



BC Heritage Branch

# Conservation Management Plan for Historic Yale

A guide to future land use  
planning, management and  
operations

March 2013

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## INTRODUCTION TO THE CONSERVATION PLAN

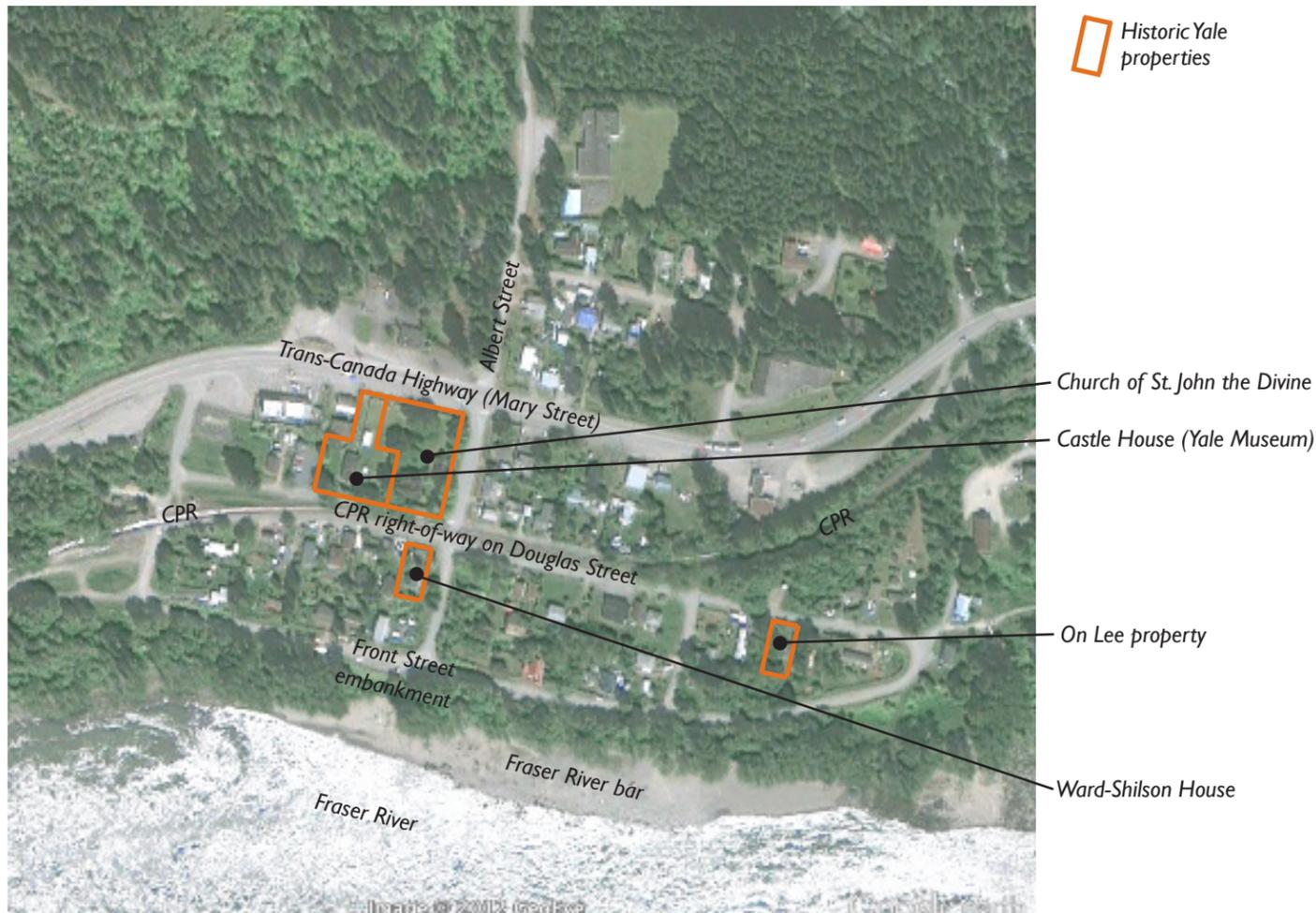
Responding to a strategic goal to achieve sustainability for the Provincial Heritage Properties (PHPs), in 2012 the Province of British Columbia allocated resources to address deferred maintenance and operational issues, which includes planning for the future use and development of the PHPs. This Conservation Management Plan (CMP) is intended to be a guide for the Province, as the owners of the site, and the site managers working under a Historic Site Management Agreement, to ensure that the highest level of public value is achieved through the efficient and effective operation and management of these significant historic places. The development of the CMP was driven by an in-depth understanding of the site's heritage significance, and its value to its local communities and other stakeholders. The CMP is also in many ways a strategic planning document that looks at the intangible and physical aspects of a place as a platform from which to create a vision for the site that strengthens its role in the community.

This Conservation Management Plan provides clear policies to guide future management, site/land-use planning decision making, and operations at Historic Yale. It provides guidance on mitigating the impact of change on character-defining elements and heritage values as it occurs. The approach of this plan is intended to foster a spirit of cooperation, trust and openness between the provincial stewards of the land and the communities in which they exist.



## I.0 UNDERSTANDING THE HISTORIC PLACE

Understanding the context of the historic place is the best means to effectively assess the heritage value of heritage resources found in the Historic Yale cultural landscape. An understanding of the physical components of this collection of properties within the Yale village is summarized in its cultural landscape features. The planning and operational context and the site's chronological evolution over time are important for making values-based decisions for its conservation. This understanding is also essential background thinking for the preparation of a Statement of Significance for Historic Yale, as a first step in the effective management of the cultural resource.



Current aerial view of Yale village with Historic Yale properties

### I.1 Description of Historic Yale Site

#### Legal descriptions

Historic Yale is comprised of four properties within the village of Yale:

1. Church of St. John the Divine:  
PCLA (X256087) SEC 14 TP 7 R 26 W OF THE 6TH MERIDIAN YALE DIVISION YALE DISTRICT TOWNSITE OF YALE
2. Castle House:  
PCLA (X256087) SEC 14 TP 7 R 26 W OF THE 6TH MERIDIAN YALE DIVISION YALE DISTRICT TOWNSITE OF YALE
3. Ward-Shilson House:  
L 11 BK 17 SEC 14 TP 7 R 26 W OF THE 6TH MERIDIAN YALE DIVISION YALE DISTRICT TOWNSITE OF YALE
4. On Lee Property:  
L 10 BK 2 SEC 14 TP 7 R 26 W OF THE 6TH MERIDIAN YALE DIVISION YALE DISTRICT TOWNSITE OF YALE

#### Site boundaries

The Church of St. John the Divine and Castle House properties are generous lots located side by side on southwest corner of the intersection of the Trans Canada Highway and Albert Street. The Ward-Shilson House is an end-of-block property across the railroad tracks (Douglas Street) from St. John the Divine. The On Lee property is a mid-block property situated east of Regent Street on Douglas Street.

#### Site description

Historic Yale is a collection of four properties located in the village of Yale, which lies on the banks of the Fraser River at the south end of the Fraser Canyon in British Columbia. The character of Yale village, squeezed between mountainside and the Fraser River, is informed by the small lot and block divisions that are a legacy of the 1858 layout by the Royal Engineers, and the collection of modestly sized wood frame buildings constructed according to that lot pattern.

The village is physically interesting for its close proximity to the Fraser River, the bank of which forms the downhill boundary of Front Street. Yale is also physically notable for having the Canadian Pacific Railway tracks - since the 1880s - run through its centre, resulting in the transformation of Douglas Street either side of Albert Street into rail right-of-way as well as residential street. The other main street that parallels the Fraser, Mary Street, became a section of the Trans-Canada Highway.

Historic Yale's four properties share a common boundary with Douglas Street, and with the exception of the On Lee property can be captured within a single view.

The Church of St. John the Divine property is located at the most prominent intersection of today's village, on the southwest corner of Albert Street and the Trans-Canada Highway. The church faces Douglas Street, but its distinct steep-roofed form with bellcote is readily seen from the Trans-Canada Highway and the flanking Albert Street in its fenced and manicured lawn setting.

Castle House (also known as the Deegan House) is situated on property immediately to the west of the Church of St. John the Divine property, and houses the Yale Museum today. Aside from the main house, the property also has an outbuilding and tent structures that are integrated into the Museum experience.

The Ward-Shilson House, across Douglas Street from St. John the Divine, faces Albert Street, consists of

a gable-roofed main element, with a rear shed-roofed addition, and a hip-roofed front porch running the full width of the front facade. A gable-roof garage is situated at the north end of the property, oriented for vehicle access off Albert Street.

The On Lee property, now without its house that burned to the ground, includes an early shed structure, and has views over remnants of early stone vaults on a neighbouring private property, used for safe-keeping and fire protection of valuables.

#### Summary of cultural landscape features

The Historic Yale site is a layered cultural landscape comprised of naturalized, cultivated and built features.

#### Natural systems and features

- Location at the wet Coastal extreme of the Canyon biogeoclimatic zone
- Benchland landforms created by the Fraser River at the foot of mountainside
- Fraser River, and the wildlife associated with it (especially the salmon runs)
- Fraser River bank land, exposed except during seasonal flooding
- Gravelly soils, important for its placer gold content
- Riparian ecosystem of Yale Creek and its connection to the Fraser River at the eastern end of the townsite

#### Spatial organization

- Relationship of the four properties to the Fraser River forming the southern edge of village
- Parallel paths of the Fraser River and the CPR and Trans-Canada rights-of-way
- Adjacency of St. John the Divine and Castle House properties, and connected open lawn areas
- Close proximity of Ward-Shilson property with St. John the Divine property
- Shared adjacency of all four Historic Yale properties to Douglas Street
- Indian reservations at eastern end of village
- Siting of On Lee property at eastern end of townsite

#### Land use

- Historic residential and institutional use of the four Historic Yale properties within the village
- Industrial use of the Fraser River (commercial fishing)
- Recreational use of the Fraser River (rafting, sport fishing)
- Major motor transportation corridor: Trans-Canada Highway right-of-way
- Major rail transportation corridor: Canadian Pacific Railway right-of-way
- Current use as a provincially-owned heritage attraction and museum

#### Cultural traditions

- Use of the village for tourist stops, accommodation and recreation
- Use of the Historic Yale site as a heritage destination
- Traditional events and celebrations that take place on the site

#### Circulation

- River transportation corridor at the foot of the village
- National rail transportation route: Canadian Pacific Railway
- National motor transportation route: Trans-Canada Highway
- Cross-streets with foot of streets at the Fraser River
- Village streets connecting the four properties of Historic Yale and the surrounding village

