

April 4, 2011

Councillor Harold Steves
 Chair, Parks and Recreation Committee
 City of Richmond
 6911 No. 3 Road
 Richmond, BC V6Y 2C1

Dear Councillor Steves,

I am writing to request an opportunity to make a brief presentation and distribute copies of the Gulf of Georgia Cannery Society's 2010 Annual Report and 2011 Business Plan at the Parks and Recreation Committee meeting on April 26, 2011. We would appreciate the opportunity to share with the City our recent accomplishments and future plans for the Gulf of Georgia Cannery National Historic Site of Canada. As you are well aware, roughly thirty years ago, a group of concerned neighbours in Richmond starting working together to save the Gulf of Georgia Cannery in recognition of the people that helped to build Canada's West Coast fishing industry. In 1986, that group established itself formally as the Gulf of Georgia Cannery Society and since that time has worked in partnership with Parks Canada to preserve and promote the history of the West Coast fishing industry. We are also pleased and proud to count the City of Richmond among our supporters and partners. We would welcome this opportunity to thank the City in person at this meeting as well as to ensure the City is aware of what the Society is doing so that we can continue to explore ways to work together to make Richmond a model community in which to live, work and play.

If you have any questions, please do not hesitate to contact either our Executive Director, Marie Fenwick (ph: 604-664-9192, marie.fenwick@pc.gc.ca) or myself (ph: 604-271-3412, returner@telus.net).

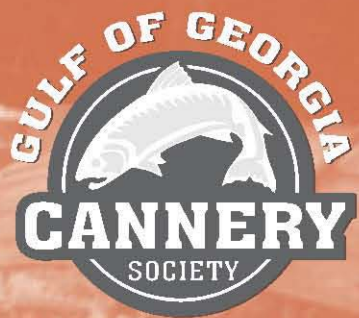
Thank you for considering our request.

Sincerely,

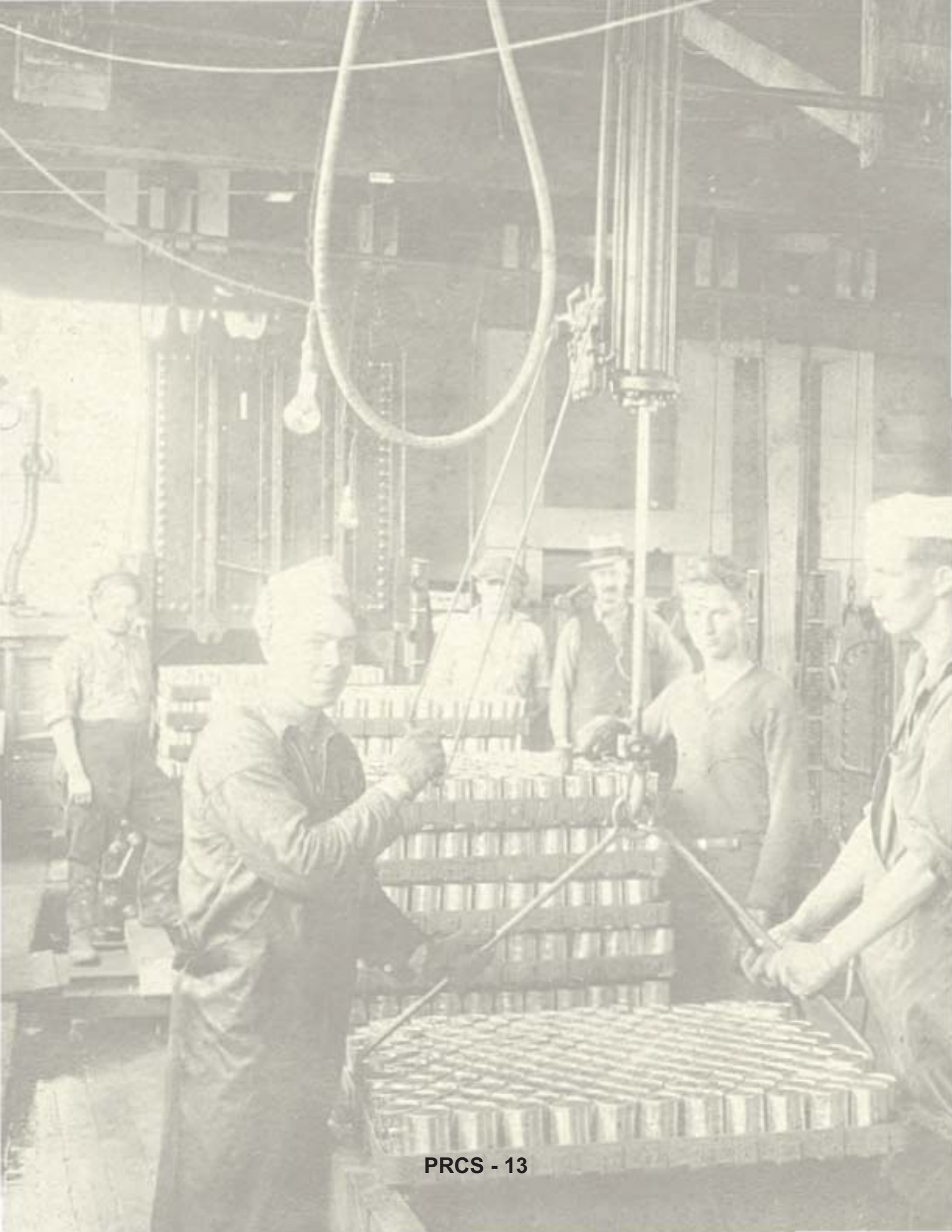
Ralph Turner, Chair

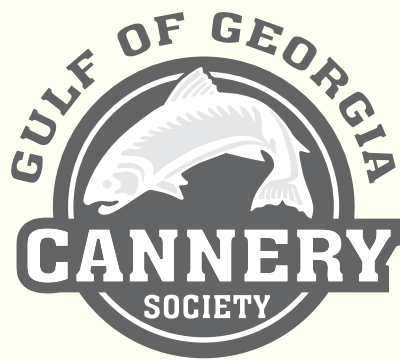


CANADIAN PACKING COMPANY
GULF OF GEORGIA PLANT



Annual Report
2010





Annual Report
2010

CHAIR'S & EXECUTIVE DIRECTOR'S MESSAGE

2010 was a year of exceptional growth for the Gulf of Georgia Cannery National Historic Site.

Spurred on by our location in Richmond, a host city for the 2010 Winter Olympic Games, the Cannery opened its doors to the public on February 1 – four months earlier than our typical May opening. Thousands of visitors streamed through the doors throughout the month of February. As we had hoped, athletes, coaches, family members and media from around the world took time during their short stay in Metro Vancouver to explore the Cannery and learn about the people and the industry that helped to build Canada's West Coast. As visitors continued to arrive in numbers beyond our expectations throughout March and April we knew we were on to something good. The response was so positive that rather than closing for the season after our sold-out Halloween tours, we remained open through to the end of the year.

This move away from being a seasonal attraction created new opportunities for programs and special events that led to record attendance of over 48,000 people. One of our key strategic goals for 2010 was to work with new and existing partners to encourage the local community to enjoy the Cannery in innovative ways. This was accomplished through a hugely successful indoor winter market in partnership with the Steveston Community Society, art installations in partnership with Emily Carr University of Art and Design and the University of British Columbia, an exhibit on-loan from the Richmond Museum and more.

In addition to the thousands of people we welcomed on-site, we shared our message with thousands more through both traditional and innovative new outreach activities and partnerships. Staff and volunteers continued to attend a variety of off-site events, our publications were circulated to individuals, schools and libraries, and our education outreach kits toured local schools. The Gulf of Georgia Cannery Society expanded its use of new media to reach new audiences by launching a Society website to compliment the Cannery's page on the Parks Canada

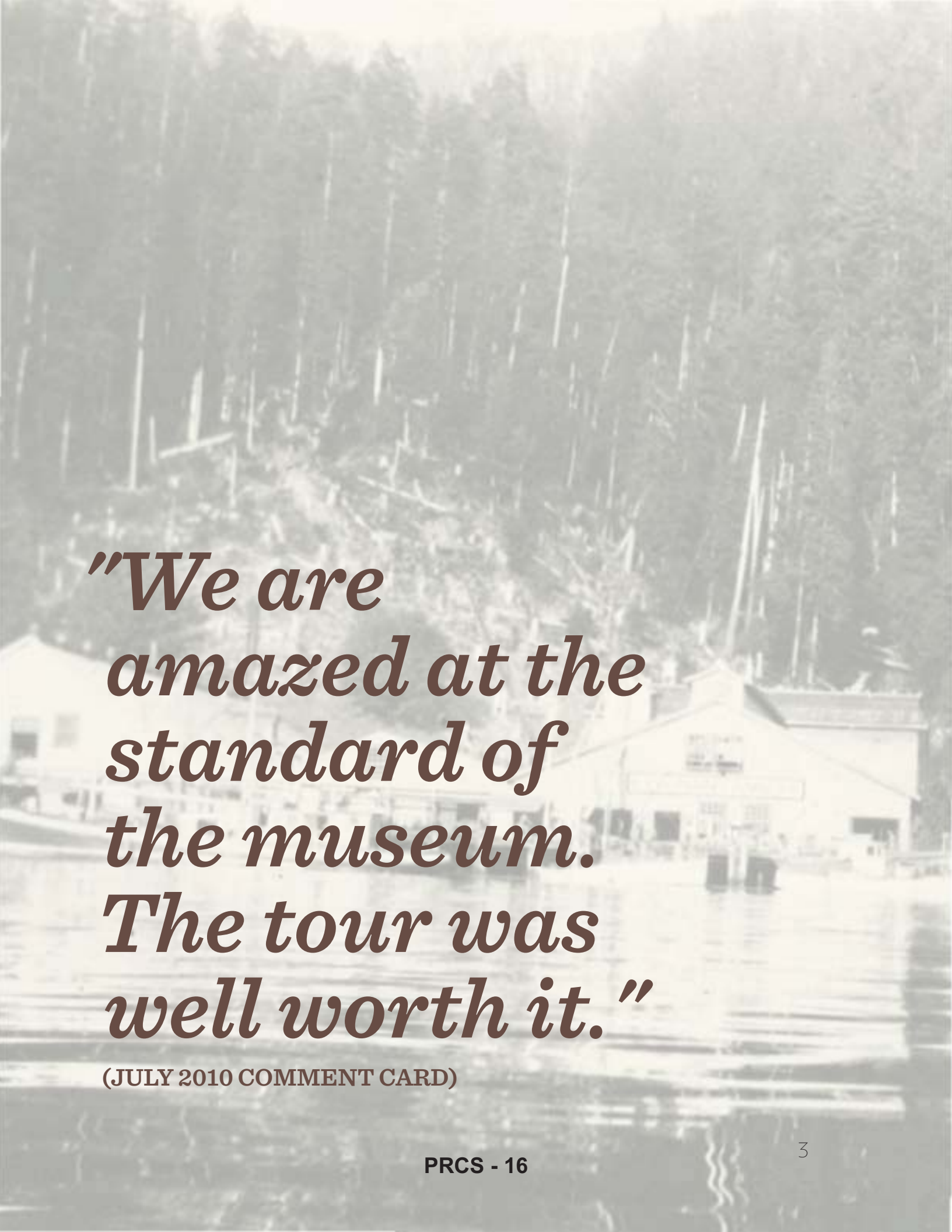
website. We also entered the worlds of blogging, Facebooking, Twittering and geocaching.

