



To: Parks, Recreation and Cultural Services Committee
From: Kate Sparrow, Director, Recreation & Cultural Services
Re: **Britannia Shipyard Business Plan, 2008-2012**

Date: April 7, 2008
File:

Staff Recommendation:

That the Britannia Heritage Shipyard Business Plan Update (2008 – 2012) be endorsed as the guide to future development and operations at Britannia Heritage Shipyard Site.

Vern Jacques
Acting Director, Recreation & Cultural Services
(604-247-4930)

FOR ORIGINATING DEPARTMENT USE ONLY		
CONCURRENCE OF GENERAL MANAGER		
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

In 2001, Council approved the Britannia Heritage Shipyard Business Plan. The plan was developed by a Council appointed steering committee to guide the development and operations for the next five years. In 2004, Council adopted a plan for the development of the Historic Zone (Attachment 1). In 2007, Council approved the Richmond Museum and Heritage Strategy which impacts on the operations and governance at Britannia. With many of the recommendations from the 2001 business plan fulfilled and a significant portion of the site close to being open to the public in terms of major capital construction, the need to update the Business Plan was recognized.

Analysis

A consultative process including staff, Council members and community stakeholders was undertaken to review the vision and guiding principles that have governed the site development since adoption in 2001. Concurrent and overlapping studies, plans and strategies for the Parks, Recreation and Cultural Services Department such as the PRCS Master Plan, Trails Strategy and Waterfront Strategy have been reviewed and integrated into the updated Britannia Business Plan. The updated Business Plan (Attachment 2) outlines the progress to date and provides strategic directions for the next five years in the three key areas of:

- Long-term site preservation;
- Effective and efficient operations;
- Enhanced visitor experiences;

and makes recommendations for the future development and operation of the site.

The Plan identifies capital development still required to complete the restoration of the facilities on site and fully open it to the public including completion of the Historic Zone, upgrades to the front dock for public assembly uses, completion of the Seine Net Loft and the Japanese Duplex, and repairs and restoration of the First Nations Bunkhouse. These projects have all been included in the City's five year capital plan. As more buildings are opened to the public, additional operating costs will be identified and submitted through the annual operating budget request process.

The Britannia Heritage Shipyard Advisory Board endorsed the updated Business Plan at its regular meeting of April 3, 2008. The Britannia Heritage Shipyard Society received with interest and supported the updated Business Plan at its regular meeting of April 16, 2008.

Financial Impact

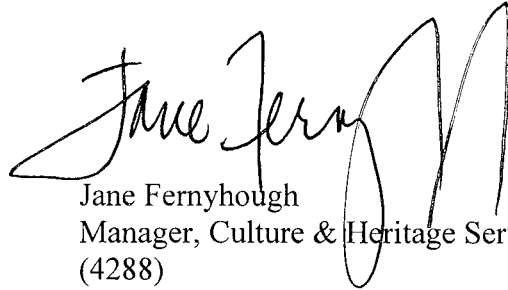
The Business Plan is intended to guide decisions regarding development and operations on the Britannia Site. Capital development costs have been identified within the plan and are included in the City's five year capital plan. Operational budget impacts will be identified and included in the annual operating budget processes.

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.



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



Jane Fernyhough
Manager, Culture & Heritage Services
(4288)

