



To: Parks, Recreation and Cultural Services Committee **Date:** March 6, 2014
From: Mike Redpath, Senior Manager, Parks **File:** 11-7140-20-BSH11/2014-Vol 01
Re: **Britannia Shipyards Strategic Plan 2014–2018**

Staff Recommendation

That the Britannia Shipyards National Historic Site Strategic Plan 2014–2018 as outlined in the report “Britannia Shipyards National Historic Site Strategic Plan 2014–2018,” dated March 6, 2014, from the Senior Manager, Parks be endorsed to guide the future development and operation of Britannia Shipyards National Historic Site.

Mike Redpath
 Senior Manager, Parks
 (604-247-4942)

Att. 1

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Arts, Culture & Heritage	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS:	APPROVED BY CAO

Staff Report

Origin

The purpose of this report is to provide an overview of the Britannia Shipyards National Historic Site Strategic Plan 2014–2018 (Strategic Plan) and to seek Council endorsement.

The implementation of the Strategic Plan supports the following Council Term Goals:

- 2.9 Encourage the development of community volunteer programs and strategies that build a broad, knowledgeable and keen volunteer base, and that provide positive and meaningful opportunities for volunteers to utilize their talents while helping to provide important services to the community.
- 3.8 Develop a “stay-cation” appeal for the City and region.
- 9.1 Build culturally rich public spaces across Richmond through a commitment to strong urban design, investment in public art and place making.
- 9.4 Work with other levels of government and community organizations including community centres and civic spaces to promote and increase cultural activities and programs.
- 9.5 Promote existing cultural resources and activities to increase public awareness, enhance quality of place and engage citizens across generations.

The Britannia Shipyards Strategic Plan also supports the outcomes of the 2022 Parks and Open Space Strategy and the 2007 Museum and Heritage Strategy.

Analysis

Strategy Overview

In 2000, a Britannia Heritage Shipyards Business Plan was developed by a Council-appointed steering committee and endorsed by Council. This document laid the foundation for decision-making for Council and staff at Britannia for nearly a decade. In 2008, a new guiding document for the site, the Britannia Heritage Shipyards Business Plan Update (2008–2012), was adopted.

Many of the goals established in these two business plans have been accomplished, as outlined in the “Background and Current Context” section of the Strategic Plan (Attachment 1), while others have not. The new Strategic Plan does include action items from previous plans that have not yet been addressed, but are still relevant.

In 2013, staff concluded it was timely to update the 2008–2012 Britannia Business Plan and that it was time to develop a new comprehensive strategic plan for Britannia Shipyards. A full day facilitated workshop was held with City Councillors, City Staff and citizen representatives of the

Britannia Heritage Shipyard Society. This strategic planning group reviewed the accomplishments of past plans and discussed visions for the future.

Staff compiled this input within the context of current Council Term Goals, the 2022 Parks and Open Space Strategy and 2007 City of Richmond Museum and Heritage Strategy to develop a new mission, vision and six strategic focus areas.

Mission

The mission for the Britannia Shipyards as adopted in the 2008 Business Plan Update was:

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

The revised mission for the Britannia Shipyards proposed in the Strategic Plan is:

Britannia Shipyards National Historic Site preserves west coast maritime heritage with an emphasis on local wooden boat building traditions and the cultural mosaic and living conditions of the people who worked on the Steveston waterfront. This unique heritage park provides engaging interpretation and innovative programs that respond to changing community needs.

Vision

The vision for Britannia Shipyards as adopted in the 2008 Business Plan Update was:

Britannia Heritage Shipyards will be the best heritage maritime experience in Canada.

The new vision for the Britannia Shipyards proposed in the Strategic Plan is:

Britannia Shipyards is an outstanding national historic site that inspires a lasting connection to Canada's west coast maritime heritage.

Table 1: Britannia Shipyards Strategic Focus Areas

Strategic Focus Areas	Outcomes
1. Unique Spaces	<ol style="list-style-type: none"> 1. Historic structures are preserved and developed to celebrate the site's history and embrace future opportunities. 2. Engaging exhibits tell the story of our past and meet current community needs. 3. Landscaping and wayfinding create a sense of place and a welcoming visitor experience.
2. Inspirational Experiences	<ol style="list-style-type: none"> 1. Site interpretation and programming tell the story of our past and meet current community needs. 2. Festivals and special events contribute to site animation and regional tourism.
3. Relationship based Approach	<ol style="list-style-type: none"> 1. Britannia Shipyards is governed effectively using a relationship-based approach. 2. Partnerships are valued as a way of doing business.
4. Effective Management	<ol style="list-style-type: none"> 1. Britannia Shipyards is managed effectively and efficiently. 2. Volunteers play an active role at Britannia Shipyards and contribute to its success. 3. The management of the City of Richmond's waterfront heritage resources in Steveston are coordinated.
5. Outstanding Communication	<ol style="list-style-type: none"> 1. Britannia Shipyards has a distinctive brand and visual identity. 2. Marketing and communications promote the site and foster awareness that Britannia Shipyards is a unique and valuable public asset.
6. Respect for Historical Integrity and Authenticity	<ol style="list-style-type: none"> 1. Britannia Shipyards' buildings, landscape, docks and floats are preserved to maintain the historical integrity and authenticity of the site. 2. Britannia Shipyards' well-maintained fleet of historic vessels reflect the site's history. 3. Britannia is home to a well-preserved artefact collection that is used to interpret the site's history.

