



City of Richmond

Report to Committee

To: General Purposes Committee

Date: April 11, 2019

From: Serena Lusk
General Manager, Community Services

File: 11-7000-01/2019-Vol
01

Re: Richmond Museum Development Options

Staff Recommendation

1. That staff be authorized to proceed with planning for Model B: City Museum as detailed in the report titled "Richmond Museum Development Options" dated April 11, 2019 from the General Manager, Community Services; and
2. That staff report back to Council with a Richmond Museum Master Plan for the purposes of public consultation and the next phase of planning.

Serena Lusk
General Manager, Community Services
(604-233-3344)

Att. 3

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER 	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS:
APPROVED BY CAO 	

Staff Report

Origin

As part of the 2016 budget process, Council approved funding and authorized staff to examine various models for a new museum and prepare a Richmond Museum Master Plan (Master Plan).

Phase 1, the subject of this report, evaluates different museum models for Council's consideration. Pending Council direction, staff will proceed with the second phase of planning which will result in the creation of a Master Plan. The Master Plan will provide a more in-depth analysis of exhibit and program interpretive themes, capital and operating costs, funding strategies, governance options, site selection and co-location opportunities.

The development of the Master Plan will be completed in the context of other related Council approved projects and existing referrals including:

- The City Centre Area Plan which identifies the need for a new museum in the City Centre;
- The 2007 Museum and Heritage Strategy which also identified the need for a new, larger museum to engage the public and interpret the Richmond story in an effective manner;
- The upcoming Cultural Precinct Study, approved as part of the 2019 budget process, which will look at long term plans for the existing and future cultural facilities in Minoru Park;
- The February 2019 Council referral to explore opportunities related to a new Chinese Canadian History Museum currently being considered by the Province of British Columbia; and
- The December 2016 approved Phase 2 Major Facilities Plan.

Analysis

Current Context - Richmond Museum

The vision of the Richmond Museum (the Museum) is to “make the history of Richmond relevant, engaging and accessible.” Through its collections, exhibits and programs, the Richmond Museum aims to inspire curiosity about our community's history while exploring Richmond's place in the world. The Richmond Museum collects, documents, researches, preserves, exhibits and interprets objects of historical and cultural significance to the development and history of Richmond.

The current Richmond Museum opened in 1992 within the Richmond Cultural Centre and is 2,325 square feet, including exhibit and office space. There is no dedicated program space. The Museum draws approximately 45,000 visitors annually through its temporary exhibitions, programs and events. Off-site programs, including Doors Open Richmond, attract an additional 15,000 + participants annually. School and public programs are delivered in the exhibition area or in other shared areas of the Cultural Centre. Artefacts are stored offsite in approximately 12,000 square feet of warehouse storage space in four locations.

Current and past temporary exhibits include:

- *Obsessions: Every Collector Has a Story* which highlights local collectors and their collections;
- *Our Journeys Here* which celebrated Canada's 150th anniversary of Confederation by delving into what it means to be Canadian in Richmond today;
- *Leave Your Mark – Wang Duo: Calligrapher for the Ages* which explored calligraphy through exhibits and interactive activities; and
- *Leave Your Mark* which revealed how people from the past helped to create the Richmond we know today.

The City works with the Richmond Museum Society (the Society) to operate the Museum. The Society was incorporated in 1999 with the mandate to “provide advice, expertise, and community input for policy directives for the operation of the Richmond Museum, its collections, exhibitions, programs, and facilities.” The City and the Society maintain a positive and effective working relationship.

Project Background

In June 2007, Council endorsed the *Museum and Heritage Strategy* which identified the need for a new, larger museum to engage the public and interpret the Richmond story in an effective and innovative manner. Also in 2007, a new museum was identified in the Council endorsed *Parks, Recreation and Cultural Services Facilities Strategic Plan*. A *Richmond Museum Feasibility Study* was completed in 2012 which examined the potential for a large, destination museum.

Subsequently, as part of the 2016 budget process, Council approved funding and authorized staff to:

1. Examine various museum options/models;
2. Report back and seek the direction of Council on their preferred option; and
3. Prepare a Master Plan based on the preferred option.

The *Richmond Museum Models Evaluation Study* (Attachment 1) represents the first phase of this work. It provides a community needs and market assessment, evaluation criteria, order-of-magnitude capital and operating costs and details a range of potential options for Council's consideration.

Study Process

Under the guidance of a Steering Committee, extensive research and consultation was conducted to better understand the current delivery and future opportunities for museum and heritage services in Richmond.

Work included:

- A market analysis that included Richmond demographic and tourism industry data (Attachment 1 pages 15-19);
- Visits to and analysis of existing museums and heritage sites to review collections, visitation, and interrelated stories and programs (Attachment 1 pages 20-23);
- Interviews with museum stakeholders to determine how a new museum might relate to and benefit each stakeholder's organization and the museum and heritage network as a whole (Attachment 1 pages 24-26 interview results and page 70 Stakeholder Interviewees); and
- A one-day symposium that engaged a diverse representation of the Richmond community to discuss options for a new museum (Attachment 1 page 69 Symposium Participants).

Based on the initial findings of the above work, and with further review and input from the Steering Committee and the Richmond Museum Society Board of Directors, three museum models were developed; Model A: National Museum, Model B: City Museum and Model C: Community Museum. The models were then reviewed against the defined criteria through a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, with implications and proposed next steps summarized for Council's consideration.

Evaluation Criteria

At the project start-up meeting in January 2017, the Steering Committee discussed and refined the following set of criteria, grouped under three main categories, by which the museum model options would be evaluated:

- *Location-based*
 - Prominent, easily accessible location
- *Audience-based; 'who is it for?'*
 - A gathering place for Richmond's diverse communities to meet, interact, tell their stories and share their cultural traditions
 - Engage diverse Richmond and Lower Mainland audiences (and beyond) long-time residents, recent immigrants, ethnic communities, youth, children
- *Cost-based*
 - Financially feasible to build
 - Financially sustainable annual operations
 - Capable of self-generating revenue to off-set some operating costs
 - Balance of partner or government support
 - Efficiency of administering (staffing, building operations)
 - Appeal to broadest range of funding sources: private philanthropists, all levels of government, corporations, and sponsors

Summary of Options

Options for a new museum are innumerable therefore the following analysis is based on selecting three points on the continuum of possibilities.

Table 1: Proposed Museum Models

Model	Name	Description and Key Attributes
A	National Museum	<i>A national story, rooted in our Richmond experience</i> A regional, national and international destination, rooted in our local natural and cultural history, and expanding through a broader story of international significance – a gathering of peoples where the river meets the sea.
B	City Museum	<i>The Richmond Story, in a community gathering place</i> This City model includes a relocated and expanded museum with a Richmond-focused story, which provides strong connections to all other heritage sites.
C	Community Museum	<i>Sharing local, community stories</i> An interpretive hub, sharing local community stories, and inviting visits to other sites throughout Richmond.
<i>Each Museum model above includes the provision for:</i>		
	Strengthened Network of Heritage Sites	<i>Get out and explore!</i> The new Museum, at the centre of an enhanced network of sites, linked by a significant online presence and thematic orientation kiosks at each satellite location. The network encourages visitation to other heritage and contemporary sites and provides a consistent thread between all.

The defining characteristics, order of magnitude financial impact, and relative strengths of each option are detailed in the table below.

Table 2: Quantitative Museum Models Analysis

	Model A: National Museum	Model B: City Museum	Model C: Community Museum
Museum Size	Approximately 60,000 sq.ft.	Approximately 20,000 sq.ft	Approximately 8-10,000 sq.ft.
Strengthened Network of Sites	Additional stories and sites; upgraded and integrated interpretation; web, graphic and seasonal transport methods to encourage visitation.		
MUSEUM LOCATION			
	Must be located in a prominent and easily accessible location, preferably in a cultural / tourism precinct adjacent to other visitor amenities.	Should be located in a prominent and easily accessible location.	Existing museum location or comparable, central location.
CAPITAL COSTS			
Building & Exhibits/Programs ** See note re: cost escalation in the construction industry	\$53,020,000 (2018)	\$17,930,000 (2018)	\$3,400,000 (2018)
Museum Network ** See note re: cost escalation in the construction industry	\$3,500,000 (2018)	\$3,500,000 (2018)	\$3,500,000 (2018)
Funding Eligibility and Potential Partnerships	Municipal funding, private partners and Provincial and Federal Governments. Possibility of private sector cost sharing.	Municipal funding, private partners and Provincial and Federal Governments. Possibility of private sector cost sharing.*	Municipal plus possible local partnerships with suppliers / service providers.
MARKET DEMOGRAPHICS			
Audience Origins: Richmond Metro Vancouver Elsewhere	30% 20% 50%	50% 25% 25%	45% 20% 35%
Audience Appeal to underserved segments	Offers the best opportunity to service recent immigrants and youth.	Offers a good opportunity to service recent immigrants and youth.	Modest opportunities exist to service recent immigrants and youth.
Annual Attendance	195,000	80,000*	45,000*
FINANCIAL OPERATIONS			
Revenue Proportions:	Approximately one-third of revenues self-generated.	Revenues heavily dependent on municipal government.	Revenues heavily dependent on municipal government.
Self-Generated	30%	15%	5%
Government	60%	80%	90%
Private	10%	5%	5%
Additional Operational Expenses (Over current cost)	\$3,575,000	\$1,485,000	\$850,000

* These items have been adjusted from Att.1 - *Richmond Museum Models Evaluation Study* based on current data found in Att. 2 – *Richmond Museum Models Evaluation Study Addendum*.

** Recent cost escalation in the construction industry throughout the Lower Mainland indicates that escalation should be anticipated in future planning. See Att. 2 - *Richmond Museum Models Evaluation Study Addendum*.

An analysis of the options based on the evaluation criteria, community feedback and current museum best practices is found in the table below.

Table 3: Qualitative Museum Models Analysis

Criteria	Option Analysis
Location	
Prominent, easily accessible location	<p>All models are recommended to be sited in a prominent, easily accessible location.</p> <p>Due to their smaller footprint, a City Museum or a Community Museum may be better suited as a community amenity space contribution through a future development opportunity in central Richmond.</p> <p>In order to attract larger audiences, including tourists, a National Museum would benefit the most from being located in a cultural precinct adjacent to other visitor amenities and good public transportation access.</p>
Audience	
A gathering place for Richmond's diverse communities to meet, interact, tell their stories and share their cultural traditions	<p>While all models are able to provide a gathering place, a City Museum offers more opportunities for Richmond's diverse communities to meet, interact, tell their stories and share their cultural traditions than a Community Museum.</p> <p>Due to a projected larger percentage of visitors from outside Richmond, a National Museum could feel more like a tourist attraction as opposed to a gathering place for local residents.</p> <p>A robust City Museum offers excellent potential to find a balance between serving the needs of local residents and providing engaging exhibits for tourists.</p>
Engage diverse Richmond and Lower Mainland audiences (and beyond), long-time residents, recent immigrants, ethnic communities, youth and children	<p>The City of Richmond has been growing steadily and is predicted to continue to grow. This population growth will include growth in school aged children and seniors – two groups that traditionally patronize museums.</p> <p>Additionally, Richmond is home to a wide variety of amenities that cater to tourists. In 2017, 8 million people visited Richmond (an 8.2% increase from 2015) spending an estimated 1.8 billion dollars in the City (a 22.7% increase from 2015). The completion of the Canada Line and the successful hosting of the 2010 Olympic Games brought Richmond onto the world stage and has contributed to moving Richmond from a gateway to a destination in its own right.</p> <p>A robust City Museum would broaden the range of facilities of interest to visitors from outside of Richmond, thereby encouraging visitation and length of stay, but to a lesser extent than a National Museum.</p>
Cost	
Financially feasible to build	<p>While a Community Museum could be delivered at the lowest total capital cost, it is also the least likely to attract funding from other levels of government and through private philanthropy.</p> <p>Although the total capital cost of a City Museum is higher than that of a Community Museum it is more likely to attract funding support from other levels of government and through private philanthropy.</p> <p>A National Museum, while likely able to attract outside funding support from a variety of sources, is also the highest capital cost.</p>

<p>Financially sustainable annual operations</p> <ul style="list-style-type: none"> • Capable of self-generating revenue to off-set operating costs • Balance of partner or government support • Efficiency of administering (staffing, building operations) 	<p>A Community Museum offers the lowest total operating cost, but also presents the fewest opportunities to generate revenue through sponsorship, memberships, programs and private philanthropy.</p> <p>A robust City Museum is better able to generate revenue through these sources due to higher visitation, increased profile and more programming space.</p> <p>While a National Museum offers the best opportunities for self-generated revenue, as a result of higher operating costs it is likely to incur the most financial risk and require the greatest operating subsidy from the City.</p> <p>Recent data in the museum sector also indicates that while hosting large-scale touring blockbuster exhibits can temporarily boost visitation, due to their high costs they should not be considered as the basis of a sustainable operating plan or as a means to generate surplus revenue.</p>
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Community Feedback (to date)	
<p>In February 2017, the Richmond Museum Society further defined the attributes of a successful Richmond Museum. These attributes include: celebrate the river/island community, sustainable and green, a museum centre for the community, engage youth, present history, stories and progression of all cultures, multi-faceted (history, arts, culture, performance), diversity of experience, a "go-to" resource and part of a network of museums.</p>	<p>In a letter to the City dated April 11, 2019, the Richmond Museum Society indicated their support for "a robust version of Model B, the City Museum" (Attachment 3) as it is able to fulfill their vision for a successful museum.</p>
<p>Numerous individual and group stakeholder interviews were conducted in 2017. (See Attachment 1 Page 70 for a complete list of interviewees).</p> <p>Additionally, a March 2017 Stakeholder Symposium "The Future of History in Richmond" invited members of the community and City staff to meet and explore the pros and cons of different options for a new Richmond Museum. (See Attachment 1 page 69 for a list of Symposium Participants).</p>	<p>Common themes that emerged from the interviews and these sessions included:</p> <ol style="list-style-type: none"> 1. A strong heritage district in Steveston and a major attraction in the rest of Richmond that invites tourists from around the world. 2. Connecting to current and future Richmond communities (new immigrants, children and youth, community gathering space). 3. Exhibits and programs include surprising, missing and currently under-told stories. Museum should tie together existing City museums and heritage sites. 4. Importance of partnerships, networks and collaboration. <p>In a ranking exercise, Stakeholder Symposium participants ranked a National Museum highest, a City Museum second and a Community Museum third.</p>

Best Practices and International Trends	
<p>Today's best museums:</p> <ul style="list-style-type: none"> • strive to engage participants rather than just hosting passive observers. They are people-focused; • have an increased focus on flexibility, storytelling and innovative uses of technology; and • are places to explore current social issues including sustainability, identity, community engagement, social responsibility, urban issues, immigration, indigenous issues. <p>While artefact collections remain an important component of a museum's operations, there are many opportunities to use these artefacts as the foundation for museums to become a larger community resource.</p>	<p>While best practices and international trends can be applied in a museum of any size, the City Museum and the National Museum offer greater opportunities for exhibiting the City's artefact collection and telling the story of Richmond in innovative and engaging ways.</p>

Recommendation

A robust City Museum offers the best opportunity to provide a gathering space where Richmond's diverse communities can meet, interact, tell their stories and share their cultural traditions while offering high quality exhibits and programs that will appeal to visitors from outside the city as well. There is good potential for it to be located in central Richmond, with capital costs offset through a development opportunity and both capital and operating costs to be offset through funding from other levels of government, philanthropy, sponsorship and programming. Initial community feedback and current best practices also support this direction for a new Richmond Museum.

