizational structure and communications system to facilitate planning for Celebration 2007, involving Virginians from all walks of life from throughout the Commonwealth.
- Coordinate planning and development of a Celebration 2007 Conceptual Plan that is consistent with and mutually supportive of the strategic long-range plans of the Jamestown-Yorktown Foundation, the National Park Service and the Association for the Preservation of Virginia Antiquities.
- Develop a consistent Celebration 2007 message and theme to be transmitted through a variety of conventional and innovative activities, programs and events to enable the Commonwealth to realize maximum economic development and tourism growth potential and new levels of understanding of Jamestown and its importance throughout the nation and the world.
- Develop a comprehensive funding proposal for the commemoration that will involve the public and private sectors, and recognize and be consistent with the long-range financial needs of the Jamestown-Yorktown Foundation, the Association for the Preservation of Virginia Antiquities and the National Park Service.
- Forge strong, ongoing relationships with other state agencies, private statewide organizations, civic, fraternal, patriotic, religious, ethnic and racial organizations, corporations, individuals and others in all aspects of the Celebration 2007 planning. Build similar relations with Congress, key federal agencies and national organizations.
- Identify major infrastructure, logistical and technological needs for Celebration 2007 and develop plans to satisfy and fund those needs.
- Develop the Celebration 2007 Report while conducting activities to continue to build enthusiasm and anticipation of the commemoration, prepare interim reports to the Governor and the Virginia General Assembly, and be responsive to public and media interest.

Celebration 2007 Subcommittees

Programs and Events

- Suzanne O. Flippo* – Chair
John H. Hager – Vice Chair
A. Leonard Adkins – Chief, Chickahominy Indian Tribe, Providence Forge
Charles F. Bryan, Jr. – Director, Virginia Historical Society, Richmond
Wilbert Bryant – Virginia Secretary of Education, Richmond
Margo Carlock – Executive Director, Virginia Association of Museums, Richmond
Lee Chase – Social Science Coordinator, Chesterfield County Public Schools, Richmond
Bonnie Ross Cooper – Former Editor, Danville Bee, Danville
Robert Cross – Artistic Director, The Virginia Waterfront International Arts Festival, Norfolk
Linwood A. Custalow – Physician, Member, Mattaponi Indian Tribe, Newport News
Mark L. Earley – Attorney General of Virginia, Richmond
Rex M. Ellis – Chair, Smithsonian Institution National Museum of American History, Division of Cultural History, Washington, D.C.
Suzanne O. Flippo – Glen Allen
Stewart H. Gamage – Vice President for Public Affairs, College of William and Mary, Williamsburg
F. Alec Gould – Superintendent, Colonial National Historical Park, Yorktown
John H. Hager – Lieutenant Governor of Virginia, Richmond
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Martin K. King – President, Association for the Preservation of Virginia Antiquities, Warsaw
John W. Knapp – M.G. (ret.), U.S. Army, Former Superintendent, the Virginia Military Institute, Lexington
George N. McMath – President, GNM Enterprises, Accomac
Sheila Noll – Chairman, York County Board of Supervisors, Yorktown
James J. Owen – Professor Emeritus, Department of English, Virginia Tech, Blacksburg
Robert C. Vaughan – President, Virginia Foundation for the Humanities and Public Policy, Charlottesville
Nolan T. Yelich – Librarian, Library of Virginia, Richmond
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Betsy D. Beamer – McGuire Woods Battle & Boothe, Richmond
Sandra D. Bowen – Senior Vice President, Virginia Chamber of Commerce, Richmond
Emmitt Carlton – Assistant Director, FCC Telecommunications Consumer Division,
Washington, D.C.
Hud Croasdale – Director, Old Dominion University Northern Virginia Higher
Education Center, Woodbridge
Jack D. Edwards – Former Chairman, James City County Board of Supervisors,
Williamsburg
Brad Face – President, Face International Corporation, Norfolk
Dwight Farmer – Deputy Executive Director, Transportation, Hampton Roads
Planning District Commission, Chesapeake
Dorothy Geyer – Landscape Architect, Colonial National Historical Park, Yorktown
Peter Dun Grover – Executive Director, Association for the Preservation of
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William J. Howell – Member, Virginia House of Delegates, Falmouth
Heather Huyck – Chief of Washington Office of Strategic Planning, National
Park Service, Washington, D.C.

Patti Jackson – Executive Director, James River Association, Richmond
M. Boyd Marcus, Jr. – Chief of Staff to the Governor, Richmond
Martha D. Marks – Executive Vice President, Northern Virginia NAIOP, Alexandria
Robert E. Martinez – Assistant Vice President, Marketing, Norfolk Southern Corporation, Norfolk
Trudy E. Norfleet – Virginia Museum of Fine Arts, Richmond
Alan M. Voorhees – Woodbridge
Alexander Wise, Jr. – Director, Virginia Department of Historic Resources, Richmond
John Paul Woodley, Jr. – Virginia Secretary of Natural Resources, Richmond
Shirley J. Ybarra – Virginia Secretary of Transportation, Richmond

Preface

The founding of Jamestown in 1607 on a small island in the territory of the Powhatan peoples introduced the first permanent English settlement to North America. This event has profoundly affected the course of American history and, as a result, the history of much of the world over the last 400 years.

Jamestown gave rise to Virginia as the premier “English” colony in the Americas, and the English brought with them enduring legacies of law, religion, language and custom. These contributions served as a cornerstone for the foundation of the United States nearly 200 years later. History does not lend itself to exact demarcation; people and events defy precise assignment of cause and effect, but this much can be said of the Jamestown settlement: It was the beginning.

In the long stream of history, the lives of millions have been significantly affected by the establishment of the tiny colony at Jamestown. Then, as now, Virginia was a dynamic place of discovery and adventure – a gateway to a new world of ideas. From this brave experiment on the banks of the James, America has become a beacon of freedom, hope and opportunity for people throughout the world. Just as people around the globe have wrestled for centuries with ethnic, cultural, religious and other differences, so also is Jamestown and Virginia a story of struggle and our continuing quest for unity amid diversity. The commemoration of Jamestown’s founding holds meaning for people everywhere.

Although the voyage of the Mayflower and the settlement at Plymouth did not occur until 13 years after Jamestown, many Americans have traditionally associated the founding of the Massachusetts colony as the beginning of the United States. Jamestown, and indeed the critical role of Virginia in pre-Revolutionary America, has been overshadowed far too long.

As envisioned in this report, Celebration 2007 will fundamentally alter perceptions and significantly increase the national recognition of Jamestown and its pivotal place in American history. The observance will provide an occasion for the examination and celebration of 400 years of rich Virginia history and afford an opportunity for millions of Americans and interational visitors to, literally and figuratively, come home to Virginia.



A new museum entrance is a part of new facilities now under construction at Jamestown Settlement.

Planning An American Celebration

Executive Summary

A Commemoration for All Virginians, the Nation and the World

In less than seven years, Virginia, the nation and the world will have the opportunity to commemorate one of the seminal events in history: The 400th anniversary of the beginning of the United States with the founding of Jamestown, the first permanent English settlement in the New World in 1607. The primary focus of all Celebration 2007 planning over the past three-plus years has laid the groundwork for an observance in 2007 that is truly statewide, involving people and institutions that represent the diversity of the Commonwealth. These early steps are seen as prerequisites to expanding the scope of the observance to national and international levels. This interim report describes the range of potential benefits to the Commonwealth and its citizens and offers a road map to guide the work that lies ahead.

The report outlines the major components of the planning for the next seven years:

- The development and growth of cultural, educational, heritage, tourism and economic development possibilities for all Virginians and all communities in the state.
- A range of local, regional, state, national and international promotions designed to raise awareness of the anniversary's commemorative activities and the importance of Jamestown and Virginia in the nation's founding.
- Development of major capital improvements to historic sites, museums and visitor facilities in Virginia to promote the commemoration and serve the Commonwealth for the next 50 years.

Goals

The report outlines and reinforces the three guiding goals of the celebration:

- "Tourism Development Return on Investment—Promotion of tourism throughout the Commonwealth"
- "Economic Development Return on Investment—Positive economic impact on all Virginia Communities"
- "Educational Return on Investment—New awareness of Virginia's pivotal role in the founding of the nation that remains a beacon to the world today"

Planning and Preparations

As the report details, much has been done to initiate planning for the 2007 celebration. It began with the Virginia General Assembly's designation of the Jamestown-Yorktown Foundation as the state agency responsible for directing the Commonwealth's role in the commemoration. Then Governor George Allen used the occasion of his 1997 State of the Commonwealth message to launch the 10-year planning process and to challenge all Virginians to "join in creating a truly national and international celebration calling attention to 400 years of Virginia history. Today, an inclusive planning organization with volunteer leadership is in place. Early activities have already attracted wide attention, creating new awareness of the approaching celebration. Twenty half-day round table planning sessions have been held throughout the Commonwealth involving nearly 1,000 citizens who offered hundreds of suggestions. The 1607-2007 automobile license plate has become one of the most popular among Virginians, with more than 57,000 sold in the first two years of its issuance. A statewide public television special in March 1999 reached more than 110,000 Virginia homes. With the active support of Governor Jim Gilmore and the General Assembly, new and expanded facilities have been planned and are under construction at Jamestown Settlement. The APVA and the National Park Service have unveiled a master concept plan for facilities and services on and near Jamestown Island. A portion of the funds required for the work at the APVA sites is being provided by the Commonwealth.

Past Celebrations

The founding of Jamestown has been commemorated every 50 years since 1807. Past celebrations are helpful guides to assessing ways the Commonwealth and its citizens stand to benefit from the commemoration in planning for the most significant anniversary of Virginia's and the United States' beginnings to date. The Jamestown Tercentennial Exposition in 1907, held on the site of today's Norfolk Naval Base, marked a new ascendancy of Virginia and the nation to the world stage. The seven-month exposition attracted the involvement of 21 states and several foreign governments as well as 1.2 million visitors to Virginia. The 350th anniversary observance also attracted more than 1 million visitors and international attention highlighted by the visit of Queen Elizabeth II of England. Major improvements for the 1957 observance made a lasting contribution to Virginia's tourism infrastructure.



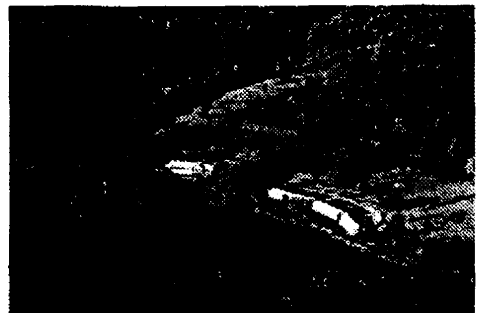
Educators' round table, one of 20 held around Virginia.



1907 commemorative postcard.

Programs and Events

Virginia's opportunity to stand before the nation and the world to communicate the legacy of Jamestown will require a broad array of activities—multifaceted, multicultural and multitudinous—to capture the awareness, excitement and involvement of all Virginians and people everywhere. Communities throughout Virginia will be encouraged and assisted in creating observances and lasting commemorative projects for the benefit of citizens and—through cooperative regional and statewide marketing programs—visitors from outside the state. A diversity of cultural and educational programs—from performing arts presentations to activities involving students from kindergarten through college—are envisioned to support the statewide scope of the celebration and to showcase Virginia to the nation and beyond. Efforts will be undertaken to involve other states and nations in the commemoration. Major interim events to create excitement about the approaching celebration and memorable celebratory activities during 2007 are also in the planning stages.



*Blue Ridge Parkway,
a major natural attraction.*

Marketing and Finance

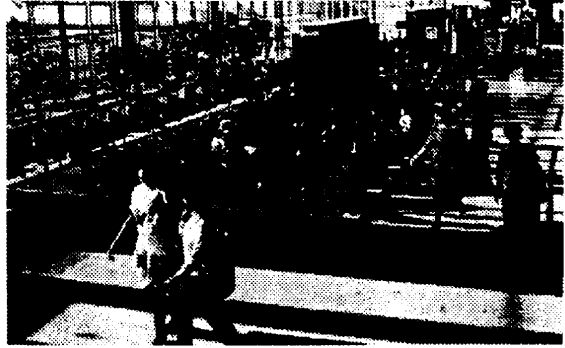
A sustained, highly visible statewide, national and international marketing communications program will be required to ensure the optimal success of the Jamestown quadricentennial celebration. These activities will focus on Jamestown as well as the entire tableau of Virginia's rich history that led to the creation and development of the nation—a story that continues to inspire the world today. The program will require the full participation of all Virginia tourism players, including the Virginia Tourism Corporation, local convention and visitors bureaus, private and not-for-profit attractions, hotels, restaurants and other private-sector partners. Likewise, the planning effort will need to engage national entities—such as national tourism and other organizations, airlines, credit card businesses—to spread the message of the observance throughout the country and the world. Maximizing the use of new technology holds enormous potential for extending celebration messages. The report also outlines the first steps in a comprehensive marketing and promotional program. Included are an examination of early themes and the suggestion that a “Come Home to Virginia” theme be considered as a way of meeting the commemoration's goals. Also included in the report are a number of national commemorative proposals, a view of the financial requirements and a discussion of potential funding sources.



*Main Street Program, a potential
celebration partner. Winchester,
Main Street Promotion.*

Logistics

Preparing for a series of national and international commemorative events stretched over a period of a year or more is a daunting undertaking. The early planning has unveiled a wide scope of work required for a successful celebration. It includes the need for new or upgraded tourism facilities in all parts of the Commonwealth, engaging the support of Virginia's growing technology sector in the commemoration, multimodal transportation improvements to facilitate travel via automobile, air, rail and water and other infrastructure needs. Logistics planners also are working collaboratively with organizations and agencies in Virginia's Historic Triangle, such as Colonial Williamsburg, to address long-term economic development and quality-of-life issues, as well as major events planning issues such as parking, transit, housing, security and safety, food and beverage, sanitation and other needs.



