

Audience Engagement Plan 2016

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Section 1: SETTING THE PRIORITIES

Society Guiding Documents

Statement of Commemorative Intent

The Gulf of Georgia Cannery is nationally significant because of its association with the West Coast Fishing Industry, from the 1870s to the modern era; its location in Steveston, historically the most important fishing village on the West Coast; and the Cannery buildings and extant resources which reflect the industry's development.

Mission and Vision

The mission of the Gulf of Georgia Cannery Society is to preserve and promote the history of Canada's West Coast fishing industry. The vision is to be the place to showcase the past, present, and future of Canada's West Coast fishing industry.

Our vision is to share with the world the importance of commercial fishing on Canada's west coast by offering interactive educational opportunities at the iconic Gulf of Georgia Cannery National Historic Site and outstanding public engagement activities in the larger community.

Strategic Objectives (2014)

- a. Align Internally with Our Vision
- b. Engage Our External Stakeholders and Community
- c. Raise Our Profile Through Sharing Our Goals
- d. Put a New Lens on Funding
- e. Enhance our Core Offer
- f. Plan for the Future while Maintaining Current Spaces

Society Priorities for Audience Engagement (2016)

Activities undertaken by the Society must aim to preserve or promote West Coast fishing history. In addition, activities should be designed to (in order of priority):

- a. Bring visitors to our site
- b. Be cost neutral (create revenue generation opportunities to cover expenses)
- c. Connect with community through partnerships and volunteering
- d. Appeal to one of our target audiences
- e. Attract media attention

Goals & Targets

The full 2016 Operational Plan with specific operational goals outlined to meet the strategic objectives is attached in Appendix A.

Annual Growth Targets (2016)

- a. Increase paid admission by 5%
- b. Increase general admissions revenue by 8%
- c. Increase group admissions by 7%
- d. Increase store sales by 6%

- e. Increase fund development
- f. Increase community engagement

Primary, Secondary and Emerging Audiences

Primary Audience

The primary audience is identified as the consumer of our main offer (the daily offer) and represents the greatest source of revenue. They have been identified as mature travellers interested in history/heritage. They are from Metro Vancouver, the Western Provinces and United States of America, and Western Europe. They are interested in learning about Canadian history. They are usually one-time visitors during the peak season.

Secondary Audience

The secondary audience is not served by main offer, but participates in other ways. They are identified as locals with a community interest and families. They desire a community experience and sense of belonging rather than information, and are entertainment rather than heritage driven. They are drawn by events and have a large potential to return for the main offer with family and friends.

Emerging Audiences: Potential for growth

Two emerging audiences have been identified:

- **Families with young children (12 and under)**
Plan for educational, interactive heritage programming for this audience
- **New Canadians**
Plan for group programming that introduces newcomers to their community and Canadian history and traditions

The 2015 Marketing Plan is attached in Appendix B. It outlines strategies for reaching these target groups.

Interpretive Themes

Primary

Daily interpretive theme priorities identified at visioning session Nov 22, 2015 were:

1. The canning process
2. The evolution of the fishing industry
3. Stories of cannery workers and ethnic groups

Secondary

Sustainability, the impact of the fishing industry, First Nations, the national significance of West Coast fishing, the story of the GOG (architecture and uses), life of fishermen on the boats, and fishing skills were identified as important topics to share in other ways beyond daily tours (e.g., through exhibits and programs).

Interpretive Theme brainstorming results from Nov 22, 2015 are included in Appendix C

Section 2: OPERATIONALIZING THE PRIORITIES

This Audience Engagement Plan will set the Gulf of Georgia Cannery Society's audience engagement direction for the next 3-5 years. The plan makes recommendations for choosing projects that will best meet the priorities set out by the board which are documented in Section 1. It will be used by staff to create annual work plans which, together, form the annual operations plan that the Executive Director will present to the Board for approval.

The GOGCS participates in many activities that fall within "audience engagement":

- Exhibits (permanent, feature, temporary, and community displays)
- Daily public offer
- Group Programs (school programs, OSC, birthday parties, adult specialty tours)
- Special Events (annual and unique)
- Public Programs (annual and unique)
- Collecting (artifacts and oral histories)
- On-line engagement initiatives
- Off-site engagement initiatives
- Members
- Volunteers
- Cannery Store
- Community Partnerships

Each of these activities will be addressed separately in the plan. However, any single activity listed above is supported by many other activities to successfully engage audience(s).

Exhibits

The exhibit program includes permanent exhibits, feature exhibits (Lane 2), smaller temporary exhibits (alcove), and community displays or exhibits hosted from other institutions. Exterior interpretive signs and interior way-finding signs are included in this section.

Many of the permanent exhibits are showing their age and are nearing the end of their life spans. GOGCS repairs the permanent exhibits as part of their contract with Parks Canada. 2016 repairs and anticipated 2017 changes by the GOGCS are listed below. Parks Canada is responsible for upgrading or replacing permanent exhibits. It is strongly recommended that the GOGCS works closely with Parks Canada, beginning in 2017 to create a plan to replace these exhibits by 2020. Recommendations for the projects are listed below the table.

Permanent Exhibits					
Exhibit name	2016	2017	2018	2019	2020
Canning Line	repaired	canning label touch screen	plan with Parks Canada to upgrade interpretive islands		
Fishing the West Coast	repaired		plan with Parks Canada to replace automata and fishing models		
Cannery Map	updated		plan with Parks Canada to replace map		
Introductory Movie			plan with Parks Canada to replace introductory movie		
Herring Reduction	repaired	plan new entry exhibit	Install new entry exhibit	plan with Parks Canada for more interactive exhibits	

Permanent Exhibit Project Details:

Canning line Exhibit:

- 2016: repaired peeling photographs and labels; repainted salmon models; replaced missing cans, repaired broken AV stations; conducted on-going machine and belt maintenance.
- 2017: replace the canning label island with an interactive touch screen will allow interpreters and visitors to explore canning label graphics and symbolism.
- Future: work with Parks Canada replace aging interpretive island displays, interpretive signage, and audio and video kiosks. More opportunities for hands-on learning or interaction with the canning line displays would improve this exhibit.

Fishing the West Coast

- 2016: replaced video in the wheelhouse, cleaned and repaired broken automata, repaired AV issues, repair damaged fish model (TBC).
- Future: Work with Parks Canada to replace automata and fishing models with more interactive displays that better connect visitors to the commercial fishing industry and issues of sustainability.

Cannery Map:

- 2016: reprogrammed the Cannery map to show only 1 remaining cannery in BC
- Future: Work with Parks Canada to replace map with a more responsive technology to better complement tour introductions (similar but digital and responsive BC Map with cannery locations identified. Addition of Industry timeline, historical photographs, and salmon lifecycle graphics would improve tour introductions).

Introductory Movie:

- 2016: replaced projector, reformatted movie, movie and theatre lights are now programmed together and movie can play on a regular schedule.
- Future: Work with Parks Canada to replace introductory movie. The out-of-date nature of this movie is a frequent visitor experience comment.

Herring Reduction

- 2016: replaced lights, repaired broken items, repainted props. The repair of broken audio stations is in progress.
- 2018: GOGCS to create an exhibit at the entrance of the Herring Reduction plant to share more context about the herring fishery (biology, First Nations fishing, and commercial industry).
- Future: Work with Parks Canada to create more interactive exhibits that better connect visitors with the concept of reduction as it relates to sustainability.

