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1.0 INTRODUCTION

The process of preparing a Heritage Strategy for Richmond began in July, 1994, when the Richmond Heritage Advisory Committee (RHAC) requested that Council authorize the preparation of a draft Heritage Strategy for Richmond. In March of 1995, the consultant's report entitled "*Heritage Strategy for Richmond*", was presented to Council, and staff and the Richmond Heritage Advisory Committee were directed to report back on a Heritage Strategy Implementation Program.

The Richmond Heritage Advisory Committee presented a "Proposed Heritage Strategy for the City of Richmond" to Council in November of 1995. It contained the implementation projects for the strategy. At that time, Council asked that staff provide costing information for the implementation projects.

This document contains the 1996 Heritage Strategy for Richmond consisting of:

- The Vision and Strategy Priorities prepared by consultants and adopted by Council in 1995;
- The Implementation Projects prepared by the Richmond Heritage Advisory Committee; and
- The Costing Data prepared by a consultant working with staff.

2.0 VISION STATEMENTS

SHORT TERM:

Through education, awareness and involvement, establish an ongoing process to identify and manage Richmond's diverse and unique heritage resources using fiscally responsible preservation practices.

LONG TERM:

Together, Richmond residents will continue to derive social, cultural and economic benefit from a wide range of diverse and unique heritage resources by fully involving stakeholders in an ongoing process that balances fiscally responsible action with respectful preservation practices.

3.0 STRATEGY PRIORITIES AND ACTIONS

AWARENESS:

To raise the level of awareness of Richmond's heritage resources, success, challenges and programs.

- Promote Richmond's heritage success through new and ongoing commemorative programs and seasonal celebrations.
- Communicate the implications and benefits of the new heritage legislation, Bill 21.
- Prepare and distribute information materials for staff, media and the general public.
- Continue to support and encourage non-profit community based heritage groups.
- Enhance the tourism and business potential of heritage sites and activities through joint promotion and coordinated marketing.

PLANNING:

To establish an integrated planned approach to the management of heritage resources.

- Integrate planning for heritage into the regular community planning process.
- Develop a coordinated process to review and evaluate existing resources for their effective management in the heritage program.
- Formalize, integrate and implement heritage management programs to include incentives, tools and resources.
- Collaborate with new partners and continue to build on existing community networks.

EDUCATION AND TRAINING:

To broaden the practical knowledge and heritage management skills for heritage conservation in a changing community.

- Educate and train key stakeholders, on the implications and benefits of Bill 21.
- Develop and implement a coordinated heritage education program which builds on existing educational programs.
- Seek, establish and strengthen new educational partnerships.
- Continue to collect, research, understand and interpret Richmond's past, and ensure accessibility.

SUSTAINABILITY:

To promote and develop economic opportunities and the viability of heritage resources.

- Gather and integrate information on community values and information on economic feasibility and impact as part of the planning process for community projects.
- Encourage an entrepreneurial approach to heritage management through the establishment of sound business plans for heritage resources.
- Encourage private sector involvement and business potential of heritage resources.
- Identify opportunities, promote and develop partnerships.

4.0 THE IMPLEMENTATION PROGRAM

The Implementation Program consists of projects identified by the Richmond Heritage Advisory Committee (RHAC) and the corresponding costing data compiled by staff including when, how and by whom the projects will be undertaken and the associated costs including staff time, volunteer time, consultant time and other operational costs. The RHAC identified projects appear first and are followed by shaded boxes that contain the costing data provided by staff.

Goal 1: Budget Review and Business Plans

Determine the expenditures and revenues of City-owned heritage resources and utilize this information in encouraging the development of Business Plans for each site/activity.

The following six sites are identified as requiring business plans:

London Farm;
Branscombe House;
Richmond Museum;
Richmond Nature Park;
Britannia Heritage Shipyard; and
Steveston Museum

Purpose:

To clearly identify the City's financial commitment to the operation and management of its heritage activities; then, in partnership with the resource's operators, encourage them to develop business plans which enhance or maintain the self-sufficiency of the resource.

