



City of Richmond

Report to Committee

To Parks, Rec & Culture - Feb 24, 2009

To: Parks, Recreation & Cultural Services Committee
From: Vern Jacques
Acting Director, Recreation & Cultural Services
Re: **Richmond Museum Feasibility Study**

Date: February 10, 2009
File: 11-7141-01/2009-Vol 01

Staff Recommendation

That:

1. The Draft Richmond Museum Feasibility Study (included as **Attachment 1** in the report dated February 10 2009, from Acting Director, Recreation & Cultural Services) be endorsed.
2. The Funding Framework (as included in the report dated February 10 2009, from Acting Director, Recreation & Cultural Services), be endorsed.
3. Funding for a Museum Development Plan be considered within the 2010 Capital Budget program.
4. A submission be included in the 5-year Capital Budget program for a new destination Richmond Museum, with the provision that external funding be required prior to consideration for approval.
5. An advocacy strategy be developed for federal and provincial capital and operational funding for a new destination museum.
6. Staff support the Richmond Museum Society capital fundraising campaign for a new destination museum.
7. Upon endorsement, this report be forwarded to the appropriate ministries of the federal and provincial governments for information.

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

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Staff Report

Origin

At the City Council meeting of June 11, 2007 Council adopted the following recommendations:

1. *That the Richmond Museum & Heritage Strategy consisting of vision, goals & objectives, dated May 2007, be endorsed as the guide for developing the Museum & Heritage sector in the City;*
2. *That an Implementation Plan be developed in consultation with Stakeholders; and,*
3. *That a feasibility study be carried out for a potential new Richmond Museum.*

This report presents the results of the Richmond Museum Feasibility Study.

Preamble

There are an array of factors currently prevailing that dovetail to make this an unprecedented opportunity to develop the new Richmond Museum:

- Richmond will shortly be on the world stage as a Venue City for the 2010 Winter Olympic Games, with the world class Richmond Olympic Oval on centre stage. A destination museum would be the culturally equivalent iconic landmark to this sport and wellness facility.
- The International Olympic Committee (IOC) Expo for the 2010 Winter Olympic Games will be hosted in Richmond. Temporary exhibits of this type are an example of the types of prestigious visitor attractions that could be hosted in a destination museum.
- As a cultural legacy, the destination museum would incorporate artefacts from the 2010 Winter Olympic Games and other Olympic Games, as a permanent exhibit. Space would be allocated as the Richmond Olympic Room.
- The current economic climate, with senior levels of government looking to stimulate local economies through investment in infrastructure projects, means that significant funding from both federal and provincial governments are likely to be forthcoming. Indeed, initial discussions with both levels of governments have confirmed their interest in supporting a major museum development in Richmond.
- With increased densification of the city centre through adoption of the City Centre Area Plan (CCAP), there is considerable potential for partnering with developers to facilitate or expedite this project. An ideal location would be one that is adjacent to a Canada Line station and within the Richmond Art District identified in the CCAP.
- The Richmond Museum Society is preparing to launch a \$6 million dollar fundraising drive in 2009, as a dedicated capital campaign for a new Richmond Museum.

Background

Parks, Recreation and Cultural Services (PRCS) Facilities Strategic Plan

The PRCS Facilities Strategic Plan, endorsed by Council in June 2007, addresses the long-term PRCS strategy for new facility development, as well as a strategy for replacing, retrofitting and upgrading existing buildings. Twenty-one PRCS projects, including a new Richmond Museum, were prioritised using a Facility Evaluation Framework developed for the PRCS Department.

Corporate Facilities Implementation Plan

A Corporate Facilities Implementation Plan is currently being prepared and will be presented to Council for consideration in Spring 2009. Council direction arising out of this report will be incorporated into the corporate plan.

City Centre Area Plan

The City Centre Area Plan (CCAP) adopted by Council in June 2008 identifies the need for a Richmond Museum (of approximately 50,000 sq.ft., based on initial visioning for the Museum Feasibility Study at that time). A possible location is shown as the vicinity immediately west of No.3 Road at Cambie (i.e. in the proximity of the Aberdeen Canada Line station). Several of the CCAP policies for new recreational and cultural facilities would strongly support a museum at this location:

- *Policy 2.7.1(b) Transit oriented and accessible.* Major new facilities should be located along major transit corridors and close to the Canada Line stations, so as to reduce dependence on private vehicles.
- *Policy 2.7.1(c) Co-location of facilities.* Co-location opportunities must be considered in facility development, in terms of the siting or 'packaging' of facilities (in the same building or in close proximity) that share users or achieve operational synergies.
- *Policy 2.7.1(d) Mixed-use developments.* Opportunities to incorporate projects into mixed-use development opportunities through private sector partnerships and institutional partnerships should be encouraged, due to the significant benefits that can be obtained, both in terms of capital cost sharing and to users.
- *Policy 2.7.1(e) Adjacent to commercial and retail services.* Facilities should be adjacent to commercial and/or retail spaces (e.g. cafes, restaurants, bookshops, grocery stores), to maximize user benefits and 'foot traffic' in the proximity of the site.
- *Policy 2.7.1(f) Design excellence.* Built facilities should demonstrate architectural design excellence.

Museum & Heritage Strategy

The Museum and Heritage Strategy, endorsed by Council June 2007 outlines a vision and six goals along with supporting objectives.

Vision: Richmond is a City that proudly celebrates its past, present and future.

Goals to accomplish this vision:

- Involve and engage the entire community.
- Position Richmond as the leading integrated museum and heritage destination in the Lower Mainland.
- Build a new, dynamic destination Museum.
- Create a network of satellite museums and historic sites radiating out from the hub of the Richmond Museum.
- Create and support excellence in heritage conservation standards through a revised heritage administrative framework.
- Assist the private sector in achieving the goals of heritage conservation.

In order to accomplish the goals and achieve this bold vision, an implementation plan was developed and endorsed by Council in June 2008. One of the next steps within this plan was a feasibility study for a new Richmond Museum, which has now been completed.

Analysis

Feasibility Study

Methodology

To build upon the Museum & Heritage Strategy and allow the process a degree of flexibility to deal effectively with evolving situations, the scope of work was most effectively approached by the following phased methodology:

- *Market Research*: Community demographics, cultural tourism, business recruitment and retention, comparable facilities and emerging museum trends.
- *Vision*: Stakeholder consultation and Public Open House.
- *Comparison of Options*: Development of two options.
- *Concept Development & Feasibility*: Comparison of options, Space allocation, location, financial analysis, design goals, governance and operational requirements, co-location and partnership opportunities. Option recommendation.
- *Implementation*: Implementation strategy and potential funding sources.

Market Research

Community Demographics

Richmond has a unique and significant history, and is developing into a richly textured urban centre with a global focus, grounded in community traditions and values. The “Richmond Story” has always included the coming together of diverse cultures to create a cohesive community. The evolving demographics continue to result in an increase in multicultural diversity, an aging population, and rapidly increasing density in the City Centre.

Business Recruitment and Retention

There is increasing evidence that a vibrant arts and culture sector plays a significant role in attracting and retaining employees. Cultural infrastructure can transform a community into a destination of choice for skilled people in any occupation. Richmond now has a sports legacy of this type and scale, but there is concern that the City is falling behind in providing a similar level of arts and culture infrastructure.

Cultural Tourism

It is recognized globally that cultural facilities have become important economic generators, which can provide significant new tourism, business and employment opportunities for residents. Cultural tourism is the world’s fastest growing tourism segment.

Comparable Facilities

Metro Vancouver hosts approximately 9 million visitors annually, a rate that is expected to double over the next ten years. With the increasing size of the cultural tourism market and a growing local population, there is increased demand for cultural services and visitor attractions. Currently, there are only four significant attractions in Metro Vancouver (including Science World, UBC Museum of Anthropology, Vancouver Aquarium and Vancouver Art Gallery), and one in Victoria (the Royal BC Museum). The latter is the only facility in BC able to host significant national and

international exhibits (major shows that require 7,000 to 10,000 square feet of display space) with enough profile to attract significant additional visitation.

Museum Trends

There are a number of contemporary trends in the delivery of museum services that have been examined, which can help to determine the most effective way to convey the “Richmond Story” and museum experience:

- **Establishing a clear vision.** Museum management today is more aware of establishing a clear vision and well-defined objectives for their institutions. Presenting a collection of artefacts is no longer adequate in terms of facility use or visitor expectations.
- **Making connections.** When presenting stories, some of the most interesting material is in the relationships between disciplines, e.g. people and nature, First Nations and European history, science and art.
- **Museums as a reflection of the community.** Museums today are beginning to engage the community like never before. Progressively, more museums today are facilitating people in the telling of their own stories, in their own words. This approach encourages a broader audience to become engaged in the activities and programming of the museum.
- **Museums that develop participants rather than observers.** If a museum is going to be a vibrant and active hub within the community worthy of broad-based support, it should provide programs that engage people in meaningful activities and discussions. In order to attract participants, it is important to broaden the focus of museums from “the historic past”, to include present and future issues.
- **To be relevant, change is necessary.** The trend today is to enhance the relevance and experience of museums by providing exhibits that can facilitate changing content on a regular basis, as well as act as a backdrop for interpretive and interactive programming. Flexible, reusable exhibit structures are necessary to adapt to the changing content of this exhibit format. Reusable structures make significant short and long-term contributions to the museum’s sustainability.
- **Museums as icons.** Iconic architecture is possible, even desirable and achievable, but it should not take precedence over other important considerations.

Based on these current trends, a successful museum in Richmond should:

- Open its doors as a hub of community cultural activity.
- Engage and motivate the broadest possible cross-section of the public to participate in a variety of exhibits, activities and events.
- Enhance its relevance and visitor experience by providing flexible exhibits that can facilitate changing content on a regular basis, as well as act as a backdrop for interpretive and interactive programming.
- Work towards financial self-sufficiency by engaging a wide audience of participants and sponsors.

Vision

Stakeholder consultation

Initial stakeholder consultation resulted in the vision to create a new, dynamic destination museum that would tell the story of Richmond’s past, present and future. The stories would be interpreted

through layering of local, regional, provincial, national and international connections. As part of the visioning, the Parks, Recreation & Cultural Services Committee requested that two options for the new facility be comprehensively developed and presented to the public:

- A destination museum that is rooted in the community.
- A more modest community museum.

Public Open House

An open house was held in the Library/Cultural Centre Rotunda on October 1, 2008, which was attended by approximately 200 people, with good representation from Richmond’s diverse population. 178 extensive questionnaires were filled out with unanimous support for a new museum. A destination museum was favoured by 80%, over the community museum option.

Comparison of Options

The consultants undertook a broad examination of the two facility options, with a variety of factors considered to determine which option was most appropriate for Richmond. The table below provides a summary of this analysis. The two options were divergent enough to allow meaningful comparisons of size, programming and staffing requirements, as well as capital and operating cost implications.

	Option 1: Destination Museum Rooted in the Community	Option 2: Community Museum
Size of Facility	51,000 square feet with 9,000 square feet parking	16,500 square feet with 3,500 square feet parking
Audience	Regional tourism focus as well as strong community focus, with broad appeal to a larger audience	Strong community focus that appeals to targeted audience
Programming	Ability to offer a broad range of programming as well as community programming Unique opportunity to offer significant national and international exhibits	Programming based at community level Opportunity to host smaller travelling exhibits
Location	Should be located in a highly visible, central area possibly on the waterfront Should be located close to public transportation like the Canada Line, close to visitor services like hotels, and where there is a large enough site to accommodate a major facility that can expand in the future	Can be located in other City neighbourhoods Can be located on a smaller site Could be located close to existing museums
Capital Cost	\$45 million	\$15 million
Operating Costs	Could approach financial self-sustainability over time.	Potential for ongoing annual operating deficit; little potential to break even.
Viability	Higher capital and operating costs Greater potential for long-term revenue-generation through higher visitorship and more rentable space, such as a larger restaurant facility and high-end gift shop Three times the size of Option #2, but over 10 times the amount of revenue-generating space Potential for greater contributions from senior levels of government; and potential for local sponsorship	Lower capital and operating costs Less potential for revenue-generation; food service and gift shop would be modest Potential for local sponsorship

Option 1: Destination Museum Rooted in the Community

A destination museum that also tells the “Richmond Story” enables the development of exhibits and events on the scale of other major provincial facilities. It allows for a sufficient level of activity in and around the building, which could approach financial self-sustainability over time. It is also large enough to act as a true landmark, and could become one of the ‘must see’ cultural attractions in Metro Vancouver. This could be the culturally equivalent iconic landmark to the Richmond Olympic Oval. In addition, since the International Olympic Committee (IOC) Expo for the 2010 Winter Olympic Games will be hosted in Richmond, the destination museum could incorporate artefacts from the 2010 Winter Olympic Games and other Olympic Games, into its exhibits as a cultural legacy.

Option 2: Community Museum

A community museum that tells only the “Richmond Story” would house core museum functions, providing valuable services to the local population. However, community museums throughout Metro Vancouver are not significant tourist attractions.

Concept Development & Feasibility*Space Allocation*

Preliminary space planning determined that 16,500 sq. ft. (with an additional 3,500 sq. ft. of covered parking) would be needed for a community museum and 35,000 sq. ft. (with an additional 9,000 sq. ft. of covered parking) for a destination museum. Interior space was allocated according to standard museum functions, but is atypical in the percentage of space for private space versus public space. Public space is significantly higher for each option to accommodate new museum trends that emphasize flexibility, community participation and change.

Location

Six City-owned sites were identified as potential locations for a new museum by staff and stakeholders:

- City Centre: corner of River and Cambie Roads; Lansdowne Mall; and Minoru Park.
- Steveston: corner of Bayview Avenue and No. 1 Road; the Phoenix Net Loft site; and the south foot of No. 2 Road.

A constraints and opportunities matrix was developed to evaluate each site. It established that a destination museum would need to be located in the City Centre area (as close to the Canada Line as possible), ideally with visual and physical access to the waterfront and surrounding views. It was also determined that the location for a community museum would not have to be easily accessible to tourists (since its appeal would mainly be local), but it would still benefit from being accessible by public transit and pedestrian linkages.

Financial Analysis

Museum and other cultural facilities are rarely, if ever, entirely financially self-sustaining. There is always a role for different levels of government to play in assistance through grants that cover various aspects of capital expenditure, and operating and programming costs. Based on experience in other jurisdictions, the consultants are of the opinion that attaining 50% or more of capital funding from non-municipal sources is considered an attainable goal for a destination museum that would also address federal and provincial goals.

Destination museums have traditionally enjoyed higher levels of senior government funding contribution than community museums, because of their draw for regional tourism. Premier Gordon Campbell has publicly expressed a desire to establish an Asia-Pacific Museum of Trade and Culture “to celebrate, strengthen and unleash the power of B.C.’s rich cultural diversity.” As a result, the Province may look favourably towards providing funding for a destination museum incorporating an Asia Pacific theme. Community museums also receive senior government funding, although it is on a significantly smaller scale, due to the primarily local focus of the facility. Increasingly, all cultural facilities are expected to generate a substantial portion of their operating funding from revenue.

Whereas artefact collections and permanent exhibits will need to remain an important component of a proposed destination museum, it would also need to be a community gathering space and resource that is supported by the community on a larger scale. A key feature to ensure the museum has the ability to approach financial sustainability is the provision of sufficient space for revenue-producing significant national and international exhibits. This temporary exhibit space can also be used as flexible rentable space for receptions, trade shows or other large community events. Ancillary revenue-generating elements, such as a high-end gift shop and food service, should be included. In either a community museum or a destination museum, cost recovery could also be assisted through admission fees, community fundraising, marketing, patronage and corporate sponsorship.

Although the two museum options are significantly different in their size and scope, the bottom-line financial costs to the City are not directly commensurate. A destination museum has the ability to attract funding from a variety of sources, including significant federal and provincial funding, to offset capital costs. In addition, a destination museum (as long as it is sized to attract revenue-generating significant national and international exhibits) is able to considerably offset operational expenses, with the potential to approach self-sustainability over time. A community museum would likely have an ongoing annual operating deficit, with little or no long-term potential of breaking even.

Other considerations

Design

Throughout the course of the Feasibility Study the following goals were expressed for the design of a new museum:

- Achieve excellence in architecture.
- Connect to outdoor space and the waterfront.
- Be as accessible as possible.
- Meet or exceed the objectives of sustainability.

Governance and Operational Requirement

A community museum would continue to be operated by the City with assistance from the community. A destination museum in Richmond could be operated as an arms length corporation led by a Chief Executive Officer, under the authority of a Board of Directors. A Richmond Museum Development Plan will determine further details for governance and operational requirements.

Co-location and Partnership Opportunities

There are several opportunities for combining other facilities with a new museum. The possibilities for adjacent or shared facilities that could be explored further include a performing arts space, new art gallery, community facilities, commercial opportunities and partnerships. Some potential partnerships could be within the Pacific Rim context and/or the history of sport and the Olympic Legacy.

Feasibility Study Recommendation

Currently, no museum in Metro Vancouver has the capacity to host major exhibitions and/or attractions such as significant national and international exhibits. Richmond is ideally positioned to take advantage of Metro Vancouver's need for this type of cultural attraction. The concept of a destination museum has proven to be financially and operationally feasible and was strongly supported during public consultation, with 80% support expressed during the Public Open House. The consultant team recommends that this facility should proceed to the next stages of implementation.

Implementation

Implementation Strategy

The implementation strategy outlines the stages and priorities to achieve a new destination museum. It is proposed to begin after the 2010 Winter Olympic Games, which will help with achieving reasonable construction costs and an improved economic environment. The first stages of implementation are recommended as:

1. *City's 5-year Capital Program*

Prepare a submission for a destination museum to be included in the City's 5-year Capital Program, with the provision that external funding be required prior to consideration for approval.

2. *Richmond Museum Development Plan*

A Richmond Museum Development Plan will be required to support major fundraising programs, including applications for provincial and federal government funding. The plan would include the following components:

- Governance and administrative structure (including potential adjacent or shared facilities).
- Vision, mission statement and mandate.
- Programming, interpretation and storyline.
- Detailed programming.
- Design requirements (including potential adjacent or shared facilities).
- Funding strategy implementation (including commercial opportunities and partnerships).

3. *Provincial/Federal Government Funding*

Begin formal negotiations with provincial and federal representatives to secure their participation and support for a new destination Richmond Museum.

4. *Richmond Museum Society Capital Campaign*

Continue to support the capital fundraising campaign already underway by the Richmond Museum Society.

Potential Funding Sources/Partners

- **Provincial/Federal Government.** Involvement from other levels of government in recently constructed cultural facilities has varied widely. Interest from the federal and provincial governments has depended on the municipal approach to capital funding of the facility, the scale of project, the business model selected, the level of effort to attract outside financial support, and overall community engagement. This museum concept has been developed with the intention of meeting senior government criteria, without compromising the local identity and programming of the museum. The “Richmond Story” has roots in the greater context provincially, nationally and internationally, therefore lending itself to interest from other levels of government. Typically, federal and provincial grants require match-funding.
- **Richmond Museum Society (RMS) Fundraising Campaign.** The RMS is preparing to launch a \$6 million dollar fundraising drive in 2009. The approach, being developed for a dedicated Capital Campaign, will allow all residents of Richmond to participate with donations ranging from a few dollars to hundreds of thousands. The majority of the drive will be delivered via the internet.
- **Co-location Opportunities with development in the City Centre.** The museum could be developed in conjunction with a large residential or commercial project to the mutual benefit of both. The development must accommodate the need for a destination museum to have a unique visual identity and presence, specialized mechanical systems, temperature controlled and secured storage, and adequate perimeter security, while capitalizing on the prestige and increased pedestrian traffic generated by a destination museum to support surrounding business.
- **Partnerships.** Several organizations were reviewed in this study as potential partners and there are some beneficial connections that could be explored as the museum is further developed. A partnership organization that already has their own audience could augment museum functions in a progressive way that connects to the community. Potential partners with a Pacific Rim focus include, the Asia-Pacific Foundation of Canada, the China Council for the Promotion of International Trade and the Alcan Dragon Boat Festival. Partnerships with an athletic focus include the BC Sports Hall of Fame and Museum and the concept of an Olympic museum.

Funding Framework

The following table represents the potential funding mix that could be achieved for a 51,000 sq. ft. destination museum.

Funding Framework¹	
Capital Cost Estimate (2008 dollars)	\$45 million²
Potential contribution from Federal Govt	\$10 million (\$8 to \$13 million range)
Potential contribution from Provincial Govt	\$10 million (\$8 to \$13 million range)
Richmond Museum Society Capital Campaign	\$6 million
Opportunities through development ³	\$5 million
City Contribution	Up to \$14 million

Economic Impact

The construction of a major capital facility that serves both the community and a regional tourism audience will have a positive economic impact. A destination museum has a better chance of successful positioning within the regional cultural facility infrastructure, while a community museum, with limited programming, would attract minimal interest from visitors outside of the community.

The magnitude of this economic impact has not been quantified at this stage. The total economic impact consists of the direct impact (i.e. museum expenditures on wages, salaries, goods and services), as well as indirect impacts (spending on food, accommodation, recreation, etc. as part of the visitors' experience in Richmond, especially in the case of significant national and international exhibits). Various British, Australian and American studies have indicated that the total economic impact could be 1.33 to 1.84 times the direct impact. While the magnitude of the economic benefit will vary depending on the location and size, a museum that serves as a major tourist attraction will undoubtedly have a major positive net economic benefit for Richmond. Arguably, the net economic impact of a community museum, with limited capacity to attract visitors from outside Richmond, will be close to zero, as the revenue it generates from primarily local visitors would be from income earned locally.

Financial Impact

There is no direct financial impact associated with the staff recommendations in this report. All the activities will be accommodated within staff time, and funding of approximately \$100,000 for the Richmond Museum Development Plan will be requested from advance planning and design in the 2010 Capital Budget program.

¹ These numbers are 'ball park' estimates, but indicate that the funding for a new museum would be multi-faceted, with many partners contributing. If greater funding were received from one partner, then the contributions from others would decrease.

² Capital cost estimate prepared at peak of construction market, and emerging market conditions may result in more favourable costing in the near future.

³ The benefits of partnering with a private developer relate to the joint use of land and parking, which could be estimated to be \$5 million.

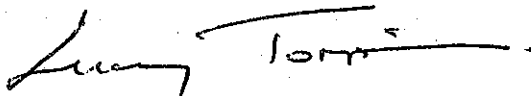
Staff time will also be required to develop an intergovernmental funding strategy and to support the RMS fundraising campaign.

Conclusion

Throughout the course of this Feasibility Study, there has been consensus among the many participants and stakeholders that the time is near and Richmond is the place to build an exciting new destination museum. The concept of a destination museum is shown to be financially and operationally feasible, and was strongly supported during the public consultation. A destination museum would also build on the City's legacy as an Olympic Venue City. Richmond's ideal location, the current lack of destination museums in Metro Vancouver, and the vast diversity of cultural groups represented, could allow Richmond to take a leading position as a tourist destination within a regional context, while providing a very significant facility that tells the story of the community.



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Richmond Museum Feasibility Study DRAFT

feb 2009

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prepared
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Executive Summary

A NEW MUSEUM FOR THE CITY OF RICHMOND



In June 2007, City Council endorsed the Richmond Museum & Heritage Strategy. Included in the Strategy was the idea of a new museum for the City of Richmond. A new museum facility is considered to be long overdue, as the existing Richmond Museum in the Cultural Centre has outgrown its existing space. The current Museum is approximately 2,000 square feet in size, and has 4,000 square feet of off-site storage.

A new museum could play a critical role in Richmond's evolving cultural life. It could tell the "Richmond Story," and celebrate Richmond's unique physical location, its remarkable melding of many cultures, its dynamic cultural life and the multitude of industries that continue to attract people to the community.

If the decision is made to move ahead with a new museum, then the specific funding, planning and timing for construction will be determined as part of a separate process. This could begin in the next few years.



THE FEASIBILITY STUDY

This Feasibility Study is the next step toward the realization of a new City of Richmond Museum, where the story of Richmond, past and present, can be told and celebrated into the future. The following factors were considered to determine the feasibility of a new museum and its optimum form and size:

- Market research
- Review of comparable facilities
- Emerging trends in new museums
- Governance and operational requirements
- Programming
- Location
- Capital construction costs
- Operating costs
- Potential funding sources



CURRENT CULTURAL TRENDS

It is recognized globally that cultural facilities have become important economic generators that can provide significant new tourism, business and employment opportunities.

- Cultural tourism is the world's fastest growing tourism segment, expanding at about 15% a year
- Currently, Metro Vancouver has about nine million visitors annually, a number projected to double over the next decade
- Destination cultural tourism sites have been attracting growing numbers of visitors. Visitor attendance at the following facilities in 2007 was:
 - + Vancouver Aquarium: 902,700
 - + Science World, Vancouver: 699,208 (includes 187,848 Outreach participants)
 - + Royal BC Museum, Victoria: 548,000
 - + Vancouver Art Gallery: 350,000
 - + Museum of Anthropology, UBC: 146,755

Despite Metro Vancouver's growing population and the increasing importance of cultural tourism, there is a notable lack of significant local cultural facilities and few are currently being planned.



THE CITY OF RICHMOND TODAY

Richmond is centrally located in Metro Vancouver, and is a very accessible location for a major cultural attraction. There is a sense of maturity and optimism brought on by the 2010 Olympics, the construction of the Canada Line, and the expanding urban population. It is now a “Destination” for visitors, rather than just a “Gateway” for those travelling to or from Vancouver.

The City of Richmond is growing rapidly, and the increased – and increasingly diverse – population has created a tremendous demand for new services. This is particularly notable in the cultural sector, where there is a need to provide improved facilities and programs for the local population as well as for visitors.

In the past two decades, immigration has redefined Richmond as an ethnically diverse urban centre. As of 2006:

- 65% of Richmond residents indicated they were a visible minority.
- 58% of Richmond residents indicated they were not born in Canada, the largest percentage of any Canadian city.

This growing diversity has created the need to tell new citizens the “Richmond Story.” A new museum fits well with Richmond’s growth, ambitions and vision for the future.



THE RICHMOND STORY

Richmond has a unique and significant history, and is in the process of developing a cosmopolitan, richly textured urban identity with a global focus. The “Richmond Story” – including the past, present and future - can be interpreted through a layering of local, regional, provincial, national and international stories and connections. It can have a global focus grounded in community traditions and values.