New Exhibits (GOGCS initiatives)					
Exhibit name	2016	2017	2018	2019	2020
Lane 2	Women on Homefront	Salmon and Cod		TBD	
Virtual Museum Exhibit	research and write		launch website	maintain website	
Herring Reduction		plan	Herring Fishery exhibit		
Way-finding Signs	design	install			
Aboriginal Content	Salmon People	TBD			
South Dock	TBD				
Kids' Alcove	TBD				
Ice House	TBD				

Project Details:

Lane 2

- 2016 Feature exhibit Women on the Homefront will be on display until April 2017
- 2017 Feature exhibit Salmon and Cod will stay up for more than one full year – length of time TBD
- 2018 feature exhibit will be located at entrance to Herring Reduction plant and will share more context about the herring fishery (biology, Aboriginal herring fishing, and the commercial industry).
- The GOGCS is considering using some of the space in Lane 2 for semi-permanent, but flexible, exhibit nodes that share some of the main themes of the site and better direct visitors to the beginning of the canning line and herring reduction tours. Options for this transition will be explored in 2017 and 2018. Smaller annual exhibits will continue.
- Future feature or semi-permanent exhibit themes include:
 - Aboriginal fishing
 - Salmon and herring ecology
 - Fishing Skills
 - Cannery Life for Kids – what living and working was like for kids employed by the Cannery
 - Working the Line –photos and oral histories of people who worked in canneries
 - Recreation of a net loft with stations where people can learn to make and mend nets
 - [A Taste of Science](#). Travelling exhibit produced by the Canada Agriculture and Food Museum. As you roam through an oversized pantry, discover the 5 elements of rot, learn about how food preservation works, play the interactive games, and experience the ‘yuck’ factor of rotting foods! (900 sq. ft., \$2700/12 weeks plus one way transportation.)

Virtual Museum of Canada Exhibit – Salmon Canneries of BC (on-line)

- 2016 VMC grant, production plan, and research. Virtual Museum exhibit website will include an interactive digital map with all BC fish canneries identified, a historical timeline,

and “working the line” section where visitors learn about the canning process and the people who worked in canneries. Teachers’ resources and an interactive canning game are also included in the plan.

- 2017 writing and website design
- 2018 website launch, ongoing website maintenance.

Aboriginal Content

- 2016 re-installed some of the 2011 feature exhibit, Salmon People
- 2017 and 2018 Aboriginal content will be included in Salmon and Cod and Herring feature exhibits
- 2017-2019 Establish relationships and plan for future Aboriginal content
- 2019-2020 consider a semi-permanent Aboriginal content exhibit space

Way-finding Signage:

- 2016/early 2017: Create and install better options for people to find their way to the beginning of self-guided tours, especially considering the expected increase in self-guided visitors in 2017
- Use Lane 2 better to guide people to beginning of Canning Line and Herring Reduction tours

Recommendations for other Cannery Spaces:

Space	Recommendation/Considerations
South Dock	<ul style="list-style-type: none"> • Current use: underutilized • Motivation to change: want people to spend more time in the Cannery, enjoy view of working harbour, relax • Recommendations: interpretive panels about what can be viewed from the dock: wildlife, harbour, boat types, commercial fishing activities, with binoculars, possibly bluestone tanks? Also consider smells and sounds. • Other considerations: Seating/shade? Furniture makes it less usable for rentals • Project planning to begin in 2018
Ice House	<ul style="list-style-type: none"> • Current use: school groups and meetings • Motivation to change: Would like space to be more welcoming for public with additional exhibits • Recommended interpretive themes: Ice House function • Considerations: Consider together with South Dock function and better wayfinding. Needs to work for school programs • Timeline: Would like to see this redesigned for 2019
Kids’ Alcove	<ul style="list-style-type: none"> • Current Use: children’s play area • Motivation to change: messy, seating is awkward, target age is not clear, space is not well utilized and furniture is not flexible • Recommendations: Target age 3-6 years. Redesign seating, tables, and totes and activities for smaller children. Fewer, more impactful and durable activities preferred – boat table, costumes, books, puppets. Totes with activities for different age levels

	<ul style="list-style-type: none"> • Other considerations: Furniture needs to be flexible so space can also be used for school groups when needed. Cannot attach anything to walls in this space • Timeline: 2018
Temporary Exhibit Alcove	<ul style="list-style-type: none"> • Current Use: Temporary in-house exhibits, temporary community displays, decorated Christmas trees • Motivation to change: Asked to consider the options of using this space to generate income • Recommendations: Maintain current function as a collaborative community space where exhibits with complementary themes can be displayed. Use for Cannery projects or rentals when needed. Consider for small annual exhibits when Lane 2 if/when lane 2 has semi-permanent displays • Other considerations: Art shows could work but would need a detailed MOU with the artist. There are logistical and climate concerns for art shows: the area is not climate controlled. Even in summer, climate issues will be a concern for art shows. Also, area is not supervised so exhibits may be touched/damaged • Timeline: Not currently scheduled
Vitamin Oil Shed	<ul style="list-style-type: none"> • Current Use: Some interpretation regarding vitamin oil production • Motivation to change: Space is insulated which makes it appealing for year-round use; it is mostly underutilized. • Recommendations: Temporary Exhibit Alcove or additional space for educational activities • Other considerations: Lead Paint • Timeline: not currently scheduled

Programs and Events

Daily Public Offer:

The cannery daily offer is seasonal, with more staff and activities during the warmer months and more self-guided tours during the colder winter season.

- I. High Season Offer (May long weekend to Labour Day)
 - a. Hourly guided canning line tour
 - b. Regular guided herring reduction tour
 - c. French guided site tours (canning line and herring reduction)
 - d. Salmon tasting
 - e. Costumed interpretation
 - f. Feature exhibit tour/programming
 - g. Group programs
 - h. Hourly film
 - i. Explorer booklets and Parka booklets

- II. Shoulder Season Offer (April/May and Sept/Oct)
 - a. Guided English and French tours by request
 - b. Site orientations and visitors' map

- c. Group programs
- d. Hourly film
- e. Explorer booklets and Parka booklets

III. Low Season Offer (Nov-Mar)

- a. Site orientations and visitors' map
- b. Guided tours as available
- c. Group programs
- d. Hourly film
- e. Explorer booklets and Parka booklets

The seasonal changes in the daily offer reflect the fluctuating nature of the Cannery's audience and the length of time visitors enjoy being inside the cannery in different seasons.

The daily offer could be enhanced with more volunteer tour guides and exhibit facilitators, by ensuring that all equipment is operational, and with site maps in more languages. In 2016, all AV stations were repaired to provide audio in both official languages, staff are working on a Korean site map, and have identified the demand for a Spanish site map. The GOGCS is also working on increasing the number of volunteer tour guides and exhibit facilitators.

The plan for 2017 is to maintain our current high season offer with additional exhibit facilitation stations in anticipation of a 20% increase in visitation during Canada's sesquicentennial when admission is free.

Other Daily Programming

The Cannery maintains two geocaches sites to attract this audience to the Cannery. Geocaching is a high-tech treasure hunt played throughout the world by adventure seekers equipped with GPS devices. Players locate hidden containers, called geocaches, outdoors and share their experiences online. In late 2016, these geocache sites were removed due to the relocation of the ice machine. They will be replaced as soon as construction is complete.

Group Programs

Group programs include school programs, out of school care, specialty programming for children, as well as adult tours on various topics. These tours are delivered by staff and volunteers by request. 2016 programming roster is listed below:

- I. **School Programs:** From Sea to Me (K- Gr 1), Fishy Business: A Century of Change (Gr 2-3), Salmon People: Coast Salish Fishing (Gr 3-5), Machines at Work (Gr 5), Cannery Stories (Gr 4-6), Seafood for Thought (Gr 6-8), and Discovery Tour (Gr 10).
- II. **Out of School Care Programs:** Cannery Quest (Ages 6-12) and Girl Guides Heritage Badge
- III. **Birthday Parties:** Programs tailored to the age and interests of each group by the parents who choose from a selection of activities.
- IV. **Adult Specialty Tours:** ELL tours and ESLA Programs and behind the scenes tours for Doors Open and Culture Days

Recommendations for changes to Group Programs

Program Type	Recommendation/Considerations
School Programs	<ul style="list-style-type: none"> • 2017 Pilot and introduce new Sustainability Think Tank Education Program for grades 6-9 based on the Salmon and Cod exhibit. This new program may replace Seafood for Thought program which is not booked often. • 2018 Pilot and introduce new High School program to complement Virtual Museum of Canada on-line exhibit
Out of School Care Programs	<ul style="list-style-type: none"> • 2017 Market programs by age range and theme
Birthday Parties	<ul style="list-style-type: none"> • 2017 Market programs by age range and theme
Adult Specialty Tours	<ul style="list-style-type: none"> • 2017 Create better didactics for ELSA and ELL programs • 2017 Define different ELL audiences and create programming specific to each group • Future: offer more tours that focus on different aspects of the site (Cultural history, architecture etc.)

