



THE BRITANNIA PROJECT  
history • regeneration • sustainability

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# Draft

# Britannia Project Profile

Sustainability in Canada: A World Class  
Demonstration/Interpretive Attraction

Britannia Beach, British Columbia, Canada



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# Executive Summary

The Britannia Project will transform Britannia Beach into a compelling world-class innovation and interpretive destination, which demonstrates history, regeneration and sustainability on a world stage. Britannia Beach is located on the spectacular Howe Sound along the picturesque roadway to the 2010 Winter Olympic Games. This project builds on the already successful mining experience offered by the BC Museum of Mining and will provide an unparalleled opportunity for Canada and the resource sector to brand and communicate their commitment to innovation and sustainability to the world.

The Britannia Project is comprised of 6 key components.

- A Multi-media Extravaganza -A brilliant multimedia experience on Britannia's history delivered on a five storey audio-visual screen at the base of the historic Concentrator Building that has been designated a National Historic Site.
- A World Class Museum Experience - accessed by visitors via an articulated rail system that transports people on a twenty storey ride up the building to a series of exhibits showcasing Canada's mining history combined with majestic views of Howe Sound.
- An Underground Train Ride –that immerses the visitor in the historical sights, sounds and feel of century old mining methods will enhance the appeal of the Britannia project.
- The Earth Gardens of Britannia – emerging from the top storey of the Concentrator building, the visitor focus shifts to a dramatic series of hillside earth gardens, waterfalls and waterways, demonstrating the earth's regeneration.
- A World Class Innovation, Research and Sustainability Centre –the Earth Garden flows into a new, state-of-the-art innovation, research and sustainability centre, where Canada's commitment to sustainability for future generations is showcased to the world.
- Entertainment in the form of events, festivals and programmed activities that will animate a commercial area developed compatible with the character of Britannia's historic mining town centre and providing diverse shopping and restaurant choices. A revitalized waterfront with parks and a marina facility on Howe Sound, and eco and adventure tour access to British Columbia's backcountry coastal mountain range provide visitors with even more opportunities to appreciate the character and natural beauty of this special place on the Sea to Sky Highway.

The project will finance its annual operating costs by year three, generating gross revenues of about \$9 million annually from an estimated 400,000 paid admission visitors, as well as financial participation in the town centre commercial and waterfront developments, events and festivals program, and backcountry eco-tours.

## **A Public/Private Partnership**

The Britannia Project brings together industry, governments, First Nations and community. This partnership has been championed by the mining industry, the governments of Canada and British Columbia and the Britannia Beach Historical Society (BBHS). The project is now in Phase III of a five phase development. Phase 1 characterized preliminary concept development and Phase II, completed in June 2004, focussed on

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project conceptualization, market analysis and business planning research. Consultation with First Nations, community, government and mining industry representatives has been instrumental in reaching consensus on the way forward. The site is now undergoing remediation through funding by Britannia's former owners/operators under management by the Province. This program is expected to be completed by the end of 2005, and will open the door to significant new growth and development in the area.

### **Next Steps**

The Britannia Development Corporation (BDC) was formed in November, 2004 as an independent, non-profit corporation to implement the project on land made available by the BBHS. The total project cost is estimated at \$89 million, and it is assumed that 75% will be financed by public agencies of the federal and provincial governments, with 25% from private sector sources.

The BDC is now raising funds for Phase III comprising planning and detailed design, zoning and approvals, business planning and stabilization of the Concentrator Building. Phase III is estimated to cost \$6.5 million. \$3.0 million of this funding has been confirmed through a joint BC – Canada - industry funding arrangement facilitated by the BC Canada Infrastructure Program. A further \$500,000 will be raised through an independent fundraising campaign being led by the BC Museum of Mining. A shortfall of the final \$3.0 million has been identified and efforts are underway to identify appropriate public and private sector sources for this. Phase III is targeted for completion in twelve to fourteen months. It is vitally important to complete the financing for Phase III in order to put in place the necessary project infrastructure and financing to proceed with full implementation. The construction program (Phase IV) commences in 2006 with a scheduled opening in 2009, one year in advance of the 2010 Olympics.

