







City of Richmond

M U S E U M  
H E R I T A G E  
S T R A T E G Y

**Kinexus**  
Consulting Inc. 

DONALD LUXTON  ASSOCIATES<sub>inc.</sub>

# City of Richmond





MUSEUM  
HERITAGE  
STRATEGY





# Table *of* Contents

Executive Summary	1
SECTION 1: BACKGROUND	3
SECTION 2: CURRENT SITUATION	7
SECTION 3: MUSEUM & HERITAGE STRATEGY	13
A New Museum & Heritage Vision	13
Goal 1: Involve and Engage the Entire Community	15
Goal 2: Position Richmond as the Leading Integrated Museum & Heritage Destination	17
Goal 3: Build a New Dynamic Destination Museum	21
Goal 4: A Network of Museums, Heritage Sites and Heritage Areas	23
Goal 5: A Revised Heritage Administrative Framework	39
Goal 6: Assist Private Sector Heritage Conservation	47
SECTION 4: RECOMMENDED ACTION PLAN	49
Acknowledgements	56

# 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:



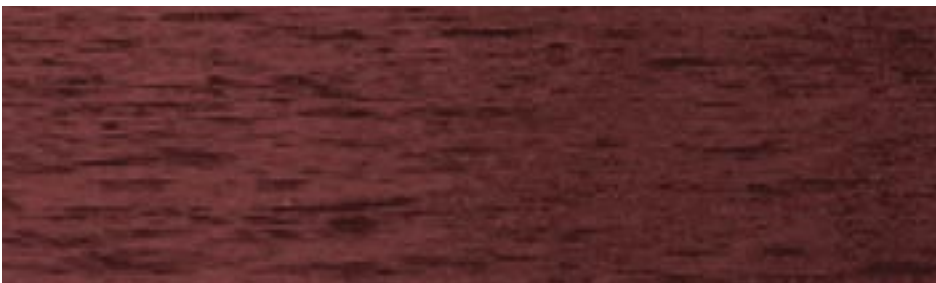
## “THE CITY OF RICHMOND CELEBRATES ITS PAST, PRESENT AND FUTURE”

“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.



# SECTION 1: BACKGROUND

## PURPOSE OF THE MUSEUM & HERITAGE STRATEGY

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 is important because:

- The City of Richmond is experiencing unprecedented growth and development, and civic policies need to recognize this growth.
- Richmond is uniquely accessible as a gateway to the Lower Mainland because of its central location and the Vancouver International Airport.
- The 2010 Winter Olympics and the arrival of the Canada Line will position Richmond as an important tourist destination.
- Richmond has an exciting array of heritage resources, in both public and private ownership, that are unique in the Lower Mainland. If carefully preserved, interpreted and promoted, these resources have the potential to tell the complete story of Richmond's past, present and future. If these resources are not properly managed and supported, they could be lost or their heritage values compromised.
- With the full development of its rich museum and heritage resources, Richmond has the potential to become the prime museum and heritage destination in the Lower Mainland.

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.

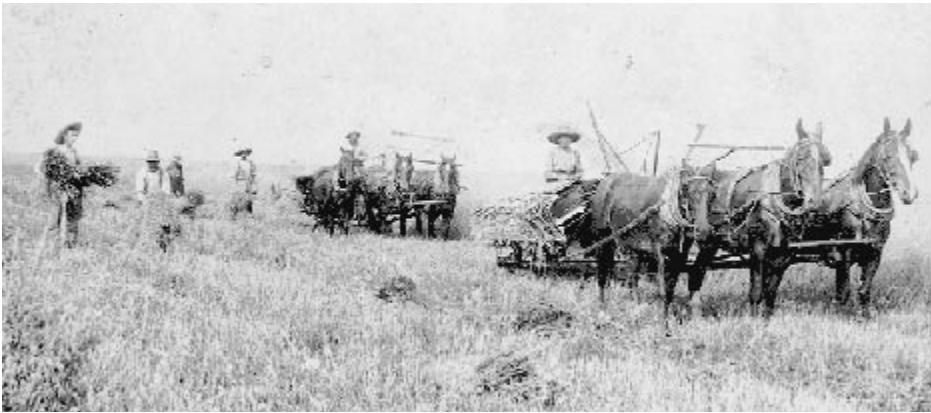
Currently, cohesive and complementary policy development is dependent on individual staff members establishing effective working relationships. This has led to inconsistent outcomes, over-lapping policies or a lack of policies. A primary goal of the Museum & Heritage Strategy is to provide a consistent direction for conservation, management and interpretation of all Richmond's museum and heritage resources.

## CONTEXT

As part of the development of a whole and healthy community, the City of Richmond has made a strong commitment to providing an array of cultural services, including a library system, a civic art gallery, and arts, heritage, cultural and museum services, policies and programs. This includes an array of institutions in a central Cultural Centre, and a number of satellite sites that deliver other programs.

The City believes that a diversity of cultural and museum experiences are integral to an enriched quality of life. The City also values its heritage and takes pride in its preservation and interpretation. Therefore, Richmond is a welcoming and inclusive community where cultural, museum and heritage activities are celebrated and supported. The City has also made a commitment to the protection of significant heritage resources, that reflect the historical growth and development of the community, both through ownership of some sites and the development of heritage programs that can support others.

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. The Richmond Chamber of Commerce stresses the importance of a fully developed cultural sector including museums as a significant factor in retaining Richmond's highly skilled work force. Given this pressure, it is now timely to re-examine the City's museums and heritage policies, services and programs, to ensure maximum responsiveness and effectiveness.



## CIVIC VISION

The following vision reflects the City's hope for the future:

**For the City of Richmond to be the most appealing, livable, and well-managed community in Canada.**

As part of the Parks, Recreation & Cultural Services Master Plan, City Council has endorsed four Overarching Outcomes and six Guiding Principles as the foundation of future service delivery systems:

### OVERARCHING OUTCOMES

1. Asset Development
2. Cultural Harmony
3. Literacy & Learning
4. Increasing Physical Activity

### GUIDING PRINCIPLES

1. Ensure the City's ability to meet community needs
2. Ensure that customer service is enhanced
3. Ensure financial sustainability
4. Set a policy framework for decision making
5. Value and encourage community involvement
6. Value effective partnerships

In order to interpret and preserve Richmond's unique history, the City—through the Parks, Recreation & Cultural Services Department—focuses on the management of City-owned heritage assets. PRCS currently operates the Richmond Museum and the Britannia Heritage Shipyard, and supports a number of other historic sites that interpret Richmond's history: Terra Nova Rural Park; London Heritage Farm; Minoru Chapel; Steveston Interurban Tram; and the Steveston Museum.

The City—through the Planning & Development Department—focuses on policies and planning for privately-owned heritage sites. The City has an existing Heritage Program that provides a planning framework for heritage conservation, including a Heritage Strategy and Implementation Program (1996), a Community Heritage Register and a Council-appointed Heritage Commission. There is a national movement toward a system of heritage resource management, the Historic Places Initiative, and the City of Richmond has been an active participant in this new system.

The City of Richmond has a number of key Plans and Strategies that have been recently developed that support and justify this Museum & Heritage Strategy. The goals outlined in this report support the goals of many existing plans including the:

- Waterfront Strategy
- 2010 Trails Strategy
- Parks, Recreation & Cultural Services Master Plan
- Corporate Events Strategy
- Economic Development Strategy
- Diversity Strategy
- Volunteer Strategy
- City Centre Area Plan Concept Update Study

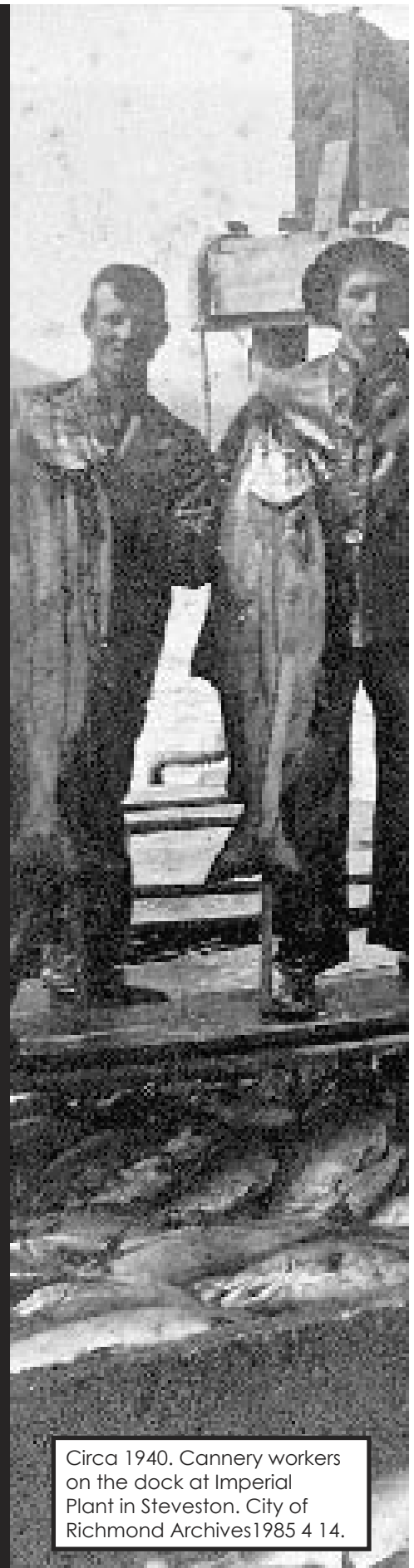
# WHAT IS SPECIAL ABOUT RICHMOND MUSEUMS AND HERITAGE?

Richmond's unique historic sites provide a rich interpretation of local, provincial and national history. Two of these sites—the Gulf of Georgia Cannery and Britannia Heritage Shipyard—have been identified as National Historic Sites. The Gulf of Georgia Cannery is already a major visitor destination in the Lower Mainland.

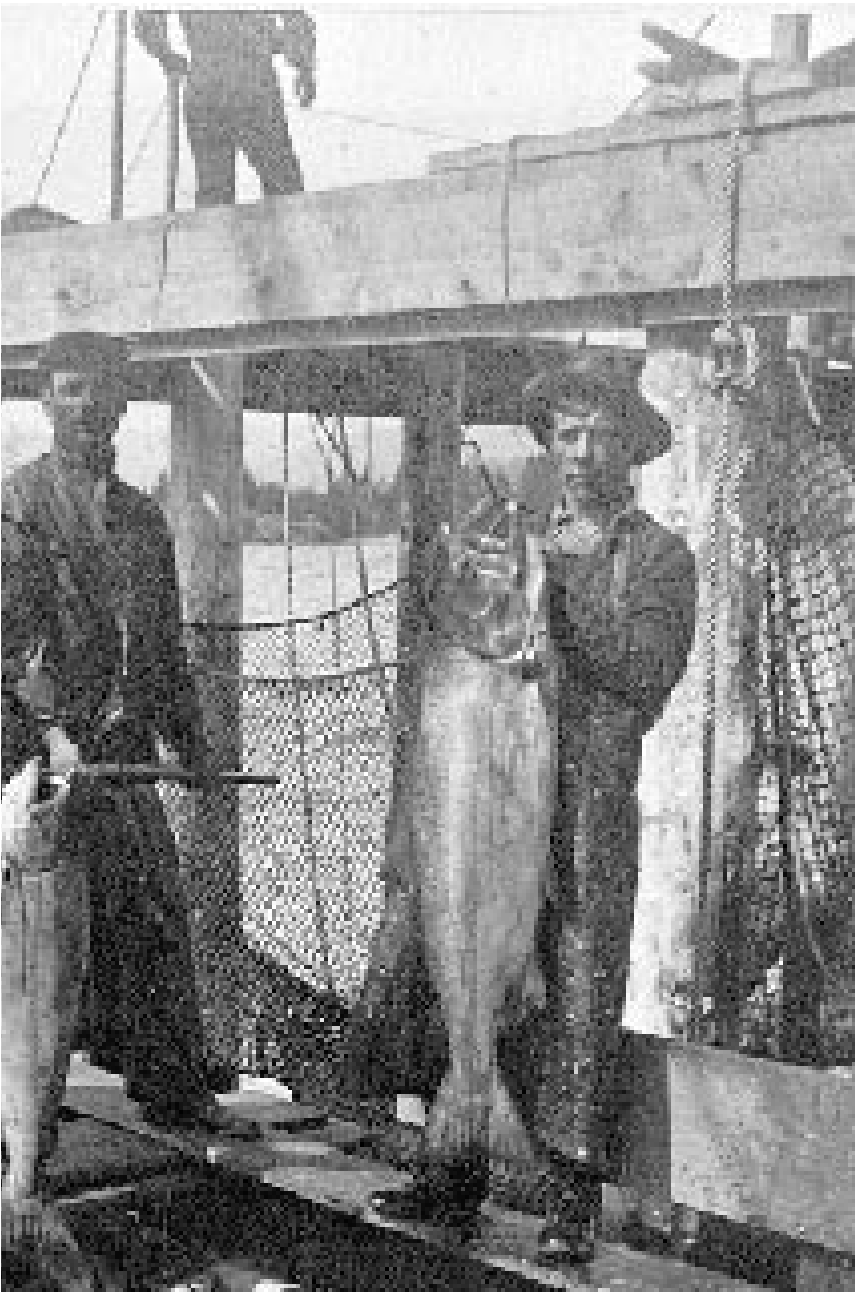
The City owns and supports a community museum, local museums and a number of important historic sites, and makes a substantial annual contribution to their restoration, maintenance and operation. These include sites that tell many significant stories about Richmond's history and development, including industrial history such as fishing, shipbuilding and canning, agricultural settlement, pioneer histories and social and multicultural history. This includes several notable historic sites owned by the City, including London Heritage Farm, Minoru Chapel and the Steveston Museum. The City also has made a commitment to heritage interpretation and conservation with its parks, including restoring buildings in Terra Nova Rural Park, heritage interpretive programs and other interpretation along its dyke and trail systems.