Special Events and Public Programs

The cannery offers a series of events and programs that are expected to continue over the next few years in a similar format as has been seen in the past few years. Each year, cannery staff, committees and board members assess how well each event or program meets the strategic objectives set out by the board. See notes for details of proposed changes to annual programs and events in the tables below.

Annual Events	2017 Dates	Funding	Theme/Notes for 2017
Farmer's Market	7 dates Jan-Apr	Vendor Fees, grants, sponsorship	Make it, Bake it, Grow it, Catch it – local, homemade theme. Offer mini tours by donation and complementary programming. 2017 marks end of three-year trial. Assess at end of 2016-2017 season re: future of event.
Easter	April 14-16	Admission	Salmon lifecycle hunt and other crafts. Salmon chocolates. Extremely popular event which brings in considerable funds (2016 = \$7500). Expected to continue.
Exhibit Opening	May 12 or 13	Grant?	Cod and Salmon exhibit opening event which is about recognizing exhibit partners, inviting VIPs, and thanking society members. Exhibit openings are expected to continue but may change in format.
Canada Day	July 1	Gift shop and parking sales	Expected to continue.
Music Nights	July and Aug	Donations	This event has lost money in the past few years. Make some changes for 2017 (higher suggested donation, seek more sponsorships, renegotiate

			with Frankie). Re-assess viability of program at end of 2017 season.
Halloween	Oct 21, 22, 28,29	Ticket Sales	Family drop-in fishing or canning-related mystery to solve. Expected to continue.

Annual Public Programs	2017 Dates	Funding	Theme/Notes for 2017
Salmonids	Jan-Mar		Salmon lifecycle/biology
Fishing the West Coast photo contest	Oct 2016-Mar 2017		Current fishing industry
Spring Break	Mar 11-25	Admission	Complement permanent or temporary exhibit themes

Events and Programs that depend on community partnerships are listed separately as the future of these events depends heavily on the commitment of the community partners more so than the GOGCS.

Community Partner Programs and Events	2017 Dates	Funding	Partnership
Fishermen's Memorial	April 28	-	
Doors Open	June 3 & 4	-	City of Richmond
Aboriginal Day	June 18	-	Pathways Aboriginal Group
Talk Like a Pirate	Sept 16 &17	Admission	Shady Isle Pirates
Culture Days	Sept 29-Oct 1	-	City of Richmond
Fisher Poetry	TBD	Donation	Fisher Poet group
Festival of Trees	December	-	Steveston Merchants Association
Christmas at the Cannery	Dec 2	-	Steveston Merchants Association

Each year, staff also consider a variety of one-time events to complement other projects, important anniversaries, or community partnerships.

Events and Program changes for 2017	2017 Dates	Funding	Proposed change/addition
Oral History Project celebration	March 25	New Horizons for Seniors	This is a one-off program to mark the completion of the Oral History Project grant and the launch of the on-line database.
Multicultural Event	Date TBD	BC Multicultural Grant?	Sea-foodie event with performances celebrating the cultural groups who worked in canneries. The GOGCS will explore the potential for this to become an annual event.

Collections

The Gulf of Georgia Cannery Society cares for over 7,500 artifacts in two collections: one belonging to Parks Canada, and the other to the Society. In addition to these objects, there is an archive of historic documents, images, sound recordings, and reference books. The collections are made accessible to the public through annual collections tours, research requests, and by being displayed in exhibits including permanent, feature, and temporary exhibits and the *Treasures of the Collection* display case located in the gift shop. The collections are accessible to the public by request and soon through a new on-line collection database described below.

The collections are currently undergoing rationalization whereby the collections are inventoried and assessed for relevance and significance. The purpose is to better understand the collection and evaluate each object based on its relevance to our scope and mandate, its quality and condition, and its uniqueness within the collections. Deaccessioning of duplicate or less relevant objects concludes the rationalization process.

It is a priority of the Collections Manager to establish a collections plan for the GOGCS. A collections plan will set out the priorities of collecting as well as loan policies and procedures. It ensures that future collecting is intentional and matches the interpretive priorities of the site and will guide the process for engaging audiences in the process of collecting.

On-line Engagement

Website and Social Media

The GOGCS engages in a variety of on-line initiatives to broaden its reach and attract more visitors to the Cannery. These initiatives include the Society website, several social media platforms (blog, Facebook, Twitter, and Instagram), and teacher's resources. The website and social media activities require significant resources to maintain but are vital communication and marketing strategies for the site.

Currently, the GOGCS's social media platforms result in an average reach of 65K per month. With an overall average growth in followers of 10% per month, social media continues to be a significant tool to engage with local audiences and to reach beyond the local community.

Online Exhibitions

Over the years, the Society has developed online exhibits which share with the public additional information about West Coast fishing and/or to complement feature exhibits. *Cannery A to Z* is currently available to view on the Society's website.

The Society is currently working on the online exhibit *Stories of BC Salmon Canneries*. Supported by a grant from the Virtual Museums of Canada, this exhibit will provide detailed information about salmon canneries which have operated along the BC coast, the people that worked in these canneries, and significant events that shaped the salmon canning industry. Working with Canfisco and the North Pacific Cannery, this exhibit will offer images and information relating to salmon canneries previously unavailable to the public. Intended for use by researchers and secondary school students, the exhibit will include teachers' resources and an interactive canning game. Expected to launch in 2018, this significant exhibit will be accessed through a portal on the Society website. Visitors to the virtual exhibit site will be able to comment and ask questions about the exhibit, providing the Society an opportunity to connect with individuals interested in salmon canning history.

Online Collection Database

From 2011-2016, the Society hosted an online photo database. Accessed via a portal on the Society website, this database provided access to the Society's collection of images. This offered a valuable tool for researchers and enthusiasts to browse images and occasionally purchase reproductions.

With funding from the *New Horizons for Seniors* project, a new database will be created in 2017. This database will include all the images previously available in the photo database, as well as digital audio recordings of oral histories. These oral histories include those newly collected as part of the *New Horizons for Seniors* project as well as those previously collected but newly digitized with support from the UBC Digitization grant.

Looking to the future, this database is intended to serve as a hub for historical information on West Coast fishing. In the long term, the goal is to have images and information about the Society's entire photo, oral history, and artifact collections. Additionally, the Society is working with community partners to provide access to images in other related collections through this database.

Oral History Project

The Oral History Project will record and preserve the memories of local fishermen and community members and make these histories available to the public through the on-line database mentioned in the previous section. The project includes recruiting and training local seniors and other community members to conduct oral history interviews (2016). The project is funded by *New Horizons for Senior's* and will include a project completion event in March 2017 to signify the end of the grant and celebrate the participants, but it is expected that interviews will continue to be collected well into the future. The GOGCS will invite the participants of the project to become members of the Society.

Fishing the West Coast photo contest

The Society has organized the Fishing the West Coast photo contest for over fifteen years with the purpose of collecting imagery of the modern fishing industry as it evolves. In addition to adding to the photo collection, the contest is intended to engage individuals directly associated with commercial fishing on the West Coast. Entries are uploaded online and displayed in the Cannery for the public to vote on each spring.

