

**REPORT OF
JAMESTOWN-YORKTOWN FOUNDATION**

**AMERICA'S 400TH
ANNIVERSARY
JAMESTOWN 2007
STEERING COMMITTEE REPORT**

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



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America's 400th Anniversary

Jamestown 2007

STEERING COMMITTEE REPORT

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COVER PHOTO AND ABOVE

The Godspeed, a replica of one of the three ships that brought English settlers to America in 1607, passes the Statue of Liberty as it sails into New York Harbor, June 26, 2006.

BACK COVER PHOTO

Memorial Church, Tercentenary Monument, and statue of Captain John Smith at Historic Jamestowne.

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November 1, 2008

To Governor Timothy M. Kaine and our Colleagues in the
Virginia General Assembly:

The 400th anniversary of the founding of Jamestown provided an opportunity to showcase Virginia in ways not afforded to any other state. Our Commonwealth holds the honor of serving as the place where the foundations of our nation were established, although this distinction has not always been clear to many Americans. We set out to correct the record and bring benefits to communities throughout the Commonwealth in the process.

We are pleased to report tens of thousands of citizens throughout the Commonwealth participated in the planning and implementation of Jamestown 2007 — America's 400th Anniversary. We are even more pleased to tell you they achieved results greatly exceeding expectations. Those results in Virginia include generating \$1.2 billion in sales; creating more than 20,600 jobs; providing \$22 million in tax revenue for Virginia and \$6.4 million for local governments; and earning more than 12 billion media impressions that promoted Virginia as a tourism destination.

This report provides an overview of the commemoration, an eighteen-month-long series of events and programs that were inclusive, educational, and economically productive.

We congratulate you for having the vision to support this endeavor at its launch in 1997, and we thank you for your support throughout the ten-year duration of its planning and implementation.

Sincerely,

Vincent F. Callahan, Jr.
Co-Chairman, Board of Trustees



Thomas K. Norment, Jr.
Co-Chairman, Board of Trustees
Chair, Jamestown 2007
Management Committee



cc: The Honorable H. Benson Dendy III

educating • interpreting • preserving • commemorating



AMERICA'S 400TH ANNIVERSARY

The Journey That Changed the World

Sandra Day O'Connor, Honorary Chair



America's 400th Anniversary afforded us the perfect opportunity to reflect on the significance of the early days of our nation and the diverse contributions that were so essential to its development. It was a moment to inspire Americans and to reconnect with the people, the events, and the ideas that gave us our start.

This commemoration of our shared heritage provided a platform for recognizing the unifying legacies of democracy, free enterprise, cultural diversity, and the spirit of exploration that first took root at Jamestown, Virginia, in the spring of 1607. Jamestown's 400th anniversary played an important role in helping Americans across the country consider their own sense of civic pride and responsibility.

We focused on our shared history over the course of this special eighteen-month commemoration, but we also looked forward to the future, to the generations that will follow us as guardians of our nation's ideals. A lasting legacy of America's 400th anniversary will be a renewed sense of the importance of educating our young people about the origins of our democratic republic and the importance of citizen engagement to its well being.

It was an honor to be part of this once-in-a-lifetime event.

Justice Sandra Day O'Connor
Honorary Chair
America's 400th Anniversary

Acknowledgements

Stuart W. Connock, Chairman
Jamestown 2007 Steering Committee



With a project of the enormous scope and encompassing nature of Jamestown's 400th anniversary, it is difficult to fully recognize everyone who contributed to the undertaking. The commemoration was the product of dozens of leaders, tens of thousands of individuals, and hundreds of community groups and partner organizations.

The Jamestown-Yorktown Foundation Board of Trustees, whose co-chairs during the commemoration were Delegate Vincent F. Callahan, Jr., and Senator Thomas K. Norment, Jr., provided a strong and engaged organization that contributed ideas and resources. With the appointment of the Jamestown-Yorktown Foundation as the Commonwealth's lead planning agency for the commemoration, the board formed the Jamestown 2007 Steering Committee. The Steering Committee was an inclusive body that shaped the commemoration, and its volunteer leadership ultimately ensured the commemoration's success.

Four governors worked in many ways to support Jamestown's 400th anniversary: Governor George F. Allen, Governor James S. Gilmore III, Governor Mark R. Warner, and Governor Timothy M. Kaine. Each moved the project forward during his administration, and we are indebted to them for their efforts.

Members of the Virginia General Assembly authorized significant funding during more than a decade, and this support helped the

commemoration evolve from a general concept to an exciting, far-reaching reality. Many members of the General Assembly played critical roles in making this possible, but I want to particularly acknowledge Speaker William J. Howell, Senator Norment, Delegate Callahan and Delegate M. Kirkland Cox for their steadfast support and tireless efforts. During this period the Commonwealth experienced both times of economic surplus and financial difficulty, but the General Assembly maintained its support.

Commemoration planners included many partner organizations. APVA Preservation Virginia and Colonial National Historical Park, which jointly operate Historic Jamestowne, worked hand-in-hand with the Jamestown-Yorktown Foundation. Other agencies of the Commonwealth, notably the Virginia Tourism Corporation, supported the commemoration in many ways, as did the Historic Triangle Jamestown 2007 Host Committee.

The federal Jamestown 400th Commemoration Commission and the British Jamestown 2007 Committee supported the success of the commemoration by playing key roles in several commemorative events in the United States and in England. The Federal Commission served as a liaison to federal agencies and ensured international participation in anniversary events.

Several individuals served the commemoration with distinction from beginning to end. These members of the volunteer leadership —

Frank B. Atkinson, H. Benson Dendy III, and Suzanne O. Flippo — took upon themselves enormous tasks and were influential in shaping the commemoration during early planning. Their contributions were strategic and effective. Each played a variety of roles, served on numerous committees, attended many events, and traveled great distances to benefit the commemoration.

The Jamestown 2007 Management Committee guided the commemoration and made day-to-day decisions as planning evolved into implementation. Senator Norment served as chair of the Management Committee that included Colonial Williamsburg Foundation Chairman,

President, and C.E.O. Colin G. Campbell, Mr. Dendy, and me. Their leadership is greatly appreciated.

Finally, this commemoration could not have achieved success without the support of corporate sponsors. Our thanks are extended to Norfolk Southern Corporation; Colonial Williamsburg Foundation; Verizon; Anheuser-Busch Companies, Inc.; Philip Morris USA; AirTran Airways; SunTrust; Dominion; Wolseley-Ferguson; TowneBank; James City County; Rutherford Insurance; the City of Poquoson; Consol Energy, Inc., and CNX Gas; Lockheed Martin; and McGuire Woods LLP.

Her Majesty Queen Elizabeth II and His Royal Highness The Prince Philip, Duke of Edinburgh, came to Jamestown Settlement on May 4, 2007, as part of a two-day visit to Virginia, which also included stops at the State Capitol in Richmond, Colonial Williamsburg, Historic Jamestowne, and the College of William and Mary.



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America's Anniversary Weekend fireworks.

Introduction

America's 400th Anniversary — Jamestown 2007

Virginia has led our nation in the commemoration of the founding of Jamestown every fifty years beginning in 1807. In 2007 the 400th anniversary was the most successful of all of these observances. Thirteen signature events were produced over eighteen months, attracting high-profile national and international leaders such as President George W. Bush, Her Majesty Queen Elizabeth II, and retired Supreme Court Justice Sandra Day O'Connor. The events varied in size, location, and emphasis, with more than 2.5 million people participating on site in at least one signature event. An additional million students and teachers participated online during the "Jamestown Live!" educational webcast. Television broadcasts of the 2007 State of the Black Union on C-SPAN and TVOne, subsequent telecasts of "Jamestown Live!" on The History Channel, and airings of the Jamestown 2007-produced one-hour syndicated special of America's Anniversary Weekend carried these three signature events into more than 150 million additional American households.

The Virginia 2007 Community Program enrolled 181 localities and organizations representing nearly the entire Commonwealth. Collectively they planned and produced more than 1,000 additional programs and events that engaged hundreds of thousands more people. Partnerships were formed with 150 state and national organizations, some of which produced events that involved even more participation. Virginia 2007 Community Program and partner events together involved more than 1.4 million people within the Commonwealth of Virginia.

Supported over twelve years by the Commonwealth of Virginia, America's 400th

Anniversary was conceived and implemented as a public-private partnership effort of great magnitude. Its success was achieved through the vision and resources committed by the elected leadership of the Commonwealth of Virginia, the determination of volunteer leadership and professional staff, the foresight and generosity of more than a dozen companies and institutions that joined the commemoration as corporate sponsors, and the support of local governments. The combined financial support, representing more than \$48 million, ensured the world-class stature of the commemoration's signature events and many complementary educational programs. The Commonwealth was the strongest and most consistent supporter of the commemoration, providing seed money for planning as early as the mid-1990s, and ultimately it was the largest financial contributor. Local governments, especially James City County, where Jamestown is located, also provided critical resources throughout. In addition, corporate sponsors not only made significant financial investments, but also contributed many services and the involvement of their employees.

More than \$400 million of public and private funding supported important infrastructure improvements and expanded educational programming that prepared the Historic Triangle for the anniversary. Foundations and individual donors generously supported fundraising campaigns conducted by APVA Preservation Virginia, the Colonial Williamsburg Foundation, the Jamestown-Yorktown Foundation, Inc., and the National Park Service. The result of these campaigns — new museums and galleries, expanded and revitalized outdoor living-history



exhibits, new historical interpretive programs, and improved hotels and visitor centers — will provide a superior guest experience for years to come.

The greatest success of the commemoration, however, and the one that will have the longest-lasting benefit, is that America's 400th Anniversary served as a platform to convey a new, more accurate, more inclusive, and therefore more compelling story of Jamestown, one not well known to most Americans before the commemoration. In fact, many Americans regarded the colony as either a historical footnote or an outright failure. However, the new research, programs, events, exhibitions, and publications fostered by the commemoration worked to overcome this uninformed version of the significance of Jamestown. One factor that long contributed to the popular misunderstanding of Jamestown is that Thanksgiving, a significant national holiday, has focused mainly on English settlers in Massachusetts. In November 2007 President George W. Bush participated in an event at Berkeley Plantation on the James River, which was the site of a Thanksgiving that predated the Massachusetts Colony. His visit helped balance the popular understanding of history.

The Jamestown story is not easily communicated. It is complicated, often sad, and, like many true human stories, does not have a clear resolution. With the exception of the romantic myth of John Smith and Pocahontas, most elements of the story do not lend themselves to mass marketing. The commemoration provided a needed reassessment of the nation's first days. It also communicated this message far and wide, earning approximately 12 billion media impressions in the United States alone during the eighteen months of events.

Located on the shore of the James River about forty miles inland from the Chesapeake Bay, Jamestown is important as the site of the first successful, permanent English settlement in America. It was founded on May 13, 1607, when 104 men selected the island location in part for its qualities as a defensible site. The establishment of Jamestown begins the modern history of our country. In the long term, its success shaped the legal, political, economic, and cultural development of the United States. In the short term, its success also made possible subsequent English settlements up and down the East Coast of North America.

The capital of the Virginia colony until 1699, Jamestown was the place where British America's first representative body met in 1619, laying the foundation for democracy and establishing the rule of law. That elected body eventually became the Virginia General Assembly.

At Jamestown, English settlers encountered well-established native peoples with successful, complex societies. The first documented Africans (Angolans) in English America were brought ashore at Jamestown in 1619, marking the start of a relationship that would result in oppression and bondage for more than two centuries. These three cultural groups came together at Jamestown and formed the basis of America's diverse modern society, one of the nation's strengths. Additionally, Jamestown settlers worked to create the first wealth-producing industries in the English colonies, establishing opportunities for land ownership and setting the stage for a free enterprise economic system. For all these reasons, Jamestown remains relevant four centuries after the initial English settlement; its history continues to provide valuable lessons.

Part One

Two Centuries of Jamestown Observances



Row of flags at Anniversay Park, America's Anniversary Weekend.



John Smith's map of Virginia, drawn after his exploration of the Chesapeake Bay and first published in 1612.

The founding of Jamestown has been commemorated with noteworthy events every fifty years since 1807 because it marks the beginning of our nation. The decades between the major Jamestown commemorations have meant each of these observances has been created entirely anew, which both emphasizes the special nature of the events and ensures each commemoration reflects the culture of its time. The 400th anniversary had the additional benefit of coinciding with significant archaeological and

historical discoveries, prompting a re-examination of Jamestown. It therefore went further than other anniversaries to explain the settlement's pivotal role in forming the nation. The 400th anniversary emphasized the legacies of Jamestown — representative government, rule of law, cultural diversity, and free enterprise — recognizing how these legacies shaped America and continue to have a significant impact 400 years after Jamestown's founding.



John Tyler



Mark Twain



Booker T. Washington



Theodore Roosevelt

The 1807 Jubilee at Jamestown

America's colonial period, which began with Jamestown's founding, had only recently come to an end when plans were made for the first national observance of Jamestown's anniversary. The 1807 Grand National Jubilee at Jamestown was designed to celebrate the country's independence and its historical roots. The four-day event included a fleet of thirty-two vessels in the James River as well as a parade of pilgrims who marched to the old church tower led by the Bishop of Virginia, Revolutionary War veterans, and a group of people who lived in Jamestown. Six people carried a cannon ball said to weigh 500 pounds and believed to have been brought to Virginia by Captain Christopher Newport.

About 2,000 people attended the event, which featured speeches and the recitation of odes by students from the College of William and Mary as well as a company of theatrical players from Norfolk and peddlers selling wares. Jamestown's bicentennial concluded with an elaborate dinner and ball at the Raleigh Tavern in Williamsburg.

Jamestown Anniversary of 1857

A crowd of at least 8,000 gathered at Jamestown for a celebration of the settlement's 250th anniversary. Festivities lasting several days were held on the ten-acre area where it was believed the original colonists had built

houses. Anchored nearby were sixteen large ships decorated with streamers.

John Tyler, former President of the United States, gave an oration lasting more than two-and-one-half hours, summing up his message with the words, "Here a small band of men planted the seeds of a mighty empire." Other highlights included a flotilla and a parade featuring sixteen military companies. Overnight cabins, a refreshment "saloon," and a dining hall accommodating 500 people were erected to handle the crowd. A dinner, grand ball, and fireworks completed the celebration.

The 1907 Ter-Centennial Exposition

The 1907 Ter-Centennial Exposition, held at Sewell's Point in Norfolk, opened on April 26, 1907, and drew more than 1.2 million visitors during its seven-month run. Similar in scope to the Philadelphia Centennial in 1876, the exposition had a rocky start. Construction delays and wet weather meant the first guests on April 26 — Cape Henry Day — were met by a production in shambles. Wags in the national press quickly dubbed the unfinished site "the Jamestown Imposition."

The exposition was filled with exhibits highlighting advancements in transportation, machinery, manufacturing, metals, education, and history. A significant part of the exposition was devoted to amusements and the wonders of



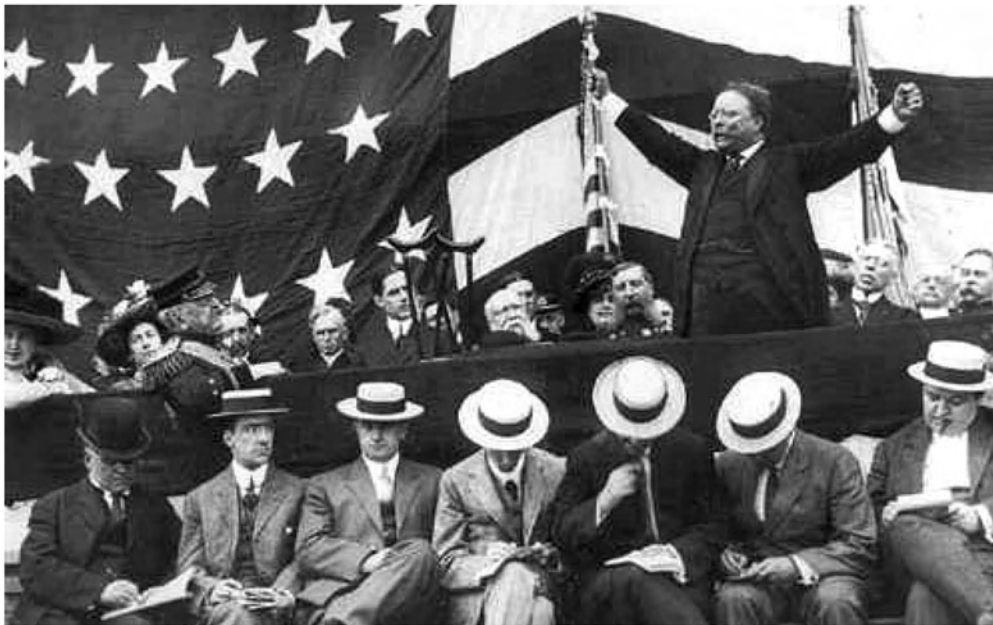
Postcard from the 1907 Jamestown Ter-Centennial Exposition.

the world. One of the main attractions was the design and architecture of magnificent houses representing states across the nation, a number of which remain today on “Admirals Row” at the Norfolk Naval Base.

The exposition showcased not only the history and culture of Virginia, but also the history and culture of twenty-one states and several countries. There were naval fleets from around the

world. President Theodore Roosevelt, author Mark Twain, and Tuskegee Institute founder Booker T. Washington were featured speakers during the observance. President Roosevelt used the exposition to launch a world tour of the Navy’s “Great White Fleet,” a show of America’s growing military might.

American Indians and African Americans were included in the exposition exhibits and



President Theodore Roosevelt’s visit to the 1907 Jamestown Ter-Centennial Exposition was a highlight of the eight-month event.

activities, a significant departure from the earlier celebrations. However, African Americans were not part of the original plan. They formed their own Negro Development and Exposition Company with an initial grant from the United States government. The company then raised the money for the design and construction of the Negro Building in which more than 9,100 exhibitors from all over the country had displays of needlework, agriculture, artwork, patents, books, and newspapers, all created by African Americans.

An exhibit organized by the Bureau of Indian Affairs included materials such as classroom papers, woodworking, woodcarving, needlework, basketry, pottery, tailoring, sewing, and embroidery from federal government-supported Indian schools. A Smithsonian Institution exhibit also included American Indian materials, and there was a Pamunkey Indian re-enactment of meeting John Smith.

As a legacy of the Ter-Centennial, the Association for the Preservation of Virginia

Antiquities (APVA), which since 1893 owned more than twenty-two acres that included the site of the church at Jamestown, donated an acre of this land to the federal government for a Tercentenary Monument. The APVA also worked with the Society of Colonial Dames on the reconstruction of Jamestown's Memorial Church.

The 1957 Jamestown Festival

The 1957 Jamestown Festival marked the settlement's 350th anniversary with a collaborative effort of preservation, education, and special events by the National Park Service; the APVA; the Virginia 350th Anniversary Commission, which later became the Jamestown Foundation; the federal Jamestown-Williamsburg-Yorktown Celebration Commission; the Commonwealth of Virginia; and the Colonial Williamsburg Corporation. The event took place from April 1 to November 30 and attracted more than a million participants. Its legacies included



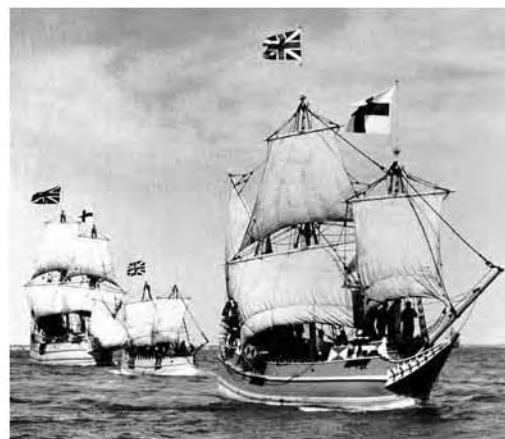
Queen Elizabeth II addressed an estimated 25,000 people at Jamestown Festival Park on October 16, 1957.



Left: U.S. Vice President Richard M. Nixon visited Jamestown Island in 1957.



Center: Queen Elizabeth II and Prince Philip visited Jamestown Festival Park in 1957.



Right: Jamestown Festival Park's replica fleet, circa 1957.

new facilities throughout the Historic Triangle and an increased awareness of the importance of Jamestown, Williamsburg, and Yorktown.

The Colonial Parkway, a scenic byway from Jamestown to Williamsburg to Yorktown, was completed in 1957, creating the unifying feature of the Historic Triangle. To accomplish that milestone, Highway 31 and the ferry wharf were moved west of Jamestown. The Commonwealth of Virginia built a new facility called Jamestown Festival Park that served as the celebration's staging area. Jamestown Festival Park's replica ships, Indian "lodge," and re-created fort provided a living-history lesson, and the site hosted special activities and exhibits throughout the celebration. The park proved to be popular and valuable for teaching Virginia history well beyond 1957. In 1990, through an extensive expansion and improvement project, the facility was renamed Jamestown Settlement and is now an important state-owned, fully accredited living-history museum. Another legacy of the 1957 observance was an extensive project to microfilm colonial documents, both preserving them and making them more widely available.

Events during the celebration included military reviews, gatherings of Jamestown

descendants, and an outdoor drama performed at Cape Henry. Notable participants included U.S. Vice President Richard M. Nixon and British Ambassador Sir Harold Caccia. The highlight of the celebration took place on October 16 with a visit by Her Majesty Queen Elizabeth II and His Royal Highness The Prince Philip, Duke of Edinburgh. A capacity crowd of 25,000 gathered at Jamestown Festival Park to glimpse the Queen on her first international journey as monarch of Great Britain.

At the request of the National Memorial to the Progress of the Colored Race in America Association, the Virginia 350th Anniversary Commission agreed to mark the anniversary of the arrival of the first documented Africans at Jamestown in 1619. The Celebration of the Arrival of the First Africans at Jamestown took place August 24, 1957, and featured presentations by the National Freedom Day Association, Elder Solomon Michaux Radio Choir, and the Booker T. Washington High School Band from Norfolk. On another day, Virginia Indians were represented at Jamestown Festival Park by Chief O. Oliver Lone Eagle Adkins of the Chickahominy Tribe, who presented a flag to be flown at the Court of Welcome.

Part Two

Planning America's 400th Anniversary: 1996–2002



Jamestown Settlement's re-created Godspeed, Susan Constant and Discovery in 2007.



*Gov. George F. Allen
Inaugurated 1994*



*Gov. James S. Gilmore III
Inaugurated 1998*



*Gov. Mark R. Warner
Inaugurated 2002*



*Gov. Timothy M. Kaine
Inaugurated 2006*

Planning and preparations for the 400th anniversary of Jamestown's founding began more than a decade before the event. In January 1996 the Virginia General Assembly passed House Joint Resolution 126, designating the Jamestown-Yorktown Foundation (JYF) as the official state agency coordinating Virginia's role in the commemoration. The charge from the General Assembly was threefold: the commemoration should educate Americans about the importance of Jamestown in history; it should stimulate economic development; and it should encourage tourism to Virginia. JYF was a logical choice to shoulder this responsibility since the agency's predecessor was created by the Commonwealth in preparation for the 1957 commemoration and opened Jamestown Festival Park (now Jamestown Settlement). During the decade-long buildup to the 400th anniversary, work took place in three major phases: 1996–2002, planning; 2003–2006, program development; and 2006–2008, implementation.

The JYF Board of Trustees created a thirteen-member Celebration 2007 Steering Committee (Steering Committee). Senator Richard J. Holland, chairman of the JYF Board of Trustees, appointed former chairman Stuart W. Connock, former Secretary of Finance for the Commonwealth of Virginia, as chair of the new committee. The Steering Committee, whose members included representatives from the

National Park Service's (NPS) Colonial National Historical Park and APVA Preservation Virginia (APVA) as well as JYF and JYF, Inc., its private fundraising arm, met for the first time in December 1996. To support the committee's work, Governor George F. Allen acknowledged the significance of the celebration in his State of the Commonwealth address in January 1997, and the General Assembly appropriated funds during that session to begin planning. The Steering Committee then undertook the assignment of preparing a report for submission in 2000 to the Governor and General Assembly that would serve as a road map for planning and implementation of the celebration, identifying major partners, goals, and timelines. As the commemoration planning evolved over time, Steering Committee membership expanded to more than forty members to include diverse representation from across the state.

On May 9, 1997, Governor Allen officially launched the ten-year countdown to the 400th anniversary with a press conference at Jamestown Settlement in which he and Mr. Connock unveiled the first official Jamestown quadricentennial logo. Following this announcement, Governor Allen unveiled the Virginia commemorative motor vehicle license plate at a September 24, 1997, press conference hosted by the Steering Committee at Founders Park in Alexandria.



A 1998 meeting of the Jamestown 2007 Steering Committee and members of its subcommittees.

Primary Partnerships

Partnerships were important to the success of the anniversary from the earliest preparations. Major partners such as NPS, APVA, and the Colonial Williamsburg Foundation (CWF) joined JYF in planning major facilities, infrastructure, and program improvements at their individual properties. Particularly noteworthy is that APVA, anticipating the 400th anniversary, in 1994 initiated the Jamestown Rediscovery project led by archaeologist Dr. William M. Kelso. This project successfully located the actual site of the 1607 James Fort, the first compound constructed by the settlers. The fort site was long thought to have been lost in the James River to erosion and higher water levels. The excavation produced exciting and occasionally surprising finds during the next thirteen years, and analysis of these items helped draw a much clearer portrait of life at the settlement. These developments

contributed tremendously to a new understanding of Jamestown's history and proved to be invaluable to commemoration planners. Each new find drew international attention and further engaged the public in a riveting story.

Staff and Major Committees

Dedicated staff to support the work of the Steering Committee also was essential. In November 1997 Norman G. Beatty was hired as the commemoration's executive director. Working under the direction of JYF Executive Director Philip G. Emerson, Mr. Beatty opened the Celebration 2007 office in an annex to the JYF administration building in January 1998, hiring two full-time and two part-time employees. With this staff, planning began in earnest. In the summer of 1998, the Steering Committee appointed three subcommittees: Programs and

ROUNDTABLE DISCUSSIONS CONDUCTED 1997–1999:

Communities

Abingdon
Alexandria
Danville
Eastern Shore
Fredericksburg
Harrisonburg
Norfolk
Northern Neck
Richmond
Roanoke
Williamsburg

Groups

Educators
Employees and Volunteers
Historic and Patriotic Organizations
NAACP (two sessions held)
National Park Service
Scholars
Virginia House of Delegates
and Senate of Virginia
Virginia Indians

Events, chaired by Suzanne O. Flippo; Marketing and Finance, chaired by Robert V. Hatcher, Jr.; and Logistics, chaired by Frank B. Atkinson. The Steering Committee brought wider representation to these subcommittees by reaching out to regional stakeholders, experts, local elected officials, and leaders of cultural organizations. These committees, with staff support, prepared the first comprehensive look at commemoration planning: the “2000 Report to the Governor and General Assembly.”

Public Participation

One strategy used to stimulate thinking about the anniversary and build broad-based support was to invite ideas from individuals and groups throughout the Commonwealth. During 1997, 1998, and 1999, twenty half-day “roundtables” were conducted at various locations in Virginia. More than 1,700 people representing 250 organizations were asked to participate. The results of these meetings began to shape the commemoration. The roundtables reinforced the idea that the commemoration should be statewide; it should have national and international impact; it should be at least a year in length; it should have a strong educational component; and national and international leaders should participate.

Cultural Inclusion

Among the most important directions to emerge from the roundtables was that the commemoration should be genuinely inclusive of the three cultural groups that came together at Jamestown: Virginia Indian, European, and African. Past anniversary observances had largely been planned and produced from the point of view of English settlers with limited participation by others. Broader inclusion brought new and vital insights for the Jamestown 2007 staff and Steering Committee. For Virginia Indians, the founding of Jamestown meant the beginning of an “invasion” of their land and the undermining of their way of life. For African Americans, Jamestown was associated with the forced transportation of millions of



Perhaps the first national promotion of the commemoration was launched October 16, 2000, with the introduction of the “quadricentennial quarter” at Jamestown Settlement. The reverse side of the quarter, tenth in the U.S. Mint’s series honoring the fifty states, featured the three ships of the 1607 Jamestown expedition. It read “Jamestown 1607–2007” and “Quadricentennial.” The design was selected by Governor James S. Gilmore III from among four finalists depicting Virginia history themes. Before his decision, Governor Gilmore invited citizens of Virginia to comment on the final designs, which also included the Colonial Williamsburg Capitol, Jefferson’s design of the State Capitol, and Mount Vernon. Among the thousands of citizens who responded, the Jamestown quadricentennial design was the overwhelming choice.

Participants in the unveiling ceremony included Virginia First Lady Roxane G. Gilmore, Governor Gilmore, Senator

Thomas K. Norment, Jr., U.S. Mint Director Jay Johnson, and U.S. Treasurer Mary Ellen Withrow. The Governor and First Lady presented newly minted quarters to attending fourth-grade students from Pearson’s Corner Elementary School in Mechanicsville, Nathanael Greene Elementary School in Stanardsville, Sugarland Elementary School in Sterling, Mineral Springs Christian School in Vinton, and Windsor Woods Elementary School in Virginia Beach. The classes were chosen randomly from among schools submitting correct entries in the Virginia quarter contest sponsored by the Governor’s Office.

