

Victoria Civic Heritage Trust

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# *Bringing the City to Life*

An Interpretation Plan  
for Downtown Victoria



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*ALDRICH  
PEARS  
ASSOCIATES*

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JUDY OBERLANDER  
• PRESERVATION CONSULTANTS INC. •



**ALDRICH  
PEARS  
ASSOCIATES**

Aldrich Pears Associates Limited

1573 East Pender Street Vancouver BC V5L 1V9

(604) 253-1125 Fax (604) 253-5225

**Victoria Civic Heritage Trust**

**Bringing the City to Life**  
**An Interpretation Plan for Downtown Victoria**

*15 January 1993*

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for the Downtown Victoria Interpretation Plan  
was provided by the Ministry of Tourism  
and the Ministry Responsible for Culture  
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and by the Victoria Civic Heritage Trust.*



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Dear Tim:

I hope you're having fun with your summer job because you won't believe what you're missing. Victoria is amazing!!

Aunt Chris and Uncle Glen have a great house just outside town. We've been taking the bus downtown and exploring the city every day. It's really not like I expected. Of course it's very British in some ways, but there are all kinds of stories about other sides of its history. Did you know in 1880 there were 56 saloons here? Because of the gold rush, of course. Yesterday we took a walking tour with a guy called Mad Jack who was supposed to be a "prospector" from the 1800s. We walked through one part of town and stopped at all the shops that used to supply the miners before they went north. He was pretty funny - kept complaining about the fact that there were 100 men for every woman in town. (Reminded me of you). Joey liked his mule so much that Mad Jack gave him a ride at the end.

All the shops we stopped at on the tour had displays to look like the 1880s, even the prices (\$10 for a wedding dress!!). And the people in the shops were dressed in old-fashioned clothes. Some of them told stories about the history of their business. I wanted to buy the wedding dress but it wasn't for sale so I went for some Rogers hand-made chocolates instead. If you're nice I'll give you some.

I took a picture of Dad smoking a Pride of Victoria cigar in front of the spot where there used to be a cigar factory. (Dad does a pretty good Groucho). It's neat how they've got things set up here. Everywhere you look there's a surprise.

Joey and I peeked down an alley and saw a bunch of horses tied to a hitching post in front of an old building that looked like a brothel. But when we got closer we saw that the horses were sculptured and the rest was painted, including the ladies, if you know what I mean. Turns out there really was a brothel there once. Another time Joey found a place that used to be an Opium factory!!

Man, times have changed since then!







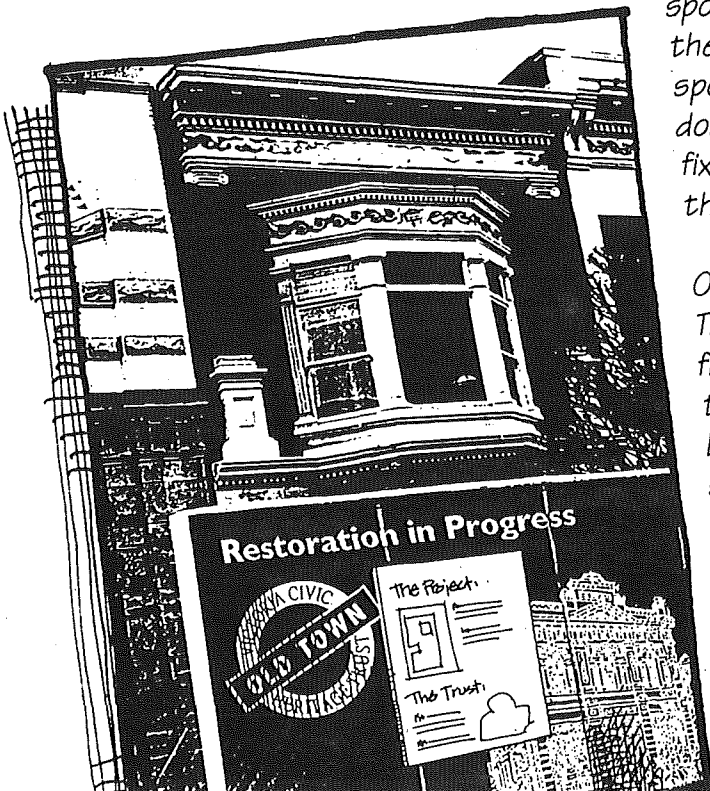
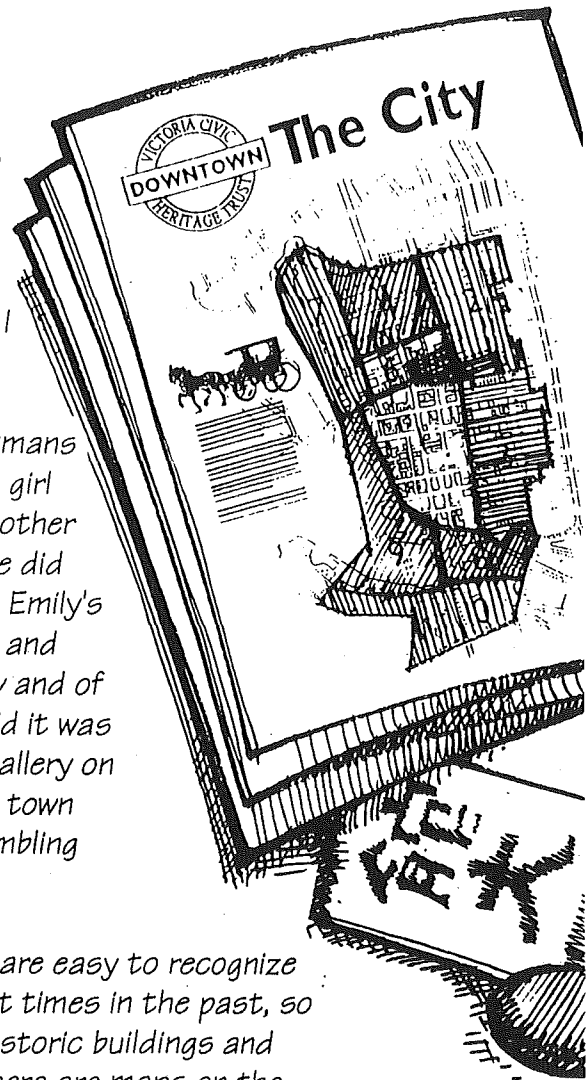
The town is divided into zones and we got a map at the tourist centre so we could choose what we wanted to do. You can do tours with different themes. Some have carriage rides - I'm going to do that before I leave. I already know what horse I want!!

On Friday Mom and Aunt Chris rented Walkmans and went on a tour that was narrated by a girl who was supposed to be Emily Carr, and another artist from Victoria called Robert Amos (he did the painting in our front hall). They went to Emily's favorite places and they'd both tell stories and talk about each place, only Robert lives now and of course Emily lived a long time ago. Mom said it was excellent. She bought some prints from a gallery on the tour. Dad and Joey and I went to China town instead. We played "Fan tan", a Chinese gambling game, and Joey now owes me ten bucks.

There are signs everywhere downtown that are easy to recognize and they tell you about the city at different times in the past, so you can explore on your own. Many of the historic buildings and shops have signs telling about them and there are maps on the back so you know where you are. The people in the shops here are really nice, anyway, and they can tell you lots to do if you're stuck. Some of the new buildings have displays showing what the same

spot looked like 50 or 100 years ago. And they have paintings and signs in some spots to show what they are planning to do. Lots of the old buildings are being fixed up still (Dad went bananas over them, of course).

On Saturday we went for dinner in Trounce Alley, where miners used to get free lunch with a beer for 50 cents at the Grotto. Mom nixed the beer idea but lunch was good anyway - sourdough bread and "Cariboo stew". That's "boo" for the gold rush, not "bou" for Rudolph's cousin.





After dinner we took a harbour ferry to a place called Songhees which used to be a native village. On the way our native guide told us the story of what it was like when the first people lived there and traded with the Hudson's Bay dudes. Now it's all getting fixed up with a swishy hotel and apartments and a marina. It was a clear night and all the lights of the city reflected off the water. When we got there we walked back along the water on the new walkway, then we joined up with a parade of people carrying candle-lit lanterns through the Old Town. We ended up at Murchies, where Joel ate three pieces of cheesecake and I got to have coffee.



On Sunday we went to the Maritime Museum. I'm not crazy about old boats like Dad is, BUT something really cool happened. A man dressed up like an old-fashioned judge showed up, along with some rough-looking "miners" and some onlookers, and they acted out a murder trial. The museum used to be the courthouse where all the big trials were. The judge was called "the Hanging Judge". His name was Judge Begbie and he spoke two Indian languages. They say he wasn't as mean as his name sounds, but I think Joey was a little scared at first.

Tonight Uncle Glen's taking us to see where all the old theatres used to be, with names like Princess and Crystal and Empress. Some of them are still around, and there's a silent movie festival on. Too bad you're going to miss it.

Dad wants to come back in September because there's some conference on heritage restoration and he knows some of the architects who are speaking. Maybe he'll bring you down when school starts and help you move. I really hope you get into U-Vic because I'll be able to visit you then. And guess what, you can get a summer job next year as an actor like Mad Jack, AND Aunt Chris says the University would give you credits toward your theatre program! But if you do, better ask for a horse, because the mules are pretty stubborn.

We'll be back Monday so don't forget to clean up your mess!  
See ya soon.

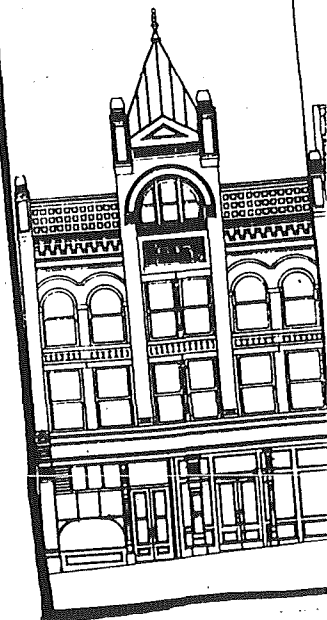
Love, Your favorite sister

Lisa

City of Victoria  
Heritage  
Program

Victoria Civic  
Heritage Trust

Fall  
Seminars





## **I.0 Executive Summary**



## 1.0 EXECUTIVE SUMMARY

### PURPOSE of the study:

The objective of the Victoria Civic Heritage Trust is to develop, administer and support programs that preserve, promote, interpret and enhance the cultural and natural heritage resources of the City of Victoria. To achieve key interpretation objectives, the Civic Trust commissioned this Interpretation Plan as their guiding framework for the next decade.

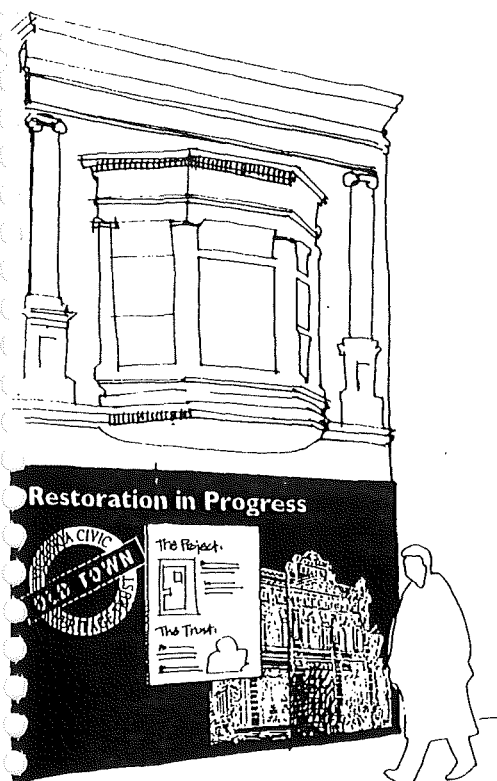
This report is a guide to the interpretation opportunities and a source of ideas for the Civic Trust and potential partners. Various sections have been designed to serve as promotional material, to encourage sponsorships in the community.

A practical, low budget and high visibility approach has guided this study. The result is a practical plan with attainable goals assigned to a step-by-step process.

The role of the Civic Trust is to serve as a resource and a facilitator, to encourage and assist citizens, merchants and community organizations in their efforts to celebrate Victoria's past, present and future.

### RESEARCH revealed the following challenges for the Victoria Civic Heritage Trust:

- ☐ facilitate the coordination of existing programs, reducing duplicated efforts.
- ☐ create a resource network in which various organizations can share information and jointly promote their programs.
- ☐ expand the concept of what constitutes an interpretive resource, moving from the interpretation of individual physical resources to a larger context of the intangible feelings which a city like Victoria evokes.
- ☐ develop interpretation programs around existing resource groupings and areas to reinforce their presence.
- ☐ build upon existing programs and adapt ideas from other centres to the Victoria context.
- ☐ establish and maintain contact with organizations operating interpretation programs in other cities.
- ☐ develop a resource file on other interpretation programs and encourage other institutions to consult it. As the body of information grows, it may be possible for the Civic Trust to develop a subscription



service in order to defray some of the costs of collecting and updating of information.

These challenges are addressed by *operational and interpretive strategies*.

**OPERATIONAL STRATEGIES** focus on two key ideas:

1. **Make the Civic Trust a resource facility and**
2. **Develop partnerships with businesses, government agencies, and community organizations.**



*Challenge: Work with existing organizations*

*Strategy: Facilitate the coordination of community activities*  
- including thematic development, marketing, events, graphic design, fundraising, and other civic initiatives

*Challenge: Coordinate information distribution*

*Strategy: Centralize program information*  
- options include a newsletter, publication or insert, subscription service, telephone inquiry service, information kiosks, interactive computer program, and cable TV information

*Challenge: Encourage a commitment to the city*

*Strategy: Use the city as a resource*  
- potential to sponsor a resource centre with a model and plans of the city, coordinate or develop school programs, and organize community forums

*Challenge: Work with existing programs and resources, where they occur, and encourage further exploration by visitors and residents*

*Strategy: Establish a network for interpretation*  
- by dividing Downtown into decentralized "interpretive zones"

By working together with other organizations, the Civic Trust will help to establish itself as a collaborator and partner to long-standing organizations and their projects. Our research indicates an interest in collaboration. The Civic Trust should build upon this initial interest. The idea sheets in this report have been designed to facilitate discussions with these potential partners and to spark the imagination of potential sponsors.



**INTERPRETIVE STRATEGIES** outline storytelling approaches:

*Challenge:* Address a variety of audience group sizes, ages and interests

*Strategy:* Provide a range of experiences

- guided or self-guided exploration, a range of hosts and media

*Challenge:* Appeal to people's interest in heritage and cultural activities

*Strategy:* Strive for authenticity

- use myths and preconceptions to get at the real story

*Challenge:* Link interpretation to residents' and tourists' needs and interests

*Strategy:* Use the drama of human experiences to bring history to life

- instead of static objects, emphasize people, activities, and areas; use humour and surprise; encourage people to see through another's eyes; reflect change

*Challenge:* Help people plan their downtown visits

*Strategy:* Combine interpretive and practical information

- suggest services en route, travel times, distances

*Challenge:* Encourage visitors and residents to explore more areas

*Strategy:* Disperse interpretation throughout downtown

- include transportation; promote "draws" to remote sites; link areas thematically and programmatically

*Challenge:* Encourage residents' commitment to their city, and invite them to explore in new ways

*Strategy:* Provide new views of downtown

- encourage locals to view Victoria's history as their own; provide hidden views and unusual vantage points of familiar things

*Challenge:* Encourage residents to come downtown more often

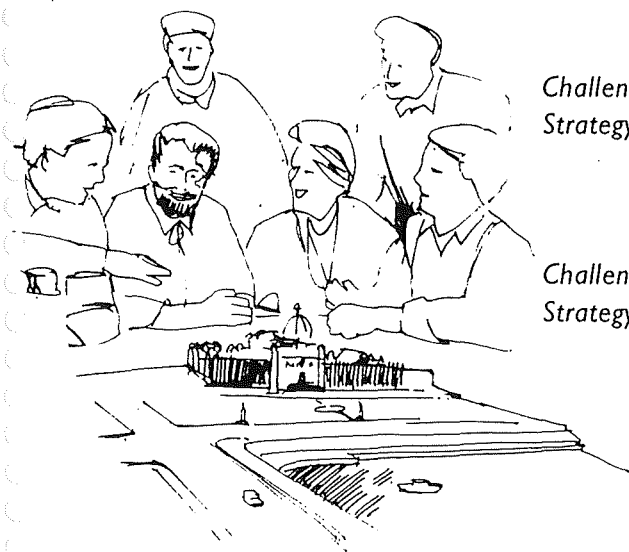
*Strategy:* Create targeted and changing events

- provide off-peak programming, evolving exhibits, links to other reasons for visiting

*Challenge:* Encourage a commitment to the city and its future

*Strategy:* Create a forum for residents' involvement in development

- educate residents, link history with future development, encourage feedback



## **THEMATIC ORGANIZATION** provides a framework:

To connect stories, resources, interpretive techniques, audiences, and partnership opportunities, we developed a theme matrix for each of the four themes selected:

- ☐ **Multicultural Victoria**
- ☐ **The City is Alive**
- ☐ **Work and Play**
- ☐ **Gateway ... to the Pacific, Western Canada and the Gold Fields**

These matrices and the accompanying maps can form the basis for further thematic development.

Our goal was to examine unusual stories to provide an alternative to the prevalent notion of Victoria as a British city in the outreaches of the Commonwealth.

## **INTERPRETIVE DELIVERY** includes a wide range of techniques:

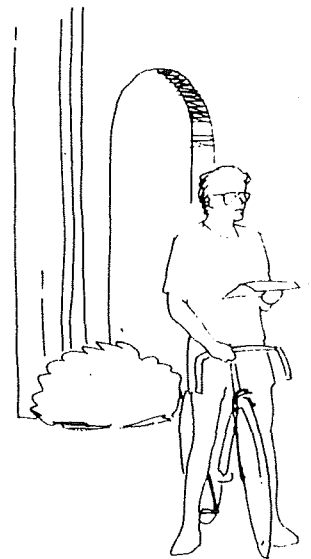
### *Programs*

- ☐ **Tours** - guided and self-guided; walking and driving excursions in groups or for individuals
- ☐ **Living history** - including street theatre, oral history programs, and interpreters in period costumes
- ☐ **Programs and events** - from festivals and concerts to workshops and seminars on the future of Victoria

### *Physical Elements*

- ☐ **Publications** - maps and brochures, books, articles and posters further our understanding of Victoria, its history and how we can participate in programs both as residents and as tourists
- ☐ **Site features** - markers, pavement patterns, sculptural installations, and graphic panels create interpretive environments throughout the city
- ☐ **Interpretive Facilities** - places to meet, pick up maps and brochures, plan a visit, and view exhibits and audio visual programs in a controlled environment.

The report describes each delivery type and identifies themes, media, and potential partnerships for each.



**IMPLEMENTING THE PLAN** should occur in five phases:

☐ **Phase One: Organize and Build Support**

- Promote the Civic Trust and establish a presence in the community
- Build a constituency of supporters and partners
- Organize and train the Civic Trust representatives
- Initiate long-term fundraising strategy
- Make the Broad Street HARP a pilot project

☐ **Phase Two: Consolidate**

- Create a resource centre
- Distribute resources
- Facilitate the coordination of existing ventures
- Organize a "storefront" facility

☐ **Phase Three: Build the Interpretive Zone Network**

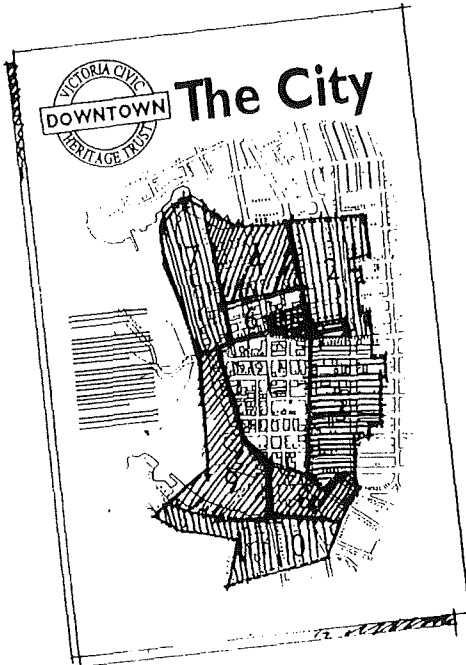
- Establish satellite partner locations
- Publicize the network
- Develop comprehensive programs

☐ **Phase Four: Develop Individual Zones**

- Target specific Interpretive Zones
- Use set criteria for selection of zones for development

☐ **Phase Five: The Interpretive Centre**

- Commission a feasibility study and program planning
- Conduct a concerted fundraising effort
- Create a design
- Complete production and begin operation



A budget for the Plan provides cost estimates for each phase in section 5.2.8.



## 2.0 INTRODUCTION

### 2.1 WHAT IS THE PURPOSE OF THIS DOCUMENT?

This report is intended as a guide for The Victoria Civic Heritage Trust during the planning and implementation of interpretation programs in downtown Victoria over the next ten years. It :

- ☐ establishes goals
- ☐ suggests guidelines and strategies
- ☐ recommends criteria for programs, and
- ☐ outlines interpretation ideas

#### How is it to be used?

This document is a general guide which creates a framework for the development of a long-term interpretation program. It is a planning document rather than a design guide, since design development is not part of the mandate for this project. The report is designed to serve as:

- ☐ **a promotional tool** with pages suitable for presentation in various formats by the Civic Trust to other community/business organizations and potential funding agencies
- ☐ **graphic material** to be reproduced as tear sheets, display boards, slides, or as inserts into other publications
- ☐ **background information** contained in appendices which provide extensive reference material for the Civic Trust

#### How is the document structured?

It is divided into four major parts:

- 3.0 Research
- 4.0 Approaches to Interpretation
- 5.0 Implementation
- 6.0 Appendices

This structure is intended to facilitate easy access to the various sections which will serve different audiences and uses over time.

### **Who will use this document?**

It is designed to be used by the Civic Trust staff and Board representatives as a planning document, an initial collection of reference material on Victoria and interpretation programs in other cities, and a long-term framework to guide the activities of the Civic Trust.

The appendices are bound separately so that they can become reference material for other community organizations. This information is also available on disk so that it can be easily updated and developed further. This applies specifically to Appendices 6.1, "Existing Interpretive Initiatives," and 6.5, "Theme Matrix."

## **2.2 PROJECT MANDATE**

The Downtown Victoria Interpretation Plan included a two-part mandate: Interpretive Research and Interpretive Plan Development. This is outlined in the Terms of Reference which are included in Appendix 6.6.

During the first phase, the project team researched existing interpretation initiatives in Victoria in both the private and public sectors, studied the users of downtown by tracking visitors and residents in the downtown core, examined existing interpretive resources in the city and gathered information on interpretation programs in other cities. An important component of this project was the invitational workshop with representatives from government agencies, businesses and community groups. This generated valuable ideas on the nature of Victoria's interpretation program and pointed the way towards consensus on ways to engage new audiences in the community.

The project team developed approaches to the plan which include operational and interpretive strategies, initial theme development, program ideas and an implementation plan which will assist the Trust in meeting the goals of its interpretation program.

The plan addresses the goals for the interpretation program identified by the Civic Trust in 1991:

- i) to increase awareness of the historical development of downtown Victoria and the city as a whole,
- ii) to increase awareness of, and sensitivity for, the relationship between existing resources and future development. Specifically, the interpretation program should endeavour to link the nature of future development in Victoria to the existing character and scale of the downtown (in this respect the plan should be both forward and backward looking),
- iii) to enhance economic development in the downtown by encouraging tourists to explore a large area of the downtown,
- iv) to gain support for heritage activities and initiatives through increased awareness,
- v) to establish a long term, coordinated interpretation program for downtown Victoria and,
- vi) to provide liaison with existing interpretive initiatives.

Our study area includes the downtown core which extends from the Legislature Buildings and Superior Street at the south, to the shores of the Inner Harbour on the west, Blanshard Street on the east and Princess Street as the northern edge.

## 2.3 ACKNOWLEDGEMENTS

The project team consisted of Phil Aldrich, Principal-in-Charge, Doug Munday, Senior Designer, Victor Chorobik, Senior Exhibit Designer, Aldrich/Pears Associates; Judy Oberlander, Preservation Consultants Inc., Dr. Peter Murphy, University of Victoria, and Jennifer Nell Barr, Heritage Consulting Services.

We would like to express our appreciation to everyone who participated in this study, and in particular:

**- Victoria Civic Heritage Trust:**

Allison Habkirk, Executive Officer,

The Board of Directors: Peter Bennett (Past President), Russell Irvine, (President), Ronald Greene (Vice-President), Michael Marley, Susan Irvine, Cyril Hume, Terry Reksten, Sandra McCallum, Arthur Joyce, Elizabeth Radford, and Councillor Martin Segger, as well as previous Board members, Mayor David Turner, David Hambleton, and Donovan Walters.

- The Interpretation Committee**, chaired by Michael Marley, with members John Adams, Peter Bennett, Jim Burrows, Alastair Kerr, and Susan Irvine, provided useful insights into the Victoria context and helped to identify potential interpretive opportunities.

- City of Victoria:** Steve Barber (Senior Planner), Elizabeth Low (Downtown Coordinator) and Councillor Martin Segger generously shared their knowledge of the city and led the project team on an extensive walking tour of the Downtown area.

- Victoria Business Improvement Association:** Kathryn LeGros (Manager) provided informative background material on business trends in the downtown core.

- The British Columbia Heritage Trust** contributed a grant towards this project and both Cliff Hewitt and Kathleen O'Neill participated in our initial interviews.

- Participants in the May 1992 workshop**, who are listed in Appendix 6.4, as well as all the many tour operators, business owners, community organizers, and citizens who participated in Jennifer Nell Barr's survey of existing interpretive initiatives in Victoria.



### 3.0 RESEARCH

During the course of this study research was conducted in four areas in order to learn more about:

- ☐ **interpretation initiatives** currently underway in Victoria
- ☐ **users** of downtown
- ☐ existing **interpretive resources** in Victoria
- ☐ interpretation **programs in other cities** which could serve as models for the City of Victoria

This research provided the project team with background information and data which has led to the recommended interpretation and operational strategies.

#### 3.1 WHAT INTERPRETIVE INITIATIVES EXIST IN VICTORIA?

##### **Our Research**

The City of Victoria has a wide range of organizations which offer programs related to fostering a better understanding of its history. Interpretive programs are offered by:

- ☐ commercial enterprises
- ☐ business associations
- ☐ civic organizations
- ☐ museums and other attractions

A review of the programs and services offered by these institutions is included in Appendix 6.1. A total of 49 institutions were contacted during this study in order to gain an overview of their programs which provide information for residents and visitors. This material illustrates an extensive network of companies, community organizations, business groups, and cultural institutions which promote activities related to the City of Victoria. For future reference, a compendium has been arranged in eight categories. It is designed to be used as a reference tool by the Trust and can be easily updated on an annual basis since it is available on a disk.

## **What We Found**

### ☐ *Lack of Coordination between agencies in the Downtown Core*

The organizations and businesses which were contacted were very willing to share information about their activities, from tours of Victoria to promoting special events, heritage conservation advocacy to tourism promotion. The diversity of organizations involved in these activities is most impressive and yet in many cases, there is not much exchange between them nor cooperative marketing of these programs. This presents an ideal opportunity for the Civic Trust to assist in this task within the various constituencies—business and community groups, city advisory groups, commercial enterprises, museums and tour companies.

### ☐ *Interest in story ideas for tours*

Certain tour operators also expressed an interest in receiving information to use on their tours. This could present an opportunity for the Civic Trust to develop and distribute innovative background material and scripts for these tours. There is also the potential for the Civic Trust to initiate a certification process for tour guides as well as the companies themselves to ensure that each tour is of the highest possible quality.

### ☐ *Joint Promotion Programs*

Research has also revealed that joint promotion programs through community networks, e.g. the BIA, which already exist are beneficial to all participants. Networks in the business community and the tourism industry are already well established. The Civic Trust could benefit from collaboration with these organizations in the form of cooperative newsletters or inserts, joint advertising campaigns, and collaborative programming. Response to these initial inquiries indicates that there is a general interest in collaboration with the Trust; this should be explored as soon as possible.

### ☐ *Plaques and Interpretive Signage*

Located throughout the study area are an impressive number and variety of interpretive plaques. Over the years plaques have been placed on buildings, in sidewalks, and along the causeway wall by various organizations including the Historic Sites and Monuments Board of

## 2.0 Introduction



Canada, the Provincial Government, B.C. Heritage Trust, City of Victoria, the Greater Victoria Civic Archives Society (Fort Victoria brick project) as well as private sponsors such as Market Square. These plaques are diverse in both content and form—from large maroon-coloured bronze plaques to small illustrated porcelain enamel panels. Collectively, these plaques are an important part of the current interpretive initiatives; however, there does not appear to be much coordination of visual presentation, thematic messages, and physical attributes. The locations of many of the older plaques do not take into account the height of children nor the needs of wheelchair users. The Civic Trust should encourage organizations to consult with them when planning commemorative plaques or signs for downtown sites.