#### Topography

- Sloped benchland above the Fraser River
- Mountainside above the village
- Steep embankment at the edge of the Fraser River floodline

#### Vegetation

- Riparian vegetation associated with the Fraser River and Yale Creek, consisting of cottonwoods, and native understorey plants
- Native Coastal vegetation
- Ornamental evergreen and deciduous trees and shrubs on the Historic Yale properties
- Ornamental garden beds
- Open lawn areas
- Naturalized vegetation on untended portions of the Historic Yale properties (principally, the On Lee property)

#### Buildings and structures

- Church of St. John the Divine
- Castle House
- Outbuilding for the Museum near Douglas Street
- Ward-Shilson House and outbuilding
- On Lee shed

#### Views and vistas

- Internal views inside the combined Museum and the Church of St. John the Divine precinct to one another, and between properties
- Views of combined Museum and the Church of St. John the Divine precinct from the highway
- Vistas of the Fraser River and its embankment from various points in townsite, particularly from Front and Albert Streets

#### Water features

- Fraser River
- Yale Creek

#### Landscape and small-scale elements

- Picket fencing around Church of St. John the Divine and Museum compound
- Historic flywheel / plaque on Church of St. John the Divine lawn
- Department of Recreation & Conservation sign at Museum entrance
- Plaque commemorating the Chinese CPR construction workers on Museum property
- Museum sign
- Tent and exhibit structures on lawn adjacent to Castle House

#### Artifacts

- Museum displays and collection
- Church furniture and historical files

## 1.2 Planning Context of Historic Yale

An understanding of the overall planning context of Historic Yale is necessary for the development of effective conservation policy. As such it is a key part of the understanding of the historic place.

### Cultural context

The Historic Yale properties are very important to the local community for their heritage values. The community's sense of identity is closely related to its history, specifically roles played during the Cariboo Gold Rush, and the routing of the CPR and Trans-Canada Highway through the Fraser Canyon. From the beginning, the town's economy has been geared to the provisioning of travelers along the Fraser Canyon. Residents also appreciate the town for its small-town atmosphere and slower pace.

When the Coquihalla Highway bypassed the Canyon in 1986, Yale's economy stagnated, and there has since been a regional rationalization of services that led to the closure of the local school. The community wants to do something to bolster its economy.

Even though the traffic along the Trans-Canada Highway has been down, tourism seems to offer the best source of future economic growth for Yale, playing as it does on the town's great strengths of having historically significant sites and a distinct and powerful natural setting. It is important to understand the future of tourism in the area, and how Historic Yale can play a role within it.

### Ownership

The site is owned the Province of British Columbia and managed by the BC Heritage Branch.

### Formal recognition status

Listed on the Canadian Register of Historic Places.

### Legal protection status

The four sites were designated by the Province of British Columbia as a Provincial Heritage Property in 1974 under the Heritage Conservation Act., Part 2, Section 9 (1) (a).

### Zoning status and regulations

The Historic Yale sites are located within the urban setting of the unincorporated village of Yale in the Electoral Area "B" of the Fraser Valley Regional District.

Building permits are typically required for any functional changes or substantial physical alterations (except repairs) to properties within the townsite. Given that Historic Yale is Crown Land, it might technically be exempt from this Regional District regulation, but the Province would do well to heed the Regional District's development regulations as they would address regional issues of neighbourliness, while the building code regulations describe good building practice.

### Ministerial Involvement

Several ministries may resources and expertise that are available to assist in the management of the Historic Yale site.

#### 1. Ministry of Environment

##### Ecosystems Branch

- On Lee Property may be close enough to the Fraser River to fall under the Riparian Areas Regulation of the MOE
- Assess habitat and the potential impacts to habitat of any proposed site development
- Develop mitigation measures
- Avoid impacts from development to fish and fish riparian habitat

#### 2. Ministry of Transportation and Infrastructure

- Work to expand and integrate various modes of transportation in consultation with local and regional authorities

#### 3. Ministry of Forests, Lands and Natural Resource Operations

##### Recreation Sites and Trails Branch

- Establish regulations or authorization for potential future trail connections between the site and the region
- Address any conflicting recreational uses

#### 4. Ministry of Jobs, Tourism and Skills Training

- Provide any innovative small businesses with support through enhanced venture capital tax credits
- Provide advice and support for any new business venture that may be established at Historic Yale

##### Tourism BC

- Support and promote the business of tourism at Historic Yale and the Fraser Canyon

#### 5. Ministry of Community, Sport and Cultural Development

- Provides funding, advice and other supports to foster effective local government services, infrastructure and governance structures, and to facilitate community economic growth
- Supports artists and cultural organizations
- Supports growth in the creative industries, including film, television and interactive media.

### Destination Marketing Organizations

The following regional destination marketing and management organizations have been identified as having potential involvement in realizing the various models that have been outlined for the Grist Mill.

#### 1. Heritage Tourism Alliance

Continue to assist in the promotion of Historic Yale as part of the tourism in BC via their website TimeTravelBC.com, and advise on making the Ranch a complete, participatory authentic, experience

#### 2. BC Museums Association

Provide assistance for delivery of some of the programs at the Grist Mill, such as delivers granting programs, youth work assistance, and technology support, as well as providing support as the cultural information hub for British Columbia

#### 3. Tourism BC

Support and promote the business of tourism at Historic Yale

#### 4. Vancouver Coast and Mountains Tourism Association

Provide the advantage of services including mobile visitor guide, festival and event funding, tourism partner programming and others

### Other

Areas adjacent to Yale Creek and the Fraser River would be regulated by the Riparian Areas Regulation of the BC Ministry of Environment Ecosystems Branch.

Job opportunities

### 1.3 Historical Chronology



YEAR	CONCURRENT EVENTS	ASSOCIATED IMPACTS AND CHANGES
		The Fraser Canyon straddles two ecoregions – Pacific Ranges south of Boston Bar and Interior Transition Ranges north of Boston Bar
9,000 years BP	Yale First Nation arrival in the Fraser Canyon	
1808	Simon Fraser is the first European to visit the Fraser Canyon	
Mid 19th century	Six or seven Salish villages exist between Lady Franklin Rock and Sailor Bar Rapids	
1848	Fort Yale is constructed as the supply depot for the early fur brigade route and as part of an all-British route from the BC coast to the interior	While the south-facing slope, generous benchlands between the Fraser River and mountain slopes, and large river bar downstream from the first major river rapids provided a good place for settlement, transportation impracticality caused the settlement to be abandoned
1858	Start of the Fraser River Gold Rush. Yale becomes the head of navigation and the jumping off point for the gold fields farther north	The Hudson's Bay Company rebuilds Fort Yale as a result of the Gold Rush  Gold seekers of all nationalities arrive, including many Chinese labourers, who establish a sizable Chinatown area in Yale
1861-1862	The Royal Engineers begin work on the road that would become the Cariboo Wagon Road	The town expands with mercantile establishments including the firm of Charles and David Oppenheimer
1863	Construction of Church of St. John the Divine (Anglican)	Built by the Royal Engineers, designed by architects Wright and Saunders of Victoria
	The Chinese Freemasons Society is established	Chinese labourers are able to get assistance with employment, room and board in their own language
1864	Lady Franklin Rock is named	The landform is associated an HBC employee who raised a sign welcoming Lady Franklin during her visit  Lady Franklin Rock is the head of navigation on the Fraser River
	F.J. Barnard establishes the BX Express	A regular stagecoach service is provided between Yale and Soda Creek
1881	District Lot 61, Group 1, is surveyed	Yale's settlement pattern is that of a port town: an isolated community accessed from the river, organized around the riverfront, and showing the full range of commercial, institutional, and residential architecture in an urban density required of a self-sufficient community

YEAR	CONCURRENT EVENTS	ASSOCIATED IMPACTS AND CHANGES
1880-1886	Construction of the Canadian Pacific Railway	BC elects to join the new Confederation in 1871 with the promise that a transcontinental railway be built within 10 years. Engineering included tunnels, bridges, trestles, and tracks  The railway creates a new boom in Yale, with offices, repair shops and a roundhouse constructed  The railway divides the town, leaving the once river-oriented settlement dispersed
c.1880	The Castle House is constructed	
	The Ward-Shilson House is constructed	The house is typical of many small vernacular cottages built in Yale prior to 1880
1884	The All Hallows School for Indian Girls is established at Yale	
c.1885	The On Lee House is constructed (burned to the ground in 1980s)	Part of the Chinese presence in Yale and the greater Fraser Canyon, and located in the sizable Chinatown area of the townsite
1909-1915	Construction of the Canadian National Railway	Construction a boost to the local economy
1913	A devastating slide occurs during the construction of the Canadian National Railway	Salmon migration to Fraser River spawning grounds is nearly destroyed
1920s	Construction of the Trans Canada Highway, originally the Fraser Canyon Road	Transportation focus shifts away from the railway as the centre of the Yale townsite
Mid 20th century	Construction of the Fort Yale Motel	Post-WW II improvements reflect the economic boost to the highway-based economy in the Canyon after World War II as a result of rise of auto-based tourism Commercial highway-oriented architecture now dominates the settlement
1998	Yale-Garry Oak ecosystem reserve is established	Established to protect the most easterly isolated stand of Garry oak and associated vegetation in British Columbia.
2008	Coast Salish defensive sites are excavated near Yale	The functions of these rock wall features may have been defense, fishing platforms, or creation of house terraces House pits and stone tools have been found in association with certain sites



## 2.0 STATEMENT OF SIGNIFICANCE

### Historic Yale ca. 1860s

#### Description of the Historic Place

Historic Yale consists of a collection of four properties within the Yale village.

The Church of St. John the Divine and Castle House (also known as Deegan House) are located side by side on southwest corner of the intersection of the Trans Canada Highway and Albert Street. The two structures form the primary and most visible part of Historic Yale.

The Ward-Shilson House is a small simple gabled house facing Albert Street across the railroad tracks (Douglas Street) from the Church of St. John the Divine.

The On Lee Property east of Regent Street on Douglas Street, is a mostly vacant lot, but with a shed structure at its rear, overlooking historic vaults on a neighbouring property.

#### Heritage Value

Historic Yale is valued for having key remnants of historic resources that illustrate key stories of both the town and province during the 1850s Fraser River Gold Rush and the 1880s construction of the CPR rail line through to the Pacific coast. Its scattered collection of properties invites a broader understanding of the whole townsite, and helps integrate the geography of the place with an understanding of its multicultural history.