Rationale:

Identification of the City's financial commitment to the operation and maintenance of its heritage resources and conservation activities will allow Council an opportunity to quantify its financial commitment to these activities. The development of business plans, in conjunction with the operating societies, ensures the maximization of the City's contribution and the subsequent viability of the resource.

Project:

- 1a) Determine the expenditures and revenues of City-owned and/or society-operated heritage resources.

INITIAL BUDGET REVIEW - Staff to identify Municipal heritage expenditures.

Staff Involvement:

Finance Department and designated budget holders - 21 days
Estimated cost for a heritage specific budget review - \$5,200

Timeline:

Currently under way for the 1995 operating year-end - Spring 1996

Implications:

Additional resources not required.

FUTURE BUDGET REVIEWS - Staff to conduct annual heritage funding reviews.

Staff Involvement:

Finance Department and designated budget holders

14 days - Estimated cost of future budget reviews - \$3,900

Timeline:

Conducted in conjunction with future year end reviews

Implications:

Additional resources not required.

- 1b) Encourage the development of business plans, at limited cost to the City, which address the management, operation, financing, marketing and the pursuit of private sector partnerships for City-owned and/or society-operated heritage resources and activities utilizing the financial information obtained in Project 1a).

Volunteers from each interested society or group will be trained and assisted in the production of a **BUSINESS PLAN** for each site.

Volunteer Effort:

30 days/each site

For the research and production of each plan

Staff Involvement:

Community Services - 5 days/each site

To assist in the production of each plan - \$1,150 each site

Timeline:

As determined by Community Services

Implications:

Additional Budget Item Total - \$6,900 for 6 sites or reallocation of staff priorities

Goal 2: Heritage Commission

Convert the current *Committee* structure of the Richmond Heritage Advisory Committee to that of a *Heritage Advisory Commission*.

Purpose:

To allow the RHAC to undertake additional heritage support activities, specifically in the area of fund administration, which may be beyond the intent of the enabling Richmond's Heritage Advisory Committee Bylaw.

"It is Council's policy to appoint and fund the Heritage Advisory Committee - which provides Council with advice on which specific heritage resources should be preserved."

Richmond - Official Community Plan

Rationale:

Commission status would provide the Richmond Heritage Advisory Committee with an enhanced heritage management assistance role with the City.

A Community Heritage Commission is a body created or authorized by the Council. Under the Heritage Conservation Statutes Amendment Act, existing Heritage Advisory Committees can be automatically converted into a Heritage Advisory Commission.

B.C. Municipal Act - Sec. 1008

Project:

- 2a) Recommend to Council that the enabling bylaw of the Richmond Heritage Advisory Committee (Bylaw No. 4324) be amended to enable Commission powers under Bill 21;
- and
- 2b) Investigate the utilization of the Richmond Heritage Advisory Committee in the determination and disbursing of their annual committee/commission operating budget.

Staff Report investigating the **CREATION OF A HERITAGE COMMISSION.**

Volunteer Effort:

15 days

RHAC to assist staff in the investigation of this proposal.

Staff Involvement:

Environment and Land Use - 15 days

Estimated costs to research and prepare Report to Council - \$3,800

Timeline:

Report prepared - Summer 1996 and Fall 1996

Implications:

Additional resources not required.

Goal 3: Heritage Fund

Investigate the creation of a Heritage Fund for Richmond.

Purpose:

To create a heritage fund which consolidates the local sources of heritage funding.

Rationale:

The creation of a fund would provide clarity and ease of access to sources of heritage funding in Richmond.

Project:

- 3a) Determine the necessary tasks to establish a Heritage Conservation Fund. As a part of this project, review the operation of the Richmond Heritage Restoration Society and determine how its resources could be incorporated into this fund. Investigate methods of raising funds including redevelopment activity of Richmond heritage sites and pursuit of private sector partnerships. Investigate the possibility of incorporating net revenues of City-owned or operated heritage resources and activities into this fund (in the past, a portion of revenues from the operation of Minoru Chapel was directed back into a heritage operating budget).
- 3b) Structure the Richmond Heritage Fund so that the Richmond Heritage Advisory Committee plays a management role, possibly including reviewing applications and awarding grants.
- 3c) Develop an administrative program for the fund, including: an application procedure; an awarding process; and a public awareness program.

