

Gulf of Georgia Cannery Society

Strategic Plan 2014 - 2019

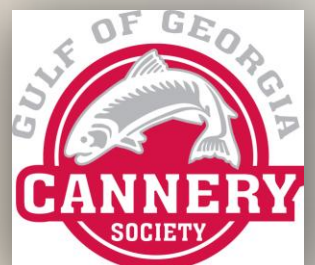


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Message from the Chair and Executive Director

In its previous strategic plan, the Society identified the opportunity for year-round site operation. In 2010, this vision was put into practice. Initially taken on as a trial initiative, this move has proven successful in visitor reach, programming offer and revenue generation. During this same period, global economic hardship became a reality for many in the museum and heritage world. Museums across Canada endeavor to prove their relevance in an increasingly competitive environment.

This current Strategic Plan works to build on previous achievements and recognize the new fiscal realities by enhancing governance, financial and operational sustainability. This plan highlights the importance of working with Parks Canada and our many community partners and stakeholders to provide a foundation for continued year-round success.

The Strategic Plan is informed by the aspirations, ideas and opportunities identified by stakeholders that attended the October 5, 2013 workshop. This input stimulated rich conversations in the planning from the Steveston experience to the importance of community, cohesion, collaboration, connection and coordination as the Cannery moves forward.

Building on the ideas generated in the stakeholder visioning session, board and staff of the Gulf of Georgia Cannery Society worked to re-define the Society's values and create a new vision for the future of the Cannery. This strategic plan is designed to complement Parks Canada's Five Year Management Plan and build on the good work completed and in progress by staff and local stakeholders.

This Five Year Strategic Plan is a framework for Board, committee and staff decision-making. It will be used to develop operational plans, annual business plans and budgets.

Chair



Kim Evans

Executive Director



Rebecca Clarke

Executive Summary

The Gulf of Georgia Cannery Society Five Year Strategic Plan is a framework for board, committee and staff decision-making. It will be used to inform the development of operational plans, annual business plans and budgets. This one page summary conveys key elements of the plan.

Vision

Our vision is to be the place to showcase the past, present, and future of Canada's West Coast fishing industry

Values

We are dedicated to delivering on our mission, to being inclusive, collaborative and accessible. We believe that the West Coast fishing industry is the lens to understand complex issues, past, present and in the future. As we move forward, our values guide our actions, our integrity, and define what matters most. We ranked these particular values as key to our success.

- Entrepreneurial
- Adaptable
- An authentic experience
- An iconic attraction

Strategic Directions

We are working to:

- I. Align Internally with Our Vision
- II. Engage Our External Stakeholders and Community
- III. Raise Our Profile Through Sharing Our Goals
- IV. Put a New Lens on Funding
- V. Enhance our Core Offer
- VI. Plan for the Future while Maintaining Current Spaces

I. Our Vision

Our vision is to be the place to showcase the past, present, and future of Canada's West Coast fishing industry

Key Elements of the Vision include:

- Preserve the Historic Site
- Be Relevant by Connecting Values, Experience & Community
- Brand and Promote the Cannery Experience
- Enhance and Grow Our Programming and Exhibits
- Define and Showcase Our Collection
- Invest in Our People
- Build a Diversity of Funding

Note: To review the specific vision ideas for each element please see the Appendices.

II. Our Values

We are dedicated to delivering on our mission, to being inclusive, collaborative and accessible. We believe that the West Coast fishing industry is the lens to understand complex issues, past, present and in the future. As we move forward, our values guide our actions, our integrity, and define what matters most. We view these particular values as key to our success.

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III. Strategic Directions

The following strategic directions are ranked in terms of our priorities. We are moving towards:

#1 – Align Internally with Our Vision (Ensuring we are on the same page)

We are committed to ensuring site operations are conducted in a manner consistent with our vision, values and mission and that management actions and communication between and among board and staff are consistent with best practices.

#2 – Engage Our Stakeholders and Community

We strive to deepen our engagement with our stakeholders by extending our relationships with community groups and individuals.

#3 – Raise Our Profile through Sharing Our Goals

We will reach out to our government representatives and Parks Canada partners to garner support for our vision and mission.

#4 – Put a New Lens on Funding

We will find new and innovative ways to improve our financial sustainability.

#5 – Enhance Our Core Offer

We will implement new and exciting programming and make better use of our existing exhibits and collections.

#6 – Plan for the Future while Maintaining Current Spaces

On an ongoing basis, we continue to maintain and make the best use of our physical space.

Note: To review the specific ideas for each direction please see the Appendices.

IV. Appendices

Vision Components

The Vision elements are comprised of ideas that informed the development of each element. These include

- *Preserve the Historic Site*
 - Clarify relationship with Parks especially in regards to maintenance
 - Regularly scheduled maintenance plan (with Parks)

- *Be Relevant by Connecting Values, Experience & Community*
 - Strong partnerships with stakeholders and historical/ education
 - Building stronger partnerships locally and nationally (interrelationship between Oceanwise, Harbour Authority, Gulf history)
 - More arts and culture events
 - Cannery as a hub – gathering place
 - Partner with art organizations to offer visual and dramatic programming
 - Connect with other west coast museums from California to Alaska

- *Brand and Promote the Cannery Experience*
 - Clear branding and marketing message beyond our doors
 - Stronger branding and cross promotion
 - Create menu of activities for tourists from cruise ships to commercial tours
 - Improved way finding signs and attractive exterior
 - More membership incentives