We are pleased and proud to share the Gulf of Georgia Cannery Society's accomplishments in this report. All of this growth and innovation was realized while maintaining our financial stability and our commitment to preserve and protect the Cannery's irreplaceable collection of buildings, artifacts and archival resources. The Society's unique partnership with Parks Canada, unparalleled community support and the dedication of our volunteers, staff and Board of Directors made it all possible. We invite you to read the highlights of 2010 at the Cannery to be reminded of the important role that heritage, art and culture play in our lives.

We look forward to welcoming you to the Cannery soon.


LOREN SLYE –
Chair


MARIE FENWICK –
Executive Director



***"We are
amazed at the
standard of
the museum.
The tour was
well worth it."***

(JULY 2010 COMMENT CARD)

ORGANIZATIONAL OVERVIEW

» ABOUT US

Established in 1986, the Gulf of Georgia Cannery Society is an independent non-profit society and registered charity responsible for the operation of the Gulf of Georgia Cannery National Historic Site. The Society's mandate is to preserve and promote the history of Canada's West Coast fishing industry. An elected volunteer Board of Directors oversees the site's operation.

After the Gulf of Georgia Cannery ceased operations, the local community lobbied various levels of government to preserve the Cannery due to its significant contribution to Canadian history. In 1979 it was purchased by the federal government and transferred to Parks Canada. Development of the site began in the early 1990s and the first phase opened to the public in 1994. In 2010, 48,484 people visited the Gulf of Georgia Cannery.

» EXHIBITS AND COLLECTION

The Cannery was built in 1894 and was the largest building of its kind in British Columbia. It stopped canning salmon in the 1930s, but remained active as a net loft, fish depot and later as a herring reduction plant. Key exhibits include a functioning salmon canning line that presents both the social and technological history of the canning industry, a herring reduction plant and a flexible exhibit space. The featured temporary exhibit for 2011 is Salmon People – an exploration of the culture of Coast Salish fishing in both its historic and contemporary context.

The site is home to over 10,000 artifacts, documents, photographs and books relating to both the Gulf of Georgia Cannery specifically and the West Coast fishing industry in general. There are two distinct collections on site: one belonging to the Gulf of Georgia Cannery Society and one belonging to Parks Canada. Both collections are cared for by the Society.



» LOCATION

The Gulf of Georgia Cannery is located on the South Arm of the Fraser River in the village of Steveston, historically one of the most important fishing communities in British Columbia.



BOARD OF DIRECTORS 2009-2010



CHAIR	Loren Slye
FIRST VICE-CHAIR	Ed Zyblut
SECOND VICE-CHAIR	Dave Semple
TREASURER	Jim Kojima
SECRETARY	Nora Medenwaldt
DIRECTORS	Eileen Carefoot Kim Evans Ross Fothergill Mel Goodwin Carl Hibbert Robert Kiesman Geoff Matheson Everett Pierce Ralph Turner
EX OFFICIO	John Aldag, Parks Canada Councillor Linda Barnes, City of Richmond



***"The content was
very relevant—
engaging!
Thanks so
much for the
wonderful day!"***

(OCTOBER 2010 SCHOOL PROGRAM EVALUATION)

» ATTENDANCE BY CATEGORY, 2010

	TOTAL
<i>Adult</i>	5,941
<i>Student</i>	987
<i>Senior</i>	2,524
<i>Family Members</i>	1,463
<i>Fort Langley Discount</i>	340
<i>School Program Participants</i>	3,222
<i>Seniors Group Participants</i>	254
<i>ESL Program Participants</i>	1,095
<i>Other Group Participants</i>	483
<i>Promo Admission</i>	27,792
<i>Rental</i>	650
<i>Sponsored Admission</i>	2,038
<i>Music Series</i>	1,695
<i>Totals</i>	48,484

» SCHOOL AND PUBLIC PROGRAMS

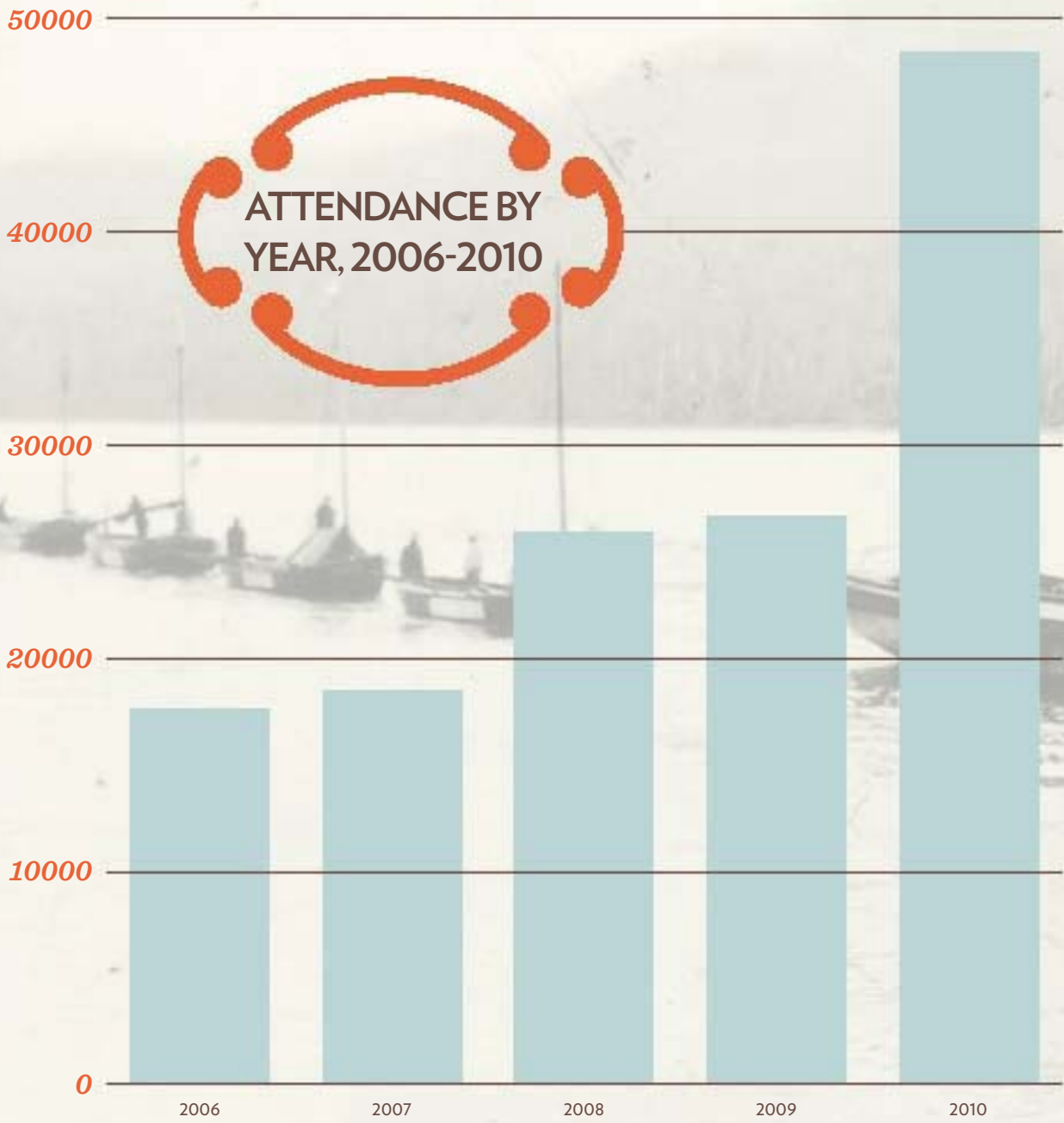
The Cannery offers a wide range of interactive school programs designed to complement the social studies and science curricula for students in grades K–7 and for English as a Second Language programs. Last year 3,222 students visited the Cannery to participate in our programs.

- **SALMON'S JOURNEY** (Grades K–2) explores the salmon life cycle.
- **CANNERY QUEST** (Grades 3–5) investigates the evolution of the salmon canning process over the 20th century.
- **FISHY BUSINESS: A CENTURY OF CHANGE** (Grades 3–5) introduces students to the history of the local fishing industry.
- **CANNERY STORIES** (Grades 4–6), our most popular program, introduces students to the multicultural history of B.C.'s fishing industry.
- **MACHINES AT WORK** (Grade 5) explores how simple and compound machines work.
- **DES POISSONS ET DES CONSERVES** (Grades 4–7) brings the French language to life outside the classroom.
- **INDUSTRIAL IMAGES: THE ART OF MACHINES** (Grades 8–12) uses the Cannery as a venue for sketches and photographs.
- **STROLLING THROUGH STEVESTON WALKING TOUR** (Grades 8–12, ESL) brings Canada's social history to life through a unique walking tour that weaves its way through a century of laughter and hardship in Steveston.
- **MY MONSTER CANNERY AND B.C.'S FISHING HISTORY EDUCATION KITS** bring the Gulf of Georgia Cannery into the classroom. The kits contain artifacts, historical photographs and activities that are adaptable for different grade levels.

