



# City of Richmond

## Report to Committee

To PRCS - May 29 2012

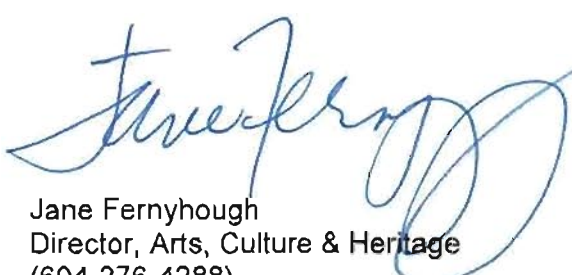
**To:** Parks, Recreation and Cultural Services Committee  
**From:** Jane Fernyhough  
Director, Arts, Culture & Heritage  
**Re:** Britannia Heritage Shipyard National Historic Site

**Date:** May 3, 2012

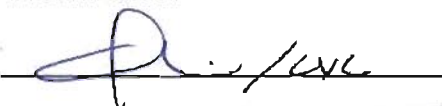
**File:**

### Staff Recommendations:

1. That the Terms of Reference for a Britannia Heritage Shipyard Building Committee, as outlined in the report dated May 3, 2012 from the Director, Arts, Culture and Heritage Services, be endorsed; and,
2. That a Britannia Heritage Shipyard Building Committee be established as per the Terms of Reference.

  
Jane Fernyhough  
Director, Arts, Culture & Heritage  
(604-276-4288)

Att: 2

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<b>ROUTED TO:</b>		<b>CONCURRENCE</b>	<b>CONCURRENCE OF GENERAL MANAGER</b>
Project Development		Y <input checked="" type="checkbox"/> N <input type="checkbox"/>	
<b>REVIEWED BY TAG SUBCOMMITTEE</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	<b>REVIEWED BY CAO</b> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

May 3, 2012

## Staff Report

### Origin

At the Parks, Recreation and Cultural Services Committee of March 27, 2012 the following referral motion was passed:

*That the staff report entitled "Britannia Heritage Shipyard National Historic Site" dated March 9, 2012 from the Director, Arts, Culture & Heritage be referred back to staff to examine the Terms of Reference for the Building Committee to oversee the final three buildings.*

This report responds to this referral.

### Analysis

The report "Britannia Heritage Shipyard National Historic Site" (**Attachment 1**) responded to a request for information regarding several areas of the operation, including "that staff consider the establishment of a Building Committee to determine the uses of the final three buildings, the Seine Net Loft, Japanese Duplex and Longhouse and develop a timeline and costs to bring them up to code for those uses". At the March 27<sup>th</sup> meeting Committee requested reconsideration of the term "Task Force" instead of "Committee" and the proposed Terms of Reference as outlined in the report. Council's original intent for a Britannia Building Committee as outlined in the Britannia Heritage Shipyard Business Plan, and the proposed mandate and composition for the Building Committee was referenced.

The Britannia Business Plan adopted by Council in 2000 proposed "a Building Committee be appointed by Council when a capital project is being planned. This Committee would oversee the project from conception through planning and capital fundraising and construction. The committee would be comprised of three members of the Britannia Advisory Board and three members of City staff and or Council." The Britannia Advisory Board, appointed by Council, was disbanded as of December 31, 2008.

As outlined in the March 9, 2012 report (**Attachment 1**) capital funding for the Seine Net Loft was approved as part of the 2011 capital budget and detailed designs are being completed for the seismic upgrade, fire suppression system, mechanical and electrical upgrades to bring the building to a "public assembly" usage. The Business Plans outlined the usage to be museum and exhibit space, small boat collection storage and open concept visible storage of artefacts, and now includes the Lubzinski exhibit. The Building Committee role could be to work with staff and designers on the use and planning of the restoration. The Committee would advise on the planning, restoration and future use of the remaining two buildings: Japanese Duplex and First Nations building as capital funding is allocated. A revised Terms of Reference and committee structure is attached. (**Attachment 2**)

### Financial Impact

None. Staff time to liaise with the group as well as any additional meetings required with the building consultants will be absorbed into the project and approved operating budgets.

May 3, 2012

### Conclusion

The establishment of a Building Committee to assist in guiding the restoration and future use of the remaining un-restored buildings and the stories to be told through those buildings is recommended.

  
PER: Bryan Klassen  
Britannia Site Supervisor  
(604-718-8044)

BK:bk




# City of Richmond

## Report to Committee

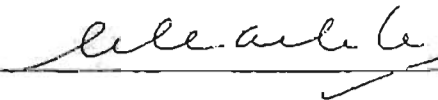


To: Parks, Recreation and Cultural Services Committee Date: March 9, 2012  
 From: Jane Fernyhough File:  
 Director, Arts, Culture & Heritage  
 Re: Britannia Heritage Shipyard National Historic Site

### Staff Recommendation

1. That the Terms of Reference for a Britannia Building Task Force as outlined in this report be endorsed; and,
2. That a Britannia Building Task Force be established as per the Terms of Reference.

