



City of Richmond

Report to Committee

To Parks, Rec & Culture - Jul 25, 2006

To: Parks, Recreation and Cultural Services Committee
From: Kate Sparrow, Director, Recreation & Cultural Services
Re: Britannia Heritage Shipyard Marketing Plan

Date: July 13, 2006
File: 11-7140-20-BSHI1/2006-Vol 01 *(Clerk's file: 7140-01)*

Staff Recommendation

That the strategies and phased actions recommended in the Britannia Marketing and Communications Roadmap be built into ongoing work plans and operational budgets of Britannia.

K Sparrow

Kate Sparrow
Director, Recreation & Cultural Services
(4129)

Att. 1

FOR ORIGINATING DEPARTMENT USE ONLY		
CONCURRENCE OF GENERAL MANAGER <i>[Signature]</i>		
REVIEWED BY TAG	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
REVIEWED BY CAO	YES <i>[Signature]</i> <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

Staff Report

Origin

The Britannia Heritage Shipyard Business Plan, adopted by Council in 2000 recommended that a comprehensive marketing plan be developed to ensure the ongoing well-being of the site and the operations. In 2006, the site, while not completely restored, has the critical mass and market readiness required to be a destination that will benefit from a purposeful and targeted marketing strategy.

Analysis

In late 2005, Mitchell James, a marketing research, strategy and planning firm was retained to prepare a multi-year marketing and communications roadmap for the site as well as a visitor data collection plan.

The Mitchell James team conducted industry research and held discussion groups and interviews with key stakeholders. These included Britannia Advisory Board, Britannia Heritage Shipyard Society, Steveston Village Tourism Group, Tourism Richmond, Gulf of Georgia Cannery, London Farm, Steveston Museum, Vancouver Coast and Mountains, Vancouver Woodboat Society, local Steveston merchants, Steveston residents and City staff.

Among the consultants key findings were:

- the physical site and its vision and operations need to be more clearly defined and focused;
- collaboration amongst the various heritage sites and attractions in Steveston is key. Key to collaboration is consistent and effective communication among stakeholders;
- a balance between the many contrasting elements is required – historic structures and new developments, nature and man-made structures, and historic education and modern recreation. In addition short term priorities must be balanced with long term vision;
- the site has, and should continue to have, a broad appeal from school children to special interest groups and event planners.

The Plan recommends twelve key strategies:

1. implement a branding program across all forms of communication
2. develop an integrated marketing network
3. enhance online presence
4. further develop exhibits and interpretation
5. expand product and program offerings
6. build partnerships within the community
7. develop a fundraising program
8. expand volunteer program
9. develop a marketing resource plan
10. leverage public relations and media opportunities
11. explore strategic advertising opportunities
12. develop a visitor evaluation program

Each strategy has a series of recommended actions phased over a three year period. Some of the suggested actions are underway or can be implemented immediately. Others require implementation over time such as an update of all existing print materials or additional resources such as enhanced and increased numbers of exhibits, interactive web features and redesign of the visual identity.

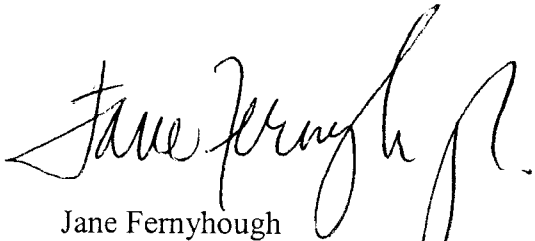
The Plan also outlines actions for gathering visitor information and feedback to determine how best to continue addressing visitor needs.

Financial Impact

Actions requiring additional financial resources will be included in future annual budget processes.

Conclusion

The Britannia Marketing and Communications Roadmap as presented will be used as a blueprint to guide actions that will enhance how Britannia presents itself, how it reaches out and draws in visitors locally, regionally, nationally and internationally. Implementation will be built into departmental work plans and operational budgets over the next three years.