Off-Site Engagement

The Society participates in off-site programs throughout Richmond and the Lower Mainland. The purpose of these engagement activities is to raise the profile of the Cannery and Society projects and to provide educational activities about West Coast fishing.

Off-site engagement generally occurs in conjunction with special events organized by other organizations. The Society selects events which align with its mission or reach one of its target audiences identified in the Marketing Plan. In the past few years, the Society has participated in events in Richmond, Coquitlam, Port Moody, New Westminster, and Vancouver. The Society also organizes activities in the neighbouring Fishermen's Park, including Canada Day activities, Cannery Farmer's Market, and Aboriginal Day, which attract visitors to the Cannery and Steveston Village.

Membership

The Gulf of Georgia Cannery Society maintains an active membership of 250-300 individuals. Society members share the mission of preserving, presenting and promoting Canada's West Coast fishing history and strengthen the Society's with the Richmond community.

Members help to support our mission by:

- participating in activities at the Gulf of Georgia Cannery National Historic Site;
- sharing information about west coast fishing and the activities of the Society with their communities;
- making financial contributions to Society projects; and
- contributing west coast fishing related artifacts, archival material and historical fishing information.

In appreciation of their support, members are offered benefits, including:

- free admission to the museum;
- invitations to membership outings and events;
- discounts in the museum gift shop and to ticketed special events; and
- receiving the Cannery Currents member newsletter.

We recruit new members by:

- speaking with visitors to the Gulf of Georgia Cannery National Historic Site and Society events;
- speaking with visitors at outreach events across the Lower Mainland;
- online through our website and social media channels; and
- inviting individuals who donate materials to the artifact and archival collection.

Current membership fees are: \$20/Individual, \$18/Senior, \$35/Family, \$60/Corporate

Volunteers

The Society welcomes the participation of volunteers to assist in a variety of activities associated in achieving its mission. Society volunteers help strengthen the connection to the local community, broaden our collective knowledge, and extend our resources to achieve our goals. Annually, approximately 50 individuals volunteer regularly for the Society and an additional 200 individuals volunteer on a short term basis.

Who volunteers?

We strive to ensure students, seniors, people with various abilities, and new Canadians who wish to be active and contribute to their community have the option to do so at the Cannery. In particular, the Society seeks to engage individuals in the community who have or have had a direct relationship to the fishing industry. Additionally, the Society engages local youth through volunteering to foster in them an increased awareness of the importance of BC's fishing history and Canadian heritage more generally.

What do volunteers do?

Volunteers support our mission by participating in the development, delivery, and evaluation of Society activities including:

- heritage interpretation (site tours, education programs and outreach)
- special events
- artifact and archival collections management

- gift shop
- exhibits
- site maintenance
- administrative tasks
- Board of Directors and committee work

How do we support and appreciate volunteers?

Staff work to ensure that volunteers have a rewarding volunteer experience that creates for them an increased sense of community, provides a sense of purpose and meaning for skills they offer, helps them develop new skills and extends their knowledge of local and Canadian history.

We support the involvement of volunteers by:

- having a dedicated part-time Volunteer Coordinator to administer the volunteer program;
- providing specific and on-going training for each volunteer role;
- ensuring volunteers are well suited to and fulfilled by their volunteer roles; and
- offering work experience and letters of reference.

In appreciation of their efforts, the Society offers volunteers benefits, including:

- invitation to volunteer appreciation event(s) and volunteer outings;
- after 6 months of volunteering: a customized name tag, 15% off in gift shop, and option to participate in the Tourism Challenge;
- after 1 year of volunteering with a minimum of 24 hours a year: an annual parking pass; and
- after 2 years of volunteering a minimum of 24 hours a year: a Gulf of Georgia Cannery vest.

How do we recruit and orient new volunteers?

We recruit new volunteers by:

- posting on the City of Richmond's Icanhelp.richmond.ca and RCRG.org volunteer recruitment websites;
- online through our website and social media channels;
- speaking with visitors to the Gulf of Georgia National Historic Site and Society Events;
- working with local secondary schools;
- targeting groups who may be interested in specific roles (such as retired teachers for the school program leader role); and
- asking current volunteers to share opportunities with their networks.

Staff provide specific job descriptions for each potential volunteer role. Volunteers who express interest in a role are made aware of the responsibilities involved and the training provided. The Volunteer Coordinator meets with potential new volunteers to determine a good fit and to begin the orientation process. New volunteers are provided a Volunteer Handbook, a tour of the Gulf of Georgia Cannery National Historic Site and introduced to their staff supervisor for further training.

How can we do better?

The Society was founded by community volunteers and has maintained strong volunteer involvement since its inception. However, it is only in the last few years that a volunteer program has begun to develop. While many developments have been made to how we manage volunteers, there is room to strengthen the volunteer program by:

- providing more options for volunteers to meet each other and develop a sense of community within the Cannery team;
- improving volunteer management practices to make recruiting and recording of contributions more efficient;
- planning new pro-D opportunities; and
- raising the profile of the volunteer program on-site and on-line through our newsletter, social media, and with a dedicated volunteer space.

Cannery Store

The Society maintains a gift shop which serves as an extension of the museum experience. The Cannery Store is a popular place for locals to purchase gift ware and for passersby to shop for souvenirs. On average, the gift shop sees approximately four times the number of visitors than come into the museum each day.

The Cannery Store supports the Society's activities by:

- enhancing the visitor experience
- creating additional revenue for the Society
- enticing new visitors to enter the museum
- giving visitors an opportunity to take a piece of the Cannery experience home
- fostering relationships with artists and authors who produce merchandise related to our mission
- providing a means of appreciation for our volunteers and members.

As stated in the 2014 Cannery Store Business Plan, merchandise in the store reflects the interpretive themes in the Cannery. Product groups include:

- salmon or seafood related food products
- home décor, giftware, clothing and toys reflecting:
 - fishing and maritime themes
 - the cultural groups that participated in the fishing industry including First Nations, Japanese and Chinese among others
 - Canadiana
- art pieces reflecting local or fishing imagery
- historical books and cookbooks relating to fishing and local history
- merchandise related to the theme of the feature exhibit

Where possible, gift shop products and sales are factored in when developing exhibits and programming at the Cannery. On occasion, programming initiatives such as author talks or food tasting, utilize gift shop merchandise to engage our audiences in new ways.

Partnerships

The Society works to develop and maintain relationships with heritage and museum organizations, Richmond community organizations, and other partners who share similar goals to better achieve its mission and to support other organizations with related missions.

The goal of these partnerships is to strengthen Society projects and enhance the operation and reach of the Gulf of Georgia Cannery National Historic Site. For example, the potential for strengthening or creating community partnerships is one criteria used to determine which exhibit and event

opportunities to pursue. In addition, the Society endeavours to be a good community neighbour by supporting other initiatives within the community as resources allow.