### **A Global Audience**

The Britannia Project is national in character and will appeal to both Canadian and international audiences. The project provides an unparalleled opportunity to market Canadian research, innovation and expertise to hundreds of thousands of people a year. It can provide an opportunity to demonstrate Canada's leadership role in raising global awareness about sustainability challenges and solutions. It will become synonymous with Canada's efforts to advance best practices in the resource sector and will inspire a focus on sustainable approaches for governments, industries and communities.



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# 1. The Britannia Project

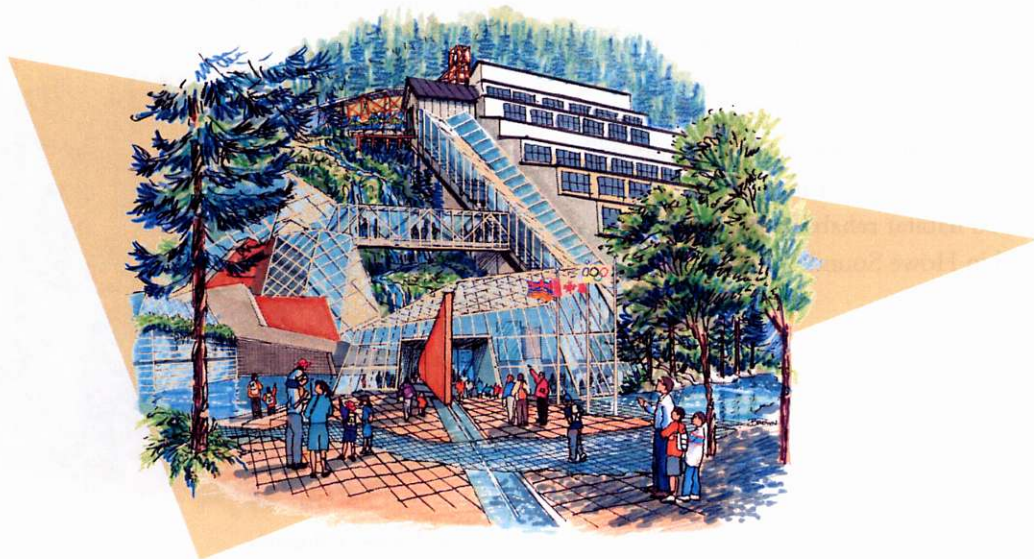
This project involves the transformation of a mining legacy site into a world-class destination that embodies the spirit and principles of sustainability. Positioned half way along the Sea to Sky corridor route to Whistler and next to the historic Britannia community, the Britannia Project is ideally situated to evolve as one of Canada's top attractions and a major contributor to the economic health of the Britannia community and nearby Squamish.

The Britannia site is currently operated as a tourism attraction by the Britannia Beach Historical Society. It features a modest museum of mining together with a train ride experience that generates about 40,000 visitors per year. The environmental pollution created by early 20th century mining practices is the focus of remediation efforts, led by the Province of British Columbia with support from former owners/operators, the Government of Canada and the University of British Columbia. Site clean-up has attracted recent investments in revitalizing and expanding the historic community adjacent to the site.

Opening in 2009, in time for the 2010 Winter Olympics, the Britannia Project will transform the mining legacy on the Britannia site into a compelling world-class tourist destination, attracting an estimated 400,000 local and international visitors to the Project's interpretive experiences. Demonstrating history, regeneration and sustainability in exciting and entertaining interpretive venues, the project will communicate Canada's approach to sustainability in the resource sector.

## **The Project's Sustainability Theme**

Sustainability is changing the way we build cities, the way we manage resources, and the way we do business and live our lives. Canada, in partnership with the provinces, has a critical role to play in efforts that communicate best practices, standards and new capabilities to avert ecological and social challenges in the resource sector. Canadian industry is seeking to demonstrate its leadership, innovation and competitiveness in emerging global environmental, energy and resource sector markets. The Britannia project is well positioned to demonstrate sustainability innovation on a global stage. It will tell the story of resource sustainability using the site's mining history, current remediation programs, and environmental technology as the underlying themes conveyed through a series of exciting, entertaining and educational venues.