BK:bk


RICHMOND
Better in *Every* Way

Britannia Heritage Shipyard Park

Historic Zone Development Plan

October 2004

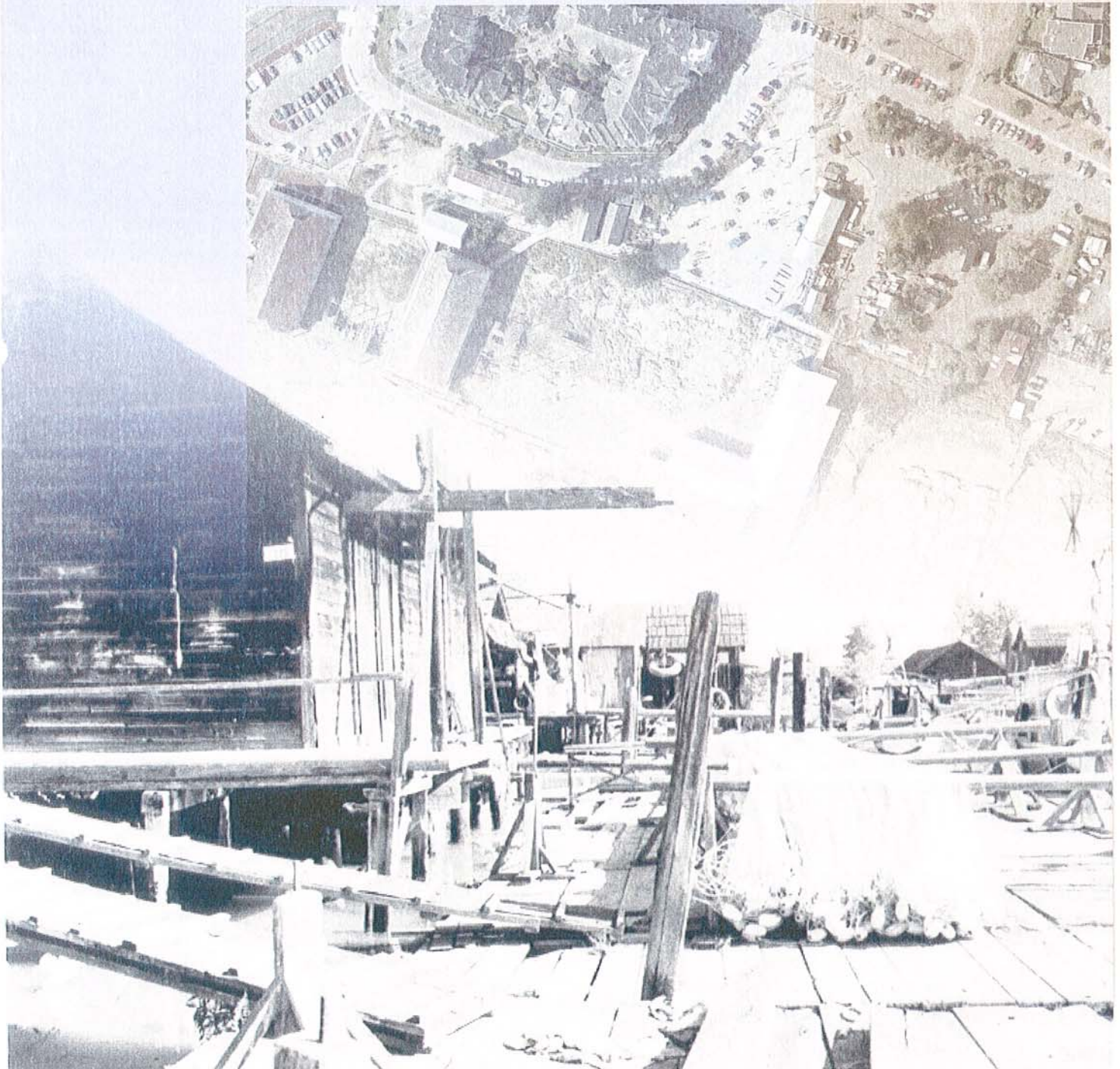


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Background

In order to start the next phase of capital planning at the Britannia Heritage Shipyard Park, and in response to the offer of a donation of the two remaining Steveston stilt pile houses to be relocated to Britannia or to be demolished, City Council requested that a development plan for the east precinct – Historic Zone – be completed. Concepts for the area had been outlined in the Britannia Heritage Shipyard Park Concept Plan (1993) and refined in the Britannia Heritage Shipyard Study Area Plan (1995).

The Development Plan was to include:

- a detailed plan of the historic zone;
- the placement of buildings (including those existing on site and two stilt pile houses), use of and interpretation of the buildings;
- a circulation plan through the historic zone and connection to the rest of the site;
- a landscaping plan;
- an interpretation plan;
- a capital funding plan; and,
- a phasing plan.

A committee comprised of members of the Britannia Advisory Board, Britannia Heritage Shipyard Society and City staff, was struck to guide the process. A workshop was held in May 2003 with committee members plus several people who had a long time association with Britannia. (Appendix 1)

Vision, Principles and Goals

At the workshop the vision, principles and site goals laid out in the Britannia Business Plan were confirmed for the Historic Zone.

The vision for the Britannia Heritage Shipyard Park is for it 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 Principles adopted for the site were:

- *retain the spatial context of the buildings to retain the feeling of closeness to each other and to the water;*
- *the buildings should relate to the traditional activities on site;*
- *the depiction of the living conditions would reflect those who worked in the industries on the waterfront in the early 1900's;*

- ❑ *the boats on display should be heritage boats of the type that would have been built or repaired at Britannia and should be accessible to the public;*
- ❑ *any boat building or repair should be on a cost recovery basis unless they are part of the collection;*
- ❑ *interpretation will be done using active and interactive displays and activities;*
- ❑ *parking would be structured so as to minimize the impact on the site;*
- ❑ *the interventions to the buildings at Britannia will be guided by accepted conservation practices so as to retain the heritage integrity of the site.*

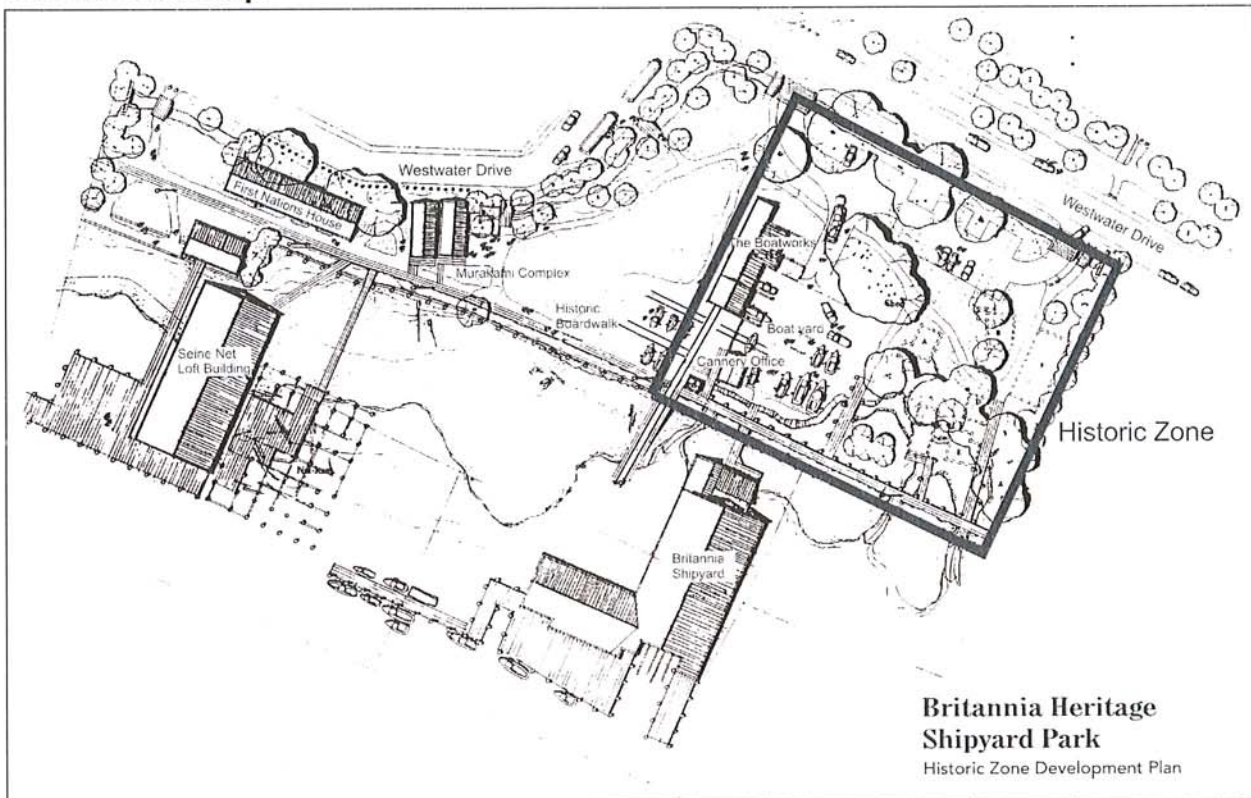
The goals for the site are that it should be:

- ❑ *vibrant*
- ❑ *open and accessible*
- ❑ *safe*
- ❑ *unstructured*
- ❑ *a destination for residents and visitors*
- ❑ *a place where the historic look, feel and sense will be evident*
- ❑ *integrated with and complementary to other waterfront historic sites*

Study Area

The study area for the Development Plan is the eastern portion of the park site. It extends from the southern edge of Westwater Drive in the north, south to the Fraser River, and from the east side boundary to the eastern edge of the boat yard.

Site Context Map



The Site

In October 1995 a Concept Plan for the Historic Zone was prepared and received by Council. The Development Plan Steering Committee reviewed and reiterated the concepts and plans put forward at that time and moved forward to detailed development plans in order to further the development of the area and for detailed cost estimates to be done.

