



REPORT TO COUNCIL

TO: Richmond City Council
FROM: Mayor Greg Halsey-Brandt, Chair
General Purposes Committee
DATE: January 18th, 2001
FILE: 2025-20-003
RE: BRITANNIA HERITAGE SHIPYARD BUSINESS PLAN: RESPONSE

The General Purposes Committee, at its meeting held on Monday, January 15th, 2001, considered the attached report, and recommends as follows:

COMMITTEE RECOMMENDATION (Cllrs. Brodie, Greenhill and Johnston opposed to Part 4)

- (1) *That the vision, principles and goals laid out in the Britannia Heritage Shipyard Business Plan (September 2000) (as presented by the Britannia Business Plan Steering Committee) to guide decisions, operations and development of the Britannia site, be endorsed;*
- (2) *That the priorities for capital development, site improvement and visitor services in this Plan be adopted and that the workplan and budgets be developed during the City budget process for Council approval;*
- (3) *That staff work with Tourism Richmond, other heritage sites in the Steveston area and community members to develop a marketing plan;*
- (4) *That Option 4 – Business Plan Steering Committee Model – (as outlined in the report dated January 2nd, 2001, from the Director, Recreation & Cultural Services) be adopted as the Management operating model for Britannia, and that staff to work with the Society to implement this model and develop an operating agreement for Council approval; and,*
- (5) *That a Site Supervisor be hired on a contract basis to be reviewed after one year.*
- (6) (a) *That the following recommendation of the Britannia Business Plan Steering Committee, be endorsed:*
“That any surplus generated from operating funds of the Society be allocated first to capital projects at the site, then to a special capital reserve to be used by other City heritage projects, and that this approach be explored by staff and the Heritage Commission for implementation at all City heritage sites.”
- (b) *That staff report to Council, through Committee, on how the recommendation of the Britannia Business Plan Steering Committee would be accomplished.*

Mayor Greg Halsey-Brandt, Chair
General Purposes Committee

Attach.

VARIANCE

Please note that the Committee added Part 6, and that staff recommended the following for Part 4:

4. That Council adopt Option 3 – Hybrid model – (as outlined in the report dated January 2nd, 2001, from the Director, Recreation & Cultural Services) as the Management operating model for Britannia, and that staff to work with the Society to implement this model and develop an operating agreement for Council approval; and

January 2, 2001

STAFF REPORT

ORIGIN

At its meeting of October 10, 2000 Council received the Britannia Business Plan prepared by the Britannia Business Plan Steering Committee and made the following recommendation:

That the Plan be referred to staff for review and preparation of a report to the General Purposes Committee, which would include an analysis of the recommendations, comments from the Society, and recommendations on any outstanding issues that have been put on hold pending the completion of the business plan.

This report responds to that recommendation and as such is divided into three parts:

1. the staff review of the Business Plan and staff recommendations;
2. comments received from the Britannia Heritage Shipyard Society and others; and,
3. outstanding issues.

ANALYSIS

1. Review of the Business Plan

Directions and Priorities

Staff recommend that Council endorse the vision, principles and goals laid out in the Plan as those that will guide decisions, operations and development of the Britannia Heritage Shipyard site over the next five to ten years. In addition it is recommended that the priorities for capital development and the activities for site improvements and enhancing visitor services be adopted with a work plan and associated budgets developed with the City budget process. It is agreed that the development of a marketing plan for the site, in conjunction with the other heritage sites in Steveston is critical to the success of the site. Therefore the recommendation of the Steering Committee that the City initiate and participate in the development of a marketing plan for the heritage sites in Steveston should be a priority.

Management and Operating Model

The Steering Committee recommended a model that includes a Council appointed Advisory Committee, a non-profit society and an as needed Council appointed building committee. In analysing the proposed operating model staff identified five possible options:

Option 1 – Modified Gateway/Community Association Model

The City would continue to jointly operate the site with a non-profit society with clear roles and responsibilities. In this model City Council would appoint one third of the members of the board of directors and two thirds would be elected by the membership of the Society. The Society would work with City staff to set policy and direction and develop the site according to the business plan. The Society would be responsible for all programs, special events, the gift shop and fundraising. The City would be responsible for day to day operation of the site, building and park maintenance and implement the policies, procedures and direction set in conjunction with the Society.