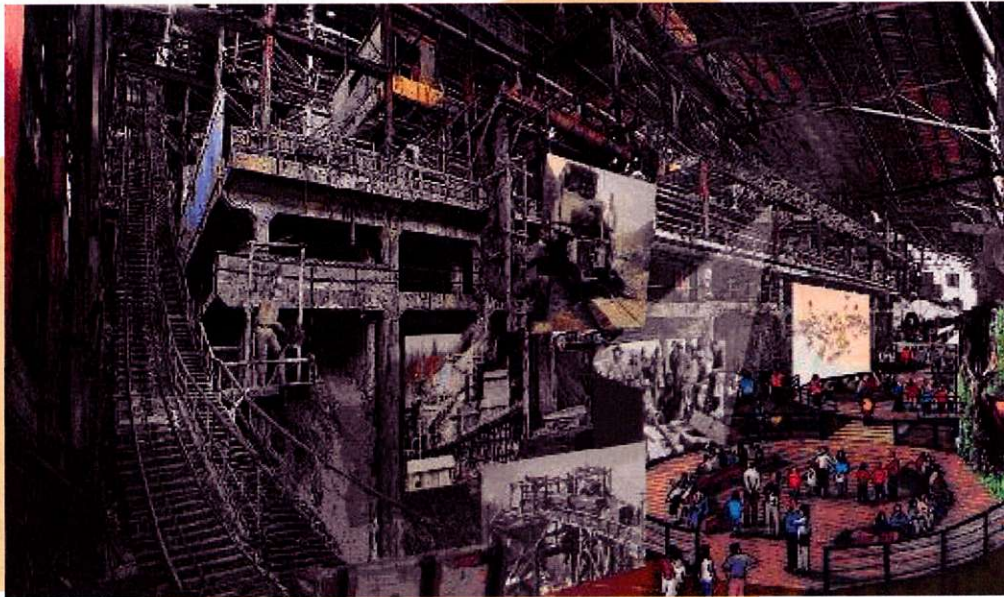


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## 2. The Britannia Visitor Experience

History, regeneration, and sustainability themes will be communicated to the visitor through entertaining, interactive experiences. These include:

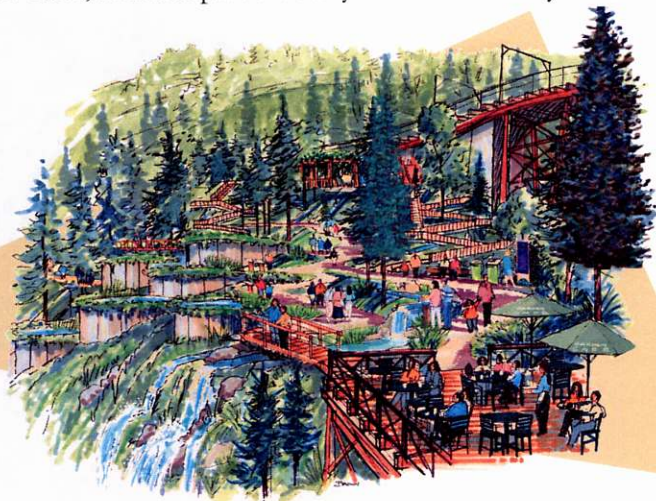
**Historical Interpretation:** An expanded and modernized museum of mining complemented with an exciting underground train ride, a state of the art multi-media experience within the Concentrator Building (a massive industrial mill building that has been designated as a Canadian National Historic Site) and a series of interpretive exhibits that tell the story of mining from the perspectives of First Nations, the mining industry and the community.



*Multi-Media Presentation in Concentrator Building*

**Regeneration Demonstration.** A dramatic series of hillside Earth Gardens complete with cascading waterfalls, interpretive trails, and outstanding scenic views of Howe Sound and surrounding mountains. The gardens celebrate the regenerative power of the earth, and interpret the story of how natural systems can purify previously contaminated waters.

Interpretive monitoring displays will convey information on the soil and water remediation efforts on site. Visitors will be told the story of marine and land based habitat rehabilitation on the site and in Howe Sound.



*Earth Gardens at Britannia*



**Sustainability and the Future:** The Innovation and Sustainability Centre will focus on environmental and social best practices, environmental technology in the resource sector, as well as sustainable communities through display galleries, exhibition spaces and conference and dialogue facilities. Its dramatic architecture utilizing LEED™ Platinum design standards will itself make a sustainability statement. An open, publicly accessible environmental research and learning centre complete with laboratory facilities and small classrooms will facilitate leading edge research related to the global environmental, resource sector and community issues.



