



To: Parks, Recreation and Cultural Services Committee Date: March 18, 2008
 From: Kate Sparrow File:
 Director, Recreation & Cultural Services
 Re: Richmond Museum Feasibility Study - Background for Council Discussion

Staff Recommendation

That this report be received for information.

Kate Sparrow
 Director, Recreation & Cultural Services
 (604-276-4129)

Att. 2

FOR ORIGINATING DEPARTMENT USE ONLY		
CONCURRENCE OF GENERAL MANAGER		
REVIEWED BY TAG	YES <input checked="" type="checkbox"/> <i>MR. GJ.</i>	NO <input type="checkbox"/>
REVIEWED BY CAO	YES <input checked="" type="checkbox"/> <i>(initials)</i>	NO <input type="checkbox"/>

Staff Report

Origin

At the City Council meeting of June 11, 2007 Council adopted resolution R07/11-6:

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.*

At the February 26, 2008 Parks, Recreation and Cultural Services Committee meeting the following resolution was adopted:

That a special meeting of the Parks, Recreation and Cultural Services Committee be held in the near future to discuss the Richmond Museum Feasibility Study and that all members of Council be invited to participate.

Analysis

Council endorsed the PRCS Facilities Strategic Plan in June 2007. A new Richmond Museum was identified as priority 8 in this plan. As outlined in the Facilities Plan, it was recognized that the priorities were not 'set-in-stone' and that should new funding opportunities, partnerships or other factors come along to increase the feasibility of a project, it could move higher up the priority list.

Consultants from the Arlington Group, Kinexus Consulting, D. Jensen & Associates and Hanscomb have been retained to work with the City and key stakeholders to develop a Museum Feasibility Study.

The Feasibility study will provide guidance for design, types of services and programs to be provided, building size and locations, funding requirements and stakeholder/community input. Major components of the Feasibility Study are:

Phase One: Vision for a New Museum

- Market Research and Analysis
- Public Consultation
- Development of Vision for the new Museum

Phase Two: Concept Development

- Governance and Operational Requirements
- Interpretation Program
- Programming

Phase Three: Feasibility

- Location
- Financial Analysis
- Museum Implementation Strategy
- Final Consultation
- Final Documentation

The consultants are working through the phases of the feasibility study and have received stakeholder input. Prior to finalizing the vision, it is important to receive Council's input. They are also seeking input from Council to finalize the criteria that will be used to evaluate and recommend a preferred location for a potential future Museum.

Attached are excerpts from the Council approved Museum & Heritage Strategy specifically related to the Museum (Attachment 1) and the findings to date for the Museum Feasibility Study (Attachment 2).

After a brief review of the above material, the consultants will be conducting an informal round table session to allow each member of Council to voice their own personal vision and location criteria for a future Museum in Richmond.

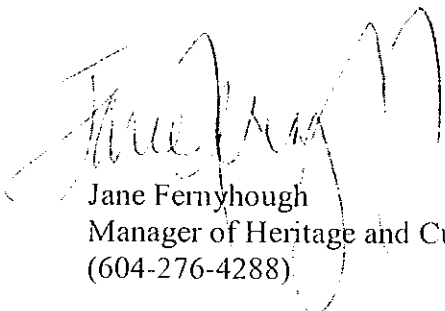
Financial Impact

None

Conclusion

The outcome from the special meeting with Council is expected to finalize a comprehensive vision and get input into the location criteria for a potential future Museum, based within the overall priorities of the City and expectations for future development.

Next steps in the Feasibility Study include public and stakeholder final consultation prior to final report and recommendations being brought back to Council.



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Manager of Heritage and Cultural Svcs
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Connie Baxter
Supv., Richmond Museum & Heritage Svcs.
(604-247-8330)

JF:cer

EXECUTIVE SUMMARY

The purpose of the Museum & Heritage Strategy is to provide an effective and realistic strategic framework that will direct the next steps in Richmond's development and integration of its museum and heritage policies.