The vision for an expanded museum is that the people of Richmond will be actively involved in telling their stories, creating exhibits, making presentations and contributing to the programs and activities:

- The “Richmond Story” is the story of the geography that has shaped this community, the land, the Fraser River, and the place where the Fraser meets the ocean
- It is the story of the First Nations and the subsequent waves of settlement that continue to populate and build this forward-looking community
- It is the story of the successful industries people continue to create, including farming, fishing, shipbuilding, fish canning, transportation, aviation, high-tech and new aerospace technology
- It is the story of heroes and ordinary people who built the community and whose unique contributions and innovations, like the “Canada Arm,” have put Richmond on the global map
- It is the story of immigration and diverse cultures, their cultural contributions to Richmond and their continuing links to their communities of origin
- It is the story of diverse cultures coming together to create a cohesive community, the hopes and dreams of this community and the future they envision for themselves

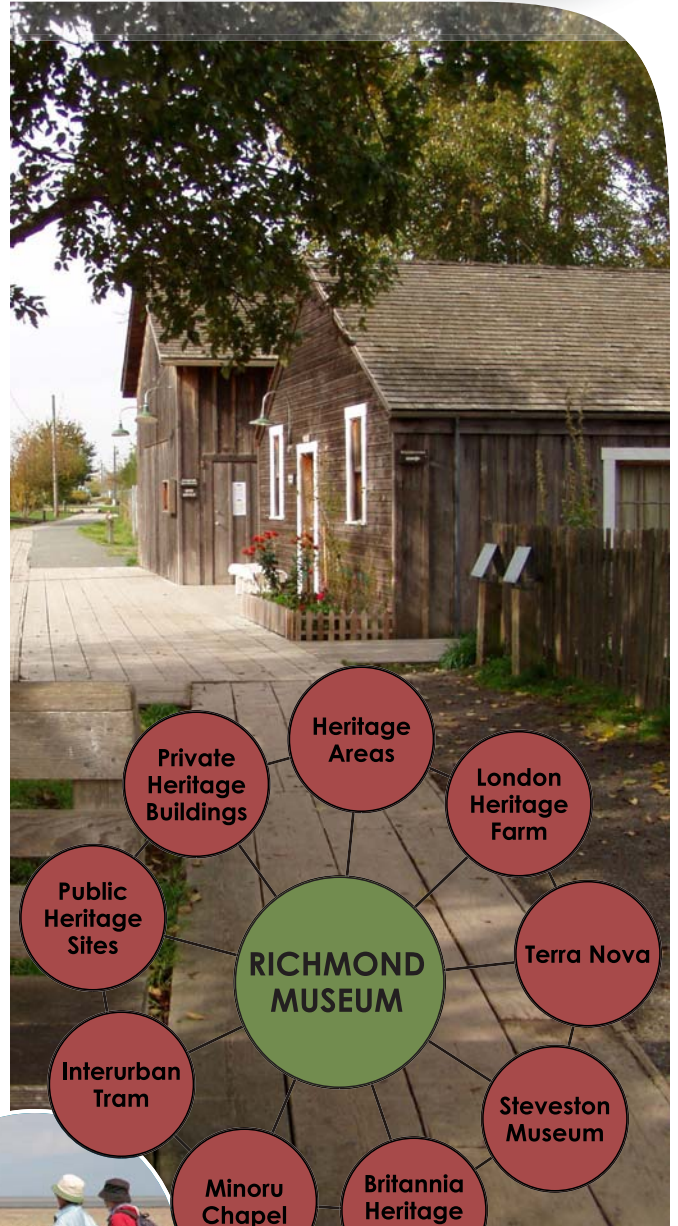




A NEW MUSEUM: THE HUB OF RICHMOND'S NETWORK OF MUSEUMS AND HISTORIC SITES

The Richmond Museum can be the hub of a network of existing museums, historic sites, and heritage areas. This network, connected to Richmond's outdoor environment through a system of parks and trails, will tell the whole "Richmond Story." The Richmond Museum can provide the overview of the "Richmond Story," and create interest in visiting the other sites for a first hand appreciation of specific aspects of the "Richmond Story."

As the hub of this network, a museum, orientation gallery and kiosk can direct visitors to Richmond's many historic sites and experiences. A variety of exciting forms of transportation such as community buses, water vehicles and rental bikes can take visitors to the many sites and experiences that await them in all areas of Richmond. A multi-media web presentation can recreate the "Richmond Story" for those unable to visit the museum and other sites in person.



TWO OPTIONS FOR A NEW MUSEUM

In order to determine the feasibility of a new museum, a broad variety of factors were considered that helped determine what the new facility should look like. As part of the visioning exercise, the Parks, Recreation & Cultural Services Committee requested that two options for the new facility be comprehensively developed to allow a comparative assessment. One option is for a facility large enough to serve a regional market, while the other is a much more modest community-based facility; these two options are divergent enough to allow meaningful comparisons of size, programming and staffing requirements, and capital and operating cost implications. The final decision about where a new museum will be located and its appropriate size will ultimately be dependent on public support, available budget, and potential partnerships.

The two options that were developed are:

This is the more ambitious of the two options. It would require a much larger facility, with larger amounts of programmable and rental space, and an area for blockbusters (these are major exhibits that require up to 10,000 square feet of display space). It would have a broader appeal, attract a much larger audience and have significant revenue-generating capacity. No other blockbuster exhibit space of this size exists in Metro Vancouver, and none is planned to be built as part of any current museum facility. This facility could become a major regional tourist draw.

- Approximate size: 60,000 sq. ft (9000 sq. ft covered parking)
- Approximate cost: \$45 million (Construction costs can be estimated at roughly \$750 per square foot for a complete and furnished facility in 2008 dollars).
- Location: A high profile central location possibly close to the Canada Line, the waterfront and visitor services such as hotels is required to provide easy accessibility to local, regional, provincial, national and international audiences. It will require a site large enough to accommodate a major facility that can expand in the future.



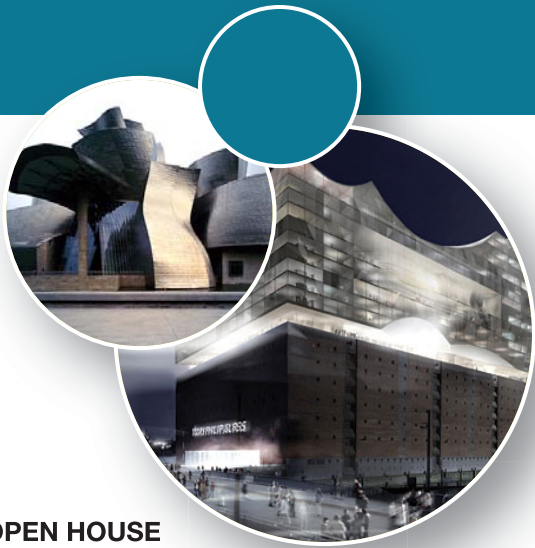
**OPTION #1:
A DESTINATION
MUSEUM ROOTED IN
THE COMMUNITY**



**OPTION #2:
A COMMUNITY MUSEUM**

This is the more modest of the two options. It would have a local focus and mainly serve a community audience. It would be more limited in the size and type of exhibits it could offer, but could host smaller travelling exhibits and other programs. It would have limited revenue-generating capacity.

- Approximate size: 20,000 square feet (3500 sq. ft covered parking)
- Approximate cost: \$15 million. (Construction costs can be estimated at roughly \$750 per square foot for a complete and furnished facility in 2008 dollars).
- Location: A smaller facility can be accommodated in a variety of Richmond locations. Since its appeal will be mainly local, the location does not have to be easily accessible to tourists, but would still benefit from being accessible by public transit and pedestrian linkages.



PUBLIC OPEN HOUSE

A Public Open House was held on October 1, 2008 to present the findings of the Feasibility Study and to gauge the public reaction to the two options for a new museum. The Open House was attended by over 200 people representing a broad cross-section of the population; 178 people filled in a detailed questionnaire. All who responded supported the vision for a new museum. 80% of the responses supported Option #1 and its potential location in the City Centre or Middle Arm area. The comments also indicated caution about potential costs and tax increases, but overall there was strong support expressed for the concept of a new “Destination Museum rooted in the Community” that told the “Richmond Story.”



RECOMMENDATIONS

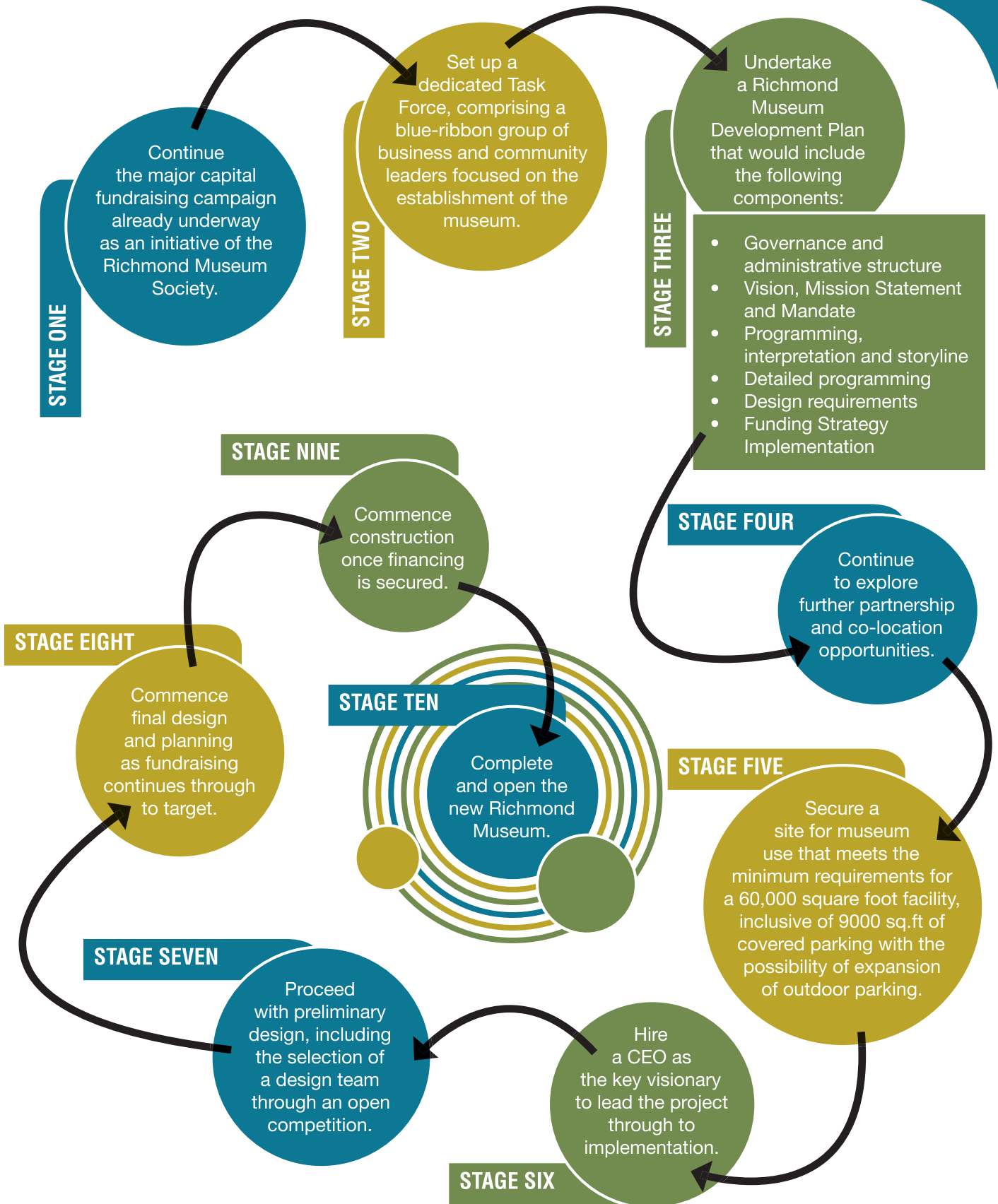
Throughout the course of this Feasibility Study, there has been consensus among the many participants and stakeholders that this is the time, and Richmond is the place, to build an exciting new destination museum. The City could take a leading position as a tourism destination within a regional context, while still providing a significant museum that tells the story of the community.

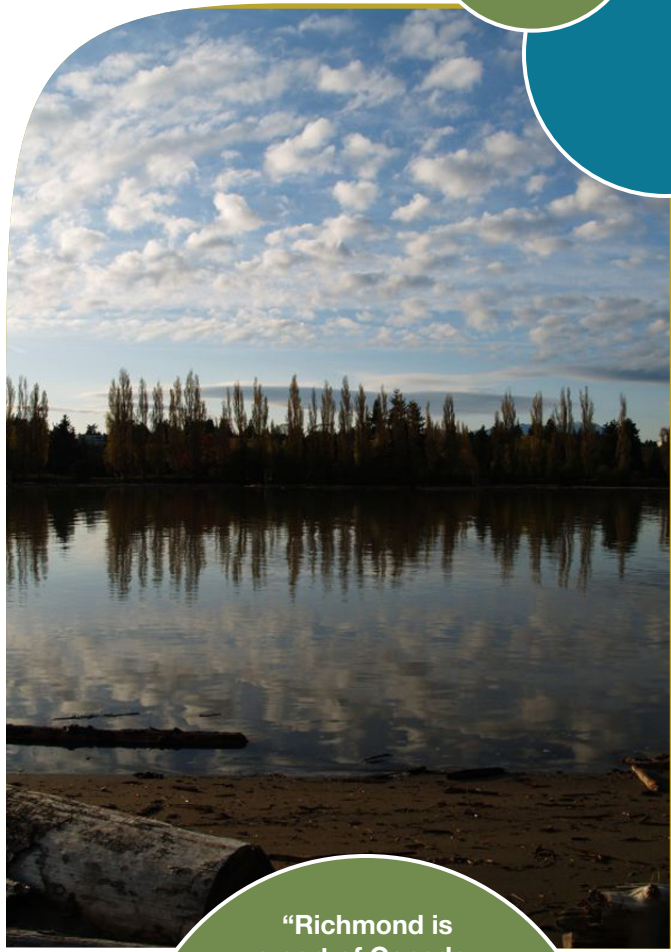
Currently, no museum in Metro Vancouver has the capacity to host major exhibitions and/or attractions such as blockbuster exhibits. Richmond is ideally positioned to take advantage of Metro Vancouver’s need for a destination museum. With the right visitor experiences, a new destination museum in Richmond would appeal to both residents and tourists.

The concept of a “Destination Museum rooted in the Community” has proven to be financially and operationally feasible, and has been strongly supported by the public. The development of this facility should now proceed to the next stages of implementation.

- A new facility of approximately 60,000 square feet is the optimal size for a stand-alone Destination Museum, rooted in the Community.
- The recommended location for the proposed new Richmond Museum is a site in the City Centre or Middle Arm area, as close to a Canada Line station as possible.
- The City should continue to explore co-location opportunities.
- A CEO should be hired at an early stage to spearhead the project.
- The City should confirm federal and provincial funding opportunities for capital and operational expenses.
- Fundraising for this facility should continue to be the main focus of the Richmond Museum Society.

The implementation strategy outlines the stages and priorities to achieve the new museum.





“Brand
Richmond as the
city that embraces
diversity.”

- Open House
comment

“Richmond is
a part of Canada,
we can not separate
Richmond from Canada, so
when people go to Richmond
Museum they also should
get the information about BC
and even Canada not only
Richmond.”

- Open House
comment

CONCLUSION

Throughout this study, we returned to the City’s vision to be the most livable, appealing and well-managed community in Canada, and were inspired by Richmond’s emergence onto the world stage as a Venue City for the 2010 Olympic Games.

A new museum is a necessary component of a balanced and healthy community that requires significant cultural as well as sports and wellness facilities. It will be a major civic asset, an economic generator and a source of community pride.

The idea of a new dynamic museum fits well with Richmond’s growth, ambitions and vision for the next 30 to 50 years into the future. It is an idea whose time has come. The City needs a new museum, of the highest quality, that will match its other remarkable assets and its vibrant community. Richmond deserves nothing less.

1 BACKGROUND



1.1 INTRODUCTION

The Richmond Museum cannot be expanded at its current location, and is inadequate to fully serve a growing city the size of Richmond. The current museum, consisting of a temporary exhibit gallery and office space, is approximately 2,000 square feet in size, and has 4,000 square feet of off-site storage. This space is not large enough to function as a fully-operational museum. This Study has been the next step towards examining the feasibility of a dynamic new museum facility in the City of Richmond, where cultural, museum, and heritage activities of the past and present can be supported and celebrated into the future. It has been guided by staff and stakeholder consultations, and informed by other, previous studies.

- The Parks, Recreation & Cultural Services (PRCS) Facilities Strategic Plan identified the need for a new museum facility, estimated as a stand-alone facility of approximately 25,000 square feet (based on the recently built Surrey Museum).
- The evolving City Centre Area Plan has defined an area considered appropriate for arts and cultural facilities and activities that would be compatible with a museum use.
- In June 2007, City Council endorsed the vision and objectives developed for the Richmond Museum & Heritage Strategy; included in the Strategy was the idea of a new museum for the City of Richmond.

Throughout the consultation process, the public has expressed a strong desire for the development of a new museum facility, that would act as a cultural anchor for the community.

Substantial background work for this project was undertaken as part of the Richmond Museum & Heritage Strategy. The concept of a dynamic new museum was the centrepiece of the Strategy, which was endorsed by City Council in June 2007. Of the Strategy's six goals, four outlined the City's provision of museum related services and are relevant to the feasibility study for the new museum:

- GOAL 1:** Involve and engage the entire community.
- GOAL 2:** Position Richmond as the leading integrated museum & heritage destination in Metro Vancouver.
- GOAL 3:** Build a new dynamic Destination Museum.
- GOAL 4:** Create and promote a network of satellite museums, historic sites and heritage areas radiating out from the hub of the new Richmond Museum.

1.2 METHODOLOGY

At the start of this Feasibility Study, a Steering Committee was formed to work closely with the consultant team. The consultation process was designed to ensure that a wide cross-section of the community had the opportunity to participate in the visioning process, and to identify the needs of the community and the stories that are important to the community. This involved public consultation, stakeholder focus groups and interviews to determine the needs within the community, and the development of strategies and priorities to meet these needs. Richmond's many diverse communities, including business, tourism and economic development communities, were consulted. Vision-based guidelines were crafted to inform the study process and to achieve desired outcomes, resulting in recommendations for an appropriate scale of development and a preferred location.

Public Consultation Goals

- Generate community interest in the new museum.
- Develop a Vision for the museum and identify community needs and community stories.
- Determine themes, messages and public programs ("story telling") and community needs for public and ancillary spaces.
- Achieve consensus for the form, substance and size of a new facility.
- Assess an appropriate potential location.

"I would be very proud to promote a first class destination museum in my travels across Canada and elsewhere in the world."

- Open House comment

"The focus is to ignite self-awareness through self-evaluation."

- stakeholder comment

Public Consultation Structure

A. Steering Committee

A steering committee, comprised of City of Richmond staff, members of the Richmond Museum Society and the Richmond Heritage Commission, has been the point of contact for the consultants to obtain direction and approval for all aspects of the consultation process.

B. Stakeholder Consultation

Other community stakeholders have been consulted through workshops and direct interviews. This has included representatives of the Richmond Chamber of Commerce, Tourism Richmond, the Vancouver International Airport, the City of Richmond's Diversity Committee, the City of Richmond's Museum Society and the City of Richmond Heritage Commission. In addition, meetings were held with the three Richmond MLAs. There have been two main goals to the stakeholder consultation:

1. Provide advice to the consultants and Steering Committee on all aspects of the feasibility study with particular emphasis on community needs.
2. Be a conduit to the diverse communities they represent and obtain input from their respective communities.

C. Public Open House

As a result of the visioning work of the Steering Committee and stakeholders, a presentation was made to the PRCS Committee in March 2008, which provided direction that two comprehensive options for a new museum facility should be presented to the public. This Open House was held on October 1, 2008, and was very well attended by a broad cross-section of Richmond citizens. Many people responded to a detailed questionnaire; please refer to Appendix F for further details.

D. Final Presentation to Council in March 2009

The key to the success of this project has been the building of support and partnerships within the community, through open communication to help ensure the success of any initiative to establish a new museum facility.

1.3 MARKET RESEARCH

The research process has laid the groundwork for the feasibility assessment parameters, and provided background material for the visioning and public consultation process. The review of market research has been varied and multi-faceted to ensure that the most up-to-date and wide-ranging information has informed this feasibility study, including:

- Community Demographics
- Cultural Tourism
- Business Recruitment and Retention
- Comparable Facilities
- Emerging Museum Trends

“Richmond is so diverse and beautiful that we need to introduce it to the world.”

- Open House comment

“The jewel on the water...”

- stakeholder comment



1.3.1 Community Demographics

The Musqueam Band of the Coast Salish First Nation has lived in and around Richmond for thousands of years, from the time when the delta lands at the mouth of the Fraser River consisted of many low-lying islands separated at high tide. Many of the first settlers were European, who initiated dyking schemes and promoted the development of agriculture.

Richmond’s role in the Pacific Rim has been evident since its earliest days. One of the City’s original families came from Australia. There were also successive waves of Asian immigrants, who were involved in many industrial operations and also settled here; Japanese and Chinese families arrived starting in the late 1800s. The Richmond of today is a mix of original families’ descendents and new immigrants, farmers and high tech workers; it is multi-ethnic and multi-lingual; well educated and well-traveled.

The evolving demographics of Richmond continue reflect its Pacific Rim context. Richmond’s explosive growth in the postwar era has attracted a great number of immigrants from the Pacific Rim region - those nations with shores on the Pacific Ocean, such as the Asian and Asia-Pacific countries, New Zealand and Australia, North America, Central America and South America. According to the 2006 census, the total number of people living in Richmond, born in a Pacific Rim country was approximately 76,000.

The City’s major population growth that has resulted in an increasing multicultural diversity and rapidly increasing density in the City Centre. These growth trends are expected to accelerate with the completion of the new Canada Line in 2009. It is also anticipated that the average population age will continue to rise over time.

“We are the immigrants, we really care about our own community life.”

- Open House comment

- Immigration has redefined Richmond as an ethnically diverse urban centre in the past two decades, with Asian shopping centres, businesses and restaurants cropping up in neighbourhoods that were once primarily rural.
- Chinese New Year, Diwali and the Muslim festival Eid are given official recognition within the municipality in addition to Christmas and New Year's celebrations.
- Perhaps nowhere is the city's diverse language and cultural make-up more evident than in the book and magazine collection of the Richmond Public Library. The library has a collection of 80,000 Chinese-language books, magazines, newspapers, DVDs and videos.
- Chinese-language speakers are as likely to check out materials from the library in their own language as they are to select material in English.
- In the 2006 Census, 65% of Richmond residents indicated that they were a visible minority.
- Of Richmond's total population, 43% are Chinese, 8% are South Asian, 5% are Filipino and 2% Japanese.
- In the 2006 census, 58% of Richmond residents indicated they were not born in Canada, the largest percentage of any Canadian city.

• Population in 2007 (4th largest in B.C.)	186,628
• Population Growth (over previous year)	1.9%
• Fastest growing neighbourhood	City Centre
• Projected population 2036	253,300
• Recent immigrants (last 10 years) as percentage of City population	29.8%
• City population as percentage of Province	4.3%
• City jobs as percentage of Province	7.4%
• Number of jobs in City	116,000

1.3.2 Cultural Tourism

Cultural tourism is one of the world's fastest growing tourism segments, and is increasingly noted in statistical modelling as its importance to the tourism economic sector becomes more evident. Jane Milner, (Assistant Deputy Minister Arts and Culture Division, Government of British Columbia) has stated that much more attention will be paid to the cultural tourist, and Tourism BC is embarking on initiatives to take better advantage of this emerging global tourism trend. The combined population of Metro Vancouver and the Fraser Valley Regional District was estimated by BC Statistics to be 2,524,064 as of July 2007. Metro Vancouver has about nine million visitors annually, a number projected to double over the next decade. A new museum in Richmond would be in an excellent position to take advantage of this trend.

In addition, Richmond is ideally located in relation to the upcoming Canada Line's direct connection to downtown Vancouver, the cruise lines at Canada Place and the Vancouver International Airport. Highway 99 connects Richmond to the American border and the I-5 interstate freeway. Centrally located in the Metro Vancouver region, Richmond is ideally accessible as the potential location for a major attraction.

For further detailed information, please refer to **Appendix A: Community Demographics.**

"I think it is essential to have a well organized interactive museum to attract tourists to the city for the economic and environmental development of Richmond."

- Open House comment

What Is Cultural Tourism?

Cultural tourism describes travellers engaging in cultural events and activities while away from their home communities. This umbrella term includes, but is not limited to: visits to museums and historic sites; performing arts; visual arts; heritage events; genealogical research; multicultural/ethnic events; and some attractions. Education is also a significant part of cultural tourism, as these elements may involve a high degree of interactivity.

Cultural tourists do not necessarily define their primary motivation for travel as cultural activity. For instance, a business traveller who attends a play is as much a cultural tourist as someone who travels to a museum to see a blockbuster exhibit. Museums are often an initial stopping and orientation destination, and a significant source of local information for visitors.

A Unique Niche Market

Travel research organizations have tracked cultural tourism data in recent years, identifying the trends and characteristics of an attractive, accessible and large market.

The cultural tourism market:

- is leisure-travel based
- is specialized and requires a targeted approach
- grows globally by 15% every year.

Cultural tourists tend to:

- combine cultural with non-cultural experiences while travelling
- search out learning/educational experiences
- seek an authentic sense of people and place.

Cultural tourists have distinct profiles that set them apart from other leisure travellers and make them an appealing market for the tourism industry. Multiple research sources note that compared to the average leisure traveller, the cultural tourist tends to:

- be 45 to 64 years of age
- be female
- have some post-secondary education
- have a higher level of income
- spend between 8 to 10% more per day when travelling
- stay almost an entire day longer at a destination
- use more commercial accommodation
- spend more on consumer products such as souvenirs, arts, crafts, clothing, etc.

(Source: Visiting Audiences: A Tourism Guide for Cultural Organizations, Vancouver's Culture Tourism Initiative, January, 2001)

Richmond, with 15 million airport passengers each year and 4,100 hotel rooms, is ideally situated to take advantage of the cultural tourism market.

For further detailed information, please refer to **Appendix B: Cultural Tourism**.

1.3.3 Business Recruitment and Retention

The new world is a truly global economy, driven by information, ideas and discoveries. It is a creative economy, where art and culture are the building blocks of innovation, invention and understanding.

Speech from the Throne, Province of British Columbia, February 2006

With the opening of Microsoft's 700-employee software development centre in Richmond, B.C., and many other existing high tech corporate head offices, Richmond has already begun the development of a "creative economy." It will be critical for Richmond to develop its arts and cultural sector to support its quickly-growing creative economy, in order to attract and retain the type of workers required for this new economic focus.

Craig Jones, (Executive Director of the Richmond Chamber of Commerce) has stated that “Richmond needs facilities such as the proposed Richmond Museum to attract and retain the knowledge workers that are so important in Richmond’s economic sector.”

There is much evidence to illustrate that a vibrant arts and cultural sector play a significant role in attracting and retaining “creative employees.” In *From Bronze to Gold: A Blueprint for Canadian Leadership in a Transforming World*, the Canadian Council of Chief Executives concluded that artistic and cultural creativity plays an important role in transforming communities into destinations of choice for skilled people in any occupation. A community’s cultural infrastructure has a direct impact on quality of life and on the competitiveness of communities in attracting people and investment.” From *Restless Communities to Resilient Places: Building a Stronger Future For All Canadians*, the June 2006 Final Report of the External Advisory Committee on Cities and Communities concluded that those Canadian cities and communities that have recognized the importance of culture are better prepared to meet future challenges and opportunities. “Strong cultural engagement can substantially improve the cohesiveness, confidence and international image and attractiveness of places. The economic impact of the arts and our creative resources is far greater than the employment or economic multipliers our creative industries generate. The arts attract people to live and work in our Province, reduce turnover for employers, and contribute to the stability of our workforce. The arts also help create cross-cultural understanding, improve workplace and customer relationships and contribute to more successful enterprise. Increased arts and cultural activity is key to attracting gifted professionals. Alcan says that cultural life and amenities in towns like Kitimat, where the company is planning a \$1.8 billion upgrade of its smelting operations, are crucial factors in attracting talented people, jobs and investments.” (“Arts Future

BC, Contributing to our Future”, *A Presentation to the Select Standing Committee on Finance and Government Services*, September 2007.)