Jane Fernyhough
Manager of Heritage and Cultural Services
(4288)

JF:jf

britannia heritage shipyard

multi-year marketing & communications roadmap

Submitted to: City of Richmond

Submitted by: Mitchell James

May 2006

mitchelljames

marketing: research, strategy and planning

1907-1408 strathmore meadows, vancouver, bc, canada V6Z 3A9

tel: +1 604.801.6872 □ fax: +1 604.801.6873

info@mitchelljames.com □ www.mitchelljames.com

table of contents

<input type="checkbox"/>	Overview	3	<input type="checkbox"/>	Appendices (under separate cover)	
<input type="checkbox"/>	The Current Situation	4		Appendix A: Industry Research Summary	A1
	<input checked="" type="checkbox"/> Industry Trend Analysis	5		Appendix B: Stakeholder Feedback Summary	A12
	<input checked="" type="checkbox"/> Stakeholder Perceptions	8		Appendix C: Summary Review of Historic Sites	A21
	<input checked="" type="checkbox"/> Other Heritage Sites	10		Appendix D: Marketing Roadmap – year 1	A29
	<input checked="" type="checkbox"/> Marketing Audit	12		Appendix E: Marketing Roadmap – year 2	A55
	<input checked="" type="checkbox"/> SWOT Analysis	14		Appendix F: Marketing Roadmap – year 3	A81
	<input checked="" type="checkbox"/> Marketing Plan Priorities	15		Appendix G: Sample Visitor Survey Tool	A107
	<input checked="" type="checkbox"/> Critical Success Factors	16			
<input type="checkbox"/>	Marketing Roadmap	17			
	<input checked="" type="checkbox"/> Marketing Objectives	18			
	<input checked="" type="checkbox"/> Key Markets & Target Audiences	19			
	<input checked="" type="checkbox"/> The BHS Brand	20			
	<input checked="" type="checkbox"/> Strategy Overview	27			
	<input type="checkbox"/> Year 1	30			
	<input type="checkbox"/> Year 2	35			
	<input type="checkbox"/> Year 3	40			
	<input type="checkbox"/> Budget Overview	44			
	<input checked="" type="checkbox"/> Measures of Success	45			
<input type="checkbox"/>	Visitor Data Collection Plan	46			

overview

□ Background

Since its acquisition by the City of Richmond in 1990, intentions were to develop and maintain the Britannia Heritage Shipyard (BHS) as a “living history site”. Today, the site weaves itself into daily life as a landmark in a growing community and a location for various educational and tourist/ visitor events.

In November 2005, The City of Richmond commissioned Mitchell James, a Vancouver based marketing research and strategy company to develop a Marketing Plan for BHS to assist the destination in realizing and sharing its vision with others. In the context of the marketing plan, Mitchell James has also developed a Visitor Data Collection Plan to capture visitor information and feedback to ensure the destination continues to evolve and engage its target markets over time.

□ Approach

Using a thorough and systematic approach involving discussion groups with key stakeholders in order to understand their perspectives, secondary research on tourism industry trends and best practices, as well as an analysis of current products and marketing efforts, Mitchell James has developed to following Marketing Plan to assist the City of Richmond in identifying how to best to leverage the destination’s strengths and capitalize on its product and marketing opportunities.

the current situation

industry trend analysis

Objectives

To further understand the context in which BHS exists and for input into assessing BHS:

- Assess macro or industry trends influencing BHS (i.e., Canada, BC, Lower Mainland/ Greater Vancouver, Richmond, Steveston)
- Investigate industry trends, market size, segments and growth
- Identify best practices and success stories of historical destination sites
- Explore competing attractions in the surrounding area
- Explore complementary attractions in the surrounding area

Methodology

Secondary research using information from various sources:

- Canadian Tourism Commission
- Tourism BC
- Tourism Richmond
- Tourism Vancouver
- Media and trade publications and articles
- Association websites
- Cultural and heritage associations and societies
- Information about related and similar attractions

industry trend analysis

Key Findings

- International and global tourism industry is fast growing
 - The World Tourism Organization (WTO) is forecasting that tourism receipts will climb to US\$2000 billion by 2020 predicting that international tourist arrivals will increase from 697 million in 2000 to 1,561 million in 2020
- Canadian tourism industry recognizes a number of growth opportunities
 - Approved Destination Status is expected to significantly increase the Chinese visitors to Canada (estimated to draw 250,000 Chinese visitors to Canada in 2010)
 - The 2010 Olympic and Paralympic Games is expected to reach \$75 billion in tourism receipts by 2010 representing a 34% growth in 7 years
- US is a key market for BC
 - 72% of all overnight customs entries come from the US in 2004 while more than 6 million US visitors beginning or taking their vacation in BC
 - This market has been facing some declines in visitor patterns due to rising fuel costs, the rising Canadian dollar and misunderstandings about US passport requirements and increased border security
- BC tourism industry is healthy
 - The Provincial Government is committing significant amounts of funding to the industry
 - Tourism continues to be one of the largest resource industries in the BC with \$9.5 billion in revenues in 2004
 - In 2004, 22.5 million people vacationed in BC and more than 6.6 million international travelers visited BC (+3.7% over 2003)
- The Steveston community is diverse and growing
 - According to the 2001 Census, the Richmond-Steveston electoral district has a greater proportion of visible minorities (50%) vs. the general population of BC (22%)
 - It is estimated that the Steveston population increased by 6.33% between September 2003 and 2005 (higher than the overall Richmond population growth of 4.06%) and second to the growth experienced in the City Centre
 - In 2004 and the first three quarters of 2005, the majority of townhouse and apartment development took place in the City Centre and Steveston