The Cannery offers a variety of interpretive programs for the general public including tours of the canning line and herring reduction plant, drop-in children's activities, Music at the Cannery (an outdoor music series), Strolling through Steveston (a walking tour of the village of Steveston), Fishing the West Coast (an annual photography contest and exhibition), Salmon Stomp (a celebration of folk music and dance) and a Halloween tour.

Both school groups and the general public can also watch the 20-minute Journey Through Time film in the Boiler House Theatre. The film provides an overview of the history of fishing in the region from traditional First Nations fishing techniques to the challenges of commercial fishing at the end of the 20th century.

The Cannery's interpretive programs are available in both French and English.





» ADMISSION RATES AND HOURS

In 2011, the Cannery will be open to the public from 10 AM–5 PM daily

Admission rates are:

Adults \$7.80

Seniors \$6.55

Youth \$3.90

Family **\$19.60**

Admission is free for Society members and children under 6

» FUNDING

The Gulf of Georgia Cannery Society receives funding under a contract for services from Parks Canada to support the site's operations. Additional funds are generated through admission fees, memberships, gift shop sales, site rentals, grants, sponsorships and fundraising.

» MEMBERSHIP AND SUPPORTERS

The Society currently has 265 individual and corporate members.

Past and current supporters include **G&F FINANCIAL GROUP, CANFISCO, PACIFIC COAST FISHERMEN'S MUTUAL MARINE INSURANCE COMPANY, COAST CAPITAL SAVINGS CREDIT UNION, WORKSAFE BC, THE CITY OF RICHMOND, THE PROVINCE OF BRITISH COLUMBIA, THE BC GAMING COMMISSION, HUMAN RESOURCES AND SKILLS DEVELOPMENT CANADA** and **THE DEPARTMENT OF CANADIAN HERITAGE.**

HIGHLIGHTS 2010

» VISITOR EXPERIENCE

In celebration of the **2010 WINTER OLYMPIC GAMES**, the Cannery extended its open season from 6 months to 11 months, opening to the public from 10 AM – 5 PM daily from February 1 – December 23, 2010

In addition to the permanent exhibits, a series of temporary exhibits added diversity to the Cannery's offer throughout the year. Exhibits included:

- **HONG WO—LIVING IN HARMONY:** a temporary exhibit on loan from the Richmond Museum, recreated this one of a kind general store built on pilings over the Fraser River in Steveston in 1895. This exhibit connected with local residents, many of whom shared their memories of shopping at Hong Wo.
- **WHAT'S AFLOAT:** A Boat Spotter's Guide to the South Arm of the Fraser River introduced visitors to the fishing, service, cargo, and tugboats that work on the Fraser River.
- **DISRUPTING CURRENTS: CATCH + RELEASE:** an interactive multi-media exhibit produced by faculty and students from Emily Carr University of Art and Design and the University of British Columbia
- **THE GULF OF GEORGIA CANNERY PAST AND PRESENT** produced by the Canadian Artists' Society, featured paintings of the Cannery by both professional and student artists
- The Cannery hosted a photography exhibition created by the Richmond Continuing Education photography students
- **FISHING THE WEST COAST PHOTOGRAPHY** show and contest returned featuring photographs of the contemporary local fishing industry.

A well-rounded slate of programs and special events animated the Cannery throughout the 2010 season

- **STEVESTON REVEALED OLYMPIC CELEBRATIONS:** 5,800 people visited the site over five days to help Paint the Town Red. The Cannery welcomed visitors from around the world and celebrated with local residents by hosting


a variety of special events and activities throughout the Olympics including torch relay celebrations, a Winter Sports Can Label Contest for local schools, the inaugural indoor Steveston Winter Farmers and Artisans Market, evening Music at the Cannery concerts and the Great Canadian Loggers Show in Fisherman's Park.

- **MUSIC AT THE CANNERY** was expanded to twelve shows where 1,722 people enjoyed a variety of popular local acts
- **THE THIRD ANNUAL SALMON STOMP** on August 8 drew 2,038 people to the site to listen to music, learn to folk-dance, enjoy street performers and children's activities. Acts included Doghouse and the Fraser River Fiddlers.
- The Cannery's first **EASTER EGG SCAVENGER HUNT** sold out April 2 and 3.
- The Society produced an activity book entitled **STEVESTON'S LEGACY: An Explorers Guide and Activity Book** to encourage children to explore the Steveston's Legacy statue installed in front of the Cannery in 2009.
- **STROLLING THROUGH STEVESTON WALKING TOUR** was adapted and promoted as a unique way for teachers to bring BC's social history to life.
- The Cannery participated in **CANADA'S FIRST CULTURE DAYS** by offering a behind the scenes look at collections management and a workshop on environmentally safe, homemade cleaning products. This new national event encourages Canadians to explore their local cultural treasures.
- In partnership with the Steveston Community Society the Cannery welcomed the **STEVESTON WINTER FARMERS AND ARTISANS MARKET** inside in February, October, November and December.
- **HAUNTED CANNERY TOURS** returned in October and were complemented by participation the Steveston Merchants Association Steveston Village Trick or Treat day and the Scarecrow Crawl



48,484 people visited the Cannery in 2010, an 82% increase from the previous year, including:

- 3,222 elementary and secondary students who participated in our education programs
- 1,095 English as a Second Language students
- 4,108 people to celebrate Canada Day on July 1st
- Over 9,000 visitors at the Steveston Winter Farmers and Artisans Market



*“Wonderful
program. I
will definitely
be back with
another class.”*

(MAY 2010 SCHOOL PROGRAM EVALUATION)



- **CHRISTMAS AT THE CANNERY** drew a record 1,247 visitors to see Santa in the Boiler House Theatre. The Christmas season also saw the addition of several new programs including the Festival of Trees where local merchants decorated 20 Christmas trees and Classic Christmas Movie nights.
- **THE CANNERY STORE** worked to build a better connection between the museum and the shop by bringing exhibits into the store, opening for private events and functions and bringing in new product lines that feature locally produced and Cannery branded products. These improvements led to increased local interest in the shop, positive visitor feedback and a surplus of \$10,000 to be reinvested in Cannery exhibits and programs.

» COLLECTIONS AND ARCHIVES

- An exhibit case was installed in the East Wing entry area to display Treasures from the Collection and recent acquisitions not regularly on display.
- Our collection of 5,455 historic photographs, slides and negatives were digitally scanned to make them more accessible for in-house exhibit and program design, outside researchers and the general public. In order to better engage the public and raise further awareness of the history of Canada's West Coast fishing industry these photographs will be made available online in 2011. A collection of some of the most interesting photographs from this collection was put on display in the east wing.
- In order to better ensure the long-term stability of the collection a new Collections Policy and Procedures Manual was adopted.
- A complete inventory of the Society's artifact collection was conducted. The collection was found to be in a

generally stable condition. 95% of objects were photographed and will be linked to the collections database allowing for easier identification and location of artifacts.

» ORGANIZATIONAL DEVELOPMENT

- Visitor services staff collected postal code information from all independent visitors from May 1 – September 30. In conjunction with Parks Canada, this information will be analyzed to help us better understand who our visitors are to develop strategies to better attract and engage existing and potential visitors to the site.
- Staff, board members and volunteers participated in an exhibit and program visioning session in August. The ideas generated at this half-day work shop formed the creation of a five year interpretation plan for the site.
- Society staff and board members actively participated in the drafting of the **PARKS CANADA STATE OF THE SITE REPORT** which assesses how well the site is meeting Parks Canada Agency's mandate by measuring performance in achieving established targets and indicators. This document will inform the revised Management Plan, scheduled for completion in 2011. The Management Plan establishes the long-range direction for the historic site to ensure commemorative integrity is maintained while responding to operational, business planning and community needs.
- A formal **BOARD EXPENSE POLICY** was adopted in July. This policy was designed to ensure that board and committee members are fairly and equitably reimbursed for expenses incurred directly as a result of their volunteer responsibilities with the Gulf of Georgia Cannery Society.

» COMMUNITY ENGAGEMENT AND OUTREACH

- The Gulf of Georgia Cannery Society launched its own website, developed in house, to allow for greater flexibility in promoting special events, programs, volunteer opportunities, donor and sponsorship programs and gift shop sales. Launched in mid-July the site had 4,405 unique visitors between July and December 31, an average of 26 per day.
- **THE CANNERY BLOG** remained active throughout the year with articles on everything from the debate over fish farms, to recipes and special event updates.
- The Society's use of social media to promote special events and other activities at the site continued to grow with 103 friends on Facebook and 431 Twitter followers.
- The Society launched its first geocache at the site in October 2010. Geocaching is a high-tech treasure hunting game played throughout the world by adventure seekers equipped with GPS devices. The idea is to locate hidden containers, called geocaches, outdoors and then share your experiences online. Geocaching is enjoyed by people from all age groups, with a strong sense of community and support for the environment.
- Using Constant Contact, an email distribution list was created and grew to 700 members by the end of the year. This database, built through the collection of names at off-site special events, Music at the Cannery and other events was used throughout the year to effectively and economically market special events and other activities.
- The Society membership base remained strong at 265 individual, family and corporate members. Members' events included a Wine and Cheese Opening Reception, a members' trip to the Museum of Anthropology and Nitobe Garden, Meet the Collection on the Tank Deck, and the traditional members fall potluck.
- Cannery Currents newsletter was produced quarterly to keep members engaged and informed.
- The Society co-sponsored **THE STEVESTON FARMERS AND ARTISANS MARKET** along with **THE STEVESTON COMMUNITY SOCIETY** located in Fisherman's Park and other areas surrounding the Cannery. The market operated every second Sunday from 10 AM – 4 PM and included a variety of attractions including free music and entertainment, children's activities, cooking demonstrations and more.
- The Cannery hosted, supported and participated in many other community events throughout the year including: **THE STEVESTON SALMON FESTIVAL, THE WILD BC SEAFOOD FESTIVAL, BRITANNIA HERITAGE SHIPYARDS MARITIME FESTIVAL AND DRAGON BOAT FESTIVAL, LONDON FARM'S FAMILY FUN DAY, THE**

ROTARY WINE AND SEAFOOD FESTIVAL AND DOORS OPEN RICHMOND, THE FIGGARD LIGHTHOUSE/ FORT RODD HILL NHS 150TH ANNIVERSARY CELEBRATIONS and THE RICHMOND CHAMBER OF COMMERCE BUSINESS AFTER FIVE.

