



HMCS *Haida*

National Historic Site of Canada

Management Plan

2011



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by the Chief Executive Officer of Parks Canada, 2011.

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1. HMCS *Haida* National Historic Site of Canada Management Plan.

Cover Photograph - Captions and Credits

Top left: Young visitor in Radio Room. *Parks Canada*

Top middle: HMCS *Haida* at sea during World War II. *Parks Canada Archives*

Top right: Ship crew on deck of HMCS *Haida*. *Parks Canada Archives*

Bottom Image: HMCS *Haida* docked in Hamilton, Ontario. *Parks Canada*

Foreword



Canada's national historic sites, national parks and national marine conservation areas are part of a century-strong Parks Canada network which provides Canadians and visitors from around the world with unique opportunities to experience and embrace our wonderful country.

From our smallest national park to our most visited national historic site to our largest national marine conservation area, each of Canada's treasured places offers many opportunities to enjoy Canada's historic and natural heritage. These places serve as sources of inspiration, relaxation, learning and discovery. They represent the very best that Canada has to offer, and it is through these special places that we are all deeply connected to what it means to be Canadian.

Having been entrusted with this important legacy for over a hundred years, we reflect upon the steady growth of the Parks Canada network of protected areas as we continue to expand it. As we plan for the years to come, we can encourage lasting connections to our heritage and promote our protected places to be enjoyed in ways that leave them unimpaired for present and future generations.

We see a future in which these special places will further Canadians' appreciation, understanding and enjoyment of Canada, the economic well-being of communities, and the vitality of our society.

Our Government's vision is to build a culture of heritage conservation in Canada by offering Canadians exceptional opportunities to build personal connections with our natural and cultural heritage.

These values form the foundation of the new management plan for HMCS *Haida* National Historic Site of Canada. I offer my appreciation to the many thoughtful Canadians who helped to develop this plan, particularly to our dedicated team from Parks Canada, and to all those local organizations and individuals who have demonstrated their good will, hard work, spirit of co-operation and extraordinary sense of stewardship.

In this same spirit of partnership and responsibility, I am pleased to approve the HMCS *Haida* National Historic Site of Canada Management Plan.

A handwritten signature in blue ink that reads "Peter Kent". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Peter Kent
Minister of the Environment and Minister responsible for Parks Canada

Recommendations

Recommended by:



Alan Latourelle
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Parks Canada Agency*



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Executive Summary

This is the first management plan for HMCS *Haida* National Historic Site of Canada, located in Hamilton, Ontario. HMCS *Haida*, Canada's most famous warship, saw distinguished service with the Royal Canadian Navy in World War II, the Korean conflict and the Cold War. Decommissioned in 1963, she was designated as a national historic site in 1984 because of her role in naval combat and because she is the last of the Tribal class destroyers once used by three navies.

THE VISION

In 2020, HMCS *Haida* is managed and presented as a living, operating ship. Visitors enjoy the unique opportunity to explore, discover, experience, and learn about the inner workings of and life aboard a World War II-era naval vessel. The uniqueness of the ship and the range of visitor experience opportunities that it facilitates help Canadians engage in real and inspiring discovery, and create a sense of personal connection that is unique among Parks Canada's network of protected heritage places.

HMCS *Haida* is carefully maintained to ensure long life. Continuing repairs, as well as additions and improvements to on-board and shore-based exhibits ensure that the ship and her stories will survive. A range of effective, meaningful interpretive exhibits and programs tell *Haida*'s story. Visitors come away with an understanding and appreciation for the men who served on board *Haida*. Strong alliances with the Hamilton Waterfront Trust and local public and private organizations strengthen the visitor appeal of *Haida* and its place among other attractions along the Hamilton Waterfront, make the ship a "must see" educational resource for students in Hamilton-Wentworth, and help to maintain *Haida*. These partners and stakeholders engage *Haida*



Ship's Bell. Parks Canada Archives

through relationships with Parks Canada based on mutual respect and oriented to the achievement of shared outcomes, but in ways that they themselves define.

Public outreach education enables all Canadians to be touched by the ship and its fascinating history, whether through personal engagement in Hamilton and the Greater Toronto Area, or by way of virtual experiences for other Canadians and even communities of naval heritage enthusiasts throughout the world.

In these ways, HMCS *Haida* will expand its reach to Canadians in a manner that strengthens their connections to Canada's historic heritage, and to Canada's contribution to the

world stage and its own development during an especially traumatic and turbulent era of the 20th century.

KEY STRATEGIES

To achieve the vision for HMCS *Haida*, the management plan presents two key strategies to address major challenges and take advantage of identified opportunities. The key strategies support the integrated delivery of the three Parks Canada mandate elements (protecting heritage resources, promoting public appreciation and understanding, and facilitating meaningful visitor experiences), so that Canadians both near and far can experience and connect in a meaningful way with HMCS *Haida* and the stories that have made her a Canadian legend. Finally, the actions and the expected results associated with each key strategy are defined to support continued monitoring and clear reporting.

Significant management challenges that the key strategies are intended to address include: the need to facilitate visitor experiences that appeal to a broader range of audiences and that meet the needs and expectations of visitors; the need to continue the current repair programme to ensure the ship's watertight integrity as well as its commemorative integrity; and the provision of improved conditions for the artifacts associated with the ship. These issues will be addressed in a manner that integrates resource protection, public outreach education, partner and stakeholder engagement, and visitor experience through the following key strategies:

1. ENRICHING THE HAIDA EXPERIENCE, APPRECIATION, AND UNDERSTANDING

Broaden the range of visitor experience and public outreach education opportunities so that a larger number of Canadians can establish a sense of connection with Haida.

By meeting the needs and expectations of visitors and Canadians, this strategy will help to increase visitation and expand public outreach education audiences. Based on social science research and data, a visitor experience opportunities concept and a marketing plan will set the stage for improvements such as additional onboard exhibits that engage a broader range of senses (including touch and smell); improved shoreside exhibits and washroom facilities as Pier 8 is developed by the City of Hamilton; enhanced shore-based exhibits for those who cannot physically gain access to the ship; and the creative use of new communications technologies, tools and social networking to expand the relevance of *Haida* to a greater number and diversity of Canadians.

2. ENGAGING CANADIANS IN HAIDA'S CONTINUING LEGACY

Ensure continued repair and maintenance of the historic fabric of the ship in a way that actively engages Canadians, as participants in the implementation of protection measures and the animation of the ship, and in their appreciation of the protected cultural resources they discover on board.

Parks Canada will continue to carry out repairs and maintenance needed to preserve the ship's historic form, integrity and material. Qualified marine contractors must undertake many of the major repairs, but volunteers will continue to execute smaller repairs and day-to-day maintenance. Restoring the ship's heating system would improve environmental conditions for the onboard artifacts and possibly allow for an extension of the visiting season and enhance visitors' on-board experiences.

This continuing work will enhance the presentation of the ship as an authentic environment, and enable visitors to appreciate the endless work required to keep a ship afloat. It will also offer opportunities for potential partners to further their own interests relating to the ship. Through the respectful defining of mutual interests with Parks Canada, partners can

determine how they can contribute directly to enhancing the ship's condition and animation.

EXPECTED RESULTS OF THE MANAGEMENT PLAN

The actions to be carried out under these key strategies are expected to achieve the results listed below. This list reflects a mix of site-specific targets and those articulated for Parks Canada Agency protected heritage places as a whole:

- Site visitation of 11,757 in fiscal year 2008-2009 will have increased 33% by fiscal year 2011-2012.
- 85% of visitors surveyed consider HMCS *Haida* meaningful to them.
- 85% of surveyed visitors feel they learned about *Haida*'s cultural heritage.
- 90% of surveyed visitors are satisfied with their visit (99% in 2006).
- 90% of surveyed visitors enjoy their visit.
- A "good" rating for effectiveness of communication has been maintained.
- An increase in: a) the total number of audiences reached, b) the variety of audiences and c) the ways in which they are reached.
- The structural condition of the ship is understood by Parks Canada Agency.
- The condition of the ship is maintained or improved.
- On-site knowledge of the history and daily operation and maintenance of the ship is maintained.
- At least 90% of all artifacts are in fair-to-good condition.
- The nature and scope of the artifact collection is understood by Parks Canada cultural resource management staff.
- Increased number of partnering agreements and collaborative arrangements.
- Volunteering in *Haida*'s maintenance and animation is maintained or increased.