January 2, 2001

Pros:

- increased involvement of Council via Council appointees;
- appointees can be targeted for needed areas of expertise;
- supports the City direction of encouraging community involvement;
- Society can apply for grants and be eligible for casino revenue for capital projects and operations.

Cons:

- City has little input into where any Society revenues are directed;
- Society would need to agree to change their constitution to accommodate Council appointees.

Option 2 – Aquatics Model

The City is responsible for the entire operation working with a Council appointed Advisory Board. There could still be a strong volunteer program to ensure community involvement in activities.

Pros:

- City has accountability for all activities on site;
- all revenues generated come to the City;
- possibly a more effective use of resources.

Cons:

- more City resources needed to operate particularly initially until revenue starts to be generated;
- possible decrease in number of volunteers and volunteer buy-in;
- no non-profit society to apply for grants or casino monies; (unless a "friends of Britannia" with non-profit status is created for that specific purpose);
- dissolving current Society and dispersing of assets would be a challenge.

Option 3 – Hybrid Model

The City and the Society would work in partnership to ensure a well functioning site, each having clear roles and responsibilities. The Society would be made up of one-third of the members appointed by City Council and two-thirds elected by the membership. The Society would be responsible for programs other than boat building and repair, special events, operation of the gift shop and the management and maintenance of the historic boat collection. The City would have responsibility for the day-to-day operations of the site, boat building and repair projects, any commercial operations on site as well as site and building rentals, programming around boat building and supervision of volunteers, work programs crews or apprentices operating in the above operations. The City and Society would work together on public awareness, fundraising and collections and historical interpretation. The City would be solely responsible for managing capital projects after gaining input from the Society.

Pros:

- revenue from the boat building and repair would be directed to the operation and development of the site;
- non-profit Society eligible for grants and casino revenues;

January 2, 2001

- effective running of the boatworks side and an opportunity to develop business opportunities and a good stable reputation;
- effective use of volunteers and apprentices utilizing their expertise and interests appropriately;
- increased involvement of Council via Council appointees;
- appointees can be targeted for areas of expertise.

Cons:

- more City resources needed, particularly initially;
- possible loss of volunteers initially on the boat building side;
- Society would need to change their constitution to accommodate Council appointees.

Option 4 – Business Plan Steering Committee Model

The Committee proposed a Council appointed Advisory Committee that would be responsible for long range planning, determining focus and direction, approving all project plans, acquisitions, interpretive displays and operational policies; a Society that would run programs and special events following direction set by the Advisory Board, be responsible for the gift shop, the maintenance of the historic boat collection, public awareness and publicity and fundraising; and a building committee appointed by Council to oversee all capital projects. City staff would work with both the Advisory Board and the Society under the direction of the Advisory Board.

Pros:

- increased involvement of Council via Council appointees;
- Advisory Board members can be targeted for needed areas of expertise;
- Society can apply for grants and be eligible for casino revenue for capital projects and operations.

Cons:

- possible lack of Society buy-in to take direction from another group of volunteers;
- Society may not wish to apply for grants for areas where they have little input;
- potential for conflict between Advisory Board and Society with City Council and staff required to mediate.

Option 5 – Community Association model

The City would jointly operate the site with a non-profit society with defined roles and responsibilities. The Society would work with City staff to set policy and direction and develop the site according to the business plan. The Society would be responsible for all programs, special events, the gift shop, fundraising and any other activities on site.

Pros:

- Society can apply for grants and be eligible for casino revenue for capital projects and operations;
- supports the City direction of encouraging community involvement.

Cons:

- the City has little input into where revenues are directed;
- accountability in areas of overlap is difficult to determine.

January 2, 2001

Staff recommend option 3 – Hybrid model. It is felt that this model of operation combines most of the positive aspects of any of the models presented and minimizes the challenging aspects. Since the site will continue to be under development for the next ten years the City would have control over capital projects and can manage them as efficiently and effectively as possible. The projects undertaken in the shipyard, overseen by the City, will ensure that there are ongoing visitor activities and project plans, schedules and financing in place before being commenced and ensure that revenue generated goes into site development and operations to help offset City costs. Volunteers would continue to play a critical role in all the activities on site including the boatworks projects.