Current Reality and Implementation Plan

Each of the Outcomes listed alongside the Strategic Focus Area Outcomes includes a timeframe for implementation that is ambitious, but realistic. The Strategic Plan provides a high level direction for the future development of Britannia. To be carried out effectively, more detailed business plans and budgets will be developed and implemented in the years ahead. Ongoing

leadership is provided by the Council appointed Building Committee for completion of capital projects at Britannia.

Next Steps

Regular monitoring and annual performance reporting will be implemented to ensure these outcomes are achieved.

Financial Impact

There is no financial impact to the endorsement of the Britannia Shipyards Strategic Plan 2014–2018. The actions within the plan will be considered through the annual capital planning and operating budget processes to be approved by Council.

Conclusion

The adoption of the Britannia Shipyards Strategic Plan 2014–2018 will help further many Council Terms Goals, the recently adopted 2022 Parks and Open Space Strategy and the 2007 Museum and Heritage Strategy. It builds on the success of the previous two Business Plans and addresses several key goals that have yet to be implemented.

Britannia Shipyards is the City of Richmond’s flagship maritime heritage asset. With the adoption of this Strategic Plan, the City will be prepared to develop the Britannia Shipyards to its full potential.

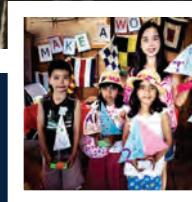


Marie Fenwick
Britannia Site Supervisor
(604-718-8044)

Att. 1: Britannia Shipyards Strategic Plan 2014–2018



Attachment 1



Britannia Shipyards National Historic Site Strategic Plan 2014 – 2018







Executive Summary

The completion of the Britannia Shipyards National Historic Site Strategic Plan 2014-2018 marks a significant milestone in the history of the site. Coinciding with the 125th anniversary of the construction of the original Britannia Cannery, the adoption of this plan will provide a framework for decision-making in the years ahead.

A new mission, vision, key strategic focus areas, outcomes and action items were developed through a comprehensive planning process that drew on the resources of existing City of Richmond plans and strategies, community input gathered during the *Voices of Britannia Community Engagement Project* and a full-day workshop attended by key stakeholders.

The revised mission for the site is:

Britannia Shipyards National Historic Site preserves west coast maritime heritage with an emphasis on local wooden boat building traditions and the cultural mosaic and living conditions of the people who worked on the Steveston waterfront. This unique heritage park provides engaging interpretation and innovative programs that respond to changing community needs.

Guided by this new mission, this plan identifies six key strategic focus areas:

1. Unique spaces
2. Inspirational experiences
3. Relationship based approach
4. Effective management
5. Outstanding communication
6. Respect for historical integrity and authenticity

By directing our efforts on achieving specific outcomes under each of these focus areas, we will realize the new vision for the site:

Britannia Shipyards is an outstanding national historic site that inspires a lasting connection to Canada's west coast maritime heritage.

Richmond is growing and changing rapidly making the City's unique historic sites even more valuable to residents and visitors. The pages ahead explore the Britannia Shipyards' past, current context and future as Britannia continues to contribute to making the City of Richmond the most appealing, livable, and well-managed community in Canada.

Mission

Britannia Shipyards National Historic Site preserves west coast maritime heritage with an emphasis on local wooden boat building traditions and the cultural mosaic and living conditions of the people who worked on the Steveston waterfront. This unique heritage park provides engaging interpretation and innovative programs that respond to changing community needs.

Vision

Britannia Shipyards is an outstanding national historic site that inspires a lasting connection to Canada's west coast maritime heritage.