With these measures carried out, visitors to *Haida* will continue to enjoy the unique opportunity to thoroughly explore a World War II-era naval vessel—Canada's sole heritage destroyer—from stem to stern: bridge, mess decks, officers' quarters, gun decks, radio room, engine room; all of the essential parts of a hard-working ship. Forever "in a class of her own", HMCS *Haida* will continue to serve as a reminder of the sacrifice, courage and tenacity of the Royal Canadian Navy. Furthermore, this heritage vessel will facilitate in a unique manner Canadians' continued and inspired discovery of Parks Canada's protected heritage places.

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1.0 Introduction



HMCS *Haida* arriving in Hamilton, Ontario. Parks Canada Archives

Parks Canada works to foster, through meaningful experiences, Canadians' strong sense of connection to their national parks, national historic sites, and national marine conservation areas, and works to ensure these protected heritage places are enjoyed in ways that leave them unimpaired for present and future generations.

HMCS *Haida* is part of a world-renowned system of national historic sites held in trust by Parks Canada. In administering the site, the Agency is accountable to the people of Canada. Canada's national historic sites define important aspects of Canada's diverse but shared heritage and identity. These places, their protected resources and the real, inspiring stories they tell, touch the hearts and minds of Canadians and bind us to this great country and to each other. They are a part of us.

1.1 LEGISLATIVE AND POLICY BASIS FOR MANAGEMENT PLANNING

Parks Canada staff are responsible for maintaining the integrity of the resources in their care, and for facilitating opportunities so that people can discover, experience, enjoy, appreciate, and understand these special places—and be inspired by and feel connected to them. The *Parks Canada Agency Act* (1998), the *Canada National Parks Act* (2000), and Parks Canada's *Guiding Principles and Operational Policies* and the *Parks Canada Corporate Plan* all set the context for and guide staff in carrying out this responsibility.

Parks Canada must prepare management plans for each protected heritage place it manages, including national historic sites. The management plan is a forward-looking, 15-year

document that defines a long term vision for the site and sets out the strategic direction that guides its management. The management plan outlines how the elements of the Parks Canada mandate to protect heritage resources, stimulate public appreciation and understanding, and facilitate meaningful visitor experiences, will be delivered in a mutually-supportive and integrated fashion, and where efforts and resources will be invested in the site. Signed by the Minister of the Environment and tabled in Parliament, the management plan is Parks Canada's key accountability document with Canadians.

Parks Canada's *Guiding Principles and Operational Policies* (1994) provide the broad policy basis for management planning. *Parks Canada's Guide to Management Planning* (2008) articulates the principles, processes, and requirements of preparing a management plan within the guiding framework of the integrated delivery of Parks Canada's mandate. Management plans must be reviewed and updated every five years in a process launched by the preparation of a state of the site report that assesses site condition and management plan effectiveness.

1.2 PARKS CANADA'S MANDATE AND ITS INTEGRATED DELIVERY THROUGH MANAGEMENT PLANS

Parks Canada's mandate embraces three mutually supportive areas of activity that are delivered in an integrated fashion:

- Protection of heritage resources;
- Fostering public appreciation and understanding of Canada's natural and cultural heritage; and
- Facilitation of meaningful visitor experiences.

The **protection of heritage resources** includes resources and artifacts directly related to the reasons for a site's designation as a national historic site, and those not directly related to the site's designation but that support and enhance the site's historic role.

Meaningful **visitor experiences** are defined as the sum total of a visitor's personal interaction with protected heritage places and people, an interaction that awakens the senses, affects the emotions, stimulates the mind, and helps the visitor create a sense of attachment and connection to these places.

Through **public appreciation and understanding**, Parks Canada aims to reach Canadians at home, at leisure, at school, and in their communities through communication and education opportunities designed to increase awareness, understanding, and appreciation of the significance of Parks Canada's heritage places and the importance of protecting and presenting them. Parks Canada also seeks to broaden its base of support by engaging its stakeholders and partners, and encouraging shared leadership through active participation in the development and implementation of the Agency's future direction.

This management plan reflects Parks Canada's integrated approach to planning. The three mandate areas are treated as mutually reinforcing—through the site vision that articulates the desired long-term character, state, and role of the site, and through implementation of the key strategies that helps to realize the site vision.

1.3 PURPOSE OF THIS MANAGEMENT PLAN

The purpose of this management plan, the first for HMCS *Haida*, is to provide clear direction for the management and operation of the site for a 10 to 15-year period. As a strategic document, a management plan is not an end in itself; rather, it provides a framework within which subsequent management, planning, implementation, monitoring, and reporting take place. As such, the plan aids in the effective use of public funds in the site's management by clearly defining the expected results of the actions contained therein, and by providing for the assessment of their effectiveness.

1.4 DEVELOPMENT OF THE MANAGEMENT PLAN AND PUBLIC CONSULTATION

This management plan was developed through consultation with partners, stakeholders and the general public. One-on-one discussions were held with the City of Hamilton, the Hamilton Waterfront Trust, veterans' organizations, and the Department of National Defence to outline the planning proposals and seek input. Public open houses were also held in Hamilton. There was broad support for the long-term direction proposed for the ship, and much of the discussion focussed on means of generating greater awareness among potential visitors to and new audiences for this unique national historic site.

2.0 Importance of HMCS *Haida* to the National Historic Sites System



HMCS *Haida* during the Second World War. Parks Canada Archives

HMCS *Haida* is Canada's most famous warship. The ship was designated a national historic site for her role in naval combat and for the fact that she is last of the 27 Tribal class destroyers that were built at the time of World War II for the British, Australian and Canadian navies.

It is not by accident that *Haida* is known as "Canada's Fightingest Ship", as she earned an impressive war record. Commissioned in August 1943 under the command of Commander Harry DeWolf, she began her career taking part in escort duty on the famous Murmansk convoys. On one of these convoys, *Haida* participated in the operation which culminated in the sinking of the feared German battleship *Scharnhorst*.

Building on this early experience, *Haida* and DeWolf achieved almost legendary status as part of the 10th Destroyer Flotilla in 1944.

This was an elite group of destroyers from the British, Canadian and Polish navies chosen to guard the English Channel in an attempt to wear down German destroyer strength prior to the Allied invasion of Europe. During the many night engagements with the enemy in which the flotilla took part, *Haida* was a major player, participating in the destruction of three German destroyers as well as several coastal vessels. In April 1944, three major battles culminated in the loss of two German destroyers—T-29 and T-27—and one Canadian destroyer, HMCS *Athabaskan*. DeWolf in *Haida* was either in command of the entire force involved or had command thrust upon him during these attacks. In each case, the combination of his leadership and tenacity, and the skill and determination of *Haida*'s crew, was key to victory. These successes won the admiration of fellow officers, sailors and the Canadian people.



HMCS Haida during Korean War. Parks Canada Archives

The success of the Tribal class destroyers during the Second World War has overshadowed their post-war record but, until their final decommissioning in the mid-1960s, the “Tribals” continued to make important contributions. In the early 1950s, the Royal Canadian Navy (RCN) focussed on anti-submarine warfare and, since then, the Royal Canadian Navy has earned a reputation as one of the finest anti-submarine forces in the North Atlantic Treaty Organization (NATO). As part of the move to specialization, the Tribals, including *Haida*, were converted to destroyer-escorts. This involved a major transformation through the fitting of the Squid anti-submarine weapon, new armament, sophisticated surveillance systems and greatly improved living conditions. Six of the Tribals saw duty in Korea, including two tours by *Haida*. The configuration of the ship that visitors see today dates to this period in her history.

While *Haida*'s outstanding war record is unique among Canadian ships, she is also symbolic of Canada's naval experience for much of the twentieth century. Designed in the mid-1930s, *Haida*'s post-war modifications influenced ships that still serve in the

Canadian Navy. So too the people who served on her shared the same experiences of thousands of other Canadians who have served in the Navy. They may not have served in Tribals, but they fought in World War II or Korea, they stood watch in NATO exercises and on United Nations (UN) missions, and they represented Canada to the world. It is this combination of the unique and the typical which is *Haida*'s historic legacy.

In 1984 the Historic Sites and Monuments Board of Canada (HSMBC) recommended that: “...by virtue of both its role in naval combat and the fact that of its Class it alone survives, H.M.C.S. Haida is of national historic and architectural significance.”

It is important to note that it is naval architecture which is intended here, rather than the architecture of buildings. As such, the commemorative integrity of *Haida* concerns not only traditional architectural values, such as a functional form with a pleasing design, but also the values of the engineering systems (propulsion, armaments, communications, etc.) which made her an effective fighting machine.

