



RMS Queen Mary Preservation Plan

A document containing policy direction and
detailed recommendations regarding specific
archival and preservation activities.

August 31, 2000

I Purpose

The purpose of this Preservation Plan is establishment of a professional approach to archival and preservation activities on the RMS Queen Mary. This is intended to be a document containing policy direction and detailed recommendations regarding specific archival and preservation activities. The Preservation Plan benefits RMS Foundation, Inc., and the City of Long Beach by balancing the ship's historic significance with economic realities. As the RMS Queen Mary enters the 21st Century, the need to protect the ship's historic character within the context of active modern use will be an ongoing challenge. This Preservation Plan recognizes economic priorities while permitting the RMS Queen Mary to be an educational tool, community resource, living part of Long Beach and a great place to visit and have fun.

II Mission Statement

The RMS Queen Mary was commissioned on May 27, 1936, as she departed Southampton, England, on her maiden voyage, and has been moored since December 1967 in Long Beach, Los Angeles County, California, USA. The ship is owned by the City of Long Beach, and its preservation and restoration is managed and cared for by RMS Foundation, Inc., under a separate agreement with Queen's Seaport Development, Inc., that holds a 66-year master lease from the City. The Queen Mary was listed in 1993 in the National Register of Historic Places, and officially designated an historic resource under Federal and state law. Though she stopped crossing the Atlantic in 1967, RMS Foundation believes that she continues to transport today's "passenger," through history, romance and discovery, to experience first-class service in a contemporary first-class environment. Respect for her unique historic character, adaptive use as a tourist and visitor attraction, banqueting/conference center and hotel, will be advanced through compliance with the Secretary of the Interior's Standards for Treatment of Historic Properties (1995) in preserving, restoring, rehabilitating and reconstructing, as appropriate, her significant spaces, materials, finishes, art and artifacts. In addition, her collection of furniture, furnishings and ephemera represent a legacy of architectural, interior and graphic design from the 1930s to the 1960s which merit preservation as educational and research tools. The RMS Queen Mary's rich history, including use as an ocean liner, troop carrier and attraction/hotel, requires sensitive documentation and preservation. Ongoing management, including daily operation of the multi-function facility, interpretation of the ship's past, general maintenance, refurbishment and reuse, can best be accomplished by implementation of a plan balancing preservation concerns with contemporary use.

III. Professional Advisory Committee

In order to achieve preservation goals within the context of modern use, RMS Foundation, Inc., will establish a broad-based RMS Advisory Committee with representatives from preservation, museum, collections management, accommodation, attraction, and business communities to provide expertise, input and advice on the best methods of achieving stated goals. Primary staff support for the professional advisory committee will be provided by the RMS Historic Preservation Officer as defined below.

IV. Education / Staffing

RMS Foundation, Inc., will seek to educate its professional, maintenance and construction staff and consultants on appropriateness of treatments to the ship's historic fabric. It will use its best efforts to employ staff and consultants with a range of experience in historic preservation, museum and collections management. These professionals will be afforded maximum opportunity to participate in planning and implementation of activities which effect architectural features, furniture, furnishings and ephemera.

- A. Education of Staff / Consultants. Selection and assignment of those responsible for preservation activities will be based upon the following: experience and expertise in historic preservation, knowledge of the ship, its periods of construction and alteration, curatorial/collections management and interpretation. Existing staff will be provided opportunities to supplement education and training in these areas wherever and whenever feasible.
- B. Preservation / Curatorial **Executive.** The position of RMS Preservation Officer (HPO) in the Office of the President shall be established to manage operations which effect the ship's historic character, and to provide expertise to other staff and consultants. This position may be phased in using interim professional personnel, however, the position will ultimately be held by a qualified professional meeting the Secretary of the Interior's Professional Qualifications Standards in history, architectural history or historic architecture.
 1. HPO will be responsible for oversight of all construction monitoring, restoration/refurbishment design, interpretation and archives to ensure work meets industry-wide standards.
 2. HPO will increase familiarity with and use accepted historic preservation practices and methodologies.
 3. HPO will assist in preparation of special exhibits and events geared to architectural, preservation and decorative arts communities.
 4. HPO will provide liaison with City of Long Beach, state and Federal agencies and establish dialogue with other parties interested in historic preservation activities.

V. Long Range Strategies

RMS Foundation, Inc., will develop a long range strategy for archives/preservation, interpretation and marketing/community outreach. Financial incentives, including investment tax credits and grant funding, will be explored. This preservation plan will also be periodically updated based upon changed circumstances and opportunities.