Michael Audain, the chair of Polygon Homes Ltd., puts it plainly: “With Microsoft opening a new software-development centre, we’re going to be looking for the best – the young people with the best brains – and many of them are interested in the creative life and a culture that complements them.” According to Vancouver architect, Bing Thom, culture and what’s happening with the knowledge economy are understood to be underpinning the whole future of where we’re going to go. With the global labour shortage, Vancouver is at serious risk of losing out in the talent wars. With 2010 looming, there’s a massive push to put Vancouver on the global stage; the state of Vancouver’s cultural infrastructure has never been more critical. Bernie Magnan, chief economist for the Vancouver Board of Trade, observes that, in addition to helping draw tourists and employees, arts and culture are anchors for a city’s identity. ‘Any community or any city around the world that has made a name for itself has a thriving arts community as part of it,’ he says. Examples include: Sydney, Australia, with its world-renowned Opera House; Seattle, with its multitude of visual-art museums and performance spaces; and even Winnipeg, with its internationally recognized ballet troupe and New Music Festival. That’s exactly the kind of cultural focus that Vancouver lacks, according to a January 2007 VanCity report, *The Power of the Arts in Vancouver: Creating a Great City*, which states, “Vancouver seems to lack a consistent cultural identity, and consequently, despite their relevance for the local economy, most knowledge-related activities remain an exotic field for a large part of the population. As identity is, in a sense, the backbone of a knowledge economy, a weak identity is therefore evidence of some form of structural fragility.” (“State of the Arts”, Jessica Werb, BC Business, November, 2007). Please refer to **Appendix C** for further information.

There is a growing concern that Richmond is falling behind in providing the type of vital arts and culture sector that is so important to the creative economy. The new Richmond Olympic Oval is a community sports icon, but where is the local cultural focus? A new Richmond Museum could contribute significantly to the cultural identity of Richmond, as well as the larger context of Metro Vancouver.

1.3.4 COMPARABLE FACILITIES

A fundamental question with a new museum is a definition of the target audience. Many local museums are targeted strictly towards the community they serve, with only minimal outside visitorship. Although they provide valuable services to the local population, community museums throughout Metro Vancouver are not major tourist destinations. For example, the relatively new Surrey Museum, located in Cloverdale (size: 24,000 square feet) attracted 4,500 visitors in 2007. Typically, community museums do not achieve destination status. Even the relatively large and established Vancouver Museum does not compete as a tourist attraction. A review of other local facilities indicates that a community museum can be accommodated within 20,000 square feet.

On a regional basis, some attractions achieve higher attendance figures, based on the size and scale of their facilities and/or collections.

Vancouver Aquarium

- The Aquarium is a self-supporting, non-profit organization, and does not receive operational government funding.
- The facility is 116,000 square feet, with 154 aquatic displays.
- It employs 400 full and part-time employees and has over 868 active volunteers.
- The annual operating budget for 2006 was \$20 million; admissions, programs, groups, membership, retail operations, and food services account for 79% of the Aquarium's operating budget while charitable contributions, donations and restricted grants comprise the remainder.
- Attendance in 2007: 902,700.

Science World, Vancouver

- Science World is a self-supporting, non-profit organization, and does not receive operational government funding.
- It has a Board of Directors and an Executive Director.
- Science World has a total building area of 110,000 square feet, has a total exhibit area of 46,000 square feet, and includes an Omnimax Theatre
- Attendance in 2007: 699,208 (includes 187,848 outreach participants).

Royal British Columbia Museum, Victoria

- The RBCM is a museum corporation with a board of Directors and a Chief Executive Officer.
- The RBCM property encompasses approximately 2 hectares in downtown Victoria, with buildings that total approximately 250,000 square feet (and offsite storage).
- 20% of the building space is exhibit space, 70% is archival/curatorial/conservation and collections storage, and 10% administration/ gift shop/ lobby/ circulation etc.
- There are permanent galleries (First Peoples, Modern History and Natural History) as well as temporary exhibit space and an Omnimax Theatre.
- Attendance in 2007: 548,000.

“Build and live in harmony between all cultures.”

- Open House comment

“Richmond should have a museum that befits an emerging world class city which matches our efforts in sports areas.”

- Open House comment

Vancouver Art Gallery, Vancouver

- The VAG has a Board of Directors and an Executive Director.
- The VAG building includes a total of 165,000 square feet with 41,400 square feet of exhibition space.
- Attendance in 2007: 350,000.

Museum of Anthropology, Vancouver

- MOA is both a university museum and a public institution. It is the largest teaching museum in Canada.
- It is currently closed while extensive reconstruction of 75% of the exhibit space is underway.
- When complete in 2010, the facility will have increased in size from 79,000 to 120,800 square feet. This will include a new 5,660 square foot exhibition gallery.
- Attendance in 2007: 146,755

In order to achieve status as a destination museum, the new Richmond Museum would have to be of a size and scale that would attract significant regional attention and major travelling shows. The Royal British Columbia Museum and the Vancouver Art Gallery would not achieve their current attendance without their special exhibits, commonly referred to as “blockbusters.”

“Blockbusters” are major shows that require up to 10,000 square feet of display space. These are big, popular, moneymaking showcases that delivered a powerful impact—and have become important sources of direct and indirect revenue, visibility, and prestige for museums worldwide.



For further detailed information, please refer to **Appendix D: “Blockbusters.”**



Most big touring exhibitions are built to about 7,000-8,000 square feet. There are some travelling exhibits that are 3,000-5,000 square feet or even 1,000 square feet. Most museums of comparable size to the RBCM have between 7,000-10,000 square feet of temporary exhibit space available. No blockbuster exhibit space of 7,000-10,000 square feet currently exists in Metro Vancouver, and none is planned to be built as part of any current cultural facility. There are virtually no new major facilities on the local horizon, with the possible exception of the proposed new Vancouver Art Gallery and the National Maritime Centre in North Vancouver.

With the capacity to hold special exhibits or “blockbusters,” the Richmond Museum could be a major regional tourist draw, that could attract numbers similar to major provincial attractions.

1.3.5 EMERGING MUSEUM TRENDS

Contemporary trends in museums and interpretation can help determine the most effective way to convey the Richmond “story” and “experience.” Museums are tending towards values-based interpretation, based on storytelling, human experience, and ethnic diversity. Key concepts of this interpretative approach include:

- Flexibility – as stories change, there must be capacity to tell new stories
- Participation – interaction with the audience
- People-based themes – experiences related to the local and global communities

“Whatever we do, let’s do it well.”

- stakeholder comment

Traditional lines between disciplines are dissolving, allowing stories to be interpreted and expressed in fresh contexts and diverse voices, using technologies appropriate to the storytelling. The rate of cultural change and the high cost of construction indicate that a museum must be multi-purpose, reflective, and responsive to changing conditions. These emerging trends help us understand both the programming and the built aspects of the new Richmond Museum.

In order to establish emerging museum trends, we need to first step back in time to appreciate what has led to the situation museums are in today. Thirty to forty years ago there was a boom in museum construction across Canada. The political and financial climates were conducive to developing new museums, as well as expanding existing facilities. Part of the thrust for this activity was the development of many popular centennial projects, alongside a new Federal policy of the early 1970s called D&D (decentralization and democratization). As a result, many new institutions were created, most of which relied heavily on government grants and subsidies to meet their expenses. Over time, with national increases in cultural costs, several downturns in the economy and a shift in Federal emphasis from Canada-wide cultural needs to Ottawa/Hull based National Museums, the general funding for Canadian museums significantly decreased. This trend has prevailed over the last 20 years, with the cultural sector constantly expressing frustration

and concern over the declining health of ‘culture’ in Canada.

About ten years ago, it became clear that if the cultural sector was to recover from this malaise, cultural museum communities would need to find their own answers and would need to find significant alternative sources of funding. At the same time, words like ‘relevance’, ‘participation’ and ‘interactive’ began to become more a part of museum workshop and conference discussions.

Whereas artifact collections and archives still remain an important component of a museum’s operations, there are now many more opportunities for museums to become a larger community resource. By playing a central role in the health and well-being of a community’s cultural history, current and future cultural development will be supported by the community regardless of government subsidies. In other words, the trend now is to make museums so relevant to the needs of the community they serve that, in time, they become an essential service and receive all necessary forms of support.

Emerging museum trends respond to the need to make Canadian museums more relevant to all Canadians and more financially self-sustaining. The review of these trends constitutes a snapshot of “best practices” and provides a solid basis on which to commence the thinking for the development of a successful new Richmond Museum.

What's the Point?

Museum management today is more aware of establishing a clear vision and well-defined objectives for their institutions. Presenting a collection of artifacts is no longer adequate in terms of facility use or visitor expectations. The late Mr. Steven Weil, of the Smithsonian Institute, once said, "the only way to evaluate the success of a cultural institution is if it 'touches' visitors and, as a result, in some small way, changes them forever."

Making Connections

For many years the trend for museum presentations was to present material in independently defined scientific disciplines, e.g. natural history, human history, First Nations history, individual ethnic groups etc. Consequently, connections between disciplines were seldom explored. Recently, scientists have been exploring connections between disciplines and their interdependencies and relationships. For example, medicine has been examining how parts of the body relate to one another and biologists are studying the interdependencies of natural world systems. Likewise, when presenting stories, some of the most interesting material is in the relationships between disciplines, e.g. people and nature, First Nations and European history, science and art. This softening of academic borders to enable the exploration of new connections and relationships helps people gain insights into the interconnectedness of the natural and built worlds, and the relevance of local and global issues.

Museums as a Reflection of the Community

Museums today are beginning to engage the community like never before. In the past, some museum curators thought it was their duty and right to tell the stories discovered through research and exploration, even when there was minimal consultation with the people who experienced the stories firsthand, or whose ancestors were the subject of the stories. Progressively, more museums today are facilitating people in the telling of their own stories, in their own words. This approach encourages a broader audience to become engaged in the activities and programming of the museum. The directness and personal insight of this approach to storytelling builds bridges from the museum into the community as it connects storytellers to a receptive public. The museum becomes a meeting place for people to exchange ideas, share views and learn from one another. Engaging the public is the most effective way to build a dedicated museum audience; the Vancouver Art Gallery now has 40,000 members, which contributes greatly to increased attendance at this institution.

Museums that Develop Participants Rather than Observers

If a museum is going to be a vibrant and active hub within the community worthy of broad-based support, it should provide programs that engage people in meaningful activities and discussions. In order to attract participants, it is important to broaden the focus of museums from "the historic past", to include present and future issues. History helps us to appreciate the present, and if museums stop short of connecting the past with the present, it is sometimes hard for people to relate these stories to their own life experiences. Some ethnological museums today have regular workshops with community members. The spin-off benefits of these meetings include exhibits, while the emphasis is on both the dialogue that develops the audience, as well as the exhibit – one fuelling the other. Other results are interpretive and interactive programs, with the exhibit acting as a backdrop for celebrations, story-telling, theatrical performances, school programs, demonstrations and musical performances.

Museums as Icons

Some museums and art galleries have embraced the “starchitecture” premise that a unique iconic building is the answer to creating a successful institution. There have been several unusual building types that have drawn significant public attention and contributed to success by providing a unique identity; the most famous example is the Guggenheim Museum Bilbao, and more locally the Museum of Glass, Tacoma. There are also unique – and extremely expensive – buildings that have not had these desired results, most notably the Michael Lee-Chin Crystal at the Royal Ontario Museum, which has been criticized as inappropriate and dysfunctional. This does not mean that exciting contemporary architecture is not an important part of museum design, but a unique building form does not in itself guarantee success. It is also true that today’s trendy design can date very quickly; the architectural hit of the moment can become passé when the next new one is built. As the building itself is the major capital expense for a museum, it is wise to ensure functionality and flexibility over flash. Iconic architecture is possible, even desirable and achievable, but it should not take precedence over other important considerations. As always, architecture should be appropriate to its location and its function.

Emerging Exhibit Techniques

Museums have noted the popularity of science centres that put emphasis on interactive exhibits and changing presentations and programming (demonstrations and activities) both high-tech and low-tech. Science centres also function without the expense of maintaining large artifact collections. Interactive exhibits and A.V. presentations provide layered information and can add a great deal to a visitors’ appreciation of a given theme or story. However, these interactives must complement and provide insight and not allow the exhibit techniques to dominate and compete with the story being told. Overly complicated technology can also date quickly and be expensive to maintain. Technology works best when it is appropriate to the subject material, and should not be used just to impress the audience.

Interaction between Staff and the Visitor

Nothing communicates better than people to people. Historically, there has been a gulf between museum staff and museum visitors, and it was not uncommon for staff to be unaware and uninquisitive of visitors’ experiences as they view the exhibits and walk through the public galleries. As more of these traditional barriers drop, museums are showing visitors behind the scenes, whereby they can gain an appreciation of the scope of work involved in presenting exhibits and properly maintaining a museum’s permanent content and travelling exhibits. This also facilitates museum staff learning about the needs and expectations of visitors. In fact, the more the general public can participate in museum-related activities and programs, the more the museum will reflect the community and the more the community will support the museum. Knowledgeable facilitators and presenters interacting with the general public generate tangible and intangible benefits for visitors, staff, the museum and its community context.

Institutional Sharing

Since the development of the Internet, the potential for sharing information and materials has revolutionized the world and the museum community. Although collaboration has not often worked well in the past due to poorly-conceived agreements and competitive funding structures, the Internet has introduced tremendous potential for effective collaboration between nations and institutions at local, national and international levels. There is a growing realization of the many benefits that can be realized through collaborations for museums that take advantage of this incredible opportunity.

Virtual Museums

The internet has had another significant impact on museums, by enabling cultural materials and interpretive programming to be reached by new audiences physically far away from their location. A virtual museum takes advantage of new digital media to enable instantaneous communication, and engage viewers in interactive programming, forums and community debates. In addition, sophisticated animation techniques allow for the re-creation of historical events and can interpret objects and exhibits. Other advanced communication techniques allow a virtual audience to interact with each other and directly with the museum (for example, animated technology being developed by the Learning and Instructional Development Centre at SFU).

This allows many people who might never physically visit distant museums to view and understand what those museums offer through making an “electronic visit.” Some studies have found that the virtualization of museums can increase public interest, and indicate that virtual visitors to museum websites already out-number physical (on-site) visitors. The technology of a virtual museum builds on the concept of interactive environments, and can support interactive exhibitions that display visual representations of exhibits. Many museums now routinely include a variety of educational material on their websites. There are many programs that support digital access, and the websites of most museums have become a critical component in their outreach, marketing and fundraising strategies.

Improving the Design Process for Museums

The design process for museums traditionally involves hiring an architect to design a building, and then hiring content and exhibit consultants to develop story lines and exhibits. This is a hierarchical model, with the architect as leader in the decision making process and all the consultants in supporting roles. As the epitome of this model the “starchitecture” phenomenon of recent years serves to perpetuate this hierarchical approach.

A more dynamic and, in our experience, a more successful approach is to hire a team of compatible consultants representing all the skills required to address architecture, content development, and exhibit design, marketing, and interpretive and interactive programming. This team works together from the beginning of a project, sharing expertise and ideas. In this way, all disciplines work together and on the same schedule. This approach engenders productive and creative synergies between the disciplines and the team members, leading to the best possible outcomes, with the end result being greater than the sum of its parts.

What are the Key Conclusions?

Based on these current trends, a successful museum should:

- Open its doors as a hub of community cultural activity.
- Engage and motivate the broadest possible cross-section of the public to participate in a variety of exhibits, activities and events.
- Enhance its relevance and visitor experience by providing flexible exhibits that can facilitate changing content on a regular basis, as well as act as a backdrop for interpretive and interactive programming.
- Work towards financial self-sufficiency by engaging a wide audience of participants and sponsors.

The review of these trends constitutes a snapshot of current “best practices” and provides a solid basis on which to commence the thinking for the development of a successful new Richmond Museum.

2

Vision



The City of Richmond is growing rapidly, and the increased – and increasingly diverse – population has created a tremendous demand for new services. This is particularly notable in the cultural sector, where there is a need to provide improved services and programs for the local population. There is also a recognition that cultural services are an important economic generator through the provision of new employment and tourism opportunities.

Richmond is maturing, with a new sense of optimism brought on by the Olympics, the construction of the Canada Line, and an expanding urban population base, and is ready for a facility that will celebrate its past, mark its place in the present and inform its future. Richmond is now a destination rather than just a gateway. The City has now developed to the point where it can support ambitious large-scale activities and institutions, and is planning for future growth and prosperity. The City's stated goal is that Richmond will be the most appealing, livable, and well-managed community in Canada. A dynamic new museum facility fits well with that goal.

Throughout the consultation process, strong support was expressed by all stakeholders. At the Public Open House, 100% of the submitted questionnaires supported the concept of a new museum. There is clearly the need, and the desire, for a new Richmond Museum. The following Vision was developed to summarize the comments we heard during the consultation process.

To create a new, dynamic museum that will tell the story of Richmond's past, present and future and reflect the City's, the province's and the country's position within the Pacific Rim continuum – physically, temporally and spiritually.

Richmond has a unique and significant history and is in the process of developing a cosmopolitan, richly-textured urban identity. Richmond's global story will be interpreted through a layering of local, regional, provincial, national and international stories and connections. The Museum will be a community anchor that will engage the public by reflecting cultural diversity and by interpreting Richmond to the world and interpreting the world to Richmond.

VISION FOR A NEW RICHMOND MUSEUM

The Museum will be located in the heart of the City in an accessible location, and through excellence of design and programming will showcase Richmond as a portal into Canada and interpret and celebrate the past and current Canadian experience of immigration and settlement.

2.1 GUIDING PRINCIPLES

Ideas and concepts generated during the background research and consultation process were developed as a guiding framework for the development of the new museum. Consensus was reached on key concepts, based on best practices in the museum field and stated community needs. The vision that has been developed for a new museum will help inform and direct the ongoing development of its physical expression, including programming, interpretation and operational requirements.

Much of the relevant background work for this project was undertaken during the preparation of the **Richmond Museum & Heritage Strategy, 2006-2007**. A dynamic new museum for Richmond was the centrepiece of the Strategy. A key concept was the development of the new museum as the hub of museum & heritage services in Richmond, and its pivotal role in the development of an integrated network of local community museums and historic sites. A Vision and six goals, four of which are key for the City's provision of museum related services that are relevant to the Feasibility Study for the new museum:

As endorsed by City Council in June 2007, the following objectives were outlined for the new museum, and have formed the guiding framework for the Feasibility Study:

- Have a high public profile in a prominent, easily accessible location.
- Be a prime destination in itself and provide visitors with a dynamic overview of the Richmond Story; direct visitors to other sites for a more in-depth experience of the Richmond Story.
- Be financially viable through ongoing community support.
- Be a gathering place for the local population and provide an opportunity for Richmond's diverse communities to meet, interact, tell their stories and share their cultural traditions.
- Provide a multi-dimensional reflection of Richmond's diverse community, including physical elements such as museum displays and interpretation, and program and service elements.
- Develop museum content based on the authentic history of Richmond, employing artifacts and historical research to stimulate the audience and enrich the museum experience.
- Use technology in a multi-functional and dynamic way as opposed to static displays.
- Use non-traditional strategies to engage visitors including all the senses - sights, sounds, tastes and smells (e.g. ethnic foods, agricultural products, demonstrations of crafts and dance etc.).
- Use connections to sister cities (e.g. Wakayama, Japan).
- Engage citizens in discussing Richmond's future by hosting urban forums on timely issues and displaying urban design models.
- Provide a richly detailed snapshot of Richmond today, and create an overview of what Richmond was, is and could be.

A VISION FOR THE MUSEUM & HERITAGE STRATEGY

"THE CITY OF RICHMOND CELEBRATES ITS PAST, PRESENT AND FUTURE."

"RICHMOND IS A CITY THAT PROUDLY CELEBRATES ITS PAST, PRESENT, AND FUTURE. THE CITY'S MUSEUM & HERITAGE SERVICES POLICIES WILL INTERPRET THE UNIQUE AND DYNAMIC STORY OF WHERE RICHMOND CAME FROM, WHERE IT IS NOW, AND HOW IT WILL DEVELOP INTO THE FUTURE."

GOAL 1: Involve and engage the entire community.

GOAL 2: Position Richmond as the leading integrated museum & heritage destination in Metro Vancouver.

GOAL 3: Build a new dynamic Destination Museum.

GOAL 4: Create and promote a network of satellite museums, historic sites and heritage areas radiating out from the hub of the new Richmond Museum.

“Whatever we do, let’s do it well.”
- stakeholder comment

“We need a well established museum as one of the landmarks of Richmond.”
- Open House comment

“It can attract more visitors from around the world to promote Richmond.”
- Open House comment

Throughout the stakeholder consultation, a number of other key issues emerged:

Gateway: Geography defines Canada as a Pacific Rim country, but it was the completion of the trans-Canada railway in 1885 that transformed British Columbia into the commercial gateway between Asia and North America. Today, the idea of an Asia-Pacific Gateway on Canada’s west coast is more powerful than ever. The combination of physical proximity to Asia, demographic change, business awareness, and cultural openness positions British Columbia, and Metro Vancouver in particular, as the premier location in North America for connections with Asia. Support from the federal and provincial governments – through infrastructure and program spending – has added impetus to what is now widely known as the Asia-Pacific Gateway Strategy. A strong cultural focus would parallel these economic initiatives, connecting the province to the Pacific Region culturally, thereby re-asserting our Asia-Pacific and Pacific Rim credentials.

Cultural Niche: There is currently no significant facility or institution interpreting the broad context of Pacific Rim culture. Given the diverse population of the province, and the many current and historical connections to the Pacific Rim region through trade and immigration, this is an obvious gap in local cultural and community life. The province has also expressed an interest in the development of an Asia-Pacific Museum.

Business Links: Vancouver is a hub for international companies with links to media, finance and trade. There is enormous potential to connect with existing bilateral business organizations (such as the China Council for the Promotion of International Trade). The countries of Asia and the Pacific Rim have a robust trade show industry presenting many opportunities for cultural exchanges, conferences and media events (such as the Bollywood Awards).

Ambassadorship: Despite the importance of YVR, there is currently no single location that acts as a focus for greeting or entertaining pan-Pacific delegations and visitors. Part of the new museum’s role could be to act as the formal reception point for hosted events.

As a result of the visioning work of the Steering Committee and stakeholders, a presentation was made to the PRCS Committee in March 2008, which provided direction that two comprehensive options for a new museum facility should be presented to the public. The two options were: #1 a destination museum rooted in the community and #2 a more modest community museum. An Open House was held on October 1, 2008, and was very well attended by a broad cross-section of Richmond citizens. Many people responded to a detailed questionnaire, and all that responded endorsed the idea of a new museum facility. Please refer to Appendix F for further details.

2.2 INTERPRETIVE THEMES

Richmond has a unique and significant history and is in the process of developing a cosmopolitan, richly-textured urban identity with a global focus. The entire 'Richmond Story' – past, present and future – can be interpreted through a layering of local, regional, provincial, national and international stories and connections that present a more global focus.

A standard museum approach emphasizes the collection, preservation and display of artifacts. The exhibits are usually permanent and the stories told in the third person by curators. Based on current trends in museum thinking and the comments of the stakeholders and the public, the Richmond Museum will need to put more of an emphasis on people telling relevant stories about real people, past and present.

The new Museum needs to provide a dynamic space, with changing exhibits and lots of activities and demonstrations that feature the talents and creativity of the community. Community members need to play a significant role in deciding what and how the communities of Richmond should be presented. This new museum needs to turn observers into participants. It should be a place for people to come together; a gathering place to share experiences, and develop ideas together. This is not to say that artifacts are not important to museums, but the public today expects much more relevant information and activities from museums than they did in the past. For a museum to be relevant it needs to reflect directly the community's energy, interests and concerns, plus adapt to changes as the community evolves over time.

During the course of this study, a number of potential adjunct themes for the new museum were explored. One was a focus on the Pacific Rim context of Richmond, and another was a focus on the history of sports and athletics. Several organizations, such as the Canadian Society for Asian Arts and the BC Sports Hall of Fame, were reviewed as potential partners, and there are undoubtedly synergistic connections that could be explored as the vision and concept for the new museum is further developed. A partnership with organizations that already have their own audience could augment museum functions in a progressive way that connects to the community.

Predominant among these themes is the potential for the new museum to include a focus on the Pacific Rim. Richmond, as a vibrant city with its feet in the Pacific Ocean, shares much in common with other Pacific Rim cities and cultures. It has been indicated throughout the consultation process that the broader context of the Richmond Story is also part of the Pacific Rim Story, which encompasses shared geography, immigration and emigration, cultural links, trade ties, historical links and many other varied and exciting themes that could also be explored. This is an exciting possibility for further exploration.

A Pacific Rim focus also provides another point of contact with First Nations culture. The Musqueam Band of the Coast Salish First Nation has lived in and around Richmond for thousands of years. Today, indigenous people of the Pacific Rim are brought together by common purposes, including cultural preservation, education and presentation. Throughout the year, gatherings bring maritime indigenous nations of the Pacific Rim together – such as the Qatuwas Festival held in 2006 by the Heiltsuk Nation in Bella Bella. An expanded Richmond Museum could host such gatherings and could also facilitate interaction through exhibits covering a range of historical or contemporary artifacts and cultural initiatives.

In order to achieve these lofty goals it is suggested that much of the Richmond story be developed and presented by groups with specific interests or experiences. For example, the high tech industry could be asked what they want to say about themselves and their rich history within Richmond. Likewise, the diverse ethnic groups within Richmond could be asked to develop exhibits and programming around information they might want to share with others. In this manner, this museum becomes directly connected with, and an advocate for, the artists, storytellers and keepers of knowledge within all segments of the Richmond community.

The interpretation themes should be based on the messages, programs, philosophies and approaches developed during the Museum & Heritage Strategy process. The market research and public consultation have informed how the themes, messages and programs could be realized in the physical space of the new museum.

INTERPRETIVE THEME GOALS

- Interpret and celebrate the countries of origin of all Richmond settlers, including Europe and the Pacific Rim.
- Interpret Richmond's position within the global and Pacific Rim context – physically, temporally and spiritually.
- Expand on the themes, messages and programs to the Richmond stories identified in the Museum & Heritage Strategy.
- Identify Richmond stories that can be put into a provincial, national and international context to create appeal for a much broader audience; achieved through “layering” and awareness of the global context.
- Identify appropriate, interactive technology (interactive exhibits, storytelling, theatre, public forums, films, demonstrations, etc.) that will effectively generate curiosity and tell Richmond stories.
- Identify seasonal uses of the museum, more geared to tourism in the summer season and community use in the winter season.
- Identify space requirements that will provide flexibility, accommodate a variety of community needs and facilitate changing and seasonal interpretive programs.
- Identify and link public amenities with the interpretation program, such as a themed restaurant that showcases Richmond’s diverse community.
- Inspire different levels of thought and unique conversations for different age groups including young adults, youth and children.
- Use bold marketing approaches, unabashed story telling, pride in our heritage and cultural diversity.
- Allow the community to define itself, its diversity, its “past, present and future” through a sense of ownership with the museum.

INTERNATIONAL THEMES

- Develop themes of diversity, settlement, transportation, etc.
- Interpret Richmond as the Pacific Gateway into Canada.
- Interpret and celebrate the past and current Canadian experience of immigration and settlement.
- Highlight national technology and industry, including those unique to Richmond.

NATIONAL THEMES

- Interpret Richmond as the Pacific Gateway into British Columbia.
- Tell the stories of major industries and development.
- Explore the Fraser River as the province’s major watercourse.
- Interpret the historic development of aviation and YVR as the province’s most important airport.