Prepare a Staff Report investigating the **CREATION OF A HERITAGE FUND.**

Volunteer Effort:

70 days

Richmond Heritage Advisory Committee to assist staff.

Staff Involvement:

Environment and Land Use - 50 days

Estimated costs to produce report with the RHAC

- \$11,800

Timeline:

Winter 1997 - Summer 1997

Implications:

Additional resources not required.

Goal 4: Heritage Inventory and Database

Update the Richmond Heritage Resource Inventory.

Purpose:

To bring the inventory of Richmond's heritage resources up-to-date, maintain this information in a comprehensive computer database, and to provide heritage information on the Richmond Geographic Information System (GIS).

Rationale:

The last inventory of Richmond heritage resources was conducted in 1989, over six years ago. Since that inventory of 97 Richmond heritage resources, 21 of those resources have been lost, representing a 20% loss. In order to effectively manage its heritage resources, it is important that the City be aware of its retained heritage resources.

Project:

- 4a) Identify and re-evaluate the criteria used to create an inventory. Update the inventory based on the revised criteria and assess those heritage resources which are now of appropriate age and the consideration of resources overlooked in the original inventories;
- and
- 4b) Identify a process for staff and the RHAC to maintain this updated inventory on a regular basis. The review would assess additional heritage resources as they age.

UPDATE OF RICHMOND HERITAGE INVENTORY undertaking the research to bring past heritage inventories (1985 and 1989) up-to-date. Future reviews/updates (Project 4b) not anticipated prior to 2001.

Volunteer Effort:

RHAC to assist staff/consultants in the evaluation of criteria/resources - 31 days

Consultant Services:

To conduct the entire inventory review and update process - \$7,500

Staff Involvement:

Environment and Land Use - 10 days

Estimated costs to coordinate the inventory review and update - \$2,150

Timeline:

Carried out prior to investigation of Project 5a) - Winter 1998 - Spring 1998

Implications:

Additional corporate consulting item - \$7,500

- 4c) Combine and rationalize an updated inventory with all other Municipal heritage information into a comprehensive computerized database, then prepare this information on a "map layer" of the City's geographic mapping system. Once digitized, this information will allow greater identification and tracking of Richmond heritage resources.

Staff to incorporate the inventory into a **HERITAGE DATABASE** linked to the City's computer system to enable the accurate tracking and management of heritage resources.

Staff Involvement:

Environment and Land Use - 20 days

Department creation of map layer(s) - \$7,300

Timeline:

Summer 1996

Implications:

Additional resources not required.

Goal 5: Heritage Register

Investigate the creation of a Community Heritage Register, to meet the requirements of Bill 21.

Purpose:

To roll-over the updated Richmond Heritage Inventory as a Community Heritage Register, ensuring access to the protective legislative powers of Bill 21.

Rationale:

A Community Heritage Register provides access to all of the legislative protection of Bill 21 for the significant heritage resources of Richmond. Inclusion of a property on a register does not in itself constitute permanent heritage protection and does not create any financial liability for the local government.

RECOGNITION - IS NOT - DESIGNATION

Project:

- 5a) Investigate recognizing an updated Richmond Heritage Inventory as a Community Heritage Register.

Prepare report investigating the **CREATION OF A RICHMOND COMMUNITY HERITAGE REGISTER.**

Volunteer Effort:

16 days

RHAC to undertake necessary research and provide public consultation.

Staff Involvement:

Environment and Land Use - 10 days

Estimated costs to research and prepare a Report to Council - \$2,650

Timeline:

Report prepared upon completion of Project 4a) Winter - Spring 1998

Implications:

Additional resources not required.

Goal 6: Conservation Plans

Prepare response strategies for each resource on the Community Heritage Register which is not considered protected.

Purpose:

To develop a response strategy for each potentially threatened heritage resource on the Community Heritage Register. This response strategy must be highly flexible and not recklessly commit the City to the retention of all threatened resources, but rather, provide a response strategy before and during critical heritage situations.