Shown above standing before a 50 State Quarters map of the United States are U.S. Mint Engraver Ed Steever, Mrs. Gilmore, U.S. Associate Director for Numismatics David Pickens, Treasurer Withrow, Governor Gilmore, and Mr. Johnson. Mr. Johnson presented Governor Gilmore with the engraver’s rendition of the Virginia design during the ceremony.



The Jamestown-Yorktown Foundation, APVA Preservation Virginia, and the National Park Service coordinated work on master plans for Jamestown Settlement and Historic Jamestowne to ensure development of facilities and programs that would complement one another and strengthen the overall visitor experience. Designed to serve guests for years to come, multimillion-dollar structures and exhibits featuring current historical research and interactive technology debuted at the Jamestown sites in time for the 400th anniversary commemoration.

Africans to America and the development of the system of slavery. One clear and persistent message expressed by Virginia Indians and African Americans at the roundtables was that Jamestown's 400th anniversary was not a cause for celebration. As a result, in April 2000 the Executive Committee of Celebration 2007 voted to change its name to "Jamestown 2007" and define the anniversary as a commemoration.

In 2001 Jamestown 2007 staff members became convinced that a small group of key individuals should be recruited to take the lead in planning African-American participation. Led by the Reverend Robert Whitehead and his wife Jocelyn, a number of community leaders came forward to form the Virginia African American Forum, which held its first meeting in January 2002. The organization promoted awareness of African and African-American culture and contributions and supported scholarships for students at Virginia's historically black colleges and universities.

Although members of Virginia Indian tribes had participated on the Steering Committee and the Programs and Events Subcommittee since the fall of 1998, many members of the Virginia Indian community remained skeptical of the nature of the commemoration. In the summer of 2002 individual meetings were held with seven chiefs of state-recognized tribes to exchange ideas and air concerns. Through continuing conversations with representatives from the Steering Committee and counsel from various tribal leaders, the eight state-recognized tribes agreed to participate actively in the commemoration. The tribes agreed that the commemoration could serve as a platform to both educate the public about who they are today and to begin the process of addressing concerns they had about the inaccurate depictions of their history. In addition, the tribes perceived the commemoration to be a way to gain widespread public support for their effort to obtain official recognition by the United States government.



Shown left to right, pages 14 & 15: Jamestown Settlement visitor services and gallery complex, Jamestown Settlement's riverfront discovery area, Historic Jamestowne Archaearium, Historic Jamestowne Visitor Center.

Funding the Commemoration

While the roundtables produced valuable ideas on shaping the commemoration and helped build relationships among important participant groups, the Steering Committee grappled with raising the money necessary to implement the ideas. Fundraising was complicated by the number of Jamestown partners and their differing needs. JYF and APVA each had ambitious and successful capital campaigns under way to support building projects and program enhancements. As a temporary event office ceasing operations in June 2008, Jamestown 2007 was responsible for funding the planning, production, and marketing of commemoration events. Concerns were expressed that separate fundraising programs would compete against each other and confuse potential contributors and sponsors.

Efforts were made to fashion a unified fundraising approach. The plan was that a volunteer committee led by a highly visible

chair would raise money for improvements at the two Jamestown sites as well as for the program enhancements and events of the commemoration. The 2001 “Jamestown 2007 Critical Pathways” report, prepared by the Jamestown 2007 Executive Committee with the assistance of consultants, detailed this idea and estimated that \$155 million to \$175 million was needed. The partners were unable, however, to structure a unified campaign satisfying the varying needs and constraints of the partnership’s state, federal, public, and private organizations. In October 2002 the partners signed a “Memorandum of Understanding Regarding Joint Fundraising.” The agreement was that each entity — JYF, APVA, NPS, and Jamestown 2007 — would continue to raise its own funds but would cooperate on fundraising for commemorative events. Competition and donor confusion continued to be a concern throughout the commemoration. Frequent communication and goodwill among the partners were essential



Governor James S. Gilmore III, along with First Lady Roxane G. Gilmore, hosted a meeting of Jamestown commemoration planners. Attendees included (from left to right): William M. Kelso, L. Ray Ashworth, Elizabeth S. Kostelny, Mrs. Gilmore, Governor Gilmore, Stuart W. Connock, Lieutenant Governor John H. Hager, Suzanne O. Flippo, Wayne B. Adkins, Martha D. Marks, Frank B. Atkinson, and H. Benson Dendy III.

VIRGINIA LICENSE PLATES

Virginia's cars and trucks became valuable promotional and fundraising vehicles during the commemoration. The state's standard-issue license plates and special plates provided constant reminders of the commemoration for state residents and carried the 400th anniversary message far beyond the Commonwealth's borders.

A Jamestown special license plate, featuring an image of the *Susan Constant*, became available to motorists in 1997. Five dollars from the sale of each of these special plates supported the commemoration. More than 90,000

Continues on page 17

to coordinate effectively the work of all partners and assure the ultimate success of the fundraising efforts.

Commemoration planners were fortunate to have champions in the Executive Mansion throughout the twelve years of planning and production. Virginia's first ladies were active supporters. Susan Allen was a strong advocate for tourism, raising the awareness of the importance of the industry to the Commonwealth in preparation for the commemoration. Roxane G. Gilmore actively and effectively participated in the early commemoration planning. She served, while her husband was Governor, as honorary chair of the Steering Committee, chair of the Programs and Events Subcommittee's International Activities and Commemorative Events Working Group, and on the Combined Campaign Advisory Committee. In 2001 Mrs. Gilmore hosted a webcast from Historic Jamestowne that reached 25,000 schoolchildren, and she appeared in a series of public service announcements promoting



A Jamestown special license plate became available to motorists in 1997. Virginia's standard-issue plates featured 400th anniversary messaging from July 2002 through 2007.

the commemoration. She was a powerful advocate for a concept called “One Jamestown” that sought to create a complete, comprehensive, seamless, and interactive experience at Jamestown Settlement and Historic Jamestowne. First Lady Lisa Collis articulated the significance of the commemoration during the administration of Governor Mark R. Warner, which was the most intense period of fundraising and planning. Anne Holton served not only as an advocate but also as a gracious host of commemoration events during the administration of her husband, Governor Timothy M. Kaine.

Other state officials also championed the commemoration. John H. Hager, Lieutenant Governor from 1998–2002, was an early member of the Steering Committee and the first vice chair of the Programs and Events Subcommittee. He continued to serve the commemoration until appointment to a federal position necessitated his resignation. Dr. Robert E. Martínez,

Virginia License Plates continued

were sold between 1997 and 2002, producing approximately \$445,000 for the commemoration.

In July 2002 the Commonwealth began including the phrase “1607 • 400th Anniversary • 2007” in red lettering across the bottom of its standard license plates, featuring blue type on a white plate.

In 2001 the General Assembly authorized a \$2 voluntary surcharge on vehicle registrations that would support the Virginia 400th Anniversary Fund. In July 2003, the fee was changed to \$1 and became mandatory.

Commemoration messaging had changed by 2007, and in early May, just before America’s Anniversary Weekend, Virginia’s Department of Motor Vehicles (DMV) debuted an updated standard-issue passenger license plate whose design was significantly different from the earlier plate. This new standard-issue plate featured the official “three ships” logo and prominent placement of the words “Jamestown” and “America’s 400th Anniversary.” It served as Virginia’s standard-issue plate until December 2007.

DMV Commissioner D. B. Smit said in a press release, “DMV is proud to partner with America’s 400th Anniversary. As we enter this historic and exciting time, we are pleased to help recognize what will truly be an international commemoration. The new plate is the perfect way to spotlight this event.”

Secretary of Transportation during the Allen administration, also served on the Steering Committee and continued to chair the Logistics Subcommittee through 2007. Dr. Martínez also served as a member of the Jamestown 2007, Inc., Board of Directors. After leaving the Governor's Cabinet, he accepted a position as vice president for business development with Norfolk Southern Corporation. There he was a strong internal advocate for sponsorship of America's 400th Anniversary. Additionally, staff members of the Virginia Department of Planning and Budget and other state agencies were supportive and helpful to commemoration planners throughout the entire effort.

Supporters in the Executive Mansion, the Cabinet, the General Assembly, and the Department of Planning and Budget were beneficial to the Steering Committee as it sought substantial and reliable funding from the General Assembly. In the last budget bill presented by Governor James S. Gilmore III to the General Assembly in January 2002, he included a revenue stream called the Virginia 400th Anniversary Fund (V400 Fund). The money was generated by a surcharge on the purchase or renewal of vehicle registrations and was earmarked for the commemoration. Shepherding this legislation into law were Senator Thomas K. Norment, Jr., Senate Floor Leader, and Delegate Vincent F. Callahan, Jr., chairman of the House Appropriations Committee. Governor Warner, who took office in January 2002, signed the bill into law. Senator Norment became co-chairman of the JYF Board of Trustees in 2002, serving with Delegate V. Earl Dickinson. Delegate Callahan, who succeeded Delegate Dickinson as co-chairman in 2004, was particularly effective in the House of Delegates. He had strong and vital support for the V400

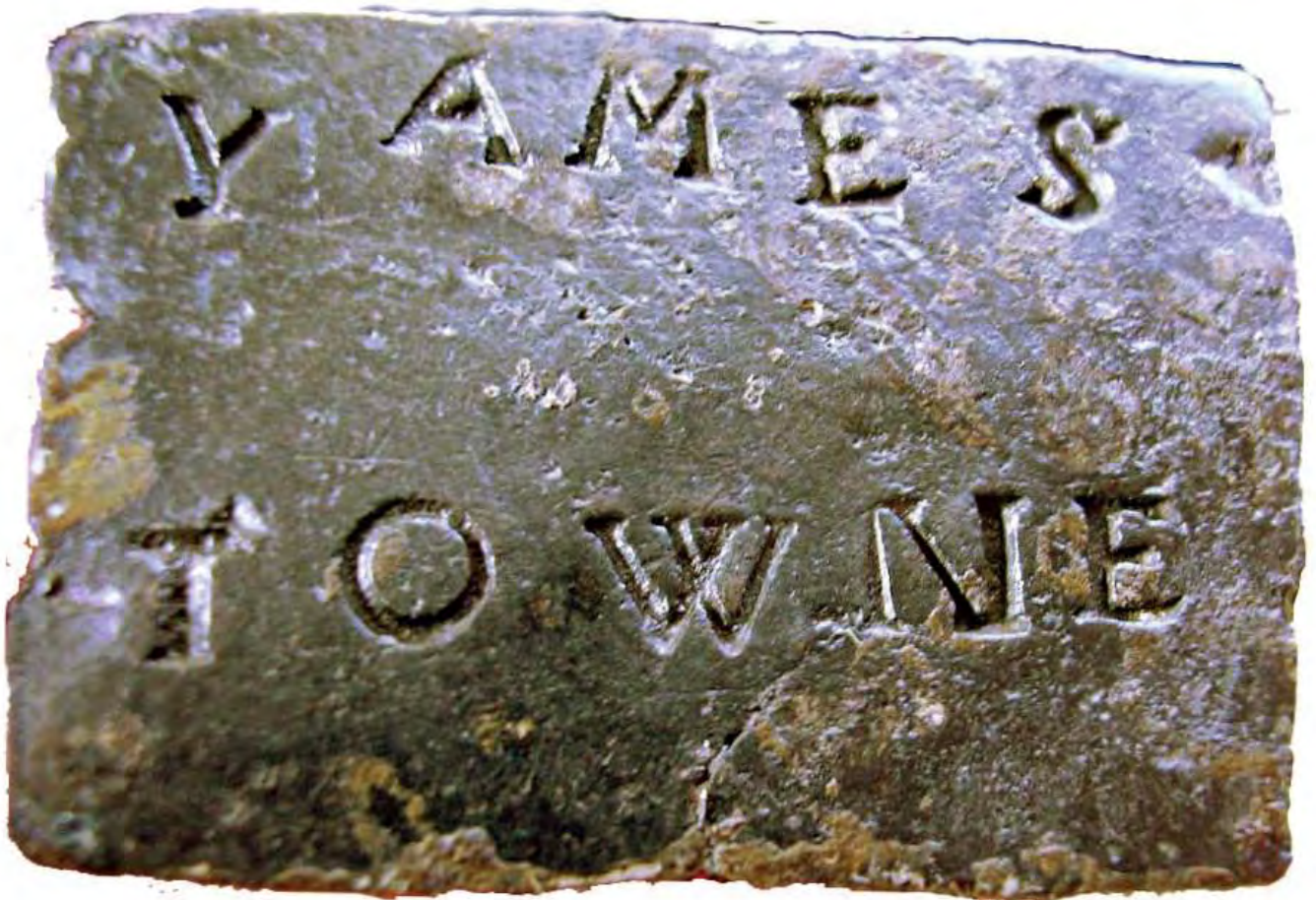
legislation and other 2007-related legislative efforts from Delegates M. Kirkland Cox and Phillip A. Hamilton, both of whom were also members of the JYF Board of Trustees, as well as from Steering Committee Chairman Connock and Frank B. Atkinson, chairman of the federal Jamestown 400th Commemoration Commission (Federal Commission). Beginning in fiscal year 2003, the V400 Fund generated \$3 to \$5 million annually through fiscal year 2008 to support the planning, implementation, and marketing of the signature events and other educational programs as well as to support tourism in Virginia. Governor Kaine, chief executive during the anniversary period, was an enthusiastic supporter of Jamestown 2007. He gave generously of his time and energy to lead commemoration events and to foster support. Federal funds of \$3,645,000 were secured by the Federal Commission. These funds supported education initiatives, the International Conference Series on the Foundations and the Future of Democracy, and other commemorative initiatives, and were a principal source of support for the World Forum on the Future of Democracy signature event.

Senator Norment and Delegate Callahan continued to co-chair the JYF board until the fall of 2008, providing important leadership and continuity for the commemoration. They, along with other JYF board members, especially Steering Committee Chairman Connock and Speaker of the House William J. Howell, were critical to securing the necessary resources from the Commonwealth of Virginia throughout the commemoration. Other significant sources of state funding included revenue from the sale of special Jamestown license plates, general fund appropriations, income tax "check-off" donations, and budget amendments.



Part Three

Program Development: 2003–2006



Lead cargo tag, ca. 1610, found by archaeologists at the bottom of a well at Historic Jamestowne as part of APVA Preservation Virginia's world-renowned Jamestown Rediscovery archaeological project.



Prosody Creative Services was contracted by Jamestown 2007 to produce elements of four signature events. The Prosody-produced events, shown from left to right above (pages 20 and 21), were: the 2006 Godspeed Sail, during which Anniversary Voices performance group entertained crowds; the 225th Anniversary of the Victory at Yorktown; “Jamestown Live!;” and America’s Anniversary Weekend.

The year 2003 was a milestone for the commemoration. The Virginia 400th Anniversary Fund (V400 Fund) enabled Jamestown 2007 to move from the initial phase of information gathering, brainstorming, planning, and committee organizing to the next phase of program development. This second phase included further defining the events of the commemoration and conducting a sponsorship marketing program to fund them. Crucial to this stage was building a staff. In January 2003 William W. Cone, an experienced event marketer, was hired as chief operating officer. His first priorities were to develop sponsorship sales materials, create lists of potential corporate sponsors, refine the sponsorship strategy, and create new staff positions, most importantly a director of sponsorships and partnerships and a promotions and marketing manager.

Jamestown’s Legacies

At an early meeting of the Programs and Events Subcommittee, members discussed ways of making Jamestown relevant to a broad spectrum of people. Several themes emerged

from the discussion. The theme of immigration was suggested, because most Americans were descendants of immigrants, and was expanded to capture the idea that present-day culturally diverse American society began at Jamestown, since the original Jamestown settlers came from diverse European backgrounds. They encountered Virginia Indians when they arrived, and several years later Africans were brought ashore at Jamestown, each group making substantial contributions to building the nation. It was further suggested that Jamestown’s origins be looked upon as a business venture.

Subcommittee members and staff agreed with the concept of making history relevant and suggested another important legacy to be included among the themes: American democracy, representative government, and the associated rights of individuals. Jamestown 2007 embraced these concepts, elevating the legacies in sponsorship and promotional materials and underscoring the settlement’s national and international impact. The commemoration would draw attention to the early history and use it as a platform to talk about 400 years of nation building and all the people who contributed. This more precisely defined message of the importance of



Jamestown was essential to the success of the sponsorship marketing program.

Signature Event Development

Another priority in 2003 was to delineate further the list of signature events. This goal was important for a number of reasons. It showed the state's investment was producing an impressive lineup of events, giving credibility to requests for continued funding. It gave actionable information to potential sponsors as they made investment decisions. A specific list of events also would enable planners to estimate costs more accurately. Additionally, it encouraged the development of other partnerships. Several years earlier, the Jamestown 2007 Steering Committee (Steering Committee) had contracted with Golin Harris public relations firm to assess an initial list of potential signature events. The consultants looked at the types of events, their visitor appeal, estimated budgets, and market appeal. By 2003 planning had evolved to requiring the next level of detail.

In the summer of 2003 Jamestown 2007 issued a request for proposals for a production company to work on developing the creative aspects of the signature events. Prosody Creative Services was the successful bidder. This contract was the first of a series between Prosody and

13 SIGNATURE EVENTS

2006 *Godspeed* Sail: May–August, 2006

Virginia Indians: 400 years of Survival,
October 5–7, 2006

Yorktown 225th: October 19–22, 2006

African American Preview Gala:
October 14, 2006

Jamestown Live!: November 9, 2006

2007 State of the Black Union:
February 9–10, 2007

The World of 1607: April 2007–
April 2008

Journey Up the James: April 24–
May 26, 2007

America's Anniversary Weekend:
May 11–13, 2007

Smithsonian Folklife Festival: Roots of
Virginia Culture: June 27–July 1,
July 4–8, 2007

American Indian Intertribal Festival:
July 21–22, 2007

2007 Virginia Black Cultural and
Commerce Expo: August 25, 2007

World Forum on the Future of
Democracy: September 16–19, 2007

Jamestown 2007 under which Prosody created and then produced elements of four signature events: the 2006 *Godspeed* Sail, the 225th Anniversary of the Victory at Yorktown, “Jamestown Live!,” and America’s Anniversary Weekend. As the contracts became more substantial, Prosody’s Kenneth Ashby and Maris Segal managed all aspects of Prosody’s work under the direction of Jamestown 2007. Under a separate contract issued in 2006 by the federal Jamestown 400th Commemoration Commission (Federal Commission), Prosody also worked on the Federal Commission’s International Conference Series on the Foundations and the Future of Democracy and the World Forum on the Future of Democracy signature event.

Community Program Launch

In June 2003 Governor Mark R. Warner presided over the launch of the Virginia 2007 Community Program, recognizing in a ceremony on the Capitol grounds in Richmond the first twenty communities to participate. This program, a project of the Programs and Events Subcommittee, took years of effort and a dedicated staff member to get under way. The goal was to encourage grassroots support for the commemoration in all parts of Virginia, in part to stimulate interest in history and community pride, and in part to bring economic benefits of the commemoration to all of Virginia by encouraging tourism statewide. Communities applied for admission to the program, identifying one or more worthy legacy projects to undertake and establishing a diverse committee to accomplish them. To overcome resistance to joining by communities that felt no direct tie to Jamestown, the program was flexible, allowing any project that communities felt would be of lasting benefit to them. It also permitted “communities” to be self-defining, thus broadening and strengthening participation.

Throughout the program, the Jamestown 2007 manager of statewide programs maintained close contact with local program chairs, providing advice and support as needed. Regional meetings were organized around the Commonwealth, where local committees could come together to receive updates on the commemoration and to share information on their work, offering ideas and seeking ways to strengthen their programs through collaboration. By spring 2007, the program included 181 communities, representing all but one of Virginia’s counties and ninety-nine percent of the state’s population. Together these cities, counties, schools, churches, and organizations planned, produced, and funded more than 1,000 programs and events in which hundreds of thousands of people participated.

Local Virginia 2007 Community Program leaders took on the statewide goals of expanding tourism, economic development, and education and made them their own. All sought to involve a large variety of historical societies, civic organizations, clubs, schools, libraries, businesses, churches, individual citizens, and out-of-town guests in local programs and events. Many of the communities undertook significant projects already in the planning stages as their legacy projects. Participation in the commemoration provided an incentive as well as a target deadline for completing them. Other communities developed new ideas to pursue.

Legacy projects ranged from large-scale building renovations to the creation of historic driving tours, the publication of brochures, the development of community websites, and the documentation of graves in local cemeteries. Many legacy projects awakened citizens to the wealth of history in their localities and the need for historic preservation. Newspapers printed special articles on historical topics or “400 Facts” about the local area. Committees researched and sponsored the creation of historic markers

recognizing special places and events in their communities.

Oral history projects became a common thread as many communities set up mechanisms to interview older citizens and document their memories. Students throughout Virginia conducted oral history projects, wrote booklets on local history, and participated in library reading programs focused on Virginia's past. Many school systems held essay contests focused on Jamestown history and legacies. Elementary schools held events such as Colonial Games Day, while many middle schools conducted storytelling programs. Some high schools created genealogy and history clubs. Following the commemoration, community program chairs reported a keener interest in genealogy and oral history among students and citizens in general.

The commemoration gave localities an opportunity to determine ways of making communities better places to visit, live, and work. Several communities planted or gave away trees as well as planted commemorative gardens

or conducted garden tours. Some communities renovated historic theaters, which then served as sites for commemorative events. Other historic buildings such as train depots, churches, and court buildings were rehabilitated and put into adaptive uses as historic sites, offices, and visitor centers. A number of localities completed improvements to their downtown streetscapes.

Legacy projects also created new cooperative tourism initiatives such as the Southern Virginia Tourism Region. Additional tourism projects included museum and historical exhibits, new museums, visitor centers, new or expanded websites, driving and walking tour maps, heritage trails, wayfinding signage, display gardens, downtown revitalization, hiking/biking trails, recreational facilities and parks, historic markers, and wayside exhibits. Several heritage trails were planned or completed during the commemoration. Chesapeake opened the Dismal Swamp Canal Trail in 2006. Alleghany County completed the first phase of the Jackson River Scenic Trail. The first phase of the Tobacco Heritage Trail in

Left to Right: Philip G. Emerson, H. Edward Mann, Frank B. Atkinson, James City County Administrator Sanford B. Wanner, Jeanne Zeidler, Gloria L. Jackson-Warren, Colin G. Campbell, Nancy N. Campbell, Senator Thomas K. Norment, Jr., and James City County Communications Director Jody Puckett were among the participants at the America's 400th Anniversary Time Capsule dedication ceremony in November 2007.



Southside Virginia was dedicated in 2005, and planners purchased forty miles of abandoned railroad right-of-way for future trail construction. Representatives from five counties and eleven towns in the Roanoke River Drainage Basin area participated in a cooperative venture spearheaded by Roanoke River Rails to Trails program. The town of Bluefield began work on the Coal Heritage Trail and a local bike trail.

In honor of the commemoration, several communities went international by establishing or strengthening sister city or twinning programs with cities in other countries. Sister city relationships were established with a variety of nations, including the Democratic Republic of Congo and the United Kingdom. The Virginia 2007 Community Program's appeal also crossed the Atlantic Ocean, attracting participation of three communities in the United Kingdom: the East Lindsey District in Lincolnshire, where John Smith was born; Harwich Society in Essex; and Gravesham Borough Council in Kent.

Communities took to heart the theme of the three cultures that came together at Jamestown, sponsoring events that featured American Indian and African-American history and culture as well as European traditions. The Virginia Council on Indians and Jamestown 2007's Virginia Indian Advisory Council provided speakers, dancers, and educational materials to communities planning ceremonies, lectures, and classroom events. Other communities offered Native American festivals or added a Native American element to existing events. Black history museums throughout Virginia planned special exhibits featuring commemoration themes, and a number of communities installed and dedicated historic markers at the sites of African-American churches and schools or in honor of famous citizens.

Music and the arts were important aspects of the special events created by the communities throughout 2007. Professional theaters, such as

the Barter Theatre in Abingdon, commissioned new plays about Jamestown. Communities also held pageants or created productions based on local history or a memorable personality from the past and commissioned works that ranged from musical compositions by well-known composers to paintings by folk artists.

Among the grassroots communications initiatives that contributed to the growth of community involvement throughout the Commonwealth was the Jamestown 2007 Ambassador Speakers Bureau. Established in the fall of 2000 and originally composed of volunteers and Jamestown-Yorktown Foundation (JYF) outreach education instructors, the bureau expanded with the addition of staff members from Jamestown 2007 partners and chairs of participating Virginia 2007 communities. Through presentations made to a variety of civic, cultural, ethnic, and historical groups, these ambassadors reached thousands of Virginians with information on the goals and events of the commemoration and encouraged participation in Virginia 2007 Community Program legacy projects and special events.

At the commemoration's conclusion, participating communities were invited to contribute to the Virginia 2007 Community Program Time Capsule, which is buried in Jamestown Settlement's Quadricentennial Plaza and is to be opened for the 450th anniversary. During a ceremony in March 2008, representatives from the twenty pilot communities placed items from their localities in the time capsule. Items from nearly all 181 communities were also included. Photographs, newspaper clippings, invitations, T-shirts, commemorative publications, driving tours, maps, posters, and scrapbooks reflect 2007-related projects and events from around the state. The Virginia 2007 Community Program was one of the great successes of the commemoration.



Left: In September 2007 NASA Astronaut Patrick G. Forrester presented Philip G. Emerson with a set of 400th anniversary commemorative coins that had been flown aboard space shuttle Atlantis in June 2007 and a certificate of authenticity noting the space flight of Jamestown commemorative coins.



Right: Virginia Secretary of Technology Aneesh P. Chopra spoke at the event at Jamestown Settlement. Seated are Mr. Emerson, NASA Langley Research Center Director Lesa B. Roe, and Colonel Forrester.

Partnerships

Forming partnerships was central to the success of the commemoration, and Jamestown 2007 signed more than 150 organizations as partners during its course. These partnerships took many forms and were essential to the educational, marketing, and fundraising efforts. The Programs and Events Subcommittee created the Organizational Partnerships Working Group to identify organizations that might sponsor events or bring complementary resources to the commemoration. The initial idea was that these organizations would produce events, programs, and performances built around the theme of the 400th anniversary, extending the commemoration's reach throughout the state. It was hoped such programs would benefit from a grant program administered by either Jamestown 2007, the Virginia Foundation for the Humanities, the Virginia Arts Commission, or the Commonwealth through the appropriations process. However, sufficient funding did not materialize due to an economic downturn. Many of these organizations, however, received funding from other sources and

produced programs and events related to the 400th anniversary. Jamestown 2007 provided limited funding to several projects.

Additional partnerships were formed early in the planning with agencies of the Commonwealth of Virginia. The Virginia Department of Motor Vehicles, for instance, produced a special Jamestown 1607–2007 license plate, launched by Governor George F. Allen, sales of which produced significant proceeds for the commemoration. Virginia Tourism Corporation produced a number of promotional initiatives.

The Jamestown 2007 director of sponsorships and partnerships pursued relationships with such national organizations as the National Association of Manufacturers, NASA, and the National Education Association. In fall 2003 a director of statewide programs joined the staff and undertook the responsibility of recruiting partners in Virginia. Partnership commitments included a signed agreement with a statement of mutual benefits and activities.

Partners were actively recruited until spring 2007. They ranged from local to national organizations and included groups focused on



Jamestown 2007 partnered with the Virginia Arts Festival, which featured a performance by the Birmingham Royal Ballet in Norfolk in 2007.

arts and culture, conservation and preservation, education, horticulture, hospitality, media, and science and exploration, as well as civic groups, historical societies, heritage groups, and industry associations.

These partnerships were integral to the success of America's 400th Anniversary. Partners added to the scope, diversity, and reach of the commemoration, and they helped build awareness of signature events and programs. Support often took the form of constituent communications, as partners used the America's 400th Anniversary partner logo on their websites, distributed promotional materials at their meetings and conferences, and included messages and articles provided by Jamestown 2007 in their newsletters and e-bulletins. A number of partners gave their annual events and ongoing activities — from trade conferences to festivals — a 400th anniversary or Jamestown-related theme and content. Still other partners made significant commitments of their

organizations' time and resources, developing their own special events and programs or collaborating with Jamestown 2007 on key initiatives and aspects of individual signature events.

The Virginia Arts Festival and NASA-Langley Research Center were two of Jamestown 2007's most active partners, and their highly visible programs illustrated how organizations can work together for mutual benefit.

A world-class performing arts series and member of the Virginia Cultural Network, the Virginia Arts Festival was an early partner of Jamestown 2007 and helped put the commemoration and Jamestown's legacy of cultural diversity on stage and in the spotlight. Grants from Jamestown 2007 for a Jamestown Performing Arts Series helped bring a number of musical and dance groups to Hampton Roads venues during the festival's 2004 through 2007 seasons. Performing groups included the Ballet Hispanico in 2004, the African-American wind

quintet Imani Woods in 2005, and Grammy Award-winning Native American vocalist and composer Joanne Shenandoah in 2006.

The Jamestown 2007-Virginia Arts Festival partnership culminated in 2007 in spectacular fashion. The festival's 2007 season took a Jamestown-related theme, headlining sold-out performances of both the Birmingham Royal Ballet in Norfolk — its only North American appearances for the year — and the premiere of the festival's first commissioned chamber opera, *Pocahontas*. The festival experienced record attendance in 2007 and recorded the highest group sales booking numbers in its history.