Strategic Focus Areas

Strategic Focus Areas	Outcomes
1. Unique Spaces	<ol style="list-style-type: none"> 1. Historic structures are preserved and developed to celebrate the site's history and embrace future opportunities. 2. Engaging exhibits tell the story of our past and meet current community needs. 3. Landscaping and wayfinding create a sense of place and a welcoming visitor experience.
2. Inspirational Experiences	<ol style="list-style-type: none"> 1. Site interpretation and programming tell the story of our past and meet current community needs. 2. Festivals and special events contribute to site animation and regional tourism.
3. Relationship based Approach	<ol style="list-style-type: none"> 1. Britannia Shipyards is governed effectively using a relationship-based approach. 2. Partnerships are valued as a way of doing business.
4. Effective Management	<ol style="list-style-type: none"> 1. Britannia Shipyards is managed effectively and efficiently. 2. Volunteers play an active role at Britannia Shipyards and contribute to its success. 3. The management of the City of Richmond's waterfront heritage resources in Steveston are coordinated.
5. Outstanding Communication	<ol style="list-style-type: none"> 1. Britannia Shipyards has a distinctive brand and visual identity. 2. Marketing and communications promote the site and foster awareness that Britannia Shipyards is a unique and valuable public asset.
6. Respect for Historical Integrity and Authenticity	<ol style="list-style-type: none"> 1. Britannia Shipyards' buildings, landscape, docks and floats are preserved to maintain the historical integrity and authenticity of the site. 2. Britannia Shipyards' well-maintained fleet of historic vessels reflect the site's history. 3. Britannia is home to a well-preserved artefact collection that is used to interpret the site's history.



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Background & Current Context



Britannia Shipyards is a heritage park that provides local residents and visitors from around the world the opportunity to experience Richmond's maritime and cultural heritage. It is a place for active participation through educational programs, special events and festivals, and a place for quiet reflection.

Britannia Shipyards is the oldest shipyard community in British Columbia and has undergone many transformations since the original cannery was built on the waterfront in 1889. The site was once a thriving community of boatyards, canneries, residences and stores comprising a labyrinth of about 90 buildings connected by wooden boardwalks. Thousands of people lived and worked in the area supporting the canning, fishing, and boat building industries on the waterfront.

After the decline of the fishing industry, Britannia was closed and dismantled and awaited an uncertain future. The buildings that were once the cornerstones of an industry that built Canada's west coast were slowly slipping into decay. When the area was slated for residential development, Britannia Shipyards was given a second life as a national historic site. The first Britannia Steering Committee was appointed in 1989. The following year, the City of Richmond acquired ownership and municipal heritage designation was granted to four buildings at the site.

In 1991, work began to restore and activate Britannia Shipyards and the site was granted national historic site designation. The Historic Sites and Monuments Board of Canada recognizes national historic sites as:

...places of profound importance to Canada. They bear witness to this nation's defining moments and illustrate its human creativity and cultural traditions. Each national historic site tells its own unique story, part of the greater story of Canada, contributing a sense of time, identity, and place to our understanding of Canada as a whole.



Britannia Shipyards is fully owned and operated by the City of Richmond. The site has an active volunteer program with volunteers and interns currently contributing 4,500 hours per year. Volunteers help with maintaining open hours, giving guided tours and assisting at events and festivals.

Also active on the site, the Britannia Heritage Shipyards Society (BHSS) was incorporated in 1991 with the goal of “establishing a working heritage shipyard site in Steveston.” Their stated current mandate is to “preserve west coast Maritime History by promoting boat building traditions.”

Annual attendance is currently over 80,000 people, including in 2013; Richmond Maritime Festival 40,000, Ships to Shore 5,000 and Salmon Row 2,000. Guided tours booked upon request for groups are available at a cost of \$4 per person and can be customized for various groups. New tours in 2013 include the Culture Makes Communities multi-sensory tour and the Story of Tea tour.

“The history of Steveston and Britannia is amazing and providing people opportunities to learn about its history is extremely important. Every time I bring visitors to explore the area they are very impressed.”

School programs include:

- Britannia Boat Builders
- How We Lived
- Life in Sutebusuton: Japanese Canadians in Steveston
- Inside the Britannia Shipyards

Special Events include:

- Doors Open Richmond
- Ships to Shore
- Richmond Maritime Festival
- Culture Days
- Grand Prix of Art
- Salmon Row

Additional programs include:

- Pirate Birthday Parties
- Yoga on the Dock
- Speakers Series
- Marine Safety Training
- Summer Day Camps
- Spring break Camps
- Drop in Children’s Programs
- Seasonal Programs
- Author Readings
- Boat Cruises
- Visiting Tall Ships

Most of the site's Buildings have been restored and developed as exhibit, program, and event space including:

