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# State of the Site Report 2010

## Gulf of Georgia Cannery National Historic Site of Canada



Gulf of Georgia Cannery National Historic Site of Canada is part of a larger family of national historic sites. Each site has had a nationally significant impact on Canadian history or illustrates a nationally important aspect of the history of Canada. Together with national parks and national marine conservation areas, national historic sites are part of a larger system of national protected heritage areas.

Parks Canada Agency Mandate:

*“On behalf of the people of Canada, we protect and present nationally significant examples of Canada’s natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure their ecological and commemorative integrity for present and future generations.”*

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## STATE OF THE SITE REPORT

### GULF OF GEORGIA CANNERY NATIONAL HISTORIC SITE OF CANADA

Submitted by:



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April 2010

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Date

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April 2010

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Date



## EXECUTIVE SUMMARY

The State of the Site Report (SoSR) is a description of the current state of the Gulf of Georgia Cannery National Historic Site of Canada (NHSC). It assesses how well the site is meeting Parks Canada Agency's mandate by measuring performance in achieving established targets and indicators. This is the first SoSR for the site and will serve as a tool for decision-making with respect to issues associated with heritage resource conservation, external relations and visitor experience.

Located on the South Arm of the Fraser River in the village of Steveston, the Gulf of Georgia Cannery NHSC commemorates the history of *Canada's West Coast Fishing Industry*. The Cannery was built in 1894 and at the time was the largest cannery in British Columbia. It stopped canning salmon in the 1930s but remained active as a net loft, fish depot and later as a herring reduction plant. Operations ceased in 1979.

The Gulf of Georgia Cannery was transferred to Parks Canada in 1984 to operate as a national historic site. Conversion of the site to its current use began in the mid-1980s. A portion of the site opened to the public in 1994 to celebrate the centennial of the Cannery. Work continued on the buildings and exhibits until 2000, when the site fully opened. The site is operated under contract for day-to-day operations by the Gulf of Georgia Cannery Society, an organization that was instrumental in the conservation of this site.







Overall, the state of the Cannery is good, with exceptional performance in some areas. The rating for heritage resource conservation remains 9/10, indicating only a minor impairment to the site's commemorative integrity.



External relations is a new performance category, which has yet to have national indicators defined. Over the next five years, performance will be assessed in public outreach education and stakeholder and partner engagement so it can be reported in the next SoSR. Despite no formal national measures to describe external relations, the Cannery does excel in this area. There is an exceptional outreach program at the site, which has resulted in increased visitation and stronger ties with the community. In addition, the operation of the NHSC is founded on a unique relationship between the Gulf of Georgia Cannery Society and Parks Canada, which has greatly increased community engagement at the site.

In regards to visitor experience indicators, the Cannery is performing well above expectations. Some measures for visitor experience are without a rating, as they are new national measures and data was not gathered in the preceding years. Table 1 provides a synopsis of the state of the site as related to heritage resource conservation, external relations and visitor experience.

**TABLE 1**

**State of the Site Overview**

INDICATOR (CONDITION)	2003 RATINGS	2009 RATINGS	TREND	HIGHLIGHTS
<b>Heritage Resources Conservation - Commemorative Integrity Rating 9/10</b>				
Resource Condition			↔	Humidity and weather conditions pose a constant challenge. The roof and gutters of the Cannery complex were replaced in 2008 mitigating some water infiltration concerns. Collections storage areas lack climate control and experience significant fluctuations in temperature and humidity; environmental monitoring is in place.
Effectiveness of Communications			↑	The Cannery excels in its interpretation program. Improvements can be made in the communication of some messages to increase visitor understanding of reasons for designation and the differing contemporary views of the fishing industry.
Selected Management Practices			↔	The site uses continual evaluation, followed by responsiveness to deficiencies resulting in good adaptive management.