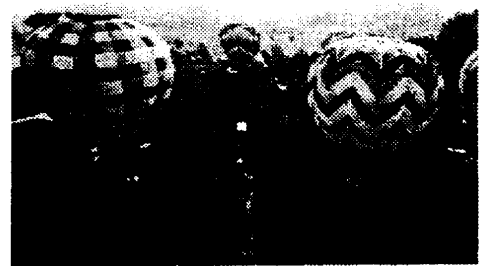
Ronald Reagan National Airport in Arlington is an important Virginia travel facility.

Partnerships

Perhaps the most critical requirement to achieve the promise of Celebration 2007 is the forging of mutually rewarding working partnerships involving local, state, national and international public and private interests. The process of forging these important partnerships already has begun. Identification of literally hundreds of other potential collaborators and a concentrated effort to engage them in the planning effort has a high priority in coming months. The report addresses this essential ingredient and offers a beginning list of existing or potential partners. Celebration 2007 is dedicated to making the observance as inclusive as possible, welcoming individuals and organizations of all kinds to become involved.

Organization and Planning Schedule

The Steering Committee and its three working subcommittees—Programs and Events, Marketing and Finance, and Logistics—will continue their work. Increased use of volunteers will be pursued. A tentative working schedule—listed in the appendices—will be revised to serve as a planning document in coming months.



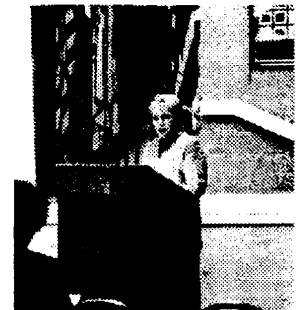
Highland Festival ballooning, Abingdon, adds diversity to Virginia's attractions.

Virginia in 2007

Although the final celebration plan remains unwritten, it is helpful to imagine what Celebration 2007 would look like if the aspirations for the observance were realized. Virginia in 2007 could reverberate with creative expressions in communities small and large, triggering new advances in tourism growth, economic expansion and new levels of educational accomplishment. Infectious civic and statewide pride could erase barriers to local and regional cooperation and ensure that new-found “wealths” are truly “common” to citizens in all parts of the state. Virginia’s historic and cultural richness could find new and lasting expression and meaning for millions beyond the state’s borders. Virginia began through an experiment that brought different people together and led to bitter pain and unspeakable suffering, as well as high adventure and bold discovery. Honestly telling all of Virginia’s history—painful and inspiring—and yet finding ways to recognize the range of human and cultural achievements over the previous 400 years could bridge racial and other societal divides. The success of the Virginia experiment has led to the formation of the most dynamic democratic nation in history. Effectively telling this remarkable story throughout the world can bring lasting recognition to Virginia and new inspiration for people and nations everywhere.

An Invitation to Participate

With nearly seven years to go before the Jamestown quadricentennial, the Celebration 2007 Steering Committee welcomes and solicits the involvement of citizens and organizations everywhere. Whether offering suggestions and ideas, volunteering to help organize local programs, joining the Celebration 2007 speakers’ bureau, or becoming involved in other ways, everyone’s participation is actively encouraged. Interested people and representatives of organizations may become involved by writing Celebration 2007, Jamestown-Yorktown Foundation, P.O. Box 1607, Williamsburg, Virginia 23187, by calling (757) 253-4659, or by visiting the Celebration 2007 web site at www.Jamestown2007.org.



First Lady Roxane Gilmore at round table at the Virginia Historical Society.

Planning An American Celebration

Introduction

The Jamestown quadricentennial offers Virginia and Virginians a unique opportunity. There never has been a 400th anniversary of the United States as we know it. While the land had been settled by Native Americans for centuries before the events of 1607, and other nations had successfully established earlier footholds on the continent, the evolution of the modern nation began at Jamestown, the first permanent English settlement in the New World.

Celebration 2007 seeks to harness the imagination, energy, spirit and tireless drive of Virginians across the Commonwealth to build a commemoration that will be unequalled in the history of the state or nation. By design, the commemoration will be a volunteer effort. Citizens and organizations from all parts of the state hold the key to meeting the promise of Celebration 2007.

Working singly and together, fashioning distinctive commemorative projects, their mark of a successful celebration of the Jamestown quadricentennial will be its statewide, inclusive nature. Planning the commemoration of the Jamestown quadricentennial has had a statewide focus since the onset. The celebration has been seen as a partnership effort that, while seeking to improve the experience at various Jamestown sites, also has sought to use the anniversary as a vehicle for facilitating community recognition and improvement for the benefit of current and future generations in all parts of the Commonwealth.

From the earliest days, planners have realized that the ambitious goals of the celebration—reaching far beyond the borders of Virginia—must begin with the Jamestown sites, but move out from there to encompass Jamestown's full significance for the state, the nation and the world.



Boardwalk, Virginia Beach, a major tourism asset to Virginia and 2007 planning.



Big Meadows Lodge, Shenandoah National Park, offers another side of Virginia's attractions.

This report begins with an examination of the commemoration goals, since they guide all the work in "planning an American celebration." A review of the plans and preparations of the past three years suggests the building blocks have already been put in place. A brief look at past celebrations is helpful in judging directions and activities that proved fruitful to Virginians on occasions and may be instructive to current efforts. The heart of the report reveals details and directions in the major areas of work that remain to be done: Programs and

Events, Marketing and Finance, and Logistics. Appropriately, the report ends on an examination of the partnerships that have either just begun or remain to be consummated, as well as a brief look to the future organization and a tentative planning schedule as 2007 grows nearer.

Commemoration Goals

Since the beginning of the 10-year planning period, Celebration 2007 has been guided by three basic and overriding goals that are interrelated and mutually supportive.

Tourism Development Return on Investment

The significant national media exposure that will be associated with Celebration 2007 can materially increase regional and statewide tourism. Recently conducted focus group interviews and other previously developed research information clearly indicate that household decision-makers select vacation destinations based partly on key factors that are inherent in Celebration 2007, including:

- Media coverage
- Historical and cultural significance
- Educational potential for children
- Access to unique programs, exhibits and special events



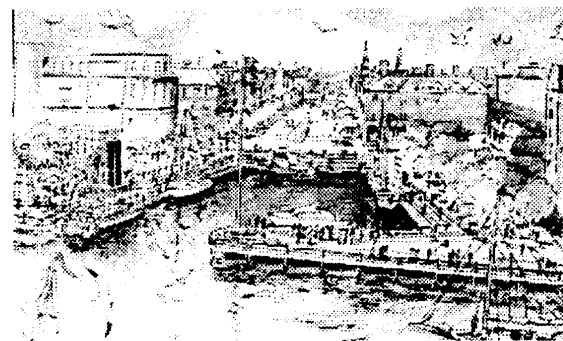
*"Friends of a Feather,"
Busch Gardens
Williamsburg, one of
two Virginia world-class
theme parks.*

Strategically, the commemoration will seek to meet its tourism return on investment by building on existing tourism and cultural assets, cooperative marketing and communications, and adding new tourism products – such as the proposed Virginia slave museum and the various Virginia Indian cultural centers being planned — that complement Virginia's current offerings. Virginia's well-known attractions, from its beaches and mountains to its world-class theme parks to its unsurpassed historic treasures, will be the springboard for attracting increased tourism activity in 2007. The suggestion of using a single event such as a world's fair approach to attract increased attention and visits to Virginia has been rejected as infeasible.

Tourism is accurately regarded as one of the clearest and least costly forms of economic development, paying large dividends to the Commonwealth and its citizens. The investment in 2007-related tourism activities will be returned in the form of increased visitation throughout Virginia and the generation of new tourism expenditures and direct state and local tax revenues.

Economic Development Return on Investment

Celebration 2007 also will benefit economic development in all regions of the state by giving national and international exposure to the



*Proposed Portsmouth Waterfront
improvements, by Ray Gindroz, AIA, FAIA,
Urban Design Associates, Pittsburgh,
Pennsylvania.*

unique historic and cultural richness of the Commonwealth as a place to live, work and raise a family. Decision-makers weigh a variety of factors when they are making investments and siting choices for their companies. Among those factors are life considerations, which are critical in the current economy with its fierce competition for skilled workers. In addition to weather, housing costs, schools and crime rates, cultural amenities are considered increasingly important influences on the quality of life in a region or state. The attraction of a host of national and international business conferences and conventions in 2007 will bring wide attention and another form of economic gain to the Commonwealth.

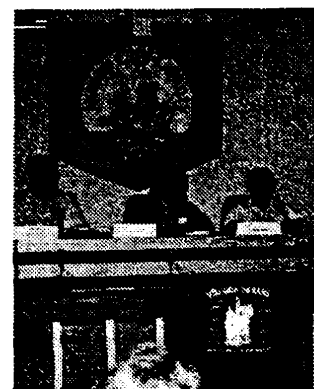
Economic opportunity flows from economic development, ensuring that all Virginians, regardless of religion, race, creed or cultural background, can participate in new business activities and prospects—another objective of Celebration 2007.

Educational Return on Investment

Some believe that realizing educational advances through the celebration is another high priority. Educational return on investment can be achieved through the development and dissemination of special curricula, outreach and site-based programming for schoolchildren. Public and media relations can effectively promote these programs to the general population. A curriculum module developed as a part of the commemoration could eventually be made available to every classroom in the country through the Internet.

Inclusion of African and Native Americans in telling the Jamestown story is an extremely important aspect of Celebration 2007. Recent discoveries and research have brought to light new information and new ways of interpreting history. This commemoration offers opportunities for revealing a more comprehensive and accurate picture of Virginia's first century. Exhibits, events, outreach and special activities will be diverse in their orientation and presentation.

One highly desirable and very significant benefit of the program is that it will help restore Jamestown and Virginia to their appropriate place in the chronicle of American history, putting Jamestown in context with other European discoveries and settlements and pulling them from the shadow of Plymouth Rock.



*Virginia Indian
round table at
James City County.*

Tracing a Community's Roots — Using a grant from the Virginia Foundation for the Humanities, the Madison Chamber of Commerce in 1997 created a series of exhibits, lectures, publications, tours and related activities focusing on the settlement and development of Madison County and the way its history represents the experience of many “frontier” communities in Virginia. The programs focused on Native American, African-American and English experiences. The series received wide publicity that attracted visits and participation by thousands of local residents and visitors to the area. The Foundation awarded “Preparing for 2007” grants to 28 organizations around the Commonwealth to spur planning for 2007.

Planning and Preparation

Planning and preparation since the creation of Celebration 2007 has been focused in three areas. The first emphasis has been on development of dedicated and diverse volunteer leadership assisted by a small staff. A second priority has been efforts to foster involvement and awareness on the part of Virginians across the Commonwealth as a critical step in building partnerships and a statewide program. The third focus has been on physical preparations for celebration in the Jamestown area.



Subcommittees meet at Jamestown Settlement.

Volunteer Leadership and Staff

The Jamestown-Yorktown Foundation was designated by the General Assembly in 1996 as the state agency responsible for coordinating the Commonwealth's role in the Jamestown observance. It was an appropriate selection, given the Foundation's links to the 350th Jamestown commemoration, the state's role in the national bicentennial observance and the 200th anniversary celebration of the Yorktown Victory. Trustees of the Foundation created the Celebration 2007 Steering Committee. The original committee had 15 members, made up of representatives from the Foundation Board of Trustees, the Jamestown-Yorktown Educational Trust Board of Directors, the National Park Service, the Association for the Preservation of Virginia Antiquities and a liaison from the Governor's Office. Later, the Steering Committee was expanded to provide additional expertise, broader representation and key state agency assistance. The Steering Committee directed all activities with existing agency staff until late 1997, when a full-time director was hired.

Key planning activity was expanded in 1998, when three working subcommittees—Programs and Events, Marketing and Finance, and Logistics—were created. A total of 66 Virginians, from across the state and from a variety of backgrounds, were appointed to the subcommittees to accelerate the planning process.

Office of the Governor

"The 400th anniversary of the founding of Jamestown and the United States offers unprecedented opportunities for the Commonwealth of Virginia and all its citizens. Realizing the potential of the commemoration will require the full involvement of all state agencies, ranging from those that deal in technology and emergency preparedness to colleges and universities. This is more than a celebration of the founding of Jamestown; it is Virginia's chance to show the world the cultural and historical richness of all Virginia."

*M. Boyd Marcus, Jr.
Chief of Staff to the Governor*

Involvement and Awareness

Through the end of 1999, 20 half-day round table sessions have been held throughout Virginia, inviting more than 1,700 citizens to become involved in the celebration planning. Nearly 1,000 have attended these sessions, in which more than 250 organizations have been represented. Well over 500 specific programs, events, marketing, finance and logistical recommendations have been submitted. In addition, participants completed surveys to offer other information. Most participants expressed support for a celebration that is international in scope (85.5%), should involve all parts of Virginia (50.7%) and should last at least a year (58%). The survey also identified

470 volunteers, 77 organizations with 2007 planning already under way, 51 organizations offering financial support and 56 groups offering in-kind support.

A range of awareness activities has helped increase Virginians' knowledge of and support for the approaching anniversary. The official celebration logo was designed by the Virginia Tourism Corporation and unveiled by Governor George Allen at Landing Day ceremonies at Jamestown Settlement in May 1997. Later in the year the commemorative 1607-2007 automobile license plate was issued by the Department of Motor Vehicles. It quickly became one of the fastest-selling commemorative plates, with more than 57,000 sold through November 1999 and generating more than \$285,000 for the celebration. A March 1999 television special aired on all Virginia educational stations, reaching more than 110,000 Virginia homes. The program briefly reviewed the historical importance of Jamestown and the current educational and archaeological programs under way. It featured a discussion with a panel of historians and included interviews with a number of Virginians who addressed contemporary issues related to Jamestown.



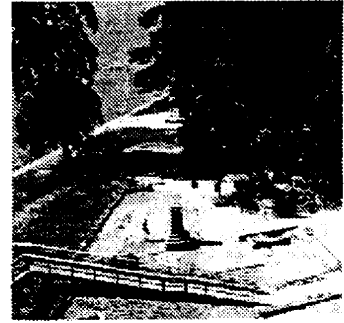
Celebration 2007 public television special aired March, 1999.



Children's program at Jamestown Settlement, a living history experience.