- **Britannia Shipyard** from which the site takes its name. Dating from 1889, this building houses the “Industry on the Waterfront” exhibit. The Shipyard does not have full public occupancy and is limited to 50 visitors who must be accompanied by staff or a volunteer. The dock area and floats are used for vessel display and are accessible to the public during special events.
- **Seine Net Loft** was built in the mid-1950s and was used to store and repair nets for the fishing fleet. This building was recently restored and will be used as a flexible exhibit, program and special event space, and has full public occupancy for up to 300 people.
- **Murakami Boatworks** dates from 1929 and was fully restored in 1998. It is currently used as program and meeting space, and houses the BHSS and City programming staff offices.
- **Murakami House** dates from 1885 and was restored in 1998. It is currently used as exhibit space to show the living conditions of Japanese-Canadians pre-1941.
- **The Richmond Boat Builders and Boat Yard** was originally built in 1932 as a Japanese-Canadian boat building facility. This building was restored in 1993, and is currently used for boat repair and restoration projects.
- **Winch House**, built circa 1950, houses the winch and machinery for the Richmond Boat Builders ways.
- **Cannery Office** dates from 1889, and was originally the office for the Britannia Cannery and Shipyard. It was fully restored in 2009 and now serves as the Administration Building.

“This is my first visit to the Steveston area and Britannia. Thank you for preserving the rich history and making the stories personal and moving.”



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Several additional buildings have been added to Britannia and now form the historic zone at the eastern end of the site. This area features the “How We Lived: Stories of Work and Play at Britannia” exhibit which explores the daily lives of people in the area circa 1890-1939.



- **Murchison Visitors Centre** and the **Manager’s House** were pre-fabricated in the 1880s in New Westminster and delivered to Richmond by barge. The buildings were purchased in 1885 by Mr. Murchison, the first customs and police officer in Steveston. The buildings were relocated to the site in 1994 and opened to the public in 2009. Exhibits highlight the lifestyle of a cannery or shipyard manager, and the work of John Murchison as a police chief, customs and immigration officer.
- **Men’s Bunkhouse** was once home to between 4 and 15 workers. Moved to Britannia in 2002, exhibits inside explore the lifestyle of single men who comprised much of the area’s temporary labour force.
- **Point House** was also moved to Britannia in 2002 from Garry Point Park. Its exhibits interpret local architecture. The north side of the building is a caretaker’s suite.
- **Chinese Bunkhouse** was originally used to house Chinese labourers at the cannery at Knight Inlet. It was relocated to Britannia in 1999, and opened to the public in 2011. The upper floor exhibits examine the lives of Chinese men who lived and worked in Steveston in the early 1900s. The main floor is a flexible meeting, program and event space.

Two buildings onsite are not restored:

- **Japanese Duplex** dates from the late 1890s. While substructure repairs were completed in 2005, the building is in poor condition, currently used for storage only, and is not open to the public.
- **First Nations Bunkhouse** was built in 1886, and moved to the site in 1946. It is in poor condition, has not been stabilized, and is not open to the public.

“Thank you to the City of Richmond for restoring this part of the heritage and presenting it to the public in such an excellent way.”

In addition to the above built resources, Britannia Shipyards is home to a collection of heritage vessels.

City of Richmond vessels:

- **Silver Ann** is a 34 foot gillnetter built between 1968 and 1969 in the Richmond Boat Builders building at Britannia, the last boat built before operations shut down. The Silver Ann was fully restored between 2005 and 2009 by a group of trained shipwrights and volunteers. She was officially launched on July 1, 2009. The Silver Ann is currently operational and in good condition.
- **Portage Queen** is a 24 foot pleasure boat built in the mid-1800s and powered by an easthope engine. She was restored in 2010 and donated to the City of Richmond in 2012. The Portage Queen is operational and in good condition.



Britannia Heritage Shipyards Society vessels:

- **Merrilee II** is a 34 foot pleasure boat built in 1950 and is currently being restored by the BHSS. Her condition is fair with some minor hull repairs and upgrading of electrical systems and refinishing required. The BHSS plans to complete restoration work on the Merrilee II and operate her as the Society's flagship boat.
- **Iona** is a 37 foot fisheries collector vessel built in 1937. Acquired by the BHSS in 1991, restoration was undertaken by volunteers between 2009-2011. Finishing work is required to make the boat operational.
- **Starliner** is a 35 foot gillnetter that operated in the Fraser River. She is in very poor condition having been left unprotected and not maintained for many years.
- **Fleetwood** is a 56 foot vessel built by the Vancouver Shipyard in 1930 to transport contraband liquor from Canada to the United States during prohibition. She was converted to a pleasure vessel in 1934. The Fleetwood is in very poor condition.



The site also houses an extensive collection of artefacts belonging both to the City of Richmond and the BHSS. Much of the collection is stored in temporary locations and in poor conditions.