The intention is to recreate a residential area for interpretation purposes. Historically, the boardwalk along the water served as the “main street”. Structures were located on both sides, primarily canneries and wharves on the water (south) side and services and residences on the land (north) side. Boardwalks branched off to the doors of the residences. Since the area was tidal and the land on which the houses were located was marsh, the houses were built on piles. The landscaping would have been a combination of native marsh vegetation and cultivated garden and orchard plants like those planted near homes for food production. Communal net mending racks dotted the waterfront areas, frequently situated at the core of housing groupings.

The principles adopted for the area are:

- ❑ residential/social buildings envisioned for the area are seen as part of the context for the completion of the shipyard and not as an entity of their own;
- ❑ buildings to be placed reminiscent of worker housing along Cannery Channel at the turn of the 20th century;
- ❑ boardwalk located upland of the bulkhead and houses set back about 6 meters;

- ❑ houses on piles, clustered along the waterfront with configuration typical of early settlement with boardwalks to doors;;
- ❑ the 6 meters between boardwalk and buildings will be reminiscent of a ditch/marsh area typical of the historical waterfront;
- ❑ landscaping replicating the past with combination of native marsh vegetation and cultivated garden and orchard plants like those planted near homes for food production.

There are five buildings to be located within the study zone:

- ❑ “Chinese” bunkhouse
- ❑ two “Murchison” houses
- ❑ two “stilt pile” houses

Unlike most of the other buildings on the Britannia site, all of these five buildings were relocated to this site from elsewhere as examples of housing used by those who worked on the waterfront.

History of the Buildings

Bunkhouse - circa 1920

Chinese workers occupied buildings such as this during the canning season between 1920-1940. Bunkhouses were large, two storied, built on pilings over the water and accessed by a boardwalk system. Half the ground floor and the entire top floor usually consisted of rows of rooms with three bunks to a room, providing sleeping quarters for a cannery crew of fifty to one hundred men. A portion of the ground floor was a common eating area furnished with low tables and benches. Cooking was done in large woks on a single stove surface. Generally, the cook stove represented the only source of heat for the building. Tables used at mealtimes, doubled as gaming tables.

The bunkhouse is typical of bunkhouses in which Chinese labourers lived adjacent to the Hong Wo Store to the east of this site. The last of the original Richmond bunkhouses was demolished in 1985. This bunkhouse was built in 1920 for the ABC Packing Company’s Glendale Cannery, at Knights Inlet. In 1951 it was loaded on to a barge and towed to the Phoenix Cannery property in Steveston, just west of this location, onto the old BC Packer’s Cannery site. For many years it was used for net storage. BC Packers donated the building to the City of Richmond and it was moved to this site in 1999.

This bunkhouse is believed to be the last surviving cannery bunkhouse used by Chinese workers on the BC West Coast.

Use: It will be restored to public access and interpreted as it was when housing Chinese labourers. It will also be available for large gatherings.

“Murchison” Houses – circa 1880 to 1890

These two buildings, referred to as the ‘Murchison Houses’, are representative of the many 1880’s vintage “knock down” or “prefab” houses found along the Steveston waterfront. The prefabricated sections were brought to Steveston by barge from New Westminster. The smaller building was originally used as a cannery bunkhouse and the larger was home to a boat builder or fisherman.

In 1895 John Edward Murchison purchased the two buildings, moved them to his farm on Second Avenue and joined them together. Mr. Murchison was Steveston’s first Police Chief and Federal Customs Officer. He converted a portion of the smaller building and used it as his place of business. From 1931 until 1956 they were used as a kindergarten/day care for Japanese children by the Franciscan Sisters of the Atonement. In 1993 the buildings were donated to the “Murchison House Preservation Committee” and moved to the Britannia site.

“Stilt Pile” Houses – circa 1888-90 and 1912

Originally located across from what is now Garry Point Park on 7th Avenue they were moved to the Britannia site in 2004 due to redevelopment of the properties on which they were located. They are small rectangular gable roofed one-storey houses of modest proportions constructed on a foundation of posts or stilts. Their heritage value lies in the historical and cultural associations with early settlement. They are the last of a number of similar houses built as accommodation for Steveston’s cannery workers. The method of construction of the foundations, on pilings, was in response to the flooding conditions due to the inadequate dike protection at the time.

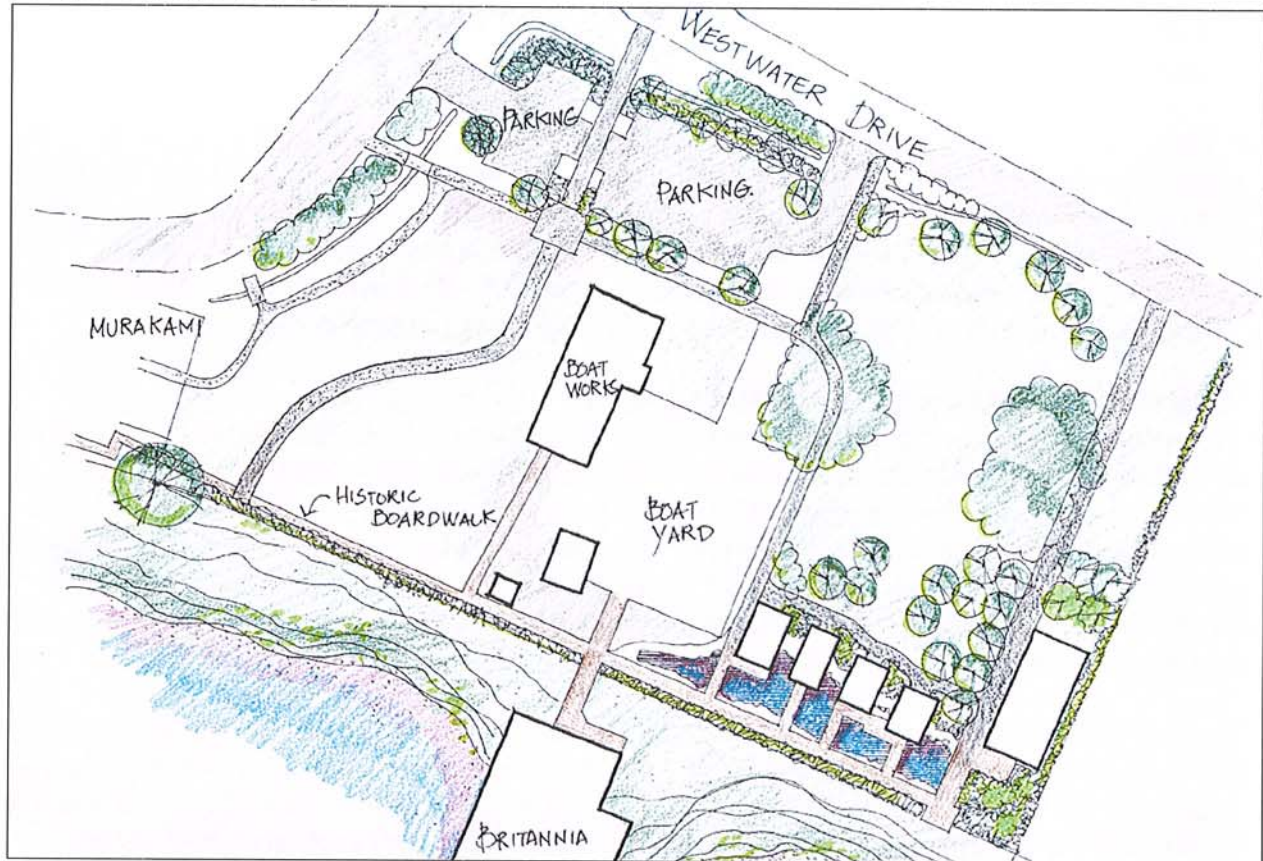
The smaller of the two houses build circa 1888 – 90 was owned by the Hornbrook family in the 1940’s and 50’s and later by the Reid family. There were small trenches across the mud floor to drain away the water when the tide went out. The larger of the houses was built in 1912 and was the home of the Point family until the mid 1950’s. Chief Point, the hereditary Chief of the Musqueam, was born at Garry Point.