Detailed results can be found in Appendix A: Industry Research Summary

industry trend analysis

- Key Findings (cont'd)
 - Demand for cultural and experiential tourism is growing
 - Cultural tourism (defined as involving experiences sought by tourists pursuing an authentic destination and sense of personal enrichment) is growing at the global level, and based on the characteristics of these types of tourists, is expected to continue growing given the aging population
 - According to the CTC, the demand for travel that engages the senses, stimulates the mind, includes unique activities and connects in personal ways with travelers on an emotional, physical, spiritual or intellectual level is growing
 - Cultural and heritage visitors also hold unique and favourable characteristics when it comes to tourism (e.g., they spend more, stay longer, are day trip travelers and also enjoy outdoor activities)
 - International students are positive drivers for BC tourism
 - Opportunities exist in terms of tourism expenditures by family and friends
 - Top source countries for international students at public post-secondary institutions include China and Japan.
 - Guidelines and principles for cultural tourism are being developed
 - These are based on the success stories of different cultural and heritage sites
 - These guidelines outline some important considerations and can assist in the transition of cultural and heritage sites to tourism products

Detailed results can be found in Appendix A: *Industry Research Summary*

stakeholder perceptions

Objectives

To explore and consider various stakeholder perspectives on BHS, its current state, visions for the future and alignment with surrounding communities, destinations and sites. Assess overall impressions of BHS

- Explore thoughts on the BHS' strengths and weaknesses (e.g., what does it do well and where could it use some work?)
- Identify thoughts on opportunities or areas for improvement in marketing BHS (e.g. what can it do better or what can it leverage?)
- Investigate stakeholder visions for the future, how they would like to see BHS exist in the next 5 years and any perceived challenges along the way (e.g., how will it exist alongside other sites and the community, who will it host/ service, what will it be known for, etc.)

Methodology

Primary research (discussion groups and interviews) was conducted to gather feedback and perspectives on BHS directly from key stakeholders

- Three 1.5 hour discussion groups with up to 10 participants in each were conducted with representatives from: Britannia Site Staff/ City of Richmond, Britannia Advisory Board, Britannia Heritage Shipyard Society and the Steveston Village Tourism Group
- Interviews or small group discussions were held with key representatives from the following stakeholder groups: Tourism Richmond, Vancouver Coast and Mountains, Vancouver Woodboat Society, Gulf of Georgia Cannery, London Farm, the Steveston Museum, local Steveston merchants and Steveston residents.

stakeholder perceptions

- Key Findings
 - Define, clarify and focus
 - A clear vision for the site needs to be developed to help drive its positioning, programming and communications to key audiences. What does BHS represent, what does it offer, why should people become involved (stakeholders and visitors) what should audiences take away from it, and how will it fit into the larger community?
 - The need to better define the Britannia Heritage Shipyard also extends to physical elements – site boundaries are vague, it can be hard to find and accessible/ operational parts of the site are not currently obvious.
 - Collaboration is key
 - Generally, many stakeholders acknowledge that “the whole is worth more than the sum of its parts”. Overall, there appears to be much willingness and importance placed on joining forces to collectively market Steveston and its heritage sites (e.g., tradeshows, liaisons, cross-promotions, event participation, etc.). However, key to successful collaboration is consistent and effective communication among stakeholders.
 - Maintaining balance
 - BHS and its surrounding areas reflect a number of contrasts: old historic structures and new developments, nature and man-made structures and historic education and modern recreation. Finding harmony and balance between these contrasting elements will be important in ensuring that BHS’ natural beauty and historic state are both preserved. Short-term priorities must also be balanced with long-term vision to ensure that the site evolves strategically and efforts avoid being near sighted.
 - Broad appeal
 - According to stakeholders, based on the historic and inspirational basis for BHS, key audiences for the site include a diverse set of individuals from school children to special interest groups and event planners. The site has a number of potential offerings that can appeal and connect with people of all ages, interests and backgrounds.
 - Residents frequent the boardwalk and often bring visitors to the Steveston Village and BHS area. This group could potentially represent a natural set of ambassadors for BHS.