Strategic Planning Context

The Britannia Shipyards National Historic Site Strategic Plan 2014–2018 will provide the framework for decision making at Britannia Shipyards for the next five years. Since 2000, strategic and business planning at Britannia Shipyards has been guided by the following plans:

- Britannia Heritage Shipyards Business Plan (2000)
- Britannia Heritage Shipyards Historic Zone Development Plan (2004)
- Britannia Heritage Shipyards Business Plan Update, 2008–2012 (2008)

With many of the recommendations from these plans fulfilled, and the fact that Richmond is in the midst of a profound transformation becoming an increasingly urban city with a growing, aging and more ethnically diverse population, the need to update the strategic plan for Britannia was recognized. This plan provides an opportunity to advance the City's vision, mission, the recently adopted 2022 Parks and Open Space Strategy (POSS) and the 2007 Museum and Heritage Strategy.

The Vision statement for the City of Richmond is meant to provide a clear image of where the organization is heading over the next decade or two. It is meant to capture the spirit of the organization and to inspire its workforce and partners to work towards a vibrant future. The vision is *for the City of Richmond to be the most appealing, livable, and well-managed community in Canada.*

The mission statement for the City of Richmond is meant to define the purpose of the organization. It defines why the organization exists, who the City serves, and how it will go about providing service. It also establishes some priority areas for service delivery.

The mission is to protect and enhance the City's livability and economic well-being for current and future generations through:

- *Visionary leadership and responsible decision making*
- *Accountable and sustainable fiscal practice*
- *The development of a unique and beautiful city*
- *Product and service excellence and efficiency*
- *Community consultation*

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The adoption of this Strategic Plan also supports the following POSS outcomes:

1. **Health and Wellness: Places and programs for physical, social and spiritual well-being**
 - Our parks and open space system is inviting and welcoming to residents and visitors of all ages and backgrounds.
 - The diverse interests of the community are reflected in the range of spaces and programs offered by the parks and open space system.
2. **Great Places and Experiences; Promoting a vibrant and “distinctly Richmond” parks and open space system**
 - The parks and open space system enhances Richmond’s status as an exceptional local, regional and international destination.
 - The City’s unique landscape, food, arts, culture, sports and signature events are supported and showcased.
 - Richmond’s natural and cultural heritage is brought to life through active engagement, education and interpretation.
3. **Blue Network: Transforming and celebrating our waterfront and waterways**
 - The recreational, cultural, and ecological values of the waterfront and waterways are celebrated and protected.
 - Richmond’s waterfront provides a variety of activities and multiple destinations.
 - The experiences of the waterfront and waterways reflect the cultural and ecological uniqueness of our island city heritage.
 - Our parks and open space system integrates water into the urban fabric in creative and innovative ways.
4. **Diversity and Multi-Functionality: Meeting and integrating multiple community objectives and uses**
 - Community objectives are met while the finite resource of park land and public open space are protected.
5. **Resources Management: Responsive and collaborative stewardship**
 - Richmond’s Parks division is innovative and efficient in the management of resources.

Concurrent Plans and Additional Resources

- *Britannia Heritage Shipyards Business Plan (2000)*
- *Britannia Heritage Shipyard Historic Zone Development Plan (2004)*
- *Britannia Heritage Shipyard Multi-year Marketing and Communications Road-Map (2006)*
- *Britannia Heritage Shipyard Business Plan Update, 2008–2012 (2008)*
- *City of Richmond Museum and Heritage Strategy (2007)*
- *City of Richmond Parks and Open Space Strategy (2013)*
- *Voices of Britannia; The People, the Stories and the Future (2013)*
- *City of Richmond Waterfront Strategy*
- *Standards and Guidelines for the Conservation of Historic Places in Canada, Parks Canada (2008)*

This Strategic Plan also supports several goals and actions endorsed in the 2007 Museum and Heritage Strategy including:

1. Involve and Engage the Community

- Tell the entire story of Richmond's past, present, and future in a fun and creative way that is inclusive and all encompassing. It should tell the stories of the past, interpret them as relevant to the present, and comment on implications for the future.
- Continue creating connections and building relationships with members of Richmond's First Nations community.
- Engage the business, public and non-profit sectors in developing and promoting Richmond's rich network of museums, historic sites, heritage areas and heritage buildings.
- Provide space and encourage the business community to hold private functions, trade shows, and organize public events at Britannia Shipyards.

2. Position Richmond as the Leading Integrated Museum and Heritage Destination

- Ensure that all visitors to Richmond receive a warm welcome.

3. A Network of Museums, Historic Sites and Heritage Areas

- Develop an interpretation plan for all of Richmond's museums.
- Explore and prioritize themes and program ideas for Richmond's museums and historic sites as part of the interpretation planning process.
- Develop a school curriculum in conjunction with the Richmond school district, teachers and students.
- Review current governance of museum and heritage services.