Financial Plan – operating resources

The Plan proposes that the City operating budget gradually be increased from the \$135,900 in 2000 to \$255,000 in 2004 as buildings are completed and activities on site increase. Staff concur that as the site and programs expand additional resources will be required. This may be minimized by pursuing new revenue sources through marketing. The operating increases will be requested as additional levels through the City's annual budgeting process.

Financial Plan – capital costs

Facilities Management staff have expressed concern that the capital costs included from the consultants report did not include general contractor and overhead costs. A more detailed analysis of costs will be conducted before the individual projects are sent to Council for budget approval. The new capital budget model allocates capital money on a project basis and, whether on a single year or multiyear funding strategy, depends on available capital money and Council decision.

Further specific recommendations from the Steering Committee included that opportunities for additional revenue generation over and above revenue generated by the Society be explored. Should the recommended operating model be adopted revenue from boat repairs and site rental will be generated to go into site development and capital projects. Other opportunities including the exclusive use rental of the site should be explored.

The Steering Committee also recommended that any surplus generated from operating funds of the Society be allocated first to capital projects at the site then to a special capital reserve to be used by other city heritage projects and that this approach be explored by staff and the Heritage Commission for implementation at all City heritage sites. With the recommended operating model and an agreement on responsibilities of the parties involved staff recommend that this direction not be pursued at this time.

2. Comments Received From Others

Written comments on the Plan have been received from the Britannia Heritage Shipyard Society and Mr. Brian Plato (see attachments 1 & 2 for complete submissions).

January 2, 2001

Britannia Heritage Shipyard Society

1. Directors feel the current parking lot is critical to the site but that the parking along Westwater Drive should be developed as additional parking. The parking lot provides for handicapped parking, contractors and movie trailers as well as the general public.
2. The Society is comfortable with the profits going to a Britannia capital account as long as their operating account is sufficient to cover operating requirements.
3. They feel the autonomy of the Society is compromised by the management model outlined and that City staff would be managing the Society's business. Also, they question the level of bureaucracy and question the need and purpose of the Advisory Board. They see the Site Boss being responsible for the roles identified for the Advisory Board as well as working with the society to set and accomplish appropriate Society goals within the principles adopted. They suggest that a group may be appointed upon request to address specific issues including conflicts between parties.

Brian Plato

Mr. Plato's submission appears to indicate that he feels the vision and the activities outlined in the plan have missed the mark. The focus of the site should be sail training for youth supported by a modern commercial industry and the construction and operation of a tall ship. He does not feel an historical site or museum is needed.

3. Outstanding Issues

There are two outstanding referrals from Council that have been on hold pending the outcome of the business plan.

"That staff be directed to prepare a public report indicating the need for a review of the agreement with the Britannia Heritage Shipyard Society." This report was to examine other working models which the City has with other organizations.

With the adoption of the recommendation of the current report and the recommended operating model this referral is completed.

That the Heritage Services operating budget be restructured to accommodate a Construction Site Manager to oversee the construction of the Britannia project through to project completion." This report was to include the definition of a site manager, impact the position would have and how the position would be addressed in the operating agreement.

Both the Steering Committee and staff recommend the hiring of a site supervisor to manage all activities on the Britannia site. An outline of the job responsibilities is attached as Attachment 3 and it is recommended that it be a contract position and reviewed after one year.

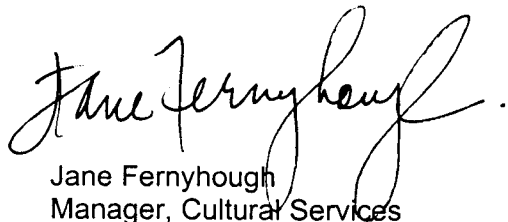
FINANCIAL IMPACT

No financial impact at this time. All capital projects and increased operating costs will be forwarded to Council through the City's budgeting process.

January 2, 2001

CONCLUSION

The Business Plan prepared by the Britannia Steering Committee should provide the basis of decisions for operating and developing the site for the next few years. Staff recommend a different management model to that of the Steering Committee be implemented.

A handwritten signature in black ink, reading "Jane Fernyhough". The signature is written in a cursive style with a large, looping initial "J".