The Virginia Arts Festival partnership also led to Jamestown 2007's commissioning of four new symphonic compositions that were performed at America's Anniversary Weekend. These commemorative works — John Corigliano's *Jamestown Hymn*, John Duffy's *Indian Spirits*, Adolphus Hailstork's *Settlements*, and Jennifer Higdon's *Spirit* — premiered on May 11, 2007, in a unique joint performance by the Richmond Symphony Orchestra and the Virginia Symphony Orchestra as part of America's Anniversary Weekend's official opening ceremonies.

The spirit of American exploration that began at Jamestown and continues into the solar system was the focus of a unique national partnership — NASA's Jamestown: Exploration Then and Now. NASA joined in Jamestown 2007's educational initiatives and several signature events, beginning with the 2006 *Godspeed* Sail, which featured a popular, interactive NASA exhibit and special appearances by astronauts in each port visit.

NASA educators developed teacher/student modules relating the Jamestown voyage and settlement to past, present, and future space travel. Available free online at the Federal Commission-created website www.JamestownJourney.org and at NASA's www.nasa.gov, these educational

materials were highlighted during the "Jamestown Live!" webcast on November 9, 2006. Astronaut Kathryn C. Thornton was a guest expert in the webcast, linking the challenges faced by Jamestown explorers with the adventures facing space pioneers.

Among the special events during America's Anniversary Weekend was a downlink from astronauts on the International Space Station. Astronaut Suni Williams saluted those who blazed the early trails in Jamestown. She was introduced by NASA Administrator Michael Griffin during the Foundations of America ceremonies on Sunday, May 13, 2007.

Jamestown 2007's partnership with NASA literally took history into space. In June 2007 the space shuttle *Atlantis* carried a lead cargo tag reading "Yames Towne" from the earliest years of the settlement, found by archaeologists at the bottom of a well at Historic Jamestowne. This artifact logged more than four million miles over four centuries, traveling from England to Jamestown, then to and back from the International Space Station. Two sets of Jamestown commemorative coins produced by the U.S. Mint also flew aboard *Atlantis*.

On their return from space, NASA presented the coins and the artifact to the Jamestown sites. The shipping tag was returned to Historic Jamestowne for display in its Archaearium. One set of coins is exhibited at the National Park Service (NPS) Historic Jamestowne Visitor Center. The second set was presented to Jamestown Settlement for display.

Jamestown 2007 Organizations

The year 2003 also saw the creation of other commemoration partner organizations. In June 2003 the Federal Commission was sworn into



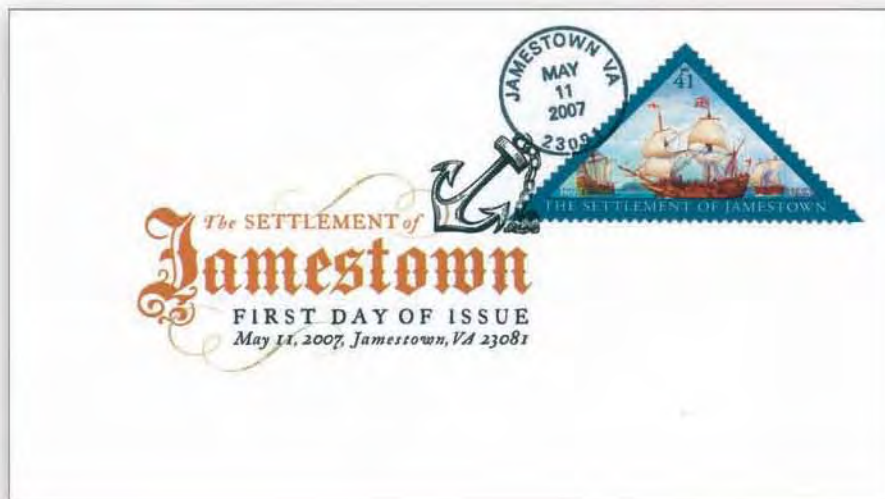
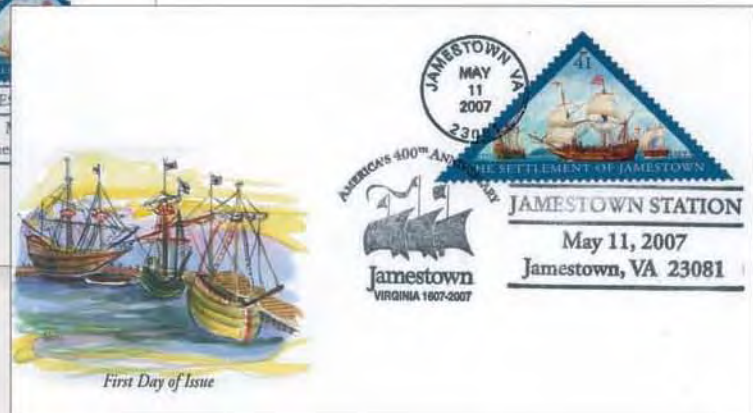
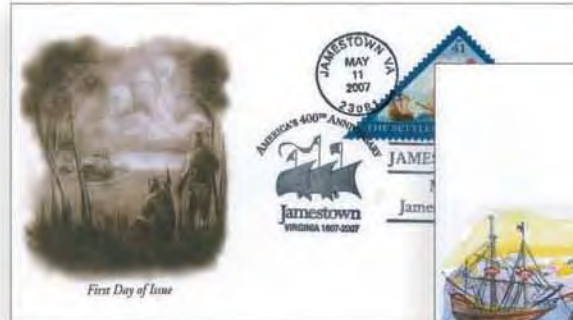
office. The idea of a federal entity to support the work of the Virginia effort was based in the 1957 experience. The Steering Committee identified the formation of a federal counterpart as important to the commemoration's success, and members of the Steering Committee were instrumental in writing the enabling legislation, which was passed by Congress December 15, 2000. The Federal Commission was composed of sixteen members appointed by Secretary of the Interior Gail A. Norton, some of whom were nominated by the organizations listed in the legislation as ones that should submit recommendations: four members were selected from Steering Committee recommendations; another four chosen from recommendations by Virginia's Governors Gilmore and Warner; two were NPS personnel, including the NPS director; and five were at-large appointments. Frank B. Atkinson was appointed chairman of the commission, filling the sixteenth position. The commission's charge was to "ensure a suitable national observance of the Jamestown 2007 anniversary by complementing the programs and activities of the State of Virginia."

In September the Federal Commission and the Steering Committee held a joint meeting in Williamsburg, signifying the intent of a close and collaborative working relationship. To underscore this intent, four members of the Federal Commission also served in leadership positions on the Steering Committee and its Executive Committee. Three were also members of one or more of the JYF boards. Later that fall the Federal Commission contracted H. Edward Mann for consulting services to facilitate the development of the commission's strategic plan, which was mandated by law. The Federal Commission outlined in its plan an ambitious program of activities including national educational initiatives, the democracy conference series, international participation, liaison with federal agencies, and national awareness. The plan was

adopted by the commission in May 2004, and the following August Mr. Mann was hired as the executive director.

In addition to the creation of the Federal Commission, an early goal of the Steering Committee was to foster the organization of a supporting committee in England similar to the United Kingdom Committee on the Virginia 350th, which had been helpful in 1957. It supported events both in Virginia and in England. Following the 1957 anniversary, JYF maintained contacts and partnerships in England over the next fifty years through the activities of its board members. In May 2001 Governor James S. Gilmore III led a trade mission to several European countries including England. One objective of the mission was to build upon these existing relationships to strengthen international participation in the commemoration. Then in 2003 Governor Warner encouraged English businessman Lord Alan Watson of Richmond-upon-Thames to participate and introduced him to commemoration leaders.

Another significant boost to the effort to create a British committee was provided by a relationship forged between Virginia's New Kent County, located just west of James City County, and England's Kent County, just southeast of London and the home of many of Jamestown's early settlers. The two counties sought to leverage their common name and historical ties to promote economic development and tourism for mutual benefit. Exploratory talks, trade missions, and discussions of potential projects were under way by 2003, led by New Kent County Commissioner of Revenue John Crump and Kent County Council Cabinet Member for Regeneration Alexander J. King. Mr. King, who later became the Deputy Leader of the Kent County Council and Treasurer of the British Committee, saw the potential of using the commemoration as a platform to promote Kent County businesses and tourism.



The drive to secure a commemorative U.S. stamp was an all-volunteer partner initiative known as the Jamestown 2007 Stamp and Cachet Project, spearheaded by Dr. Edwin M. Logan and the Williamsburg Stamp Society. The project's six-year effort culminated with the issuance of the "Settlement of Jamestown" stamp during a special morning ceremony held at Jamestown Settlement on May 11 — the opening day of America's Anniversary Weekend. Sixty million Jamestown stamps were produced and sold by the U.S. Postal Service during 2007.

This partner project also broadened awareness of Jamestown's critical role in the nation's history and involved Virginia's students and teachers in the commemoration. With the participation of the Virginia Department of Education, a statewide competition invited students and visual arts teachers to submit entries for commemorative cachet designs. The contest sparked more than 4,100 creative entries from across the Commonwealth.



A first-day-of-issuance ceremony for the U.S. Postal Service “Settlement of Jamestown” stamp was held at Jamestown Settlement on May 11, 2007. Pictured are (left to right): Daphne Maxwell Reid, member of Federal Commission; Katherine C. Tobin, member of U.S. Postal Service Board of Governors; Virginia Attorney General Robert F. McDonnell; and Dr. Edwin M. Logan, Jamestown 2007 Stamp and Cachet Project.

He was willing to invest Kent County economic development funds to develop a larger relationship with Virginia, and thus he became an important leader in organizing and directing the British committee. Kent County became its hub.

By early 2004 a joint (Steering Committee and Federal Commission) Anglo-American Planning Committee was established. Stuart W. Connock and Suzanne O. Flippo became its co-chairs. In the fall, letters were sent to Lord Watson and Sir Robert Worcester of Kent inviting their participation in the commemoration. An influential Jamestown 2007 British Committee (British Committee) was also created and held its first meeting December 2, 2004; Lord Watson and Sir Robert were named co-chairmen. The British Committee enthusiastically undertook an extensive agenda of commemorative activities including support for royal participation in the American observances and a range of educational, cultural, tourism and promotional activities in the United Kingdom. Mr. King detailed Kent County staff member Rebecca Casson to serve as the executive director of the committee,

which was funded largely by Kent County. The committee adopted an ambitious “ten-point” plan for engagement in the commemoration, which included sponsoring five events it intended to plan, produce, and fund.

To ensure coordination, communication, and mutual support, state officials and members of the Federal Commission and the British Committee, as well as their executive directors, made frequent trips across the Atlantic to confer, attend events, and participate in each other’s meetings.

Meetings on both sides of the Atlantic solidified plans for commemorative activities in the United Kingdom as well as prominent British participation in the anniversary observances in America. Sir Sandy Bruce-Lockhart, the leader of the Kent County Council and a member of the British Committee, and Mr. King led a delegation to Virginia for meetings in June 2005. One month later, an American delegation to the United Kingdom that included Virginia House of Delegates Speaker William J. Howell, Virginia Supreme Court Justice Donald Lemons, Chief Stephen R. Adkins of the Chickahominy Tribe,



Left: Norfolk Southern Corporation's Chief Financial Officer Henry C. Wolf, joined Governor Mark R. Warner, Senator Thomas K. Norment, Jr., and Jamestown 2007 Chief Operating Officer William W. Cone in Richmond for the announcement of Norfolk Southern as Jamestown 2007's first Founding Colony Sponsor, summer 2004.



Right: Senator Norment, Governor Warner, Colin G. Campbell, and Jeanne Zeidler announced Colonial Williamsburg's sponsorship of the commemoration, January 2005.

Chief Kenneth Adams of the Upper Mattaponi Tribe, College of William and Mary President Emeritus Timothy J. Sullivan, and H. Benson Dendy III participated in the British Committee's meeting at the House of Lords and other planning sessions. Additional details regarding commemorative events held in the United Kingdom can be found on page 55 of this report.

The Kent County delegations often included economic development and tourism officials. In June 2005 William H. Leighty, chief of staff to Governor Warner, facilitated the signing of a memorandum of understanding between Virginia and Kent County promoting economic development and tourism.

International participation in the commemoration was not limited to the U.K. The 2007 Stamp and Cachet Project also reached beyond U.S. shores, working with counterparts and postal authorities in Bermuda and the Isle of Man on the 2007 issuance of their special Jamestown 400th anniversary stamps. Bermuda issued two special stamps commemorating the

anniversary and the unique connection between Bermuda and Jamestown. With the assistance of Mr. Dendy, the stamps were presented to U.S. Senator John W. Warner during a ceremony in the Russell Senate Office Building on behalf of the chairman of the Bermuda Stamp Design Advisory Committee and the Bermuda Postmaster General. President and CEO of Virginia Tourism Corporation Alisa Bailey and Jamestown 2007 Executive Director Jeanne Zeidler also participated in the ceremony.

In 2003 the Jamestown 2007 reporting structure was revised to reflect the increasing activity of the office and the expansion of staff dedicated to the effort. The new structure of reporting to a management committee composed of volunteer leadership was designed to enable key members to have closer oversight and to enable seamless collaboration among JYF, the Steering Committee, and the Federal Commission. In fall 2003 the administration of Jamestown 2007 was put under the charge of the four-member Jamestown 2007 Management Committee (Management Committee), chaired

by Senator Thomas K. Norment, Jr., in his role as co-chairman of the JYF Board of Trustees. Included in the original group were Mr. Connock as chair of the Steering Committee and Mr. Atkinson as chair of the Federal Commission. Upon Mr. Atkinson's appointment as chair of the Federal Commission in late 2003, Colin G. Campbell, Chairman, President, and CEO of the Colonial Williamsburg Foundation (CWF), replaced him as vice chairman of the Steering Committee and joined the Management Committee. In 2005, Mr. Dendy succeeded Mr. Atkinson as liaison with the Federal Commission.

Beginning in October 2004 weekly reports were submitted to the Management Committee from both the Jamestown 2007 staff and the Federal Commission staff. Biweekly conference calls with the Management Committee and the two staff directors kept all informed and served to resolve outstanding issues. The relationship between Jamestown 2007 and the Federal Commission was detailed in a memorandum of understanding in September 2005. The memorandum addressed multiple areas, including procedures for collaboration, staff coordination and supervision, programmatic responsibilities, signature events, federal participation and support, communications, and solicitation and allocation of private resources. It articulated the intention of close collaboration and provided a guide for decision-making. Throughout the commemoration, however, a close relationship also was maintained between the Jamestown 2007 staff and the staff of JYF. Financial management, human resources, and technology continued to be handled by JYF departments, and productive collaboration with other departments was frequent due to the leadership of JYF Executive Director Philip G. Emerson. Mr. Emerson continued to serve as the commemoration's liaison to the General Assembly and to the legislative and budgetary staffs.

To ensure that the Historic Triangle was prepared in every way to host the increased visitation anticipated by the commemoration, in November 2003 Senator Norment and Mr. Connock formed the Historic Triangle Jamestown 2007 Host Committee (Host Committee). This group was composed of the chief elected officials of the three Historic Triangle localities with their chief administrative officers; the presidents of CWF and the College of William and Mary; the general manager of Busch Gardens Williamsburg; the executive directors of JYF, APVA Preservation Virginia (APVA), and the Williamsburg Area Hotel & Motel Association; superintendent of Colonial National Historical Park and NPS Jamestown 400th director; and the heads of the Williamsburg Area Chamber of Commerce and Convention and Visitors Bureau. Later one of the vice chairs of the Federal Commission was added to the membership.

Charged with coordinating programs and training, guest services, and marketing in the Historic Triangle, and with engaging the local community in the commemoration, the Host Committee held its organizational meeting in January 2004. Ms. Zeidler, in her position as Mayor of the City of Williamsburg, was asked to chair the committee. She established four task forces to address the committee's charges. Many of the task force members were key staff of the member organizations. Others were community leaders with specific areas of expertise or interest. Eight of the participating organizations made annual financial contributions to support the work of the Host Committee and to fund two positions, a manager and a volunteer coordinator.

By the spring of 2004 the expanding Jamestown 2007 staff had outgrown its quarters at Jamestown Settlement. In June the office moved to the William Byrd II House and Carriage House at 410 W. Francis Street, an eighteenth-century building complex owned by CWF in downtown



Verizon's support of the commemoration as a Founding Colony Sponsor was announced at a press conference featuring Jeanne Zeidler; Robert E. Ingalls, Jr., Verizon's executive vice president and chief marketing officer; Delegate Vincent F. Callahan, Jr.; and U.S. Senator George F. Allen, March 2006. The group is flanked by Jamestown-Yorktown Foundation historical interpreters.

Williamsburg. The idea was to co-locate the Federal Commission and the Host Committee staff members with the Jamestown 2007 staff, providing the structure for seamless working relationships. This co-location continued until September 2005, when additions to both the Jamestown 2007 and the Federal Commission staffs created a need for additional space. The Federal Commission moved a few blocks away to the Stryker Cottage on Scotland Street, also a CWF property.

In late 2004, Jamestown 2007, Inc., was established as a private arm for the commemoration. With 501(c)(3) status, Jamestown 2007, Inc., created an appropriate vehicle for stewardship of sponsorship funds. The original board of the private, not-for-profit organization was chaired by Senator Norment, with Mr. Connock, Mr. Campbell, and Mr. Dendy serving as board

members. As the commemoration period approached, Ms. Flippo and Robert E. Martínez were added to the board. JYF staff provided financial support services. An independent auditor was engaged to perform the annual audit of the financial records.

Sponsorships

The fundraising for Jamestown 2007, although challenging, ultimately met with significant success, as \$12.6 million in sponsorship funding was obtained for Jamestown 2007. This was in addition to \$24.8 million in private funds raised by the JYF, Inc., for its capital campaign to prepare its facilities for the quadricentennial and \$56 million raised by Historic Jamestowne for its capital campaign in preparation for the quadricentennial.



"Historic Links and Bonds of Friendship," a joint production of the Colonial Williamsburg and Jamestown-Yorktown foundations, was presented at Jamestown Settlement on May 4, 2007, for Her Majesty Queen Elizabeth II and His Royal Highness The Prince Philip, Duke of Edinburgh. Colonial Williamsburg was the Historic Triangle host for the royal visit.

By mid-2002 planners had focused on corporate marketing dollars as the best way to supplement state dollars and fully fund the commemoration. The concept was attractive because it would not compete with the JYF or APVA capital campaigns, which targeted philanthropic sources. Just as significantly, a cause-related marketing approach meant the commemoration would benefit from well-funded corporate marketing campaigns.

Nationally recognized sponsorship sales firm IMG was engaged to provide advice to the Steering Committee. IMG opined that the maximum individual corporate sponsorship level for the commemoration should be targeted at \$1 million. In 2003 Mr. Cone further developed this sponsorship strategy by defining a single level of sponsorship: \$3 million dollars to be paid over four years. His goal was to recruit thirteen national corporations and provide category exclusivity — for example, only one financial institution would be signed — to each sponsor. These "Founding Colony Sponsors" would, in turn, receive defined benefits from association with the commemoration.

Jamestown 2007 had its initial sponsorship success in the summer of 2004 when Norfolk

Southern Corporation became the first Founding Colony Sponsor. The Norfolk-based Fortune 500 transportation company pledged \$3 million over four years. David R. Goode, chairman, president, and CEO of the company, was well aware of the historical importance of Jamestown to the nation and the potential of a successful commemoration for the Commonwealth. For Norfolk Southern Corporation the primary motivation for the sponsorship was not a marketing partnership — rather it was corporate citizenship. One of Norfolk Southern's predecessor companies, Norfolk and Western Railroad, was a corporate investor in the 1907 Jamestown Ter-Centennial. Mr. Goode introduced Jamestown 2007 representatives to other corporate leaders and signed a widely distributed opinion piece on the value of sponsoring the commemoration. The decision by Norfolk Southern Corporation to become a sponsor was critical to the success of the commemoration, and the hope was that it would encourage other corporations also to come forward.

In January 2005, CWF became the second Founding Colony Sponsor, committing \$2 million in cash and \$1 million in in-kind value. Mr. Campbell knew the major role that CWF

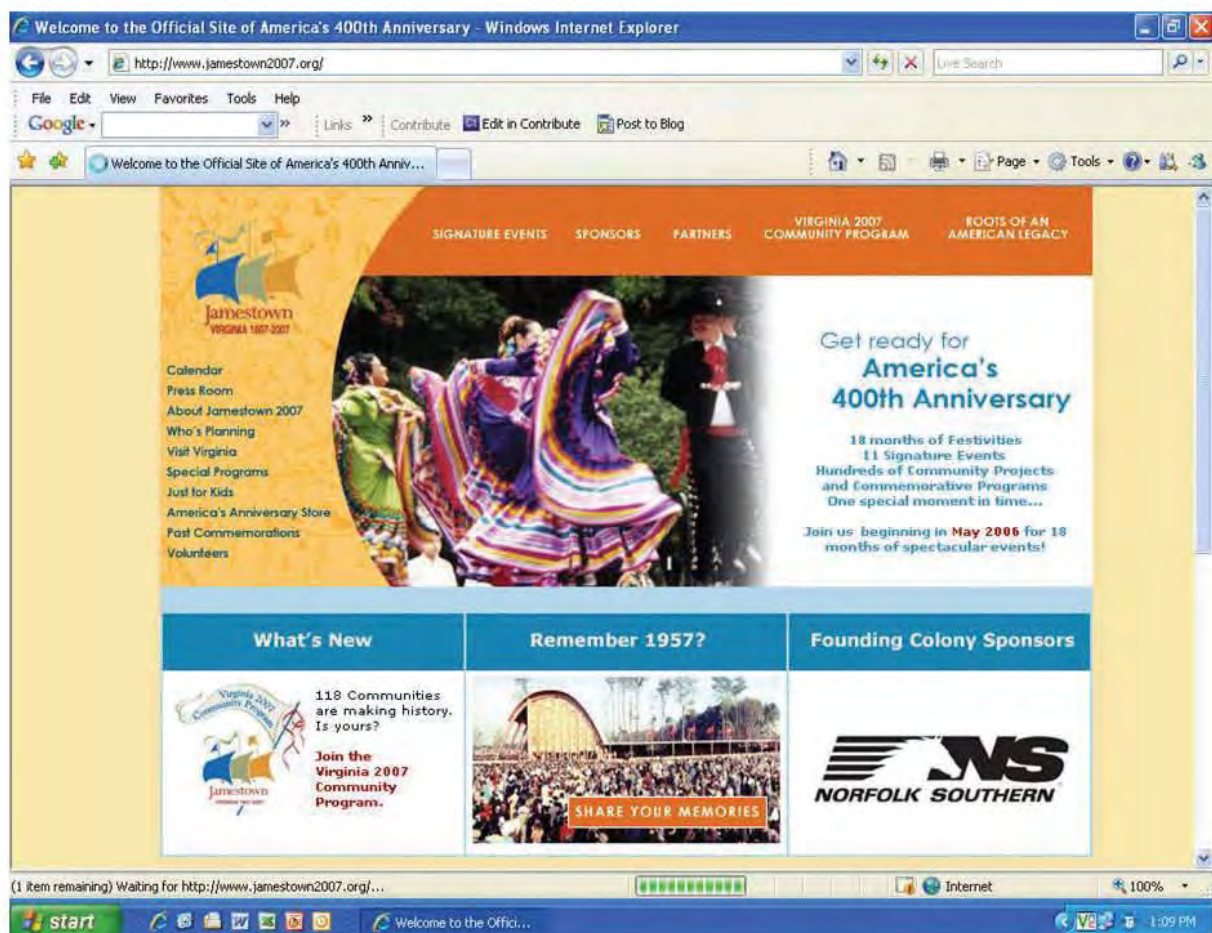
played in supporting the 350th anniversary celebration, but perhaps more significantly, he knew the potential that the commemoration held for the Historic Triangle and for Virginia. CWF had a sound business reason to become a sponsor. In addition to sponsor recognition at commemoration events and in advertising and special access and hospitality opportunities, there were definable and important business advantages that were included in the sponsorship agreement. CWF hotels were designated as the “official hotels and conference facilities” for the commemoration. CWF was the official representative of Jamestown 2007 for coordinating reservations for lodging, and the Colonial Williamsburg Visitor Center was the “official regional visitor center.”

In addition to financial support, CWF employees contributed their specialized skills to the commemoration. The work undertaken by employees on behalf of America’s 400th Anniversary included vetting scripts and program ideas for historical accuracy and cultural sensitivity; leadership on coordinating security, transportation, public safety, and other logistical issues; human resource specialists who assisted with volunteer recruitment, training, and supervision; leading a task force dedicated to improving guest services; leading a team that created a training program for hospitality staff; providing video, webcast, and photographic support; managing event ticketing; and much more. Furthermore, Mr. Campbell and CWF were the Historic Triangle hosts for the visit of Her Majesty Queen Elizabeth II. Under Mr. Campbell’s leadership Colonial Williamsburg created the historical tableau performed for the Queen at Jamestown Settlement, coordinated the royal couple’s carriage ride down Duke of Gloucester Street and the visits to the two Jamestown sites, hosted a lunch in the reconstructed Governor’s Palace garden, and arranged Her Majesty’s visit to the College of William and Mary.

Sponsorship recruitment for the commemoration presented some challenges. Mr. Cone’s employment ended at Jamestown 2007 in October 2004. He was recognized in a press release at the time for crafting an ambitious plan for the commemoration and assembling a talented, highly qualified staff. Ms. Zeidler accepted the position of executive director, and with staff and board support continued to pursue corporate leads. Responses from potential sponsors made it clear that the sales strategy needed to be revised. First, the message should better communicate simply and immediately the importance of Jamestown. Second, a tiered menu of sponsorship levels with corresponding benefits should be developed. Finally, America’s Anniversary Weekend should be emphasized as the centerpiece event. In early 2005 a short-term contract was entered into with the three-person, Historic Triangle-based Allen Group. This marketing group supported and strengthened the Jamestown 2007 staff’s case for necessary changes in the sponsorship approach: sponsor levels below \$3 million were welcomed, the focus was on America’s Anniversary Weekend, and the commemoration was labeled America’s 400th Anniversary.

The Allen Group was valuable to the commemoration in another way. They recruited Velocity Sports and Entertainment, a respected Connecticut-based sponsorship sales firm, to enter into an eighteen-month contract with Jamestown 2007. Velocity worked with Jamestown 2007 staff to follow up leads developed by board and staff. They approached high-level contacts at major corporations, proposed sponsorship levels and benefits, provided more substance to the business case for sponsorship by accurately valuing these benefits, and negotiated several sponsor contracts. Among their most important contributions to the commemoration was negotiating a partnership with *Time* magazine that provided full-page ad space for the commemoration and its sponsors in both regional and national editions of the





The Jamestown 2007 website was a powerful tool in promoting the commemoration that, in addition to serving as an educational resource, was also used to communicate information about recent news, upcoming events, community opportunities, and a host of other topics.

magazine. The *Time* partnership provided an attractive sponsor benefit and gave the commemoration an important marketing tool.

The third sponsorship success came in fall 2005 when Richmond-based Philip Morris USA agreed to a \$500,000 sponsorship, becoming the first Legacy Sponsor. This development was significant in several ways. It was the first consumer product sponsor of the commemoration,

a category that was a high-priority target, and it offered a new kind of credibility to the sales effort. The Philip Morris USA sponsorship also represented a success for the tiered-level approach to sponsorships.

The year 2006 saw the largest number of sponsors sign on to support America's 400th Anniversary. In April Verizon became the third Founding Colony Sponsor. Also in the first six

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National media coverage was an important tool in building awareness about the commemoration.

months of 2006 James City County joined Philip Morris USA in the Legacy Sponsor category, and TowneBank joined at the Participating Sponsor level. In the summer AirTran Airways became a Legacy Sponsor and the official airline of the commemoration, and the City of Poquoson and Rutherford Insurance became contributors. That fall SunTrust Bank, PLC, Dominion Resources, and Ferguson Enterprises, Inc./Wolseley PLC all became Legacy Sponsors. Completing the sponsor list was Anheuser-Busch Companies, Inc., which contributed \$1.75 million in cash and another \$500,000 in in-kind services to create a new category, Chesapeake Donor, at a level just below Founding Colony Sponsor.

Other important financial support for commemorative events and initiatives was also received from Federal Commission sponsors Consol Energy, Inc., and CNX Gas, Lockheed Martin, and McGuireWoods LLP.

Early in commemoration planning, consultant IMG advised the planners that regional corporations would be easier to recruit as sponsors than those with home offices in other parts of the country. It also advised that most sponsorship payments would involve multiyear payments and that few corporations commit marketing dollars more than two years in advance. The consultant was remarkably accurate in predicting how Jamestown 2007 sponsorships would develop. After diligent efforts by volunteer leadership and staff, strong private support was generated, allowing the commemoration to be the great success that it was.

The ultimate success of the sponsorship effort testifies to the skills of commemoration leaders who, drawing on their long-term personal and organizational relationships, were able to convince their friends, colleagues, business partners, and in some cases, their own organization's supporters, that America's 400th Anniversary was a good investment.