Heritage conservation has many potential cultural, social and economic benefits. Conserving heritage allows a community to retain and convey a sense of its history, and provides aesthetic enrichment as well as education opportunities. Heritage resources help us understand where we have come from so that we can appreciate the continuity in our built environment from past to present to future. Historic buildings become landmarks and touchstones for the community. Key landmark buildings, historic transportation routes, and heritage homes all add to the vibrancy and character of Richmond.

Richmond's other historic buildings, archaeological sites, heritage areas, farms and barns, cultural landscapes, artifacts and historical memories—the majority of which are privately-owned—tell the story of Richmond from early times to the present. Other identified heritage areas, which include Burkeville, South Arm Slough District, South Dyke Fishing Community, Terra Nova Heritage Area, the Airport South Terminal, Cannery Row, Steveston Townsite, Scotch Pond and Finn Slough, are part of a rich legacy of human activity. Many significant buildings and sites are listed on the City's inventory and a number are included on the Richmond Community Heritage Register. Extensive heritage inventory information is available on the City's website.



Circa 1940. Cannery workers on the dock at Imperial Plant in Steveston. City of Richmond Archives 1985 4 14.



Inset: Location of the Richmond Museum.



Photo courtesy Donald Luxton.

## POTENTIAL BENEFITS FOR THE CITIZENS OF RICHMOND

There are many potential benefits to enhanced museum services and an improved Heritage Program:

- Increased civic pride and connection to the community.
- A showcase of community values, traditions, and significant historical information.
- Cultural enrichment, that is now recognized as having a strong positive impact on developing complete communities and creating a vibrant culture of creativity and innovation.
- Renewed cultural facilities that will act as economic generators.
- Increased economic investment in historic sites.
- Culture and heritage opportunities and incentives that will be a key part of business retention strategies.
- Heritage conservation allows a community to retain and convey a sense of its unique history.
- A coordinated approach to heritage planning can take advantage of partnership opportunities with senior levels of government, and engage the private and volunteer sectors.
- The preservation of historical sites supports other public objectives such as tourism development and education. Cultural and heritage-based tourism is now the fastest growing segment of the burgeoning tourism industry.
- Flexible heritage planning can assist owners in retaining historic resources.
- Other benefits of strong heritage policies include creating distinctive neighbourhoods, preserving cultural heritage, and providing community identity and pride.

# SECTION 2: CURRENT SITUATION

The City of Richmond currently provides a broad range of museum services and heritage services, supported by City policy and augmented through a series of programs. Museum services encompass the complete management—including maintenance, restoration, operation, interpretation and promotion—of the city-owned Richmond Museum and Britannia Heritage Shipyard, as well as substantial contributions to the maintenance, restoration and operation of other city-owned historic sites such as London Heritage Farm, Minoru Chapel and the Steveston Museum. Heritage services include a commitment to the promotion of the conservation of both publicly and privately-owned heritage sites, that have been identified through the City's Heritage Register. This includes a very important heritage stewardship role that the City takes in the conservation of its own historic sites.





## C U R R E N T O R G A N I Z A T I O N

Policies and management of museum and heritage services are currently being provided in three separate organizational units:

- Heritage conservation policy is developed and managed by Policy Planning
- Museum policy for interpretation and conservation is developed and managed by Museum & Heritage Services, under Cultural Services of the Parks, Recreation & Cultural Services Department, and
- Policies for interpretation and conservation of heritage buildings and artifacts in the parks and on the trails are managed by Parks Services under the Parks, Recreation & Cultural Services Department.



**Current Staffing:  
parks, recreation &  
cultural services**

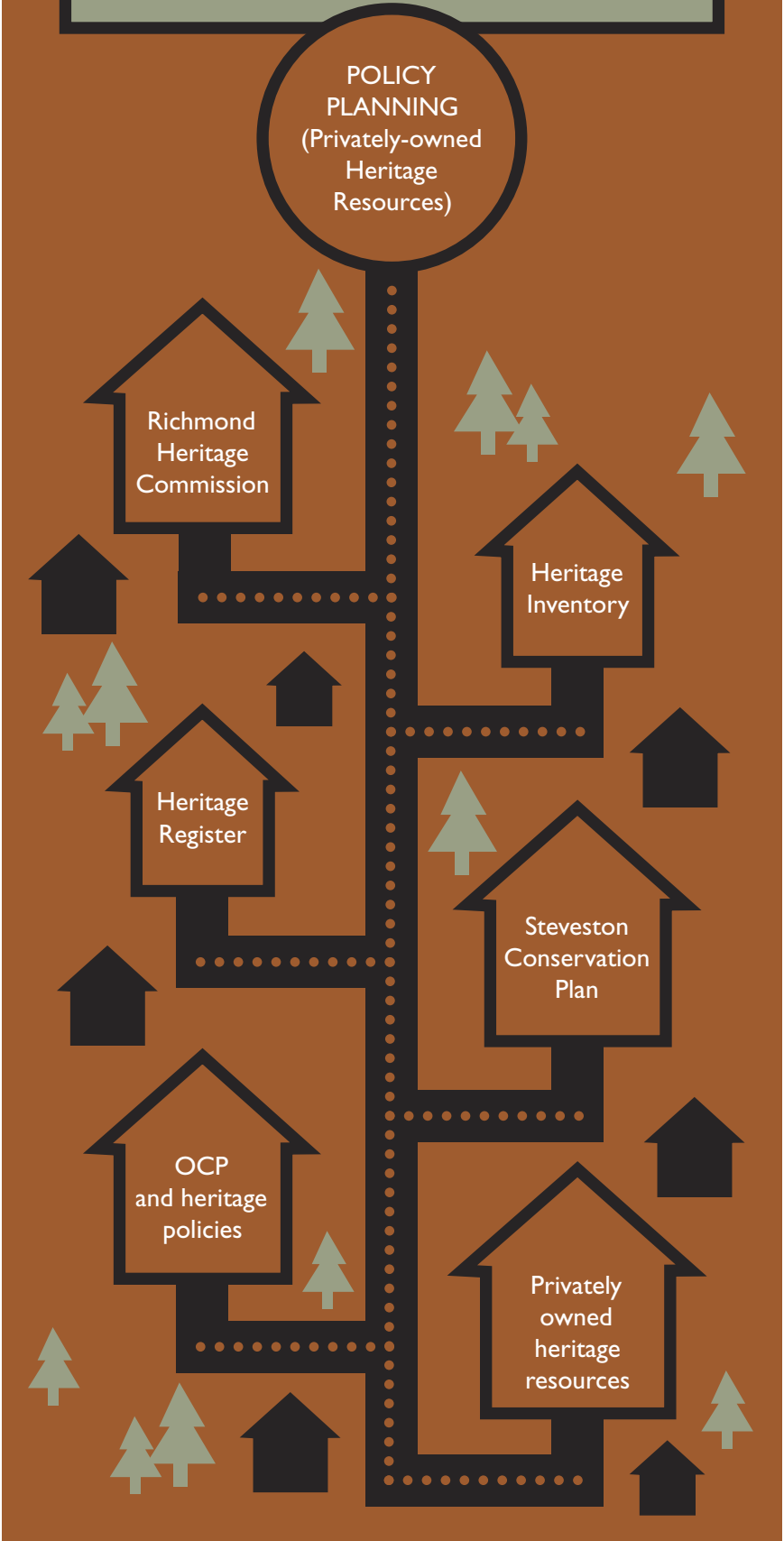
- 30% Manager of Culture & Heritage
- Supervisor, Museum & Heritage Services
- Supervisor, Britannia Heritage Shipyard
- Curator, Museum & Heritage Services
- 50% Cultural Programmer, Museum & Heritage Services
- 60% Exhibit Coordinator, Museum & Heritage Services
- 80% School Program Coordinator, Museum & Heritage Services
- 50% Special Projects Coordinator, Britannia Heritage Shipyard
- 60% Community Facility Coordinator, Britannia Heritage Shipyard
- Administrative support staff, Britannia Heritage Shipyard and Richmond Museum (shared in Cultural Centre)
- 5% estimated Parks staff time on various projects



**Current Staffing:  
planning & development**

- 30% - 50% Planner

Diagram 2.  
Existing Heritage Planning for Privately Owned Sites

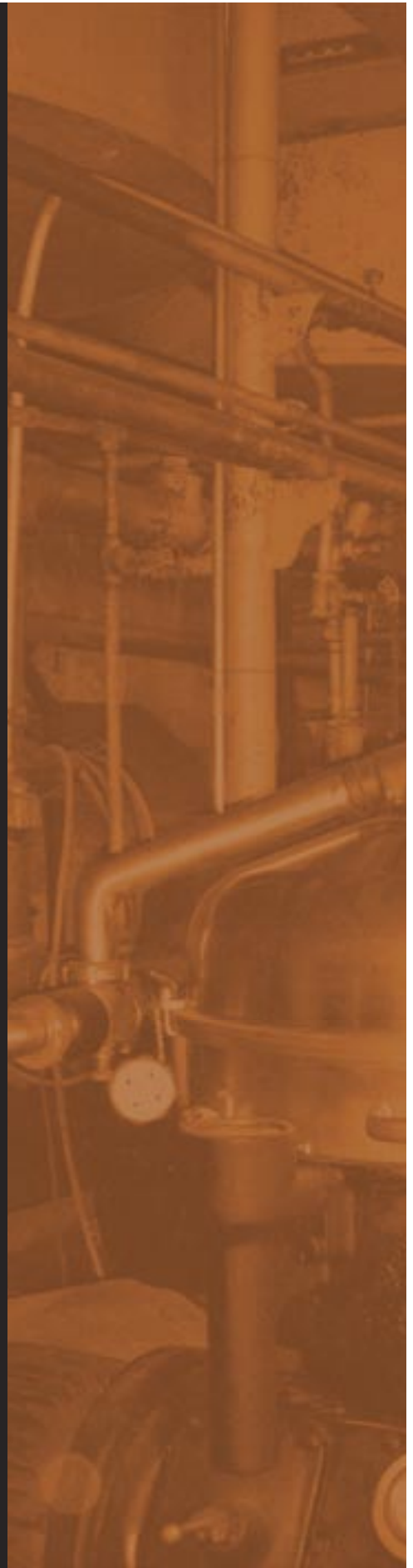


## MUSEUM SERVICES CHALLENGES

It has been recognized that the City of Richmond faces a number of challenges if it is to improve the museum services that are offered to the public.