The collection of properties is important for its public ownership and stewardship in the town that has seen most of its historic features destroyed. The remaining buildings stand as rare surviving remnants of Yale's building boom spurred by the 1858 Gold Rush, and the later economic boost that accompanied the routing of the Canadian Pacific Railway down the Fraser Canyon.

The buildings associated with the collection of properties together describe typical residential and institutional cultures in frontier British Columbian towns, including a prominent location for the Anglican church, well-appointed houses near the church, and simpler houses closer to what was the commercial street (in the case of Yale: Front Street). Historic Yale also includes very simple outbuildings that help illustrate residential life in the frontier town.

The siting of three of the Historic Yale properties that historically fronted onto Douglas Street (Ward-Shilson House, the Church of St. John the Divine, and the On Lee Property), underlines the street's historical role as the main non-commercial street one block up the hill from the commercial strip on Front Street. By fronting onto Douglas Street, these properties also reveal the unusual history of the street becoming the rail right-of-way through town years after the buildings on the street were built.

The On Lee Property is important for its association with the Chinese community, which was a key labour force for the building of the railroad, and a significant cultural contributor to early Yale. Its location east of Regent Street is an indicator of the segregation of early Yale

society along ethnic lines, with non-white populations including the Yale First Nation, being situated at the eastern end of the townsite.

Historic Yale is valued today by the citizens of Yale for being an integral part of the working townsite and for its significant presence on the Trans-Canada Highway, allowing the heritage resource to be visible to the vast majority of vehicular traffic through the town. The collected properties are valued today for their use in education.

#### Church of St. John the Divine

Located at the most prominent intersection in town, the Church of St. John the Divine (Anglican) is valued as an icon for Yale, and is important for being in its original location on its original foundation. It is also valued as the first church built in B.C. (built by the Royal Engineers) and represents the stamping of British culture on the new British colony, the Colony of British Columbia, in the face of a huge influx of Americans hunting for Fraser Canyon gold. It is also valued for its formal and aesthetic qualities as an excellently preserved example of frontier design and construction. The church is valued also for its physical additions over time, responding to a growth in population in the early years.

#### Castle House

Castle House is valued as the best remaining example of a nineteenth century single family residence in Yale. Having survived at least three major townsite fires, the Castle House remains largely intact inside and out, and is representative of Yale's early residential architecture. The house is also valued for its present-day incarnation as the Yale Museum, serving as an important educational resource on the history of the town and the Fraser River Gold Rush.

#### Ward-Shilson House

Originally constructed on its present site for freighter Johnny Ward, the house is an excellent surviving example of a typical frontier tradesman's dwelling, and is valued for its later shed-roofed addition as a typical solution for adding space. The house is notable for its original exterior siding, front verandah materials and interior woodwork.

#### On Lee Property

Having lost the main house to fire, the property is valued primarily as a marker of the significant Chinese contribution to the early Yale culture. Its location east of Regent Street is an important reminder of the practice of segregation of settlers in B.C. frontier towns along ethnic lines. The site is important for its original or early shed outbuilding, and for its views over stone vaults associated with businesses on neighbouring properties along Front Street.

#### Character-defining Elements

##### The character-defining elements of the properties generally:

- All constituent properties share adjacency to Douglas Street, both east and west of the central Albert Street
- General views toward the Fraser River



**The character-defining elements of the Church of St. John the Divine (1860) include:**

- The Gothic Revival profile and massing of the building: the steeply pitched gable roof, the pointed arch main entrance porch and door, the bellcote
- Frontage with prominent steps on Douglas Street
- Views to the Fraser River from the property
- Views of the property from the Trans-Canada Highway
- The preserved additions to the church
- The location of the church and original landscape elements, such as the Copper Beech
- The original building materials, including interior and remaining exterior woodwork
- The exterior elements related to its original design, such as the shape of the windows
- Perimeter picket fencing

**The character-defining elements of Castle House (c. 1880) include:**

- Siting of the house on the sloping lawn above Douglas Street
- Views through trees to the Fraser River from the house
- Views to Douglas Street and the CPR tracks
- Bungalow building form
- Existing interior and original exterior woodwork
- Interior layout of the house

**The character-defining elements of the Ward-Shilson House (c. 1880) include:**

- Siting on levelled ground alongside slope of Albert Street
- Views to the Fraser River from the house and verandah
- Views to Douglas Street and the CPR tracks
- The original siting of the house, facing Albert Street
- Existing original siding
- Existing original interior woodwork and hardware
- Size and simple gable-roofed form
- Front verandah
- Rear shed-roofed kitchen addition
- Interior layout of the original gable-roofed portion of the house

**The character-defining elements of the On Lee Property include:**

- Name of property registering Chinese ownership
- Simply constructed early or original shed
- Remnants of house (unspecified)
- Proximity to derelict vaults on neighbouring on adjacent property
- Location east of Regent Street



### 3.0 COMMUNITY VISION FOR HISTORIC YALE

Community values and the results of the workshop visioning exercise have been used to create a community vision for the Historic Yale that potentially strengthens its role in the community. Many people described their vision by referring to more commercially vibrant road stops (such as Coombs on Vancouver Island) or more comprehensive and engaging heritage sites (such as Barkerville). There is a telling blurring of the distinction between the Historic Yale and the village as a whole in the community's responses to questions about their vision for Historic Yale. Generally, participants recognized that the success of Historic Yale is intimately linked with a general improvement of the experience of the village as a whole.

#### Community vision

Historic Yale will support Yale becoming a destination for large numbers of visitors. A future visitor will find that the village's history is important and interesting, and a foundation of the community's prosperity and well-being. Historic Yale's four properties will lead in creating a safe family-oriented engagement with that history. A stay of at least a couple of days would be warranted by the offerings of the town, including Historic Yale properties.

This reinvigoration of the Historic Yale properties and village as a whole would effectively connect the past, present and future, both for tourists and local residents. It would integrate the stories of the contributing cultures, including the First Nations and Chinese communities. Historic Yale will relate the story of Yale's development and culture to stories told in other heritage sites in the region, in order to build a coordinated heritage tour experience for the motoring tourist. More historic properties within the townsite would be integrated into the heritage tour experience so as to bolster Yale as a satisfying tourist destination. Historic Yale's role in the economic revitalization of the town would be to support surrounding private heritage conservation initiatives by serving as an example.

Historic Yale will contribute to a renewed village that will provide the visitor and resident alike with a sense of a whole and vibrant community, featuring continuous well-maintained street frontages in place of empty lots and poorly maintained properties presently found in the village. It will help provide an environment for local job creation, whether in the fields of research, building construction trades, or in the service of the tourism industry.

Care of Historic Yale's four properties, and any future planning for them, will provide an opportunity for the community to consider best-practices for the conservation of heritage value, whether through preservation of the site as it is, or through rehabilitation, restoration, or reconstruction. On-site interpretation planning will be a model for integrating on-site heritage within the townsite's and region's main stories and heritage resources.

#### Vision for site conservation and management

View Historic Yale's conservation and management as a governmental initiative (whether solely provincial, or including Regional District and/or federal input) that would lead to the townsite's reinvigoration.

The ongoing conservation of its structures is an example to the community of the benefits of preventing future building deterioration. Situations where structures have disappeared invite discussions on how to approach the future use of properties, and how that relates to the general revitalization of the town: is it best to reconstruct a lost heritage structure, or is a treatment other than reconstruction more suitable? By conducting this inquiry on Historic Yale properties, the community is sensitized to the issues of

conservation with revitalization.

Historic Yale building maintenance, construction or reconstruction is a vehicle for facilitating local residents learning traditional building techniques or compatible ways of building; these actions on Historic Yale sites are part of the vision for the future well-being and capacity-building of the local residents and economy.

The conservation and management of Historic Yale is part of a larger village initiative of building a worthwhile stopover for motoring tourists. The focus of conservation and management would be to have Historic Yale be a vibrant contributor to the stopover experience. The places would be interesting for the historical material encountered, social vibrancy, and because they would be physically compelling.



#### 4.0 POTENTIAL FUTURE USES OF HISTORIC YALE

Workshop attendees were asked to envision potential future uses for Historic Yale that could assist in returning the site to its lively past and retain and expand its important role in the community.

POTENTIAL USE OR QUALITIES	RELATIONSHIP TO VISION
<b>Heritage site uses</b>	
Link with Barkerville and provincial history	Helps integrate the local history to the regional and national stories of the Gold Rush, and building of the Canadian Pacific Railway and the Trans-Canada Highway
Link with other heritage sites in and around Yale	Bolsters Yale as a heritage tourist destination
<b>Institutional / technological uses</b>	
Archive for the local history	Increases place as a destination for learning
<b>Commercial uses</b>	
Weddings in Church of St. John the Divine	Using historical properties to support renewed economic vigor
Place to find gold	Bolsters Yale as a heritage tourist destination, and a family-oriented one
Restaurant or food service in Ward-Shilson House	Draws visitors down Albert Street toward the town in general and the Fraser River, expanding experience
Support for restaurant on the riverfront	Bolsters Yale as a heritage tourist destination, and support for private initiatives in townsite
Function of a Chamber of Commerce	Linking heritage with the overall economic activity of the town
Stay-cations	Expands the economic base for the town
<b>Programming uses</b>	
Student activities	The sites would be an important place for learning the history of Yale and the region
Conservation work trades training	Helps with job creation, whether in the fields of research, building construction trades, or in the service of the tourism industry; Serves as an example for best-practices in conservation
Enhanced exhibition space	Re-establishes Yale as a tourist destination, increases potential for longer stays by tourists
Convert Ward-Shilson House garage to blacksmith's shop	Adds life to the townsite, and increases potential for longer stays by tourists
Centre for cross-marketing visits to Hell's Gate and Alexandra Bridge venues	Increases potential for more visits to community

POTENTIAL USE OR QUALITIES	RELATIONSHIP TO VISION
Walking tour of Yale	Adds life to the townsite, reinforces the importance of the river setting to the history of the place, and increases potential for longer stays by tourists
Picnic grounds and rest area	Increases potential as family-oriented tourist stop; increases reasons to linger in Yale
<b>Agricultural uses</b>	
Vegetable and bedding plant production	Contributes to a vibrant contemporary community and economy, increases reasons for motoring public to stop
<b>Cultural / community uses</b>	
Musical events employing local musicians	Increases potential for local employment
Regular musical events	Increases potential for more visits to community and for longer stays
Coordinated programming with the Yale First Nation	Integrates the Yale First Nation into the broader history of the town
Chinese cultural history	Integrates stories of the contributing cultures; Perhaps a role for the On Lee Property
<b>Site improvements / infrastructure</b>	
Improve signage on Historic Yale sites to link sites and link with town in general	Serves as an example for best-practices in conservation; Helps to integrate Historic Yale into the town as a whole



## 5.0 ASSESSMENT OF IMPACTS AND ISSUES

The following table of impacts and issues to be resolved has been developed from research, available site documents such as the site monitoring reports and building condition survey and from information received at workshops and through public submissions.