Staff recommend proceeding with the next phase of planning for Model B: City Museum. A centrally located Richmond Museum with substantial exhibits and robust, diverse programming, in connection with Richmond's existing network of museums and heritage sites, will meet the needs of the community today and into the future.

Next Steps

Pending Council approval, staff will begin the next phase of planning for a City Museum in collaboration with the Richmond Museum Society. The second phase of planning will result in the creation of a Richmond Museum Master Plan which will include:

- a **business plan** that would provide a more in-depth analysis of capital and operating costs, governance options, site selection and co-location opportunities;
- a **funding strategy** that will identify potential sources of funding that could reasonably be expected from other levels of government, possible partners, private business and philanthropy; and

- an **architectural and experiential** concept including compelling sketches and reference images that will be suitable for generating financial and community support and for public consultation purposes.

It is proposed that at this stage, staff engage in a broader public consultation to test the concept for a new Richmond Museum more broadly in the community. Necessary adjustments to the conceptual materials will be made, and a project team suitable to the concept implementation will be established to oversee the implementation of the Master Plan.

On December 12, 2016 Council endorsed five priority major facility projects for 2016-2026 as presented in the report “Richmond Major Facilities Projects.” These projects include City Centre Community Centre North, Steveston Community Centre and Branch Library, Lawn Bowling Club House, Britannia Shipyards National Historic Site and Phoenix Net Loft and the Richmond Animal Shelter.

It is proposed that a new Richmond Museum be considered should a developer-funded opportunity arise within this time frame, or for the next phase of major facility planning.

Financial Impact

Funding was approved as part of the 2016 one-time additional expenditures process for the Richmond Museum Master Plan development.

Conclusion

Richmond is a city that proudly celebrates its past, present and future. An enhanced museum in central Richmond will foster a greater awareness of the community’s rich history, and increase civic pride and community connections.



Marie Fenwick
Manager, Museum and Heritage Services
(604-247-8330)

- Att. 1: Richmond Museum Models Evaluation Study
2: Richmond Museum Models Evaluation Study Addendum
3: Richmond Museum Society Letter of Support



Richmond Museum Models Evaluation Study

April 2018



doug munday design

with
Economic Planning Group
Phil Aldrich Consulting Inc.
Catherine C. Cole & Associates

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1.0 Executive Summary

Purpose

The purpose of this study is to identify and analyze the feasibility of several different museum models for a future City Museum for Richmond.

The current Richmond Museum was opened in 1992 within the Richmond Library/Cultural Centre and is 2,325 square feet, including exhibit space and offices. The loading bay is shared with other facilities in the building, primarily the Richmond Art Gallery. There is no designated program room; programs are either run in the exhibition area or in other shared areas of the Cultural Centre. The Museum also has approximately 6,000 square feet of offsite artefact warehouse storage space.

In June 2007, Richmond City Council endorsed the Richmond Museum and Heritage Strategy, which identified the need for a new, larger museum to engage the public and interpret the Richmond Story in an effective and innovative manner. The strategy recommended that the museum be the hub of a network of satellite museums, historic sites and heritage areas.

In 2013, a Museum Feasibility Study was conducted recommending a large destination museum. This Feasibility Study showed that the concept of a larger museum with an exciting visitor experience would be financially and operationally feasible. This, in part, is predicated on a museum that is large enough to host major touring exhibitions, and is centrally located in Richmond and close to transit. The study stated that a museum of 60-75,000 square feet would be required to act as an attraction for residents and visitors, and to generate earned revenue to contribute to operating costs.

Subsequently City Council has requested an analysis of new, innovative models for delivering museum services.

Scope of this study:

- Gauge interest and priorities of Richmond's diverse communities for museums, their services and stories
- Sketch a range of potential models that make sense for Richmond
- Provide location criteria, order-of-magnitude capital and operational implications, and clear evaluation criteria, to inform City Council's decision on a direction for a new Richmond Museum

Museum Models Evaluation Criteria

At the project startup meeting in January 2017, the Steering Committee discussed and refined the following set of criteria by which the developed museum model options would be evaluated.

Location-based:

- **Prominent, easily accessible location**

Audience-based; 'who is it for?'

- **A gathering place for Richmond's diverse communities** to meet, interact, tell their stories and share their cultural traditions
- **Engage diverse Richmond and Lower Mainland audiences (and beyond):** longtime residents, recent immigrants, ethnic communities, youth....

Cost-based:

- **Financially feasible to build**
- **Financially sustainable annual operations**
 - Capable of self-generating revenue to off-set operating costs
 - Balance of partner or government support
 - Efficiency of administering (staffing, building operations)
- **Appeal to broadest range of funding sources:** private philanthropists, all levels of government, corporations, sponsors

Proposed Museum Models

Model	Name	Description and Key Attributes
A	A National Museum	<p><i>A national story, rooted in our Richmond experience</i></p> <p>A regional, national and international destination, rooted in our local natural and cultural history, and expanding through a broader story of international significance – a gathering of peoples where the river meets the sea.</p>
B	A City Museum	<p><i>The Richmond Story, in a community gathering place</i></p> <p>This City model includes a relocated and expanded museum with a Richmond-focused story, which provides strong connections to all other heritage sites.</p>
C	A Community Museum	<p><i>Sharing local, community stories</i></p> <p>An interpretive hub, sharing local community stories, and inviting visits to other sites throughout Richmond.</p>
<hr/>		
<i>Each Museum model above includes the provision for:</i>		
	A Strengthened Network of Heritage Sites	<p><i>Get out and explore!</i></p> <p>The new Museum, at the centre of an enhanced network of sites, linked by a significant online presence and thematic orientation kiosks at each satellite location. The network adds missing or under-told parts of Richmond's stories, encourages visitation to other heritage and contemporary sites, and provides a consistent thread between all.</p>
<hr/>		

Summary of Options

	Model A: A National Museum	Model B: A City Museum	Model C: A Community Museum
Museum Size	Approximately 60,000 sq.ft.	Approximately 20,000 sq.ft.	Existing facility or equivalent ('enhanced status quo'), approximately 8-10,000 sq.ft.
Strengthened Network of Sites	Additional stories and sites; upgraded and integrated interpretation; web, graphic and seasonal transport methods to encourage visitation.		
MUSEUM LOCATION			
	Must be located in a prominent and easily accessible location, preferably in a cultural / tourism precinct adjacent to other visitor amenities.	Should be located in a prominent and easily accessible location..	Existing museum or comparable, central location.
CAPITAL COSTS			
Building & Exhibits/Programs			
Museum	\$53,020,000	\$17,930,000	\$3,400,000
Network	\$3,500,000	\$3,500,000	\$3,500,000
Total	\$56,520,000	\$21,430,000	\$6,900,000
Funding Eligibility and Potential Partnerships	Municipal funding, private partners at local and national level, plus Provincial and Federal Gov'ts (for capital). Possibility of private sector cost sharing.	Municipal funding, private partners and Provincial Government (for projects). Possibility of private sector cost sharing.	Municipal plus possible local partnerships with suppliers / service providers.
MARKET DEMOGRAPHICS			
Audience Origins:			
Richmond	30%	50%	45%
Metro Vancouver	20%	25%	20%
Elsewhere	50%	25%	35%
Audience Appeal to underserved segments	Offers the best opportunity to service recent immigrants & youth.	Offers a good opportunity to service recent immigrants and youth.	Modest opportunities exist to service recent immigrants & youth.
Annual Attendance (Museum only)	195,000	55,000	30,000
FINANCIAL OPERATIONS			
Revenue Proportions:	Approximately one-third of revenues self-generated.	Revenues heavily dependent on municipal government.	Revenues heavily dependent on municipal government.
Self-Generated	30%	15%	5%
Government	60%	80%	90%
Private	10%	5%	5%
Expense Proportions:	Significant increase in all operating departments.	Approximate doubling of staff costs.	Expenses increase for staff coordination and additional sites
Staff	55%	65%	62%
Administration	15%	18%	17%
Building Related	10%	7%	8%
Programming	20%	10%	13%
Additional Operational Expenses (Museum only, over current cost)	\$3,575,000	\$1,485,000	\$850,000

Strengths, Weaknesses, Opportunities, Threats

Ranked against the evaluation criteria, Model A (and to a lesser extent B) offers the greatest potential strengths, providing a gathering place for community, and appealing to both diverse audiences and diverse funding sources. Model A is also likely to incur the most risks (threats), however, due to its higher capital and operating costs.

Model C presents the lowest risks, due to its lesser capital and operating investment, but will perform less strongly in justifying a major, prominent location, and attracting diverse communities and investors.

Model B presents a middle ground, with modest strength against the evaluation criteria, and more modest risk.

Further details may be found in the SWOT table in section 6.1.

Next Steps

The three options presented here provide clear distinctions in how Richmond may engage its citizens and other audiences in its story; each option has different financial implications for the City. At the more modest scale, it is clear that Richmond will have to carry most of the financial burden for raising both capital and operational funding. At the grander scale with a national story to tell, other sources of funding should be considered for contributions. Assessing this potential will help City Council determine its appetite for proceeding with one option over another. A series of next steps will help City Council come to a commitment on direction are proposed:

1. Present the results of this study to Council and receive direction about which of the three options has the highest comfort level. It is possible that a hybrid alternative may arise from these discussions as a result of gaining insight into the City's priorities.
2. Develop the preferred direction with sufficient detail for the completion of a **Business Plan** that would provide a more detailed picture of the capital and operational cost implications, site selection, and governance model for the project.
3. Complete a **Fundraising Strategy** that would identify potential sources and proportions of funding that could be reasonably expected from the three levels of government, possible partners, private philanthropy and business. This study would thus assess potential financial backing for the project, and would provide a strategic approach for soliciting support.
4. Based on findings above, develop the preferred option into an architectural and experiential **Concept** suitable for solicitation of both financial and community support.
5. Undertake a **public consultation** to acquire feedback from the community. Make any adjustments to the conceptual materials to incorporate any important and widely supported suggestions.
6. Build a project team modeled on the suggested form for funding, governance and operations, and commission a **Museum Master Plan**.

2.0 Intro and Study Background

2.1 Background and Purpose of this Study

From Richmond Museum Models Evaluation Study, Request for Proposals, November 2016:

The purpose of this project is to identify and analyze the feasibility of three or four different museum models for a future City Museum. These include, but are not limited to, a community museum, a destination museum, a series of specialized museums and any other model of museum that would be appropriate and sustainable for the City of Richmond. Museum models proposed may be centralized or decentralized.

The current Richmond Museum was opened in 1992 within the Richmond Library/Cultural Centre and is 2,325 square feet, which includes exhibit space and offices. The loading bay is shared with other facilities in the building, primarily the Art Gallery. There is no designated program room; programs are either run in the exhibition area or in other shared areas of the Cultural Centre. The Museum also has approximately 6,000 square feet of offsite artefact warehouse storage space spread over a number of sites.

In June 2007, Council endorsed the Museum and Heritage Strategy, which identified the need for a new, larger museum to engage the public and interpret the Richmond Story in an effective and innovative manner. The strategy recommended that the museum be the hub of a network of satellite museums, historic sites and heritage areas.

In 2013, a Museum Feasibility Study was conducted recommending a large destination museum. The Feasibility Study showed that the concept of a larger museum with an exciting visitor experience could be financially and operationally feasible. This, in part, is predicated on a museum that is large enough to host large, touring exhibitions, and is centrally located in Richmond and close to transit. The study stated that a museum of 60-75,000 square feet would be required to act as an attraction for residents and visitors and generate earned revenue to contribute to operating costs.

Subsequently City Council has requested a new museum strategy including an analysis of new, innovative models for delivering museum services.

The objective of the project is to evaluate different museum models including size, design, location, operational structure, and staffing. The consultant will also conduct a market analysis and establish community needs for museum services in Richmond considering current and projected demographics. The final report will include projected operational and capital budgets.

2.2 Study Process

Research and background

Interviews with City and Museum Stakeholders were undertaken to understand the current delivery of Heritage Services throughout Richmond, review strengths and limitations of the proposed models in the 2012 Museum Feasibility Study, and determine how a new museum model might benefit and relate to each Stakeholder's organization and the network as a whole (see the Appendix for a detailed list of participants).

Existing heritage sites throughout Richmond were visited to review collections, visitation, and interrelated stories and programs.

A market analysis was built upon data in the 2012 Study to update Richmond demographic data, and visitation at Richmond and other Lower Mainland sites.

Stakeholder symposium: 'The Future of History in Richmond'

A one-day symposium was held in March 2017, engaging a diverse representation of the Richmond community to discuss the pros and cons of several viable options for a new museum. The outcome of the Symposium was a prioritization of these options, which could then be further developed and tested for cost and operational implications, and evaluated against the established criteria.