Simultaneously, the Celebration 2007 web site, www.Jamestown2007.org, was launched and attracted several hundred users during and immediately after the program. In its first nine months the site has recorded

more than 100,000 hits. In addition, a commemorative portable exhibit has been shown at several locales, including during the General Assembly session; a postal indicia has been designed and will soon be offered for use by a number of organizations; two Celebration 2007 mailings to a data base of more than 35,000 addresses have been accomplished; and a speakers' bureau will be instituted in early 2000.



Original James Fort Excavation, Jamestown Rediscovery, APVA.

The launching of the Jamestown Rediscovery Project by the Association for the Preservation of Virginia Antiquities on Jamestown Island in 1994 created national and international attention, a phenomenon that continues as new discoveries at the original fort site are unearthed and analyzed. Subsequent publications and use of the APVA web site, www.APVA.org, have further increased awareness of Jamestown. Archaeology on other sites on the island under the auspices of the National Park Service has added to the interest in Jamestown in recent years.

An awareness activity of special importance was Governor Jim Gilmore's selection of a Jamestown quadricentennial design for Virginia's commemorative quarter to be issued by the U.S. Mint in the fall of 2000. The design was favored by an overwhelming number of Virginians who had been asked to express a preference among several options. A total of 750 million quarters with the design of the three Jamestown ships in the 1607 voyage and the words "Jamestown 1607-2007" and "Quadricentennial" will be produced and put into circulation.

Physical Preparations

Physical improvements for the commemoration are already under way in the Jamestown area. The Jamestown-Yorktown Foundation completed its Comprehensive Facilities Master Plan in 1997, and the first in a series of new structures at Jamestown Settlement to be completed by 2007 will open in early 2000. Facility improvements have been strongly supported by the Governor and General Assembly since 1997, and Governor Gilmore's recently introduced executive budget proposal provides critical funding for major new construction at Jamestown Settlement in time for the celebration. A National Park Service and Association for the Preservation of Virginia Antiquities master plan concept has been unveiled (www.nps.gov/colo). The plan calls for creation of a Jamestown Island Discovery Center and for additional facilities and services such as enhanced transportation opportunities and water access.



Virginia's commemorative quarter design.

Past Celebrations

Planners have reviewed records of past Jamestown commemorations that have occurred every 50 years since 1807. Each event gave witness to the desire of people to return to their roots, take inspiration from the past and look to the future, and each brought new awareness and economic impact to the Old Dominion.

The first commemoration in 1807 was a national event held at Jamestown, attracting more than 2,000 people who traveled great distances over rough roads and through the wilderness to mark the occasion. More than 8,000 people participated in the 1857 celebration that lasted several days and was highlighted by a speech by former President John Tyler. The tricentennial observance in 1907 was both a national and international occasion held at what is now Norfolk Naval Base. Over the eight months of the celebration, more than 1.2 million people visited the Jamestown Exposition with its educational, agricultural, technological and cultural exhibits from 21 states. Special piers were constructed to accommodate an international naval flotilla, as well as the United States' "Great White Fleet." Speakers during the celebration included Theodore Roosevelt, Mark Twain and Booker T. Washington.



Harper's Weekly illustration from 1857 observance.

If the 1907 Exposition exhibited American innovation and discovery, the 1957 anniversary underscored Virginia's and the United States' significant place in history and the world. The Virginia General Assembly and the federal government recognized the 350th anniversary as a promotional, financial and educational opportunity. The guiding principles established for the celebration were remarkably similar to the quadricentennial approach:

- "The celebration offers proven financial benefit to Virginia, its economy and the business community."
- "The celebration and its promotion should be nationwide in scope."
- "The host for the eight-month celebration should be the entire Commonwealth. All counties, cities, colleges and universities, historical and scenic attractions, cultural, professional and trade organizations should become involved."
- "The actual sites of the Jamestown area should be a main focus."

The 1957 event attracted more than 1.1 million visitors and visits by Great Britain's Queen Elizabeth II and Vice President Richard Nixon. An international naval review added to the appeal of the celebration. Most notably, the commemoration provided a model for cooperation and productive partnerships for lasting impact on Virginia and the Jamestown area. The Commonwealth worked closely with the state and federal commissions, other federal agencies, the APVA, the National Park Service, Colonial

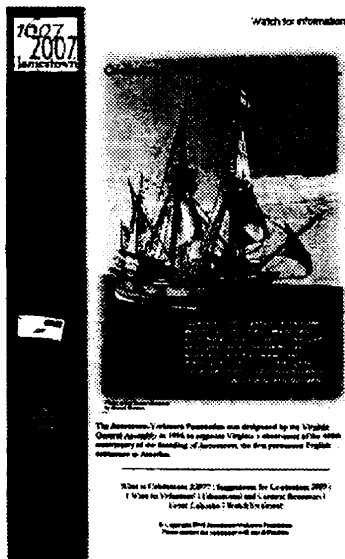
Williamsburg, the College of William and Mary and a number of statewide organizations. As a result of the observance, the tourism activity in Virginia moved to a new level, proving the Commonwealth's investment had been well-spent. Permanent improvements included the construction of Jamestown Festival Park (today's Jamestown Settlement), completion of the Colonial Parkway from Williamsburg to Jamestown, and new facilities on Jamestown Island, the construction of Colonial Williamsburg's first modern visitor center, and the construction of Phi Beta Kappa Hall at the College of William and Mary.



Fife & Drum Corps, Colonial Williamsburg, a key celebration partner.

Programs and Events

The substance of Celebration 2007 planning is found in the work of the three subcommittees—Programs and Events, Marketing and Finance, and Logistics. Their goals and objectives are ongoing in nature, providing direction for the planning over the next several years. The goal of the Programs and Events Subcommittee is to “develop plans for Celebration 2007 programs and events to be implemented in the 1999-2007 period that meet educational tourism and economic development expectations.” The primary objectives of the subcommittee are:



Celebration 2007 web site home page.

- Work with Celebration 2007 staff and the Marketing and Finance Subcommittee to inform groups and individuals of the importance of Jamestown and develop formal relationships to engage their support.
- Identify programs and events to occur in the 2000-2007 period at the local, regional, state and national levels to build public awareness of the Jamestown quadricentennial.

In the initial stages of planning for Celebration 2007, the Steering Committee already has received hundreds of ideas for programs and events. Ideas have been developed by volunteers, round table discussions, scholars and other interested parties. More than 100 program ideas have already been researched and reviewed by Steering Committee and Subcommittee members, as well as other pertinent parties. Several of the round table discussions—particularly those involving key stakeholders such as educators and scholars—were structured as focus group sessions to test the viability and practicality of specific proposals received from

other sources. Currently in possession of Celebration 2007, these varied proposals are too numerous to be included in this report.



Stonewall Jackson house, Lexington, one of many local assets, is preparing for 2007.

However, they will be publicly available on the Jamestown 2007 web site after March 1, 2000. In addition to seeking views through round tables, lectures, meetings and one-on-one conversations, Celebration 2007's new web site functions as an electronic round table that produces additional suggestions on a continuous basis. The volume of responses is encouraging. With seven more years to entertain and develop program ideas, the Commonwealth can expect a momentous and memorable commemoration.

Programs and events have been organized in the following categories: Statewide Program, Cultural and Educational Programs and Events, Interim Outreach Activities, and Celebratory Activities.

Regional Mini-Celebrations — Many roads lead to Virginia, but not all are well known. Celebration 2007 volunteers have begun exploring regional mini-celebrations that will shine new light on the many distinctive areas and gateway communities in Virginia. Activities discussed to date include documentaries, exhibits, festivals and sporting events focusing on a given region's cultural and historic characteristics.

Statewide Program

The goal of the Statewide Program is to ensure that the 2007 observance is truly statewide, involving people and institutions that fully represent the diversity of the Commonwealth and Virginia's history, both illustrious and painful. Celebration 2007 is focused on the issues that define Virginia in the present and will shape her people and communities beyond 2007. This program encourages communities to use the anniversary to evaluate their historical and cultural resources and establish projects that will address future needs. The projects will be determined by the communities themselves. Celebration 2007 will act as a catalyst to connect communities with sources of support and resources and provide tools and template of best practices.

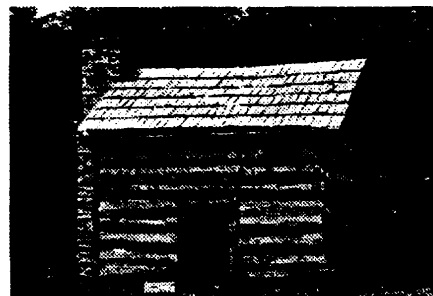
The Statewide Program will encourage community-based programs that will become 400th anniversary gifts to each community in the Commonwealth—projects that also bring returns on investment in education, tourism



Celebration 2007 portable exhibit.

and economic development. This effort will require partnerships and support from a myriad of organizations, businesses, corporations, local governments and individuals throughout Virginia. Celebration 2007 will assist in the process of identifying potential affiliations and forging partnerships. These collaborations should identify the varied interests of participants and include aspects of cultural, heritage, community and technological subjects in their program planning. The target audiences for these programs include adults, students and families interested in increasing their knowledge of history and improving their communities, as well as visitors from elsewhere. Communities would be key players in a "Come Home to Virginia" campaign that invites Americans with personal and historic ties to visit the Commonwealth in 2007.

The Statewide Program will greatly benefit from lessons learned and structures established during the Virginia History Initiative (1995-1998). That broad-based effort to put Virginia's history to work was successful in forging partnerships to strengthen heritage tourism, to carry on grassroots historic preservation and education efforts, and to enhance cooperation among public and private institutions. Celebration 2007 will build on the History Initiative's legacies, such as Time



Birthplace of Booker T. Washington, Franklin County, a potential 2007 partner in telling Virginia's diverse history.

Travelers, the Community Awareness (Toolbox) Campaign and heritage tourism development workshops.

Celebration 2007 also will rely heavily on another legacy of the History Initiative, the Virginia Cultural Network. This coordinating group includes representatives of the Virginia Department of Historic Resources, Virginia Historical

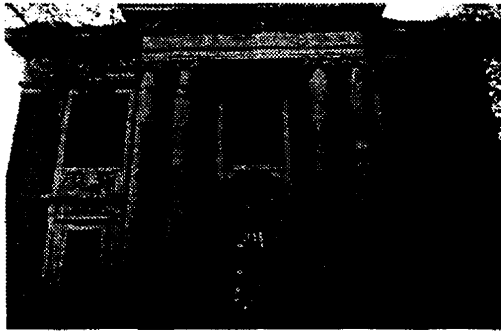
Natural Resources

"As we approach 400 years of growth and development in Virginia, I am proud that we retain so much of her natural and historic beauty. Virginia's appeal is as strong as it was when the first settlers were greeted by the Powhatan Indians. As we prepare for 2007, I hope all Virginians will work to preserve our natural and historic treasures, not only for the celebration, but also for the next 400 years."

*John Paul Woodley, Jr.
Secretary of Natural Resources*

Capitalizing on Celebration 2007 to Meet Virginia's Natural Resources Goals:

- *Use 2007 as a goal for expediting natural and historic resource preservation initiatives.*
- *Accelerate historic resource programs, such as expansion of the historical markers program to be completed by 2007.*
- *Integrate programs that recognize individuals, groups and businesses that practice effective stewardship of natural and historic resources with Celebration 2007 statewide programs.*
- *Assist Celebration 2007's statewide community programs by encouraging communities to include natural and historic resource preservation projects in their commemorative activities.*



*Norfolk Public Library,
Freemason Historic District, Norfolk,
one of 3,500 Virginia libraries that
could play a special role in 2007.*

Society, Library of Virginia, Virginia Museum of Fine Arts, Virginia Commission for the Arts, Virginia Department of Education, Association for the Preservation of Virginia Antiquities, Virginia Association of Museums, Virginia Tourism Corporation, Virginia Museum of Natural History, Science Museum of Virginia, Preservation Alliance of Virginia and Virginia Foundation for the Humanities and Public Policy. These organizations already have committed to developing specific 2007 projects, some of which are included in the Celebration 2007 listing of programs and events.

Identifying statewide resources that can be used to bring the inspiration of discovery to every community in Virginia will be an early priority in the Statewide Program. Celebration 2007 staff will work with others to compile a resource manual of currently offered

statewide programs that complement the educational and cultural goals of the commemoration. The manual will include programs offered by the members of the Virginia Cultural Network. Among programs under consideration are heritage trail tours, historical marker upgrade, commissioning of public art in Virginia localities, identification of noteworthy Virginians and expansion of the Time Travelers program involving Virginia museums. Other suggestions include community improvement projects, genealogy programs, an array of publications, a series of related workshops, and other efforts for Virginia museums and libraries to plan and adopt a theme of “400

Years of Art, Science, History” in their programs. Another proposal is an expansion of the Community Awareness Campaign of the Virginia Department of Historic Resources, that provides communities the means of examining and publicizing their histories. Each resource will be represented in a publication available for distribution. Staff and volunteers will be available to work with community representatives to guide them through the program development process of orientation, planning, implementation and evaluation.



*Pork Festival, Emporia.
Festivals throughout Virginia
can help spread the Jamestown
celebration statewide.*

The Southeastern Museums Conference, based in Baton Rouge, Louisiana, has agreed to bring its conference to Richmond, Virginia, in 2002 in order to promote Celebration 2007 activities to its membership, which represents 12 states in the Southeast. The conference will be a forum for Virginia museums and those from other states to exchange 2007 program plans and ideas.

Another element of this program under consideration is a traveling Celebration 2007 exhibition, “Windows on Virginia’s History.” The exhibition will include a series of photo-

murals that sets the stage for host communities to display their histories. The second element of the exhibition is a timeline that captures the history of the Commonwealth within a national perspective. Institutions that sponsor the exhibition will provide a community timeline that details the evolution of settlement in their communities.

Special care will be taken to document the economic, cultural and gender studies that reflect current scholarship. In addition, institutions should work with the community to provide artifacts that further illustrate the relationship of the community to the Commonwealth and the nation. Plans are in progress to include this exhibition as a part of the offerings of the Virginia Museum of Fine Arts, Office of Statewide Partnerships, Education and Outreach Division. This exhibition could complement a national program sponsored through the Artain, a national traveling museum.