Jane Fernyhough
Manager, Cultural Services



Britannia Heritage Shipyard Society - 5180 Westwater Drive - Richmond, BC. - V7E 6P3 Phone: 718-8050 Fax: 718-8040

At a special meeting of the Board of Directors held on Saturday, October 21, 2000, the following concerns were identified regarding the proposed business plan for the Britannia Heritage Park.

1. We would suggest keeping the existing parking lot and adding the parking along Westwater Drive as the Park continues to develop and the need arises. We believe that there is a requirement to provide handicap parking as well as parking for movie crews and guests attending other functions which take place at the park. There is also the safety concern for people walking a long distance down Westwater Drive when there is already an alternative. Adding specified amounts of parking along Westwater Drive as needed would likely prove to be far more economical.
2. If the term "Surplus Funds" is a society equivalent to profit in a regular business, we would suggest the recommendation to contribute these funds to the capital account for the Britannia Heritage Park may be agreeable and appropriate on the condition that at least 12 months passes after the year for which any surplus is declared and providing that the Society remains able to make such a contribution.
3. The overall autonomy of the Society appears to be degraded as the business plan is currently proposed. It seems that the City, through the "Site Boss" will manage the Society's business. We see the relationship between the City and the Society as a working relationship between two autonomous organizations working toward a common set of goals.
4. We question the need and purpose of an Advisory Board, It seems to be another level of beaurocracy which undermines the authority, function and responsibility of the Site Boss. We envision the Site Boss position as a site specific business manager who can perform all of the proposed responsibilities identified for the Advisory Board. The Society can then work with this manager to determine and accomplish goals appropriate for the Society within the park concept. We require a single point of contact who will have the ability and authority to make decisions without a prolonged and involved process.

- 2 -

5. The concept of an Advisory Board may have application as a replacement for the currently proposed Advisory Board and Building Committee. It could be a group appointed at the request of the Site Boss to address specifically identified issues which may include resolution of conflicts between the Society or any other operators in the park, and the Site Boss.

INTRODUCTION.

I have just received from the office of Mr. David McLellan a copy of the latest business plan for Britannia, which I have now read, Therefore I now write down my comments based on over 15 years of considering and dealing with the subject.

The business plan gave a history of Britannia, yet it made no mention of the political lobby (see appendix 'A') run by a team of volunteers, who worked in consort with the department of leisure services, during the years 1985 through 1990, the work that was done by this group consisted of a written report, and several large scale detailed site plans, which were supplied to leisure services, and the planning department, these drawings were also updated and re-issued as the political picture moved and changed. This original proposal was quite unlike the present document in that it ran in a complete annual cycle. The essential difference being that in completing this annual cycle all stakeholders in the community, (and also visiting tourists) could obtain benefit from the site being a city owned asset, even if property tax payers chose not to visit the site and there fore not take part in its programs, their return on investment for their tax dollars would be realized through savings on police time spent dealing with youth issues, Plus the reduced capitol cost of park purchase's. Because the " product" of the original plan was youth education. Britannia was to have been their 'gateway' to the wilderness of the British Columbia coast. Funding for this was to be through repair and maintenance of fish boats, Type of construction unspecified. And through charging tourists admission fees to "view the work in progress' at the time this original plan was written Mr. Jim Kishi supplied a list of 98 vessels that he worked on during his last season of operation which was the winter of 1984 to 85. This wooden vessel fleet has probably diminished sufficiently, that a more liberal open-minded attitude would be prudent. I suggest expanding the scope of the work handled to include a broader range of vessel types to achieve the same end result, "funding for youth education".

This 'New' business plan is focused on the products of tourism & building traditional wooden boats of a type that would have been built between 1900 & 1950.

Unfortunately most of the romantic / artistic thinking that this latest business plan appears to be based on, sets parameters that impose too many limitations which serve to restrict or eliminate the most viable business activities. Two prime example's are

- 1) That the most marketable event in Britannia's history happened in November 1889.this would be excluded by the plans parameters.
- 2) Unfortunately the market for wooden boats of this particular design vintage.

1900-1950 has been very soft to non-existent for quite some time.