CONDITION				TREND			
				↑	↔	↓	
Good	Fair	Poor	Not rated	Improving	Stable	Declining	Not rated

FOCUS	INDICATOR	HIGHLIGHTS
<b>External Relations</b>		
Public Outreach Education	Appreciation and Understanding	A strong outreach program is in-place, including participation at tourism, community and educators events; an on-line presence, which includes a blog; and through publications, such as the children's book <i>My Monster Cannery</i> , distributed to school and public libraries in the region.
Stakeholder and Partner Engagement	Support	The Gulf of Georgia Cannery Society manages the operation of the Cannery, under contract with Parks Canada. This relationship is key and has resulted in an extensive network of stakeholders and supporters, principally through the efforts of the Society's staff, Board and members; all of which lead to innovation, partnering relationships and a strong connection to community.

INDICATOR (PERFORMANCE)	TARGET	BASELINE	HIGHLIGHTS
<b>Visitor Experience</b>			
Personal Connection	Visitors consider the site is meaningful to them	N/R	Cannery visitors report strong satisfaction with their visit. The majority indicate they would recommend the Cannery to friends and relatives.
	85% of visitors are satisfied with their visit	99%	
	50% of visitors are very satisfied with their visit	83%	
Marketing and Promotion	Maintain the number of visits	22,216	The baseline reflects the average number of visitors over the last 5 years.
Interpretation	80% of visitors participate in learning experiences	98%	Almost all visitors participate in at least one learning experience, including the canning line tour, film, self-guided tours, and/or herring reduction tour.
	75% of visitors consider they have learned something about the site's commemorative integrity	N/R	
Activities and Services	85% of visitors enjoyed their visit	N/R	These indicators were not measured in the 2007 visitor survey. Respondents indicated they were very satisfied with the availability of interpretation activities, but would like to see better pre-trip information.
	85% of visitors are satisfied with activities	N/R	
	85% of visitors are satisfied with services	N/R	

There are currently no commemorative integrity messages which relate to Aboriginal history; as such, the Cannery does not have a formal relationship with Aboriginal groups in regards to management planning. Connections are being made with Aboriginal groups for special projects at the Cannery. One example is the relationships being built for the development of a temporary exhibit on Aboriginal fishing.

Management actions include large, special projects and on-going actions, such as regular maintenance. Over the past several years, management actions have improved the state of the site. Highlights include:

- Re-capitalization of the audio-visual equipment in the theatre and the West Coast Canning Line exhibit, both major components of the site's visitor offer.
- The re-shingling and gutter replacement of the Cannery complex in 2008 reduced the threat of water infiltration.
- Working with federal and municipal partners to ensure the site's heritage values were respected when the adjacent Tin Shed property was developed.
- Developing and publishing a book in 2008 and 2009, to reflect the research and messages for the annual temporary exhibit. The publications are distributed to public and school libraries throughout the region.
- The Cannery has nurtured and expanded its relationships in the community significantly since 2002. Examples include sponsorship of the Steveston Farmers and Artisans Market and the Music Nights.

Improvements can always be made to enhance visitor experience, partnerships and cultural resource management. Key issues which need to be addressed include:

- Revalidating the commitment to the Gulf of Georgia Cannery Society to operate the historic site.
- Inadequate environmental controls for cultural resources.
- Maintaining the condition of built resources in a harsh maritime climate.
- Structural concerns for the stairs and second floor of the Ice House.
- Regular treatment of wood-boring beetles which pose a high immediacy threat to the buildings.
- Further incorporating social science to better understand visitor needs and expectations.
- Enhancing visitor experience and communication of messages.
- Commemorative Integrity Statement (CIS) does not include recognition of Aboriginal involvement in the fishing industry.

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# Introduction

The *State of the Site Report (SoSR)* provides an integrated and comprehensive summary of the current state of Gulf of Georgia Cannery National Historic Site of Canada (NHSC). It assesses how well the site is meeting Parks Canada Agency's mandate and strategic outcome.