LOCAL AND REGIONAL THEMES

- Tell the ‘Richmond Story’ – Past, Present and Future.
- Act as a “connecting hub” that guides visitors to go out to the other community museums, heritage sites, heritage areas and historic attractions in Richmond as well as Metro Vancouver.
- Interpret Richmond in this period of transition and the changing perspectives of our history that are a part of it.
- Engage the public by reflecting the cultural diversity of Richmond and Metro Vancouver.

PROVINCIAL THEMES

INTERPRETIVE FRAMEWORK

People

- Immigration and settlement (immigrant experience)
- Other countries, other cultures (diversity and multiculturalism)
- Farming families and lifestyles
- Fishing/cannery families and lifestyles
- Spiritual practice
- Recreation

Industry

- Agriculture
- Fishing and fish processing
- Shipbuilding
- Technology
- Support industries and commercial ventures

Transportation

- Airport/aviation (early development, WWII expansion and later advances)
- Interurban tram
- Water-borne and land-borne transportation



“The museum could become an icon much like Canada Place resulting in almost automatic recognition.”

- Open House comment

“A Destination Museum is better because there will be more things to learn. Go for it! Don't settle for Second Best!”

- Open House comment

“People from all places will come and see our multi-cultural exhibits.”

- Open House comment

2.3 PROGRAMMING

The way in which the facility runs its public and educational programs on a day-to-day basis is the heart of the museum function. Programming uses the interpretive themes to tell stories, to interpret history, to curate cultural materials, to determine items for sale and to inform restaurant menus. A museum requires adequate and appropriate programmable space to effectively interpret its major themes. In a well-integrated museum all of the programmable space, including restaurants and gift shops, contribute to the interpretation of these themes.

The programming requirements of the proposed new facility have been assessed, based on a review of optimal performance. These requirements have then been allocated space within the new facility to determine how the physical limitations of space will ultimately affect program delivery. In order to understand how programs will function.

PROGRAMMING OBJECTIVES

1. Front of House spaces: orientation and ancillary exhibit spaces; community meeting spaces; multi-functional spaces including revenue-generating options such as a major, high-end restaurant and gift shop to yield revenue and to enhance the interpretive themes. Back-of-house spaces: curatorial space; exhibit preparation; storage; and offices. Multi-purpose spaces that can be used for: travelling exhibits; festivals; performances; and school programs.
2. Sufficient exhibit space to hold large or “blockbuster” shows (optimal 10,000 square feet).
3. Integrated, programmable outdoor space that could act as space for festivals, historical theatre, community and museum events and any other programs that support the museum's mandate. This may require some covered areas.

DESIRABLE OUTCOMES

- The Richmond Museum should act as the hub of a network of existing museums, historic **sites**, and heritage areas. This network, **connected** to Richmond's outdoor environment through a system of parks and **trails**, will tell the whole "Richmond Story." It **should** create interest in visiting the other sites for a **first hand** appreciation of specific aspects of the "Richmond Story."
- The museum should have the "Wow!" Factor – programming that is sensual, alive, magical.
- There should be opportunities for the new museum to hold travelling "blockbuster" exhibits.
- There is a need to connect to off site facilities (airport boutique/kiosk; Cruise Ship information: "Waterfront Station to Museum Station" display in Canada Line stations) to promote Richmond museums and historic sites.
- A long-term ability for the museum to be a major tourist draw and at the same time provide a range of programs that will attract locals to return.
- Collaboration with other Richmond sites on joint programs, mixed media events, cultural events, marketing and promotions
- Planning for future expansion to ensure longevity.

Several different types of exhibits were explored, as outlined below, and found feasible. In each case, adequate receiving and preparation areas are needed, but the proposed concept does not require establishing a large permanent collection. The intent is to be responsive to changing cultural conditions, rather than having acquisition as a primary focus.

Travelling Exhibits: The museum could be one of the only spaces in Metro Vancouver that would have the proper size, environmental controls and security to host major, "blockbuster" exhibits.

Themed Shows: The concept could be similar to that of World's Fair exhibits, where countries are invited to share their culture and artifacts in a themed manner. Different countries could, in turn, be invited to mount a major exhibit. This could include historical and current cultural aspects such as crafts, dance and food.

Ongoing Cultural Forum: There could be space dedicated to showcase the different countries of the Pacific Rim region, through interactive technology and semi-permanent displays.

Communication Centre and Networking: Space could be provided for culturally-based multi-media programs, updated and refreshed on an on-going basis, including interactive programming, forums and community debates. The museum could have broadcasting capabilities and could contain flexible performance spaces.

The overall focus of the museum should be "unconventional", in that it will be more experience-based than collection-based. Museums today are seeking ways to avoid duplication in collections, and find creative ways to share artifacts and programming. Sensory perception, expression, creation, inspiration and motivation based on human experience will connect the museum to the community and drive the visitor experience. Given this concept, the museum does not need to develop a collection in the traditional sense. There are numerous ways in which large shows can be mounted without the expense of acquiring, curating and storing a large and expensive collection of artifacts. Various methods of "cultural exchange" can be explored in conjunction with other partners – local institutions such as the Museum of Anthropology and the countries of the Pacific Rim region. By remaining flexible and seeking partnerships, the new Richmond Museum can be more responsive to evolving needs and community desires.

3

FEASIBILITY



The *Parks, Recreation and Cultural Services (PRCS) Facilities Strategic Plan* stated the requirements for a new Richmond Museum were 25,000 square feet for a capital cost of \$15 million and did not provide a suggested location. The *Museum & Heritage Strategy*, endorsed by Council in June 2007, stated a goal to build a new dynamic destination museum, but did not provide a recommended size. These considerations were left to this feasibility study to examine and test, based on a more detailed assessment.

The goal of this detailed Feasibility Study is to provide guidance for the design, construction and operations of a new museum in Richmond. One of the key objectives is to recommend planning parameters, such as total land size needed, best location, and types and sizes of spaces required. The 25,000 square feet stated in the *PRCS Facilities Strategic Plan*, while reasonable for a community museum, could not adequately accommodate a destination museum. As directed by Council, this study therefore examines the feasibility of both a smaller community museum and the possibility of a larger building envelope, to explore the optimal balance of programming and space allocation.

For the purposes of comparison, two final programming options were developed, one that fits a community museum at a size of 20,000 square, and a larger destination museum of 60,000 square feet. As part of the visioning exercise, the Parks, Recreation & Cultural Services Committee requested that these two options be comprehensively developed to allow a comparative assessment of the cost implications for the



new facility. The two theoretical options were translated into programmed space allocations, to allow the development of efficient relationships and adjacencies. This was not based on a recommended design, but was developed, based on guiding principles, to test the fit of desired functions within a reasonable building envelope. The final program of space allocation will ultimately be dependent on the chosen site, the available budget, community and government partnerships and co-location opportunities.

These initial concepts for the new museum were tested against six potential sites, and corresponding opportunities and constraints assessed regarding siting, ancillary uses, traffic, and capital and operating costs. Feasibility was then tested using a variety of criteria to determine the optimal location, configuration and operational requirements. The results were then presented to the public to gauge the level of support that could be anticipated for either option. Based on this process, final recommendations have been developed for an optimal outcome.

3.1 SPACE ALLOCATION

In order to develop the options for space allocation, the needs and wishes for the new museum were assigned various sizes on a sliding scale to test how they could be fit into a building envelope. The existing option of 20,000 square feet was programmed to see how it could accommodate the vision for an expanded Richmond Museum. A destination museum with an optimal size of 60,000 square feet was used as an appropriate comparison. The further development of these two options allowed a review of the appropriate spaces required for each programming function, and for the development of comparative cost estimates.

Some basic assumptions were made to allow the development of these two options:

- Both options contain the functions of the proposed community museum. Option #1, the destination museum, has enhanced abilities to host exhibits and generate revenue, but is still rooted in providing community programming and telling the “Richmond Story.”
- To accommodate either option, the minimum site size should be in the range of 30,000 square feet, with the potential for adjacent open space and future expansion. For the purposes of this study, the Cambie & River Road site was used to test how the space allocations could fit on an actual site. The proposed museum could be designed to fit other sites, if they are large enough to accommodate the basic footprint.
- For the purposes of comparison, it has been assumed that each option would be constructed in a single phase. Opportunities for phasing, and for future expansion have not been assessed, but should be considered in the site selection and the further development of the museum concept.
- It is assumed that there will need to be vertical as well as horizontal integration. There is a perceived need for height to make this a landmark structure. Even though the building could be designed to be more horizontal, it was considered desirable to keep the footprint smaller and elevate certain functions.
- The design for either option assumes that there will be covered parking and mechanical/service areas at the ground level, which will allow the building to be built on a podium raised to the dyke level. This will allow a land bridge to be built to the dyke, potentially creating a waterfront park. Generally, the ground level will not be suitable for programmed spaces, and is assigned to parking, access, services and working areas.
- Sufficient parking cannot be provided in the given footprints and further parking would need to be provided. Although the final numbers will be site-dependant, approximately 30 stalls could be accommodated in Option #1 and 15 stalls in Option #2. A second level of parking was not considered desirable due to expense. Parking requirements will also be dependent on location; a central location that is close to a Canada Line station will require less onsite parking than a remote location that is difficult to reach by transit.
- The floor area was conceptually diminished as the building envelope rises to allow outdoor terracing to be used for food service areas.
- It is assumed that museum’s public functions will start at the first floor level, which will be considered the main level for public access to the museum itself. Ticketing and security control would therefore be at the first floor level.
- It is assumed that any collection storage will be provided offsite in a less expensive facility. This results in a relatively high percentage of public to private space, with approximately 50% of the facility used for public functions and activities (“front of house”). Most traditional museums have about 30% public space.
- It is highly desirable to provide performance space within the museum, to accommodate different activities and audio-visual shows. This space should be set up for media broadcast. The optimum size for this space is unknown and is included within the proposed allocation for programmable exhibit spaces.
- It would also be desirable to accommodate outdoor programmable and festival space. The area required is unknown and would be dependent on the site and also parking requirements.

	OPTION #1 A DESTINATION MUSEUM ROOTED IN THE COMMUNITY	OPTION #2 A COMMUNITY MUSEUM
FUNCTIONAL SPACE	Square Feet	Square Feet
Private Space (“Back of House”)		
Mechanical	1,000	500
Loading Bay	2,000	500
Receiving and Holding	1,000	500
Workshops / Preparation	1,000	500
Administration	1,500	500
Staff and Volunteer Services	2,500	1,000
Meeting Rooms	1,500	500
Subtotal Private Space	10,500	4,000
Public Space (“Front of House”)		
Theatre	2,500	1,000
Program Space (multi-functional areas)	1,500	1,500
Gift Shop	1,500	500
Ticketing / Crowd Control	500	250
Lobby / Atrium Space	2,500	1,000
Coffee Shop	1,000	750
Major Sub-dividable Exhibit Space (“block-buster” temporary exhibits & rentable space)	10,000	4,000
Exhibit Space (“The Richmond Story”)	8,000	2,000
Major Restaurant	5,000	0
Subtotal Public Space	32,500	10,000
Circulation and services	8,000	2,500
At-grade covered parking	9,000	3,500
BUILDING TOTAL	60,000	20,000

3.2 LOCATION

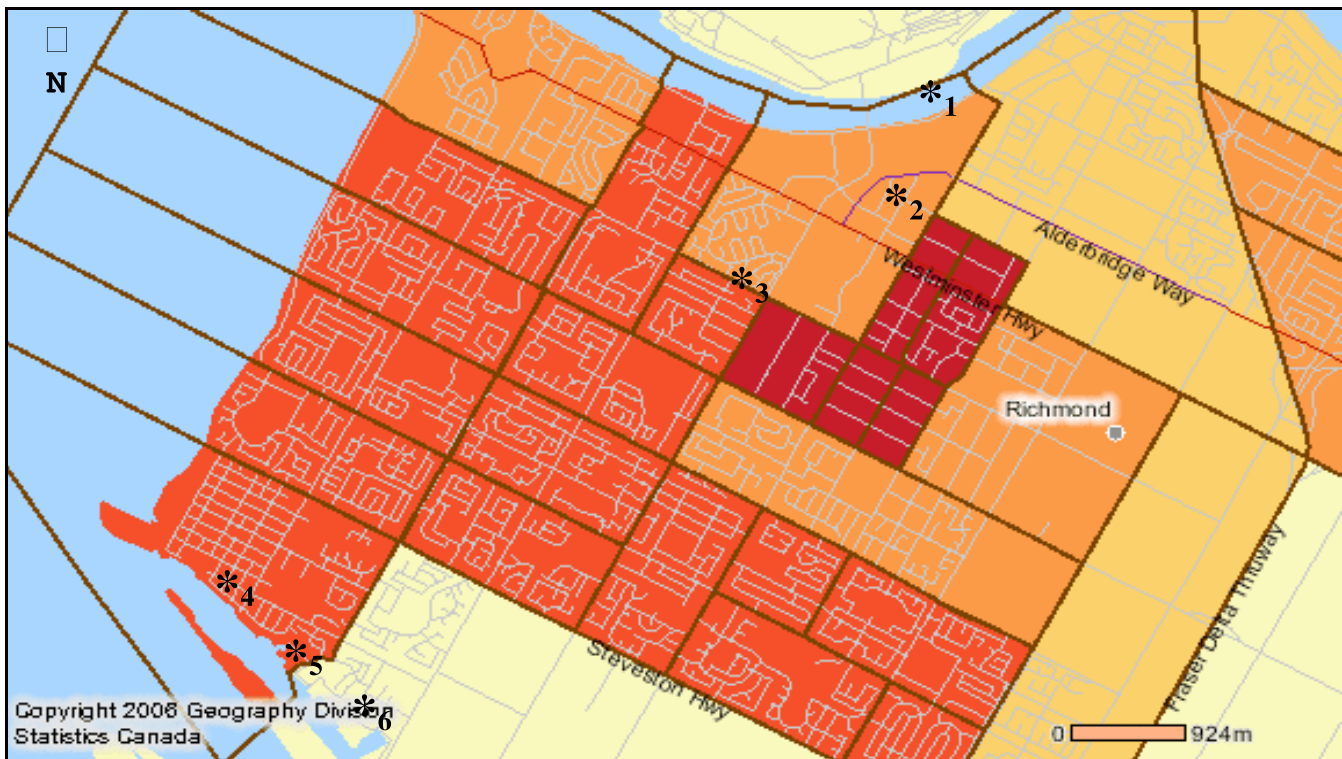
Six City-owned sites were identified as potential locations for a new museum by City of Richmond staff and stakeholders, and evaluated for their potential suitability. Three City Centre sites were recommended, as well as three sites in Steveston.

City Centre

1. River Road at Cambie Road
2. Lansdowne Mall
3. Minoru Park

Steveston

4. Bayview Road at One Road
5. Phoenix Net Loft
6. Two Road at London Road



A constraints and opportunities matrix was developed, to evaluate each site for its overall “fit” with the agreed-upon Vision, including: public accessibility; travel and traffic patterns; parking requirements; physical limitations / constraints; and adjacencies and opportunities provided by surrounding developments.

Within the Steveston context, there are a number of adjacent and supporting assets. The three sites are all in proximity to other sites with similar historical and archival values. Richmond’s vibrant fishing and fish processing heritage is celebrated in this picturesque fishing village, home to Canada’s largest fishing fleet as well as many shops and restaurants. In addition to an existing residential community, the area includes historic attractions and activities, including:

- **Britannia Heritage Shipyard National Historic Site**
Britannia is a rare example of the type of village which once served the thriving fishing industry with its canneries, boatyards, stores, homes and its mix of cultures. This national historic site is representative of the diverse community built on pilings and connected by boardwalks. A wide variety of programs, events and activities are offered at Britannia Heritage Shipyard.
- **Gulf of Georgia Cannery National Historic Site**
One of BC’s few historically intact canneries, the Gulf of Georgia Cannery commemorates the history of Canada’s West Coast fishing industry from the 1870s to the present inside a massive wooden building.
- **Steveston Museum**
A community museum located in the area’s first bank building.
- **London Heritage Farm**
The 1880’s London farm house has been fully restored and furnished to illustrate rural life in Richmond. It is set on a 4.6 acre site overlooking the south arm of the Fraser River.

Within the City Centre context, there are also many key assets that can provide support or be linked to a new museum to enhance programming and activities. These include:

- **The Canada Line**
There are several stations in the City Centre that will provide ready access to rapid transit. This will increase the potential audience enormously and also decrease the need for parking.
- **Vancouver International Airport**
Current operations as well as the historic South Terminal provide easy access.
- **BCIT Aerospace Technology Campus**
This new dynamic facility may also offer visitor and interpretation potential.
- **Richmond Olympic Oval and Spirit Square**
The Richmond Olympic Oval is now complete. Through the BC Spirit Squares program, the Province has provided \$500,000 to assist in the development of the Riverside Open Space, to be located adjacent to the Richmond Olympic Oval. Public space will be set aside for activities such as cycling, walking, jogging, and enjoying the view of the river and North Shore mountains. Events such as festivals, boat shows and concerts will be held here. The space will showcase public artwork and have a theme that emphasizes the local Musqueam First Nations culture, and will be connected to Richmond’s dyke trail system.

- **Waterfront Activities**
Currently includes the John M.S. Lecky UBC Boathouse, the Navy League of Canada and other private facilities. There is the potential for future linkages across the Middle Arm, including water taxis and a pedestrian bridge.
- **Commercial Facilities**
Currently includes the River Rock Casino Resort (and its adjacent new hotel), the Aberdeen Centre, the Yaohan Centre, the Radisson Hotel, and other facilities expected to develop over time.
- **Residential Population**
There is a planned potential for extensive new high-density residential development in the surrounding area.

Each site displayed a mix of advantages and disadvantages. There were, however, significant differences when the sites were assessed for their suitability for the two different options. For further detailed information on site selection criteria, please refer to **Appendix E: Location**.

3.3 FINANCIAL ANALYSIS

Museums and other cultural facilities are rarely, if ever, entirely financially self-sustaining, and there is always a role for different levels of government to play in assistance through grants that cover various aspects of capital expenditure, operation and programming. Increasingly, cultural facilities are expected to generate a substantial portion of their revenue. Over the last 20 years, the general funding for Canadian museums has decreased significantly, and there is an increased need to find significant alternative sources of funding. Whereas artifact collections remain an important component of a museum's operations, there are now many more opportunities for museums to become a larger community resource, and therefore supported by the community in addition to government subsidies.

There are certain aspects of financial sustainability that must be considered in the design of the new museum building and in its programming and operation.

- There should be an allowance for rentable spaces throughout, and a flexible approach to use of the individual spaces. A gallery or exhibit space by day can easily be part of a rental facility at night.
- For Option #1, the proposed blockbuster space could generate a significant amount of revenue. The potential for its use on an ongoing basis is unknown, but as a unique facility in Metro Vancouver, it would likely generate considerable admission revenue. Since major travelling exhibits will not be continuous, the potential of this space to be programmed for compatible alternate uses with revenue-generation potential (e.g. Pacific Rim trade shows) could be considered.
- When possible, ancillary revenue-generating elements such as a high-end gift shop, restaurants and food service should be included. These can be run by outside operators, who generally have greater capability to run these facilities profitably.
- There should be ongoing potential for cost-recovery through admission fees, memberships and special fees for large shows.
- Community fundraising, marketing, patronage and corporate sponsorship are now considered essential parts of both capital funding costs and sustaining ongoing operations of any museum operation.
- Capital costs are more easily sponsored than operational costs. Different areas and galleries can be named after a diversity of partners and sponsors; high tech and multi-media programs can be funded by high tech companies.
- Corporate stakeholders should be identified early, as their momentum will help keep the project moving forward.

3.3.1 CAPITAL COSTS

Potential capital costs for the new facility can be estimated at roughly \$750 per square foot for a complete, fitted-out and furnished facility:

Option #1: 60,000 sq. ft. = \$45 million

Option #2: 20,000 sq. ft. = \$15 million

This is estimated as a base-building cost, plus allowance for fit-up, furnishings and exhibits. As the exact nature of the site, the architecture or the exhibits is unknown, this is strictly an order-of-magnitude estimate. A comparable facility would be The Reach, the new Abbotsford Museum and Art Gallery, a 20,000 sq. ft. building that opened in October 2008, with a total final cost of \$10 million, or \$500 per square foot. It is expected that the proposed Richmond Museum would aim for high standards for architecture and exhibits, as reflected in this higher square foot allowance. In addition, the costs of The Reach did not include major permanent exhibits or significant geotechnical costs. Current economic realities indicate that major escalation of construction costs are not a major consideration at this time.

The capital budgets of recently constructed cultural facilities in Metro Vancouver have varied widely in terms of senior government grants, private donations and corporate sponsorships. Each project depends on the municipal approach to capital funding of cultural facilities, the business model selected, the scale of

project, the level of effort to attract outside financial support, and overall community engagement.

During the research phase of the study, both federal and provincial criteria for capital funding were identified and assessed. The museum concept has been developed with the intention of meeting senior government criteria without compromising the local identity and programming of the museum. This includes meeting the “Class A” requirements for museum status and capability for loans of temporary and travelling exhibits. In addition, the proposed storyline has been broadened to include Richmond within the greater context of the province and the country. Further discussion will be needed to determine the exact focus of the museum, but it is feasible to align its concept with the requirements for senior level funding.

Federal cultural infrastructure money is currently available, and there is anticipation that further funds will be made available as part of the impending federal budget; these would be cost-shared funds split between the three levels of government. As this is one of the only major museum facilities being considered on the west coast, it is anticipated that there could be a strong pitch for senior level funding for capital costs. However, federal and provincial funding will be dependent on the City stating that the museum is a high priority, and support will be based on the level of funding (cash and in-kind) that the City is willing to contribute.



3.3.2 OPERATING COSTS

The following estimated operating costs are based on a number of assumptions. For the purposes of comparison, Option #1 has been assumed to be in a City Centre location, and Option #2 in a non-City Centre location. These costs can be further refined once a location has been chosen and schematic concepts prepared.

OPTION #1	Year 1	Year 2	Year 3	Year 4	Year 5
EXPENDITURES					
Maintenance & Operations (1)	\$600,000	\$610,000	\$620,000	\$630,000	\$640,000
Programming (2)	\$220,000	\$235,000	\$250,000	\$265,000	\$285,000
Staffing (3)	\$1,650,000	\$1,750,000	\$1,850,000	\$2,000,000	\$2,100,000
TOTAL EXPENDITURES	\$2,470,000	\$2,595,000	\$2,720,000	\$2,895,000	\$3,025,000
REVENUES					
Senior govt. grants (4)	\$150,000	\$160,000	\$180,000	\$200,000	\$220,000
Ticket sales (5)	\$1,200,000	\$1,300,000	\$1,400,000	\$1,500,000	\$1,600,000
Corporate sponsorships (6)	\$200,000	\$220,000	\$240,000	\$260,000	\$280,000
Rental facilities (7)	\$80,000	\$85,000	\$95,000	\$110,000	\$130,000
Special events (8)	\$400,000	\$450,000	\$500,000	\$550,000	\$600,000
Restaurant / gift shop (9)	\$125,000	\$130,000	\$135,000	\$140,000	\$150,000
TOTAL REVENUES	\$2,155,000	\$2,345,000	\$2,550,000	\$2,760,000	\$2,980,000
ANNUAL DEFICIT / SURPLUS	- \$315,000	- \$250,000	- \$170,000	- \$135,000	- \$45,000

OPTION #2	Year 1	Year 2	Year 3	Year 4	Year 5
EXPENDITURES					
Maintenance & Operations (1)	\$200,000	\$205,000	\$210,000	\$215,000	\$220,000
Programming (2)	\$80,000	\$85,000	\$90,000	\$95,000	\$100,000
Staffing (3)	\$400,000	\$410,000	\$420,000	\$435,000	\$445,000
TOTAL EXPENDITURES	\$680,000	\$700,000	\$720,000	\$745,000	\$765,000
REVENUES					
Senior govt. grants (4)	\$50,000	\$55,000	\$60,000	\$65,000	\$70,000
Ticket sales (5)	\$160,000	\$170,000	\$180,000	\$190,000	\$200,000
Corporate sponsorships (6)	\$40,000	\$45,000	\$50,000	\$55,000	\$60,000
Rental facilities (7)	\$15,000	\$20,000	\$20,000	\$25,000	\$30,000
Special events (8)	\$10,000	\$15,000	\$15,000	\$20,000	\$25,000
Restaurant / gift shop (9)	\$15,000	\$16,000	\$17,000	\$18,000	\$20,000
TOTAL REVENUES	\$290,000	\$321,000	\$342,000	\$373,000	\$405,000
ANNUAL DEFICIT / SURPLUS	- \$390,000	- \$379,000	- \$378,000	- \$372,000	- \$360,000

ASSUMPTIONS:

It is unknown when the facility would be opened. All costs are provided in 2008 dollars, with no allowance made for escalation. Option #1 capital costs assumed to be \$45,000,000. Option #2 capital costs assumed to be \$15,000,000. No amortization of capital costs or land acquisition/development costs are included.

- 1) Maintenance & Operations will be dependent on whether or not the facility is run by the City or by an arm's-length organization (union or non-union operations). Includes heating costs. A cost of \$10 per square foot per year has been assumed, with escalation.
- 2) The extent of programming is unknown, so an allowance has been made, that would increase over time as the museum function becomes further established. Includes projected marketing costs.
- 3) Staffing levels are unknown but initially may be in the initial range of 25 for Option #1 and 6 for Option #2, not including janitorial. FTEs estimated at average of \$60,000 per annum salary and benefits; a contingency of approximately 10% has been added. Expected to increase over time.
- 4) Museums Assistance Program grants, Gaming grants, etc.
- 5) Option #1 revenues based on an initial attendance of 120,000/annum, at an average ticket cost of \$10 (based on \$12 adult admission and averaged discounts). Option #2 revenues based on an initial attendance of 20,000/annum (assuming non-City Centre location, at an average ticket cost of \$8 (based on \$10 adult admission and averaged discounts). Attendance assumed to rise over time through marketing efforts and increased programming.
- 6) The extent of corporate sponsorship is unknown, and depends on many factors, including community engagement. It is assumed that fundraising, including solicitation of corporate sponsors, will be an ongoing activity. The specific opportunities for naming rights and the ability to attract high-end sponsorship is far greater in Option #1. These opportunities are very limited in Option #2.
- 7) Assumes rental of exhibits spaces / cost recovery basis.
- 8) For Option #1, the revenues for blockbuster shows are based on two shows per year (one generated internally and one travelling show), with 80,000 attendance/annum over and above museum attendance, at an average additional ticket cost of \$5. Option #2 has minimal potential for special events.
- 9) Option #1 assumes high-end operations and high volumes. Option #2 assumes mid-range operations and low volumes.

Based on these assumptions, Option #1 in a City-Centre location has some potential of breaking even on annual operating costs by approximately Year 6, or ultimately turning a slight profit, not counting amortization of capital costs. Option #2 in a non-City Centre location has the potential for an ongoing annual operating deficit, with little or no long-term potential of breaking even.

LOCAL ECONOMIC IMPACT

The construction of a major capital facility, that serves both the community and potentially a regional tourist audience, will have a positive economic impact, especially if it is a destination museum. The magnitude of this economic impact has not been quantified at this stage. Many studies have looked at the leverage obtained from cultural facilities, which have been estimated as having a greater impact on local economies than major sports stadiums. The total economic impact consists of the direct or primary impact (i.e. museum expenditures on wages, salaries, goods and services), as well as secondary impacts (indirect and induced). Various British, Australian and American studies have indicated that the total economic impact could be 1.33 to 1.84 times the direct impact. While the magnitude of the economic benefit will vary depending on the location and size, a museum that serves as a major tourist attraction will undoubtedly have a major positive net economic benefit for the City of Richmond.