*Britannia Innovation and Sustainability Centre*

### **Entertainment Features and Visitor Amenities**

The appeal of the Britannia project's interpretive story will be enhanced by two exciting experiences. Visitors will be transported from the Concentrator Building base to the Earth Garden on a spectacular 20 storey ride up the interior of the building using an articulated "people mover", similar to the system used by the mining industry 100 years ago. The underground train ride will take visitors on a journey into earth and time where they will witness milestones in mining history, and experience the sights, sounds and challenges of working underground.

A diverse array of visitor experiences and amenities throughout the site will complement the energy and vitality of the interpretive attraction, providing visitors with reasons to linger and to return:

- Shows, concerts, and festivals – celebrating with themes ranging from music and culture to history and art and “town picnic” lunches - evoking the history and culture of Canada's mining towns;
- Shopping – in a “Granville Island” style commercial district developed in the context of a historic mining town complete with shops, restaurants, galleries and gift stores;

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- Waterfront walks – along a revitalized waterfront park and marina capable of handling large volumes of yacht traffic from the Pacific Northwest; and
  - Exploring – in boat tours in and around Howe Sound, and eco and adventure tours in the Coastal Mountain backcountry.



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## 3. The Business Case

The Britannia project will be positioned as one of the top destination attractions in British Columbia and Canada. Over 70 local, regional and national travel trade representatives as well as British Columbia's largest destination marketing organizations have expressed support for the project.

In 2009 when the project opens, the available market from which the Britannia project will draw will exceed 11 million persons annually (over 2 million residents in the Lower Mainland area and over 9 million visitors to Vancouver and Whistler). A business case analysis indicates that Britannia can expect to attract an estimated 400,000 paid admission visitors per year and an additional 300,000 visitors stopping for shopping, food or other services by the 3rd year of operations. Multiple revenue streams available for the project include the events and festivals program with the ancillary spending it generates on food and beverage and shopping, and joint venture and/or concession revenues for the historic mining town retail and entertainment facilities, the waterfront marina, and backcountry tours. These visitors will generate admission fees and related revenues of about \$9 million annually for the Britannia Project. The project will generate sufficient annual revenues to offset annual operating costs.

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## 4. Project Benefits

The Britannia project is designed to be a powerful communications tool for sustainable resource sector practices for national and global audiences, financially sustained through its positioning as one of the top tourism destination attractions in Canada. The return on investment will be reflected in the role of the Britannia Project as an international focal point for the development and application of sustainable policies, practices and technologies. The by-product of this success will be benefits for:

- The local community and region – 250+ new jobs in the interpretive attraction, commercial town centre and ancillary attractions as well as a significant contribution to strengthening the tourism appeal of the Sea to Sky Highway and attracting additional investment in corridor;
- The education system – an opportunity to energize curricula around resource sector sustainability challenges, our current responses and what we can achieve in the future; and
- Senior Governments – a remediated Britannia site and an international class tourism destination attraction.