This Museum & Heritage Strategy was initiated to analyze the existing situation, to consult with stakeholders and community members, and to chart priorities and new direction for the City's provision of these services. Throughout, there has been input from City staff, the Richmond Museum Society and the Richmond Heritage Commission. The public has been informed through an Open House and other interested groups and individuals have been interviewed. The recommendations of this Strategy have been tested and confirmed to ensure that they reflect community values, civic goals and economic realities. They will help direct the provision of policies and services and the development of new infrastructure as required by the growing City of Richmond.

Richmond is growing rapidly, and the increased—and increasingly diverse population—has created new demands for services. This is particularly notable in the cultural sector; where there is a desire to provide services and programs, but also an economic imperative as culture is an important economic generator through the provision of employment and tourism opportunities. In recognition of these realities, and to support the City's goal that that Richmond be the most appealing, livable, and well-managed community in Canada, the following new Museum & Heritage Vision was developed:



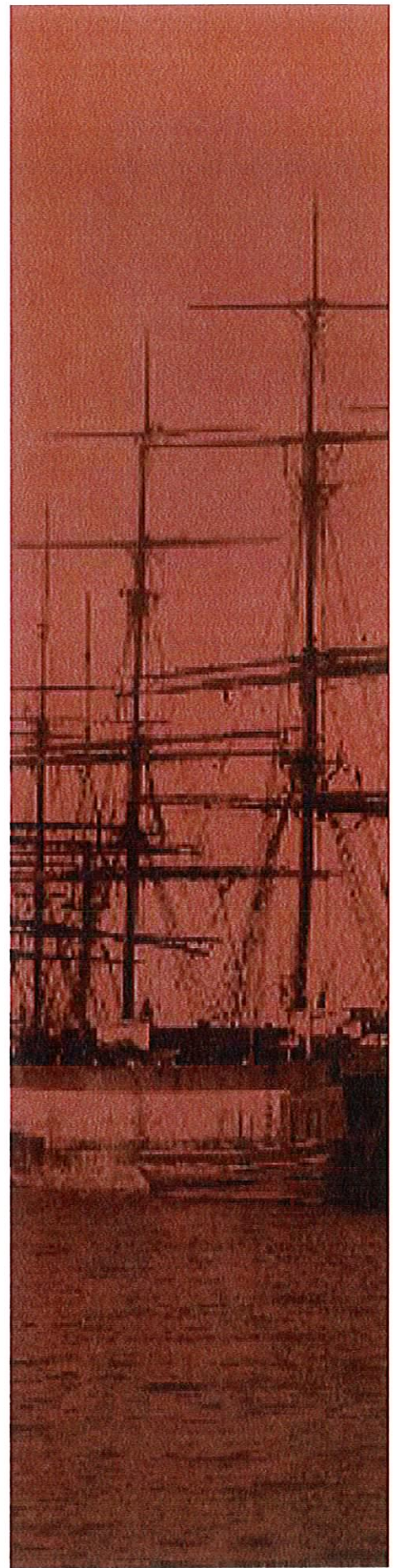

“THE CITY OF RICHMOND CELEBRATES ITS PAST, PRESENT AND FUTURE”

“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.”

This vision will be achieved through the following six goals:

- GOAL 1:** Involve and engage the entire community.
- GOAL 2:** Position Richmond as the leading integrated museum & heritage destination in the Lower Mainland.
- 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.
- GOAL 5:** Create and support excellence in heritage conservation standards through a revised Heritage Administrative Framework.
- GOAL 6:** Assist the private sector in achieving the goals of heritage conservation.