Neptune Festival, Virginia Beach, another local event that will be invited to adopt a 2007 theme.

Several types of programs could complement the installation of this exhibition in communities. Living-history characters could be developed in a “traveling troupe” that would bring to life events from Jamestown’s past and the way those events affected other communities. This dramatization could include performances by Theater IV of Richmond. One idea suggested is the theater’s production of a play based on the life of Pocahontas that could be performed throughout the Commonwealth. A similar suggestion was that Abingdon’s noted Barter Theater produce a contemporary interpretation of the settlement at Jamestown. Other suggestions include encouraging college and university groups to produce traditional plays, such as *The Tempest* and *Twelfth Night*. Members of the Program and Events Subcommittee are exploring the possibility of commissioning symphonies and other performing arts productions that could be offered around the state. On a less formal note, several program proposals include celebratory events such as festivals or mini-celebrations that promote the history and charm of regional Virginia.

Each community that sponsors the exhibition with complementary programs that look to



Farmer’s Market, Winchester, another local tourism partner.

the community’s future may qualify to become certified as a Celebration 2007 Community. This process will provide Celebration 2007 medallions to be placed at designated highway entrances and certificates or plaques for display. Celebration 2007 intends to create a financial incentive program to facilitate the certification program. These funds will assist the participating communities in offsetting expenses related to the traveling exhibition and in creating walking tours, public art, heritage lectures, publications and other

2007-related projects.

The program would include a suggested promotional plan, a press kit and statewide announcement. The press kit would contain the draft news release, logo slick and draft

proclamation to be used by elected and other officials to recognize the community. Plans call for the Celebration 2007 Statewide Program to be announced at a major event involving state and local leaders.

Communities also will be assisted and encouraged in other community improvement projects. These include placing 2007 information kiosks in airports and visitor facilities, highway projects and other activities that “Spruce Up Virginia” across the state and other projects that provide tourism infrastructure for citizens and visitors. Further, these programs can be used to complement urban revitalization, rural development, work force training, transportation, economic development and other activities.

One place where this concept succeeded is the MacArthur Center Mall project in Norfolk, Virginia. MacArthur Mall is a \$300 million urban revitalization project that opened in 1999. Developers attracted residents and tourists in part through a heritage walking trail that tied the mall to the waterfront. Called the Cannon Ball Trail, it includes 21 ceramic markers along improved sidewalks and landscaped streetscapes. The new visitors’ center is designed for patrons arriving by urban trolleys, trails and motor coaches. Development of the program included procedures to manage motor coach parking and develop tours that complement the seven National Register properties in the adjacent area.

The same concept has been embraced in Charleston, South Carolina, and in Richmond, with its Richmond Riverfront project. A similar concept is currently under consideration in Lynchburg, as part of that city’s combined waterfront and tourism planning. Based on current planning, the Lynchburg project could exceed \$8 million and may be earmarked for completion in 2007. These projects may be eligible for Housing and Urban Development (HUD) funds and federal Transportation Efficiency Act for the 21st century (TEA-21) grants. Celebration 2007 seeks to play the role of facilitator in helping communities make the link between public history projects that are normally the domain of schools, colleges, museums, libraries and cultural centers, and infrastructure projects that are normally the domain of city and county managers, economic developers, planners and architects. Celebration 2007 can be a stimulus that galvanizes local governments into similar actions, finding innovative ways to improve the quality of life for all citizens.

Cultural and Educational Programs and Events

Celebration 2007 program and event proposals can be categorized as either “Educational” or “Cultural.” An exhilarating mix of educational ideas has been offered to commemorate the quadricentennial. Such activities are designed to encourage the participation of scholars, teachers, colleges and universities and others. Oriented for large audiences, a number of these projects suggest involving national and state organizations by incorporating their programs into



*Education outreach,
Jamestown-Yorktown Foundation.*

Celebration 2007. Subcommittee members involved in the planning process have set a goal of working with educators and state and national organizations to develop, implement and evaluate teacher institutes, outreach program lesson plans, field trips and other activities. The goal is to take the lessons of Jamestown to students in grades kindergarten through 12. Essay contests, forensic debates, specially created electronic educational materials (CD-ROMs), school plays and other contests for children are additional activities suggested for the commemoration.

One of the most exciting and potentially productive initiatives is the Jamestown-Yorktown Foundation's National Education Outreach Program. Jamestown-Yorktown Foundation already conducts extremely successful Statewide Education Outreach that is utilized by every school district in Virginia. This program and the on-site educational program are designed to assist schools in meeting the Virginia Standards of Learning objectives.

Virginia's colleges and universities are key stakeholders in Celebration 2007. As wellsprings of knowledge, they are able to advise faculty, students and alumni of the quadricentennial, underscoring Jamestown's profound effect on the world of today. They will be able to join in the commemorative activities by hosting special seminars for alumni, offering trips and tours focused on the fascinating history of the Atlantic basin and promoting significant new scholarship.

Opportunities for scholarship in conjunction with Celebration 2007 are abundant. National and regional scholars and stakeholders from the Library of Virginia, the Virginia Foundation for the Humanities, the Virginia Historical Society, Virginia colleges and universities, and oth-

Education

"The 400th anniversary of the founding of Jamestown provides a singular educational opportunity for Virginia. The story of the beginnings of our nation is one that needs to be learned and understood throughout the country. Getting this story told in our schools could be Celebration 2007's most lasting contribution to future Virginians and Americans."

*Wilbert Bryant
Virginia, Secretary of Education*

Capitalizing on Celebration 2007 to Meet Virginia's Educational Goals:

- *Master an understanding of Jamestown through accomplishment of K-12 SOLs.*
- *Stimulate and recognize student achievement by utilizing educational special experiences and resources available at Jamestown Settlement and Jamestown Island.*
- *Expand awareness and achievement through expanded teachers' institutes and outreach programs of the Jamestown-Yorktown Foundation.*
- *Encourage educational innovation by offering teachers and students special Celebration 2007 programs.*
- *Involve Virginia's colleges and universities in telling the Jamestown story by providing new scholarship of the period, preparing teachers for excellence and sponsoring Celebration 2007-related programs.*



Mary Baldwin College, Staunton. All Virginia colleges and universities can be major players in the commemoration.

ers have decided to convene annually to explore emerging history. Their goal is to create seminars, establish scholarships and publish research about Virginia and the Atlantic world of the 17th century that will commemorate the founding of Jamestown. Such research forms the core and provides scholarship to a broad spectrum of public programs and events. Further, new discoveries provide excellent opportunities for tangibly interpreting history to the layperson. Genealogical programs and heritage trails are common-thread activities in which scholarship can be directly linked to the general population. Nearly everyone is interested in knowing more about his or her origins. If

the process of upgrading historical markers could be expanded to include members of communities, historic societies and others, it might provide a means for localities to examine more completely their histories and more effectively recount them.

Film and video productions form another category of common-thread activities with broad appeal. Several proposals suggest including videos, major motion pictures and television features in the offerings for Celebration 2007. These are projects that can bridge the gap between scholarly research and popular entertainment. If these productions are informed by fresh scholarship, they can reach large audiences with stories highlighting newly discovered facets of the Jamestown experience. They also can help tell the rich story of Virginians' struggles, triumphs and contributions over the past 400 years to a new generation of Americans.

A rich mixture of activities is essential to the success of the commemoration. Arts and leisure offerings can effectively raise awareness of Jamestown and provide economic return on investment. These events can be festive, fun or solemn, but should be deeply satisfying. Thus, "the celebratory element" can be large in scope, rich in detail and texture, or simple with mass appeal. These events range from those with a local to an international appeal, including large, very impressive events involving national and world figures that will attract attention far beyond Virginia's borders. Visits by members of Great Britain's Royal family and other foreign heads of state are envisioned. Maritime activities recalling the original voyage and programs involving all the armed forces will add to the mix of commemorative activities.

One of the premier projects for 2007 is the creation and installation of a commemorative monument plaza at Jamestown Settlement. This undertaking provides a splendid opportunity to strike chords that resonate with many facets of the Jamestown story. It is imperative to include Virginians and other stakeholders in the creative process and to solicit their ideas. Producing a commemorative



Kerr Place, Onancock, is one of hundreds of historic places that help tell Virginia's long history.

monument plaza is a significant undertaking as a lasting reminder for future generations of Jamestown's place in American history.

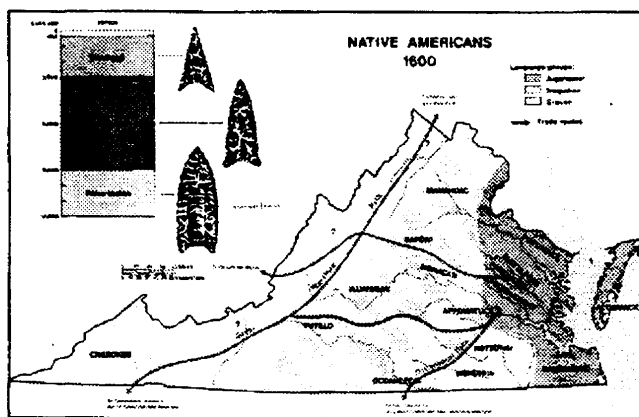
Travel forms another very exciting category of international and cultural programs. Several proposals for compelling trips and tours also emerged from various subcommittees. Educational in nature, these cruises and tours are focused on following the overland and ocean routes taken by members of the Virginia Company. A tour of England, Holland, France and Belgium conducted in 1956 was extremely popular and could be easily replicated and used to raise funds for the celebration. Special cruises of the Azores and the Caribbean would stimulate international interest in the 400th anniversary of Jamestown's founding. Likewise, the celebration of Jamestown's founding can be used to stimulate foreign travel to Virginia, and its historic and other attractions.



Floyd Country Store, Floyd County, by Tim Thompson. Local music and arts performances can bring a special touch to the celebration.

The quadricentennial is an exceptional opportunity to partner projects with Great Britain to strengthen business and tourism bonds with the Commonwealth. Several conversations have already taken place with organizations in England. Joint ventures can provide additional prospects for new scholarship and economic development. Great Britain has more than 150 companies with offices in Virginia—more than any other foreign country. These businesses, United States and Virginia firms with operations in the United Kingdom, chambers of commerce in both nations and organizations such as the English-Speaking Union, are all potential partners. In addition, efforts will be made to involve other states and nations through the Sister Cities and other programs.

The performing arts are another essential component of the upcoming commemoration.



Virginia Geographic Alliance web site, Activities Manual for an Atlas for Virginia, one of hundreds of resources to tell the Jamestown story.

Informed by the Jamestown experience, focused on themes of discovery and freedom, and staged to attract large and diverse audiences, the performing arts are an excellent way to promote Jamestown and Virginia. As noted earlier, abundant suggestions have been received regarding possible performing arts productions and activities. These proposals should go beyond the boundaries of the Commonwealth and engage musicians, writers, actors and directors throughout the country to adopt "2007" as a theme.

Of special importance will be programs that recognize all those involved in the Jamestown experience, particularly the Virginia Indians, other Europeans and African-Americans. These activities need to include full and honest histories of the tragedies and achievements that followed the arrival of the English. It is especially essential that contemporary descendants and members of these groups be actively involved in the planning and implementing of these special programs and events.



*Children at Yorktown
Victory Center, Yorktown.*

Interim Outreach Activities

Interim outreach programs will be organized and launched between 2001 and 2007 to establish an environment for the schedule of the celebratory activities in 2007. These activities will raise public awareness of the approaching anniversary and of Jamestown and its significant role in American history. There will be heavy emphasis on educational programs, including school-based projects. There also will be programs and events targeted to general audiences and designed to heighten awareness of the Jamestown sites and surrounding region simply by drawing people to the area (*e.g.*, for a classical music festival). Examples are outlined below:

National Education Outreach Program – Since mid-1998, the Jamestown-Yorktown Foundation has been laying the groundwork for a national education outreach program forming relationships with social studies supervisors in other states. To date, contacts have been established with 26 states. Based on an assessment involving officials in others states, the Foundation's board of trustees has endorsed the national program that will take the Jamestown message to classrooms throughout the United States. Initial plans call for delivering outreach services to approximately 150,000 schoolchildren over the next eight years. Further, while the nation's youth are the primary focus of this program, outreach will provide tremendous opportunities to raise general awareness of Jamestown. *National Geographic*, the Smithsonian Institution and Nissan Motors worked together to create a similar program focused on geography. This pilot project was delivered in 1,000 school districts throughout the country and has been extremely successful, receiving national recognition. Conceivably, the Jamestown-Yorktown Foundation's program could have a similar impact if accelerated and properly handled through a coordinated effort with several partners. This effort will require the development of factual, compelling and comprehensive materials segmented for the elementary and secondary school levels. These curriculum materials will be developed in coordination with key third-party groups, such as the National Council for Social Studies. A resource web site for educators and students should be considered a critical feature of this effort.

Virginia Heritage Genealogical Project – Americans are increasingly interested in tracing their roots. Working with the Virginia Genealogical Society and the National Genealogical Society, Celebration 2007 has an opportunity to identify and publicize guidelines and resources that will enable the public to more easily access information about the early settlers of Jamestown and Virginia, as well as the native peoples who met the first settlers. Based on the Internet, this resource could expand as more information is compiled with the help of organizations and volunteer individuals. Reconstructed family trees could be maintained on the web site and links could be established to other genealogical sites.

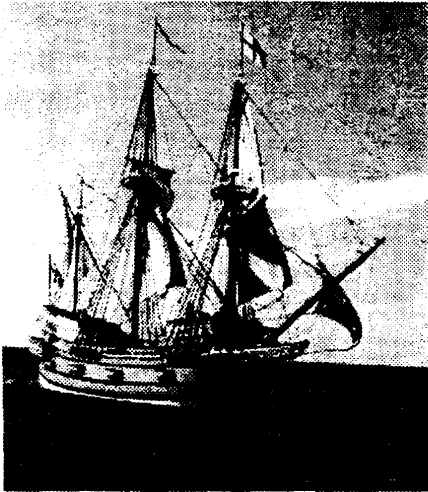
Jamestown Performing Arts Festival – A performing arts festival could be organized to feature 17th and 18th century works such as those of Shakespeare and Mozart, as well as folk music, storytelling and other works of art. Working with performing arts groups in Virginia and around the country, the festival could be structured to last a week and be held annually in the spring (coinciding with the founding of Jamestown). The tentative target date for the first festival is May 2001.