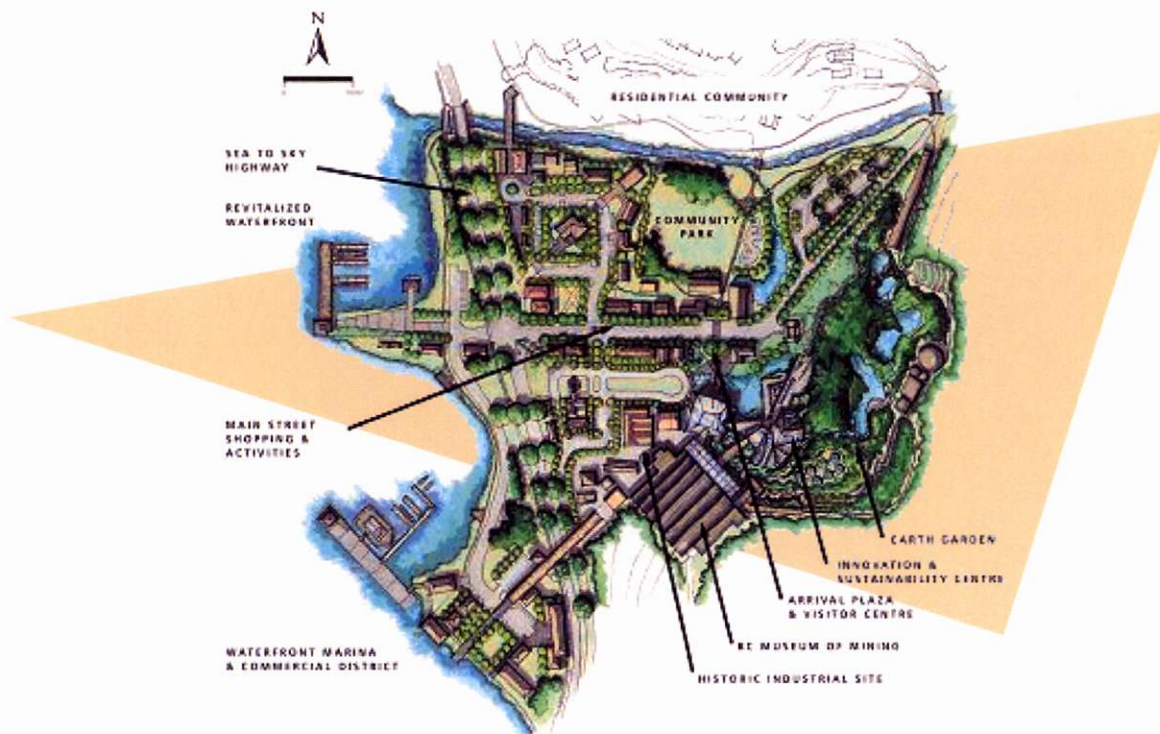
## 5. A Public /Private Partnership

This initiative brings together industry, governments, communities and First Nations who have participated in a 2 year planning process. With leadership from Natural Resources Canada, the Britannia Beach Historical Society, the mining industry and the University of British Columbia, the project has attracted a number of key partners and supporters. A list of the project advisory committee members is provided in Schedule 1.

In November, 2004, the Britannia Development Corporation (BDC) was formed as an independent, non-profit corporation to finance, construct and operate the project. Provision has been made for a Board of twelve members. This Board initially includes representation from the Britannia Beach Historical Society, the Mining Association of British Columbia, the Government of Canada and an independent director from the business community. It is proposed to be expanded in the near future to include representation from provincial and regional governments, local First Nations, the Britannia community and other industry stakeholders.

The project is located on 40 acres of prime commercial property owned by the Britannia Beach Historical Society (BBHS). This site incorporates the historic Concentrator building and surrounding lands as well as the historic mining town centre and parking areas. The BBHS has entered into an agreement with the BDC to make these lands available for this project

The BDC has also commenced discussions with the Province to secure tenure and/or ownership for 6.6 acres of Crown owned waterfront lands, Crown owned lands in the area to the north and west of the Concentrator Building required for the Earth Garden, and tenure for a large portion of the Crown owned backcountry lands for eco-tours. It is important that these lands form part of the Britannia project in order to ensure planning and development control consistent with project themes and to provide the project with additional revenue potential to ensure self-sustainability.





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## 6. Development Program

### **Phases I and II – Pre-Development**

Early phases of the project have been implemented with support from Natural Resources Canada, Western Economic Diversification Canada, the BC Museum of Mining, the Mining Association of BC and the Yukon Chamber of Mines and Parks Canada.

- In Phase I – the development of a preliminary concept with input from community consultations and a stakeholders workshop involving more than 80 local residents and area stakeholders.
- In Phase II – the preparation of a detailed concept and interpretive plan, informed by continued consultation as well as the formation of a 30 person project advisory committee. This phase included a detailed market analysis and business planning research for the project.

### **Phase III – Project Planning and Design**

Phase III has commenced with the expansion of funding support from Natural Resources Canada, Western Economic Diversification and the BBHS. A significant project awareness campaign including newsletters, web sites and presentations has been undertaken over the last six months.

The remainder of Phase III will focus on planning, building and infrastructure design, interpretive program design, site and building stabilization and the preparation of a business plan for the project. A key component of Phase III is the urgently needed stabilization of the Concentrator Building. As a Canadian National Historic Site, it is a central and compelling feature in the visitor experience.