Use: One of the larger houses, to be placed on the western end, will become a site caretaker suite. The next house will become an interpretation and visitors centre. The other two will be restored and interpreted as houses in the late 1800’s/early 1900’s workers houses.

Further research is being conducted on each of the five buildings to determine extensive history and prepare interior interpretation plans for each.

The Plan

Proposed Site Design



Design Features:

- ❑ the boardwalk continues from the shipyard entrance to the eastern edge of the property;
- ❑ the five buildings are relocated on foundations closer to the river's edge accessed by walkways from the boardwalk;
- ❑ the area between the four houses and the boardwalk will replicate the original tidal marsh area with a "pond like" structure with marsh type vegetation;
- ❑ the four houses will be built on piles at the front over the pond;
- ❑ the most westerly placed house will be renovated to provide accommodation for the site caretaker;
- ❑ the adjacent house will house a visitor's centre;
- ❑ the two remaining houses will be restored and allow public viewing from the windows;
- ❑ a communal net mending rack in front of the houses will be constructed;
- ❑ the Chinese Bunkhouse, located at the eastern property line will have a small platform at the end of the boardwalk and the interior restored to depict the living conditions of those it housed. The main floor will be minimally furnished so as to accommodate rentals for larger groups. For unloading equipment & supplies for events it will be accessible by vehicle via a crushed asphalt path from the road;

Historic Zone Development Plan

- ❑ the area behind the houses will be natural vegetation with some trees. The area will be a natural undulating space, open to the road and a small amphitheatre will be created to accommodate small performances and informal gatherings. Picnic tables will dot the area;
- ❑ the current parking lot will be relocated further to the western edge of the park. This will provide the openness in the eastern area required for gatherings and help create a “sense of arrival” at the site;
- ❑ a focal point with wayfinding and interpretative site information will be created adjacent to the parking lot;
- ❑ the pathway from the parking lot/entry way will be defined and an area currently in gravel will be replaced with grass;
- ❑ site lines from the road will be opened up for enhanced monitoring of the site for security.

North Facing View of Buildings



Detailed technical drawings for the site and the creation of the water area and boardwalk are contained in Appendix 2 & 3.

Costing

Preliminary order of magnitude cost estimates were prepared by Landscape Architect, Jeff Vaughan, and the Facility Management Department.

Site servicing & “pond” development	\$340,000
Services	\$80,000
Building foundations	\$150,000
Boardwalk	\$80,000
Relocate buildings onto foundations, restore interior & exterior	\$283,000
Landscaping & roadways/parking lot	\$58,000
Interpretation & displays	\$150,000
TOTAL.....	\$1,141,000

(All cost estimates are in 2004 dollars and include design, overheads, permits and City costs)
(Detailed breakdown costs – Appendix 4)

Phasing

The development of the area was divided into two phases.

Phase 1 consists of:

- site servicing
- pond development
- boardwalk
- building foundations

Phase 2 consists of:

- relocate buildings onto foundations
- restore interior & exterior
- landscaping & roadways
- relocation of parking lot
- interpretation & displays

Recommendations

The Development Plan Steering Committee made the following recommendations:

- that the Historic Zone be considered as an entity and not as a collection of parts or buildings; and,
- that the development phasing plan as presented be used as the logical sequence to complete the area.