The SoSR reports on the site's performance in achieving established targets and indicators in relation to resource conservation, external relations and visitor experience. In addition, the SoSR highlights achievements made towards maintaining and improving the state of the site. The ultimate goal of the report is the creation of a document which will inform decision making. This is the first SoSR for the Gulf of Georgia Cannery and will serve as an important tool in the development of the upcoming management plan.

## 1.1 SITE DESCRIPTION

Located on the South Arm of the Fraser River in Steveston Village, the Gulf of Georgia Cannery NHSC commemorates the history of *Canada's West Coast Fishing Industry*. The Cannery was built in 1894 and was the largest cannery in British Columbia at the time. It stopped canning salmon in the 1930s but remained active as a net loft, fish depot and later as a herring reduction plant. The Cannery ceased operations in 1979.

The local community lobbied government to conserve the Cannery as a heritage site. In 1984 the Cannery was transferred to Parks Canada to operate as a national historic site. Conversion of the site to its present day function began in the mid-1980s. To celebrate the centennial of the Cannery, a portion of the site opened to the public in 1994. Work continued until 2000, when the site fully opened. The site is operated by the Gulf of Georgia Cannery Society, an organization that was instrumental in the conservation of this site.

### Parks Canada Agency's Strategic Outcome:

*Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.*

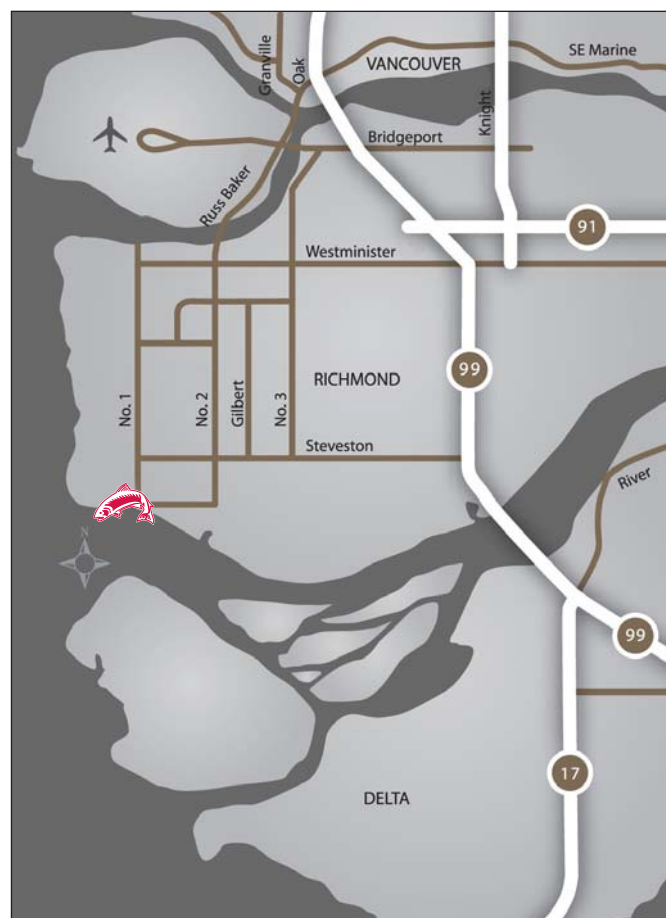


Fig.1: Location of Gulf of Georgia Cannery National Historic Site of Canada.

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. Key exhibits include a functioning salmon canning line that presents both the social and technological history of the canning industry, a herring reduction plant and a flexible exhibit space. The Cannery also houses a gift shop which carries a wide variety of themed merchandise including local interest books, salmon can label souvenirs and salmon products.

The Cannery offers a variety of interpretive programs and special events for the general public, schools and other groups. Programs include: tours of the canning line and herring reduction plant, the *Journey Through Time* film in the boiler house theatre, drop-in children's activities, *Music at the Cannery* (an outdoor music series), *Strolling through Steveston* (a walking tour of the village of Steveston), *Fishing the West Coast* (an annual photography contest and exhibition), *Salmon Stomp* (a celebration of folk music and dance), a Haunted Cannery Tour at Halloween and a visit from Santa at Christmas. Visitors to the Cannery have increased over the past several years. In 2009, 26,690 people visited the site.