Develop and evaluate model options

With the review and input of the Steering Committee and the Museum Society Board, the three museum models were further developed regarding their relative size, visitor services and experiences offered, projected visitation, relation to the overall network of Richmond heritage sites, and order-of-magnitude capital and operational costs (based on the more extensive calculations and projections made in the 2012 Study). The models were then reviewed against the defined criteria through a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, with implications and proposed next steps summarized for City Council's consideration and decision.

2.3 Model Evaluation Criteria

At the project startup meeting in January 2017, the Steering Committee discussed and refined the following set of criteria by which the developed museum model options would be evaluated, grouped under three main categories.

Location-based:

- **Prominent, easily accessible location**

Audience-based; 'who is it for?'

- **A gathering place for Richmond's diverse communities** to meet, interact, tell their stories and share their cultural traditions
- **Engage diverse Richmond and Lower Mainland audiences (and beyond):** longtime residents, recent immigrants, ethnic communities, youth....

Cost-based:

- **Financially feasible to build**
- **Financially sustainable annual operations**
 - Capable of self-generating revenue to off-set operating costs
 - Balance of partner or government support
 - Efficiency of administering (staffing, building operations)
- **Appeal to broadest range of funding sources:** private philanthropists, all levels of government, corporations, sponsors

In February 2017, the Museum Society Board further defined several attributes of 'A successful museum for today's Richmond':

- Celebrate the river / an island city
- Sustainable and green
- A Museum Centre for the community
- Engage youth
- Present history, stories, progression of all cultures
- Multi-faceted: history, arts, culture, performance
- Diversity of experiences
- Food: 'attraction for the senses'
- Museums and Archives – a 'go to resource'
- A network of museums
- Scale: building a museum for the city 20–30–40 years in the future

2.4 International Trends in City Museums

Summarized from the March, 2017 Museum Models Study Stakeholder Symposium, by Catherine C. Cole, Vice Chair, ICOM/CAMOC (the International Council of Museum's committee for the Collections and Activities of Museums of Cities)

As cities have evolved, notions of museums have also evolved with several different approaches functioning simultaneously: the traditional community museum concept, a single social history museum with collections and exhibitions grounded in the local and active in the community, and facilities intended to attract tourists as places to visit that are not necessarily integrated into their communities. City museums are, by definition, focused on the local. Thematic museums like the Canadian Museum of Immigration at Pier 21 and the Canadian Canoe Museum don't have the economic impact of a Guggenheim Museum Bilbao, but do attract national and international visitors, and provide economic benefits to their communities. It's possible to do both.

Another model that has emerged is that of distributed networks. For example, in Ottawa there is a network of 11 museums, some city owned and operated, others not-for-profit organizations. Ottawa has also discussed establishing a physical 'gateway' museum, but in the meantime the museums form a virtual network. Similarly, Glasgow Museums is a network of 13 museums throughout the city that collectively tell stories of Glasgow life. There is no central museum, but there is a shared storage facility that does innovative programming as well (<http://www.glasgowlife.org.uk>).

The hub museum and network model can be seen in the Helsinki City Museum, which reopened in May 2016 following an 18-month, US\$12.4M redevelopment (<http://www.helsinginkaupunginmuseo.fi/en/>). The 105-year-old museum moved from its former home in Helsinki's historical district to Senate Square, where it occupies five historical buildings (1850s-1920s) surrounding three inner courtyards, and incorporates the Children's Town exhibition at Sederholm House. The museum works with the Hakasalmi Villa, the Burgher's House, the Worker Housing Museum and the Tram Museum, which are part of the City Museum's portfolio, and provides a platform for collective and individual activity that connects the past, present and future Helsinki.

International Trends

Museum trends are not restricted to museum facilities of a particular size – they're more about mission and programming, and the staff and volunteers dedicated to delivering programs. While the situation in Canada is often a bit different than in other countries, the International Council of Museums, particularly CAMOC, the International Committee for the Collections and Activities of Museums of Cities (<http://network.icom.museum/camoc/>), as well as the Museums Association (UK) (<http://www.museumsassociation.org/home>) and the American Alliance of Museums' annual Trendswatch (<http://www.aam-us.org/resources/center-for-the-future-of-museums/projects-and-reports/trendswatch>) all provide forums to discuss museum issues.

Current trends for city museums include *urban issues, migration and refugees, and sustainability*. Museums in Canada generally are particularly focused on *indigenous issues and reconciliation*; museums globally are focused on *migration*. Because *indigenous issues* are front

and centre in Canada, and therefore more familiar and understood to be the primary issue in this country, they are not being discussed here. Museums internationally are generally concerned about *representation and identity, empathy, happiness, community engagement, and social responsibility*. Increased *use of technology* is a huge trend within museums, for a myriad of purposes. Parallel to the increase in technology is a different approach to *collections*, with an increased attention to storytelling, some museums now having no collections at all, and other museums going beyond their four walls into communities.

3.0 Community Needs and Market Analysis

3.1 Market Assessment

The customer base for whichever museum model is selected will be residents of Richmond and visitors to the municipality. The following information describes Richmond's demographics using descriptors that tend to be predictors of museum visitation. Also presented is information descriptive of the tourist sector in Richmond, again focusing on factors that might have a bearing on museum patronage.

DEMOGRAPHIC ANALYSIS¹

Population

Successful museums typically draw heavily on their resident markets. Richmond comprises just over 8% of the Metro Vancouver Region, making it the fourth most populous city within the region, behind, Vancouver (26%), Surrey (21%), and Burnaby (9%).

Richmond grew rapidly through the 1990s, from around 126,000 people in 1990 to over 171,000 in 2000. Growth was more moderate in the next decade, increasing to 196,000 by the year 2010. The current (2017) population is estimated to be 218,000 with projected growth to over 240,000 by 2025. Projecting 20 years out (2035), the population is expected to grow to over 270,000 persons.

Richmond Population-Past, Present & Future – Five Year Increments

Year	Population	% Change (5 Year)	Annual % Change
1990	125,854		
1995	149,027	18.4%	3.7%
2000	171,480	15.1%	3.0%
2005	181,087	5.6%	1.1%
2010	195,729	8.1%	1.6%
2015	207,773	6.2%	1.2%
2020	225,757	8.6%	1.7%
2025	241,894	6.6%	1.3%
2030	257,774	6.5%	1.3%
2035	272,085	5.5%	1.1%

Source: BC Stats: Populations, by Richmond Health Unit (same boundary as the municipality)

¹ Demographic information from:

<https://www.richmond.ca/discover/about/demographics.htm>

<http://www.bcstats.gov.bc.ca/apps/PopulationProjections.aspx>

https://www.richmond.ca/_shared/assets/2006_Ethnicity20987.pdf

<http://www.metrovancouver.org/services/regional-planning/PlanningPublications/2016CensusBulletinPopulation.pdf>

https://www.richmond.ca/_shared/assets/Immigration6252.pdf

Age

Museum visitation is typically comprised of children (in school tours and with families), plus older, more mature persons. The under 15 population in Richmond (as of 2016) is just over 27,240, which is projected to increase by about 5,000 persons to 32,700 by 2030. As a percentage of the population, this age group is projected to remain fairly constant at around 14% of the total.

The over 65 age group (as of 2016) is just over 33,650. By 2030, this group is projected to consist of approximately 41,200 persons, and represent about 17% of the total population.

Education

The level of education achieved typically correlates with participation in culture and the arts. Typically, persons with higher education tend to be patrons of the arts, including museums. Richmond has a high proportion of residents with university degrees at 30%, higher than all but four of Metro Vancouver's other municipalities.²

Ethnic Background

Richmond contains a very broad range of backgrounds with over 140 different ethnic origins (as of 2011). The most common group is Chinese representing more than one half of the population (54%). This proportion has grown from 34% in 1996, 40% in 2001, and 45% in 2006, and 49% in 2011. English is the second highest ethnic origin at 10%, although combined with Scottish (6.6%), and Irish (5.0%), the United Kingdom and Ireland approaches 20% of the total. The distribution of the top ten ethnic origins is as follows:

Ethnic Origin³

Country	2016	Percent
Chinese	107,080	54%
English	18,015	9%
Filipino	15,480	7.8%
Canadian	13,540	6.6%
Scottish	12,990	6.6%
East Indian	12,335	6.3%
Irish	9,960	5.0%
German	8,525	4.3%
French	5,445	2.8%
Japanese	4,925	2.5%
Total	196,660	100%

² https://www.richmond.ca/_shared/assets/pp_hf_3022513.pdf

³ Source: Statistics Canada, 2016 National Household Survey: excerpt from City of Richmond demographics website – https://www.richmond.ca/_shared/assets/2006_Ethnicity20987.pdf
Note: Respondents could report more than one ethnic origin so the total is higher than the actual population.

As of the 2016 date of the Household Survey, over two-thirds (70%) of Richmond's population is a visible minority.⁴ This is the highest of any municipality in BC, and the second highest in Canada (after Markham, Ontario). The Chinese component is also the highest of any municipality in the province. It is noted that Aboriginal people account for only about 1% of the total municipal population, compared to 1.9% for Metro Vancouver and 6.0% for BC (2016 census).

In terms of immigration, approximately 36.5% of Richmond residents were Canadian by birth, while nearly 60.2% were immigrants.⁵

RICHMOND TOURISM⁶

The tourism sector is a significant component of the Richmond economy. Key elements of the tourism sector are Steveston, River Rock Casino, Gulf of Georgia Cannery, Richmond Centre, and the Olympic Oval. Visitors to Richmond include persons staying overnight (in paid accommodation and staying with friends and relatives), and same-day visitors.

Market Size

The total number of visitors in 2015 was estimated at 7.9 million, including 5.1 million same-day visitors (64%) and 2.8 million overnight visitors (36%).

Market Origin

Of the non-Metro Vancouver visitors to Richmond, the majority of visitors were from Overseas (30%), followed by Other Canada (27%), Other BC (23%), and the USA (20%).

Demographics

People between 18-34 comprised the largest share of the market at 30%. Other large age categories were the 45-54 age group (22%), the 35-44 age group (19%), and the 55-64 age group (18%). In terms of gender, there is a fairly even split of 52% female and 48% male.

The tourist market is well educated and affluent. Approximately one-third (32%) had undergraduate degrees. Over one-quarter (27%) earn between \$100,000 and 150,000, while 20% earn over \$150,000 annually.

⁴ Visible minority is defined for federal employment equity purposes as "persons other than Aboriginal persons, who are non-Caucasian in race or non-white in colour."

⁵ https://www.richmond.ca/_shared/assets/Immigration6252.pdf

⁶ Tourism Richmond, *2015 Visitor Volume Study & Economic Impact Study*, May 2016.

Length of Trip

Those visitors staying overnight comprise just over one-third of the market (36%), while day-trippers make up nearly two thirds (64%). The average number of nights spent by the overnighers is 3.6 while the average number of hours spent by day visitors is 4.8 hours.

Visitor Participation and Activities

The Gulf of Georgia Cannery is a popular facility in Richmond, visited by 14% of survey respondents. The range of attractions and their visitation is as follows:

Visitor Participation by Activity

Activity	Percent
Steveston Village	44%
Aberdeen Centre	26%
Richmond Centre	22%
Night Markets	21%
Gulf of Georgia Cannery	14%
River Rock Casino	13%
Food Street / Golden Village	10%
Olympic Oval	7%

Broken down by length of stay, three of Richmond's heritage attractions were visited in significant numbers.

Attraction Participation by Type of Visitor

Attraction	Overnight Paid	Overnight VFR (Visiting Friends & Family)	Day Visitor
Steveston Village	27%	69%	50%
River Rock Casino	23%	20%	8%
Asian Night Markets	18%	17%	24%
Olympic Oval	11%	13%	5%
Gulf of Georgia Cannery	9%	26%	16%
Britannia Shipyards	5%	20%	5%
London Heritage Farm	1%	5%	1%

Leisure Activities

Sightseeing and shopping are the key leisure activities participated in by visitors to Richmond. However, visiting historical sites and attending cultural activities are also pursued by a significant number of visitors.

Activities Pursued by Type of Visitor

Activities in Richmond	Overnight Paid	Overnight VFR	Day Visitor
Sightseeing	37%	58%	54%
Shopping	55%	75%	49%
Visiting Historical Sites	14%	31%	22%
Attending a Festival or Event	12%	19%	13%
Arts & Cultural Activities	5%	11%	7%

CONCLUSION

Richmond has been growing steadily for many decades, and growth is projected to continue over the study planning horizon (two decades). This population growth will occur in most age groups, including school aged children and seniors – two groups that traditionally patronize museums.

Richmond caters to a large number of tourists, from broadly disbursed origins including Metro Vancouver, other BC and Canadian origins, plus the US and offshore. The City also has a mix of amenities that cater to tourists – which includes Richmond’s key heritage attractions. Visiting historical sites ranks highly as an activity pursued by visitors to the municipality, and this trend is expected to continue. An enhanced museum offering would broaden the range of facilities – thereby encouraging greater visitation and length of stay – resulting in a greater economic contribution.

3.2 Comparable Facility Analysis

The City of Richmond contains a number of heritage sites and facilities. All these facilities are owned by the City except the Gulf of Georgia Cannery National Historic Site, which is operated by a non-profit society on behalf of Parks Canada. Metro Vancouver is also home to several civic museums operated by the respective municipalities. Data is provided below from comparable facilities in Richmond and Metro Vancouver, to provide insights into possible museum models for Richmond.

<u>Museums</u>	<u>Descriptive and Performance Information</u>
<ul style="list-style-type: none"> – Richmond Museum – Museum of Vancouver – Surrey Museum – Burnaby Village – The Reach Gallery Museum (Abbotsford) 	<ul style="list-style-type: none"> Facility Size Admission Fees Staffing Attendance by Year Markets by Origin Revenues Expenses Facility Size

Facility Size

The comparable municipal museums range from 20,000 sq.ft. to over 160,000 sq.ft.

	Richmond Museum	Museum of Vancouver	Surrey Museum	Burnaby Village	Reach Gallery Museum
Built Space (sq. ft.)	3,000	161,000	35,000	10 bldgs.	20,000
Gallery Space (sq.ft.)	2,000	25,200	12,000		6,000

Admission Fees

Only one of the five comparable facilities charge an admission fee – the others are free or by donation. The Museum of Vancouver charges an adult rate of \$18.00, and also have rates for seniors, children and families.