See Appendix B: Stakeholder Feedback Summary

other heritage sites

- An assessment of other heritage sites was conducted to investigate their offerings, marketing materials and messaging. Generally:
 - Sites tend to highlight special and unique features, products and distinct characteristics (e.g., carousel, massive wooden building, etc.)
 - Sites currently under development share their vision in their communications (e.g., Northwest Maritime Centre) and those that are now developed acknowledge the supporters and societies behind them (e.g., Battle Harbour Labrador)
 - Many offer a combination of interactive and passive activities
 - Some websites offer photographs, maps, stories and news along with detailed information about programming, hours, etc. Some offer more interactive tools (e.g., virtual tours, maps) than others.

other heritage sites

□ The table below provides a snapshot of the key messaging used by other historic sites

Site	Messaging
London Farm Richmond, BC	There is always something you will see to bring back memories of your own childhood
Gulf of Georgia Cannery Richmond, BC	One of BC's few historically intact canneries Commemorates the history of Canada's West Coast fishing industry from the 1870's to the present
Steveston Museum Richmond, BC	Community museum in the area's first bank building
Burnaby Village Museum Burnaby, BC	Burnaby Museum Village (c. 1925) is a four-hectare (10-acre) open-air museum featuring a village, a farm and a carousel
Buckler's Hard Hampshire, UK	A picturesque 18 th century shipbuilding village on the banks of the Beaulieu River in the heart of the New Forest
Northwest Maritime Center Port Townsend, WA	The Northwest Maritime Center on Port Townsend Bay is about maritime history, boats, and environmental stewardship of Puget Sound
Seattle Center for Wooden Boats Seattle, WA	Seattle's Hands-on Maritime Heritage Museum
Battle Harbour Labrador Labrador, NB	Through the efforts of the Battle Harbour Historic Trust, the village of Battle Harbour is now a living commemoration of the life and society created there by Newfoundlanders and Labradorians during the 18 th , 19 th and 20 th centuries.

See Appendix C: Summary Review of Historic Sites

marketing audit

- A close review of BHS' current product offerings, programs and marketing materials was conducted.
- current vision statement
 - The current vision statement (Business Plan 2000 and Development Plan 2004)
 - "...for Britannia Heritage Shipyard to be a publicly accessible waterfront heritage park and working museum with passive, active and interactive activities, focusing on the local industrial marine heritage. Emphasis is on the west coast wooden commercial fish boat building and repair that was historically based in Steveston; and the cultural mosaic and living conditions of the labour force on the Steveston waterfront."
- public exhibits & buildings
 - Public access to buildings is currently limited to a few selected buildings – public access not always clear
 - Richmond Boat Builders currently used for wooden boat building by Britannia Heritage Shipyard Society – primarily used for work space only and not open to public
 - Publicly accessible buildings display selected boats, equipment, exhibits and stories – exhibit signage/ presentation could use updating
 - No clear location for visitor information or markers for site boundaries – unclear where to go for more information
 - Site hosts a number of unrelated equipment, items and materials – unrelated items distract from the overall look/ feel and significance of site
 - Development plans approved by Richmond City Council to enhance site and incorporate 5 new buildings – not widely communicated
- programs & events
 - The Britannia Heritage Shipyard currently offers a series of programs and hosts a number of community events and activities. Participation in birthday parties and community events is strong (e.g., Concert on the Docks, Island City by Bike, etc.).
 - However, there is the potential to further drive visitation and increase participation in the site's programs. Community attendance at these events should be leveraged to generate further positive awareness and education about the Britannia Heritage Shipyard as a historic site that goes beyond an event location.

marketing audit

- marketing materials, tools & reach
 - A series of basic marketing materials are being used to promote the site, its programs and events and act as a source of information for visitors to the site (e.g., walking tour pamphlet, BHS Society Newsletter, brief mentions in "Richmond Trails", "Steveston Walking Guide Tour", "Steveston Historic Fishing Village", "Richmond Visitor's Guide", etc.)
 - Materials are generally casual, basic quality with limited use of colour and imagery
 - Reach is limited to onsite postings/ distribution, distribution through selected local businesses and exposure on various websites
 - Messaging is inconsistent across media (e.g., description of BHS, use of site name varies, links to BHS on other sites often go to general City of Richmond site and not directly to BHS information or page, inconsistent naming of buildings/ signs, etc.)
 - While some intriguing/ interesting stories and messages about BHS exist (BHS Society webpage/ newsletter), content could be elevated to achieve a higher profile to more openly share these messages about BHS with the general public (e.g., through marketing materials, events, etc.)
 - Interpretive signage is located throughout the site describing points of interest and specific buildings. However, the use of fishing/ boatbuilding industry "speak" can make it challenging for general audiences to understand and interpret
 - Murakami House bulletin board notices are hidden/ covered (across from restrooms) and not easily visible
 - No coordinated or integrated marketing strategy guiding the communication and distribution of materials