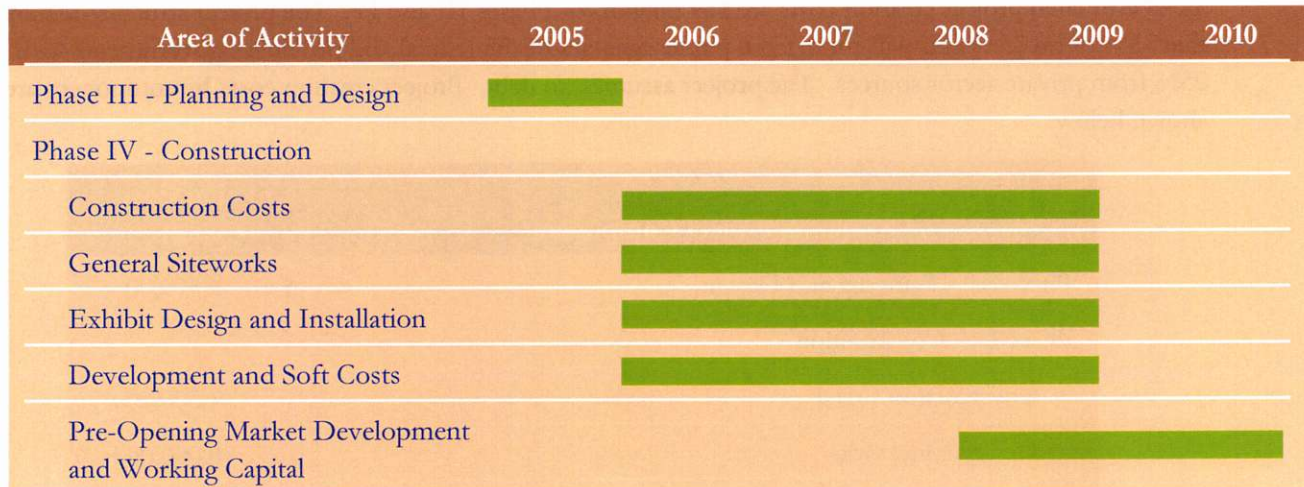
The estimated cost for Phase III is \$6.5 million. Details are provided in Schedule 2.

### **Phase IV – Construction and Pre-Opening**

Phase IV commences in 2006 and involves construction and pre-opening activities for the project. The estimated cost is \$83,039,000.

## 7. Project Schedule

The project assumes a construction start in 2006, in time to open the attraction in 2009, one year prior to the 2010 Olympic Games.



## 8. Proposed Financial Structure and Cash Flow

Total estimated project creation costs are \$89 million for Phases III and IV. The project structure assumes that 75% of project costs will come from public agencies of the federal and provincial governments with 25% from private sector sources. The project assumes no debt. Project creation costs by component are shown below.

Britannia Project Component	Creation Cost (Cdn.\$)
Phase III – Planning and Design	\$ 6,500,000
Phase IV - Construction	
Construction Costs	34,800,000
General Siteworks	8,000,000
Exhibit Design and Installation	8,250,000
Development and Soft Costs	21,785,000
Escalation on Construction and Siteworks (assuming 2006 construction start)	7,704,000
Pre-Opening Market Development and Working Capital	2,500,000
<b>TOTAL</b>	<b>\$ 89,539,000</b>

Provision has been made in the project to enter into development agreements and/or concession arrangements for selected components of the project. Specifically, the current plan involves:

- a call for proposals for development of the commercial area adjacent to the interpretive centre – anticipating that the BDC will become a joint venture partner and/or equity participant in the commercial development;
- a call for proposals process for the waterfront commercial development – again assuming tenure from the Province and either a joint venture arrangement or equity participation for development; and
- concession arrangements for backcountry commercial activities, pursuant to the tenure arrangement to be granted by the province to the Britannia Development Corporation and consistent with the province's backcountry commercial recreation policies.

Cash flow requirements for the project are summarized in Schedule 3. Construction on the site is expected to begin in the first quarter of 2006 and will require 36 months.