School programs are designed to complement the social studies and science curricula for students in grades K-12 and for English as a Second Language programs. Over 3,100 students visited the Cannery in 2009 to participate in these programs.



# 2

## Resource Protection

### 2.1 RESOURCE PROTECTION CONTEXT

The designated place, that is, the area encompassed by the national historic site commemoration, consists of a complex of buildings associated with fish processing and canning, including adjacent outbuildings. The Cannery complex is built over the river on a large wharf which rests on heavy timber piles driven into the riverbed and bank. The superstructure is utilitarian, well-built and constructed entirely of timber. The scale is very large, with a ground floor footprint of 3,580m<sup>2</sup> and a mezzanine level of 1,790 m<sup>2</sup>.

The complex was constructed between 1894 and 1964, its physical changes dictated by changing industrial requirements of the industry. Buildings include the main Cannery building, Ice House, Vitamin Oil Shed (Feeding Oil Plant), Oil Drum Shed, Watchman's Shed, Lead Foundry, Tank Farm Deck, Oil Drum Cradles, and three metres of the South Dock immediately adjacent and parallel to the Cannery.

The NHSC is considered to be Classified by the Federal Heritage Building Review Office (FHBRO), the highest heritage designation from the Minister of Environment in the FHBRO program. High humidity, water infiltration, temperature fluctuations and the presence of wood-boring beetles create ongoing resource protection challenges.

The Cannery building (1894) was originally built to contain the industrial processes required to process salmon into a canned commodity suitable for export. Over the years, adaptations were made to the building in accordance with changing industrial requirements. Modifications to the original structure include the herring reduction addition (1942) and the construction of a dryer shed (1948). In 1956, further alterations permitted an increase in production capacity. The final large

### Wood-Boring Beetles

Anobiid Beetles, known locally as powder post beetles, are wood-boring insects that can cause extensive structural damage to wood if left untreated. Levels of infestation are carefully monitored every three years at the Cannery and areas showing increases in beetle activity or areas that are exposed to precipitation or leakage are treated with a borate surface spray (Tim-bor or Penatreat). This treatment prevents newly hatched larvae from entering the wood.



modification was the construction of a grinding shed and sacking facility (1964). Fish scale deposits can still be seen along portions of the walls, testifying to the prior use of the building. The Cannery building currently houses the admissions and gift shop area, washrooms, the boiler house theatre, the canning line, herring reduction plant and other exhibits.

