



# 5-Year Strategic Plan

January 1, 2020 –  
December 31, 2024

DEVELOPED AT A SPECIAL BOARD MEETING  
OCTOBER 19, 2019



# VISION & MISSION

## Our Vision

*We envision a world in which...*

Generations are inspired to be better global citizens by experiencing the stories of fishing communities on Canada's West Coast.

## Our Mission

The Gulf of Georgia Cannery Society honours the importance of Canada's West Coast fishing history by sharing stories of the fishing industry and fishing communities through exhibitions, collections, and programs, and events.

We accomplish our vision by engaging and educating people of all ages in our primary areas of expertise:

### Exhibitions, Collections & Tours

- Share stories of the people, spaces and environment that make up the fishing history and communities of the West Coast.

### Programs

- Offer activities that build sustainable communities, knowledge and interactive learning.

### Events

- Promote community-building through events connected to our mission and vision.

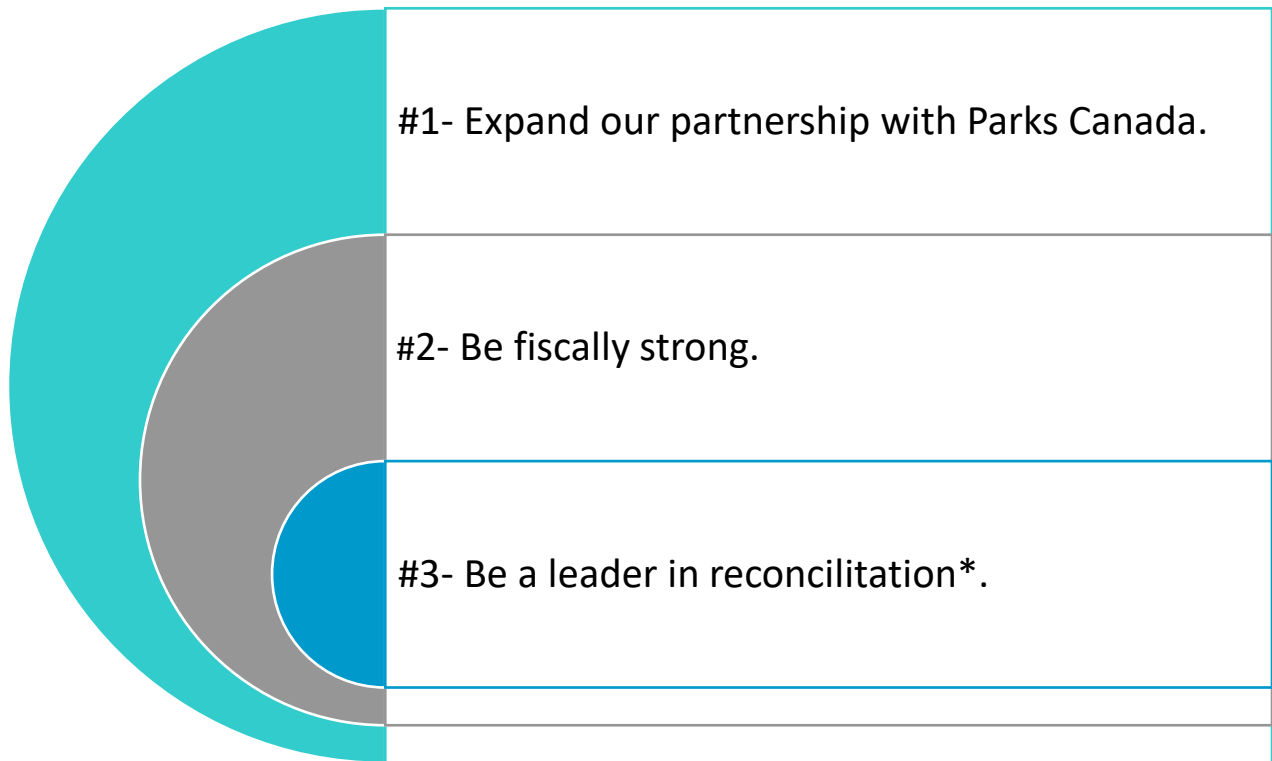
### Sustainability

- Promote initiatives that advocate for the protection of fish, water, land and our cultural resources.