Staffing

All facilities have a range of paid staff in categories of full-time, part-time and seasonal/casual. Total employment ranges from eight persons at the Richmond Museum to 41 at Museum of Vancouver. It is noted that all facilities maintain volunteer programs that augment the paid staff numbers.

While the Richmond Museum currently has four full-time staff, it should be noted that all perform City-wide functions. The Curator of Collections and the Curatorial Assistant are responsible for collections management City-wide, including at the heritage sites and the ROX. The Curator of Exhibitions coordinates off-site exhibits and is involved in special projects, and the Educational Programs Coordinator provides oversight to school programs at both the Richmond Museum and the heritage sites.

Staff	Richmond Museum	Museum of Vancouver	Surrey Museum	Burnaby Village	Reach Gallery Museum
Full Time	4	21	7	17	7
Part Time	1	13	13		4
Seasonal	3	7	2	14	5
Total	8	41	22	31	16

Attendance

Annual attendance varies greatly among the facilities. Metro Vancouver civic museums varied from 31,000 at The Reach, to 258,000 at the Burnaby Village. Steady growth in attendance has occurred for most facilities over the past several years (since 2010).

These figures include visitation from general admission, school children, and members. They also include visitation for special events, programs, and facility rentals (listed from most recent to older).

Attendance	Richmond Museum	Museum of Vancouver	Surrey Museum	Burnaby Village	Reach Gallery Museum
2017	34,400	72,667		258,495	31,692
2016	22,000	72,216	50,503	243,457	24,095
2015	28,700	71,857	40,130	250,839	21,345
2014	18,900	64,742	27,709	246,719	21,096
2013		64,491	28,573	251,003	19,520
2012		60,083	30,889	224,038	17,805
2011		64,437	19,402	275,056	20,961
2010			24,489	149,704	16,274

Geographic Markets

Richmond facilities market information not available.

Metro Vancouver Facilities				
Geographic Markets	Museum of Vancouver	Surrey Museum	Burnaby Village	Reach Gallery Museum
Home Community	30%	45%	65%	75%
Metro Vancouver	30%	40%	25%	10%
Elsewhere	<u>40%</u>	<u>15%</u>	<u>10%</u>	<u>15%</u>
Total	100%	100%	100%	100%

Financial Performance

Revenues

Revenues have been tallied in categories as follows:

- Self-Generated Programs, Admissions, Ancillary Services
- Government Support Municipal, Provincial, Federal
- Private Support Fundraising, Sponsorships, Partnerships
- Other Endowments, Interest

The largest category of revenue is from government, typically from the host municipality. Other forms of government support are usually specific project related, coming from various federal and provincial programs.

Revenue Categories	Richmond Museum	Museum of Vancouver	Surrey Museum	Burnaby Village	Reach Gallery Museum
Self-Generated	2%	28%	4%	NA	5%
Government Support	98%	62%	78%	NA	81%
Private Support	0%	10%	18%	NA	14%
Other	0%	0%	0%	NA	0%
Total	100%	100%	100%	100%	100%

3.3 Stakeholder Interviews

Numerous individual and group interviews were conducted with Stakeholders in the Richmond heritage community, including other cultural and heritage attractions, City staff, and community and tourism organizations.

Common themes arising from these interviews, which informed the development of the proposed museum models and strengthened network of heritage sites, are summarized below.

Interviews included (see Appendix for complete listing):

Britannia Shipyards Society	Richmond Museum Society
Gulf of Georgia Cannery Society	City staff
Museum of Vancouver	Richmond Nature Park Society
Richmond Gateway Theatre	Royal BC Museum
Richmond Heritage Commission	Steveston Historical Society
Richmond Chamber of Commerce	Tourism Richmond
Richmond Art Gallery Association	YVR - Vancouver Airport

Common themes:

Where:

1. A strong district in Steveston and a major attraction in 'the rest of' Richmond

- Steveston heritage district:
 - How to knit separate sites together, into comprehensive heritage experience? We would still need more sites, to tell story of wider Richmond
 - Mystic Connecticut e.g. – coordinated approach to multiple sites
 - Steveston is its own unique thing; that is its strength
- A major Richmond destination:
 - A destination point on way from airport
 - Invite tourists from around the world; make something big
- Links between Steveston and other Richmond sites?
 - A Steveston district and a Richmond museum could be linked, or perhaps quite separate?
 - Work still to be done to further build collaborative relationships between all sites/societies
 - Challenge of transportation between both nearby and dispersed sites

Audience and Relevance:

2. Connecting to present and future Richmond communities

- How to engage locals – 60% new immigrants, with complete history of their own; longer term residents and heritage buffs have a stronger connection
- Historic story is huge maritime influence; today's Richmond is different: 70% immigrants from Asia; trend continuing
- So many are relative newcomers, come from big cities and new to being outside; may be first experience of being off pavement, getting feet wet, getting dirty
- Youth:
 - Important that young kids see what people from their historic communities have done, what their forefathers did to make this a special place; growing sense of pride; "when youth explain the culture, you've got success"
 - Engage people growing up here – how to get kids interested now, in past/present/future; they're the ones who will grow into this

- Engage artists and audiences in discussions around the City, re: Richmond character, development
- Story of cultural diversity, but in a peaceful place; as North Americans we're all immigrants (with the exception of Indigenous Peoples); space to foster dialogue about harmonious communities
- Community gathering space first and foremost; spaces for communities to tell their own stories; need space for groups that don't have resources to tell own story

3. Connecting to a wider audience beyond Richmond

- Richmond story is an international story; if told in an authentic way, will appeal to those outside the community as well.
- Invite tourists from around the world; make something big; a Richmond-only story (120 year migration scope) would limit scale

Stories:

4. Visitors and locals find surprising, little-known stories and heritage

- Origin story of Steveston community, "a potted history of Steveston"; visitors surprised at diversity of history; local Japanese history
- Tourism Richmond: visitors aware of Asian culture in general, and interested in Asian dining; not aware of Asian history of Richmond, and Asian history in its museums
- Generations of Richmond Chinese Canadians coming from Hong Kong don't know the history of Chinese in canneries, etc.

5. Missing, under-told stories

- First Nations (some in walking tours); Chinese Canadians (some at Britannia, Chinese Bunkhouse; also Gulf of Georgia Cannery)
- East Indians, cranberry farms; farming, food security; Dettwiler, Canadarm; diversity of religions
- Richmond neighbourhoods – multiple cool neighbourhoods
- Physical, natural landscape as basis for cultural, industrial landscapes

6. Something to tie it all together

- We don't lack stories; how/where best to tell? Some are site/building specific; others spread out, or less site specific – can't be told in a specific place.
- Lots of small spaces now; lots of stories, all in different places. What is the connection between all?
- Multitude of historic sites – "gems and jewels" – throughout Steveston, Richmond; need a coordinated approach between them

How? – operations:

7. Importance of partnerships, networks, collaborations

- Challenge of multiple sites, societies, mandates
 - A big challenge is governance/staffing of multiple heritage sites; volunteer societies may lack time, skills; would need to expand mandates of each museum, to tell larger Richmond story
 - Richmond 2020 group: how to develop coordinated approach, establish priorities
 - Partnership between some sites for school programs; more direct links with some than others
- YVR: possible collaborations if cross-over with YVR long term plan; keen to create connections between YVR and City
- Tourism Richmond: propose three-pronged approach to engage residents, hotels, Metro Vancouver
- Good opportunities of close proximity between Richmond Museum and Richmond Art Gallery: shared spaces, cross pollination; partner projects; able to challenge each other
- RBCM had an MOU with Richmond, could expand on this

Important Richmond stories to tell

A City and Museum staff workshop further identified the following broad Richmond stories that are important to share, including some well told now at one or multiple sites, and others that could be told better. The horizontal bands below group these into a few common themes. There are multiple ways to tell these stories, including through permanent and temporary exhibits, programs and events.

<i>Themes</i>	<i>Important to tell</i>	<i>Told well now</i>	<i>Could be told better</i>
Steveston waterfront Fishing & canning, boat building, some farming, Japanese contributions.	√	√	
A larger Richmond story that connects and focuses others. A unified & exciting place to 'know' Richmond.	√	√	√ A wide variety of stories – need strategy for linking them.
Celebrate the River: an island city The nature of city and island How and where we came to be	√		√ Fish, farms and cultures drawn to them; human interactions. First Nations' relationships. Current issue: climate, sea levels.
Diverse cultures, past & present diversity + migration + contemporary perspectives	√	√ Britannia's stories of multi-ethnic workforce.	√ Richmond's social fabric, history. Culture & food. Successful local history = a successful international story.
Unique neighbourhoods	√		√ Burkeville and others. Patterns of dev't and community.
Tech	√		√ Farming, fishing, canning to high tech industries, aviation.

4.0 Proposed Museum Models

The following pages outline existing conditions for the delivery of Museum and Heritage Services in Richmond, and three proposed models for a revitalized Richmond Museum and a strengthened network of Heritage Sites.

Model	Name	Description and Key Attributes
A	A National Museum	<p><i>A national story, rooted in our Richmond experience</i></p> <p>A regional, national and international destination, rooted in our local natural and cultural history, and expanding through a broader story of international significance – a gathering of peoples where the river meets the sea.</p>
B	A City Museum	<p><i>The Richmond Story, in a community gathering place</i></p> <p>This City model includes a relocated and expanded museum with a Richmond-focused story, which provides strong connections to all other heritage sites.</p>
C	A Community Museum	<p><i>Sharing local, community stories</i></p> <p>An interpretive hub, sharing local community stories, and inviting visits to other sites throughout Richmond.</p>
<i>Each Museum model above includes the provision for:</i>		
	A Strengthened Network of Heritage Sites	<p><i>Get out and explore!</i></p> <p>The new Museum, at the centre of an enhanced network of sites, linked by a significant online presence and thematic orientation kiosks at each satellite location. The network adds missing or under-told parts of Richmond's stories, encourages visitation to other heritage and contemporary sites, and provides a consistent thread between all.</p>

Richmond Today: A Network of Heritage Sites

The Richmond Museum

In Richmond, the City provides and maintains a number of cultural and heritage facilities, including the Library/Cultural Centre which is home to our City's main Library branch, Museum, Arts Centre, Art Gallery, and Archives.

Other public heritage facilities

throughout Richmond include Britannia Heritage Shipyard, London Farm, Minoru Chapel, Steveston Museum and the Steveston Interurban Tram. The Gulf of Georgia Cannery is a Federal Government facility.

Additional sites and programs

which collectively tell the diverse story of historic and contemporary Richmond include:

- o The Richmond Olympic Experience
- o Parks and natural history sites, including Iona Beach Regional Park (GVRD), Terra Nova Rural Park, Richmond Nature Park, Flight Path Park, and others
- o Self-guided walking and driving tours of Richmond's agricultural and industrial heritage, Steveston's 'Cannery Row', the South Arm Slough District, Sea Island, Terra Nova, and Brighthouse District



New Museum, Model A: A National Museum

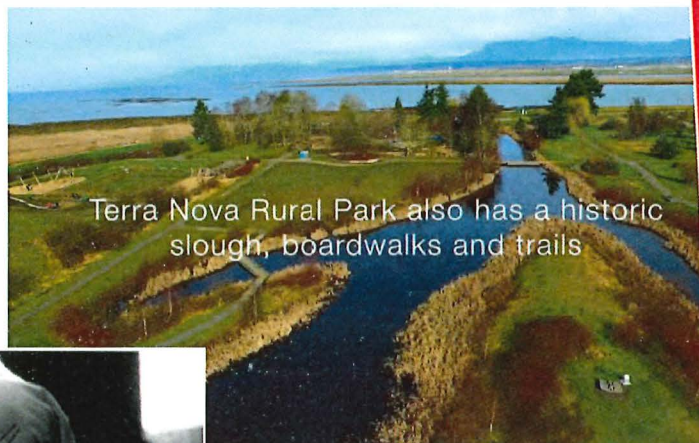
A national story, rooted in our Richmond experience

A regional, national and international destination, rooted in our local natural and cultural history and expanding through a broader story of international significance – a gathering of peoples where the river meets the sea.

Key features:

- A permanent exhibit that resonates with local and international visitors, such as: life where river meets the sea, migration and changing communities, changing climates, nature and urbanization

An island city – people drawn from around the world to the river, salmon and soil



Terra Nova Rural Park also has a historic slough, boardwalks and trails



A community continuing to grow, with ties around the Pacific Rim



NIKKEI STORIES

NIK-KEI (NEE: KAYI) OF JAPANESE DES

8. Boat Builder

Master Craftsmen

For nearly a century, Japanese Can shipwrights built wooden fishing boats for thousands of local fishermen. Using craftsmanship, the family-owned ships that were watertight, buoyant and expected to last 50 years. Even during the BC interior, Stoveston shipwrights had them shipped to the o

Watch a short video to be using your mobile device QR Code, or visit our web www.nikkeistories.com

Visit all 10 sites

- 1. Local History
- 2. First Immigrants
- 3. History of the Pacific
- 4. History of the Pacific
- 5. History of the Pacific
- 6. History of the Pacific
- 7. History of the Pacific
- 8. Boat Builder
- 9. History of the Pacific
- 10. History of the Pacific

TELUS

Printed by Print Plus

- o **Strong links to other heritage sites** throughout Richmond
- o **Children's exhibits, galleries, studios**



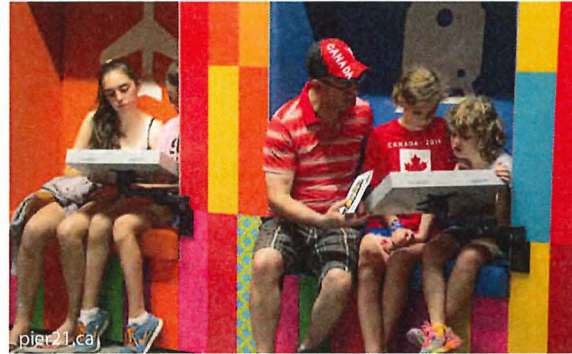
*Red Star Line Museum, Antwerp:
"an eventful story in the footsteps
of emigrants"*

New Museum, Model A: **A National Museum**

A national story, rooted in our Richmond experience

- o **AV theatre** with feature presentations
- o **Major changing exhibit space**
- o Two or three smaller changing exhibit galleries, with **exhibitions developed collaboratively with community partners**

The Canadian Museum of Immigration at Pier 21



- o **Multipurpose community gathering, event, program space**



- o **Other complementary amenities** to encourage tourism attraction and increase length of stay, as well as community use and ownership:
 - o Hotel
 - o Retail (multiple venues, shopping districts)
 - o Food (multiple venues from fine dining to informal)
 - o Library, art gallery, archives, performance venues – music, theatre, dance
 - o Outdoor recreational venues, especially water/riverfront



- o **Centralized collection management and storage** (separate project)
- o **Enhanced connection to the Network of Heritage Sites**

Audience

- o Local to national and international

Possible Stories

Richmond and universal themes of natural and cultural history, such as:

- o The 'nature' of the City, and growing urbanization
- o Peoples drawn for millenia to river, salmon and soil
- o First Nations at the mouth of the Fraser
- o The migration of peoples through a Pacific gateway
- o Continuing contributions of many cultures

Location

- o A central, easily accessible location with a critical mass of other cultural attractions and amenities nearby

Size

- o Approximately 60,000 square feet

Capital cost: \$53M estimate

Fundraising opportunities

- o This option may be fundable at all three levels of government – municipal, provincial and federal – and nationally from the private sector.