SWOT Analysis

strengths

- Federally designated historic site
- Authenticity and preserved state of site
- Diverse and multi-cultural history
- Range of people, cultural & industrial stories to tell
- Remains true to wooden boat building (e.g., boats being restored)
- Size of site, unique "collection" of buildings
- Natural and scenic location on waterfront
- Broad appeal
- Actively hosts community events/ activities
- Available parking & walk-by traffic
- Britannia Heritage Shipyard Society support
- Enthusiasm of staff and current volunteers
- Award winning Murakami house
- Existing programs successful with potential for increased attendance
- Residents already bringing friends and family to visit BHS

opportunities

- Proximity to Steveston Village, other heritage sites and YVR
- Collaboration with area heritage sites for cross-promotion
- Continued developments and growth in Steveston
- Leverage assistance from Destination Marketing Organizations (DMO)
- Heightened profile of Vancouver area leading up to and beyond 2010 Olympics
- Increase in demand for cultural and heritage products and experiential based tourism
- Approved Destination Status for Chinese visitors
- International student market and their connection to visiting family and friends from overseas
- Government funding for tourism programs and industry growth
- Richmond growth (e.g., YVR, Olympic and residential development)

weaknesses

- Key messages about BHS, what it is about, what it has to offer, and why people should visit are unclear
- Development of site incomplete
- Public access to various areas is unclear
- No access to waterfront and limited access to docks
- Limited public disclosure of development plans
- Distinction between public exhibits and "work in progress" unclear
- Signage for visitor orientation (information centre, reception) unclear
- Somewhat hidden location
- Limited marketing and communications initiatives
- Limited resources (staff, financial and volunteer)
- Distance from Steveston Village and other heritage sites with limited/ no transportation between sites
- Potential confusion and lack of distinction between Britannia Heritage Shipyard Society and Britannia Heritage Shipyard (the site)

threats

- Competing high profile tourist destinations/ activities and entertainment within Richmond and Lower Mainland
- Growth and new developments in Steveston
- Declining visitation from US travelers and rising Canadian dollar
- Seasonality limits outdoor activities
- No plans for tram connecting Steveston heritage sites
- Limited visitor accommodations in Steveston
- Community attitudes towards visitors, increased traffic, buses, etc.
- Decision making power of local government/ council

marketing plan priorities

- The following are important considerations in the development of the BHS marketing plan:
 - retaining the site's original vision while devising a creative and effective way to market BHS
 - aligning and prioritizing marketing activities in conjunction with the site's development plan
 - balancing the "old" and "new" yet maintaining authenticity
 - maximizing return on marketing investment dollars due to limited resources
 - collaborating with key stakeholders for successful implementation of plan
 - leveraging and evaluating all potential marketing opportunities

critical success factors

- The following are important considerations in the successful execution of the BHS marketing plan:
 - appointment of human resources (whether staff, volunteer or contracted) to oversee and manage the marketing plan
 - allocation of monetary resources to support the plan's execution
 - continued development of the site and an increase in product offerings (e.g., combination of passive, active and interactive)
 - continued support from government at all levels
 - Shared vision among all those involved in marketing BHS

marketing roadmap

marketing objectives

- A key component to an effective marketing and communications plan is the core set of objectives which drives all activities. All marketing activities must support the overall objectives and goals of the site. Based on our understanding of BHS priorities and the context in which it operates, Mitchell James has defined the following marketing objectives that will guide both short and long-term strategies:
 - Generate positive awareness of Britannia Heritage Shipyard
 - Build the BHS brand and uniquely position the site in the market
 - Increase visitation among repeat visitors and attract first-time visitors
 - Increase participation in programs and activities
 - Increase revenues year over year

key markets & target audiences

- Based on an analysis of the industry, market, key strengths and opportunities, a number of target audiences have been identified as important for BHS.
 - Primary target audiences are those who BHS and its communications are trying to reach and influence
 - Secondary target audiences are those that have influence over the primary target audience