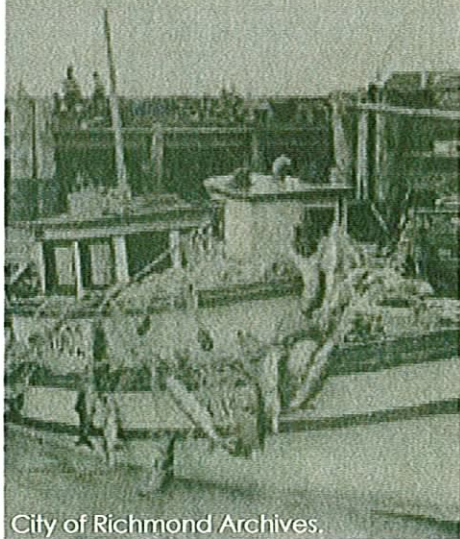
This Strategy recommends an array of actions that will help achieve this Vision, and make Richmond a regional leader in the Museum and Heritage services, sites and programs. Once confirmed as appropriate, the next step would be to prioritize the actions in an implementation plan.



GOAL 3

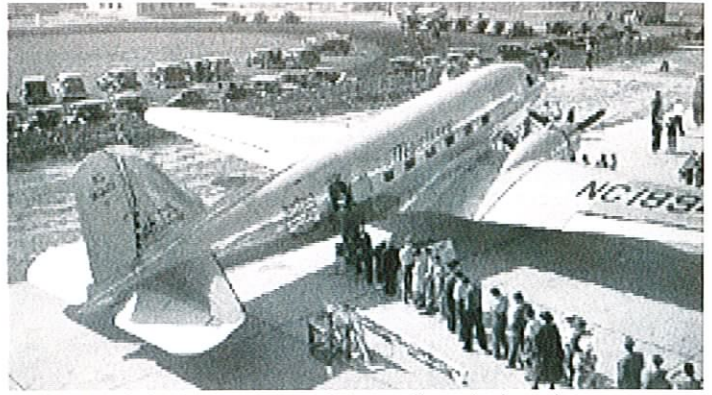
BUILD A NEW DYNAMIC DESTINATION MUSEUM

This goal is to build a new and dynamic destination Museum for Richmond. With the rapid growth in the City of Richmond, the current Richmond Museum has long ago outgrown the space it has available and with current restraints is unable to interpret the Richmond Story in an effective and innovative manner. A new dynamic destination museum for Richmond is the centrepiece of the Museum & Heritage Strategy



City of Richmond Archives.

OBJECTIVES



1938. A DC-3 at Vancouver International Airport. CRA1997 5 19.

- 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.).
- 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.



DRAFT

Museum Feasibility Study - March 2008



ARLINGTON GROUP
PLANNING + ARCHITECTURE INC.

Kinexus
Consulting Inc.

D.JENSEN
& ASSOCIATES LTD.

Hanscomb



- This Feasibility Study is the next step toward establishing a dynamic destination museum in the City of Richmond.
- Guided by previous work – including the vision and objectives developed for the *Richmond Museum & Heritage Strategy* – as well as staff and stakeholder consultations, this project will provide a comprehensive feasibility study that will guide a new facility to reality.



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RICHMOND
Better in Every Way

- 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.
- Through stakeholder consultation, there was an evident desire to see Richmond reach out and celebrate its extensive connections to the larger Pacific Rim context and to recognize Richmond's role as the Gateway to Canada.
- Richmond is a model for ethnic diversity, cooperation and cultural exchange and an urban role model. The proposed new Museum should celebrate Richmond's unique physical location, its remarkable melding of many cultures and its temporal dynamism.
- There has been consensus among the stakeholders that this is the time, and Richmond is the place, to achieve startling results.



The new dynamic destination museum for Richmond was the centerpiece of the **Richmond Museum & Heritage Strategy**, which was endorsed by City Council in June, 2007.

Four key goals were outlined for the City's provision of museum related services that are relevant to the feasibility study for the new Museum:



GOAL 1: Involve and engage the entire community.