Each impact or issue has an identified relationship to the site through its heritage value, character defining elements or site programming.

IMPACTS AND ISSUES	COMMENTARY
<b>Environmental factors</b>	
Care of the cultivated and naturalized landscapes associated with the four Historic Yale sites	The Statement of Significance cites the cultural landscapes associated with St. John the Divine character-defining; the naturalized landscape on the On Lee Property may be of cultural value as it is.
<b>Jurisdictional factors</b>	
Potential involvement by the Fraser Valley Regional District	Regional District taxation, management and human resources implications
Conceiving of the townsite as having heritage value	Regional District taxation, management and human resources implications
<b>Requirements for retaining significance</b>	
Repair and maintenance of buildings and small structures	Local expertise on heritage conservation procedures may be lacking
Significant context, views, and vistas are mostly beyond the jurisdiction of Historic Yale stewards (for example, remnants of vaults adjacent to the On Lee Property)	The heritage values associated with the four sites are vulnerable to physical changes to the landscape and building on nearby properties and town streets
<b>Site improvements / infrastructure</b>	
Expanded parking for potentially more popular Museum site	Parking area can have a negative impact on the sloped landscape that would have originally surrounded Castle House
Increased signage for interpretation and wayfinding	Capital is required for improvements; a plan needs to be developed to integrate Historic Yale with the townsite generally
Expanded signage for better wayfinding	An expansion of signage can negatively impact the heritage value of unobstructed views through town and to the Fraser River
<b>External factors</b>	
Allocation of operating and maintenance budgets	Limited capital and physical resources with which to execute new programs and initiatives

IMPACTS AND ISSUES	COMMENTARY
<b>Impacts related to future site uses</b>	
Heritage uses	
Link with Barkerville, other regional sites, and provincial history	Spatial allocation for museum exhibits, and integration of this mandate into future programming
Archive for local history	Space allocation and capital for proper storage would impact on the current operation of the Museum;
Variety of potential museum-related uses of Ward-Shilson House, and of the On Lee Property	Programming for these sites should follow an overall strategy for the townsite; Fire was a terrible danger for the frontier wood-built towns, and in the end destroyed the On Lee house; is there a interpretive opportunity on fire presented by the old house site?
<b>Commercial uses</b>	
Use of the Ward-Shilson House as a restaurant or other food services	There are competing visions within the community vision for restaurant services; the place of Historic Yale in a commercial renaissance of the townsite needs to be considered; Commercial uses need to accommodate heritage values; Commercial advertising needs to be compatible with conservation of character; Perhaps Ward-Shilson House and property can be a commercial incubator, until suitable commercial properties are built
Chamber of Commerce	Perhaps Ward-Shilson House, central as it is, can operate as a Museum of Yale business, and operate as a Chamber of Commerce
Stay-cations	The Historic Yale site could accommodate vacationing clientele at a B&B scale of accommodation, and could help make a stay in Yale full and satisfying; the target demographic would inform the infrastructure required for the site to be commercially viable.



IMPACTS AND ISSUES	COMMENTARY
<b>Programming uses</b>	
More intensive non-liturgical use of St. John the Divine could be considered	Could the Church of St. John the Divine become an archive / research facility / seminar space? What physical impacts on the building would be acceptable if the building were to be more intensively used?
Student activities	The obvious need to engage younger generations with their history is to be offset by the need to protect the heritage fabric from overuse or care-less use
Conservation work trades training	Advantage of using the Historic Yale properties as a training facility so as to build local expertise; training to be carried out at a schedule that suits the real care of the Historic Yale resources, and under the direction of experts
Enhanced exhibition space	Exhibition space and content can usually be updated, but this should be done with the willing support of the current curator(s); View the total space available on Historic Yale properties; Using more than the Museum for exhibits will help animate the townsite, and ground the exhibits in the real physical setting
Convert Ward-Shilson House garage to blacksmith's shop	Introduction of animation such as a blacksmith shop does reportedly bring in the public; such an introduction needs to fit with an overall understanding of the interpretation of the townsite's heritage
Centre for cross-marketing visits to Hell's Gate and Alexandra Bridge venues	Building a compelling series of heritage and recreational experiences along the highway is in principle a very valuable initiative; Spatial implications for this proposed use would be potential impacts of signage on the visual experience of Yale townsite; expanding the heritage interpretation would likely have Museum staff resource impacts.
Walking tour of Yale	Excellent way to knit together the four Historic Yale properties, and integrate them into the historical physical context of townsite, Fraser River, and more far-flung sites such as the Yale Indian Reserve, and Lady Franklin Rock
Picnic grounds and rest area	Can help with the vision to provide more reasons to linger in Yale; Could impact on the character-defining views; Minor impact Regional District budgets for garbage collection

IMPACTS AND ISSUES	COMMENTARY
<b>Agricultural uses</b>	
Vegetable and bedding plant production	Support for such enterprises certainly possible on many properties within the townsite; For such activities to make sense on Historic Yale properties, there would need to be a tie-in with the history of the sites, so as to not obstruct an understanding of the heritage value of the individual places
<b>Community and cultural uses</b>	
Musical events employing local musicians	Increased wear on heritage fabric, but increased integration of the heritage of the place into present-day life of the community
Regular musical events	Regular programming builds audience, and development of habits of visiting, and sense of destination
Coordinated programming with the Yale First Nation	Development of an increasingly coordinated program of cultural events will enrich the townsite's offerings to the tourist; there would quite probably be added avenues of funding available for such an initiative
Integration of Chinese cultural history	An initiative to deepen the Chinese history of the site would greatly improve the experience of Historic Yale and the townsite; there might be added avenues of funding available for such an initiative
<b>Site improvements/infrastructure</b>	
Improve signage on Historic Yale sites to link sites and link with town in general	An expansion of signage can negatively impact the heritage value of unobstructed views through town and to the Fraser River
<b>Site management factors</b>	
Site management of expanded offerings will impact staff resources	Adequate revenue generation would seem to be key to generating compensation for management on an ongoing basis; the question will be what revenue generation is consistent with the promotion of the site's heritage values?



## 6.0 HERITAGE CONSERVATION POLICIES

These policies are intended to direct the course of action leading to a workable, sustainable management plan for Historic Yale. They help guide the Province in renewing the Historic Site Management Agreement (HSMA), and include direction on the goals for the site within the townsite. The policies aim to ensure the highest level of public value at the site using the Province's triple bottom line formula of economic, social and environmental sustainability.

### 6.1 Policies for sustaining social values

Historic Yale's programming

- Include as much of the community's vision and programming ideas as possible
  - Historic Site Management Agreement to make reference to the Community Vision, and Future Uses sections of this document
- Have as a high priority community access to the site
  - The Historic Site Management Agreement to specifically refer to the goal of increasing community involvement with the Historic Yale site
  - The Historic Site Management Agreement to recommend increased availability of the site for community use year-round
  - the Historic Site Management Agreement to highlight avenues for community involvement
- Identify the site's users
  - The Historic Site Management Agreement should refer to Community Vision and Future Uses for identified desired users
  - The Historic Site Management Agreement should highlight ways to engage targeted user groups

Historic Yale interpretation

- The Historic Site Management Agreement to include provision for participating in a regional interpretive strategy over the medium term
  - Province to facilitate the development of a regional interpretive strategy
  - Province to generate list of potential partners in the regional interpretive strategy
- The Operator to propose site interpretation with an eye also to a future integrated regional interpretive plan
- The Historic Site Management Agreement should make clear that the goal is to put in place high quality interpretive material and exhibits that will sustain interest in the site - whether in permanent or shared temporary exhibits
- Develop a profile of the desired audience for site interpretation
  - visitors
  - regional residents
- Develop an interpretation plan that is suited to audience profile
  - identify current trends and options for heritage interpretation
  - identify users and means of interpretation

### 6.2 Policies for sustaining environmental values (following the Standards and Guidelines for Historic Places in Canada)

- Plan uses of the site with a view to the conservation of the site's heritage value
- Plan any alterations to buildings in a manner that conserves their heritage value
- Collections management program to continue
  - Province to provide guidelines for collections management
  - Operator to continue existing program of collections management and documentation
- Plan any alterations to the landscape in a manner that conserves its heritage value
  - Parking requirements for programming to be factored into site planning
  - The Historic Site Management Agreement should identify regulatory constraints on the site use and development

### 6.3 Policies for sustaining economic value

Business plan

- Identify the revenue per program user groups based on the community's Vision Statement and Future Uses
  - Operator to update the marketing plan
  - Operator to develop an updated and redesigned web site
  - Province to facilitate a standard web design for heritage properties for Operator to refer to
- Province to identify potential funding sources
- Province and operator to agree on ways to increase revenues from the site
- Classify uses of each of the four properties comprising Historic Yale

Site management plan

- Business Plan to include management plan for the parts of the site that are not key to the Historic Yale programming
- Business Plan to include management of the landscape key to the Historic Yale programming and heritage values
- Include a Maintenance Plan for the character-defining elements - short-term and ongoing maintenance regime based on the Condition Surveys of the site's character-defining elements
- Province to provide Condition Surveys

Capital expenditure

- Identify capital expenditure requirements to launch and sustain the business plan
- Province to facilitate access to capital funding
- Operator to secure capital funding

Maintenance

- Identify maintenance fund to launch and sustain the ongoing maintenance of the site, both the heritage resources and other infrastructure for the running of the business



## 7.0 DEVELOPMENT AND FUTURE USE MODELS

This report outlines three operating models that respond to the community's vision for Historic Yale and comments on the model's contribution to the townsite generally. These models are considered in the Recommendation section, which can form a guide to goals for the development and future use of the site.

The following criteria have been used to develop the models:

- Appropriateness to the Historic Yale site
- Consideration of community vision and input on uses
- Ability to form a sustainable business plan
- Stewardship of the site's heritage values

A successful model requires uses that will receive approval by the PLNRO (Heritage Branch) Other ministries or departments/branches need to give approval if the the selected model requires changes to other Crown resources outside of the Provincial Heritage Property physical boundaries (e.g. highways or water courses) or, if land tenuring/sale/disposition is involved. noted in Section 1.2 Planning Context.

The challenge for any scenario is that Historic Yale is in a very small community with little economic activity. The great attribute of this historic place in Yale is that it can play an important visible role in the community and its revitalization.