The last new fishing vessel built from scratch that I recall was 44 feet long built in 1989. Also a 98-foot power yacht in 1990. On the north arm of the Fraser we can find Tom Mac shipyards, where vessels of all types are repaired, from all industries, fishing, towing, Charter, and private yachts. Hull construction material unspecified. Even this unique business seems to fail to attract sufficient customers all year round, to keep a full crew working. My point is this "wooden boats only" business is hardly a market we should endeavor to compete in.

There are however two area's of marine trade that have been experiencing steady growth for a number of years. Which financial institutions and major banks have

been happy to support. The one with the highest profile is the large private power yacht trade, the way in which this works is that a fiberglass hull is fabricated from panels, at a facility in west port. (A village similar to Steveston, at the entrance to Grays Harbor, in Washington State) the empty shell is then launched and towed by another boat to British Columbia for completion, there is a steady demand for all trades skills to install machinery, build superstructure, and create interiors for these craft. The price tag ranges from \$3,000,000 to 6,000,000. Another lower profile trade along these lines that I observed at a classic boat show in false creek, in Vancouver, that would possibly fit the model of Britannia better. Was the work of a company working out of Portland, Oregon. This involves the production of sailing yachts, with a minimum length of 65 feet. Built using composite construction, which involves fabricating or casting a steel frame, which is then covered with a cold molded skin, or conventional planking bolted on and calked like a conventional boat. Some times steel plates are used.

The second trade is the Sail Training business. In 1956 a race was held from England to Lisbon. To say good-bye to the age of sail. It was noticed that the young people who took part in this event derived a positive benefit from it. So instead of an end it became a beginning. The Salisbury & Southampton, Sail Training Association, is a prime example, the Winston Churchill, and sister ship Malcolm Millar have provided life changing experiences to 1,500 young people between the ages of 16 & 24 since approximately 1965. Some of their original trainees are now executives at the corporate management level of British Industry. They provide annual grants to the association,

There are six such entities in Canada, but the only one west of the great lakes is S.A.L.T.S. in Victoria, I visited there during this last Victoria Day weekend, Their vessel 'Pacific Swift' had just sailed in from a circum navigation of Vancouver Island, I interviewed the skipper, He told me they never advertise their programs, yet they have to turn down 50% of the young people who apply, most of the young people who apply are members of a Christian church who refer them, Richmond is a multicultural society, all youth should have the opportunity to take part. We should run a program here with a large enough scope that no one gets turned down.

To the south of us in Washington State there are several organizations operating, the 'Zodiac' out of Bellingham 128 feet. "The adventuress" 100 feet, run by Sound Experience, but the interesting story is "the lady Washington" out of Aberdeen. This project ran into some serious financial trouble, it was defiantly down for the count. When a marketing expert drew up a five year business plan where by the vessel would be sailed up into Puget Sound each spring & chartered to large corporations, who wanted to improve their managerial staff's communication skills. I talked in person with the banker who approved the loan, all she would tell me was that the amount was well into the seven figures, it is now paid off and they own the boat.

I don't know any bankers who would like to invest in an old boat works in Steveston, run by a society who wants to collect and mess around with dilapidated old fish boats. This new plan needs revising.

THE PRE ACQUISITION POLITICAL CAMPAIGN. 1982 to 1990. Appendix 'A'

My involvement in this matter began when I approached the department of leisure services, regarding the possibility of building a small boat sailing center on the site of the old terra nova cannery. The now deceased Mr. Don Harwood, director of that department, told me there was no staff time available to look into this, so he asked me to do the leg work on a volunteer basis and report back, his staff set the parameters for this research. A decision was quickly reached that the Fraser River estuary system was not a safe place for novices to be out in small boats. This view is still held by the Steveston Harbour Authority to day.

The follow up to this came in 1985 when I was asked to look into the possibility of running a program using larger vessels if the city were to buy Britannia shipyard. Don explained that he wanted Educational leisure to be the departments the future direction. They gave me three reports,

- 1) The 1985 consultants report by Mr. Norman Hotson & associates.
- 2) The Sail Training And Life Society. S.A.L.T.S. annual report at that time based in Chemainus.
- 3) A prospectus from a boat building school in the United States. (Details forgotten)

He told me if I wanted to get something done in this town I should develop some broad based support, and not work as a One-man action committee. After getting permission from B.C. packers, I visited the site. Standing there alone that morning watching the wind waves across the marsh grasses it was like a step back in time, the facility had been closed at one hours notice. Every thing had been left undisturbed; it was impossible to determine which hurricane lamp, net float or fishnet made the scene so real. Now all of that has been "cleaned up" the site has been sterilized.