- Representatives from the Cannery sit on a variety of boards and committees including: **STEVESTON HERITAGE COMMITTEE, STEVESTON TOURISM COMMITTEE, RICHMOND MUSEUM BOARD, THE TOURISM RICHMOND MARKETING COMMITTEE** and **THE STEVESTON NON-PROFIT GROUP OF EIGHT.**
- The Cannery had a successful year in welcoming the community to use the facility in new and innovative ways serving as a venue for several unique events including a memorial service and **THE ANNUAL STEVESTON ROTARY WINE AND SEAFOOD FESTIVAL.**

» MARKETING AND COMMUNICATIONS

New marketing initiatives in 2010 included

- Redesign of Society print material with new Society and Parks Canada branding including **RACK CARD, EDUCATION PROGRAM BROCHURE, MEMBERSHIP BROCHURE, NEWSLETTER AND CALENDAR OF EVENTS**
- Production of new large format banner with new branding for the East wall of the Cannery.
- Participation in **THE INSTITUTE FOR CANADIAN CITIZENSHIP'S CULTURAL ACCESS PASS PROGRAM** as a way to better engage with Metro Vancouver's new Canadians. Local cultural institutions offer free admission for one year from the day they are sworn in as Canadian citizens.

Media coverage included **HAUNTED CANNERY TOURS** on **VANCOUVER AT 5 PM** (CBC TV), Shaw TV's **THE EXPRESS, FLAVOURS OF THE WEST COAST** (CHEK-TV), **SALMON STOMP** (The Globe and Mail), **THE SUMMER SALMON RUN** (CBC Radio One), **BRITISH COLUMBIA MAGAZINE, THE RICHMOND REVIEW, RICHMOND NEWS, VANCOUVER SUN, GEORGIA STRAIGHT ENTERTAINMENT LISTINGS, RADIO CANADA** and **BCIT CO-OP RADIO.**

Previously successful marketing initiatives were continued including:

- the distribution of 40,000 site brochures at over 300 locations throughout the Greater Vancouver area,
- participation in the **VANCOUVER ATTRACTIONS GROUP** and **TOURISM VANCOUVER'S TOURISM CHALLENGE**



- distribution of 2,400 school program brochures to schools in the Greater Vancouver area
- paid advertising in local newspapers
- listings in free community event columns and websites to promote special events to local residents
- advertising in select publications for the tourist market including: **VANCOUVER COURIER, TOURISM RICHMOND VISITORS GUIDE, HISTORIC STEVESTON MAP, TOURISM BC VACATION GUIDE, VANCOUVER COAST AND MOUNTAINS TRAVEL ADVENTURE GUIDE, WHERE VANCOUVER KIDS MAP, STEVESTON VILLAGER** and local Hotel Guest Directories
- targeted marketing to event planners as a rental venue through **THE TOURISM VANCOUVER MEETING PLANNERS GUIDE**
- the sale of admission tickets at Tourism BC Infocentres
- participation in **THE BC FIELD TRIP FAIR** in September where over 600 teachers learned about field trip opportunities throughout the province, **THE NEW TEACHERS' CONFERENCE, THE BC SOCIAL STUDIES TEACHERS' ASSOCIATION CONFERENCE** and **THE PROVINCIAL INTERMEDIATE TEACHERS' ASSOCIATION CONFERENCE**.
- participation in the **TOURISM VANCOUVER SHOWCASE**

» EXHIBIT AND FACILITY PRESERVATION AND MAINTENANCE

The Society contributed to the ongoing maintenance of the facility and exhibits throughout the year. The Society's capital contributions included:

- Insulation of the main Cannery floor to improve conditions for year-round opening
- Replacement of the dryer shed door

The site **FIRE SAFETY PLAN** was reviewed and updated

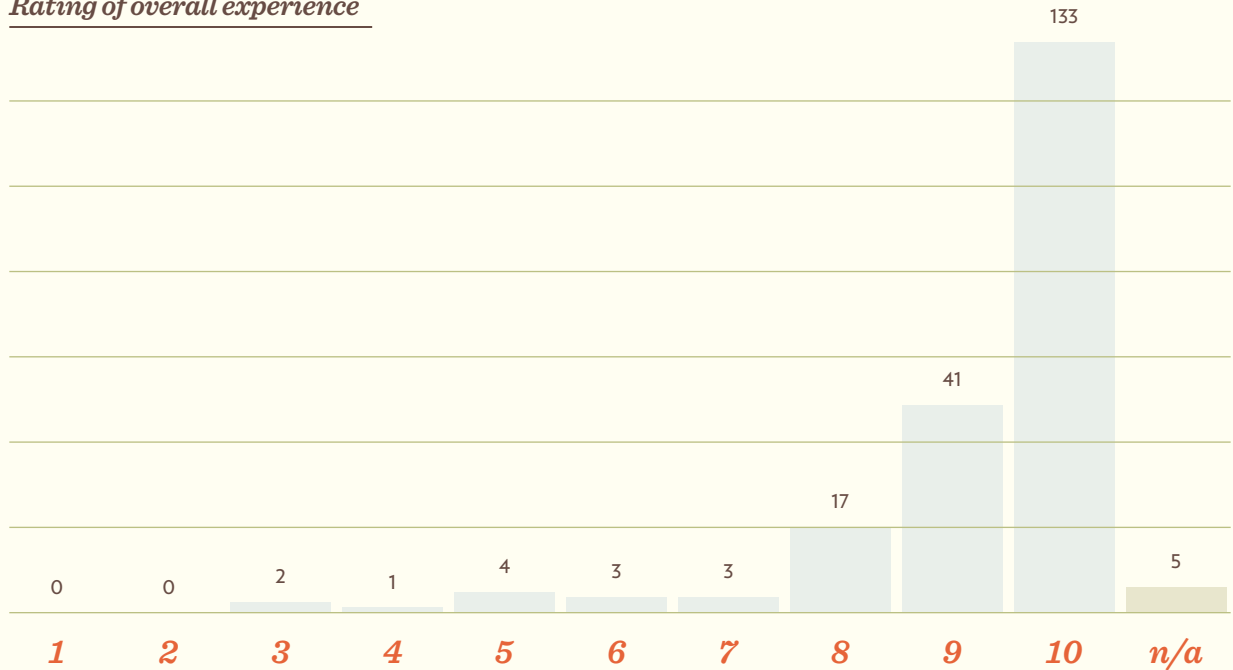
Parks Canada also invested facility improvements throughout the year including:

- Installation of new video screens in the wheelhouse
- Reroofing and painting the exterior of the Administration building
- Completing a structural assessment of the main Cannery building 🌿

VISITOR FEEDBACK

All visitors to the Cannery are given the opportunity to comment on their experience. The following summary is based on 194 comment cards that were received from drop-in visitors in 2010. Complete comments are available upon request.

Rating of overall experience



Is this your first visit to the Gulf of Georgia Cannery?

YES	NO	NO RESPONSE
155	29	10
80%	15%	5%

Did you come to Steveston to specifically visit the Cannery?

YES	NO	ABSTAINED
106	69	8
58%	38%	4%

How long was your visit to the Cannery?

5-30 MIN	30-60 MIN	1-1.5 H	1.5 H +	NO RESPONSE
14	52	124	0	2
7%	27%	65%	0%	1%

Did you take a guided tour?

YES	NO	NO RESPONSE
127	55	10
66%	30%	4%

Where is your permanent residence?

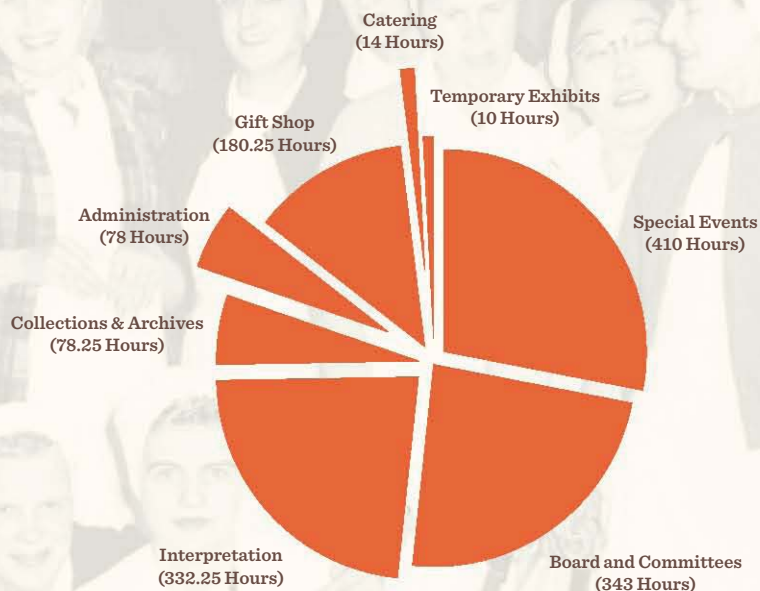
RICHMOND	LOWER MAINLAND	OTHER BC	OTHER CANADA	UNITED STATES	OTHER COUNTRY	NO RESPONSE
12	80	21	18	28	28	4
6%	42%	11%	9%	15%	15%	2%

How did you find out about the Cannery?

BROCHURE	WALKED/DROVE BY	NEWS-PAPER	WORD OF MOUTH	WEB SITE	RADIO/TV	OTHER	NO RESPONSE
19	43	6	50	13	1	54	7
10%	22%	3%	26%	7%	<1%	28%	3%

» VOLUNTEER PARTICIPATION

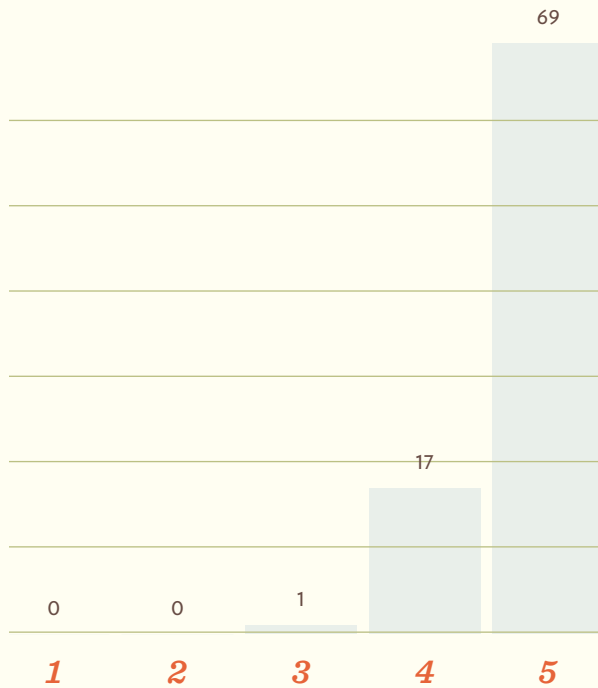
The Gulf of Georgia Cannery Society has over 60 volunteers who contribute to virtually all aspects of the site's management and operation. In 2010 volunteers contributed a total of over 1,400 hours of service.