- The Richmond Museum does not serve adequately as a community museum, as its current location is too small, and it is not adequately integrated with the other museums in Richmond. It cannot grow from a community museum to a destination museum in its current location.
- There have been insufficient resources to complete the preservation and interpretation of some larger sites (e.g. Britannia Heritage Shipyard, Terra Nova Rural Park).
- There have been gaps in overall coordination of historic sites, including different management models, marketing, sponsorship, volunteerism and fundraising.
- There are other stories regarding aviation, aerospace, technology, innovation, transportation, agricultural development and Richmond's diverse cultural richness that have not been fully told.
- The focus has been on the more traditional way of interpreting the past but history is being made today. Telling the current story of Richmond is also relevant, and we also need to ponder and discuss what will happen to the community in the future.
- There will need to be more human and financial resources to make this work.

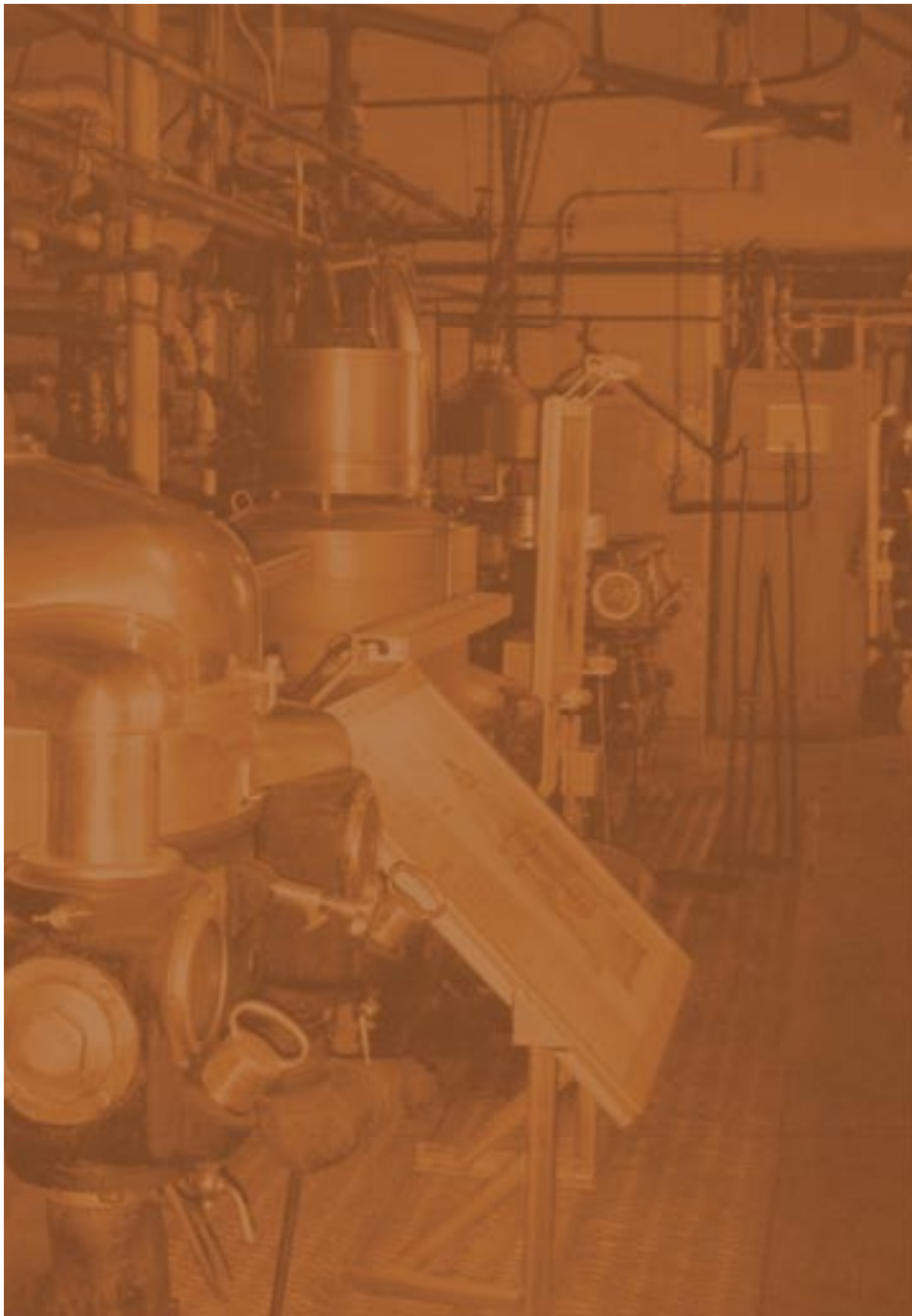
There are significant opportunities for the City of Richmond to more fully develop its museums and heritage resources. The present Richmond Museum is a community museum in that the programs it offers appeal mainly to a local audience. The Gulf of Georgia Cannery is a destination museum in that in addition to having local appeal, it also attracts a much wider audience, and is a destination for residents throughout the Lower Mainland and for tourists visiting the area. The proposed new Richmond Museum, a fully restored Britannia Heritage Shipyards and a completed Terra Nova Rural Park are ultimately intended to be destination sites.



## HERITAGE CONSERVATION CHALLENGES

The City of Richmond Official Community Plan identifies the following objectives for Heritage:

- Objective 1: Encourage the community to continue its vital contribution in keeping heritage alive and active in Richmond.
- Objective 2: Promote the conservation of heritage resources.
- Objective 3: Promote heritage and provide heritage programs in Richmond.
- Objective 4: Encourage an entrepreneurial approach to the management of heritage.
- Objective 5: Continue to learn about the past and plan for the future of heritage in Richmond.



The City of Richmond faces a number of challenges if it is to achieve these objectives for community heritage conservation.

- Heritage regulatory procedures and policies need to be strengthened. Heritage planning currently responds to issues as they arise rather than acting proactively.
- Heritage planning focuses primarily on heritage awareness and City-owned buildings; private sector heritage building owners have not been fully engaged in heritage conservation.
- More heritage tools need to be available to assist and educate private owners / developers in achieving heritage conservation, especially incentives that will assist in achieving the goals of good heritage conservation.
- Specific OCP plans with a conservation program should be prepared for each identified heritage area. A Steveston Village Conservation Program is now underway which is hoped to be a model for all of Richmond's heritage areas.
- Increase public knowledge / awareness of heritage within the City of Richmond.

Based on this analysis, a new vision has been created to guide the further development of Richmond's heritage planning and heritage conservation policies.

# SECTION 3: MUSEUM & HERITAGE STRATEGY

## A NEW MUSEUM & HERITAGE VISION:

“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.

# GOAL 1

## INVOLVE & ENGAGE THE ENTIRE COMMUNITY

This goal seeks to involve and engage the entire community in implementing the new Museum & Heritage Strategy. It is important to involve and engage all of Richmond's diverse cultural communities, as well as other stakeholders such as businesses and homeowners in museum and heritage initiatives to ensure ongoing support.

# OBJECTIVES



Photo courtesy Negano Family Album.



Photo courtesy Mary Gazetas.

- Celebrate Richmond's diverse population by telling "their" story at a variety of museum and historic sites.
- Provide opportunities for all of Richmond's diverse cultural communities to tell their stories of events and heroes from the past, who they are today and their aspirations for the future.
- Ensure that interpretation is based on the authentic history of Richmond, employing original artifacts and the best possible historical research.
- Use current and evolving leading edge technology and new media to provide services in a variety of languages as a way to reach out to a broader public and dissolve cultural and language barriers.
- Showcase the evolution of Richmond's multi-faceted business sector including: fishing, canning, shipbuilding, commerce, agriculture, aviation, transportation and technology.

<b>ACTION 1.1</b>	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. Make it a priority to integrate the diverse cultural stories into interpretive planning.
<b>ACTION 1.2</b>	Hire staff and recruit board members and volunteers from Richmond's diverse communities for all museum and heritage sectors.
<b>ACTION 1.3</b>	Provide relevant information and interpretive services in languages other than English. There are 70 different language groups in Richmond. The Richmond Library currently offers services in Chinese and the School District recently translated <i>Learning Matters, A Guide for Parents into Chinese</i> . The School District is in the process of having this document translated into Tagalog (Philippines) and Russian (the second and third dominant languages amongst newcomers to Richmond). Evaluate the Chinese language services and consider if this initiative should be extended to other languages.
<b>ACTION 1.4</b>	Apply for grants and seek contributions from Richmond's many ethnic communities to provide relevant information and interpretive services in other languages.
<b>ACTION 1.5</b>	Engage the City of Richmond's Intercultural Advisory Committee in; providing advice to museums and heritage; serving as a link to Richmond's diverse communities; promoting initiatives in the various communities; and being a conduit for recruiting volunteers. Initiatives on how best to reach and serve Richmond's diverse communities should come from associations and members of these communities. The Richmond Library is an excellent model of an organization that reaches out to Richmond's diverse communities.
<b>ACTION 1.6</b>	Continue creating connections and building relationships with members of Richmond's First Nations community to provide advice, to serve as a link to the First Nations Community in Richmond and as a conduit for recruiting volunteers. At present First Nations in Richmond provide input on a project-by-project basis; although this situation is working, it could be improved and formalized.
<b>ACTION 1.7</b>	Consult with Richmond's diverse communities during the proposed Interpretation Planning processes (outlined under goals #3 and #4) to ensure that their stories are included in the interpretation of all sites and they have the opportunity to tell their own stories and demonstrate their cultures on site. Make sure that the use of new media to provide services in Chinese and other selected languages is included in the Interpretation Plan.
<b>ACTION 1.8</b>	Ensure that the proposed Interpretation Plans (outlined in goals #3 and #4) showcase the history, the evolution and the current status of the Richmond business sector. This should be carried out through consultation with the various business sectors.
<b>ACTION 1.9</b>	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.
<b>ACTION 1.10</b>	Provide space and encourage the business community to hold private functions, trade shows and organize public events at the Richmond Museum, Britannia Heritage Shipyard, Terra Nova and other existing historic sites and buildings. Ensure that plans for the new Richmond Museum, for Britannia Heritage Shipyards include space for these purposes.

# GOAL 2

## POSITION RICHMOND AS THE LEADING INTEGRATED MUSEUM & HERITAGE DESTINATION

The goal is to position and brand Richmond as the “Leading Museum and Heritage Destination in the Lower Mainland”. With a new Richmond Museum and a network of unique and authentic restored historic sites and heritage areas, and a vibrant heritage program, Richmond would be in a unique position to become the leading museum and heritage destination in the Lower Mainland.

# OBJECTIVES

- Brand Richmond as the city with the most unique collection of authentic historic sites and heritage areas in the Lower Mainland.
- Promote “The Richmond Experience” based on Richmond’s new dynamic, state of the art Museum, its unique collection of authentic historic sites and areas, its diverse cultural communities, the dyke trail system and parks and its proximity to the water.
- Build a new dynamic Richmond Museum as the centrepiece of “the Richmond Experience”.
- Facilitate and complete the development and staffing of sites such as Britannia Heritage Shipyard, Terra Nova and the proposed new Richmond Museum to provide exciting new tourism products to coincide, whenever possible, with the Olympics and the completion of the Canada Line.
- Coordinate themes, messages, events and activities between the new Richmond Museum, the authentic historic sites, the heritage areas, the parks and the dyke trail system to create a complete experience for visitors. Use the website and web based interactive programs to reach a larger audience of visitors and virtual visitors.
- Create packages with a major museum or historic site as the prime destination to provide visitors with the “Richmond Experience”. Each package could include visits to museums combined with innovative interpretive opportunities, e.g. water-based experiences, cycling, hiking, cultural experiences, shopping and dining located in the vicinity of the museum.
- Take advantage of the City’s partnerships with Tourism Richmond, the Chamber of Commerce Vancouver International Airport, and local businesses to develop a coordinated and top-of-the-line marketing approach to “the Richmond Experience”. Take advantage of links with the Canadian provinces and American states when promoting Richmond.
- Work with Richmond’s existing Sister Cities Program, which has currently established important ties and relationships with Wakayama, Japan, and Pierrefonds, Quebec.
- Create ambassador programs through community involvement to welcome visitors from a wide range of cultural backgrounds to Richmond.