Special 2007 Exhibit – The Jamestown-Yorktown Foundation will highlight the commemoration with a major new exhibition opening in 2006. The exhibition will embody the major themes of Celebration 2007, positioning Jamestown Settlement as a premier American museum focusing on 17th-century colonial history. It also will contribute in a major way to the expansion of the Foundation's visitor base, and general interest in all Jamestown sites and in Virginia.

Jamestown Rediscovery Project – The APVA's Jamestown Rediscovery Project, a long-term archaeological, research and interpretive program to identify and interpret remains of the original James Fort, has attracted national and international attention. This program has its roots in education. Information gleaned from this research has spawned numerous programs, publications and a traveling exhibit. The APVA has numerous educational initiatives including the most popular annual Archaeological Field School held in conjunction with the University of Virginia. The association also conducts the annual Jamestown Conference for scholars of the 17th century Chesapeake Bay region. The NPS archaeological survey of the entire island, as well as new discoveries at the original site and of the educational programs that flow from them, should continue to attract wide attention and give Jamestown and Virginia more visibility nationally and internationally.

Virginia Historical Marker Expansion — More than 2,200 historical markers have been placed around Virginia since the program began in 1926. In 1996 and 1999, the Virginia Department of Historic Resources received a grant to replace 270 of the 400 missing and incorrect markers along Virginia roadways. In 2000, the department will

apply for additional funds to complete the project. In 2002, the department will seek funds to place at least two new markers per local jurisdiction on historical themes that can be traced to the founding of Jamestown. The replacement, updating and addition of new markers is targeted for completion by 2007.



*Susan Constant,
Jamestown Settlement.*

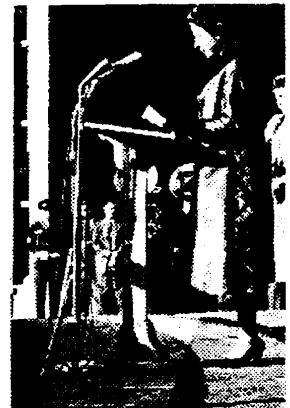
Celebratory Activities

While commemorative activities will occur throughout 2007, a high point will be an exciting series of celebratory activities that focuses the attention of the media and the public on the 400th anniversary of Jamestown. These events will be held during key anniversary weekends and will be instructive, compelling and enjoyable. They will occur not only in the general Jamestown area, but also at other Virginia sites. A single, major celebratory event, probably occurring on or near the actual anniversary date, will be structured to appeal to a large, general audience in much the same way that the 1986 unveiling of the restored Statue of Liberty became a national celebration.

Examples of celebratory activities under consideration for Celebration 2007 weekends and at other times are outlined below:

Recalling the Voyage – While re-creating the entire original voyage of the *Susan Constant*, *Godspeed* and *Discovery* is not feasible, other options are under study. A partial re-creation of the voyage involving replica ships is one possibility. The arrival at Jamestown would feature a welcoming ceremony with media coverage. Similarly, the departure from England could be re-created with attendant media activities. An Internet virtual voyage that crosses the Atlantic through the Caribbean to Jamestown with attendant publicity is another option that would draw attention to the commemoration.

Visit of the Tall Ships/International Naval Flotilla – Under study are two major events recalling the maritime history of the founding of Jamestown. One is working with OpSail, the international coordinating body for port calls for the tall ships to determine whether a scheduled visit of the tall ships could coincide with other celebratory activities. Early discussions are also under way to consider the possibility of organizing an international naval flotilla.



*Queen Elizabeth II
1957 visit to Virginia.*

Visit of the British Royal Family and World Leaders – Members of the British Royal Family will be invited to visit Virginia to commemorate the

founding of Jamestown in appropriate, well-publicized ceremonies as was done in 1957. Other foreign leaders, particularly those from countries having a natural tie to Jamestown, will be invited to visit Virginia and attend commemorative events during the year.

International Leaders Conference – Celebration 2007 is exploring a number of potential international conferences to be held in Virginia that might be attended by the President of the United States and other world leaders. Some of these major events would occur outside of Jamestown but would be structured to include a visit to Jamestown, where major addresses and other commemorative activities would take place. Once such event under consideration is a joint session of the British Parliament, the U.S. Congress and the Virginia General Assembly.

Celebration 2007 Performing Arts Festival – By 2007, the Jamestown Performing Arts Festival would be in its sixth year. The program would be expanded and much more aggressively promoted. New works will be commissioned from internationally known artists (e.g., composers, choreographers, writers and directors) to be presented during the Celebration 2007 Performing Arts Festival.

APVA Annual Archaeological Field School – This yearly event could reach a high point and underscore the significance of the commemoration by focusing on the emerging information generated by Jamestown Rediscovery. These additional discoveries, which are important to international scholarship, can change the way the Jamestown story is told.

National Conferences and Conventions – The 2007 observance will be used to attract national conferences and conventions to Virginia. A diversity of business, professional, heritage, non-profit and governmental organizations will be targeted. A special effort will be made to attract high profile conferences involving governors, mayors and other officials from other states.

Salute to Noted Virginians Finale – A series of activities (such as parades, seminars, dramatic and musical events) conducted throughout the year in communities statewide to recognize outstanding Virginians over the previous four centuries would culminate in a major event in December. The community events and the culminating event, held in conjunction with the Library of Virginia and the Virginia Historical Society, would provide a very exciting means of showcasing the rich heritage of the Commonwealth and its citizens.

Celebration 2007 Fireworks – Throughout 2007 a series of major fireworks displays that vividly mark the anniversary is under consideration for celebratory weekends. These displays would play a significant part in a number of special commemorative events conducted at Jamestown and other venues.



Blue Ridge Folklife, Ferrum College, Ferrum, one of hundreds of community programs to be invited to join the celebration.

Jamestown Award for Discovery – Creation of an endowed “Jamestown Award for Discovery” has been recommended to be given annually to one or more individuals for a singular achievement in exploration. The national/international award would recognize exceptional breakthroughs in any field—science, literature, politics, government, humanitarian programs, or any other field—that result in societal advancement. The first award would be given in 2007 at a major public event.

Commerce and Trade

“The founding of Jamestown nearly 400 years ago was both a great adventure and a commercial enterprise. The upcoming celebration of this event in 2007 offers Virginia a unique opportunity to make the world aware that Virginia is still a great place to visit and do business. We will find ways to showcase the Commonwealth and its many assets for the benefit of all Virginians.”

Barry E. DuVal

Virginia Secretary of Commerce and Trade

Capitalizing on Celebration 2007 to meet Virginia’s Economic Development Goals:

- *Use the celebration as a theme in expanding international trade and export efforts.*
- *Assist communities planning Celebration 2007 programs to include building of infrastructures to support business expansion and recruitment.*
- *Use the celebration theme in structuring trade missions and hosting conferences to attract foreign corporations and investors utilizing publications, video and electronic materials.*
- *Support efforts to attract film and video productions with a Celebration 2007 theme.*
- *Serve as a partner with Celebration 2007 and communities throughout Virginia in building new tourism products.*
- *Make Celebration 2007 a major theme for attracting domestic and foreign visitors in the 2006-2007 period.*

Marketing and Finance

The goal of the Marketing and Finance Subcommittee is to “increase public awareness of and involvement in the commemoration of the Jamestown quadricentennial, and lay groundwork for attracting public, private, corporate and other forms of financial support for Celebration 2007 programs and events.” The objectives of the subcommittee are as follows:

- Draft a master marketing plan to promote 2007-related activities in local, regional, state and national markets.
- Draft a master financial plan for supporting Celebration 2007 programs, events, infrastructure and logistics needs.
- Identify, develop and maintain continuing relationships with sources of marketing and financial support for Celebration 2007, and ongoing Jamestown-Yorktown Foundation programs and projects.
- Work with Celebration 2007 staff and the Programs and Events Subcommittee to inform groups and individuals of the importance of Jamestown, and develop formal relationships to engage their support.
- Work with Jamestown-Yorktown Foundation, APVA, NPS and other entities to develop joint strategies to secure federal action on coins, stamps, and formal actions recognizing the Jamestown quadricentennial.

Marketing and Promotions

Celebration 2007 will involve a sustained, highly visible statewide, national and international marketing and promotions program directed to bring wide attention to all parts of Virginia. Education initiatives and celebratory activities, including a series of “super events,” will focus the attention of millions of people on Jamestown and four centuries of Virginia’s rich history and culture.



*Frontier Culture Museum,
Augusta County, one of more than
550 Virginia museums that will be
encouraged to offer 2007 programs.*

The fully integrated marketing and promotions plan will include paid advertising and aggressive public relations efforts to raise the profile of Jamestown and related cultural attractions and will have a direct and significant impact on visitation to the state. A successful plan will require the creation of a variety of public, private and corporate partnerships.

The preliminary plan has the following elements:

Research to Date – Celebration 2007 has conducted several formal research activities to measure public awareness and interest in the commemoration. These included four surveys of visitors to Jamestown Settlement over two years, a statewide survey conducted by Virginia Commonwealth University, questionnaires completed by participants in Celebration 2007 round tables and four focus-group surveys conducted in the summer of 1999 in New York and Washington, D.C. The most significant of these activities were the focus-group interviews.

Themes – Participants in the focus-group interviews reviewed five potential conceptual themes for the commemoration: the spirit of freedom, the spirit of discovery, the spirit of innovation, the spirit of opportunity, and the spirit of diversity. Each had strengths and weaknesses. Two themes stood out:

The Spirit of Discovery

Study participants seized on the theme of discovery because it seemed to be the most historically accurate of those reviewed. Even if they did not accept the idea of the first settlers being noble adventurers, they nevertheless found the promise of romance and excitement in the idea that the first settlers were risk takers. The theme resonates with many of Virginia's other historic sites and ties in well with the Commonwealth's contemporary leadership in technology and other 21st century discoveries.

The Spirit of Freedom

Study participants found this theme energizing, not only because of democracy's origins at Jamestown, but also because of the cultural universality of the concept of freedom. The concept of freedom prompted a notable reaction among Native and African-Americans. They observed that even Americans whose roots are neither English nor even particularly deep in America could identify with the aspiration for freedom.



*Kite Festival, Gunston Hall, Lorton.
Community events can be adopted to
support the statewide commemoration.*

The results of this study indicate that there are aspects of Jamestown history that are both interesting and compelling from the standpoint of inspiring travel to Virginia to share in Celebration 2007. For many participants, the most intriguing and memorable icons of Jamestown are the reproductions of the *Godspeed*, *Susan Constant* and *Discovery*. Participants noted that these ships and Jamestown's relationship with the water offer many opportunities for creating celebratory activities that are engaging, interactive and educational.

Above all, study participants believe that the success of Celebration 2007 will be based on the ability of the sponsors to create a series of activities that makes history fun. There is also interest in the archeological work on Jamestown Island, and the historical figures associated with Jamestown relevant to the 21st century. The feedback from the focus groups indicates those people with little more than a casual interest in history will additionally be drawn to Celebration 2007 if it is as entertaining as it is contemporary and is reflected in programming at historic attractions around the Commonwealth.

Planners also are examining the possibility of incorporating a “Come Home to Virginia” marketing theme that will urge Americans and others to return to the Commonwealth in 2007 to visit the roots of the nation. Jamestown was America’s first successful English hometown, the country’s original Ellis Island. Thomas Jefferson appropriately called Virginia “the mother of us all.” The program would reach out to everyone with any connection to Virginia—personal tie, a link through a friend, relative or ancestor, or a historical connection through the interwoven thread of our collective national experience. The theme might have special appeal and promise for Virginia’s communities, colleges and universities in their 2007 programs.



Canoeing on New River, South West Blue Ridge Highlands, by Carl Purcell.

Marketing and Promotions Plan – The Celebration 2007 master marketing plan will evolve as additional research and resources become available. It will include the following elements:

- Results of further testing of major themes.
- Analyses of domestic, international and technology trends.
- Strategies for general awareness, product development, motor coach visitation, adult and student group visitation, meeting planning, international visitation, economic development, naming and theming, additional research, spending and timing.
- Proposals to involve existing tourism products in cooperative marketing and packaging.

Meanwhile, Celebration 2007 intends to extend its messages in a myriad of communications opportunities. These include integration with all state agency web sites, use of a commemorative postal indicia on state mailings, placement of articles and graphics in state and local newsletters, production of rack brochures for use in local and state visitor centers, use of the logo on state signs at major entry points to the Commonwealth, production of public service announcements and television programming for broadcast

on cable systems and Virginia public television stations, and placement of articles in general and specialty publications. A variety of communications tools—such as the Virginia Travel Guide for the Disabled—will be used to reach and accommodate all visitors.

Planners also hope to build awareness of the 2007 commemoration by creating ties to earlier activities such as those being planned for the opening of the Museum of the American Indian in Washington, D.C., in 2002, the bicentennial of the Lewis and Clark expedition from 2003 through 2006, the opening of the Air and Space Museum at Dulles International Airport in 2003, and the 225th anniversary of the Battle of Yorktown in 2006.

Technology and Information: “e-2007”

More than half the world’s electronic commerce passes through Virginia. As the nation’s e-commerce leader and the home of the Internet, the Commonwealth has a unique opportunity to utilize this fast-growing medium to call attention to Celebration 2007 and to broaden its scope. Planners believe the Commonwealth should develop a comprehensive “e-2007” plan that includes:

- Developing a multiyear, web-based marketing strategy that will raise awareness and build excitement about the commemoration as a major national (and potentially international) event.
- Distributing Jamestown-related educational materials, curriculum and software to schools and schoolteachers nationwide via the Internet.
- Working in partnership with Virginia Tech to fully realize the potential of its “Virtual Jamestown” web site, <http://jefferson.village.virginia.edu/vcdh/jamestown/>, as an educational resource about Jamestown, its role in Virginia and American history and Celebration 2007.
- Encouraging Virginia-based companies to similarly promote the celebration and to supply links to their web sites.
- Encouraging Virginia-based Internet service providers to include the Celebration 2007 web site or other promotional information on the Internet software they distribute to customers.
- Developing an on-line genealogical research capability and other on-line resources about the diverse ethnic backgrounds of people who have populated Virginia, so that potential visitors can explore their Virginia roots over the Internet.
- Developing an integrated “e-2007” web site with information about and links to all Virginia tourism attractions that receive “e-2007” certification. (To be certified as an “e-2007” participant, each attraction would be required to have a web site that promotes the 2007 celebration and links to the celebration web site. The attraction would also be required to cooperate in other ways with

Celebration 2007 marketing efforts.)