	Year 1	Year 2*	Year 3*
Primary Audiences	<ul style="list-style-type: none"> ▪ Local & Regional Visitors - Schools and Educators - Community Residents, their family and friends (Steveston, Richmond) - Visiting Family and Friends - Local Special Interest Groups - Boat Building Community - Event and Festival Attendees 	<ul style="list-style-type: none"> ▪ Local & Regional Visitors (cont'd) - Lower Mainland Residents - International Students, their families - Day trippers 	<ul style="list-style-type: none"> ▪ Regional, national and international visitors - Independent visitors - Day trippers - Tour package purchasers
Secondary Audiences	<ul style="list-style-type: none"> ▪ Community/ Site Partners ▪ Merchants and Businesses ▪ Local and Regional Media ▪ Film Crews (scouts, film commission) ▪ Volunteers ▪ Government stakeholders 	<ul style="list-style-type: none"> ▪ Local event organizers/planners ▪ Hobbyists (e.g., artists, bird watchers, photographers) ▪ YVR 	<ul style="list-style-type: none"> ▪ Regional event organizers/ planners ▪ Hotel (staff and concierges) ▪ Tour Operators ▪ DMOs ▪ Travel Media ▪ Travel/trade agencies

* New audiences to be ADDED each year

the BHS brand: unique selling proposition

- BHS' unique selling proposition is what makes it unique from other sites and attractions. Based on the analysis of the current situation, four features make up BHS' unique selling proposition: 1) Scenic Location 2) Authenticity 3) Cultural Mosaic and 4) Marine Heritage:

- Scenic Location
 - Juxtaposition on the water
 - Natural setting
 - Harmony
 - Balance
 - Beauty
 - Tranquility
 - Contrast of old and new

- Authenticity
 - Clustering of buildings
 - Rare example
 - Artifacts
 - Preserved in time

- Cultural Mosaic
 - Diverse
 - Stories
 - People
 - Lives

- Marine Heritage
 - Industrial
 - Wooden boatbuilding
 - Fishing (Steveston)
 - Craftsmanship
 - Canneries
 - Net lofts

the BHS brand: brand objectives

- Brand objectives outline what we want visitors to think, believe and say about BHS.

		In 2006/ 2007 ...	In 2010...
What we want our visitors to THINK:	Britannia Heritage Shipyard is...	Britannia Heritage Shipyard is... "an authentic journey through time, reminiscent of maritime history, diverse people and their lives..."	Britannia Heritage Shipyard is... "an authentic journey through time, reminiscent of maritime history, diverse people and their lives..."
What we want our visitors to BELIEVE:	Britannia Heritage Shipyard is...	Britannia Heritage Shipyard is... "a rare example of history" "an important part of Steveston and Canada" "on its way to achieving an exciting vision that will provide me with more to learn and experience in a few years"	Britannia Heritage Shipyard is... "a must see when visiting Vancouver, British Columbia and is worth a day trip to go out and experience" "one of the only places where I can experience something like it" "an important landmark in the community and part of lasting history"
What we want our visitors to SAY:		"I want to get involved and contribute to the site's development" "I want to come back and see the site's development along the way and can't wait to see the realized vision" "I will continue to bring others to BHS to share in the experience"	"I'm happy with the experience I had a BHS" "I want to visit BHS again" "I will go and tell others that they must visit BHS"

the BHS brand: brand promise & characteristics

- A brand promise is the promise made by BHS to all target audiences
 - BHS brand promise:

BHS provides experiences that engage, commemorate and inspire

- Brand characteristics encompass all that the BHS brand stands for and collectively, these elements set BHS apart from other sites or attractions in the community and region.

Harmony	Cultural	Juxtaposition
Balance	Stories	Multi-cultural
Authentic	Beauty	Historic
Nature	Peaceful	<i>Real</i>
History	Shipbuilding	<i>Timeless</i>
<i>Inspiring</i>	Contrast	Tranquil
People	Diverse	Lives
Canadian	Lasting	Fishing
Generations	Vibrant	Relevant

- *Real*: BHS prides itself in offering authentic experiences and telling stories that are a true reflection of the past
- *Diverse*: BHS depicts the diverse heritage and culture of the various people who once lived and worked here
- *Timeless*: BHS shares stories about the past and its ongoing shipbuilding activities play an integral role in its lasting existence
- *Inspiring*: BHS strives to offer experiences that connect and captivate the community and its visitors

the BHS brand: positioning statement

- An overarching positioning statement quickly and effectively communicates to all target audiences who BHS is, what it offers and what makes it unique – all in a very concise format for maximum impact. This positioning statement should be used in all key marketing communications to set the stage and introduce BHS by immediately identifying all of its brand characteristics while reflecting BHS’ key strengths.