<p><b>ACTION 2.1</b></p>	<p>Create a branding, marketing and promotions committee composed of Tourism Richmond, the Richmond Chamber of Commerce, The Vancouver International Airport, the Manager of Museums &amp; Heritage and the City of Richmond's Corporate Marketing.</p>
<p><b>ACTION 2.2</b></p>	<p>The committee would develop a marketing plan to include short term, intermediate and long term goals and strategies for branding, marketing and promoting "the Richmond Experience". The goals of the marketing plan are to:</p> <ul style="list-style-type: none"> <li>• Implement the Vision "The City of Richmond Celebrates its Past Present and Future" through all City of Richmond's marketing and promotional materials. Richmond's desire to position itself as the city to experience modern Chinese culture (to complement rather than compete with the City of Vancouver's historic Chinatown) would be part of the Vision</li> <li>• Brand Richmond as a "Destination City" as well as "the Gateway" to the Lower Mainland. Richmond has branded itself as the "Gateway" because of its unique accessibility to the Lower Mainland - its central location and the Vancouver Airport. With the recent rapid growth in Richmond, the 2010 Olympics, the Canada Line, the New Richmond Museum and the network of unique and authentic historic sites and heritage areas, Richmond is in a position to brand itself as a "Major Destination" in the Lower Mainland.</li> <li>• Create a brand for Richmond. The working title used in the report "The City of Museums" was questioned during the public consultation. The final brand should convey the same intent but with a broader intent and appeal. The background work for the strategy indicates that with a new Richmond Museum and its variety of authentic historic sites Richmond is well placed to be the prime museum destination in the Lower Mainland. It cannot claim to be the same for culture (art galleries, theatres, ballet and orchestras) and the new brand should not convey this message.</li> <li>• Create attraction packages with a major museum or historic site as the prime destination to provide visitors with the total "Richmond Experience". One of the first steps is to identify elements to include as part of each attraction package (night market, churches, restaurants, shopping areas, trails, parks). Steveston is presently developed enough to create an attraction package which would include the Gulf of Georgia Cannery, Britannia Heritage Shipyard, the Steveston Museum, London Farm, Finn Slough, other heritage areas, the parks, shopping, fish and chips on the water, cycling, walking and hiking along the dykes and the waterfront and boating on the Fraser River. There are also other attractions around the municipality, notably a number of major temples and mosques along Number 5 Road and Steveston Highway. Once the new Richmond Museum is built and Terra Nova is more complete, these sites would also be prime destinations and attraction packages could be created.</li> <li>• Work with the Sister City Program to find ways to promote understanding of Richmond's unique heritage and attractions.</li> </ul>

# RECOMMENDED ACTIONS

<p><b>ACTION 2.3</b></p>	<p>Develop attractive and diverse wayfinding instruments to assist residents and visitors in participating in the “Richmond Experience”.</p> <ul style="list-style-type: none"> <li>• Create a consistent signage program for Richmond to facilitate the experience of visitors in cars, on bikes and on foot. This could include the development of a comprehensive, city-wide identity for interpretive and directional signs, that would provide visual way-finding and information. The first priority would be to implement the signage program in Steveston, currently a prime destination, and could then be expanded to include other areas as well as the dykes and trail systems.</li> <li>• Create an interpretive map and brochure that provides an overview of the “Richmond Experience”. The brochure would provide an overview of the “Richmond Story: The City of Richmond Celebrates its Past Present and Future”. The map would include museums, historic sites, heritage areas, key heritage and landmark buildings, the dyke trail system, the parks and attractions such as the night market.</li> <li>• Create banners or other markers to identify areas and sites that are featured in the brochure.</li> <li>• Expand the variety of walking tour brochures and audio tours of different areas in Richmond to introduce visitors to the “Richmond Experience” and the “Richmond Story”.</li> </ul>
<p><b>ACTION 2.4</b></p>	<p>Create improved transportation options for residents and visitors.</p> <ul style="list-style-type: none"> <li>• Create a transportation package to move visitors from the Richmond Museum “Hub”, out to the precincts and to then move them from precinct to precinct. The most immediate goal is to move visitors more quickly from the Airport and Downtown Vancouver to Steveston and Downtown Richmond and from Downtown Richmond to Steveston.</li> <li>• Consider a range of transportation modes including water, bus and light rail. Some of the unique transportation options can also be interpretive opportunities. The “Salmon Express” a fleet of small buses running from the Canada Line to the precincts and between precincts could have outlets that would allow visitors to download an interpretive tour onto their cell phones or Ipods. Riverboat trips from downtown Steveston to Britannia Heritage Shipyards and London Heritage Farm could be piloted by river captains who would tell stories of the river.</li> </ul>
<p><b>ACTION 2.5</b></p>	<p>Ensure that all visitors to Richmond receive a warm welcome</p> <ul style="list-style-type: none"> <li>• Work with Tourism Richmond to create a network of Visitor Centres with staff fully trained to introduce the “Richmond Experience” to visitors to Richmond. The centres and kiosks should be strategically located and well equipped with visitor information materials in a variety of languages.</li> <li>• Create ambassador programs in cooperation with the marketing committee and Vancouver International Airport to make visitors feel welcome in Richmond, including those who speak languages other than English. The ambassadors could be located at the airport, the new Richmond Museum, Visitor Centres and major hotels and shopping malls.</li> </ul>



Gulf of Georgia Cannery.  
Photo courtesy Donald Luxton.



Gulf of Georgia Cannery.  
Photo courtesy Donald Luxton.



# 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.

<p><b>ACTION 3.1</b></p>	<p>Undertake a feasibility study for a new Richmond Museum. A site for the Museum will be selected as part of the feasibility study. During the consultation process for the Museum &amp; Heritage Strategy, several possible sites were suggested, with the recognition that the Museum must be strategically located to act as a hub for all the other museum services and sites. The City is also currently working on an Update Study of the City Centre Area Plan Concept. Although this Strategy makes no conclusion about the best location for the new Museum, the following preliminary site selection criteria were identified:</p> <ul style="list-style-type: none"> <li>• Easily accessible to all of Richmond and to visitors through public transportation</li> <li>• Proximity to the new Canada Line</li> <li>• Proximity to other attractions and places where people naturally go</li> <li>• Proximity to year-round destinations</li> </ul>
<p><b>ACTION 3.2</b></p>	<p>Create a Council-appointed Museum &amp; Heritage Task Force which would focus a majority of its attention on raising capital funds for the new Richmond Museum, Britannia Heritage Shipyard and Terra Nova. The Task Force should include prominent community and business leaders who can take a lead role in fundraising and provide a high public profile for these initiatives. Capital funding would be achieved through obtaining federal and provincial capital dollars and a major public fundraising initiative. This is the type of project that will require Council to lobby both the Federal and Provincial Governments for cost-sharing infrastructure grants and capital dollars.</p>
<p><b>ACTION 3.3</b></p>	<p>Develop a Management Plan for the new Richmond Museum.</p>
<p><b>ACTION 3.4</b></p>	<p>Develop an interpretation plan for the new Richmond Museum (See also Action 4.1). Although the new Richmond Museum will be incorporated into the overall Interpretation Plan, it will require it's own Interpretation Plan due to the complexity of this site. The top five interpretation devices identified in the public consultation process were:</p> <ul style="list-style-type: none"> <li>#1 Interactive exhibits, sights, sounds, tastes and smells</li> <li>#2 Cultural festivals involving dance, food and crafts</li> <li>#3 Computer based interactive exhibits</li> <li>#4 High technology audio-visual presentations and films</li> <li>#5 Demonstrations of skills e.g. boat building</li> </ul>
<p><b>ACTION 3.5</b></p>	<p>Develop an Exhibitions Philosophy for the new Richmond Museum, based on the presentation of authentic resources and appropriate technology, and incorporate into the Interpretation Plan.</p>
<p><b>ACTION 3.6</b></p>	<p>Apply for grants to assist with the cost of the management and interpretation plans for the new Museum. Western Economic Diversification might provide funding to develop the management plan if the project is presented as a tourism initiative that will generate revenue.</p>
<p><b>ACTION 3.7</b></p>	<p>Create a display about the new Museum and provide opportunities for the public to have input into what they would like to see and do in the new Museum.</p>
<p><b>ACTION 3.8</b></p>	<p>Engage the media in promoting the new Museum and getting public support; contests to name the new Museum; have people tell stories about what is important to them etc.</p>

# GOAL 4

## A NETWORK OF MUSEUMS, HISTORIC SITES AND HERITAGE AREAS

The overall goal is to create a network of museums, authentic historic sites and heritage areas radiating out from the “hub” of the new Richmond Museum. This network along with Richmond’s outdoor environment including parks and trails would be the vehicle for telling the Richmond Story: “Richmond Celebrates its Past Present and Future”. This will include physical elements such as buildings and artifacts, as well as program and service elements such as interpretive displays, community programming and web-based delivery. Some of the following objectives are new objectives and some are current objectives that need to be continued, upgraded or improved upon.

# OBJECTIVES



Richmond Museum. Photo courtesy Donald Luxton.

- Reflect, interpret and celebrate the entire story of Richmond’s past, present and future.
- Offer a fully developed range of interpreted sites including Britannia Heritage Shipyard, Terra Nova, London Heritage Farm, Minoru Chapel, Steveston Museum, heritage areas and other destination sites that are developed in a timely fashion.
- Adhere to the highest standards of museum interpretation and heritage conservation, using authentic artifacts, stories and histories.
- Use the network of museums, historic sites and heritage areas to tell key Richmond stories not currently told such as aviation, technology, innovation, transportation and agricultural development. This will include both publicly and privately owned sites.
- Provide display space and programmable public space for activities that support interpretation and awareness.
- Engage the community, especially children and young people, through on-site interpretive programs, interactive web-based programs and on-site and outreach school programs.
- Provide opportunities for hands-on activities and demonstrations of traditional culture. Stage cultural festivals involving dance, food and crafts, etc.
- Provide opportunities to purchase, sample and taste food that reflects Richmond’s agricultural production and diverse communities.

**ACTION 4.1**

- Develop an Interpretation Plan for all of Richmond's Museums. The plan would:
- Develop overall themes and storylines for the new Richmond Museum and for each of the city-owned museums, historic sites, heritage areas, parks and trails
  - Develop a communication and media plan detailing interpretive media for each of the sites
  - Develop potential programs, school programs and events (there should be ideas proposed but the plan should actually develop specific models of the types of programs that are being proposed).

**ACTION 4.2**

The following themes and program ideas are proposed for Richmond's museums and historic sites. They should be further explored and prioritized as part of the interpretation planning process.

**The Richmond Museum**

In the short term, prior to the completion of the new Richmond Museum, introduce and evaluate the proposed new directions at the existing Richmond Museum and continue to implement the theme "*Overview of the industries and People of Richmond: Past, Present and Future.*"

- Create both a permanent and temporary exhibit area in the Museum; with more space allocated to the permanent exhibit area than to the temporary exhibit area. The permanent exhibit would provide an overview of the Richmond Story; the temporary exhibit area would be used to interpret specific aspects of the story.
- Provide information on other Richmond sites so that the Richmond Museum begins to take on the roll of the "hub" sending visitors out to Richmond's other museums and historic sites
- Use the permanent exhibit area as a backdrop to stage programs that will attract library patrons; e.g. story time or puppet shows for preschoolers depicting the Richmond Story; a senior resident showing photographs and telling stories of their early memories; small group discussions on issues that are relevant to people in Richmond
- Create an audio visual presentation on the Richmond Story
- Undertake joint programming with the Richmond Library, invite the librarians to come and do a story hour or lead a discussion on a book about Richmond
- Invite members of Richmond's diverse communities to come and tell their stories and demonstrate their culture. (These ideas and programs should come from the community)
- Have volunteers or staff available to greet visitors and take them on tours when the Museum is open to the public
- Partner with the Friends of the Richmond Archives to promote publications and historical information
- Have promotional materials and tours available in other languages, Chinese as a minimum
- Invite members of the Chamber of Commerce and the business community to make presentations, lead school programs and sponsor programs and events

## ACTION 4.2 [continued]

### Britannia Heritage Shipyard

In the short-term, complete the building and site restoration work. As part of the overall restoration program space should be designed to interpret the proposed overall theme for Britannia Heritage Shipyard. "*The Shipbuilding Industry: Past Present and Future.*"

- Between 2007-2009 focus capital dollars and corporate fundraising on the completion of Britannia Heritage Shipyard with the goal of completing and officially opening the site for the 2010 Olympics. It is critical that Richmond have a fully operational second major destination museum in order to position Richmond as the "City of Museums".
- In the interim Britannia Heritage Shipyard should continue to rent out space, hold special events and demonstrations, and hire summer students to give tours, coordinate and deliver events and greet people on site.