- Systematically using Virginia's educational TV programming as a vehicle for 2007-related promotions, including encouraging electronic visitation to key 2007-related web sites.

Looking ahead, efforts will be focused on promoting Celebration 2007 to those who visit Virginia tourist attractions between now and 2007. As soon as feasible, kiosks with compelling graphics, evocative visual images and interactive electronic capabilities should be placed at the most visited Virginia tourism attractions



Historic Farmers Market, Roanoke.

to call attention to the commemoration and to urge return visits. In addition to providing visitors with information about the planned celebration in hard copy and electronic formats, the kiosk computer would enable visitors to quickly enter their mail and Internet addresses and even send a message to their home computers with information about the celebration. By electronically signing up, visitors would receive updates about 2007-related events, programs and materials, and 2007 planners and marketers would gain access to a growing database of people who have shown particular interest in visiting Virginia in 2007. Similar kiosks and information could be placed in National Park Service units throughout the nation.

National Commemorative Initiatives

A series of commemorative initiatives will help establish broader public awareness of the 400th anniversary of the founding of Jamestown and implicitly emphasize its significance. The possibilities include the following:

Postage Stamp – Celebration 2007 will seek the issuance by the U.S. Postal Service of a Jamestown-oriented stamp. The stamp could feature an image reflective of Jamestown and bear the logo of Celebration 2007. This process will begin immediately and involve an approach to the Virginia Congressional Delegation to secure its endorsement and support for the concept.

Coin of the Realm – An investigation already has been initiated to ensure that the U.S. Mint strikes a coin of the realm commemorating the 400th anniversary of Jamestown. As with the stamp, the support of the Virginia



1607 - 2007 commemorative license plate.

Congressional Delegation is critical to this effort. In addition to increasing the public's interest in Jamestown, the commemorative coin (or coins) has considerable potential for raising funds for the celebration.

U.S. Naval Ship – The Department of Defense and the Department of the Navy may be formally petitioned by key organizers and supporters of Celebration 2007 to give

the name “*Jamestown*” to one of the ships expected to be commissioned during or before 2007.

Federal Commission – The establishment of a federal commission like the 1957 model to complement the Commonwealth’s efforts is being considered.

Finance

Significant public and private financial support will be required if the people of Virginia are to fully realize the enormous potential benefits associated with the nationally important Jamestown 2007 anniversary and celebration.

With program and event planning still in the conceptual stage, reliable cost estimates for specific 2007 activities are not available at this time. The Commonwealth of Virginia is already investing in new facilities and enhancements at Jamestown Settlement, both to accommodate increased visitation and to prepare for celebratory activities in 2007. The cost of these investments may be found in the budget documents of the Jamestown-Yorktown Foundation. Similarly, the Commonwealth has transportation improvements and regional visitor center initiatives under way that will have a direct impact on 2007 activities, and these are reflected in the Commonwealth Transportation Board’s six-year plan and the budget documents of the Virginia Tourism Authority, respectively. The National Park Service and the Association for the Preservation of Virginia Antiquities have jointly announced a draft master plan concept for new facilities on Jamestown Island. Costs will be determined and refined during a public review process.

The celebration envisioned is one in which local communities, private citizens, business enterprises and various nonprofits work together in partnership with appropriate state and federal agencies to maximize citizen participation, to create a uniquely valuable legacy of the celebration and, in economic terms, to produce the greatest possible return on investment. The Celebration 2007 Steering Committee will focus on the cost assessment for planned activities and the identification of potential sources of support in 2000-01. The sources will include major, private fund raising, corporate sponsorships and successful commercial commemorative programs. Virginia’s tourism industry, including convention and visitors bureaus, chambers of commerce, attractions and other tourism entities, will need to develop mutually supporting marketing programs with common advertising themes and public relations messages to maximize promotional investments. These and other sources, together with the Commonwealth’s continued strong financial support and supplemented as soon as possible by federal fund sources, will ensure that the Jamestown anniversary observance in 2007 is commensurate with the magnitude of the historical achievement it will commemorate and the unparalleled opportunity for the Commonwealth it will represent. In the process of assessing financial needs for the Jamestown commemoration, planners have examined the experiences of two major events, the 1986 Statue of Liberty rededication and the Tennessee Homecoming celebration in the 1980s. Other national and statewide observances will be investigated in coming months.

The key to identifying and meeting financial needs of the commemoration will be the creation of a partnership with the Commonwealth's legislative and executive branches to determine funding options, management and monitoring systems, return-on-investment formulae and criteria and guidelines regarding grants, and requests of state and non-governmental agencies. The assistance of the Secretary of Finance, the Department of Planning and Budget and key legislative staffs will be essential to legislators and executive officials in assuring that the assets of the Commonwealth are well-directed and are appropriate in relationship to the use of non-state funds.

Organizing Virginia's Museums and Cultural Organizations — There are more than 550 museums and in excess of 175 non-profit arts organizations in Virginia. Preparations have begun to engage museums in planning themed exhibits, and arts groups in creating performing and fine-arts presentations for 2007. These programs will enable communities to plan their own commemorations, create major opportunities for joint marketing and new tourism activities in a statewide network, and offer Standards of Learning (SOL) resources to public schools.

Logistics

The goal of the Logistics Subcommittee is to “devise systems and plans to provide support services and infrastructure for 2007 programs and events.” The subcommittee objectives are as follows:

- Draft a master logistics plan that encompasses safety and security, transportation, technology, equipment and facilities needs at Jamestown Settlement, Jamestown Island, the Greater Jamestown-Yorktown-Williamsburg area and elsewhere in Virginia.
- Identify major infrastructure needs for Celebration 2007 and devise strategy to seek approvals and implementation.
- Meet with key regional and statewide organizations to determine possible partnership on infrastructure projects.
- Prepare financial data to support master logistics plan.



Expanding and upgrading visitor facilities should be completed by 2007.

Monuments and Commemoration Reminders

Celebration 2007 will work with local public and private organizations to ensure that a coordinated approach exists for the placement of objects that commemorate the celebration. The General Assembly has appropriated approximately \$1 million for a commemorative monument plaza of the 2007 celebration currently scheduled at the Jamestown Settlement. A process for the design and placement of the monument plaza

with public involvement is under way. For the 1957 celebration, many historical and special interest groups gave the Commonwealth, the National Park Service and the Association for the Preservation of Virginia Antiquities smaller-scale monuments, plaques, and markers commemorating the celebration. It is likely that a similar situation will occur with the 2007 celebration. Celebration 2007 will need to make a provision for responding to these offers.

State-of-the-Art Visitor Facilities

In November 1999, a Virginia Visitor Service Facilities Plan was issued by a special task force led by the Virginia Tourism Authority. The task force's plan comprehensively addresses the condition, location and capabilities of visitor facilities throughout Virginia. It offers specific recommendations for renovation, expansion and refurbishing that will be considered during the 2000 session of the General Assembly. Planned facility improvements include welcome centers, visitor information centers, rest areas and local visitor centers. In addition, the Task Force endorsed Governor Jim Gilmore's proposal to establish several major new regional visitor centers that will combine tourist information services with innovative high technology and other attractions. The task force set out a six-year plan for improvements and construction to be completed by July 2006 and identified expenditures necessary to improve and add welcome centers, rest areas and the new regional centers. The plan contains a schedule and budget for each fiscal year through 2005-06.



*Willoughby Visitor Center, Norfolk.
All Virginia's visitor facilities are
critical to Celebration 2007 goals.*

Transportation

"Virginia will be a popular place to visit in 2007. Fortunately, Virginia's transportation agencies are planning ahead of the celebration to ensure our transportation is prepared to meet the increased demands in an efficient, effective and safe manner."

Shirley J. Ybarra

Virginia Secretary of Transportation

Capitalizing on Celebration 2007 to Help Meet Virginia's Transportation Goals:

- *Focus on 2007 transportation needs in developing and updating the state's Six-Year Improvement Plan.*
- *Assist in developing transit plans for Celebration 2007.*
- *Use Celebration 2007 statewide programs as a resource in reviewing priorities and long-term strategies for Virginia's road-building and transportation initiatives.*
- *Use 2007 as a goal in expanding commercial air services throughout Virginia.*
- *Give urgency to improving higher speed rail and providing more rail service by 2007.*

Expanding and refurbishing Virginia's welcome centers and rest areas is an excellent way to showcase the state's exceptional attractions, geography and history. The Visitor Service Facilities Task Force recommends that the Commonwealth dramatically upgrade its network of welcome centers and rest areas on interstate highways to make these locales safe, attractive and informative for the many travelers who pass through the state. By looking to partners in the business community, especially in the technology and tourism sectors, the Commonwealth can muster the creative and financial resources necessary to make Governor Gilmore's proposed regional visitor facilities a reality. The innovative regional visitor center concept affords an opportunity for public-spirited, cutting-edge businesses to showcase their own capabilities while helping to give visitors a resounding, state-of-the-art introduction to Virginia and its 400th anniversary celebration.



Tangier Island, Eastern Shore.

Involvement of Other Sites

As planning for the celebration continues, there will be an effort to involve other sites around Virginia for special programs and events. For example, two sites with natural connections to Jamestown are First Landing State Park in Virginia Beach and portions of the Norfolk Naval Base, site of the 300th anniversary observance of Jamestown's founding. At First Landing State Park, preparations are under way to present an outdoor summer drama based on the settlers' first landing in Virginia before moving on to Jamestown. A number of major buildings constructed for the 1907 celebration at Norfolk Naval Base are still in existence. One or more of these buildings and the surrounding area may offer potential for Celebration 2007 programming. Other sites around the Commonwealth will be identified as venues for 2007 activities.



Multimodal Transportation Improvements

Celebration 2007 planners have examined the need for a variety of transportation improvements to facilitate increased interest among Americans and others visiting the Commonwealth during the quadricentennial year. While the primary focus has been in the Richmond-to-Hampton Roads portion of the state, attention also has been given to statewide needs. A number of meetings have been conducted with public and private sector transportation providers, including those dealing with highways, commercial air service, rail and water-borne modes.



Since an estimated 85% of visitors to Virginia arrive by automobile, priority has been given to assuring that essential highway improvements will be completed by 2007. Key projects have been identified in the Commonwealth Transportation Board's Six-Year Improvement Plan, and assurances

have been given that these will be completed before the celebration year and that major construction will not impede traffic on other key routes.



Separate discussions have focused on the need to improve the speed and convenience of rail transportation between Washington, D.C., and from Richmond to Williamsburg. Planners were greatly encouraged by the recent announcement by Governor Jim Gilmore pledging financial support to improve the Washington, D.C.-Richmond service.

Planners also are looking at the possibility of upgrades at all major Virginia airports and will seek to identify an official carrier for the celebration. A special effort will be made to recognize Dulles Airport as a major gateway to Virginia, particularly for international visitors.

Discussions regarding fast-ferry and other water-borne transportation have been held with private providers to explore the feasibility of service to Jamestown from nearby cities and those as far away as Washington, D.C. and Baltimore.

Local Planning Activities



Jamestown is one of the country's crown jewels, and James City County is one of the major stewards of this gem. Fortunately, the elected and appointed officials of the county take their responsibility for caring for and protecting the Jamestown sites extremely seriously. They have been farsighted in preparing for 2007 through planning, protective ordinances, space planning and acquisition, economic and quality-of-life development, transportation planning and in other ways. A full accounting of the county's preparations are included in the

appendices of this report.

Elected leaders from James City County, Williamsburg and York County have been active members of Celebration 2007 subcommittees. Likewise, Celebration 2007 has been involved in the Community Crossroads project initiated by the College of William and Mary that is addressing a number of major economic development, quality-of-life and transportation issues in the Greater Williamsburg area. Original partners in this program include the City of Williamsburg, James City County, the College of William and Mary, Colonial Williamsburg, the Hampton Roads Partnership and members of the Casey family. An even closer, coordinated working relationship between Celebration 2007 and public and private organizations in the Historic Triangle communities will be a priority in the future as planners address specific proposals, such as creation of transportation systems, parking and other visitor facilities for the celebration.

Event Arrangements

Celebration 2007 volunteer leadership and staff have held meetings and conducted research on a number of other logistical issues. These include making provisions for major events, such as adequate housing, security and safety, food and beverage services and sanitary services. Work on these and other event planning and logistics issues is ongoing.

Partnerships

The formation of effective, mutually rewarding partnerships will be a priority requirement if Celebration 2007 is to meet its ambitious goals. Celebration 2007 seeks to be a catalyst in bringing public, private and corporate entities together to undertake elements of the commemoration projects. While key partners involve those situated at or near Jamestown, it is critical to involve other organizations from around the state and nation.

Clearly, one of the most important partnerships involves the organizations that are responsible for and that administer the Jamestown sites: The National Park Service, the Association for the Preservation of Virginia Antiquities and the Jamestown-Yorktown Foundation. As noted earlier, the National Park Service and the Association for the Preservation of Virginia Antiquities representatives have been active participants on the Celebration 2007 Steering Committee from the beginning. Likewise, several other representatives from these organizations have been involved with all three working subcommittees. Members of the Foundation staff have participated in master planning sessions sponsored by the NPS and APVA. An even closer working relationship between the three organizations has recently been established and this effort will strengthen the bonds between the three entities in a number of ways. Detailed information regarding the three Jamestown partners is provided in the appendices of this report.