In June 1989, the following plaque text received full HSMBC approval:

“HMCS Haida is the last of the Tribal Class destroyers which saw heavy action with the Australian, British and Canadian navies in all theatres during World War II. Built for the Royal Canadian Navy at Newcastle, England, in 1942, this ship served on the frigid Murmansk run and in clearing the English Channel for the Normandy invasion. She helped sink 14 enemy vessels. Haida was recommissioned in 1952 and served two tours of duty with the United Nations in Korea, taking part in shore bombardment, blockades and attacks on trains. Opened as a museum in 1965, the ship was relocated here in 1971.”

The plaque text was revised in 2003 to alter the last line, following relocation of the ship to Hamilton.

Within the National Historic Sites System Plan, HMCS *Haida* represents the “Military and Defence” sub-theme under the theme “Governing Canada”.

The ship is “twinned” with another former vessel of the 10th Destroyer Flotilla, ORP *Blyskawica*, berthed in Gdynia, Poland. In 2005, HMCS *Haida* National Historic Site of Canada was invited by the Polish Navy to enter into a formal Memorandum of Understanding with the preserved Polish destroyer ORP *Blyskawica* for the purpose of sharing information, expertise and goodwill. This memorandum was signed in Poland in 2006 and in Canada the following year. The objectives of the memorandum of understanding between the two ships are as follows:

- To promote co-operation and mutual exchange of historical information and of research material to help increase public knowledge of this period by the citizens of Poland and Canada;
- To facilitate employee exchange arrangements whose main objective is to enhance the quality of programs offered at each of the two sites;
- To heighten the profile of each site to ensure that Poles and Canadians have a better understanding of their own history; and
- To demonstrate the continuing ties between ORP *Blyskawica* and HMCS *Haida* National Historic Site.

In June 2010, Parks Canada received an International Maritime Heritage medal from the World Ship Trust in recognition of its outstanding preservation and maintenance of HMCS *Haida*. The award was presented to Parks Canada staff in Halifax by His Royal Highness Prince Phillip during Queen Elizabeth’s Royal visit to Canada. HMCS *Haida* is the 30th ship to receive this medal, and follows the 29th medal award to its “twinned” ship ORP *Blyskawica* in 2008.

3.0 Planning Context and Current Situation



Sharing stories. Parks Canada

3.1 SITE HISTORY

Following decommissioning in 1963, HMCS *Haida* was acquired from the Department of National Defence by a group of Toronto businessmen and former naval officers, who wished to see the ship preserved. She was opened as a museum ship in Toronto in 1965. In November 2002, *Haida* was acquired by Parks Canada from the Government of Ontario and sent to drydock for extensive hull repairs. In August 2003, on the 60th anniversary of her commissioning, she arrived at her new berth in Hamilton, Ontario.

3.2 SITE LOCATION AND MANAGEMENT

HMCS *Haida* National Historic Site of Canada is located at Pier 9, off Catharine Street

opposite the naval reserve division HMCS *Star*, in Hamilton, Ontario (see Figure 1). The property (0.42 hectares) is under a 10-year lease from the Department of Defence that expires in 2013. The jetty is filled land which makes construction extremely expensive due to the need for deep pilings; as a result, Parks Canada's original plan to construct a building to house site administration, interpretation, and visitor services was cancelled late in 2003.

Haida is open to the public on a seasonal basis only, since she is unheated and the steel decking and ladders can be unsafe in cold and wet weather. Public washrooms are provided by way of three permanently-installed flush toilets (including one that meets accessibility requirements) located behind the gatehouse. The *Friends of HMCS HAIDA* have built and now staff a small building which serves as a ticket sales office and gift shop. The Friends sell bottled water in the gift shop because there is no

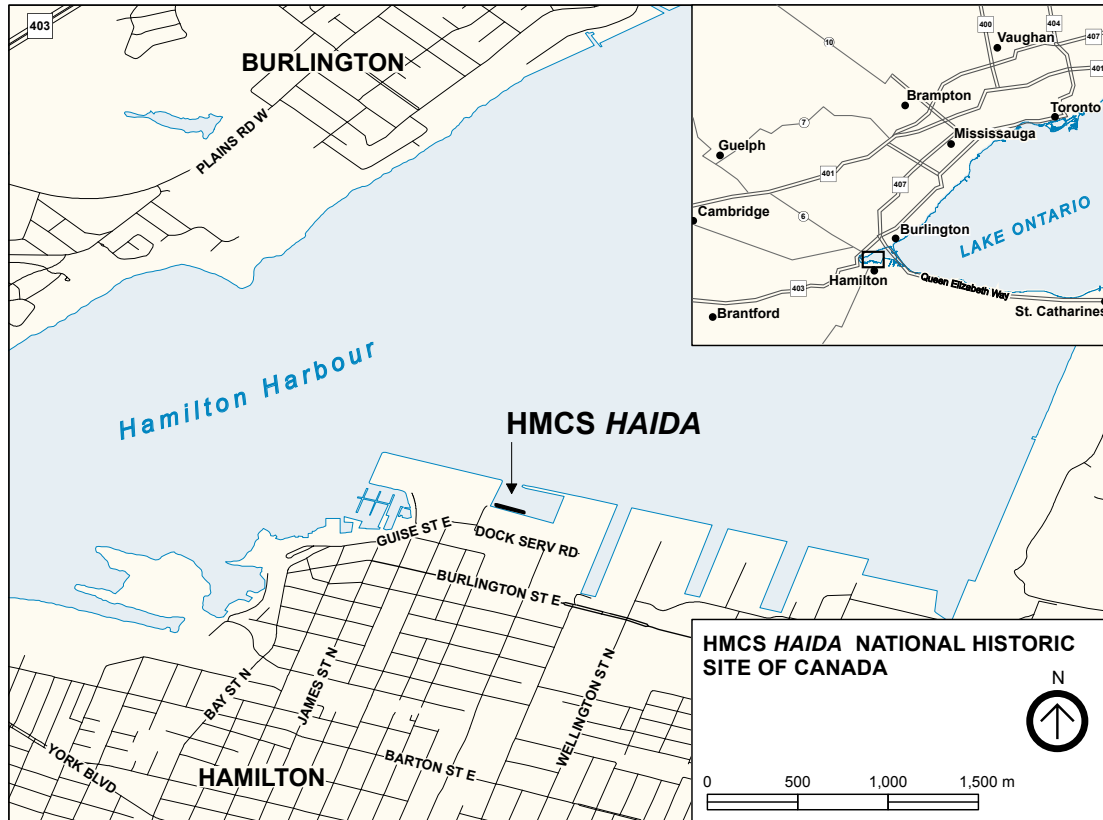


Figure 1 Map of Hamilton Harbour showing location of HMCS Haida National Historic Site of Canada.

drinking water on site. The former guardhouse for HMCS *Star* has been converted for use by Parks Canada staff as office and lunch space. A parking area and basic picnic facilities are also provided on the jetty adjacent to the ship.

Because *Haida* is not accessible to everyone, several exhibits have been installed on the jetty to provide an alternate learning experience and basic messaging for visitors who cannot gain access to the ship. However, for many veterans, the need to visit the ship one last time is so great that they insist on making the effort to gain access to at least the main deck.

3.3 STATE OF THE NATIONAL HISTORIC SITE

The management plan was initiated in advance of the Agency requirement for a 'State of the Site' report. Nonetheless, in preparation for management planning, a number of social science research and cultural resource evaluation tools were completed: a Commemorative Integrity Evaluation (2005), a Visitor Experience Assessment (2006), and a Visitor Information Program survey (2006). In addition, a certified marine surveyor undertook a survey of the weatherdecks in 2005 to assess the condition of the decks and related interior spaces, and to set priorities for essential repairs. A marketing plan prepared in 2002 predates the ship's transfer from Toronto to Hamilton and is of some, but limited, use. The site's first State of Site Report is scheduled for preparation in 2013.

Commemorative Integrity

A Commemorative Integrity Statement for HMCS *Haida* was completed in 1998. The Commemorative Integrity Statement identifies the reasons for which HMCS *Haida* was designated to have national significance. They are:

- HMCS *Haida* is of national historic significance because of her role in naval combat; and
- She is of national architectural significance because she is the last of the Tribal Class destroyers.

The designated place is the entire ship, including the hull and superstructure; main and auxiliary machinery; masts and aials; ordnance; and the built-in furnishings and fittings. Other than the ship herself and a few associated artifacts, there are no landscape, archaeological, or built resources associated with *Haida*.