Above and Below: Britannia Heritage Shipyards.  
Photos courtesy D. Luxton.

**ACTION 4.2**  
[continued]



London Heritage Farm. Photo courtesy Bill London.

**London Heritage Farm**

All building initiatives and interpretive programming at London Heritage Farms should be focused on interpreting the proposed overall theme for London Heritage Farms, "*Steveston Farming Families and Lifestyles: Past, Present and Future.*"

- Restore the site to a turn of the twentieth century look, create a link between the Landing and the farm; have well kept community gardens to reflect the family farm garden; create a recreation barn or garage with farm equipment displayed ready for use not as an exhibit
- Upgrade the authentic period tearoom and sales counter
- Create interpretive and school programs that focus on the life and life style of farm families at the turn of the twentieth century and the impact these families had and continue to have in the community. Focus on what it is like to live on a farm today and speculate on what the life of a farm family might look like in the future
- Introduce indoor displays to represent family life in a rural setting
- On the grounds, showcase activities carried out by farm families such as gardening, bee-keeping composting, making jams and pickles, (techniques of the past and present and comparisons of how we did things then and now). Hold work shops on these family farm activities
- Hold events on the lawns that depict farm family activities such as box socials, quilting bees, auctions, bazaars, etc and turn them into money making ventures
- Improve access to the site: restore the landing and have a boat built at Britannia Heritage Shipyard to bring visitors from Steveston Village to London Heritage Farm, this would create an interesting visitor experience and provide an important vehicle for interpreting the use of the waterway as an essential means of transportation for the early farm families, versus today's recreational use; improve signage for people walking, biking and driving to the site from Steveston Village; create on-site or near-by parking

## ACTION 4.2 [continued]

### Terra Nova Rural Park

Terra Nova is a 63 acre park or “living heritage landscape” that contains a number of historic buildings slated for restoration. The site contains vestiges of pre-contact Richmond including a pre-dyking slough, a midden and native grasses. It also contains elements of post settlement agriculture, the canning and fishing industries and settlement and the house belonging to Canadians of Japanese origin who were deported during WWII. Significant background work has already been undertaken to understand the historical context, and provide a final site plan. This park is currently under development and construction, and the use of the buildings on the site and the themes to be interpreted are yet to be determined. The current focus is on completing the restoration of the heritage buildings and experimenting with innovative public programs, including community involvement, agriculture and public art. Park is scheduled to officially open in 2008, with the Historic District and buildings opened by 2012.

- Given the richness of the site and the number of potential heritage themes, identify specific heritage themes and storylines as part of the heritage planning process. These themes and storylines should be identified before the restoration of heritage buildings on-site to ensure adequate space for the selected themes
- Prepare a Heritage Resource Management Plan for the site
- Once the planning process is complete, focus capital dollars and corporate fundraising on the completion of the site.



**ACTION 4.2**  
[continued]



Steveston Museum. Photo courtesy Donald Luxton.

**The Steveston Museum**

Combine contemporary uses with historic displays and interpretive activities that focus on the Overall Theme “*Steveston Village Lifestyle: Past, Present & Future.*”

- Remove the Post Office from the Museum, and create a dynamic Steveston Visitor Centre on the main floor to direct visitors to other sites, and give visitors an overview of Richmond’s past, present and plans for the future
- Develop a niche for a small tourist product, post cards and original cards depicting Steveston would be an excellent fit for the proposed theme and would draw visitors to the Museum
- Use the bank as the centre piece to interpret life in the early days of the village, the room that is currently the kitchen could be used as an exhibit area to depict Steveston, past, present and future. This room could contain an audio-visual presentation
- The upstairs could continue to be used as a display area or office space and storage area
- Animate the outdoor space by staging a variety of events, concerts, art exhibits, theatrical performances and by renting it out to the private sector
- Develop theme tours of Steveston village leaving from the Museum that depict various aspects of daily life, business life, social life (the tours could be offered in a variety of formats, brochure, audio tours and guided tours using volunteers or summer students
- Encourage local businesses to become involved in the Museum; sponsor and host outdoor events, the audio visual presentation and the tour program

## ACTION 4.2 [continued]



### Steveston Interurban Tram

Interurban Car #1220 was built in St. Louis Missouri, by the St. Louis Car Company, in 1913. She was purchased by the British Columbia Electric Railway Company to carry passengers from Vancouver to Steveston until cessation of service in February of 1958. She served a total of 45 years, carrying passengers of all ages through an era that relied heavily on public transportation. Car #1220 was brought home to Steveston after a 35-year absence through the efforts of the Steveston Interurban Restoration Society. Interpret the overall theme: "*Rail Transportation in Richmond: Past, Present and Future.*"

## ACTION 4.2 [continued]



Minoru Chapel. Photo courtesy Donald Luxton.

### Minoru Chapel

Combine rental opportunities with opportunities to interpret the Overall Theme: "*The History of Spiritual Practice: Past, Present and Future.*"

- Restore the chapel to its original state and redesign the gardens to enhance the site; the expenditure would likely be offset by increased revenues
- Continue to rent out the chapel for weddings to offset the costs of operating the Chapel
- Introduce a variety of tours, interpretive panels and interactive web programs that would focus on this site and the many churches in Richmond.
- The interpretive programs could include the evolution of the role of religion over the years, the diversity of religious institutions and marriage ceremonies in present day Richmond. This would provide an opportunity to involve Richmond's diverse communities

**ACTION 4.2**  
[continued]



**Vancouver International Airport**

The role of Vancouver International Airport and the history of aviation is an integral part of the Richmond story that is not currently being interpreted in any significant way. There are opportunities to work with YVR to interpret the theme, *“The Importance of Flight in Richmond: Past, Present and Future.”*

- Work with YVR to create an interesting range of interpretive programs on stories such as; past and present aviation technology; The history and development of YVR – the “YVR Story; The history and significance of individual buildings; Airport operations past and present; The master plan and the long-term future of YVR; The development of new aerospace technology.
- Explore opportunities with YVR to celebrate significant milestones in the history of flight at Minoru Park.
- Explore opportunities to promote the viewing area that has been constructed for the public to watch take-offs and landings, and Richmond’s flat topography with views of the airport from many locations (e.g. Terra Nova and Iona Reach). The location of the new BCIT Aerospace facility across from Burkeville will also allow for public engagement with the ongoing development of aviation technology.

**ACTION 4.2**  
[continued]

**BC Packers Legacy Centre**

For many decades, BC Packers was a dominant force in the salmon industry and a major local employer. The cessation of activity at the site, and its conversion to other uses, has been underway for a number of years. As such a prominent part of Richmond’s history, it is worthy of interpretation, and provision was made for this in the rezoning package. A number of the company’s records have now been deposited with the City of Richmond Archives. It is intended that there will be a “Legacy Centre” of some format that will tell the site-specific story of the company and its role in Richmond’s history and evolution. The format of this has not yet been determined, but this could present an opportunity to tell another key aspect of the fishing and fish processing industry and the lives of the people who lived and worked at the BC Packers site. A new online exhibit is now available “In Their Words: The Story of BC Packers” at <http://www.intheirwords.ca> and is an excellent example of how archival information can be presented in a lively way that can engage and educate the public.

**ACTION 4.2**  
[continued]

**Heritage Areas**

Richmond also has a number of heritage areas identified in the Richmond Heritage Inventory, which include Burkeville, South Arm Slough District, South Dyke Fishing Community, Terra Nova Heritage Area, the Airport South Terminal, Cannery Row, Steveston Townsite, Scotch Pond and Finn Slough, are part of a rich legacy of human activity. Each of these areas has a unique past and situation, and all add greatly to our total understanding of Richmond's history. Each should be examined as to how best to fit its character into an overall Interpretation Plan for the City.

**ACTION 4.2**  
[continued]

**Parks and Trails**

Richmond's outdoor environment provides excellent opportunities for interpreting the "Richmond Story". The 2010 Trails Strategy talks about the trails, including the dyke trail system being the thread that links many destinations together and recommends providing interpretation along the trail. A "Whole Island" interpretation program building upon the Fraser River Experiential Walk concept at the Oval West is yet another way to interpret heritage as well as provide directional and locational signage. Many of Richmond's Parks contain heritage elements that should be interpreted. Themes and storylines for Richmond's parks and trail systems should be included in the proposed Interpretation Plan.

Britannia Heritage Shipyards. Photo courtesy Donald Luxton.





## ACTION 4.3

Develop a school curriculum in conjunction with the Richmond School District, teachers and students. Themes, storylines and specific school programs should be included in the Interpretation Plan. The curriculum would:

- Coordinate themes, messages, activities and events at the new Richmond Museum and historic sites to create a complete experience for school children
- Reflect, interpret and celebrate the entire story of Richmond's past, present and future. Provide a richly detailed snapshot of Richmond today and create an overview of what Richmond was, is and could be.
- Use technology in a multi-functional way and non-traditional strategies to engage students by using all the senses – sights, sounds, tastes and smells. At the same time ensure that there is a strong learning component to all school programs
- Continue to develop programs that complement the school curriculum (IRP)
- Create programs that have wide-ranging appeal and promote them to all school districts throughout the Lower Mainland. Use the Gulf of Georgia Cannery and Burnaby Village as models of sites that attract a large number of students from School Districts throughout the Lower Mainland
- Provide a range of programs that encompass all grade levels from K-12; Create a mix of on-site, outreach and on-line programs to serve the needs of all students; develop programs for Secondary students that have a strong component of critical thinking
- Create an annual catalogue of programs including all museums and public historic sites in Richmond
- Create materials in languages other than English, directed towards parents to encourage participation in extra-curricular programs
- Promote annual site visits for students.
- Develop programs in which the City of Richmond and the Richmond School District work collaboratively
- Offer lesson plans for teachers to use in the classroom
- Seek business and community partnerships to pay for the development of school programs, to assist with transportation and to pay the program fee.

**ACTION 4.4**

Review current governance of museum and heritage services. At present the governance model consists of a combination of City of Richmond staff, society staff and societies with volunteer boards appointed by the City of Richmond or elected by their membership. The existing governance model is cumbersome and confusing for staff and leads to inconsistencies in standards throughout the system.

**The Societies**

The Societies have developed independently over time and this had led to inconsistency in their mandates. With the current governance model, and the wide-ranging responsibilities given to various Societies, it is impossible to ensure consistent and high quality interpretation, visitor services and conservation standards. It is equally difficult to implement overall themes and messages.

**Staffing**

The existing level of staffing for Museum and Heritage Services is inadequate for current operations. With the implementation of the Strategy, staff will be stretched even further. There is currently one supervisor responsible for the Britannia Heritage Shipyard, one supervisor responsible for the Richmond Museum, the Steveston Museum, London Heritage Farms and other museum and heritage services. Policy Planning has one Planner with 30% of time allocated to heritage planning. In Parks there is no heritage staff responsible for the interpretation and conservation of heritage buildings located in individual parks such as Terra Nova or for heritage interpretation along the trail system. Without any direct reporting relationships between Museum and Heritage Services, Policy Planning and Parks it is currently up to individual staff members to establish effective working relationships; this leads to inconsistent outcomes.

**Recommended Governance Model**

As part of this Strategy both centralized and decentralized models were examined. Given the importance of museums and heritage for Richmond's future tourism industry and economic prosperity, a centralized governance model seems most appropriate. This model will facilitate the successful implementation of the Museum & Heritage Strategy.

**The following are the most significant features of the proposed governance model:**

The two primary roles of this position would be to facilitate the implementation the Museum & Heritage Strategy and manage all of the Museum and Heritage Programs. The Manager will also work closely with the proposed Museum & Heritage Task Force to ensure that community support and fundraising activities are carried out.