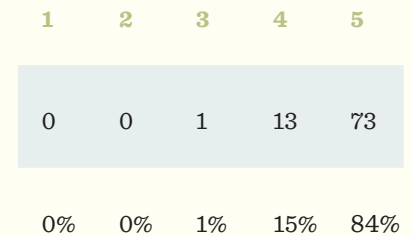
» EDUCATIONAL PROGRAM ASSESSMENT

The Gulf of Georgia Cannery Society continuously solicits feedback from teachers who participate in our educational programs. The following summary is based on 87 evaluations that were returned to the program staff in 2010. Copies of complete evaluation forms with comments are available upon request.

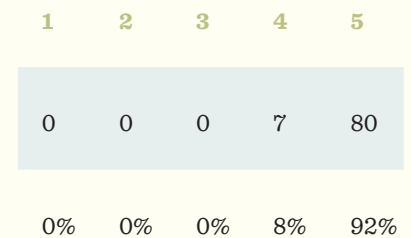
Overall, how would you rate this program?



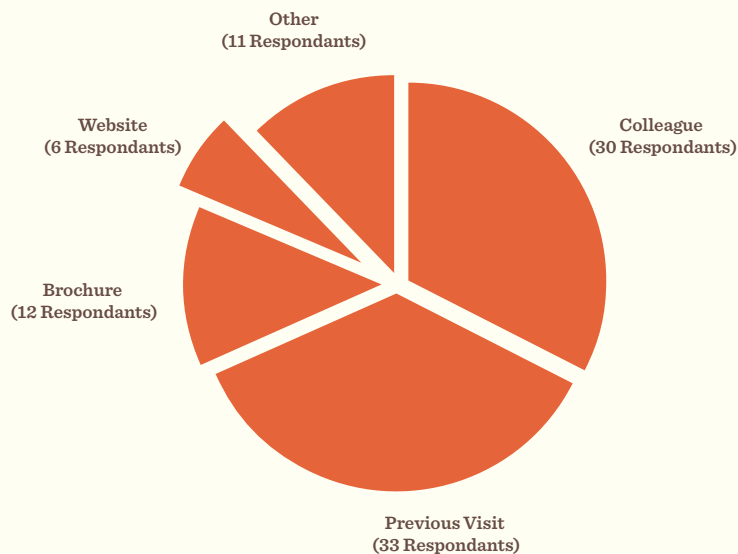
How would you rate the content of the program?



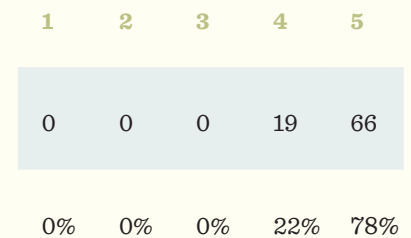
How would you rate the presenter's knowledge of the material?

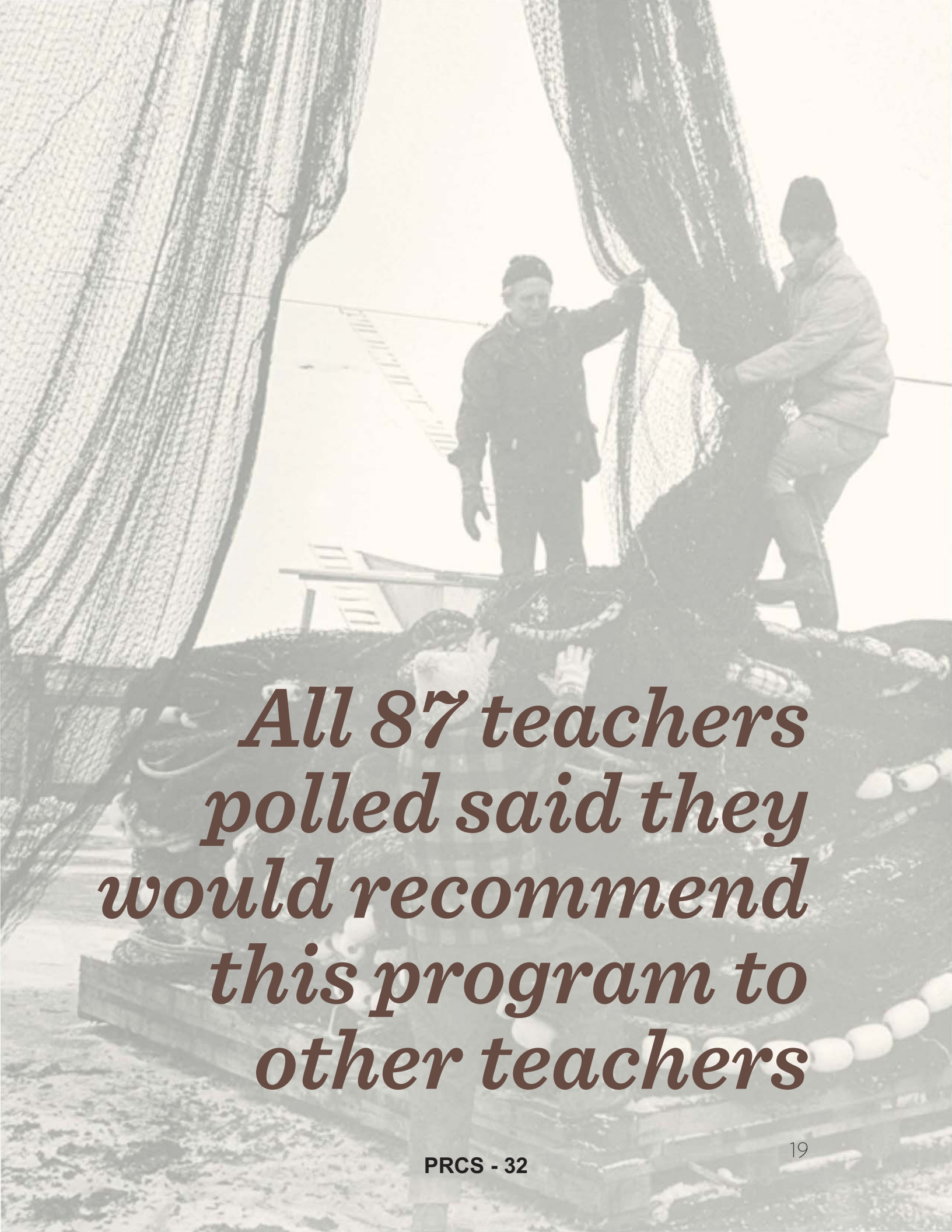


How did you hear about the program?



How relevant was the program to your curriculum?





*All 87 teachers
polled said they
would recommend
this program to
other teachers*

DONATIONS & SPONSORSHIPS

The Gulf of Georgia Cannery Society gratefully acknowledges the following organizations and individuals for their generous financial and in-kind support.

\$ 10,000 +

*Irving K. Barber Learning Centre / University of British Columbia Library
Canadian Heritage, Young Canada Works in Heritage Organizations
Human Resources and Skills Development Canada, Canada Summer Jobs*

\$ 5,000 +

Gene Greczmiel
BC Gaming Commission, Direct Access Program

\$ 3,000 +

G&F Financial Group

\$ 1,000 +

Denyne Butler and Carlie Holland
City of Richmond

\$ 100 +

Francis Woodward, Brian Nix, Telus Corporation

» **DONORS:**

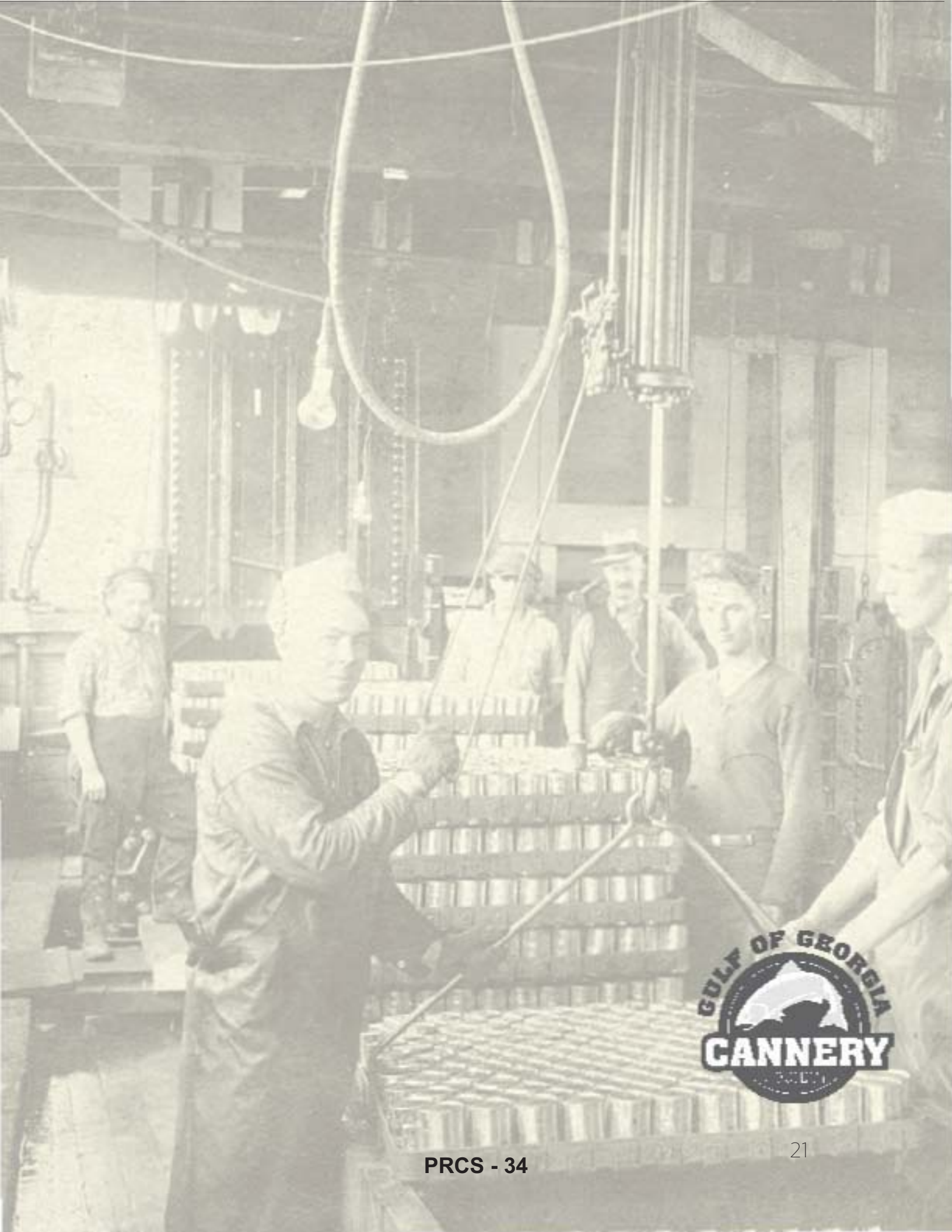
Bill and Doris Cameron, Chris Morris and Margaret Hewlett, Klaas Focker, Keith and Cheryl MacDonald, Barbara and Mel Goodwin, Helen McDonald, Mary Semple, Richard Gregory, Sheila Dutka, Peter and Joan Kellinghusen, Ray and Joyce Shimokura and Tracey Rayson in memory of Mitsuo Tasaka, Rob Hart..