4. A Revised Heritage Administrative Framework

- Ensure that the heritage planning and management function is assigned, staffed and resourced.
- Enhance protection for heritage areas.
- Take advantage of the funding programs offered by the senior levels of government.
- Prepare heritage conservation plans for City-owned heritage resources.
- Develop an improved program of interpretive plaques and signs to commemorate and communicate the value of the City's heritage resources.
- Continue to encourage and support special events and initiatives that educate and commemorate.
- Promote community partnerships. Seek to coordinate joint initiatives and alliances with other communities, organizations and agencies.

Community Context

Britannia Shipyards' location on the South Arm of the Fraser River in Steveston is key to both its past development and future success. As with the City of Richmond, the community of Steveston has changed significantly since Britannia Shipyards was first established as a historic site over 20 years ago. Factors that will impact future planning and operations at Britannia include the growth of the retail, commercial, and tourism industries in the area. In the past few years several changes point to growth in this area, including: the opening of the Steveston Tram Building, the successful shift to year-round operation at the Gulf of Georgia Cannery National Historic Site, and the opening of the Tourism Richmond Visitors Centre, also on an year-round basis, at the Steveston Museum and Post Office.



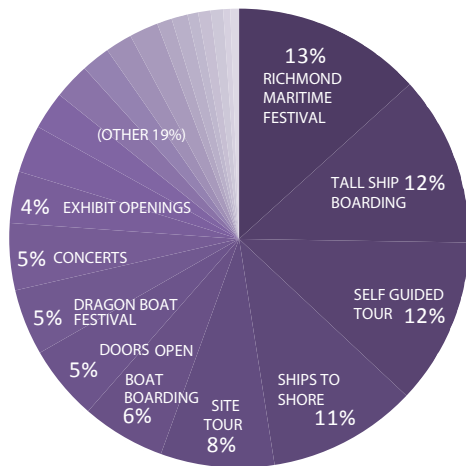
“A feeling of belonging to a caring and enthusiastic community.”

Additionally, in recent years the local group of non-profit associations, Steveston 20/20 group and the Steveston Merchants Association have grown in membership and influence. The completion of the waterfront development east of No.1 Road helps to link Britannia Shipyards to the heart of Steveston Village.

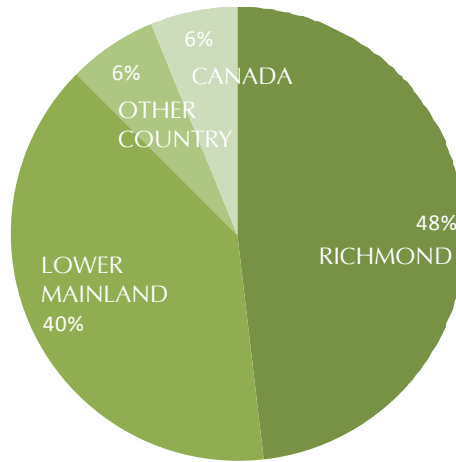
Voices of Britannia Community Engagement Exhibit

Britannia Shipyards is a place that gives voice to the common worker of early industrial BC, a place that showcases family memories, and a place that strives to link voices across time to tell a larger story. To date, countless voices and histories have been collected and woven together through the interpretive displays and public programs that have been enjoyed by thousands of visitors.

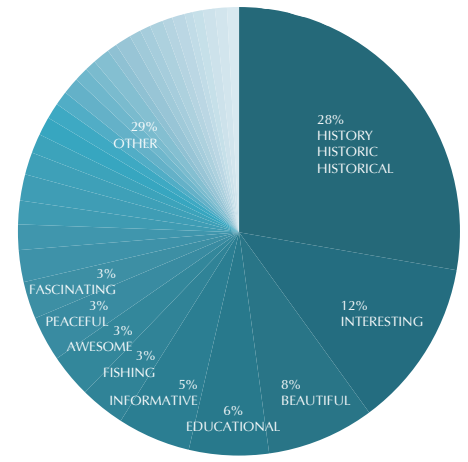
In this spirit, the main objective of the Voices of Britannia community engagement exhibit project was to gather and reveal the voice of today's community by creating opportunities for visitors and community members to share their memories and visions of Britannia. This was accomplished through surveys, interactive activities and engaging temporary exhibits. Over 2,000 people participated in the project with nearly 400 surveys completed.



WHAT PROGRAMS / EVENTS HAVE YOU PARTICIPATED IN?