The Society works with several local community partners including the Steveston Merchants' Association, Steveston Heritage Society, Steveston Harbour Authority, Steveston Community Centre, and the Britannia Heritage Shipyards. The GOGCS would like to improve the strength of these partnerships by working more closely with them to coordinate events and communications. Annually, the GOGCS identifies new or existing partnerships to pursue or strengthen in accordance with the audience engagement initiatives planned for that year. The GOGCS plans to strengthen

Section 3: APPENDICES

Appendix A: 2016 Operations Plan

STRATEGIC OBJECTIVE	OPERATIONAL GOAL	ACTION	OUTCOME/MEASURE	STAFF LEAD
A) Align internally with our vision	1) Improve internal communications	a) re-establish Society events which enable board, staff and volunteers to connect	4 events held	Rebecca
		b) Give board members the opportunity to experience our work	manager presentations at board meetings, private tour opportunities	Rebecca
	2) Establish succession plan for board	a) Vet and orient new board members	new board member job description, potential board members interviewed	Rebecca
		b) Network with community members to invite to participate in board or committees	6 people invited to join board each year	Rebecca
	3) Create a clear vision and shared understanding for the Cannery's future	a) Review vision statement and mandate	new vision statement created and communicated to stakeholders	Rebecca
B) Engage external stakeholders and community	1) Work with other Steveston organizations to develop a cohesive offer	a) work with other Steveston orgs to create shared event planning	common calendar created, network of event planners established, cross-work with our Programs Committee and other orgs	Rebecca
	2) Grow our volunteer program	a) actively recruit more volunteers	bring in 10 new regular volunteers each year	Carina
		b) establish volunteer recognition & appreciation protocols	protocols established	Carina

	3) Build relationships with local organizations	a) work with local organizations to plan and offer programming for 2017	plan for 2017 established	Shannon
	4) Build engagement with Cannery community (members, social media followers)	a) Create new member engagement opportunities	establish member targeted programming	Shannon & Mimi
	5) Increase engagement with Richmond schools	a) Participate in local teacher pro-d workshops & conferences	participate in 2 local teacher pro-d opportunities each year	Wilf
	6) Build engagement with members of the fishing industry	a) develop public programming in partnership with fishermen	launch a program of fishermen in the Cannery on a regular basis	Shannon
		b) develop oral history program	oral history program created	Heidi
		c) develop plan for digitization of current oral history collection	plan for digitization of oral histories created, grant application submitted	Heidi
		d) work with local fishermen and groups to preserve BC fishing history	create collecting plan, reach out to 12 fishing industry representatives	Heidi
C) Raise our profile through sharing our goals	1) Enhance Society presence with government officials	a) Connect with our MLA and MP	annual meetings with MLA and MP, invitation to Cannery events, mail Annual Reports and plans	Rebecca
		b) invite Parks Canada officials to site	2 visits from Parks Canada officials other than liaison	Rebecca
		c) Connect with City of Richmond council and staff	annual presentation to City Parks & Rec and Arts & Cultural committees, invite to site for personal tours	Rebecca
	2) Increase visibility of site	a) increase publicity for site	2 articles in major local publications	Mimi
		b) exterior signage improved	1 new sign or banner put in place	Mimi

	3) Work with industry partners to create online cannery exhibit	a) create online exhibit celebrating BC salmon canning history	online exhibit created	Shannon
D) Put a new lens on funding	1) increase gift shop sales	a) create business plan for increasing revenue and profit margins	written plan created	Rob
		b) review online sales options	options reviewed, plan created for future action	Rob
	2) pursue new avenues of grant & sponsorship funding	a) network with potential sponsors and grantors	connect with 5 new potential supporters	Rebecca
		b) apply for new grants and sponsorships	2 new grant and 2 new sponsors attained	Rebecca
	3) increase general admission revenue through "Cannery Experience" offer	a) revise & improve Cannery Experience and general public offer	successful offer created	Shannon
		b) train front desk staff to promote new offer	front desk staff trained	Mimi
	4) explore new means of fundraising	a) host fund raising dinner	fund raising dinner held	Carina
		b) establish donor list	donor list established	Rebecca
	5) explore additional earned revenue options	a) create revenue generating options for special events	earn an additional \$2000 in revenue through events	Carina
E) Enhance our Core Offer	1) Make our collection more publicly accessible	a) establish online database for oral histories	online database created	Heidi
		b) raise profile of online artifact collections	photo database promoted, online exhibits re-established	Heidi / Mimi
	2) Improve regular public	a) repair non-functioning a/v displays	displays repaired	Shannon

	programming offer	b) install interpretation on dock	interpretive panels installed	Shannon
		c) explore possible alternative to Journey Through Time film	alternative suggestions made	Shannon
		d) complete wheel house simulator	simulator complete	Rebecca
3) Create & promote new programming for children & families	a) new programming opportunities for children offered	new regular programming offered	Shannon	
	b) exhibits reviewed for children interactivity	recommendations made for improvements to exhibits for children	Shannon	
	c) site promoted to advertising outlets for children & families	2 new advertising outlets	Mimi	
4) Maintain collection and storage space to allow for increased programming and collection growth	a) complete inventory and cataloguing of Parks collection	inventory completed	Heidi	
	b) complete inventory and cataloguing of Society collection	inventory completed	Heidi	
	c) evaluate cultural significance and relevance of collection	all items in the collection evaluated	Heidi	
	d) deaccession and transfer irrelevant, duplicate and hazardous artifacts	all identified items disposed of appropriately	Heidi	
	e) clean storage space and make accessible	storage space clean and accessible	Heidi	
5) create and host programming	a) Update Audience Engagement plan	plan revised	Shannon	

	that is relevant to mission, revenue generating and enticing to the public	b) Establish functioning Committee which directs and advises on programming	Committee established and functioning	Shannon
		c) offer programming in conjunction with gift shop	2 programs offered	Shannon / Rob
		d) engage community and museum organizations as partners in feature exhibits	new programming regularly involves community partners	Shannon
	6) Create & promote group programs that appeal to diverse groups	a) create and promote programming specific to senior groups	program created and promoted	Wilf
		b) develop & promote programming specific to ELSA groups	2 ELSA programs tested and promoted	Wilf
	7) Develop exciting new programming to celebrate 2017	a) new programming (exhibits & public programs) planned	programming planned	Shannon
		b) seek out community partnerships to deliver programming	partnerships established	Shannon
		c) apply for funding to support programming	funding applications made	Rebecca
F) Plan for the Future While Maintaining our Space	1) establish a stronger museum presence at the exterior of the Cannery	a) create appealing aesthetic at front of Cannery that says we are a cultural institution & allows for	new landscaping and fixtures installed	Rebecca

		promotion of events		
	2) Maintain our physical assets	a) work with Parks Canada to address outstanding maintenance issues	maintenance issues addressed (envelop work, fire suppression system, paving)	Rebecca

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Appendix B: 2015 Marketing Plan

Created by Mimi Horita, Marketing and Visitor Services Manager

Summary

The Gulf of Georgia Cannery, built in 1894, is a living monument to the individuals involved in BC's fishing industry. The Gulf of Georgia Cannery Society – an independent, non-profit society and registered charity – operates the national historic site on behalf of Parks Canada. The site is now a hallmark heritage attraction in the historic village of Steveston, offering authentic, accessible, and quality experiences and stories unique to its location. **The Society's marketing goals are to raise public awareness of the site and of Society activities, and to increase visitation.**

Since its opening as a museum in 1994, the Cannery's primary market has been the short and long-haul tourist, supported by the national marketing efforts of Parks Canada and those of partner DMOs (destination marketing organizations). More recently, marketing efforts have been targeted to local residents of Steveston, Richmond and the Lower Mainland, who contribute to word-of-mouth promotion, most importantly by introducing visiting friends and family to the site; and to group and commercial bookings.

In 2014, the Cannery surpassed its previous record (set in 2010) exceeding 50,000 visitors to the site in one year, achieving a 16% increase over the previous year's attendance. Of these visitors, 53% represent paid visitation through general admissions, group bookings or ticketed events, and 47% attended free events held at the site. The increase in visitation can be attributed in part to stronger local attendance of holiday/seasonal events, supported by an increase in social media promotion and engagement over the past year. Group bookings showed a lower increase of 11% over 2013, due in part to a teacher's strike that affected promotional activities and bookings for educational programs.