Rationale:

To ensure a pro-active strategy for resources which are threatened and/or their loss appears imminent. The model response strategy would provide the City with a range of pre-determined options/actions for each unprotected site.

Project:

- 6a) Prepare a community conservation strategy for each unprotected heritage resource of primary significance as listed on the Community Heritage Register (11 sites), and develop a "model" conservation plan for unprotected resources of secondary importance;
- and
- 6b) As part of the development of a Community Conservation Plan for the Ewen Barn, investigate the possible alternatives available for its conservation. (No consultant studies to be considered).

Prepare custom **CONSERVATION PLANS** outlining a pro-active strategy for the ten remaining unprotected "primary" heritage sites* identified in the inventory. Proceed with the creation of a plan for the Ewen Barn (Project 6b) as the first priority resource.

Volunteer Effort:

20 days/each site

RHAC would coordinate the creation of each conservation plan.

Consultant Services:

As required for each site - cost may vary

Staff Involvement:

Environment and Land Use - 12 days - each site

Costs to assist in the production of each plan - \$2,700 each site

Timeline:

Summer 1996 - Spring 1997

Implications:

Resources potentially required for consultants

* Important heritage resources which are considered unprotected:

Ewen Barn

Goldie Harris House

Lord Byng School No. 2

Thompson House

Sea Island Community Centre

Rathburn House

Boeing Plant

Steves House

Draney House

East Richmond School

Goal 7: London Farm Barn

To provide a barn on the London Farm site.

Purpose:

To enhance the historic agricultural theme and marketability of the London Farm site.

Project:

- 7a) Investigate the options for provision of a heritage barn at London Farm. (No consultant studies to be considered).

DEVELOPMENT PLAN to be undertaken which will include investigating option for a barn at London Farm.

Volunteer Efforts:

40 days

The Richmond Museum and Historical Society to work with the consultant to prepare a Development Plan for London Farm.

Consulting Services:

\$3,500

To investigate options and feasibility of the Society's recommendations

Staff Involvement:

Community Services - 10 days

Estimated cost to assist in the preparation of study - \$2,750

Timeline:

Currently under way to be completed by Fall 1996

Implications:

Additional corporate consulting item - \$3,500

Goal 8: Collections Management, Heritage Index and Access to Archives

Continue and increase the collection, storage and cataloguing of Richmond's Artifacts and Archives.

Purpose:

To coordinate with local heritage groups, the Richmond Museum and the City of Richmond Archives; the collecting, preservation, and use of:

- Historic Artifacts;
- Archival Records (textual records both public and private, photographs and maps); and
- Modern "Heritage Documentation" (Oral Histories, Inventories of Sites and Structures, non-archival material of value to heritage research)

Rationale:

There are many local heritage groups and individuals which acquire and store heritage material and provide varying degrees of public access to these collections. Improved understanding, training and coordination between groups involved is desirable to ensure:

- Acquisition of appropriate materials;
- Correct handling and preservation of historic materials;
- Awareness between and among agencies of holdings and collection policies; and
- Thorough cataloguing and public access of/to stored materials

Project:

- 8a) For those organizations which acquire artifacts and archival information, and have not developed a formalized collections policy, encourage the drafting and adoption of a written collections policy with the assistance of the Richmond Museum and the archives;
- and
- 8b) Produce a directory of local collection agencies which provides the basic information, such as: collection's policy, location, hours and access policy.

Encourage more societies to work with the museum and the archives utilizing existing City resources and programs to learn about **COLLECTIONS MANAGEMENT** and protect and provide access to Richmond's Artifacts and Archives.

Volunteer Effort:

60 days

Societies to work with the City Museum and the archives

Staff Involvement:

Community Services/City Clerk - 30 days

City Archives and museum to conduct introductory workshop and to work with societies towards the rationalization of existing collections and policies - \$6,550.

Timeline:

Fall 1996 - Fall 1997

Implications:

Additional resources not required.

- 8c) Produce an index of the archival and artifact resources available at local collecting agencies other than the archives, museum or library.

The preparation of an **INDEX** should be conducted in conjunction with collections management in Project 8a).