In 2003-2004, in preparation for opening *Haida* to the public in Hamilton, considerable work was undertaken in planning for interpretive exhibits and programmes. Three critical decisions were made as part of that planning work. The first was the development of four main themes to communicate the significance of HMCS *Haida*. They are:

- Her Role in Naval Combat
- Last of the Tribals
- Life on Board
- The Big Picture

The first two themes derive from the reasons for her designation as determined by the Historic Sites and Monuments Board of Canada. A Parks Canada planning team identified the remaining two themes. “Life on Board” tells the story of men who served in *Haida*, and

what life on a naval vessel in both peace and war was like. “The Big Picture” places *Haida*’s achievements in the context of world events and asks the question, Did *Haida*, and Canada, make a difference?

The planning team decided that two of these themes, “Life on Board” and “Last of the Tribals”, would be best told aboard ship, but that the other two themes, because of their complexity, would be best told in a visitor centre. When the decision was made late in 2003 not to proceed with the visitor centre, all four themes were adapted for presentation on board. As a consequence, the “Role in Naval Combat” and “Big Picture” themes are not adequately addressed.

The second critical decision was that the interpretation of *Haida*’s history and achievements should not seek to glorify war, but should be a straight-forward statement of the facts, allowing visitors to draw their own conclusions. Parks Canada staff has always been aware that in telling *Haida*’s story we are telling the story of living veterans and their service. Therefore, the third critical decision was that the presentation of that story must be done with respect and honesty.

The Commemorative Integrity Evaluation carried out in 2005 generated mixed messages concerning the health of the site:

- The condition of the ship’s superstructure and deck was rated as “poor” as a result of continuing corrosion. Holes exist in several areas of the bulkhead and interior compartments. The hull repairs carried out in 2003 were done poorly and may accelerate the rate of corrosion of the hull. Main and auxiliary machinery and the hull are in fair condition, also as a result of continuing corrosion.
- “Effectiveness of Communication” was ranked as “good”.

- Management practices were rated as “poor”: The *Haida* is currently (2010) in year 6 of a planned 7-year phased programme to repair the weatherdecks. The extent of improvement in ship condition will be determined in the next Commemorative Integrity Evaluation update scheduled for 2010. However, there has been no survey of other areas of the ship’s superstructure and no comprehensive repair strategy is in place. Additionally, some of the many artifacts associated with *Haida* are stored on board, and some are in storage at Parks Canada facilities in Cornwall. A formal inventory of the ship’s components and artifacts is partially complete. An evaluation of the artifacts and the nature of their value is also partially complete.

Since acquiring HMCS *Haida* in 2003, Parks Canada has invested considerable effort to improve the ship’s condition. All 7 phases of deck repairs will be completed by March 31, 2011. The interior of the ship has been painted and decks retiled; the hull was painted in 2009. The ship’s cutter (small boat) has also been restored and is housed in a new building on the jetty next to the ship. This work has gone a long way to improve the condition of the ship, and should generate improvements in the Commemorative Integrity Evaluation scheduled for 2010.

The expertise of the current Shipkeeper (a former Royal Canadian Navy seaman) is essential to the continuing maintenance and operation of the ship. An apprenticeship opportunity would be desirable to ensure the continuation of this expertise, and could tie into improvements in public outreach education and the facilitation of opportunities for visitor experience.

Visitor Experience

By working to facilitate meaningful experiences, Parks Canada seeks to provide visitors with the opportunity to enjoy, learn, and discover, thereby creating their own personal sense of



Emergency Steering Position. Pamela Jalak

connection to HMCS *Haida*. The site has averaged around 12,000 visitors per year over the past few years (12,529 visitors in 2009), down from a high of 53,099 in 2004 (the first year she was open to the public in Hamilton, and when no fees were charged).

The 2006 Visitor Information Program survey revealed that *Haida* is a popular attraction for children (half of all visitors are under 17), while eight percent of visitors either have past service in the Navy or have a family member with past service. Fifty-two per cent of visitors come from an area within a 30 km radius of Hamilton, suggesting that residents of surrounding communities consider *Haida* to be relevant and worthy of visiting. Only 12% are repeat visitors. The average length of stay was between 1.5 and 2 hours.

The 2006 Visitor Information Program survey showed that 99% of visitors were satisfied or very satisfied with their visit. Although almost everyone was satisfied with their overall experience, only 41% were very satisfied with



Exploring on the Bridge. Parks Canada

the condition of the washrooms, and only 49% were very satisfied with the display panels on shore.

The physical layout of the ship limits opportunities for guided tours and excludes mobility-impaired visitors. Alternative experiences for those not able to board the ship could be enhanced, as noted in the 2006 Visitor Experience Assessment. Both it and the Visitor Information Program survey indicated that washroom facilities are substandard. However, the jetty is composed of fill, and so providing a suitable building would be extremely expensive because of the need for pilings.

The 2006 Visitor Information Program survey also revealed that visitors leave the ship with a good understanding of the key messages: 25% of surveyed visitors correctly answered all six questions relating to the national significance

of *Haida* and 75% of surveyed visitors answered at least four questions correctly.

There is a reasonable amount of social science data relating to the site, however information on the different types of visitors that visit or might be interested in visiting, the nature of their interests, and their motivations for visiting, is incomplete.¹ Tourism-related information is available as secondary sources thanks to the site's location in a major metropolitan market and the NHS site manager's membership on the board of Tourism Hamilton.

¹ Parks Canada has adopted the Canadian Tourism Commission "Explorer Quotient", a self-assessment technique to categorize visitors and markets according to the type of experiences they are seeking. The "explore type expectations" include: Authentic Experienter, Cultural History Buff, Cultural Explorer, No-Hassle Traveler, Gentle Explorer, Personal History Explorer, Free Spirit, Rejuvenator, Virtual Traveller. Parks Canada will use this segmentation tool to help identify visitor needs, interests, and expectations based on their personal values and travel motivations and to support planning, decision-making, and program development.

Public Outreach Education

Parks Canada facilitates opportunities for Canadians to discover and learn about HMCS *Haida* and develop a personal sense of connection to the site through programs delivered in local schools, publications, the site website, and other media. Public outreach education programs also promote understanding and appreciation of the national significance of *Haida* and Parks Canada's system of heritage places. The state of public outreach education will be assessed in the State of Site Report scheduled for 2013.

One of Parks Canada's key stakeholders is the City of Hamilton. The City has embarked on a long-term strategy of enhancing its waterfront through a mix of public and private development. The opening of the former Parks Canada Discovery Centre in 2004 and the berthing of HMCS *Haida* to the east of the Discovery Centre the year before expanded the range of public opportunities on the waterfront. *Haida* is currently considered the eastern terminus of the Waterfront Trail. The site manager is well-placed to take advantage of opportunities to be involved in, and potentially influence, development decisions on the east end of Pier 8 (see Section 6).

Stakeholder and Partner Engagement

Stakeholder and partner engagement is intended to broaden Parks Canada's base of support for the site's conservation and presentation by way of mutually-beneficial initiatives that are based on mutual respect, mutual interest, and the achievement of shared outcomes that build on the specific interests of our partners and stakeholders.

Parks Canada has a number of partnering agreements encompassing site tenancy, interpretation, marketing, and basic visitor services and facilities. The partners are:

- Department of National Defence (10-year lease signed in 2003; HMCS *Star*)
- Friends of HMCS HAIDA (gift shop, fundraising, and volunteer programs)
- Polish destroyer ORP *Blyskawica* (Memorandum of Understanding for the purpose of sharing information, expertise and goodwill)

4.0 Vision

*Some ships are famous for winning a single battle: HMS Victory.
 Some ships are famous for a single tragic loss: USS Arizona.
 And some ships are famous for an entire career of exemplary service: HMCS Haida, “the fightingest ship in the Royal Canadian Navy”.*

It is 2020. HMCS *Haida* is managed and presented as a living, operating ship, not just as an artifact frozen in time: as much equipment works (e.g., radar, radio, the auxiliary engines) as is practicable and appropriate with the need to maintain historic fabric. Visitors to *Haida* enjoy the unique opportunity to thoroughly explore, discover, experience, and learn about the inner workings of and life aboard a World War II-era naval vessel at their own pace, from stem to stern: bridge, mess decks, officer’s quarters, gun decks, radio room, engine room—all of the essential parts of a hard-working ship. Her movement as she tugs at her moorings provides the sensation that *Haida* is underway, setting out on further adventures. The smells, sounds, touch and even the gentle sway of the ship in her berth facilitate opportunities for visitor experiences like few others and a real and inspiring connection to place that is unique amongst Parks Canada’s network of heritage places.