West Facing View Along Boardwalk

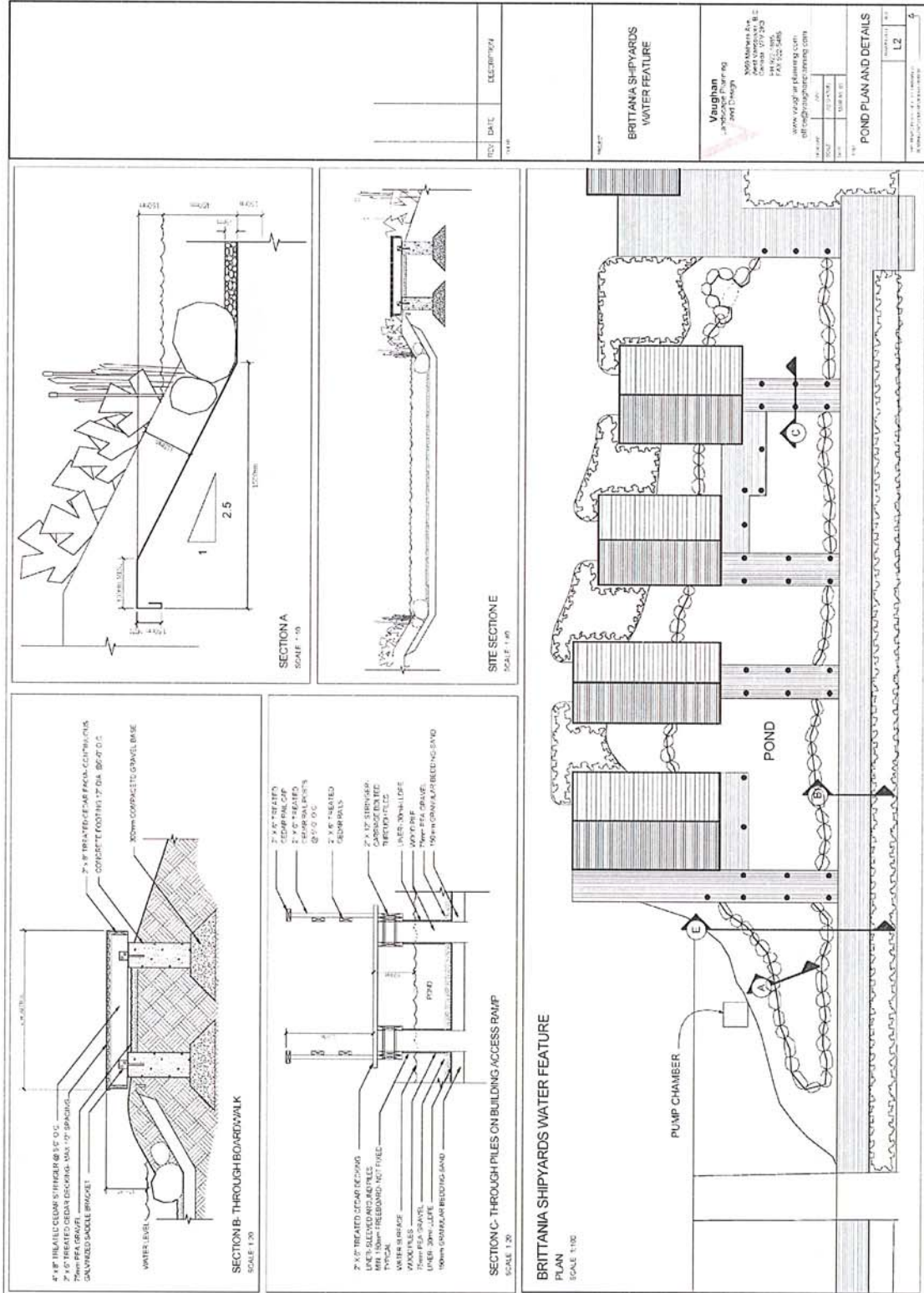


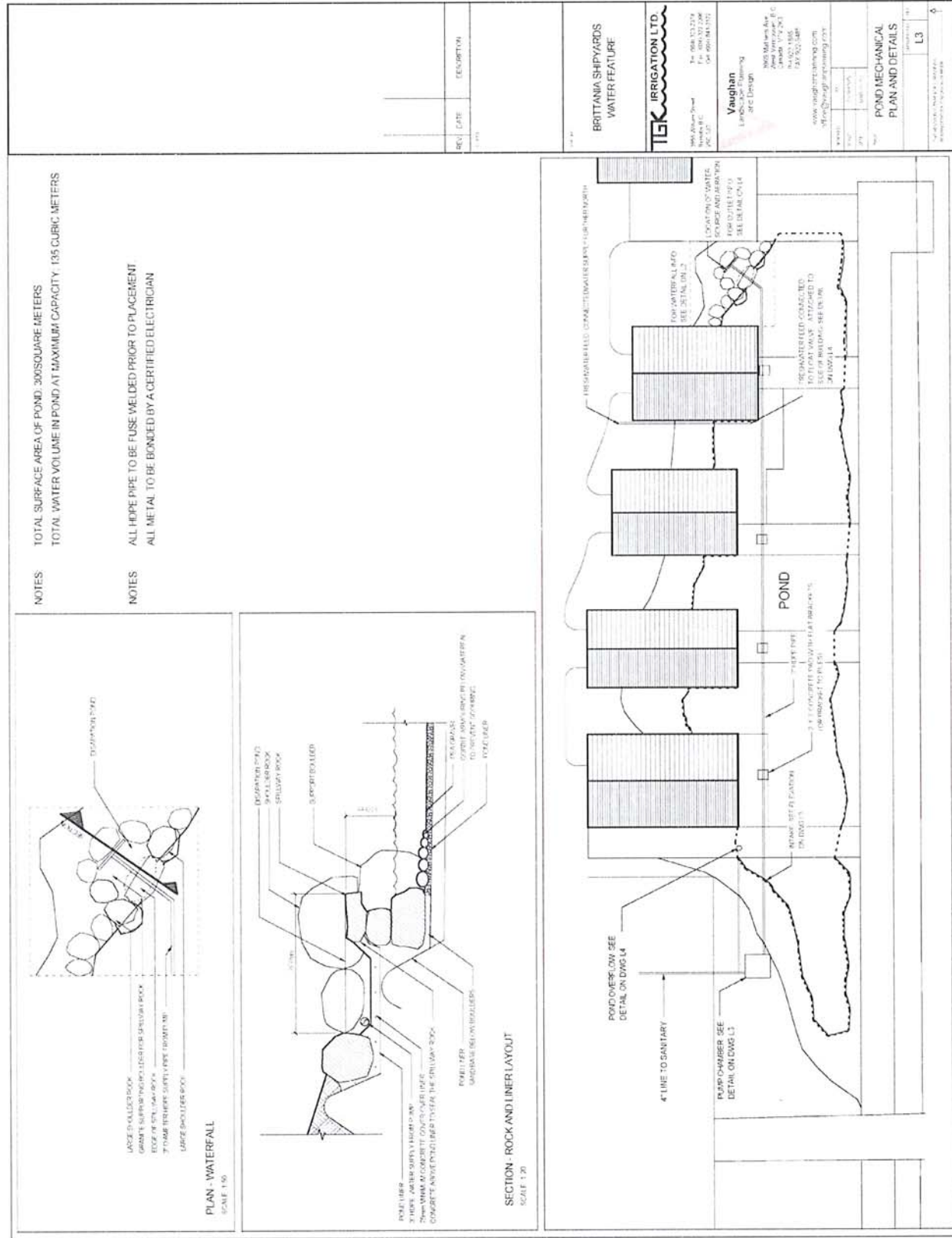
Appendix 1 - Workshop Participants

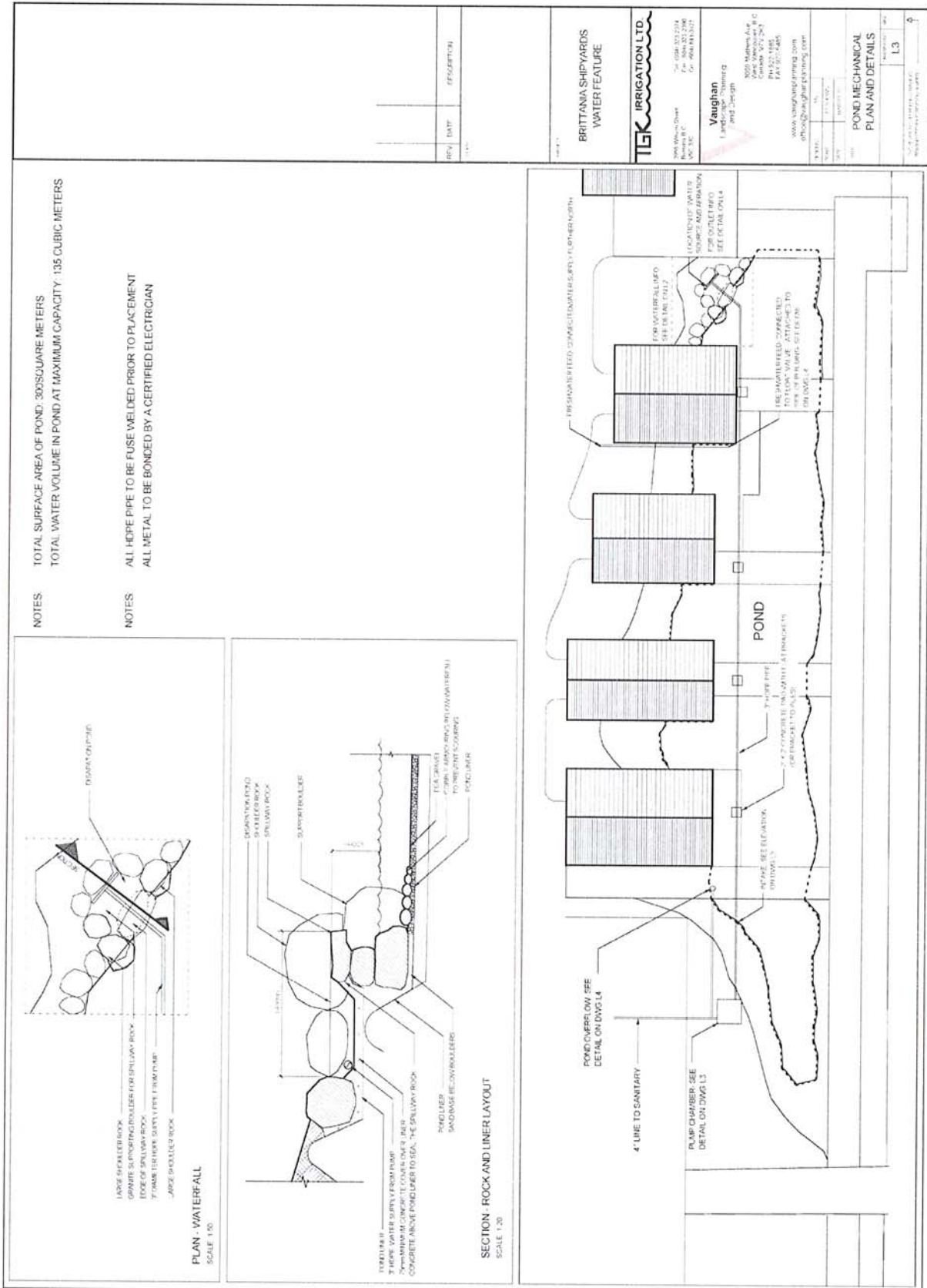
Bob Butterworth	Britannia Advisory Board
Jane Fernyhough	City of Richmond, Heritage & Cultural Services
Robbie Johnson	Britannia Advisory Board
Bryan Klassen	City of Richmond, Heritage & Cultural Services
Bill McNulty	Councillor, Council Liaison to Britannia Advisory Board
Bill Nelson	Britannia Advisory Board
Bob Ransford	Britannia Advisory Board, Chair
Dave Semple	City of Richmond, Parks
Harold Steves	Councillor
Yvonne Stich	City of Richmond, Parks
Sui Tse	City of Richmond, Engineering

Facilitator: Janna Taylor

Appendix 3 - Detailed Design Drawings of "Pond"







Appendix 4 - Detailed Cost Estimates

Britannia Heritage Shipyard Building

Description

Scope of Work and
Values Adjusted for
Inflation 2004

	Chinese Bunkhouse	Murchison Large	Murchison Small	Stilthouse Large	Stilthouse Small
Exterior Work	\$19,510	\$10,000	\$5,000	\$10,000	\$6,000
Structural Work	\$37,720	\$5,000	\$2,000	\$5,000	\$2,000
Interior Work	\$18,434	\$20,000	\$5,000	\$15,000	\$10,000
Code Work	\$15,247	\$2,000	\$1,000	\$2,000	\$1,000
Mechanical Systems	\$ -	\$8,000	\$2,000	\$5,000	\$2,000
Electrical Systems	\$8,580	\$5,000	\$2,500	\$5,000	\$2,500
	\$99,491	\$50,000	\$17,500	\$42,000	\$23,500
Contractor O/H&P	\$114,415	\$57,500	\$20,125	\$48,300	\$27,025
20% Contingency	\$137,298	\$69,000	\$24,150	\$57,960	\$32,430
35% City Costs	\$185,352	\$93,150	\$32,603	\$78,246	\$43,781
Gross Floor Area	4060	1100	333	900	450
Estimated Unit Cost	\$28	\$52	\$60	\$54	\$60