- Recommended positioning statement:

The Britannia Heritage Shipyard is a journey through time and a discovery of the people, cultures and industry that contributed to maritime history along the Fraser River
(local, regional and national audiences)

The Britannia Heritage Shipyard is a journey through time and a discovery of the people, cultures and industry that contributed to maritime history along the west coast of Canada
(international audiences)

the BHS brand: key messages

- In alignment with BHS' brand characteristics and positioning statement, a number of key messages should be highlighted. It is recommended that BHS focus on key messages relating to the following:
 - BHS Positioning Statement
 - "The Britannia Heritage Shipyard is a journey through time and a discovery of the people and cultures that contributed to maritime history along the Fraser River"
 - The Britannia Shipyard Story
 - History behind the site and stories of the people and industry – what it was
 - BHS today and beyond – what is and will be (vision)
 - Generations of family/ cultures that contributed to BHS
 - Unique Characteristics
 - Rare surviving example of wooden boatbuilding/ maritime industry from the early 1900's
 - Collection of buildings reflecting community that once thrived on fishing/ boatbuilding industry (boatyards, cannery, residences, etc.)
 - Stories of the various cultures that once lived and worked here
 - Authenticity of remaining buildings and exhibits
 - Ongoing wooden boatbuilding activity today (including history/ stories behind the activity and vessels)
 - Features and Benefits
 - Features: Exhibits, programs, activities, events, location by water, featured vessels under restoration/ on exhibit, boat building, boardwalk, route to Steveston, 8 acres, collection of buildings, recreational area and park
 - Benefits: Learn, interact, experience, entertain, relax
 - Development Plan
 - Vision for development
 - Progress, successes and milestones
 - Partners & Affiliates
 - Other historic sites
 - BHS Society

the BHS brand: key messages

- key messages (cont'd)
 - Hours of Operation
 - Open/ close
 - Seasons
 - Holidays
 - Seasonal
 - Access to specific exhibits/ buildings
 - Tour times
 - Description of tours
 - Times and availability
 - Arrangements
 - Location & Facilities
 - Map and directions
 - E.g., Wheelchair accessibility, any family-oriented/ baby change rooms, boat building facilities/ equipment, etc.
 - Prices for Admission
 - Pricing for programs, events, activities
 - Any special pricing for groups, students, seniors, family (or "call for more information about...")
 - Special Events Calendar
 - Upcoming events calendar – dates, descriptions, prices, hours, contact information
 - News
 - What's going on at BHS?
 - Upcoming events, success stories, testimonials, films, development progress, etc.
 - Contact Information
 - Contact names for programs, events, activities, volunteers, exhibit, etc. (if more than one contact)
 - Phone, fax, e-mail, mailing address
 - Website

the BHS brand: key messages

- key messages (cont'd)
 - Accolades
 - Awards, recognition and designation
 - Volunteer Program
 - Description of how individuals can volunteer at BHS (e.g., students, residents, etc.)
 - Programs, how to get involved, who to contact
 - Benefits of volunteering
 - Volunteer recognition
 - Facility Rental
 - Any available facilities for rental/ event bookings
 - Description of facilities and potential usage
 - Contact information and rates
 - More about BHS
 - Resources, links, books, movies for more information about BHS and the history, stories behind it
 - For educators, special interest groups or anyone wanting more information about BHS
 - Customized messages should be considered for specific audiences to enhance BHS' relevance and to engage specific audience interests. Some suggestions on customized messaging for specific audiences include:
 - School Groups and Educators (e.g., hands-on, interactive, educational, custom programs, volunteer opportunities, etc.)
 - Special Interest Groups (e.g., custom tours, relevance of BHS beyond maritime heritage, opportunities to collaborate, etc.)
 - Boatbuilding Community (e.g., BHS wooden boatbuilding history, boatbuilding activities, BHS Society, related events, etc.)
 - Potential Partners (e.g., development efforts/ vision, opportunities to collaborate, BHS relevance to partner, etc)
 - Media (e.g., development efforts/ vision, success stories, unique past/ present stories, BHS as a lasting legacy and rare living symbol of Canadian history, etc.)
 - Volunteers (e.g., volunteer opportunities/ ways to help or get involved, benefits, recognition, etc.)
 - Film Crews (e.g., highlights of past films shot at BHS, suitability of BHS location, facilities, key contacts for filming, etc.)
 - Travel and Tourism Operators (e.g., proximity to Steveston Village/ YVR, facilities including parking, educational and interactive, broad appeal, tour/ itinerary options and pricing, etc.)