### **Challenges**

The challenges for the Victoria Civic Heritage Trust are to:

- ☐ facilitate the coordination of existing programs to reduce duplicated efforts
- ☐ create a resource network in which various organizations can share information and jointly promote their programs.

## **3.2 WHO USES DOWNTOWN VICTORIA?**

### **Our Research**

In addition to a literature review, an on-site investigation was conducted between February 15th and March 12th 1992 by Dr. Peter Murphy, of the University of Victoria's Business School, to determine the uses of the Inner Harbour by residents and tourists. The study focused on 'heritage activities,' such as reading plaques or visiting heritage buildings and cultural attractions. A total of 84 parties—44 tourist parties and 40 resident parties—were selected randomly and tracked, to note their routes, numbers of stops, and interest displayed in cultural or heritage aspects of city. The resident groups were followed from parkades around the downtown and from major bus transfer points along Douglas Street. The tourist parties were identified as they left hotels around the Inner Harbour, or exited the Tourist Information Centre on Government Street.

Details of this research are contained in Appendix 6.2.

## What We Found

Our findings confirm observations from previous pedestrian traffic flow surveys, Tourism Victoria's Winter 1992 Exit Survey, and previous research by Peter Murphy in 1978. The latter formed the basis of the article, "Tourism Management Using Land Use Planning and Landscape Design: The Victoria Experience", *Canadian Geographer*, 1980. Although our research was not comprehensive and was limited by the fact that it was conducted on weekends in late winter, it provides further information on the two groups which use downtown.

### ☐ Two groups: residents and tourists

These two distinct groups have different needs and interests in their visits to downtown. With the growth of urban tourism, both groups present challenges and opportunities for the Civic Trust and its partners in interpreting the city.

#### *Residents*

- ☐ The nature of their visits:
  - pre-determined reasons for going downtown
  - shorter, more focused visits
  - covered a larger area of the downtown
- ☐ They are more goal oriented during their visits to downtown: to shop, dine, conduct business, or attend entertainment.
- ☐ Heritage interest was observed in ten percent of the residents:
  - three percent were recorded observing heritage streetscapes or entering stores in heritage buildings
  - seven percent went into heritage or cultural attractions
  - none read plaques
- ☐ These are the stakeholders in the future of downtown.

#### *Visitors*

- ☐ The nature of their visits:
  - leisurely strolls through the area
  - longer, less focused visits
  - covered a small area of the downtown; no visitors went as far as Chinatown, tending to remain close to the Inner Harbour and Government Street area

- ☐ Heritage interest was higher than the resident group:
  - 66 percent engaged in a heritage or cultural activity
  - 21 percent consciously observed the heritage landscape or entered a business in a heritage building
  - 25 percent also read plaques and observed other heritage displays
  - 20 percent visited a heritage or cultural attraction

## Challenges

### *For residents:*

- ☐ appeal to citizens' vested interests in the city
- ☐ involve residents in their city and its urban issues
- ☐ encourage a commitment to the city, its future, and in particular its care through heritage conservation and the work of the Civic Trust
- ☐ link residents' needs and reasons for downtown visits to the Interpretation Plan in a flexible way which changes over time
- ☐ encourage residents to explore hidden parts of the city and see places not normally seen
- ☐ provide a diversity of activities to increase the length of their visits to downtown

### *For visitors:*

- ☐ appeal to a demonstrated heritage interest
- ☐ offer orientation opportunities to assist in the planning of visits to downtown, e.g. practical information about how much time to allocate, and where unusual or out-of-the-way sites are located.
- ☐ encourage exploration of areas in the downtown currently less frequented, including Chinatown, Lower Johnson Street and the industrial areas
- ☐ provide a diversity of interpretation programs throughout the year
- ☐ build upon existing initiatives such as the plaques, to provide a consistent and coordinated message about the City of Victoria
- ☐ make the exploration of the city fun for individuals, as well as families; offer a variety of experiences in a short time span

### 3.3 WHAT ARE THE EXISTING INTERPRETIVE RESOURCES?

Victoria is a city with a wealth of resources which can be used to tell the story of its development. In many instances, the physical environment is the ideal stage for programs and events which bring the city to life for residents and visitors alike.

#### **Our Research**

We reviewed existing documentation from other civic initiatives to ensure that the interpretation plan is integrated with the goals and objectives that the City of Victoria, as established over the past few years. The Interpretation Plan can be used to strengthen other civic objectives, such as increased pedestrian circulation, special activities which bring people to the downtown core, and increased year-round tourism. The following reports provided background information on policies and resources which relate to the Interpretation Plan.

- ☐ Downtown Victoria Plan 1990
- ☐ City of Victoria Downtown Heritage Inventory
- ☐ Downtown Victoria Beautification Strategy  
(in progress during this study)
- ☐ *This Old Town* - City of Victoria Central Area Heritage  
Conservation Report

#### **What We Found**

- ☐ *Outstanding resources to interpret*

This is one of the few cities in North America where one can turn 360 degrees to experience the scale and design of a late 19th and early 20th century city. Despite cosmetic work on certain buildings, many streetscapes have retained their integrity and provide a strong sense of the city's urban development.

In recent years, civic policies related to zoning and land use have encouraged small-scale developments, courtyards and walkways, and the adaptive re-use of older buildings. This is reflected in the urban fabric, from the integration of grand open spaces around the inner harbour to small intimate courtyards behind Johnson Street. Historic civic places such as Bastion Square have been re-designed to link with the pedestrian walkways and the harbour which was visually closed off in the previous design.



### 3.0 Research



☐ *Different Types of Interpretive Resources*

Victoria has a wide variety of both physical and non-physical resources which can be used as the basis for the Interpretation Plan

*1. Physical Resources*

- Historic buildings
- Neighbourhoods and districts
- Alleys, mid-block connections, and walkways
- Courtyards, squares, and open spaces
- Natural features, water mountains
- Inner Harbour
- Consistent or prominent streetscape elements - paving, lamps

*2. Businesses*

- Long-standing companies
- Families
- Heritage Enterprises

*3. Programs*

- Downtown Heritage Building Incentive Program
- Heritage Area Revitalization Program
- Streetscape Improvement Programs
- Downtown Victoria Association programs
- Initiatives by the City of Victoria, including the Heritage Inventory and Management Plan and the new Downtown Plan
- Victoria Business Improvement Association

*4. Human Resources*

- High level of civic commitment amongst individuals and institutions
- Service clubs and community associations
- Businesses and business associations
- People and personalities, both historical and contemporary

*5. Events*

- Promotions and programs sponsored by the business community
- Festivals, e.g. the Classic Boat Festival
- Celebrations such as First Night
- Programs initiated by cultural institutions such as museums
- On-going events such as tours of the city in buses, on foot, in horse-drawn carriages
- Annual events, e.g. the Swiftsure race

☐ *Distribution and location of the resources*

The location of these resources has revealed concentrations in certain zones and led to the development of thematic areas.

- resources are distributed over wide area
- resources most densely concentrated within central part of study area
- existing "character areas" with unique resources  
e.g. - Old Town, China Town, Waterfront, Inner Harbour

**Challenges**

- ☐ One of the biggest challenges for the Civic Trust will be to expand the concept of what constitutes an interpretive resource, moving from the interpretation of individual physical resources to a larger context of the intangible feelings which a city like Victoria evokes.
- ☐ Develop interpretation programs around existing resource groupings and areas to reinforce their presence.

**3.4 WHAT INTERPRETIVE PROGRAMS EXIST IN OTHER CITIES?**

**Our Research**

Interpretation programs from other cities in North America and France have provided inspiration for this study. A summary of our findings is contained in Appendix 6.3 and it provides detailed descriptions of innovative ideas which the Civic Trust may wish to follow up. Addresses and telephone numbers have been included, so that other organizations may contact these institutions.

**What We Found**

There is a wide range of programs—from unusual tours bringing residents and tourists together, to joint newsletters; distinctive signage to multi-cultural programs for people of all ages; oral history recollections to site features which illustrate lost parts of cities; creative signage describing work in progress, to publications which give new meaning to our urban spaces. Many of these programs provide ideas adaptable to the Victoria context; they have been referred to throughout this document.

### Challenges

- ☐ Build upon existing programs and adapt ideas from other centres to the Victoria context.
- ☐ Establish and maintain contact with organizations operating interpretation programs in other cities.
- ☐ Develop a resource file on other interpretation programs and encourage other institutions to consult it. As the body of information grows, it may be possible for the Civic Trust to develop a subscription service in order to defray some of the costs of collecting and updating of information.

## 3.5 WORKSHOP WITH STAKEHOLDERS

### Our Research

An invitational workshop was conducted in May 1992 with selected representatives of Victoria groups who were seen as being stakeholders in the success of an Interpretation Plan. This included representatives from business, civic and heritage organizations, government agencies and tourism associations. At the workshop, the project team reviewed research findings, listened to discussions, and sought participants' ideas on opportunities for interpreting the city. This workshop was intended to encourage participation in the interpretation plan at this early stage, and to strive towards consensus about the direction of the plan. A summary of the discussions and a list of attendees is found in Appendix 6.4.

### What We Found

A summary of ideas which arose out of the workshop include:

- ☐ **desire for authenticity** — get beyond preconceptions about Victoria to reveal the real stories of Victoria's multicultural heritage
- ☐ **focus not just on history**, but also on present and future development
- ☐ importance of addressing the **needs of residents**; tourists will follow
- ☐ need to **move visitors further** (e.g. to Chinatown)
- ☐ need to **attract visitors and residents in off times** — evenings, weekends, winter

- ☐ visitors' wants:
  - **self-guided opportunities** rather than organized events
  - **what's hot (for locals)** rather than tourist traps
- ☐ **"Visitor Centre without walls"** — decentralize interpretation
- ☐ **revenue generating potential** if the interpretation programs are useful and entertaining
- ☐ **importance of drama**, surprise, self-discovery evidenced in successful existing measures (examples from Fan Tan Alley, Royal B.C. Provincial Museum)
- ☐ **need for partnerships** in the community
- ☐ a desire to **increase involvement of young people** in the city
- ☐ an interest in developing new programs and events **to get citizens involved in their city**

## 4.0 Interpretive Plan Approaches





## 4.0 INTERPRETIVE PLAN APPROACHES

The challenges identified in our research phase led to the development of strategies for the Interpretive Plan. The strategies are based upon our research and knowledge of the city, as well as our observations of residents, with their interests in the city, and tourists who require encouragement to venture into different parts of the city.

Some of these challenges can be met by means of *Operational Strategies*, which deal with the pragmatic functioning of the Civic Trust Interpretation Plan.

Others can be addressed through *Interpretive Strategies*, which are ways of organizing and telling the stories, to meet certain communication objectives and address specific audiences.

These strategies then suggest a *Thematic Organization* for the stories themselves. Four themes have been selected for development at this stage.

### 4.1 OPERATIONAL STRATEGIES

The operational strategies are focused in two areas:

- ☐ the operation of the Trust as a **resource facility**, and
- ☐ the development of **partnerships** with other organizations.



#### **4.1.1 The Civic Trust as a Resource Facility**

*Challenge: Work with existing organizations*

*Strategy: Facilitate community activities*

An important role for the Civic Trust is that of a facilitator. The myriad of activities within the city offer the opportunity for the Civic Trust to:

- ☐ develop a coordinated approach to interpretive themes
- ☐ consolidate the efforts of individuals and community groups; facilitate information sharing and act as a central contact for like-minded organizations
- ☐ facilitate the marketing of tours and activities
- ☐ serve as a focal point for the staging of events, (e.g. lectures, videos, and drama,)
- ☐ facilitate programs with other civic initiatives, e.g. Streetscape Improvements
- ☐ facilitate the design of civic heritage plaques to create a uniform graphic identity
- ☐ develop a coordinated approach to fundraising for the various components of the Interpretation Plan

*Challenge: Coordinate information distribution*

*Strategy: Centralized program information distribution*

Victoria has no shortage of activities which provide the opportunity for residents and visitors to learn more about the city. Nevertheless, the dissemination of information is often haphazard. This could be coordinated in a number of ways:

- ☐ a newsletter; or as an insert into other newsletters such as that of the Downtown Victoria Association

- ☐ a publication which could stand alone or be inserted into *Monday Magazine* (e.g. The BIA announcement in *Monday Magazine*, July 1992)
- ☐ a subscription service for businesses
- ☐ a telephone inquiry service for visitors/residents
- ☐ information kiosks sponsored by local businesses could be strategically placed throughout the downtown
- ☐ an interactive computer program could be developed in conjunction with foundations grants or private sponsorship. Information would be available at a series of terminals accessible to the public at certain locations such as the tourist information centre, the Victoria Public Library, the major museums, City Hall, the Legislature buildings, and perhaps a commercial location such as the Eaton Centre; maps would indicate the location of these terminals
- ☐ the local cable channel could carry information supplied by the Civic Trust on a weekly or bi-weekly basis

*Challenge: Encourage a commitment to the city*

*Strategy: Use the city as the resource*

The Civic Trust is ideally suited to act as the agency which fosters public participation in the current and future development of Victoria. Informed dialogue which arises from debates, workshops, and design charrettes will assist residents and visitors in a better understanding of the city.

How can this be achieved?

- ☐ Sponsor a resource centre with a model and plans of the city, and encourage discussion about current urban development projects. A model is The Urbanarium Development Society in Vancouver, which is dedicated to advancing education, public exhibitions, lectures and debates about urban living. Over the past decade, the Society has conducted public education programs, sponsored lectures and carried out research designed "to promote an understanding and an appreciation of

and encourage involvement with the evolution of the urban environment." The Society is run by a volunteer board of directors of architects, planners, writers, and landscape architects.

- ☐ Coordinate the production of kits for teachers, parents and students, which encourage the use of the 'city as the classroom' Eventually the Civic Trust may be interested in developing school programs which involve local architects, planners, and designers who visit schools as part of an 'outreach' program.
- ☐ Organize community forums which objectively present different sides of local issues; these could be taped for broadcast on cable television (e.g. Community workshops in Saint John, New Brunswick, described in Appendix 6.4)

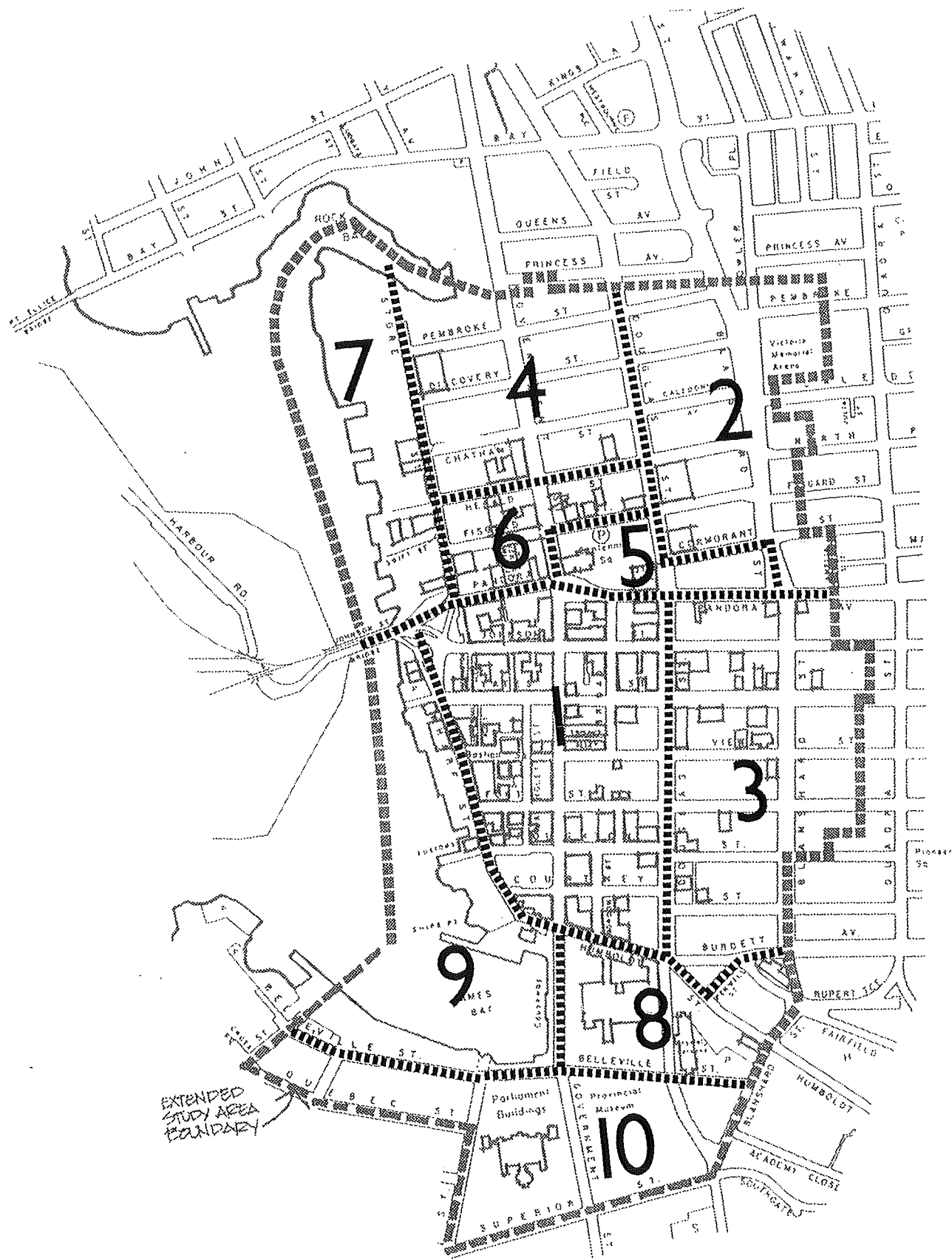
*Challenge: Work with existing programs and resources, where they occur, and encourage further exploration by visitors and residents*

*Strategy: Establish a network for interpretation*

Dividing Downtown into 'interpretive zones' will make it easier to create a network of venues for the various components of the interpretation program.

A decentralized approach to interpretation throughout the Downtown area, rather than a concentrated one, encourages:

- ☐ visitors to move further
- ☐ the involvement of other organizations and businesses, who wish to participate in activities on their street rather than six blocks away
- ☐ the opportunity for additional commercial activity as people explore an area, in contrast to a walking tour that does not return to the area
- ☐ repeat visits to explore different neighbourhoods and zones
- ☐ the establishment of visible boundaries for zones, and links between zones



- STUDY AREA BOUNDARY
- HERITAGE BUILDINGS
- INTERPRETIVE ZONE BOUNDARY

For the purposes of this Interpretation Plan, the downtown area has been divided into zones based on existing divisions noted in the Downtown Plan and the Downtown Victoria Beautification Strategy. The range of resources within each area, relevant themes, pedestrian circulation routes and walkable distances were also considered.

### **Interpretation Zones**

1 Old Town	6 Chinatown
2 New Town North	7 Working Harbour
3 New Town South	8 Humboldt Valley
4 Downtown North	9 Inner Harbour
5 Civic Precinct	10 Parliament Buildings + Royal BC Provincial Museum

These interpretation zones differ somewhat from those which were outlined in the Beautification Strategy, since it was important to keep the distances walkable; therefore New Town was split into the northern and southern sections. Two additional areas, the Inner Harbour and the Parliament Buildings, were added because they provide ideal opportunities for interpretation. Thirdly, the Douglas Street Corridor has been integrated into the New Town zones, rather than left as a separate linear zone.

The implementation of the Interpretation Plan and the beautification strategy should be coordinated so that street furniture, colourful graphics, distinctive paving, and signage enhance the readability of each zone and complement interpretive initiatives. When the Civic Trust develops interpretive material such as brochures for each zone, it will be desirable to link both the graphics and the text with the site graphics. This will provide a clearer overall image for all users of the downtown core.

These zones will enable:

- ☐ A concentration on specific themes within each zone according to available resources
- ☐ The development of a series of 'nodes' within each zone
  - the nodes could be BIP grant recipients, kiosks or interpretive panels for information distribution, meeting points for tours, a central point for interpretive activities

- locating nodes within businesses can create partnerships

- ☐ A coordinated approach to graphic design, so that the design of markers and streetscape treatments in each zone reinforce the boundaries and assist in orientation to the different parts of the City. This will require coordination with other civic agencies such as the Engineering Department, which is responsible for streetscape improvements including sidewalks, signage, lighting, and benches.
- ☐ The creation of a network of nodes in each zone linked with one 'primary' node which serves as the Civic Trust 'headquarters'. This will provide an operational focus for the Civic Trust.



#### **4.1.2 Partnerships**

To encourage interpretation programs in both the short and long term, a series of partnerships need to be fostered. These will facilitate the delivery of programs, reduce costs where duplication exists (for example in marketing various tours) and assist people in planning their trips.

##### *Limited Funds*

Due to limited funds in the community, the Civic Trust should develop a program for partners in the public and private sectors and then campaign to solicit partnerships in Greater Victoria. Joint ventures, shared marketing and promotion programs will help to raise the profile of the Civic Trust within the community.

##### *Shared Objectives*

Shared objectives between like-minded organizations can foster a greater commitment to a long-term Interpretation Plan, which has the potential to involve many partners in the private and public sectors. The benefits of working together, with an overall graphic image, or sharing in-kind donations such as printing services, can result in a much more effective program than a series of small, unrelated efforts.

By working together with other organizations the Civic Trust will help to establish itself as a collaborator, rather than a threat to long-standing organizations and their projects. Our research indicates an interest in collaboration. The Civic Trust should build upon this initial interest. The idea sheets in this report have been designed to facilitate discussions with partners and to spark the imagination of potential sponsors.

##### *Roles*

Roles between partners will need to be clearly defined. This is particularly important in the area of maintenance of plaques, interpretive displays and kiosks.

Overall project management will be the Civic Trust's responsibility. The Civic Trust will also be responsible for information updates, design coordination, verification and consistency of information.

The Engineering Department will be responsible for the physical maintenance of streetscape elements.

Partners will help to raise funds for these elements and encourage others to get involved in the projects.

#### *Interpretive Zones*

We recommend creating partnerships in different interpretive zones. Nodes within each zone can publicly acknowledge a particular sponsor's participation in the program. Interpretive panels or kiosks located outside partnered businesses could serve both to dispense information and to promote local businesses and services.

#### *Board Involvement*

As a complement to the partnerships in each zone, one member of the Civic Trust Board should work with either an individual or a committee in each zone. The success of this type of partnership requires a number of 'champions' (merchants, building owners, community partners) to encourage participation. These 'champions' form the initial partnerships between the Civic Trust and members of the business community in each zone.

#### *Potential Partners*

The following is a selected list of public and private sector organizations which may become potential partners and/or sponsors. To date, these organizations have not been approached directly. It is recommended that the Civic Trust establish a link with a number of them during Phase I of the Implementation Plan in order to build community support.

##### *Public Sector: Provincial*

- ☐ Provincial Capital Commission
- ☐ Ministry of Tourism and the Ministry Responsible for Culture, including the B.C. Heritage Trust and the Heritage Conservation Branch, and the Historic Properties Branch, with their existing distribution networks
- ☐ British Columbia Buildings Corporation
- ☐ Victoria Accord

*Public Sector: Regional*

- ☐ Capital Regional District
- ☐ Tourism Victoria

*Public Sector: Municipal*

- ☐ Planning Department
- ☐ Engineering Department
- ☐ City of Victoria Archives
- ☐ Heritage Advisory Committee
- ☐ Victoria Heritage Foundation
- ☐ Local schools

*Community Organizations*

- ☐ Downtown Victoria Association
- ☐ Business Improvement Association
- ☐ Chamber of Commerce
- ☐ Hallmark Society
- ☐ Service Clubs (e.g. Rotary, Lions)
- ☐ The City of Victoria Public Library
- ☐ Scouts, Brownies and Girl Guides
- ☐ Chinese Benevolent Society
- ☐ Victoria Old Cemeteries Society
- ☐ Churches and the Synagogue
- ☐ Art galleries
- ☐ Victoria Real Estate Board
- ☐ Urban Development Institute - Victoria Chapter
- ☐ Architectural Institute of British Columbia

*Businesses*

- ☐ Commercial enterprises in the downtown area
- ☐ Tour companies
- ☐ Hotels
- ☐ Convention Centre
- ☐ Major tourist attractions
- ☐ Tour operators

*Educational Institutions*

- ☐ University of Victoria
- ☐ Camosun College
- ☐ School Boards



## 4.2 INTERPRETIVE STRATEGIES

The following pages outline strategic approaches to story-telling, selected to address the specific operational and communications challenges identified during our research phase.

These approaches will lead to program recommendations in Section 5, and should direct the development of additional programs in the future.

In seeking to address an audience made up of both residents and visitors, we have created strategies specific to each group, as well as some more general strategies which apply equally to both groups.

The interpretive strategies include:

- ☐ Range of Experiences
- ☐ Strive for Authenticity
- ☐ Drama of Human Experience
- ☐ Combine Interpretive and Practical Information
- ☐ Disperse Interpretation throughout Downtown
- ☐ New Views of Downtown
- ☐ Targeted and Changing Events
- ☐ Create a Forum

#### 4.2.1 Range of Experience

*Challenge: Address a variety of audience group sizes, ages and interests*

*Strategy: Provide a range of experiences*

Depending on the visitor's schedule and learning style, he or she may prefer to be led by others or explore on his or her own.

- ☐ self-guided interpretation allows for individual discovery and exploration
- ☐ organized, guided programs can take advantage of personal interpretation (anecdotal vs. "bricks and mortar")

*Provide a range of 'hosts'*

- ☐ develop a variety of thematic approaches to the same stories, through the use of different host personalities
- ☐ host may be a live guide or a narrator in an acousti-guide or printed text. (e.g. recorded text at Fan Tan Alley with voice overs of people playing fan tan at the turn-of-the-century, or sounds of maritime activity a century ago along the Inner Harbour walkway)
- ☐ host may be an actual Victoria personality, contemporary or historical, or a symbolic, fictional character
  - different ages: child, teenager, adult, senior
  - different professions/interests: historian, architect, artist, sailor, politician, gardener/naturalist, labourer, urban planner, heritage conservationist...
  - different cultures: aboriginal, Chinese, European
- ☐ the visitor may select the 'host' most appropriate to own interest
- ☐ different hosts might lead visitors to different parts of the city, or give different interpretations of the same material
- ☐ hosts include merchants and shop employees who need access to training/information workshops
- ☐ combine different (especially contradictory) hosts in same program as a way of engaging audiences in specific issues.

### *Use a range of media*

Use a range of media to reinforce messages and address different learning styles:

- ☐ interpersonal: live interpretation through tour guides, visitor centre/partner staff
- ☐ graphics: illustrated panels, printed materials for self-guided experiences
- ☐ environmental: sculptural installations, interpretive treatment of interior/exterior spaces
- ☐ audio/visual: sensory reinforcement of messages; soundscapes and lighting effects, audio visual programs in theatres

Although variety is important, there is a need to maintain consistent interpretive messages and imagery in order to reinforce and strengthen the Civic Trust's image.

### **4.2.2 Authenticity**

*Challenge: Appeal to people's interest in heritage and cultural activities*

*Strategy: Strive for authenticity*

*Use myths and preconceptions to get at the real story*

- ☐ use the familiar ideas that visitors and residents bring with them; such as: Victoria as a quiet retirement community, bastion of British culture, remnant of the British Empire, City of Gardens; Chinese gambling dens, network of tunnels under the city.
- ☐ build on those ideas
  - expand incomplete ideas ("yes, but...")
  - debunk myths, contrast them with reality
  - explore the reasons for development of misconceptions

*The truth is stranger — and more interesting — than fiction*

- ☐ 'the real goods'; a taste of real history (not just ye olde England)
- ☐ multicultural reality
- ☐ positive *and* negative stories:
  - pretty views *and* smelly, muddy streets
  - genteel English culture *and* raunchy pioneer town
- ☐ benevolence *and* racism

#### **4.2.3 Drama of Human Experiences**

*Challenge: Link interpretation to residents' and tourists' needs and interests*

*Strategy: Use the drama of human experiences, to bring 'inanimate' history to life.*

*Avoid traditional interpretation of static objects*

- ☐ emphasize people, activities, building use (rather than inanimate buildings)
- ☐ emphasize areas and environments, rather than individual objects and buildings (e.g. interpret Bastion Square through a series of events: a crime, police activity, trial, Judge Begbie, last meal in jail cell, public hanging...)

*Combine education and entertainment*

- ☐ seek and build on stories that involve humour, human drama, surprise endings, mysteries (e.g. Rattenbury affairs, murder)
- ☐ engage visitor through humour and surprise, questions and riddles, treasure hunts

*See through another's eyes*

- ☐ encourage visitors and residents to assume different characters, and to see through their eyes (e.g. historical figure, tourist in 1920, Chinese resident in 1859, etc.)