- *Enhance and Grow Our Programming and Exhibits*
 - Tattoo Shop
 - Partner with organizations to offer programs on the water
 - Ongoing lecture series on provocative subjects with industry leaders
 - Bring real fish into Cannery offer: programs, interpretation and market
 - Make better use of underutilized spaces
 - More demonstrations
 - Establish Class “A” exhibition space for visiting exhibitions
 - More hands on interactive exhibits
 - Early exhibition history
 - Characters of the West Coast – “Homer Stevens”
 - Permanent exhibition on Steveston
 - Enhance teaching collection
 - Involve fisherman of today

- Higher level education programs – collaboration with post secondary orgs
- Offer multi-lingual interpretation
- Programming: Talks and lecture series, hands on interactive exhibits and experiences, outreach into educational institutions
- Offer native, Chinese, Japanese cultural programming and events
- More machine demonstrations
- More current events in our offer
- 150th Anniversary – Canada on the West Coast
- Update film “Journey through time”
- New programs and exhibits for herring reduction

- *Define and Showcase Our Collection*
 - Create initiatives to make artifacts accessible – online, artifact talks, open exhibition space
 - Online access to collection
 - Create oral history program – collect new stories, make stories more available
 - Explore the possibility for becoming the repository for west coast fishing history
 - Research Centre for fishing industry
 - Establish collecting plan to develop gaps in our collection and collaborate with similar institutions

- *Invest in Our People*
 - Improve staff recognition, communication and teamwork
 - Succession planning for board and staff
 - Strong volunteer program which involves seniors (ANAF), newcomers (ISSBC, SUCCESS), students (Kwantlen and UBC)

- *Build a Diversity of Funding*
 - Building regular fundraising events and programs (food, fishing experience, drink)
 - Start an endowment fund
 - Sustainable fund development initiatives
 - Capitalize on filming in Steveston (Once upon a time example) to keep people coming back
 - Cannery products for store – canned stuff, postcards
 - Cannery beer and whiskey
 - Smoked salmon vodka
 - Create unique product lines (using our imagery) in store
 - Offer coffee/food at Cannery – partner with coffee shop

Obstacles to the Vision

In developing the strategies the participants first brainstormed obstacles to the vision. The strategic directions identified are targeted at the real barriers to success. These included:

- Availability of money and dependency on government funding
 - Institutional barriers such as Parks Canada and Harbour Authority leadership structures
 - We are not invited to Parks planning at other sites
 - Spaces are climate controlled – the building was not designed for collections
 - Indifference due to perceived lack of relevance from sources of support and potential partners
 - Inequitable partnerships
 - Access to statistics and information on markets and audience demographics
 - Visitor languages and socio economic barriers
 - Embracing new technology
 - The physical site is an obstacle
 - Others organizational turf protection
 - Board of Director Skills and Lack of Board succession plan
 - Not enough time to manage collections and programs
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- Inconsistent and non-cohesive communication and collaboration internally
 - Our own network is too small
 - Our ability to effectively build relationships and communicate with key stakeholders
 - Cannery Society has not created an identity independent of Parks Canada
 - Our ability to find champions within institutions
 - We have not engaged people internally with a common focus to move forward together
 - We need a better understanding of Parks Canada mindset, hierarchy, and knowledge of who has power
 - Our awareness that we need to not be the obstacle ourselves
 - We need to allow and share with others so they can be part of our vision
 - We need a common strategy at different levels collaborating together

Strategic Direction Elements

The specific elements and examples for each of the strategic directions are listed below. These include:

Align Internally with Our Vision

- All shareholders including staff to meet with all committees to discuss each 1-3-5 year plan to work toward common goals. Review includes: how are our committees functioning? Conduct TOR & Purpose review
- Develop internal communications and collaboration
- Breakdown of Strategy between staff and BOD to talk about direction of what strategy means annually
- Develop Board and create succession plan with the intention to broaden network of supporters
- Bring Dan Nomura (Canfisco) on Board

Engage Our External Stakeholders and Community

- Establish a feedback loop for Visitor and Member comments
- Seek out other like people in community (ie: 20/20, Government) to dialogue with re: 5 year plan and connections
- Recruit volunteers on more involved projects – internships
- Build partnerships with reputable arts, cultural, educational and fishing organizations
- Maintain and foster relationships with community organizations
- Stronger communication with groups such as Harbour Authority
- Community calendar to allow all parties to be on the same page re: events

Raise Our Profile Through Sharing Our Goals

- Enhance Society presence through a communications plan
- Target Federal politicians and organizations. Provide tour and educate them about site and strategy “ A Day at the Cannery”
- Have Society’s Executive Director included in Parks Site Manager meetings
- For staff: find out Parks Canada bureaucratic leaders to network with and ensure inclusion
- Board and staff to cultivate relationships with political officials. Includes Parks CEO
- Form a mini committee to talk to Parks, local MLA’s and Parks in Ottawa with agendas and report back to Board with results
- Executive Committee to develop mandate from 5 year strategic plan to meet and communicate our vision (ie: MLA, MP, etc) and receive vision

Put a New Lens on Funding

- Corporate programs to showcase how to fundraise for us
- Develop a sustainable funding formula over next five years to reduce reliance on government funding. Create maintenance schedule and include external schedule (Elections Canada, 150 years, etc)
- Cultivate donors and sponsors
- Develop sponsorship strategy and target specific individuals, companies, corporate sponsorship (particularly fish industry)
- Develop fundraising process and active fundraising initiatives

Plan for the Future while Maintaining Current Spaces

- Create list of required maintenance upgrade timeline for fundraising plan
- Develop a plan to obtain Net Loft should Canfisco no longer require it

Note: Enhance our Core Offer was added at the operational planning session with staff.