A range of effective, meaningful and affordable interpretive exhibits and programs are in place to tell *Haida*’s story. The innovative use of “soundscapes” brings the ship alive, simulates a voyage and re-creates an actual battle. *Haida* appeals to a broad range of audiences because her stories are timeless and are told well: it is more than just the nuts and bolts of the machinery but the men who served, of how they, their ship and others like her, and our country, made a difference when their service was needed. Visitors come away with an understanding and appreciation for the men who served on board *Haida*. *Haida* remains a powerful and moving symbol of all the Tribal destroyers and in particular continues as the venue for commemorating the loss of HMCS *Athabaskan*.

As described in the Commemorative Integrity Statement, *Haida* is “maintained in a stable and upright condition, on a level keel, without list or trim, without hog or sag”, and is watertight. Work continues to refurbish the ship’s historic fabric. Preventive maintenance is recognized as the key to preserving the vessel and is diligently pursued. Continuing repairs as well as additions and improvements to the exhibits on board and on shore assure veterans that their ship and their stories will survive, as a new generation learns of their accomplishments.

Within the Greater Hamilton area, HMCS *Haida* is seen as a “must see” attraction and one of the key sites in Tourism Hamilton’s marketing strategy. *Haida* is one place that everyone wants to visit. There are strong local partner relationships with other attractions, including the Hamilton Waterfront Trust, HMCS *Star* and the Sea Cadets and Navy League of Canada.

HMCS *Haida* brings together the wisdom of age and the enthusiasm of youth. The ship is an important educational resource for students in Hamilton-Wentworth to develop their passion for Canada’s naval history. Educational programs that involve naval veterans provide an especially personalized, meaningful, and memorable experience for youth, who are encouraged to participate in the ship’s volunteer programs. These programmes are complemented by a strong and interactive virtual presence through such tools as social networking that brings the ship’s history and veterans’ stories to life for Canadians across the country, and that helps Parks Canada staff and partners serve as the premier source for information on *Haida*, its history, and its contribu-

tions to Canada's international reputation and Canadian identity and pride.

Haida's site managers are also entrepreneurial in their approach, exploring long-term private sector funding opportunities. While maintaining the integrity of the ship, and respecting the legacy of those who served, special events bring in revenue to support the site. Similarly, without compromising the ship's integrity, appropriate opportunities to utilize *Haida* as a film location bring in additional revenues that are retained to augment other funding sources.

Forever "in a class of her own", HMCS *Haida* continues to serve as a reminder of the sacrifice, courage and tenacity of the Royal Canadian Navy, and facilitates in a unique manner Canadians' continued and inspired discovery of Parks Canada's heritage places.

5.0 Key Strategies

Key strategies form the heart of this management plan. They provide concrete direction to address major challenges and capitalize on opportunities to achieve the site vision. They show how Parks Canada, together with its partners, will focus resources and effort to translate the vision into reality. The implementation of the key strategies at HMCS *Haida* will contribute to the integrated delivery of Parks Canada’s mandate—protection, public appreciation and understanding, and visitor experience.

Two key strategies have been formulated for HMCS *Haida*:

- ***Enriching the Haida experience, appreciation, and understanding:***
Broaden the range of visitor experience and public outreach education opportunities so that a larger number of Canadians can establish a sense of connection with *Haida*; and
- ***Engaging Canadians in Haida’s continuing legacy:***
Ensure continued repair and maintenance of the historic fabric of the ship in a way that actively engages Canadians, as participants in the implementation of protection measures and the animation of the ship, and in their appreciation of the protected resources they discover on board.

Associated with each key strategy is a series of objectives—each supported by specific actions—that are designed to achieve the strategy. Targets associated with each objective articulate the expected results of the management plan. Although some objectives will be achieved in the first five-year planning cycle, many are longer-term in nature whose fulfillment will extend to the 15-year life of the plan.



Crew member. Parks Canada Archives

The key strategies and actions are based on social science data, visitor needs, potential market needs and demand, where this information is available, as well as heritage conservation needs.

Progress toward achieving the expected results will be monitored through annual implementation reviews, and a thorough assessment of achievements will be completed by way of a State of the Site Report (see Section 8.0 Monitoring and Reporting). The report will form an important first step in the five-year review of this management plan.

KEY STRATEGY 1

Enriching the *Haida* experience, appreciation, and understanding:

Broaden the range of visitor experience and public outreach education opportunities so that a larger number of Canadians can establish a sense of connection with HMCS *Haida*.

Achieving the site's increased visitation targets will build and maintain the site's relevance to Canadians. To reach these targets will necessitate a broadening of *Haida*'s appeal to a wider market, a range of supporting social science to inform management decisions, and the more effective communication of messages of national significance, both on- and off-site.

The ability for visitors to create their own memorable experiences can be enhanced through improvements to programming and exhibits, including more hands-on components. This key strategy identifies a number of actions that can facilitate opportunities for improved visitor experiences.

Enhancements must also address basic visitor services. Public washrooms for HMCS *Haida* are below Parks Canada's standards, and the 2006 Visitor Information Program survey revealed visitor dissatisfaction with them. However, furnishing these or other visitor facilities at this location would be extremely expensive because of the costs of building on fill. The future development of the east end of Pier 8 could provide opportunities for the provision of washrooms, food service, and possibly even exhibit space in proximity to *Haida* but off-site.

The unique location, character and history associated with HMCS *Haida* and how it has represented Canada in both war and peace on the international stage, are of particular relevance for new and young Canadians. These audiences, by virtue of age and/or newness to Canada, may be less familiar with the large presence the military had in daily Canadian life during eras of major international conflict and the "Cold War" in the last century. The



Radio Room. Parks Canada Archives

presence of *Haida* in a large city, and the rapidity of developments in new virtual experience technologies, present opportunities to expand the ship's reach to visitors and other audiences beyond the site, Hamilton, the Greater Toronto Area, and Ontario.

Objective 1:

Enhanced and new visitor experience opportunities, developed through social science research and analysis, generate increased numbers of visitors including those from new market segments, to create their own memorable experiences while visiting HMCS *Haida*.

Targets:

- Site visitation of 11,757 in fiscal year 2008-2009 will have increased 33% by fiscal year 2011-2012.
- 85% of surveyed visitors consider HMCS *Haida* meaningful to them.
- 85% of surveyed visitors feel they learned about *Haida*'s cultural heritage.
- 90% of surveyed visitors are satisfied with their visit (99% in 2006).

- 90% of surveyed visitors enjoy their visit.
- A “good” rating for effectiveness of communication has been maintained.

Actions:

- Develop a social science research plan to gather primary and secondary data on current and potential visitors and emerging trends. This work will allow site managers to better understand how HMCS *Haida* might be relevant and appeal to different market segments, the nature of visitor interests, expectations, and needs, and what and how emerging trends might affect Canadians' interest and interaction with the ship.
- Prepare a comprehensive Visitor Experience Opportunities Concept. The concept will be based on a solid understanding of the site's visitor markets, their needs and interests (including use of the Explorer Quotient segmentation tool), and designed around the seven elements of the “visitor experience cycle”.² Topics of interest include:
 - ♦ A multi-media tour of the ship;
 - ♦ Additional interpretive information on *Haida*'s involvement in the Korean War, and on her working relationship with ORP *Blyskawica* during World War II;
 - ♦ Introducing interpretive elements that provide enhanced visitor experience opportunities such as aromas and sounds; and
 - ♦ Ways to complement *Haida*'s visitor experience opportunities with those of other attractions along the waterfront.
- Animate the ship with daily operational activities such as raising and lowering of *Haida*'s flags, signalling the time by the ship's bells, and, where practical and appropriate to do so, utilize *Haida*'s systems which remain in working order, such as the radar and radios, to contribute to the animation of the ship, but do so sparingly as they are significant resources.
- Continue to develop and enhance off-ship exhibits on the jetty—such as the permanent structure erected in 2009 to display the ship's motor cutter restored in 2007—for those who cannot physically gain access to *Haida*.
- Continue to look for opportunities to work with like-minded organizations as well as the private sector in developing on-site programs and events to bring new audiences, opportunities, and revenue to the site.
- Prepare a new marketing and promotion plan that addresses current and potential markets and raises awareness of new products and of the site. The plan will benefit from an update of the 2006 Visitor Information Program survey that is planned for 2011, and take account of the new opportunities afforded by the ship's location in Hamilton Harbour. It will also account for the corporately-mandated 33% increase in site visitation, from 11,757 visits in fiscal year 2008-2009 to a target of 15,636 visits in fiscal year 2011-2012.