  
 Jane Fernyhough  
 Director, Arts, Culture & Heritage  
 (604-276-4288)

Att. 2

FOR ORIGINATING DEPARTMENT USE ONLY			
ROUTED TO:		CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Parks Project Development		Y <input checked="" type="checkbox"/> N <input type="checkbox"/> Y <input checked="" type="checkbox"/> N <input type="checkbox"/>	
REVIEWED BY TAG	YES  <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	REVIEWED BY CAO
			YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> 

## Staff Report

### Origin

At the Parks, Recreation and Cultural Services Committee of September 27<sup>th</sup>, 2011 the following referral motion was passed:

*That the materials distributed from Councillor Harold Steves, dated September 27, 2011 regarding the Britannia Shipyard National Historic Site be referred to staff, with particular attention to the following:*

1. *"that staff investigate and report back to Committee the means of maintaining full public access to the wharf and fleet";*
2. *"that staff review and consider implementation of the remaining recommendations of the Britannia Heritage Business Plan"; and*
3. *"that staff consider the establishment of a Building Committee to determine the uses of the final three buildings, the Seine Net Loft, Japanese Duplex and Longhouse and develop a timeline and costs to bring them up to code for those uses".*

This report responds to this referral.

### Analysis

The Britannia Heritage Shipyard site is 3.29 hectares (8.14 acres) of land located on the south arm of the Fraser River. The oldest cannery site on the Fraser River, and later converted to a shipyard, the site is important to the historical development of Richmond and the Lower Mainland. The site has been owned by the City since 1990 and was declared a National Historic Site of Canada in 1992.

The historical features at the Britannia site have a collective heritage value that exceeds their individual heritage value. The boardwalk and bulkhead are significant features in context with the buildings. The 12 buildings on the site are important for their sense of community that is achieved and help tell the many stories about the multi-ethnic residents and workers at the Britannia Shipyard and Steveston.

In 2001 Council adopted the Britannia Heritage Shipyard Business Plan, which outlined the proposed development for the following five years, including the priorities for the restoration and use of the buildings. In 2004 work began on the restoration of the buildings in the Historic Zone, which was completed in 2009. The Business Plan was updated in 2008, which provided further direction for the development of the site.

Referral Points:

1. *"that staff investigate and report back to Committee the means of maintaining full public access to the wharf and fleet";*

As outlined in Schedule 1 prepared by Councillor Steves dated September 27, 2011, there are no impediments to public access in terms of building usages. In 2002, the wharf was completely rebuilt, including new piles, timbers and decking. The wharf was subsequently used for programming, notably music concerts during the summers. This practice was stopped when questions arose as to the safety of the public through the Shipyard Building and onto the wharf. Discussion with Building Approvals produced the compromise that there could be up to 50 people in the shipyard building at any one time and that a tour guide accompany them. This has been the operating procedure since that time.

In 2009, the floats were upgraded to 12 feet wide with improved floatation, in response to increased public use particularly during the Richmond Maritime Festival. There are several vessels moored at the Britannia floats, three owned by the Britannia Heritage Shipyard Society, one owned by the SS Master Society, one owned by the City of Richmond and one owned by the waterside caretaker.

The vessels are subject to sudden movements due to wind and waves and present any number of hazards for people not familiar with boats. Further, the boats have safety related items from fuel containers to flares, which can be dangerous in untrained hands. Supervision of the public while on the floats and vessels is required.

Due to reasons of safety and security the floats are not always open to the public. The Society is able to escort visitors and guests on to the floats to view their vessels. As there is always a risk to life and safety on the water there has never been provision to allow the public unsupervised access to the floats and vessels. The Britannia Heritage Shipyard Society has a resolution, approved at a board meeting some years ago, that their members must wear a life jacket or approved flotation device when they are on the floats and working on the boats.

The City has limited staff to keep the buildings and exhibits open to the public and is not able to provide the supervision required to open the wharf and floats other than on special occasions such as the Richmond Maritime Festival. In order to allow access to the wharf and fleet, there should be a minimum of two trained people to provide supervision to the public; one person to escort the public through the Shipyard building and one person to supervise the public on the floats to ensure safety restrictions are enforced such as prohibited smoking, proper footwear, appropriate behaviour and ship-board etiquette.

In order to have the wharf and floats accessible to the public on a regular basis staff are working with the Society to recruit and train volunteers. Alternately, increased funding could be provided for additional staff to provide supervision to the dock and floats.

2. *"that staff review and consider implementation of the remaining recommendations of the Britannia Heritage Business Plan";*

In 2001 the Britannia Heritage Shipyard Business Plan was adopted by City Council. Guided by an eight-member steering committee comprised of Councillors, community members and City staff, the Business Plan outlined the guiding principles for the site, the site development priorities and estimated capital costs over a five-year period. The Business Plan included proposed building uses, staffing plans, site improvements, a management and operational model and the role of the Britannia Heritage Shipyard Society.