### 7.1 Model I - Tourist Stop

This model furthers Historic Yale's current status as a point of interest along the highway for tourists.

Main aspects of this model:

- A broadened interpretive experience, coordinated with historic sites on the Gold Rush and CPR cultural corridors;
- The interpretive material would be found on all four Historic Yale properties; it would be a cohesive experience, providing the visitor with an enjoyable succession of historical stories about Yale;
- Ultimately, develop the Ward-Shilson House with a commercial kitchen function and liquor licence; in the near term, begin to supply simple fare - for example, tea and scones - in order to increase revenue from the site.
- Develop the garage of the Ward-Shilson House for interpretation - e.g. as blacksmith's shop with demonstrations - and for storage/costume storage/administration.

On-site interpretation would develop the key stories alongside the current fascination with the Sasquatch. Stories that could be told more fully: the Cariboo Gold Rush and other rushes along the Fraser; the forging of the CPR and highway through the Canyon; and the multicultural story of the Gold Rush and railroad construction cultures. Properties within Historic Yale can display the town's multicultural history - from the Britishness of the Church of St. John the Divine, to pioneer housing for Caucasians, Chinese, and First Nation populations.

The site would exhibit best practices in heritage conservation and interpretation, human resource management and professional tourism, all to promote the site becoming a valuable and well-known stop along the historic route between the Coast and the Interior.

Bring the singular Canyon landscape into the interpretation, in order to appeal to the recreational tourists (cyclists, trekkers, white-water sports enthusiasts etc.), an increasing constituency.

Castle House: While maintaining the current popular Sasquatch exhibits, develop interpretation of the Cariboo Gold Rush, other rushes, and the building of the CPR and Trans-Canada Highway through the Fraser Canyon. Material to be coordinated with other historic sites on the

tourist route.

Introduce natural history into the interpretation, linked to the cultural history.

Develop a high-quality gift shop with local products.

Church of St. John the Divine: Interpretive programming to make more frequent use of the space and its grounds

Ward-Shilson House: Develop the house as the stop along a string of experiences of the townsite. Use the house as food outlet and as a connection between the museum/church precinct and the On Lee Property.

Food services could begin modestly without need for commercial kitchen licence or liquor licence. Build towards a full restaurant with liquor licence.

The garage could be modified to function as interpretive space - e.g. blacksmith's shop - and/or administration office/storage/costume storage and staff area.

On Lee Property: This evocative space can tell the stories of Chinese settlement and culture in the pioneer days, as well as townsite fires.

Village generally: Interpretation at Historic Yale can be the nucleus of village interpretation, particularly along the Front Street and the riverfront. The story of the local First Nation people can be developed east of the On Lee Property. This First Nation interpretation could be integrated into a walk to Lady Franklin Rock that interprets the natural history of the river.

Consider the felling of cottonwood trees that masks views from the village to the river.

## 7.1 Model I - Tourist Stop

Use or quality	Implications and challenges	Actions required by:			
		Community	Operator	Local Government	Province
IA Short tourist stop	<p>Highway traffic to be slowed down.</p> <p>Larger signage, while perhaps offering the possibility of increasing tourist visits can damage the heritage values of the landscape of Historic Yale</p> <p>Consider regularly refreshed exhibits to attract regional visitors a few times a year., perhaps through developing a group of exhibits that can be shared between historic sites</p>	<ul style="list-style-type: none"> <li>Assist in identifying year-round uses for the site</li> </ul>	<ul style="list-style-type: none"> <li>Effective signage to steer travellers to the site</li> <li>Create a local marketing plan</li> <li>Create plan for temporary exhibits, perhaps in coordination with other historic sites on Gold Rush and CPR cultural corridors</li> </ul>	<ul style="list-style-type: none"> <li>Assist in promoting visitation to the site</li> </ul>	<ul style="list-style-type: none"> <li>Coordination of promotional material for all heritage properties along the highway between the Coast and the Cariboo</li> <li>Assist in developing a standard set of display materials that could be rotated among heritage sites along the tourist route</li> </ul>
IB Overnight tourist stop	<p>Up-to-date hotel, motel, and/or Bed &amp; Breakfast accommodation needed</p> <p>Space for hotel, motel not easily accommodated on Historic Yale property; B&amp;B is perhaps feasible in an entirely new building on the On Lee Property</p> <p>Overnight tourist accommodation may need to occur mostly off-site, reserving Historic Yale properties for tourist activities</p>	<ul style="list-style-type: none"> <li>Identify potential sites for local overnight accommodation to partner with historic site visits</li> <li>Involve local First Nation community</li> </ul>	<ul style="list-style-type: none"> <li>Integrate activities and overnight accommodation possibilities</li> <li>Explore partnerships with existing motel and B&amp;B operations that create packages for overnight stays</li> <li>Explore partnering with the Yale and District Historical Society, who own the property immediately west of the Castle House property</li> </ul>	<ul style="list-style-type: none"> <li>Assist in promoting regional tourism</li> </ul>	<ul style="list-style-type: none"> <li>Assist in promoting notion of cultural corridors for tourism</li> <li>Facilitate partnerships with the Yale and District Historical Society for overnight accommodation on property next to Castle House</li> </ul>
IC Retain and manage the existing landscapes associated with Castle House and the Church of St. John the Divine;	<p>Current use of the landscape as setting for the Church of St. John the Divine and museum outdoor exhibits is supportive of the heritage value of the landscape; the character-defining landscape elements could be compromised by site development</p> <p>The Ward-Shilson House property has great potential a food outlet with an outdoor terrace, drawing tourists and local community alike; the property's southern edge has potentially good views over the Fraser River</p> <p>The Ward-Shilson garage has potential as a place of interpretation (for example, as a blacksmith shop) and administrative/storage space for the historic place</p> <p>Challenge is to have the landscape compatible with its immediate residential context</p>	<ul style="list-style-type: none"> <li>Assist in identifying uses for the open spaces of the Ward-Shilson House and the On Lee Property</li> </ul>	<ul style="list-style-type: none"> <li>Assist in identifying uses for On Lee Property that would increase scope of visits to Historic Yale</li> <li>Consider the intensification of the use of the Ward-Shilson House property as a central link in the tour of Historic Yale</li> </ul>	<ul style="list-style-type: none"> <li>Assist with any additional servicing to Historic Yale properties as required by new uses or increased use</li> </ul>	<ul style="list-style-type: none"> <li>Support operator in expanding interpretation, and expanded use of the properties</li> </ul>
ID Gift Shop	<p>Cultivate the gift shop with higher-end merchandise.</p> <p>Tap into local products (unspecified)</p>	<ul style="list-style-type: none"> <li>Identify local and regional artisans, craftspeople, for gift shop merchandise</li> </ul>	<ul style="list-style-type: none"> <li>Review interpretation plan for gift shop potential</li> <li>Develop business plan for gift shop</li> </ul>	<ul style="list-style-type: none"> <li>Support efforts to upgrade the gift shop, by approving lucrative tourist-oriented uses on properties</li> </ul>	<ul style="list-style-type: none"> <li>Support efforts to upgrade the gift shop and assist with leveraging capital funding</li> </ul>
IE Consider a yearly membership policy	<p>Yearly membership can boost local support for and use of the historic place</p> <p>Locals and visitors are able to access the properties for dog-walking, etc. without need for membership; commercial spaces similarly accessible without membership</p> <p>Yearly membership could include reduced rates for attendance at exhibitions or other events held in spaces within Historic Yale</p>	<ul style="list-style-type: none"> <li>Provide input into yearly memberships</li> </ul>	<ul style="list-style-type: none"> <li>Consider the logistics for allowing a yearly memberships, and reduced rates for access to exhibitions and gift shop purchases</li> </ul>	<ul style="list-style-type: none"> <li>Assist operator in promoting Historic Yale to tourists</li> </ul>	<ul style="list-style-type: none"> <li>Assist operator in developing and implementing a system for no-user-fee</li> </ul>
IF Construct a commercial kitchen in the Ward-Shilson House	<p>Use for an upgraded cafe / bistro</p> <p>Obtain liquor licence</p> <p>Possible regulatory hurdles in obtaining above licences</p> <p>Possible competition for existing dining/drinking venues in the community</p>	<ul style="list-style-type: none"> <li>Assist in working out a restaurant scenario that would add scope to community life</li> </ul>	<ul style="list-style-type: none"> <li>Develop a plan for phasing in a cafe / bistro in manageable steps - from possibilities with current resources to full-on licenced service</li> <li>Consider an ultimate goal of developing menus uniquely showcasing local food (e.g. salmon from the Fraser) for tourists</li> </ul>	<ul style="list-style-type: none"> <li>Advise on any local government legislation or policy with regard to food services</li> </ul>	<ul style="list-style-type: none"> <li>Assist with leveraging capital funding for rehabilitation</li> </ul>
IG Ongoing maintenance program for buildings, site and artifacts	<p>Build maintenance into an exemplary scheduled activity, perhaps related to tourism through interpretation historic building and landscape practices</p>	<ul style="list-style-type: none"> <li>Assist with advice, expertise and volunteer labour for ongoing maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Develop ongoing maintenance plan for buildings and site</li> </ul>	<ul style="list-style-type: none"> <li>Support ongoing maintenance efforts</li> </ul>	<ul style="list-style-type: none"> <li>Assist with ongoing funding for maintenance</li> <li>Regulate activities through permitting</li> </ul>

## 7.2 Model 2 - Community Space

This model focuses on the development of Historic Yale as a place for Yale community life grounded in its historic past. The community identifies with some of the buildings and landscapes associated with Historic Yale. It would be a natural extension of the present circumstances to have increased community use of the historic site's constituent indoor and outdoor spaces. Its uplifting buildings and landscapes would enrich and inform present-day community life.

In this model, Historic Yale would gain in importance and relevance in three ways:

- As an improved site for interpreting the history of the community
- As a collection of key community social spaces at the centre of the townsite
- As an ongoing forum for teaching heritage conservation theory, and hands-on laboratory for learning the skills for the conservation of heritage fabric

Yale residents are very aware of the importance of the village's history, and the key role of the surviving historical pieces from that history. This model would seek to locate present-day life more consciously within the community's historic past by physically integrating the two more closely. For example, contemplated uses of the Church of St. John the Divine as the site for important community meetings, polling stations, or social events like weddings, festivals, reunions, and the like. Use the Ward-Shilson House property for community socials, perhaps in conjunction with the Church of St. John the Divine. Use the On Lee Property for open-air functions or community gardens.

By positioning Historic Yale as a community resource, the properties will become a central community hub, becoming the place for community meetings, polling stations, workshops, reunions, family weddings, and other and lead to a livelier centre of town, all in the environs of its interpreted history.

