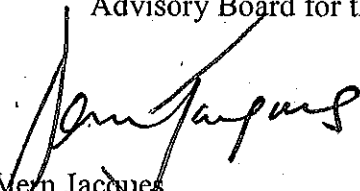


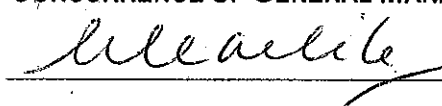




**To:** Parks, Recreation and Cultural Services Committee  
**From:** Vern Jacques, Acting Director, Recreation and Cultural Services  
**Re:** **Britannia Heritage Shipyard Advisory Board**  
**Date:** November 12, 2008  
**File:**

**Staff Recommendation**

1. That the Britannia Heritage Shipyard Advisory Board be dissolved and no appointments be made for 2009-2010; and,
2. That a letter of thanks be sent to the current members of the Britannia Heritage Shipyard Advisory Board for their important contribution to the community.

  
 Vern Jacques  
 Acting Director, Recreation and Cultural Services  
 (604-247-4930)  
 Attach (2)

<b>FOR ORIGINATING DIVISION USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b> 		
<b>REVIEWED BY TAG</b>	YES  <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES  <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

## Staff Report

### Origin

At the September 23, 2008 meeting of the Parks, Recreation & Cultural Services Committee in response to a query regarding the status of the Britannia Heritage Shipyard Advisory Board, Catheryn Volkering Carlile, General Manager, Parks, Recreation & Cultural Services stated that it was not determined whether the Board was required past December 31, 2008, but that if the issue was referred to staff, staff could report back to Committee.

As a result of the brief discussion the following referral motion was introduced:

It was moved and seconded:

*That staff evaluate the continuation of the Britannia Heritage Shipyard Advisory Board.*

### Analysis

The 2001 Britannia Heritage Shipyard Business Plan provided for the establishment of the Advisory Board. The Terms of Reference (Attachment 1) provide for appointments to the Advisory Board for a two-year term, with a maximum of three consecutive terms, with half of the board being appointed on alternating years to maintain continuity. Since their establishment the major focus of the Advisory Board has been concerned with the development and construction of the site.

The governance of the Britannia Heritage Shipyard site has been one of shared responsibility amongst the City, the Advisory Board and the Britannia Heritage Shipyard Society, with the Society initially responsible for the programming and activity on the site, including the building and restoration of boats. The role of the Society has shifted away from site programming (PRCS staff currently are responsible for programming) and the Advisory Board has not been in a position to take on several of the key responsibilities as defined in the Terms of Reference, such as: development of a marketing plan; corporate sponsorship and fundraising; and involvement in project plans and budgets for projects on the site.

In May 2007, Council adopted the Richmond Museum and Heritage Strategy, which outlined a new and consistent governance model for all Museum and Heritage Sites. The strategy recommends a Museum and Heritage "Task Force" be appointed by Council to work in close collaboration with the City and all the Heritage Sites in Richmond to provide consistent direction and policy advice to Council. The 2008 Britannia Heritage Shipyard Business Plan Update supported this direction, allowing the opportunity for the Britannia Heritage Shipyard Advisory Board to support the transition towards the new governance model.

In December 2007 Council, anticipating that it was timely to consider a new governance model, made all of the appointments to the Advisory Board effective only to December 31, 2008 (Attachment 2). Four of the current Advisory Board members are fulfilling their final (third two year) terms as of December 31, 2008, at least two others were expected to step down at

December 31, 2008 regardless of the intentions of Council on this matter. At the application deadline none of the incumbent members submitted for re-appointment and only two other applications were received for the nine positions. One of the two applications was a second choice. Therefore a diligent recruitment programme beyond the recent regular city advertisements would be required to attract new candidates to fill these positions for 2009 should Council decide to continue with the Advisory Board.

The direction outlined in the Museum and Heritage Strategy make this an appropriate time to begin to move forward with pursuing a new governance model. With an over-arching Museum and Heritage Task Force having been recommended and endorsed, although not yet implemented and with the Britannia Heritage Shipyard Society still very much involved in the activities on the site, there are opportunities for current and past Advisory Board members to remain involved in the development of the shipyard.