In 2004 work began on the Historic Zone Development Plan, which was adopted by Council in 2006. This moved the focus of the work at Britannia away from the priorities in the Business Plan. The development of the Historic Zone was spread over several years, as funding was made available, and opened to the public in May 2009. The final exhibits in the Chinese Bunkhouse were opened in 2011. The new buildings and exhibits significantly expanded the public access to Britannia. Estimated attendance in 2011 was 55,000 visitors in total, which includes approximately 25,000 attending the Richmond Maritime Festival.

The 2008-2012 Business Plan Update, endorsed by Council in June 2008 (**Attachment 1**) reiterated the plans and priorities for the completion of the site, notably the restoration / renovation of the Seine Net Loft, the Japanese Duplex and the First Nations Bunk House. It further outlined three strategic directions – Long-term Site Preservation, Effective and Efficient Operations and Enhanced Visitor Experiences - with initiatives and action plans for each.

Council approved capital funding for the Seine Net Loft superstructure in the 2011 capital budget. Capital funding for the Japanese Duplex and the First Nations Bunkhouse has not been approved at this time. Both of these buildings require additional historic research and engineering and design work to determine restoration costs.

Construction work on the Seine Net Loft, which includes superstructure seismic upgrade, fire suppression system, mechanical and electrical upgrades to bring the building to a "public assembly" usage is projected to be completed in early 2013. The Seine Net Loft will be used as museum and exhibit space, small boat collection storage and open concept visible storage of artefacts, as outlined in the Business Plans.

The remaining two buildings, the Japanese Duplex and the First Nations Bunkhouse restoration and interpretation remain unfunded. The Japanese Duplex is the next priority and has been submitted as a capital request (currently unfunded). The First Nations Bunkhouse requires research on its history and determination of appropriate use upon restoration.

City Council has consistently provided funding over the years for the enhancement of the Britannia Heritage Shipyard. Often, projects have been divided and phased, as funding was made available. This has extended the time frame to complete projects. The Building Plan Update is an effective tool to guide the development of the site and staff will continue to bring forward funding requests within the annual budget cycles.

3. *"that staff consider the establishment of a Building Committee to determine the uses of the final three buildings, the Seine Net Loft, Japanese Duplex and Longhouse and develop a timeline and costs to bring them up to code for those uses".*

Prior to the establishment of the Britannia Heritage Shipyard Advisory Board, a Building Committee under the auspices of the Britannia Heritage Shipyard Society was in place. That role was reassigned to the Advisory Board when it was established and subsequently disappeared with the dissolution of the Advisory Board in 2008.

As the site moves into the restoration / remediation of the remaining three buildings, the establishment of a Britannia Building Task Force to assist in guiding the use of and the stories to be told through those buildings would be beneficial.

The Task Force would assist with the required research of original and past uses and potential adaptive reuses of the Japanese Duplex and the First Nations Bunkhouse. The Task Force could consist of a representative from the Britannia Heritage Shipyard Society, the Council liaison to the Britannia Heritage Shipyard Society, Britannia Site Supervisor, and two members of the community. A proposed Terms of Reference for this Task Force is attached.

**(Attachment 2)**

#### **Financial Impact**

There is no financial impact at this time. Recruitment and training of volunteers will be supported through existing operating budgets at Britannia Heritage Shipyard. Restoration / remediation funding of the buildings will continue to be submitted in the annual Capital Plan.