In 2015, marketing efforts will be transitioned to increase awareness of the site and better engage the local Lower Mainland community, and to increase group bookings. Marketing tools to be utilized will be a combination of improved online presence and engagement; direct sales to educational program organizers; advertisements targeting young families; re-branded promotional print material; and partner-relationship marketing. Some of the above marketing activities have commenced in 2014, with the image re-branding of Society print materials (including the 2013 Annual Report and rack cards for the general site promotion, school programs and youth programs); redesign of the Society website and the implementation of a new Social Media Plan.

This marketing plan describes the value proposition and target market of the Gulf of Georgia Cannery NHS, and analyzes the internal and external factors (SWOT) for the Society to consider in implementing the proposed marketing strategy. Marketing objectives for 2015 are to increase paid visitation by 5% and to increase the number of group bookings by 10%.

Current Marketing Situation

a. Market Description

Current existing audience segments:

Primary Audience – leisure traveller, heritage seekers, museum-goers	
Geographic	Lower Mainland - British Columbia, other Provinces, nearby States (Washington, Oregon), overseas.
Demographic	Seniors, Baby Boomers, Male/Female, older children
Psychographic	Educated, urban, informed, mature explorers
Behavioural	Desire value and personal experience, seek historical data, seasonal, internet research

Secondary Audience – local, community	
Geographic	Steveston – Richmond - Lower Mainland
Demographic	Male/Female, baby-boomers, families with young children.
Psychographic	Suburban/Urban, culturally diverse, educated
Behavioural	Desire value and personal experience, seasonal (around holidays), online social influence, event-goers

Emerging Audience – education-based, young families	
Geographic	Lower Mainland
Demographic	Male/Female, families with young children.
Psychographic	Urban, multicultural, educated
Behavioural	Desire value and personal experience, year-round

b. Product Review

Site promotion is mainly focused on the Society's mission to present the history of Canada's West Coast fishing industry through permanent exhibits (Salmon Canning Line, Fishing the West Coast, and Herring Reduction Plant), and the programs developed around the interpretation of these exhibits.

In addition to the permanent exhibits, each year the Society produces one feature exhibit in support of its mission. Recent exhibits include *Ryoshi: Nikkei Fishermen of the BC Coast*, which was developed in partnership with the Nikkei National Museum, and *Solidarity: Organizing the West Coast Fishing Industry*, which told of how individual fishermen came together to create safe and financially stable industry. The current 2015/16 feature exhibit *Trading Routes: Rivers*,

Fish and Oil, tells how salmon habitat in BC Rivers has changed over the last century, and how communities and fisheries in the region have been affected by industrial development.

The Cannery also hosts a number of seasonal events for the local community. Last year's events were participated and visited by over 7,000 individuals. These include an Easter scavenger hunt; an outdoor summer music series, *Music at the Cannery*; Canada Day festivities; and Halloween tours. In addition to these events, the annual "Best Catch Sustainable Seafood Festival" was launched in 2012. A one-day event attracting over 1,000 participants in 2014, the event features cooking demonstrations, food tastings, live music, exhibitors and children's activities, around the topic of sustainable seafood choices.

In 2014, the Society embarked on a new endeavour, taking over the winter operation of the Steveston Farmers and Artisans Market. Running from October to April, this indoor market features locally produced food and craft items. This event has brought 14,000 visitors to the Cannery in its inaugural year.

The Society also supports the on-going collecting and maintenance of objects and documents related to the history of fishing on the West Coast. To this end, the Society organizes the *Fishing the West Coast Photo Contest and Exhibit* where entries of photos depicting the current fishing industry are accepted. These images are exhibited at the Cannery and added to the Society's photo collection.

The Society also offers a wide range of interactive educational programs designed to complement the BC social studies and science curricula for elementary and secondary students. In 2014, 4,482 students participated in these programs during a shortened school year affected by a teachers' strike.

c. Distribution Channels

The Gulf of Georgia Cannery Society currently promotes its site and programs through a variety of channels. The majority of the marketing budget is split between **direct marketing** and **paid advertisement**. Direct marketing through brochure racking; direct mail outs; print and digital newsletters to members and past customers; and social media, make up the largest part of promotional efforts. Paid advertising is done mainly through print media (local community newspapers), magazine/newspapers for special events, and some online ads targeted to specific market segments (i.e. families through Yoyomama [and Groupon](#)). Public relations (press releases, events and a renewed website) and personal selling in the form of outreach at trade and educational fairs and events, make up the remainder of the promotional mix.

The objective of this very broad promotional mix, is primarily to increase awareness of the site to local community and tourism partners. Through a heightened social media presence, and by improving market engagement through hosting community events, exposure and visitation to the site has shown a significant increase. In 2014, the site surpassed its past record of annual attendance set in 2010, exceeding 50,000 for the first time. There is, however, an opportunity to further increase this number through *group bookings* – including schools, ESL, seniors and adults -- which currently account for approximately 16% of the total visitorship (from 2014 Annual Report).

SWOT Analysis

<p>INTERNAL STRENGTHS:</p> <ul style="list-style-type: none"> • Physical space & collections • Board, volunteer, member and staff support • Parks Canada brand reach & funding support • High rate of visitor satisfaction • Educational programs (Grades K-5) 	<p>INTERNAL WEAKNESSES:</p> <ul style="list-style-type: none"> • Low level of return visits • Lack of partnerships and collaborative agreements within surrounding sites • Internal communication around product development & delivery • Inconsistent training procedures
<p>EXTERNAL OPPORTUNITIES:</p> <ul style="list-style-type: none"> • Tourism & commercial groups • Increase multi-cultural heritage offer • Partnering with neighbouring historic sites • Educational programs for older audience (high school, university, adults, seniors) • Connecting with social media 'stars' (popular bloggers, etc.) 	<p>EXTERNAL THREATS:</p> <ul style="list-style-type: none"> • Lack of awareness of site • Perception that admission fees are high • Aging visitor demographic – how to connect with young families and Millennials? • Parks Canada (federal) support may change (decrease)

INTERNAL STRENGTHS:

- **Physical space & collections:** The uniqueness of the site location and historic building in which the museum is housed is one of its most impressive features, along with the quality of its well-maintained permanent exhibits and collections.
- **Board, volunteer, member and staff support:** The Society is made up of talented and dedicated staff and supporters with a wide breadth of experience/talent and backgrounds.
- **Parks Canada brand reach & funding support:** Although the site is unique in that it is operated by a local non-profit society (and not Parks Canada employees), the marketing reach and funding support is far beyond that which can be achieved by the society alone.
- **High rate of visitor satisfaction:** Based on past visitor surveys, comment cards and online reviews, the site achieves a consistently high level of visitor satisfaction.
- **Educational programs (Grades K-5):** The site currently offers a total of 6 programs based on the Cannery exhibits, history and collections, that are continuously improved upon

based on teacher and staff feedback, and are updated according to provincial curriculum updates and PLOs.

INTERNAL WEAKNESSES:

- Low level of return visits: The site depends on more local traffic in terms of return visits, especially during the tourism low season (winter). Better customer relationship management plans (CRM) need to be implemented.
- Lack of partnerships and collaborative agreements within surrounding sites: Many attempts have been made to create a cohesive community (Steveston) 'experience' for visitors to plan day visits to the area, as opposed to each site or merchant attempting to promote each destination on its own.
- Internal communication: More effective marketing opportunities have been lost with a lack of communication during the process of program planning and development. Better communications during the early planning stages may help to develop stronger marketing strategies for each exhibit, program, or event.
- Inconsistent training procedures: The nature of our seasonal staffing variations often requires the hiring of staff at different times of the year, resulting in inconsistent levels and procedures for training (i.e. staff who are hired for the high seasons may receive more focused training prior to on-the-job practice, etc.). This may lead to lower motivation levels and a lower quality of customer service.