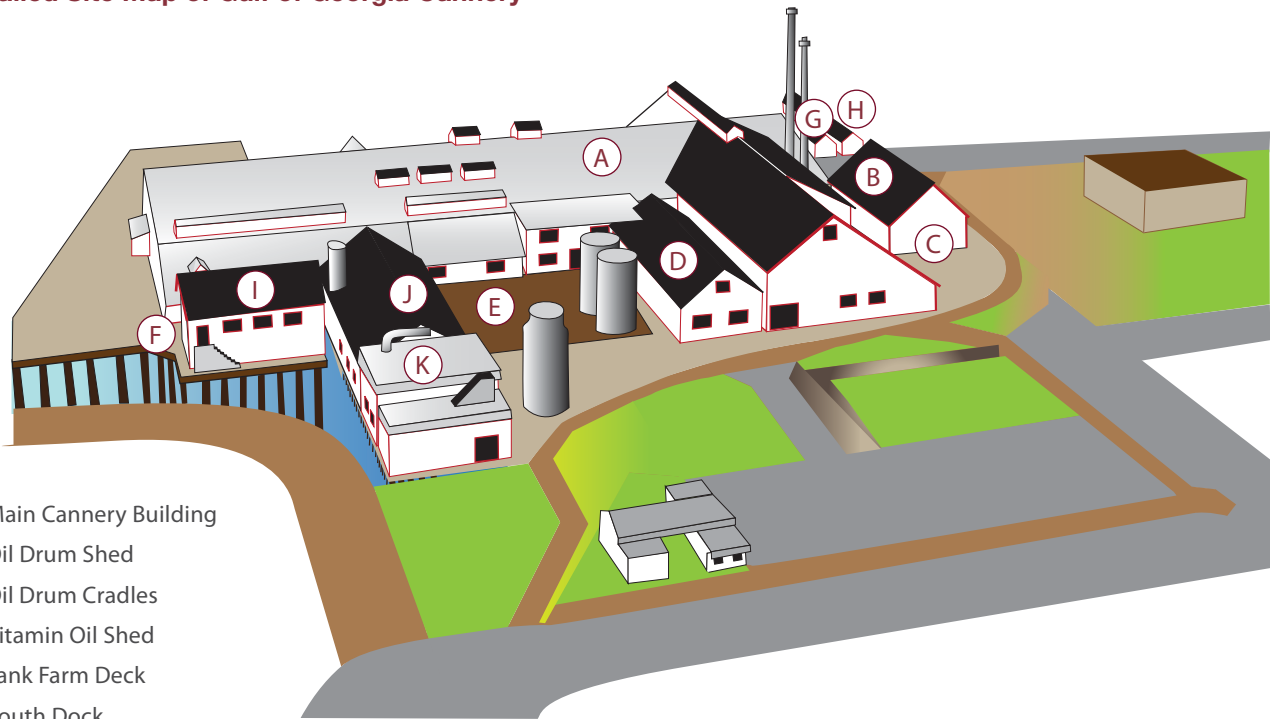
The Vitamin Oil Shed (Feeding Oil Plant) was constructed in 1940 to house the storage, refining, and blending of fish oils, primarily from herring, as part of the reduction function. It is associated with the changing requirements of fish products; in this case, the demand for cheap protein generated by the Second World War led to the canning of herring and herring reduction. Following the war, reduction became the primary focus of the Cannery. This area is open to the public as part of the exhibit space.

The Oil Drum Shed was erected in 1941 to serve as a storage area for fish oil drums which contained the oil from the herring reduction plant. This building currently houses the maintenance workshop and is not open to the public. The Oil Drum Cradles, also added in 1941, were built as the supports for large fish oil tanks adjacent to the Oil Drum Shed.

The Tank Farm Deck, added in the early 1940s, served as a platform to provide storage for the oil by-products of herring reduction and canning. The deck is not listed as a cultural resource because of the extent of rebuilding. It is now used primarily for special events including *Music at the Cannery* and *Salmon Stomp*.

The South Dock, constructed in 1906 and reconstructed in 1942, served as a fresh fish receiving wharf, as a loading and unloading area for Cannery supplies, as a boat storage area, and as a bluestone tank holding area.

**FIGURE 2**  
**Detailed Site Map of Gulf of Georgia Cannery**

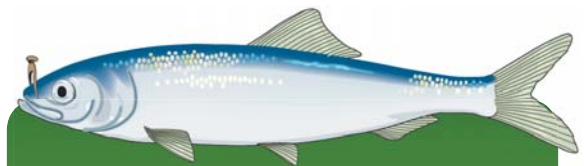


- A. Main Cannery Building
- B. Oil Drum Shed
- C. Oil Drum Cradles
- D. Vitamin Oil Shed
- E. Tank Farm Deck
- F. South Dock
- G. Watchman's Shed
- H. Lead Foundry
- I. Ice House
- J. Dryer Shed
- K. Grinding Shed and Sacking Facility

The bluestone (copper sulphate) was used in treating nets. The dock was reconstructed again in the mid-1980s as part of the Cannery's stabilization project. While not a cultural resource per se, the reconstructed dock emulates the form and materials of the earlier docks and is therefore important to the sense of place at the Cannery. The dock is not listed as a cultural resource because of the extent of rebuilding. The South Dock is not accessible to the public but is visible from inside the main Cannery and provides the backdrop for the start of the canning line tour.