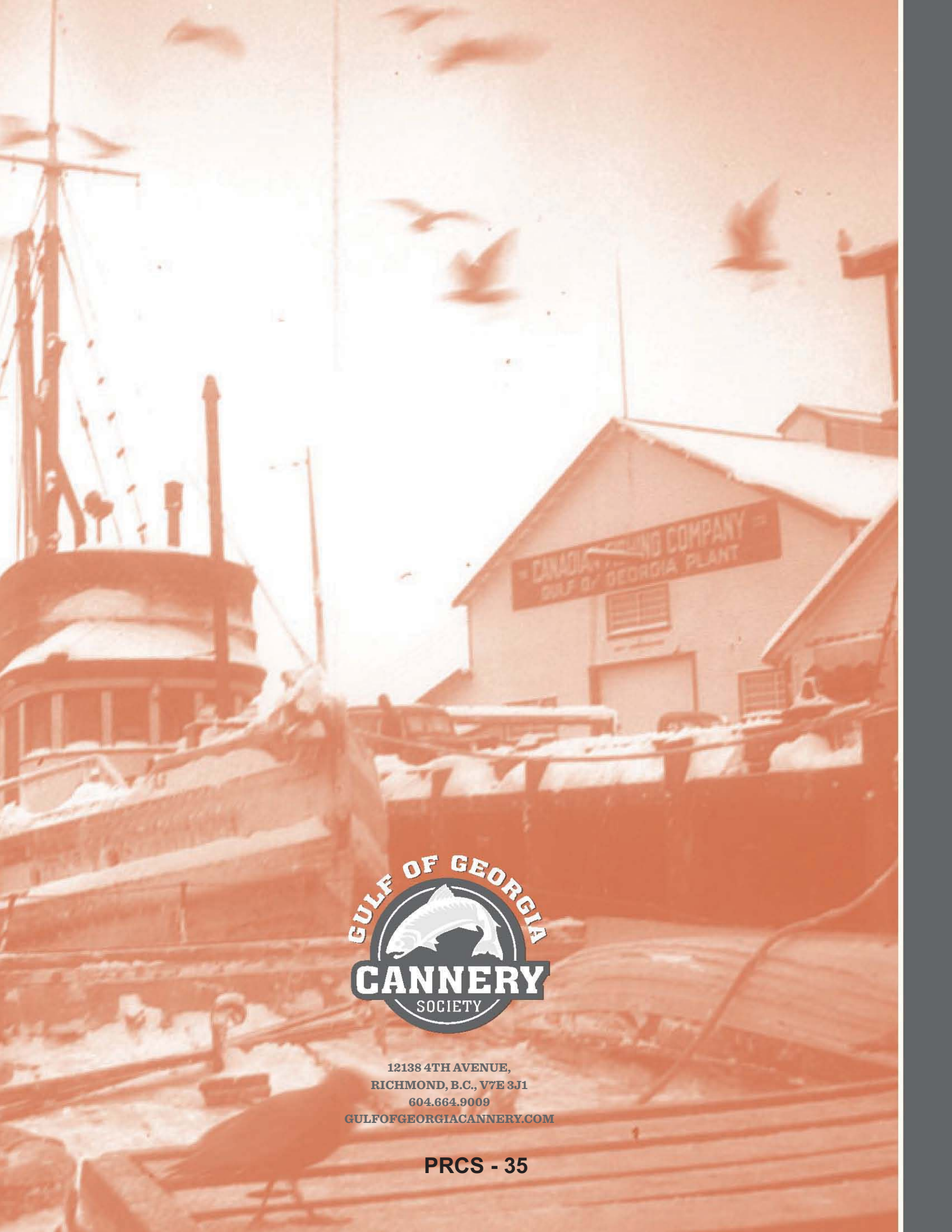
» **IN-KIND SUPPORT PROVIDED BY:**

Canfisco, Gordon Allen, Florence Debeughny, Steveston Community Society, Steveston Farmers and Artisans Market, Charthouse Restaurant, Pajo's Fish & Chips, Steveston Marine & Hardware, Tapenade Mediterranean Bistro, Steveston Insider, Western Mariner Magazine, Blanche MacDonald Centre, Canadian Artists' Society.

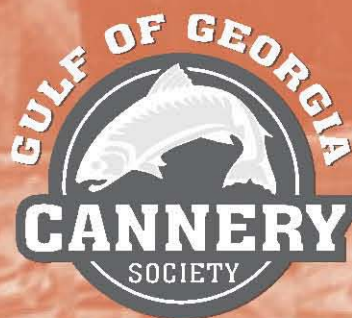
Parks Canada's support for community-based stewardship through its ongoing relationship with the Gulf of Georgia Cannery Society ensures the conservation and presentation of the Gulf of Georgia Cannery as a nationally significant piece of Canadian heritage. In addition to capital investments in the site and professional and support services, Parks Canada provided \$ 500,000 of funding, which accounts for 58% of the Society's operating budget

A special thank you to the individual members of the Gulf of Georgia Cannery Society whose consistent support contributes immeasurably to the success of this unique site. 🍀

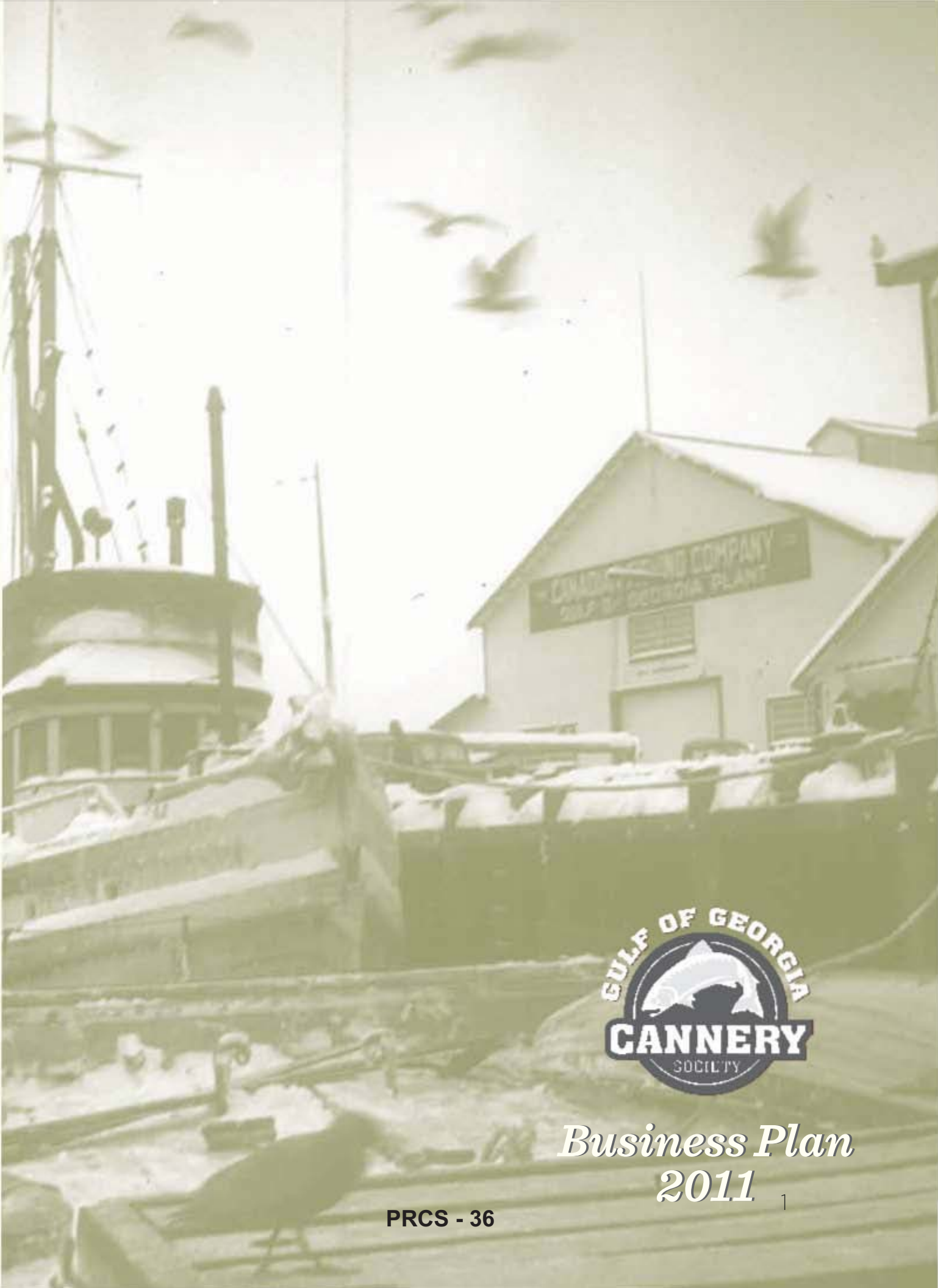




CANADIAN FISHING COMPANY
GULF OF GEORGIA PLANT



12138 4TH AVENUE,
RICHMOND, B.C., V7E 3J1
604.664.9009
GULFOFGEORGIACANNERY.COM



Business Plan
2011 ₁



CHAIR'S & EXECUTIVE DIRECTOR'S MESSAGE

2010 was a pivotal year for the Gulf of Georgia Cannery National Historic Site: an 82% increase in visitation, a near doubling of the length of our open season, the launch of several new events, programs and exhibits and the expansion of our on-line presence – it will be a hard act to follow.