- **Create a new position, Museum & Heritage Manager.**

One of the supervisors, the Richmond Museum Supervisor would be responsible for the day-to-day operations of the current Richmond Museum and for assisting the Museum and Heritage Manager in planning the new Richmond Museum. The second supervisor, Supervisor of Museums and Heritage Sites would be responsible for the day to day operations of London Heritage Farm, the Steveston Museum and heritage interpretation on the trails, in the parks, heritage areas and city owned historic sites

- **Divide the duties of the current Supervisor of Richmond Museum & Heritage Services into two positions.**

The City owns and maintains very significant historic sites, which requires a full-time position just to manage physical conservation issues. This position would report to the Museums and Heritage Manager. The would be dedicated to developing and implementing conservation plans for all city-owned historic sites including supervision to ensure that all restoration and maintenance work is consistent with each plan.

- **Create a full-time Heritage Site Planner position.**

The principle roles of these societies would be to obtain community in put and support and carry out fundraising initiatives.

- **Create a “Friends of” Society at each of the major sites.**

This committee would consist of Richmond business and community leaders. The principle roles of the Task Force would be to obtain community support and capital dollars for the Capital developments contained in the Museum and Heritage Strategy. This Task Force could be led by a Richmond City Councillor and would work closely with Richmond City Council.

- **Create a Council Appointed Museum and Heritage Task Force.**

This position would report to Policy Planning. There is currently sufficient work to justify a full-time Heritage Planner within the City; it is anticipated that this work load will only increase as the recommendations of the Strategy are implemented. Work involving development applications should be considered within the Department’s work program. Duties would include but not be limited to:

- promotion of the goals of the Heritage Program
- liaison with the Richmond Heritage Commission
- review of all permit applications regarding identified heritage resources;
- negotiations with private heritage building owners
- oversee OCP plans and policies for heritage areas

- **Create a full-time Heritage Planner position.**

Diagram 3.  
**PROPOSED  
 GOVERNANCE MODEL  
 PARKS, RECREATION &  
 CULTURAL SERVICES**  
 (City-Owned Museums,  
 Heritage Sites & Areas)



# REPORTS TO

## SUPERVISOR, BRITANNIA HERITAGE SHIPYARD

- site operations
- site development
- site plans
- visitor services
- public programs
- school programs
- events and rentals
- liaison with "Friends of"
- works with Manager to implement all elements of the Strategy

## SUPERVISOR, MUSEUM & HERITAGE SERVICES

- site operations
- site development
- site plans
- visitor services
- public programs
- school programs
- events and rentals
- liaison with "Friends of"
- works with Manager to implement all elements of the Strategy
- oversees heritage interpretation in parks and trails, heritage areas and sites that are not open to the public

## HERITAGE SITE PLANNER

- Develops and implements Conservation Plans for all city-owned historic sites; and ensures that restoration and maintenance is carried out according to Plans
- Responsible for physical aspects of site conservation

## SUPERVISOR, RICHMOND MUSEUM

- develop program for new Museum
- site operations
- site development
- visitor services
- public programs
- school programs
- events and rentals
- liaison with "Friends of"
- works with Manager to implement all elements of the Strategy

**CITY OF RICHMOND MUSEUM & HERITAGE TASK FORCE**

Diagram 4.  
**PROPOSED  
MUSEUM  
BOARDS**

Works in close collaboration with City Council and Museum & Heritage Manager:

- made up of business and community leaders
- primary role is Capital Fundraising and creating support from the people of Richmond and the Richmond media

**FRIENDS OF THE  
BRITANNIA HERITAGE  
SHIPYARD**

Works in close collaboration with the Supervisor:

- primary role is fundraising and liaison with Richmond's diverse communities
- advice on matters outlined in the Supervisor's Position

**FRIENDS OF THE  
RICHMOND MUSEUM**

Works in close collaboration with the Supervisor:

- primary role is fundraising and liaison with Richmond's diverse communities
- advice on matters outlined in the Supervisor's Position

**FRIENDS OF OTHER  
MUSEUMS**

Works in close collaboration with the Supervisor:

- primary role is fundraising and liaison with Richmond's diverse communities
- advice on matters outlined in the Supervisor's Position

\* London Heritage Farm and the Steveston Museum will likely have a separate Friends Association. Some of the other sites will not have an Association.

Diagram 5.  
**MUSEUMS  
FUNDING  
MODEL**

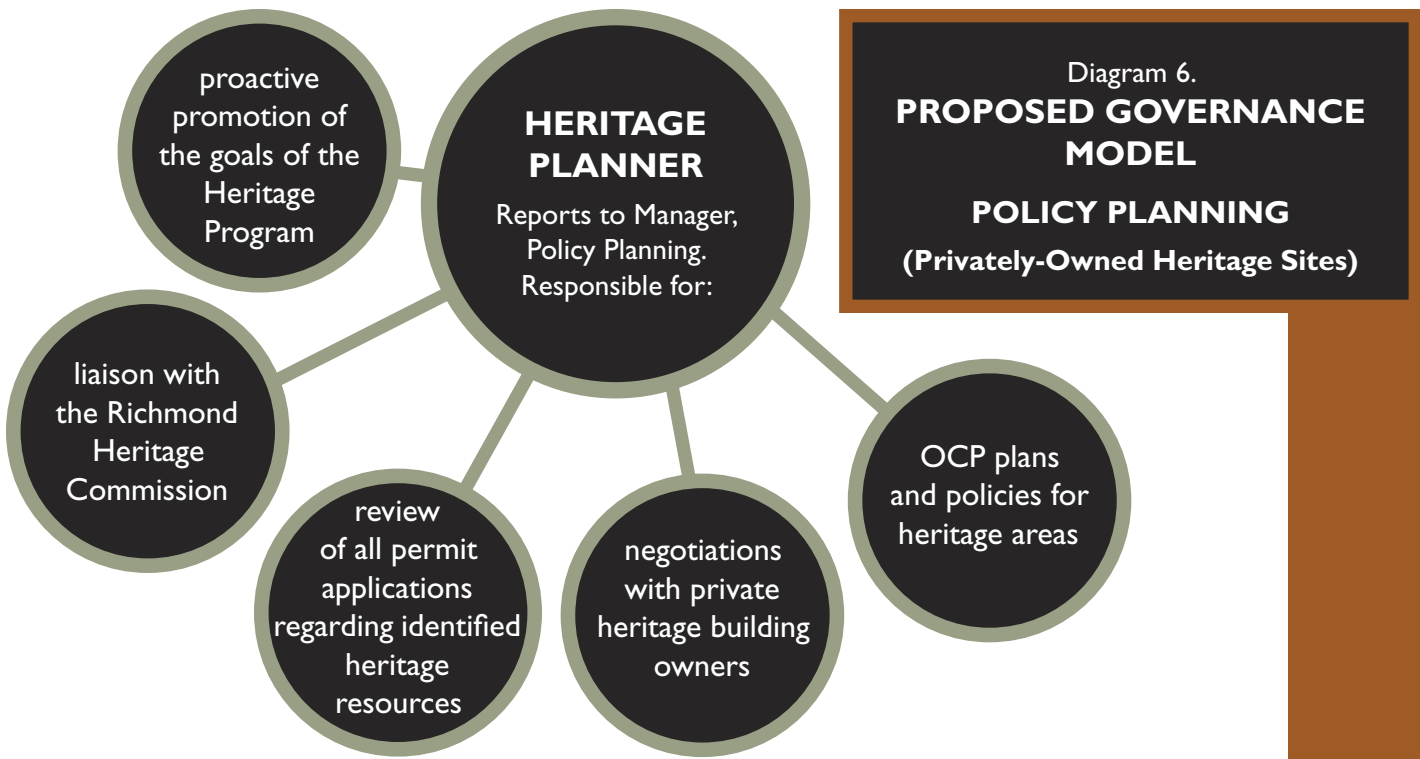
Once Britannia Heritage Shipyard and the Richmond Museum are functional, an entry fee could be introduced.

It is recommended that no entry fee be charged at London Heritage Farms, or the Steveston Museum, each of these sites will have commercial ventures, events and rentals to contribute financially to the operation of the site.

All monies raised on site through entrance fees, gift shops, food services, site rentals, special programs and special events will stay with the site to foster an entrepreneurial spirit.

Capital dollars for the development of the two major sites will come from Federal, Provincial and Municipal Governments, and Public sector fundraising initiatives.

Operational dollars will come from grants, entry fees, on-site services and the City of Richmond.



**Richmond Heritage Commission**

The terms of reference and the duties of the Richmond Heritage Commission are outlined in Bylaw #7906. The Commission is mandated to advise Council on heritage conservation and promotion matters; and undertake and provide support for activities that benefit and advance heritage in the City. The duties of the Commission are as follows:

- (a) to review and submit recommendations to Council on land use and planning matters which have heritage implications;
- (b) to assist City staff to maintain heritage inventories or registers;
- (c) to recommend strategies and policies to Council, and undertake programs for the support of heritage conservation;
- (d) to liaise with the community;
- (e) to recruit volunteers for specific Commission projects;
- (f) to support heritage education and public awareness through programs such as Heritage Week displays, newsletters and a Heritage Recognition Program;
- (g) to prepare a work program and an annual report;
- (h) to prepare annual financial statements and budgets;
- (i) to manage the operations of the Commission and other Commission budgets as required;
- (j) to review and submit recommendations on the capital and operational budgets of the City with regard to heritage; and
- (k) to raise funds and pursue partnerships for the support of conservation and promotion of heritage.

There are no changes proposed to the terms of reference for the Richmond Heritage Commission.

# GOAL 5

## A REVISED HERITAGE ADMINISTRATIVE FRAMEWORK

The goal is to create and support excellence in heritage conservation standards through a revised administrative framework. The natural, cultural and built heritage of Richmond define the identity of the community, give it distinct character, and contribute to the residents' quality of life. This Strategy respects these cherished community values, and embeds them in its recommendations.

Minoru Chapel.  
City of Richmond Archives.



There has been considerable momentum toward creating a heritage program for the protection of the City of Richmond's heritage resources. It is evident that the City values its historical roots as shown by the consistent reference in policy statements to the importance of recognizing and respecting its natural, built and cultural heritage. Currently, heritage is comprehensively covered in the City's Official Community Plan (OCP). This document firmly establishes the framework for a heritage program in Richmond, which already includes a Heritage Register; legal protection of some sites, an advisory Richmond Heritage Commission and a process for review of heritage applications. The inclusion in the OCP, however, does not guarantee implementation. The City bears the responsibility for land use planning and heritage program administration, with the advice and assistance of the Richmond Heritage Commission. In terms of staffing, a Planner has been tasked to oversee the program and provide liaison with the Heritage Commission, but heritage responsibilities are not formally included in the job description.

There are a number of previous studies that point the direction for the current heritage program. These previous studies have been reviewed, and where relevant recommendations have not yet been enacted, they have been brought forward into the recommendations of this Strategic Plan.

- Previous Heritage Inventories
- Heritage Resource Management Plan (1989)
- *The City of Richmond Heritage Strategy & Implementation Program* (April 1996)
- *The City of Richmond & Richmond Heritage Advisory Committee: Heritage Conservation Guide* (1997): Provided a review of the Implementation Program, a heritage conservation toolkit, a heritage assessment checklist, and a permit application flowchart. Recommendations were made for the implementation, including adoption of the recommendations of the Implementation Plan, enactment of a Heritage Procedures Bylaw and a Heritage Site Maintenance Standards Bylaw, administrative actions and public awareness and education.

Since 2003, there has been a national movement toward a system of heritage resource management—the *Historic Places Initiative*—and Richmond has already been participating in this new system. This has increased the opportunities to enhance heritage management through a revised administrative framework.

In order for this Strategy to be successful, a consensus needs to be reached on what historic features must be managed, should be managed, and might be managed within the heritage program framework, and how heritage education and awareness can be delivered with the assistance of community partnerships. The success of the heritage program will be based on the degree of coordination and cooperation that can be achieved among community stakeholders.