Timeline:

In conjunction with Project 9a) - determined by each society

Implications:

Resources not required - or secured by societies

- 8d) Investigate the extension of City of Richmond Archive hours to allow additional public access while acknowledging current Municipal efforts to create/maintain public access.

Explore means to **INCREASE ACCESS TO THE ARCHIVES.**

Staff Involvement:

Clerks Department

The City Clerk's office has and continues to explore ways to increase access

Timeline:

On-going

Goal 9: Intergenerational Programs

Record the significant heritage information found in the lives and experiences of Richmond seniors and pioneers. Develop a program for the sharing of these heritage experiences with youth and all others interested.

Purpose:

To encourage and facilitate the recording of the historic information of the residents of Richmond and to share this information, especially with youth.

Rationale:

Groups and individuals have expressed a desire to share, record and collect historic information concerning the pioneers of Richmond. The collection/transmission of this information engenders respect and understanding between generations and offers a unique learning opportunity for the new residents and youth of Richmond.

Project:

- 9a) Develop a program to collect the life experiences of Richmond residents;
- and
- 9b) Develop a program for the promotion and distribution of this heritage information. Investigate the development of intergenerational programming for the school board, museum and library.

Develop an **INTERGENERATIONAL PROGRAM** to promote and distribute stories of the life experiences of Richmond's pioneers.

Volunteer:

The Richmond Heritage Advisory Committee - 100 days
Richmond Heritage Advisory Committee to work with the museum and the archives to continue to promote intergenerational programs.

Staff Involvement:

Community Services - 10 days
Estimated costs to assist the Richmond Heritage Advisory Committee - \$2,155

Timeline:

Summer 1997 - Fall 1997

Implications:

Additional resources not required.

Goal 10: Heritage Recognition Program

Further develop heritage recognition programs that support and promote heritage activities in Richmond.

Purpose:

To determine a variety of methods to recognize heritage conservation activities in Richmond and pursue the development of all available partnerships in the granting of these awards.

Rationale:

The recognition of the individuals or groups which undertake heritage activities is an important component in the encouragement of these "volunteer-driven" efforts and also serves to raise the level of heritage awareness in Richmond.

Project:

10a) Review current heritage recognition programs undertaken by the City and develop new programs that:

- Broaden the mandate of the existing "Heritage Plaques Recognition" Program to include efforts beyond built resources;
- Investigate methods of heritage recognition beyond the awarding of plaques; and
- Pursue alternate cost-sharing possibilities for the funding of awards.

Develop an effective/comprehensive **HERITAGE RECOGNITION PROGRAM.**

Volunteer Efforts:

10 days

RHAC to coordinate consultation with all interested heritage groups and develop program.

Staff Involvement:

Environment and Land Use - 3 days

Costs to assist the RHAC in its preparation of recommendations - \$550.

Timeline:

Fall 1996

Implications:

Additional resources not required.

APPENDIX A: SUMMARY OF THE RICHMOND HERITAGE STRATEGY'S IMPLEMENTATION PROGRAM AND COSTING

PROJECTS	Division/ Group	COST IMPLICATIONS			TIMING														
		Volunteer Days	Staff Days	Staffing Value Additional Cost	1996			1997			1998			1999					
					2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1.	Finance	-	21	5,200	X														
	Finance	-	42	11,700				X											
	6 Business Plans	180	30	-				X	X										
2.	Heritage Commission	15	15	3,800				X											
3.	Heritage Fund	70	50	11,800				X	X										
4.	Inventory Update	31	10	2,150											X	X			
	Heritage Database	-	20	7,300				X											
5.	Heritage Register	16	10	2,650											X	X			
6.	10 Conservation Plans	200	120	27,000				X	X										
7.	London Farm Barn	40	10	2,750											X				
8.	Collections Management	60	30	6,550				X	X										
	Heritage Index	-	-	-															
	Archive Hours	-	-	-															
9.	Generational Programs	100	10	2,155											X	X			
10.	Recognition Programs	10	03	550															
TOTALS		722	371	83,605 *	143	165	17,900	44	165	2,300	44	19	19	9,800	19	19	1,150		