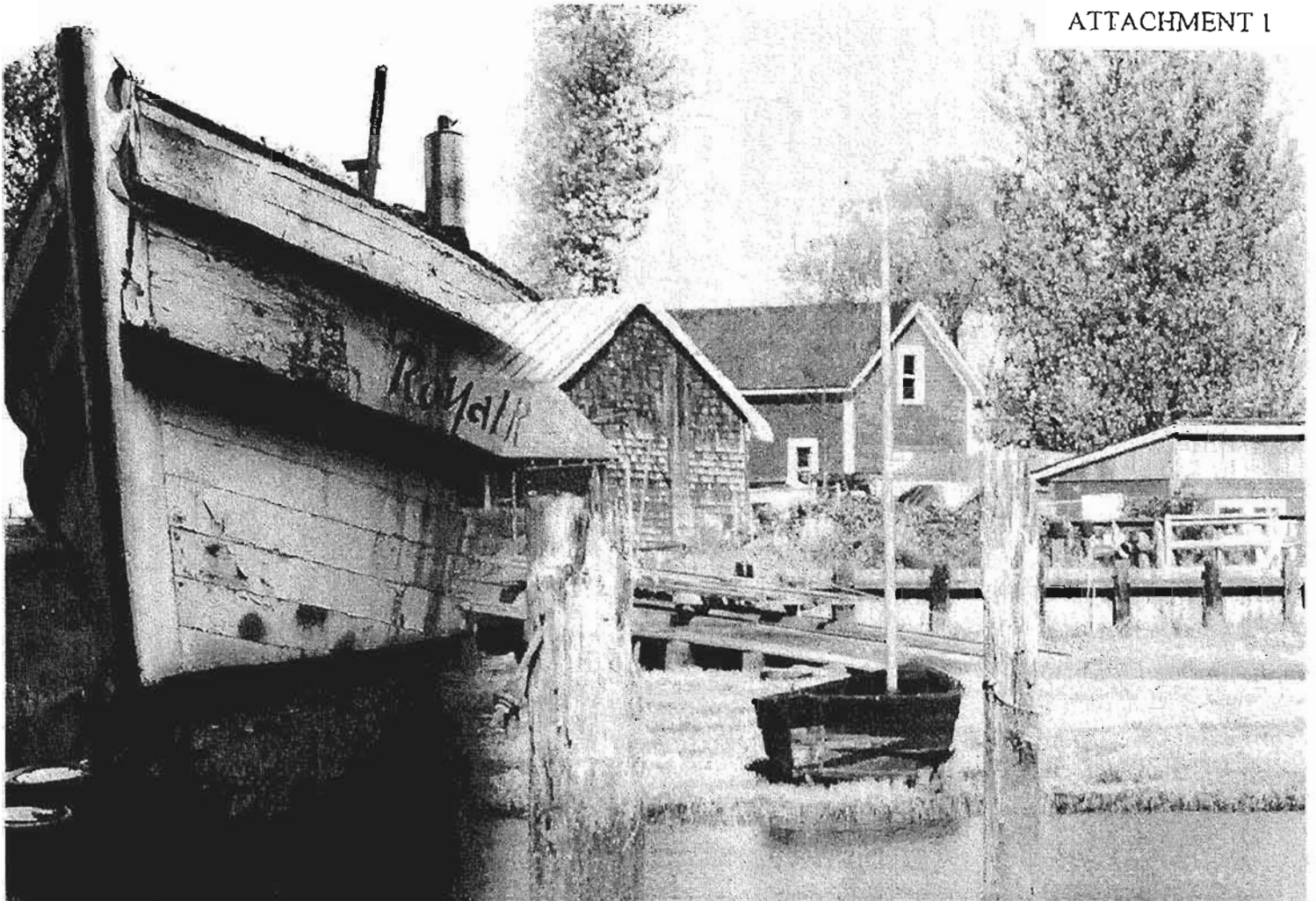
#### **Conclusion**

During the past ten years, the Britannia Heritage Shipyard has developed as an important City asset. The restoration of the next buildings will complete the restoration of the buildings on site and provide a viable tourist product that promotes the Council goal of "advancing the City's destination status and ensure our continued development as a vibrant cultural city." Staff will assist the Society with the recruitment and training of volunteers to provide greater access to the vessels that the Society is working to restore.

  
Bryan Klassen  
Britannia Site Supervisor  
(604-718-8044)

Attachment 1	Britannia Heritage Shipyard Business Plan Update 2008-2012	REDMS #3491702
Attachment 2	Britannia Heritage Shipyard Building Committee Terms of Reference	REDMS #3491687





# Britannia Heritage Shipyard Business Plan Update 2008-2012



**Britannia Heritage Shipyard  
Business Plan Update  
2008-2012**

**Introduction:**

In January 2001, Richmond City Council adopted a five-year business plan for the Britannia Heritage Shipyard Site. This business plan was developed in conjunction with a steering committee and provided direction and a basis for decision making by council and staff in regards to the site. Five key areas of recommendations were included within the business plan:

1. Increased operating budget
2. Revenue generation strategies
3. Site improvements
4. Management model
5. Capital improvements

With many of the recommendations from the 2001 business plan fulfilled, and the site nearing completion in terms of major capital construction, the need to update the business plan was recognized. A consultative process including staff, council members and community stakeholders was undertaken to review the vision and guiding principles and to make recommendations for the future development and operation of the site.

**Site Description:**

The Britannia Heritage Shipyard site is 3.29 hectares (8.14 acres) of land located along the Steveston Channel of the south arm of the Fraser River. Previously a cannery and then converted to a shipyard, the site is important to the historical development of Richmond and to Greater Vancouver. The Britannia Heritage Shipyard site has been owned by the City of Richmond since 1990.