*Link past, present and future*

- ☐ portray the city as a constantly evolving place, not a static collection of bricks (e.g. immigration stories past, present and future)

#### **4.2.4 Practical Information**

*Challenge: Help people plan their downtown visits*

*Strategy: Combine interpretive and practical information*

*Combine orientation, service and interpretive functions*

- ☐ supplement interpretive information with suggestions for services available en route (e.g. restaurants, shops)
- ☐ include information on program times, duration, distances, and handicapped access
- ☐ combine interpretive and orientation functions
  - interpretive installations such as graphics, banners, and sculptural objects can help people to find their way. The design of these elements could be done as a competition, which increases the profile of the Civic Trust in the community.
- ☐ provide program information in a 'menu' format, to facilitate choices and allow flexibility for a user-directed program

#### **4.2.5 Decentralized Interpretation**

*Challenge: Encourage visitors and residents to explore more areas*

*Strategy: Disperse interpretation throughout downtown*

*Decentralized experiences*

- ☐ establish and promote a network of graphics, tour routes, and partner locations distributed throughout downtown
- ☐ develop interpretation within local areas in the network, and establish links between areas
- ☐ promote remote destinations as 'draws' to less visited sites

- ☐ develop programs involving transportation to more remote sites
- ☐ reinforce the identity of each zone with signage, maps and brochures

*Encourage exploration and discovery*

- ☐ provide hints and surprises to inspire curiosity
- ☐ make use of partially hidden locations  
(e.g. catch a glimpse down an alley of a scene out of history)
- ☐ reveal story incrementally
  - sequential delivery over distance to encourage exploration and lead people furtherfor example:
  - street theatre which moves between different areas of downtown
  - a series of graphic panels along the waterfront, in which a story develops from panel to panel
  - audio guides with stories that develop over time

#### **4.2.6 New Views**

*Challenge: Encourage residents' commitment to their city, and invite them to explore in new ways*

*Strategy: Provide new views of downtown*

*Encourage locals to view Victoria's history as their own*

- ☐ Instill a sense of personal pride: "This building is where my grandfather used to...."
- ☐ highlight well-known family names, still-existing businesses
- ☐ encourage ongoing input from residents with their own stories
- ☐ relate historical stories back to contemporary building use

*See familiar things in new ways.*

- ☐ change physical point of view: look up/down for different views of buildings; unusual vantage points
- ☐ encourage new routes through Downtown
  - explore "hidden Victoria"
  - maps: "pick a route you've never taken before"
  - combine with "Be a Tourist in Your Own Town"

#### **4.2.7 Changing Events**

*Challenge: Encourage residents to come downtown more often*

*Strategy: Create targeted and changing events*

*Create programs targeted to off times.*

- ☐ build upon the Sunday Market on Broad Street
- ☐ develop programs around night, rain, winter themes
- ☐ children's programs: after school and holidays

*Provide changing experiences to encourage repeat visits.*

- ☐ temporary exhibits
- ☐ changing, evolving exhibits
  - window display design competition
  - window displays gradually unfolding over time

*Develop programs linked to other reasons for visits.*

- ☐ shopping, work, entertainment, dining

#### 4.2.8 Forum

*Challenge: Encourage a commitment to the city and its future*

*Strategy: Create a forum for residents' involvement in development*

- ☐ develop the theme of the City as a living and evolving place
- ☐ develop themes which link historical and contemporary resources as well as future development
  - 'creating modern memories' for people of all generations
- ☐ educate residents about the operation of the city and current civic issues
- ☐ offer a forum for citizen input, both for information purposes and feedback to planners, architects, and developers when their projects are reviewed
- ☐ encourage discussions and lectures which bring new ideas into the community (e.g. programs run by the Urbanarium Development Society, and the Alcan Lectures on Architecture and the Environment, in Vancouver)
- ☐ since residents have a stake in the future of Victoria, encourage their participation in shaping its future

### 4.3 THEMATIC ORGANIZATION

A dozen themes ranging from "Law and Order" to "Work, Business, and Industry" to "Who are Victorians?" were originally explored by the project team; subsequently four were developed further. The other themes have been incorporated as sub-themes. These include:

- ☐ Multicultural Victoria
- ☐ The City is Alive
- ☐ Work and Play
- ☐ Gateway...to the Pacific, Western Canada and the Gold Fields

In order to arrive at these themes, we developed a matrix to inter-relate stories, existing resources, interpretive delivery mechanisms, suggested audiences, and partnership opportunities. A matrix was developed for each of the four themes; each is accompanied by a map indicating the locations of major resources related to each theme. The maps were useful in determining the relationship between the themes, the interpretive zones, potential tour routes, and where the Civic Trust might concentrate its efforts. It is hoped that this matrix will be used for further thematic discussions and as the basis for future work on this aspect of the Interpretation Plan.

Our goal was to examine unusual stories to provide an alternative to the prevalent notion of Victoria as a British city in the outreaches of the Commonwealth.

Once we examined the themes, a different picture emerged. Economic boom and bust cycles, cultural diversity, muddy streets and crowded living conditions, saloons, brothels and a busy harbour contrasted with English country gardens, political wheeling and dealing, and family picnics. Victoria, like most cities, has a multi-faceted history. The city has long been an important tourist destination, and this has increased interest in its historical development.

Our approach has been to explore topics of interest to both visitors and residents, to focus on the stories which can animate the city by engaging people with real stories, rather than mythology and a nostalgic view of the past.

The following section is a description of the four major themes and how they could be presented in downtown Victoria.



THEMATIC ORGANISATION

## Multicultural Victoria



### Main messages

- ☐ common view of Victoria as quaint English town is incomplete
- ☐ history of immigration from around the world
- ☐ past and present richness of cultural diversity
- ☐ patterns for the future

### Subthemes and Stories

#### Cultural groups and relations between them

- British presence, and others'
- Racial relations, good and bad
- Aboriginal stories
- National and cultural organizations, clubs
- Traditional labour forces

#### Immigration: patterns of coming and going, and why

- places of origin
- reasons for coming/going
- patterns: past, present and future

#### Multicultural Culture: diversity and contrast

- art, music, literature, dance, theatre, etc.
- religion
- games, sports, gambling
- food
- medicine
- festivals



Themes and stories	Selected Existing Resources	Delivery Possibilities	Likely Audience Appeal	Partnership opportunities
<b>I. MULTICULTURAL VICTORIA</b>				◊ = VCHT funding
<b>Cultural Groups and Relations</b> British presence, and others Places of origin Reasons for coming and going Immigration patterns: past, present, future	<ul style="list-style-type: none"> <li>Views to Esquimalt: Songhees reserve; 1865 British Admiralty Naval Base (today CFB Esquimalt)</li> <li>Monuments: Queen Victoria, Cpt. Cook</li> <li>Fort Victoria brick pavers: originally housed all white residents; HBC officers Scots, labourers Fr.Cdn/Kanakas</li> <li>Royal Bank of Canada, 1108 Gov't: (now Munro's Books) former part of Ft. Victoria, chief factor's residence and mens' quarters</li> <li>Empress Hotel: Chateau Style; kings and queens as guests; British tea service</li> <li>506-508 Fort: Pacific Transfer, Arthur Kent entrusted by Chinese with shipment of deceased back to China</li> <li>Chinatown pavers: longevity symbol</li> <li>block between Yates/Fort/Quadra/Cook: first Chinese settlement 1860 (outside study area)</li> <li>Helmcken House: built by Fr.Cdns, Indians, Kanakas</li> <li>Humbolt St: 'Kanaka Row' - HBC labourers recruited at post in Hawaii</li> <li>'Halifax' manner stone bldgs: 1218 Wharf, 1314 Wharf, 1316-1318 Wharf: HBC French builders</li> <li>Yates + Waddington: Lester &amp; Gibbs 1860s 'coloured grocers'</li> </ul>	<p>Interpretive Zones: 1 Old Town 6 Chinatown 8 Humboldt Valley</p> <ul style="list-style-type: none"> <li>Walking tours encompassing different cultural neighbourhoods: Empress, Kanaka Row, Ft. Victoria, Songhees views, Chinatown</li> <li>Acousti-guides featuring multi-lingual voices</li> <li>Street tableaux showing a location's previous occupants</li> </ul>	<ul style="list-style-type: none"> <li>Residents and visitors</li> <li>Elementary and secondary school grps: Social Studies, BC history, language programs</li> <li>Recent immigrants</li> <li>National and cultural organizations</li> <li>Service clubs</li> <li>Tour operators</li> </ul>	<ul style="list-style-type: none"> <li>Victoria Intern'l Festival</li> <li>The Bay</li> <li>Empress Hotel</li> <li>Munro's Books</li> <li>Ministry of Tourism</li> <li>Ministry Responsible for Culture</li> <li>National and cultural organizations</li> <li>Walking Tours of Chinatown</li> <li>Contemporary immigration organizations, social service groups</li> </ul>
Racial relations, good and bad	<ul style="list-style-type: none"> <li>1320-1324 Blanshard: Kaiserhof Hotel, anti-German riots 1915</li> <li>Leiser Bldg 522-24 Yates: anti-German riots</li> <li>Johnson St: legislated Chinese camps along north side of Johnson ravine</li> <li>Chinatown storm drains, Store St: myths of underground tunnels</li> <li>Chinatown bldgs: 'cheater storeys' added between floors due to property tax by floor; cubic air law requiring 384 cu.ft. space for each resident in room, 1885 175 Chinese arrested for not complying</li> <li>Theatre Alley: Chinese housing built around central courtyard for protection</li> </ul>	<p>Interpretive Zones: 1 Old Town 6 Chinatown</p> <ul style="list-style-type: none"> <li>Living history programs led by representatives of different or conflicting cultures</li> <li>Graphic panels at locations along old Johnson St. ravine</li> </ul>		



Victoria Civic Heritage Trust  
Interpretation Plan - Theme/Delivery Matrix

Themes and stories	Selected Existing Resources	Delivery Possibilities	Likely Audience Appeal	Partnership opportunities
<b>I. MULTICULTURAL VICTORIA, cont'd</b>				◊ = VCHT funding
Aboriginal stories	<ul style="list-style-type: none"> <li>• Views to Songhees: 2000+ Coast Salish in Songhees reserve; contemporary land claims; canoe races</li> <li>• RBCPM longhouse, exhibits</li> <li>• Old Courthouse (now Maritime Museum): 'Hanging Judge' Begbie actually fair, more lenient with natives; spoke Chilcotin, Shuswap</li> <li>• Merchants selling native crafts (eg. Cowichan Indian sweaters)</li> </ul>	<p>Interpretive Zones: 9 Inner Hrbr 10 Parliament + RBCPM</p> <ul style="list-style-type: none"> <li>• Graphic panels along waterfront walkway</li> <li>• Native-guided tour along waterfront</li> <li>• Living history programs on waterfront, at RBCPM</li> </ul>	<ul style="list-style-type: none"> <li>• Residents and visitors</li> <li>• Elementary school grps: Social Studies and BC history programs</li> </ul>	<ul style="list-style-type: none"> <li>• Local native bands</li> <li>• First Peoples Festival</li> <li>• RBCPM</li> <li>• Maritime Museum</li> <li>• Merchants selling native crafts</li> <li>• Commercial art galleries specializing in native art</li> </ul>
National and cultural organizations	<ul style="list-style-type: none"> <li>• 1218 Langley: British Public Schools Club</li> <li>• Galpin Block, 1017-1021 Gov't: Alexandra Club for Ladies</li> <li>• Duck Block, 1314-1322 Broad: Knights of Pythias</li> <li>• Masonic Temple, 1700-1702 Douglas</li> <li>• Elks Lodge, 732 Cormorant</li> <li>• Union Club, 805 Gordon</li> <li>• Exchange Bldg, 1210-1216 Broad: YMCA resident 1889-1909</li> <li>• Chee Kong Tong Society, 557-561 Fisgard: branch of Chinese Freemasons, oldest Chinese org. in country</li> <li>• Gee Tuck Tong Ben.Assn, 622-626 Fisgard</li> <li>• 612 Fisgard: Shon Yee Ben.Assn</li> <li>• Lee's Ben.Assn, 614 Fisgard</li> <li>• Chinese Public School, 636 Fisgard</li> <li>• 658-666 Herald: Hook Sin Tong Charity</li> <li>• 1713 Government: Yen Wo Society</li> <li>• 1717.5 Government: Lung Kong Kung Shaw</li> <li>• Hoy Sun Ning Ben.Assn, 536-544 Pandora</li> <li>• Han Lock recreation club: operates lottery</li> </ul>	<p>Interpretive Zones: 1 Old Town 6 Chinatown</p> <ul style="list-style-type: none"> <li>• Living history programs, 'open house' events by clubs and organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Residents and visitors</li> <li>• Elementary school grps: Social Studies and BC history programs</li> </ul>	<ul style="list-style-type: none"> <li>• Union Club</li> <li>• Masons</li> <li>• Elks</li> <li>• Chinese Consolidated Ben.Assn (CCBA)</li> <li>• Hoy Sun Ning Young Ben.Assn</li> <li>◊ Gee Tuck Tong Ben.Assn</li> <li>• Lee's Ben.Assn</li> <li>• Han Yuen club (Double Ten Festival)</li> <li>• Société Francophone de Victoria</li> </ul>

Themes and stories	Selected Existing Resources	Delivery Possibilities	Likely Audience Appeal	Partnership opportunities
<b>I. MULTICULTURAL VICTORIA, cont'd</b>				◊ = VCHT funding
<b>Multicultural Culture:</b> <b>Diversity and Contrast</b> Arts Religion Games Food Festivals	<ul style="list-style-type: none"> <li>• Richard Carr House, 207 Gov't: <i>Emily Carr</i> story</li> <li>• Theatre Alley: <i>Chinese theatre</i> (demolished)</li> <li>• St. Andrews RC Cathedral, 1202 Blanshard</li> <li>• Church of Our Lord, 626 Blanshard</li> <li>• St. Andrews Presbyterian, 924 Douglas</li> <li>• Congregation Emanu-El Synagogue, 1421 Blanshard: <i>oldest continuous use house of worship in W.Canada</i></li> <li>• 554-562 Fisgard: <i>temple on 3rd floor (removed)</i></li> <li>• Chinese Public School, 636 Fisgard: <i>shrine on 2nd fl</i></li> <li>• Tam Kung Temple, 1713 Gov't</li> <li>• Pioneer Square: <i>Chinese cemetery, NE corner Old Quadra St Burying Ground (outside study area)</i></li> <li>• Chinese Presbyterian Church, 816 North Park</li> <li>• Fan Tan Alley, Club signs, peephole in brick wall (E side alley near Fisgard): <i>Fan Tan, Luck Chuck (sp?)</i></li> <li>• Han Lock recreation club: <i>operates lottery</i></li> <li>• Inner Harbour: <i>native canoe races, May 24th Regattas, Swiftsure</i></li> <li>• Johnson between Gov't and Wharf: <i>14 saloons, gambling</i></li> <li>• Queen Victoria monument: <i>Queen Victoria's Diamond Jubilee 1897, Golden Jubilee; May 24th Regattas, Inner Harbour; Mayday Parades</i></li> <li>• Chinatown Gates: <i>'Pai Fang' gates erected to welcome Governors General, late 19C-early 20C</i></li> <li>• Double Ten Festival <i>National Day of the Republic, China - 10 October</i></li> <li>• Chinese New Year</li> </ul>	Interpretive Zones: 1 Old Town 3 New Town South 6 Chinatown <ul style="list-style-type: none"> <li>• Walking tour linking Buddhist shrine/temple, Jewish synagogue and Christian churches.</li> <li>• Festival programming: Chinese New Year, Christmas, Epiphany.</li> <li>• Program linking internat'l restaurants: Dim Sum in Chinatown, tea at the Empress, etc.</li> <li>• Multicultural gambling games: learn Fan Tan, poker.</li> <li>• Participate in sporting events combining cricket and canoe racing.</li> <li>• Workshops in multicultural craft, cooking</li> <li>• Arts competitions</li> </ul>	<ul style="list-style-type: none"> <li>• Residents and visitors</li> <li>• Religious organizations</li> <li>• Arts groups</li> <li>• Sporting clubs and teams</li> <li>• Family groups</li> <li>• Seniors groups, through community centre programs</li> <li>• Tour operators</li> </ul>	Arts <ul style="list-style-type: none"> <li>• Ministry of Tourism</li> <li>• Ministry Responsible for Culture</li> <li>• Art Gallery of Victoria</li> <li>• Commercial art galleries</li> <li>• Bastion Theatre</li> <li>• Lotus Dancers' Club</li> </ul> <i>Religious Organizations</i> <ul style="list-style-type: none"> <li>◊ Victoria Cemetery Soc.</li> <li>• Emanu-El Synagogue, (BCHT funding )</li> <li>◊ St. Andrews Presb.</li> </ul> <i>Sporting Organizations</i> <ul style="list-style-type: none"> <li>• Han Lock Rec Club</li> <li>• Wong Sheung Kung Fu Club</li> <li>• Chinese Golf Club</li> <li>• Swiftsure Race</li> <li>• Victoria to Maui Int'l Yacht Race</li> <li>• Victoria Marathon</li> <li>• YMCA, YWCA</li> <li>• Boating, sporting goods merchants</li> </ul> <i>Food</i> <ul style="list-style-type: none"> <li>• Internat'l restaurants</li> </ul> <i>Festivals</i> <ul style="list-style-type: none"> <li>• Folkfest</li> <li>• Fine Arts Festival</li> <li>• Conserv'y Music Fest.</li> <li>• Dixieland Jazz Party</li> <li>• Jazz Festival</li> <li>• Symphony in the Hrbr</li> <li>• Jazz Fest / Sunfest</li> <li>• Internat'l Fest. of Dance</li> </ul>

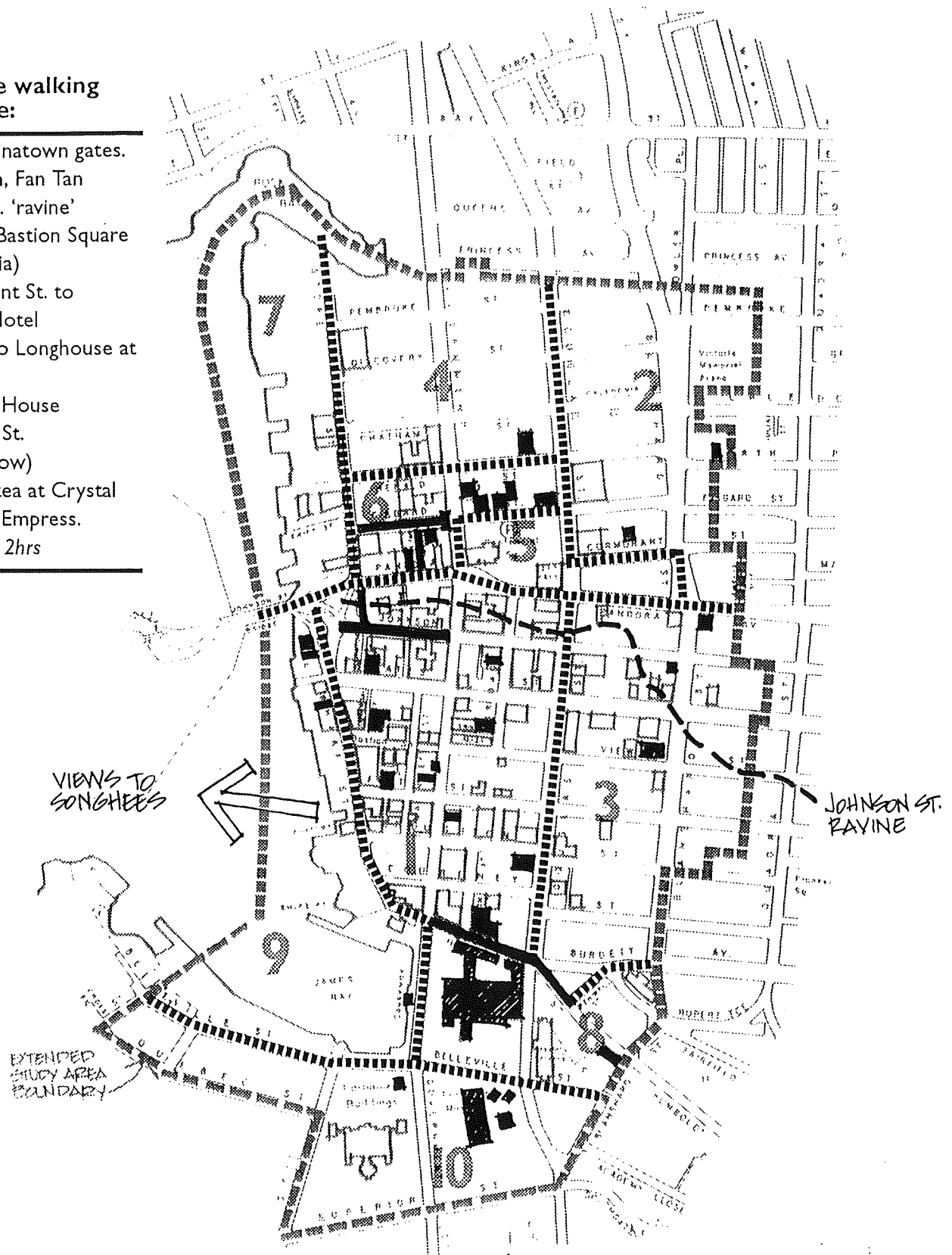
## A possible walking tour route:

Start at Chinatown gates.

- Chinatown, Fan Tan
- Johnson St. 'ravine'
- Wharf to Bastion Square (Ft. Victoria)
- Government St. to Empress Hotel
- Belleville to Longhouse at RBCPM
- Helmcken House
- Humboldt St. (Kanaka Row)

Finish with tea at Crystal Gardens or Empress.

Approx. time 2hrs



- STUDY AREA BOUNDARY
- HERITAGE BUILDINGS
- ..... INTERPRETIVE ZONE BOUNDARY
- RESOURCES

Theme I  
Multicultural Victoria



THEMATIC ORGANISATION

## The City Is Alive

### Main messages

Victoria is:

- ☐ a living, changing organism, not a static collection of bricks
- ☐ made up of people
- ☐ many parts that together form the whole
- ☐ a combination of many concerns, interests and issues
- ☐ trying to balance development and conservation
- ☐ characterised by distinctive architecture with consistent scale

### Subthemes and Stories

1890/1990/2090: the past, present and future of the city

- how Victoria came to be, and developed
- Vancouver Island, Pacific Northwest and Asia/Pacific contexts
- changing populations: historic, present, future projections

How the city works: infrastructures, planning, government processes

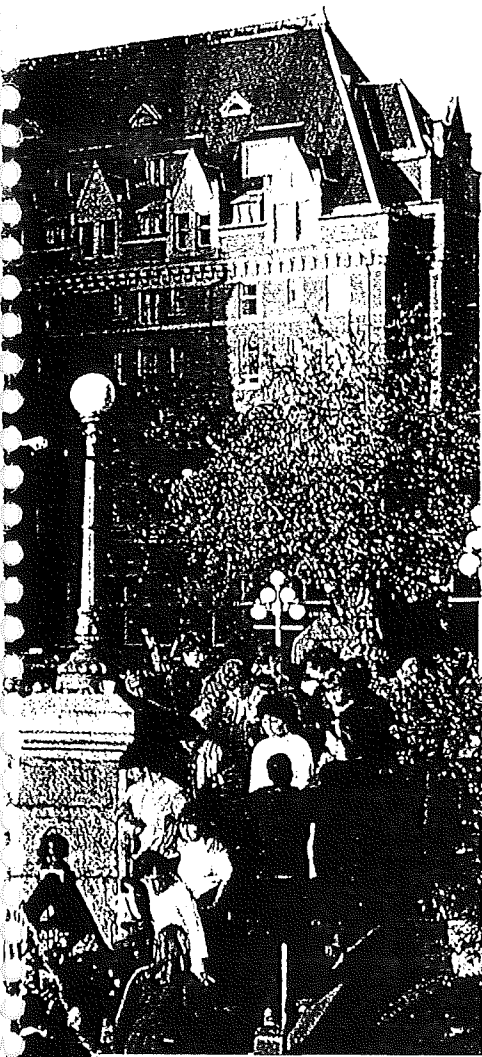
- utilities, amenities, public works
- development planning process
- future plans for the city: issues, possibilities, pros and cons
- citizen involvement in city's development

Balancing conservation and development

- business and development concerns
- heritage conservation: why, how, who; organizations, programs
- re-use of old buildings
- integration of new buildings in the downtown core

Eco-Victoria: environmental issues

- green spaces, gardens, parks
- natural history: flora and fauna
- waste management and air quality
- the harbour and marine environment
- traffic and congestion



Themes and stories	Selected Existing Resources	Delivery Possibilities	Likely Audience Appeal	Partnership opportunities
<b>2. THE CITY IS ALIVE</b>				◇ = VCHT funding
<b>1890/1990/2090:</b> <b>Past, Present and Future</b> <i>How Victoria came to be</i> <i>Changing contexts: Vancouver Island, Pacific NW, Asia/Pacific</i> <i>Changing populations</i>	<ul style="list-style-type: none"> <li>• Cpt. Cook monument</li> <li>• Ft. Victoria pavement bricks: <i>Capitol of Van. Island colony 1849; white housing</i></li> <li>• Fort St: 1857 Gold Rush – influx of 25,000, tent city one mile up Fort; men outnumber women 10:1</li> <li>• 1907-13 construction: boom period, record construction offices, hotels, residences</li> <li>• Chinatown: 1884 pop. 15,000 (= white pop.), 1886 1/3 of city pop., 1901 1/7 of pop., community now largely moved to suburbs</li> <li>• 2nd storey residential development program</li> </ul>	<ul style="list-style-type: none"> <li>• Walking tours led by historical and contemporary (and future?) Victoria personalities</li> <li>• Street tableaux combining scenes from different periods at same location</li> <li>• 'Walk through time': chronological tour through different periods</li> </ul>	<ul style="list-style-type: none"> <li>• Primarily visitors</li> <li>• Tour operators</li> </ul>	<ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• Gr Victoria Economic Dev. Commission</li> <li>• Planning Dept.</li> <li>• BC Archives and Records Service</li> <li>• Legislative Library</li> <li>• Ministry of Tourism and Culture, Library</li> <li>• Public Library</li> <li>• Victoria City Archives</li> <li>• Real Estate Board</li> </ul>
<b>How the City Works</b> <i>Utilities, amenities, public works</i>	<p><i>Power and Light</i></p> <ul style="list-style-type: none"> <li>• 502 Pembroke, 512 Pembroke: Victoria Gas Co.</li> <li>• 1911 cluster lamps: street lighting: paraffin lamps in saloon doorways, 1862 first gas lights, 1883 first electric streetlights. 1912 lamps</li> <li>• 450 Swift: Victoria City Electric Light Stn</li> <li>• 2110 Store: National Electric Tramway and Light Co. Powerhouse (later BC Electric)</li> <li>• Sidewalk Prisms, Pemberton Block, Fort/Broughton/Broad</li> <li>• Parliament Bldgs: exterior lighting</li> <li>• Gas lamp near Visitor Information Ctr</li> </ul> <p><i>Water</i></p> <ul style="list-style-type: none"> <li>• Fountains: Jameson Motors Fountains, 740 Broughton, 43-47 Bastion Sq; Market Sq: City water systems; upgrades ca. 1900 due to smallpox epidemic</li> </ul> <p><i>Roads</i></p> <ul style="list-style-type: none"> <li>• Wooden Pavers, Metal Curbs, Waddington Alley: horse traffic, muddy tracks, road development; early 19C paving efforts</li> <li>• Chinatown pavers</li> <li>• 1100 block Wharf: unchanged streetscape</li> <li>• Causeway</li> <li>• Johnson St Bridge</li> <li>• Storm drains, Store St: myths of Chinatown tunnels; cistern for fire fighting</li> </ul>	<p>Interpretive Zones:</p> <ul style="list-style-type: none"> <li>1 Old Town</li> <li>7 Working Harbour</li> </ul> <ul style="list-style-type: none"> <li>• After dark events: late night walking tours, candle/lantern-lit events</li> <li>• 'Behind-the-scenes' tours with City Engineering Dept.</li> <li>• Acousti-guide tours with historical street sounds: carriages and horses on pavement, slogging through mud</li> </ul>	<ul style="list-style-type: none"> <li>• Primarily residents</li> </ul>	<ul style="list-style-type: none"> <li>• Architectural Inst. of BC</li> <li>• Victoria Urban Dev. Inst.</li> <li>• City of Victoria Engineering, Planning</li> <li>• Engineering associations</li> </ul>