3.4 COMPARISON OF OPTIONS

	A DESTINATION MUSEUM ROOTED IN THE COMMUNITY	A COMMUNITY MUSEUM
	OPTION #1	OPTION #2
SIZE OF FACILITY	<ul style="list-style-type: none"> 60,000 square feet 	<ul style="list-style-type: none"> 20,000 square feet
AUDIENCE	<ul style="list-style-type: none"> Regional tourism focus as well as strong community focus. Broad appeal to a larger audience 	<ul style="list-style-type: none"> Strong community focus Appeals to targetted audience
PROGRAMMING	<ul style="list-style-type: none"> Ability to offer a broad range of programming as well as community programming Unique opportunity to offer “blockbuster” exhibits 	<ul style="list-style-type: none"> Programming based at community level Opportunity to host smaller travelling exhibits
LOCATION	<ul style="list-style-type: none"> Should be located in a highly visible, central area possibly on the waterfront Should be located close to public transportation like the Canada Line, close to visitor services like hotels, and where there is a large enough site to accommodate a major facility that can expand in the future 	<ul style="list-style-type: none"> Can be located in other City neighbourhoods Can be located on a smaller site Could be located close to existing museums
COST OF FACILITY	<ul style="list-style-type: none"> \$45 million 	<ul style="list-style-type: none"> \$15 million
VIABILITY	<ul style="list-style-type: none"> Higher capital and operating costs Greater potential for long-term revenue-generation through higher visitorship and more rentable space, such as a larger restaurant facility and high-end gift shop Three times the size of Option #2, but over 10 times the amount of revenue-generating space Potential for greater contributions from senior levels of government Potential for local sponsorship 	<ul style="list-style-type: none"> Lower capital and operating costs Less potential for revenue-generation; food service and gift shop would be modest Potential for local sponsorship

Although much grander in scope, Option #1 allows the development of a true destination museum on the scale of other major provincial facilities. It allows for a critical mass of activity, in and around the building, that could become self-sustaining over time. It is also large enough to act as a true landmark, and could become one of the “must see” cultural attractions in Metro Vancouver – a true iconic landmark that would put Richmond on the cultural map.

Option #2 is adequate to house proposed core museum functions, but would not allow the development of a true “destination” museum. Although they provide valuable services to the local population, community museums throughout Metro Vancouver are not major tourist destinations. For example, the relatively new Surrey Museum, located in Cloverdale (size: 24,000 square feet) attracted 4,500 visitors in 2007. Larger shows could not be accommodated, and the potential for large-scale public events would be severely limited. There would be limited capacity to house revenue-generating amenities such as a restaurant or gift shop. There is diminished potential for contributions from senior levels of government.

PUBLIC OPEN HOUSE

A Public Open House was held on October 1, 2008 to present the findings of the Feasibility Study and to gauge the public reaction to the two options for a new museum. The Open House was attended by over 200 people representing a broad cross-section of the population; 178 people filled in a detailed questionnaire.

Please refer to **Appendix F: Public Open House and Comments** for further information.

All of those who responded at the Public Open House supported the vision for a new museum. 80% supported Option #1 and its potential location in the City Centre or Middle Arm area. The comments also indicated caution about potential costs and tax increases, but overall there was extremely strong support expressed for Option #1, a new destination museum that was rooted in the community and told the “Richmond Story.”

3.5 DESIGN GOALS

Throughout the course of the Feasibility Study, a number of goals were expressed for the design of the new museum. These can be summarized as follows:

MUSEUM DESIGN

Goal: Achieve excellence in architecture:

- Great cities have great architecture; this building should express what Richmond is and how it is developing.
- It should be an iconic structure with an appropriate but unique design; the building should be an attraction in itself with equally unique and engaging museum programming and exhibits.
- Plan for future expansion to avoid obsolescence.
- Build responsibly within an approved budget envelope.

URBAN DESIGN

Goal: The site should connect to the waterfront, and should be as accessible as possible:

- We cannot just look at museum needs; we need to look at city needs.
- Choose location based on future growth and plans that are now being developed.

- Design has to respond to place, content, siting and access to transit.
- The City wants to reinforce the downtown; this project should take a big picture look and ask, “What do we want to build? What could be on the doorstep of the museum building? What are we trying to achieve as a community?”
- The museum needs to break out of box and flow outside into the public space.
- City Centre Area Plan (Cultural Precinct) and Middle Arm Waterfront Plan; an active museum could be integrated into the greater area otherwise it will be stagnant; the location is critical, it needs to connect with other activities, places and spaces.

SUSTAINABILITY

Goal: The museum will meet or exceed the City’s objectives for sustainability

- Sustainability must be a key aspect in the building, and of museum content and interpretation.
- Integrate triple bottom line accountability based on the Three Pillars of social, environmental and economic sustainability.
- Access “Green Funds” and Green infrastructure grants.

A DESIGN VISION FOR THE MUSEUM

Although the two options for the museum were not “designed,” they were conceptually developed to the point where space allocations could be determined. Steering Group, Richmond Museum Board and stakeholder visioning provided direction as to how the museum could develop, and what quality of visitor experience was anticipated. The following design vision was created to help understand the potential of the museum that could be unlocked in the next phases of development, depending on the chosen site and available budget:

Entry

A wide-open plaza with trees, benches and large sculptures reflecting on historical themes. The exterior and the interior visually flow together. The main entry is elevated one level above ground and connects to surrounding open spaces and connections to other facilities.

Lobby

A wide welcoming entrance draws a visitor into an open atrium with much natural light, and materials and textures appropriate to Richmond’s past. A reception desk with a greeter welcomes you as an honoured guest.

Orientation Gallery

From the lobby a visitor can see in front an Orientation Gallery with a large interactive A/V map. This map is programmed to give the changing face of Richmond over time, featuring city growth, demographic change, the evolution of industry and projections on Richmond’s growth patterns in the future. Because this map uses satellite images or computer generated animation it is possible to change scale and address the location of other historic/cultural facilities available within Richmond, and even Richmond’s relationship to B.C. and the Pacific Rim countries, (which introduces the origins of many diverse cultural groups now living in Richmond). Also part of this Orientation Gallery would be a small theatre that would show a 15-minute presentation on Richmond and it’s people, an evolution through time up to the vibrant City it is today.

The map, theatre, and other exhibits within this space would be to help orient the visitor to Richmond; its size, location, and relationship to other places, all with an emphasis on people and their wonderful, amazing stories, past and present.

The floor which houses this Orientation Gallery also provides space for a pick up and drop off for a shuttle bus that connects people to the other museums, historic sites and cultural centres around Richmond. Other services on the main floor would be washrooms and a small snack bar/coffee shop. When standing in the Orientation Gallery, it is possible to see out to a view of Richmond, plus up to the second floor. This view would be designed to invite a visitor to explore the second floor exhibits.

Main Floor Gallery

This Gallery is for storytelling about people of diverse national origins, plus other groups brought together by a common bond relating to work, home, education, transportation, art, etc.

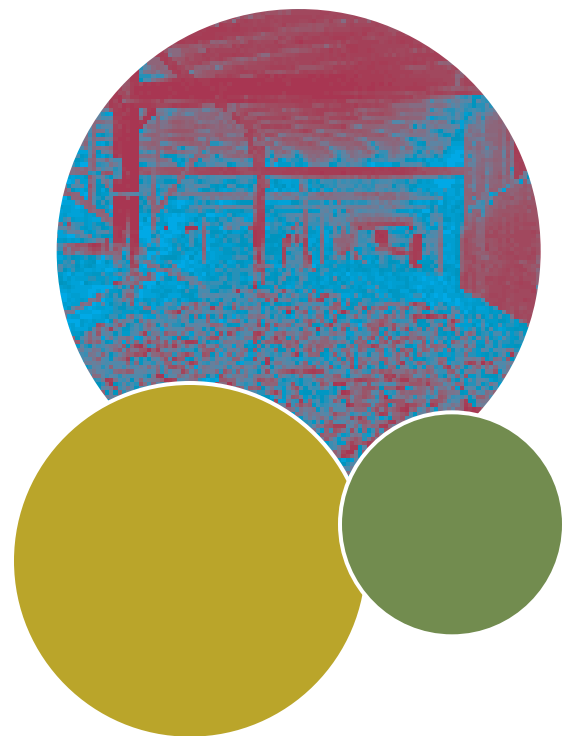
Each story could be the creation of a specific group with a specific story or focus. Working with the museum's staff, they would share responsibility for the exhibits' content (although it could also be an event or theatrical presentation within this space as well). Each one of these exhibits becomes a stand alone 'island' exhibit, but by grouping these exhibits the visitors will begin to discover the overlaps and connections between all the stories being presented.

It is suggested that different stories are developed over time, replacing the first set of exhibits so the Gallery is always in transition and the various communities are always involved with the museum and its staff in creating new presentations. We suggest this will bring a dynamic energy to this museum and ongoing involvement by community members. If they see this museum as relevant to their needs and they can use it to tell their stories, we suggest they will see it as theirs and help sustain it in the future.

Second Floor

There needs to be a strong vertical connector through the building to allow visitors to appreciate that there is more to see as they ascend into the building and that all floors are connected thematically as well as visually. Perhaps a large vertical window on the back of the building can relate the real changing landscapes of Richmond with the stories being told inside, as well as help connect the stories vertically, as suggested earlier.

The second floor is seen as a space for blockbusters, not only travelling exhibits from elsewhere, but also blockbusters created in-house. We suggest that a diverse cultural group, working with their country of origin, could take over this space for a year and celebrate this international cultural connection within Richmond. This celebration could include dance and music groups, co-sponsored exhibits showing the original culture and adaptations with Canada and Richmond. Each year another country could be asked to celebrate with their own festival; they could be modest or extravagant, depending on the country selected, sponsors and public participation. However, like an art gallery that depends on openings to achieve recognition and support, this museum needs events on a regular basis to attract and retain public interest. We believe developing islands on the second floor on a regular basis, as well as opening a blockbuster featuring a country significant to a portion of the Richmond community, would go a long way to build interest, participation and visitations by both locals and visitors to Richmond.



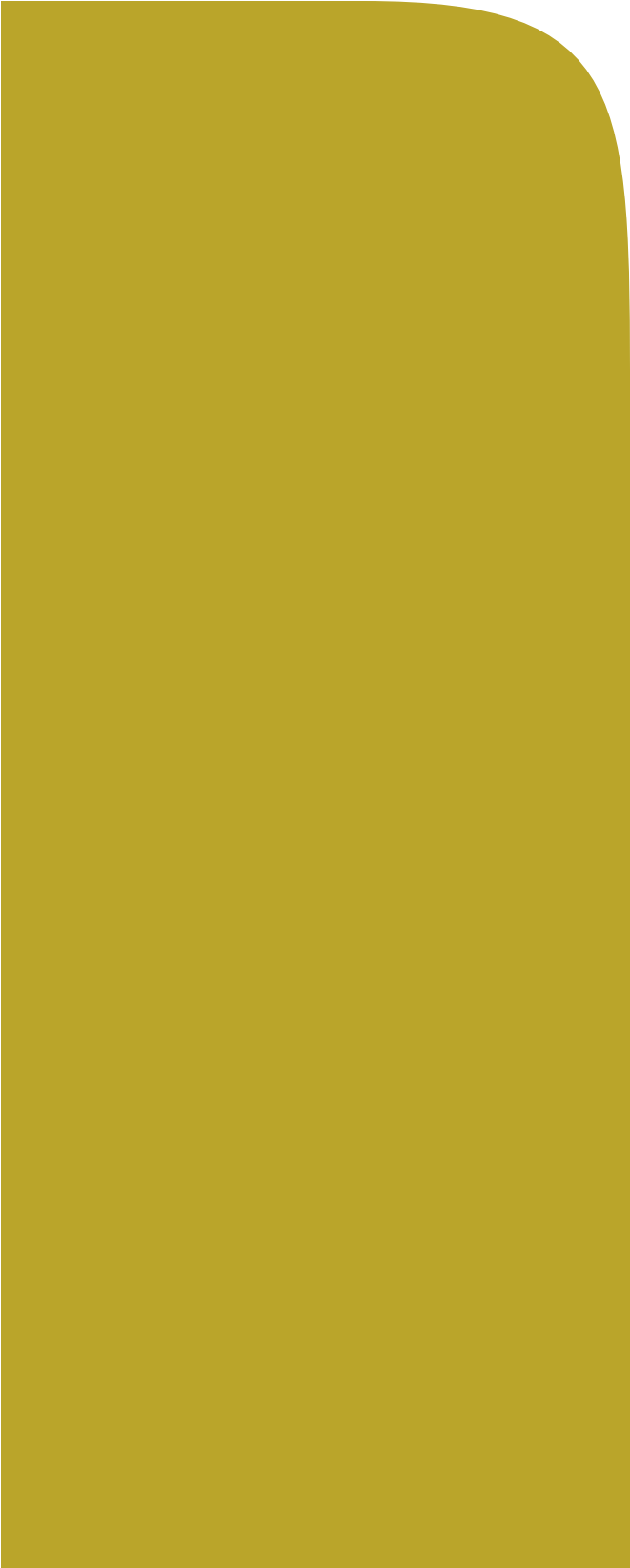
Upper Floor

This floor, it is assumed, would provide a commanding view out over Richmond and the Fraser Delta. This space is seen as the best place on the coast to hold a reception, banquet or just dine out with friends. Naturally it would be used to accommodate people participating in blockbusters, special events and openings.

It is also seen as a flexible space, where at times a portion of the space could be partitioned off for small gatherings or even classrooms, or meeting facilities. It is important that every square foot of space is used every day, twelve months of the year. If the architecture and the exhibit structures are designed with this in mind, we can see no reason why this is not achievable (similar to a hotel that has moveable partitions that can open up a space or divide it up into smaller rooms).

As part of the conceptual design, the Chinese concept of feng shui was explored to determine recommended design attributes. A site that is properly attuned to feng shui is important to many South East Asian communities and ensures the success, continuity and wealth of a particular building and its tenants. In accordance with basic tenets or principles of traditional feng shui, a site situated in ideal conditions should be surrounded by mountains to the sides and rear, in an omega formation, and open to a meandering body of water below. This most propitious location is known as the 'Dragon's Lair' and brings fortune and wealth to the site. In an urban context, buildings are substituted for mountains. For example, from a basic Form (Landscape) feng shui analysis of one of the potential sites (River Road), a museum building here would be surrounded by buildings to the side and taller buildings behind providing the proper protection required by the omega formation. A site in close proximity to the Fraser River meets the final and most important tenant of feng shui, bringing auspicious qi (energy) to the site via water.

A feng shui Master should be retained at the early planning stages of the museum design to assess the best possible orientation and function of the spaces within the building. A feng shui Master may also be of use in selecting auspicious locations for landscape features, such as fountains, ponds and other landscape features.



3.6 GOVERNANCE AND OPERATIONAL REQUIREMENTS

The proposed much larger museum facility will require enlarged staffing and enhanced administration. The following is an outline of a potential governance model for the new Richmond Museum.

Overall Model

The Richmond Museum could be operated as an arms length corporation headed up by a Chief Executive Officer under the authority of a Board of Directors. The main advantages of this type of governance model compared with having it operated directly by the City of Richmond are:

- The facilitation of fundraising initiatives. Donors are more likely to give money to a Corporation than the City of Richmond.
- The facilitation of revenue generation. Funds raised through business initiatives at the museum go directly to the Corporation.

The Richmond Museum Society

- The Society Board could consist of prominent Richmond businesspeople and community leaders. Two prominent community leaders with the capacity to spearhead a major fundraising campaign could be co-chairs.
- The main focus of the Board could be fundraising and generating community support for the museum. In the planning phase of the museum, the focus could be on raising capital funds within the community and once the museum has been built, the focus could shift to raising funds for on-going operational activities and obtaining sponsors for exhibits and programs.
- This group could work closely with the museum's CEO.

The Friends of the Richmond Museum

- Could consist of cultural leaders, businesspeople and interested citizens.
- The main focus of this society could be to generate community interest in the museum (museum memberships, community participation in story telling and creating events).

The Museum CEO:

- Should be hired early on to oversee the fundraising campaign, the planning for, and building of, the new museum.
- Works in close co-operation with the City of Richmond's Museum & Heritage Manager (a position recommended in the Museum & Heritage Strategy) to ensure coordination of themes, programs and promotions for all of Richmond's heritage and museum sites.
- Liaise with the provincial and federal governments and agencies.
- Will be responsible for all museum operations.

The Creative Team

Given that the Richmond Museum is not a traditional museum with a large collection, it would not necessarily have the traditional categories of museum staff. There could be a team of creative people with a mixture of curatorial, exhibit, interpretation, educational, multi-media, community capacity building and marketing backgrounds to plan, implement, and promote the museum's interpretive programs. These could include on-going exhibits, blockbuster exhibits, public programs, school programs, events and celebrations. This group could involve the community in developing and implementing interpretive programs. It could also work in close cooperation with Tourism Richmond, Tourism Vancouver, Tourism BC and major cultural institutions in Metro Vancouver and throughout the province, to market and promote the museum.

The Management Team

This team could provide the financial and administrative support for the museum. This group could also be responsible for: generating on-going revenue; managing leases to museum tenants (it is recommended that any restaurant, giftshop and ancillary services be operated by the private sector); room rentals; managing contracts for blockbuster and travelling exhibits; securing sponsorships for exhibits and programs; and writing grant proposals.



3.7 CO-LOCATION AND PARTNERSHIP OPPORTUNITIES

There are several opportunities for combining other facilities with the new museum. The possibilities for adjacent or shared facilities that could be further explored include:

Performing Arts Spaces: There is an identified need to increase the amount and variety of performing arts spaces in Richmond. There is also a need to provide some flexible performance space in the new museum. This space could be provided on a shared basis, which could alleviate the city-wide shortage in a short to mid-term timeframe. Ultimately the museum could be planned for expansion, allowing even more performing arts space to be provided in the future.

New Art Gallery: An expanded Richmond Art Gallery would be a logical partnership, as both facilities require “Class A” temperature and humidity controls. There are a number of functions that could be shared, including conservation facilities, storage and loading bays, providing programming efficiencies and cost-savings.

Community Facilities: Other potential facilities that could be attached to the museum include programmable community space, arts facilities and space for dedicated activities. Any additional functions should complement the museum function, draw their own audience and generate additional interest and activity.

Co-location Opportunities: The museum could be developed in conjunction with a large residential or commercial project to the mutual benefit of both. The development must accommodate the need for a destination museum to have a unique visual identity and presence, specialized mechanical systems, temperature controlled and secured storage, and adequate perimeter security, while capitalizing on the prestige and increased pedestrian traffic generated by a destination museum to support surrounding business.

Partnerships: During the course of this study, several partnership opportunities were explored that could augment the museum function. One category of partnerships recognizes the Pacific Rim context of Richmond, and another was a focus on the history of sports and athletics. Several organizations were reviewed as potential partners, and there are undoubtedly synergistic connections that could be explored as the vision and concept for the new museum is further developed. A partnership with organizations that already have their own audience could augment museum functions in a progressive way that connects to the community. Potential partnerships with a Pacific Rim focus included the Canadian Society for Asian Arts, the Asia-Pacific Foundation of Canada, the China Council for the Promotion of International Trade and the Alcan Dragon Boat Festival. Partnerships with an athletic focus included the BC Sports Hall of Fame and Museum and the concept of an Olympic sports museum.

3.8 CONCLUSIONS

Throughout the course of this Feasibility Study, there has been consensus among the many participants and stakeholders that this is the time, and Richmond is the place, to build an exciting new destination museum. Developing a new museum would enhance Richmond's position as a regional tourist destination, while still providing a significant facility that tells the story of the community. A new destination museum fits perfectly with Richmond's new sense of itself and its vision for the future, to be the most livable, appealing and well managed community

in Canada.



Although the final size of the facility will be determined by available budget, public and government support, and the potential for financial sustainability, it is recommended that Option #1 – a large destination museum, rooted in the community – should be considered as the recommended approach.

From the input from the City of Richmond's Parks, Recreation and Cultural Services Committee and the Richmond Museum Society Board, staff and stakeholders, it quickly became apparent that to meet the needs of the Richmond community and its visitors, this museum would need to be very different than a typical community museum. If a decision is made to embrace a 60,000 square foot facility, with the premise that this museum will become the cultural hub of Richmond, it would logically follow that it needs to be located in the downtown core with access to the Canada Line, and ideally have visual and physical access to the waterfront and to surrounding views.

If this museum truly reflects the dynamic, fast-changing nature of Richmond, plus serve and present its richly diverse ethnic mix, it is important to ensure the building, its exhibits and program spaces are as flexible as possible. Themes like ethnic diversity, environment, industry, relationships to other communities, locally, nationally, and internationally all connect to one another. So, a museum needs to not only tell stories, but help to make connections between these stories. It is not possible to successfully separate the story of industry from the story of immigration, or the story of the environment from the story of agriculture. It is therefore intended that the stories to be told will be about the human condition, or a group of people told by themselves, or their descendants, integrating themes and making connections.

This new museum could play a dynamic and critical role in the City's cultural life and also attract and educate visitors from around the world. In order to achieve the goal of a dynamic destination museum, the facility must be positioned to compete as an exciting attraction, that invites both local residents and the world. Not only will the museum make Richmond a better place to live by enhancing its cultural connections, it will also make a substantial contribution to the local economy by strengthening Richmond's cultural tourism product. Combined with other attractions a new dynamic museum will enhance the City's overall appeal as a destination.

4

IMPLEMENTATION

Throughout the course of this Feasibility Study, there has been consensus among the many participants and stakeholders that this is the time, and Richmond is the place, to build an exciting new destination museum. The City could take a leading position as a tourism destination within a regional context, while still providing a significant museum that tells the story of the community.

Currently, no museum in Metro Vancouver has the capacity to host major exhibitions and/or attractions such as blockbuster exhibits. Richmond is ideally positioned to take advantage of Metro Vancouver's need for a destination museum. With the right visitor experiences, a new destination museum in Richmond would appeal to both residents and tourists.

The concept of a destination museum has proven to be financially and operationally feasible. This concept was strongly supported during the public consultation, with 80% support expressed during the Public Open House. The development of this facility should now proceed to the next stages of implementation that will guide it to reality.



4.1 RECOMMENDATIONS

Based on these key concepts, the market research and the public consultation process, the following recommendations are made for the development of the new Richmond Museum.

VISION

To create a new, dynamic destination museum that will tell the story of Richmond's past, present and future and reflect the City's, the province's and the country's position within the Pacific Rim continuum – physically, temporally and spiritually. Richmond has a unique and significant history and is in the process of developing a cosmopolitan, richly-textured urban identity. The City's global story will be interpreted through a layering of local, regional, provincial, national and international stories and connections. The new museum will be a community anchor that will engage the public by reflecting cultural diversity and by interpreting Richmond to the world and interpreting the world to Richmond. It will serve the needs of the community while also welcoming and educating visitors to Richmond.

SIZE

A new facility of approximately 60,000 square feet is considered the optimal size for a stand-alone Destination Museum, rooted in the Community. This could vary based on many factors, but the final size and appropriate fit of function will be key determinants of ultimate success. If the facility drops below roughly this size, it will likely not function as a regional destination.

LOCATION

The museum should be located in the heart of the City in an accessible location, and through excellence of design and programming will showcase Richmond as a portal into Canada and interpret and celebrate the past and current Canadian experience of immigration and settlement. The recommended location for the proposed new Richmond Museum is a site in the City Centre or Middle Arm area, as close to a Canada Line station as possible.

GOVERNANCE

The potential governance structure for the new museum should be fully explored on a priority basis. Once basic decisions have been made, a CEO should be hired to spearhead the project and lead it through to completion.

FUNDING STRATEGY

Fundraising for this facility should continue to be the main focus of the Richmond Museum Society. The extent to which senior level government funding is available should be fully explored.

PARTNERSHIP OPPORTUNITIES

The goals of the new museum can be advanced in a number of ways, and will be enriched by partnerships at many different levels. The City should continue to explore co-location opportunities that may advance the goal of a new museum. Partnerships should be explored and developed with the community, corporate sponsors, other institutions and other levels of government.

4.2 IMPLEMENTATION STRATEGY

This implementation strategy outlines the stages and priorities to achieve the new museum. The overall timing is post-Olympics, which will help with achieving reasonable construction costs.

Stage One: Continue the major capital fundraising campaign already underway as an initiative of the Richmond Museum Society Board and explore and confirm federal and provincial funding opportunities for capital and operational expenses.

Stage Two: Set up a dedicated Task Force, comprising a blue-ribbon group of business and community leaders focused on the establishment of the museum.

Stage Three: Undertake a *Richmond Museum Development Plan* that would include the following components:

- Governance and administrative structure
- Vision, Mission Statement and Mandate
- Programming, interpretation and storyline
- Detailed programming
- Design requirements
- Funding Strategy Implementation

Stage Four: Continue to explore further partnership and co-location opportunities.

Stage Five: Secure a site for museum use that meets the minimum requirements for a 60,000 square foot facility, including additional parking and outdoor space if feasible. Consider the potential for future expansion.

Stage Six: Hire a CEO as the key visionary to lead the project through to implementation.

Stage Seven: Proceed with preliminary design, including the selection of a design team through an open competition.

Stage Eight: Commence final design and planning as fundraising continues through to target.

Stage Nine: Commence construction once financing is secured.

Stage Ten: Complete and open the new Richmond Museum.

Throughout this study, we returned to Richmond's vision to be the most livable, appealing and well-managed community in Canada, and were inspired by its emergence onto the world stage as a Venue City for the 2010 Olympic Games.

The City of Richmond is growing rapidly, and the increased – and increasingly diverse – population has created a tremendous demand for new services. This is particularly notable in the cultural sector, where there is a need to provide improved facilities and programs for the local population, as well as for visitors. A new museum is a necessary component of a balanced and healthy community that requires significant cultural as well as athletic facilities. It will be a major civic asset, an economic generator and a source of community pride.

Richmond is centrally located in Metro Vancouver, and is also a very accessible location for a major cultural attraction. There is a sense of maturity and optimism brought on by the 2010 Olympics, the construction of the Canada Line, and the expanding urban population.

The idea of a new dynamic museum fits well with Richmond's growth, ambitions and vision for the next 30 to 50 years into the future. It is an idea whose time has come. The City needs a new museum, of the highest quality, that will match its other remarkable assets and its vibrant community. Richmond deserves nothing less.

ACKNOWLEDGEMENTS

CONSULTANT TEAM

The Consultant Team for the *Richmond Museum Feasibility Study 2007-08* consisted of the following firms and individuals:

Arlington Group Planning + Architecture Inc.

- Donald Luxton
- Graham Farstad
- Theresa Harding
- Laura Pasacreta
- Todd Brisbin

Kinexus Consulting Inc.

- Janet Leduc

D. Jensen & Associates Ltd.

- David Jensen

Hanscomb Ltd.

- Peter Moore

We would like to express our appreciation for the many members of City staff, advisory committees and community members who participated in the ongoing consultation that occurred during this study. In particular, we would like to sincerely thank Connie Baxter, manager of the project for the City of Richmond.