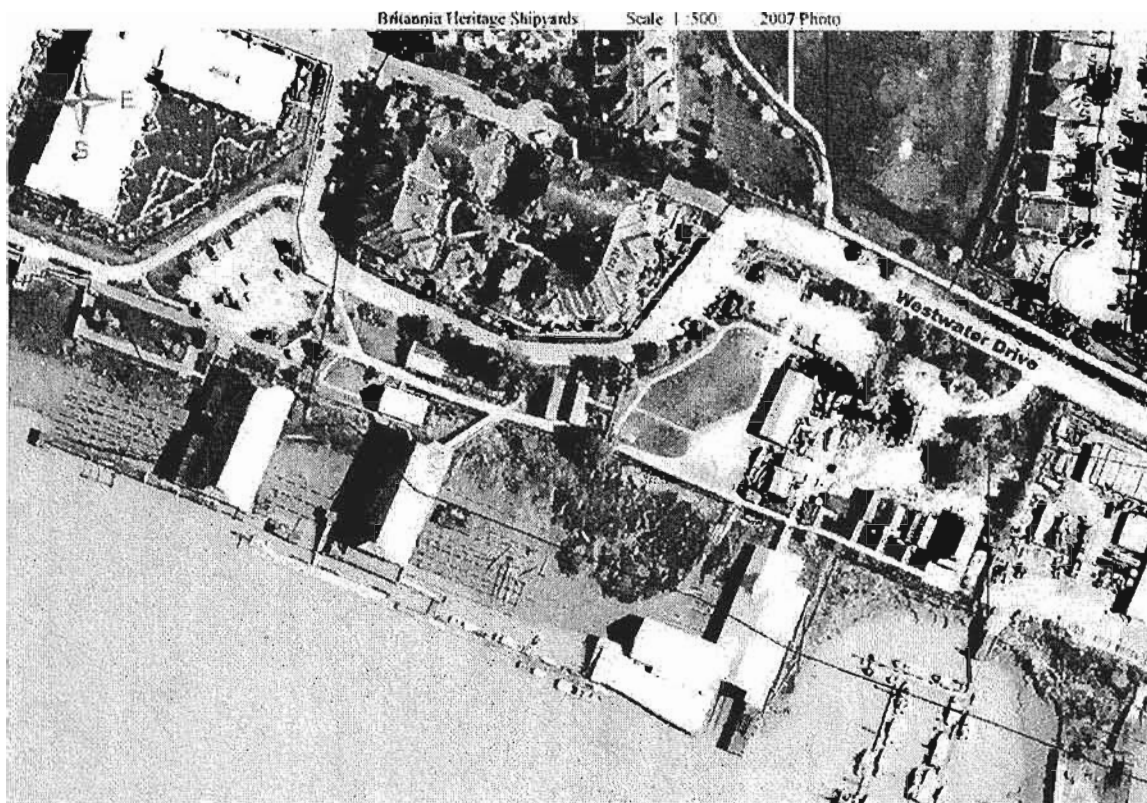
Britannia is a part of Steveston's historic Cannery Row extending from Garry Point and the Gulf of Georgia Cannery National Historic Site on the western end to London Heritage Farm in the east. The site is 0.8 kilometres from Steveston Village Centre.

To the south of the site is the Fraser River with Shady (Steveston) Island offshore in the river channel; to the west, the BC Packers lands have mainly been developed and provide a much needed land link to the Steveston Village Centre; land to the east is owned by Small Craft Harbours Branch of the Department of Fisheries and Oceans, administered through the Steveston Harbour Authority; and to the north there are elementary school grounds and apartment buildings.

The site was originally a treeless marshland but the vegetation changed significantly in the 1950s when the marsh was filled in with sand dredged from Steveston Channel. The twelve buildings on the site help to tell many stories about the multi-ethnic residents and workers at the Britannia Cannery and Britannia Shipyard: Chinese, European, First Nations and Japanese.

The historical features on the Britannia site have a collective heritage value that exceeds their individual heritage value. The boardwalk and bulkhead are significant features in the context of the buildings. The buildings are important for the sense of community that is achieved by their mass and density. The buildings and site play an important role in the interpretation of the history of wooden boat building and repair. They are also the best heritage resources available to tell the story of early Steveston residential and socio-economic traditions.

#### Current Reality:



#### *Physical Assets on the Site*

At the time the City acquired the Britannia site, it consisted of the following nine buildings: (west to east)

1. **Japanese Duplex** dating from the late 1880's and last used as a residence and net loft by two Japanese Canadian families. Substructure repairs completed in 2005 and currently not restored and not open to the public.

2. **First Nations Bunkhouse** moved to the site circa 1950 and originally used to house First Nations cannery workers. Not restored and not open to the public.
3. **Seine Net Loft** built in the 1950's and used to store nets for the fishing fleet. Currently used for site storage. Not restored and not open to the public.
4. **Murakami Boatworks** dating from the 1880's and restored in 1992 and currently used as public and program space and offices for staff and Society.
5. **Murakami House** also dating from the 1880's and restored in 1992. Currently used as exhibit space to show the living conditions of Japanese-Canadians pre 1941.
6. **The Richmond Boat Builders (Kishi) and boat yard** originally built in the 1930's as a Japanese-Canadian boat building facility, restored and upgraded in 1993 and currently used for boat repair and restoration projects.
7. **Winch House** built circa 1950 houses the winch and machinery for the Richmond Boat Builders ways.
8. **Cannery Office** dating from the 1880's and originally the office for the Britannia cannery and shipyard. Restoration scheduled for completion in 2009.
9. **Britannia Shipyard** from which the site takes its name. Dating from the 1880's as first a cannery and later converted to a repair facility for the fishing fleet, this large building houses public exhibits and working areas for vessel repairs and restoration. Dock area and floats used for vessel display and limited public programs.

Several additional buildings have been added to the site since 1992 and now form the Historic Zone at the eastern end of the site. They are:

1. **Murchison House 1 and 2** were pre-fabricated in New Westminster and delivered to Richmond by barge to house Steveston fishermen. They were purchased by Mr. Murchison, the first customs and police officer in Steveston. They were relocated to the site in 1994 and will become a site orientation centre and gift shop, public washrooms and exhibit areas. Completion scheduled for 2008.
2. **Stilt House 1 and 2** were moved to the site in 2002 and are representative of fishermen's housing in Steveston. They will be used for exhibit areas and caretakers quarters. To be open to the public in 2009.
3. **Chinese Bunkhouse** was originally used to house Chinese labourers in the cannery at Knight Inlet. It was relocated to BC Packers Steveston and subsequently relocated to Britannia in 1994. It will be used for exhibits and public reception space to be open in 2009.