The objectives set out in this business plan were developed based on priorities established by the Board of Directors in consultation with staff, the wider priorities of the local community and Parks Canada and the current social and economic climate. With the Five Year Plan developed in 2009 still providing a framework, the Society will maintain its focus on improving and expanding visitor experiences. Key objectives include improving the sense of arrival through the development of an improved landscaping plan, improving accessibility to the Cannery for all Canadians by minimizing all potential physical, cultural and geographic barriers and by producing a diverse range of high quality exhibits, programs and events.

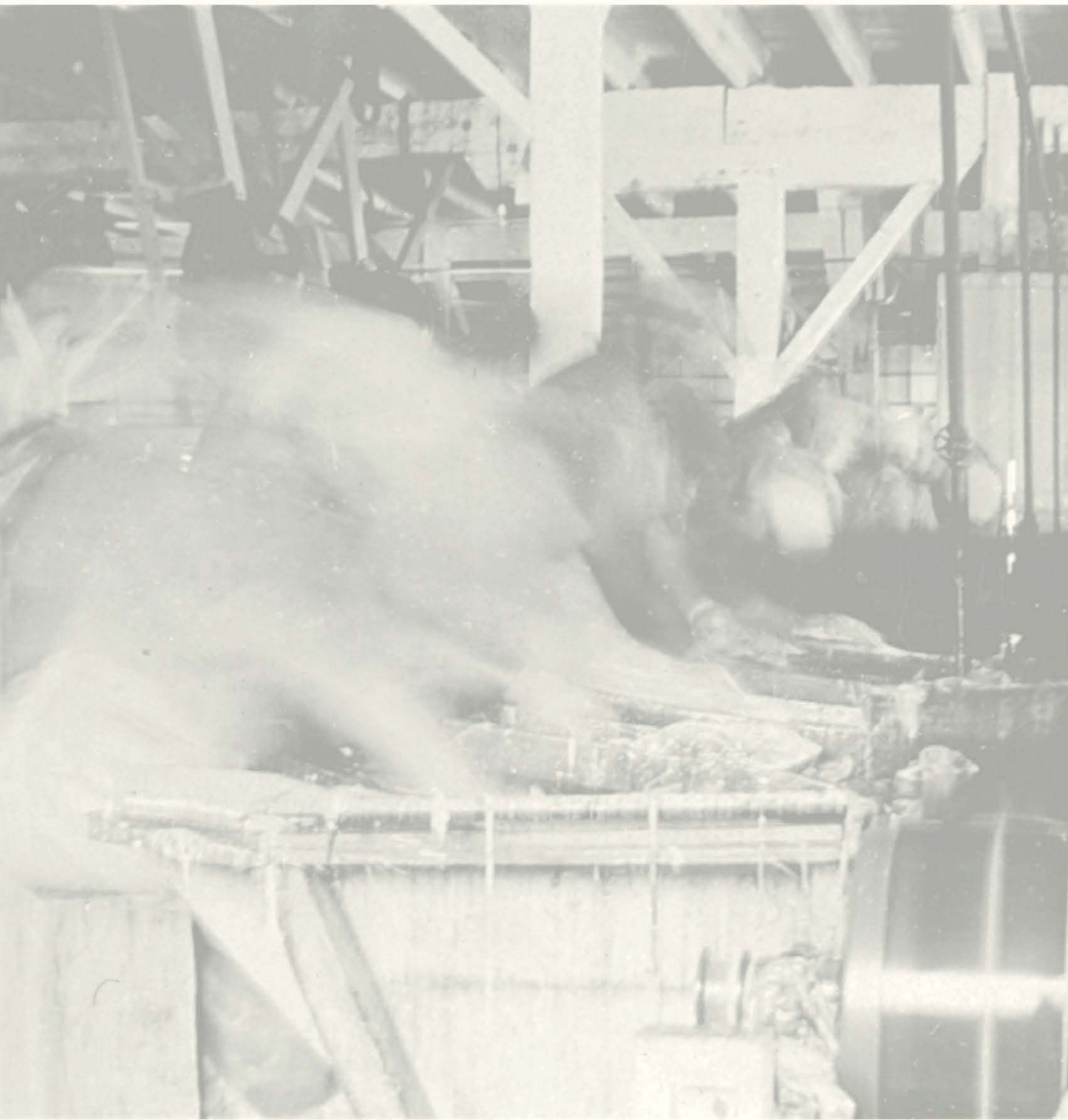
2011 also marks two significant anniversaries: the 25th Anniversary of the founding of the Gulf of Georgia Cannery Society and the 100th Anniversary of Parks Canada. These anniversaries will provide opportunities for special events, programs and exhibits that celebrate these extraordinary organizations and their unique partnership that saved and continues to preserve this significant piece of Canadian heritage.

With the continued dedication of our volunteers, staff, board of directors and the support of Parks Canada and our community partners we are confident that this vision will be realized.

We look forward to welcoming you to the Cannery soon.


LOREN SLYE –
Chair


MARIE FENWICK –
Executive Director





» VISITOR EXPERIENCE TARGETS:

Increase the number of visitors to the Cannery by 10%

- The Cannery will be open to the public 7 days a week, year round for the first time in its history
 - » This trial extended opening will create new opportunities for programming and events, help to build and maintain relationships with community partners and make the site accessible to visitors throughout the year.
- Produce and promote a wide-range of high quality exhibits, public, group and school programs and special events for the 2011 season
 - » Salmon People: this temporary exhibit and school program will explore the culture of Coast Salish fishing in British Columbia in both its historic and contemporary context.
 - » 25 Years, 25 Objects from the Gulf of Georgia Cannery Society Collection: in honour of the Society's 25th anniversary this exhibit will grow throughout the year as each month two objects that help to tell the history of the Society are selected for display. This exhibit will be displayed both at the Cannery and on the Society's website.
 - » Richmond Maritime Festival 2011: produce themed entertainment and programming to support this important community festival and to introduce thousands of new visitors to Steveston about what the Cannery has to offer.
 - » Tin Can Challenge: a 10 foot gillnetter, built entirely of cans, will be constructed and available for viewing throughout January and February. Visitors will have the opportunity to build their own tin can sculpture and help to fill one, two or three fishing totes full of food for the Richmond Food Bank.
 - » Strolling through Steveston goes interactive: a new, interactive scavenger hunt/walking tour program for school groups will be launched in the spring.
 - » Come Celebrate the World's First National Parks Service: Parks Canada celebrates its 100th year and the Cannery will be home to special events and activities on Parks Day (July 16) and throughout the year to mark this occasion.
 - » Gulf of Georgia Cannery Society's 25th Anniversary Celebrations: the community will be invited to come and celebrate 25 years of our organization with a book launch, a homecoming and more.
 - » Previously successful programs, events and exhibits will continue and grow, including: Music at the Cannery, Salmon Stomp, Doors Open Richmond, Spring Break Programming, Easter Programming, Canada Day Open House, Fishing the West Coast Photo Show and Contest, Culture Days, Haunted Cannery Tours, Christmas in Steveston Village, Santa's visit to the Cannery, the Festival of Trees and Classic Christmas Movie Nights.
- Society staff and the Exhibits and Programs committee will work to support Parks Canada exhibit designers to redesign the Contemporary Fishing Issues exhibit, the development of the Cannery building model and other permanent exhibits in the Cannery.
- In order to improve the experience of the self-guided visitor, a self-guided map and more interactive elements will be introduced.

Create a dynamic presence along Chatham Street to improve sense of arrival through the development of a landscaping plan for this area

- Develop and begin implementation of a landscaping plan for the Chatham Street and Parking lot area that creates a sense of place and arrival using large artifacts and other related elements at this important point of entry to the Cannery site.
- Use this project as the starting point for further collaboration with the City of Richmond, Steveston Harbour Authority, Parks Canada and local organizations to develop and implement a plan to improve landscaping in the areas adjacent to the site.
- Work with Translink to create a unique, Cannery branded bus stop at Chatham and Fourth Street.

Ensure proactive, long term visitor experience planning procedures are in place

- Prepare for future exhibit development through the completion and adoption of a 5 year interpretation plan.
- Improve accessibility to the Cannery's cultural and educational resources for all potential visitors by minimizing any economic, social, geographical, physical, intellectual and cultural barriers to participation.
- Prepare for 2012 temporary exhibit and accompanying programming on Trade Unionism in the Fishing Industry.
- Explore innovative new programming in partnership with other local attractions and heritage sites throughout the year.

» **OUTREACH TARGET:**

Reach new audiences outside the walls of the Cannery through an expanded outreach program

- To commemorate the society's 25th anniversary two books will be published:
 - » A souvenir book on the history of the Gulf of Georgia Cannery to help visitors remember their trip to the site.
 - » A booklet on the history of Gulf of Georgia Cannery Society for members and other interested individuals.
- The Society's website will continue to evolve and grow:
 - » An online, searchable database of the Society's archival photograph collection will be launched.
 - » Past temporary exhibits will re-emerge as online exhibits.
 - » The History of the Gulf of Georgia Cannery Society in 25 Artifacts will have an online component.
 - » Expand the use of social media, including incorporating new tools such as a YouTube Channel and podcasts.
- Continue to participate in previously successful outreach initiatives including:
 - » Distribute outreach education kits My Monster Cannery and B.C.'s Fishing History for use in elementary and secondary schools.
 - » Participate in offsite events, including the Britannia Heritage Shipyard's Maritime Festival.
 - » Launch additional Geocaches: Geocaching is a high-tech treasure hunting game played throughout the world by adventure seekers equipped with GPS devices. The idea is to locate hidden containers, called geocaches, outdoors and then share your experiences online. Geocaching is enjoyed by people from all age groups, with a strong sense of community and support for the environment. The Cannery's pilot geocache, launched in October of 2010, has drawn new and repeat visitors to the Cannery.
- Explore options for a costumed outreach interpreter to represent the Cannery at special events onsite, in Steveston Village and throughout Metro Vancouver.