² The visitor experience cycle comprises the following steps: Wishing, planning, travelling, arriving, visiting, departing, and remembering.

Objective 2:

An expanded level of partnering and collaboration is achieved with a broader array of public and private sector agencies in support of visitor experience.

Target:

- Increased number of partnering agreements and collaborative arrangements (baseline 2010).

Actions:

- Renew the lease for the ship's berth with the Department of National Defence by 2013.
- Explore opportunities to work with the private sector and others to expand and enhance on-site programming.
- Work with the City of Hamilton and the private sector to ensure that *Haida's* needs are considered in the development of Pier 8, including the upgrading of washrooms.

Objective 3:

More Canadians in the Greater Golden Horseshoe and throughout Ontario are engaged with HMCS *Haida* through an expanded public outreach education program.

Target:

- An increase in: a) the total number of off-site audiences reached, b) the variety of audiences, and, c) the ways in which they are reached (baseline 2010).

Actions:

- Undertake primary and secondary social science research to support management decisions with respect to public outreach education.
- Explore opportunities to work with the private sector and others to expand and enhance public outreach education opportunities.
- Develop and implement a strategy that enhances the engagement of school-age children and other off-site audiences in discovering the lore of *Haida* and its role in representing Canada.
- Collaborate with educational and other institutions and organizations to increase the level of off-site activities that bring the *Haida* story and her significance to new audiences.
- Expand the use of leading-edge virtual communication and educational tools to bring the stories of *Haida* to life for off-site audiences, through social networking, on-line video of veterans relating their own stories, and other virtual on-line experiences such as a web tour of the artifacts collection.

KEY STRATEGY 2**Engaging Canadians in *Haida's* continuing legacy:**

Ensure continued repair and maintenance of the historic fabric of the ship in a way that actively engages Canadians, as participants in the implementation of protection measures and the animation of the ship, and in their appreciation of the protected resources they discover on board.

Preserving a ship in good condition over the long term is far more difficult than preserving a building. Ships have always been regarded



Hammocks hanging in the Forward Mess Decks. Parks Canada

by their builders as ephemeral machines, and the concept that they should be preserved beyond their natural working life of twenty to thirty years is relatively new. One of the challenges to their preservation is simply that they were not built to last. Another, in the case of a steel-hulled ship like *Haida*, is that iron and steel corrode. The third challenge is the natural environment of a ship—water—which accelerates corrosion. To combat these challenges, continuing preventive maintenance and the repair of small problems as they are identified is critical.

The primary objective of resource protection for HMCS *Haida* is to maintain her historic form, integrity and material. In order to achieve this it is essential that she be kept structurally sound, weather resistant and watertight. The Commemorative Integrity Statement specifies that she must be “maintained in a stable and upright condition, on a level keel, without list or trim, without hog or sag” and watertight.

Although major repairs must be carried out by qualified contractors (and some can only be undertaken in a dry dock), many of the smaller repairs and restoration of ship’s compartments

will continue to be performed by site staff with the assistance of volunteers. For example, the ship’s bakery has recently been restored, and the Friends of HMCS HAIDA continue to seek out and donate appropriate equipment such as radio, sonar and navigation equipment and technical manuals.

Objective 1:

The ship’s historic form, integrity and material are maintained through necessary repairs and continuing maintenance.

Targets:

- The structural condition of the ship is understood by Parks Canada Agency.
- The condition of the ship is maintained or improved (baseline 2005, CIE).
- Site visitation is increased by 33% by fiscal year 2011-2012.



Wardroom. Parks Canada Archives

Actions:

- Complete the phased repairs to *Haida's* weatherdecks and associated spaces below decks.
- Update the 2005 Commemorative Integrity Evaluation in 2010.
- Plan for and carry out a hull inspection in dry dock in 2013, which would be ten years after *Haida's* last dry-docking.
- Obtain the services of a qualified marine surveyor to carry out a complete structural assessment of other areas of the superstructure and of the machinery.
- Develop and implement a comprehensive repair and maintenance plan, based on the information gathered from the structural assessment.
- Explore the feasibility of restoring the ship's heating system. The capability to provide at least a minimum of heat, utilized strategically, would help to preserve the ship and its contents. This would also provide a more comfortable environment and might permit an extension of the visiting season.

Objective 2:

Partner and stakeholder involvement in maintenance, repair, and interpretation activities helps to animate the ship and facilitate visitor experiences.

Targets:

- 85% of visitors surveyed consider HMCS *Haida* meaningful to them.
- 85% of surveyed visitors feel they learned about *Haida's* cultural heritage.
- Increase the number of partnering agreements and collaborative agreements (baseline 2010).
- Volunteering in *Haida's* maintenance and animation is maintained or increased (baseline 2010).
- The condition of the ship is maintained or improved (baseline 2005, CIE).
- On-site knowledge of the history and daily operation and maintenance of the ship is maintained.

Actions:

- Take advantage of the continuing activities of repair and maintenance to help animate the ship and to provide opportunities for visitors to appreciate the endless work required to keep a ship afloat and in 'fighting readiness'.
- Work with others to encourage a role for the animation and interpretation of *Haida* in the training of, for example, cadet groups, and others, where feasible.

- Engage volunteers to assist with maintenance, minor repairs and refurbishment of interior compartments of the ship.
- Fill an apprenticeship position prior to the retirement of the current Shipkeeper to ensure transfer of essential knowledge about the *Haida*'s maintenance and operating systems, and to enhance interpretive programs.

Objective 3:

The condition of the collection of artifacts associated with HMCS *Haida* is enhanced or improved.

Targets:

- At least 90% of all artifacts are in fair or good condition.
- The nature and scope of the artifact collection is understood by Parks Canada cultural resource management staff.

Actions:

- Complete the inventory of historic objects.
- Initiate the condition assessment of Level 1 historic objects recorded in the Artifact Information System.
- In the long term, consolidate the collection of artifacts in one location, with appropriate climate-controlled storage conditions.
- Explore ways to present the site's cultural resources in a respectful manner that will enhance visitor experience and public outreach education opportunities (also see Key Strategy 1).

6.0 Stakeholder and Partner Engagement

Stakeholder and partner engagement is intended to broaden Parks Canada's base of support for the achievement of the objectives in this management plan. Stakeholder participation can be as simple as expressing opinions, to more committed volunteering.

Parks Canada defines partnering as involving the use of formal agreements between the Agency and other organizations that achieve shared objectives by way of mutually-beneficial initiatives and the combining of resources. Stakeholder and partner engagement is based on mutual respect, mutual interest, and the achievement of shared outcomes that builds on the specific interests of partners and stakeholders.

The level of engagement that characterised the development of the management plan will continue during the implementation of the management plan. In this vein, Parks Canada will encourage meetings that involve a broad range of stakeholders so that all issues and views are collectively shared, understood, discussed, and resolved.

In terms of stakeholder and partner engagement, site managers will focus on volunteer recruitment, long-term private sector funding opportunities, the review and renewal of the current lease of the ship berth from the Department of National Defence, and the City of Hamilton's redevelopment of Pier 8.

Parks Canada's site managers will explore opportunities for public and private sector partners and stakeholders to help facilitate opportunities for visitor experiences through the animation of the ship and maintenance and repair activities. As such, the many volunteers that contribute to the repair and upkeep of the ship as well as to the presentation of her stories are vital to the continued management

of HMCS *Haida* (see Key Strategy 2). Effective management of the volunteer programme, including recruitment, training and recognition, is a priority for Parks Canada site managers.

Preliminary discussions between Parks Canada and the Department of National Defence indicate that a renewal of the current lease in 2013 for another 10 years is likely. A lease renewal will provide certainty for future planning and site management and maintain proximity to an active naval establishment, facilitating engagement between *Haida* and HMCS *Star*, including organization of the important ceremonies commemorating the Battle of the Atlantic and the loss of HMCS *Athabaskan*. It will also maintain the ship's role as an eastern anchor for Hamilton's Waterfront Trail, and maintain its sheltered position away from potentially damaging wave action.