#### *Description of Operations:*

The Britannia Heritage Shipyard site currently has approximately 30,000 annual visitors. Of the 30,000 about 2500 participate in Shipyard tours, 9500 attend the annual Richmond Maritime Festival and 3500 participate in programs such as Yoga on the Dock or Birthday parties. The remainder are walk-in, spontaneous visitors.

The site is wholly owned and operated by the City of Richmond and includes responsibilities for staffing, parks maintenance, building maintenance and utilities. The current annual operating budget is approximately \$220,000 and includes a full-time site manager, two part-time programmers and two auxiliary staff who work on weekends and evenings. Volunteers are a significant support for the site with about fifty individuals active in this capacity.

Capital development at the Britannia Heritage Shipyard has been supported by a \$6,000,000 investment by Council over the past ten years. Funding has been allocated for 2008 for the Historic Zone and capital requests for future years will focus on the Seine Net Loft (Building #9), the Japanese Duplex and the First Nations Bunkhouse.

The Britannia Heritage Shipyard Society, with about fifty members and six active volunteers, operates some limited programming on the site and participates in wooden boat restoration.

The Britannia Heritage Shipyard Advisory Board, appointed by Council upon the recommendation of the 2000 Business Plan, acts as a liaison to Council and advises on matters related to site development. All appointments to the Advisory Board terminate at the end of 2008.

#### *Concurrent Plans:*

A number of studies, plans and strategies have influenced the development of Britannia Heritage Shipyard and its operations in the past. Most recently, the following documents have been developed since the 2000 Britannia Business Plan and inform the updated plan:

#### *Britannia Heritage Shipyard Historic Zone Development Plan (2004)*

This plan, developed in 2004, clearly outlines the steps required to improve the cluster of buildings at the eastern edge of the site including the cannery office, the Chinese Bunkhouse, the two Murchison houses and the two stilt pile houses. Two phases were identified with Phase 2 (relocating buildings onto foundations, finishing interiors and exteriors, landscaping and roadways and interpretation and displays) scheduled to be completed and open to the public in 2008.

#### *Britannia Heritage Shipyard Multi-year Marketing & Communications Road-Map (2006)*

Endorsed by Council in September 2006 with the direction that strategies and actions be included in work plans and budget requests, this road-map provides guidance through the following recommendations:

1. implement a branding program across all forms of communication
2. develop an integrated marketing network
3. enhance online presence
4. further develop exhibits and interpretation
5. expand product and program offerings
6. build partnerships within the community

7. develop a fundraising program
8. expand volunteer program
9. develop a marketing resource plan
10. leverage public relations and media opportunities
11. explore strategic advertising opportunities
12. develop a visitor evaluation program

*City of Richmond Museum & Heritage Strategy: (2007)*

The vision, goals and objectives of this strategy were adopted by Council in June 2007 with the direction to prepare an implementation strategy. Central to the impacts or influences this strategy may have on the development and operations of the Britannia Heritage Shipyard are the following recommendations:

1. Involve and engage the community
2. Position Richmond as the leading integrated museum and heritage destination in the Lower Mainland
3. Build a new dynamic Destination Museum
4. Create and promote a network of satellite museums, historic sites and heritage areas radiating out from the hub of the new Richmond museum
5. Create and support excellence in heritage conservation standards through a revised heritage framework
6. Assist the private sector in achieving the goals of heritage conservation

In particular, two statements which relate to governance, impact the future operational planning for Britannia:

1. Create a "Friends of" Society at each of the major sites.
2. Create a Council-appointed Museum & Heritage Task Force.

**Statement of Commemoration:**

In 1992 the Britannia Heritage Shipyard was designated by the National Historic Sites and Monuments Board of Canada as a National Historic Site. The following statement of commemoration informs the heritage significance of the site and provides guidance in determining the types of activities which might be appropriate for the site:

*"The buildings on this site are important components of a large complex of workshops and dwellings that served the shore-based salmon fishery during its boom years ( 1890 - 1913 ). The historic property included Britannia Shipyard building itself and two boatworks operated by Japanese-Canadians. Labourers and craftsmen of diverse cultural origins lived in houses on*

site, and worked in salmon canneries, on the fishing boats, and in the boatworks. They built and serviced wooden fishing vessels for British Columbia's coastal salmon fleet."