Project Steering Committee

- Connie Baxter, Supervisor, Richmond Museum and Heritage Services
- Terry Brunette, Planner II, Policy Planning
- Jane Fernyhough, Manager, Cultural Services
- Mary Horton, Treasurer, Richmond Museum Society
- Vern Jacques, Acting Director, Parks, Recreation and Cultural Service

- Bryan Klassen, Supervisor, Britannia Heritage Shipyard
- Bob Mukai, Former Chair, Richmond Museum Society
- Mitch Sakumoto, Richmond Heritage Commission
- Lucy Tompkins, Acting Manager, Projects and Programs, Parks, Recreation and Cultural Services
- Graham Turnbull, Chair, Richmond Heritage Commission
- Janet Whitehead, Project Manager, Facility Management Planning and Construction
- Jack Wong, Chair, Richmond Museum Society

City of Richmond Staff

- Kate Sparrow, Director, Recreation and Cultural Services, now Director, Olympic Business Office
- Suzanne Carter-Huffman, Senior Planner, Policy Planning
- Jamie Esko, Parks Planner, Parks Programs, Planning and Design
- Suzanne Greening, former Arts Coordinator
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- Cynthia Lockrey, Senior Manager Media Relations
- Lee Malleau, Manager, Sponsorship and Partnerships, Business & Financial Services
- Mark Mansfield, Manager Business Services (Film Coordinator)

- Alison McNeil, former Senior Manager, Policy Development and Corporate Programs (Social, Environmental & Economic Sustainability)
- Dave Semple, Director, Parks and Public Works

Richmond Museum & Heritage Services Staff

- Rebecca Forrest, Curator
- Peter Harris, Exhibit & Program Coordinator
- Emily So, Acting School Program Coordinator
- Jennifer Breckon, former Curator
- Alexandra Weaver, School Program coordinator
- Marilyn Clayton, former Exhibit Coordinator

Richmond Museum Society Board of Directors, 2008

- Jack Wong, Chair
- Keith Liedtke, Vice-Chair
- Mary Horton, Treasurer
- Graham Turnbull, Secretary
- Joe Da Silva
- Elaine Graham
- Bill Jones
- Sreedevi Varium Kuttamkulangara
- Peter Wagenblast
- Councillor Harold Steves

Federal and Provincial Governments

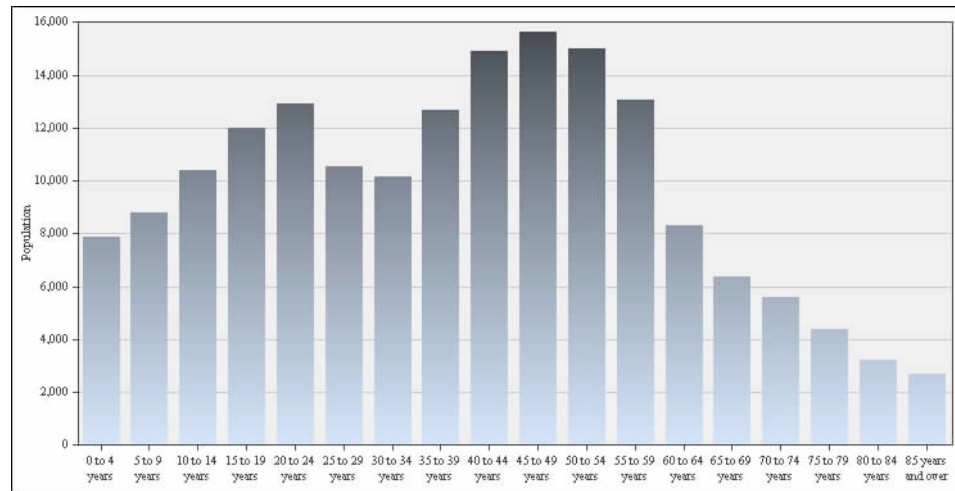
- Olga Ilich, MLA Richmond Centre
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- John Yap, MLA, Richmond-Steveston
- Marko Dekovic, Special Senior Assistant for Minister Moore

We would also like to acknowledge the following individuals who provided assistance during the course of this study:

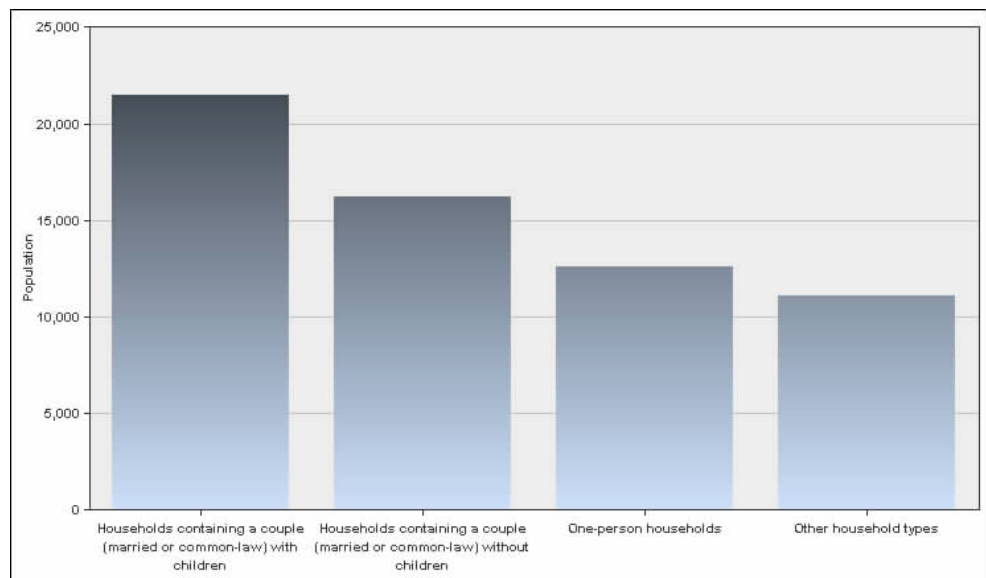
- Jane Milner, Assistant Deputy Minister, Arts and Culture Division, Government of British Columbia
- Sam Carter, Director, Canadian Society for Asian Arts
- Paul Irwin, Senior Advisor, Asia-Pacific Unit, Ministry of Economic Development
 - Diane Dakers, Communications & Media Relations Manager, Royal BC Museum



APPENDIX: COMMUNITY DEMOGRAPHICS

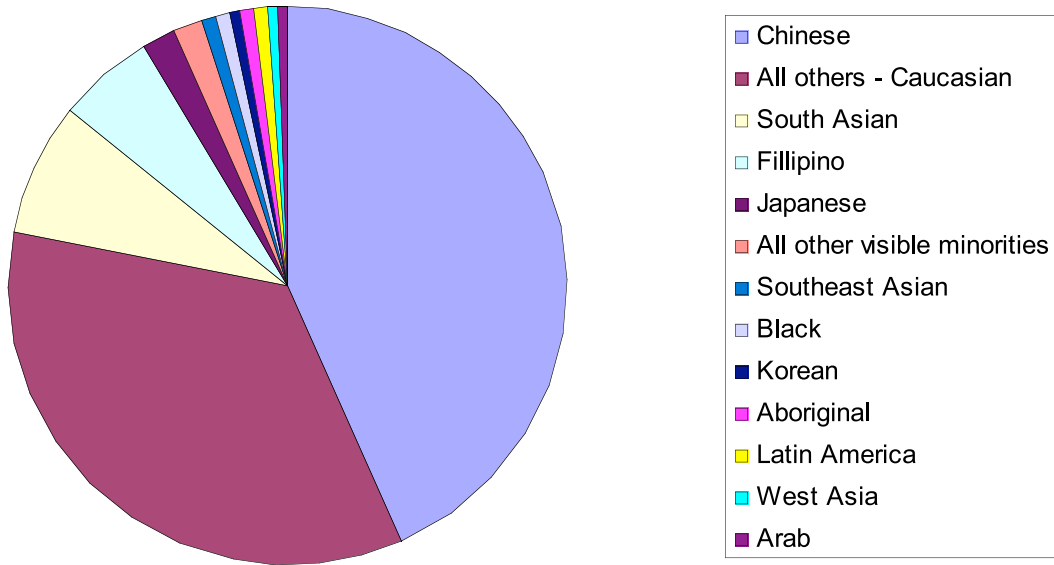


City of Richmond Population – Census 2006



City of Richmond – Selected Household Characteristics – Census 2006

City of Richmond 2006 Census Population Groups



Total - All persons	174,461
Aboriginal	1,275
Chinese	75,730
South Asian	13,865
Black	1,390
Filipino	9,550
Latin American	1,265
Southeast Asian	1,485
Arab	965
West Asian	1,155
Korean	1,290
Japanese	3,230
All other visible minorities	3,035
All others - Caucasian	60,226

Richmond's Population

- According to the 2006 census data, 57.4% of Richmond's 174,461 residents were born outside of Canada (up from 54% in 2001)
- In both the 2001 and the 2006 census, the City of Richmond is the municipality with the largest proportion of foreign-born residents in Canada
- School-aged children between 5 and 16 made up 15.4% of recent immigrants, 66.3% speak a language other than English at home

Origin of new immigrants (2001-2006) to Richmond:

Mainland China	50%
Philippines	14.2%
Taiwan	7.4%
Hong Kong	4.7%
India	4.3%

Fastest-growing Immigrant Groups in Metro Vancouver

EAST ASIA & SOUTHEAST ASIA			
	2001	2006	Change
South Korea	20,730	30,990	49.5%
Mainland China	101,770	137,245	34.9%
Philippines	46,215	62,960	36.2%

AFRICA			
Ghana	450	680	51.1%
Nigeria	365	700	91.8%
Rwanda	40	205	412.5%
Sudan	405	1,330	47.8%

EASTERN EUROPEAN			
Russia	3,735	5,770	54.5%
Ukraine	3,535	4,580	29.6%
Bulgaria	780	1,245	59.6%
Slovenia	435	700	60.9%
Belarus	255	465	82.4%

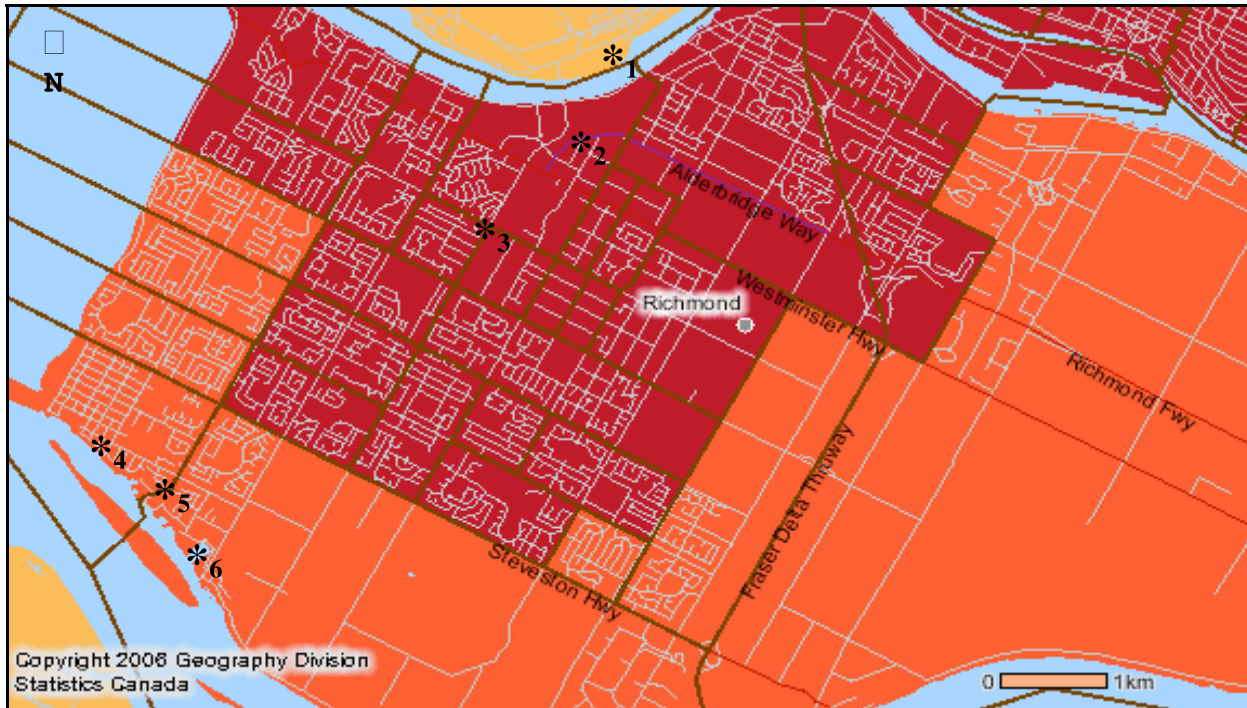
MIDDLE EAST & CENTRAL ASIA			
Afghanistan	2,235	3,575	60.0%
Iraq	1,495	2,125	42.1%
Israel	925	1,705	84.3%

SOUTH ASIA			
India	67,825	90,090	32.8%
Pakistan	4,890	7,460	52.6%

LATIN AMERICA			
Venezuela	475	720	51.6%
Columbia	1,405	2040	45.2%
Argentina	805	1,050	30.4%
Mexico	3,785	4,650	22.9%

*Vancouver Sun, December 5th, 2007

CITY OF RICHMOND – IMMIGRANTS AS A PERCENTAGE OF TOTAL POPULATION 2006



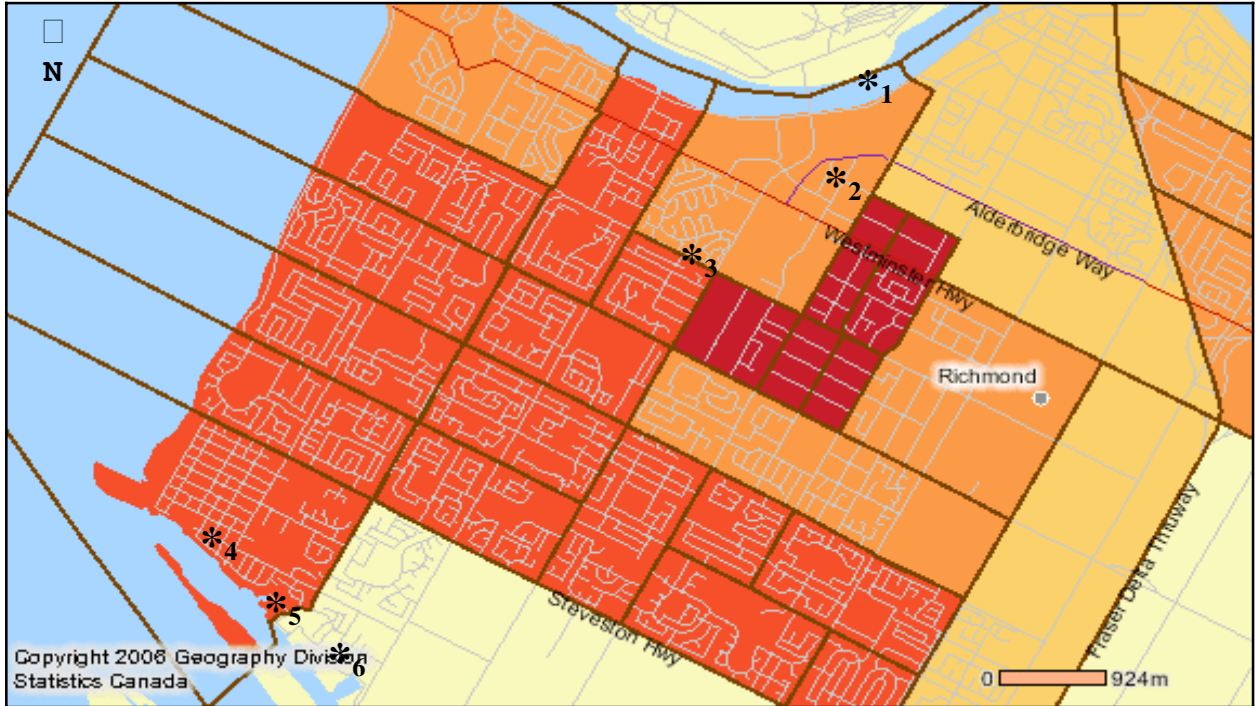
Legend	
Light Yellow	≤ 13.7
Yellow-Orange	13.8 to 28.7
Orange	28.8 to 47.9
Dark Red	≥ 48

* 1	River Rd Site
* 2	Lansdowne Site
* 3	Minoru Site

* 4	Bayview Site
* 5	Phoenix Site
* 6	Two Rd Site

- Most Richmond immigrants are from the Pacific Rim region
- Most of them would be interested in viewing Asia-Pacific exhibits
- As the above map indicates the majority live closer to Sites 1, 2, and 3
- i.e. more locals live within walking distance and within area of city that has more transit service and the SkyTrain
- Immigrant density is lower nearer to Steveston sites 4, 5, and 6

**CITY OF RICHMOND – POPULATION DENSITY
PERSONS PER SQUARE KILOMETER, 2006**



	≤ 499.9
	500 to 1499.9
	1500 to 2999.9
	3000 to 4999.9
	≥ 5000

* 1	River Rd Site
* 2	Lansdowne Site
* 3	Minoru Site

* 4	Bayview Site
* 5	Phoenix Site
* 6	Two Rd Site

APPENDIX: CULTURAL TOURISM

Cultural and Heritage Activities of Canadians in 1992 and 2005

Canadian Population (15 and older)

1992	2005	Population Increase	% Increase
21.29 million	26.10 million	4.80 million	23%

Cultural and Heritage Activities of Canadians in 1992 and 2005

Activity	1992	2005	% change	1992	2005	% change
Performing arts	42%	41%	-1%	9.04m	10.76m	+19%
Theatre	24%	23%	-2%	5.18m	5.89m	+14%
Pop Music	24%	24%	0%	5.11m	6.21m	+22%
Classical music	8%	10%	+1%	1.78m	2.49m	+40%
Cultural festival	n/a	24%	n/a	n/a	6.18m	n/a
Cultural/heritage	12%	15%	+3%	2.51m	3.93m	+57%
Museums & Art Galleries	33%	35%	+2%	6.97 m	9.19m	+32%
Public art gallery	20%	27%	+7%	4.17m	6.98 m	+67%
Historic sites	27%	33%	+6%	5.77m	8.71m	+51%
Zoo, aquarium, gardens	36%	34%	-2%	7.60m	8.75m	+15%
Conservation & Nature park	47%	46%	-1%	9.94 m	11.98m	+21%

Museums, including art galleries

- Just over one third of Canadians 15 years of age or older (35%, or 9.19 million people) visited a museum in 2005. This includes the 27% of Canadians – 7 million people who visited an art gallery in 2005.
- There was a strong increase in art gallery visitors between 1992 and 2005. The overall percentage of Canadians visiting an art gallery increased from 20% in 1992 to 27% in 2005.
- There was also an increase, albeit much less pronounced, in the percentage of Canadians visiting any type of museum (from 33% in 1992 to 35% in 2005).

Heritage activities

- One in three Canadians visited an historic site in 2005 (33%, or 8.71 million people), while about the same number visited a zoo, aquarium, botanical garden, planetarium or observatory (34%, 8.75 million people). Nearly one in two Canadians visited a conservation area or nature park in 2005 (46%, or 12 million people).

Between 1992 and 2005:

- There was a significant increase in the percentage of Canadians visiting an historic site;
- The percentage of Canadians visiting a zoo, aquarium, botanical garden, planetarium or observatory decreased slightly; and
- The percentage of Canadians visiting a conservation area or nature park showed no significant change.

Cultural and Heritage Activities of British Columbian in 1992 and 2005

BC Population (15 and older)

1992	2005	Population Increase	% Increase
2.60 million	3.51 million	910,000	35%

Cultural and Heritage Activities of British Columbians in 1992 and 2005

Activity	1992	2005	% change	1992	2005	% change
Performing arts	44%	38%	-6%	1.14m	1.34m	+17%
Theatre	24%	21%	-3%	640T	740T	+17%
Pop Music	25%	24%	-2%	650,000	740,000	+27%
Classical music	15%	12%	-2%	380,000	430,000	+13%
Cultural festival	n/a	21%	n/a	n/a	280,000	n/a
Cultural/heritage	16%	16%	+1)	410,000	580,000	+42%
Museums & Art Galleries	45%	38%	-7%	1.17 m	1.32 m	+13%
Public art gallery	27%	30%	+2%	710,000	1.05 m	+47%
Historic sites	33%	33%	-1%	870,000	1.15m	+32%
Zoo, aquarium, gardens	47%	37%	-11%	1.22m	1.28m	+5%
Conservation & nature park	61%	51%	-10%	1.59 m	1.80m	+14%

Museums, including art galleries

- About four in ten British Columbians 15 years of age or older (38%, or 1.32 million people) visited a museum in 2005. This includes the 30% of B.C. residents – just over 1 million people – who visited an art gallery in 2005. The B.C. museum and art gallery attendance rates are similar to the Canadian rates (i.e., within the margin of error of the B.C. statistics).
- The percentage of British Columbians visiting a museum decreased from 45% in 1992 to 38% in 2005. The percentage of B.C. residents visiting an art gallery remained relatively stable between 1992 and 2005 (i.e., within the margin of error of the B.C. statistics).

Heritage activities

- One in three British Columbians visited an historic site in 2005 (1.15 million people), while slightly more B.C. residents visited a zoo, aquarium, botanical garden, planetarium or observatory (37%, or 1.28 million people). One in two British Columbians visited a conservation area or nature park in 2005 (51%, or 1.80 million people).
- The percentage of B.C. residents visiting a conservation area or nature park is slightly higher than the Canadian rate, while the other two statistics are similar to the Canadian rates (i.e., within the margin of error of the B.C. statistics).

Between 1992 and 2005:

- There was no change in the percentage of British Columbians visiting an historic site
- The percentage of British Columbians visiting a zoo, aquarium, botanical garden, planetarium or observatory decreased from 47% to 37%
- The percentage of British Columbians visiting a conservation area or nature park decreased from 61% to 51%.

* Survey data analyzed by Hill Strategies Research based on Statistics Canada Social Survey (2005)

Market Origin of Overnight Visitors to Greater Vancouver

Area	Change - 2005	2006 Total	Jan-Sept 2007 Change - 2006
Canada	+2.9%	5,191,253	+3.3%
British Columbia	+1.7%	2,685,193	+2.2%
Ontario	+3.5%	967,486	+4.3%
Alberta	+5.6%	737,926	+4.8%
Other Canada	+3.7%	800,648	+4.1%
USA	-2.4%	2,169,971	+0.9%
Washington	-2.3%	547,516	+0.4%
Oregon	-2.6%	136,433	+0.3%
California	-2.5%	548,263	+1%
Other West USA	-2.3%	376,656	+1.2%
Other US	-2.4%	570,103	+1.4%
Asia-Pacific	-1.1%	768,279	+0.2%
Japan	-10.5 %	193,110	-11.3%
South Korea	+4.5%	112,517	+1.6%
Australia	-0.7%	114,906	+10.4%
China	+12.4%	83,883	No change
Hong Kong	No change	63,789	+6.8%
Taiwan	-6.5%	73,453	-12.2%
Europe	No change	433,288	+5.6%
United Kingdom	-1.8%	207,748	+5.9%
Germany	-2.9%	72,175	+3.3%
Mexico	+3.3%	63,954	+22.8%
Total Visitors	+1%	8,692,925	+2.7%

Overnight Visitors to Metro Vancouver:

2006: 8,692,925

2007: 8,912,525

In 2006 Canada provided the greatest volume of visitors to Greater Vancouver (59.7% of the total) with British Columbians providing the single largest group of visitors (30.8%). 9% are from Ontario and 8.5% are from Alberta.

The United States contributed the largest share of international visitors (24.9%). This is down from 28.5% in 2002 and 25.8% in 2005) 6.3% of all visitors are from Washington State and 6.3% are from California.

The Asia-Pacific with 8.8% of the visitors declined slightly from 2005 (9%). This is due largely to the decrease in visitors from Japan (10.5% decline from 2005 to 2006). There are still more visitors from Japan than from any other Asia-Pacific countries (2.2% of total visitors). Australia accounted for 1.3%, South Korea for 1.3%

Europe made up 5% of the visitors, the same as in 2005. The 2005 figure was an 8.5% increase from 2004. The United Kingdom contributed 2.4% of total visitors and Germany .8%

Source: Tourism Vancouver

The 2004 Overnight Visitor to Greater Vancouver: Visitor Profile

Age Group	Distribution
Not stated	7%
Under 15	4%
15-19	5%
20-24	13.5%
25-34	16%
35-44	19%
45-54	18%
55-64	14%
65+	3%

The 2004 Overnight Visitor to Greater Vancouver: Visitor Profile

Trip Activity	Participation
Go Shopping	69%
Go Sightseeing	63%
Visit friends or relatives	55%
Attend other cultural events	41%
Visit a National or Provincial Nature Park	35.5%
Participate in sports/outdoor activities	27%
Visit an historic site	27%
Go to a bar or nightclub	23%
Attend a festival or fair	9%
Attend sports event	7%
Visit a theme or amusement park	7%
Go to a casino	5%
Golfing	3.5%
Downhill skiing or snow boarding	3%
Fishing	2.5%
Hunting	.11%

Source: Tourism Vancouver
 Tourism in Canadian Cities: A Statistical Outlook 2004 (Statistics Canada, 2004)
 Tourism Vancouver's Visitor Volume Model, Price Waterhouse Coopers



APPENDIX: TECH SECTOR COMPANIES IN RICHMOND

Biggest Tech Sector Companies in Richmond, BC

Name of Company	Employees	Richmond Head Office,
MacDonald Dettwiler & Associates	826	X
Microsoft	700	
Acrohellpro Global Services	550	
McKesson Medical Services	639	X
Sage Software	360	
MDSI Mobile Data Solutions Inc.	278	X
Top Producer Systems Co.	268	X
Sierra Wireless Inc.	157	X
Ascalade Communications Inc.	115	X
Digital Dispatch Systems Inc.	114	X
Fincentric Corp.	114	
Q-Media Solutions Corp	69	X
Xillix Technologies Corp.	62	X

*Business in Vancouver, Issue 862: **Biggest Tech Companies in BC**, updated July 27, 2006.*

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APPENDIX: COMMUNITY DEMOGRAPHICS

Titanic: The Artifact Exhibition ran at the Royal BC Museum from April 14 – Oct. 14, 2007. Most travelling exhibitions expenses are a flat fee plus shipping costs. The partnership with Premier Exhibitions on *Titanic* was the first time the RBCM entered into a cost-sharing/profit-sharing arrangement with a business rather than another museum or gallery. Virtually all of the visitors to the RBCM during the time of the exhibit went to the *Titanic* show for a total of 487,992 visitors over the six month period, resulting in \$1 million being generated for each of the parties. *Titanic* exceeded all expectations in attendance, revenue and community involvement. The Royal BC Museum had anticipated 250,000 visitors would attend, when in fact, the exhibition drew 80% more than expected. This made *Titanic* the most highly attended special exhibit in more than a decade.

RBCM Exhibit	Total Attendance	Exhibit Duration
Titanic: The Artifact Exhibition (2007)	451,120	6 months
Leonardo da Vinci (1999)	416,000	5 months
Dragon Bones (2003)	360,000	6 months
Eternal Egypt (2004)	316,000	3 months

Based on admissions per month, *Eternal Egypt* (105,000/month) still ranks as the RBCM's most popular exhibit – followed by *Leonardo da Vinci* (83,200/month) and *Titanic* (75,200/month). In point of fact, the Royal BC Museum's presentation of *Titanic: The Artifact Exhibition* was one of the best attended in this exhibition's touring history. *Titanic: The Artifact Exhibition* generated a tremendous amount of interest and excitement in the local community. The Royal BC Museum's sponsors and partners in the community, tourism and transportation sectors developed several themes, programs and packages related to *Titanic* that attracted visitors to Greater Victoria. *Titanic* was a major tourist draw for Victoria, generating millions of dollars for the local economy. The higher-than-expected attendance resulted in higher-than-expected revenues which will be reinvested in RBCM facilities enabling the museum and archives to better serve British Columbians and visitors from around the world for years to come. An economic impact analysis is currently being conducted and the results of the study will be released later this year. As an example of the impact of blockbuster exhibits, *Leonardo da Vinci* visitors (1998-1999) spent more than \$92 million at Victoria businesses. Of RBCM visitors, 45% surveyed said *Titanic: The Artifact Exhibition* was either the main reason or the only reason they visited Victoria.