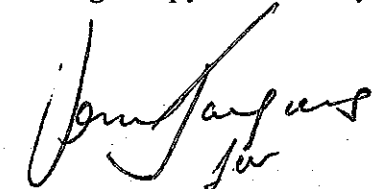
The Advisory Board has provided valuable guidance to Council and staff in the development of the Britannia Site. Construction is nearly complete on the Historic Zone, with a tentative opening scheduled for May 2009, and development plans for the Seine Net Loft, Japanese Duplex and First Nations Building are prepared and an updated business plan is in place. Once the capital construction is completed for the site, the focus will move towards programming and site operation. The important work undertaken by the Advisory Board in setting the vision, guiding principles and policy framework will have been implemented.

#### **Financial Impact**

The net savings provided by not requiring staff support and meeting expenses for the Advisory Board would be offset by the costs associated with the support provided to the Museum and Heritage Task Force.

#### **Conclusion**

Given that all the appointments to the Advisory Board expire on December 31, 2008 and that the Museum and Heritage Strategy provides for the transition to a consistent governance model for all City of Richmond Heritage Sites, this would be an opportune time to dissolve the Britannia Heritage Shipyard Advisory Board.



Bryan Klassen  
Site Supervisor  
(604-718-8044)

## **BRITANNIA HERITAGE SHIPYARD ADVISORY BOARD**

### **TERMS OF REFERENCE**

#### **BACKGROUND**

In 2000 Richmond City Council adopted a Business Plan for the Britannia Heritage Shipyards site to guide the development and operations. In order to oversee the implementation of this Plan, the City created a Council appointed policy body, the Britannia Heritage Shipyards Advisory Board.

#### **STRUCTURE**

- the Board will consist of nine members of the community who have an interest in the ongoing development and promotion of the Britannia Heritage Shipyards;
- seven of the members will be appointed by City Council;
- two members will be appointed by Council from a list nominated by the Britannia Heritage Shipyards Society;
- the term of appointment is for a two year period. The number of consecutive terms served by any one individual is limited to three. To provide for continuity, three (3) Council appointed members and one appointed by the Society will have their term end on even calendar years. The other four (4) Council appointees and one appointed by the Society will have their term end on odd calendar years. Notwithstanding the above, term length may vary at Council's discretion;
- five members of the Board will constitute a quorum;
- the Board will conduct its own vote to designate the Chair and Vice Chair positions;
- the Mayor will appoint one Council member to act as a liaison to the Board.

#### **MANDATE**

The Britannia Heritage Shipyards Advisory Board's mandate is to represent the City's interest in ensuring the development of the Britannia site; is consistent with the direction of the Council adopted business plan; and, that the operation is conducted in an efficient manner. The Board is accountable to City Council for their actions.

The Board will advise City staff in areas such as:

- determining focus and direction for the site and activities based on the Council adopted business plan and park plan;
- setting service standards including hours of operation and uses of buildings;
- determining goals and objectives of the Board within the framework established by Council;
- fundraising and partnerships;

- marketing the site and services to residents of Richmond, residents of the Lower Mainland and visitors to the region;
- determine appropriate corporate sponsors and partners;
- ensure a Collections policy and a knowledgeable Collections Committee and approve all acquisitions;
- responsible for maintaining the historical focus and integrity of the site.

City staff will research, gather input and recommend for the Board's consideration, policies in the above areas.

The City would like to involve volunteer opportunities in most aspects of the operation. Many programs and services will be run through an agreement with the Britannia Heritage Shipyard Society or other non-profit societies as are appropriate for the activities. Staff will work with volunteers and volunteer organizations to ensure efficient and effective services and operations.

The City of Richmond is responsible for staffing, operating and maintaining the Britannia Heritage Shipyard site within a budget approved by Council. The City will also be responsible for administration functions such as payroll, purchasing and accounting.

## **ROLES AND RESPONSIBILITIES OF A MEMBER OF THE ADVISORY BOARD**

A Britannia Heritage Shipyard Advisory Board member is someone who has an interest in the development and operation of the Britannia site in a manner consistent with the principles laid out in the City Council adopted Business Plan. Each member has an obligation to carry out the mandate on behalf of the City. To meet the objectives in the Business Plan, Advisory Board members will work together to fulfil a variety of responsibilities.