The City of Hamilton has undertaken the challenge of redeveloping the city's waterfront so that its citizens can use and enjoy it. The City, working with the Hamilton Waterfront Trust, has been extremely successful in restoring public open space and creating a mix of public and private attractions which draw tourists and residents alike to the waterfront. The City will be responsible for the eventual re-development of the east half of Pier 8. Parks Canada will work closely with the City of Hamilton. There may be an opportunity to provide public washrooms, office space and additional exhibit space for HMCS *Haida* as part of the long-term plan for Pier 8. Parks Canada will seek long-term private sector funding opportunities for HMCS *Haida*.

Parks Canada will continue to consult regularly with veterans' organizations such as the local chapter of the *Haida* Association and the Burlington Naval Veterans Association,

to ensure that presentation of *Haida's* stories is appropriate, factual and respectful. These consultations also inform the veterans of the progress being made in the repair and presentation of the ship.

HMCS *Haida* serves as a *de facto* memorial not only to those who served, but also to the seamen of her sister ship HMCS *Athabaskan* and indeed to all Canadian naval personnel who served in World War II and Korea. The annual memorial service for those lost on the *Athabaskan* is held in April, and the Battle of the Atlantic Day is commemorated in May. The observation of these (and less regular observations of similar events) is appropriate and will be continued.

7.0 Administration and Operations



HMCS *Haida*. Parks Canada Archives

The *Parks Canada Agency Act* (1998), the *Canada National Parks Act* (2000) and the *Parks Canada Guiding Principles and Operational Policies* (1994) and other federal government legislation set the legislative and policy context for the administration and operations of HMCS *Haida* National Historic Site of Canada. Parks Canada strives to operate efficiently, effectively and fiscally responsibly, and also strives to demonstrate environmental stewardship in the site's administration and operations. The administration of the national historic site is well established, and no major change is planned, at this time, in terms of site administration and operation.

There is, however, an area of interest that requires attention. The expertise of the Shipkeeper, both to maintain the ship and her operating systems and to provide an additional and valuable element to the interpretive programmes for visitors, is invaluable. The current Shipkeeper is a former Royal Canadian Navy seaman who brings specialized knowledge of both navy life and ships to the position. As he approaches retirement (the incumbent is currently eligible for retirement), an apprenticeship position will be sought in order to ensure that the specialized knowledge of *Haida's* operating systems is passed on and retained.

8.0 Monitoring and Reporting

Management planning is not a static process. Monitoring of the implementation of this plan provides essential information to ensure that the planned actions achieve the expected results—as expressed in the targets contained in this management plan—and allow for adjustments over the life of the plan, if necessary.

Monitoring allows Parks Canada staff to clearly report to Canadians on the progress they have made towards achieving the expected results of this management plan. This monitoring also contributes to Parks Canada’s ability to report on the overall state of its protected heritage places and the achievement of corporate results. Finally, monitoring can reveal potential obstacles to the achievement of this management plan and allow the Field Unit to adjust implementation strategies.

Monitoring covers two aspects: measuring effectiveness and assessing condition. Effectiveness monitoring looks at what was done and whether those actions accomplished what they set out to do. How effective are public outreach education, external communications, and stakeholder and partner engagement programs? How effective is the site’s facilitation of visitor experience? In other words, it measures results and compares them to targets that have been set. Condition monitoring, on the other hand, is designed to answer such questions as: What is the current state of the resources associated with this national historic site?

Effectiveness and condition monitoring for HMCS *Haida* will be tracked by way of two tools. An annual report will focus on the state of the plan’s implementation. The State of the Site report will assess the state of the site’s

commemorative integrity, public appreciation and understanding, and visitor experience, and its performance against corporate expected results. It will also report on the achievement of management plan targets.

As part of the reporting on the site’s resource conservation and commemorative integrity, the following indicators will be monitored to assess the condition of the ship and its resources:

- Watertight integrity—daily
- Condition of the guns—monthly, in accordance with the Historic Weapons Plan
- Condition of the recently—restored motor cutter (ship’s boat)—annually, to assess the need for painting and maintenance

Four exercises will form the core of the monitoring program. A Commemorative Integrity Evaluation will be undertaken in 2010. A Visitor Experience Assessment will be conducted in 2011. Visitor satisfaction, enjoyment, and learning will be monitored through the Visitor Information Program survey undertaken every five years; the next survey for HMCS *Haida* will be conducted in 2012. The results of these exercises, and the effectiveness of management plan implementation, will be reported on in the State of the Site report in 2013.

The State of the Site report (the site’s first) will form the first phase of the five-year review of this management plan.

9.0 Summary of Strategic Environmental Assessment

This management plan for HMCS *Haida* National Historic Site of Canada has been assessed to identify any adverse environmental effects of its proposed strategies and actions. In addition, the plan was assessed to consider environmental effects on the site that should be taken into account when setting management direction.

The environmental assessment process adhered to the *Parks Canada Management Directive 2.4.2 – Impact Assessment* (1998), *Parks Canada Guide to the Environmental Assessment of Management Plans* (2000) and the *Environmental Assessment Process for Policy and Programs* (Federal Environmental Assessment Review Office, 1993). The environmental assessment ensures the plan adheres to Parks Canada’s environmental policies and those of the Government of Canada in general. The environmental assessment was conducted in the final stage of drafting the management plan to allow for incorporation of necessary changes into the final document.

The potential for management plan proposals generating adverse environmental effects was assessed. Results indicate that the overall direction in the management plan, established through a vision, key strategies, and specific objectives and actions was aimed at heritage protection and improved public appreciation and understanding and visitor experience. Proposed projects are modest and designed to ensure the protection of cultural resources, effective communication, and enhancement of the visitor experience.

As many proposals described in the management plan for HMCS *Haida* National Historic Site are strategic, it is not possible to fully evaluate the environmental effects of these

initiatives at this time. As more detailed information becomes available, projects will be assessed pursuant to the provisions of the *Canadian Environmental Assessment Act* (CEAA). The Parks Canada Agency is a responsible authority under the CEAA and will not undertake any project prior to preparing an environmental assessment. Activities and development projects proposed in this plan and which are expected to trigger the CEAA process include:

1. Restoration of the ship’s heating system.
2. Phased repairs to *Haida*’s weatherdecks and associated spaces below the decks.
3. Work with the City of Hamilton and the private sector (if it is involved) to ensure that *Haida*’s needs are considered in the development of Pier 8.

Parks Canada will consider the findings of CEAA environmental assessments prior to deciding on a course of action to approve, modify or abandon these projects.

Based on the direction identified in the management plan for HMCS *Haida* National Historic Site of Canada, any negative cumulative effects that could occur would not be significant. There will be no effects on natural resources. There will be positive cumulative effects on cultural resources, commemorative integrity, visitor experience, interpretation, and socio-economic values. The three actions outlined above will ensure the implementation of the management plan results in positive environmental effects on interpretation and visitor experience. All actions proposed in the management plan are consistent with Parks Canada policy and federal legislation.

Appendix A

SUMMARY OF PLANNED ACTIONS

This management plan provides long-term strategic direction for Parks Canada managers of HMCS *Haida*. It provides a framework for more detailed planning and decision-making, and a strategic reference for business planning, capital expenditure forecasts, and future management and operations.

Accountability for the implementation of this management plan lies with the Southwestern Ontario Field Unit Superintendent. Implementation will be directed through the Southwestern Ontario Field Unit business plan, updated bi-annually. The business plan identifies those management plan actions to be realized within a five-year period. These actions correspond generally to the “high” and “medium” priority items listed in the table below. Any changes to five-year priorities (identified in the Summary of Actions table below) in response to new circumstances or information, or changing national priorities and decisions, are captured by the updating of the business plan.

Progress on the implementation of this management plan will be assessed and communicated through annual reporting, as well as the State of the Site Report, produced every five years. The State of the Site Report marks the first step in the five-year review cycle of the management plan, which can lead to amendment of the plan to reflect changing circumstances. Parks Canada will consult with the public as part of the management plan’s review.

The actions in this management plan are intended to contribute to the achievement of Parks Canada’s Corporate Plan Expected Results for Heritage Resources Conservation, Public Understanding and Appreciation, and Visitor Experience.

Priorities for implementing actions are listed in terms of high (1-2 years), medium (3-5 years), and long-term (5-10 years). Expected completion of long-term actions which extend beyond the life of this management plan will be reassessed in the next management plan review.

SUMMARY OF PLANNED ACTIONS

KEY STRATEGY 1:

Broaden the range of visitor experience and public outreach education opportunities so that a larger number of Canadians can establish a sense of connection with HMCS *Haida*.

Objective 1: Enhanced and new visitor experience opportunities, developed through social science research and analysis, generate increased numbers of visitors including those from new market segments, to create their own memorable experiences while visiting HMCS *Haida*.