# OBJECTIVES

## HERITAGE PLANNING

- The development of an enhanced heritage management framework that identifies and preserves the City's significant natural, built and cultural heritage resources.
- Strengthen heritage regulatory procedures and policies.
- Heritage planning should be proactive rather than reactive.
- Continue to preserve and protect significant heritage resources through the use of protection tools enabled by the Local Government Act.

## HERITAGE INCENTIVES

- More heritage tools need to be available to assist private owners in achieving heritage conservation, including financial incentives.
- Establish a range of conservation incentives, including developmental, financial, and administrative incentives for properties listed on the Richmond Heritage Register.
- Resources that benefit from heritage incentives should be protected by Heritage Designation, Heritage Revitalization Agreement and/or Heritage Covenant.

## HERITAGE STEWARDSHIP

- The City should continue in a leadership role in the conservation of city-owned heritage resources. The City should lead by example.

## MONITORING AND MAINTENANCE

- An ongoing program of maintenance and monitoring of heritage resources and services should be developed, including periodic renewal of the heritage program.

## PUBLIC EDUCATION AND AWARENESS

- Make heritage information available to the public through a wide variety of methods and media.
- Encourage, engage and excite the public about heritage through special events.
- Work with the local media to write heritage-related articles, on local issues, people and historical stories.
- Promote community partnerships and alliances.

## HERITAGE PLANNING

<b>ACTION 5.1</b>	Review and revise, as necessary during future Official Community Plan updates, sections of the OCP that refer to heritage. Develop OCP plans and policies for identified heritage areas with a conservation plan for each (See Action 5.8). Ensure that the role of heritage remains a central vision in Richmond.
<b>ACTION 5.2</b>	The City should formally adopt, by resolution of Council, the <i>Standards and Guidelines for the Conservation of Historic Places in Canada</i> to guide rehabilitation; preservation and restoration work affecting any identified heritage resource. The <i>Standards and Guidelines</i> are being adopted across Canada as the framework for management of historic resources.
<b>ACTION 5.3</b>	Bring heritage management into the mainstream of municipal initiatives by integrating heritage into planning and administrative procedures, and ensure consistency with the Official Community Plan objectives and other municipal policies. A proactive heritage planning approach would anticipate evolving issues, achieved through greater investment of staff and financial resources.
<b>ACTION 5.4</b>	Ensure that the heritage planning and management function is assigned, staffed and resourced. Increase heritage planning to a full-time staff position with the Policy Planning Division. Confirm that adequate staff, training and other resources are allocated to this function.
<b>ACTION 5.5</b>	Ensure that the respective processes of the various municipal departments whose responsibilities overlap with heritage management matters are compatible and fully integrated with each other. Review Richmond's building and development policies and practices to evaluate how they impact on heritage vision and determine how they need to be changed to incorporate the heritage vision. Facilitate heritage workshops for staff, Council and Heritage Commission on a regular basis in order to increase their understanding of heritage management theory and practice.
<b>ACTION 5.6</b>	Develop an improved and expedited permit review process, that is clearly understood by all parties, will encourage rather than discourage owners in undertaking heritage projects, by removing uncertainty and fear through clear expectations. A checklist or flow chart should be developed that explains the step-by-step process about how a heritage permit will be processed.
<b>ACTION 5.7</b>	Enhance the existing Heritage Register by adding a broad range of sites that reflect the development of the entire City. Work with the owners of Inventory (non-Register) sites to explain the benefits of Register listing. Continue to document Register sites with Statements of Significance for inclusion on the Canadian Register of Historic Places.
<b>ACTION 5.8</b>	Enhance protection for heritage areas. Undertake a review of identified heritage areas to ensure that they are cross-referenced within the Official Community Plan, and prepare specific OCP plans and policies with a conservation program for each. A <i>Steveston Village Conservation Program</i> is now underway which is hoped to be a model for all of Richmond's heritage areas.
<b>ACTION 5.9</b>	Continue to identify sites for inclusion on the Inventory/Register. The situation regarding heritage resources will continue to change over time and should be subject to ongoing amendment. Although it is important to preserve the integrity of the Inventory, it is also prudent to recognize that some resources may be lost because of demolition or inappropriate alterations. Likewise, new information, changes in community values, or conscientious rehabilitation practices may result in buildings, sites and structures being added to the Inventory. The Inventory should continue to identify significant natural resources, cultural landscapes and trees of heritage value.

<p><b>ACTION 5.10</b></p>	<p>Consider non-monetary heritage conservation incentives to encourage conservation of properties listed on the Community Heritage Register. These may include:</p> <ul style="list-style-type: none"> <li>• Accelerated processing for heritage development permits is a proactive way to encourage owners, and can therefore be a very effective incentive.</li> <li>• Zoning relaxations, such as reducing front-, rear-, and side-yard setbacks, permitting land uses not scheduled in the zoning bylaw, permitting additional height and density. The City can also negotiate to waive subdivision requirements.</li> <li>• Building Code equivalencies for heritage properties</li> </ul>
<p><b>ACTION 5.11</b></p>	<p>Consider municipal financial incentives to encourage conservation of properties listed on the Community Heritage Register. These may include:</p> <ul style="list-style-type: none"> <li>• Grants to property owners to encourage conservation.</li> <li>• Property tax reductions or exemptions for a limited period, in return for conservation work.</li> <li>• Re-examine the potential to develop an arm's-length heritage foundation to administer a granting program. Goal #3 of the 1996 Implementation Program was "Investigate the creation of a Heritage Fund for Richmond." Funds were allocated for this initiative, and a society established for this purpose, but there were no applications for funding; there is still approximately \$30,000 allocated for this initiative. Since that time, the circumstances surrounding private heritage conservation have evolved, and the experience of other municipalities has demonstrated the feasibility of providing financial incentives—targetted to heritage homeowners—as part of a larger program of heritage conservation incentives. A study could be undertaken of re-establishing a municipal heritage foundation that would disburse restoration grants and assist education and awareness initiatives.</li> <li>• Explore ways to increase the City's Heritage Fund.</li> </ul>
<p><b>ACTION 5.12</b></p>	<p>Take advantage of the funding programs offered by the senior levels of government.</p> <ul style="list-style-type: none"> <li>• The Historic Places Initiative and the BC Heritage Branch provides assistance for municipal heritage planning, including implementation plans that respond to the recommendations of the heritage strategic plan.</li> <li>• Encourage not-for-profit groups (and city-projects) to take advantage of the BC Heritage Legacy Fund.</li> </ul>

**RECOMMENDED ACTIONS**

**HERITAGE STEWARDSHIP**

<b>ACTION 5.13</b>	Promote stewardship policies for the management of heritage within all City departments. All City Departments should be engaged as custodians of City-owned heritage resources.
<b>ACTION 5.14</b>	Protect publicly-owned properties on the Community Heritage Register that have built and/or natural resources with high heritage value, through Heritage Designation.
<b>ACTION 5.15</b>	Prepare Heritage Conservation Plans for City-owned heritage resources.



**MONITORING & MAINTENANCE**

<b>ACTION 5.16</b>	Monitor the implementation of the strategies and actions outlined in the Strategic Plan. Once updated policies, procedures and regulations are established, it is necessary to continue to monitor the heritage management program to ensure its ongoing effectiveness.
<b>ACTION 5.17</b>	Review the Strategy every three years to ensure that it remains relevant and useful.



<b>ACTION 5.18</b>	Continue to use the City's website to make heritage information available to the public. Upgrade existing information to reflect the actions proposed in the Strategic Plan.
<b>ACTION 5.19</b>	<p>Develop an improved program of interpretive plaques and signs to commemorate and communicate the value of the City's heritage resources:</p> <ul style="list-style-type: none"> <li>• Ensure there is a consistency in style and format for all heritage signage.</li> <li>• Brand and market the heritage program</li> <li>• The plaques and signs should comprise a part of a larger heritage interpretation program.</li> </ul>
<b>ACTION 5.20</b>	<p>Continue to encourage and support special events and initiatives that educate and commemorate. In addition to current publications and initiatives, this may include:</p> <ul style="list-style-type: none"> <li>• Heritage Week events</li> <li>• A Richmond guide / tour book / history book for the BC 2008 sesquicentennial</li> <li>• Heritage-related events and tours</li> <li>• Guest speakers</li> <li>• Educational workshops on conservation, designation, paint colours, etc</li> <li>• Encouraging First Nations to host/co-host events on their history</li> </ul>
<b>ACTION 5.21</b>	Work with the local media to write heritage-related articles, on local issues, people and historical stories.
<b>ACTION 5.22</b>	<p>Explore the opportunities to promote heritage awareness through milestone events:</p> <ul style="list-style-type: none"> <li>• Sesquicentennial of the Province in 2008</li> <li>• Centenary of flight (1910-2010) and air passenger service (1912-2012)</li> <li>• Identify other commemorative opportunities</li> </ul>
<b>ACTION 5.23</b>	<p>Promote community partnerships. Seek to coordinate joint initiatives and alliances with other communities, organizations and agencies. Alliances may include joint initiatives and activities, or inviting heritage experts to facilitate heritage workshops for staff, Council and the Heritage Commission on a regular basis. These partnerships may also generate funding for heritage programming or initiatives. This may include:</p> <ul style="list-style-type: none"> <li>• BC Heritage Branch, Victoria</li> <li>• The Land Conservancy</li> <li>• The Heritage Society of BC</li> <li>• Parks Canada</li> <li>• Federal government agencies (Airport)</li> <li>• Joint Committee on Agriculture (with other municipalities)</li> <li>• Local service clubs</li> </ul>

# GOAL 6

## ASSIST PRIVATE SECTOR HERITAGE CONSERVATION

- Engage private heritage building owners in the process of conservation.
- Provide and negotiate a wide range of heritage conservation incentives that meet the needs of private owners.
- Provide technical advice on good heritage conservation practice.
- Celebrate and support heritage achievements.

# OBJECTIVES

Most of the heritage sites that are currently protected or included on the Richmond Community Heritage Register are in public ownership. There is a need to more fully engage private and institutional owners in the process of heritage conservation through encouragement, partnerships and incentives.

Most heritage buildings are owned by someone other than government. In other communities, privately owned heritage buildings make exceptional contributions to tourism, marketing and community livability. Whether it is a private house that is a community landmark, a restored commercial building that continues to serve its original function, or a building converted to a new use such as a “bed & breakfast”, heritage buildings can serve an important economic role. Restored heritage sites contribute to community pride, celebrate the past, and provide important opportunities for niche businesses and marketing.

There is a widely held perception that protecting heritage property reduces private property values, however many studies have shown that this is not so. In fact there appears to be a distinct and generally robust market in designated (protected) heritage properties. They generally perform well in the market, with 74% doing average or better than average. The rate of sale among designated properties is as good or better than the ambient market trends. Moreover, the values of heritage properties tend to be resistant to downturns in the general market.

The Vancouver Heritage Foundation completed a research project comparing the assessed value of Heritage Register, designated heritage and non-heritage properties in four Vancouver neighbourhoods. The study showed that between 1999 and 2005 the Heritage Register and designated heritage houses increased in value almost the same rate (42.1% & 42% respectively), while non-heritage houses increased at a slightly slower rate (39%). The Victoria Heritage Foundation has been tracking market values and assessments of 142 heritage houses designated prior to 1988. Between 1988 and 1999 the tax assessments for these houses increased 26% faster than the norm for the City, resulting in an increased return to the City.

In order to achieve a more balanced Heritage Program we need to involve all residential, commercial, institutional, agricultural and industrial heritage property owners in preserving and showcasing their heritage homes, sites and businesses.

<b>ACTION 6.1</b>	Work with the owners of Inventory (non-Register) sites to explain the benefits of Register listing.
<b>ACTION 6.2</b>	Encourage private owners to participate in heritage conservation through negotiations that understand and reflect the financial realities of their situation.
<b>ACTION 6.3</b>	Preserve, protect and rehabilitate more heritage sites for new uses, through the flexible use of zoning, subdivision requirements and building code equivalencies.
<b>ACTION 6.4</b>	<p>Provide technical support and information on how to achieve proper heritage conservation standards, and heritage incentives that will help heritage projects meet these standards. This may include:</p> <ul style="list-style-type: none"> <li>• Public workshops</li> <li>• Design input</li> <li>• Information on trades and suppliers</li> <li>• Detailed information on the availability and application of heritage incentives</li> </ul>
<b>ACTION 6.5</b>	Encourage private sector owners through public recognition programs, awards and heritage celebrations.
<b>ACTION 6.6</b>	Develop a broad range of effective heritage conservation incentives to assist the private sector in conserving heritage sites. Incentives that are currently being proposed as part of the <i>Steveston Village Conservation Program</i> could be applied to other sites in the future.