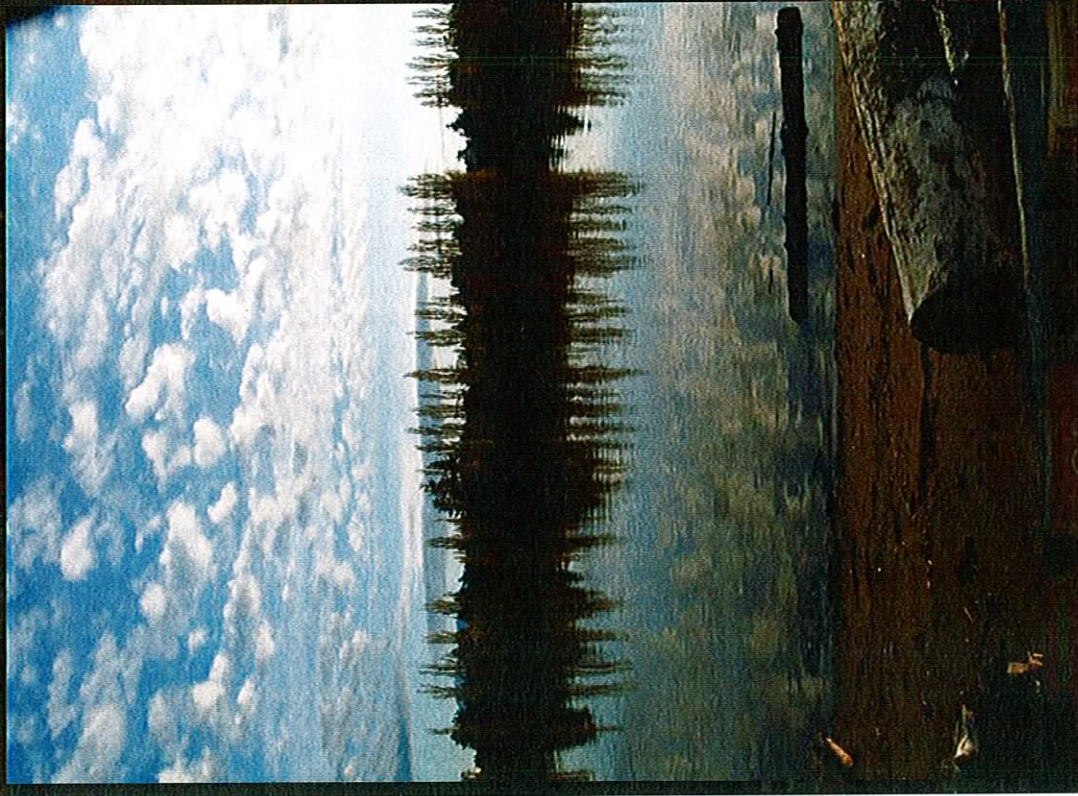
GOAL 2: Position Richmond as the leading integrated museum & heritage destination in the Lower Mainland.

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.



Photo: Sabrina Menzies



PUBLIC CONSULTATION GOALS

- Generate community interest in the new Museum.
- Develop a Vision for the Museum and identify community needs and community stories.
- Achieve consensus for the form and substance of the new facility.

PUBLIC CONSULTATION PROCESS

- A Steering Committee was formed to work closely with the consultant team.
- Stakeholder focus groups and interviews were held to determine the needs within the community and the development of strategies and priorities to meet these needs.
- Council Input
- A Public Open House will be held in Spring 2008 to present the draft Feasibility Study.

STAKEHOLDER COMMENTS

- “Whatever we do, let’s do it well.”
- “The focus is to ignite self-awareness through self-evaluation.”
- “The jewel on the water...”