Signature Event Planning

Signature event planning was moving on a parallel track with the developments in fundraising. In spring 2004 Prosody presented creative concepts to several of the working committees, ending with the Steering Committee in May. These presentations led to the creation of additional oversight committees as planning got more specific. The Creative Advisory Group, a small group of key commemoration leaders chaired by Ms. Flippo, met for the first time on July 19, 2004. Ms. Flippo characterized the goals of the committee as “developing a process and criteria for content and production of all events and assessing each event for appropriate educational and entertainment components.” The group also agreed that a Historical Accuracy Committee was needed and decided to use the Host Committee's Programs and Training Task Force chaired by historian James P. Horn, CWF vice president of research, for that purpose. The Historical Accuracy Committee included members of the Federal Commission's Curriculum Advisory Committee, which oversaw the accuracy and completeness of the Jamestown Journey educational curriculum. The Jamestown Journey website was developed by the Federal Commission and ultimately endorsed by Jamestown 2007 as the official education curriculum website of the commemoration. The site provided a Web portal where educators, students, and other interested persons were able to access a wide variety of Jamestown-related educational resources. This website complemented the Jamestown 2007 site, www.americas400thanniversary.org, which offered key information on a variety of topics including events, news, and resource materials. It also highlighted commemoration partners and sponsors and provided a vehicle for purchasing commemorative items.

The Programs and Training Task Force membership included historians and educators at both Jamestown sites and at CWF, and the group drew upon the knowledge of other subject matter and cultural experts, especially through the Jamestown 2007 African American Advisory Council (AAAC) and the Virginia Indian Advisory Council (VIAC). Fundamentally, the Creative Advisory Group and the Historical Accuracy Committee were tasked with ensuring that the events of the commemoration were appropriately serious and educational, not just entertaining, and that they reflected the best and most recent historical scholarship. From the summer of 2004 until spring of 2007, Dr. Horn served as the point person for the historical vetting of Prosody-created scripts, and he enlisted the most appropriate experts for additional assessment and revisions. The Creative Advisory Committee then received the scripts, adding another level of scrutiny and ensuring the concerns of sponsors and the Commonwealth were addressed.

Two other committees were essential in the creation and production of meaningful and historically accurate signature events: The AAAC was co-chaired by Belinda C. Anderson, president of Virginia Union University, and Rex M. Ellis, vice president of the Historic Area for CWF. The VIAC was chaired by Reginald Stewart of the Chickahominy Tribe. These committees developed from years of groundwork by Jamestown 2007, which met with, sought advice from, and listened to leaders from both communities. In 2004 JYF's V400 Fund Task Force, which approved spending plans for that fund, included funding for "visiting specialist" positions. These part-time positions were designed to accomplish two objectives. First, they identified a knowledgeable and respected member of both the Virginia Indian and the Virginia African-American communities

who could serve as a bridge to the communities. Second, the positions made a statement that the commemoration valued this support by creating a line item in the budget to fund them.

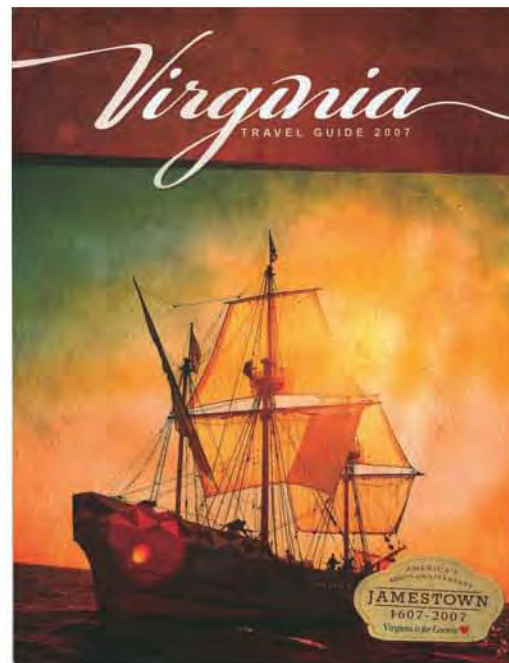
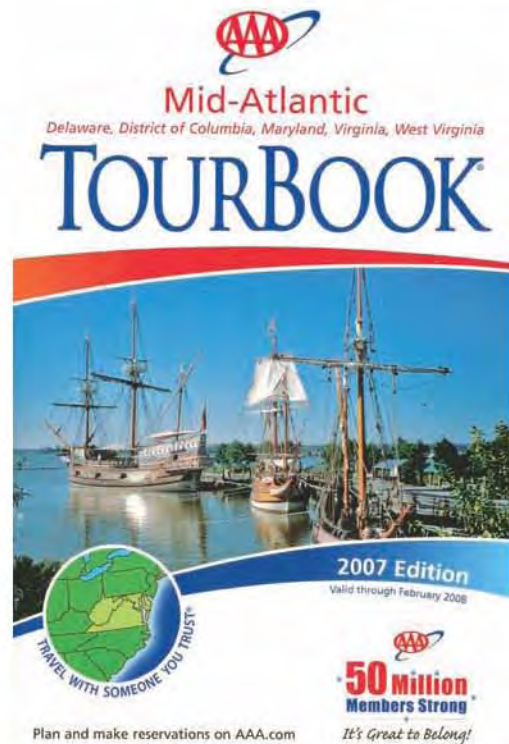
Mary T. Christian, former dean of the School of Education at Hampton University and former member of the Virginia House of Delegates, served as the African-American visiting specialist. Karenne Wood of the Monacan Tribe, then chair of the Virginia Council on Indians, was the first Native American visiting specialist. Later, when work obligations made it necessary, she relinquished the position to Powhatan Red Cloud-Owen of the Chickahominy Tribe. Dr. Christian helped facilitate the formation of the AAAC in late 2004, and Ms. Wood did the same for the VIAC in early 2005. These groups were important to the success of the commemoration in many ways. Chiefs of the eight state-recognized tribes of Virginia appointed representatives to VIAC, and the AAAC included representatives appointed by the presidents of Virginia's six historically black colleges and universities. With Jamestown 2007 providing staff support, the ideas for the commemoration's American Indian and African-American signature events emerged. The councils also served as vehicles for gathering suggestions and vetting ideas for other programs and events.

Marketing Strategies

In early 2005, with the commemoration theme broadened to America's 400th Anniversary, the marketing strategy also became more developed under the leadership of Jamestown 2007's director of marketing communications. The marketing staff from Busch Gardens Williamsburg was particularly supportive, helping Jamestown 2007 staff shape its strategy. The resulting marketing plan integrated advertising,



The Virginia Department of Transportation (VDOT) dedicated the 2006-08 Virginia Official State Transportation Map to America's 400th Anniversary, featuring commemorative themes and information on its front and back covers and highlighting the cities, towns, and counties participating in the Virginia 2007 Community Program in its index. Available at Virginia's Welcome Centers, local tourism offices, and VDOT offices, and distributed by Jamestown 2007 during its thirteen signature events, the map reached more than four million people.



The Jamestown quadricentennial was promoted to a national audience. The 2007 AAA Mid-Atlantic Tourbook and several publications of the Virginia Tourism Corporation prominently featured Jamestown, raising awareness of the area and the commemoration nationwide. Shown above and on page 41.



public relations, Internet communications, and other promotions to ensure effective use of the commemoration's limited marketing budget.

Because of the relatively small budget available for marketing, America's 400th Anniversary relied heavily on public relations. In mid-2005, after a request-for-proposal process, the Washington, D.C., office of Ruder Finn, an internationally acclaimed public relations firm, was awarded a contract from Jamestown 2007. Commemoration planners were convinced

that Ruder Finn's international reach would be an asset and that the firm, which had a long history of working with arts and cultural organizations, was a good fit for America's 400th Anniversary. Jamestown 2007's director of marketing communications and the manager of special events and promotions crafted marketing goals and messages. Ruder Finn provided advice and used well-established contacts to engage national and international media, extending the commemoration's reach well beyond Virginia.



Justice Sandra Day O'Connor, honorary chair of the commemoration, was an active participant in many of the events marking the 400th anniversary of the founding of the first permanent English settlement at Jamestown, including the May 2007 visit of Her Majesty Queen Elizabeth II, during which Justice O'Connor offered remarks at Jamestown Settlement.

National Chair

The public relations effort received a valuable boost in late February 2006 when retired Supreme Court Justice Sandra Day O'Connor agreed to serve as the national honorary chair of the commemoration. Justice O'Connor, a longtime member of the CWF Board of Trustees, was also serving as the Chancellor of the College of William and Mary. Her knowledge of the Historic Triangle and her appreciation for its history were deep and sincere. However, just as important was her passion for promoting responsible citizenship. Justice O'Connor saw the commemoration as a

useful platform for civics education. She served the commemoration well, lending it the use of her name and image, appearing in nationally aired public service announcements, and presiding over several signature events, including serving as one of the hosts for Her Majesty Queen Elizabeth II and for President of the United States George W. Bush. Justice O'Connor delivered the keynote address at the World Forum on the Future of Democracy opening ceremonies, and she helped recruit its honorary leaders.

Part Four

Implementation of America's 400th Anniversary: 2006–2008



The Godspeed sailing toward New York City's South Street Seaport Museum Pier 16, where it was docked June 27–July 6, 2006. The 2006 Godspeed Sail and Landing Party Festival launched the America's 400th Anniversary commemoration.

January 2006 began a series of commemoration-related events. Because of the major multimillion-dollar renovation of the State Capitol in Richmond, a project undertaken as part of the Commonwealth's legacy projects for the 400th anniversary, the building and grounds were not available for the inauguration of Virginia's new Governor, Timothy M. Kaine. As a result, the inaugural ceremony was moved to the Historic Triangle, specifically the reconstructed Colonial Capitol in Williamsburg, where the last Virginia Governor to take the oath of office had been Thomas Jefferson in 1779. In the days leading up to the inauguration ceremonies, Governor-elect Kaine requested a public briefing on commemoration plans and planted the first America's Anniversary Garden™ with a group of volunteers. These events helped announce the fast-approaching 400th anniversary to a broad spectrum of the public.

The 2006 *Godspeed* Sail Launches the Commemoration

The first signature event of the commemoration was the 2006 *Godspeed* Sail. This multicity event was produced by Prosody under contract to Jamestown 2007. On May 22, 2006, Governor Kaine, Cabinet members, leaders of the commemoration, and other dignitaries gathered at the Jamestown Settlement ships' pier for Jamestown 2007's media event launching the new re-creation of the *Godspeed* on an eighty-day sail up the East Coast. The ship visited port venues secured by Jamestown 2007 in Alexandria, Baltimore, Philadelphia, New York City, Boston, and Newport, Rhode Island. Accompanying the ship was a 25,000-square-foot "Landing Party Festival" that traveled to the ports in seventeen moving vans and two buses with cast and crew.

Governor Timothy M. Kaine planted the first tree in America's Anniversary Garden™ along Jamestown Road, across from Jamestown Settlement and at the future site of Anniversary Park, in January 2006. Eighteen horticultural industry, government, and community partners, as well as hundreds of growers and retailers, joined for the commemoration's America's Anniversary Garden™ initiative, which spurred the planting of thousands of red, white, and blue gardens at community entrances, travel corridors, public buildings, and private residences across the state and beyond the borders of the Commonwealth. Partners included the Virginia Nursery and Landscape Association and Virginia Tech's College of Life Sciences, which received a grant from Jamestown 2007 to coordinate and promote the program on a statewide and national basis.





The launch of the 2006 Godspeed Sail from Jamestown Settlement, spring 2006. Participating in the ceremony were Stuart W. Connock, Governor Timothy M. Kaine, Jamestown-Yorktown Foundation, Inc., President A. Marshall Acuff, Jr., Senator Thomas K. Norment, Jr., and Jamestown-Yorktown Foundation Maritime Program Manager Eric A. Speth.

Free to the public, the *Godspeed* Sail was designed to appeal to all ages through a combination of education and family entertainment. Tours of the *Godspeed*, a replica of one of the ships that brought English colonists to Jamestown in 1607, were conducted by Jamestown Settlement historical interpreters. More than thirty Landing Party Festival exhibits engaged visitors in America's heritage and culture. Educational exhibits included the "Jamestown Experience," which provided visitors a sense of what life was like onboard ship and in early Jamestown through interactive displays, hands-on activities, scale models of the ships and Jamestown Island, and commentary by interpretive staff from Jamestown Settlement and Historic Jamestowne; "American People, American Progress," which showcased the contributions made over the centuries by the three cultures that converged at Jamestown — European, Virginia Indian, and African; and NASA's "Exploring the Past, Discovering the Future," which used interactive displays to help visitors compare and contrast

seventeenth-century exploration with journeys to the moon, Mars, and beyond.

Families also enjoyed a multimedia "virtual sail" in a simulator of the 1607 journey called "Voyage to the New World." Children and adults also participated in producing "America's Heritage Flag," which allowed them to create thousands of panels that collectively became part of a huge stage backdrop in the form of the American flag during America's Anniversary Weekend. Interactive exhibits by Founding Colony Sponsors Colonial Williamsburg and Verizon engaged visitors in daily colonial craft demonstrations and the history of communications, respectively. The *Godspeed* Stage provided continuous live entertainment that included an original musical and dance production with songs written from multicultural viewpoints, a children's show, local cultural performers, and evening performances by regional recording artists.

Anniversary Village offered visitors a glimpse into the wealth and diversity of Virginia's natural resources and recreational opportunities, historical



During the 2006 Godspeed Sail, visitors in each of the six port cities had the opportunity to create a red, white, or blue panel, on which they traced their hand print and added illustrations as desired. These panels were collected and assembled into a large replica of an American flag, which served as the striking backdrop for the main stage during America's Anniversary Weekend, May 11–13, 2007.

sites, cultural offerings, and hospitality through more than twenty exhibits, coordinated by the Virginia Tourism Corporation, from every region of the Commonwealth.

The goal of the 2006 *Godspeed* Sail was to build awareness of America's 400th Anniversary in Virginia's key tourism markets and to educate people about the importance in American history of Jamestown and its legacies of cultural diversity, free enterprise, democracy, and the spirit of exploration. By the time the *Godspeed* returned to Jamestown Settlement in early August, more than 456,000 individuals had visited the ship and the Landing Party Festival. Ship arrival and opening day ceremonies, together with special media sails in each port, resulted in news coverage that generated more than 830 million media impressions. This first signature event exceeded expectations, attracting worldwide attention and establishing a record of success for the commemoration.

FALL 2006 EVENTS

Virginia Indians: 400 Years of Survival

Virginia's eight state-recognized Indian tribes participated in many commemoration events, but they also took center stage by developing and staging two very successful events of their own.

Under the leadership of the Virginia Indian Advisory Council, Chief Kenneth Adams of the Upper Mattaponi Tribe and Jamestown 2007's visiting specialists, Karenne Wood of the Monacan Tribe and Powhatan Red Cloud-Owen of the Chickahominy Tribe, the tribes produced events highlighting issues of concern and showcasing their cultures. Jamestown 2007 provided funding and staff support. As a result, the events allowed tribe members to proudly tell their story in their own words.

The first Virginia Indian event was held October 5–7, 2006. The "Virginia Indians:



Panelists at the “Virginia Indians: 400 Years of Survival” symposium included Stephen R. Adkins, Rodney A. Smolla, Arlinda F. Locklear, and Kenneth Adams.

400 Years of Survival” symposium showcased Virginia Indian culture and provided a platform for discussions about laws and policies affecting American Indians nationwide.

An audience of more than 300 people attended the free, daylong educational conference held on October 5, 2006, at the Williamsburg Lodge and Conference Center. The day’s three panel discussions focused on “Indian Law and Culture Through History,” “Government Policy as It Relates to American Indians,” and “Preserving History and Culture.” According to Reginald Stewart, chair of the Virginia Indian Advisory Council, “We wanted to have frank discussions about these subjects. It was a great way to engage the educational community and educators throughout the state.” Each session was moderated by a chief or assistant chief of a Virginia tribe. Speakers during the first two sessions included Rodney A. Smolla, dean and professor of law at the University of Richmond; Arlinda F. Locklear

of the Lumbee Tribe, an attorney and the first Native American woman to argue a case before the U.S. Supreme Court; and Mark C. Tilden of the Navajo Tribe, an attorney with the Native American Rights Fund. During lunch, attendees were addressed by Robert J. Duncan, Jr., the president of Bacone College in Oklahoma. Many Virginia Indians attended Bacone in the mid-twentieth century when Virginia’s segregation policies barred them from attending public high schools.

Speakers in the afternoon session on “Preserving History and Culture” included James Pepper Henry of the Kaw/Muskogee Tribe, associate director of community and constituent services with the Smithsonian Institution’s National Museum of the American Indian. Mr. Henry talked about the museum’s policies for repatriation of Native American remains removed from archaeological digs. It was noted that remains found in Virginia cannot be returned to the tribes



Prior to the Godspeed's May 2006 arrival in Alexandria, U.S. Representative James Moran held an event supporting legislation extending federal recognition to Virginia's Indian tribes. Present were Chief Gene Adkins, Eastern Chickahominy Tribe; Assistant Chief Wayne B. Adkins, Chickahominy Tribe, and president of the Virginia Indian Tribal Alliance for Life; Chief Kenneth Branham, Monacan Nation; Chief Stephen R. Adkins, Chickahominy Tribe; and Chief Kenneth Adams, Upper Mattaponi Tribe.

because the tribes are not federally recognized. E. Randolph Turner, an archaeologist with the Virginia Department of Historic Resources, and Martin D. Gallivan, an archaeology professor at the College of William and Mary, presented an update on work at Werowocomoco, a site believed to be the home of Powhatan in what is today Gloucester County. The session also featured traditional songs and a traditional blessing offered by Deanna Francis and Maggie Paul of the Passamaquoddy Tribe. Ms. Francis said, "The ceremonies and the songs are necessary for the health of our mother, the Earth."

That evening Lieutenant Governor William T. Bolling greeted attendees during a banquet dinner. David E. Wilkins of the Lumbee Tribe, a professor of American Indian studies, political science, and law at the University of Minnesota,

was the keynote speaker. He spoke about the dualities of federal policy toward Indians and the difficulties of maintaining Indian culture.

The second and third days featured visits by about 100 people to tribal centers around the state led by Chief Adams and Ms. Wood. The tour allowed each tribe to highlight its culture, and it included visits to the Pamunkey Indian Reservation; the Mattaponi Indian Reservation; Indian View Baptist Church and the Sharon Indian School in King William County; the Rappahannock Tribal Center; the Chickahominy Tribal Center; and the Monacan Indian Nation's annual homecoming, a combination family reunion and fall festival. The tours concluded with a dinner, music, and traditional dancing.

The symposium provided benefits beyond educational insights. It allowed tribe members the



Left: Representatives from Angola joined Virginia African American Forum officer Liz Montgomery, James City County Supervisor Bruce C. Goodson, Virginia African American Forum member Gloria L. Jackson-Warren, Jeanne Zeidler, Viola O. Baskerville, and Philip G. Emerson at the African American Preview Gala.



Center and Right: The Virginia African American Forum supported African Imprint Day at Jamestown Settlement. The June 2007 event included entertainment, crafts, and interactive, educational displays.

opportunity to discuss issues of importance in an unfiltered way, strengthened relationships between tribes, and united them in working toward a common goal.

The African American Preview Gala

The next signature event to take place in fall of 2006 was the African American Preview Gala at Jamestown Settlement. Held October 14, the gala was produced by the Virginia African American Forum (VAAF) with support from Jamestown 2007. In keeping with its mission to engage the African-American community in the commemoration, the forum conceived the event as a way to raise awareness of the African exhibits within the new permanent galleries at Jamestown Settlement, which were about to be opened to the public. Having committed \$10,000 toward the acquisition of an African artifact for the galleries, VAAF hoped the event would encourage more African Americans to visit the museum and learn

about the extensive cultural roots of the first known Africans in the colony, who came from the kingdom of Ndongo in Angola, and about the experience and contributions of Africans in seventeenth-century Virginia.

Dr. Cassandra Newby-Alexander, associate professor of history at Norfolk State University, served as the evening's keynote speaker with a presentation about the African-American imprint on America. Jamestown-Yorktown Foundation (JYF) Executive Director Philip G. Emerson and VAAF President Alexander T. Hamilton welcomed guests with remarks on the African-American elements of America's 400th Anniversary. VAAF members served as hosts, while JYF curators, museum assistants, and docents were on hand in the Jamestown Settlement museum galleries to escort guests on personalized tours.

Special guests included representatives from the Angolan Embassy in Washington, D.C., and Jamestown 2007 British Committee representatives from England, as well as Viola O.



The Virginia African American Forum raised funds to secure a seventeenth-century Angolan artifact, an Akan gold necklace, for display at Jamestown Settlement. The forum's work also funded scholarships.



The 225th Anniversary of the Victory at Yorktown

Baskerville, Virginia Secretary of Administration, and U.S. Representative Robert C. Scott of the Third District of Virginia. More than 250 African-American community, business, civic, and religious leaders from around the region turned out for the invitation-only event, which also served as a fundraiser for the VAAF's legacy projects. In June 2007 the VAAF collaborated with Jamestown Settlement on a second special event, African Imprint Day, and during the ceremonies presented an additional check to JYF for an artifact as well as scholarship checks to each of Virginia's six historically black colleges and universities for students majoring in history or museum studies.

The African artifact funded by the VAAF — a traditional gold Akan choker-style necklace composed of numerous geometric elements that illustrate the skill of seventeenth-century West African goldsmithing — was unveiled in February 2008 and is now part of Jamestown Settlement's permanent collection.

The 225th Anniversary of Victory at Yorktown, the fourth signature event of the commemoration, took place October 19–22, 2006. Yorktown Day, observed annually on October 19, is planned and produced by the Yorktown Day Association, a consortium of groups including the National Park Service (NPS), JYF, York County, and a number of lineage and heritage groups. It is an observance of the decisive battle of the American Revolution, a siege that concluded with Lord Cornwallis's surrender of his British troops to General George Washington in 1781.

The founding of Jamestown and the battle at Yorktown represent the beginning and ending of Virginia as an English colony. Their histories are intertwined with that of Williamsburg, together conveying a significant story of the development of American democracy; the movement to political and economic independence; and the interactions of Virginia Indians, Europeans, and Africans over more than 175 years. For those reasons, the Jamestown 2007 Steering Committee



Left: U.S. Senator John W. Warner joined other dignitaries for the traditional wreath-laying activities that honor those who fought at the decisive Revolutionary War Siege of Yorktown in 1781.



Right: At the conclusion of the formal Yorktown Day ceremonies, a wreath was placed at the Victory Monument in Yorktown.

(Steering Committee) joined with the Yorktown Day Association to support the 2006 event. The result of this collaboration was that while the core elements of the annual program were prominent in the celebration, the one-day event was expanded to four days with additional special features.

Yorktown Day 2006 began traditionally with solemn wreath-laying activities, a patriotic parade that included the entire Virginia Military Institute Corps of Cadets, and the presentation of flags to begin the official ceremony on the main stage at the Victory Monument. Secretary of the Interior Dirk A. Kempthorne served as the keynote speaker. Virginia's two U.S. Senators, John W. Warner and George F. Allen, and U.S. Representative Jo Ann S. Davis of the First District of Virginia also participated, offering welcoming remarks as did York County officials. The master of ceremonies was Colonial National Historical Park Superintendent P. Daniel Smith. International dignitary participation included remarks by French Minister of Defense Michele Alliot-Marie and by French Ambassador Jean-David Levitte. Later, forty individuals took the

oath of allegiance to become citizens of the United States.

Jamestown 2007 collaborated on the event planning, contracting with Prosody to produce a dramatic stage production that was presented on the main stage at the Victory Monument on the evening of October 19. The four-day event was themed "A Salute to the Military," and the evening program and production was entitled, "We Salute You: An American Symphony 1781." The Williamsburg Symphonia Orchestra, conducted by Janna Hymes-Bianchi, performed a special symphonic arrangement to accompany the production that honored the men and women of the United States armed forces, past and present. Hosted by Senator Thomas K Norment, Jr., with Colonial Williamsburg's (CWF) Richard Schumann serving as master of ceremonies, a highlight of the evening was the participation of Senator Warner who, following his remarks, administered the oath admitting several new recruits to various branches of the armed services.

More than 2,000 Revolutionary War re-enactors provided engaging and informative demonstrations and battle re-enactments

during the event. Additionally, there were patriotic ceremonies, hands-on activities, live performances, and a juried art show to engage and educate visitors. Under contract from Jamestown 2007, Prosody provided exhibits on the waterfront and entertainment on the waterfront stage. Jamestown Settlement's *Godspeed* was docked at the Riverwalk Landing and open for tours. It was joined by the schooners *Virginia* and *Alliance*, while the U.S.S. *Normandy* also was open for tours at the nearby Naval Weapons Station. The four-day festival took place at the Yorktown National Battlefield, Riverwalk Landing, and the Yorktown Victory Center and included patriotic ceremonies, exhibits, entertainment, re-enactments, and other activities, along with firework displays. More than 45,000 people — fifty percent of whom were out-of-state visitors — attended to honor this important milestone.

On Friday, October 20, another special event planned in conjunction with the Yorktown 225th celebration was held in Williamsburg. The College of William and Mary hosted a ceremony honoring the wounded French military personnel who were hospitalized in the college's historic Wren Building during and after the battle at Yorktown. CWF then presented a special program on the grounds of the Peyton Randolph House depicting the role of the Marquis de Lafayette in the American Revolution. The program was followed by a luncheon hosted by CWF.

"Jamestown Live!" — Experience the Journey that Changed the World

The fifth signature event was "Jamestown Live!" Produced by Prosody for Jamestown 2007, this event served as the commemoration's major educational initiative. More than a dozen national, state, and local Jamestown 2007 partner

organizations and institutions collaborated in the program's development.

A live, one-hour webcast originating from Jamestown Settlement with pre-recorded segments from Historic Jamestowne, "Jamestown Live!" took place on November 9, 2006, engaging more than a million students and teachers through the Internet or satellite downlink to schools. Participants were from every state in the union as well as from sixteen other countries. On site were student ambassadors from forty-nine states, two territories, and a Department of Defense school in Germany. These participants were selected in partnership with the National History Day organization. Joining them on site were representatives from seventy-nine of the 132 Virginia school divisions, facilitated by Virginia's Superintendent of Public Instruction Billy K. Cannady, Jr. At Jamestown Settlement also that day were 400 additional students from nearby school districts who engaged in hands-on learning activities and special tours.

Nationally known television journalist Gwen Ifill was recruited to host "Jamestown Live!" The webcast told the story of the nation's birthplace through creative programming that focused on three of Jamestown's enduring legacies: democracy, cultural diversity, and the spirit of exploration. The production combined elements of a television news magazine, musical interpretation of historic themes, and a town hall meeting with participation by the live student audience. Ms. Ifill was joined by student reporters aged ten through seventeen who conducted fast-paced interviews with a roster of historical experts to provide a look at how representative government, exploration, and the convergence of European, American Indian, and African cultures began to shape our country.

Historical experts included James P. Horn, author of the bestselling *A Land as God Made It: Jamestown and the Birth of America*, and





Students from across the nation were at Jamestown Settlement for the "Jamestown Live!" webcast on November 9, 2006.



Left: Prior to the “Jamestown Live!” webcast, student ambassadors led a procession of state flags as well as the flags of the eight state-recognized Virginia Indian tribes.



Center: Gwen Ifill, host of “Jamestown Live!,” with Dr. James Horn and Dr. Rex Ellis.



Right: Student ambassadors from forty-nine states attended “Jamestown Live!”

CWF vice president of research; Stephen R. Adkins, chief of Virginia’s Chickahominy Indian Tribe and a member of the federal Jamestown 400th Commemoration Commission (Federal Commission); William M. Kelso, director of archaeology at Historic Jamestowne; Rex M. Ellis, vice president of the CWF Historic Area and co-chair of the Jamestown 2007 African American Advisory Council (AAAC); Captain Eric A. Speth, maritime program manager for JYF; and Kathryn C. Thornton, former NASA astronaut. One of the successful features of the webcast was that students were able to e-mail questions to experts for response. More than 1,200 questions were received and answered.

“Jamestown Live!” was created for grades four through eight in partnership with leading educational associations, including the National Education Association, Virginia Education Association, National Council for the Social Studies, NASA, National History Day, U.S. Department of Education, and Virginia Department of Education. The webcast script incorporated Jamestown-related lesson plans compiled for the Federal Commission by the

University of Virginia Center for Politics and were available free to educators at the Jamestown Journey website.

The webcast was hosted by The History Channel, which also telecast it on its cable network several times thereafter, taking “Jamestown Live!” to millions more students and making it available for taping by educators. Working with Jamestown 2007, The History Channel also helped promote the webcast through its publications and e-mail blasts, as did *Time for Kids*, which produced a classroom poster containing lesson plans distributed to more than 85,000 teachers. Articles placed by Jamestown 2007 in educational partners’ publications and e-newsletters, as well as coverage by educational media such as *Scholastic* and *Weekly Reader*, were instrumental in generating the participation of more than one million students and teachers in the live webcast. One of the educational legacies of the commemoration was a “Jamestown Live!” DVD, which was produced by Jamestown 2007 and sent in 2008 to every elementary school in the Commonwealth along with a *Time for Kids*-produced poster and other commemoration publications.

COMMEMORATIVE EVENTS IN ENGLAND

Several commemorative events took place in England during 2006. On March 20 and April 10 events were held to mark the 400th anniversary of the founding of the Virginia Company. Delegate Vincent F. Callahan, Jr., led the Jamestown 2007 delegation to the March 20 event, which included American Ambassador Robert H. Tuttle and Virginia Chief Justice Leroy R. Hassell, Jr.