In January 1986 we held a meeting with all the Fishing industry representatives, to ask for their support. They explained that Steveston was a commercial harbor, and that they would support a Sail training program on the condition that all vessels are under the control of master mariners. (In November of 1999 while Mr. Steve Baker, Race Director for A.S.T.A. 'tall Ships Challenge', was being given a tour of the Steveston Harbour, this question regarding master mariners being at the helm of visiting ships was asked again, he replied "Yes" 14 years later nothing had changed,)

There is no doubt in my mind that Britannia would not have become a City of Richmond owned possession if it were not for the efforts of the group I led and the people in that group who supported me, on the night the by-law passed I was the only person who spoke for it.

The long-term effort we had put in was publicly recognized by the chair (mayor Gill Blair) at that time, and weighed against the larger number of objectors who had at that time only recently arrived in the area. As a result of the by-law being passed by the out going council. A town meeting, which they called a workshop, was called by city staff at the Steveston Hotel. All of my team was in attendance. However when I tried to have the plan we had been working with for 5 years read out at that meeting, so that it could be considered and discussed. I was informed that they would not permit that to happen and further more threatened to have me removed

from the meeting. As this progressed it became clear that those running the meeting had conspired to instigate a different agenda, which this present business plan continues to try to promote to day.

ANALYSIS OF THE PRESENT SITUATION & PLAN FOR THE FUTURE.

At the time that the city took possession of the property 40% of the original 1889 complex had already been destroyed, Since that time the reconstruction work carried out on the building has been contemporary in nature. For example the stilts and cross bracing work in the early nineteen nineties, (see business plan cover) and now the modern plywood sheathing roof of year 2000 has seriously compromised the historical integrity of what remains, thus I argue that this revitalized facility should now be used for contemporary uses which provide the best value to the entire Richmond community, and not be operated on some pretext of being another Steveston museum. Steveston does not need another monument to glorify its past; the essential draw for tourists has to be the fact that is a commercial working boat harbour. During the last decade buy back programs on boats and licenses coupled with reduced openings have served to reduce the fleet. The towing industry has taken up some of this vacated space, and the charter/tours market is becoming established. But what the harbour needs now is a "new" commercial industry to take the harbour into the future, therefore the role that Britannia should play is to support the fishing industry while it remains. While promoting and expanding its function as a youth education sail Training center. This course of action if carried to its ultimate conclusion, might result in the eventual construction and operation of a replica of the 200-foot Tea Clipper "Titania" as suggested in the 1985 Hotson report. As class 'A' tall ships go this would be considered mid size, yet acceptably above the minimum standard of 160 feet of water line length, rigged with square sails.

Recently some organizations in the Sail Training industry have carried cargoes to help defray the cost of operation, I see the possibility of a trend developing The irony of this would be that the "New" industry would in fact be a return to the oldest industry of the harbour. Steveston could become known as a port where cargoes are carried by square rigged ships. This would be a highly marketable product as an internationally recognizable tourist destination. Dilapidated canneries could be rebuilt to serve as warehouses. Tall ships have been used to market many different products, they have also been used to carry disaster relief supplies to back up an airlift.

Another important aspect that I have worked on during the preceding year has been with The American Tall Ship Association, in regard to event planning for their "tall ships Challenge" (tm) program. They hold these events to support member organizations. Their plan for the future is to run a three-year cycle; Starting with the highly successful event just held in the Atlantic, where 84 ships called into Halifax. N.S. they will follow this up in 2001 with the great lakes, their hope is that 2002 will be held in the Pacific Northwest. Many Caribbean countries have been developing sail Training programs in recent years. They have also been actively taking part in A.S.T.A. events. Thus it is being considered to reward this interest by eventually changing to a four-year cycle by holding an event in their area. These events have made in excess of \$6,000,000 in four days. Both the Steveston harbour Authority and the Fraser port authority are very interested to establish Steveston as a host port. Clearly they recognize that for a business plan to have any meaning. There has to be business to transact. And they want to be where the money is. It would be acceptable for Richmond City Council to demonstrate the same motivation.