New Museum, Model B: A City Museum

The Richmond Story, in a community gathering place

This City model includes a relocated and expanded museum with a Richmond-focused story, which provides strong connections to all other heritage sites.

The museum could include theatre presentations, children's galleries, and a 'tourist' function to help both locals and visitors find more at other sites around the City.

Key features:

- **A permanent exhibit telling a comprehensive story of Richmond's many places and communities** – past, present and future
- **A 'mini visitor centre' with an overview of satellite locations** throughout Richmond, which extend the story further



Museum of Brisbane exhibition: personal stories from 100 residents who currently call Brisbane home



North Vancouver Museum & Archives' planned new museum, centrally located with other attractions at lower Lonsdale



*Museum of Liverpool:
historical and interactive exhibits*

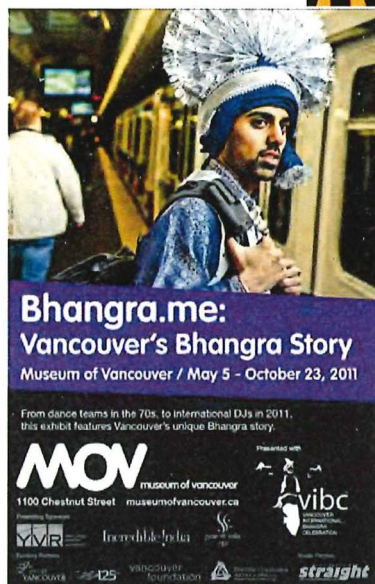
*Museum of History and Industry, Seattle:
Exhibitions of contemporary and historic communities and industries*

New Museum, Model B: A City Museum

The Richmond Story, in a community gathering place

- o **AV theatre** with feature presentations
- o **Changing exhibit galleries**, with exhibitions developed collaboratively with community partners
- o **Multipurpose community gathering, event, program spaces** for social interaction

Museum of
Vancouver's
'Bhangra.me'
exhibition



- o **Other complementary amenities** to encourage tourism attraction and increase length of stay, as well as community use and ownership:
 - o Retail
 - o Food
 - o Library, art gallery, archives, as at current Museum site
 - o Performance venues: music, theatre, dance
 - o Outdoor recreational venues, especially water/riverfront



KidsQuest Children's Museum, Bellevue WA

- o **Children's exhibits, galleries, studios**
- o **Centralized collection management and storage** (separate project)
- o **Enhanced connection to the Network of Heritage Sites**



Audience

- o Local and regional communities

Possible Stories

Richmond focused:

- o Original and growing communities
- o First Nations at the mouth of the Fraser River
- o River and landscape as the starting point
- o Fish, farms, and food – the 'horn of plenty'

Location

- o A central, easily accessible location with a critical mass of other cultural attractions and amenities nearby

Size

- o Approximately 20,000 square feet
- o Potential for growth

Capital cost: \$18M estimate

Fundraising opportunities

- o This may be amenable to provincial as well as municipal and local funding.

New Museum, Model C: **A Community Museum** *Sharing local, community stories*

An interpretive hub, sharing local community stories, and inviting visits to other sites throughout Richmond.

Key features:

- **An intimate space, of the current or similar size to the existing Museum.**
The Museum may change location, and would likely be co-located with other complementary facilities for collaborative programming
- **Changing exhibitions telling local, community-based stories,** which complement the other heritage sites



- o An interactive media component encourages visits to other sites



New Museum, Model C: A Community Museum *Sharing local, community stories*

- o **Interpretive Programs at other heritage sites** and locations throughout Richmond



Presented by the Richmond Museum

Textile Conservation Workshop

With Conservator, Rebecca Pavitt of Fine Art Conservation

November 26, 2015 | 1:00–5:00 p.m.
Richmond Cultural Centre Atrium | 7700 Minoru Gate, Richmond, BC

An opportunity for Museum professionals, students, textile artists and enthusiasts to learn about the care, preservation and restoration of textiles through hands-on activities and demonstrations from Conservator, Rebecca Pavitt.

Rebecca Pavitt has worked in textile conservation since 1988. She has a MA in Art Conservation and is an accredited member of the Canadian Association of Professional Conservators. She has provided services for institutions like The Vancouver Art Gallery, Museum of Vancouver, Vancouver Museum, B.C. and the University of British Columbia Special Collections.

Find us on

To Register

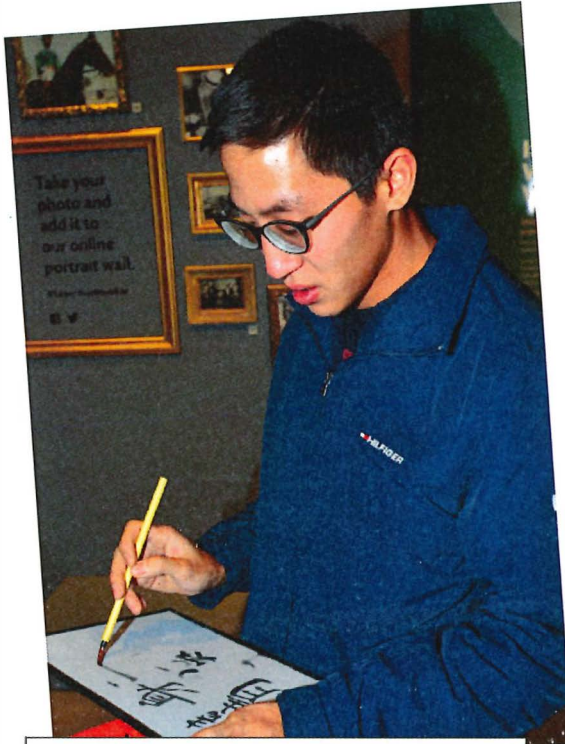
Telephone: 604.276.4300

For online registration: www.richmond.ca/museum

Event #1266608

Cmt \$40





Richmond Museum presents

Heritage Bus Trip Temples of Faith

Saturday, April 26, 2014
10:15 a.m. – 4:15 p.m.

MEET AT:
Richmond Library/Cultural Centre
7700 Minoru Gate, Richmond, BC

Experience a sampling of the rich diversity of spiritual and cultural traditions within the Richmond community. Participants visit four local places of worship – Minoru Chapel, Ling Yee Mountain Temple, Vedic Cultural Centre of BC and the Jamil's Mosque – where they receive a tour of the community's history and faith. Vegetarian lunch included.

Register for your Heritage Bus Trip Temples of Faith program #303058 by calling 604 276-4300

\$40/person All ages welcome




Logos for Richmond Museum, Minoru Chapel, Vedic Cultural Centre of BC, and Richmond are at the bottom.

Audience

- o Local community

Possible Stories

Richmond focused:

- o First Nations at the mouth of the Fraser River
- o Local, community-based stories to complement other Richmond heritage sites

Location

- o Central location, likely co-located with other cultural facilities

Size

- o Existing Richmond Museum or similar space (8–10,000 square feet), with new, rotating exhibits

Capital cost: \$3.4M estimate

Fundraising opportunities

- o Local governments and partners

All Models: A Strengthened Network of Heritage Sites

Get out and explore!

The new Museum at the centre of an enhanced network of sites, linked by a significant online presence and thematic orientation kiosks at each satellite location.

The network adds missing or under-told parts of Richmond's stories, encourages visitation to other heritage and contemporary sites, and provides a consistent thread between all.

Key features:

- **Create a virtual portal to the network of sites:** website, mobile apps
- **Add common icons and themes** at each site, with overview of a common Richmond theme, and intro and invitation to other sites



Richmond Museum



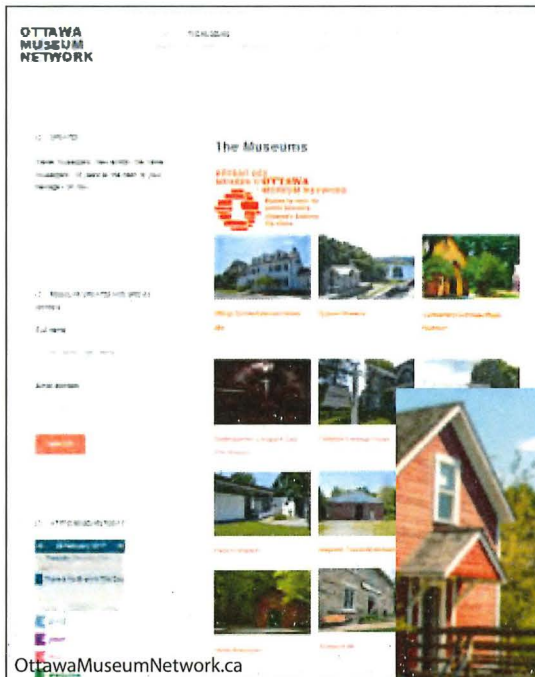
Flight Path Park



London Heritage Farm



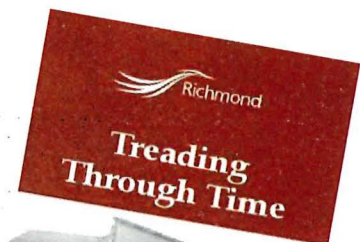
Richmond Olympic Experience



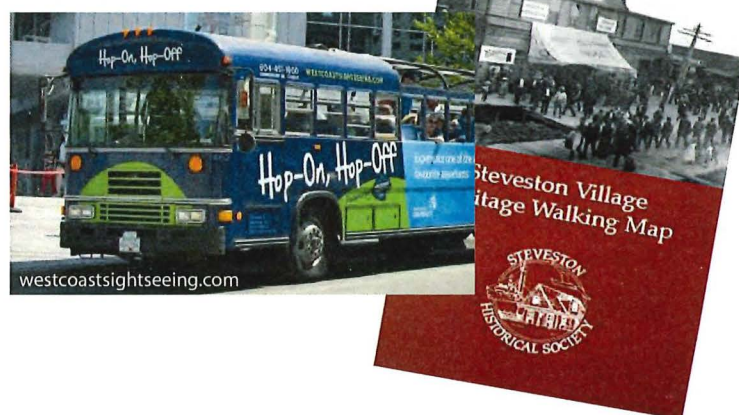
Ottawa Museum Network:
11 community museums across
Greater Ottawa

- o **Distribution mechanisms to satellite sites**
 - o Website and mobile app
 - o Self-guided walking/driving/cycle/transit tour publications
 - o Guided walking/cycle/paddle tours

- o Seasonal or special event-based shuttle transports between central museum and satellite sites



Iconic interpretive kiosks:
Squamish Lil'wat First Nations'
"Cultural Journey"



All Models: A Strengthened Network of Heritage Sites

Get out and explore!

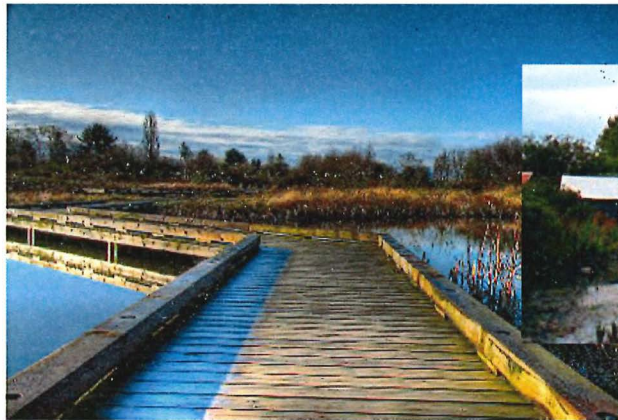
***Potential added themes
and sites, to tell a fuller
and contemporary
Richmond story:***

First Nations

- o First Nations sites and interpretive programs, such as Britannia Heritage Shipyards' First Peoples' House

Natural history of river and island; urbanization and climate change

- o Iona Beach Regional Park (Metro Vancouver)
- o Other ocean and riverfront sites: West Dyke and Middle Art Dyke Trails, Steveston Greenways, Garry Point Park, Imperial Landing Park, Terra Nova Rural Park & Natural Area, Britannia Heritage Shipyard Park



Diverse and harmonious contemporary communities:

- o Themes of migration to Canada through the west
- o Historic and present Sea Island Communities (Burkeville and others)
- o Finn Slough
- o No.5 Road "Highway to Heaven"

Agriculture

- o Garden City Lands Park Development
- o East and South Richmond farms
- o Cranberry fields

Historic and contemporary industries

- o Aviation: YVR, BCIT Aviation Campus, Boeing
- o Aerospace: MDA / Canadarm & RadarSat
- o Wireless and high tech industries – Norsat International, Sierra Wireless
- o North Arm marine, lumber industries – Mitchell Island



twitter.com/yvrairport

Audience

- o Local community

Possible Stories

- o First Nations at the mouth of the Fraser River
- o Local stories at each site, in the context of larger Richmond themes
- o Invitations to visit other sites to experience more of the Richmond story

Size, capital developments

An enhanced network of current and new sites:

- o Graphic kiosks at each satellite location, with common themes, maps of network and offerings at other sites
- o Outdoor themed sculpture and public art, highlighting local stories
- o Some new interpretive exhibits within existing facilities
- o Online portal and guide (website, mobile apps)

Capital cost: \$3.5M estimate

Fundraising opportunities

- o Local governments and partners



5.0 Model Comparisons and Financial Analysis

5.1 Introduction and Evaluation Process

The purpose of this study is to identify and analyze the feasibility of several different museum models for a future City Museum for Richmond.

