



Schedule 1 to the Minutes of the
Parks, Recreation & Cultural
Services Committee meeting of
Richmond City Council held on
Wednesday, July 23, 2025.

Steveston Historical Society
3811 Moncton Street
Richmond, B.C. V7E 3A7
www.historicsteveston.ca

July 23, 2025

Attention: Mayor and Council, City of Richmond

RE: Steveston Historical Society – Enhanced Operations Proposal

I am here on behalf of the Steveston Historical Society (SHS) to request additional funding from the City of Richmond to support and enhance the programs we offer to the Steveston community. Our society has a long-standing commitment to preserving and celebrating the unique heritage of Steveston, and with your support, we aim to expand our reach and impact.

Current Operations and Impact

SHS currently manages a variety of programs and services that highlight Steveston's rich cultural history. Our offerings include:

1. **Post Office:** Operating within the Steveston Museum, the Post Office serves as a community hub, providing essential services and a connection to Steveston's past.
2. **Pop-up Artists:** We host local artists and provide a space to display and sell their works, contributing to the vibrant cultural landscape of Steveston.
3. **On This Spot:** This initiative allows visitors to explore historical sites through a digital platform, enhancing their understanding of Steveston's history.
4. **Nikkei Stories:** We share the rich history and contributions of the Japanese Canadian community in Steveston, fostering cultural appreciation and understanding.
5. **Steveston Alive: Walking Tour Vignettes:** This theatrical experience brings Steveston's history to life, engaging the community and visitors through storytelling and performance.
6. **Website and Bi-yearly Newsletter:** Our digital presence and regular newsletters keep the community informed and engaged with our activities and events.

7. **Vintage Fair:** This annual event unites Steveston to celebrate community heritage, inviting vendors to share cherished items and stories, and enjoy a day of memories and connection in our park.
8. **Songs in the Snow:** Through our partnership with the Richmond Arts Coalition, this annual event brings together the community through music, crafts, and local artists.
9. **Strategic Plan and Grant Applications:** We are advancing our strategic plan and outsourcing large grant applications while applying for smaller grants to support our initiatives.

Potential for Growth and Community Benefits

With additional funding, as identified in recent internal assessments (see Appendix A), we have the potential to significantly expand our offerings and increase our impact within the community. Key enhancements include:

1. **Strategic Plan Expansion and Staffing:** Funding would enable us to expand our strategic plan and staffing to deliver initiatives such as succession planning, celebrating our 50th anniversary of incorporation next year, and further activating Town Square Park.
2. **Program Development:** We aim to develop programs such as school programs, museum interpretation for visitors and tours, oral histories, and stories of Steveston's peoples. This includes incorporating Indigenous history and stories and working more closely with the Japanese Canadian community to tell more of their stories.
3. **Future Planning and Community Needs:** We anticipate potential retail expansion based on community needs, develop a funding strategy for grants and sponsorships, and create a volunteer strategy. Establishing a hub in Steveston for all heritage sites and working on a business plan for retail are also key objectives.
4. **Partnership and Collaboration:** We are committed to not being satisfied with the status quo and wish to partner with the City to ensure new exhibits receive maximum exposure. Collaborating with city staff to further enhance the existing business plan, including the Strategic Plan, remains a key priority in advancing these initiatives.

Support for our ask of funding

The planned initiatives at the Steveston Museum and Post Office are expected to generate 1–3 new full-time equivalent positions over the next few years. This growth will contribute to the local economy by increasing consumer spending,

enhancing productivity, and helping to reduce the wage-to-rent gap in the community. The Pop-Up Art Show program has already proven successful, showcasing community and artist interest in local art. This initiative, alongside the fruitful partnership with the Richmond Arts Coalition, has positioned the Museum as a cultural hub. An expanded Museum Store will further these successes by providing year-round activities, embedding the Museum as a community cornerstone, and offering economic opportunities for local artists. This expansion will also generate ongoing revenue to support the Society's mission, ensuring the Museum's continued relevance and vitality in Steveston's cultural and economic landscape.

Conclusion

SHS is dedicated to preserving and sharing the rich cultural heritage of Steveston. With the City of Richmond's support, we can enhance our programs, engage more community members, and contribute to the cultural and economic vitality of the city and region. Municipal government makes up approximately 37% of annual revenue for small museums. As per internal documents, currently City of Richmond makes up 13% of SHS annual revenue.

We are proposing a three-year pilot project in partnership with city staff to enhance programming at the Steveston Museum. To support this initiative, we are requesting an increase in annual operating funding from the current \$40,000 to \$100,000 per year for three years, representing an additional \$60,000 annually. This would require a one-time additional level funding request of \$180,000 to be included in the 2026 budget process. SHS to present an annual report to city staff at the end of each year, outlining the impacts of the increased funding on programming, community engagement, and financial growth.

With this expanded staff capacity and increased annual city funding, SHS anticipates being able to apply for new and larger grants, identify community sponsors and donors, and substantially increase our financial sustainability.

Thank you for your continued support and partnership. We look forward to the opportunity to further discuss our plans and how we can work together to benefit the Steveston community.

Sincerely,

Linda Barnes and Joanne Teraguchi
Co-Chairs
Steveston Historical Society

Appendix A

Internal documentation

Crocus Cultural Strategies

Steveston Historical Society

Vision – Celebrate the Village’s uniqueness and showcase its past, present, and future

Mission – To connect Steveston’s diverse heritage with the community through advocacy and by creating programs and events

Values

Collaboration: We work together to support alignment with other community-based organizations

Appreciation of Cultural Diversity: We celebrate the heritage and people of our community

Community & Belonging: We create opportunities for people to spend quality time together

Sharing Knowledge: We support learning about our community and its diverse heritage

The mission, vision, and values articulated above align with the important trends and best practices for Canadian museums and should be consciously woven into the work of the Steveston Historical Society. This report highlights two new mission-driven activities to help develop the organization’s relevance and sustainability: the expansion of the Museum Store, an important way for visitors to museums and heritage sites to connect with local stories and bring home meaningful memories of Steveston; and the addition of a staff position to support these activities.