strategy overview

- Based on our understanding of the situation, BHS' vision and target audiences, we recommend 12 key strategies for effectively presenting and promoting BHS. The strategies, rationales and their associated activities are outlined in detail on the following pages:
 1. implement branding program across all communications
 2. develop an integrated marketing collateral system
 3. enhance online presence
 4. further develop exhibits and interpretation
 5. expand product and program offerings
 6. build partnerships within the community
 7. develop a fundraising program
 8. expand volunteer program
 9. develop a marketing resource plan
 10. leverage public relations and media opportunities
 11. explore strategic advertising opportunities
 12. develop an evaluation program

strategy overview

What	Why	Who	Where
Brand Management	Establish BHS brand to effectively reflect what BHS represents and consistently highlight unique aspects	All audiences	Applied to all marketing materials and initiatives, and all touch points and interactions with audiences
Marketing Collateral	Increase BHS exposure, awareness and reach; Apply consistent look, feel, and messaging for maximum impact; Cost-effective/ flexible/ direct communication of key messages to target audiences	Primary target audiences (e.g., residents and visitors) and selected secondary audiences	Through recommended distribution channels (e.g., onsite, online, via partners and businesses, direct mail, etc.)
Online Marketing	Emphasize key messages; Provide information and means of interaction/inquiry; Build database of interested parties; Reach international audiences	All audiences	Website, online directories, promotion of website in all marketing materials
Exhibits & Interpretation	Refine existing exhibits and develop standard exhibit presentation to maximize impact; Offer new exhibits to usher in new developments and bring relevance/connection to present day; To interact with and engage visitors	All audiences, primarily visitors	Onsite (indoors and in high traffic areas of park/ boardwalk); Create awareness and notice of new exhibits through marketing materials/posters and website
Products & Programs	Create awareness, interest and anticipation about BHS vision and development plans in short-term; Increase community involvement and awareness year-round; Engage various target audiences and encourage longer stays and richer experiences	Local primary and secondary target audiences in the short term and regional, national and international audiences in the long-term	Onsite communications, through marketing materials distributed within community, online and through Word-of-Mouth
Community Partnerships	Increase exposure and traffic; Broaden reach; Leverage resources of those targeting similar audiences; Continue to improve and innovate offerings through joint initiatives; Generate word-of-mouth	Steveston Heritage Sites, merchants and businesses, special interest groups, cultural and arts organizations, educational institutions	Onsite, locally at events, meetings, networking, in person, through marketing materials and communications

strategy overview

What	Why	Who	Where
Fundraising	Generate additional funds to support site development and ongoing program improvements; Generate awareness and community support (e.g., volunteers, donors/ sponsors)	Local primary and secondary target audiences in short term, national audiences in the long-term	Onsite communications, through marketing materials distributed in community, online, through Word-of-Mouth and local media
Volunteer Management	Support the upkeep and implementation of programs and activities; Build sense of community and means to generate further awareness and word-of-mouth	Local residents, seniors, schools and students, art/ culture institutions, special interest groups, heritage groups (e.g., shipbuilding, crafts, etc.)	Communicate messaging onsite, through marketing materials and online; Within the community; Through Word-of-Mouth
Marketing Resource Plan	Establish centralized plan to coordinate and monitor marketing efforts by identifying a lead coordinator; Plan required resources to carry out strategies and activities on an on-going basis	Staff, volunteers, contractors and other stakeholders (where relevant)	Communicated through designated marketing coordinator to staff, volunteers and stakeholders to ensure common marketing direction and objectives
Public Relations	Generate cost-effective awareness and exposure for BHS; Target key messages to main audiences; Expand geographic reach through various media (e.g., internet, publications, television, etc.)	Local primary and secondary target audiences in short term, national audiences in the long-term	Communication with local media and leveraging DMO resources in the short term; International media and DMO's in the long-term (e.g., press releases, distribution of media kit, coordination, etc.)
Advertising	Increase BHS exposure, awareness and reach; Reach those unaware of BHS; Leverage events to attract visitors from outside Richmond/ Steveston region; Leverage cooperative advertising opportunities	Local primary target audiences in the short term and regional, national and international audiences in the long-term	Through print channels: community newspapers, Lower Mainland newspapers, travel publications, directory listings
Evaluation Program	Establish a framework for the ongoing tracking of achievements; Identify areas for improvement to ensure BHS continues to meet its marketing objectives and audience needs	All audiences	Through staff/ guide encouraged onsite visitor surveys, online feedback forms, stakeholder surveys, interviews and discussion groups

year 1: in context

- Developments
 - Status Quo: assumes current access to buildings and exhibits

- Priorities
 - Focus on "quick wins"
 - Prepare and set up communications for increased distribution and exposure
 - Engage community to share in the site's vision
 - Identify resources to assist in overseeing and implementing the marketing activities

- Priority Audiences
 - Local visitors and residents
 - Steveston community partners
 - Visiting families and friends
 - Program and event participants