Castle House:	Develop programming of the museum to involve events that would appeal to the community; the effect would be to boost number of community using the museum spaces and grounds and to increase frequency of visits
Church of St. John the Divine:	Develop as a community space with uses compatible with the conservation both of the exterior and interior finishes - such as meetings, weddings, ceremonies, celebrations, polling stations, etc., which help mark civic life.
Ward-Shilson House:	Develop as community social space that is complementary to the more formal and more institutional spaces of Castle House and the Church of St. John the Divine.
On Lee Property:	Link the site with compatible town needs for open space and outdoor community activities, particularly with a view of being a place with a multicultural story to tell.
Village generally:	Link Historic Yale community spaces with existing community spaces currently located in the old school building.

## 7.2 Model 2 - Community Space

Use or activity	Implications and challenges	Actions required by:			
		Community	Operator	Local Government	Province
2A Retain and manage the existing landscapes associated with Castle House and the Church of St. John the Divine,	Current use of the landscape as setting for the Church of St. John the Divine, and House and outbuildings is supportive of the heritage value of the landscape and community life as the “front lawn” of the community; find ways of increasing the use of this landscape in a manner that retains its heritage value	<ul style="list-style-type: none"> <li>Assist in identifying uses for the open space</li> </ul>	<ul style="list-style-type: none"> <li>Assist in identifying uses for the open space that would increase scope of visits to Historic Yale</li> </ul>	<ul style="list-style-type: none"> <li>Assist with any additional servicing to sites as required by new uses</li> <li>Support new uses</li> </ul>	<ul style="list-style-type: none"> <li>Support operator in expanding usage</li> </ul>
2B Develop Ward-Shilson House as a money-making social space for the community	Kitchen and bathroom facilities will need to be upgraded Parking for increased public use could potentially negatively affect neighbours and the heritage value of the property and neighbouring properties, as well as the views down Alberts Street towards the Fraser River	<ul style="list-style-type: none"> <li>Assist in identifying uses for the House that would complement its museum collection</li> </ul>	<ul style="list-style-type: none"> <li>Assist in identifying uses for the House that would complement its museum collection</li> </ul>	<ul style="list-style-type: none"> <li>Assist with any additional servicing to sites as required by new uses</li> <li>Support new uses</li> </ul>	<ul style="list-style-type: none"> <li>Support operator in expanding usage</li> </ul>
2C Develop the On Lee Property for community-related use	The benefits would be to draw the community to a site currently hardly “on the radar”, and in so doing open up the community to a whole new avenue of interpretation of their history Challenge is to find a use that is compatible with the interpretive mandate	<ul style="list-style-type: none"> <li>Identify community needs that would suit the location and/or the quality of the open space</li> </ul>	<ul style="list-style-type: none"> <li>Assist in identifying uses for On Lee Property that would increase scope of visits to Historic Yale</li> </ul>	<ul style="list-style-type: none"> <li>Support new uses</li> </ul>	<ul style="list-style-type: none"> <li>Support operator in finding new uses</li> </ul>
2D Gift Shop	Position the gift shop as a place for local residents to consider for gift purchases	<ul style="list-style-type: none"> <li>Identify local and regional artisans, craftspeople, for gift shop merchandise</li> </ul>	<ul style="list-style-type: none"> <li>Review interpretive/exhibit plan for gift shop potential</li> <li>Develop business plan for gift shop</li> </ul>	<ul style="list-style-type: none"> <li>Support efforts to upgrade the gift shop</li> </ul>	<ul style="list-style-type: none"> <li>Support efforts to upgrade the gift shop and assist with leveraging capital funding</li> </ul>
2E Consider a no-user-fee policy for community events	Locals and visitors are able to access a portion of the grounds for community events, but they would have to pay for admission into special exhibits	<ul style="list-style-type: none"> <li>Provide input into a no-user-fee system for parts of the site</li> </ul>	<ul style="list-style-type: none"> <li>Consider the logistics for allowing a no-user-fee system for parts of the site</li> </ul>	<ul style="list-style-type: none"> <li>Assist operator in developing and implementing a system for no-user-fee</li> </ul>	<ul style="list-style-type: none"> <li>Assist operator in developing and implementing a system for no-user-fee</li> </ul>
2F Construct a commercial kitchen in the the Ward-Shilson House	Use for an upgraded cafe / bistro Obtain liquor licence Possible regulatory hurdles in obtaining above licences Possible competition for existing dining/drinking venues in the community	<ul style="list-style-type: none"> <li>Assist in working out a non-displacing restaurant scenario</li> </ul>	<ul style="list-style-type: none"> <li>Develop a plan for phasing in a cafe /bistro in manageable steps - from possibilities with current resources to full-on licenced service</li> <li>Consider an ultimate goal of developing menus uniquely showcasing local food (e.g. salmon from the Fraser) for tourists</li> </ul>	<ul style="list-style-type: none"> <li>Advise on any local government legislation or policy with regard to construction of restaurant</li> </ul>	<ul style="list-style-type: none"> <li>Assist with leveraging capital funding for rehabilitation</li> </ul>
2G Ongoing maintenance program for buildings, site and artifacts	Develop a program of maintenance that would be an example to the community and be a community activity Integrate maintenance into to tourism through interpretation of historic building and landscape practices	<ul style="list-style-type: none"> <li>Assist with advice, expertise and volunteer labour for ongoing maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Develop ongoing maintenance plan for buildings and site</li> </ul>	<ul style="list-style-type: none"> <li>Support ongoing maintenance efforts</li> </ul>	<ul style="list-style-type: none"> <li>Assist with ongoing funding for maintenance</li> </ul>

### 7.3 Model 3 - Village Incubator

This model is a hybrid of Models 1 and 2: it marries the economic virtues of attracting tourists into making a stopover at Yale with the yearning of residents for a revitalized community. This model sees the role of Historic Yale as a prime engine for Yale's economic and social revitalization. Historic Yale has an important role to play in enticing highway traffic to stop at Yale, make use of Yale services, and take away Yale products and experiences. Enlivening the unique set of buildings and landscapes at the centre of town can help develop a year-round critical mass of activity at the village centre, which would also improve the visitor experience of the town.

Planning for Historic Yale's future can be used by the community to generate policies and planning ideas for the physical and economic revitalization of other town lots and the village generally. Planning Historic Yale's future can be used as a consensus-building workshop that situates heritage conservation at the centre of Yale's land use planning. The maintenance of the character-defining elements of Historic Yale can be a forum for teaching residents good conservation practices to apply to all historic structures in the town and region.

The goals for this incubation would be to develop over the next years a full village life, offering a wide range of experiences that would entice people to move to live in Yale, open businesses there, and attract more visitors to stay longer than a few hours.

Castle House:	<p>Develop programming of the Museum to involve events that would tie in to other places in the village.</p> <p>As the "front door" of the community, the Museum should introduce visitors to all the offerings in the village, and be a centre for learning about the regeneration of the village and the key role of heritage conservation in that regeneration.</p>
Church of St. John the Divine:	<p>Develop as a community space with uses compatible with the conservation both of the exterior and interior finishes - such as meetings, weddings, celebrations - all in an environment rich with a mix of permanent and changing heritage interpretation material for daily users and visitors alike.</p>
Ward-Shilson House:	<p>Develop as community social space that is complementary to the formal and more institutional spaces of Castle House and the Church of St. John the Divine. Consider the use of the outbuilding as the Yale Regeneration office: administrative offices for Historic Yale and also the office for planning the physical regeneration of the village.</p>
On Lee Property:	<p>Link the site with compatible town needs for open space and outdoor community activities, accompanied by a mix of permanent and changing heritage interpretation material for daily users and visitors alike.</p> <p>Consider the development of the property as an option for incubation of town activity. The process for arriving at a form and character for the development could establish a tone for considering development within an historic district, a very critical issue when considering the revitalization of the townsite. What if any design guidelines should be considered? How much reference should there be to the remaining heritage buildings?</p>
Village generally:	<p>Link Historic Yale community spaces with existing community spaces currently located in the old school building.</p> <p>Identify how non-Historic Yale properties can augment the revitalized Historic Yale, and ways in which surrounding properties can help conserve Historic Yale's heritage values.</p>