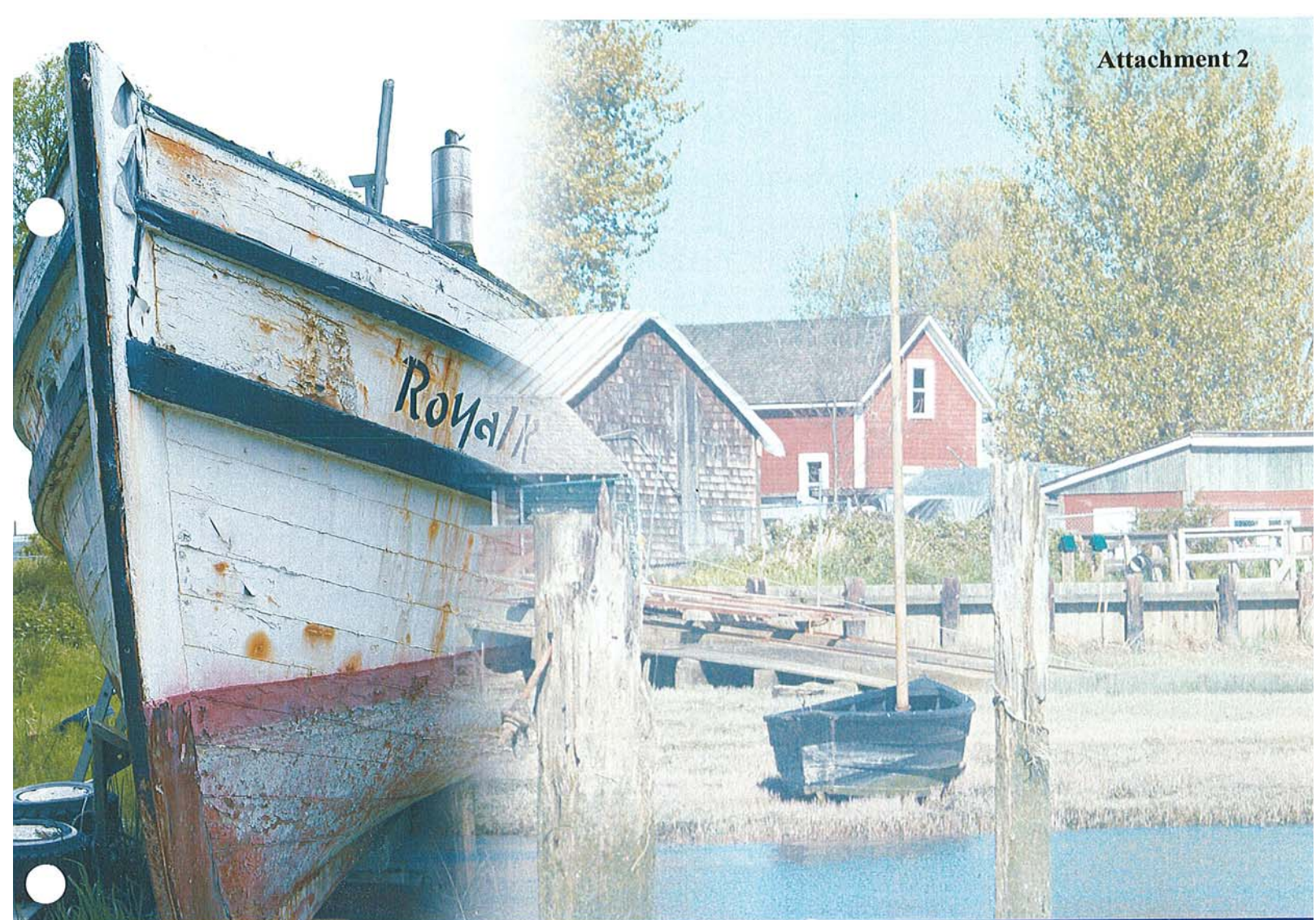
Item	Description of Work	Unit	Est Qty	Unit Price	Total Price
1.0 General					
1.1	Mobilization, Traffic Control, Permits, etc.	4% of const.			
2.0 Sitework					
2.1	Grubbing- Existing Shrub Removal	sq.m.	4587	1.00	4,587.00
2.2	Isolated Tree Removal	each	10	220.00	2,200.00
2.3	Stripping- Removal of .15m Organic- Re-use	cu. m.	767	15.00	11,505.00
2.4	Tree Protection -1m High Snow Fence	L.S.	1	1,200.00	1,200.00
2.5	Asphalt Removals	sq.m.	1345	8.00	10,760.00
2.6	Concrete Curb Removals	lin.m.	270	6.00	1,620.00
2.7	Common Excavation- Re-used On Site	cu. m.	1056	12.00	12,672.00
2.8	Excavation for Trees	cu. m.	128	14.00	1,792.00
2.9	Site Preparation- General Grading	sq.m.	7191	0.60	4,314.60
2.10	Base and Subbase for Asphalt/Special Paving	cu. m.	275	23.00	6,325.00
2.11	Asphaltic Concrete Paving- Parking Lot	sq.m.	932	20.00	18,640.00
2.12	Pavement Lines	lin.m.	159	3.00	477.00
2.13	Pavement Symbols	each	9	80.00	720.00
2.14	Crush Gravel Pathways	sq.m.	661	11.00	7,271.00
2.15	Site Drainage- Piping, Area Drains, etc.	L.S.	1	5,000.00	5,000.00
2.16	Re-used Topsoil From Stripping	cu. m.	767	8.00	6,136.00
2.17	Topsoil Supply and Install for Lawns	cu. m.	112	28.00	3,136.00
2.18	Topsoil Sup./Inst. for Shrubs and Trees	cu. m.	304	26.00	7,904.00
2.19	Hydroseeded Lawns	sq.m.	5257	1.20	6,308.40
2.20	Reinforced Grass Grid	sq.m.	110	35.00	3,850.00
2.21	Shrub and Groundcover Supply and Install	sq.m.	429	22.00	9,438.00
2.22	Trees Supply and Install 5cm.Cal	per tree	22	175.00	3,850.00
2.23	Trees Supply and Install 7cm.Cal	per tree	15	420.00	6,300.00
2.24	45 Day Landscape Care	L.S.	1	2,000.00	2,000.00
2.25	Irrigation- None	L.S.	1	N/A	N/A
2.26	Boulder and Keyin Placement Around Pond	L.S.	1	4,500.00	4,500.00