» MARKETING AND COMMUNICATIONS TARGET:

Increase visitation and improve awareness of the Cannery, its programs and events

- Explore opportunities to promote the site in new ways including:
 - » Write regular articles for local newspapers, newsletters and magazines.
 - » Make greater use of social media and other online tools for promotional purposes.
 - » Attract new audiences and build awareness of the Cannery in the Metro Vancouver area through participation in Tourism Vancouver's inaugural Be a Tourist in Your Own Town (May 2011).
- Continue with previously successful marketing initiatives including:
 - » Build on current email marketing program by expanding the current distribution list and using Constant Contact in new ways.
 - » Distribute site brochures (60,000) at over 300 locations throughout the Greater Vancouver area year round.
 - » Raise profile of site amongst people in the tourism industry through participation in Tourism Challenge.
 - » Distribute school program brochures (2,400) to schools in the Metro Vancouver area.
 - » Paid advertising in local newspapers to support editorial coverage.
 - » Listings in free community event columns and websites to promote special events to local residents.
 - » Advertising in select publications for the tourist market including: Tourism Richmond Visitors Guide, Historic Steveston Map, Where Vancouver Kids Map, Steveston Villager and local Hotel Guest Directories.
 - » Targeted marketing to event planners as a rental venue through the Tourism Vancouver Meeting Planners Guide.
 - » Expand use of Society blog, Twitter, Facebook and Flickr to promote site activities to members, locals and other potential visitors.



» CANNERY STORE TARGET:

Increase sales per visitor by 10%

- Maintain a merchandise blend that includes more unique products featuring Cannery branding and work by local artists and artisans that will help visitors remember their visit to the Cannery and to the Village of Steveston.
- Expand online store to include more unique products and online promotion with a goal of doubling online sales.
- Create a greater sense of atmosphere and a seamless transition from the museum into the store by bringing more artifacts and archival photographs into the store.
- Produce and sell archival photographs from the Society's collection.
- Promote members only shopping through specials, events and/or free gift with purchase offers.

» COLLECTIONS MANAGEMENT TARGET:

Optimize storage conditions and collection management procedures to ensure the long term stability of the collection

- Implement new Access database for the Society's collection.
- Create a Documentation Procedural Manual and Documentation Plan to standardize recording of information about the collection.
- Work with Parks Canada to facilitate deaccessioning of potentially dangerous, irrelevant and / or duplicate artifacts in the Parks Canada collection.
- Library and Archives: Improve the accessibility and stability of the library and archives collections
- Create a searchable catalogue of the Society's library.
- Improve the condition of the library and archives to increase accessibility, reduce pests and other environmental threats to these collections.
- Continue to build on the library and archives collection for research, exhibit design and programming purposes.



» MEMBERSHIP TARGET:

Increase membership in the society by 10%

- Launch a membership drive to attract new members through a direct mail out to the local postal code and to other related groups.
- Continue to promote the benefits of membership to visitors to the Cannery.
- Explore partnering with other institutions to offer reciprocal benefits.
- Offer a broad range of programs and events to current and potential members throughout the year including: Annual Exhibit Opening Reception, Members Field Trip and Members Potluck.
- Encourage members to bring a friend to these membership events.
- Integrate fundraising into membership database to better track Society supporters.

» ORGANIZATIONAL DEVELOPMENT TARGET:

Increase engagement with local partners for the benefit of the Cannery, the Society and the community

- Build relationship with Steveston Merchants Association by exploring opportunities for partnerships, sponsorships and promotion. Host regular events for local merchants and their employees to encourage them to become ambassadors for the Cannery.
- Take a more active role in Fisherman's Memorial event on the National Day of Mourning for people killed at work on April 28th.
- Help to develop, produce and promote community events throughout the season with partners including Steveston Farmers and Artisans Market (May – October), Steveston Winter Market (November – April), Wild BC Seafood Festival, Sockeye Spin, Dragon Boat Festival.
- Actively promote and participate in the establishment and expansion of partnerships with local and related organizations, including collaborative projects, events, programs and exhibits. Potential partners include the Vancouver Maritime Museum, National Nikkei Museum and Heritage Centre, Britannia Heritage Shipyards, Steveston Museum, Richmond Museum, London Heritage Farm and others.

- Take a leadership role in the preservation and promotion of historic sites in Steveston.
- Take a leadership role in working with the City of Richmond, developers and other community groups to preserve the character of Steveston Village.
- Build greater awareness of the Gulf of Georgia Cannery Society, its programs, exhibits and events at the federal, provincial and municipal levels of government through presentations and the distribution of annual reports and business plans.

» FACILITY PRESERVATION AND MAINTENANCE TARGET:

Work with Parks Canada to ensure proper recapitalization and facility maintenance procedures are in place

- Construct stairs and mezzanine walkway in the ice house.
- Evaluate energy usage and pursue all potential efficiencies and accompanying rebate programs, including lighting, HVAC systems and hot water.
- Additional projects will be assessed and proceed based on heritage review findings and other considerations. These include replacing damaged siding and repainting the exterior of the Cannery and encapsulating asbestos tile on east wing.
- Remodel interior of the administration building to better suit current staffing needs.
- Continue to look at ways to improve insulation and heating systems in the Cannery to facilitate year round use.

» FINANCIAL TARGET:

Ensure the long-term stability of the Society by fully developing all potential sources of funding and by improving returns on the Society's contingency fund

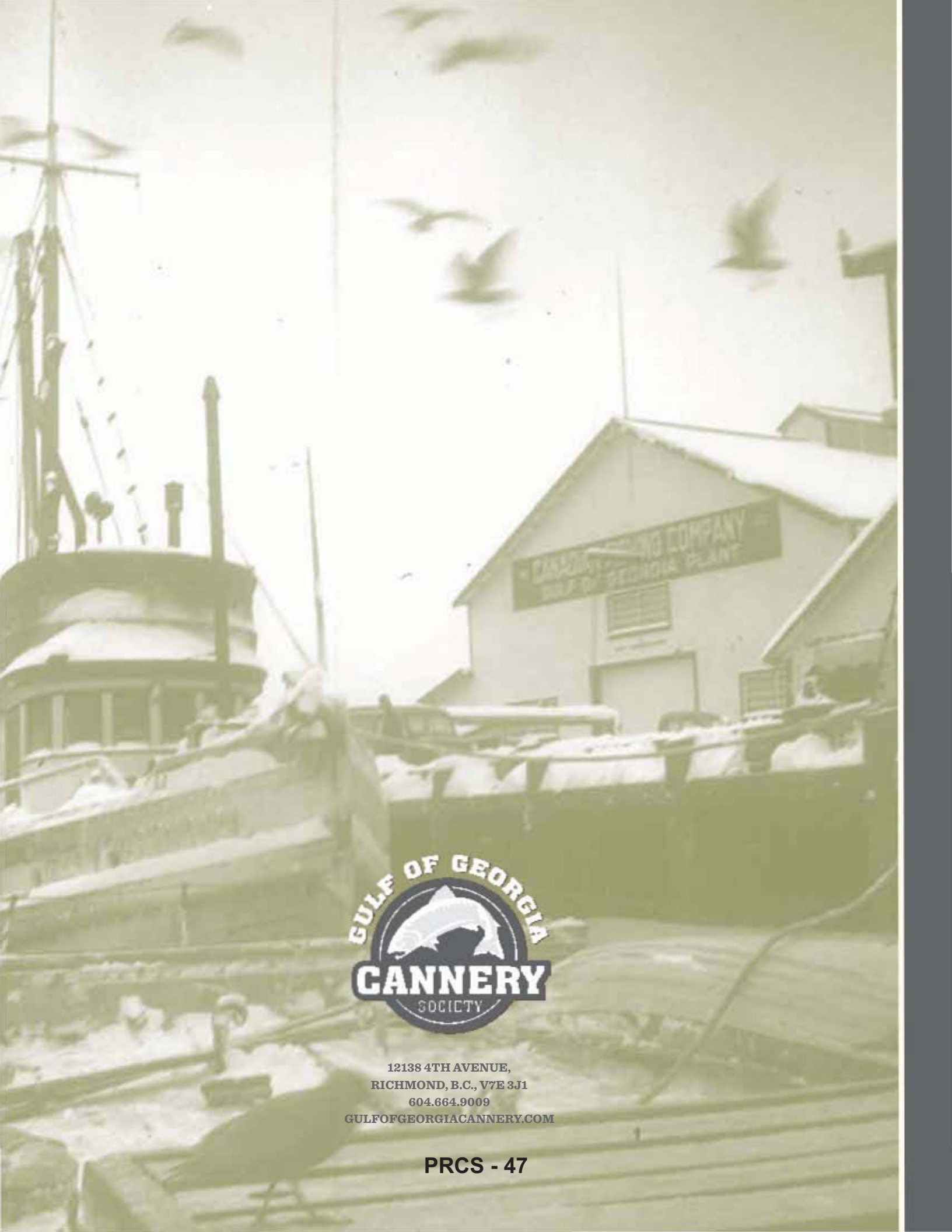
- Create formal donor recognition program including onsite and online donor recognition area.
- Pursue all available grant and sponsorship opportunities.
- Invest contingency fund to generate greater returns.

» HUMAN RESOURCES TARGET:

Continue to invest in staff, volunteers and board members to maintain stability and ensure the continued growth of the organization

- Conduct regular performance planning and reviews for all staff.
- Create one additional permanent, full-time position (Special Events Assistant).
- Ensure employee compensation packages are competitive.
- Establish an employer matched Individual Pension Plan for permanent, fulltime employees.
- Evaluate the Interpreter positions in light of year round opening
- Increase volunteer involvement and engagement by recruiting volunteers for appropriate projects throughout the season and offering an annual volunteer recognition event.
- Continue to invest in the development of the Board of Directors and staff through professional development opportunities and a board retreat.





CANNERY COMPANY
GULF OF GEORGIA PLANT



12138 4TH AVENUE,
RICHMOND, B.C., V7E 3J1
604.664.9009
GULFOFGEORGIACANNERY.COM

PRCS - 47