These are voluntary positions, with no financial remuneration. Members are asked to give of their time, energy and talent. This will involve establishing working relationships with local government, staff and fellow Advisory Board members, and will require becoming part of a team.

### Roles of the Advisory Board

1. Approve policies for the site in areas such as hours of operation, uses of buildings, uses of other areas of the site, occupational health and safety for volunteers.
2. Determine goals and objectives of the Britannia Heritage Shipyard Advisory Board within the framework established by Council.
3. Determine focus and direction for the site using the Business Plan as a framework.
4. Ensure continuity of the historical focus and integrity of the site.
5. Ensure development of a marketing plan for the site.
6. Recommend appropriate corporate sponsors and partners to the Corporate Sponsorship Committee and participate in fundraising activities.
7. Ensure project plans and budgets are in place for all projects undertaken on site.
8. Maintain a Collections Policy and ensure a knowledgeable Collections Committee is in place.
9. Approve all acquisitions proposed for the site.
10. Provide input into the conceptual development of interpretive displays.
11. Ensure a training program for tour guides is in place.

12. Present an Annual Report to Council on the status of the Britannia site development and operations.

#### Responsibilities of Board Members

1. Attend Board and Committee meetings as required.
2. Participate in the discussions and decisions at the time they are taking place.
3. Abide by decisions duly made by the Board.
4. Maintain an objective and unbiased approach free of conflict of interest.

A Board member who has been elected Chairperson of the Board has the additional responsibilities to:

1. Prepare an agenda, in consultation with the City staff liaison to the board, and ensure that this agenda, along with any necessary supporting material, is sent out ahead of time to each Board member.
2. Understand each agenda item and its purpose on the agenda.
3. Call the meeting to order when a quorum is present at the appointed starting time.
4. Introduce and welcome any visiting community members, staff, guests or others.
5. Facilitate the meeting's discussion and decision making process by allowing all members full and equal opportunity to participate; acting as a neutral party while ensuring that discussion stays on topic; and when sufficient debate has taken place on any topic, calling for a vote.
6. Sign the minutes of the previous meeting presided over, after they have been approved by the Board.
7. Coordinate and provide support to the Chairs of any committees.

**BRITANNIA HERITAGE SHIPYARD ADVISORY BOARD**  
**Current Membership List 2008**

<b>Total Membership:</b>	9	<b>Authority:</b>		<b>Staff Liaison:</b>	Bryan Klassen
<b>Total Appts By Cncl:</b>	8	<b>Length Of Term:</b>	2 Yrs/3 Yrs	<b>Local:</b>	718-8044
<b>Cncl Rep:</b>	Cllr. McNulty Cllr. Steves (alt)	<b>Term Limits:</b>	3		

<b>Members</b>		<b>Date First Appointed</b>	<b>Date of Most Current Re-appointment</b>	<b>Date Appointment Expires</b>
<b>Mr. Ron Bradley</b>		Mar 10/2003	Dec 11/2006	Dec 31/2008
<b>Mr. Robert Butterworth</b>		Mar 10/2003	Dec 11/2006	Dec 31/2008
<b>Mr. Jack Evans</b>		Dec 9/2002	Dec 11/2006	Dec 31/2008
<b>Ms. Georgia Katz</b>		Jul 24/2006	Dec 11/2006	Dec 31/2008
<b>Mr. Jim McMillan</b>		1991	Dec 10/2007	Dec 31/2008
<b>Ms. Jo-Anne Rocque</b>		Dec 13/2004	Dec 10/2007	Dec 31/2008
<b>Mrs. Brenda Stringer</b>		Jul 24/2006	Dec 10/2007	Dec 31/2008
<b>Mr. Larry Tolton</b>		Jul 24/2006 (Britannia Heritage Shipyards Society rep)	Dec 11/2006	Dec 31/2008
<b>Mrs. Jill Yates Dahlgren</b>		Dec 10/2007	N/A	Dec 31/2008