The 1606 departure of the three Jamestown expedition ships was commemorated on December 19. The event was planned by the Federal Commission and jointly funded by Jamestown 2007 and the Federal Commission. The featured speaker was The Lord Phillips of Worth Matravers, Lord Chief Justice of England and Wales. Governor Kaine and First Lady Anne Holton headed the Virginia delegation attending the event.

Upon completion of its new replica vessel *Discovery*, which was constructed in anticipation of the 2007 commemoration, JYF, with approval by the Virginia General Assembly, donated the old *Discovery* to the Jamestown-U.K. Foundation, Limited, in late 2006 to serve as an educational tool and symbol in British commemorative events.

One of the great successes of the international participation in the commemoration was due to the work and commitment of Kent County, England, with leadership from Alexander J. King and Rebecca Casson. In summer 2006 fifty-five representatives of the eight state-recognized Virginia Indian tribes traveled to England to participate in cultural and educational events. The trip and events, spearheaded by the Federal Commission and the Kent County Council, were funded by Kent County and Gravesend, the community where Pocahontas is buried.

In December 2006, a delegation from Virginia, including many of the volunteer leaders of the commemoration, traveled to England to mark the departure of English settlers for the New World. Events included a wreath laying at the Virginia Quay First Settlers Monument at Blackwall, London, from which the original Jamestown settlers departed in 1606.





Left: Governor Timothy M. Kaine delivered the annual State of the Commonwealth Address at Jamestown Settlement, January 10, 2007.

Center: Senate President Pro Tempore John H. Chichester and Speaker of the House William J. Howell received a commemorative coin on behalf of the Commonwealth from U.S. Vice President Richard B. Cheney at Jamestown Memorial Church, Historic Jamestowne.

Right: Virginia General Assembly members gathered for a ceremonial session held at Jamestown Memorial Church, January 2007.



U.S. Mint Director Edmund C. Moy, along with Alexander L. Rives, Philip G. Emerson, Elizabeth Kostelny, Senator Thomas K. Norment, Jr., and Jeanne Zeidler participated in a January 11, 2007, announcement at Jamestown Settlement of the issue of commemorative coins. Following a lengthy process of congressional authorization, throughout 2007 the Mint sold Jamestown commemorative coins — a gold \$5 piece and a silver \$1 coin. The Mint worked with a Coin Design Committee appointed by Steering Committee Chairman Stuart W. Connock and composed of H. Benson Dendy III, Mr. Rives, Stephen R. Adkins, Daphne Maxwell Reid, and Martha D. Marks, to ensure the coins incorporated the 400th anniversary themes of democracy, free enterprise, cultural diversity, and spirit of exploration. The committee worked to assure that

all three cultures that met at Jamestown were represented on the coin. The final designs selected were: for the gold coin, Captain John Smith conversing with a Virginia Indian on the obverse, with the reverse showing the Jamestown Memorial Church; and on the silver, the three faces of diversity marking the obverse, and the reverse featuring the three ships. The Mint sold about sixty-five percent of the 100,000 gold coins it produced and nearly sixty-seven percent of the 500,000 silver coins authorized. Under the Mint's revenue-sharing program, surcharges on coin sales generated \$4.55 million for Jamestown 2007 and educational programs offered by the Jamestown-Yorktown Foundation, APVA Preservation Virginia, and the National Park Service.

EVENTS OF THE ANNIVERSARY YEAR

January 2007 began with several events that drew attention to the anniversary year. In 2006 JYF board member Delegate Melanie L. Rapp introduced a resolution that called for the legislature to travel to Jamestown on its opening day in 2007. Accordingly, on January 10, 2007, the Virginia General Assembly convened in Richmond and then traveled to the Historic Triangle for a special ceremonial session in the church at Historic Jamestowne with U.S. Vice President Richard B. Cheney as the keynote speaker. Governor Kaine delivered the annual State of the Commonwealth Address to the Virginia General Assembly from Jamestown Settlement that evening. The following day the U.S. Mint put its Jamestown commemorative

gold and silver coins on sale, with U.S. Mint Director Edmund C. Moy participating in a launch ceremony at Jamestown Settlement and signing certificates of authenticity for many of the first purchasers.

The 2007 State of the Black Union

The first signature event of 2007 was the State of the Black Union, held February 9 and 10 in partnership with Tavis Smiley Presents. Since a thoughtful and highly visible discussion of issues facing African Americans was one of the AAAC priorities for a signature event, the council voted to approach Tavis Smiley Presents with the idea of a partnership for the 2007 State of the Black Union. Nationally known radio and TV host and commentator Tavis Smiley expressed

Tavis Smiley's 2007 State of the Black Union attracted African-American thought leaders to Virginia for a two-day examination of Jamestown's role in shaping the nation.





Left: During State of the Black Union, Ernesto J. Cortes, Jr., Darlene Clark Hine, and Cornel West discussed Jamestown's impact on the nation.



Right: Former Virginia Governor L. Douglas Wilder, the nation's first African-American governor, participated in panel discussions at the Hampton University Convocation Center. Panelists included the Reverend Jesse L. Jackson, Sr.

interest in the partnership, suggesting a theme that the council adopted to highlight 400 years of the African-American imprint on America. Jamestown 2007 negotiated a contractual arrangement with Tavis Smiley Presents, agreeing to provide substantial underwriting for the program while Tavis Smiley Presents provided event management, broadcast production, and collaboration with Jamestown 2007 and the AAAC on venue and panelist selections, marketing, and implementation of the event.

Inspired by the historical importance of the topic, the public's response, and the opportunities presented by the commemoration, Mr. Smiley expanded the 2007 State of the Black Union to two days. He and Tavis Smiley Presents assembled two distinguished panels of more than thirty nationally recognized scholars, educators, business leaders, activists, and politicians, including many recommended by the AAAC.

The added symposium, held on Friday, February 9, at the College of William and Mary's Phi Beta Kappa Memorial Hall, addressed the theme "Jamestown, 400 Years in Retrospect: A Cross-Cultural Look at the First Settlement." The afternoon event attracted more than 1,000

people. Its panel of nine scholars and historians included Ira Berlin, professor of history, University of Maryland; Ernesto J. Cortes, Jr., southwest regional director, Industrial Areas Foundation; Rex M. Ellis, vice president, Historic Area, CWF; Eddie S. Glaude, Jr., associate professor of religion, Princeton University; Farah Jasmine Griffin, professor of English and comparative literature, Columbia University; Darlene Clark Hine, professor of African-American studies and history, Northwestern University; Cassandra Newby-Alexander, associate professor of history, Norfolk State University; Cornel West, Class of 1943 University Professor, Princeton University; and Karenne Wood, former chair, Virginia Council on Indians. They engaged in a thought-provoking discussion of topics that included the first Africans at Jamestown; the interactions among Africans, Virginia Indians, and European settlers; and the impact of slavery on African-American culture and America's economic, political, and social development.

The following morning, Governor Kaine joined Mr. Smiley on the stage of Hampton University's Convocation Center to welcome a record-breaking 10,000 attendees, almost half of



The Jamestown 2007 Time Capsule and the Virginia 2007 Communities Time Capsule, which are to be opened in 2047 and 2057, respectively, were buried in Jamestown Settlement's Quadracentennial Plaza.

whom were out-of-state visitors, and millions of C-SPAN viewers to the 2007 State of the Black Union. Mr. Smiley explained the symposium would explore the African-American imprint on America while looking at contemporary issues and the primary concerns of African Americans, including health care, housing, crime, criminal justice, democracy, education, economic parity, and the racial digital divide.

Mr. Smiley also welcomed the symposium's distinguished panelists. Among them were Marian Wright Edelman, Children's Defense Fund founder and president; U.S. Representative Keith M. Ellison, Minnesota's Fifth District; Bruce S. Gordon, president of the NAACP; Julia Hare, The Black Think Tank national executive

director; Wade J. Henderson, Leadership Council on Civil Rights president and CEO; Catherine L. Hughes, founder, Radio One; the Reverend Jesse L. Jackson, Sr., RainbowPUSH Coalition founder; the Reverend Dr. Otis Moss, Jr., civic leader and the pastor of Olivet Baptist Church; Charles J. Ogletree, Jr., Harvard Law School Jesse Climenko Professor of Law; Daphne Maxwell Reid, member of the AAAC and Federal Commission; Tim Reid, actor and social activist; U.S. Representative Robert C. Scott, Virginia Third District; the Reverend Al Sharpton, Jr., activist; and L. Douglas Wilder, Mayor of the City of Richmond and America's first African-American Governor (Virginia).

Many panelists encouraged audience members to recognize and not take for granted the power of democracy, calling for greater engagement in their communities and in their civic duties. Among the recurring points discussed during the day-long event was that African-American history is American history. Panelists emphasized the importance of taking on the issues and concerns of African Americans, stating that those concerns are in reality a microcosm of the concerns of all Americans.

Two weeks after the event, the Virginia General Assembly approved Senate Joint Resolution 332, expressing the Commonwealth's "profound regret" for slavery, making Virginia the first state to do so. Other states soon followed Virginia's example. AAAC members subsequently included a copy of the resolution and the State of the Black Union DVD in the America's 400th Anniversary time capsule as a testament to the significant recognition African-American history achieved during the 2007 commemoration.

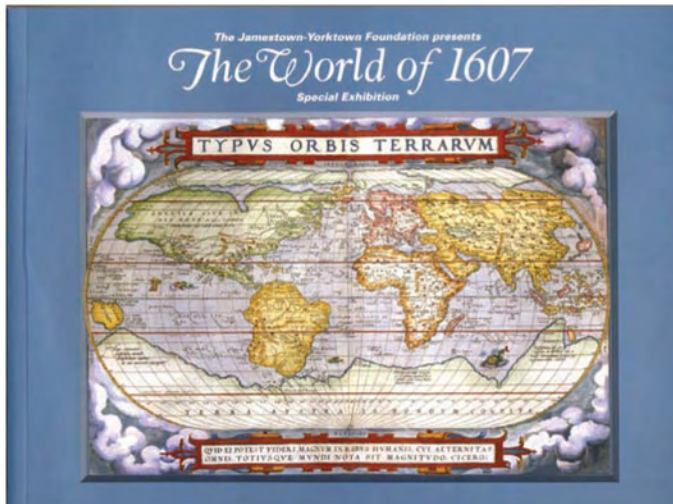
"The World of 1607"

Jamestown Settlement was the site of the next signature event, which opened on April 27, 2007. "The World of 1607" was a special yearlong exhibition of rare, beautiful, and important artifacts on loan from museums and collections around the world. The exhibit represented a new and enlightening approach to understanding the history of Jamestown, for it placed Jamestown in the global context of the seventeenth-century's discovery, strife, expansion, innovation, artistic expression, and cultural exchange. The iconic objects it gathered were so valuable that the exhibit had four distinct cycles, as works of art and artifacts rotated off exhibit after three months to be returned to their home collections.

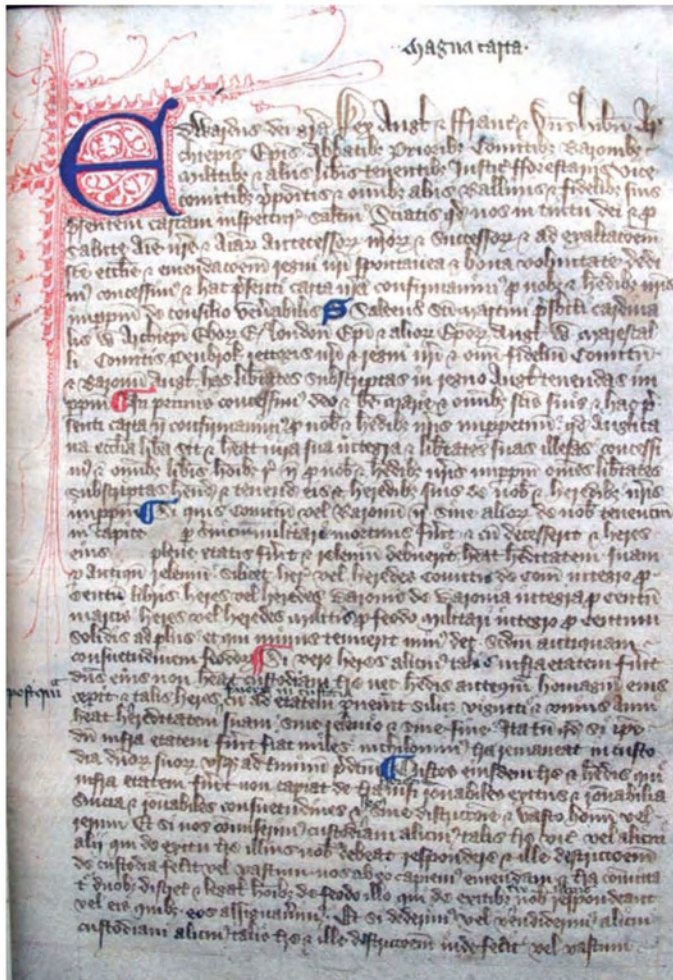
"The World of 1607" was planned and managed by the curatorial and administrative staff of JYF. The conceptual framework of the exhibition was developed in collaboration with twenty-eight internationally recognized scholars,

Exhibiting artifacts from around the world, "The World of 1607" placed Jamestown in a global perspective.





The conceptual framework of "The World of 1607" exhibition and an accompanying publication (above) were developed in collaboration with twenty-eight internationally recognized scholars.



A fifteenth-century copy of Magna Carta loaned by Viscount Coke and the Trustees of the Holkham Estate (left), and a sixteenth-century African ivory saltcellar from the National Museum of Denmark (above) were among the artifacts displayed at Jamestown Settlement during the yearlong exhibition.

each of whom explored an aspect of intellectual and cultural life of peoples around the globe at the beginning of the modern era, contributing to the exhibit and accompanying publication.

The scholars identified key concepts and the twenty-eight themes that shaped the exhibit, recommended artifacts to be included, and conducted original research for their essays, which in turn helped shape the exhibit panels, graphics, and label copy. Each of the four exhibition cycles featured its own topics and artifacts based on the scholars' themes, which illuminated the Jamestown era through the lenses of art, science, history, and philosophy.

Among the many very special objects featured in the exhibition were: a fifteenth-century copy of Magna Carta, owned by Viscount Coke and the trustees of the Holkham Estate (the Earl of Leicester); a circa-1600 portrait of Abd el-Ouahed ben Messaoud ben Mohammed Anoun, Moorish ambassador to Queen Elizabeth I, from the University of Birmingham, United Kingdom; a Japanese suit of armor presented in 1613 to Captain John Saris for King James I by Tokugawa Hidetada, from the Royal Armouries; a seventeenth-century beaded skin pouch made by Virginia Indians, from the Ashmolean Museum; a seventeenth-century snaphaunce-lock fowling piece, a gift from King James I to King Philip III of Spain to mark the 1604 peace agreement between England and Spain, from the Patrimonio Nacional de España; Euclid's *Elements*, 1607 translation into Chinese by Matteo Ricci and Xu Guanqui, from the Vatican City, Biblioteca Apostolica Vaticana; a 1608 mariner's astrolabe, from the Istituto e Museo di Storia della Scienza; a sixteenth-century African-carved ivory saltcellar, from the seventeenth-century Royal Danish Kunstkammer, housed at the National Museum of Denmark; and the Icon of the Mother of God of Yaroslavl, by Master Panfil Tretyak, from the State Historical Museum, Moscow, Russia.

"The World of 1607" brought to Jamestown Settlement close to 400 paintings, sculptures, prints, drawings, maps, scientific instruments, period books, weapons of war, and decorative arts objects from three continents. The exhibit helped focus the nation's attention on the historic role of Jamestown and celebrated the diverse visions, traditions, and art forms that helped shape the creation of an American national identity. Along with the new permanent galleries and expanded outdoor interpretive programs at Jamestown Settlement and the new Visitor Center and Archaearium at Historic Jamestowne, "The World of 1607" provided a unique experience for visitors during the commemorative year.

Journey Up the James

Journey Up the James took place April 24–May 26, 2007, and launched the final crescendo to America's Anniversary Weekend. As a signature event, Journey Up the James provided an opportunity for six cities and communities along the James River to play a significant role in the commemoration while highlighting their unique histories. Each community developed distinctive events and promotional activities, which were augmented by the presence of Jamestown Settlement's replica ships and interpretive educational staff. Almost 200,000 people, approximately thirteen percent of whom were visitors from outside Virginia, participated in the event's multicomunity festivities.

On April 24, 2007, Jamestown Settlement's fleet of replica ships — the *Susan Constant*, *Godspeed*, and *Discovery* — set sail down the James River and into the Chesapeake Bay to retrace in reverse the route followed in 1607 by English settlers as they landed in Virginia and journeyed to the site they named Jamestown. Anchoring off Virginia Beach on April 26, the ships —



Godspeed sailors served as deckhands and interpreters during Journey up the James.

designated by the Virginia General Assembly as the official fleet of the Commonwealth — served as the backdrop for re-enactments at First Landing State Park of the 400th anniversary of the Jamestown settlers' first landfall in Virginia. Actors in period costume played out documented events to sold-out performances. A new feature at the park, a replica Indian village of the Chesapeake Tribe created in cooperation with the Nansemond Indians, was opened. Additional events during the four-day program included public programs held at the Virginia Beach Aquarium and Marine Science Center and other local museums. The Boardwalk History Festival, the largest history observance ever staged in Virginia Beach, featured more than 120 exhibits by community groups, cultural institutions, and historical organizations. The Order of Cape Henry 1607 also held a ceremony at the first landing site, now part of the Fort Story Military Reservation.

While the *Susan Constant* and *Discovery* then returned to Jamestown Settlement, the *Godspeed* sailed to Hampton to participate in part of the yearlong "Explore Hampton 2007." Among the April 28–30 activities were a Parade of Sail and an All-American Dock Party. Downtown Hampton

hosted an interfaith service, the International Children's Festival, and a street festival that included public tours of the *Godspeed* and other ships. The Annual Landing Day ceremony took place April 29 on the waterfront, with re-enactors and local musicians retelling George Percy's account of the settlers' stop in what is now Hampton. Institutions, including the Virginia Air & Space Center, Hampton University Museum, and Hampton History Center, created new exhibits and special activities to mark the occasion.

One of Jamestown Settlement's replica ships sailed to Newport News as a highlight of "Come Home to Newport News" (May 4–5), marking the 1607 exploratory visit by Captain Christopher Newport. The city's free festival took place in an eight-block riverfront area in downtown Newport News. It featured multicultural entertainment, hands-on children's activities, history exhibits, and re-enactors. Tours of the ship, evening concerts with fireworks, and the eighteenth annual Newport News Children's Festival of Friends rounded out activities.

The *Godspeed* visited the Town of Claremont in Surry County on May 6. Events there

included a special church service, ceremonial and musical events, craft booths, and children's activities. Displays featured books owned by John Smallwood, founder of the Smallwood Institute for African Americans. Representatives of Virginia's Chickahominy Indian Tribe were welcomed as special guests.

Following America's Anniversary Weekend, Henricus Historical Park welcomed the *Godspeed* on May 19 for Publick Days, an event that featured activities such as colonial re-enactments and children's games. The ship stayed at Henricus until May 22. From there, the *Godspeed* sailed to Richmond's Intermediate Terminal for a May 24–26 visit that Richmond Region 2007 planners called Rock the Boat. The *Godspeed* was joined

by three tall ships: the *Kalymar Nykel*, the pilot schooner *Virginia*, and the *Lady Maryland*. The event headlined a performance by the Richmond Symphony Orchestra, a concert by national hip-hop artists The Roots, and the 400 Candle Blowout fireworks display, all to commemorate the 400th anniversary of Christopher Newport's voyage up the James River to Richmond.

Each of these signature events was an important buildup to the centerpiece event, America's Anniversary Weekend, the actual 400th anniversary of the arrival of the original settlers at Jamestown. They were also important in and of themselves for their emphasis, for the information that they conveyed, and for the excitement and interest that they generated. Each was designed

Jamestown Settlement's Godspeed, Discovery and Susan Constant (not pictured) were off First Landing State Park in Virginia Beach for an April 2007 event marking the 400th anniversary of the 1607 colonists' first Virginia landfall. Five additional ports were visited by a Jamestown Settlement ship in the Journey Up the James signature event.





Queen Elizabeth II and Prince Philip joined Colin and Nancy Campbell for a carriage ride down Duke of Gloucester Street.

to educate people about Jamestown and its legacies, to overcome a lack of knowledge about Jamestown's role in American history, and to draw attention to America's 400th Anniversary marked by Jamestown's founding. These signature events completed the lead-in to America's Anniversary Weekend.

Jamestown Attracts Worldwide Attention: The Royal Visit

Planning for the royal visit was undertaken over many months, beginning with a series of concerted contacts by commemoration planners designed to develop interest in the Jamestown anniversary in England and, particularly, at

Buckingham Palace. Suzanne O. Flippo and Stuart W. Connock co-chaired a joint federal-state working group on the British participation in the commemoration. They reached out early in the planning process to well-placed contacts in England who had interacted with JYF on other occasions, particularly Her Majesty's Lord-Lieutenant of Suffolk, The Lord Tollemache, a former member of the Foundation's private affiliate board. Jamestown 2007 Steering Committee Vice Chair Colin G. Campbell and Federal Commission Vice Chair Nancy N. Campbell also used their international contacts to foster interest in a royal visit.

In September 2004 Federal Commission Chairman Frank B. Atkinson and Steering Committee Chairman Connock led a joint



Left: Queen Elizabeth II greeted Kenneth Adams, chief of the Upper Mattaponi, while Governor Timothy M. Kaine and First Lady Anne Holton looked on.



Right: Prince Philip and Queen Elizabeth II greeted crowds gathered at the Virginia State Capitol in Richmond.

delegation on an official trip to London during which the American representatives notified responsible officials in the Foreign and Commonwealth Office, including a senior Ten Downing Street representative, of the impending invitation for a royal visit and briefed high-level government officials on overall plans for the Jamestown commemoration. Members of the American delegation also provided briefings for senior officials at the American Embassy in London. Shortly after the delegation returned to the United States, a meeting was held at the British Embassy in Washington, D.C., with Ambassador Sir David G. Manning and senior members of his staff. Chairmen Atkinson and Connock presented a briefing on commemoration plans and requested Ambassador Manning's endorsement of the invitation for a royal visit. They were joined in this request by Alan Lord Watson of Richmond-upon-Thames, a widely respected British leader who attended the meeting and who had recently agreed to serve as co-chairman of the Jamestown 2007 British Committee.

Ambassador Manning and Deputy Ambassador Alan Charlton were pivotal in formalizing discussions related to a royal visit. Mr. Atkinson reached out to the White House to set in motion President George W. Bush's issuance of a state visit invitation to Her Majesty Queen Elizabeth II, while Senator Norment and H. Benson Dendy III took steps to secure an invitation from Governor Kaine for a royal visit to the Commonwealth of Virginia. The formation of an influential Jamestown 2007 British Committee, co-chaired by Sir Robert Worcester and Lord Watson, and its ensuing efforts to encourage a royal visit to Jamestown, also played a vital role in the invitation process. Governor Kaine engaged embassy staff and diplomats from both England and the United States. In November 2006, during her speech at the opening of Parliament, Queen Elizabeth II announced that along with her husband, His Royal Highness, The Prince Philip, Duke of Edinburgh, she would return to Virginia in May 2007 in recognition of the 400th anniversary. The visit one week before America's Anniversary Weekend provided back-to-back opportunities to focus worldwide attention on Jamestown.



Left: Governor Timothy M. Kaine escorted Queen Elizabeth II as she toured Jamestown Memorial Church at Historic Jamestowne.



Right: During her visit to Williamsburg, Queen Elizabeth II also visited the College of William and Mary where she rang the bell in the historic Wren Chapel and was made an honorary member of the College's class of 2007.

The royal couple arrived in Richmond on May 3 and traveled directly to the Executive Mansion for a reception in their honor hosted by Governor Kaine and First Lady Anne Holton. The reception was attended by former Virginia governors. The Queen then addressed members of the General Assembly in the newly renovated and reopened State Capitol. Her remarks noted how differently Jamestown was understood in 2007 from fifty years earlier and how much more diverse both British and American societies had become. She also commented on the great and enduring friendship of the two countries. On the Capitol grounds, she was greeted by the chiefs of the eight state-recognized Virginia Indian tribes. The eight Virginia Indian tribes presented a gift to the Queen to pay tribute to the important relationship between the Virginia Indians and the English settlers. The gift was a hand-carved replica of a seventeenth-century cameo brooch in the JYF collection said to bear the likeness of Pocahontas. The replica brooch was carved from naturally layered agate and encircled with natural freshwater seed pearls from Virginia. Following the gift presentation, the Governor and First Lady

escorted the Queen around the Capitol grounds, offering more Virginians the opportunity to experience her visit.

From Richmond, the Queen moved by motorcade to Williamsburg, where she was greeted by her hosts, Colin and Nancy Campbell of Colonial Williamsburg. CWF was asked to coordinate Her Majesty's visit to the Historic Triangle, including events at Historic Jamestowne, Jamestown Settlement, and the College of William and Mary, as well as at Colonial Williamsburg. The Queen and Duke of Edinburgh stayed at the Williamsburg Inn during their 1957 visit and would stay there again in 2007.

The motorcade arrived in the late afternoon at the reconstructed Colonial Capitol. There Queen Elizabeth II and Prince Philip boarded a replica eighteenth-century carriage. Joined by the Campbells, they led a four-carriage procession down the historic Duke of Gloucester Street in a ride from the Colonial Capitol to the Williamsburg Inn. The parties in the following carriages included retired Supreme Court Justice and commemoration Honorary Chair Sandra Day O'Connor; the British Ambassador to the United



Governor Timothy M. Kaine and Philip G. Emerson escorted U.S. Vice President Richard B. Cheney and Her Majesty Queen Elizabeth II at Jamestown Settlement.

States Sir David G. Manning and Lady Catherine Manning; Williamsburg Mayor Jeanne Zeidler and Edward P. Crapol; the U.S. Ambassador to the Court of Saint James's Robert Holmes Tuttle and Maria Tuttle; Rex M. Ellis, CWF vice president of the Historic Area, and Paulette Ellis; CWF Board of Trustees Vice Chairman Richard G. Tilghman and Alice Tilghman; and the Countess of Airlie Virginia Fortune Ogilvy, lady-in-waiting to the Queen; and Sir Robin Janvrin, private secretary to the Queen. The street was lined with several

thousand people who gathered to welcome the royal couple to Williamsburg just as many had in 1957.

On Friday, May 4, the Queen and Duke of Edinburgh toured Historic Jamestowne and Jamestown Settlement accompanied by Vice President Cheney and Lynne Cheney and Justice O'Connor. The tour began at Jamestown Settlement, where Her Majesty was greeted upon arrival by JYF board members A. Marshall Acuff, Jr., L. Ray Ashworth, Vincent F. Callahan, Jr.,



While in Richmond, Queen Elizabeth II addressed a special joint session of the Virginia General Assembly.



Escorted by Dr. William M. Kelso, Queen Elizabeth II observed the Jamestown Rediscovery archaeological excavations taking place at Historic Jamestowne.

and Stuart W. Connock, as well as Foundation Executive Director Philip G. Emerson and Senior Director of Museum Operations & Education Joseph A. Gutierrez, Jr. The party then walked to re-created James Fort, where the Queen and Prince Philip were greeted by Governor Kaine and introduced to Foundation co-chairman Thomas K. Norment, Jr., JYF and JYF, Inc., board members Elizabeth D. Camp, M. Kirkland Cox, H. Benson Dendy III, Suzanne O. Flippo, Reginald N. Jones, Martha D. Marks, and George L. McCabe, Jr., and to John J. McGlennon, chairman of the James City County Board of Supervisors. The morning's program began with a dramatic presentation, "Historic Links and Bonds of Friendship," developed by CWF in partnership with JYF. It

chronicled the history of the relationship between Britain and America over 400 years. The Queen, escorted by Mr. Emerson, then toured the "public" buildings in the re-created fort, while the Duke of Edinburgh toured the *Susan Constant* with Mr. Gutierrez and observed a group of schoolchildren engaged in a program on seventeenth-century navigation. Approximately 1,200 dignitaries and members of the general public were on hand in the museum's outdoor areas to witness the visit, which was also broadcast on a large screen on the museum mall to provide additional public access.

The Foundation's two longest-tenured staff, Daniel M. Hawks and Debra P. Jarvis, made gift presentations to the Queen and Prince Philip before their departure from Jamestown Settlement.

The Queen was presented with a replica of the seventeenth-century stoneware jug in the JYF collection that tradition holds was given by King James I and Queen Anne to Pocahontas upon her presentation at court in 1617. The gift was presented in a wooden box bearing the Coat of Arms of the Virginia Company of London. A brass plaque mounted inside the lid of the box included an inscription noting the occasion and the significance of the jug. The Duke of Edinburgh was presented with a pair of cufflinks made of 14K gold and bearing the Coat of Arms of the Virginia Company of London.

In addition, Senator Norment, on behalf of Jamestown 2007, presented to Her Majesty a specially commissioned ceramic plaque made from Virginia clay dug from Jamestown Island and from the banks of the Chickahominy River. The design on the plaque featured a male and female Virginia Indian and was inspired by images of Adam and Eve found on clay objects from the Jamestown period. Also depicted were an intertwined thistle and rose representing Scotland and England, respectively, which were unified by James I, for whom Jamestown was named.