The following evaluation draws on the detailed financial analysis presented in the 2012 Richmond Museum Feasibility Study⁷, specifically the Functional Area Estimate prepared by Hanscomb Limited (Appendix F, p.83). Cost escalations have been presented to bring the costs to 2017. This analysis is not a business plan, but is intended to be a first step towards developing the Richmond Museum's Master Plan.

The project Steering Committee directed that the proposed models be evaluated against six individual criteria grouped into three categories, as in section 2.3 above, and repeated here:

Location-based:

- **Prominent, easily accessible location**

Audience-based; 'who is it for?'

- **A gathering place for Richmond's diverse communities** to meet, interact, tell their stories and share their cultural traditions
- **Engage diverse Richmond and Lower Mainland audiences (and beyond):** longtime residents, recent immigrants, ethnic communities, youth....

Cost-based:

- **Financially feasible to build**
- **Financially sustainable annual operations**
 - Capable of self-generating revenue to off-set operating costs
 - Balance of partner or government support
 - Efficiency of administering (staffing, building operations)
- **Appeal to broadest range of funding sources:** private philanthropists, all levels of government, corporations

⁷ The Arlington Group, Kinexus Consulting Inc., D.Jensen & Associates Ltd., *Richmond Museum Feasibility Study*, 2012.

In order to translate the Steering Committee criteria into measurable topics, the three evaluation categories have been refined into topics of location, capital costs, market demographics and financial operations. These topics and sub-headings are described below with the linkage to the Steering Committee criteria.

Category	Evaluation Descriptor	Linkage to Steering Committee Criteria
Location	Location	Prominent, easily accessible location
Capital Costs	Building	Financially feasible to build
	Exhibits / Programming	Financially feasible to build
	Funding Eligibility	Appeal to broadest range of funding sources
Market Demographics	Origin	Engage Richmond and Lower Mainland audiences
	Characteristics	A gathering place for Richmond's diverse communities
	Attendance	Engage diverse Richmond and Lower Mainland audiences
Financial Operations	Revenues	Financially sustainable annual operations
	Expenses	Financially sustainable annual operations

5.2 Model A: A National Museum

A national story, rooted in our Richmond experience

Location

The preferred site would be prominent and easily accessible. A site with these attributes would enhance the accessibility for both residents and tourists. The preferred location would also benefit from proximity to other cultural and tourist facilities such as hotels, restaurants and other attractions. A site in the City Centre precinct would likely best meet these conditions.

Building Size

A dedicated museum building of 60,000 sq.ft. based on the functional space as documented in the 2012 Richmond Museum Feasibility Study (Option #2A Destination Museum), are as follows:⁸

Functional Spaces	Functions	Square Feet
Private Space (Back of House)	Mechanical, Loading, Receiving, Workshops, Administration, Staff Services, Community Meeting Space	11,500
Exhibit Spaces	Theatre, Multi-function Areas, Program Space, Sub- dividable Temporary Exhibition & Rentable space, Permanent Exhibition Space	32,500
	<i>Possible configuration of Permanent and Temporary Exhibition spaces above:</i>	
	<i>Permanent (Richmond & national story):</i>	<i>10-15,000</i>
	<i>Orientation to satellite locations:</i>	<i>2,500</i>
	<i>Changing exhibit space:</i>	<i>6-10,000</i>
	Ancillary Services (Options include Gift Shop, Lobby, Coffee Shop and Food Service)	8,000
Circulation		8,000
Total		60,000

⁸ Hanscomb Ltd. Appendix A: Functional Area Cost Estimate, Option #1- A Community Museum, p. 35. 2012 Richmond Museum Feasibility Study.

Capital Costs

The 2012 Feasibility Study reported a construction cost of approximately \$803 per square foot.⁹ This figure included all private and public spaces, plus exhibits and a 10% allowance for contingencies. It did not include the following items:

- Land acquisition costs and import charges
- Development charges
- Right of way charges
- Easement Costs
- Legal fees and expenses
- Financing costs
- Fundraising costs
- Owner's staff and associated management
- Relocation of existing facilities, including furniture, equipment and exhibits
- Owner furnished material
- Window washing and maintenance equipment
- Contaminated Waste
- Phased Construction Premium
- Construction Contingency (Change Orders)
- Escalation contingency
- Preventative maintenance contracts
- Public transport infrastructure
- Parking and onsite storage
- Sales Tax

The Model A cost estimate is as follows:

Building:

Capital Cost	Factor	Total
Destination Museum 2012	60,000 sq.ft.	\$48,200,000
2017 Budget Escalation	10%	\$4,820,000
Sub-Total¹⁰		\$53,020,000

Strengthened Network:

Kiosks, outdoor installations, interpretive media at existing and additional sites (details under Model C, below)	\$3,500,000
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Total Model A	\$56,520,000
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⁹ Hanscomb Ltd. Appendix A: Functional Area Cost Estimate, 2012 Richmond Museum Feasibility Study, p. 93.

¹⁰ There are two other national museums in Canada outside of Ottawa – The Museum of Human Rights in Winnipeg and the Canadian Museum of Immigration at Pier 21 in Halifax. The Museum of Human Rights is housed in building of 270,000 square feet with 47,000 square feet of galleries. Pier 21 is approximately 100,000 square feet, with 23,000 square feet of exhibition galleries.

Exhibits/Programming:

Model A also incorporates several exhibition spaces – whose capital costs for the design, fabrication and installation of exhibits are included in the buildings capital cost projections above. These are:

- Permanent exhibit telling a national story, rooted in the Richmond location and experience
- AV Theatre presentation
- Overview of satellite locations
- Changing exhibit galleries
- Multipurpose gathering space
- Children’s exhibits, galleries and studios

Funding Eligibility:

Municipal funding, possible partnership with suppliers, provincial contributions on a project basis, and federal funding for a ‘national’ story and focus. Federal funding is more likely for capital than for ongoing operations support. A possible option would be to make arrangements with a developer using zoning or density bonuses as an incentive to provide museum space as a public amenity.

(The following sections provide estimates of markets and finances. Comparisons have been made with Models B and C to aid analysis of the three options. Detailed descriptions of Models B and C are provided in the following sections.)

Market Demographics**Audience Origin:**

Model A (as with Model B) includes most of the elements of Model C, but features a large new museum featuring exhibits of both local and national relevance. Visitor origins for the distributed network of sites would be as described in Model C. The Model A museum is intended to attract a local market, but also cater to a broader provincial, national and international audience.

The projected market origin distribution of Model A, compared to Models B and C, is as follows:

Market Area	Current Distribution	Model A Distribution	Model B Distribution	Model C Distribution
Richmond	37%	30%	50%	45%
Metro Vancouver	26%	20%	25%	20%
Elsewhere	36%	50%	25%	35%

Audience Characteristics:

Model A offers the best opportunity to access under-served market segments such as recent immigrants and youth. It also is the only model that would provide a draw for non-BC residents from elsewhere in Canada, the United States, and offshore.

Attendance:

A new museum with approximately 32,500 square feet of exhibition space could generate an annual visitation of approximately 195,000.¹¹ This projection is based on an industry norm of 6.0 visitors per square foot for museum facilities of this size.¹² Numerous factors will influence the actual attendance including the success of marketing, location, proximity to other cultural/commercial facilities, partnerships, and the quality of programming.

Attendance at the other Richmond facilities is projected to increase by about 5% as per Model C.

Financial Operations**Revenues:**

An admission charge is projected in Model A. This would be set at a rate to provide value to the visitor, but not be a deterrent to visitation. Other self-generated revenues would accrue for programs, food and beverage sales, gift shop sales, membership fees, and facility rentals. Revenues from admissions and these other self-generated sources should be capable of providing a significant proportion of the operations budget.

Substantial government support would also be required with continued reliance on the City of Richmond for a portion of these operations funds. However, given the national story, such as that of Asia-Pacific and wider immigration, a case could be made for involvement by both the Provincial and Federal Governments.

Private support through expanded partnerships is a possibility as in Models B and C.

A comparison of the current and possible projected revenues is as follows:

Category	Current	Model A	Model B	Model C
Self-Generated	3%	30%	15%	5%
Government Support	94%	60%	80%	90%
Private Support	3%	10%	5%	5%
Total	100%	100%	100%	100%

Expenses:

The costs to operate a new 60,000 square foot facility – with approximately 32,500 square feet of exhibition space - are estimated at approximately \$3.6 million¹³. Subtracting costs to operate the existing Richmond Museum brings the total museum operating cost to an

¹¹ Comparable annual attendance for Pier 21 in Halifax was 79,000, and 181,000 for the Museum of Human Rights in Winnipeg (2015-16)

¹² Association of Science-Technology Centers: Science Center and Museum Statistics. Based on reported visitors per square foot of exhibition space of 6.0 for facilities of this proposed size.

¹³ Association of Science – Technology Centers, Science Center and Museum Statistics. This publication reports average costs per square foot of gallery space. The average cost for a facility of approximately similar in size to Model A was \$110 per square foot, for a total of \$3.0 million (\$110 x 32,500 = \$3,025,000).

estimated \$3.2 million. Incorporating the incremental Strengthened Network costs from Model C results in a total operation cost of approximately \$3.6 million estimated as follows.

Annual operating cost for Model A National Museum building	\$3,575,000
Plus Strengthened Network incremental operating cost	<u>\$425,000</u>
Total Model A annual operating cost	\$4,000,000
Less current Richmond Museum operating costs	<u>– \$425,000</u>
Total <u>additional</u> operating cost over current	\$3,575,000

Salaries will be the largest expenditure category in Model A, however the relative proportion should be lower than in the other models. Staffing is expected to be in the range of 20 to 30 persons.

The programing allocation is expected to be approximately about 20% and administration about 15%. Building operating costs should be about 10% of expenditures.

Category	Current	Model A	Model B	Model C
Staff Costs	61%	55%	65%	62%
Administration	20%	15%	18%	17%
Building Related	7%	10%	7%	8%
Collections/Programming	11%	20%	10%	13%
Total	100%	100%	100%	100%

5.3 Model B: A City Museum

The Richmond Story, in a community gathering place

Location

As with Model A, the preferred site would be prominent and easily accessible. A site with these attributes would enhance the accessibility for both residents and tourists. The preferred location would also benefit from proximity to other cultural and tourist facilities such as hotels, restaurants and other attractions. A site in the City Centre precinct would likely best meet these conditions.

Building Size

A new dedicated community museum of approximately 20,000 sq.ft. based on the functional space as documented in the 2012 Richmond Museum Feasibility Study (Option #1 Community Museum), are as follows:¹⁴

Functional Spaces	Functions	Square Feet
Private Space (Back of House)	Mechanical, Loading, Receiving, Workshops, Administration, Staff services, Community meeting space	4,000
Public Spaces (Front of House)	Theatre, Multi-function Areas, Program Space, Sub-dividable Temporary Exhibition & Rentable space, Permanent Exhibition Space	11,000
	<i>Possible configuration of Permanent and Temporary Exhibition Spaces above:</i>	
	<i>Permanent (Richmond Story, Children's)</i>	<i>5,000</i>
	<i>Orientation to satellite locations</i>	<i>1,000</i>
	<i>Changing exhibits</i>	<i>2,500</i>
	Ancillary Services (Options include Gift Shop, Lobby, Coffee Shop and Food Service)	2,500
Circulation		2,500
Total		20,000

¹⁴ Hanscomb Ltd. Appendix A: Functional Are Cost Estimate, Option #1- A Community Museum, p. 35. 2012 Richmond Museum Feasibility Study.

Capital Costs

Building:

The capital cost provided in the 2012 Feasibility Study, for the option of similar size was \$16.3 million.¹⁵ As with cost estimates for the Model A National Museum, the estimates included all the functional area building costs. It also included a 10% contingency allowance. Land acquisition and development cost items not included, as listed in Model A.

Escalating the 2012 cost estimate by 10%, representing an approximate 2% annual increase, results in a 2017 cost estimate of \$17.9 million. Adding Strengthened Network costs from Model C brings the total to \$21.4 million.

Capital Cost	Factor	Total
Community Museum 2012	20,000	\$16,300,000
2017 Budget Escalation	10%	\$1,630,000
Sub Total		\$17,930,000¹⁶
Strengthened Network:		
Kiosks, outdoor installations, interpretive media at existing and additional sites (details under Model C below)		\$3,500,000
Total Model B		\$21,430,000

Exhibits/Programming:

Model B incorporates several exhibition spaces, whose capital costs for exhibits are included in the buildings capital cost projections above. These include:

- Permanent exhibit telling the Richmond Story
- 'Mini visitor centre' – overview of satellite locations
- Changing exhibit galleries
- Multipurpose gathering space
- Children's exhibits, galleries and studios

Funding Eligibility:

Municipal funding and possible partnership with suppliers, plus provincial support on a project basis.

¹⁵ Hanscomb Ltd. Appendix A: Functional Area Cost Estimate, Option #1- A Community Museum, p. 92. 2012 Richmond Museum Feasibility Study.

¹⁶ It is noted that this figure is not a feasibility study budget, but a "best-estimate" used for this model evaluation purpose.

Market Demographics

Audience Origin:

Model B includes the distributed sites coordination costs of Model C, plus a new and larger museum. The origins for the distributed network of sites would be as in Model C. The new museum is intended as a “City Museum” and as such would have a local focus reflected in its programming and visitation.

The projected market origin distribution – compared to the current profile and Model C – is as follows:

Market Area	Current Distribution	Model A Distribution	Model B Distribution	Model C Distribution
Richmond	37%	30%	50%	45%
Metro Vancouver	26%	20%	25%	20%
Elsewhere	36%	50%	25%	35%

Audience Characteristics:

Opportunities exist – with dedicated programming and marketing – to increase penetration of currently under-represented segments of the population. This would include the newly arrived resident category plus young people.