Targets:

- Site visitation of 11,757 in fiscal year 2008-2009 will have increased 33% by fiscal year 2011-2012.
- 85% of surveyed visitors consider HMCS *Haida* meaningful to them.
- 85% of surveyed visitors feel they learned about *Haida*'s cultural heritage.
- 90% of surveyed visitors are satisfied with their visit (99% in 2006).
- 90% of surveyed visitors enjoy their visit.
- A "good" rating for effectiveness of communication has been maintained.

Actions	Priority*
• Develop a social science research plan	High
• Prepare a comprehensive Visitor Experience Opportunity Concept	High
• Animate the ship with daily operational activities and <i>Haida</i> systems that still function	High
• Continue to develop and enhance off-ship exhibits on the jetty	High
• Continue to look for opportunities to work with like-minded organizations as well as the private sector in developing on-site programs and events	Medium
• Prepare a new marketing and promotion plan that addresses current and potential markets and raises awareness of new products and of the site	High

Objective 2: An expanded level of partnering and collaboration is achieved with a broader array of public and private sector agencies in support of visitor experience.

Target:

Increased number of partnering agreements and collaborative arrangements (baseline 2010).

Actions	Priority*
• Renew the lease for the ship's berth with the Department of National Defence by 2013	Medium
• Explore opportunities to work with the private sector and others to expand and enhance on-site programming	High
• Work with the City of Hamilton and the private sector to ensure that <i>Haida</i> 's needs are considered in the development of Pier 8	Medium

Objective 3: More Canadians in the Greater Golden Horseshoe and throughout Ontario are engaged with HMCS *Haida* through an expanded public outreach education program.

Target:

An increase in: a) the total number of off-site audiences reached, b) the variety of audiences, and c) the ways in which they are reached (baseline 2010).

Actions	Priority*
• Undertake primary and secondary social science research to support management decision-making with respect to public outreach education	High
• Explore opportunities to work with the private sector and others to expand and enhance public outreach education opportunities	Medium
• Develop and implement a strategy that enhances the engagement of school-age children and other off-site audiences	Medium
• Collaborate with educational and other institutions and organizations to increase the level of off-site activities that bring the <i>Haida</i> story and her significance to new audiences	Medium
• Expand the use of leading-edge virtual communication and educational tools to bring the stories of <i>Haida</i> to life for off-site audiences	Medium

KEY STRATEGY 2:

Ensure continued repair and maintenance of the historic fabric of the ship in a way that actively engages Canadians, as participants in the implementation of protection measures and the animation of the ship, and in their appreciation of the protected resources they discover on board.

Objective 1: The ship's historic form, integrity and material are maintained through necessary repairs and continuing maintenance.

Targets:

- The structural condition of the ship is understood by Parks Canada Agency.
- The condition of the ship is maintained or improved (baseline 2005 CIE).
- Site visitation of 11,757 in fiscal year 2008-2009 will have increased 33% by fiscal year 2011-2012.

Actions	Priority*
• Complete the phased repairs to <i>Haida's</i> weatherdecks and associated spaces below decks	High
• Update the 2005 Commemorative Integrity Evaluation in 2010	High
• Plan for and carry out a hull inspection carried out in dry dock in 2013	Medium
• Obtain the services of a qualified marine surveyor to carry out a complete structural assessment of other areas of the superstructure, and of the machinery	Medium
• Develop and implement a comprehensive repair and maintenance plan, based on the information gathered from the structural assessment	Medium
• Explore the feasibility of restoring the ship's heating system	Medium

Objective 2: Partner and stakeholder involvement in maintenance, repair, and interpretation activities helps to animate the ship and facilitate visitor experiences.

Targets:

- 85% of visitors surveyed consider HMCS *Haida* meaningful to them.
- 85% of surveyed visitors feel they learned about *Haida's* cultural heritage.
- Increase the number of partnering agreements and collaborative agreements (baseline 2010).
- Volunteering in *Haida's* maintenance and animation is maintained or increased (baseline 2010).
- The condition of the ship is maintained or improved (baseline 2005 CIE).
- On-site knowledge of the history and daily operation and maintenance of the ship is maintained.

Actions	Priority*
• Take advantage of continuing repair and maintenance activities to animate the ship	High
• Work with others to encourage a role for the animation and interpretation of <i>Haida</i> in the training of, for example, cadets and others, where feasible	Medium
• Engage volunteers to assist with maintenance, minor repairs and refurbishment of interior compartments of the ship	High
• Fill an apprenticeship position prior to the retirement of the current Shipkeeper to ensure transfer of essential knowledge about the <i>Haida's</i> maintenance, operating systems, and to enhance interpretive programs	High

Objective 3: The condition of the collection of artifacts associated with HMCS *Haida* is enhanced or improved.

Targets:

- At least 90% of all artifacts are in fair or good condition.
- The nature and scope of the artifact collection is understood by Parks Canada cultural resource management staff.

Actions	Priority*
• Complete the inventory of historic objects	High
• Initiate the condition assessment of Level 1 historic objects recorded in the Artifact Information System	Long term
• In the long term, consolidate the collection of artifacts in one location, with appropriate climate-controlled storage conditions	Long term
• Explore ways to present the site's cultural resource in a respectful manner that will enhance visitor experience and public outreach education opportunities (also see Key Strategy 1)	Long term

* High Priority: 1-2 years
 Medium Priority: 3-5 years
 Long-term Priority: 5-10 years

Appendix B

GLOSSARY

Artifacts: Moveable cultural property consisting of objects, made or used by people, and specimens, such as pollens recovered from archaeological investigation. Artifacts that have historic value within the meaning of the Cultural Resource Management Policy are cultural resources.

Commemorative integrity: Describes the health and wholeness of a national historic site. A national historic site possesses commemorative integrity when:

- resources directly related to the reasons for designation as a national historic site are not impaired or under threat;
- the reasons for designation as a national historic site are effectively communicated to the public; and
- the site's heritage values (including those not related to designation as a national historic site) are respected in all decisions and actions affecting the site.

Resources directly related to the reasons for the site's designation are Level 1 resources as defined in Parks Canada's Cultural Resource Management (CRM) Policy. Resources that are not related to the reasons for the site's designation but which have historic value are defined as Level 2 in the CRM Policy.

Connection to place: Reflects the relevance and importance of heritage places to Canadians. The concept expresses the emotional, intellectual, and spiritual attachment Canadians and visitors feel towards our natural and cultural heritage places.

Cultural resource: A human work or place that gives evidence of human activity or has spiritual or cultural meaning, and which has been determined to have historic value.

Cultural Resource Management (CRM): Generally is an accepted practice for the conservation and presentation of cultural resources, founded on principles and carried out in a practice that integrates professional, technical, administrative and operational activities so that the historic value of cultural resources is taken into account in actions that might affect them. In Parks Canada, cultural resource management encompasses presentation and use, as well as conservation, of cultural resources and is guided by Parks Canada's CRM Policy.

Field Unit: An administrative division developed by Parks Canada, combining the management and administration of one or more national park(s), national historic site(s), marine conservation area(s) or historic canal(s). There are 33 Field Units across Canada.

Historic Sites and Monuments Board of Canada: An independent body that provides the Minister of the Environment with impartial and expert advice on matters relating to historical commemoration. Also referred to as the 'HSMBC'.

Key strategy: Concrete expression of the vision statement that provides heritage place-wide direction. Must give a clear overview of how the protected heritage place will be managed and how the three mandate elements will be achieved in a mutually supportive manner.

Public appreciation and understanding: Parks Canada aims to reach Canadians at home, at leisure, at school and in their communities through communication and education opportunities designed to increase understanding and appreciation of the significance of Parks Canada's heritage places and the importance of protecting and presenting them. Parks Canada also seeks to broaden its base of support by engaging its stakeholders and partners, and encouraging shared leadership through active participation in the development and implementation of the Agency's future direction.

Stakeholder: A person or organization with an interest in *Haida* National Historic Site of Canada. Organizations may include both government and non-government organizations, commercial, and for profit and non-profit organizations.

Target: Established to facilitate measuring and reporting on progress in achieving results.

Vision: A passionate, inspirational, unique, picture of the heritage place at its desired future. It must portray the integrated relationship between the mandate components and be prepared with the involvement of the public, Aboriginal communities, stakeholders and partners.

Visitor Experience: the sum total of a visitor's personal interaction with heritage places and people that awakens their senses, affects their emotions, stimulates their mind and helps the visitor create a connection and a sense of attachment to these places.