# GULF OF GEORGIA CANNERY SOCIETY'S 5-YEAR STRATEGIC PLAN

JANUARY 1, 2020 – DECEMBER 31, 2024

## OUR THREE STRATEGIC PRIORITIES ARE TO:



*\*The Gulf of Georgia Cannery Society seeks to reconcile with land, people, and place. We define reconciliation as the reclaiming of space, the establishment of many voices in all our practices, and the fostering of a meaningful connection to the Indigenous cultural legacy of fishing on the West Coast. It is recognizing the impact of our space on diverse visitors with multi-faceted histories, and, importantly that the work associated with reconciliation is critical, complex, and continuous.*

## STRATEGIC PRIORITY #1:

# EXPAND OUR PARTNERSHIP WITH PARKS CANADA

## CONTEXT (THE “WHY”)

The Gulf of Georgia Cannery was designated a National Historic Site of Canada in 1976, thanks to the hard work of dedicated Steveston community members who went on to form the Gulf of Georgia Cannery Society. After the herring reduction plant, the last process operating in the Cannery closed down in 1979, the site was transferred to the Small Craft Harbours Branch of the Federal Government and later transferred to Parks Canada.

The primary mandate of the Gulf of Georgia Cannery Society (“the Society”) is to honour the importance of Canada’s West Coast fishing history by sharing stories through exhibitions, collections, programs, and through the operation of the Gulf of Georgia Cannery National Historic Site on behalf of Parks Canada.

Since the 1980s the Society has worked in partnership with Parks Canada to preserve the Cannery facility and is now responsible for the interpretation (tours, educational programs, temporary exhibitions etc.), management of the collections, promotion and regular maintenance of the site. Parks Canada provides the core funding required for the Society to maintain its facility and operate programming.

The Society and Parks Canada have created a strong partnership based on a mutual commitment to preserving and protecting:

- The stories of the diverse people involved in fishing on Canada’s West Coast.
- The places and spaces where fishing occurred on Canada’s West Coast
- The environment (animals, water and land) that sustained communities since time immemorial.

In 2021, the Partnership Agreement between Parks Canada and the Society is up for renewal. In addition, Parks Canada is working with the Society and stakeholders to create their new 10-year Management Plan for the Cannery and working with Society staff to create a new Interpretive plan for the permanent exhibitions. The Society sees this as an opportunity to revisit our partnership, align our strategic priorities and expand our collaboration.

## OUR PLAN

### STRATEGIC OBJECTIVES

Be part of the Parks Canada Management planning process.

Ensure new Parks Canada agreement aligns with our mission.

Initiate co-marketing activities with Parks Canada.

### SUCCESS INDICATORS: HOW WILL WE KNOW WE'VE SUCCEEDED?

1. The Society is engaged in Parks Canada's Management Planning Process and the new Interpretive Plan.
2. Current CEO and senior staff of Parks Canada are engaged with Society activities, mission and operations.
3. There is a signed contract with Parks Canada to continue the operation of the National Historic Site and an updated Partnering Agreement.
4. Additional marketing support provided from Parks Canada (outside of standard contract). This can be funding or value in-kind.

## STRATEGIC PRIORITY #2:

# BE FISCALLY STRONG.

### CONTEXT (THE “WHY”)

The Gulf of Georgia Cannery Society is a community-based charitable organization. We are committed to creating and delivering quality services as outlined in our mission statement.

In order to do this, further financial resources must be available. While the Cannery is fortunate to have a core funding relationship with Parks Canada, this funding is not sufficient to operate the additional mission-based services our team must deliver to encourage visitation growth (as the Society’s contract through Parks Canada is funding restricted to the operation of the National Historic Site).

The Society raises funds to offer additional services to enhance visitor experience to the site, and do additional work to honour the importance of Canada’s West Coast fishing history by sharing stories of the fishing industry and fishing communities such as temporary exhibits, special events, an on-line presence, and caring for the Society's collections and archives.