A similar pattern can be seen for the blockbuster show "Body Worlds" that was shown at Science World in Vancouver in 2007. A comparison of revenue shows the impact that this blockbuster show had on net revenue that year. The four months of Body Worlds attendance was two-thirds of the normal yearly attendance. During the last week of the exhibit Science World was open twenty-four hours a day and capacity was constantly sold out.

Science World	2008	2007	2006
Revenues	\$10,506,000	\$12,902,000	\$9,343,000
Expenditures	\$9,717,000	\$10,084,000	\$8,674,000
Net	+ \$789,000	+ \$2,818,000	+ \$669,000

APPENDIX: LOCATION



Site Descriptions

The six sites that were specifically evaluated for their potential use as a museum facility were identified by City of Richmond staff and stakeholders. The three Steveston sites were recommended for their proximity to other sites with similar historical and archival values. The three downtown sites were recommended for their centrally located values. The following descriptions add to the information in the evaluation matrix and provide details and a summary as to the potential each site offers for the development of a new museum for the City of Richmond.

A constraints and opportunities matrix has been developed, to evaluate each site for its overall "fit" with the agreed-upon Vision, including: public accessibility, travel and traffic patterns, and parking requirements; physical limitations / constraints; and adjacencies and opportunities provided by surrounding developments.

To accommodate the scale of destination programming, the minimum site size should be in the range of 30,000 square feet, with the potential for adjacent open space and future expansion.

Sites Analysis Matrix – Richmond Museum Feasibility Study

	City Centre Area			Steveston Area		
	River Rd. 1	Lansdowne 2	Minoru 3	Bayview 4	Phoenix 5	Two Road 6
Existing Uses						
	Two leases & Heritage	Parking lot NW corner	Treed area SE corner	None Water Lot	Heritage	Bike Terrain Park
Site Size						
Meets min. lot size of 30,000 sq ft	Yes	Yes	Yes	Yes	No	No
Actual/approx lot size in square feet	31,323	226,042	80,535	81,827	10,000	45,208
Ownership						
City of Richmond	Yes		Yes	Yes	Yes	Yes
Private		Yes				
Land Use Compatibility						
OCP Area Plan	Area 10 City Centre Plan	Area 10 City Centre Plan	Area 10 City Centre Plan	Steveston Plan Area 4	Steveston Plan Area 4	Steveston Plan Area 4
Compatible w/ Area Plan	n/k	n/k	Yes	Yes	Yes	No
Local Area (LA)	North Aberdeen LA4.1	Lansdowne LA1.3	Minoru LA1.5	BC Packers LA5	BC Packers LA5	London Princess LA8
Zoning	C-6	C-6	SPU	SPU, CD105	CD41	I-2
Museum allowed by current Zoning	No	No	No	No	No	No
Surrounding Land Uses						
<i>Within 300 m</i>						
Single Family Residential	No	No	No	No	Yes	Yes
Multi-Family Residential	No	Yes	Yes	Yes	Yes	Yes
Retail Shopping	Yes	Yes	Yes	Yes	Yes	Yes
Commercial	Yes	Yes	Yes	Yes	Yes	Yes
Industrial	Yes	Yes	No	No	Yes	Yes
Park	No	No	Yes	Yes	Yes	Yes
River/Ocean	Yes	No	No	Yes	Yes	Yes
Access						
Pedestrian						
Pedestrian infrastructure	No	Yes	Yes	Yes	Yes	No
2,600 ft to Canada Line	Yes	Yes	Yes	No	No	No
1,300 ft to 1 bus	Yes	Yes	Yes	Yes	No	No
1,300 ft to 2+ buses	Yes	Yes	Yes	Yes	No	No

Cycling						
Near to cycling route	Yes	No	Yes	Yes	Yes	Yes
Vehicular						
2,600 ft to arterial road	Yes	Yes	Yes	Yes	Yes	Yes
1,000 ft to collector road	Yes	Yes	Yes	Yes	Yes	Yes
Environmental						
Park	No	No	Yes	No	Yes	No
ESA	Yes	No	No	Yes	Yes	Yes
ALR	No	No	No	No	No	No
Flood mitigation area	Yes	Yes	Yes	No	No	No
Heritage	Church Hall	No	No	Yes	Yes	Yes
NEF	Yes	Yes	Yes	No	No	No
RAR				BC: Yes Rmd: No		
Site Condition						
Vacant lot	No	Parking lot	Treed area	Water Lot	No	Yes
Building/s on site	Chapel Hall	No	No	n/a	Phoenix Net Loft	No Bike Terrain
Major demolition required	Hall relocation	No	No	n/a	n/a	no
Major upgrade/renovation required	No	No	No	Yes	Yes	no
Existing water pipe	12 inches	Yes	Yes	No	Yes	Yes
Water/upgrade required	Yes			Yes		
Existing sewer pipe	8 inches	No	8 inches	No	8 inches	8 inches
Sewer/upgrade required	Yes	Yes		Yes		
Road upgrade required	Yes	No	No	Yes	Yes	Yes
Sidewalks required	Yes	No	No	Yes	Yes	Yes
Assessed Value 2007						
Land Value	\$1,492,000	\$9,712,938	\$3,329,728	\$1,366,000	\$438,497	\$1,735,000
If BCA Reconsidered*				\$300,000		
Building Value		n/a	n/a	n/a	\$12,000	n/a
If BCA Reconsidered*	\$15,000					
* When BC Assessment was made aware of the presence of a building on River Rd site and that the Bayview site is a water lot without land access, the above values were offered as reasonable if/when values were reconsidered.						

E.1 RIVER ROAD

Legal Description

PID: 009-311-998

Sec 29 Blk 5N RG6W PL 24230

Except Plan 28458, Except PCL C (Bylaw PL 62679), PCL G (Bylaw PL 80333) & Sec 32 Leased Ptn - see R-082-479-001 for Remainder of 2

Richmond Key: 20324 (Property)Property Features

Roll: 082479000

Address: 7760 River Rd

Additional Addresses:

Richmond Key: 71555

Address: 7891 Cambie Rd

Existing Uses

This site is owned by the City of Richmond and is leased to the Richmond Rod and Gun Club and Yamazaki Enterprises which uses the northern portion of the property for parking and to stores boxes outdoors. This is also the original location of the Minoru Chapel and is still the location of the Minoru Chapel Community Hall which has been identified for its heritage value.

Site size

The River Road site meets the minimum size at 31,323 sq ft.

Land Use Compatibility

A museum use on this site is compatible with the current Mixed Use Designation in the Official Community Plan (OCP): *An area which provides for residential, commercial, business and industry, and public and private institutions.*

BY late Spring 2009 the City expects to introduce an updated City Centre Area Plan (CCAP), which is part of the Official Community Plan. There has been an ongoing process to develop the CCAP, including a broad-based public process. For “Arts & Culture” the following objectives and concepts have been defined:

City Centre Area Plan Update

Richmond has a vibrant arts and culture scene, but much of it is scattered or “invisible.” A first step is to establish “creative clusters” where a critical mass of people, amenities, & activities come together to increase public awareness, build synergies, and increase Richmond’s creative capacity. Objective: Provide a framework for a “creative community” where cultural, economic development, and planning practices are coordinated to promote increased creative capacity.

Places to Entertain & Work: Complementing important existing facilities, such as Gateway Theatre, an Arts District is planned emphasizing arts-related business and entertainment uses, arts education, and a vibrant mix of complementary uses such as restaurants and retail.

Places to Live & Work: The mixed-use village centred on the Canada Line’s Capstan station is planned to complement the City Centre’s arts and culture “Places to Entertain & Work” with neighbourhood commercial uses, public spaces, and a mix of housing types including artists’ live/work spaces – designed to enable artists to work, erect signs, and sell their works in their homes.

Places to Gather: Public open space and streetscape will play a key role in supporting interaction within the Arts District – linking people, buildings, and activities. These public spaces will be important “mixing places” for community residents, artists, and visitors, and will serve as “stages” showcasing the work of local artists.

Places to Celebrate: Arts and culture are about celebration. Many celebrations are intentionally small. In other cases, however, the intent is to invite the city, the region, or the world, which requires special accommodation and co-location with City facilities to provide support.

In addition, in January 2007 the Middle Arm Open Space Master Plan Concept was endorsed as the long-term vision for the City Centre Waterfront, and was included in the City Centre Area Plan and Implementation Strategy. These plans indicate this area is targeted for arts and cultural facilities and activities; therefore, a museum use would be compatible at this location.

Surrounding Land Uses

Currently the surrounding land uses are Commercial to the north and east of this site and Light Industrial south; to the west is the Fraser River Middle Arm and dyke.

Access

Upon completion of the Canada Line, this site will be a short 500 foot walk to the Aberdeen Station and a number of bus stops on No. Three Road. The site is adjacent to the Middle Arm dyke which is a popular cycling and pedestrian route.

The location is within walking distance to the main Asian Shopping Malls and many restaurants and combined with the pedestrian and cycling traffic would be likely to attract a high rate of drop-in and local repeat visitors to the museum.

Site Conditions

The majority of this site is vacant land. On the southeast corner is the former Richmond United Church Community Hall, which has recognized heritage value and would require specific consideration for re-use or re-location.

The current sanitary service is via a 200 mm pipe and water service is via a 300 mm pipe. Both these were installed in 1970 and will require upgrading.

Both River and Cambie Roads at this location would require significant upgrading including sidewalks.

Assessed Value

BC Assessment has not registered the presence of any building on this site for many years (if ever). However, now that this oversight has been brought to their attention the property will be reconsidered and in the meantime until a formal value has been attached, the suggested estimated value for the former Richmond United Church Community Hall was \$10,000-\$15,000.

BC Assessment noted that as more riverfront properties are purchased along the Middle Arm the land values will increase and the currently low value for this site could increase significantly in the next few years.

Summary

Of the six sites under consideration, this is the best location for the Richmond Museum. Its proximity to public transit and its adjacency to the cycling and pedestrian route along the dyke give optimal low impact access. Its adjacency to the Fraser River Middle Arm with its water oriented recreational uses provides opportunities for river-based activities such as rowing competitions and day moorage for museum visitors. A land bridge connecting the museum to the dyke would provide easy access and provide an exciting public space for events and festivities. A restaurant above the museum would provide a front row seat for watching aircraft taking-off and landing, and spectacular views to the North Shore Mountains and the dramatic and many hued Richmond sunsets. Proximity to the airport and to the Oak and Arthur Lang Bridges, to arterial and collector roads, would minimize tour bus and other destination traffic on Richmond streets. The Park & Ride on Garden City is approximately 3,200 feet which could be accessed by an attractive pedestrian or local shuttle service. This is also a site with major historical connections. The original settlement in this area was the hub of the Richmond community, and the site of Richmond's first municipal hall. Although there are few physical remnants of this early significance, a major cultural attraction in this location would help re-establish the importance of this historic site and re-establish a relationship of this area to the waterfront.

E.2 LANSDOWNE MALL

Legal Description

PID: 004-037-995

Lot 80 Sec 3, 4 Blk4N RG6W PL 50405 except Plan LMP46129

Richmond Key: 3647

Roll: 056928200

Address: 5300 No 3 Rd

Existing uses

The Lansdowne Shopping Centre includes a large amount of land used for parking. This site is being considered in the event that a section of this property could be used for the museum. For the purposes of comparison, an area of the northwest quadrant of the property was selected. The selected area is on the corner with Alderbridge Way along its northerly side and No. Three Road along the west, and is used for parking.

Site size

The selected area is approximately 226,042 sq ft and meets the minimum size of 31,215 sq ft.

Land use Compatibility

It is not clear whether a museum use on this site is compatible with the current Mixed Use – Shopping Centre land use designation for this site within the Downtown Local Area Lansdowne 3.1 of the current City Centre Area Plan (CCAP) in Schedule 2.10 of the OCP:

A mix of residential, office and typical shopping centre (retail/entertainment) uses along with complementary amenity and community uses.

In the proposed CCAP, this site is identified designated as Major Open Space which does not suggest a major cultural facility use.

Surrounding Land Uses

On the north along Alderbridge Way are commercial land uses; on Kwantlen Road to the east are residential towers and Kwantlen University College; to the south are residential low rises. Along the western boundary is No. Three Road and the Canada Line Station, and on the other side of No. Three Road are commercial properties.

Access

Excellent public transit access is available to this site via the Canada Line and bus routes. It is centrally located in terms of access from the Oak and Arthur Lang Bridges and the airport. It is approximately 6,400 feet from the Park & Ride which would be a short shuttle bus ride but too far to walk, and although the site could be developed to accommodate tour buses and other destination traffic, that would increase congestion in the downtown area.

This location is surrounded by numerous restaurants, small businesses and residential units which would be likely to result in a high rate of drop-in and local repeat visitors.

Site Conditions

A water line is located along Alderbridge Way that could be extended to this area, however no there is no sanitary line. Upgrading to the water line would be required for a facility of this size and sewer service would need to be provided.

Assessed Value

For comparative purposes, the value for the selected area was estimated by dividing the area into the gross land value. Presumably, when the property comes available for redevelopment the main deciding factor will be the land value.

Summary

While this site could offer excellent access and more than sufficient space it is not known when the land would become available for redevelopment. As a location for a cultural facility, this site will be dominated by the massive presence of the Canada Line and surrounded by small commercial enterprises. It neither offers nor accommodates mitigating measures that could offer destination facility qualities of beauty, spaciousness and stateliness.

E.3 MINORU PARK

Legal Description

PID: 017-844-525
 Lot A Sec 8 Blk 4N RG6W PL LMP5323
 Richmond Key: 56185(Property)
 Roll: 058982000
 Address: 7551 Minoru Gate

Existing uses

The area identified for the museum site is the treed area on the corner of Granville Road and Minoru Boulevard which has a paved pedestrian route and is infrequently used for other purposes.

Site size

The treed area is approximately 80,500 square feet and provides adequate area for a new Museum and parking.

Land use Compatibility

This site is compatible with the Park land use designation of the Downtown Local Area Minoru 1.3 of the current City Centre Area Plan (CCAP) in Schedule 2.10 of the OCP:

An area of City-owned public open space that may include public facilities such as recreation centres, schools, etc.

This designation appears to remain the same under the proposed CCAP.

Surrounding Land Uses

This location is the southeast corner of Minoru Park, Arts, Culture and Recreation facilities all of which are to the north and west of this location. Across Minoru Boulevard to the east are the Richmond School District and RCMP buildings and to the east of these is City and to their north is Richmond Centre Mall. Across Granville Road is the tallest residential tower in Richmond behind which is Richmond Secondary High School. Diagonally across the intersection from the site is Caring Place and Brighthouse Park.

Access

If access through the Richmond Centre Mall building were available during all operating hours for bus and Canada Line service, then this site is approximately 2,800 feet from the Canada Line Richmond Centre Terminus and approximately 2,100 feet from the main bus terminal in the City. The distances would increase slightly if pedestrians were required to walk around the exterior of the mall building. Granville Road has a bike route and would not require sidewalk upgrades. This location is well served with roads, however, bringing vehicular destination traffic into the centre of Richmond from bridge and highway entry points into the City would also bring undesirable congestion and parking issues to an already increasingly congested downtown.

The site is highly used by the local population for its park, arts, culture and recreation facilities; it hosts festivals and sports tournaments and is a three minute walk to the busiest shopping mall in the City. All of that would likely result in a high rate of drop-in/ local repeat visitors.

Site Conditions

This stand of trees is unique in the City of Richmond and each tree has been identified as a Heritage Tree or Significant Tree. The stand consists of Elm, Oak and Black Locust trees and provides aesthetic, leisure, and ecological services to park users and the City.

Assessed Value

For comparative purposes, the value for the selected area was estimated by dividing the area into the gross land value.

Summary

This is a possible location for the museum but its drawbacks make it a distant second choice to the River Road site. Pedestrian access from the Canada Line is slightly outside the 2,600 foot walking distance maximum identified by TransLink; the cycling route is along one of the roads carrying the most traffic and serves well as a commuter route but is less conducive to recreational cycling. Its location amidst the existing arts and cultural facilities could be beneficial; however, the disadvantages of parking issues and traffic congestion might overwhelm this advantage. Unless the museum were located in the park, its beauty would not be available to

the museum and no matter where the museum entrance could be it will inevitably be looking out on buildings that overpower by being too close and/or too high.

E.4 BAYVIEW

Legal Description

PID: 025-077-929

Lot H Sec 11 Blk 3N RG7W PL LMP49897

Richmond Key: 87476

Roll: 089300008

Water Lot (No Access Property)

Existing uses

This is a water lot that does not have access by land and is currently not in use.

Site size

The lot is 81,827 sq ft and meets the minimum size.

Land Use Compatibility

A museum use is not compatible with the current Maritime - Mixed Use designation in the Steveston Area Plan, BC Packers Neighbourhood #5 of Schedule 4 of the OCP:

Maritime – Mixed Use means an area set aside to support the maritime economy, with an emphasis on uses which support primarily the commercial fishing fleet, including:

Custom Workshops;

Enclosed Storage Facilities;

Fish Auction and Off-loading;

Laundry and Drycleaning;

Light Industrial;

Maritime Educational Facilities;

Moorage;

Offices;

Other Services Related to Maritime Uses;

Parking;

Service and Repair of Boats and Marine Equipment.

Surrounding Land Uses

To the west of this location are Light Industrial and commercial properties; to the north are commercial, residential properties and a sliver of Imperial Landing park area that is used for pedestrian and cycling along the south dyke. To the east is the BC Packers Heritage site and the southern boundary is 1,378 ft of riparian edge along the mouth of the Fraser River.

Access

This site is approximately 1,100 feet from the Steveston Transit terminal. There is no land based legal access to the water lot. There is water access however, yet any use of this water lot would be subject to consideration by the Fraser Port Authority and subject to the Fraser River Environmental Management Plan (FREMP).

Site Conditions

This site would require major infrastructure development including water and sewer.

Assessed Value

BC Assessment valued this lot at \$1,366,000. In the interest of understanding the evaluation of this lot given it is a water lot and lacks land access an discussion with BC Assessment indicated that lot would be reconsidered and in the meantime suggested \$300,000 might be the corrected value based on \$75,000 per acre for this 1.9 acre lot.

Summary

This would be an unacceptable site for a museum as it is a water lot this site and would be prohibitively expensive to develop.

E.5 PHOENIX NET LOFT

Legal Description

PID: 002-050-561 (within BC Packers)
Lot E Sec 11 Blk 3N RG7W PL LMP49897
Richmond Key: 53753 (Property)
Roll: 089218100
Address: 12451 Trites Rd

Existing uses

This is a heritage building within the old BC Packers site, located partially on land and partially over the water.

Site size

The Phoenix Net Loft is 10,000 sq ft meets and the site is 31,215 sq ft.

Land use Compatibility

A museum use is not compatible with the current Maritime - Mixed Use designation in the Steveston Area Plan, BC Packers Neighbourhood #5 of Schedule 4 of the OCP:

Maritime – Mixed Use means an area set aside to support the maritime economy, with an emphasis on uses which support primarily the commercial fishing fleet (etc as above).

Furthermore, the Steveston Area Plan indicates the intended use of Phoenix Net Loft:

Half of the area east of Phoenix Pond and south of Westwater Drive would accommodate multiple-family residential - no greater than four-storeys over parking. The remaining half of this area will accommodate a public waterfront park and up to a half acre parking lot serving both visitors to the park and fishing related activities at the Phoenix Net Loft.

And:

Support the continued use of the Phoenix Net Loft for fishing related activities and the provision of up to a half acre of parking near the Net Loft to accommodate both the users of these facilities as well as users of the waterfront park;

And:

The retention of the Phoenix Net Loft for the fishing fleet;

Surrounding Land Uses

This is a heritage site surrounded by a mixed-use area with residential and commercial and Light Industrial properties to the west, north and east. The Fraser River is to the south.

Access

This site is not accessible from the Canada Line; is 2,100 feet from the closest bus stop, and generally, the Steveston area is poorly served by public transit. The primary mode of access to this site would be vehicular and would require driving through single family and multi-family residential areas. While pedestrian and cycling traffic is accommodated by the route along the south dyke there would be a low rate of drop-in/ local repeat visitors due to the distance from Steveston Village and other amenities.

Site Conditions

The Phoenix Net Loft is an aged building and would require a major amount of upgrading to bring it into a condition that would support a museum. The age and fragility of the building would require specialized upgrading considerations and the cost of upgrading would be prohibitive.

As this site is on the Fraser River any redevelopment would be subject to consideration by the Fraser Port Authority and subject to the Fraser River Environmental Management Plan (FREMP).

Assessed Value

The building is assessed at \$12,000 and due to the fact that most of it stands over the water there is no identified land value attached to it.

Summary

This would be an unacceptable site for a museum due to its relative inaccessibility and its prohibitively expensive upgrading costs.

E.6 TWO ROAD AT LONDON ROAD

Legal Description

PID: 011-901-861
 Lot 5 SEC 18 BLK3N RG6W PL 693
 PID: 011-901-853
 Lot 4 SEC 18 BLK3N RG6W PL 693
 PID: 011-901-829
 Lot 3 SEC 18 BLK3N RG6W PL 693
 PID: 011-901-802
 Lot 2 SEC 18 BLK3N RG6W PL 693
 PID: 011-901-799
 Lot 1 SEC 18 BLK3N RG6W PL 693
 Richmond Key: 2342 (Property)
 Roll: 054379000
 Address: 13200 No 2 Rd

Existing uses

This site consists of 5 lots which currently comprise the Bike Terrain Park used by primarily by children and youth.

Site size

This site is 45,208 sq ft sq ft and meets the minimum size of 31,215 sq ft.

Land use Compatibility

It is not clear whether a museum use would be accommodated in the Steveston Area Plan at this location. In the Steveston Area Plan, London/Princess Neighbourhood #8 indicates the northern two-thirds of this site as Use To Be Determined and the southern third is identified for use as Public Open Space.

A developer is currently in discussion with the City regarding development of this site which might result in this site being removed from the list of potential museum sites.

Surrounding Land Uses

Immediately to the west is fishing related Light Industrial property; to the north is mixed used retail and residential; immediately to the east is Light Industrial use and south is the dyke with its pedestrian and cycling route.

Access

This site is not accessible from the Canada Line and is approximately 1,100 feet from the closest bus stop; the Steveston area is generally poorly served by public transit. The primary mode of access to this site would be vehicular. While pedestrian and cycling traffic is accommodated by the route along the south dyke there would be a low rate of drop-in/ local repeat visitors due to the distance from Steveston Village and other amenities.

The congestion from Steveston Highway along Two Road to the site would be extremely problematic. Single family and multi-family residences line the west side of Two Road and farm homes and agricultural land line the east side until the very end of Two Road where the mixed use residential and retail strip was recently developed.

Two Road is currently the only access to this site and is a two lane road from Steveston Highway to the southern end of Two Road. There is a sidewalk only on the western side which end one block from the site, and no sidewalk on the eastern side from Steveston highway south to the end of Two Road.

Site Conditions

Water and sewer are available on the northern edge of the northern lot of this 5-lot site.

Assessed Value

The end of Two Road is beginning to see more development interest and property values will increase as a result.

Summary

While it does not have a large constituency, the Bike Terrain Park users would expect to be provided with a replacement terrain park, and the general population that supported this Bike Terrain Park would likely support their bid for a replacement. As a museum, the facility could overwhelm the adjacent small commercial and residential properties. Or situated at a distance from any related context, the museum could be orphaned at the end of Two Road. The serious traffic and accessibility issues, posed by a facility of this size would require prohibitively expensive roads upgrading and likely entail the attempt to acquire ALR land to expand Two Road to at least a four-lane road. However, if these challenges were overcome, the location alongside the dyke and overlooking the mouth of the Fraser River would make this an acceptable site for the new museum.

APPENDIX: PUBLIC OPEN HOUSE RESULTS AND COMMENTS

A Public Open House was held on October 1, 2008 to present the findings of the Feasibility Study and to gauge the public reaction to the two options for a new museum. The Open House was attended by over 200 people representing a broad cross-section of the population; 178 people filled in a detailed questionnaire. All who responded supported the vision for a new museum, and 80% supported Option #1 and its potential location in the City Centre or Middle Arm area. The comments indicated caution about potential costs and tax increases, but overall there was strong support that was expressed for the concept of a new destination museum that was rooted in the community and told the Richmond Story.

ARE YOU?

- A resident of Richmond 123
- A landowner in Richmond 37
- A Business owner in Richmond 7
- An Employee in Richmond 29
- A Heritage/Museum employee/volunteer 12

WHAT DO YOU THINK?

QUESTION #1

Which option do you support for the new Museum?

Option #1	Option #2	No Response
A Destination Museum Rooted in the Community (142) 80%	A Community Museum (29) 16%	(7) 4%

Please use this space to provide your own comments:

Richmond Size/World Class city

- Richmond should have a Museum that befits an emerging world class city which matches our efforts in sports areas
- I want a big museum so Richmond becomes more popular
- Richmond is so diverse and beautiful that we need to introduce it to the world
- We should think big and think ahead, opens to world awareness of Richmond, our own local population alone is growing rapidly, can also help boost income and add business opportunities
- We definitely need a destination museum rooted in the community. Population is expanding
- Richmond has grown large enough and based on its locale would be a perfect place for such a museum
- We need a well established museum as one of the landmarks of Richmond

Target Audience

- People from all places will come and see our multi-cultural exhibits

- It can attract more visitors from around the world to promote Richmond
- Raise the profile of Richmond and its heritage and get tourists to come to the city
- We would like to have a larger/grand museum for Richmond residents and visitors
- Attracts more visitors especially with the Olympic 2010
- Fits Richmond's goals to increase tourism
- It would be nice to draw more tourists in town
- It will cater to people of BC, outside BC, international
- I think it is essential to have a well organized interactive museum to attract tourists to the city for the economic and environmental development of Richmond
- Destination with a community bias, you'll have a hard time competing with RBC Museum in Victoria
- We are the immigrants, we really care about our own community life
- Other concern is do we have so much to exhibit to make it an attractive place to attract not only locals but tourists from other provinces and countries to generate revenue or to attract immigrant investment
- I believe that the community we live in should be the focus but if there are destinations we could benefit educationally
- I don't really see the difference. As long as local community is emphasized
- It would be helpful for school fieldtrips and tourist attractions

Potential Expansion

- Now we just build a small museum - in the future we can extend it
 - I like the idea of being able to expand in the future and hosting large exhibits
 - Small museums can't expand and is easy to forget
 - Both have merit but wonder if the population of 188,000 can sustain a blockbuster facility? Perhaps start modest and if demand warrants then leave space to expand
 - I like the functionality and direction of the Destination, however in terms of size and scale, I suggest starting smaller, and then growing

Messages/Activities

- A multicultural Museum
- A Museum that shows other cultures and First Nations
- All of Richmond history, continue to develop
- History, people, living
- I would like to see handicrafts from nature
- Richmond is a part of Canada, we can not separate Richmond from Canada, so when people go to Richmond Museum they also should get the information about BC and even Canada not only Richmond
- I think we need a big enough and good enough museum to reflect Richmond, BC and Canadian culture. We also need to reflect other country's culture since Richmond is an international city, and we have so many different cultures
- The evolution of the city
- Exhibit the distinguished cultures of different peoples
- Promote music, bring big classical groups, show artists, ability to house other artistic expressions
- A Destination Museum is better because there will be more things to learn. Go for it! Don't settle for 2nd best
- I love all the exhibits at the Royal BC Museum but Victoria is fairly far. It would be great for those same exhibits to come here too

- Attract better, larger exhibits
- I like the idea of Vancouver/Richmond growing culture, there is a lack of international exhibits here
- Use Te Papa Museum in Wellington, New Zealand as a model example to emulate
- Tourists and the public are not very aware of what a museum can teach in terms of history in all Canada
- There is a lack of destination museums in Metro Vancouver.