EXTERNAL OPPORTUNITIES:

- Tourism & commercial groups: There is a growing general awareness of Steveston as a tourism destination, with an increase of commercial operators including a stop in the village in their itineraries.
- Increase multicultural heritage offer: Offer programming with greater interest to local multi-cultural groups with specific cultural interests (e.g. Japanese, Chinese and First-Nations heritage), to make the site more accessible and relevant to the growing multi-cultural population of the Lower Mainland.
- Partnering with neighbouring historic sites: Collaborate with other Steveston heritage sites to create full destination programs for both commercial and educational markets.
- Educational programs for older audience (high school, university, adults, seniors): Develop more programs based on the successful model of school programs for this new market.
- Connecting with social media 'stars' (popular bloggers, etc.): Partner with DMO media teams to increase online presence through successful partnerships with bloggers with large followings.

EXTERNAL THREATS:

- Lack of awareness of site: Relative distance from downtown Vancouver core and lower promotional budget hinders general awareness of the site as a cultural and heritage destination.
- Perception that admission fees are high: Tight budgets for locals and young families may be a deterrent for potential visitors to the site. Currently, the site relies heavily on walk-by traffic and fees are an important factor in converting these people to visitors. For some people, there is the perception that National Historic sites should be free.
- Aging visitor demographic – how to connect with young families and Millennials: The younger population has an increasing disconnect with historical/heritage sites.
- Parks Canada (federal) support can change (decrease): Reliance on the significant marketing and brand reach of Parks Canada cannot necessarily be relied upon.

Objectives and Issues

The Society's marketing objectives are to raise public awareness of the site and of Society activities, and to increase visitation.

Often referred to as a 'hidden gem', those who visit the Gulf of Georgia Cannery National Historic Site are generally surprised by the scale and historic significance of the 120 year-old building in which the museum is housed, and leave with positive impressions about the museum's programs and exhibits.

Objectives

- **Increase public awareness** of what is 'hidden' beyond the historic Cannery's façade. Visitors often mistake the site for a 'working cannery'; many from the surrounding community remark that they have never been inside the site, and had not known of it, or did not know what exactly was offered inside (see Appendix A: *2014 Visitor Survey Report Executive Summary*).
- Increase public awareness of **Society's activities and role** in the operations of the historic site. Ensure that this message is consistently delivered in all marketing activities, including promotional materials, at events, during outreach and online.
- **Increase visitation**, not only of first time visitors, but also through the retention of repeat visitors.
- **Increase revenue** through admission fees, program fees and events, to sustain the quality of service and maintain the site for future visitors.

Issues

- How to ensure that all staff, board, volunteers and members are aware of and understand the marketing objectives, to provide a consistent voice when representing the society?
- How to achieve all of the objectives under budget?

- How to maintain a steady rate of visitation throughout the year, including during the slower winter months, despite the environmental (cold temperature) challenges within the site?

Marketing Strategy

Recommended market and product development strategies based on the site's Unique Selling Point and target audiences.

a. Unique Selling Point (USP)

What makes the Gulf of Georgia Cannery NHS unique?

- History in its original place
- Stories told in original location
- Sustainability – related to contemporary issues
- Interactive

b. Audience Segmentation

Primary Audience (Highest Engagement)	<i>Greatest source of revenue; consumer of main offer</i> <ul style="list-style-type: none"> • Mature travelers, interest in history/heritage, enjoy arts & culture • Museum-goers, learners, enjoy guided tours, day-trippers • Want to learn more about Canadian history • Metro Vancouver, USA, Western States & Provinces, Western European (German, French, UK) • Disposable income • One-time visitation; peak season visitors
Secondary Audience (Medium Engagement)	<i>Not served by main offer</i> <ul style="list-style-type: none"> • Local, community-interest (within Metro Van) • Families (younger with kids), seniors • Desire community experience or sense of belonging, rather than information-seeking • Entertainment driven (not heritage) • Drawn by events (e.g. Farmers' Market, Canada Day, BeerFest & Music Nights) • Potential to return for main offer (i.e. with friends and family) • Medium users (potential for return visits); potential for year-round
Emerging Audience (Light Engagement)	<i>Potential for growth</i> <ol style="list-style-type: none"> 1) Families with young children (12 and under) <ul style="list-style-type: none"> • Heritage programming • Educational experiences; interactive • Lower Mainland (distance could be barrier – need a strong enough draw to overcome this) • Lots of competition for this market; seeks value • Potential for return visits; year-round 2) New Canadians <ul style="list-style-type: none"> • Group programming • Curiosity about community

	<ul style="list-style-type: none"> • Large market potential (60% of Richmond residents fit in this category) • Seeks introduction to Canadian traditions (i.e. holidays) • Mixed revenue potential; cost may be barrier • Accessibility (public transport) may be an issue; target local Richmond community • Language needs
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c. Market Development

Primary Audience - Museum-goers and heritage seekers	<i>Market Penetration</i> <ul style="list-style-type: none"> • Increase share of existing market/audience. • Further develop/improve Audience Engagement (in exhibit and event planning). • CRM (Customer Relationship Management): review Visitor Surveys for greater customer satisfaction and improve engagement to increase frequency of visits
Secondary Audience - Community & Special Event-goers	<i>Market Penetration</i> <ul style="list-style-type: none"> • Increase share of existing market/audience • Further develop/improve Audience Engagement (in exhibit and event planning). • Conduct (internal) Outreach at events frequented by this audience to convert to Primary Audience. • Develop new exhibitions and services to increase share of this audience segment.
Emerging Audience 1. Families with young children 2. New Canadians	<i>Product & Market Development</i> <ul style="list-style-type: none"> • Develop new markets for existing offer; customize programs and exhibits to better engage these audience segments. • Direct marketing activities aimed at these new market segments.

Marketing Communications Strategy

Outline of marketing communication strategies using the Society's marketing mix of product and channels, to create coordinated promotional plans for targeted audiences.

a. Marketing Mix (promotional tools)

STRATEGY	DESCRIPTION	BUDGET
Advertising	Print	MEDIUM

	<ul style="list-style-type: none"> Maintain community presence in local paper <i>Richmond News</i>. Consider outlying community papers (<i>Delta Optimist, Courier</i> etc.) Consider Metro Van newspapers with larger distribution (<i>Metro, Georgia Straight, Vancouver Sun</i> etc. Magazines: target specialized audiences <p>Online</p> <ul style="list-style-type: none"> Social Media posts (Facebook, Twitter ads) Market/Audience specific blogs and websites <p>Media</p> <ul style="list-style-type: none"> Radio TV: Advertising costs would be prohibitive, but rather submit free community event listings. Some events have been picked up by local stations in the past (e.g. Global, CBC, CTV, City TV), however are not guaranteed. Other opportunities to do community programming with in-kind sponsorship may be considered. Paid advertising on TV is beyond the marketing budget and is not considered. 	<p>MEDIUM/HIGH</p> <p>HIGH</p> <p>LOW/MEDIUM</p> <p>LOW/MEDIUM</p> <p>HIGH</p> <p>HIGH</p> <p>LOW (Free listings)</p>
Print/ distribution	<p>Rack cards</p> <ul style="list-style-type: none"> Main promotional tool with 40,000 copies printed annually and distributed in hotels and tourist information centres throughout Metro Vancouver by Certified Folder. Production and distribution accounts for approx. 30% of the society's marketing budget. <p>Posters</p> <ul style="list-style-type: none"> Local distribution, with an average of 50 copies posted in local community for major society events. Designed in-house or professionally. 	<p>HIGH</p> <p>MEDIUM</p>
Online	<p>Website:</p> <ul style="list-style-type: none"> Rebranded in 2014, making its appearance more consistent with the Society's promotional materials, including advertisements. Improve SEO by keeping website updated through new blog entries by multiple departments for a balanced content mix (see Appendix B for annual post breakdown); updated event and exhibit information; updated "What's On" section to reflect seasonal offers. <p>Social Media</p> <ul style="list-style-type: none"> The society currently has active Facebook, Twitter and Instagram accounts, in addition to inactive Pinterest and YouTube accounts. Facebook requires sponsored (paid) posts to achieve the full reach of followers. Twitter Ads (paid) extend the reach of posts to that beyond the account followers. 	<p>LOW</p> <p>LOW</p>