- Programs and events to support a vibrant and sustainable operation would include camps, school programs, tours, workshops, event hosting and venue rentals, community partnership development, and significant fund development initiatives. Developing contemporary links to the historical content provides visual artists and arts organizations with opportunities for public programming, artist talks, and short-term exhibitions.

Potential new programs to be developed by Program staff include:

- Children's Summer Camps
 - Community and Family Programs & Workshops
 - Weekly After-school Pop-Up Art Programs
 - In-Gallery Group & School Programs
 - Site-specific Guided Tours
 - Evening Talks & Events (youth, adult, families)
- Strategic partnerships with local heritage sites, museums, schools, art galleries, tourism, and municipal, provincial, and national organizations should be developed or strengthened, providing cross-marketing and collaboration to keep the organization relevant and effective. Steveston’s existing arts, culture, and heritage ecosystem must continue to develop and respond to the changing community to continue to serve as vital contributors to a vibrant community.

Staffing to support new activities: Wage analysis

FTEs	Staff Positions	TOTAL WAGE COSTS	NOTE
2025 Staff Costs			
0.7 RPT	Manager of Operations	\$ 44,252.00	5 days/wk
0.7 PT	Post Office	\$ 28,445.66	3 days/wk
0.5 PT	Post Office	\$ 18,963.78	2 days/wk
0.3 PT	Post Office	\$ 14,222.83	2 days/wk
0.1 PT	Post Office	\$ 5,594.29	2 days/month
0.3 Seasonal	Summer Student - Interpreter	\$ 10,041.57	5 days/wk summer
2.7 FTE	TOTAL	\$ 121,520.13	
2026 Recommended New Staff Costs			
FTEs	Staff Positions	TOTAL WAGE COSTS	NOTE
1 RFT	Executive Director	\$ 71,300.00	5 days/wk
0.8 RPT	Manager of Programs and Partnerships	\$ 51,520.00	4 days/wk
0.3 Seasonal	Interpreters/Guest Services	\$ 11,040.00	3 days/wk half year
2.1 FTE	TOTAL	\$ 133,860.00	
4.8 FTEs	GRAND TOTAL	\$ 255,380.13	

Enhanced Programs and Events

The following table examines the potential for revenue-generating activities that the Society may undertake to promote the mission and vision of the Society and the Steveston Museum. As noted elsewhere in the report, the marketing and communications activities to support these new Programs must be sufficient to build awareness and an identity for the organization.

[illegible]

Recommendations

- Develop a reputational identity as the community hub of the Steveston Heritage Sites area through effective storytelling, impact reports, marketing and communications.
 - Leverage and communicate the successes and impact of the organization. Collect statistics – qualitative and quantitative data – to tell the story of the Society's and the Museum's impact.
 - Cultivate relationships and partnerships in the community.
 - Prioritize mission-driven activities that develop the organization's relevance and sustainability.
 - Expand the Museum Store so visitors can connect with local stories and bring home meaningful memories of Steveston.
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- Develop a curated inventory of local art and artisan products in the permanent Museum Store.
 - Increase staffing levels to support the programs. This report strongly recommends an Executive Director role (1 FTE) be re-established, a new Manager of Programs and Partnerships position (0.8 FTE) be created, with seasonal interpreter positions and contracted skilled marketing and communications to support.
 - Alternative staffing plans that consider the addition of only the Manager of Programs and Partnerships or the Executive Director should be regarded as transitional approaches to achieving the optimal recommended staffing levels in the long-term.
 - Provide new staff with training in the following areas: fundraising and grant-writing, communications or storytelling (for marketing and fundraising), data collection and evaluation. There are cost-effective options that provide useful insights and strategies.

Conclusion

The Steveston Museum and Post Office, operated by the Steveston Historical Society, presents the community and the City of Richmond with an opportunity to support culture in its community. There are significant benefits to investing in the renewal and expansion of the Society's Programs and Operations, with positive impacts on current and future residents by enhancing this valued heritage building which contributes to a vibrant cultural sector with renewed economic, social and educational opportunities. The addition of new staff positions that will enhance the activities undertaken by the Steveston Historical Society will lead to organizational sustainability and greater relevance to the community of Steveston.

Municipal Support: a key to sustainability

Organization	Maple Ridge Museum	Campbell River Museum	Shawnigan Lake Museum	Nelson Museum	Fort Nelson Museum	Langley Centennial Museum	Average	Steveson
Municipal Revenue	\$ 228,767.00	\$ 414,695.00	\$ 87,096.00	\$ 237,395.00	\$ 193,254.00	\$ 579,000.00	\$ 248,601.00	\$ 40,000.00
Earned Revenue	\$ 465.00	\$ 343,111.00	\$ 8,469.00	\$ 94,767.00	\$ 55,406.00	\$ -	\$ 71,745.43	\$ 242,718.00
Other Revenue	\$ 159,636.00	\$ 306,900.00	\$ 886,202.00	\$ 562,249.00	\$ 71,612.00	\$ 246,000.00	\$ 345,005.71	\$ 39,325.00
Total	\$ 388,868.00	\$ 1,064,706.00	\$ 981,767.00	\$ 894,411.00	\$ 320,272.00	\$ 825,000.00	\$ 665,352.14	\$ 322,043.00