The Cannery has had success in bringing in additional revenue through its social enterprise<sup>1</sup> initiatives:

- A strong visitor experience/offer
- High profile events
- Rentals
- A strong gift shop

Over the next five years we would like to expand these social enterprise activities while exploring other fundraising and funding opportunities to ensure that our organization can continue to grow its programs.

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<sup>1</sup> A social enterprise is a revenue-generating activity where all profits are reinvested into the charitable services offered by the not-for-profit.

## OUR PLAN

STRATEGIC OBJECTIVES
Increase rental and event revenue.
Increase in total Gift Shop Sales.
Initiate long term fundraising activities.
Diversify our funding base.
Increase overall visitation rates annually.

## SUCCESS INDICATORS: HOW WILL WE KNOW WE'VE SUCCEEDED?

1. The Society has met all fundraising targets established annually by the Executive Director and the Finance Committee, consistently and year over year.
2. The Society's total revenue from fundraising and social enterprise accounts for more than 30% of total operating revenue.
3. The Society can continue offering and expand on mission-based activities outside of our contractual obligations with Parks Canada.

### STRATEGIC PRIORITY #3:

## BE A LEADER IN RECONCILIATION.

### CONTEXT (THE “WHY”)

We take our responsibility to be stewards of a space that holds the stories of generations of diverse cultures seriously. These stories include those of marginalized people and cultures (including Indigenous Peoples, Chinese Canadian and Japanese Canadian cultures) as well as other non-indigenous cultures. It also includes the stories of the fish, water and land that have provided food sustenance since time immemorial.

The Gulf of Georgia Cannery Society seeks to reconcile with land, people, and place and defines **reconciliation** as:

*to reconcile with land, people, and place. We define reconciliation as the reclaiming of space, the establishment of many voices in all our practices, and the fostering of a meaningful connection to the Indigenous cultural legacy of fishing on the West Coast. It is recognizing the impact of our space on diverse visitors with multi-faceted histories, and, importantly that the work associated with reconciliation is critical, complex, and continuous.*

To be a leader in reconciliation, we must continue to learn about our **shared history** with a desire to understand (rather than blaming or condemning) and then judiciously commit ourselves to **new shared action**. A shared action that includes:

- 1) De-colonizing stories (ensuring that voices of those who have been marginalized are now heard and valued along with the stories currently shared) and
- 2) Reclaiming space <sup>2</sup> (assessing our own lens and biases to ensure that all people are included and feel a sense of belonging.)

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<sup>2</sup> Space includes (1) the physical structures/buildings that housed the fishing industry (2) the environment that supported these structures (water, land, fish) and (3) the metaphorical presence and room given to people that demonstrate that their cultures are valued.



## OUR PLAN

STRATEGIC OBJECTIVES
Increase participation of and teachings of Indigenous peoples and foster First Nations involvement in Cannery programs.
Increase participation of Japanese Canadian stories and voices in Society programs.
Increase participation of Chinese Canadian stories and voices in Society programs.
Increase educational opportunities connected to our environmental impact, climate change and sustainability.

## SUCCESS INDICATORS: HOW WILL WE KNOW WE'VE SUCCEEDED?

1. The Society has an ongoing, deep, and meaningful connection to formally marginalized communities and has met all the targets outlined in the table above.
2. Diverse voices, perspectives and histories are presented in all operational aspects, where appropriate, at the Cannery.
3. The Society's volunteer base is diverse and reflects the stories of the fishing communities both past and present.
4. The Society is a champion for sustainable practises both internally and externally and operates with as minimal of a carbon footprint as possible.

## MONITORING OUR PROGRESS

Progress of this strategic plan will be reviewed:

1. **Bi-monthly** with the Board of Directors through ED report
2. **Annually:** with Board and staff at a special meeting

**Community** will be informed about this plan and its progress through:

1. The Annual General Meeting and
2. The Society's website where a high-level version of this plan will be posted.