Victoria Civic Heritage Trust  
Interpretation Plan - Theme/Delivery Matrix

Themes and stories	Selected Existing Resources	Delivery Possibilities	Likely Audience Appeal	Partnership opportunities
<b>2. THE CITY IS ALIVE, cont'd</b>				◊ = VCHT funding
<b>Conservation and Development</b> Business/development concerns Development planning Future plans for the City Citizen involvement Heritage conservation Re-use of old buildings	<b>Development Projects</b> <ul style="list-style-type: none"> <li>• Trounce Alley: 1858 fight between Trounce and Colonial Administration</li> <li>• Eaton Centre</li> <li>• Bastion Square: Massey Architectural Award 1968; current redevelopment</li> <li>• Broad St HARP Program</li> <li>• Sussex Hotel, 1001 Douglas</li> <li>• Streetscape Beautification Project</li> <li>• Songhees: views across harbour</li> </ul> <b>BIP Restoration Projects</b> <ul style="list-style-type: none"> <li>• 624.5 Fisgard</li> <li>• 626 Fisgard</li> <li>• Market Square (various)</li> <li>• 516-518 Yates, Youth Hostel</li> <li>• 568-570 Yates, Kings Hotel</li> <li>• New England Hotel 1312 Government</li> <li>• Old Bank of Montreal Bldg</li> <li>• 680 Courtney, St. Andrew's Presbyterian</li> <li>• 1002 Wharf: Malahat Bldg</li> <li>• 737 Fort: British America Trust Bldg</li> </ul> <b>HARP Projects</b> <ul style="list-style-type: none"> <li>• Broad Street Program</li> <li>• 579 Johnson: WA Cameron Bldg</li> <li>• 563 Johnson: Victoria Box and Paper</li> <li>• 547-555 Johnson: Colonial Hotel</li> <li>• 541-545 Johnson: Colonial Metropole Hotel</li> <li>• 537 Johnson: Wille's Bakery</li> <li>• Waddington Alley</li> <li>• 516-518 Yates, Youth Hostel</li> <li>• 524-534 Yates: Leiser Bldg</li> <li>• 536 Yates: Webster &amp; Co. Bldg</li> <li>• 564 Yates: Majestic Theatre</li> <li>• 568-570 Yates, Kings Hotel</li> </ul>	<b>Interpretive Zones</b> <ul style="list-style-type: none"> <li>1 Old Town</li> </ul> <b>Developing Areas:</b> <ul style="list-style-type: none"> <li>2 Newtown North</li> <li>4 Downtown North</li> <li>7 Working Harbour</li> </ul> <ul style="list-style-type: none"> <li>• Public forum, lectures</li> <li>• Workshops on heritage restoration</li> <li>• Hoarding graphics / temp. exhibits at development sites</li> <li>• Guided tours of proposed development areas by various players: council members, developers, planners, architects</li> <li>• Tours of restoration / redevelopment projects</li> <li>• Updatable city model</li> </ul>	<ul style="list-style-type: none"> <li>• Primarily residents</li> <li>• Downtown businesses and associations</li> <li>• Owners of downtown buildings</li> <li>• Heritage conservation groups</li> </ul>	<ul style="list-style-type: none"> <li>• Downtown Victoria Assn</li> <li>• Victoria Business Improvement Assn</li> <li>• Victoria Real Estate Board</li> <li>• Downtown Advisory Committee</li> <li>• Victoria Heritage Advisory Committee</li> <li>• Victoria Heritage Fdn</li> <li>• Market Square</li> <li>• Victoria Eaton Centre</li> <li>• Friends of Victoria</li> <li>• Hallmark Society</li> <li>• Victoria Historical Society</li> <li>• Planning Department, City of Victoria</li> <li>• Victoria Heritage Grp</li> </ul> <p>◊ BIP and HARP Grant Recipients</p> <ul style="list-style-type: none"> <li>• Broad St. merchants eligible for HARP funding</li> </ul>

Themes and stories	Selected Existing Resources	Delivery Possibilities	Likely Audience Appeal	Partnership opportunities
<b>2. THE CITY IS ALIVE, cont'd</b>				◊ = VCHT funding
<b>Eco-Victoria:</b> <b>Environmental Issues</b> <i>Green spaces</i> <i>Natural history</i> <i>Waste management</i> <i>Marine environment</i>	<ul style="list-style-type: none"> <li>• Knot Garden, Centennial Square</li> <li>• Parliament Bldgs</li> <li>• Crystal Garden</li> <li>• Johnson St: open sewer in ravine late 19C; development of sewer system by 1900</li> <li>• Empress Hotel: grounds, James Bay landfill</li> <li>• Causeway, waterfront walkway, rocky shoreline</li> <li>• Undersea Gardens of Victoria</li> <li>• Royal BC Provincial Museum</li> <li>• Cherry Tree Square: tree grown from cutting of James Douglas' tree</li> <li>• Waterfront industries north of Johnson St Bridge</li> <li>• Views of Downtown from water</li> </ul>	<p>Interpretive Zones:  8 Humboldt Valley  9 Inner Harbour  10 Parliament, RBCPM</p> <ul style="list-style-type: none"> <li>• Printed 'field guides' to natural Victoria</li> <li>• Boat tours of shoreline, harbour</li> </ul>	<ul style="list-style-type: none"> <li>• Primarily residents</li> <li>• Gardeners, naturalists</li> <li>• School grps: biological sciences</li> <li>• Environmental grps</li> </ul>	<ul style="list-style-type: none"> <li>• Heritage Tree Soc.</li> <li>• Crystal Garden</li> <li>• Empress Hotel</li> <li>• RBCPM</li> <li>• Undersea Gardens</li> <li>• Victoria Harbour Ferry</li> <li>• Canada Parks Service</li> <li>• Waterfront industry</li> </ul>



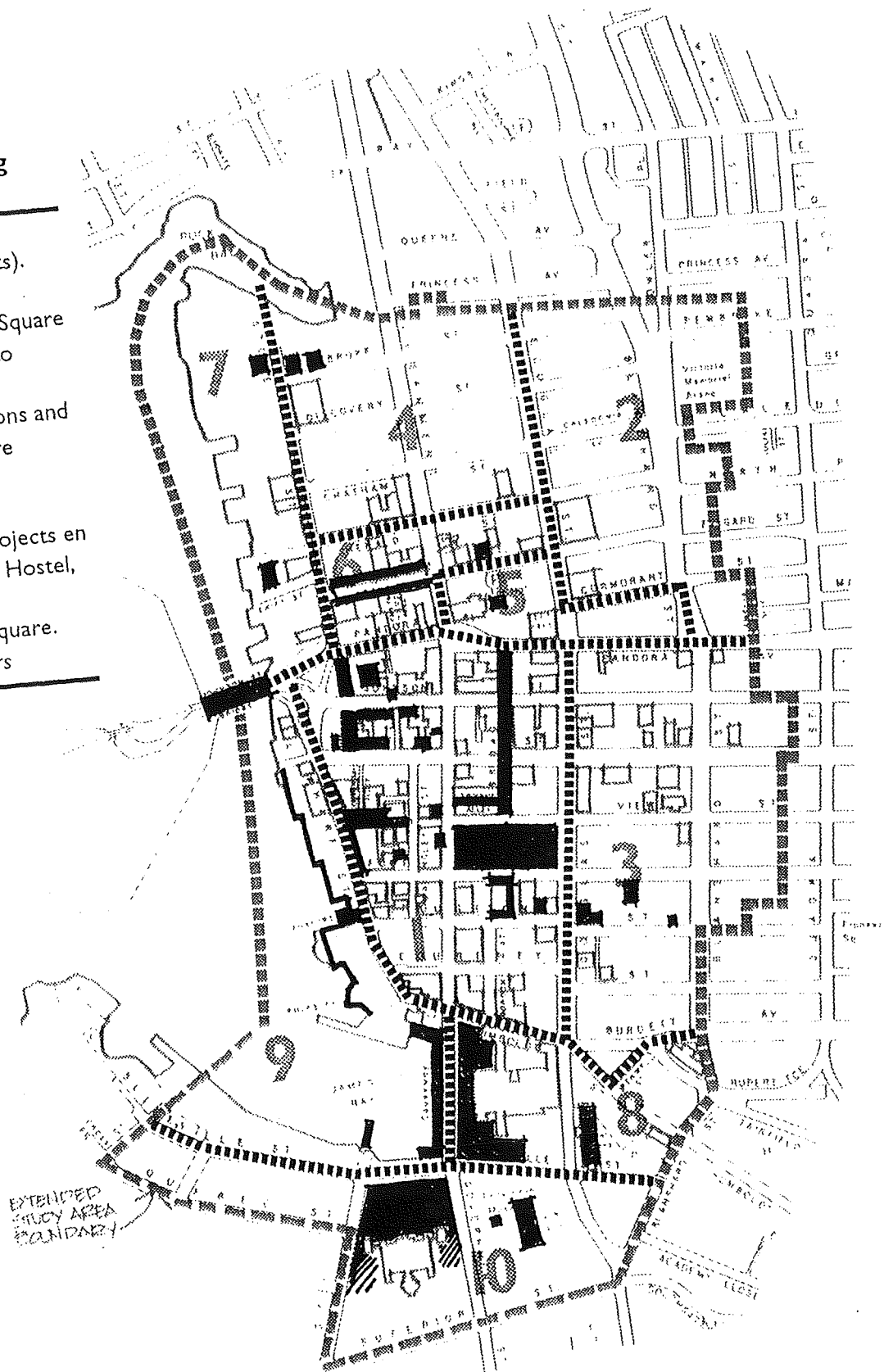
## A possible walking tour route:

Start on Broad Street  
(site of HARP projects).

- Eaton Centre
- View St to Bastion Square
- Waterfront views to Songhees
- Empress Renovations and Conference Centre
- Douglas Street, Sussex Hotel
- Yates, past BIP projects en route (e.g. Youth Hostel, Kings Hotel)

Finish at Market Square.

Approx. time 2.5 hrs



- STUDY AREA BOUNDARY
- HERITAGE BUILDINGS
- INTERPRETIVE ZONE BOUNDARY
- RESOURCES

Theme 2  
**The City Is Alive**



THEMATIC ORGANISATION

## Work and Play

### Main messages

- ☐ the businesses that built the city, and support it now
- ☐ changing day-to-day life of Victorians

### Subthemes and Stories

#### Business and industry

- trade, manufacturing, resources, transportation, merchants
- changing use patterns
- shipping and commercial fishing

#### Making a living: working men and women

- professions, trades, wages, working conditions, skills
- professional associations, unions
- traditional work by different classes, cultures, sexes; issues of equality
- cost of living

#### Taking it easy: leisure and recreation

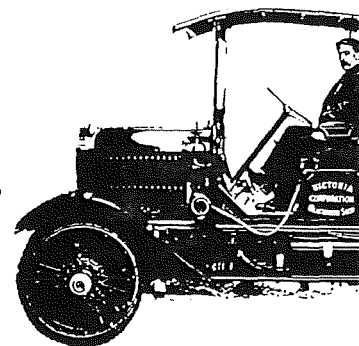
- hotels, theatres, saloons, restaurants, dance halls, gambling
- festivals, parades, events
- tourism
- the city at night: night life, lights, past and present
- special maritime environment, fishing, sailing

#### The Political Animal

- what goes on in a capital city?
- governments: colonial, federal, provincial, civic
- politicians, public figures
- political agendas, parties, movements
- rallies, demonstrations
- political scandals past and present

#### Murder and Mayhem: working in and beyond the law

- intrigue of crime stories, murder mysteries
- wild pioneer town (in contrast to 'The City of Gardens')
- prostitution, opium, murder
- police, courts, jails and executions



Themes and stories	Selected Existing Resources	Delivery Possibilities	Likely Audience Appeal	Partnership opportunities
<b>3. AT WORK AND PLAY</b>				◊ = VCHT funding
<b>Business and Industry</b> <i>Trade, shipping, manufacturing, resources, transportation, merchants</i> <i>Changing use patterns</i> <i>Professions, trades, wages, conditions</i> <i>Professional associations, unions</i> <i>Traditional work</i> <i>Cost of living</i>	<p><b>Merchants</b></p> <ul style="list-style-type: none"> <li>• Hudsons Bay Company, 1701 Douglas</li> <li>• 1005-1009 Broad / 636 Broughton: Weiller's Furniture</li> <li>• Jeune Bros Sail Loft and Tent Factory, 1407 Gov't, 570 Johnson</li> <li>• 532-538 Herald: Wilson Bros Ice and Cold Storage</li> <li>• 606-614 Johnson / 1404 Government: EG Prior and Co., Iron and Hardware</li> <li>• Victoria Book &amp; Stationery, 734 Fort</li> <li>• Munro's Books</li> <li>• 1244-1252 Wharf, 1205-1213 Wharf / 8-10 Bastion Sq: Turner Beeton &amp; Co. shirts and overalls</li> </ul> <p><b>Foods</b></p> <ul style="list-style-type: none"> <li>• 522-524 Yates: Simon Leiser, wholesale and retail grocer and outfitter</li> <li>• 530-534 Yates: Thomas Earle, wholesale grocer and provisioner</li> <li>• Porter Block, 1402-06 Douglas: alderman, Mayor, butcher Robert Porter</li> <li>• Yates + Waddington: Lester &amp; Gibbs grocers</li> <li>• 907 Gov't/906 Gordon: London Bakery</li> <li>• 537 Johnson: Wille's Bakery, sign still visible in pediment</li> <li>• 1315-1317 Waddington Alley: Morley Soda Water Factory</li> <li>• Rogers Chocolates, 913 Gov't</li> <li>• 533 Yates, 535 Yates, 1019 Wharf: Pither and Leiser, wines and liquor</li> </ul> <p><b>Tobacconists</b></p> <ul style="list-style-type: none"> <li>• EA Morris, 1116 Gov't</li> <li>• 554-562 Fisgard: cigar factory</li> <li>• 546-552 Fisgard: On Hing's cigar factory</li> <li>• 1328 Douglas/659 Johnson: Barney Levy's cigar factory, "Pride of Victoria" cigars</li> <li>• Adelphi Bldg, 1300-1304 Gov't: HL Salmon</li> </ul> <p><b>Labour Unions</b></p> <ul style="list-style-type: none"> <li>• 800-810 Yates (now Haida Theatre): Ancient Order of United Workmen assembly hall 1894-1914</li> <li>• 613-615 Pandora: Labour Headquarters, 14 unions, 1954-64</li> </ul>	<p><b>Interpretive Zones:</b></p> <ul style="list-style-type: none"> <li>I Old Town</li> <li>• Living history and displays within stores: historical/contemporary products, merchandise — prices, use</li> <li>• Themed window displays in merchants' stores</li> <li>• Tour of historical provisioning outlets led by 19C prospector</li> <li>• 'Shopping tours' linking related merchants, or themed to time periods</li> <li>• 'Treasure hunt' self-guided tour of merchants' locations, with clues at each store</li> </ul>	<ul style="list-style-type: none"> <li>• Residents and visitors</li> <li>• Families and kids</li> <li>• Shoppers</li> <li>• Tour operators</li> </ul>	<ul style="list-style-type: none"> <li>• BIA</li> <li>• The Bay</li> <li>• Jeune Bros</li> <li>• Victoria Foundries</li> <li>• Ramsay Machine Works</li> <li>• Hafer Machine Co.</li> <li>• Haida Theatre</li> <li>• EA Morris</li> <li>• Murchies</li> <li>• Victoria Book &amp; Stationery</li> <li>• Munro's Books</li> <li>• Rogers Chocolates</li> <li>• EA Morris</li> <li>• Labour organizations</li> </ul>

Victoria Civic Heritage Trust  
Interpretation Plan - Theme/Delivery Matrix

Themes and stories	Selected Existing Resources	Delivery Possibilities	Likely Audience Appeal	Partnership opportunities
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3. AT WORK AND PLAY, cont'd

◇ = VCHT funding

*Manufacturing*

- 622 Pembroke, 627 Princess: *Albion Iron Works, now Victoria Foundries*
- 2101-2111 Government / 606 Pembroke: *Albion Stoveworks*
- Ramsay Machine Works, 1630 Store: *4th generation, same location*
- Hafer Machine Co., 1720 Store

*Carriages*

- Duck Block, 1314-1322 Broad: *Duck's Carriage Works*
- Doane Block, 1314-1324 Douglas: *William Duncan, Harnessmaker*
- 650-652 Pembroke: *William Grimms Carriage Factory (now Reliable Auto Wrecking?)*
- 713-715 Johnson: *Mable Carriage Works*
- 1407-1415 Broad: *Mestons Carriage Factory*
- 2100 Douglas: *PW Dempster carriage and blacksmith shop*

*Milling*

- 1407 Broad, 1414-1420 Broad: *Brackman-Ker*
- 542-546 Herald, basement
- 1900 Store: *Victoria Roller Rice & Flouring Mill*
- 1824 Store: *Victoria Rice and Flouring Mill*

*Interpretive Zones:*

- 1 Old Town
- 4 Downtown North
- 7 Working Harbour
- Workshops in historical crafts and industries
- Living history programs with carriage tours
- Special event tours to existing industries
- Street tableaux placing horses, carriages in contemporary settings

- Victoria Foundries
- Ramsay Machine Works
- Hafer Machine Co.
- Reliable Auto Wrecking

Themes and stories	Selected Existing Resources	Delivery Possibilities	Likely Audience Appeal	Partnership opportunities
<b>3. AT WORK AND PLAY, cont'd</b>				◊ = VCHT funding
<b>Taking It Easy:</b> <b>Leisure and Recreation</b> <i>Hotels, theatres, saloons, restaurants, dance halls, gambling</i> <i>Festivals, parades, events</i> <i>Night life</i>	<b>Theatres</b> <ul style="list-style-type: none"> <li>• Ft. Victoria pavement bricks: <i>officers' performances for Governor General</i></li> <li>• Odeon, 780 Yates</li> <li>• Haida, 800-810 Yates: <i>Princess, 1914; Playhouse, 1923; Plaza, 1937</i></li> <li>• 1407 Government: <i>Empress; later one of earliest motion picture houses</i></li> <li>• 836-838 Yates: <i>Atlas</i></li> <li>• 564 Yates: <i>Majestic</i></li> <li>• OAP Hall, 1600 Government: <i>Kinemacolour (silent movies); later Victoria Ballroom</i></li> <li>• 1328 Government: <i>Romano (silents)</i></li> <li>• London Block: 1315-1327 Broad/631-639 Johnson: <i>Crystal (silents)</i></li> <li>• Royal, 805 Broughton: <i>Royal Victoria (outside study area)</i></li> <li>• McPherson, 3 Centennial Square: <i>Pantages</i></li> <li>• 568 Johnson: <i>Grand</i></li> <li>• Theatre Alley, west of Finlayson Bldg, 528-532 Pandora</li> </ul> <b>Saloons</b> <ul style="list-style-type: none"> <li>• Johnson between Government and Wharf: <i>14 saloons (1880 - 56 saloons to 7000 inhab's)</i></li> <li>• Bastion Square: <i>beer sold from wagons</i></li> <li>• Johnson and Oriental Alley: <i>Pioneer Saloon</i></li> </ul> <b>Restaurants</b> <ul style="list-style-type: none"> <li>• Trounce Alley: <i>Grotto – free hot lunches w/ 50¢ beer</i></li> <li>• Crystal Gardens, 701-711 Douglas: <i>city's social centre, dances, dog shows, 2 dance floors, gym, bowling alley, salt water pool</i></li> <li>• Empress Hotel, 721 Government: <i>balls; annual 'Smile Show' for many yrs; Swiftsure Cocktail Party</i></li> </ul> <b>Festivals</b> <ul style="list-style-type: none"> <li>• Chinatown Gates: <i>Pai Fang - temp Chinese gates erected to welcome Governors General, late 1800s - early 1900s</i></li> </ul>	<b>Interpretive Zones:</b> 1 Old Town 3 New Town South <ul style="list-style-type: none"> <li>• Walking tour of theatres, combined with silent film presentation</li> <li>• Living history performances and displays in contemporary restaurants and bars</li> <li>• Incorporation of historical menus (and prices?) in contemporary restaurants</li> <li>• Themed dinner-theatre</li> <li>• 'After-dinner' events: walking tours along harbour</li> <li>• 'Pub crawl' tours</li> <li>• Displays or short pre-show programs in theatre lobbies</li> <li>• VCHT participation in parades and festivals</li> </ul> <b>Interpretive Zones:</b> 8 Humboldt Valley	<ul style="list-style-type: none"> <li>• Primarily residents: diners, theatre-goers, evening entertainment visitors to downtown</li> <li>• Package tours</li> </ul>	<ul style="list-style-type: none"> <li>• Internat'l Film Festival</li> <li>• Fringe Festival</li> <li>• Restaurant Month, Feb. 92</li> <li>• Internat'l Wine Festival</li> <li>• Contemporary theatres, restaurants and nightclubs</li> <li>• Tourism Victoria</li> <li>• Crystal Gardens</li> <li>• Empress Hotel</li> </ul>

Victoria Civic Heritage Trust  
Interpretation Plan - Theme/Delivery Matrix

Themes and stories	Selected Existing Resources	Delivery Possibilities	Likely Audience Appeal	Partnership opportunities
<b>3. AT WORK AND PLAY, cont'd</b>				◊ = VCHT funding
<b>The Political Animal</b> Capital city Governments Politicians, public figures Political parties, movements Rallies, demonstrations Scandals	<ul style="list-style-type: none"> <li>• Queen Victoria monument</li> <li>• Ft. Victoria pavement bricks</li> <li>• Bastion Square: <i>part of original fort</i></li> <li>• Parliament Buildings</li> <li>• City Hall, 1 Centennial Sq</li> <li>• Simeon Duck Block, 1314-1322 Broad: <i>City Assessor and Tax Collector; MLA, Minister of Finance;</i></li> <li>• Royal Bank of Canada (now Munro's Books)</li> <li>• 1244-1252 Wharf; 1205-1213 Wharf/8-10 Bastion Sq: <i>Turner Beeton &amp; Co., John H. Turner, 13th Mayor; BC premier 1895-98</i></li> <li>• 606-614 Johnson / 1404 Gov't: <i>EG Prior and Co., iron and hardware; Edward Gawley Prior, BC premier 1902-03, Lt. Governor 1919-20</i></li> <li>• Porter Block, 1402-06 Douglas: <i>butcher and Mayor Robert Porter 1919-21</i></li> <li>• 1009-1013 Government: <i>CE Redfern Jewelry; Mayor Charles Redfern</i></li> <li>• Rithet Bldg, 1117-1125 Wharf: <i>Mayor Robert Rithet</i></li> </ul>	<p>Interpretive Zones:  1 Old Town  5 Civic Precinct  10 Parliament, RBCPM</p> <ul style="list-style-type: none"> <li>• Tours led by historical and contemporary political figures</li> <li>• Themed events and forums at election times</li> <li>• Street theatre re-enacting historical political issues</li> </ul>	<ul style="list-style-type: none"> <li>• Primarily residents</li> <li>• Civil servants</li> <li>• Political science students</li> <li>• Tour operators</li> </ul>	<ul style="list-style-type: none"> <li>• Civic, Provincial and Federal political parties and organizations</li> <li>• Provincial Capital Commission</li> </ul>
<b>Murder and Mayhem: Working In and Beyond the Law</b> Crime: prostitution, opium, wild pioneer town Police, courts, jails, executions	<ul style="list-style-type: none"> <li>• 28-30 Bastion Square: <i>Provincial Courthouse, built over old jail</i></li> <li>• Bastion Square: <i>public hangings, old jail yard</i></li> <li>• 69 Bastion Sq: <i>Law office</i></li> <li>• 43-47 Bastion Sq: <i>Law Chambers</i></li> <li>• 1218 Langley: <i>Chancery Chambers</i></li> <li>• Chancery Lane, behind Court House</li> <li>• 539-545.5 Fisgard/16-20 Fan Tan Alley: <i>opium factory in rear late 1800s</i></li> <li>• Malahat Building, Wharf: <i>Federal Customs</i></li> <li>• Police Station, 625 Fisgard</li> <li>• Birdcages: <i>Police Barracks 1859</i></li> <li><i>Brothels, street prostitution</i></li> <li>• View St. between Blanshard/Douglas (1890s)</li> <li>• Gov't St. hack stand</li> <li>• block between Johnson/Yates/Wharf/Gov't</li> <li>• block between Chatham/Herald/Store/Gov't (destroyed in 23 July 1907 fire)</li> <li>• 574-580 Johnson, 2nd floor (1930s)</li> </ul>	<p>Interpretive Zones:  1 Old Town (Bastion Sq)  6 Chinatown (Fan Tan)</p> <ul style="list-style-type: none"> <li>• Street tableaux in Bastion Square depicting scenes from period of Old Courthouse</li> <li>• Tour of Victoria's 'dark side', led by historical police or legal characters</li> <li>• 'Murder mystery' tours/ scavenger hunts, with clues distributed at partner locations</li> </ul>	<ul style="list-style-type: none"> <li>• Residents and visitors</li> <li>• Tour operators</li> </ul>	<ul style="list-style-type: none"> <li>• City Police</li> <li>• Legal offices and organizations</li> <li>• Maritime Museum</li> <li>• Bastion Square merchants</li> </ul>

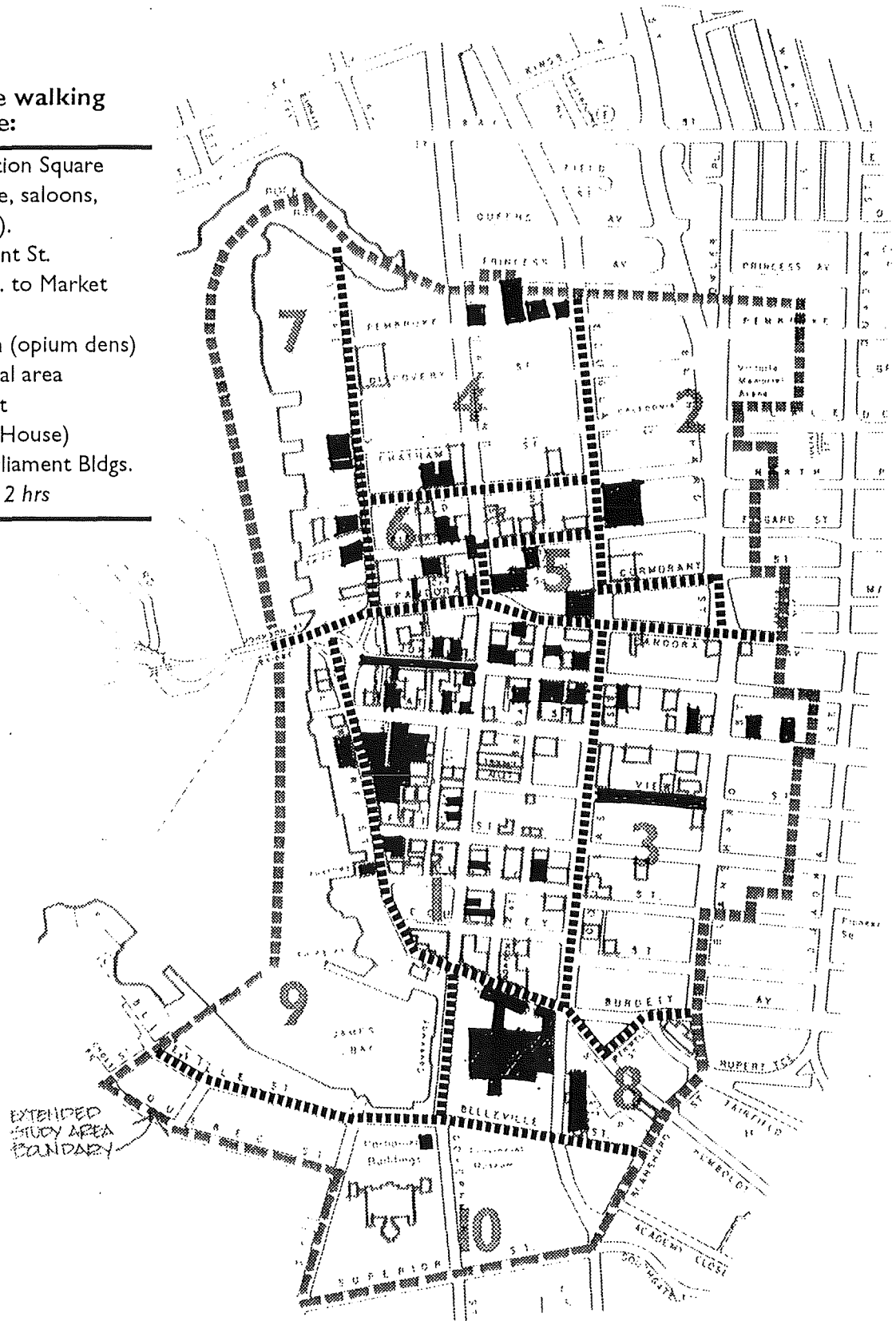
## A possible walking tour route:

Start at Bastion Square  
(Courthouse, saloons,  
former Fort).

- Government St.
- Johnson St. to Market  
Square
- Chinatown (opium dens)
- Commercial area
- Waterfront  
(Customs House)

Finish at Parliament Bldgs.