### 7.3 Model 3 - Village Incubator

Use or activity	Implications and challenges	Actions required by:			
		Community	Operator	Local Government	Province
3A Short tourist stop leading through village	Implications and challenges per notes in IA, but with an stronger drive to introduce the short-term visitor into the village as a whole Challenge is to develop a brief experience in the village that is both physically attractive and a satisfying journey into the history of the place	<ul style="list-style-type: none"> <li>Assist in identifying an itinerary that needs to be provided with satisfying physical surroundings and heritage interpretation</li> </ul>	<ul style="list-style-type: none"> <li>Effective signage to steer travellers off the highway and into the village</li> <li>Create a local marketing plan that encompasses experiences throughout the village</li> </ul>	<ul style="list-style-type: none"> <li>Assist in promoting visitation to the village</li> <li>Facilitate the adoption of a village-wide interpretive plan, and support interpretive infrastructure on public land</li> </ul>	<ul style="list-style-type: none"> <li>Coordination of promotional material for all heritage properties along the highway between the Coast and the Cariboo</li> <li>Assist in developing a standard set of display materials that could be rotated among heritage sites along the tourist route</li> </ul>
3B Tourist destination in an historical townscape	Up-to-date hotel, motel, and/or Bed & Breakfast accommodation needed to boost the use of the village; more food services required to service the additional overnight population Space for hotel, motel not easily accommodated on Historic Yale property; B&B accommodation perhaps feasible in an entirely new building on the On Lee Property, or on property owned by the Yale and District Historical Society immediately west of Castle House	<ul style="list-style-type: none"> <li>Identifying existing and potential local overnight accommodation</li> </ul>	<ul style="list-style-type: none"> <li>Integrate activities with overnight stays</li> </ul>	<ul style="list-style-type: none"> <li>Assist in promoting regional tourism</li> <li>Facilitate the reuse of village properties for overnight stays, whether that be new B&amp;B or hotel or motel accommodation</li> </ul>	<ul style="list-style-type: none"> <li>Assist in promoting tourism</li> <li>Assist in demonstrating new development in the village by actively developing underdeveloped or underused On Lee Property and Ward-Shilson House including its outbuilding</li> </ul>
3C Develop Ward-Shilson House as a revenue-producing social space for the community	Kitchen and bathroom facilities will need to be upgraded Parking for increased public use could potentially negatively affect neighbours and the heritage value of the property and neighbouring properties, as well as the views down Alberts Street towards the Fraser River	<ul style="list-style-type: none"> <li>Assist in identifying uses for the House that would aid in the regeneration of village life</li> </ul>	<ul style="list-style-type: none"> <li>Assist in identifying ways to phase in increased services - such as food services - with a sustainable increase in staffing</li> </ul>	<ul style="list-style-type: none"> <li>Assist with any additional servicing to sites as required by new uses</li> <li>Support new uses of Historic Yale and other village properties</li> </ul>	<ul style="list-style-type: none"> <li>Support operator in expanding usage of Historic Yale properties</li> </ul>
3D Develop the On Lee Property	The benefits would be to draw the community to a site current hardly “on the radar”, and in so doing open up the community to a whole new avenue of interpretation of their history Challenge is to find a use that is compatible with the interpretive mandate	<ul style="list-style-type: none"> <li>Identify community needs that would suit the location and/or the quality of the open space</li> </ul>	<ul style="list-style-type: none"> <li>Assist in identifying uses for On Lee Property that would increase scope of visits to Historic Yale, and be potential new revenue stream</li> </ul>	<ul style="list-style-type: none"> <li>Support new uses of the On Lee Property</li> </ul>	<ul style="list-style-type: none"> <li>Support operator in finding new uses, and assist in business plan for any capital improvements</li> </ul>
3E Expand the Gift Shop function	Position the gift shop as a place for local residents to consider for gift purchases	<ul style="list-style-type: none"> <li>Identify local and regional artisans, craftspeople, for gift shop merchandise</li> </ul>	<ul style="list-style-type: none"> <li>Review interpretive/exhibit plan for gift shop potential</li> <li>Develop business plan for gift shop</li> </ul>	<ul style="list-style-type: none"> <li>Support efforts to upgrade the gift shop</li> </ul>	<ul style="list-style-type: none"> <li>Support efforts to upgrade the gift shop and assist with leveraging capital funding</li> </ul>
3F Community events	Locals encouraged to use the Historic Yale grounds and spaces for community events; user fees for events are a potential funding stream	<ul style="list-style-type: none"> <li>Identify more ways of using Historic Yale properties for civic life</li> </ul>	<ul style="list-style-type: none"> <li>Consider the logistics and business model for admitting local community activities</li> </ul>	<ul style="list-style-type: none"> <li>Assist operator in permitting events on Historic Yale properties (e.g. obtaining temporary liquor licences)</li> </ul>	<ul style="list-style-type: none"> <li>Assist operator in enlarging user base, and protocol for rental of spaces</li> </ul>
3G Construct a commercial kitchen in the Ward-Shilson House	Use for an upgraded cafe / restaurant with a liquor licence Possible regulatory hurdles in obtaining above licences Possible competition for existing dining/drinking venues in the community	<ul style="list-style-type: none"> <li>Assist in identifying potential local suppliers of foodstuffs</li> </ul>	<ul style="list-style-type: none"> <li>Develop a plan for phasing in a cafe /bistro in manageable steps - from possibilities with current resources to full-on licenced service</li> <li>Consider an ultimate goal of developing menus uniquely showcasing local food (e.g. salmon from the Fraser) for tourists</li> </ul>	<ul style="list-style-type: none"> <li>Advise on any local government legislation or policy with regard to construction of restaurant</li> </ul>	<ul style="list-style-type: none"> <li>Assist with leveraging capital funding for rehabilitation</li> </ul>
3H Ongoing maintenance program for buildings, site and artifacts	Develop a program of maintenance that would be an example to the community and be a community activity Integrate maintenance into to tourism through interpretation of historic building and landscape practices	<ul style="list-style-type: none"> <li>Assist with advice, expertise and volunteer labour for ongoing maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Develop ongoing maintenance plan for buildings and site</li> </ul>	<ul style="list-style-type: none"> <li>Support ongoing maintenance efforts</li> </ul>	<ul style="list-style-type: none"> <li>Assist with ongoing funding for maintenance</li> </ul>

## 7.4 Recommendations

Each of the three preceding models have their advantages:

### Model 1 - Tourist Stop

Model 1 involves the least change and capital outlay, but also has the least inclusive view of the role of Historic Yale in the community. This option does not reach the levels of public value for the site as the other two models. Whole areas of the site would remain under-utilized and a challenge to animate, and the heritage resources themselves sustain the visitor only for a short while. The public value would need to rely on high quality interpretation and material conservation.

Since Model 1 involves the least change, it has the virtue of requiring the least amount of negotiating through the approvals process with Provincial ministries. A licenced restaurant within the Ward-Shilson House would likely need Local Government approval (a challenge shared in all models).

Operations that follow this model would likely require more ongoing operating budget assistance, unless the high quality of the experience significantly increased attendance by the paying public, which is not likely.

### Model 2 - Community Space

The challenge of this model is that it is not clear how community use would provide a viable revenue stream for the Operator. The Operator would become a supplier of space and services for the Regional District and for private citizens for social events. This model would make sense if local government has identified a need - and is setting aside money to fund - the construction and operation of community facilities in Yale in addition to the old school space already available, and if the site's amenities were improved to function well for private bookings. Capital funding would be needed to upgrade the facility to attract private functions; the Regional District probably is already adequately serviced through the use of the old school building.

The successful running of model 2 is dependent upon the Yale community and/or the Regional District agreeing to enter into contracts with the Historic Yale Operator for the supply of services to the community. If the Ward-Shilson House were to be programmed as a commercial kitchen and liquor-licenced facility approvals would need to be sought at the Regional District level.

### Model 3 - Village Incubator

Model 3 involves the Province accepting a leading role in revitalization activities. The payoff would be a long-term plan for a more economically robust community that would better support the sustainable operation of Historic Yale. A business plan is needed that shows both a sustainable revenue stream that is sympathetic with the heritage values of the site, and supportive of its interpretation. The Village Incubator incorporates the core attributes of Models 1 and 2 in a way that recognizes that heritage conservation and community building are both necessary for the long-term success of Historic Yale.

### Recommendation

An operating model is recommended that is based on Model 3, which can accommodate the important aspects of Models 1 and 2. Immediate steps for pursuing this plan would include: the following actions:

- Develop a business plan for Historic Yale that identifies commercial opportunities for constituent properties;
- Identify partnerships for funding of interpretive material, including both permanent and temporary exhibits; funding for temporary exhibitry could be shared among historic sites along a common cultural corridor (e.g. sites along the Gold Route between Fort Langley and Barkerville)
- Develop links with other historic sites that share histories in order to develop a shared format for rotating exhibits; apply as a group for funding of the production of those rotating exhibits;
- Develop Ward-Shilson House as a cafe/restaurant with a liquor licence over 5 years in incremental steps - both to bring people to Historic Yale and generate revenue; intermediate steps to a full cafe/restaurant to be carried out as volume and capacity are incrementally developed, starting with tea and scones on the lawn, then graduating to provide soup and sandwiches, and introducing beverages requiring a liquor licence.
- Study the development potential of the On Lee Property - development that would generate revenue while conserving its heritage value and interpretation potential;
- Enter into discussions with the community and the Regional District regarding the use of Historic Yale for community events in a manner that does not compromise the operations currently well accommodated in the old school building;
- Develop a community planning discussion using Historic Yale as a trial site; the discussion would address the issues of revitalization of a village with heritage character; consider the funding for this program, which could be a pilot to be used for many small communities with heritage character in the province that are in need of revitalizing - an update of current practices.



## 7.5 Action Plan

The following outlines a plan of action for the Province. It presupposes that the Operator needs to bring more revenue production to the operation in order to support a viable sustaining management of the site that includes first-rate stewardship of the heritage values of the site and its buildings. The key goal is to enable the operator to be able to generate more revenue and achieve self-sufficiency. Short term provincial government investment is to enable long-term savings on the part of government.

In order to develop a future financially robust operation of Historic Yale, the Province should undertake the following tasks:

### 1. Inform the Community

The Province should report back to the community findings arising from the community consultations, and to outline the more financially robust way forward for the management of Historic Yale.

### 2. Initiate with Regional District input to provide a planning context for the revitalization of Historic Yale

The Province should hold discussions with the Regional District regarding the need to place Historic Yale on a stable funding regime that includes greater commercial entrepreneurial activity on site to increase revenue production.

### 3. With the Operator, negotiate a new Historic Site Management Agreement

Prepare a new business plan, identifying ways to increase revenues derived from the properties forming Historic Yale:

- Outlining mortgage accessibility for capital improvements;
- Detailing the Province's commitments towards maintenance of the heritage structures and landscape on the site;
- Condition Survey of the historic structures;
- Summarizing the approvals process for alterations to the property, should changes to the site be indicated by increased commercial use;
- Outline particulars about Regional District's support;
- Investigate possible other Provincial programs that might offer funding assistance for operations (e.g. First Nations Interpretation, and Chinese history interpretation);
- Reference the recent community consultations, and Community Vision statement.

## APPENDIX A: BIBLIOGRAPHY

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## APPENDIX B: WORKSHOP TRANSCRIPTS

Note: \* indicates someone a dot was placed beside a comment to indicate importance

### 1. Why is Historic Yale important?

- The beginnings of Canadian and BC history is here – Fraser gold, head of navigation, helped in economic development
- Site of the CPR construction headquarters
- Big chunk of the province's history is here
- South Yale info history association – David Spitzlam – (white man's name)
- The site is important because of the economic impact it has in the community – jobs, tourism, etc.
- Site is the place where the history of the region is accessible and visible
- Rare physical remnant
- Mature trees – only important with interpretation
- In townsite – markers are important as rare points of information/interpretation
- Yale is a working town. Railway operation and maintenance, fishing, logging, highway maintenance, flagging, rock scaling, highway rescue – accidents are attended by fire department. Why should visitors be only made aware of the touristy things and not the important things that are the real life of the people?
- Too much is being lost through neglect. Yale was the beginning of history
- History of human ingenuity
- When I come and fish here I think of all the people that have been through here. Important for the stuff left behind, eg. bottles.
- Lively town with Gold Rush, then quiet, then livened up by CPR arrival
- John Kirkhoff – first policeman (buried in Nanaimo), Sam Steeve (buried in Winnipeg)
- Cultures – Black barber, little Irish girl Nell Cashman, Factor James Douglas
- Public gold panning site on the actual Fraser River
- Where Canada began – governor James Douglas gave his stump speech here
- Combination of many historic events: gold discovery, extent of navigation on the Fraser, railway, First Nations impact – fishing, Chinese presence
- The historical society owns their own artifacts in the museum
- Historic – Gold Rush, Cariboo Trail
- Tourism
- Historic buildings, Pioneer cemetery, Fire break, Early mint storage, Church on reserve, Chinaman Road cemetery, BX Express, 1940s, 50s log booms
- First hand education for students
- Yale convention ties the place to Canada
- Chinese/CPR/First Nations history
- Even as it is now, it makes the history real
- Head of navigation, mile zero of the Cariboo Road
- Not necessarily politically correct thinking eg. Chinaman Road
- American population
- Diverse but joined together
- Yale is an easy day trip for people in the Lower Mainland – as an historic site it is more available to more people than, say, Barkerville
- Historic church – second oldest church on the mainland on its original foundation