Financing/Revenue Generating

- Cost is a factor
- Prefer the possibilities while recognizing the costs, but believe we should get as close as we can
- As long as property taxes are not raised to support it, use revenue generating option to fund it
- Need to be financially self-sustaining through programs, rentals and blockbuster exhibits
- Important to have revenue generation egg restaurant
- It needs to be big enough to create great interest, reflect the community well -I would be more inclined to choose one of the two options providing I had a bit more info regarding funding for the project
- If a destination museum is in place the Richmond locals should have free entry to their own history
- Destination more attractive in the long run but the cost sounds a bit too high
- No admission, access important
- Destination helps the economy grow
- Generates revenue; meeting spaces can be rented out

General comments

- I have had enough of grandiose projects, lets stick to humbler please

QUESTION #2

Do you support the proposed vision for the new Richmond Museum?

“The Richmond Story: The Past Present and Future”

Very	Somewhat	Not at all	No Response
126	39	0	13
<u>71%</u>	<u>22%</u>		<u>7%</u>

QUESTION #3

What components would you like to see at the new Museum?

Components	Very	Some What	Not at all	No Response
A centre that promotes and directs people to other culture and heritage sites in Richmond	140 79%	28 16%	2 1%	8 4%
A space to accommodate large blockbuster exhibits	113 63%	42 24%	6 3%	17 10%
A space to accommodate smaller temporary exhibits	91 51%	52 29%	8 5%	27 15%
A space to accommodate permanent exhibits such as BC Packers 2010, Olympic Games stories etc	113 63%	28 16%	10 6%	27 15%
A restaurant	99 56%	37 21%	23 13%	19 10%
A coffee shop	115 65%	33 18%	9 5%	21 12%
A cafeteria	111 63%	29 16%	13 7%	25 14%
A gift shop with unique objects for sale	132 74%	21 12%	8 4%	17 10%
An outdoor or indoor water display	107 60%	33 19%	14 8%	24 13%
An outdoor space for festivals, programs etc	124 70%	26 14%	3 2%	25 14%
A space for the community to gather	124 70%	24 13%	3 2%	27 15%
A space to hold forums and conferences	98 55%	43 24%	8 4%	29 17%
Flexible space for museum use and community rentals	113 64%	32 18%	6 3%	27 15%
An educational space for school programs	132 74%	20 12%	2 1%	23 13%

Are there other components you would like to see?

- Accommodation for Large Groups
- Catering –Rental space
- Chinese language resources
- More lounges for reading and resting
- A space for showcasing heritage and cultural events, plays etc.
- I-Max Theatre
- Must involve Asian and other communities as partners
- Needs to be attractive to families and school parties
- Programs that promotes interest in Early Learning, preschool programs (2)
- A nursery or baby sitting place like IKEA so parents can go around the Museum knowing their children are safe (2)

- Kids play area
- The archives should be part of -room for public programs research (2)
- Library, reading room, research area
- A hotel beside it
- Ample parking apace, multi-level if needed,
- History info on Canada's participation in 1st and 2nd World Ward
- Many features from history, farming and fishing, air plane displays
- Interactive computerized and visual displays, not word based descriptions
- Exhibits from Expo
- Speaker series
- Co-located with other cultural facilities (2)
- Restaurants would locate nearby, negating the need for significant food services on site

QUESTION #4

How important are each of the following when determining the location of the new Museum?

Factors	Very	Somewhat	Not at all	No Response
On or near the Canada Line	103 58%	30 17%	16 9%	29 16%
On or near the water	59 33%	57 32%	33 19%	29 16%
Easily accessible to Metro Vancouver communities	92 52%	42 24%	13 7%	31 17%
Easily accessible to the airport	65 37%	52 29%	22 12%	39 22%
Near other cultural facilities	62 35%	63 35%	13 7%	40 23%
Near shopping and dining areas	69 39%	42 24%	27 15%	40 22%

What is the best area of Richmond for a new museum?

- Steveston (12)
- Near Richmond Oval, Airport (10)
- Cambie and River Road (11)
- The Minoru/Richmond Centre area, City Hall (17)
- Lansdowne area/Westminister/Garden City/#3 Road (16)
- Central, City Centre (12)

General Comments on location

- Where people can walk or travel by bus (3)
- Parking available on site, elderly and disabled (2)
- Important it is accessible
- Near the Canada Line (3)
- Not on ARL land or parks (2)
- Farther away where the land is cheaper (3)

QUESTION #5

How important is it that the new Museum contribute to the following goals?

Potential Goals	Very	Somewhat	Not at all	No Response
Attract Metro Vancouver population	101 57%	43 24%	7 4%	27 15%
Attract tourists	130 73%	23 13%	4 2%	21 12%
Attract Richmond residents	121 68%	20 11%	2 1%	35 20%
Support Richmond becoming a destination	116 65%	29 16%	1 1%	32 18%
Create a new landmark cultural facility	117 66%	27 15%	4 2%	30 17%
Brand Richmond as the “City of Museums”	71 40%	51 28%	21 12%	35 20%
Attract and retain employees	87 49%	52 29%	7 4%	31 18%

Are there other important themes?

Diversity

- To build and live in harmony between all cultures
- Cultural diversity in particular, not only visible minority but introducing the majority’s culture to minorities and tourists
- Showcase the diversity of the community, provide input on how Richmond should plan its growth
- Our environmental connection

Type of Place

- Iconic landmark anchor of a cultural district/precinct
- The building should be architecturally iconic
- Be a place of excellence, be a place where something is always happening and changing often

Location

- Just don’t isolate it where it is inconvenient or needs to be a single destination spot
- Leverage the development of other public and private cultural facilities and services
- Complementary to existing museums

Involvement

- Attract the attention of all BC Residents, encourage students to be aware, encourage all cities in Metro Vancouver to get involved
- Attract immigration from all other places in the world
- Let most new people or tourists understand Richmond

Marketing

- Assist Richmond in becoming a large and attractive component of Metro
- Brand Richmond as the city that embraces diversity
- Stop trying to brand Richmond, it isn't all about marketing
- Business opportunities, global exposure, real estate increase in value

QUESTION #6

How important are each of the following themes in telling the Richmond story?

Strategy	Very	Somewhat	Not at all	No Response
The geography, the land and water	131 73%	23 13%	1 1%	23 13%
The First Nations	107 60%	44 25%	4 2%	23 13%
Past waves of settlement	109 61%	29 17%	8 4%	32 18%
Present waves of settlement	87 49%	50 28%	2 1%	39 22%
The coming together of diverse cultures	103 58%	35 20%	4 2%	36 20%
The diverse cultures	115 65%	28 16%	2 1%	33 18%
Heroes and ordinary people	94 53%	46 26%	3 2%	35 19%
Richmond - its connection to BC	101 57%	44 24%	3 2%	30 17%
Richmond - its connection to Canada	87 49%	49 28%	8 4%	34 19%
Richmond - its international connections	98 55%	39 22%	5 3%	36 20%

QUESTION #6

Suggested Themes

- Themes of interest to children
- Canadian heritage
- Local lifestyle (2)
- Our agricultural heritage, the Garden City, food supplier (2)
- Many cultures that live in Richmond
- Economic profiles, agriculture, airport, industries etc
- Focus beyond Richmond, landmark for Greater Vancouver, Pacific Rim (4)
- Local government, its flowcharts levels and functions
- Gateway to Nature
- Not too much politically correct revisions, keep history realistic
- First Nations –well represented in other Museums (2)
- Fair distribution of all settlers not just First Nations

QUESTION #7

What types of activities are you interested in participating in at the new Museum?

Strategy	Very	Somewhat	Not at all	No Response
Viewing exhibits displayed in cases	105 59%	50 28%	5 3%	18 10%
Participating in interactive exhibits that involve sights, sounds, tastes and smells	129 72%	30 17%	1 1%	18 10%
Participating in electronic exhibits that simulate experiences	108 61%	45 25%	2 1%	23 13%
Viewing high technology audio visual presentations and films	115 65%	42 23%	3 2%	18 10%
Visiting with a self guided audio tour	89 50%	58 33%	11 6%	20 11%
Attending forums to discuss timely issues	81 45%	51 29%	13 7%	33 19%
Attending a cultural festival involving dance, food and crafts	109 61%	43 24%	5 3%	21 12%
Attending a talk	73 41%	66 37%	13 7%	26 15%

Question #7

Are there other activities you would like to see?

- Dance
- Interaction and immersion
- Weddings
- Research
- Art works
- Talks and educational tours
- Games, interactive ways to educate
- Horse racing
- Activities for children 1-5

QUESTION #8

How would you like to be involved in the new Richmond Museum?

Strategy	Very	Somewhat	Not at all	No Response
Purchasing unique gifts from the gift store	75 42%	67 38%	16 9%	20 11%
Dining out in a restaurant	74 42%	59 33%	20 11%	25 14%
Visiting the museum on my own or with family	145 81%	18 10%	1 1%	14 8%
Being involved in fund raising initiatives	52 29%	60 34%	33 18.5%	33 18.5%
Telling my unique family stories	50 28%	52 29%	40 23%	36 20%
Developing community exhibits	75 42%	48 27%	18 10%	37 21%
Creating events that reflect my culture	70 39%	35 20%	31 17%	42 24%
Leading tours or giving talks	57 32%	40 22%	46 26%	35 20%
Organizing community forums	44 25%	40 23%	47 26%	47 26%
Doing demonstrations that reflect my culture	64 36%	40 23%	36 20%	38 21%

How would you like to be involved in the new museum?

- Visits and culture exchanges with other international museums
- Children can be involved in this and learn the value of helping
- Volunteer involving kid's programs
- Teaching children about Chinese culture
- Sports activities
- Board of Directors
- I would be very proud to promote a first class destination museum in my travels across Canada and elsewhere in the world

QUESTION #9

Do you have any other comments?

Location of Museum

- Walkability
- Near residential
- Near Transit, elevated Canada Line (2)
- This is a really good idea, it would be nice if it was closer to the Centre of Richmond so many people could go there, accessible (3)

Amenities

- Places to rest
- A nice outdoor area that ties in with the building
- Ensure it has food and private enterprise around it

- Include archives (2)
- Have activities on the steps like at the Vancouver Art Gallery
- Visible storage, in large interior open space

THEMES

Cultures and diversity

- As a new city composed of diversity races and regions, the Museum should outline the diversity culture.
- Cultural focus is good -like to see minority cultures being introduced to tourists-the majority white culture being introduced to minority culture and new-comers to Canada
- As an immigrant- I have hard time interpreting and understanding the Canadian mainstream culture. My perspectives were being affected by the experiences I had with white people who controlled my country of origin. I would like a place where I can understand more about Canadian culture

Richmond/BC/Canadian History

- Focus on Richmond History, not multicultural people only
- Richmond Museum is helpful to our kids and us. Could let them know a lot about Canada
- It would be nice for more people to be and know about the history and background of Richmond
- BC often focuses on itself too much. International and local visitors love to see destination exhibits like Picasso and Da Vinci, they go home and say, I saw the Picasso exhibition in Vancouver

Target audience

- Focus on Richmond, and not as part of Metro Vancouver – let's keep to local interests
- Museum should represent Metro Vancouver, not just Richmond.
- I don't think it would be a good idea for the museum to be full of tourists- prefer people in our community and Canadians
- Don't rush into this. The world is changing rapidly and tourism may become much less important
- Museum would be great for Richmond - need a large attraction for tourists, I work as a concierge in a Richmond Hotel

Richmond as World-class city

- What a great idea, I love Richmond, it needs to grow more and better
- I think the time for half measures has passed - impressive developments in Richmond, new city hall, Canada Line, BCIT Campus, Oval, Microsoft HQ. We are now the second major urban centre in Metro Vancouver and our efforts in the area of arts, culture and heritage must reflect that.
- This seems like a great idea for our city, since we are a growing society
- A Community Museum is no longer good enough for Richmond
- Richmond needs our own Museum
- Richmond has the opportunity to be a very special city, a first class Museum is necessary to achieve this status
- Museum should be updated, the one we have is not considered a museum because its too small, not attractive enough to attract people

Create community

- Can bring people closer together
- Long over due, essential component for community cohesion
- Help people to become more community minded
- Great for asking for our contribution, best of luck
- Public comments from tourists

Finances/Costs

- To minimize the cost by using city owned lands (less expensive parcels of real estate, leaving the prime land to developers to profit the city's accounts)
- Need more information on costs, don't want taxes increased
- Take a density bonus approach to pay for costs

Type of Building

- The Museum could become an icon much like Canada Place resulting in almost automatic recognition
- World class destination

Exhibits

- No grammar or spelling errors in panels
- Easy to read no tiny labels or lights that make it impossible to read;
- Expose the 4,000 sq. ft of off-site artifacts
- Be aggressive to expand the collection, overwhelm the visitor with the scale of the objects, showcase the Grauer milk wagon, tractor(s) and steam machinery from the Savage Family, an airplane hanging from the ceiling, First Flight in Minoru Park, fire fighting equipment, navigational equipment and technology
- Satellite technology
- Include Richmond's natural heritage, huge selection of peat bog, how does the delta grow, silt deposit narratives
- Commission a Salish artist for large pieces
- Excellent idea, travel to Victoria is increasingly costly and time consuming so hard to fit into short visits (ferry pre-booking, lineups etc.)
- It would be lovely to see a mini museum or Richmond version of the BC Natural History Museum in Victoria, more displays that show what stores and buildings were like in the early 1900s

MUSEUM FEASIBILITY STUDY OPEN HOUSE OCTOBER 1, 2008: QUESTIONNAIRE AND RESULTS

Are you?

- A resident of Richmond 123
- A landowner in Richmond 37
- A Business owner in Richmond 7
- An Employee in Richmond 29
- A Heritage/Museum employee/volunteer 12

What do you think?

Question # 1

Which option do you support for the new Museum?

Option 1 A Destination Museum Rooted in the Community (142) <u>80%</u>	Option 2 A Community Museum (29) <u>16%</u>	No response (7) <u>4%</u>
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Please use this space to provide your own comments:

Richmond Size/World Class city

- Richmond should have a Museum that befits an emerging world class city which matches our efforts in sports areas
- I want a big museum so Richmond becomes more popular
- Richmond is so diverse and beautiful that we need to introduce it to the world
- We should think big and think ahead, opens to world awareness of Richmond, our own local population alone is growing rapidly, can also help boost income and add business opportunities
- We definitely need a destination museum rooted in the community. population is expanding
- Richmond has grown large enough and based on its locale would be a perfect place for such a museum
- We need a well established museum as one of the landmarks of Richmond

Target Audience

- People from all places will come and see our multi-cultural exhibits
- It can attract more visitors from around the world to promote Richmond
- Raise the profile of Richmond and its heritage and get tourists to come to the city
- We would like to have a larger/grand museum for Richmond residents and visitors
- Attracts more visitors especially with the Olympic 2010
- Fits Richmond's goals to increase tourism
- It would be nice to draw more tourists in town
- It will cater to people of BC, outside BC, international
- I think it is essential to have a well organized interactive museum to attract tourists to the city for the economic and environmental development of Richmond
- Destination with a community bias, you'll have a hard time competing with RBC Museum in Victoria
- We are the immigrants, we really care about our own community life
- Other concern is do we have so much to exhibit to make it an attractive place to attract not only locals but tourists from other provinces and countries to generate revenue or to attract immigrant investment
- I believe that the community we live in should be the focus but if there are destinations we could benefit educationally
- I don't really see the difference. As long as local community is emphasized
- It would be helpful for school fieldtrips and tourist attractions

Potential Expansion

- Now we just build a small museum - in the future we can extend it
- I like the idea of being able to expand in the future and hosting large exhibits
- Small museums can't expand and is easy to forget
- Both have merit but wonder if the population of 188,000 can sustain a Blockbuster facility? Perhaps start modest and if demand warrants then leave space to expand
- I like the functionality and direction of the Destination, however in terms of size and scale, I suggest starting smaller, and then growing

Messages/Activities

- A multicultural Museum
- A Museum that shows other cultures and First Nations
- All of Richmond history, continue to develop
- History, people, living
- I would like to see handicrafts from nature
- Richmond is a part of Canada, we can not separate Richmond from Canada, so when people go to Richmond Museum they also should get the information about BC and even Canada not only Richmond
- I think we need a big enough and good enough museum to reflect Richmond, BC and Canadian culture. We also need to reflect other country's culture since Richmond is an international city, and we have so many different cultures
- The evolution of the city
- Exhibit the distinguished cultures of different peoples
- Promote music, bring big classical groups, show artists, ability to house other artistic expressions
- A Destination Museum is better because there will be more things to learn. Go for it! Don't settle for 2nd best
- I love all the exhibits at the Royal BC Museum but Victoria is fairly far. It would be great for those same exhibits to come here too
- Attract better, larger exhibits
- I like the idea of Vancouver/Richmond growing culture, there is a lack of international exhibits here
- Use Te Papa Museum in Wellington, New Zealand as a model example to emulate
- Tourists and the public are not very aware of what a museum can teach in terms of history in all Canada
- There is a complete lack of destination museums in the Lower Mainland.

Financing/Revenue Generating

- Cost is a factor
- Prefer the possibilities while recognizing the costs, but believe we should get as close as we can
- As long as property taxes are not raised to support it, use revenue generating option to fund it

- Need to be financially self-sustaining through programs, rentals and block buster exhibits
- Important to have revenue generation egg restaurant
- It needs to be big enough to create great interest, reflect the community well -I would be more inclined to choose one of the two options providing I had a bit more info regarding funding for the project
- If a destination museum is in place the Richmond locals should have free entry to their own history
- Destination more attractive in the long run but the cost sounds a bit too high
- No admission, access important
- Destination helps the economy grow
- Generates revenue; meeting spaces can be rented out

General comments

- I have had enough of grandiose projects, lets stick to humbler please

Question #2

Do you support the proposed vision for the new Richmond Museum?
 "The Richmond Story: The Past Present and Future"

Very	Somewhat	Not at all	No Response
126 <u>71%</u>	39 <u>22%</u>	0	13 <u>7%</u>

Question # 3

What components would you like to see at the new Museum?

Components	Very	Some What	Not at all	NR
A centre that promotes and directs people to other culture and heritage sites in Richmond	140 <u>79%</u>	28 <u>16%</u>	2 <u>1%</u>	8 <u>4%</u>
A space to accommodate large Block Buster exhibits	113 <u>63%</u>	42 <u>24%</u>	6 <u>3%</u>	17 <u>10%</u>
A space to accommodate smaller temporary exhibits	91 <u>51%</u>	52 <u>29%</u>	8 <u>5%</u>	27 <u>15%</u>
A space to accommodate permanent exhibits such as BC Packers 2010, Olympic Games	113 <u>63%</u>	28 <u>16%</u>	10 <u>6%</u>	27 <u>15%</u>

ATTACHMENT 2

stories etc				
A restaurant	99 <u>56%</u>	37 <u>21%</u>	23 <u>13%</u>	19 <u>10%</u>
A coffee shop	115 <u>65%</u>	33 <u>18%</u>	9 <u>5%</u>	21 <u>12%</u>
A cafeteria	111 <u>63%</u>	29 <u>16%</u>	13 <u>7%</u>	25 <u>14%</u>
A gift shop with unique objects for sale	132 <u>74%</u>	21 <u>12%</u>	8 <u>4%</u>	17 <u>10%</u>
An outdoor or indoor water display	107 <u>60%</u>	33 <u>19%</u>	14 <u>8%</u>	24 <u>13%</u>
An outdoor space for festivals, programs etc	124 <u>70%</u>	26 <u>14%</u>	3 <u>2%</u>	25 <u>14%</u>
A space for the community to gather	124 <u>70%</u>	24 <u>13%</u>	3 <u>2%</u>	27 <u>15%</u>
A space to hold forums and conferences	98 <u>55%</u>	43 <u>24%</u>	8 <u>4%</u>	29 <u>17%</u>
Flexible space for museum use and community rentals	113 <u>64%</u>	32 <u>18%</u>	6 <u>3%</u>	27 <u>15%</u>
An educational space for school programs	132 <u>74%</u>	20 <u>12%</u>	2 <u>1%</u>	23 <u>13%</u>

Are there other components you would like to see?

- Accommodation for Large Groups
- Catering -Rental space
- Chinese language resources
- More lounges for reading and resting
- A space for showcasing heritage and cultural events, plays etc.
- I-Max Theatre
- Must involve Asian and other communities as partners
- Needs to be attractive to families and school parties
- Programs that promotes interest in Early Learning, preschool programs (2)
- A nursery or baby sitting place like IKEA so parents can go around the Museum knowing their children are safe (2)
- Kids play area
- The archives should be part of -room for public programs research (2)
- Library, reading room, research area
- A hotel beside it

- Ample parking space, multi-level if needed,
- History info on Canada's participation in 1st and 2nd World War
- Many features from history, farming and fishing, air plane displays
- Interactive computerized and visual displays, not word based descriptions
- Exhibits from Expo
- Speaker series
- Co-located with other cultural facilities (2)
- Restaurants would locate nearby, negating the need for significant food services on site

Questions #4

How important are each of the following when determining the location of the new Museum?

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Important it is accessible

Near the Canada Line (3)

Not on ARL land or parks (2)

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Question # 5

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Potential Goals	Very	Somewhat	Not at all	No Response
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Are there other activities you would like to see?

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- Weddings
- Research
- Art works
- Talks and educational tours
- Games, interactive ways to educate
- Horse racing
- Activities for children 1-5

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How would you like to be involved in the new Richmond Museum?

Strategy	Very	Somewhat	Not at all	No Response
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Dining out in a restaurant	74 <u>42%</u>	59 <u>33%</u>	20 <u>11%</u>	25 <u>14%</u>
Visiting the museum on my own or with family	145 <u>81%</u>	18 <u>10%</u>	1 <u>1%</u>	14 <u>8%</u>
Being involved in fund raising initiatives	52 <u>29%</u>	60 <u>34%</u>	33 <u>18.5%</u>	33 <u>18.5%</u>
Telling my unique family stories	50 <u>28%</u>	52 <u>29%</u>	40 <u>23%</u>	36 <u>20%</u>
Developing community exhibits	75 <u>42%</u>	48 <u>27%</u>	18 <u>10%</u>	37 <u>21%</u>
Creating events that reflect my culture	70 <u>39%</u>	35 <u>20%</u>	31 <u>17%</u>	42 <u>24%</u>
Leading tours or giving talks	57 <u>32%</u>	40 <u>22%</u>	46 <u>26%</u>	35 <u>20%</u>
Organizing community forums	44 <u>25%</u>	40 <u>23%</u>	47 <u>26%</u>	47 <u>26%</u>
Doing demonstrations that reflect my culture	64 <u>36%</u>	40 <u>23%</u>	36 <u>20%</u>	38 <u>21%</u>

How would you like to be involved in the new museum?

- Visits and culture exchanges with other international museums
- Children can be involved in this and learn the value of helping
- Volunteer involving kid's programs
- Teaching children about Chinese culture
- Sports activities
- Board of Directors
- I would be very proud to promote a first class destination museum in my travels across Canada and elsewhere in the world

Question #9

Do you have any other comments?

Location of Museum

- Walkability
- Near residential
- Near Transit, elevated Canada Line (2)
- This is a really good idea, it would be nice if it was closer to the Centre of Richmond so many people could go there, accessible (3)

Amenities

- Places to rest
- A nice outdoor area that ties in with the building
- Ensure it has food and private enterprise around it
- Include archives (2)
- Have activities on the steps like at the Vancouver Art Gallery
- Visible storage, in large interior open space

Themes

Cultures and diversity

- As a new city composed of diversity races and regions, the Museum should outline the diversity culture.
- Cultural focus is good -like to see minority cultures being introduced to tourists-the majority white culture being introduced to minority culture and new-comers to Canada
- As an immigrant- I have hard time interpreting and understanding the Canadian mainstream culture. My perspectives were being affected by the experiences I had with white people who controlled my country of origin. I would like a place where I can understand more about Canadian culture

Richmond/BC/Canadian History

- Focus on Richmond History, not multicultural people only
- Richmond Museum is helpful to our kids and us. Could let them know a lot about Canada
- It would be nice for more people to be and know about the history and background of Richmond

- BC often focuses on itself too much. International and local visitors love to see destination exhibits like Picasso and Da Vinci, they go home and say, I saw the Picasso exhibition in Vancouver

Target audience

- Focus on Richmond, and not as part of Metro Vancouver -let's keep to local interests
- Museum should represent Metro Vancouver, not just Richmond.
- I don't think it would be a good idea for the museum to be full of tourists- prefer people in our community and Canadians
- Don't rush into this. The world is changing rapidly and tourism may become much less important
- Museum would be great for Richmond - need a large attraction for tourists, I work as a concierge in a Richmond Hotel

Richmond as World-class city

- What a great idea, I love Richmond, it needs to grow more and better
- I think the time for half measures has passed - impressive developments in Richmond, new city hall, Canada Line, BCIT Campus, Oval, Microsoft HQ. We are now the second major urban centre in the Lower Mainland and our efforts in the area of arts, culture and heritage must reflect that.
- This seems like a great idea for our city, since we are a growing society
- A Community Museum is no longer good enough for Richmond
- Richmond needs our own Museum
- Richmond has the opportunity to be a very special city, a first class Museum is necessary to achieve this status
- Museum should be updated, the one we have is not considered a museum because its too small, not attractive enough to attract people

Create community

- Can bring people closer together
- Long over due, essential component for community cohesion
- Help people to become more community minded
- Great for asking for our contribution, best of luck
- Public comments from tourists

Finances/Costs

- To minimize the cost by using city owned lands (less expensive parcels of real estate, leaving the prime land to developers to profit the city's accounts)
- Need more information on costs, don't want taxes increased
- Take a density bonus approach to pay for costs

Type of Building

- The Museum could become an icon much like Canada Place resulting in almost automatic recognition
- World class destination

Exhibits

- No grammar or spelling errors in panels
- Easy to read no tiny labels or lights that make it impossible to read;
- Expose the 4,000 sq. ft of off-site artifacts
- Be aggressive to expand the collection, overwhelm the visitor with the scale of the objects, showcase the Grauer milk wagon, tractor(s) and steam machinery from the Savage Family, an airplane hanging from the ceiling, First Flight in Minoru Park, fire fighting equipment, navigational equipment and technology
- Satellite technology
- Include Richmond's natural heritage, huge selection of peat bog, how does the delta grow, silt deposit narratives
- Commission a Salish artist for large pieces
- Excellent idea, travel to Victoria is increasingly costly and time consuming so hard to fit into short visits (ferry pre-booking, lineups etc.)
- It would be lovely to see a mini museum or Richmond version of the BC Natural History Museum in Victoria, more displays that show what stores and buildings were like in the early 1900s