Attendance:

Current visitation to the Richmond Museum has ranged between 19,000 and 28,000 over the past three years – averaging 23,000. A new museum of 20,000 sq.ft. gross and 11,000 sq.ft.¹⁷ of gallery space could attract an annual attendance of approximately 55,000.¹⁸

Attendance at the other Richmond facilities is projected to increase by about 5% as per Model C.

Financial Operations

Revenues:

None of the municipally-owned and operated sites charge admission, and no admission charge is projected in Model B. Self-generated revenues will include program fees, donations in lieu of an admission fee, charges for special events and travelling exhibitions, facility rentals, and ancillary services.

Private support through expanded partnerships is a possibility as in Model C. These revenue generators might result in a tripling of self-generated revenues while the private support category should remain similar to Model C. These sources should result in a reduction in the relative proportion of government (municipal) funding.

¹⁷ 2012 Richmond Museum Study, p.92. Includes space for theatre, program space, major subdividable exhibit space, temporary exhibit space and the Richmond Story space totaling 11,000 sq.ft. (and does not include public spaces for gift shop, ticketing, lobby or coffee shop).

¹⁸ Based on approximately 5 visitors per square foot of exhibit space as per Association of Science and Technology Centers, Science Center and Museum Statistics.

A comparison of the current and possible projected revenues – compared to the current situation and Model C – are as follows:

Category	Current	Model A	Model B	Model C
Self-Generated	3%	30%	15%	5%
Government Support	94%	60%	80%	90%
Private Support	3%	10%	5%	5%
Total	100%	100%	100%	100%

Expenses:

The cost to operate a new 20,000 square foot facility, with approximately 13,500 square feet of exhibition space, is approximately \$1.5 million¹⁹. The current Richmond Museum annual operating cost is approximately \$425,000. The total net cost to operate Model B (Model B less current costs) would likely be about \$1.1 million. Incorporating the incremental Strengthened Network costs from Model C results in a total operation cost of approximately \$1.5 million, estimated as follows.

Annual operating cost for Model B Community Museum building	\$1,485,000
Plus Strengthened Network incremental operating cost	<u>\$425,000</u>
Total Model B annual operating cost	\$1,910,000
Less current Richmond Museum operating costs	<u>– \$425,000</u>
Total <u>additional</u> operating cost over current	\$1,485,000

Salaries will be the largest expenditure category in Model B also. Staffing is expected to double from the current complement of four to approximately ten. In particular, the stated desire for increased community engagement and involvement will require significant staff increases – for program development, community outreach, and collaborative exhibit development – and could require additional staff. This results in the proportion of expenses dedicated to personnel costs increasing to about 65%.

Administration and building costs should remain approximately the same, while collections / programming would decrease slightly to 10%.

Category	Current	Model A	Model B	Model C
Staff Costs	61%	55%	65%	62%
Administration	20%	15%	18%	17%
Building Related	7%	10%	7%	8%
Collections/Programming	11%	20%	10%	13%
Total	100%	100%	100%	100%

¹⁹ Association of Science – Technology Centers, *Science Center and Museum Statistics*. This publication reports average costs per square foot of gallery space. The average for a facility of approximately similar size to Model 2 is \$110 per square foot, for a total of \$1.5 million (\$110 x 13,500 = \$1,485,000).

5.4 Model C: A Community Museum

An interpretive hub, sharing local community stories, and inviting visits to other sites throughout Richmond.

Location

The existing Richmond Museum may continue in its current or an equivalent location – an ‘enhanced status quo’. Other existing – and any additional – heritage facilities are located throughout Richmond and will continue in these sites. Some of these facilities are in prominent and easily accessible locations, while others are more remote. All of these sites would be considered convenient to access for residents arriving by car, but more challenging by transit (and by cycling/walking). Some sites are not particularly convenient for tourists to access by any mode of transportation.

Capital Costs

Building:

Allowances for Tenant Improvements to a new, City-owned site are estimated below. No allowance is included for site acquisition, or for relocation of Museum holdings or furnishings to the new site.

Development costs for kiosks at satellite locations and at the current Richmond Museum location. Estimate approximately \$3.5 million in a one-time development cost.

Museum:	Description	Budget
New location,	8-10,000 sq.ft. @ \$200 = \$1.6-\$2M	\$2,000,000
Tenant Improvements	4,000 sq.ft. exhibits, est	
(site acquisition and	4,000 sq.ft. back-of-house, est	
relocation NIC)	2,000 sq.ft. reception/admin, est	
Museum exhibits	New exhibits at current or relocated facility (estimate 4,000sq.ft. @ \$350)	\$1,400,000
Subtotal		\$3,400,000

Strengthened Network:	Description	Budget
Kiosks at satellite locations	10-15 sites @ \$25,000-\$50,000	\$500,000
Outdoor themed installations	Allow 3 @ \$500,000-\$1M	\$2,250,000
Interpretive media within existing facilities	Allow 2 @ 500 sq.ft. @ \$250,000	\$500,000
Construction of new small interpretive facility	Not included in this model	NIC
Website and Mobile App	Contract with web development firm	\$100,000

Self-Guided tour publication	Research, develop tours, prepare and print publication	\$100,000
Guided tours	Develop arrangement with existing tour companies to provide land and water tours, plus event-based shuttle transport.	\$50,000
Subtotal		\$3,500,000
Total Model C		\$6,900,000

Funding Eligibility:

Municipal funding and possible partnerships with suppliers and service providers (i.e., web/print developers, tour operators, Tourism Richmond).

Market Demographics**Audience Origin:**

Estimates from the four largest heritage sites have been used to for the following projections, namely Britannia Shipyard National Historic Site, Gulf of Georgia Cannery National Historic Site, Richmond Museum, and Steveston Museum. Market origins currently involve a high proportion of Richmond residents visiting the Richmond Museum, with a much higher non-Richmond customer base at the Steveston sites. Note that the Steveston Museum is somewhat unique as it includes a tourism visitor centre at its site.

Model C will likely skew the origins more toward Richmond residents as the programming expands the focus on the local Richmond story. Also, increased awareness within the City of the other lower profile sites is expected to increase their market draw from residents. However, the two national historic sites are expected to benefit from the increased profile and marketing resulting in increased non-Richmond visitation.

It is expected that this model will increase the profile of the existing facilities resulting in an increase in both Richmond residents and out of region visitors. The projected market origin distribution is as follows:

Market Area	Current Distribution	Model A Distribution	Model B Distribution	Model C Distribution
Richmond	37%	30%	50%	45%
Metro Vancouver	26%	20%	25%	20%
Elsewhere	36%	50%	25%	35%

Audience Characteristics:

All facilities cater to a mix of visitors in terms of their age and length of residence in the community. Of particular interest in this analysis is participation by long-time residents versus recent immigrants and among youth. Anecdotal information indicates that the current

facilities are much more popular among existing long-time residents than recent immigrants. Youth are also not a key market segment for heritage sites.

As with Model B, opportunities exist – with dedicated programming and marketing – to increase penetration of the newly-arrived resident category. Programming is expected to also increase the number of young person visits, both school tours and through youth targeted events.

Attendance:

The Strengthened Network's online presence, thematic linkages, visitor programming and additional sites are expected to improve the visitor experience and boost visitation. The addition of tours and event-based transport would allow visitors to be delivered to the facilities, reducing transportation/parking issue for visitors. It would also allow people to visit multiple facilities on one trip. It is noted that this concept is not new and prior attempts have been made including bus trolleys, horse carriages, harbour tours and mini-ferries. Future viability of one or more of these options should improve as the population increases and tourism expands. Testing will be required to assess market demand.

The higher profile facilities are expected to benefit most from this model. Overall it is estimated that attendance might increase modestly (say 5%) on an annual basis. This would likely occur in the first year of full operation and then remain stable until new programs or visitor experiences were added.

The three-year average (2014-2016) attendance total visitation for the four major facilities is estimated at 236,000, including 23,200 for the Richmond Museum. Projecting a 30% increase in visitation for the museum (for an annual estimate of approximately 30,000) plus a 5% increase for the other three facilities results to a total visitation to the four sites of approximately 255,000.²⁰

Financial Operations

Revenues:

None of the municipally owned and operated sites charge admission, and no admission charge is projected in this Model. (The Parks Canada owned Gulf of Georgia Cannery does have an admission fee.) Self-generated revenues will be limited to donations and charges for individual tours, special events and programs, and/or bus transportation among the sites.

Private support through expanded partnerships is a possibility if tangible benefits can be demonstrated for both parties. Examples include arrangements with guided tour companies to provide walking, cycling and/or paddling tours. These revenue generators might result in a doubling of self-generated revenues and the private support category.

²⁰ Model C calls for a significant expansion and redevelopment of the Richmond Museum exhibits resulting in a much larger increase than the other facilities.

A comparison of the current and possible projected revenues is as follows:

Category	Current	Model A	Model B	Model C
Self-Generated	3%	30%	15%	5%
Government Support	94%	60%	80%	90%
Private Support	3%	10%	5%	5%
Total	100%	100%	100%	100%

Expenses:

Overall operations costs for the key heritage facilities in Richmond are just over \$3 million annually (2016).²¹ (This includes the Gulf of Georgia Cannery, with an annual operating budget of just over \$1.0 million, resulting in the municipally run facilities heritage budget of approximately \$2.0 million.) This does not fully reflect building operations costs that are covered by other departments within the Richmond municipal government. It is noted that there are no changes to any buildings/structures, but there would be an increase in staff programming and coordination across the multiple sites.

Salaries and wages are the largest expense category for all the heritage facilities, typically ranging from one-half to three-quarters of total expenses. Increasing the size of the museum from 2,000 sq.ft. to 8,000 to 10,000 sq.ft. will have a significant increase in staffing costs. For analysis purposes, a doubling is projected. (It is noted that some elements of this model such as website development and tour operation would be delivered by contract.)

Administration is the next largest expense component and includes costs to manage and operate the facilities and should not change appreciably. Building costs are projected to remain constant. The blended operating expenses of the four main Richmond facilities, and the projected proportions are as follows:

Category	Current	Model A	Model B	Model C
Staff Costs	61%	55%	65%	62%
Administration	20%	15%	18%	17%
Building Related	7%	10%	7%	8%
Collections/Programming	11%	20%	10%	13%
Total	100%	100%	100%	100%

The existing budget to operate the Richmond owned museum and heritage sites is approximately \$2.0 million of which the Richmond Museum budget is \$425,000 (2016). For analysis purposes, a doubling is projected (or \$425,000) in the Richmond Museum and Heritage sites operating costs, resulting in an annual museum operating budget of \$850,000. This increase reflects an expansion in programming and interpretation costs, as well as increased marketing.

²¹ Sources: Financial statements for Richmond facilities and personal communication from the two national historic sites. The \$3 million total includes the Richmond Museum, Steveston Museum, Steveston Tram, Heritage Sites, Minoru Chapel, Britannia Historic Shipyards National Historic Site, and Gulf of Georgia Cannery National Historic Site. Individual expenditures are not reported to maintain confidentiality.

5.5 Location

The key requirement for the preferred site of a new Richmond Museum – in any of the proposed Models – is that it be prominent, easily accessible and adjacent to other cultural services and amenities.

The 2012 Feasibility Study considered the following attributes, which remain relevant today, with increasing significance as the Models increase in scale:

Access by:

Vehicle

Canada Line (<800 m)

Public Transit (<400 m)

Cycling (near route)

Walking (convenience)

Surrounding Uses:

Multi-Family Residential

Retail Shopping

Commercial

Park

Cultural Amenities

Additional considerations for future site consideration and evaluation include:

Availability and cost

Zoning for institutional use

5.6 Summary of Options

	Model A: A National Museum	Model B: A City Museum	Model C: A Community Museum
Museum Size	Approximately 60,000 sq.ft.	Approximately 20,000 sq.ft.	Existing facility or equivalent ('enhanced status quo'), approximately 8-10,000 sq. ft.
Strengthened Network of Sites	Additional stories and sites; upgraded and integrated interpretation; web, graphic and seasonal transport methods to encourage visitation.		
MUSEUM LOCATION			
	Must be located in a prominent and easily accessible location, preferably in a cultural / tourism precinct adjacent to other visitor amenities.	Should be located in a prominent and easily accessible location.	Existing museum or comparable, central location.
CAPITAL COSTS			
Building & Exhibits/Programs			
Museum	\$53,020,000	\$17,930,000	\$3,400,000
Network	\$3,500,000	\$3,500,000	\$3,500,000
Total	\$56,520,000	\$21,430,000	\$6,900,000
Funding Eligibility and Potential Partnerships	Municipal funding, private partners at local and national level, plus Provincial and Federal Gov'ts (for capital). Possibility of private sector cost sharing.	Municipal funding, private partners and Provincial Government (for projects). Possibility of private sector cost sharing.	Municipal plus possible local partnerships with suppliers / service providers.
MARKET DEMOGRAPHICS			
Audience Origins:			
Richmond	30%	50%	45%
Metro Vancouver	20%	25%	20%
Elsewhere	50%	25%	35%
Audience Appeal to underserved segments	Offers the best opportunity to service recent immigrants & youth.	Offers a good opportunity to service recent immigrants and youth.	Modest opportunities exist to service recent immigrants & youth.
Annual Attendance (Museum only)	195,000	55,000	30,000
FINANCIAL OPERATIONS			
Revenue Proportions:	Approximately one-third of revenues self-generated.	Revenues heavily dependent on municipal government.	Revenues heavily dependent on municipal government.
Self-Generated	30%	15%	5%
Government	60%	80%	90%
Private	10%	5%	5%
Expense Proportions:	Significant increase in all operating departments.	Approximate doubling of staff costs.	Expenses increase for staff coordination and additional sites
Staff	55%	65%	62%
Administration	15%	18%	17%
Building Related	10%	7%	8%
Programming	20%	10%	13%
Additional Operational Expenses (Museum only, over current cost)	\$3,575,000	\$1,485,000	\$850,000

6.0 Models Evaluation and Recommendations

6.1 Strengths/Weaknesses/Opportunities/Threats Assessment

A SWOT analysis has been conducted to evaluate each of the three models against the project evaluation criteria in section 2.3 above.

Models A and B appear similar in their strengths measured against the evaluation criteria. Model A is likely to incur the most risks (threats) due to its higher capital cost and operating costs.