At Historic Jamestowne the Queen and Duke of Edinburgh were greeted by APVA Preservation Virginia (APVA) Executive Director Elizabeth Kostelny, Alexander L. Rives, NPS 400th anniversary project director and Federal Commission member, and APVA President William B. Kerkam III. The Queen first visited the Archaearium, a new museum devoted to the discovery of the original 1607 James Fort, with APVA Curator Bly Straube, while Prince Philip visited the Historic Jamestowne Research Center with archaeologist William M. Kelso. The couple also toured the site of James Fort, the Queen with Dr. Kelso and the Duke of Edinburgh with archaeologist Carter Hudgins. The royal couple was greeted by nearly 500 invited guests, including representatives of the Jamestown 2007

British Committee and Kent County Council: Lord Watson, Sir Robert Worcester and Lady Worcester, Viscount and Viscountess De L'Isle, Amanda Cottrell, Alexander J. King, and Rebecca Casson. Prince Philip then journeyed to Norfolk for a luncheon with British military personnel detailed to NATO.

While at Historic Jamestowne, the Queen presented a gift to the Commonwealth of Virginia, which was accepted on behalf of the state by Governor Kaine. The high-back Mendlesham chair, a particular style of Windsor chair, required 150 hours of skilled labor to craft from American cherry and Scottish elm. The face of the chair's cresting rail was hand carved with the Queen's official cipher, while on the obverse of the rail was carved the name "Bartholomew Gosnold" and the name of his ship, *Godspeed*. Beneath the seat of the chair was a hand-carved image of the *Godspeed*, taken from images of its recently built replica, which could be viewed by an accompanying inclined mirror. The chair was handmade in Gosnold's home county of Suffolk, England, and bears the presentation number 400 in recognition of the Jamestown quadricentennial.

Queen Elizabeth was hosted by the Governor and First Lady and Mr. and Mrs. Campbell at a lunch for 400 invited guests in a tent erected on the bowling green at the reconstructed Governor's Palace in Colonial Williamsburg. Before the luncheon Federal Commission Chair Atkinson and his wife Diane, Vice Chair Dendy and his wife Stacey, Ms. Flippo, and Steering Committee Chair Connock, along with other invited guests, were presented to the Queen by Mr. Campbell.

In her remarks at the luncheon, Her Majesty the Queen praised the work that had been accomplished in the Historic Triangle since her visit fifty years earlier. "My visits to the Jamestown Settlement and Historic Jamestowne this morning were fascinating," she said, continuing, "I am very





William B. Kerkam III of APVA Preservation Virginia and Alexander L. Rives of the National Park Service presented Queen Elizabeth II with gifts during her visit to Historic Jamestowne.



Among the many gifts that were presented to Queen Elizabeth II during her visit to Virginia were: a replica of a stoneware jug thought to have belonged to Pocahontas, presented by the Jamestown-Yorktown Foundation; a ceramic plaque made from clay dug from Jamestown Island and from along the banks of the Chickahominy River, presented by Jamestown 2007; and a replica of a brooch said to bear the likeness of Pocahontas, presented by the eight state-recognized Virginia Indian tribes. In addition, APVA Preservation Virginia presented the Queen with a reproduction of a pre-1620 drinking flagon, excavated from a well at the Jamestown Rediscovery site, and the National Park Service presented her with a glass ewer (not

pictured) made at the Historic Jamestowne glasshouse. The Colonial Williamsburg Foundation presented Her Majesty with a sterling silver saffron pot (not pictured), based on an English antique made by an unknown silversmith in 1737, which is in the Colonial Williamsburg Foundation collection. The Jamestown-Yorktown Foundation presented Prince Philip with a pair of gold cufflinks bearing the coat of arms of the Virginia Company of London. Queen Elizabeth II, in turn, presented the Commonwealth of Virginia with a high-back Mendlesham chair. Gifts were presented to other dignitaries, including the President and Vice President, on the occasion of their visits to Jamestown during the commemorative year.



While at Jamestown Settlement on May 13, President George W. Bush observed a series of seventeenth-century interpretive demonstrations and boarded the Susan Constant, one of three re-created 1607 ships.

impressed by the new educational facilities at both locations and I like so many others could not but be moved by the poignancy of walking around the archaeological site where the original fort once stood. ...I must also record my appreciation of the extraordinary achievement that is Colonial Williamsburg itself. ...I would like to congratulate all those individuals and their organizations who have devoted so much time and energy to developing the Historic Triangle for the benefit of present and future generations.” Concluding her brief remarks, the Queen summarized the new understanding of the significance of Jamestown with these words, “...the Jamestown landing is not just a historical fact, but a symbol — a symbol of the convergence of civilizations, of the spread of the rule of law, of the growth of representative democracy — and also the symbol of friendship, the deep and enduring friendship between the United States and the United Kingdom.”

At the Queen’s lunch table, in addition to the Governor and First Lady and the Campbells, were Vice President Cheney and Mrs. Cheney, Justice O’Connor, and Mayor Zeidler. Following lunch Justice O’Connor escorted the Queen to the College of William and Mary, repeating her visit there fifty years earlier. There she appeared

at an event at the historic Wren Building in which she was made an honorary member of the Class of 2007 and met members of the campus community before departing Williamsburg to rejoin Prince Philip in Norfolk and continue their trip, first to the Kentucky Derby and then to Washington, D.C., for a state dinner at the White House hosted by President Bush. The Queen’s visit was not only among the most memorable of the commemoration events, it was also an ideal vehicle for communicating the international significance of Jamestown and the continuing importance of its legacies.

America’s Anniversary Weekend

America’s Anniversary Weekend began a week after the Queen’s visit. The spectacular event took place May 11 through 13, concluding on the actual 400th anniversary of the arrival of the original settlers at Jamestown. It was designed to introduce the “new” Jamestown, a concept that took many meanings. It unveiled new museums, galleries, and other capital improvements at Historic Jamestowne and Jamestown Settlement. It just as importantly provided a platform to focus



Members of a 1,607-voice choir watched the performance by the Colonial Williamsburg Fife and Drum Corps on America's Anniversary Weekend.



Left: Crowds gathered to watch several performances on the main stage at Anniversay Park, which was flanked by large projection screens and bleachers that seated hundreds of performers.



Right: On May 12, 2007, a crew of modern-day explorers, historians, naturalists, and educators departed Historic Jamestowne to retrace Captain John Smith's 1608 exploration of the Chesapeake Bay. Traveling and living aboard a 28-foot replica of Smith's shallop, the crew of twelve traveled 1,500 miles in the course of their 121-day journey, stopping for public exhibitions at twenty-eight cities and towns before returning to Historic Jamestowne on September 17.

Americans on a newer, more historically accurate version of the nation's first days, made possible by recent archaeological finds and compelling new scholarship. It also introduced the nation to the most inclusive version to date of the Jamestown story that discussed participation by Europeans, Virginia Indians, and African Americans.

The event was designed to be both fun and educational for guests of all ages. It involved three adjoining sites: Historic Jamestowne; Jamestown Settlement; and Anniversay Park, formerly a privately owned campground on the James River across Route 31 (Jamestown Road) from Jamestown Settlement. In early 2007 after a lengthy period of planning and negotiation, James

City County was able, with the Trust for Public Land and with support from the Commonwealth of Virginia, to acquire the campground as part of their land-conservation and open-space program. That action ensured that the third site would be available for America's Anniversary Weekend festival activities. However, staging the events on the three sites required years of planning and close collaboration among Jamestown 2007, Jamestown Settlement, and Historic Jamestowne as the entities operating the individual sites, as well as James City County, which provided needed logistical and security support. Prosody Creative Services, under contract with Jamestown 2007, managed Anniversay Park, which was



Left: Bruce Hornsby and Ricky Skaggs in a bluegrass jam.

Center: One of the highlights of America's Anniversary Weekend's Saturday night concert was Governor Timothy M. Kaine's impromptu joining of performers Bruce Hornsby and Ricky Skaggs on stage to play the harmonica.

Right: Crowds gathered to hear James Earl Jones read a Jamestown story to children.

Below: President George W. Bush provided one of the weekend's most memorable moments. He surprised Virginia Symphony Orchestra conductor JoAnn Falletta by momentarily assuming the baton to lead a 400-piece orchestra in "Stars and Stripes Forever."





Volunteers were critical to the success of America's 400th Anniversary, and the Historic Triangle Jamestown 2007 Host Committee's volunteer coordination efforts exceeded expectations. The committee recruited, placed, and trained more than 3,400 dedicated volunteers who donated more than 24,500 hours of service to the commemoration's thirteen signature events, beginning with the six-city 2006 Godspeed Sail. The value of their time represented nearly \$500,000. Partners like the Jamestown-Yorktown Foundation, APVA Preservation Virginia, and the National Park Service also benefited significantly from an increase in volunteers during the commemoration, as did Virginia 2007 Communities across the Commonwealth.

transformed into a festival environment for the event.

Over the course of the three-day weekend, coordinated activities at the three sites offered a range of exhibits, patriotic ceremonies, speeches by dignitaries, and performances including music, dance, and theater. Guests at Historic Jamestowne were ushered into a new Visitor Center and offered an overview of Jamestown's ninety-two-year history as Virginia's capital through exhibits and a state-of-the-art multimedia presentation. They could then tour the archaeological remains of the original 1607 James Fort, which to date had yielded more than one million artifacts that reshaped the understanding of the colony's early years. In the Archaearium visitors could encounter more than a thousand of these artifacts: arms and armor, medical instruments, personal objects, ceramics, tools, coins, trade items, musical instruments, games, amusements, food

remains, and much more. This new concept in archaeological museums included interactive virtual viewers overlooking the settlement site, transporting visitors back in time to show where the objects were recovered and what the fort looked like 400 years ago. The results of forensic research on the remains believed to be those of Bartholomew Gosnold, captain of the *Godspeed*, and the preliminary analysis of over seventy other burials and facial reconstructions of three early settlers brought visitors face-to-face with human stories from the past. Historical programs, living-history presentations, and musical performances also enhanced guests' visits.

Visitors to Jamestown Settlement living-history museum enjoyed the benefits of a decade's investments in enhanced facilities and programming. A new documentary film and 30,000 square feet of new galleries offered fresh insights into the founding of Jamestown and



Left: President George W. Bush, along with the First Lady Laura Bush, Governor Timothy M. Kaine, and Virginia First Lady Anne Holton joined students from local elementary schools — Jumanne Brown, age ten, Judson Carmichael, age nine, and Hannah Kortiche, age eleven — in placing materials in the America's 400th Anniversary Time Capsule.



Right: Tens of thousands of visitors enjoyed programming at Jamestown Settlement, including in the re-created Powhatan Indian village, during America's Anniversary Weekend.

life in seventeenth-century Virginia. A deeper understanding of the colony's tri-cultural roots and interactions could be seen in the galleries with Powhatan, west central African, and English settings; structures re-created from archaeological sites; multiple small theater presentations; and displays of more than 500 artifacts. Outdoor living-history areas were expanded and, in the case of the re-created James Fort and Powhatan Indian village, transformed to reflect recent research and archaeology. New replicas of the *Godspeed* and *Discovery*, as well as the current re-creation of the *Susan Constant*, were available to board and tour with costumed interpreters. An array of interpretive demonstrations, military drills, maritime skills, historical dances, and musical performances were conducted for visitors throughout each day. Jamestown Settlement visitors also had the advantage of seeing the important new special exhibition assembled expressly for the commemoration, "The World of 1607."

A short walk across the road from Jamestown Settlement brought guests into Anniversary Park,

which was dramatically transformed from an old campground into a vibrant festival, exhibit, and performance area specifically for America's Anniversary Weekend. Multiple stages, pavilions, demonstrations, and interactive displays divided into themed "villages" for easy navigation offered guests a full schedule of sights, sounds, and activities to enjoy each day. Information booths located in every section of the park, staffed by Jamestown 2007 and trained volunteers, ensured that guests were apprised of the many activities, amenities, and special events of the day. A constant flow of guests filled the park each day from its 9:00 a.m. opening until its 9:00 p.m. closing.

Each day of Anniversary Weekend offered special one-time events. On the morning of May 11, stamp collectors and enthusiasts of all ages participated in the first-day issuance of the U.S. Postal Service's commemorative "Settlement of Jamestown" triangular stamp at Jamestown Settlement. The weekend's official opening took place that afternoon and evening with the two-part "Welcome America" program. The program



Anniversary Park provided a venue for Virginia destinations and commemoration sponsors to reach guests.



began at Historic Jamestowne with a special re-dedication of the site, a Virginia Indian welcome ceremony, and an address by Governor Kaine. A portion of the program was also devoted to representatives of key groups placing items in America's 400th Anniversary Time Capsule. "Welcome America" concluded at Anniversary Stage in Anniversary Park with the first-ever combined performance by the Virginia Symphony Orchestra and the Richmond Symphony Orchestra, featuring the world premiere of four commissioned commemorative works.

On Saturday morning the *Susan Constant*, *Godspeed*, and *Discovery* — the official fleet of the Commonwealth — sailed in the James River and portrayed the first arrival with their return to Jamestown Settlement. That same morning at Historic Jamestowne, the John Smith shallop, sponsored by Sultana Projects, Inc., began a 121-day voyage to re-create Smith's 1608 exploration of the Chesapeake Bay and its tributaries. The day's highlight was America's Anniversary Concert. Starting at noon on the main Anniversary Stage in Anniversary Park, guests were able to enjoy 400 minutes of musical performances by more than a dozen artists. The

concert was capped in the evening by headliners Bruce Hornsby and the Noisemakers, Chaka Khan, and Ricky Skaggs and Kentucky Thunder.

The weekend was highlighted on Sunday by the appearance of President George W. Bush and First Lady Laura Bush. On Sunday morning the presidential party, which was composed of the President and First Lady, Justice O'Connor, Governor Kaine, and First Lady Holton, toured Historic Jamestowne and Jamestown Settlement. At Jamestown Settlement the group enjoyed a brief private tour that included interaction at several interpretive stations. The President boarded the *Susan Constant* and, prior to departure, received a cannon salute from that vessel as the sails were unfurled. At Historic Jamestowne the party visited the archaeological dig.

The presidential party then moved to Anniversary Park for the weekend's and the commemoration's main event, a program on Anniversary Stage titled "Foundations of America." On stage was an orchestra of 400 musicians conducted by Virginia Symphony Orchestra's music director JoAnn Falletta. Bleachers on either side of the stage held a chorus



America's Anniversary Weekend offered visitors a wide variety of activities, programming, and amenities over three venues. The map shown above was printed as part of a special insert to Williamsburg's Virginia Gazette and had broad circulation both in advance of and during the weekend's festivities.

of 1,607 voices. Senator Norment served as master of ceremonies for the pre-program, which included a welcome from Chief Kenneth Adams of the Upper Mattaponi Tribe on behalf of the Virginia Indians, an invocation by Delegate Melanie L. Rapp, and remarks by Secretary of the Interior Dirk A. Kempthorne. NASA Administrator Michael D. Griffin introduced a videotaped message from the International Space Station by astronaut Sunita L. Williams, and there was a dramatic, perfectly timed flyover by jets from Langley Air Force Base.

The official party arrived at Anniversay Park just after 11:00 a.m. and within minutes joined the following commemoration leaders and other dignitaries on stage: A. Marshall Acuff, Jr., Kenneth Adams, Belinda C. Anderson, L. Ray Ashworth, Frank B. Atkinson, Virginia

Lieutenant Governor William T. Bolling, Delegate Vincent F. Callahan, Jr., Colin G. Campbell, Nancy N. Campbell, Stuart W. Connock, Delegate M. Kirkland Cox, U.S. Congresswoman Jo Ann Davis, H. Benson Dendy III, Rex M. Ellis, Suzanne O. Flippo, Michael D. Griffin, Speaker of the House of Delegates William J. Howell, Governor Timothy M. Kaine and First Lady Anne Holton, U.S. Secretary of the Interior Dirk A. Kempthorne, H. Edward Mann, Virginia Attorney General Robert F. McDonnell, John J. McGlennon, Senator Thomas K. Norment, Jr., retired Supreme Court Justice Sandra Day O'Connor, Delegate Melanie L. Rapp, U.S. Congressman Robert C. Scott, and Jeanne Zeidler. Governor Kaine made welcoming remarks and Justice O'Connor then introduced the President. An audience of approximately 25,000 people



Left: On Friday, May 11, the newly constructed Visitor Center at Historic Jamestowne was dedicated. National Park Service representatives in attendance included Sandy Walter, Acting Northeast Regional Director and Mary Bomar, Director.



Right: The many visitors to Jamestown Settlement during America's Anniversary Weekend enjoyed a variety of programming, including military demonstrations in the re-created James Fort.

heard the President's speech, which underscored the continuing importance of the legacies of Jamestown. The settlers' "industry and hard work transformed Jamestown from a distant English outpost into an important center for trade. And during those early years, the colonists also planted the seeds of American democracy, at a time when democratic institutions were rare." President Bush went on to acknowledge that "the expansion of Jamestown came at a terrible cost to native tribes...and for many Africans, the journey to Virginia represented the beginnings of a life of hard labor and bondage. Their story is a part of the story of Jamestown."

For commemoration planners to hear both the President of the United States and the British Queen devote major parts of their remarks to Jamestown's legacies and to recognize the founding of Jamestown as the beginning of the modern history of the United States was an exciting achievement. It signaled that the goal to communicate a new understanding of the importance of Jamestown had been reached.

Sunday's stage events continued in the afternoon with "Celebrations of Culture," a

pageant of music featuring the traditions of the three cultures that came together at Jamestown. The evening's closing ceremonies included an original dramatic re-creation of the Jamestown story entitled *Journey of Destiny*, followed by a 400-piece orchestra and 1,607-voice choir with a fanfare of patriotic favorites accompanying the rousing fireworks finale.

Governor Kaine hosted the weekend, participating in opening ceremonies Friday evening, providing the keynote address at Historic Jamestowne's annual Landing Day ceremony on Saturday, joining Bruce Hornsby and the Noisemakers with his harmonica on stage during the evening concert, hosting the President of the United States on Sunday morning, and presiding over the closing ceremonies on Sunday evening, including contributing items to the America's 400th Anniversary Time Capsule with his family.

More than 63,000 people, an estimated forty percent from outside Virginia, participated in America's Anniversary Weekend. Of special note was a delegation from England that included key members of the Jamestown 2007 British Committee. Other international participants



Left: A news photographer recorded the scene at America's Anniversary Weekend's main stage.



Right: America's 400th Anniversary generated significant national and international media attention.

Opposite: Fireworks capped off America's Anniversary Weekend.

included a delegation from Bermuda and Polish Ambassador to the United States Janusz Reiter. More than 4,000 entertainers participated on six stages, one each at Historic Jamestowne and Jamestown Settlement and four, including the main stage, at Anniversary Park. A single-day ticket for each of the three days included parking, transportation, and admission to all three sites and all activities at each site, including major concerts. The event required numerous satellite parking lots, a shuttle bus transportation system, a customized admissions process, comprehensive security and public safety planning, thousands of volunteer shifts, extensive food concessions, and close collaboration among Jamestown 2007, Jamestown Settlement, Historic Jamestowne, and James City County.

The Historic Triangle Jamestown 2007 Host Committee (Host Committee), managed by Kyra A. Cook, was important to the success of these logistics. Ms. Cook, with Host Committee task forces and special subcommittees, worked closely with the Jamestown 2007 director of operations. The Host Committee recruited, scheduled, and supervised the training of more than 2,000

volunteers working more than 3,500 shifts. As with all signature events, every Jamestown 2007 staff member supported operations in a variety of capacities.

America's Anniversary Weekend was a fitting and successful centerpiece for the 400th anniversary. One indicator of that success was that 13,800 media placements appeared in worldwide print, broadcast, and online outlets. The Jamestown 2007 publicity manager and communications specialist worked with representatives of the public relations firm Ruder Finn to credential more than 600 media representatives over the three-day weekend. Media represented every continent around the world except Antarctica and Australia.

Following America's Anniversary Weekend, the strategy of the commemoration planners was to focus attention on contemporary communities and conditions and look to the future. Four different signature events served as the platform for this effort: the Smithsonian Folklife Festival, the American Indian Intertribal Cultural Festival, the Virginia Black Expo, and the World Forum on the Future of Democracy.





Folklife Festival exhibits ranged from craft demonstrations to cultural displays.

Smithsonian Folklife Festival: The Roots of Virginia Culture

In late June and early July 2007 Virginia showcased its cultural history on an international stage as hundreds of people from around the Commonwealth participated in the forty-first annual Smithsonian Folklife Festival. The Roots of Virginia Culture was a key theme of the free, two-week event held on the National Mall in Washington, D.C. On June 27, 2007, Governor Kaine participated in opening ceremonies, launching a festival that would draw more than a million visitors.

Each year the festival features cultures from several nations and one state. Virginia had never been featured. The 2007 Folklife Festival also included sections highlighting the cultures of the Mekong Delta and Northern Ireland.

The Roots of Virginia Culture focused on the Commonwealth's root cultures, Native American, English, and West African, and explored how early Virginians "put into motion ideas of democracy and diversity, which helped to define Virginia's culture and that of the United States through the first four centuries of

conflict and cooperation." The Roots of Virginia Culture program was jointly coordinated by the Smithsonian's Center for Folklife and Cultural Heritage, the Virginia Folklife Program with the Virginia Foundation for the Humanities, and the Blue Ridge Institute and Museum at Ferrum College.

Exhibits included nearly 300 performers, artists, musicians, dancers, storytellers, cooks, farmers, and craftspeople demonstrating their cultural traditions. Participants included members of Virginia's state-recognized Indian tribes, delegates from West Africa, representatives of Kent County, England, and Virginians from all corners of the Commonwealth.

Displays and discussions highlighted how Virginia's culture benefited from many contributions by many sources. Fruit growers and boat builders from Virginia and England held demonstrations; peanut farmers and pottery makers from West Africa and Virginia discussed their work; and African, American Indian, and Virginian blacksmiths worked side by side. Musicians performed gospel, blues, and bluegrass. In the demonstration kitchen, cooks from Tidewater, Southside, and



Virginia's Finest

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The Virginia Department of Agriculture and Consumer Services (VDACS) partnered with Jamestown 2007 for opportunities to promote its Virginia's Finest™ and Virginia Grown programs, contributing \$50,000 to fully underwrite its participation. VDACS was actively involved in the 2006 Godspeed Sail and America's Anniversary Weekend. More than twenty Virginia's Finest™ businesses participated in the

VDACS market-style exhibit at Anniversary Park during May 11–13, 2007. Jamestown 2007's agricultural partners also included the Virginia Peanut Growers Association, which designed special commemoration-branded packaging and provided 350,000 complimentary sample bags of Virginia peanuts for distribution at signature events.



*Left and right: Lively entertainment made the Virginia Intertribal Indian Festival a memorable family event.
Center: Younger attendees participated in craft activities during the American Indian Intertribal festival.*

Southwest Virginia made dishes from Virginia-grown products. Members of the Virginia 2007 Community Program participated in panel discussions on genealogy, local history, and urban planning. Newer arrivals to Virginia, including immigrants from Central America and Southeast Asia, featured more recent influences on the Commonwealth's culture.

Many Jamestown 2007 partners participated, including the Virginia Department of Historic Resources, the Virginia Department of Agriculture and Consumer Services, JYF, NPS, APVA, CWF, Virginia Tourism Corporation, The Mariners' Museum, and the Virginia Peanut Growers Association. More than 100,000 bags of Virginia peanuts and 3,000 America's Anniversary Garden seed packets were given away.

Jamestown 2007 provided significant funding for the event and produced programming in partnership with the Smithsonian's Center for Folklife and Cultural Heritage, England's Kent County Council, and the National Museum of African American History and Culture.

The American Indian Intertribal Festival

One of the significant successes of the commemoration was its second Virginia Indian signature event, a large, festive program called the American Indian Intertribal Festival. Since a large-scale celebration of Indian culture had not been staged in modern Virginia history, planners had no base for establishing expectations. However, on the weekend of July 21–22, 2007, more than 18,000 people filled the Hampton Coliseum. The free, family-oriented event offered dancing, drumming, crafts, children's activities, and a unique opportunity to compare Indian cultures from across the nation.

Kenneth Adams, chief of the Upper Mattaponi Tribe, led planning for the event. Virginia's tribes hosted dancers and drummers from seven tribes from across the nation: Jemez Pueblo (New Mexico), Lumbee (North Carolina), The Three Affiliated Tribes (Mandan, Hidatsa and Arikara — North Dakota), Nez Perce (Idaho), Osage (Oklahoma), Sault Ste. Marie Chippewa (Michigan), and Seminole (Florida). Drums



More than 18,000 people attended the American Indian Intertribal Festival in Hampton, July 21 and 22, 2007.

included the Virginia Indian Intertribal Drum, Fox Tail, Kautah-Noh Jr., Bahweting Singers, and White Shield. The highlight of each day was the Grand Entry, a colorful parade of dancers in regalia filling the performance floor.

Following custom, head dancers were chosen by the Virginia Indian Advisory Council from among Virginia tribes. Head dancers traditionally lead the Grand Entry and the intertribal dances. The head dancers were Troy Adkins of the Chickahominy Tribe and Debora Moore of the Pamunkey Tribe. The junior head dancers were Reese Fortune of the Rappahannock Tribe and Amy Branham of the Monacan Tribe.

Festival performances were hosted by Lawrence Baker, a member of the Mandan, Hidatsa, and Rincon San Luis Band of Mission Indians of California. In addition to introducing dancers, Mr. Baker ensured dancers followed powwow protocol. Powhatan Red Cloud-Owen and Wayne Adkins, both of the Chickahominy Tribe, served as co-hosts.

The event observed solemn moments as the diminishment of Indian culture over the centuries was noted. Homage was also paid to the many Native veterans of America's armed services. The proceedings were halted on Sunday afternoon when an eagle feather fell from a dancer's headdress. A ceremony was held to retrieve and retire the feather, highlighting the powerful symbolism eagle feathers hold for Native Americans.

Children's activities were extremely popular. Overflow crowds filled activity rooms to participate in crafts, games, storytelling, and a scavenger hunt. Exhibits from participating tribes furthered public education about tribal histories and culture. Vendors, many of whom did not know what to expect from this first-time event, experienced strong demand for Indian food, jewelry, clothing, and crafts. Many reported record sales days.

In other areas of the coliseum, tribal representatives spoke to standing-room-only crowds about the accomplishments of Virginia Indian women, the Osage sign language prayer, the history of Bacone College, and contemporary life for members of the Three Affiliated Tribes and the Nez Perce Tribe. Helen M. Sheirbeck, senior advisor for programs and scholarly research with the Smithsonian Institution's National Museum of the American Indian, presented information on the museum and its programs. Demonstrations during the weekend included flute carving, pottery making, hand-drum tying, and beadwork. Kevin Brown of the Pamunkey Tribe carved a statue from a log and discussed his work.

Attendance for the weekend greatly exceeded expectations, and significant regional media coverage ensured an even wider audience.

2007 Virginia Black Expo — A Commerce & Cultural Exposition

The African American Advisory Council (AAAC) had two models for African-American signature events. One was a serious discussion of issues facing contemporary African Americans. That goal was well satisfied by the partnership with Tavis Smiley Presents and the resulting 2007 State of the Black Union. The second model was to produce an exposition that would demonstrate the talent, ingenuity, accomplishments, and aspirations of African Americans. This goal was addressed by a partnership with Thomas-McCants Media, an organization that was producing the Virginia Black Expo. This was a business fair that provided entrepreneurs and other business operators the opportunity to exhibit and to network as well as to attend training and informational seminars.

Originally the relationship between Jamestown 2007 and the Virginia Black Expo



The Virginia Black Expo featured cultural displays, including information about the commemoration, as well as business opportunities.



was envisioned to be a promotional partnership, with Jamestown 2007 and the AAAC expanding the expo to include a cultural and educational component. As planning developed in 2007, the expo board asked that Jamestown 2007 become a financial sponsor. As part of the agreement, Thomas-McCants provided ten booths for the cultural pavilion and coordinated with Jamestown 2007 on booth selection. The two organizations agreed that the new cultural pavilion, designed by Jamestown 2007 on the theme of the African-American imprint on America, would be situated at the front entrance to the expo for maximum visibility.