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# Project Advisory Committee

**Asp, Chief P. Jerry**, Tahltan First Nation, Canadian Aboriginal Minerals Association

**Baiden, Dr. Greg**, Laurentian University

**Barlow, Jim**, Parks Canada

**Calvert, Brian**, Natural Resources Canada

**Clarke, Brian**, Ministry of Sustainable Resource Management

**Clausen, Kirstin**, BC Museum of Mining

**Colvine, Dr. Sandy**, Geological Survey of Canada, Pacific Division

**Dawson, Jeff**, Community Futures Development Corporation

**Dickinson, Robert**, Hunter Dickinson Inc.

**Fast, Don**, Pacific and Yukon, Environment Canada

**Faubert, Claude**, Canadian Science and Technology Museum

**Gray, Michael**, B.C and Yukon Chamber of Mines

**Hodge, Dr. Anthony**, Anthony Hodge Consultants Inc.

**Iverson, Jane**, Britannia Beach Community

**Jepsen, Dan**, BC and Yukon Chamber of Mines,

**Lagacé, Denis**, Natural Resources Canada

**Lavkulich, Dr. Les**, The University of British Columbia

**McPhie, Michael**, Mining Association of BC

**Meech, Dr. John**, The University of British Columbia

**Mees, Adine**, Canadian Business for Social Responsibility

**Mundie, Richard**, Teck Cominco Ltd.

**Nassichuck, Mike**, Environment Canada

**Neilly, Michelle**, Western Economic Diversification Canada

**Parker, David**, Teck Cominco Ltd.

**Peeling, Gordon**, Mining Association of Canada

**Routledge, Ed**, BHP Billiton

**Scoble, Dr. Malcolm**, The University of British Columbia

**Simpson, Yale**, Britannia Beach Historical Society

**Sutherland, Ian**, District of Squamish

**Tattersfield, Pam**, Britannia Beach Community

**Turner, John**, Squamish Lillooet Regional District

**Waisman, Allan**, Britannia Beach Historical Society

**Wright, Janet**, Parks Canada

**Zigarlick, Natalie**, Recycling Council of BC

## Phase III Cost Estimate

Phase III Requirement	Estimated Cost
1. Project Management, Legal and Administration Services	\$ 680,000
2. Engineering Design, Feasibility & Business Plan	500,000
3. Interpretive Design for Attractions, Innovation Centre and Museum	625,000
4. Concentrator Building External Rehabilitation, Landscaping and Site Safety Issues	4,000,000
5. Land Use Plan, Environmental Assessment, Permitting & Development Approvals	125,000
6. Fundraising and Execution of Corporate and Financing Agreements	300,000
7. Contingency	270,000
<b>TOTAL ESTIMATED COSTS FOR PHASE III</b>	<b>\$ 6,500,000</b>

# Project Creation Costs and Cash Flow

## Britannia Project Creation Costs - January 18, 2005

<b>PHASE III</b>		
	Concentrator Building Stabilization	\$ 4,000,000
<b>PHASE IV</b>		
<b>Construction Costs</b>	Arrival and Visitor Centre	2,000,000
	People Mover	6,000,000
	Innovation Centre	15,000,000
	Museum Pavilion (Concentrator)	6,800,000
	Earth Garden	4,000,000
	Waterfront (Uplands) (Subsequent Phase) FF&E	1,000,000
		<b>34,800,000</b>
<b>General Siteworks</b>	Parking (Surface)	2,250,000
	Infrastructure	3,750,000
	Landscaping (Hard/Soft/Equipment/Waterfront Park)	2,000,000
		<b>8,000,000</b>
<b>Exhibit Design and Installation</b>	Exhibits - Arrival Centre	500,000
	Exhibits - Concentrator (Bottom)	2,000,000
	Exhibits - Concentrator (Top)	500,000
	Exhibits - Earth Gardens	1,000,000
	Exhibits - Innovation Centre	4,000,000
	Exhibits - Restored Buildings	250,000
		<b>8,250,000</b>
	<b>Total Construction - Exhibit Costs</b>	<b>51,050,000</b>
<b>Development and Soft Costs</b>	Architectural Engineering and Consultant Costs (17% of Construction and Siteworks)	9,844,000
	Project Management (3% of Construction, Siteworks and Exhibit Costs)	1,531,500
	DCCs (2%)	972,000
	Contingency - Construction and Siteworks - 25%	10,700,000
	Contingency - Exhibitory - 15%	1,237,500
	Escalation on Construction and Siteworks - 18% - assume construction start 2006	7,704,000
	Pre-opening Marketing	1,500,000
	Working Capital	1,000,000
		<b>34,489,000</b>
	<b>TOTAL PROJECT COST ESTIMATE</b>	<b>\$ 89,539,000</b>