	Model A	Model B	Model C
Strengths			
prominent/accessible location	Requires a prominent location to maximize visitation	Requires a prominent location to maximize visitation	Variety of locations for visitors to choose
gathering place	A major attraction with event and presentation spaces for the community to share stories with the world	A central City museum, with event and presentation spaces for the community to share stories with one another	Use museum gallery as exhibitions / programs / visitation allow
diverse audience	Local, regional and national / international	Local and regional	Largely local
feasible to build	Most costly...creates the largest visual impact	Less costly than Model A	Least costly to develop
sustainable operations	Most costly to operate	More costly to operate	Least costly to operate
appeal to funding sources	Broadest appeal to all levels of government and private sector	Possible appeal to provincial and corporate sources	Limited appeal to non-municipal sources
Weaknesses			
prominent/accessible location	Availability of most suitable site?	Availability of most suitable site?	Numerous sites, not centralized, some sites are challenging to access
gathering place	–	–	No single, central gathering place
diverse audience	National story could detract from local focus	Limited non-Richmond appeal	Lack of prominence outside Richmond
feasible to build	Very significant investment required	Significant investment required	Least costly to develop
sustainable operations	Very significant increase over Model B and 1	Significant increase over Model C and current operations	Limited ability to provide visitor services
appeal to funding sources	Could take time to arrange non-municipal assistance	Could take time to arrange non-municipal assistance	Limited appeal to non-municipal sources

	Model A	Model B	Model C
Opportunities			
prominent/accessible location	Create linkages with adjacent businesses and cultural amenities	Create linkages with adjacent businesses and cultural amenities	Create improved linkages among heritage sites
gathering place	Create a space for community and visitors to gather	Create a space for community to gather	Very limited space for community to gather
diverse audience	Create partnerships with other civic amenities (art gallery, library)	Create partnerships with other civic amenities (art gallery, library)	Create a range of partnerships with service providers
feasible to build	Provincial and Federal government contributions	Provincial government contributions	Sole source municipal funding could accelerate development
sustainable operations	Greater opportunities for revenue generation through programs, ancillary services, fundraising and sponsorships	Good opportunities for revenue generation through programs, ancillary services, fundraising and sponsorships	Limited opportunities for revenue generation through programs, ancillary services, fundraising and sponsorships
appeal to funding sources	Broadest appeal to levels of government and private sector	Possible appeal to provincial and corporate sources	Limited appeal to non-municipal funders
Threats			
prominent/accessible location	Possible change in neighbouring property uses/zoning	Possible change in neighbouring property uses/zoning	No change
gathering place	National attraction may be perceived as limited local emphasis	Provides central location for community gathering	No single, central gathering place
diverse audience	Not meeting attendance/diversity targets and implications for budgets and community engagement	Not meeting attendance/diversity targets and implications for budgets and community engagement	Not meeting attendance/diversity targets
feasible to build	Cost overruns affecting project timing and viability	Cost overruns affecting project timing and viability	Cost overruns
sustainable operations	Revenue shortfall and/or expense overrun leading to very serious budget implications	Revenue shortfall and/or expense overrun leading to serious budget implications	Revenue shortfall and/or expense overrun
appeal to funding sources	Limited support from local, regional and national sources	Limited support from local and regional sources	Limited support from local sources

6.2 Recommendations and Next Steps

The three options presented here provide clear distinctions in how Richmond may engage its citizens and other audiences in its story; each option has different financial implications for the City. At the more modest scale, it is clear that Richmond will have to carry most of the financial burden for raising both capital and operational funding. At the grander scale with a national story to tell, other sources of funding should be considered for contributions. Assessing this potential will help City Council determine its appetite for proceeding with one option over another. A series of next steps will help City Council come to a commitment on direction are proposed:

1. Present the results of this study to Council and receive direction about which of the three options has the highest comfort level. It is possible that a hybrid alternative may arise from these discussions as a result of gaining insight into the City's priorities.
2. Develop the preferred direction with sufficient detail for the completion of a **Business Plan** that would provide a more detailed picture of the capital and operational cost implications, site selection, and governance model for the project.
3. Complete a **Fundraising Strategy** that would identify potential sources and proportions of funding that could be reasonably expected from the three levels of government, possible partners, private philanthropy and business. This study would thus assess potential financial backing for the project, and would provide a strategic approach for soliciting support.
4. Based on findings above, develop the preferred option into an architectural and experiential **Concept** suitable for solicitation of both financial and community support.
5. Undertake a **public consultation** to acquire feedback from the community. Make any adjustments to the conceptual materials to incorporate any important and widely supported suggestions.
6. Build a project team modeled on the suggested form for funding, governance and operations, and commission a **Museum Master Plan**.

Appendix

Study participants

Steering Committee

Jane Fernyhough, Director, Arts, Culture & Heritage Services
 Marie Fenwick, Manager, Museum & Heritage Services
 Connie Baxter, Former Supervisor, Museum & Heritage Services
 Sheila Hill, Curator of Exhibitions, Museum & Heritage Services
 Rebecca Clarke, Former Executive Director, Gulf of Georgia Cannery Society
 Kimberley Baker, Education & Public Programs Coordinator, Britannia Shipyards National Historic Site
 Dee Bowley, Site Supervisor, Britannia Shipyards National Historic Site
 Brooke Lees, Heritage Coordinator, Britannia Shipyards National Historic Site
 Helen Cain, Heritage Planner, Policy Planning

Consultant Team

Doug Munday, Doug Munday Design
 David Hall, Economic Planning Group
 Phil Aldrich, Phil Aldrich Consulting, Inc.
 Catherine C. Cole, Catherine C. Cole & Associates

Symposium participants

Jane Fernyhough, Director, Arts, Culture and Heritage Services
 Connie Baxter, Former Supervisor, Museum and Heritage Services
 Rebecca Forrest, Curator of Collections, Richmond Museum
 Sheila Hill, Curator of Exhibitions, Richmond Museum
 Emily Ooi, Educational Programs Coordinator, Richmond Museum
 Stephanie Fung, Intern, Richmond Museum
 Camille Owens, Curatorial Assistant, Richmond Museum
 Loren Slye, Chair, Britannia Heritage Shipyard Society
 Dee Bowley-Cowan, Site Supervisor, Britannia Heritage Shipyards NHS
 Kimberly Baker, Education and Public Programs Coordinator, Britannia Shipyards NHS
 Dave Semple, Chair, Gulf of Georgia Cannery Society
 Rebecca Clarke, Former Executive Director, Gulf of Georgia Cannery Society
 Helen Cain, Heritage Planner, Heritage Commission staff liaison
 Greg Walker, Chair, Richmond Museum Society Board
 John Roston, Treasurer, Richmond Museum Society Board
 Jack Wong, Richmond Museum Society Board
 Winnie Cheung, Past President, Pacific Canada Heritage Centre, Museum of Migration
 Tineke Hellwig, Director, Pacific Canada Heritage Centre, Museum of Migration
 Lori S. Gelz, Visitor Services Manager, Tourism Richmond
 Leanne McColl, Richmond School District
 Ella Huang, Executive Director, Richmond Centre for Disabilities
 Sanzida Habib, Richmond Multicultural Community Services (RMCS)
 Norman Sung, Past President, Richmond Chinese Community Society (RCCS)
 Kristina Macdonald, Program Manager, Richmond Olympic Experience

Stakeholder interviews

Steveston Museum, Tram

Gabrielle Sharp, Coordinator
Linda Barnes, Steveston Historical Society
Chair

YVR

Anne Murray, VP Marketing and
Communications

Tourism Richmond

Carol Yeh, Interim General Manager

Gulf of Georgia Cannery NHS

Dave Semple, Chair

Gulf of Georgia Cannery NHS

Rebecca Clarke, ED

Britannia Shipyards NHS

Dee Bowley, Supervisor
Brooke Lees, Heritage Coordinator
Loren Slye, Chair

Richmond Art Gallery

Shaun Dacey, Director
Nan Capogna, Curator

Richmond Heritage Commission

Leo Mol, Chair

Richmond Museum and City staff

Connie Baxter, Supervisor
Emily Ooi, Education Programs, Richmond
Museum
Rebecca Forrest, Collections, Richmond
Museum
Kimberley Baker, Education & Public
Programs, Britannia Heritage Shipyards
Marie Fenwick, Manager, Parks Programs
Helen Cain, Heritage Planning, Heritage
Commission staff liaison
Jane Fernyhough, Director, Cultural and
Heritage Services
Alan Hill, Richmond Intercultural Advisory
Committee, staff liaison

Richmond Chamber of Commerce

Matt Pitcairn, President & CEO (Speaking as
resident, not from Chamber; no Chamber
policy/position on museums.)

Royal British Columbia Museum

Jack Lohman, CEO

Richmond Nature Centre

Kris Bauder, Coordinator

Gateway Theatre

Jovanni Sly, Artistic Director

Museum of Vancouver

Viviane Gosselin, Curator of Contemporary
Culture



Richmond Museum Models Evaluation Study Addendum

10 April 2019

The Models Evaluation Study was undertaken in 2017 for the purpose of identifying three or four different museum models for a future City Museum, and evaluating the models in terms of size, design, location, operational structure, and staffing. The Study included a market analysis to establish community needs for museum services in Richmond, considering current and projected demographics, and included operational and capital budget projections. The Study was completed and submitted to the City of Richmond in April, 2018.

With the plan to bring the Study to Richmond City Council for consideration in Q2 2019, this brief Addendum outlines a number of the report's projections which may have reasonably evolved in the interim, given changes in museum visitation patterns, funding sources at comparable institutions, and regional construction climate over the past year.

While Council should be made aware of these, the three model options presented in the Study are still believed to be valid, and the general implications of each still hold true. Specific capital and operational costing for the preferred model should be developed further in the next stages of planning, specifically the completion of a Business Plan as proposed in the report's Executive Summary, 'Next Steps', pg.8.

Factors in the 2018 Study which may require adjustment in future planning:

1. Increased visitation projections for the new Richmond Museum

Attendance projection for each of the proposed models were made based on then-current market data, and visitation at Richmond Museum and comparable facilities in the region (Summary of Options, pg.6; Section 3.0 Community Needs and Market Analysis; 5.0 Model Comparison and Financial Analysis).

Significant increases in the above data, which could reasonably increase visitation projections for the proposed models, include:

- Attendance at Richmond Museum has increased 30%, from 34,400 in 2017 to 44,708 in 2018. This increase in visitation was linked to a number of factors, including increased awareness in the local tourism industry through participation in the Tourism Challenge program and

the popularity of the *Our Journeys Here* exhibit.

- Current Richmond Museum visitation is now better understood, from 2018 Visitor Survey results (390 responses), relative to that at other regional comparables:
53% Richmond
23% Metro Vancouver
24% Elsewhere
- The Museum of Surrey (one of the comparable facilities referenced in the Study) opened a 12,000 square foot expansion in September 2018, for a new total of 36,000 square feet, which includes collections storage space. The Museum anticipated increased visitation of 80,000 – from 50,500 in 2016 – but is so far exceeding expectations with approximately 20,000 visitors per month. The new facility includes temporary exhibition space, a dedicated children's gallery, and community spaces, which are among the significant features of the proposed Richmond models.

2. Potential federal funding for a City Museum

The Study anticipated that each of the three proposed models – A) National Museum, B) City Museum, and C) Community Museum – would attract varying levels of funding support, with only the National Museum attracting federal government capital funding, by nature of its scale, breadth of story, and attraction potential (Summary of Options, pg.6).

However, two regional city museum projects have received significant federal funding in the past few years: the new, expanded North Vancouver Museum and Archives (\$3M federal funding), and the Museum of Surrey's 12,000 square foot expansion (\$4.9M federal funding).

This suggests that the proposed model B) City Museum could also be a candidate for federal funding.

Again, the Study recommends in 'Next Steps' that a Fundraising Strategy be developed upon completion of a Business Plan for the preferred model, to identify potential sources and proportions of funding that could be reasonably expected from the three levels of government, possible partners, private philanthropy and business.

3. Escalation of construction costs in Lower Mainland

The terms for the Museum Models Study allowed for the projection of capital costs for the proposed models based on the costing factors used in the Museum's 2012 Museum Feasibility Study, escalated to the date of the current report. A factor of 2% per year was used in these calculations, referenced in the Summary of Options (pg.6).

Recent cost escalation in the construction industry throughout the Lower Mainland shows that greater escalation should be anticipated in further planning:

- City of Richmond Project Development noting 7% cost escalation prediction for 2019
- The North Vancouver Museum is carrying 5% escalation contingency escalated to mid-point of construction, January 2020
- City of North Vancouver construction projects planning for 9% escalation for 2019–2020

April 11, 2019

**Mayor Malcolm Brodie,
Members of Council
City of Richmond
6911 No. 3 Road
Richmond, B.C.
V6Y 2C1**

Dear Mayor Brodie:

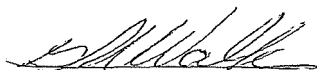
Since January 2017, the Board members of the Richmond Museum Society have been pleased to participate in a stimulating and community-minded project which develops a vision and direction for a new Richmond Museum. The exciting result, the *Richmond Museum Models Evaluation Study*, responds to City Council's request for an analysis of new, innovative models for delivering museum services in the City of Richmond.

The three options in the *Study* provide significantly different approaches to meeting the future museum needs of the City while ensuring the history of Richmond is relevant, engaging and accessible. Each option surveys the many features of a successful and sustainable museum operation, such as capacity, size and costs – and most importantly, begins the all important discussion about the stories of Richmond that its museum should tell – and preserve.

It is the hope of the Board of the Richmond Museum Society that the *Richmond Museum Models Evaluation Study* becomes the touchstone of a new and purposeful direction for heritage services for Richmond, and the foundation of community engagement in the journey ahead.

To that end, the Richmond Museum Society is pleased to support a robust version of Model B, the City Museum. The Society eagerly anticipates Council's review and debate – and ultimately its direction - on the future of Richmond's museum services. We greatly look forward to the second phase of planning – and community participation – in the creation of the Richmond Museum Concept Plan.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'Greg Walker', with a horizontal line drawn underneath it.

Greg Walker
Chair
Richmond Museum Society