#### *National Historic Sites of Canada*

#### **Vision:**

The 2000 Business Plan vision for Britannia Heritage Shipyard was:

*"To be a publicly accessible waterfront heritage park and working museum with passive, active and interactive activities, focusing on the local industrial marine heritage. Emphasis is on the west coast wooden commercial fish boat building and repair that was historically based in Steveston; and the cultural mosaic and living conditions of the labour force on the Steveston waterfront"*

The new vision for 2008 was created with input from staff and many stakeholders and considers the need to provide a compelling and far-reaching future state for Britannia:

***Britannia Heritage Shipyard will be the best, heritage maritime experience in Canada.***

#### **Mission:**

A mission is intended to define purpose for an organization. It defines the 'how' and the 'why' of the organization's services. No mission was developed in 2000, however, staff at the Shipyard have been working with the following statement to guide activities at the site:

*Preserve the Site  
Enhance the Visitor Experience  
Promote Maritime Skills*

Through the consultation process, it was determined that the Mission should be further clarified to be:

***Preserve the Site  
Enhance the Visitor Experience  
Promote the Maritime Experience.***

#### **Guiding Principles:**

A number of guiding principles were developed in 2000 to guide decision making regarding capital projects and operations. These principles were reviewed in developing the business plan update and modified to reflect the current operations and status of the site.

The Guiding Principles for 2008 for the development and operations of the Britannia Heritage Shipyard site are:

1. *The spatial context of the built environment should be retained in order to maintain the feeling of closeness to each other and to the water;*
2. *The built environment should relate to the traditional activities on the site;*



3. *The landscape characteristics that reflect the historical development of the land (including the plantings, natural features, landscape elements eg. fences, established land uses, circulation patterns) should be retained.*
4. *The depiction of living conditions should reflect those who worked in the industries on the waterfront in the early 1900s (and not Richmond in general);*
5. *The boat collection on display should be heritage boats of the type that would have been repaired at Britannia and should be accessible to the public;*
6. *Interventions to the buildings will be guided by the Standards and Guidelines for the Conservation of Heritage places in Canada;*
7. *Where possible, the built environment should be fully accessible;*
8. *Where appropriate, interpretation should be interactive; and*
9. *Where possible, programming will include traditional activities reflected in the site's statement of commemoration.*

#### **Strategic Directions:**

A number of strategic directions were identified through the business plan update process to assist council and staff with decision making for current and future development and operations. They will be the keys to realizing the vision for the site and meeting its mission. The Strategic Directions and accompanying objectives for Britannia Heritage Shipyard for 2008 are as follows:

- 1) Long-term site preservation
  - a) To maintain the authenticity of the site
  - b) To maintain and enhance the character and atmosphere of the site
  - c) To maintain the historical integrity of the site.
  - d) To improve access to the site and protect its assets
- 2) Effective and efficient operations
  - a) To clarify working relationships with key stakeholders
  - b) To ensure staff and volunteer support allows for full utilization of the site's assets
  - c) To implement the recommendations in the Marketing & Communications Roadmap
- 3) An enhanced visitor experience
  - a) To ensure effective community programs that balance community needs and site specific objectives
  - b) To add vibrant, dynamic and interactive activities to the site
  - c) To develop ancillary services such as food services and gift shop

In relation to the direction provided by the 2007 Museum & Heritage Strategy, "long-term site preservation" relates the need for a comprehensive conservation plan for each site and "effective and efficient operations" and "an enhanced visitor experience" relate to the need for a comprehensive Interpretation plan.



### Implementation Plan:

Each of the strategic directions for Britannia Heritage Shipyard is accompanied by specific initiatives which support implementation:

#### **Strategic Direction 1 : Long Term Site Preservation**

**Objectives:**

To maintain the authenticity of the site.

To maintain and enhance the character and atmosphere of the site

To maintain the historical integrity of the site.

To improve access to the site and protect its assets.

Initiative	Action Plan
Ensure the Standards and Guidelines for the Conservation of Historic Places in Canada are followed.	Review conservation needs annually and in conjunction with capital projects.  Ensure familiarity with conservation guidelines for all on-site employees and project managers.  Ensure project managers, film coordinator, etc work closely with contractors to ensure conservation guidelines are followed.
Ensure maintenance is completed in a timely and responsive manner.	Review maintenance needs monthly.  Communicate maintenance needs to appropriate City dept.
Develop and implement a wayfinding program which allows for visitors to easily orient themselves upon arrival and throughout the site.	Explore new technology to assist with wayfinding.  Review other sites for best practices.  Plan for and develop a site 'entrance'.
Complete necessary capital projects to finish the site. *see Capital Development section on page 11 for more detail.	Complete historic zone.  Complete building #9 Seine Net Loft.  Complete Japanese Duplex.  Complete First Nations Bunkhouse.
Add the dock to the capital inventory for public access and programming.	Submit a one time capital request in 2009 budget.

## Strategic Direction 2: Effective and Efficient Operations

### Objectives:

To clarify working relationships with key stakeholders.

To ensure staff and volunteer support allows for full utilization of the site's assets.