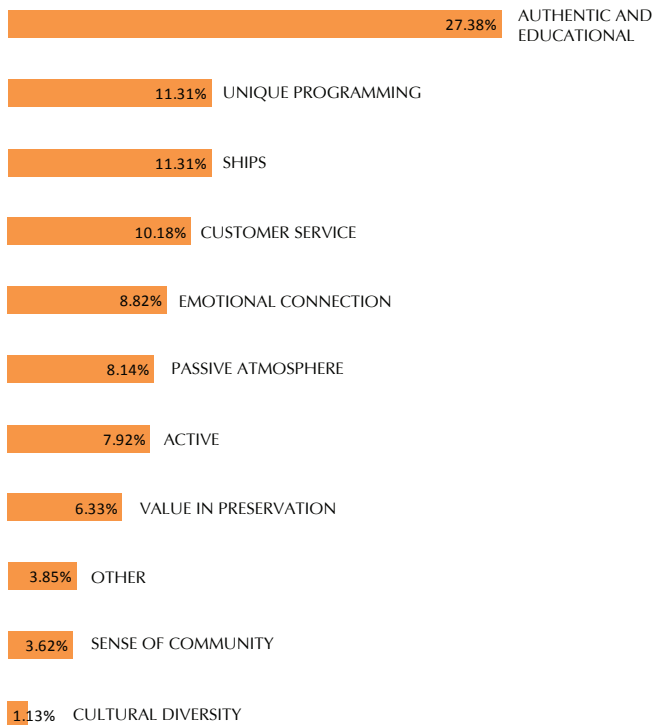


WHERE ARE YOU FROM?



WHAT WORDS WOULD YOU USE TO DESCRIBE BRITANNIA?

WHAT DID YOU ENJOY ABOUT YOUR EXPERIENCE?





The Voices of Britannia survey results have informed this Strategic Plan and will continue to provide helpful data for future strategic, business, and work planning at the site.

Overwhelmingly, visitors enjoyed the authentic representation of history on site and the educational experiences they had at Britannia. They were engaged with the stories of the people who lived and worked on site, and experienced a strong connection to Britannia's history, waterfront, and cultural landscape.



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Many visitors expressed their appreciation for the City of Richmond's initiative to restore the site as they have many personal memories of Britannia and value the site as an important representation of their heritage.

Stakeholders

The City of Richmond Parks Division, including Britannia Shipyards, takes a relationship based approach to its program delivery. Current and potential stakeholders include:

- Britannia Heritage Shipyards Society
- Tourism Richmond
- Tourism Vancouver
- Richmond School Board and local parent advisory councils
- Local universities and colleges
- Port Metro Vancouver
- Canfisco
- SS Master Society
- Vancouver Maritime Museum
- Richmond Arts Coalition
- Steveston 20/20 group and its members
 - Steveston Harbour Authority
 - Steveston Community Society
 - Steveston Historical Society
 - Gulf of Georgia Cannery Society
 - London Heritage Farm Society
 - Steveston Merchants Association
 - Royal Canadian Marine Search and Rescue
- First Nations
- Volunteers
- City Council
- City Staff
- Federal and Provincial Governments
- Parks Canada
- Heritage boat community
- Pacific Host Ports Alliance and its members



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Strategic Framework



1. Unique Spaces

Outcome 1: Historic structures are preserved and developed to celebrate the site's history and embrace future opportunities.

Action Items		Timeframe
1.	Update capital development plan for Britannia Shipyards to identify priorities and future opportunities and prioritize within the five year plan.	2015-2017
2.	Create capital development and interpretation plan for the Japanese Duplex and First Nations Bunkhouse	2017-2018
3.	Examine the feasibility of making the Shipyard ways and winch operational and explore options for their future use.	2015
4.	Complete existing capital projects including wayfinding, Shipyard ways stabilization, Richmond Boat Builders ways, boardwalk replacement and Seine Net Loft dock.	2014





Outcome 2: Engaging exhibits tell the story of our past and meet current community needs.

Action Items		Timeframe
1.	Design and produce a plan for the interior of the Seine Net Loft which includes permanent and temporary exhibits as well as flexible program and event space.	2015
2.	Update Murakami House exhibits.	2016

Outcome 3: Landscaping and wayfinding create a sense of place and a welcoming visitor experience.

Action Items		Timeframe
1.	Update and implement landscape plan for the site.	2015-2018
2.	Complete wayfinding and signage program, including the creation of a site “entrance”, to create a better sense of place.	2015-2016

2. Inspirational Experiences

Outcome 1: Site interpretation and programming tells the story of our past and meets current community needs.

Action Items		Timeframe
1.	Establish a program committee to ensure programs are meeting community needs.	2014
2.	Develop and deliver programs that foster a greater appreciation for maritime heritage.	Ongoing
3.	Develop and deliver programs that increase maritime expertise including traditional boat building techniques, heritage vessel restoration and maintenance, and contemporary maritime skills.	Ongoing
4.	Develop and deliver sustainable public programs that appeal to a variety of audiences and respond to community needs, including water-based programming and programming with other heritage sites.	Ongoing
5.	Develop and deliver curriculum-based educational programs for K-12 and English as a second language students.	Ongoing

Outcome 2: Festivals and special events contribute to site animation and regional tourism.