	<ul style="list-style-type: none"> • Currently, Social Media is considered a free form of marketing, but consideration should be made to increase budget for Social Media marketing boosts (e.g. paid ads on Facebook @ \$25 each for 10,000+ reach). <ul style="list-style-type: none"> ➢ Facebook: For promotion, in order to advertise our programs and to increase traffic to our website. ➢ Twitter: For promotion and engagement, in order to advertise our programs, increase traffic to our website, and to connect with our audience. ➢ Instagram: For promotion and engagement, in order to increase and connect with our audience, and to create brand awareness. 	
Customer Relationship Management (CRM)	<p>Engagement</p> <ul style="list-style-type: none"> • Memberships: newsletters (print & digital), events and special programming • Visitor Surveys <p>Direct Selling</p> <ul style="list-style-type: none"> • Direct Mail to local Schools through English and French School Districts, Out of School Care facilities, ESL institutions, and ELSA organizations. Requires creation of print and digital promotional publications + postage. • FAMs, Sales Calls in cooperation with local tourism associations such as Tourism Richmond and Destination BC, or direct through commercial tour operators. 	<p>MEDIUM</p> <p>MEDIUM/HIGH</p>
Outreach	<p>General Site Promotion</p> <ul style="list-style-type: none"> • Tourism Associations/Trade Shows • Community/Society Events <p>Educational Program Promotion</p> <ul style="list-style-type: none"> • Conferences, Professional Day events 	<p>MEDIUM</p> <p>MEDIUM</p>
Public Relations	<p>Press Releases</p> <p>Invitation to Media</p> <p>FAMs</p>	LOW/MEDIUM

b. Promotional Plans

Audience	Product	Marketing channels
Primary (Tourists, museum visitors)	Public offer and exhibits	<ul style="list-style-type: none"> • Rack Cards (brochures) • GOGCS website • Tourism associations, Outreach • Travel websites, guidebooks • Partnerships with partner heritage sites

		<ul style="list-style-type: none"> • Public relations/media & press release
Secondary (Community)	Special events (community): - Farmers' Market - Seasonal events	<ul style="list-style-type: none"> • Newspaper, magazines • Posters • Online event listings; social media • In-kind donations
Emerging (Learning families)	Customized programs/exhibits and special events	<ul style="list-style-type: none"> • Specialized magazines/publications • Online listings (paid); social media • Outreach at special events
Emerging (New Canadians)	Custom programs and events	<ul style="list-style-type: none"> • Direct sales/FAMs/Outreach • Specialized publications

Appendix C: 2015 Stakeholder Visioning Session Results

Interpretive Themes

The GOGCS held a Visioning Session on November 22 2015 attended by stakeholders, community members, board members, staff, and GOGCS volunteers. Participants were asked to identify sub-themes under the following main interpretive topics of the Cannery (Salmon Canning, Herring, Fishing, Marine Environment, Steveston, and Other). Participants were then given two green stickers to use to identify the stories they think should be told every day at the cannery (in our daily offer), and 4 red dots to identify stories that should be shared in other ways (temporary exhibits, programs etc.)

Topic	Theme	Votes for daily offer	Votes for shared in other ways
PEOPLE	First Nations	8	0
	Stories from cannery workers	4	1
	Stories from ethnic groups	4	2
	Fishermen's stories	2	3
	Fishing industry workers stories		3
	Social culture in canneries (urban and rural)		
FISHING	Evolution of fishing industry	6	7
	Process from ocean to can (processing)	3	4
	Life of a fisherman (on the boat)		6
	Fishing skills		5
	Fishing methods		1
SALMON CANNING	Canning process	9	4
	Technological changes over time		5
	Can Labels		
	Salmon Types		
NATURAL HISTORY	Sustainability	2	6
	Biology and ecology of salmon	1	2
	Fraser River		4
STEVESTON	Impact of Industry	3	4
	Significance of location	1	1
	History of village		
OTHER TOPICS	Story of GOG building (architecture, uses)	2	10
	National Significance of West Coast fishing	1	7
	Market changes and techniques (can labels)		4
	Why and what we collect		3
	Fish related art (marine, folk, fish)		3
	Other commercially fishes species		2
	Other functions of building (net loft etc.)		1
The war years		1	

Program Ideas Brainstorming

Programming ideas for children and families

- Visitor's map highlighting kids' activities
- Kids activity space in icehouse open to public during special programming dates
- Puppet shows and storytelling in alcove
- More photo ops for costumes, link to social media
- Kids contests like photo, colouring, can designs, My Fraser River etc. Use alcove for display – ask kids for their perspectives and showcase them
- Scavenger or treasure hunts which requires repeat visits
- Outdoor or indoor play area for climbing on
- Family fun days – specific themed activity days – start by using the programming that already exists (salmon biology, art, museology, fishing skills etc.)
- Kid's calendar – on website and social media – so people can plan ahead and meet up with neighbours etc.
- Movie nights, age appropriate films all the time (on rotation, or by request?)
- Kids' centred music
- Sleepovers at the cannery
- Brownie and Scout programs and partnerships – knot tying, sustainability, ecology badge etc.
- More hands-on and touchable activities
- Fun facts, wow facts about fish @ fish wall (in a book?)
- Kid's centered swap meet (maybe offer fishy kids programs while parents shop?)
- Kids craft fair, with Farmer's Market
- Summer camp and Spring break day or week camps, Pro-D day camps
- Cannery Kids Club (6-12?) facebook group, where we could post jokes and fun fish facts, also advertising for upcoming kids events, also other fish-focused events at other places. Could also mold these kids to become volunteers – behind the scenes tours, learn how to make a display, skits, interpretation, fish biology lessons, etc. Would allow families to connect who come to Halloween, talk like a pirate day, Easter, Spring Break, Pro-D programs etc. Distribute the calendar to schools in September and give a paper copy to each school child who attends a program here with a discount coupon to be used to bring their family back.
- Estuary Ecologists Club (10-15) – help with salmonids, interpret fish wall for visitors, offer science experiments on special event days (re: water quality, ecosystems, estuary, fish behaviour, discuss sustainability). Also social media connections.
- Facebook group for youth volunteers to connect and ask questions about the cannery (15-19+). We could post topics regularly about the river, cannery, fish, sustainability, artifacts of interest etc.
- Daily kids' tour at certain time each day in summer – focuses on the hands-on components, delivered using teaching by inquiry.

Programming ideas to link with the current fishing industry

- Stay in touch/collaborate with Steveston Harbour Authority
- Collaborate with boats at public sales float to sell more fresh fish products at our market – maybe a stall at the market advertising fresh fish products for sale on dock

- Expand dock walk to get public closer to the waterfront and working industry
- Oral history program & make available to the public – online or in cannery
- Fishers' stories - Fish Tales program – where current and former fisherfolk share their stories. We could also offer historical bios – one current, one former, one archival?
- Creating Connections group: group of historically minded fishers could meet regularly to share stories on particular themes – visitors could also listen – meet once a month?
- Ask and expert living library idea – borrow a person to talk to for an hour
- Work with groups from UBC to collect stories
- Connect with Bud's and Calvin Higo's tours of Steveston
- Create more opportunities for staff to interact with people in the industry so they can better share their stories (i.e., tour of net loft, day in the life of a fisherman, fish processing plant etc.)
- Canada Day booths and demonstrations (maybe also other special event days)
- Working River job expo – have representatives from industry talk to the public about what skills and experience are needed in their industries, salary ranges, training opportunities etc.