APPRENTICESHIP AND TRADES TRAINING OPPORTUNITIES.

The business plan expresses an interest in apprenticeship, and states that so far “this activity has been minimal”. In the formal sense it has been non-existent.

The artificer’s act of 1563 set out a requirement that a master craftsman employ three qualified journeymen for each apprentice he shall employ. In the old world it was a three-way agreement between the apprentice, the employer, and the parent of the apprentice. The control was through the courts, for a period of 7 years. This was considered the period of time to be required for

- 1) The apprentice to become fully trained.
- 2) The employer to become fully compensated for his cost for the education over and above the monies paid to him by the parent according to the schedule in the articles of apprenticeship, unless waived, as it was in my case.

This was the accepted standard up until 1914. After the First World War, business economies ceased to be as stable as they had been through the preceding centuries. And there was a generally held view, of wanting to reduce the length of the contractual commitment. So 1918 –1939 the term became reduced to 6 years. 1945 – 1975 further reduced to 5 years, after the Apprentice received his “paper’s” it was usual to change companies and work a non-contractual 2-year period as an “improver”, (back to a total of 7 years of education.) This concept probably generated the current trend of abolishing the apprenticeship contract all together by replacing it with four-year service contracts.

In British Columbia the control is a provincial government responsibility, through the department of skills & labor. The contract is written between, the apprentice, the employer, & the government of British Columbia, for a period of four years. With a ratio requirement of two journeymen with B.C.T.Q. certificates, to each apprentice, thus it is clear that for an apprenticeship program to be successful there has to be sufficient long-term business activity to support it. I can not see how this ‘new” business plan can possibly facilitate this. Unless some serious re-thinking is under-taken

The Canadian board of transport does not easily accept wooden hulled vessels; especially for the conveyance of passengers.

Therefore the only way to operate Britannia on a fiscally responsible basis is to undertake production runs of steel, aluminum, or fiberglass hulls. With fine crafted wood interiors, as a means to generate much needed capitol to pay for youth sail training programs. Unfortunately most of the romantic and artistic thinking that this latest business plan appears to be based on, sets parameters that impose so many limitations which serve to restrict or eliminate business activity to the extent that if accepted as written it is unlikely that there will ever be sufficient viable commerce at the site to support even one apprentice.

BEING A GOOD NEIBOUR & THE RIGHT TYPE OF PROGRAMS.

Under this title I would like to try to tie together several factors. The Britannia site shares its eastern boundary with the Steveston Harbour authority, while the quote from the late Bob Mc Math, “ what kind of hybrid is this” comes readily to mind, because it is a politically truthful comment. I have to say that in my recent dealings with the management there. I have found them to be fair and reasonable people, their position is very simple; they do not control the Steveston channel, The Fraser Port Authority holds that right. The staffs of both organizations communicate with each other on an almost daily basis. The slough’s, channels, and reaches. Of the river that surrounds us, make up a commercial right of way. Many of the commercial vessels that navigate this system are large, heavy, and powerful. The water depth they require often limits the amount of the rivers width they can utilize. So their maneuverability is limited. They are not unlike the 18 wheel trucks on the highways, they take a lot of distance to stop. There fore as a service to their clients they took the unprecedented step of posting a notice to mariners warning them of the danger that canoeists and kyackers have been observed in the Channel. Businesses such as charter or boat rental require a license to operate in the harbour; no license is to be issued to canoe rental companies. Despite this, the business plan shows several pages of advertisements for evening rowing and even sailing of flat bottom Fraser River skiffs, as well as canoeing and kayaking courses.

Mr. Arnold Water stated “we cannot control what the city does but it is sort of breaking a Gentlemen’s agreement, and being a bad neighbor, for the city to continue with this type of programming,” I take heads up notice that this business plan in asking council to adopt it. Is indirectly seeking for council to endorse the status quo into the future. Steveston Harbour Authority would prefer to see a program using larger vessels controlled by ticketed master mariners. Because this option is seen as being safer and easier to interact with. This line of thinking is the same as the view held by the fishing industry representatives I have talked to.

The business plan expresses a desire to Friend raise and fund raise, the Britannia heritage ship yard Society quickly became a ‘ buildings’ oriented Society right from the get go. If it is to continue I would like to see its role limited to this, I would also like to see a sail Training Association /operating company take over the role of programming.