MARKET RESEARCH



ARLINGTON GROUP PLANNING + ARCHITECTURE INC
MUSEUM FEASIBILITY STUDY 2008



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



Kinexus
Consulting Inc

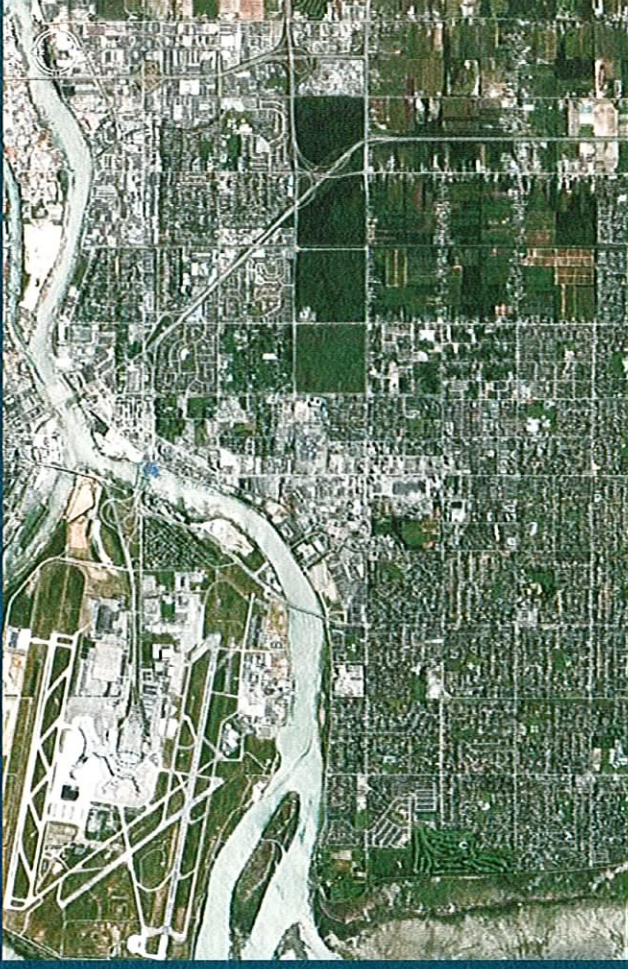
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MARKET RESEARCH

COMMUNITY DEMOGRAPHICS



- Population in 2007: 185,400
- Projected population 2021: 212,000
- Number of jobs in City: 116,000
- In the 2006 census, 58% of Richmond residents indicated they were not born in Canada, the largest percentage of any Canadian city.



MARKET RESEARCH

CULTURAL TOURISM



- Cultural tourism is one of the world's fastest growing tourism segments.
- Centrally located in the Metro Vancouver region, Richmond is ideally accessible as the location of a major attraction.
- Combined population of Metro Vancouver and the Fraser Valley Regional District: 2,500,000.
- The Lower Mainland has over 9,000,000 visitors annually, projected to double over the next decade.



MARKET RESEARCH BUSINESS RECRUITMENT AND RETENTION



ARLINGTON GROUP PLANNING + ARCHITECTURE INC.
MUSEUM FEASIBILITY STUDY 2008



- Richmond has already begun the development of a “creative economy”.
- “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”.