Historic Zone Development Plan

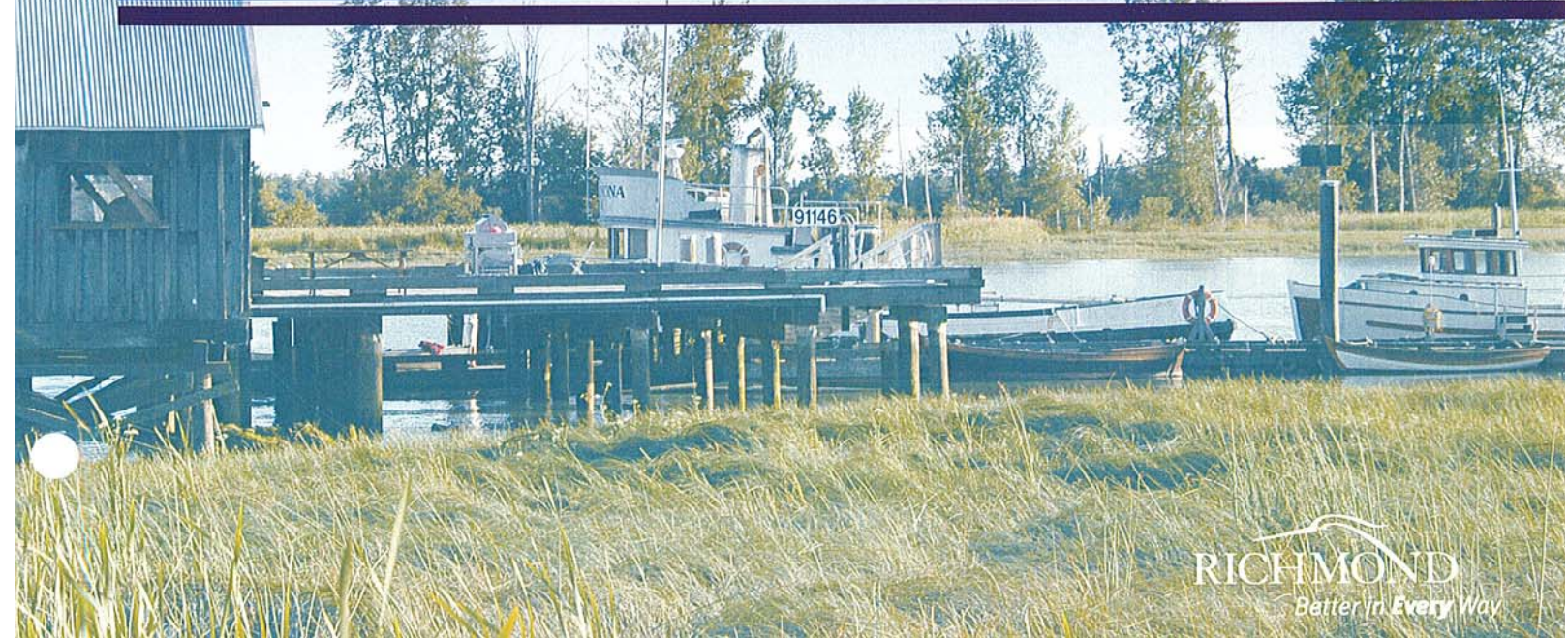
2.27	Sand Protection Layer Under Pond Liner	cu. m.	30	40.00	1,200.00
2.28	Pond Liner- 30mil Thickness- Sup./Inst.	sq.m.	489	15.00	7,335.00
2.29	Entry Element- ALLOWANCE	L.S.	1	5,000.00	5,000.00
2.29	Benches Supply and Install- Memorials	per unit	3	N/A	N/A
2.30	Picnic Tables Supply and Install- Memorials	per unit	8	N/A	N/A
2.31	Entry Chains	lin.m.	24	25.00	600.00
2.32	Steel Bollards Supply and Install	each	6	1,000.00	6,000.00
2.33	Steel Bollards- Removable Supply and Install	each	3	1,200.00	3,600.00
2.34	Trash Receptacles	per unit	2	2,500.00	5,000.00
2.35	Wheel Stops	each	13	70.00	910.00
SUBTOTAL ITEMS 2.1 TO 2.35					172,151.00
3.0 Concrete					
3.1	Special Paving	sq.m.	251	50.00	12,550.00
3.2	Concrete Paving	sq.m.	68	42.00	2,856.00
3.3	Concrete Curbs- Extruded	lin.m.	162	34.00	5,508.00
3.4	Footings for Boardwalk	cu.m.	13	550.00	7,150.00
3.5	Footings for Artifacts, Memorial and Flag	cu.m.	1.75	550.00	962.50
SUBTOTAL ITEMS 3.1 TO 3.5					29,026.50
4.0 Masonry					
4.1	Small Waterfall Feature at Pond	L.S.	1	2,000.00	2,000.00
6.0 Carpentry					
6.1	Boardwalk Wood Piles-4m long 30cm dia.	each pile	34	450.00	15,300.00
6.2	Boardwalk Wood Planking	sq.m.	341	65.00	22,165.00
6.3	Boardwalk Structural Framework/Connectors	L.S.	1	6,000.00	6,000.00
6.4	Boardwalk Wood Rail- 1.07m high	lin.m.	73	42.00	3,066.00
6.5	Pedestrian Bridge Element into Site	sq.m.	30	65.00	1,950.00
6.6	Entry Planking into Parking Lot	sq.m.	44	130.00	5,720.00
SUBTOTAL ITEMS 6.1 TO 6.6					54,201.00

14.0 Mechanical					
14.1	Pump and Associated Equipment	L.S.	1	1,950.00	1,950.00
14.2	Piping	L.S.	1	3,100.00	3,100.00
14.3	Anchors	each	4	100.00	400.00
14.4	Pump Chamber- Supply and Install	L.S.	1	6,400.00	6,400.00
14.5	Overflow to Sanitary and Tie in	lin.m.	140	70.00	9,800.00
14.6	Fresh Water Feed 1" Line	lin.m.	60	8.00	480.00
14.7	Float Valve c/w SS Screen	L.S.	1	500.00	500.00
SUBTOTAL ITEMS 14.1 TO 14.7					22,630.00
16.0 Electrical					
16.1	Landscape Lighting	L.S.	1	N/A	N/A
BRITANNIA SHIPYARDS LANDSCAPE CONSTRUCTION ESTIMATE SUBTOTAL					280,008.50
CONTIGENCIES- 10% OF SUBTOTAL					28,000.85
BRITANNIA SHIPYARDS LANDSCAPE CONSTRUCTION ESTIMATE TOTAL					308,009.35

source: Jeff Vaughan, Landscape Architect, 2004



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
<p>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.</p>

Initiative	Action Plan
Ensure the Standards and Guidelines for the Conservation of Historic Places in Canada are followed.	<p>Review conservation needs annually and in conjunction with capital projects.</p> <p>Ensure familiarity with conservation guidelines for all on-site employees and project managers.</p> <p>Ensure project managers, film coordinator, etc work closely with contractors to ensure conservation guidelines are followed.</p>
Ensure maintenance is completed in a timely and responsive manner.	<p>Review maintenance needs monthly.</p> <p>Communicate maintenance needs to appropriate City dept.</p>
Develop and implement a wayfinding program which allows for visitors to easily orient themselves upon arrival and throughout the site.	<p>Explore new technology to assist with wayfinding.</p> <p>Review other sites for best practices.</p> <p>Plan for and develop a site 'entrance'.</p>
<p>Complete necessary capital projects to finish the site. *see Capital Development section on page 11 for more detail.</p>	<p>Complete historic zone.</p> <p>Complete building #9 Seine Net Loft.</p> <p>Complete Japanese Duplex.</p> <p>Complete First Nations Bunkhouse.</p>
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"	<p>Work with the Britannia Heritage Shipyard Society membership to transition to new role.</p> <p>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.</p>
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	<p>Seek funding from the City and hire: Building Services Worker (2008) Full-time Programmmer (2009) (include volunteer coordination duties at Britannia)</p> <p>Contract a caretaker for the Historic Zone (2008) Develop a contract with the on-site Wharfinger (2009)</p> <p>Work with HR to define status of Interpreters and hire on a cost-recovery basis as needed.</p>
Increase volunteer base	<p>Host recruiting and training events.</p> <p>Work with the City's Volunteer Coordinator to develop a volunteer management plan which includes support for the Society.</p>
Improve management of volunteer base	<p>Utilize the City's volunteer database to track volunteer hours and commitment. (2009)</p> <p>Develop and provide volunteer training programs Offer a variety of volunteer opportunities.</p> <p>Recognize volunteers annually at Maritime Festival.</p>

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.