If a more programs oriented approach had been taken back in 1990. With the laying of a keel for a sail Training Vessel. The parents who would have driven their children to the site to drop them off. Would have seen the state of the buildings. They would have realized the need. And probably organized a community based effort to rectify the situation. For every young person taking part in the program would potentially have got two adults involved. The simple fact is fund-raising becomes more viable when you have large numbers of people involved. With reference to the old expression ‘putting cart before horse’ it’s a clear case of “Buildings before Boat”. Which has caused the current situation of a very large valuable city asset lying dormant and under used. In this ‘NEW’ business plan I see only the status quo. More of the same old, same old. I feel no optimism for change.

I understand that youth education, and mental health is a Provincial Government responsibility. But there is a ground swell of public opinion that something needs to be

done to help young people learn to relate to each other better, To manage the anger, & stop the violence. What I have outlined here is a very effective method to achieve it, which has worked successfully in all other parts of the world. The British sail Training association titles its promotional video “changing peoples lives” they have sent a copy for Councils viewing. Which is available upon request.

STEVESTON HARBOUR AUTHORITY
GRANTING OF TOUR BOAT LICENSES
ADMINISTRATON DIRECTIVE #10

I. PURPOSE

To provide Steveston Harbour Authority personnel with a guideline for granting licenses to tour boat operations conducting activities in water lots under the jurisdiction of SHA.

II. APPLICATION

This directive applies to all staff members of the Steveston Harbour Authority.

III. PROCEDURES AND POLICY

The efficient management of granting of tour boat licenses enables the Harbour Authority to:

- i) Generate revenue for moorage that is not occupied by commercial vessels.
- ii) Diversify the range of tour services offered from the harbour.
- iii) Ensure that the market for a specific tour activity is not saturated.

IV. TERMS AND CONDITIONS

1. Approval is dependent on what kind of activities will be offered. Consideration must be given to the success of existing tours that offer similar activities and evaluate the possibility of market saturation.
2. Priority will be given to commercial fishermen who wish to diversify or divest from the industry. Their past and present relationship with the harbour and their account status will be considered. Special consideration will be given to established, reputable companies.
3. Kayaking, skidooring and similar watercraft activities must be carried out outside of the channel and harbour waterlots to ensure the safety of everyone using the waterways (see attached map)
4. Tour activities must not impede on commercial fishing activities and there must still be ample moorage for active commercial fishing vessels.
5. Licensee must provide proof of liability insurance of at least \$5,000,000 or as set by the Harbour Authority from year to year. The insurance policy must meet the criteria outlined in the license.

6. The Harbour Authority must be indemnified from action or penalty incurred from loss or injury as a result of the granting of the license.
7. Proposed rent must be in line with current market rates.
8. City of Richmond senior staff must be consulted before a tour boat license is granted.

This Directive was approved at the Board of Directors Meeting held Thursday October 19, 2000.

APPROVED:

DATE:



Arnold Walter, General Manager
STEVESTON HARBOUR AUTHORITY

October 23, 2000

ATTENTION

ALL COMMERCIAL FISHERMEN AND HARBOUR USERS:

Steveston Harbour Authority wishes to alert all operators of vessels using Steveston Harbour and the Cannery Channel that it has been brought to our attention that there are canoes, kayakers, seadoers, and other small water craft periodically in the channel and this may create navigational concerns or hazards to vessel users.

STEVESTON HARBOUR AUTHORITY

Britannia Site Supervisor
Job Responsibilities

- supervise all activities and operations of the site, including the workshops, boatworks and the use of the ways, visitors centre and ancillary buildings. This would include ensuring adherence by staff and volunteers to risk management and safety policies, heritage resource management practices and industrial site codes and practices;
- supervise park and building maintenance;
- work with Facilities Management staff on all aspects of construction and restoration projects;
- supervise caretakers and wharfingers;
- responsible for budget preparation and monitoring for the Britannia site and boatworks activities;
- recruitment, placement and training of volunteers in boat building repairs, shop and marine operations;
- hire and supervise grant staff, work program crews and apprentices;
- define work programs and schedule and manage such including materials and equipment;
- work with Society to manage and maintain historical boat collection;