Action Items		Timeframe
1.	Develop and implement a festival and events strategy including criteria to evaluate future opportunities.	2015
2.	Host community festivals and events that contribute to site animation and attract new audiences.	Ongoing
3.	Develop and produce site-specific festivals and events.	Ongoing



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3. Relationship Based Approach

Outcome 1: Britannia Shipyards is governed effectively using a relationship-based approach.

Action Items		Timeframe
1.	Explore and recommend governance options that most effectively allows Britannia to realize its vision.	2014-2016
2.	Clarify the relationship, role and function of the Britannia Heritage Shipyard Society.	2014-2016

Outcome 2: Partnerships are valued as a way of doing business

Action Items		Timeframe
1.	Build relationships with diverse stakeholder groups.	Ongoing
2.	Formalize relationships with community stakeholders when appropriate.	Ongoing
3.	Pursue joint programming and marketing opportunities with other Steveston heritage sites.	Ongoing

4. Effective Management

Outcome 1: Britannia Shipyards is managed effectively and efficiently.

Action Items		Timeframe
1.	Pursue sustainable revenue generating and other funding streams that are compatible with the site's vision, mission and values.	Ongoing
2.	Review staff positions on a regular basis to ensure they are meeting the needs of the site.	Ongoing
3.	Establish a program to monitor visitor and program participant satisfaction and continually refine services to better meet visitor needs.	2015

Outcome 2: Volunteers play an active role at Britannia and contribute to its success.

Action Items		Timeframe
1.	Increase volunteer recruitment and participation at the site.	Ongoing
2.	Ensure volunteers are properly screened, trained, evaluated, supervised and recognized.	Ongoing
3.	Develop and implement policies and procedures that ensure safety for visitors, volunteers and staff.	Ongoing

Outcome 3: The management of the City of Richmond's waterfront heritage resources in Steveston are coordinated

Action Items		Timeframe
1.	Explore and recommend options for the management and operation of Scotch Pond and the Phoenix Gill Net Loft as part of Britannia Shipyards' governance and operations.	2014-2015

5. Outstanding Communication

Objective 1: Britannia Shipyards has a distinctive brand and visual identity.

Action Items		Timeframe
1.	Create a logo and visual identity for Britannia Shipyards and apply it to all marketing and communications materials.	2015-2016

Objective 2: Marketing and communications promote the site and foster awareness that Britannia Shipyards is a unique and valuable public asset.

Action Items		Timeframe
1.	Develop and implement a marketing and communications plan that addresses improved communication with stakeholders using a variety of traditional and new media tools, and direct marketing to tour operators and schools.	2016-2017



6. Respect for Historical Integrity and Authenticity

Objective 1: Britannia Shipyards' buildings, landscape, docks and floats are preserved to maintain the historical integrity and authenticity of the site.

Action Items		Timeframe
1.	Complete and adopt a conservation plan for the site's buildings.	2015
2.	Ensure Standards and Guidelines for the Conservation of Historic Places are followed.	Ongoing
3.	Ensure maintenance is completed in a timely and responsive manner.	Ongoing
4.	Ensure landscaping is maintained in a manner that compliments the site.	Ongoing

Objective 2: Britannia Shipyards' well-maintained fleet of historic vessels reflects the site's history

Action Items		Timeframe
1.	Develop and implement vessel acquisition plan.	2015-2018
2.	Develop and implement annual maintenance plan for vessels.	2015

Objective 3: Britannia Shipyards' is home to a well-preserved artefact collection that is used to interpret the site's history

Action Items		Timeframe
1.	Comply with City of Richmond Collections Policy.	Ongoing
2.	Ensure artefacts are properly inventoried, stored and cared for.	Ongoing
3.	Inventory and review artefact collection to identify current gaps, accept targeted new acquisitions that fill this gap and deaccession duplicate and irrelevant items.	2016-2018

Looking Forward to 2018

The implementation of this Strategic Plan will ensure that Britannia Shipyards is established as Richmond's premier maritime museum.

Britannia Shipyards will be home to well-preserved, unique spaces and engaging exhibits that tell the story of our past and embrace the future. Visitors will be able to enjoy inspirational experiences through active participation in programs, festivals and events. Opportunities will also exist for visitors to quietly reflect on the beauty of Britannia Shipyards at their own pace.

Britannia Shipyards will be well managed and governed effectively using a relationship-based approach. It will be well known and well regarded as a centre for west coast maritime heritage and treasured as a valuable community asset.