Approx. time 2 hrs



- STUDY AREA BOUNDARY
- HERITAGE BUILDINGS
- INTERPRETIVE ZONE BOUNDARY
- RESOURCES

Theme 3  
**At Work and Play**



THEMATIC ORGANISATION

## Gateway

### Main messages

- ☐ historic role of city as transportation and trade link
- ☐ Victoria in its regional, national and international contexts

### Subthemes and Stories

#### Connections and stop overs

- to the Pacific and Orient
- between Europe and North America
- to western Canada
- to the gold fields

#### Port city

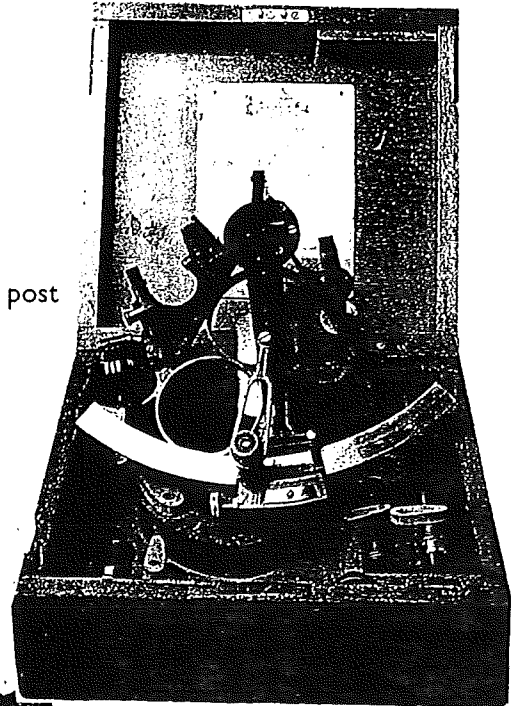
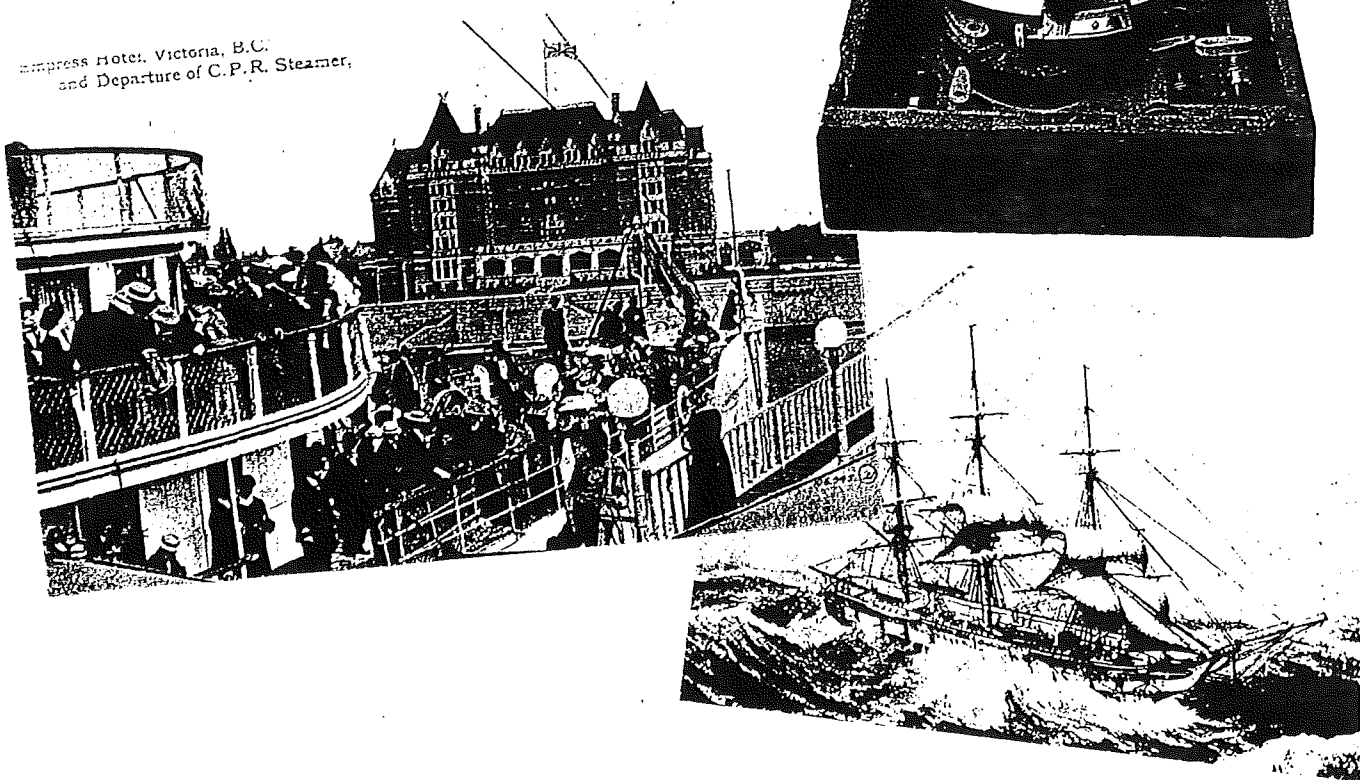
- the harbour
- boats and shipping
- travel, tourism
- naval base

#### Trade and commerce

- Hudson's Bay Company trading post
- 19th century gold rushes
- suppliers and outfitters
- economic booms and busts



Empress Hotel, Victoria, B.C.  
and Departure of C.P.R. Steamer,



Themes and stories	Selected Existing Resources	Delivery Possibilities	Likely Audience Appeal	Partnership opportunities
<b>4. GATEWAY</b>				◊ = VCHT funding
<b>Connections and Stopovers</b> Pacific and Orient Western Canada, from Europe and southern Pacific Coast Vancouver Island coal mines Gold fields: Klondike and Caribou Travel, tourism (historical, contemporary)	<ul style="list-style-type: none"> <li>Fort Street: 1857 gold rush – tent city 1 mi. up Fort</li> <li>Humbolt St: 'Kanaka Row' housing for Hawaiian HBC labourers</li> <li>E&amp;N Station: connection to mines up Island</li> <li>Empress Hotel: CPR presence, tourism; plans for Victoria/Seattle steamer (part of Empress development); pilings in basement, James Bay fill</li> <li>560 Yates: Oriental Hotel - miners' stop, Fraser/Cariboo gold rushes</li> <li>1312-1314 Government: New England Hotel</li> <li>721-725 Yates: Portland Hotel</li> <li>642 Johnson: Saint James Hotel</li> <li>Hotel Douglas, 1450 Douglas</li> <li>Ritz Hotel, 706-714 Fort</li> <li>791 Pandora: Pandora Hotel</li> <li>1320-1324 Blanshard: Kaiserhof Hotel</li> <li>Bastion Square: Burnes House Hotel</li> <li>Chinatown: immigrant labour during late 19C</li> </ul>	<p>Interpretive Zones:</p> <ul style="list-style-type: none"> <li>1 Old Town</li> <li>3 New Town South</li> <li>8 Humboldt Valley</li> </ul> <ul style="list-style-type: none"> <li>Living History programs in hotels</li> <li>Tableaux/graphics along 'Kanaka Row'</li> <li>Visitor Centre AV programs 'transport' visitors to other times and parts of the world</li> </ul>	<ul style="list-style-type: none"> <li>Primarily visitors</li> <li>Elementary and secondary school grps: Social Studies programs</li> <li>Tour operators</li> </ul>	<ul style="list-style-type: none"> <li>◊ Youth Hostel</li> <li>Empress Hotel</li> <li>Regent Hotel</li> <li>Other city hotels (particularly waterfront)</li> <li>Victoria Intern'l Festival</li> <li>Ministry of Tourism</li> <li>Ministry Responsible for Culture</li> <li>Tourism, travel agencies</li> <li>Gray Line of Victoria</li> <li>E&amp;N Railway</li> <li>Royal Sealink</li> <li>Air BC</li> <li>BC Steamship Co.</li> <li>Black Ball Transport</li> <li>Victoria Clipper</li> <li>RBCPM</li> <li>Cruise lines</li> </ul>
<b>Port City</b> Harbour Changing shoreline Boats and shipping Naval base Changing roles of City	<ul style="list-style-type: none"> <li>Harbour shoreline and walkway</li> <li>Cptn Cook Monument, Inner Harbour</li> <li>Malahat Bldg 1002 Wharf: Federal Customs House, past home to Canada's oldest naval division and HMCS Malahat; HBC excavations for wharves, sheds; distrib.mining licenses 1897</li> <li>811 Wharf/816 Gov't: Post Office and Customs</li> <li>Mooring rings: ships loading cargo to HBC, Ft. Victoria</li> <li>Gov't and Wharf St's: headquarters for shipping agents, skippers, brokers, chandlers, etc.</li> <li>1407 Gov't, 570 Johnson: Jeune Brothers Sail Loft and Tent Factory</li> <li>Foot of Yates: McQuaids Ship Chandlers, 1858; started in tent, moved to bldg at foot of Yates</li> <li>812 Wharf: Inner Hrbr seaplane terminal (never built)</li> <li>Views to Esquimalt: 1865 British Admiralty Naval Base (today CFB Esquimalt)</li> <li>470 Belville: CPR Steamship Terminal (now Royal London Wax Museum)</li> <li>Maritime Museum</li> <li>Bastion Square anchor and light</li> <li>Johnson St Bridge</li> </ul>	<p>Interpretive Zones:</p> <ul style="list-style-type: none"> <li>9 Inner Harbour</li> </ul> <ul style="list-style-type: none"> <li>Walking tour of original shoreline, esp. original James Bay</li> <li>Acousti-guide with historical hrbr sounds</li> <li>Boat tours of harbour</li> <li>Graphic panel series along waterfront ; invite further exploration across Johnson St Bridge, or into Mkt Sq, Chinatown</li> <li>Murals/tableaux of historical harbour scenes, from contemp. vista points (lower Johnson, Yates, Bastion Sq, lots below Wharf)</li> <li>Workshops in maritime technology</li> </ul>	<ul style="list-style-type: none"> <li>Primarily residents</li> <li>Maritime, boating enthusiasts</li> </ul>	<ul style="list-style-type: none"> <li>◊ Malahat Bldg</li> <li>Maritime Museum</li> <li>Royal London Wax Museum</li> <li>Symphony in the Harbour, Aug.92</li> <li>Swiftsure Race</li> <li>Victoria to Maui Internat'l Yacht Race</li> <li>Jeune Brothers</li> <li>Tourist Info. Ctr.</li> <li>Waterfront restaurants and clubs</li> <li>Port authority</li> <li>CFB Esquimalt</li> <li>Inner Hrbr marina</li> <li>Victoria Harbour Ferry</li> <li>Royal Victoria Yacht Club</li> </ul>

## 5.0 IMPLEMENTATION

The conceptual framework for the Interpretation Plan outlined in the previous sections presented operational and interpretive strategies. The challenge is to translate these concepts into actual programs which can be delivered in the short, medium and long term as resources become available.

### 5.1 INTERPRETIVE DELIVERY

The following interpretive delivery mechanisms have been divided into two categories: programs and physical elements.

#### *Programs*

- ☐ **Tours** - guided and self-guided; walking and driving excursions in groups or for individuals
- ☐ **Living history** - this includes street theatre, oral history programs, and interpreters in period costumes
- ☐ **Programs and events** - from festivals and concerts to workshops and seminars on the future of Victoria

#### *Physical Elements*

- ☐ **Publications** - maps and brochures, books, articles and posters, these documents further our understanding of Victoria, its history and how we can participate in programs both as residents and as tourists
- ☐ **Site features** - markers, pavement patterns, sculptural installations, and graphic panels create interpretive environments throughout the city
- ☐ **Interpretive Facilities** - places to meet, pick up maps and brochures, plan a visit, and view exhibits and audio visual programs in a controlled environment



INTERPRETIVE DELIVERY: TOURS

## Guide Training and Certification

### Description

There is an opportunity for the Victoria Civic Heritage Trust to encourage a high standard of tours regardless of their nature, e.g. bus tours, walking tours, bicycle tours. Visitors and residents are becoming more and more sophisticated as they travel around the world, and they deserve to receive the highest level of information available.

Tour guide certification is similar to docent training in museums. It has been successful in cities such as Charleston, South Carolina, and is an integral part of all architectural walking tours in France. There the *Caisse des Monuments Historiques* provides training programs in architectural history. Specialized sessions on the historical development of specific cities are then offered to prospective guides.

Upon completion of a short training program, participants would receive a certificate from the Civic Trust, which would entitle them to wear an identification badge and place a decal on their tour vehicle indicating their certification.

### Media

Techniques which the Civic Trust might consider include:

- ☐ Training workshops and lectures (eg. those offered by local architects, historians, planners, and community group representatives) could be coordinated by the Civic Trust. Victoria has a wealth of resources including outstanding authors, professionals, government agencies, and the University of Victoria Cultural Resource Management Program.
- ☐ Information Kits which the Trust publishes could become the basis for a series of tours which could be distributed to participants in the training workshops. These kits might include a bibliography of books on Victoria, information on interpretation techniques and tips on delivery which tour operators could use to develop their own scripts.



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INTERPRETIVE DELIVERY: TOURS

*Themes*

Themes for the training courses would be linked to the city—its historical, social, and architectural development. This would include past events, present developments as well as future plans. As a starting point, it would be appropriate to use the four themes described in the previous section—"Multi-cultural Victoria", "The City is Alive", "Work and Play", and the "Gateway".

*Partnerships*

Partnerships for training with other institutions might include the City of Victoria Archives, the B.C. Heritage Trust and Historic Properties Branch, the University of Victoria Cultural Resource Management Program, the Heritage Conservation Branch, and the Hallmark Society. Costs for the training program could be covered by fees, grants, and sponsorships by the various partnering institutions.

INTERPRETIVE DELIVERY: TOURS

## Self-guided Tours

### Description

At the present time there are numerous brochures which describe self-guided walking tours of the downtown area; however, there is an opportunity to develop a specific part of a comprehensive tour which is integrated to the sites *en route*. Many of the brochures describe specific aspects of the city (e.g. 'Art Deco Architecture' or 'Emily Carr's Victoria') Only a few are more general, such as the brochure published by the Eaton Centre and the book, *Victoria on Foot*.

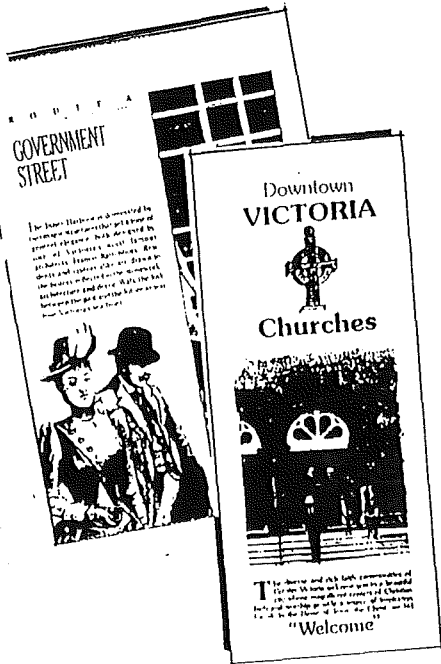
Brochures and booklets tend to become dated as new developments occur and as buildings are renovated; therefore there should be provision for revisions. Encouraging others to participate in the updating of information can lead to stronger links between organizations.

Self-guided tours offer opportunities for the Civic Trust to initiate a graphics program which is an integral part of the streetscape. Maps, brochures, and signage on hoardings could all be coordinated to identify this as a Trust initiative.

Tours could be developed within each interpretive zone, since they are all conveniently explored on foot. A series of brochures describing the unique features of each downtown area will offer the variety needed to attract diverse audiences. People who wish to learn about the commercial life of the city in Old Town may not share the same enthusiasm for Chinatown, or the Legislative precinct and the political personalities of Victoria.

The tours should be:

- ☐ integrated with publications and identification markers
- ☐ linked to the interpretive zones
- ☐ full of surprises, encouraging people to explore back alleys and courtyards
- ☐ thematically organized so people select tours related to their own interests
- ☐ targeted towards specific audiences (e.g. residents, visitors, families, school groups, seniors)
- ☐ defined in length, so people can plan their time and select activities appropriate to their energy levels
- ☐ flexible regardless of the weather; in fact it might be advantageous to design a rainy day tour of the city, encouraging people to explore the network of covered alleys and corridors of Lower Johnson Street and Market Square



## INTERPRETIVE DELIVERY: TOURS

### Media

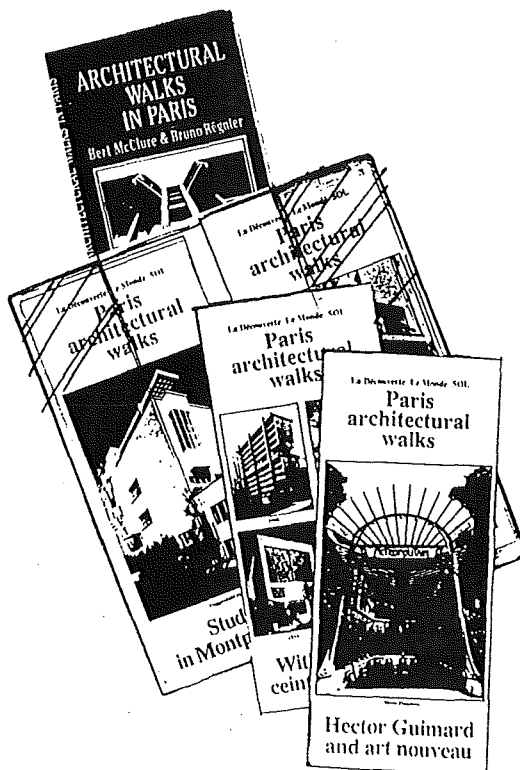
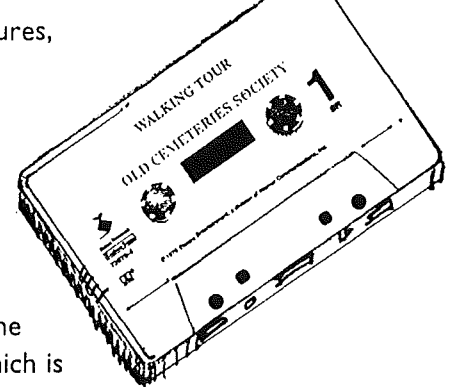
Recommended media include:

- ☐ markers along the street for orientation, in conjunction with maps, brochures and tours (e.g. Aix-en-Provence street markers and brochures, "In the Footsteps of Cézanne")
- ☐ acousti-guides
- ☐ cassettes for driving tours (e.g. Tour of the Rideau Canal, narrated by Patrick Watson)

### Partnerships

In addition to community organizations and historians who can assist in the preparation of tour materials, there should be a sponsorship program which is geared towards the private sector. Companies could participate in kind by donating printing and design services (e.g. The Green Apple Map of New York), or simply by helping to underwrite the cost of the brochures, maps, and markers in exchange for appropriate recognition. Paid advertising is not recommended for this type of project.

Another type of partner is the *Times Colonist* or *Monday Magazine*, which may be interested in printing newsprint versions of the self-guided tours as inserts in the papers. These tour maps might be similar to those published in Seattle for the Pike Street Market area and Pioneer Square.



GUIDE BOOKS PACKAGED  
IN SETS, EACH DESCRIBING  
A SPECIFIC AREA OR  
THEME.



## INTERPRETIVE DELIVERY: TOURS

### Who's Your Host?

#### *Description*

Hosts with different perspectives can animate tours for both residents and visitors. These could include politicians, historians, merchants, writers, teachers, harbour personnel, community activists, and government officials. The Old Cemeteries Society, provides such tours with hosts Councillor Martin Segger and historians John Adams, Terry Reksten and Geoff Castle.

Famous celebrities could be recruited to give their own tours of the city in conjunction with other community events.

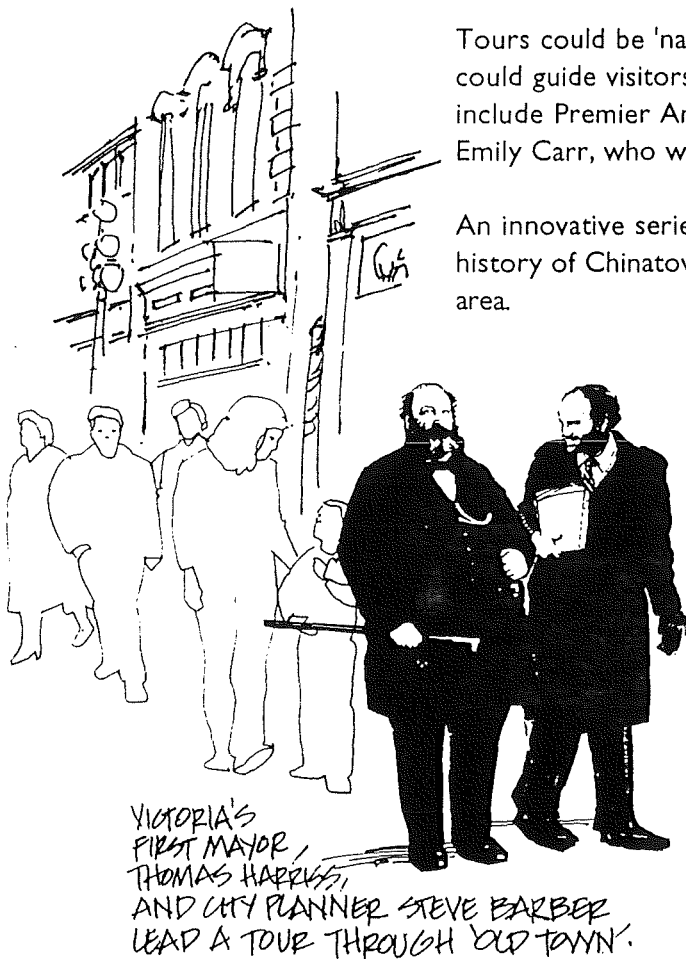
Residents can be matched with visitors to provide a unique view of the city as a place in which to work and live. Visiting a person's favourite bookstore, art gallery, tea room, and park can often be more memorable than a two-hour tour to the ten most important sites in town. A model for this approach is the Big Apple Greeters Program in New York City where residents volunteer two to four hours a month to show visitors their city.

Tours could be 'narrated' by important figures. Architect Francis Rattenbury, could guide visitors to the buildings which he designed. Other hosts could include Premier Amor de Cosmos, coal baron Robert Dunsmuir, or artist Emily Carr, who wrote about the Victoria in her books.

An innovative series of walking tours is offered by Les Chan, who brings the history of Chinatown alive using period costumes and a detailed tour of the area.

#### *Partnerships*

Local service clubs and organizations which offer tours are ideal partners, including the Old Cemetery Society, the Hallmark Society, the Garden Club, etc. This year the Architectural Institute of British Columbia began offering a series of walking tours in downtown Vancouver. Most of the participants have been Vancouverites who want to learn more about their city. The tours have also been popular amongst architects from other cities who are visiting Vancouver. Due to the popularity of the tours, they have been extended into the fall.





Victoria Civic Heritage Trust  
Interpretation Plan - Theme/Delivery Matrix

Themes and stories	Selected Existing Resources	Delivery Possibilities	Likely Audience Appeal	Partnership opportunities
<b>4. GATEWAY, cont'd</b>				
◇ = VCHT funding				
<b>Trade and Commerce</b> Hudson's Bay Company 19th C gold rushes Suppliers and outfitters Economic booms and busts Cargos Smuggling	<ul style="list-style-type: none"> <li>• 1701 Douglas: HBC Dept. Store</li> <li>• Rithet Bldg, 1117-1125 Wharf: Rithet and Company, general traders and insurance agents; cast iron columns from San Francisco and Albion Iron Works; original well from Ft. Victoria; Rithet's wharves served CP Empress steamships</li> <li>• Wharf St. retaining walls: HBC warehouse walls</li> <li>• mooring rings</li> <li>• Ft. Victoria pavement bricks</li> <li>• 522-524 Yates: Simon Leiser, wholesale/retail grocer/ outfitter; central elevator and train tracks through bldg</li> <li>• 516 Yates: SJ Pitts, importer</li> <li>• 530-534 Yates: Thomas Earle, wholesale grocer/provisioner</li> <li>• 1601-1613 Store/502-510 Pandora, 1615 Store: Scott and Peden, feed and grain, E&amp;N spur line through bldg</li> <li>• 1107 Wharf: Richard Carr warehouse</li> <li>• Burnes Block, Bastion Sq: served as trade &amp; commerce offices</li> <li>• 539-545.5 Fisdard/16-20 Fan Tan Alley: opium factory in rear late 1800s; 1894 American tariff on opium - est. annual loss of \$200,000 to Victoria</li> <li>• 'Klondike Courtyards' - Waddington, Commercial, Oriental Alleys</li> </ul>	Interpretive Zones: 1 Old Town 2 New Town North 9 Inner Harbour <ul style="list-style-type: none"> <li>• Tableaux of Gold Rush scenes and events in 'Klondike Courtyards'</li> <li>• Graphics, window displays in merchants' stores re. historical and contemporary imports, sources</li> <li>• 'Shopping' tours: of historical suppliers, led by 19th C prospector; or of contemporary shops</li> <li>• Walking tour linking original and present HBC locations</li> </ul>	<ul style="list-style-type: none"> <li>• Residents and visitors</li> <li>• School programs: economics, free trade</li> <li>• Business, merchant organizations</li> <li>• Conference visitors</li> <li>• Shoppers</li> </ul>	<ul style="list-style-type: none"> <li>• Hudson's Bay Company</li> <li>• Ministry of Tourism</li> <li>• Ministry Responsible for Culture</li> <li>• Import merchants (eg. Murchies - tea; Rogers - cocoa; Irish Linens)</li> <li>• Chamber of Commerce</li> <li>• Indep. Retailers Assn.</li> <li>• BIA</li> <li>• Economic Dev. Comm.</li> </ul>

# **A possible walking tour route:**

Start at Empress Hotel.

- Government St.
- Johnson St.
- Market Square
- Chinatown (opium dens)
- Commercial area
- Waterfront (former  
Customs House)

Finish at Parliament Bldgs.

Approx. time 2 hrs

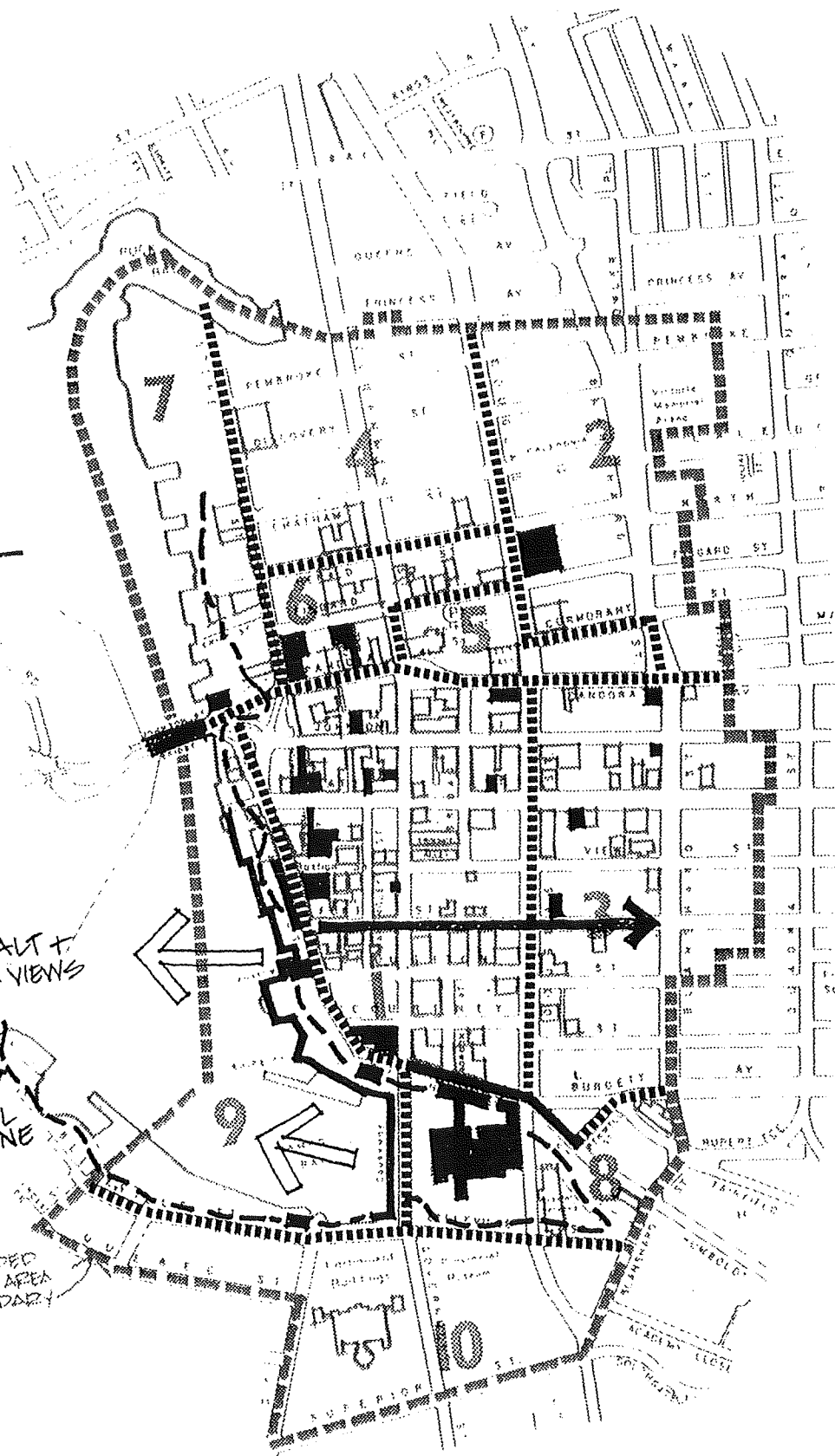
ESQUIMALT +  
HARBOUR VIEWS

ORIGINAL  
SHORELINE

EXTENDED  
STUDY AREA  
BOUNDARY

- STUDY AREA BOUNDARY
- HERITAGE BUILDINGS
- INTERPRETIVE ZONE BOUNDARY
- RESOURCES

Theme 4  
Gateway



## 5.0 Implementation



## INTERPRETIVE DELIVERY: TOURS

### After Hours

#### *Description*

Tours at night, both self-guided and guided, are an intriguing way to experience the city both for residents and visitors. A good model is the "Midnight Terra Cotta Tour" in Vancouver, sponsored by Heritage Vancouver. This two-hour tour of downtown terra cotta buildings was conducted by local residents using flashlights in July 1992.