Jamestown 2007 sent letters to its statewide partner organizations, including the Virginia Association of Museums, with a request for small traveling exhibits depicting African Americans throughout history. One exciting offer came from Patricia Sluby, great-granddaughter of attorney Giles B. Jackson of Richmond. Mr. Jackson conceived and organized the 1907 Negro Exhibition at the Jamestown Ter-Centennial Exposition in Norfolk. Ms. Sluby had created an exhibit from materials her great-grandfather used during his time as president of the exhibition and

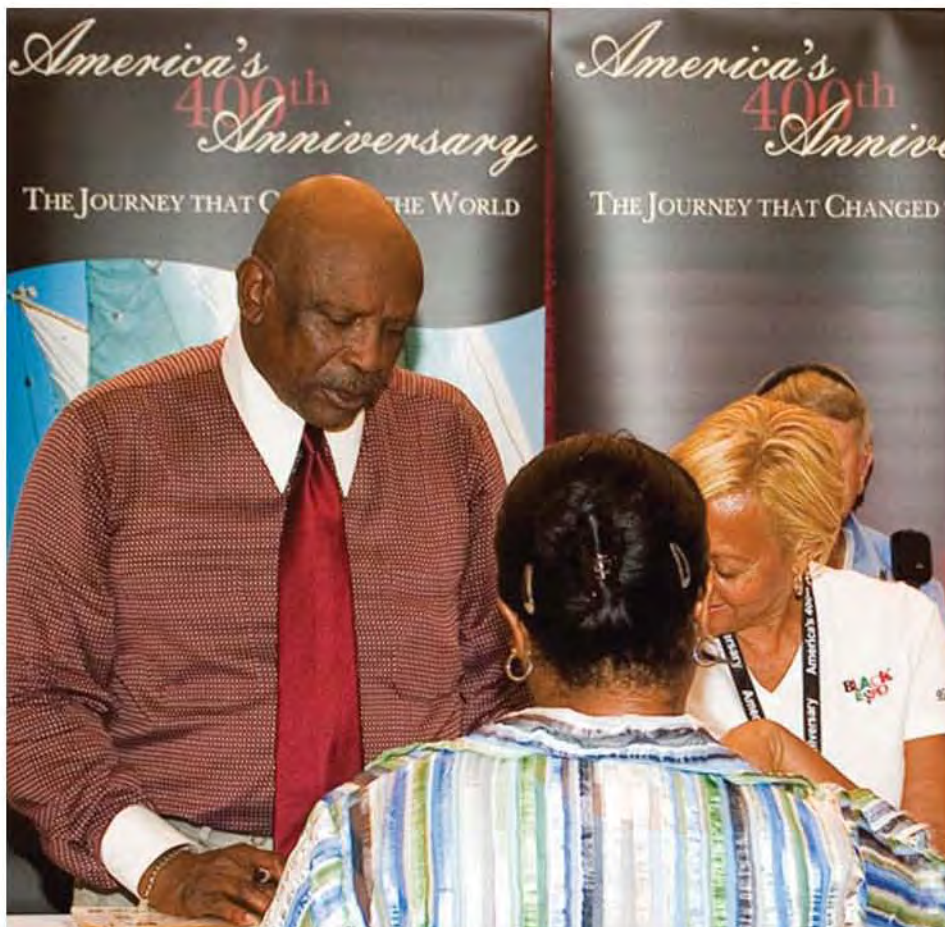
offered to display them at the expo. In addition to Ms. Sluby's "Jamestown Ter-Centennial Exposition Revisited: The Negro Exhibit of 1907," exhibits in the cultural pavilion included: "Slavery in America" (National Slavery Museum); "Don't Grieve after Me: The Black Experience in Virginia, 1619–2005" (Christina Draper, the Virginia Foundation for the Humanities); "Mapping Local Knowledge: Danville, Virginia 1945–1975" (Emma Edmunds); "African American Inventors: Then and Now" (James Wright); "African American Trailblazers" (Robert Dortch, Richmond Region 2007); "Come Home to Virginia: Tracing our Roots Through Music" (Elsie Weatherington, Virginia State University); and "NASA Stars: African Americans Fulfilling the Dream" (NASA).

The Virginia Black Expo was a cultural and business success. The AAAC goal of promoting the African-American experience and the significance of Jamestown was embraced by many of the visitors. According to an independent survey conducted by Clarity oms of Virginia Beach, more than thirty-five percent of the visitors indicated that they attended the expo because of the cultural component, and many of

the eight cultural pavilion exhibitors reported receiving more exposure through the expo than they normally did as traveling exhibits. The commemoration goal of stimulating economic development was realized through the many business vendors who rented booths to display and market their goods and the individuals who paid to visit the expo. Also according to Clarity oms, an estimated \$298,000 was spent during the expo. The 2007 Virginia Black Commerce and Cultural Expo had 8,500 paid attendees on August 25 at the Hampton Roads Convention Center, one-quarter of whom came from outside the Hampton Roads area.

The World Forum on the Future of Democracy

The International Conference Series on the Foundations and the Future of Democracy (Democracy Conference Series) consisted of nine high-profile conferences, held in multiple locations around the Commonwealth, where the past, present, and future of democracy were discussed and explored. These conferences were free to the public and held between August 2006 and September 2007. The format for each included delivery of scholarly



Louis Gossett, Jr., autographs programs for Virginia Black Expo guests.



More than 3,000 people attended the panel discussion titled “The Future of Democracy: Why Does It Matter? An International Dialogue Hosted by Jim Lehrer,” held at the College of William and Mary in September 2007.

papers, lectures, panel discussions, webcasts and satellite broadcasts, media availability and news conferences, keynote speeches, and concluding observations. The Democracy Conference Series was sponsored by the Federal Commission in partnership with the participating colleges and universities in Virginia, Jamestown 2007, and other organizations. Support vital to the program’s success also was received from the United States Congress, the Department of State, the Commonwealth of Virginia, and generous corporate and foundation donors, including the Carnegie Corporation of New York and the Rockefeller Brothers Fund.

Former U.S. Presidents William J. Clinton and George H. W. Bush and former British Prime Ministers Margaret Thatcher and Tony Blair were the honorary chairs of the Democracy Conference Series. Serving as honorary vice chairs were former U.S. Ambassador to Japan Thomas S. Foley and former U.S. Attorney General William P. Barr. Justice O’Connor, who served as honorary national chair of America’s 400th Anniversary, also played a leadership role in the Democracy Conference Series.

Timothy J. Sullivan, president emeritus of the College of William and Mary, chaired a Democracy Conference Series Planning Council

INTERNATIONAL CONFERENCE SERIES ON THE FOUNDATIONS AND FUTURE OF DEMOCRACY SCHEDULE OF EVENTS

"International Youth Democracy Summit," August 7–11, 2006 (University of Virginia Center for Politics, and Presidential Classroom).

"Sustaining Democracy in the Global Age," January 25–27, 2007 (Longwood University and Hampden-Sydney College).

"America's 400th Anniversary: Voices from Within the Veil," February 22–23, 2007 (Norfolk State University).

"Markets and Democracy," February 23–24, 2007 (The Mercatus Center at George Mason University).

"Democracy and the Rule of Law," April 11–12, 2007 (T.C. Williams School of Law of the University of Richmond, American Inns of Court, and John Marshall Foundation).

"Democracies in Partnership, 400 Years of Transatlantic Engagement," April 18–19, 2007 (Old Dominion University and NATO's Allied Command Transformation).

"Democracy and Diversity in the 21st Century," April 19, 2007 (Richmond Region 2007, the Wilder School of Government and Public Affairs at Virginia Commonwealth University, and regional partners).

"Foundations of Democracy," September 4–7, 2007 (Virginia Tech).

World Forum on the Future of Democracy, September 16–19, 2007 (Jamestown 400th Commemoration Commission, Colonial Williamsburg Foundation, College of William and Mary, and Jamestown 2007).

that included representatives of the higher education institutions hosting topical conferences, the major planning partners for the culminating World Forum on the Future of Democracy (World Forum), and others with pertinent expertise. Assuming an oversight role was the Federal Commission's Democracy Conference Committee, co-chaired by H. Benson Dendy III and John L. Nau III.

The America's 400th Anniversary commemoration closed in 2007 with the World Forum, the Democracy Conference Series finale that attracted 600 delegates from the United States and eighty-five more from sixteen countries — as well as scholars, advocates, journalists, political figures, and government officials — for three days of panel discussions, speeches, and conversations in Williamsburg about what lay ahead for self-government at home and abroad. The World Forum was the final signature event of the commemoration and was sponsored by the Federal Commission in partnership with CWF, the College of William and Mary, and Jamestown 2007. Most of the World Forum panels were held at the Williamsburg Lodge and Conference Center, where Federal Commission Vice Chair Nancy N. Campbell oversaw the hospitality planning and Prosody Creative Services handled the conference logistics.

The sixteen countries represented at the World Forum were Pakistan, India, Bolivia, Russia, South Africa, Egypt, Philippines, Bangladesh, Turkey, Peru, Indonesia, Kyrgyzstan, Georgia, Bahrain, Tunisia, and Ukraine. The U.S. Department of State assisted in selecting the international delegates. Selected students from the College of William and Mary also attended individual panel sessions and had the opportunity to interact with panelists following the sessions.

The Williamsburg gathering opened September 16 with welcoming remarks from Colonial Williamsburg President Colin G. Campbell, vice chair of the Steering Committee; Frank B. Atkinson, chair of the Federal Commission; Chief Stephen R. Adkins of the Chickahominy Tribe and Federal Commission member; U.S. Representative Robert C. Scott; Timothy J. Sullivan; U.S. Senator John W. Warner; Governor Timothy M. Kaine; and retired Supreme Court Associate Justice

Sandra Day O'Connor, honorary chair of America's 400th Anniversary. Former British Prime Minister Margaret Thatcher and former U.S. President George H. W. Bush delivered videotaped remarks. The theme common to their comments was Jamestown's role in fostering the establishment of representative democracy in what would become the United States, and the prospects for representative democracy's refinement and advancement in other nations.

Justice O'Connor said in her keynote address, "Our best hope for world peace comes from democracy and the rule of law...The process of democracy forces society to come together and deliberate...Democracy is one of the most powerful tools we have to combat the spread of violence."

The forum's first plenary session, "Architecture of Liberty," began with a panel discussion, "Developing a Structure for a Deliberative Democracy — the Framers' Debate," and continued with the sessions titled, "Has America Kept the Founders' Faith? Is It Working?" and "Are America's Founding Principles Relevant in a Global Age?"

U.S. Secretary of Defense Robert M. Gates delivered a luncheon address, taking for his theme "Promoting Democracy Abroad: A Realist's View." He posed the question, "How should we incorporate America's democratic ideals and aspirations in our relations with the rest of the world?"

The forum moved to William and Mary Hall for an evening panel discussion, "The Future of Democracy: Why Does it Matter? An International Dialogue Hosted by Jim Lehrer." Mr. Lehrer, nationally acclaimed moderator of Public Broadcasting Service's *The NewsHour with Jim Lehrer*, led Ali M. Ansari, director of the Institute for Iranian Studies at Scotland's University of St. Andrews, former Secretary

of State Lawrence S. Eagleburger, and Justice O'Connor through videotaped questions from delegates and college students. The session, which was open to the public and attracted more than 3,000 people, also included a videotaped presentation on the August 2006 International Youth Democracy Summit, held at the University of Virginia, the conference series opener that attracted young people from across the United States and twenty other countries.

The final day of the conference featured a plenary session titled, "Global Issues and Challenges to Democracy," in which participants discussed "Terrorism and Security," "Protecting Religious Freedom and Minority Rights," "World Markets and Democracy," and "Sustainable Development." At the forum's closing dinner, delegates from Bolivia and the Ukraine commented on the future of democracy in their nations; former British Prime Minister Tony Blair delivered videotaped remarks; the highlights of the yearlong conference series were reprised; and an actor portraying Thomas Jefferson reflected on the journey of democracy from Jamestown to the present.

Forum speakers and panelists also included: Rebecca L. Adamson, president of the First Peoples Worldwide; William P. Barr, former U.S. Attorney General; *New York Times* columnist David Brooks; Virginia Lieutenant Governor William T. Bolling; The Reverend Dr. Joan Brown Campbell, director of the Chautauqua Institution's Department of Religion; Nancy N. Campbell, Federal Commission Vice Chair; Ambassador Chan Heng Chee of the Republic of Singapore; Choi Young-Jin, permanent representative of the Republic of Korea to the United Nations; Martha Crenshaw, Senior Fellow of Stanford University's Center for International Security and Cooperation; H. Benson Dendy III, Federal Commission Vice Chair; Jessica P. Einhorn, Dean of the Paul H. Nitze School of





Left: U.S. Secretary of Defense Robert M. Gates delivered the keynote address during the World Forum on the Future of Democracy. Right: World Forum speakers and panelists responded to questions and comments from conference attendees who represented sixteen countries.

Advanced International Studies at Johns Hopkins University; Joseph J. Ellis, Ford Foundation Professor of History at Mount Holyoke College; Stephen B. Heintz, president of the Rockefeller Brothers Fund; John P. Hewko, vice president of the Millennium Challenge Corporation; Robert D. Hormats, vice chairman of Goldman Sachs; Walter Isaacson, president of the Aspen Institute; Mokhtar Lamani, IRDC Senior Visiting Fellow at the Center of International Governance Innovation; Carol J. Lancaster, director of the Mortara Center for International Studies at Georgetown University; Virginia Supreme Court Justice Donald W. Lemons; James W. Loy, former U. S. Deputy Secretary of Homeland Security; Ingrid Mattson, president of the Islamic Society of North America; Kumi Naidoo, Secretary General of CIVICUS; Gene R. Nichol, president of the College of William and Mary; Senator Thomas K. Norment Jr., chair of the Jamestown 2007 Management Committee; Hunter R. Rawlings,

president emeritus of Cornell University; Mitchell B. Reiss, vice provost for international affairs at the College of William and Mary; former U.S. Senator Charles S. Robb, Distinguished Professor of Law and Public Policy at George Mason University; Theodore M. Shaw, president of the NAACP Legal Defense Fund; Frank Tugwell, president of Winrock International; and Gordon S. Wood, Alva O. Way University Professor and professor of history at Brown University. Each shared perspectives on the future of republicanism.

To ensure that the Democracy Conference Series would reach a wide audience, the Federal Commission planned to publish the papers, presentations, and proceedings from the series in print and electronic format under the title *The Jamestown Commentaries on the Foundations and Future of Democracy* and to make the materials available at www.JamestownDemocracy.org and www.JamestownJourney.org.

Part Five

Marketing America's 400th Anniversary



America's 400th Anniversary generated approximately 12 billion media impressions in the United States alone.



Above and opposite: The 2006 Godspeed Sail drew significant crowds and raised early awareness about the commemoration in key markets along the East Coast.

Commemoration marketing achieved results beyond the planners' expectations, including 12 billion media impressions in the United States and a dramatic increase in public awareness of Jamestown. The program's success stemmed largely from two factors: the development of a message that resonated with the public and the creation of an integrated promotional program that made the most of limited funding.

A \$3 million promotional budget was outlined as early as 2003 with broad direction that \$750,000 would support public relations and the remainder would fund advertising. The two-tiered strategy was strategically employed. The public relations funding secured the services of a national public relations firm that helped extend the reach of commemoration messaging. Advertising



money was focused on driving attendance at key commemoration events.

The public relations firm of Ruder Finn had a strong record of successfully promoting cultural programs, which made it a good fit for America's 400th Anniversary, and it complemented the strengths of the Jamestown 2007 marketing staff exceptionally well. Jamestown 2007 developed messaging and worked with Ruder Finn on

strategies. Ruder Finn's national media contacts helped extend the reach of commemoration messaging.

The marketing program primarily involved radio advertising, occasionally supplemented by television or print, for the 2006 *Godspeed* Sail, the 225th Anniversary of the Victory at Yorktown, America's Anniversary Weekend, and the American Indian Intertribal Festival.



The 225th Anniversary of the Victory at Yorktown and other signature events were a focus of Jamestown 2007's marketing program. The Yorktown events ensured that the entire Historic Triangle was involved in the commemoration.



Left: Stage performances reinforced the commemoration's cultural themes at events such as African Imprint Day.



Right: As is customary at many American Indian events, veterans led the Grand Entry at the 2007 American Indian Intertribal Festival.

The work of Jamestown 2007's partners furthered the visibility of the commemoration. In particular, APVA Preservation Virginia (APVA) created national media coverage by promoting exciting archaeological finds resulting from the excavation of James Fort. The Jamestown-Yorktown Foundation (JYF) also achieved significant media attention as new replicas of the *Godspeed* and *Discovery* were completed and publicized.

Building visibility for the commemoration in the influential travel and tourism sector was an important contribution to marketing that was led by the Virginia Tourism Corporation (VTC) and reinforced by JYF marketing and sales staff. Beginning in 2003 VTC aggressively promoted the 400th anniversary to travel agents, meeting planners, and tour operators through its participation at major travel industry conferences; sales missions to key tourism feeder markets in the United States, Canada, and England; and through

commemoration-themed ads and articles in its widely distributed group tour planners and annual travel guides. JYF also actively cultivated travel and tour operators and took the lead in booking group sales for such signature events as America's Anniversary Weekend.

While many marketing initiatives contributed to the program's success, several key elements stand out:

- A one-hour syndicated television special: Produced by Prosody for Jamestown 2007 and syndicated by a consortium of Virginia's CBS affiliates, the program, *America's 400th Anniversary*, focused on America's Anniversary Weekend activities and Jamestown's legacies. The program aired from Memorial Day weekend through August 2007 and reached more than fifty-two percent of the nation's households.



Preparations for the commemoration included improvements and expansions to key rest areas and welcome centers on Virginia's major interstates. The new New Kent Rest Area, replacing a complex built in 1976, opened August 28, 2003. Located on I-64 East at mile marker 213, this facility is the gateway to the historic areas of eastern Virginia and reflects architecture that echoes the region's colonial style. Its building and grounds feature family-friendly amenities and services, highlighted by a travel information and service center that introduces visitors to the many attractions and hospitality services found from New Kent County through to the Historic Triangle and on to the Commonwealth's popular coastal cities and beach communities.





A partnership with Time magazine resulted in a spring 2007 cover story focusing on Jamestown as well as several full-page ads promoting the commemoration and its sponsors. The visibility generated through this partnership was an important tool in raising awareness about the commemorative events.



Media coverage of the commemoration was extensive. Commemorative events attracted local, national, and international attention and resulted in thousands of placements.

- **Public Service Announcements:** PSAs featuring retired Supreme Court Justice Sandra Day O'Connor and Queen Elizabeth II were aired in major markets and on national cable channels during 2007 and 2008. The Queen Elizabeth PSA was particularly successful with nearly 4,000 placements producing a value of \$1 million.
- **Licensing and Merchandising:** Jamestown 2007 developed a program to manage use of its logo by businesses. It also authorized a company to manage development and sales of logo merchandise over the Internet, at commemoration events, and to community programs and retailers.
- **Time Magazine Special Section:** Jamestown 2007 entered into a partnership with *Time* magazine as a way of providing major

corporate sponsors with commemoration-related visibility. Full-page ads for the commemoration and its major sponsors appeared in regional and national issues of the magazine. *Time* made "America at 400" its cover story for the edition published just before America's Anniversary Weekend, creating a powerful visibility tool.

A comparison of pre- and post-commemoration consumer research results attests to the success of Jamestown 2007's integrated marketing program. In July 2004 VTC participated in a national omnibus survey targeting 1,000 households. The objectives of the study were to determine how aware Americans were of Jamestown within American history and to establish a benchmark for subsequent surveys.



The arrival of the Susan Constant, Godspeed, and Discovery on May 12 highlighted America's Anniversary Weekend events at Jamestown Settlement. After sailing in the James River, the replica 1607 ships, beginning with the Susan Constant, docked at the museum pier amidst musket and cannon salutes and commentary.

The logos of America's 400th Anniversary (opposite) evolved over time to first introduce the public to the significance of the anniversary and later to build awareness and excitement about the events and other opportunities surrounding the eighteen-month commemoration. Many commemorative keepsake items were produced and were robust sellers.



Key 2004 findings were that:

- Only one percent of respondents were aware the nation was commemorating a significant milestone in 2007;
- Thirty-one percent were able to identify Virginia as the state in which the first permanent English settlement was founded; and
- Twenty-five percent knew that Jamestown was the first permanent English settlement.

In fall 2007 the research firm KDPaine & Partners surveyed 1,276 heads of households in states from North Carolina to Massachusetts to ascertain the level of awareness of 400th anniversary activities and the effectiveness of commemoration messaging. This 2007 survey yielded the following results:

- Sixty-nine percent of respondents correctly identified Jamestown as the colony settled in 1607 and commemorating its 400th anniversary in 2007.



- Eighty-nine percent said the founding of Jamestown was an important or very important historical event.
- Thirty-nine percent of all respondents said they had heard about the 400th anniversary, and most said they learned about it from newspapers and magazines.
- About half (forty-nine percent) of those who had heard of the commemoration said they were more likely to plan a visit to Virginia and Jamestown as a result of knowing that Jamestown is where modern America began.
- Sixty percent identified democracy as a legacy of Jamestown while thirty-eight percent associated it with Plymouth.
- Fifty-seven percent identified cultural diversity as a legacy of Jamestown while twenty-five percent said it was a legacy of Plymouth; fourteen percent associated it with St. Augustine.
- Seventy percent said they believe Jamestown's legacies continue to shape our lives today.

As measured by Ruder Finn, the commemoration generated more than 12 billion U.S. media impressions (with “media impressions” defined as the number of media placements multiplied by the actual anticipated audience). The estimated value of these placements exceeded \$100 million.

VIRGINIA TOURISM CORPORATION PROMOTIONS

VTC was one of the commemoration's most active marketing partners. VTC and Jamestown 2007 worked on parallel 400th anniversary marketing programs designed to promote visitation to Virginia during the commemoration.

One of VTC's most important marketing contributions to the commemoration was its outreach to the influential travel and tourism sector. Beginning in 2003, VTC aggressively promoted the 400th anniversary to travel agents, meeting planners, and tour operators through its participation at major travel industry conferences and through sales missions to key tourism feeder markets in the United States, Canada, and



England. VTC's travel trade campaign included commemoration-themed displays at the travel industry's national and regional conferences and commemoration-themed ads and articles in its group tour planners and annual travel guides, which were widely distributed.

In 2005 VTC commissioned a study by MarketVision Research to determine visitor perspectives on a number of commemoration-related issues. The primary value of this study for Jamestown 2007 was the highly definitive response to the commemoration's positioning and name: nearly ninety-five percent of respondents said "America's 400th Anniversary" adequately described the commemoration and positively influenced their views about participating.

In 2005 VTC embarked on a multiphase promotional campaign supporting the commemoration. This included "tagging" television spots with an America's 400th Anniversary message. The commercial, a montage of Virginia destinations, ended with "Jamestown 2007: America's 400th Anniversary." The campaign's first phase, which targeted Virginians, group tour operators, and meeting planners, posed the question "Could you have survived?" Taking advantage of the popularity of the television program *Survivor*, it was designed to interest young adults in the Jamestown story by focusing on the high attrition rate among early settlers. It included outdoor, television, print, and Internet components. The \$1 million campaign ran from January–June 2005.

The second part of the campaign, "Windows to the New World," capitalized on the major feature film *The New World* by noted director Terrence Malick. Its production seemed to be a timely opportunity to reacquaint the nation with the Jamestown story. This New Line Cinema production, starring Colin Farrell as John Smith, was filmed mainly in Charles City County and used Jamestown Settlement's replica ships;

Virginia Indian, Historic Jamestowne, and JYF consultants; and other local resources to enhance its authenticity. The VTC conducted a \$1.2 million campaign, with magazine, Internet, and media relations components, promoting the film's Jamestown connection to consumers in a 250-mile radius of Virginia; it also promoted the film in Canada and Britain. Regional excitement was generated when Colonial Williamsburg hosted the film's East Coast premiere at the Kimball Theatre with a gala event and a special appearance by Q'orianka Kilcher, who portrayed Pocahontas in the movie. The film earned an Oscar nomination for its lush cinematography.

The third element of the VTC's campaign revolved around the 2006 *Godspeed* Sail. It included the VTC's sponsorship of the "Virginia on the Move" exhibits within the Landing Party Festival that accompanied the *Godspeed* during its East Coast promotional tour between May and July. The exhibits allowed Virginia destinations and regions to reach audiences in key tourism feeder markets. "Virginia on the Move" was also featured at America's Anniversary Weekend.

The final component, "Bring on the Princes," was designed as a marketing blitz surrounding the visit of Queen Elizabeth II. VTC worked with the office of Governor Timothy M. Kaine on media relations for the visit of Her Majesty to Richmond and her address to the Virginia General Assembly.

In spring 2007 VTC launched a campaign with a thank-you theme. The idea behind the campaign was to keep interest alive and to provide a way for presenting individual Jamestown stories. It featured people of European, African, and Virginia Indian descent wearing T-shirts thanking various personalities from Jamestown's history. The campaign had print and broadcast advertising components, and VTC also featured biographies of Jamestown figures on its website. The broadcast portion of the campaign was extended into fall 2007.

Part Six

Results



More than 5,000 people participated in Henry County's "Walk to Jamestown" program as part of the community's involvement in the commemoration. During a ten-week period in 2007, participants walked 250 miles, the distance between Jamestown and Martinsville.



Left: Governor Timothy M. Kaine and his family watched as the Jamestown 2007 Time Capsule was closed at the conclusion of America's Anniversary Weekend.



Right: On November 19, 2007, President George W. Bush visited Virginia's Berkeley Plantation to mark the occasion of the "First Official Thanksgiving in America." The Godspeed was anchored in the James River and provided a dramatic backdrop for the President's speech. The visit helped to sustain the enthusiasm for and awareness of Virginia's role in the founding of America that had been generated during the commemoration.

In summer 2008 two time capsules were buried in Quadricentennial Plaza at Jamestown Settlement. One contained materials representing the entire commemoration, many of them placed in the container by sponsors, major partners, planning and advisory committees, and public officials, including Governor Timothy M. Kaine and President George W. Bush. The second time capsule was filled with materials submitted by the participants of the Virginia 2007 Community Program. These time capsules will be opened in time for the 450th anniversary of the founding of Jamestown to inform and to inspire the planners of that commemoration.

An economic impact study of America's 400th Anniversary, conducted by Chmura Economics and Analytics, measured the near-term economic impact associated with key commemoration events. Chmura's report, based on data available by February 2008, measured visitor spending at commemoration-related events held within the borders of Virginia, as well as the economic benefits of infrastructure improvements related

to the anniversary. The analysis did not extend to events in other states, television specials, or Internet webcasts.

Chmura estimated that 3.3 million visitors participated in commemoration events and activities in Virginia — signature events held in the Commonwealth attracted 1.2 million participants, major partner events attracted over 300,000 attendees, and community events around Virginia involved approximately 1.1 million participants. Institutions located in the Historic Triangle saw their attendance increased by more than 600,000 during the commemorative period. The Jamestown sites — Historic Jamestowne and Jamestown Settlement — in particular experienced strong increases in attendance, with 2007 visitation rising by forty-six percent and more than fifty-three percent, respectively.

America's 400th Anniversary commemoration generated \$1.2 billion in sales in Virginia. Direct visitor spending totaled \$172.8 million, including spending at commemorative events as well as associated costs such as transportation

and lodging. This spending was estimated to have added approximately one percent to the \$17.7 billion that the tourism industry generated in Virginia in 2006. Spending on facilities improvements, events staging, and other capital projects amounted to \$566 million. In sum, direct spending combined with indirect and induced effects were estimated to have generated a total impact in Virginia of \$1.24 billion.

In addition, an estimated 20,621 jobs were created in the Commonwealth as a result of America's 400th Anniversary commemoration. These jobs were primarily in tourism-related industries such as entertainment, lodging, and food services as well as in construction and related fields.

The millions of dollars in capital and visitor spending during the commemoration generated an estimated \$22 million in tax revenue for Virginia and \$6.4 million in tax revenue for local governments (James City County, City of Williamsburg, and York County). The tax revenue for state government included state sales, corporate income, and personal income taxes, while the total tax revenue for local governments included local sales, meal, lodging, and admission taxes, as well as business, professional, and occupational licenses (BPOL). Furthermore, the Chmura report reiterated the significant boost that Virginia's tourism industry enjoyed as a result of Jamestown 2007's marketing communications campaign. In addition to the significant national and international media exposure, the Economic Impact Analysis demonstrated that many Virginia websites experienced record visits, that Virginia welcomed more tourists in 2007, and tourism establishments in the Historic Triangle reported a boost in attendance of more than thirty percent to sixty percent in the commemorative year.

The Chmura analysis was considered to be a snapshot of many — but not all — benefits accrued to the Commonwealth during the commemorative period. In addition to the benefits recorded in the study, hundreds of partner and community legacy programs in the educational and cultural areas, which had lasting benefits to the communities, were also outside the scope of this economic study. It also did not address the impact of educational

THE ECONOMIC IMPACT REPORT FOUND THAT AMERICA'S 400TH ANNIVERSARY:

- Generated \$1.2 billion in sales in Virginia,
- Created an estimated 20,621 jobs in Virginia,
- Provided an estimated \$22.0 million in tax revenue for Virginia and \$6.4 million in tax revenue for local governments, and
- Promoted Virginia's tourism industry and increased exposure of Virginia as a tourism destination through editorial coverage that generated more than 12 billion media impressions.

Additional details regarding the commemoration's economic impacts can be found on page 110.