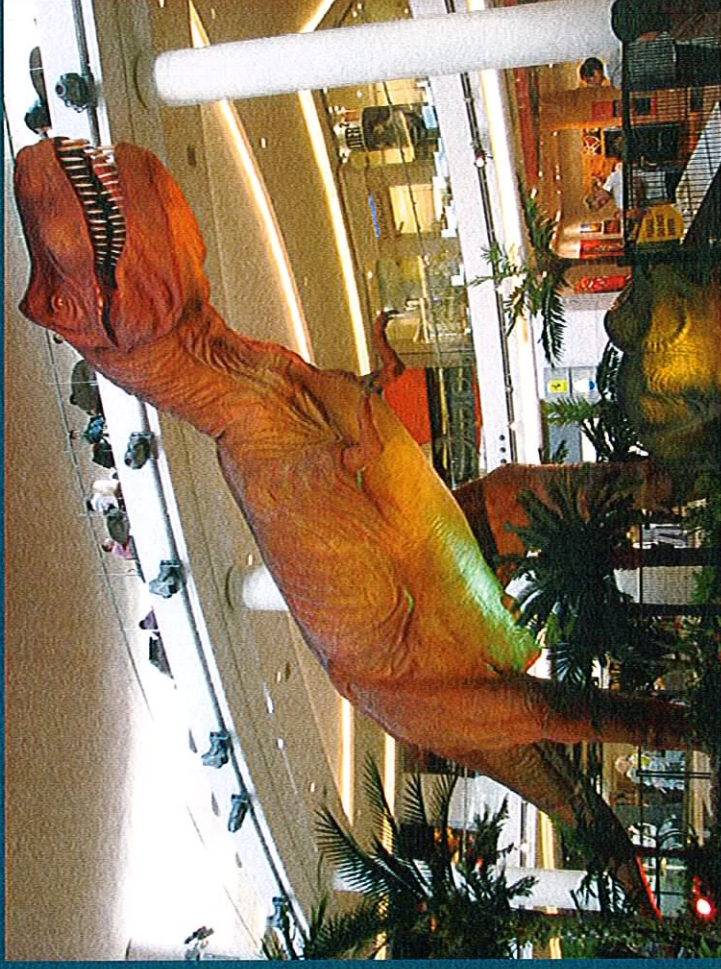


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MARKET RESEARCH COMPARABLE FACILITIES



- The new Richmond Museum will have to be of a size and scale that will attract attention and major shows.
- Without large “blockbuster” exhibits the Museum is unlikely to draw sufficient numbers to act as a “destination” museum.
- Most big touring exhibitions require about 7,000 - 10,000 square feet.



MARKET RESEARCH

EMERGING MUSEUM TRENDS

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

Best Practices:

- *Museums that Develop Participants Rather than Observers*
- *Emerging Exhibit Techniques Involving Storytelling and Participation*
- *Interaction between Staff and the Visitor*
- *Virtual Museums*



VISION

- The City's goal is that Richmond will be the most appealing, livable, and well-managed community in Canada.
- 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.
- Richmond is now a **destination** rather than just a **gateway**.
- A new destination museum fits perfectly with the City's new sense of itself and its vision for the future.



The main focus should be to tell the “**Richmond Story**” but there is also the potential for the new Museum to expand to include a bigger story about Richmond’s place on the Pacific Rim, and how the Richmond story parallels national and provincial stories.



FEASIBILITY

- Location
- Space Allocation
- Financial Sustainability
- Conceptual Design



FEASIBILITY

LOCATION

The following criteria have been identified through stakeholder consultations:

- public accessibility
- travel and traffic patterns
- parking requirements
- physical limitations / constraints
- adjacencies and opportunities provided by surrounding developments



FEASIBILITY

SPACE ALLOCATION

In order to develop several options for space allocation, the needs and wishes for the new Museum were programmed to see what could be accommodated.

The final size of the facility will be determined by available budget, public and government support, partnerships, and the ability to be financially sustainable. However, Option #1 does not contain sufficient display space to function as a destination museum, and has limited revenue-generating capacity.

	OPTION #1	OPTION #2	OPTION #3
Display	6,000	14,000	21,000
Programmable	2,000	5,000	8,000
Support, Circulation, Parking	9,500	23,000	36,000
Revenue-Generating	2,500	8,000	15,000
TOTAL SQ. FT.	<u>20,000</u>	<u>50,000</u>	<u>80,000</u>

FEASIBILITY

FINANCIAL SUSTAINABILITY

Financial sustainability based on:

- Rentable spaces throughout, and a flexible approach to use of the individual spaces.
- Revenue-generating elements such as a high-end gift shop, restaurants and food service.
- Potential for cost-recovery through admission fees, memberships and fees for large shows.
- Possibility of co-location with other community facilities or partnered agreement with commercial / private interests.



FEASIBILITY

CONCEPTUAL DESIGN

MUSEUM DESIGN

Goal: Achieve excellence in architecture.

URBAN DESIGN AND LOCATION

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

SUSTAINABILITY

Goal: The Museum will meet or exceed the City's objectives for sustainability.



NEXT STEPS



- Public Open House in Spring 2008
- Final Stakeholder Consultation
- Final Documentation and Presentation to Council