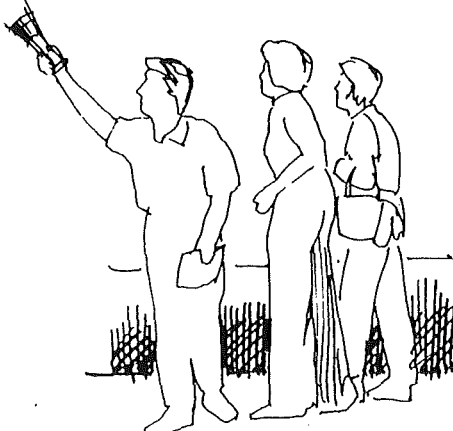
City-wide activities such as candle lighting or building illumination attract large numbers of residents to see their city in a new way. These can be ideal winter or fall programs which bring people downtown. Examples from other cities include the annual fall Candlelight Tours of houses and gardens in Charleston, South Carolina, and "Illuminaries", sponsored by the Public Dreams Society in Vancouver, which features an annual summer evening parade with handmade lanterns around Trout Lake. In Victoria, this could be translated into a parade with candle-lit lanterns in Old Town or floating lanterns in the water around the Inner Harbour.

Sunrise and sunset tours often illustrate different aspects of the city, particularly in Victoria when the downtown is viewed from the Songhees area during these times. The harbour ferry is a great way to experience the city and this could be easily developed as part of both guided and self-guided tours.

In conjunction with plans for "After Hours" events, social and physical planning issues need to be considered to ensure safety of participants (eg. lighting, surfaces, vandals, etc.)

#### *Partnerships*

Partnerships with the Harbour Ferry would permit an ideal after-sunset tour in the summer.







## INTERPRETIVE DELIVERY: TOURS

### Shuttle Service

#### *Description*

A combination of transportation systems can help people cover a large area in the downtown — from the Inner Harbour to the industrial area north of Chinatown. This will enable people to see more of the city and experience different methods of transportation.

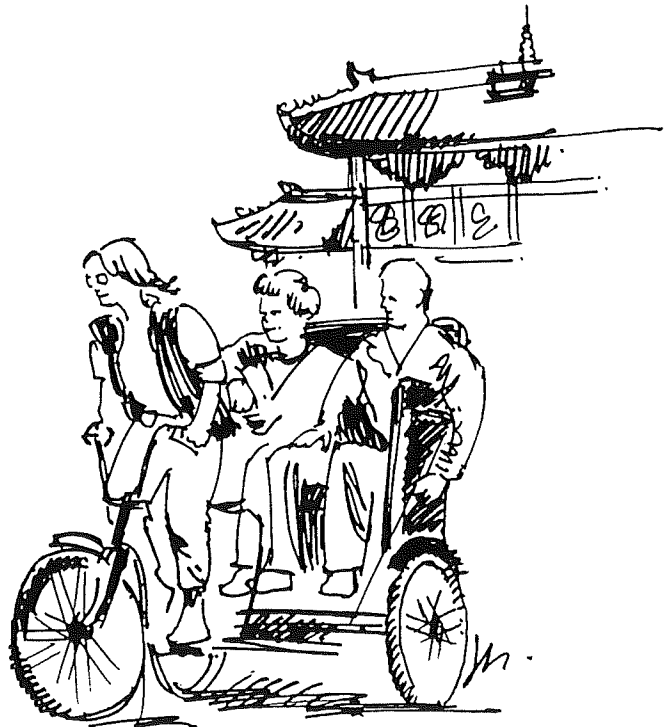
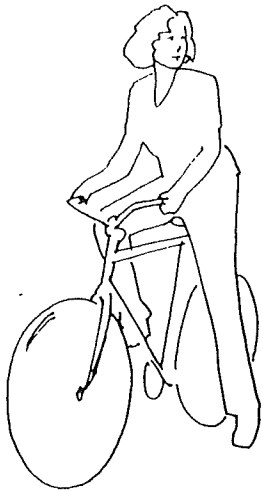
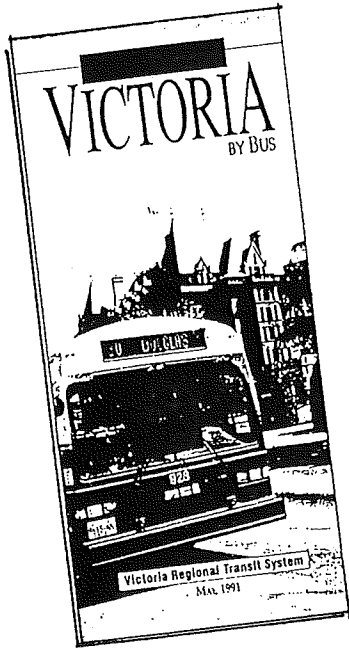
A combination of walking, cycling, pedi-cab, and ferry as well as horse and carriage all bring out different aspects of Victoria. If three methods of transportation are used, this could become the "triathlon" tour.

Initially, it may be more practical to have the participants travel to a meeting destination on transit or in a shuttle bus, and then return on foot.

Literature, tour scripts, and transportation methods need to be coordinated for this type of tour to work successfully.

#### *Partnerships*

Partnerships in this type of venture will necessitate cooperation and coordination between the tour companies already in existence. There are also logistics related to moving groups of people which will require organisation.





INTERPRETIVE DELIVERY: LIVING HISTORY

## Street Theatre

### *Description*

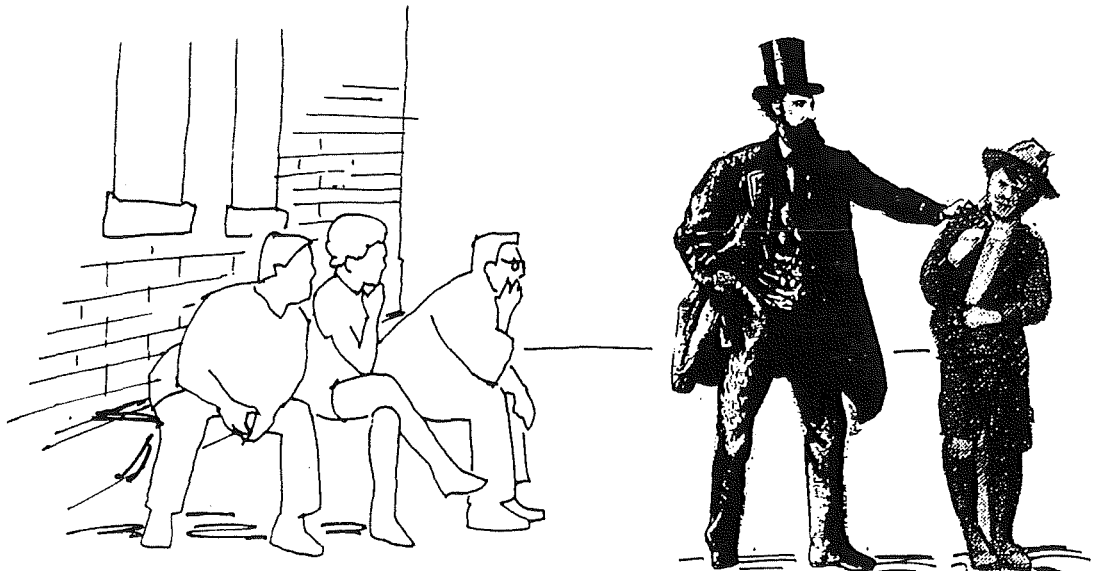
Engaging people in the streets with impromptu theatre can be an entertaining way to learn about the city and its history. Actors and actresses in period costumes can perform selected vignettes from Victoria's history. This program could be called, 'Moments in History', and could illustrate political, economic, and social events which occurred over the past century.

From the days of the Hudson's Bay Fort through the commercial activity brought on by the Gold Rush, street vendors selling their wares to games of fan tan in Chinatown, there is no shortage of material which two or three actors could perform. Audience participation is another benefit of this type of theatre, since large crowds often gather on streets when performers are present. People enjoy being involved in these performances, and participation brings the stories to life for the audience.

### *Partnerships*

Partnerships could be formed with local theatres and drama departments in high schools, colleges, and the University.

The book of oral history recollections, *A Victorian Tapestry*, is an excellent source of material about businesses and personalities in Victoria during the late 19th and early 20th centuries.





## INTERPRETIVE DELIVERY: LIVING HISTORY

### Partners' Venues

#### *Description*

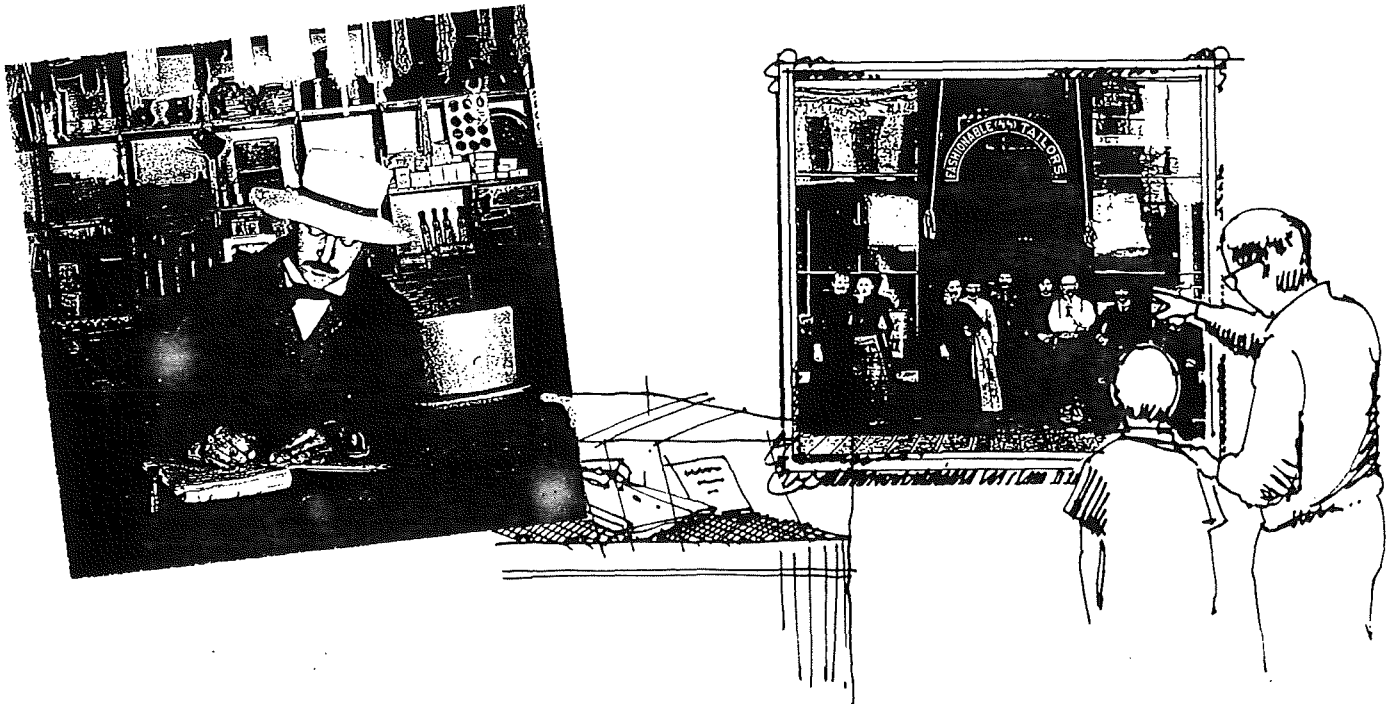
Businesses can become partners in the interpretation of an area's history. It is interesting to note how many commercial establishments in Victoria (e.g. Rogers Chocolates) market themselves on 'history' and the early date of their establishment.

Oral history about a business, its patrons or building can add another dimension for residents and visitors. An example of this is the Rum Runner Pub in Sidney, which is now filled with old photographs and memories of the original 'rum running' days earlier in the century. A famous 'rum runner' has become the pub's patron, and has sparked an interest in the adventures surrounding the shipping of liquor during prohibition. In an informal way, this authentic piece of history has enlarged the story of the pub, and its clientele are eager to share stories and memorabilia of past adventures off the shores of British Columbia.

The opportunity to provide interpretation through merchants or small offices should not be underestimated. Visitors commonly use shop or restaurant personnel as a source of information. This partnership should be recognized and training provided.

#### *Partnerships*

Research into themes which complement downtown businesses can create opportunities for partnerships.





INTERPRETIVE DELIVERY: PROGRAMS + EVENTS

## Events and Festivals

### Description

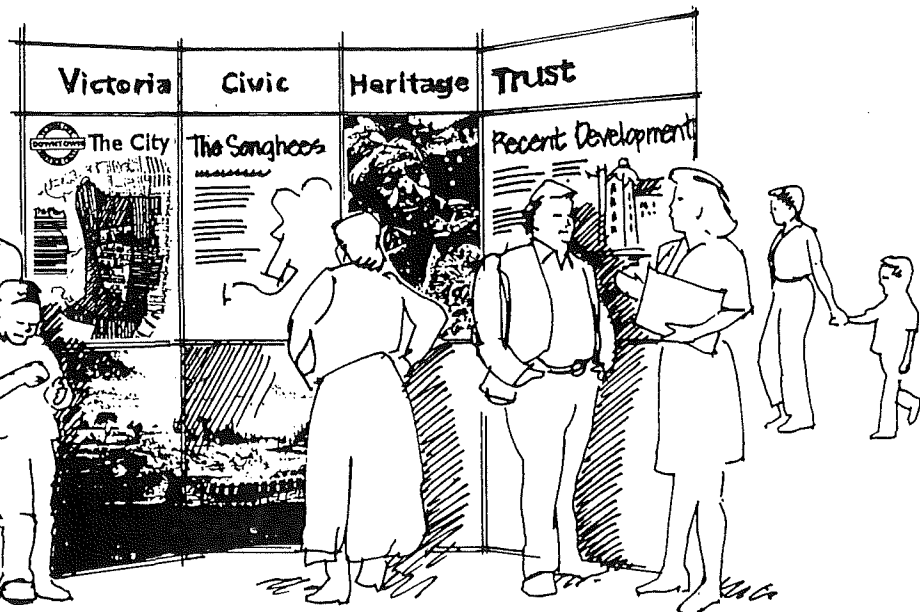
Throughout the year Victoria hosts numerous events and festivals which involve both residents and visitors. These include:

International Film Festival	First Peoples Festival
Fine Arts Festival	Symphony in the Harbour
Tourist in Your Own Town	International Festival of Dance
Conservatory Music Festival	Jazz Fest/Sunfest
Dixieland Jazz Party	Classic Boat Festival
Swiftsure	Fringe Festival
Jazzfest	International Wine Festival
Folkfest	First Night
Commonwealth Games	Public Market
Victoria International Festival	
Victoria to Maui International Yacht Race	

From sports to music and classic boats to the public market, these events make the downtown a destination. Here is an opportunity for the Civic Trust to participate in annual community events and encourage a greater understanding of certain aspects of the city. Small exhibits on movable panels could be developed to complement events, such as the Classic Boat Festival as an illustration of the City's maritime history. During the First People's Festival, the same panels could feature an exhibit about the Songhees and the native way of life as the Hudson's Bay Fort came and went.

THEMED STREET  
BANNERS DURING  
EVENTS +  
PARADES.

PORTABLE  
DISPLAYS.







INTERPRETIVE DELIVERY: PROGRAMS + EVENTS

## Public Forum

### *Description*

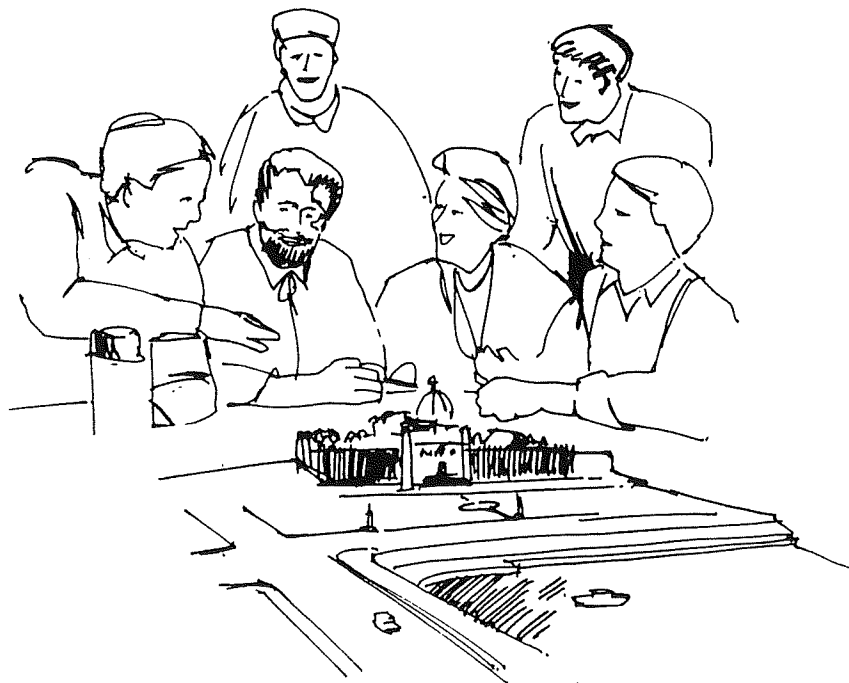
Many citizens of Victoria are interested in the development of their city. The Victoria Civic Heritage Trust can offer opportunities for informed debate about the future of the city. The establishment of a bi-annual or annual Public Forum organized by the Civic Trust could provide an opportunity for people to learn about up-coming development proposals, and participate in a meaningful discussion about urban issues. It could also provide developers with a gauge of public support for proposed projects.



### *Media*

In addition to the traditional public forum panel discussion, it would be ideal to offer participants specialized walking tours and site visits with the project proponents, adding a new dimension to the experience.

A large-scale model of the downtown area would help residents to understand new developments in their context. For these workshops, simple massing models could be made and inserted in the appropriate area to illustrate the discussion. Different scenarios could be photographed and displayed using the same base model each time. This model could initially be housed at City Hall, and later on become a focal point of an Interpretive Centre.





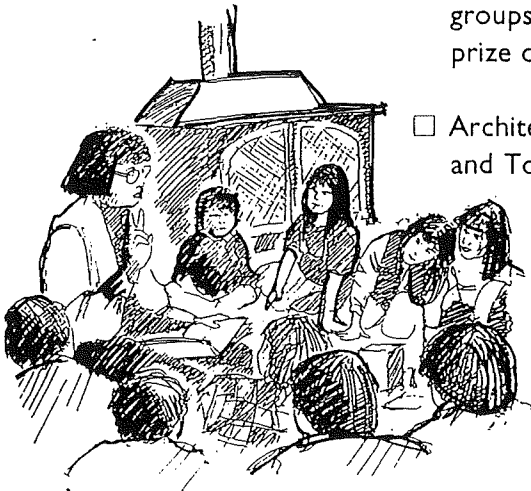
INTERPRETIVE DELIVERY: PROGRAMS + EVENTS

## Workshops and Competitions

### *Description*

A variety of hands-on workshops can add a whole new dimension to the city and to people's experience, both as residents and as visitors.

- ☐ Workshops led by artists and writers could focus on their experiences in Victoria
- ☐ Hands-on restoration projects could be opened to the public on a limited basis, to discuss techniques such as paint removal, brick repointing or seismic upgrading. Projects which recently received Building Incentive Program funds are ideal candidates for these sessions.
- ☐ If archaeological work is undertaken in conjunction with construction projects, the public should be given the opportunity to view the site and the artifacts. In 1987, excavations in Victoria's Chinatown revealed important information about this neighbourhood. The importance of this find was two-fold; it told the story of the Johnson Street ravine, where the Chinese were forced to camp beginning in 1863, and it assisted in public education about the importance of urban archaeology and the historical layers which reveal the history of a city like Victoria.
- ☐ Community planning workshops designed to help participants envisage changes to an area or a building and community examination of the social and economic factors can assist the Planning Department in the public consultation process.
- ☐ Competitions to identify building elements encourage individuals, school groups, and families to explore the city. Winners could receive a suitable prize offered by the Trust as a promotion.
- ☐ Architectural design competitions, could be held, such as those in Montréal and Toronto for infill housing projects.





INTERPRETIVE DELIVERY: PUBLICATIONS

## Graphics Program

### Description

An important part of the Civic Trust's identity in the community is a signature mark or logotype, which can be applied to a variety of print and environmental graphics.

Since the Trust will function as a partner and facilitator with many agencies, the identity system should use a flexible format, which may be adapted to identify the network of interpretation facilities throughout the Downtown.

The mark may be used independently, or in conjunction with the logos of partner organizations, to identify joint projects. It may also be modified or extended to identify different interpretive zones or satellite locations, and thus appear on signs, banners, graphic panels and shop fronts throughout downtown.

The system will increase public awareness of the Civic Trust, by establishing a visible presence.



GRAPHICS ON HOARDINGS  
AROUND ON-GOING SPONSORED  
RESTORATION PROJECTS:  
DETAILS OF THE PROJECT +  
EXPLANATION OF THE  
TRUST'S ROLE.



# INTERPRETIVE DELIVERY: PUBLICATIONS

## Newsletter

### Description

A newsletter is an efficient way to establish and maintain contact with, and provide support to the Civic Trust's constituency and partners. The Civic Trust should consider developing either a simple two to three page newsletter, or an insert to be placed in another organization's newsletter.

The purpose of the newsletter is to:

- ☐ advise of activity of the Civic Trust
- ☐ communicate between partners
- ☐ promote partners' programs
- ☐ support partners in providing their own interpretation to visitors
  - inspire interpretive stories
  - provide interpretive how-to programs
- ☐ circulate a calendar of events

**WANT MORE?**

**50 FREE THINGS TO DO DOWNTOWN**


1. Walk to the Museum  
2. Visit the City Hall  
3. Watch the Sea plane take off and land  
4. Inspect the House 11 Park  
5. Take the House tour  
6. Visit the Stamp  
7. Visit the Light  
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**VICTORIA, B.C.**

# Victoria

## DOWNTOWN

### Making progress towards a



**T**he March conference on B.C. led to the formation of which should have a first to Downtown a co-ordinator committee has focussed on committee's preliminary report, expected month.

The conference attracted about 100 Nanaimo, Vancouver and Seattle who some of them envious of downtown Victoria to follow suit.

"We are the partners in making downtown which allows downtown property to band together like a shopping mall for ing, is needed because the funds for planning will run out next year, by planning consultant Phil Boname, an effort to establish a BIA in the city's angle," said Victoria needs a BIA.

"There's always room for expansion in retail sales market share. The world is a very competitive place," said Boname. Even Victoria, which he said has the envious position of probably the largest market share of downtown retailing in North America, could benefit from a BIA.

The more and more are competing with the more up-island and a BIA

# THE CALENDAR



**THUR MAR 19**

**MUSIC**

THE THEATRE COMPANY is a well-known and well-loved band in the Victoria area. They are performing at the Victoria Theatre on Thursday, March 19th. Tickets are \$10.00.

**STAGE**

INTERVIEW WITH THE THEATRE COMPANY. The group is a well-known and well-loved band in the Victoria area. They are performing at the Victoria Theatre on Thursday, March 19th. Tickets are \$10.00.

**AMAZING STORIES FROM THE FANNIN FILES**



**H**E WAS an interesting man, John Fannin. The first director of the Royal BC Museum had not just an interest in hunting, taxidermy, and heavy socializing, but also a keen eye for unusual tales and happenings in the then-young province. Over the years he put together a most eclectic clipping file, a tradition subsequent directors have followed.

The result is a rich collection of local historical oddities, from which the current museum staff have put together four packages—*The Romance of Kathleen O'Reilly*, *The Most Venturesome Voyage of Captain Voss*, *Pioneers of the Skies and Gold! Gold!* and *The Victoria Theatre*.

To take enthusiastic amateur historians all over town, the museum has put together a series of talks and tours. The first talk will be on Thursday, March 19th, at 7:00 p.m. in the museum's auditorium. Tickets are \$5.00.





INTERPRETIVE DELIVERY: PUBLICATIONS

## Information Kits

### Description

By providing kits of resource materials, the Civic Trust can help partners to develop or improve their own interpretive programs, in a way consistent with the Trust's themes and design approaches. Six types of kits are suggested below.

#### Victoria Civic Heritage Trust kit

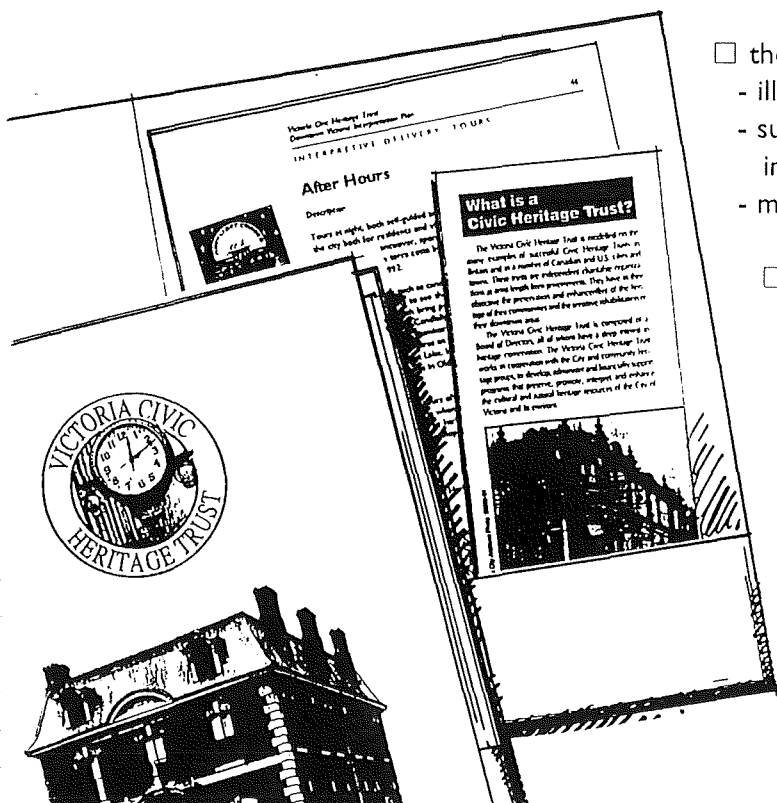
This kit will be an introduction to the Civic Trust and to the Interpretation Plan. It could contain:

- ☐ existing Civic Trust brochure (role, structure, goals, programs, etc.)
- ☐ a summary of Interpretation Plan
- ☐ a directory of existing interpreters, heritage groups, partners, City organizations
- ☐ suggestions of how these organizations can help and participate in other programs
- ☐ a description of the interpretive zone network

#### Theme kit

This kit will be designed to encourage the use and development of key themes. It might contain:

- ☐ the theme matrix
  - illustrate possible stories, resources and connections
  - suggested ways to incorporate new ideas into existing interpretation programs
  - material to encourage additions to theme structure
- ☐ 'how to research' information:
  - bibliographies of story resource material at Public Library, City of Victoria Archives, etc.
  - create a "who's who" list of heritage associations/experts/archives in the City



## INTERPRETIVE DELIVERY: PUBLICATIONS

### *Design kit*

As a 'how-to' kit, this package will encourage use of design formats, provide technical assistance in the production of graphic panels, walking tour guides and other printed interpretive materials. It will also include:

- ☐ production specifications and technical assistance
- ☐ design guidelines, suggested formats and artwork templates

### *Guide training kits*

Designed to influence the quality, accuracy and consistency of existing live interpretation, this information kit will focus on:

- ☐ training manuals and materials for tour guides
- ☐ interpretation methods
- ☐ story information

### *School kits*

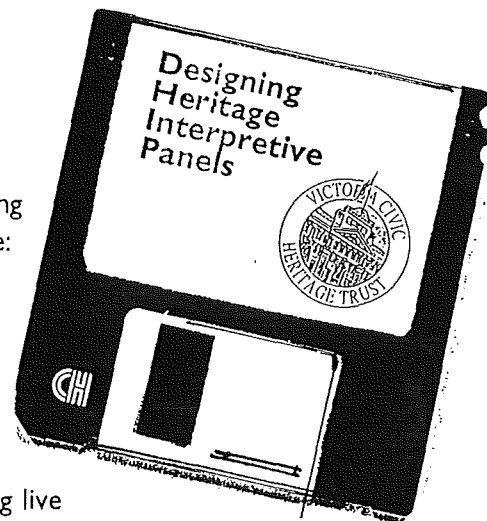
This type of kit is intended to encourage students' interest in the history and future of Victoria. It will:

- ☐ coordinate with the existing curriculum – history, social studies, community recreation, political science, etc.
- ☐ include background and story resource material and reading lists
- ☐ contain activity suggestions for before and after tours, field trip and walking tour suggestions, script suggestions for teachers and parents

### *Satellite partner kits*

Training and support for partners acting as nodes in the interpretive network will be important to the cohesiveness of the overall program.