- For all the reasons above (all of the significant historic events that were centre here in Yale and the Fraser Canyon) and because it is one of the few publicly owned / preserved locations that represents all of this history. It is hard for others to believe that so much happened here and there is very little to show for it today
- First Nations, HBC, Gold Rush, CPR early logging, Chinese history, all of the micro-stories, merchants that started here and then expanded to Vancouver, Lady Franklin visit, Canyon war, Ned McGowan, river navigation/transportation, Andrew Onderdonck, Simon Fraser, All Hallows school, Sasquatch Jacko, Cariboo Wagon Road and other stories told within the larger framework
- Easier access, longer tourism season
- Hummingbirds as an attraction
- Hiking trails: Old Cariboo Road, Lady Franklin Rock
- Firewall: community initiative in its day to build the firewall

### 2. What is your vision for Historic Yale?

- Reconstruct buildings that have been lost to fire, demolition or destruction
- Bold vision in the 1950s – On Lee House was critical but was lost to fire. Replica construction, new buildings – infill reconstruction
- The province could acquire more property to expand the bold vision for the site
- Work with the First Nations to boost the place as a tourist site, eg. bannock
- Restore the important Chinese and First Nations historical / heritage sites, the indication of early history in BC that help to develop tourism
- With more signage to show directions to various historic / heritage sites
- Work in partnership with grassroots organizations to obtain ideas and resources for improving the heritage sites
- Interpretation and re-enactment
- Museums don't work – static, enclosed
- Local residents can become important as custodians
- Tourism is the key to the future. Advertise the site's existence
- Historic buildings and structures should be restored – American example to be followed
- Encourage people to stay for a night or two
- Tie in with other attractions up and down the Canyon, travel companies
- Indian trails and cemeteries
- Building needed: landscape and buildings from an era. Using incentives to back the buildings
- Some sort of idea that's good enough and big enough to lend an identity to the place
- Has to happen naturally because there's no money
- Needs to have an identity – music, old style country
- A destination
- Site archive needed and to encourage research
- There needs to be more physically to respond to
- Museum at the BX Express property (below Shilson/Ward House)
- Incorporation of BX property into designation area
- To provide displays that are interactive and that rotate in order to give visitors the incentive to

- re-visit \*
- To gather all the significant historic places/sites/buildings/structures into a total interpretation of Yale from all periods of its development \*
- It must have enticement to tourists
- Recreate Chinatown
- Market the place to families and children and tourists from Europe
- Recreate the old Front Street
- The site is so busy we can't keep up
- Move the old school onto the site – potential to turn it into a restaurant or keep it as a school
- Accommodation for student workers
- Make it a destination – need a critical mass of attractions
- Emphasize connections to Fort Langley
- Partner with regional museums – passport – Hedley, Kilby
- More staff – need to do research and development \*\*
- Get dollars from another agency, tap into philanthropists
- The historical society has to own the restaurant
- Borden site – open up as a campground / recreation site with tents for food service
- Interpretive centre
- Market pioneer weddings / any weddings in the church
- Special events / programming
- On Lee Chinese interpretive centre – federal/provincial/regional district \$\$ - interpretation at lower level, staff accommodation at upper level
- “Travel the Canyon”
- Use leases / land swaps to get more historical sites
- Use the Ward house as a restaurant – tea and sandwiches
- Walking tour with interpretive signs
- Have it like a Barkerville for tourists to understand what it was like
- Cut the trees down between townsite, Front Street and the river
- Use the site as a collecting house for relocating things
- Make it a destination, not passing through
- Just to get people to stop and experience the old buildings
- Move the dispersed resources together into one spot
- More signage for Pioneer Cemetery, Spirit Trail, etc.
- To be known as the front door to Barkerville
- Advertise restrooms – a good rest stop
- Acquire vaults and preserve them
- Re-create the On Lee house/store according to original plan
- Create a Chinese interpretive centre
- Safe walking tour to Lady Franklin Rock
- Walking tour is more suited to today's local population. Relate the heritage to the actual local population
- Educating the locals to be willing ambassadors
- Acquire fire wall property. Can this wall be preserved or restored?
- Picnic area at waterfront and Shilson/Ward house

- Viewing platform perhaps including pictures / signage; would enhance the walking tour experience
- Pioneer cemetery surveyed to understand ownership. Establish maintenance fund, needs parking area
- Integration of FVRD land with provincial land / site for enhancement of experience
- Walking through a living community
- Rescue existing resources from deterioration
- Remove trees between Front Street and river (Crown land), coordinate with FVRD to cut and relate the townsite to the river again
- Umatilla (sternwheeler)
- Enhancing experience – ability to imagine how it was, including seeing the river
- Integrate heritage into role as a commercial stop on the highway
- Ecotourism, rafting and public access to gold
- Focus on gold has the advantage of attracting funding

### 3. What's working? What could be improved? What are your ideas for future uses?

- Link with Victoria / Barkerville
- Physical presence. Lower cost land acquisition
- We need good expertise to be able to effectively conserve our historic buildings. This should be a local person / people. This will extend the history in the area
- The heritage of Heritage Sites actually are conserved and cared for
- 24 hour service industry up and down the Canyon. Full service gas stations
- Fire Department display
- Hudson's Bay outlet (HBC archives)
- We lack a bold vision for heritage in BC
- The site can be a resource for training and local job creation in conservation of historic resources
- We need to connect with other like-minded organizations to build relationships for economic development and conservation
- Precedent – Coloma California Gold Rush
- More activities related to the history eg. gold panning etc. Audience: tourists, students
- We have an 11 month season and easy access
- Bring “Old Curly” back – railway exhibit from Burnaby Village Museum
- Bring the fire cart back from San Francisco (original bought by Oppenheimer in lobby of insurance building). Recreation aerial tram
- Yale is close yet off the beaten track. Lots of musical talent in Yale – could be tapped by a good manager.
- Build up the identity, name and reputation
- Regular music events to get people to drive up from Vancouver. Music could be a strong identity
- Botanical tours – local flora and fauna
- Multiple uses, eg. info centre/museum. Need a destination for all the signage
- Rocky Mountaineer – put out signs, maybe a stop? Take a bus on the way back.

- Dandelion and blackberry wine production
- “Building stories” - a mapping tool or exploring tool
- Food service with lunch and dinner. Make it a destination. Draw people in to the historic site – restaurant extending over the river
- Year round restaurant or café with an outdoor grill added during the summer season
- Expanding the site, eg. the gold commissioners vault
- In order to get more people there needs to be more public awareness that people can come here and find gold. This should be promoted more. Seasonal challenges need to be made clear as well
- There is not enough signage – it may create more interest in the site – but need a cohesive system \*\*
- It’s a viable location for a successful heritage site
- Advertising that Yale is only 2 hours from Vancouver
- Change of road transportation – the number of people drops – how to get the numbers up
- Funding – historical society can borrow the money. Funding to pay someone to do bookings (answer phone, etc.) in the off-season (now completely closed in the off season) so they can make it back during tourist season
- Convert the garage on the Shilson/Ward site into a blacksmith shop
- There needs to be cross marketing with Hell’s Gate, Alexandra Bridge, etc.
- Weddings, but need staff. Plan them during the winter
- Need marketing \*
- Destination restaurant on waterfront
- Restaurant/food service in Ward-Shilson House
- MOIT – do a traffic count back to pre-Coquihalla
- FVRD to designate stuff – old vaults, HBC vaults etc.
- Funding – sustainable for employees for conservation and maintenance – volunteers are worked to death
- Afford staff
- Manager currently does 4.5 months of free work, as the job takes 12 months and only gets paid for 7.5 \*
- Off-season needs to be addressed. Possibly Heritage Branch – marketing
- Contract site manager to be the booking agent
- Get the FVRD to create a heritage conservation area
- Events first, then conservation
- Off-season bookings service taken over by Heritage Branch / tourism BC
- Bookings website, also could disseminate information
- Service attraction sign (Highways)
- Tourist attraction sign (Tourism BC)
- Coordination of activities – lots going on
- More advertising for museum and local events is needed – locals don’t even know what’s happening
- Make the community inclusive, not exclusive
- The existing buildings – school / teacher’s house, toll gate buildings, Chinese cemetery
- The challenge is that the resources are dispersed
- Pioneer cemetery – needs maintenance
- Signage – it draws people into the community and creates connections to other economic opportunities
- What works? A walking tour of Yale with many points of interest
- Not working? Gaps in walking tour, cannot readily view river
- Organic tomatoes and bedding plants
- Directions to river
- The community and the site are one
- It’s a tourism hub – walking tours, Hell’s Gate, etc.
- Need picnic tables / area where visitors can linger
- Rest area
- Great opportunity for students to experience / play act / living history tents
- School is closed, young families gone
- Perfect place for staycations – two hours away from Vancouver, walking tours and artisans, artists, home-based businesses
- Parking is a challenge, we need more opportunities for people with campers, buses, etc. to park
- Branding – beyond Yale, a tweak, a hook
- Safeguard what is here now – buildings, historic markers, heritage trees, pioneer cemetery. maintenance, conservation, investment into these so that you don’t go backward from today
- Create a vision / plan for the future – acquisition of other property, development of infrastructure, (buildings and facilities including washrooms, picnic sites, signage). Purchase lands / sites as they become available. Link current Yale historic site to other points of heritage interest (old townsite, along river, cemetery, etc.)
- Sell what you have – market, sign, advertise, promote in partnership with other museums and heritage sites (provincial and national) and First Nations (Yale, Spuzzum)
- Look at Coombs for inspiration
- Make it accessible – extend operating season of the Yale historic site, consider aging population – ensure wheelchair access in the future
- Make it fun
- Answer = \$\$\$\$\$. If the province doesn’t commit significant soon then it will be too late to save / safeguard what is here. We have already lost too much while more discussions / studies / plans / ideas are floated
- Rock-hounding for jade
- Gold panning – Barry’s Trading Post sells pans
- Assign someone to coordinate activities for the year. Put up posters. Let newcomers and visitors know what is going on, like the Chamber of Commerce in other places