ESTIMATED ECONOMIC IMPACTS OF AMERICA'S 400TH ANNIVERSARY COMMEMORATION IN VIRGINIA

	Virginia Attendance	Direct Spending Virginia	Total Economic Impacts Virginia	State Tax Revenues	Local Tax Revenues
Signature Events Visitor Spending					
Surveyed Signature Events					
<i>Godspeed</i> Sail in Alexandria	78,000	\$ 5,288,594	\$ 8,998,788	\$ 302,351	\$ 204,661
Yorktown Anniversary	48,000	\$ 6,383,292	\$ 10,705,394	\$ 331,397	\$ 184,448
Journey up the James	194,140	\$ 9,414,896	\$ 15,746,298	\$ 506,387	\$ 425,952
Anniversary Weekend	63,000	\$ 12,513,295	\$ 20,880,381	\$ 627,238	\$ 309,884
Non-surveyed Signature Events					
Native American Cultural Events*	18,400	\$ 1,912,673	\$ 3,208,933	\$ 92,056	\$ 105,854
Jamestown Live National Teach-in	185	\$ 36,344	\$ 60,814	\$ 1,915	\$ 1,034
African American Events**	19,450	\$ 2,358,748	\$ 3,954,281	\$ 60,949	\$ 63,632
The World of 1607 Exhibit	767,640	\$ 7,069,194	\$ 11,932,518	\$ 391,552	\$ 233,523
"Foundations and Future of Democracy" Conference Series	5,300	\$ 648,637	\$ 1,087,375	\$ 33,969	\$ 23,708
Total Signature Event Visitor Spending	1,194,115	\$ 45,625,672	\$ 76,574,782	\$ 2,347,814	\$1,552,695
Partner Events Visitor Spending	337,903	\$ 10,537,469	\$ 17,678,945	\$ 549,193	\$ 567,119
Incremental Historic Triangle					
Visitor Spending	644,218	\$ 82,776,596	\$ 138,876,129	\$ 4,314,159	\$2,370,122
Community Events Visitor Spending	1,085,621	\$ 33,854,968	\$ 56,799,229	\$ 1,764,457	\$ 967,780
Capital Spending		\$531,426,354	\$ 901,264,387	\$11,886,117	\$ 850,282
Event Staging Spending		\$ 34,539,124	\$ 51,592,712	\$ 1,174,818	\$ 55,263
Total America's 400th Anniversary Commemoration	3,261,857	\$738,760,182	\$1,242,786,186	\$22,036,557	\$6,363,261

Source: Jamestown 2007 and Chmura Economics & Analytics

* Includes the symposium "Virginia Indians: 400 Years of Survival" (Oct. 2006)
and the American Indian Intertribal Cultural Festival (July 2007)

** Includes the Virginia African American Forum Preview Gala (Oct. 2006);
2007 State of the Black Union (Feb. 2007) and the Virginia 2007 Black Expo (Aug. 2007)





Spectators at America's Anniversary Weekend.

programming or those signature events that took place outside the Commonwealth, which were designed for longer-term benefits. Those impacts, especially those produced by the commemoration's educational marketing and communications efforts, were expected to continued to accrue over a period of years.

The commemoration successfully attracted numerous conferences and meetings to Virginia planned by influential regional, national, and international organizations in fields ranging from government relations, business, industry, and tourism to education, genealogy, preservation, and conservation. The National Association of Counties selected Richmond and the National Lieutenant Governors Association selected Williamsburg for their 2007 annual conferences in recognition of Jamestown's 400th anniversary, as did the North Atlantic Council of NATO. Examples of business and industry meetings during 2007 included the East Coast Maritime Conference, hosted by the Virginia Port Authority in Virginia Beach; and Norfolk Southern Corporation's 2007 board of directors meeting and AirTran Airways' 2007 annual shareholders meeting, both conducted in Williamsburg. Williamsburg also was the site of the National Council for History Education's 2007 annual conference, which drew record attendance. The Society for Historical Archaeology brought more than 1,600 guests to Historic Jamestowne and Williamsburg for its 2007 annual meeting, and the National Genealogical Society selected the Greater Richmond Convention Center for its 2007 conference in the United States — the world's largest meeting of genealogists and family historians — and saluted the commemoration with the theme of "400 Years of Family History."

Another measure of success was the interest shown by others planning historical commemorations. Organizations developing observances for Quebec, Canada; Plymouth,

Massachusetts; St. Augustine, Florida; Santa Fe, New Mexico, and other locations contacted Jamestown 2007 seeking insight into successful commemoration development.

Perhaps the most important measure of the success of America's 400th Anniversary, and the one that will bring the longest-lasting value, was that the commemoration was successful in raising the visibility of Jamestown and its importance in American history. In 2004 the Virginia Tourism Corporation conducted an awareness survey that found just twenty-five percent of respondents could identify Jamestown as the first permanent English settlement in America. Jamestown 2007 commissioned a follow-up awareness study in November 2007 that had markedly different results: nine out of ten respondents deemed the founding of Jamestown, Virginia, important or very important, while seven out of ten believed that Jamestown's legacies of cultural diversity, free enterprise, democracy, and the spirit of exploration continue to shape American society today. This survey provided strong evidence that the commemoration achieved its educational goal as well as its goals to promote economic development and to strengthen tourism.

Elements for Success

A strategy that strengthened the commemoration was the determination to be as inclusive as possible. This reached beyond just naming culturally or geographically diverse individuals to boards and committees. It also meant establishing advisory committees and meeting, listening, and responding to partners and other stakeholders. It meant flexible definitions of "community" for the Virginia 2007 Community Program, and it meant encouraging other organizations to theme annual events or create special new events based on the America's



The dedication and service of the volunteer leadership of the various entities that spearheaded planning and execution of America's 400th Anniversary were recognized at an event hosted by Governor Timothy M. Kaine at the Virginia Executive Mansion in February 2008. Among those in attendance were Alexander J. King, Suzanne O. Flippo, Colin G. Campbell, Nancy N. Campbell, Governor Kaine, H. Benson Dendy III, Frank B. Atkinson, Robert E. Martínez, and Stuart W. Connock. Not pictured are Delegate Vincent F. Callahan, Jr., and Senator Thomas K. Norment, Jr.

400th Anniversary message. Results included excellent partner events such as FestEvents' Sail Virginia in the summer of 2007; the thousands of America's Anniversary Gardens planted by businesses, schools, communities, and individuals; the special 2007 arts grants awarded to organizations by the Williamsburg Area and York County Arts Commissions; and the major and multifaceted programs and events produced by Richmond Region 2007. These and hundreds of other events, small and large, that took place throughout Virginia and beyond its borders extended the reach and added to the richness of the commemoration.

Two other elements were crucial to planning and producing a successful special event based upon the experience of America's 400th Anniversary. First, a committed, talented staff with specialized skills was essential to provide the day-to-day leadership and consistency necessary to keep the focus on the message and the goals and to achieve results. Jamestown 2007 contracted with expert firms at various times to provide assistance with creative development

and event production, marketing and advertising, sponsorship sales, and logistics such as concessions and transportation services. However, each of these firms worked under the direction of and in close collaboration with Jamestown 2007 staff members, who with input from leadership and direction from Jamestown 2007 Management Committee (Management Committee), set the targets and objectives, brought additional resources to the projects, ensured quality control, and made the final decisions.

Creative development and event production required staff oversight to achieve the look, feel, tone, and message of events consistent with the commemoration's goals. Additionally, events required logistical support not provided by the production company, including volunteer recruiting and training, concessions and hospitality, transportation and parking, security, admissions, and ticketing. Events also required that a chain of command be clearly defined and that, for reasons of accountability, the final decision be made by the lead Jamestown 2007 staff member rather than by the contractor.



Jamestown 2007 Staff

Following the 1996 decision by the Virginia General Assembly to designate the Jamestown-Yorktown Foundation (JYF) as the lead agency for the 2007 commemoration, a separate Jamestown 2007 office was established under the auspices of JYF, with staff hired that would be dedicated to commemoration planning and implementation until 2008. In November 1997 Norman G. Beatty was hired as the executive director of Jamestown 2007. He assembled a small staff of three to undertake the work— a manager of statewide programs, an executive assistant, and a part-time position that evolved into the full-time media arts manager. In 2003, as planning progressed, William W. Cone was hired as chief operating officer (COO) with Mr. Beatty as his special assistant. Mr. Cone began increasing the size of the staff as the workload increased. He created the positions of director of sponsorships and partnerships, manager of marketing and public relations that evolved into director of marketing communications, director of statewide

programs, manager of promotions and special events, and two administrative assistant positions. In October 2004, with Mr. Cone's departure from Jamestown 2007, the COO position was eliminated. Jeanne Zeidler accepted the position of executive director, and Mr. Beatty transitioned to director of board and community relations. With less than two years before the first signature event, Ms. Zeidler continued to strengthen staff capabilities by reconfiguring existing positions and by adding new ones. The director of sponsorships and partnerships position was restructured into the director of operations. The director of statewide programs became the director of partnerships. A public relations manager, a partnership manager, and a fiscal technician were all hired, completing the small but flexible staff. In the summer of 2007, following Anniversary Weekend, positions were gradually eliminated as the work scaled down. The Jamestown 2007 office closed June 30, 2008. The records were archived and are available at the Library of Virginia and with JYF.

The success of the public relations and marketing efforts could not have been achieved by contractors alone. Staff and board leadership were required to define the message of the commemoration and ensure that each approach to the media was consistent with that message. The staff also led the development of the public relations and marketing strategy, wrote all press releases, monitored all media coverage, identified experts for interviews, responded to media inquiries, and developed strong working relationships with the press. They oversaw the creation of all print and electronic advertising and PSAs; produced PowerPoint presentations for promotion, education, sponsorship sales, and board reports; and designed and produced numerous printed and electronic reports, brochures, invitations, e-mail announcements, and exhibits.

Moreover, several of the signature events and numerous other programs were produced by Jamestown 2007 staff and volunteer leadership or with partners, but without the assistance of contractors. One example was the Virginia 2007 Community Program. Recruiting 181 communities and organizations to participate, and then providing them information, encouragement, and support, as well as gathering information about their accomplishments, and helping to promote their projects, required dedicated and tireless staff support to ensure success. Similarly, signing approximately 150 state and national partners also required thoughtful attention by staff and persistent communication to activate these partnerships into mutually beneficial relationships. A final example was the close and mutually respectful relationships that were cultivated between the commemoration and both the Virginia Indian and the African-American communities. These relationships were built over years by dedicated staff members who took seriously the leadership direction that the commemoration be inclusive.



Prepare Care Share

The “Prepare-Care-Share™” program, developed by the Historic Triangle Jamestown 2007 Host Committee in partnership with the Greater Williamsburg Chamber & Tourism Alliance and Thomas Nelson Community College, established hospitality standards for the regional tourism industry and provided industry professionals with the tools and knowledge needed to represent the Historic Triangle to the public during America’s 400th Anniversary. Designed for businesses that had direct contact with the public, the program combined classroom training with familiarization tours of Historic Triangle attractions to share information about all the diverse recreational opportunities the region offers. By fall 2007 more than 140 Historic Triangle employers and 2,600 individuals had participated in the program. A 2007 legacy project that continues under the auspices of the Greater Williamsburg Chamber & Tourism Alliance, “Prepare-Care-Share™” ensures a consistent, welcoming environment for guests that helps brand the Historic Triangle as an unparalleled vacation destination.

True collaboration among the Jamestown partners — Jamestown-Yorktown Foundation (JYF), APVA Preservation Virginia (APVA), National Park Service (NPS), Colonial Williamsburg Foundation (CWF), and later expanded to the Historic Triangle Jamestown 2007 Host Committee (Host Committee) and the Jamestown 400th Commemoration Commission (Federal Commission) — was indispensable to the commemoration’s success. The Steering Committee and the Federal Commission, in particular, enjoyed a close working relationship



Bill Barker portrayed Thomas Jefferson in a production called "Visions of Democracy" at Anniversary Park during America's Anniversary Weekend.

and offered valuable and complementary assistance to one another. Complete details regarding the activities and legacies of the Federal Commission are available in the full report filed by the group; however, its notable contributions to the commemoration included securing the support of federal agencies, issuing invitations to and overseeing the visits of President George W. Bush and Vice President Richard B. Cheney, playing an important role regarding the invitation to Queen Elizabeth II, and assisting with the solicitation of corporate sponsor support for Jamestown 2007.

The Jamestown 2007 staff managed many of the relationships, partnerships, governing boards, and advisory committees that ultimately shaped America's 400th Anniversary. Once-in-a-lifetime events require equally rare staff capabilities, and Jamestown 2007 benefited from a strong, albeit small, professional team.

The second critical element to planning and producing a successful commemoration was that there be key individuals that champion its cause. JYF played a central role championing the potential and charting the course of the



An extensive logistical plan that addressed complex transportation arrangements, security, and visitor amenities ensured the comfort and safety of the thousands of visitors that attended America's Anniversary Weekend.

commemoration from the beginning, when in 1996 the General Assembly named it Virginia's lead agency for the 400th anniversary. Many of the volunteer leaders that guided the work for more than a decade were members of the JYF Board of Trustees. Several members of the volunteer leadership were especially active, holding numerous positions on committees, subcommittees, and working groups, and remained involved throughout the commemoration.

Stuart W. Connock served as chairman of the JYF Board of Trustees prior to being named chairman of the Steering Committee. Formerly Secretary of Finance for the Commonwealth of Virginia, Mr. Connock was particularly engaged in developing funding strategies for the commemoration and in monitoring expenditures

and cash flow. He had a special interest in the connections with England and co-chaired the Anglo-American Planning Committee as well as participated in the meetings of the Creative Advisory Group. He also served as a member of the Management Committee and as a member of the Jamestown 2007, Inc., board.

Frank B. Atkinson, formerly counselor to the Governor and director of policy in the administration of Governor George F. Allen, first served as vice chair of the Steering Committee, and for several years as chair of the Logistics Subcommittee. He worked on the legislation to create the Federal Commission, was named chair of the commission when it was appointed, and initially served as a member of the Management Committee. As chair of the Federal Commission,



In 2003 Governor Mark R. Warner participated in a ceremony on the steps of the Virginia State Capitol to launch the Virginia 2007 Community program. A total of 181 communities ultimately participated in the program, completing projects in their localities that not only raised awareness of the commemoration but that also benefited residents. The launch ceremony included an unveiling of a specially designed flag, that served as a symbol of the program across the state.

Mr. Atkinson was instrumental in extending invitations to and securing visits from President Bush and Vice President Cheney. He also served on the JYF Board of Trustees, and he participated in meetings of the Creative Advisory Group. As head of McGuireWoods Consulting, Mr. Atkinson made available the firm's downtown Richmond offices for meetings and conferences.

In addition to being an officer of the JYF Board of Trustees, Suzanne O. Flippo chaired the Steering Committee's Programs and Events Subcommittee and the Creative Advisory Group. She served on the Federal Commission, as co-chair of the Anglo-American Planning Committee, and as a member of the Jamestown 2007, Inc., board. Ms. Flippo was active in the startup of the Virginia 2007 Community Program

and oversaw funding to partner programs during the several years resources were available.

H. Benson Dendy III, Secretary of the Commonwealth in the administration of Governor Charles S. Robb and Secretary to the Governor's Cabinet in the administration of Governor Gerald L. Baliles, served as vice chair of the Federal Commission as well as a member of the Steering Committee. He served as co-chair of the Federal Commission's Democracy Conference Committee and provided oversight on behalf of the Federal Commission for the World Forum on the Future of Democracy and was very involved in the planning for this signature event. He chaired the Commemorative Coin Design Working Group. Early on he was vice chair of the Marketing and Finance Subcommittee. He

also served as a member of the Creative Advisory Group and succeeded Mr. Atkinson as a member of the Management Committee, representing the Federal Commission. He served as vice chairman of the JYF Board of Trustees during the commemorative period. Mr. Dendy also was a member of the Jamestown 2007, Inc., board and worked on the fundraising efforts for Jamestown 2007.

Virginia Senator Thomas K. Norment, Jr., contributed through a number of leadership positions. Senator Norment became the co-chair of the JYF Board of Trustees in 2002. In that position, he became the key commemoration decision-maker for the Commonwealth, since the Steering Committee was a creation of the JYF board and accountable to it. He worked to find common ground among the several Jamestown partners and the many committees, commissions, and state agencies, helping to ensure a unified commemoration. Senator Norment was a tireless advocate for increased funding for tourism promotion for the entire Commonwealth as part of a statewide economic impact strategy.

Senator Norment, with Mr. Connock, created the Host Committee to provide support for commemoration-related activities in the Historic Triangle. He was among the advocates who ensured that Queen Elizabeth II included a visit to Jamestown and Williamsburg during her May 2007 trip to the United States. In 2003 Senator Norment was instrumental in the creation of the Management Committee, which he chaired. After the 2004 creation of the Jamestown 2007, Inc., he also chaired that board. In these capacities, he managed the commemoration by addressing major and urgent issues, balancing competing interests, monitoring expenses and facilitating fund development, and leading in strategic planning.

Delegate Vincent F. Callahan, Jr., co-chaired the JYF Board of Trustees from 2005 through fall

2008. He provided vital leadership in the House of Delegates, and he shepherded funding sources for the commemoration through the General Assembly. An active participant in numerous events, he led many forums and help guide various transportation and programming initiatives. He remained steadfast in his commitment that the Commonwealth must appropriately support the commemoration, as Virginia would be the first state to mark such a milestone.

Other legislators who also served as members of the JYF Board of Trustees were critical to the commemoration's success. In particular, Senator Richard J. Holland and Delegate V. Earl Dickinson, who served as chairmen of the Foundation's board, were instrumental early in the planning stages. Delegate Dickinson was influential in encouraging the Commonwealth to invest funds in the 400th anniversary and to launch innovative educational programs to heighten awareness of Jamestown's rich history.

Colin G. Campbell joined the Steering Committee in 2003, quickly moving to the position of vice chair. In late 2003 he also became a member of the Management Committee, and he served on the Creative Advisory Committee. His involvement in the commemoration was in part recognition of the important role that CWF would play, based upon the experience of 1957. It was also recognition of his substantial expertise in museums, events, and educational endeavors as well as his valuable, wide-ranging contacts with scholars, museum professionals, educators, journalists, government officials, corporate executives and board members, and foundations.

Mr. Campbell contributed to the commemoration in a number of ways. They included bringing CWF to the commemoration as the second Founding Colony Sponsor; providing sound advice on event development and production; successfully encouraging other corporations to become sponsors and/



or supporters; inviting, with Senator Norment, Justice Sandra Day O'Connor to be the honorary chair of America's 400th Anniversary; and playing a major part in creating the program for the World Forum on the Future of Democracy and securing well-respected panelists and moderators. CWF, through its reach, reputation, and staff resources, was an integral part of the commemoration's success. It joined with the staffs and leadership of JYF, NPS, APVA, Jamestown 2007, and the Federal Commission to become one of the major Jamestown partners.

Robert E. Martínez succeeded Mr. Atkinson as chair of the Steering Committee's Logistics Subcommittee and served as a director of the Jamestown 2007, Inc. Secretary of Transportation during the Allen administration, Dr. Martínez became vice president for business development with Norfolk Southern Corporation after leaving the Governor's Cabinet. In this role he was instrumental in securing important financial support for the commemoration.

Direction from each of the governing boards was important, but staff leadership was critical to the success of the commemoration. Alexander L. Rives, the NPS Jamestown 400th anniversary project director, and Elizabeth S. Kostelny, executive director of APVA, both approached the commemoration as an opportunity to strengthen beneficial partnerships, and both proved to be excellent colleagues for JYF Executive Director Philip G. Emerson.

Genuine cultural inclusion was also essential, and it was an early goal set by the planners. Karenne Wood of the Monacan Tribe, as chair of the Virginia Council on Indians, played a key role in securing the involvement of Virginia Indians. She accepted the position as the first visiting specialist for Jamestown 2007, and she organized a summit of Virginia Indian chiefs and other tribal leaders, which resulted in the formation of the Virginia Indian Advisory Council. Additionally,

Ms. Wood was always available to respond to questions and inquiries, to vet scripts and program ideas, and to circulate materials to other tribal members for their advice, reactions, and suggestions. As the commemoration approached, Chief Kenneth Adams of the Upper Mattaponi Tribe worked skillfully as the coordinator for the Virginia Indian signature events, ensuring that they addressed the goals of the tribes.

A founding member of the Virginia African American Forum, Liz Montgomery was an early and a strong advocate for America's 400th Anniversary. She was crucial in the development and implementation of the forum's program plans, which served to increase awareness of the impact of African Americans over the last 400 years. These events and programs also provided opportunities for minority businesses and scholarships for students. Her dedication was the catalyst for enabling these programs to continue beyond the commemoration. She was also a member of the African American Advisory Council. Another member of the council, Cassandra Newby-Alexander, associate professor of history at Norfolk State University, freely gave of her knowledge of African-American history, ensuring that scripts, curriculum, program concepts, and exhibits were not only inclusive but also historically accurate.

On June 30, 2008, Jamestown 2007's offices in Williamsburg closed. By any measure, the events and programs comprising America's 400th Anniversary demonstrate outstanding success built upon the hard work and good will of many people: a royal visit; two presidential events; 12 billion media impressions; thirteen signature events, more than 150 partner organizations; 181 community programs; 400,000 commemorative coins sold; a forty-four percent increase in visitation to Historic Jamestowne, and a fifty-three percent increase in visitation at Jamestown Settlement from 2006 to 2007; more than 6,000 performers;





Grand finale at America's Anniversary Weekend.

more than 2,500 volunteers; and 3.3 million event participants.

The numbers are impressive, but the commemoration achieved an even more important goal: it corrected history by reminding Americans that the first permanent English settlement was at Jamestown — thirteen years before colonists arrived at Plymouth, Massachusetts — and

by telling the stories of all three cultures that converged at Jamestown. Jamestown's 400-year-old story suddenly became new again, and the people and cultures contributing to the settlement's success became vivid, complex, and much more interesting. Americans noticed, and they responded enthusiastically.

*The story of Jamestown can
never be the same!*

APPENDIX

In addition to the committees listed below, there were other working groups and task forces that contributed to the success of the commemoration. Every effort has been made to ensure that the following lists are accurate; we apologize if any name was inadvertently omitted or incorrectly designated.

Members of the Jamestown-Yorktown Foundation Board of Trustees, 1996 – 2008

Governors of the Commonwealth of Virginia, 1996–2008

George F. Allen James S. Gilmore III Mark R. Warner Timothy M. Kaine

Vincent F. Callahan, Jr.*	Shirley Custalow-McGowan	Mary N. Mathews
H. Benson Dendy III*	Thomas A. DePasquale	Robert F. McDonnell
V. Earl Dickinson*	Alan A. Diamonstein	Robert L. Michael
Richard J. Holland*	James H. Dillard II	Linda R. Monk
Thomas K. Norment, Jr.*	Mark L. Earley	Nigel W. Morris
A. Marshall Acuff, Jr.	Suzanne O. Flippo	Thomas R. Morris
Melinda F. Allen	Joseph V. Gartlan, Jr.	Thomas W. Moss, Jr.
Hunter B. Andrews	Roxane G. Gilmore	W. Tayloe Murphy, Jr.
L. Ray Ashworth	Caroline L. Goodson	David W. Otey, Jr.
Frank B. Atkinson	Patrick O. Gottschalk	A. Faye Palmer
Mary Frances Bailey	Ann Parker Gottwald	Kenneth R. Plum
Randolph A. Beales	H. Morgan Griffith	DeLane W. Porter
Donald S. Beyer, Jr.	Elmon T. Gray	Harry R. Purkey
Peter A. Blake	John H. Hager	Lacey E. Putney
Robert S. Bloxom, Sr.	Phillip A. Hamilton	Frederick M. Quayle
William T. Bolling	Frank D. Hargrove, Sr.	Norma C. Ramsey
Gerald D. Brittle	Robert V. Hatcher, Jr.	Melanie L. Rapp
John R. Broadway, Jr.	Phyllis M. Henderson	W. Roscoe Reynolds
Wilbert Bryant	A. E. Dick Howard	Beverly H. Sgro
William P. Butler	Janet D. Howell	Daphyne S. Thomas
John H. Chichester	William J. Howell	Edgar A. Toppin
C. Ann Clark	Riley E. Ingram	Malfourd W. Trumbo
Whittington W. Clement	Judith W. Jagdmann	Marian Van Landingham
Charles R. Cloud	Johnny S. Joannou	Catherine M. Walker
Charles J. Colgan	Sheila C. Johnson	Stanley C. Walker
Stuart W. Connock	Reginald N. Jones	William C. Wampler, Jr.
Shirley F. Cooper	Ervin L. Jordan, Jr.	John C. Watkins
Patricia D. Cornwell	Jay K. Katzen	Belle S. Wheelan
J. Paul Council, Jr.	Jerry W. Kilgore	S. Vance Wilkins, Jr.
M. Kirkland Cox	Edward A. Leake, Jr.	Martin E. Williams
Flora D. Crittenden	C. Hardaway Marks	Laura R. Wright
Richard Cullen	Martha D. Marks	Cheri P. Yecke

*Denotes individuals who served as Chairman of the Jamestown-Yorktown Foundation during this period.

The following individuals served as members of the Jamestown 2007 Management Committee, 2003 – 2008

Thomas K. Norment, Jr., Chair	Colin G. Campbell	H. Benson Dendy III
Frank B. Atkinson	Stuart W. Connock	





Members of the Jamestown 2007 Steering Committee 1996 – 2008

Stuart W. Connock, *Chair**
 Frank B. Atkinson, *Vice Chair**
 Colin G. Campbell, *Vice Chair**
 A. Marshall Acuff, Jr.*
 Wayne B. Adkins
 Hunter B. Andrews
 L. Ray Ashworth
 Viola O. Baskerville
 John M. Bennett
 Peter A. Blake
 William T. Bolling
 Sandra D. Bowen
 L. Preston Bryant, Jr.
 Wilbert Bryant
 Vincent F. Callahan, Jr.
 Emmitt Carlton
 Whittington W. Clement
 M. Kirkland Cox
 Linwood W. Custalow
 Rosalyn R. Dance
 H. Benson Dendy III*
 V. Earl Dickinson
 Barry E. DuVal
 Mark L. Earley
 Suzanne O. Flippo*
 Patrick O. Gottschalk
 F. Alec Gould*
 Peter Dun Grover
 John H. Hager*
 Leroy R. Hassell, Sr.

Robert V. Hatcher, Jr.*
 Richard J. Holland
 Pierce R. Homer
 William J. Howell
 Heather A. Huyck*
 Judith Williams Jagdmann
 Calvin D. Jamison
 Reginald N. Jones*
 Timothy M. Kaine
 William M. Kelso
 William B. Kerkam III*
 Jerry W. Kilgore
 Martin K. King
 Peter I. C. Knowles II
 Elizabeth S. Kostelny
 William H. Leighty
 Donald W. Lemons
 M. Boyd Marcus, Jr.
 Martha D. Marks*
 George Keith Martin
 Robert E. Martínez*
 Ivor P. Massey, Jr.*
 Daniel McDaniel*
 Robert F. McDonnell
 Thomas R. Morris
 W. Tayloe Murphy, Jr.
 Thomas K. Norment, Jr.
 Alexander L. Rives*
 Sherwood Sackett
 Michael J. Schewel

Cal Simmons
 Robert T. Skunda
 P. Daniel Smith
 Wallace Stettinius
 Jay W. Timmons
 Edgar A. Toppin
 Malfourd W. Trumbo
 Wayne M. Turnage
 Donald W. Upson
 Rovenia Vaughan
 Alan M. Voorhees*
 Jody M. Wagner
 Edwin W. Watson
 Belle S. Wheelan
 W. Bruce Wingo
 John Paul Woodley, Jr.
 Shirley J. Ybarra

Honorary Members

George F. Allen
 Gerald L. Baliles
 James S. Gilmore III
 Mills E. Godwin, Jr.
 A. Linwood Holton
 Charles S. Robb
 Mark R. Warner
 L. Douglas Wilder
 Roxane G. Gilmore, *Honorary
 Chair (2000–2001)**

* Member, Executive Committee



Members of the Jamestown 400th Commemoration Commission, 2003 – 2008

Frank B. Atkinson, *Chair*
 Nancy N. Campbell, *Vice Chair*
 H. Benson Dendy III, *Vice Chair*
 Stephen R. Adkins
 Warren M. Billings
 Thomas J. Bliley, Jr.

Mary A. Bomar
 Suzanne O. Flippo
 Michael P. Gleason
 J. Steven Griles
 Ann W. Loomis
 Fran P. Mainella

John L. Nau III
 Daphne Maxwell Reid
 Alexander L. Rives
 M. Jordan Saunders
 P. Daniel Smith
 Malfourd W. Trumbo





*Members of the Marketing and Communications
Subcommittee (formerly Marketing and Finance Subcommittee)
of the Jamestown 2007 Steering Committee, 1998 – 2002*

Robert V. Hatcher, Jr., *Chair*
H. Benson Dendy III, *Vice Chair*
William Allcott
Hunter B. Andrews
L. Ray Ashworth
H. Furlong Baldwin
Betsy D. Beamer
Sandra D. Bowen
Will Conners
V. Earl Dickinson
Barry E. DuVal
Gilbert L. Granger
Richard D. Harrison
Richard J. Holland

Calvin D. Jamison
Mike Litterst
John S. Molster
Linda Neal
Trudy E. Norfleet
Thomas K. Norment, Jr.
James J. Owen
David Parker
Ray M. Paul, Jr.
Richard L. Radt
John D. Raup
Sherwood Sackett
Thomas A. Saunders III

Willard Scott
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p. 70 — Gerald Herbert/Associated Press/pool
p. 107 — David Rotenizer

Other photos provided by staff and friends of the Jamestown-Yorktown Foundation, APVA Preservation Virginia, National Park Service, and Colonial Williamsburg Foundation.

Information about resources and educational programs related to the history of the nation's beginnings in Virginia is available from the following institutions:

Jamestown-Yorktown Foundation, (757) 253-4838, www.historyisfun.org

Preservation Virginia, (804) 648-1889, www.preservationvirginia.org

Colonial National Historical Park, (757) 898-2401, www.nps.gov/colo

Colonial Williamsburg Foundation, (757) 220-7571, www.history.org

Library of Virginia, (804) 692-3777, www.lva.virginia.gov

University of Virginia Center for Politics, www.centerforpolitics.org/programs/jamestown.htm