- ☐ training in interpretive methods
- ☐ story support
- ☐ certification (e.g. a graphic or window sticker in public recognition of membership in the Civic Trust)
- ☐ ongoing support
- ☐ links with other satellites

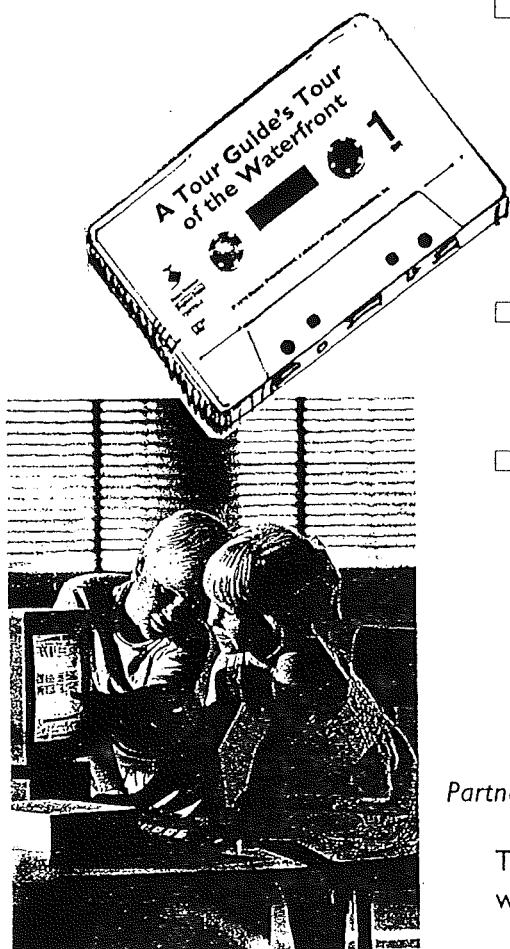


## INTERPRETIVE DELIVERY: PUBLICATIONS

### Media

A variety of media will be used to create these kits, including:

- ☐ Print
  - folder/binder with 8.5 x 11" printed sheets
  - brochures and posters
    - map and explanation of interpretive network and zones
    - design guides
    - poster for shop windows, designed to establish a visual presence downtown, or suggestions for a poster series design competition
- ☐ Audiovisual media
  - acousti-guides; recorded oral histories
  - video
  - slide/tape programs
- ☐ Computer
  - updateable information: bibliographies, mailing lists, directories
  - design templates
  - interactive programs: e.g. evaluate heritage potential of your building; conduct historical research via on-line links to libraries; model the future of the downtown
  - inventories of downtown: heritage resources, interpretation operators, etc.



### Partnership opportunities

These types of kits provide opportunities for the Civic Trust to work with others to develop these materials. Potential partners include:

- ☐ Victoria Public Library
- ☐ BC Archives and Records Service
- ☐ City of Victoria Archives
- ☐ University of Victoria departments:
  - exhibit design/interpretation programs – technical kits
  - anthropology – collect oral histories, conduct research
- ☐ School Boards
- ☐ community organizations, service clubs, seniors groups
- ☐ private companies, which may be interested in corporate donations to develop this material



INTERPRETIVE DELIVERY: PUBLICATIONS

## Media Supplements

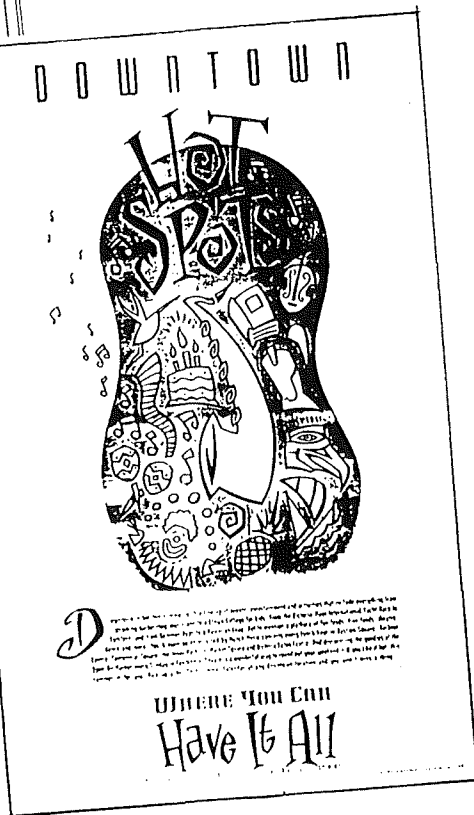
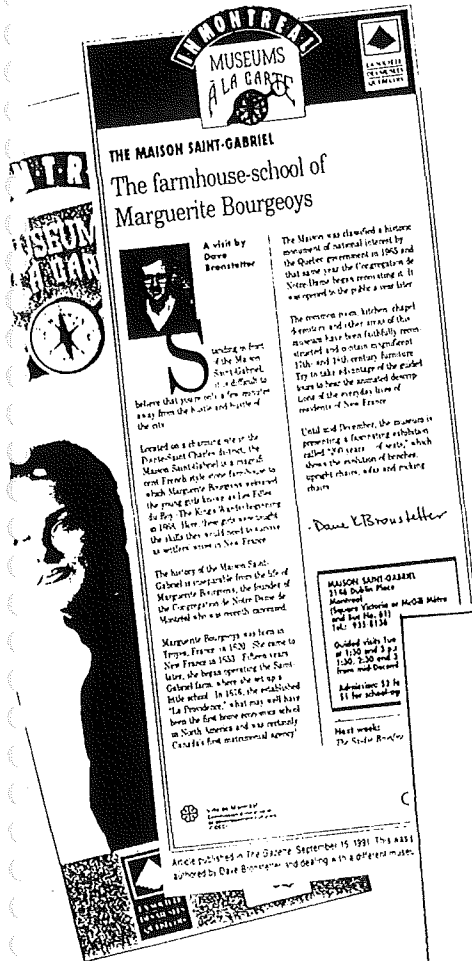
### Description

The Civic Trust should prepare an ongoing series of interpretive articles, or short radio or television spots, to raise public awareness of their existence and activities. Using existing media connections and forging new links will be an essential part of the Civic Trust's community networks over the next decade.

The Civic Trust could provide programs of interpretive events and coordinate the marketing of partners' programs.

### Media

- ☐ newspapers, magazines, other newsletters
  - inserts and supplements in *Times Colonist*, *Monday Magazine*
  - existing publications of heritage and business organisations, e.g. BIA newsletter
- ☐ radio and community cable television



South Post-Intelligencer, Thurs. Sept. 11, 1991

PAGE 6

### GEARING UP

There was almost 2 tons of r  
unloaded from the Portla  
of Seattleites were pi

### A YEAR'S SUPPLIES

Bacon, 100-200 lbs.	Condensed milk, 1 case	Equ
Flour, 400 lbs.	Salt, 10-15 lbs.	Slov
Dried fruits, 75 lbs.	Pepper, 1 lb.	Gold
Corn meal, 50 lbs.	Flour, 1 lb.	Gran
Rice, 20-40 lbs.	Potatoes, 25-50 lbs.	Cups
Coffee, 10-25 lbs.	Butter, 25 cans	Utens
Tea, 5-10 lbs.	Assorted evaporated	Coffe
Sugar, 25-100 lbs.	meats and vegetables	Picks
Beans, 100 lbs.		Saws
		Hamm

### Heading north

The mayor of Seattle, W.D. Wood, was attending a conference in San Francisco when the Gold Rush broke. He wired his resignation home to head north. These first participants, largely "stumpers" because many were unsure exactly where they were going, left Seattle unpripped. They took only what they thought they would need for a few months, and many froze or starved to death in the winter.

The Canadian government had two concerns. First, it was worried about the safety of the thousands entering the country at the remote points. Second, the Yukon could become a haven for criminals and deserters. And that's why the One Ton Rule in 1898 came to be. No one was allowed to enter the Yukon Territory and British Columbia along the U.S. and

Canadian border without food, clothing and one year. This amount, one ton, or 2,000 pounds, was stationed at those who were prepared were to be turned away. However, there is no one being rejected. Instead, this law is provided for the capt.

### NEW TERMS

**Sourdough**  
On the Klondike Gold Rush a "sourdough" was a miner who was either a veteran



**ESTELLA'S JOURNAL**



## INTERPRETIVE DELIVERY: SITE FEATURES

# Zone Markers and Maps

### Description

A network of maps and sculptural, architectural and graphic markers should be developed. These markers and maps will:

#### *Assist orientation*

- ☐ maps to clarify thematic zones before setting out
- ☐ markers throughout zones to remind visitor of their location within the zone system

#### *Assist self-guided exploration*

- ☐ to encourage self-guided exploration by providing clear boundaries for movement within each zone

#### *Encourage further exploration*

- ☐ zone maps to clarify the downtown pattern
  - indicate zones and features neighbouring primary destinations or en route
- ☐ markers as 'stepping stones,' positioned to lead people from place to place
  - highly visible, related forms, placed within sight of each other
  - formal and thematic links to neighbouring zones

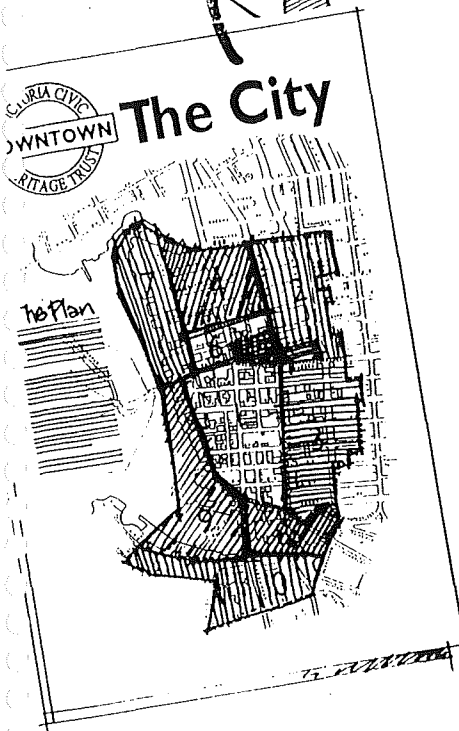
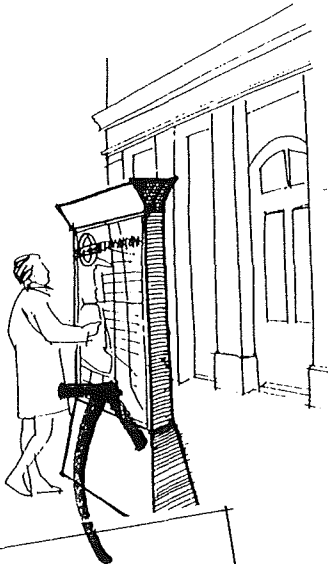
#### *Set up and reinforce interpretive messages*

- ☐ to provide clues to stories and experiences available in each zone
- ☐ to reinforce 'neighbourhood' stories
- ☐ to reinforce the Civic Trust's identity

### Zone Map

The zone map might be developed in phases, along with the development of the overall interpretation Plan.

The map could initially be produced as a poster, introducing the Civic Trust and the network concept of the Plan, identifying the zone layout and describing plans for program development. The poster could be displayed in partners' locations throughout downtown, and could form part of a moveable display using the Civic Trust's 'Original 8' system.



## INTERPRETIVE DELIVERY: SITE FEATURES

The map could be later developed into a display panel in existing map kiosks downtown, ultimately going into new interpretive kiosks outside Civic Trust and satellite partner locations. The panel should be updateable to allow for changes to downtown patterns, new satellite locations and changes in program information. A kiosk could include a dispenser of printed copies of the map, for visitors to take away.

### Zone Markers

#### *Architectural features/street furniture/sculptural objects*

- ☐ existing markers: Chinatown street signs, lights, plantings, Fort Victoria area street signs, Tronoe Alley signs, Bastion Square anchor and light
- ☐ plantings/hanging baskets
- ☐ coordination with the Heritage Area Revitalization Program on Broad Street, and the Downtown Beautification Strategy

#### *Graphic devices*

- ☐ banners, directional signage, pavement markers, manhole covers

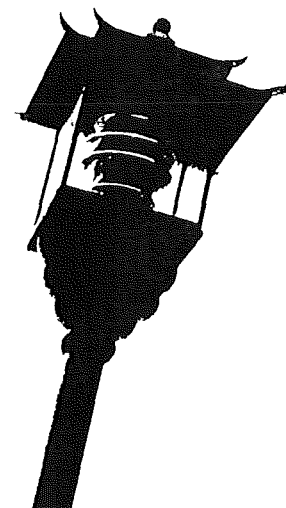
#### *Components*

- ☐ 'logo' for each area (based on the Civic Trust logo)
- ☐ personalities from each zone (cf. Market Square banners)
- ☐ colour coding (note theme colours for 'Character Areas' in the Downtown Beautification Strategy)
- ☐ forms linked to 'satellite' markers at partners' locations
- ☐ maps
  - explain zones, features, exploration times
  - allow for updating
  - possible map dispensers throughout the downtown area



### Partnership opportunities

- ☐ design competitions for markers and signage
- ☐ University of Victoria, Cultural Resource Management Program exhibit design and interpretation courses
- ☐ fabrication by local industry





INTERPRETIVE DELIVERY: SITE FEATURES

## Interpretive Panels

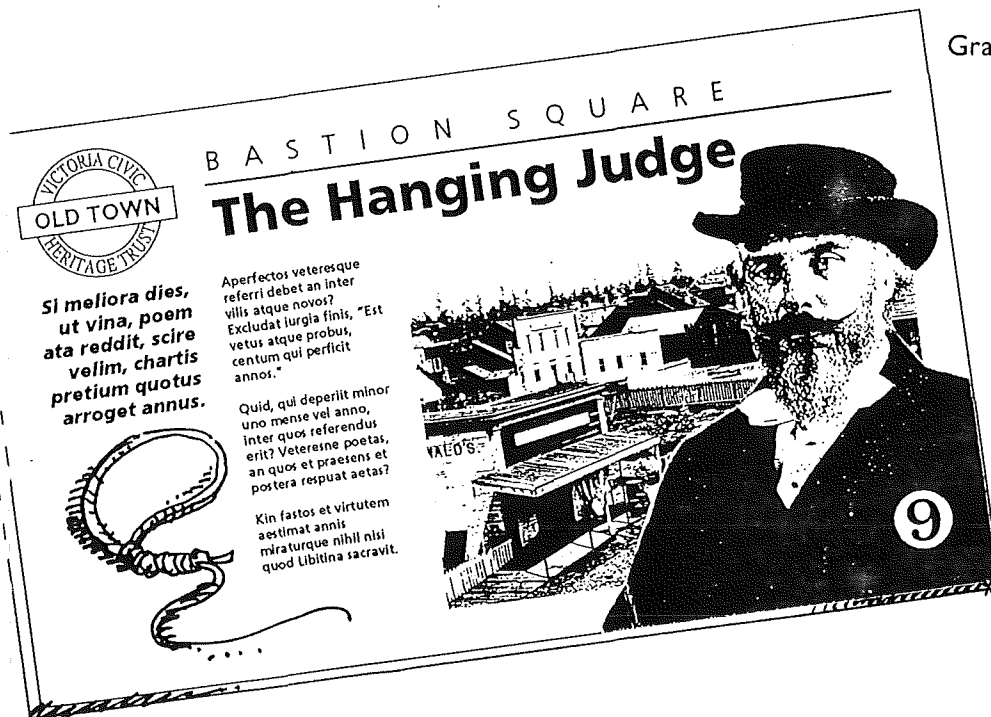
### Description

Our research found that interpretive panels, though traditional, were used and appreciated by visitors. The Civic Trust should consider the following guidelines:

- ☐ ensure consistency and quality of graphics and interpretation, and coordination with other media
- ☐ develop a set of design and production guidelines which may also be used by others
  - standardize sizes and proportions of the graphic panels
  - components include the Civic Trust identity and interpretive zone identity

Graphic panels may be used to:

- ☐ *assist in self-guided exploration*
  - panels may include keys to other media — a symbol or name cross-referenced to printed guides
- ☐ *encourage further exploration*
  - panels can provide links with other areas, as well as interpreting local sites
  - include questions, with answers at other locations
  - suggestions for further exploration
  - sequential panels, with evolving stories, sequential images



- ☐ *interpret invisible and lost resources*
  - provide views of site features no longer present, with photos and illustrations
  - populate a space with former inhabitants, through images and quotations
  - bring distant views closer (e.g. along Inner Harbour, panels interpret far shore of Songhees, or farther shores of international destinations)

## INTERPRETIVE DELIVERY: SITE FEATURES

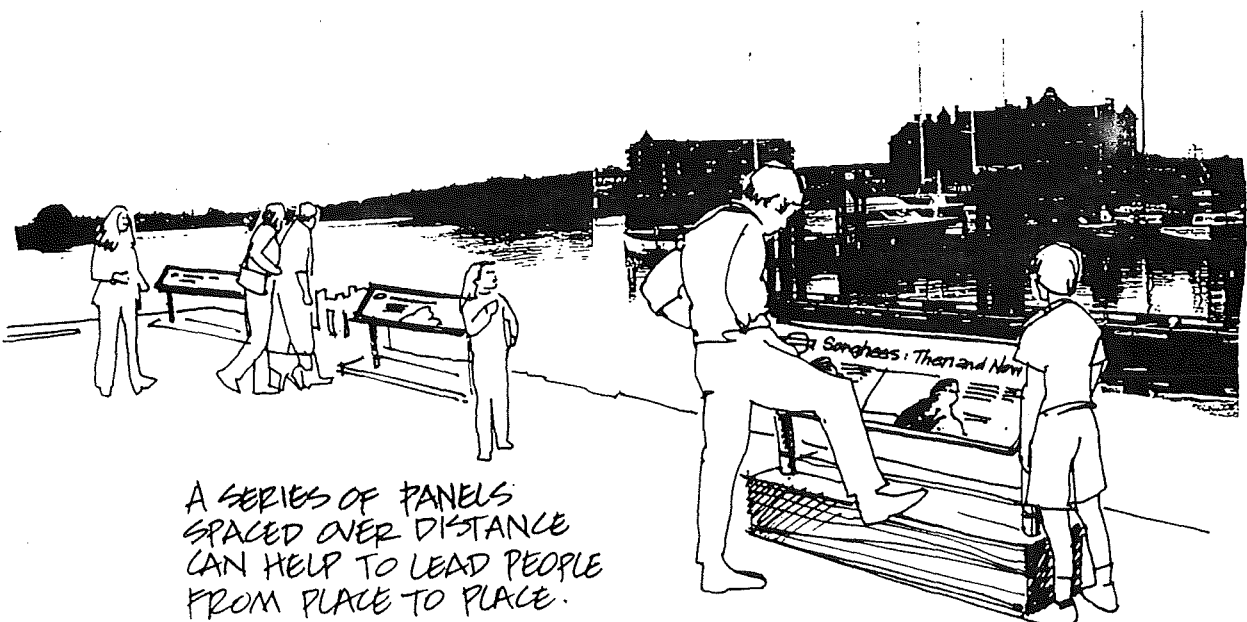
### Media

Although a variety of materials and production methods are required for different applications, a consistent graphic style should prevail throughout.

- ☐ Temporary installations, to interpret proposed and ongoing Civic Trust-sponsored projects:
  - interior displays, making use of the Civic Trust's 'Original 8' display system
    - foam board panels, with typeset text and photographic prints, laminated with clear plastic film for protection
    - written and designed to be as reusable as possible.
  - exterior displays for hoardings and signs on building projects
    - individual components describe the specifics of each project.
    - reusable components which describe the role of the Civic Trust and heritage issues in general
    - fabricated of painted plywood with screen printed and vinyl graphics
- ☐ Permanent placements:
  - interior – subsurface screenprinted lexan (with subsurface-mounted photographs)
  - exterior – porcelain enamelled steel

### Installation

- ☐ The panels should be mounted at heights comfortable for children and wheelchair users, as well as standing adults.



INTERPRETIVE DELIVERY: SITE FEATURES

## Street Tableaux

### Description

The creation of "street tableaux" involves the development of themed interpretive and theatrical spaces. In certain instances they involve the decoration of a wall or building surface, in order to make the location come alive.

### Add to commercial spaces

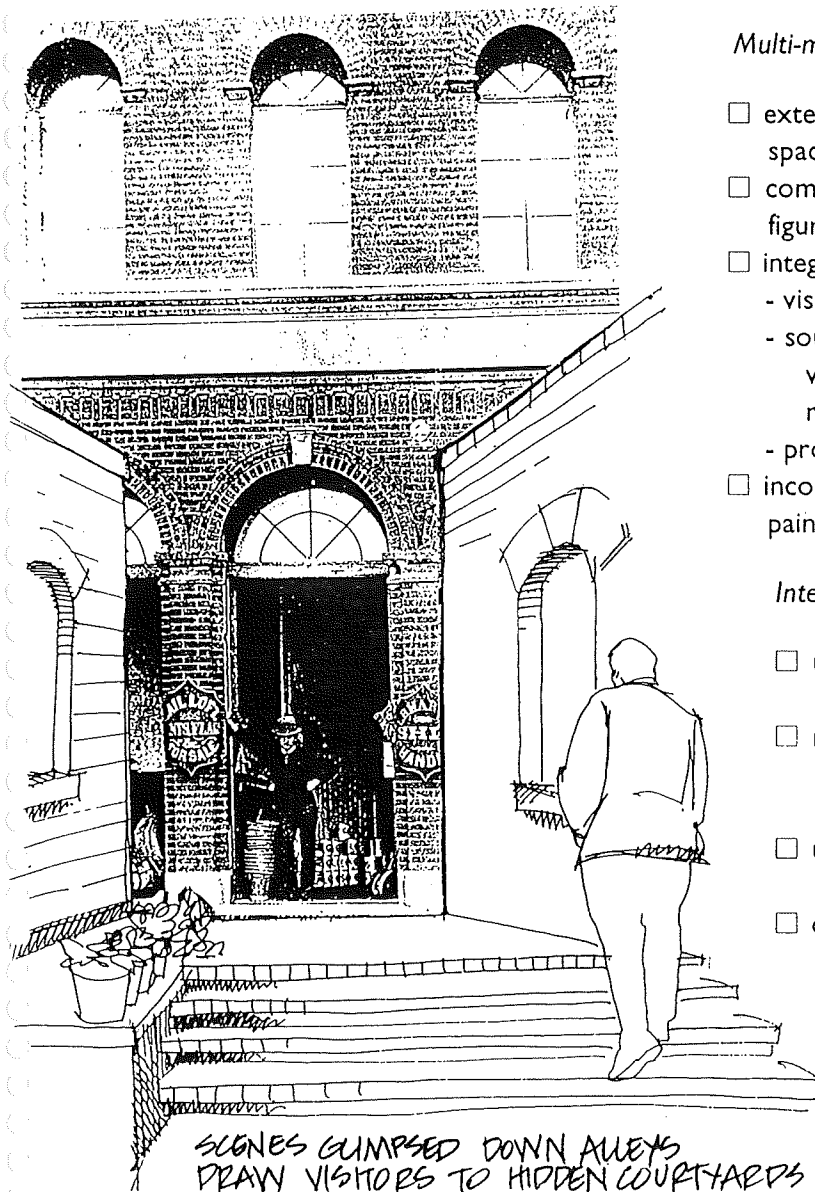
- ☐ e.g. restaurant courtyards off lower Johnson

### Multi-media treatments

- ☐ extend from and integrate with existing architecture and spaces
- ☐ combine supergraphics, *tromp l'oeil* murals, sculptured figures and animals, artifacts
- ☐ integrate sound and lighting
  - visitor-triggered or set program
  - sounds of the site from the past (e.g. horses' hooves, voices, other languages, snippets of conversation, radio broadcasts, industrial noises)
  - project images onto walls
- ☐ incorporate real objects and artifacts which merge with painted images (e.g. Model T in front of a painted garage)

### Interpret invisible or lost resources

- ☐ use murals or projections to reveal buildings hidden under newer facades
- ☐ recreate lost views due to new buildings, or views of the same site at other times (e.g. the Inner Harbour in 1850)
- ☐ use sculpture and signage to tell the story of events which happened on a particular site
- ☐ combine signage and graphics to illustrate the archaeological aspects of a site (e.g. the Johnson Street ravine and artifacts found during the construction of Market Square)



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INTERPRETIVE DELIVERY: SITE FEATURES

*Transport visitors to other times*

- ☐ use large scale environments, especially with theatrical sound and lighting, to evoke other times
- ☐ juxtapose eras
  - e.g. a painted historical scene incorporating real windows, through which contemporary views are seen, or a functional door used by a contemporary business
- ☐ focus on scenes of events specific to each site; then populate the spaces with characters or 'ghosts' to evoke another era

*Encourage further exploration*

- ☐ develop as element of surprise, discovery; reveal the story incrementally
- ☐ this is particularly useful in partially hidden locations
  - views through windows, doorways, down alleys, at end of streets
  - e.g. catch a glimpse down an alley of a scene out of history; the visitor then draw to locations otherwise unfrequented

*Stages for street theatre*

- ☐ use murals as backdrops and sculpture as props for performances
- ☐ the entire scene could consist of projected images for night time performances, which disappear during the day

*Photo opportunities*

- ☐ backdrops for "souvenir" photos

## INTERPRETIVE DELIVERY: FACILITIES

# Network of Satellites

### Description

A network of interpretive facilities can be distributed throughout the Downtown, consisting of a central Civic Trust 'node' (ultimately the main Interpretive Centre) and satellite 'nodes' in partners' locations within each zone.

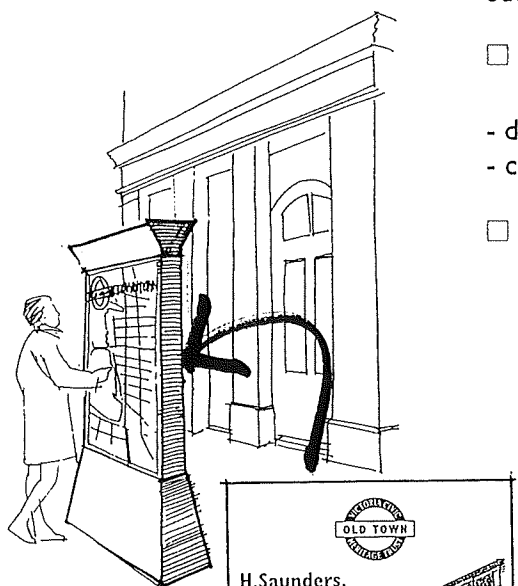
### A central Civic Trust facility

It is recommended that this be achieved in phases:

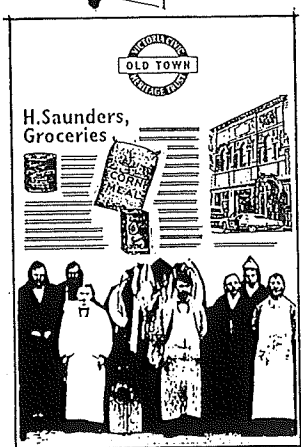
- ☐ initially a temporary or mobile display in a downtown location
- ☐ then a 'storefront' facility
- ☐ subsequently a permanent Interpretive Centre

### Satellites

- ☐ the Civic Trust will seek partnerships in strategic locations
  - distributed throughout interpretive zones
  - considering resident and visitor orientation and accessibility
- ☐ an agreement would be signed between Civic Trust and satellite partners, to work together as part of the network
  - Civic Trust provides standards and training, for information disbursed at satellites, and certification for the participants
  - satellite partner benefits from increased traffic and becomes a 'heritage business'
    - one Civic Trust Board member assigned to each zone to oversee partnerships
- ☐ partners to carry out interpretive functions, distributing information and sharing stories about their businesses, or events which happened on their sites and in the neighbourhood
  - live interpretation by partner staff
    - visitor information, directions, event programs
    - historical interpretation relevant to zone
    - introduction to the interpretation zone
  - exhibit/display:
    - interior design of partner's space
    - banners, posters
    - temporary window displays



A KIOSK  
OUTSIDE A  
PARTNER'S  
SATELLITE  
LOCATION  
CARRIES A  
ZONE MAP ON  
ONE SIDE, WITH  
INTERPRETATION  
OF THE  
PARTNER'S LOCATION  
ON THE OTHER.