Celebration 2007 has initiated steps to identify common objectives with key state agencies that will lead to cooperative activities essential to the success of the commemoration and the agencies' missions. In particular, Celebration 2007 goals and objectives have been coordinated with Governor Jim Gilmore's goals, "Virginia Strategy: Prosperity into the New Century." The Steering Committee also has contacted all regional planning districts in the Commonwealth regarding their long-range plans. In addition, Celebration 2007 has been assisted by the leadership and staff of James City County, the County's Comprehensive Plan and other major planning documents.

The following is a beginning list of existing and potential Celebration 2007 partners. It will expand to include other local, regional, state and national organizations and to include business, civic, volunteer, patriotic and heritage, and other groups.

Local

Busch Entertainment Corporation
City of Williamsburg
College of William and Mary
Colonial Williamsburg Foundation
James City County
Williamsburg Area Chamber of Commerce
Williamsburg Convention and Visitors Bureau
Williamsburg Land Conservancy
York County

Key Non-Governmental Virginia Organizations

Association for the Preservation of Virginia Antiquities
James River Association
Preservation Alliance of Virginia
United Virginia Indians
Virginia Association of Chambers of Commerce
Virginia Association of Counties
Virginia Association of Museums
Virginia Chamber of Commerce
Virginia Chapter, NAACP
Virginia Commission for the Arts
Virginia Historical Society
Virginia Foundation for the Humanities
and Public Policy
Virginia Foundation for Independent
Colleges
Virginia Municipal League
Virginia Museum of Natural History

Key State Agencies

Several members of the Celebration 2007 Steering Committee are high-ranking state officials and bring critical contributions to the planning of the Jamestown quadricentennial.

Office of the Governor

M. Boyd Marcus, Jr., Chief of Staff

Lieutenant Governor

John H. Hager

Attorney General

Mark L. Earley

Secretary of Commerce and Trade

Barry E. DuVal

Secretary of Education

Wilbert Bryant

Secretary of Natural Resources

John Paul Woodley, Jr.

It is anticipated that nearly all state agencies eventually will be engaged in the commemoration. The following have been involved in the planning process to date.

College of William and Mary
University of Virginia's College at Wise
Old Dominion University
Library of Virginia
Virginia Department of Planning and Budget
Virginia General Assembly Staff
Virginia Tourism Corporation
Virginia Economic Development Partnership
Science Museum of Virginia
Virginia Council on Indians
Virginia Department of Historic Resources
Virginia Museum of Fine Arts
Virginia Department of Motor Vehicles
Virginia Department of Transportation
Virginia Department of Rail and Public
Transportation
Virginia Department of Minority Enterprise
Virginia Department of Education
Virginia Department of Planning and Budget
Virginia Department of Aviation
Virginia Port Authority
Virginia Tech

Federal/National Agencies and Organizations

American Association of Museums
Museum of the American Indian
National Council for History Education
National Council for the Social Studies
National Park Service
National Trust for Historic Preservation
Norfolk Naval Base
The English-Speaking Union
The White House
U.S. Air Force
U.S. Army
U.S. Chamber of Commerce
U.S. Coast Guard
U.S. Department of Commerce
U.S. Department of Education
U.S. Department of State

U.S. Marine Corps
U.S. Navy
Virginia Congressional Delegation

Foreign Agencies and Organization

North Atlantic Treaty Organization, Atlantic
Organizations in England and Other Countries
Washington, D.C., Diplomatic Corps

Organization and Tentative Planning Schedule

The Celebration 2007 Steering Committee and its subcommittees will continue to carry out the mandate for planning the Commonwealth's role in the Jamestown commemoration. Increased use of volunteers is planned. The structure and organization of the subcommittees will be altered to continue the work of refining proposals relating to programs, events, marketing, finance and logistics and forming partnerships to facilitate the planning and execution of proposals. A tentative planning schedule is provided in the appendices section of this report. It will be revised and refined to serve as a key planning document for the Steering Committee and its volunteers in coming months and years. The key to a successful commemoration will be the formation of a dynamic partnership involving community representatives, members of the General Assembly, key state agency officials and nonprofit and business leaders from throughout Virginia.

Celebration 2007 is intended as a commemoration for all Virginians and all parts of Virginia. Every person and organization in the Commonwealth is invited to step forward and become a part of the planning. Interested parties may contact the Celebration 2007 office by mail, telephone, fax, e-mail or by visiting the web site.

Celebration 2007

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Appendices

- **James City County Planning Activities in Support of Celebration 2007**

- **Background on the Jamestown Partners:**
 - **Jamestown-Yorktown Foundation**

 - **Association for the Preservation of Virginia Antiquities**

 - **National Park Service**

- **Tentative Celebration Planning Schedule**

James City County Planning Activities in Support of Celebration 2007

Comprehensive Planning

James City County's Comprehensive Plan and other major planning documents cite the importance of stewardship of the county and, specifically, of the Jamestown area. Over the years, various aspects of the Plan have been strengthened, culminating in the 1997 Comprehensive Plan that is currently in effect. It features components related to land use and infrastructure balance, environmental protection and community character.

The land-use plan and other infrastructure plans acknowledge the significant challenge of balancing land-use impacts and infrastructure improvements in the Route 5 and Jamestown Road area. While recognizing that the county should avoid inappropriate infrastructure improvements that would mar the area's ambience, the plan also suggests a conservative land-use strategy.

Finally, the 1997 plan includes an entire chapter on Community Character, which includes a long list of goals, objectives and strategies related to preserving and enhancing the County's character. The Jamestown area is one of just three areas identified as a Community Character Area.

Open Space Planning and Acquisition

The James City County Board of Supervisors recently approved one of Virginia's strongest open-space acquisition programs. This initiative is funded annually by an allocation to an acquisition fund equivalent to one cent on the real estate tax rate. That annual allotment is now yielding approximately \$430,000.

To date, the priority acquisition parcels have focused on the Route 5 and Jamestown area. The cornerstone of the program has been the acquisition of more than 200 acres of Mainland Farm in the immediate Jamestown area. The County owns virtually all of the forested and cultivated portions of Mainland Farm, which is thought to be the oldest farm in America under continuous cultivation. It is considered a linchpin in the preservation of the Jamestown character. In addition to this acquisition, the County has acquired three residential parcels that front on Jamestown Road and would have resulted in significant clearing activities in order to construct homes. Furthermore, the County has acquired more than 2,000 feet of scenic easements along the Colonial Parkway to protect the Parkway immediately adjacent to Powhatan Creek. Where acquisition has not been the appropriate tool, the Board has used its land-use control powers to significantly reduce the danger of overcommercialization of some parcels along Jamestown Road. There are active negotiations on other crucial parcels in the community.

As a complement to this program, the County also has an active Greenways Program that has resulted in the development of a Greenway Trail System in the Mainland Farm/Greensprings area and also has developed a small-boat access on Powhatan Creek immediately adjacent to Jamestown Road. This long-term commitment to open-space planning and acquisition should help in preserving significant open spaces in the County as

2007 approaches. Important challenges remain, and they can only be met with participation of state and/or federal officials.

In addition to county efforts and plans, Celebration 2007 planners have expressed a need for land for fast-ferry docking, remote parking, drop-off and pick-up facilities, a site for a possible amphitheater and a natural open space for ancillary events.

Transportation

In 1998 a local coalition was created as a result of the Crossroads Study produced by the College of William and Mary. Original partners included the City of Williamsburg, James City County, William and Mary, Colonial Williamsburg, Eastern State Hospital, the Hampton Roads Partnership and the Casey family. The Crossroads group applied for TEA-21 funding for a variety of important transportation activities in the area and was awarded \$325,000 in 1998. The funds are being used for some specific local activities and for an activity in support of Celebration 2007.

Crossroads has agreed to apply approximately \$190,000 toward a study of the transportation techniques that can be used to move visitors around the Historic Triangle for Celebration 2007. James City County is currently working with the Virginia Department of Rail and Transportation on this study, which includes investigating such forms of transit as rail, roads, transit, bicycle, pedestrian, water transport and communication systems. The Virginia Department of Rail and Public Transportation will provide assistance from the state level on both the administration of the grant and as part of a management team that includes the National Park Service, the APVA, Crossroads and Celebration 2007. This study is the only activity of its type being conducted that looks at methods of moving large numbers of additional visitors around the area during the celebration. While the Crossroads funding should be enough for the initial phases of the study, additional resources will almost certainly be required to complete the study and implement its recommendations before 2007.

On a more immediate level in the Jamestown area, the Board of Supervisors has decided not to widen Jamestown Road or Historic Route 5 and has been actively working to manage land use in the corridor to minimize traffic generation in support of that decision. Large expansion to either Jamestown Road or Route 5 would significantly damage their character and would not be conducive to the long-term health of the Jamestown area. The Board of Supervisors also has approved the construction of another highway in the central part of the County, designed to relieve traffic on Route 5 and thereby preserve it as a two-lane road. Finally, James City County has been actively assisting the Virginia Department of Transportation in adding new lanes to Route 199 and in analyzing a plan to rebuild the Route 199/Jamestown Road intersection for the additional traffic volumes from normal growth in the area and during the Celebration.

The Historic Triangle jurisdictions of James City County, Williamsburg and York County also have a model of a Regional Bikeways Plan that has been in effect for several years.

That bikeway plan has led to the construction of an increasingly larger network of bike lanes and paths in the community. In fact, significant additions to the bikeway network are expected soon for the immediate Jamestown and Colonial Parkway area.

Corridor Beautification

For approximately 10 years, James City County has been engaged in an active program of public funding of new, attractive landscaping along the major roadway corridors with funding from the County. Major sections of roadway median have been planted and are now maintained by local forces. The next area of concentration will be the new sections of the Route 199 corridor. James City County is planning major highway landscaping in the next several years.

In addition to the use of public funds, land-use development standards in the James City Corridor have, for several years, required extensive roadside and site landscaping on all new private development in James City County. Even greater efforts are required in Community Character Corridors, such as Route 5, Greensprings Road and Jamestown Road. Along Community Character Corridors, there is also a greater concentration of high-quality site and building design. In 1999 the County adopted stronger landscaping and buffering requirements, which will strengthen these efforts even further.

Specific Site and Event Planning

Elected officials and staff from James City County are actively assisting Celebration 2007, the National Park Service and APVA in their planning for improvements and events at Jamestown Settlement and Jamestown Island/Colonial Parkway during 2007. The County provides support that is requested for the quadricentennial's planning efforts and will undertake local actions in the upcoming years to further assist the activities. In anticipation of the need for this additional support, the Board of Supervisors has set aside \$200,000 over the past three fiscal years to support County investment in initiatives (activities/facilities/programs) related to Celebration 2007. Specific use of these funds will be determined after a better understanding is achieved of the state and federal programs for the celebration. The County also is assisting local citizens and the National Park Service in a new management plan for Green Spring on Centreville Road. Green Spring was the home of Governor William Berkeley, and the County is supporting a National Park Service effort to convert the inactive site into a strong, active component of the Colonial National Historical Park.

Background on the Jamestown Partners

Jamestown-Yorktown Foundation

Association for the Preservation of Virginia Antiquities

National Park Service

Jamestown-Yorktown Foundation

The Jamestown-Yorktown Foundation traces its origins to 1954, when the Virginia 350th Anniversary Commission was established to plan the celebration of the founding of America's first permanent English settlement at Jamestown in 1607. Jamestown Festival Park was built to serve as the physical setting for the eight-month Jamestown Festival, from April 1 through November 30, 1957. Although the state Department of Conservation and Development had agreed in 1955 to take over operation of the park after the festival, the Virginia General Assembly in 1958 created the Jamestown Foundation for that purpose. A non-profit corporation—the Jamestown Foundation, Inc.—was established simultaneously “as an instrumentality to assist in the details of administering the affairs of the Foundation.”

In the early 1980s, the Board of Trustees redefined the mission and programs of the Jamestown-Yorktown Foundation to become distinctly educational in purpose, and in 1984 the Foundation was placed under the administration of the state Secretary of Education. Emphasis was placed on strengthening historical research, improving the outdoor living history interpretive program, and establishing a link between on-site museum programs and instructional programs in elementary and secondary schools. In 1987, the Foundation's two museums were accredited by the American Association of Museums. They were re-accredited in 1999.

New master plans for the museums were developed in the late 1980s. The plans included: development and management of collections; improvements to the museums' interpretive areas; construction of new replicas of the *Susan Constant*, *Godspeed* and *Discovery* at Jamestown Settlement; and expansion and renovation of gallery space at both museums. Jamestown Festival Park's name was changed to Jamestown Settlement in conjunction with the opening of the new galleries in 1990. The second phase of expansion and renovation at the Yorktown Victory Center was completed, and new exhibits opened to the public in April 1995.

Curriculum-based educational programming at the museums and off-site has grown substantially over the past several years, with more than 100,000 students participating each year. As a result of Board initiative, an outreach program in which Foundation teachers travel to classrooms across the state was instituted in 1990.

The Jamestown-Yorktown Educational Trust was established in 1958 and was succeeded in November 1999 by the Jamestown-Yorktown Fund, Inc. The Fund is governed by a Board of Directors and administers private fund-raising efforts. Proceeds from Fund activities are used to support the acquisition of objects for exhibit at the museums and other needs of the Foundation.

The mission of the Jamestown-Yorktown Foundation is to educate and to promote understanding and awareness of Virginia's role in the creation of the United States of America. The Foundation is an educational institution of the Commonwealth of Virginia and administers two living-history museums, Jamestown Settlement and Yorktown Victory Center. Jamestown Settlement interprets the cultures of 17th century colonial Jamestown and the Powhatan Indians. Yorktown Victory Center interprets the impact of the American Revolution on the people of America and the development of the new nation. The 1993-1997 average for total combined paid visitation (Jamestown Settlement and Yorktown Victory Center) for Jamestown-Yorktown Foundation was 581,827. In 1998 the combined paid visitation on site for each museum was 649,511 — 473,563 at Jamestown Settlement and 175,948 at Yorktown Victory Center. The 1998 visitation rates were 11.6% ahead of the five-year average rate of growth in visitation.