To implement the recommendations in the Marketing & Communications Roadmap

Initiative	Action Plan
Support the governance model identified for Heritage Sites in section 4 of the Museum & Heritage Strategy by supporting the creation of a "Friends of Britannia Heritage Shipyard Society"	Work with the Britannia Heritage Shipyard Society membership to transition to new role.  Work with the Britannia Heritage Shipyard Advisory Board members to transition to roles with the "Friends of Britannia Heritage Shipyard" or the Museum & Heritage Advisory Board.
Support Museum & Heritage Strategy recommendations regarding administrative structure of Heritage & Culture.	Work with other staff and human resources to support these recommendations.
Implement the Year 1, 2 & 3 recommendations in the Marketing & Communications roadmap	Submit additional level requests annually to support these initiatives.
Establish a program to measure visitor satisfaction and attendance.	Develop a program to measure ongoing visitor satisfaction and attendance.
Increase staff to support enhanced operations	Seek funding from the City and hire: Building Services Worker (2008) Full-time Programmer (2009) (include volunteer coordination duties at Britannia)  Contract a caretaker for the Historic Zone (2008) Develop a contract with the on-site Wharfinger (2009)  Work with HR to define status of Interpreters and hire on a cost-recovery basis as needed.
Increase volunteer base	Host recruiting and training events.  Work with the City's Volunteer Coordinator to develop a volunteer management plan which includes support for the Society.
Improve management of volunteer base	Utilize the City's volunteer database to track volunteer hours and commitment. (2009)  Develop and provide volunteer training programs Offer a variety of volunteer opportunities.  Recognize volunteers annually at Maritime Festival.

### Strategic Direction 3 : An enhanced visitor experience

#### Objectives:

Ensure effective community programs that balance community needs and site specific objectives  
Add vibrant, dynamic and interactive activities to the site  
Develop ancillary services

Initiative	Action Plan
Deliver curriculum based school programs in conjunction with other service providers including the Museum.	Align annual planning with the school year.  Develop different programs for different grades based on curriculum.  Work with the school district to share information about program offerings and needs.  Develop a secondary level program.
Identify and implement new programming and special event opportunities.	Annually, survey program and event participants to determine additional program needs and wants.  Consult with Society to identify new programming and event opportunities.  Review market to ensure no duplication of programming or event.  Host focus groups to learn more about the needs of existing and potential program and event participants.  Annually, develop a program and event plan which adds and renews programming.
Develop on-site visitor experiences for the spontaneous visitor.	Review best practices for interactive experiences.  Coordinate with wayfinding plan.
Evaluate the potential for a gift shop and food services and implement if supported by business plan.	Develop specific business plans and propose operating models.
Evaluate new opportunities as they arise.	Evaluate all new opportunities for 'fit' with the vision, mission, guiding principles and strategic directions.

**Capital Development:**

As outlined in the five year budget the Capital Development plan for Britannia is:

Year	Details	Rationale	Estimated Cost
2009	Upgrades to the dock for public assembly uses. One time additional request.	The dock provides a unique area for programming and revenue generation for the site, including concerts, receptions and rentals.	\$675,000
2009	Complete the Historic Zone including the restoration of the Cannery Office, boardwalks and landscaping, signage and wayfinding and interpretive exhibits of lifestyles in early Steveston	As per the Historic Zone plan, this completes this area of the site and opens the buildings to the public.	\$500,000
2010	Complete the Seine Net Loft repairs and restoration including the superstructure seismic upgrade, electrical and fire suppression systems and open storage interpretation area.	Seismic stabilization to the substructure was completed in 2005. This completes the work required to open the building to the public.	\$1,000,000
2011	Complete the Japanese Duplex repairs and restoration including the superstructure seismic upgrades, electrical and fire suppression systems, signage and wayfinding and interior upgrades for program delivery.	Seismic stabilization of the substructure was completed in 2005. This work enhances the visitor experience to the whole site and creates public program spaces.	\$750,000
2012	Restoration and repairs to the First Nations Bunkhouse including foundations, seismic stabilization, electrical and fire suppression systems and interpretive exhibits.	This is the final building restoration at the site. Until engineering and design work is undertaken costs for restoration are unknown at this time.	

**Conclusion:**

Britannia Heritage Shipyard is an important asset for our City and our community. Achieving the vision and mission through the strategic directions and guiding principles will ensure its continued success.

**Britannia Heritage Shipyard Building Committee  
Terms of Reference**

**1. Purpose:**

The Britannia Heritage Shipyard Building Committee will:

- a) Advise and provide input into the development of the program for the Seine Net Loft facility and the stories to be told in the exhibits; and,
- b) Guide the focus of the development of the program of the restoration and future use of the remaining two buildings: Japanese Duplex and the First Nations Building.

**2. Composition:**

- a) The Building Committee will consist of 7 members:
  - Two members of Council
  - Three members from the Britannia Heritage Shipyard Society
  - The Britannia Site Supervisor
  - Project Manager, Project Development
- b) The members of the Building Committee will designate the Chair and Vice Chair.
- c) Meetings will be scheduled by the Building Committee Chair, based on the program of work to be undertaken.
- d) A quorum will be 50 % + 1 of the committee members.

**3. Terms**

The Term for the Building Committee shall be for the duration of each restoration project.

**4. Procedures**

- a) Decision process is to be consensus based.
- b) The Committee will receive staff support from the City for the preparation of agendas and recording of meetings.
- c) The Chair, in conjunction with City staff, will prepare the agenda. Agendas will be distributed to committee members in advance of the meeting.