A. Archives / Preservation

1. The Archives, which serve as the repository for all archival materials, art and artifacts inventory and the contemporary and historic photograph catalogue, will be maintained and enhanced. In addition to use for on-board preservation, the archives will be a research facility available to scholars interested in naval architecture, decorative arts, adaptive use, maintenance, etc.
2. **Archival Storage.** Storage facilities for appropriate artifacts to remain in the ship's archive will be maintained and enhanced. Climate control, lighting, filing and reading areas will be planned and space allocated for artifacts remaining in the permanent collection.
3. Collections Management **Plan.** Provisions for assessment of additional photographs and other historical memorabilia, including local remembrances (oral histories) of acquisition and initial refurbishment 1968-1970 will be provided.
4. **Conservation of Art and Artifacts.** Conservation/restoration of artwork and artifacts will be prioritized based on condition, timing of adjacent construction activity, and importance of a particular work of art.
5. Inventory of Furniture, Furnishings, Art and Artifacts. A comprehensive inventory of furniture, furnishings, art and artifacts, including preparation of regular updates as necessary, will be maintained.
6. De-session **Policy.** A deaccession policy for once-in-service items based on quantity, quality, an potential for reuse in the future will be prepared.
7. Assessment of **Significant Spaces.** The integrity of significant public (common area/function rooms), semi-public (staterooms), and private (behind-the-scenes) areas will be assessed and mapped **for easy reference.**
8. Restoration of Original Functions. Restoration of original use, where appropriate, will be prioritized. The feasibility of restoring individual spaces, based upon new uses, will be studied. Decisions will be based on significance, uniqueness and economic viability.
9. Restoration of Altered Spaces when Appropriate. Restoration of spaces which have been significantly altered will not be a priority. Appropriate adaptive reuse of significantly altered spaces, rather than inappropriate restoration, will be encouraged.
10. Documentation of Existing Conditions **and Works in Progress.** Existing conditions prior to the start of construction, during construction and at completion of construction will be photographed, and drawings and specifications, samples of fabrics, furnishings and ephemera will be assembled and placed in Archives as part of a living history.
11. Application of Regulated Regulations. Regulations of the California Register of Historical Resources, State Historical Building Code and California Environmental Quality Act (CEQA) will apply. RMS Foundation will work with City of Long Beach to ensure these regulations are addressed in any construction project. HPC will actively participate in planning, design and construction of any restoration and/or refurbishment project on board ship.

B. Historic Interpretation

1. **Celebrate Long Beach History.** Along with her in-service history, the preservation and reuse of the Queen Mary after 1967 will be documented as an important part of her history. How the ship was converted, and alterations made between 1968-1970 for adaptive use, will be explained.
2. **Signage.** A Standardized Interpretive Signage and Display System will be implemented and maintained.
3. **Computer Applications.** The Internet for a virtual tour, and an on-board computer monitor and keyboard for directions and historic information, as part of a comprehensive interpretive program, will be implemented. The virtual tour will link art, history, reproduction fabrics and furnishings for sale.
4. **Displaying Artwork.** Art will be displayed in original locations to the maximum extent feasible. Artwork will be displayed in alternative locations if original locations are not available. The goal will be to strive to display artwork throughout ship, rather than in a museum environment. However, where display in a museum environment is the only available alternative, interpretive information will include a description and photograph of the original location.
5. **Demonstration of Preservation in Action.** Displays at strategic locations on board, where substantial preservation work has been done, will be provided. These displays will describe the work performed including the challenges and cost, before-and-after photographs, and samples of materials used which can be touched by the viewer.

C. Marketing / Community Outreach

1. **Licensing.** The copyright, trademark and service mark to names, designs and features of the ship will be protected. Such features include images of the ship, colors and patterns of fabrics and carpets, designs of furniture and lighting fixtures. Use of these protected images and designs will be provided to outside vendors by license, and royalties paid will be used for preservation of the ship's historic character through restoration and archival activities including funding costs of the HPO.
2. **Style Guide.** A guide to the style of the Queen Mary, sensitive to her historic character, will be developed for the use of her vendors, clients, and sponsors to assist them in maintaining a coordinated look in licensing, merchandising, cross-promotional activities and advertising.
3. **Catalogue.** A mail-order catalogue for Queen Mary reproduction furniture, furnishings and decorative arts will be established. On-board showrooms, which will include both shops and staterooms, will be established.
4. **Informing the Media.** The Media will be kept informed on a regular basis of Queen Mary history, preservation activities and regular and special events. Information will be disseminated to preservation publications targeting local, statewide and national audiences.
5. **Co-operative Preservation Programs.** Strengthening awareness of preservation activities for the tourist/visitor and the architectural/preservation community will be promoted through the sponsoring of regular programs in association with local, regional and statewide historical preservation organizations.
6. **Historic Hotels of America.** RMS Foundation, (the Queen Mary) has joined Historic Hotels of America, and will work with preservation organizations and local Convention and Visitors' Bureaux in promotion and advertising. The program will be evaluated for its success.
7. **Celebrating Long Beach.** It is recognized that the Queen Mary is an important part of Long Beach. RMS Foundation will increase public awareness of her post-arrival history, including events and important visitors, and encourage participation in activities which link the two.
8. **Connection to a Royal Past.** The patronage of the British Royal Family will continue to be solicited and expanded upon, while continuing to celebrate the Royal Family's past connections with the Queen Mary.
9. **Traveling Exhibit.** RMS Foundation will seek to create a traveling exhibit of Queen Mary artifacts to promote the ship as a destination point.
10. **Collateral.** Materials that tie in with Marketing/Community Outreach programs that can be disseminated to identified markets will be explored and developed.

D. Preservation Incentives

A range of preservation incentives, ranging from investment tax credits, grant funding, and other preservation incentives, will be explored to help underwrite costs.

E. Preservation Plan Updates

This preservation plan will be periodically updated, as appropriate, to confirm its applicability to current conditions and address opportunities as they arise.



In 1996, Queen Mary engineers and craftsmen began the task of restoring the Verandah Grill to its 1930s art deco splendor when it served as an exclusive a la carte restaurant for first-class passengers. It had been converted in 1970 for use as a fast food eatery.



The original 1930s art and decor were once again in place at rededication ceremonies for the Verandah Grill May 14, 1997. Work to date was made possible by a generous grant from American Express and private donations from Queen Mary patrons.