Throughout its history, the Jamestown-Yorktown Foundation has played a significant role in the statewide commemoration of historic events. In 1996, the Board of Trustees adopted the agency's Strategic Long-Range Plan to guide the Foundation into the 21st century and prepare for its role in the 2007 celebration. Trustees in 1997 approved the Foundation's Comprehensive Master Facilities Plan and implementation began the next year. These critical facilities will serve the agency for the next 50 years.

Association for the Preservation of Virginia Antiquities/National Park Service

The partnership of the Association for the Preservation of Virginia Antiquities and the National Park Service for stewardship of Jamestown Island was established at the creation of the Colonial National Historical Park in 1934 and represents an alignment of the missions of two organizations. The APVA, a private, nonprofit organization, and the National Park Service, a federal agency, have served the public for 110 and 83 years, respectively. These two organizations have set the standard in the cause of preservation of cultural and natural resources for many other private and public agencies during the last century.

The NPS and APVA are responsible for the preservation of Jamestown Island, one of Virginia's most important historic sites. The two agencies contribute to the great historic wealth centered on Colonial Williamsburg that attracts visitors from throughout the United States and abroad.

Together the APVA and NPS have developed a Master Plan Concept that will preserve

and interpret Jamestown Island for the public into the next century. Each organization has current programs of interpretation, archaeology, education and research. Together they host some 400,000 visitors a year on Jamestown Island. Schoolchildren from around the nation visit free of charge. During 2000, the APVA and the NPS will be working on specific program plans for facilities and for the interpretation of Jamestown Island and its history. The need is great at Jamestown Island for modern facilities, modern infrastructure, and exhibits that meet contemporary museum standards. Celebration 2007 provides an extraordinary opportunity for the APVA and the NPS to build these resources to serve the public and attract visitors to this national historic site in the 21st century.

Association for the Preservation of Virginia Antiquities

Established in 1889 with the express purpose of saving Jamestown Island, the APVA is a 501c(3) organization and is the nation's oldest statewide preservation organization. Its mission is to preserve, interpret and promote the real and personal property relating to the history and people of Virginia. It acquired 22.5 acres of Jamestown Island in 1893, which is why Americans are fortunate to have this important site as part of their heritage for centuries to come. Today the APVA owns or manages 34 historic properties. It is governed by a 20-member volunteer Board of Trustees and managed by a professional staff based primarily in Jamestown and Richmond. The APVA has more than 3,000 members across the state, many of whom help support properties and interpretation.

Anticipating the 400th anniversary of the landing at Jamestown, in 1994 the APVA boldly launched the Jamestown Rediscovery Project, a 10-year archaeological, research and interpretation program to identify and interpret the remains of the original James Fort. Besides the dramatic announcement of the finding of the remains of the original 1607 James Fort in 1996, the project has unearthed some 300,000 artifacts that reveal new information about the settlers. The APVA has shared this information with the public through a variety of media, including an "archaeology in action" exhibit at the site in coordination with the NPS, a film shown on the History Channel for three years, a lecture series, publications for both the general public and scholarly audiences and a traveling exhibit that has gone to Washington, D.C., Richmond and Jamestown. In addition, thanks to support from the Commonwealth and the private sector, the APVA has renovated a building on Jamestown Island to serve as a state-of-the-art facility to house the artifacts uncovered so far, so that this important collection from the earliest period of English settlement is available for study and interpretation. Since 1994, the APVA also has held an annual Archaeological Field School in cooperation with the University of Virginia, and it hosts an annual Jamestown Conference for scholars of the 17th century Chesapeake Bay region.

National Park Service

The Organic Act of 1916 established the NPS, and today its mission statement carries on that legacy: The NPS preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education and inspiration of this and future generations. The NPS cooperates with partners to extend the benefits of natural and cultural resource conservation, and outdoor recreation throughout this country and the world. Among the guiding principles of the NPS today is: “Productive Partnership: Collaborating with federal, state, tribal and local governments, private organizations and businesses to work toward common goals.”

The Colonial National Historical Park was established by Presidential Proclamation and an Act of Congress in 1930 to preserve and interpret historic resources, landscapes and artifacts associated with the American colonial period from 1607 to 1781 at Jamestown, Yorktown and related sites and to provide a scenic highway connecting those sites for the benefit and enjoyment of the people. The House Report that accompanied that legislation added that the park “is intended to preserve for all time these great historic shrines, and through them to extend to this and succeeding generations of Americans a greater knowledge and appreciation of the sacrifices and achievements of heroic figures of the colonial days.”

As a steward of America’s cultural and natural heritage at Jamestown Island, the NPS preserves the remarkable archaeological remnants and landscape features from the 17th century and myriad natural resources, including vast wetlands and wildlife such as bald eagles and blue herons. Since the 1930s, archaeological studies have resulted in a collection of nearly 700,000 artifacts, representing one of the finest collections of 17th century material in North America, a collection studied by researchers from all over the country. In the 1990s, the NPS sponsored a five-year archaeological assessment of the island. It was conducted by the Colonial Williamsburg Foundation and the College of William and Mary and has provided new understanding of human’s presence on the island from as early as 10,000 B.C. Park staff lead walking tours of the site, education programs for children and special programs focusing on major events of Jamestown’s history for hundreds of thousands of visitors each year. To increase appreciation of these resources, the NPS Visitor Center includes exhibits, a film, and a store that carries books for all age groups, educational materials and a variety of reproduction items of objects recovered from the site. The draft master concept plan proposes a new Jamestown Discovery Center, new media and a stronger visitor experience.

Partnership for 2007 and Master Plan for Jamestown Island

Underlying all the planning by the APVA and the NPS is the intent to collaborate with and complement the work of the Jamestown-Yorktown Foundation and its Jamestown Settlement. This cooperation could include interpretation, marketing, ticketing and transportation, and ultimately should result in attracting many more visitors to both the national historic site at Jamestown Island and to the Jamestown Settlement's living-history museum.

The overarching goals of the APVA and the Colonial National Historical Park for Jamestown Island are:

- To preserve the cultural and natural resources of Jamestown Island for this and future generations.
- To enhance the visitor experience at Jamestown by providing the best facilities and interpretive program possible, consistent with respecting the island as a nationally significant historic site and preserve.
- To enhance the experience of the landscape at Jamestown with consistent, informative signage and to provide opportunities to experience the natural beauty of the island in various modes of transport, *e.g.*, approaches by water, exploration by bike path, etc.
- To provide a cohesive experience for visitors to the Historic Triangle that complements the experience at the Jamestown Settlement.
- To provide long-term support for scholarly research in 17th century studies in Virginia and the region in partnership with relevant universities, such as the University of Virginia, the College of William and Mary and others. This work involves national and international scholars.
- To provide the vastly improved infrastructure on the fragile Jamestown Island so important to supporting additional visitors and programs.
- To cooperate on marketing and promoting Jamestown as a destination with all the relevant partners—Jamestown Settlement, Colonial Williamsburg, Busch Gardens, James City County.
- To explore a combined national fundraising campaign to provide the resources to support facilities and programs and to raise awareness of the importance of Jamestown in the American story.

Tentative Celebration Planning Schedule

2000

- Refine the planning process and organization involving leadership, staff and volunteers.
- Determine the future of a federal commission.
- Establish and expand key contacts and potential partners at the national and international levels.
- Coordinate long-range goals with long-range plans of other state agencies and key non-state agencies.
- Engage volunteers to assist the working subcommittees and advisory groups.
- Continue identification of potential key partners and stakeholders and begin to build working relationships.
- Refine program and events proposals with partners and stakeholders with emphasis on multicultural, tourism product-building and celebratory events.
- Introduce statewide program and produce support materials.
- Engage U.S. Navy and other armed forces in planning for 2007 (process begins for naming of a ship by the Navy).
- Devise and implement communications activities to continue to build awareness inside and outside Virginia.
- Begin work with meeting planners.
- Pursue funding for archival research and academic fellowships.
- Identify and/or refine long-lead projects (commemorative, logistical, major events), create timeline and identify resources.
- Address land-use needs.
- Solicit congressional support for coin of the realm.

2001

- Expand contacts to assure awareness at the national leadership level (new administration).
- Solicit support of Congress and Administration for planning international events.
- Continue refinement of programs and events proposals, seeking stakeholder sponsors.
- Begin implementation of statewide program.
- Support expansion of nationwide educational outreach programs, including preparation and use of new technology.
- Provide funding for academic seminars, publication of one manuscript and planning of major publications, documentary and feature film.
- Produce statewide/regional publicity project.
- Conduct new market research.
- Devise program for involving major corporations in the celebration process. (Give special effort to involving Virginia's technology community as a means of increasing awareness of Jamestown and the quadricentennial.)
- Prepare and deliver briefings for national organizations.

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- Collaborate with local, state and federal agencies to secure funding for major logistical needs.
 - If approved, launch the first annual Jamestown Performing Arts Festival.

2002

- Expand volunteer program to support statewide, national, international initiatives and special events.
- Support start-up of federal commission (if one is created) and organize to coordinate activities.
- Involve new state administration in the planning process.
- Plan and execute “Five-Year Countdown” event involving replica ships aimed at attracting national audience.
- Expand statewide program and provide community incentive funds.
- Begin joint planning of events in England and other countries, including Angola.
- Seek a role in the opening of the Museum of the American Indian.
- Provide funding for archival research and academic fellowships.
- Produce statewide/regional television program.
- Initiate efforts for a commemorative stamp.
- Launch commemorative items program.
- Begin motor coach and international tourism activities. Continue meeting planner assistance.
- Finalize logistics plan and secure commitments from key agencies.

2003

- Seek loaned assistance from other state agencies to support statewide program.
- Continue to seek support commitment from stakeholders.
- Seek a role in the opening of the Air and Space Museum at Dulles Airport and the Lewis and Clark bicentennial commemorative.
- Expand national educational outreach to include distance learning programming.
- Plan and conduct major social event for national partners and diplomatic corps at Jamestown.
- Continue grants for community projects.
- Provide funding for academic seminar and publication of one manuscript.
- Support and assist public announcement of national committee to support awareness-building.
- Continue publicity program to solicit editorial support at the national level.
- Negotiate with major networks and publications for sponsorship of major 2007 events programming.
- Coordinate revenue and fundraising efforts with federal commission and campaign committee.
- Continue motor coach, international tourism and meeting planner support.

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- Determine whether major entertainment programs (traveling water drama, traveling exhibit, theater production) will be produced based on potential of funding support.
 - Develop plan for use of other land.

2004

- Establish close contacts with national administration following election.
- Continue efforts with Congress, Administration and foreign countries to assure a national/international event in 2007.
- Complete tentative 2006-2007 calendar of programs and events with stakeholders.
- Conduct events in England and selected other countries, including Angola.
- Involve federal and foreign officials in planning for major 2007 event.
- Enlist national organizations in developing Jamestown-related programs in other states.
- Support scholarly activities to assure publications in 2006-2007.
- Continue support to communities in planning certified programs.
- Recognize successful certified community programs and assist in marketing communities with communications programs.
- Broadcast Jamestown documentary on cable channel.
- Seek approval for Jamestown themes in state advertising messages.
- Continue market research to test themes and awareness.
- Seek funds for production of plays, poems, symphony and other productions.
- Make appearances at trades shows and other venues at the national level.
- Provide supervision and support in logistical preparations.

2005

- Expand paid and volunteer staff.
- Begin close coordination with foreign governments to be involved in the major international event in 2007.
- Continue expansion of statewide programs.
- Expand Jamestown educational outreach program in other states.
- Continue support for academic programs.
- Initiate programs (*e.g.*, contests, competitions) in Virginia schools.
- Support Jamestown-related arts program development.
- Stage major event at Jamestown for major stakeholders.
- Accelerate support of statewide programs in communities and sponsors to announce programs and themes.
- Expand communications program with publicity and support for trade communications, international tourism and motor coach business.
- Conduct national publicity activities in major U.S. cities and Europe.
- Participate in activities commemorating the 225th anniversary of the Battle of Yorktown.

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- Seek increased state tourism support in advertising messages.
 - Seek reruns of cable television program or production of sequel.
 - Seek sponsorship commitment for major international event at Jamestown in 2007.
 - Continue supervision and support to logistics preparations.
 - Continue logistical support to other subcommittees.

2006

- Involve new Governor and administration, the General Assembly and congressional delegation in all phases of Celebration 2007 plans.
- Expand individual and organizational volunteers to support events.
- Expand educational outreach programs in other states.
- Stage major event in May as prelude to 2007; unveil commemorative plaza as a part of the event.
- Support publication of academic and popular books during the year.
- Participate in events in England and other countries with Jamestown connection.
- Conduct major educational event at Jamestown involving national outreach program.
- Announce final calendar and increase communications and marketing activity.
- Telecast major feature film on commercial network during the year or in 2007.
- Complete fundraising and host major stakeholders/partners/underwriters event for recognition and publicity.
- Complete final support plans.
- Complete construction and infrastructure projects, including local and state visitor centers and accommodations.

2007

- Complete final paid and volunteer staffing.
- Assist federal and foreign officials in staging major international event.
- Re-create a portion of the 1607 voyage, possibly involving tall ships.
- Stage international military naval event.
- Schedule community events scheduled throughout year.
- Hold major conference of educators/ scholars.
- Introduce "Salute to Virginians" statewide, culminating in a major event in December.
- Hold major international event involving foreign leaders in Virginia.
- Host visits by the British Royal Family and other world leaders.
- Debut commissioned performing arts works.
- Hold international religions event.
- Involve national and state heritage groups in commemorative events.
- Hold multicultural events focusing on 400 years of human progress.

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- Open new heritage trails throughout state.
 - Introduce new programming and film productions at Jamestown Island and Jamestown Settlement.
 - Offer cruises from England and other countries to Hampton Roads.
 - Hold major ancillary events—music, food and other festivals throughout Virginia.
 - Telecast major feature film if not produced and shown in 2006.
 - Accelerate communications and marketing to peak.
 - Involve sponsors and donors in key events.
 - Open new cultural facilities in Virginia.
 - Dedicate major infrastructure facilities.

NOTE: The planning goals and activities will be revised and refined annually by the Steering Committee. Celebration 2007 welcomes suggestions and recommendations at any time. Execution of these and other activities will be dependent on available resources.