## Cash Flow Estimate - January 18, 2005 (in \$000's)

	Budget	2005	2006	2007	2008	2009	Total
<b>Phase III</b>							
Concentrator Building Stabilization	\$4,000,000	4,000,000					4,000,000
<b>Phase IV</b>							
<b>Construction Costs</b>							
Arrival and Visitor Centre	\$2,000,000		500,000	1,500,000			2,000,000
People Mover	\$6,000,000			500,000	5,000,000	500,000	6,000,000
Innovation Centre	\$15,000,000		3,000,000	8,000,000	3,000,000	1,000,000	15,000,000
Museum Pavillion (Concentrator)	\$6,800,000		2,000,000	3,000,000	1,800,000		6,800,000
Earth Garden	\$4,000,000		1,000,000	2,000,000	500,000	500,000	4,000,000
Waterfront (Uplands) (Subsequent Phase)							
FF&E	\$1,000,000				500,000	500,000	1,000,000
Sub-Total	\$34,800,000		\$6,500,000	\$15,000,000	\$10,800,000	\$2,500,000	\$34,800,000
<b>General Siteworks</b>							
Parking (Surface)	\$2,250,000			500,000	1,750,000		2,250,000
Infrastructure	\$3,750,000		2,000,000	1,750,000			3,750,000
Landscaping (Hard/Soft/Equipment/Waterfront P	\$2,000,000			500,000	1,250,000	250,000	2,000,000
Sub-Total	\$8,000,000		\$2,000,000	\$2,750,000	\$3,000,000	\$250,000	\$8,000,000
<b>Exhibit Design and Installation</b>							
Exhibits - Arrival Centre	\$500,000		50,000	350,000	100,000		500,000
Exhibits - Concentrator (Bottom)	\$2,000,000		200,000	200,000	1,300,000	300,000	2,000,000
Exhibits - Concentrator (Top)	\$500,000		50,000	50,000	350,000	50,000	500,000
Exhibits - Earth Gardens	\$1,000,000		100,000	100,000	800,000		1,000,000
Exhibits - Innovation Centre	\$4,000,000		400,000	400,000	3,000,000	200,000	4,000,000
Exhibits - Restored Buildings	\$250,000		25,000	25,000	200,000		250,000
Subtotal	\$8,250,000		\$825,000	\$1,125,000	\$5,750,000	\$550,000	\$8,250,000
<b>Total Construction - Exhibit Costs</b>	<b>51,050,000</b>	<b>0</b>	<b>9,325,000</b>	<b>18,875,000</b>	<b>19,550,000</b>	<b>3,300,000</b>	<b>51,050,000</b>
<b>Development and Soft Costs</b>							
Architectural Engineering & Consultant Costs							
-17% of Construction & Siteworks	\$9,844,000	2,250,000	5,000,000	2,000,000	300,000	294,000	9,844,000
Project Management (3% of Construction, Siteworks & Exhibit Costs)	\$1,531,500	300,000	350,000	350,000	250,000	281,500	1,531,500
DCCs (2%)	\$972,000		972,000				972,000
Contingency - Construction and Siteworks - 25%	\$10,700,000		3,566,667	3,566,667	3,566,667		10,700,000
Contingency - Exhibitory - 15%	\$1,237,500			618,750	618,750		1,237,500
Escalation on Construction and Siteworks - 18%							0
-assume construction start 2006	\$7,704,000		3,852,000	3,852,000			7,704,000
Pre-opening Marketing	\$1,500,000				750,000	750,000	1,500,000
Working Capital	\$1,000,000					1,000,000	1,000,000
Sub-Total	\$34,489,000	\$2,550,000	\$13,740,667	\$10,387,417	\$5,485,417	\$2,325,500	\$34,489,000
<b>TOTAL PROJECT COST ESTIMATE</b>	<b>\$89,539,000</b>	<b>\$6,550,000</b>	<b>\$23,065,667</b>	<b>\$29,262,417</b>	<b>\$25,035,417</b>	<b>\$5,625,500</b>	<b>\$89,539,000</b>