1915. Rose family farm. City of Richmond Archives 1978 31 25.

# SECTION 4: RECOMMENDED ACTION PLAN

The following is a summary of the recommended actions required to achieve the vision of the Museum & Heritage Strategy. Once confirmed as appropriate, the next step would be to prioritize the actions in an implementation plan.



## GOAL 1: INVOLVE AND ENGAGE THE ENTIRE COMMUNITY

<b>ACTION 1.1</b>	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.
<b>ACTION 1.2</b>	Hire staff and recruit board members and volunteers from Richmond's diverse communities for all museum and heritage sectors.
<b>ACTION 1.3</b>	Provide relevant information and interpretive services in languages other than English.
<b>ACTION 1.4</b>	Apply for grants and seek contributions from Richmond's many ethnic communities to provide relevant information and interpretive services in other languages.
<b>ACTION 1.5</b>	Engage the City of Richmond's Intercultural Advisory Committee in; providing advice to museums and heritage; serving as a link to Richmond's diverse communities; promoting initiatives in the various communities; and being a conduit for recruiting volunteers.
<b>ACTION 1.6</b>	Continue creating connections and building relationships with members of Richmond's First Nations community to provide advice, to serve as a link to the First Nations Community in Richmond and as a conduit for recruiting volunteers.
<b>ACTION 1.7</b>	Consult with Richmond's diverse communities during the proposed Interpretation Planning processes to ensure that their stories are included in the interpretation of all sites and they have the opportunity to tell their own stories and demonstrate their cultures on site.
<b>ACTION 1.8</b>	Ensure that the proposed Interpretation Plans showcase the history, the evolution and the current status of the Richmond business sector.
<b>ACTION 1.9</b>	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.
<b>ACTION 1.10</b>	Provide space and encourage the business community to hold private functions, trade shows and organize public events at the Richmond Museum, Britannia Heritage Shipyard, Terra Nova and other existing historic sites and buildings.

## GOAL 2: POSITION RICHMOND AS THE LEADING INTEGRATED MUSEUM & HERITAGE DESTINATION

<b>ACTION 2.1</b>	Create a branding, marketing and promotions committee composed of Tourism Richmond, the Richmond Chamber of Commerce, The Vancouver International Airport, the Manager of Museums & Heritage and the City of Richmond's Corporate Marketing.
<b>ACTION 2.2</b>	The committee would develop a marketing plan to include short term, intermediate and long term goals and strategies for branding, marketing and promoting "the Richmond Experience".
<b>ACTION 2.3</b>	Develop attractive and diverse wayfinding instruments to assist residents and visitors in participating in the "Richmond Experience".
<b>ACTION 2.4</b>	Create improved transportation options for residents and visitors.
<b>ACTION 2.5</b>	Ensure that all visitors to Richmond receive a warm welcome.

## GOAL 3: BUILD A NEW DYNAMIC DESTINATION MUSEUM

<b>ACTION 3.1</b>	Undertake a feasibility study for a new Richmond Museum.
<b>ACTION 3.2</b>	Create a Council-appointed Museum & Heritage Task Force which would focus a majority of its attention on raising capital funds for the new Richmond Museum, Britannia Heritage Shipyard and Terra Nova.
<b>ACTION 3.3</b>	Develop a Management Plan for the new Richmond Museum.
<b>ACTION 3.4</b>	Develop an interpretation plan for the new Richmond Museum.
<b>ACTION 3.5</b>	Develop an Exhibitions Philosophy for the new Richmond Museum, based on the presentation of authentic resources and appropriate technology, and incorporate into the Interpretation Plan.
<b>ACTION 3.6</b>	Apply for grants to assist with the cost of the management and interpretation plans for the new Museum.
<b>ACTION 3.7</b>	Create a display about the new Museum and provide opportunities for the public to have input into what they would like to see and do in the new Museum.
<b>ACTION 3.8</b>	Engage the media in promoting the new Museum and getting public support; contests to name the new Museum; have people tell stories about what is important to them etc.

## GOAL 4: A NETWORK OF MUSEUMS, HISTORIC SITES AND HERITAGE AREAS

<b>ACTION 4.1</b>	Develop an Interpretation Plan for all of Richmond's Museums.
<b>ACTION 4.2</b>	Explore and prioritize themes and program ideas for Richmond's museums and historic sites as part of the interpretation planning process.
<b>ACTION 4.3</b>	Develop a school curriculum in conjunction with the Richmond School District, teachers and students.
<b>ACTION 4.4</b>	Review current governance of museum and heritage services.

## GOAL 5: A REVISED HERITAGE ADMINISTRATIVE FRAMEWORK

<b>ACTION 5.1</b>	Review and revise, as necessary during future Official Community Plan updates, sections of the OCP that refer to heritage.	<b>HERITAGE PLANNING</b>
<b>ACTION 5.2</b>	The City should formally adopt, by resolution of Council, the <i>Standards and Guidelines for the Conservation of Historic Places in Canada</i> to guide rehabilitation; preservation and restoration work affecting any identified heritage resource.	
<b>ACTION 5.3</b>	Bring heritage management into the mainstream of municipal initiatives by integrating heritage into planning and administrative procedures, and ensure consistency with the Official Community Plan objectives and other municipal policies.	
<b>ACTION 5.4</b>	Ensure that the heritage planning and management function is assigned, staffed and resourced. Increase heritage planning to a full-time staff position with the Policy Planning Division. Confirm that adequate staff, training and other resources are allocated to this function.	
<b>ACTION 5.5</b>	Ensure that the respective processes of the various municipal departments whose responsibilities overlap with heritage management matters are compatible and fully integrated with each other.	
<b>ACTION 5.6</b>	Develop an improved and expedited permit review process, that is clearly understood by all parties, will encourage rather than discourage owners in undertaking heritage projects, by removing uncertainty and fear through clear expectations.	
<b>ACTION 5.7</b>	Enhance the existing Heritage Register by adding a broad range of sites that reflect the development of the entire City.	
<b>ACTION 5.8</b>	Enhance protection for heritage areas.	
<b>ACTION 5.9</b>	Continue to identify sites for inclusion on the Inventory/Register.	

[GOAL 5: CONTINUED]		
<b>ACTION 5.10</b>	Consider non-monetary heritage conservation incentives to encourage conservation of properties listed on the Community Heritage Register.	<b>HERITAGE INCENTIVES</b>
<b>ACTION 5.11</b>	Consider municipal financial incentives to encourage conservation of properties listed on the Community Heritage Register.	
<b>ACTION 5.12</b>	Take advantage of the funding programs offered by the senior levels of government.	
<b>ACTION 5.13</b>	Promote stewardship policies for the management of heritage within all City departments.	<b>HERITAGE STEWARDSHIP</b>
<b>ACTION 5.14</b>	Protect publicly owned properties on the Community Heritage Register that have built and/or natural resources with high heritage value, through Heritage Designation.	
<b>ACTION 5.15</b>	Prepare Heritage Conservation Plans for City-owned heritage resources.	
<b>ACTION 5.16</b>	Monitor the implementation of the strategies and actions outlined in the Strategic Plan.	<b>MONITORING &amp; MAINTENANCE</b>
<b>ACTION 5.17</b>	Review the Strategy every three years to ensure that it remains relevant and useful.	
<b>ACTION 5.18</b>	Continue to use the City's website to make heritage information available to the public.	<b>PUBLIC EDUCATION AND AWARENESS</b>
<b>ACTION 5.19</b>	Develop an improved program of interpretive plaques and signs to commemorate and communicate the value of the City's heritage resources.	
<b>ACTION 5.20</b>	Continue to encourage and support special events and initiatives that educate and commemorate.	
<b>ACTION 5.21</b>	Work with the local media to write heritage-related articles, on local issues, people and historical stories.	
<b>ACTION 5.21</b>	Explore the opportunities to promote heritage awareness through milestone events.	
<b>ACTION 5.23</b>	Promote community partnerships. Seek to coordinate joint initiatives and alliances with other communities, organizations and agencies.	

## GOAL 6: ASSIST PRIVATE SECTOR HERITAGE CONSERVATION

<b>ACTION 6.1</b>	Work with the owners of Inventory (non-Register) sites to explain the benefits of Register listing.
<b>ACTION 6.2</b>	Encourage private owners to participate in heritage conservation through negotiations that understand and reflect the financial realities of their situation.
<b>ACTION 6.3</b>	Preserve, protect and rehabilitate more heritage sites for new uses, through the flexible use of zoning, subdivision requirements and building code equivalencies.
<b>ACTION 6.4</b>	Provide technical support and information on how to achieve proper heritage conservation standards, and heritage incentives that will help heritage projects meet these standards.
<b>ACTION 6.5</b>	Encourage private sector owners through public recognition programs, awards and heritage celebrations.
<b>ACTION 6.6</b>	Develop a broad range of effective heritage conservation incentives to assist the private sector in conserving heritage sites. Incentives that are currently being proposed as part of the <i>Steveston Village Conservation Program</i> could be applied to other sites in the future.



# ACKNOWLEDGEMENTS

The project team for the City for the Richmond Museum & Heritage Strategy consisted of Donald Luxton, Principal, Donald Luxton & Associates Inc. and Janet Leduc, President, Kinexus Consulting Inc. Graphic Design by G. Todd Brisbin, Art Director, Donald Luxton & Associates Inc. We would like to thank Connie Baxter, Supervisor, Richmond Museum & Heritage Services, who acted as client liaison throughout the course of the project.

### **Project Steering Committee**

- Connie Baxter, Supervisor, Museum & Heritage Services
- Terry Brunette, Planner, Policy Planning Division
- Jane Fernyhough, Manager, Parks, Recreation & Cultural Services Department
- Bryan Klassen, Britannia Site Supervisor, Britannia Heritage Shipyard
- Bob Mukai, Richmond Museum Society
- Mitch Sakumoto, Richmond Heritage Commission
- Yvonne Stitch, Park Planner, Parks, Recreation & Cultural Services Department
- Graham Turnbull, Richmond Heritage Commission
- Jack Wong, Richmond Museum Society

### **City of Richmond Staff**

- Jennifer Breckon, Curator, Museum & Heritage Services
- Greg Buss, Chief Librarian, Richmond Public Library
- Marilyn Clayton, Exhibit Coordinator, Museum & Heritage Services
- Nan Capogna, Cultural Programmer, Richmond Art Gallery
- Terry Crowe, Manager, Policy Planning Division
- Jamie Esko, Park Planner, Parks, Recreation & Cultural Services Department
- Suzanne E. Greening, Arts Coordinator, Recreation & Cultural Services
- Peter Harris, Cultural Programmer, Museum & Heritage Services
- Alan Hill, Cultural Diversity Coordinator
- Helen Joannides, School Program Coordinator, Museum & Heritage Services
- Lee Malleau, Economic Development Manager
- Lynne Waller, Archivist, City of Richmond Archives

### **Additional Acknowledgements:**

**Gulf of Georgia Cannery National Historic Site:** Mark Sakai, Manager; Margaret Fraser, Liaison Officer, Parks Canada.

**London Heritage Farm:** Bill London;

**Richmond Chamber of Commerce:** Craig R. Jones, Executive Director.

**Richmond Museum Society:** Mary Horton.

**School District No. 38 (Richmond):** Jim Martens, Assistant Superintendent; Linda McPhail, Chair Person, Board of Trustees; Tony Carrigan, District Curriculum Coordinator, ESL & Multiculturalism; Daphne McMillan, District Curriculum Coordinator, ESL & Multiculturalism.

**Steveston Museum:** Graham Turnbull.

**Tourism Richmond:** Tracy Lakeman, Executive Director; Nikki Barnes, Marketing Manager; Ange Chew, Director of Marketing.

**Vancouver International Airport Authority:** Anne C. Murray, Vice President, Community and Environmental Affairs.