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INTERPRETIVE DELIVERY: FACILITIES

- 'kiosk' interpretation unit outside a partner's space
    - interpretive zone map of Downtown
    - interpretation specific to partner's location
  - computer station, with electronic links to others
- ☐ visual identification of the satellites is important
- the use of a standard Civic Trust visual identity logo on banners, flags, and signage, and as an emblem in the shop window

INTERPRETIVE DELIVERY: FACILITIES

## Interactive Computer Guide

### Description

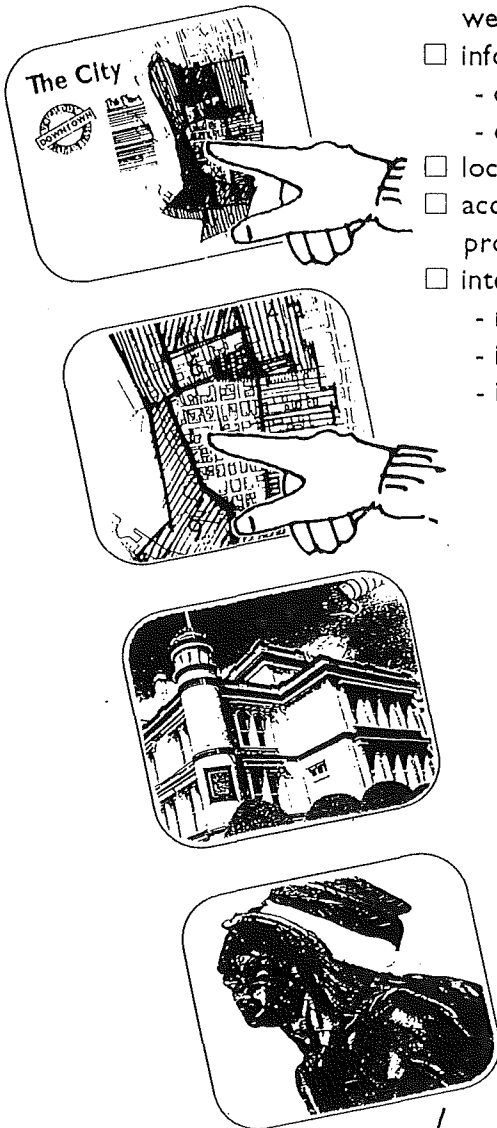
An interactive computer program which provides a variety of interpretive and program information on terminals at satellite locations throughout the downtown.

*The information available might include:*

- ☐ up-to-date interpretation program information: tours, programs, facilities, and events
- ☐ up-to-date entertainment, restaurant, service listings for the general public as well as for advertisers
- ☐ information to plan or map your own self-guided tour
  - optional printout of map
  - computer program suggests stops along the way: restaurants, shops, etc.
- ☐ locations of other satellite partners
- ☐ access to the heritage inventory, City directories, contacts for City programs, information on development projects
- ☐ interpretive material
  - resources for partners and tour guides
  - interpretation for visitors
  - ideas for teachers and parents

### Computer opportunities:

- ☐ information which can be updated to include program times and availability
- ☐ customised information designed to suit the user's needs:
  - a variety of tour guides (suited to the needs of families, children, seniors, etc.)
  - program suggestions for varying lengths of time available
  - multi-lingual programming
  - address a wide range of interests (e.g. books, sports, shopping, kids, etc.)
- ☐ an electronic link between satellite partners
- ☐ the system can collect statistical information about users



A TOUCH-SCREEN COMPUTER GUIDE  
CAN INTRODUCE INTERPRETIVE ZONES  
AND FEATURES, ACCORDING TO  
THE USER'S INTERESTS.





## INTERPRETIVE DELIVERY: FACILITIES

# Interpretive Centre

### *Description*

The Interpretive Centre will be a high quality exhibition and meeting space, ultimately forming a central 'node' in the interpretive network. It will act as a focal point for interpretation of the City and for community involvement in the development of downtown, and an attraction to visitors and residents alike.

### *An outlet for the Civic Trust*

The Centre will provide a location for the administration of the Civic Trust, with office, library and study facilities, and display space for print materials and merchandise related to interpretive programs in the city. It could also act as a central contact point for many heritage organisations.

### *Programming*

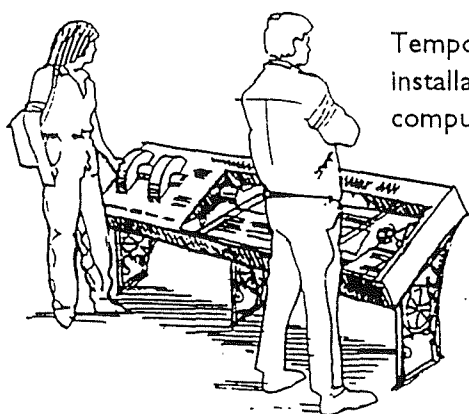
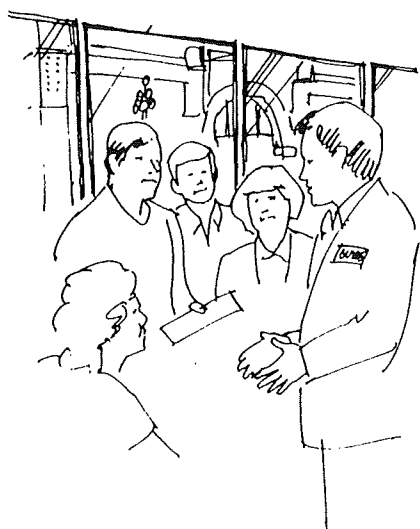
The Interpretive Centre can be a staging area for activities taking place downtown; walking tours, for instance, might begin or end at the Centre. The message of the Centre should be that the 'show' is outside in the city — the Interpretive Centre is the 'pre-show'.

The Centre would include a multi-purpose theatre and meeting room, large enough to accommodate a school class or bus-tour group (e.g. 40 to 50 seats). The room would be equipped for regular audiovisual presentations, and could be used as a 'special event' forum space for presentations, workshops and training programs, and off-season or poor weather events.

### *Exhibits*

The relatively controlled space of an Interpretive Centre allows for the protected display of artefacts, and for the manipulation of spaces, sound and lighting to create dramatic and theatrical experiences.

Temporary and changing exhibits, as well as permanent installations, can include models, interactive exhibits and computer programs, art, games and graphics.





## 5.2 IMPLEMENTING THE PLAN

### 5.2.1 Guiding Rationale

Recognizing the goals of the Victoria Civic Heritage Trust's Interpretation Plan, and the limited resources which are currently available, the project team recommends that the Civic Trust focus its initial efforts on raising its profile in the community and building partnerships which can be developed into sponsorships for specific projects.

The following criteria have guided the development of this implementation plan:

- ☐ The desire to **raise the profile** of the Victoria Civic Heritage Trust.
- ☐ A recognition that **resources are limited** and therefore the development of partnerships is crucial.
- ☐ A **concentration of resources** in one area at a time will result in more 'bang for the buck.' Phases of implementation need to be linked with the development of the interpretive zones. It is recommended that physical developments be concentrated within one zone at a time.
- ☐ **Incremental development** of the Interpretation Plan will permit the Civic Trust to grow as human and financial resources and space become available.

Based upon these criteria, five phases are recommended for the implementation of this Interpretation Plan over a ten year period. These phases have been linked to a time line which is illustrated on the next page.

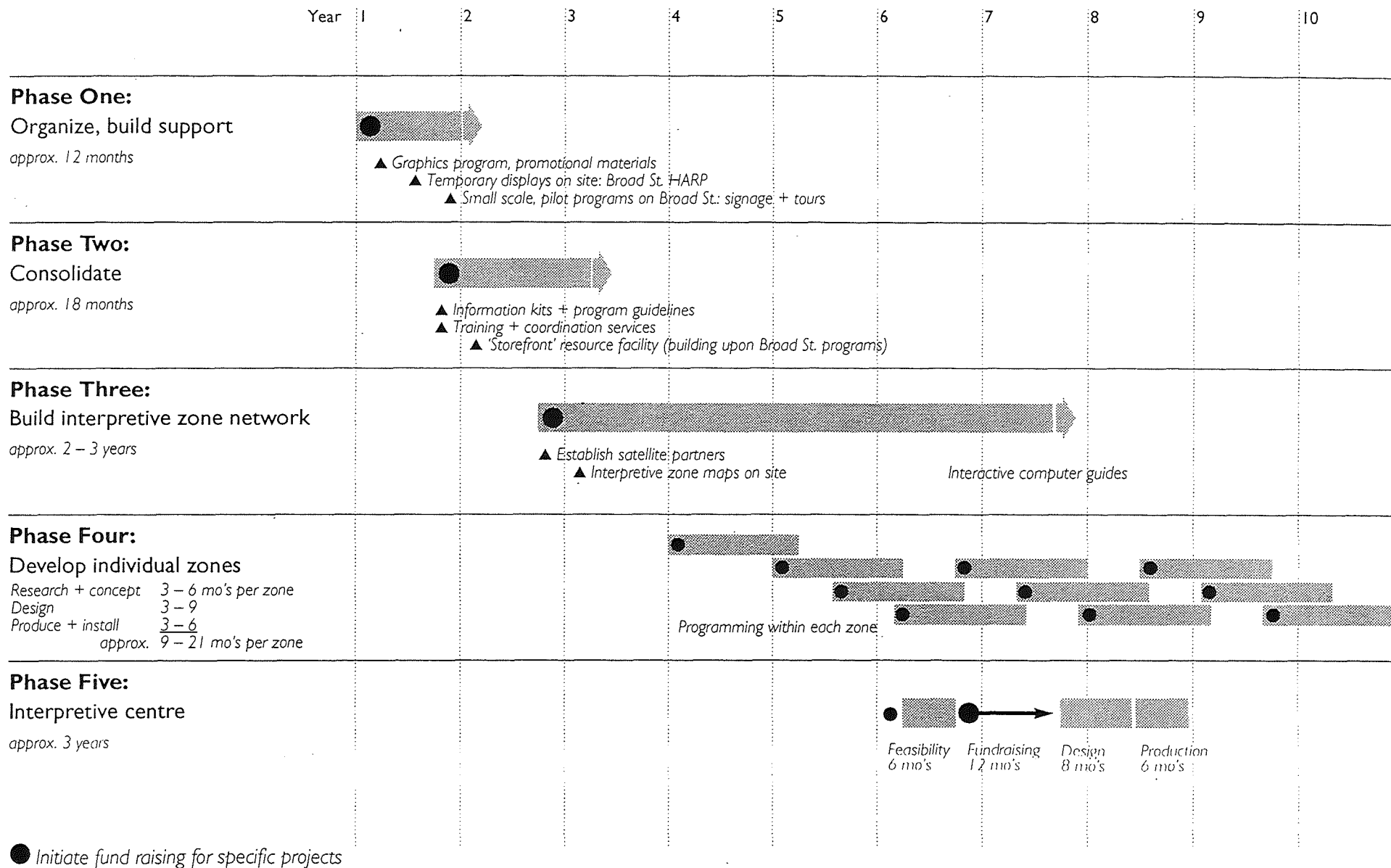
**Phase One:** Organize, build support

**Phase Two:** Consolidate

**Phase Three:** Build an interpretive zone network

**Phase Four:** Develop individual zones

**Phase Five:** Interpretive centre



### 5.2.3 Phase One: Organize, Build Support

*Promote the Civic Trust and establish a presence in the community*

- ☐ organize visual identity through a comprehensive graphics program
- ☐ develop promotional materials
  - integrate with the new brochure and stationery
  - modular materials which can be packaged in a Civic Trust folder
  - a poster map introducing the zoned, network Plan
- ☐ seek support for Interpretation Plan
- ☐ promote existing projects: hoardings around building sites
- ☐ participate in existing festivals, events
- ☐ establish a public location or display (e.g. in the present Tourism Victoria Centre in Inner Harbour, or in the Eaton Centre to coordinate with Broad Street HARP program)

*Build a constituency of supporters and partners*

- ☐ work with existing partners (e.g. BIP grant recipients)
- ☐ maintain and update listing of Interpretive Initiatives (Appendix 6.1)
- ☐ develop mailing list of Civic Trust constituency and maintain contact with the May workshop participants
- ☐ develop regular communications program
- ☐ seek new partnerships: heritage organizations, commercial tour operators, businesses, other levels of government, interpretive design programs at University of Victoria
- ☐ invite citizen involvement
- ☐ organize workshops
- ☐ encourage the use of the "city" as a case study in a wide range of courses from elementary schools to the university

*Victoria Civic Heritage Trust internal training and organization*

- ☐ consider potential locations for 'storefront' facility, such as an empty storefront on Broad Street (developed in phase 2)
- ☐ consider sending staff or a board member to relevant courses, e.g. "Publishing for Heritage Organizations," University of Victoria Cultural Resource Management Program
- ☐ establish target audiences
- ☐ continue monitoring visitor patterns (e.g. through courses at the University of Victoria, as well as the Cultural Management Program)

*Initiate long-term fundraising strategy*

- ☐ prepare an overall fundraising strategy to correspond with the needs of the Civic Trust's programs and prospective donors' interests
- ☐ fundraise for specific projects within the various phases and interpretive zones

**Broad Street HARP**

The initiation of the three-year Broad Street Heritage Area Revitalization Program presents an ideal opportunity to combine building renovations and an interpretation program which focuses both on the history of this street as well as the process of building conservation. This area could serve as a pilot project for the Civic Trust's interpretation program, during the first phase of the Plan.

An interpretation program on Broad Street will permit the Civic Trust to:

- increase its profile and build a constituency in the community
- collaborate with other organizations including the BIA, Downtown Victoria, as well as seasonal events such as the Sunday Market
- develop partnerships with building owners and merchants
- encourage recipients of the HARP funding to actively participate in the interpretation program through the sponsorship of local events, signage in front of their buildings, conducting tours
- invite local history groups (e.g. the Hallmark Society, the Historical Society) to participate in researching details about previous merchants, their buildings, and events which happened on Broad Street
- coordinate a consistent graphic program for the street (e.g. signage, banners, promotional materials for the media), and initiate a series of signs which explain the HARP Program as it progresses
- develop re-usable graphic material on the Broad Street project which can fit on the Civic Trust's 'Original 8' display unit. Some of this information could be specific to the HARP program, and some general to the identity of the Civic Trust and the Interpretation Plan.

### 5.2.4 Phase Two: Consolidate

#### *Create a resource centre*

- ☐ collect interpretive resource material
- ☐ create a centrally-located collection of reference material: local histories, images, other models, technical references which are available for consultation by the community
- ☐ sponsor and encourage research projects, oral histories, etc.
- ☐ work with the City of Victoria Archives and the Victoria Public Library to facilitate access to historical information

#### *Distribute resources (Information Kits, Supplements and Zone Maps)*

- ☐ provide above resources to partners
- ☐ develop guidelines for use of resource material: thematic organization, storylines, reference materials
- ☐ develop design guidelines for interpretation programs
- ☐ provide technical information on producing interpretation materials
- ☐ create pre-visit resource kits for school programs

#### *Collaborate with existing ventures, by:*

- ☐ positioning as a central contact for many heritage organizations
- ☐ becoming a central information distribution point
- ☐ initiating a coordinated marketing approach for commercial operators
- ☐ coordinating thematically linked ventures
- ☐ developing a training and certification program for commercial operators

#### *Organize a 'storefront' facility*

- ☐ for the Civic Trust office, meeting place, reference materials, information distribution
- ☐ prior to a permanent location; expandable for later phases
- ☐ providing a centralized location, e.g. a storefront on Broad Street

#### **Broad Street HARP**

The storefront facility is an ideal venue for building owners and merchants who are eligible to participate in the Broad Street HARP Program.

Meetings and discussions regarding design issues on Broad Street could take place in this resource centre or storefront facility. This is a similar approach to the 'Main Street Programs' in other parts of Canada and the United States.

### **5.2.5 Phase Three: Build the Interpretive Zone Network**

This phase provides a link between the Civic Trust's role as a facilitator and the long-term plan for an interpretive centre. While specific programs and activities are underway in the various interpretive zones, it will be important for the Civic Trust to maintain its profile in the community and continue programming on a downtown-wide basis. For this reason, a network of venues and activities is recommended.

#### *Establish satellite partner locations*

- ☐ seek strategic locations
  - begin with 'anchor' satellites within each zone
- ☐ negotiate partnerships and establish a relationship between the satellites; grant 'satellite' status to businesses and community organizations
- ☐ identify satellites with window decals, banners or signs
- ☐ supply the satellites with resource materials on the Civic Trust, interpretation ideas, and lists of activities in the area

#### *Publicize the network*

- ☐ distribute zone maps at each satellite throughout the downtown;
  - indicate the location of other satellites
  - include information which can be easily updated, e.g. details about plans for redevelopment
- ☐ begin with a poster of a zone map which could be inserted into the existing frames on Government Street opposite the Empress Hotel
- ☐ secure other locations for these maps so that they can be used for orientation purposes, to assist people in planning their visits to the downtown area

#### *Develop comprehensive programs*

- ☐ promote a series of walking tours which integrate the interpretive zones
- ☐ develop downtown-wide activities
- ☐ as sponsorship permits, develop a computer network providing program information on terminals at satellite locations

#### *Establish a maintenance plan for future physical developments*

- ☐ define roles between VCHT, City Engineering and partners for the maintenance and updating of projects, prior to their development in future phases (see 4.1.2 Partnerships, Roles, page 23)



### 5.2.6 Phase Four - Develop Individual Zones

#### *Target specific Interpretive Zones*

- ☐ concentrate efforts within one zone and develop extensively, rather than dispersing resources over large area — maximum effect/visibility for minimum investment
- ☐ then move on to subsequent zones, applying experience of previous

#### *Criteria for the selection of zones for development*

- ☐ a diversity of interpretive resources which appeal to a variety of audiences
- ☐ location of likely partners and sponsors — mix of property owners and tenants with an interest in the city
- ☐ use by both residents and tourists and an estimate of future trends
- ☐ accessibility of the zone to both residents and tourists using a variety of transportation methods, including walking, carriages, bicycles
- ☐ area in which special events currently take place so that they could become a seasonal focus for Interpretation Plan sponsors
- ☐ high visibility of the area
- ☐ recognition of the zone as a distinct part of downtown
- ☐ opportunities to coordinate the interpretation plan with other Civic Trust initiatives, such as the Broad Street HARP Project
- ☐ opportunities to integrate with on-going civic initiatives, such as streetscape improvements being undertaken by the Planning and Engineering Departments
- ☐ neighbourhood safety so that late evening programs can be considered
- ☐ an assessment of community networks which are already in place, e.g. BIA, to facilitate the creation of partnerships with the Civic Trust

### *Initial Development*

Based upon these criteria, the project team recommends **Zone 1 - Old Town** should be the area in which the Civic Trust concentrate over the next two or three years. Since the Broad Street HARP Project is in this zone, it was felt that this will further reinforce the Civic Trust's image in the area and facilitate the recruitment of partners.

The adjacent zones, **Zone 9 - Inner Harbour**, **Zone 6 - Chinatown**, and **Zone 5 - Civic Precinct**, should be considered in the early stages of the interpretation program since they border on Zone 1. The development of specific projects such as a network of interpretive signage along the Inner Harbour, concurrent with interpretive initiatives in Zone 1, will reinforce both areas and assist in the diversification of activities in the downtown area.

### *Future Development in other zones*

Certain areas, such as **Zone 7 - the Working Harbour**, were not selected at this time due to poor accessibility and distance from the centre of downtown, lack of services, a limited range of resources to be interpreted, and the specialized nature of the audience which is likely to be attracted to this industrial area.

**Zone 2 - New Town North** was considered to be of minimal interest at this time since it is relatively sparsely developed, has a mixture of commercial and institutional uses, and it is quite spread out for visitors on foot. This area may hold potential as the zone in which discussion of 'Victoria in the Future' takes place.

**Zone 10 - Parliament Buildings and Royal British Columbia Museum** was not selected at this time since it is already well frequented by tourists and residents, and does not have a wide range of potential private sector partners, other than the nearby hotels.

### **5.2.7 Phase Five - Interpretive Centre**

#### *Feasibility study and program planning*

- ☐ commission a planning study to examine potential Interpretive Centre locations, and such specific issues as:
  - visitor and resident accessibility
  - vehicle access and parking
  - independent versus tenant situations
  - renovation versus new construction; coordination with other downtown projects
- ☐ potential locations include:
  - Inner Harbour area – existing visitor focus and location of present Tourist Information Centre; locations may be vacated over next five to eight years and should be targetted
  - Eaton Centre vicinity – overlap of present visitor and resident patterns
  - Broad Street storefront in renovated building – a potential outcome of earlier phase developments in connection with the Broad Street HARP program
- ☐ further define the role of the Centre, as a resource facility and central node in the interpretive network
- ☐ consolidate story research and thematic development of previous phases into a program for exhibit and program development
- ☐ document the study and program plan, for use as a fundraising tool

#### *Fundraising*

- ☐ prepare a fund raising and promotional plan
- ☐ make a concerted marketing effort to raise funds for the design and production of the Interpretive Centre

#### *Create designs*

- ☐ space and media planning for exhibits, based on the exhibit program and spatial opportunities and constraints of proposed location
- ☐ conceptual designs for space, exhibits and programming, also useful for fundraising for later phases
- ☐ exhibit and architectural design development and documentation

#### *Production and operation requirements*

- ☐ exhibit production contracting and installation
- ☐ architectural work
- ☐ staffing and staff training
- ☐ ongoing maintenance and updating of exhibits

### 5.2.8 Budget

The following pages outline capital costs for various components of the Interpretation Plan. Staff costs, consulting fees and ongoing maintenance of the components have not been included. The project team has made certain assumptions about the Civic Trust's staffing requirements, and the need for the Board to play an active role in encouraging partnerships in the community.

It is assumed that the Board members will continue to promote the Civic Trust's initiatives by developing partnerships with various levels of government, private sector businesses and community organizations. It is recommended that the Board members also coordinate the implementation of the Interpretation Plan in the various zones of downtown.

#### *Assumptions*

- ☐ At the present time the Executive Officer of the Civic Trust is a part time position, and responsibilities include the day to day administration, fund raising, Board and community liaison. We assume this position will continue, and expand.
- ☐ The Board of Directors has been divided into working committees to address specific issues, such as the Interpretation Plan and production of the Civic Trust's brochure. These working committees are an essential part of the organization.
- ☐ Consultants are retained on an as-needed basis for specific studies and graphic design expertise.

This report includes recommendations for incremental increases in staff; this is an integral part of the ten year Interpretation Plan.

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**Phase One: Organize, build support**

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*VCHT staffing requirements: 0.6 person (as at present)*

- Executive Officer, part time

**Outside contracts:**

- |  |                      |
|--|----------------------|
| <input type="checkbox"/> Graphics program  | \$20,000             |
| <input type="checkbox"/> Promotional print materials                                   | \$10,000             |
| <input type="checkbox"/> Site graphics<br>(e.g. hoardings, banners; per building site) | \$10,000 to \$15,000 |
| <input type="checkbox"/> Display graphics for Original 8 system (e.g. 10 panels)       | \$10,000             |

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**Phase Two: Consolidate**

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*VCHT staffing requirements: 1.5 – 2 persons*

- Executive Officer, full time
- Administrative assistant, part time
- Intern position (UVic Cultural Resource Management Program; this could be part of the required 3 month internship for the Diploma program)

**Outside contracts:**

- |  |                      |
|--|----------------------|
| <input type="checkbox"/> Information kits<br>(design and publication, per kit) | \$5,000 to \$10,000  |
| <input type="checkbox"/> Exhibits in a 'storefront' facility                   | \$25,000 to \$35,000 |

### **Phase Three: Build an interpretive zone network**

---

*VCHT staffing requirements: 2 – 2.5 persons*

- Executive Officer, full time
- Administrative assistant, full time
- Intern position

**Outside contracts:**

- |   |                       |
|---|-----------------------|
| <input type="checkbox"/> Satellite identification graphics (e.g. decals, banners) |                       |
| - initial design  | \$7,500               |
| - production (per satellite partner)  | \$2,500               |
| <input type="checkbox"/> Zone maps / promotional packages (posters)               | \$10,000              |
| <input type="checkbox"/> Walking tour brochures (per tour)                        | \$7,500               |
| <input type="checkbox"/> Interactive computer guide                               |                       |
| - research and concept design   | \$50,000 to \$100,000 |
| - software development  | \$50,000 to \$100,000 |
| - hardware (per terminal)   | \$5,000 to \$10,000   |

### **Phase Four: Develop individual zones**

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*VCHT staffing requirements: 4 persons*

- Executive Officer, full time
- Administrative assistant, full time
- Researcher, full time
- Design coordinator, part time
- Fund raising coordinator, part time

**Outside contracts:**

Listed below are several types of interpretive programs or installations, representing a range of financial commitments.

- |   |                       |
|---|-----------------------|
| <input type="checkbox"/> Site graphics (e.g. graphic panels, per 24 x 36" panel)                          | \$2,000               |
| <input type="checkbox"/> Kiosk (with zone map and<br>interpretive graphics, per kiosk)                    | \$8,000 to \$10,000   |
| <input type="checkbox"/> Site works (e.g. sculptural installations,<br>street tableaux; per installation) | \$50,000 to \$100,000 |

### **Phase Five: Interpretive centre**

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#### *VCHT staffing requirements: 6 persons*

- Executive Officer, full time
- Administrative assistant, full time
- Researcher, full time
- Design coordinator, full time
- Fund raising coordinator, full time
- Interpretive Centre staff, two part time

#### **Outside contracts:**

Following are listed three Interpretive Centre projects which are similar in scope to the type of facility with which the Civic Trust might ultimately be involved. Their project budgets should therefore be useful for comparison.

☐ *WAC Bennett Dam Visitor Centre, Fort St. John, B.C.*

An architectural renovation (including ground floor cafeteria), tour program planning and site signage, and 1,500 square foot visitor centre, featuring a 40 seat theatre, reception/office space and interactive exhibits on electricity, at the largest dam in B.C.  
*Design, Production and Renovation Budget (1990)*      \$1,400,000

☐ *Granville Island Information Centre, Vancouver, B.C.*

An architectural renovation for a 2,500 square foot visitor centre, incorporating a theatre with programmed sound/slide show, office and reception space, and static and interactive exhibits on the history and attractions of Granville Island.  
*Exhibit Design and Production (1986)*      \$350,000

☐ *Vancouver Stock Exchange Visitor Centre, Vancouver, B.C.*

A 2,000 square foot 'street front' visitor centre, featuring a 45 seat theatre, office and reception space for two to three staff, and largely graphic displays on the history and operation of the exchange.  
*Exhibit Design and Production Budget (1989)*      \$155,000

### 5.2.9 Evaluation of the Program

In order to reach the goals which were established for the Interpretation Plan, it will be important for the Civic Trust to monitor and evaluate its programs and the market.

The program goals include:

- ☐ increase awareness of and support for heritage issues, and their relation to development
- ☐ enhance economic development
- ☐ encourage visitors to explore a greater area of Downtown
- ☐ encourage residents to visit Downtown more often and stay longer
- ☐ coordinate with existing interpretation ventures
- ☐ combine interpretive and practical (orientation) functions

In order to monitor who uses the city and attends various programs, the Civic Trust should evaluate programs on an annual basis. This can be achieved through:

- ☐ the use of secondary sources such as Tourism Victoria exit surveys
- ☐ primary information gathered by the Civic Trust regarding the supply side (e.g. heritage and cultural attractions, and associated retail functions) and the demand side (e.g. residents and tourists)
- ☐ a partnership between the School of Business at the University of Victoria and the Civic Trust to gather and analyze the information
- ☐ a questionnaire which inquires about residents' and tourists' awareness and use of heritage and cultural attractions or activities; and the financial return which these attractions and activities generate, consistent with Tourism Victoria surveys and other data collection agencies to facilitate comparative analysis
- ☐ regular data collection every year