The Watchman's Shed built in 1944, served as the post for a watchman to ensure security of the complex. The Lead Foundry, added in 1940, was used as a foundry for the lead weights used in fish nets until 1960. It was also used as a storage shed. Both of these buildings are behind the main Cannery complex and have not been developed as exhibition spaces and are not accessible to the public.

The Ice House was built in 1943 to provide ice for the Canadian Fishing Company fleet. Ice was crushed and loaded onto boats, as well as used for the fresh salmon receiving and shipping function. This building was redeveloped as a children's activity area and now contains washroom facilities and is climate controlled; it is primarily used to deliver school programs.



## Reducing Smell with a Stinkeroo

Herring reduction is a smelly business. The Stinkeroo and the Peabody Incinerator were installed to reduce odour and airborne particles from the dryers inside the herring reduction plant.

In addition to the complex of buildings and the dock structure, the Cannery houses a collection of level I and II historical and archaeological artifacts. These resources, which are integral to the documentation and interpretation of the site include: the canning line and herring reduction plant equipment, boilers, stinkeroo, building furnishings, mechanical tools and equipment, fishing, trapping, transportation and communications tools and equipment, archival documents and personal objects. There are two distinct collections on the site;



Ice House

Parks Canada/John Gordon



Stinkeroo and Vitamin Oil Shed

Parks Canada/John Gordon



South Dock

Parks Canada/John Gordon



West exterior wall of Cannery

Parks Canada/John Gordon

Parks Canada’s collection (comprised mostly of level I artifacts) and the Gulf of Georgia Cannery Society’s collection (comprised primarily of level II artifacts).

Heritage resource conservation and resource protection are broader than buildings, structures and objects; they also include elements such as landscapes, landscape features and archaeological sites. None of these additional elements are applicable to the reasons for designation for the Gulf of Georgia Cannery NHSC. What is extremely important for the Cannery is the designated place. The Cannery complex has a high degree of visual and physical integrity, which reflect the fishing heritage of the community. The Cannery is a strong focal point in Steveston; neighbouring buildings and activities help contribute to the overall sense of place.

## 2.2 STATE OF RESOURCE CONDITION

The baseline 2003 Commemorative Integrity Evaluation (CIE) rated the condition of cultural resources as ‘minor impairment’ or 9/10. The rating remained the same in 2009, reflecting only a minor impairment to commemorative integrity (Figure 1).

Overall, the designated place is considered to be in a good state. The heritage character of the structures has been maintained over the years and the Cannery contributes to the rich cultural landscape of the fishing industry in Steveston.

An important objective for the designated place is for the NHSC to work with partners, such as the City of Richmond, to maintain the heritage character of the Village of Steveston. The community has many other historic buildings, structures and activities related to the West Coast fishing industry. Assisting in the protection of the overall sense of place, there is a proposal by the City of Richmond to designate a portion of Steveston as a heritage district; this may include the Gulf of Georgia Cannery. This proposal still needs to undergo public consultation and be brought before the City Council.

The 2009 CIE determined that the condition of the buildings and structures associated with the reasons for designation are largely stable due to the significant amount of remedial work that has taken place (Table 1).

In 2008, the cedar shingle roof and gutters of the Cannery complex were replaced, which mitigated some concerns regarding water infiltration. The CIE determined that despite this significant improvement, the rating for the Main Cannery, Watchman’s Shed, Lead Foundry and Ice House must remain fair due to serious concerns regarding water infiltration through the walls and windows.

An additional area that may be of concern is the asbestos tile on the exterior east wing of the Main Cannery buildings. The tile is showing signs of deterioration and needs to be assessed as soon as possible. The other area of concern is the aging dry pipe

FIGURE 1

### Commemorative Integrity Rating

INDICATOR (CONDITION)	2003 RATING	2009 RATING	TREND
Resource Condition			↔
Effectiveness of Communications			↔
Selected Management Practices			↔

RATING GUIDE		
GOOD	FAIR	POOR

### Overall Rating

SCORE	STATE OF COMMEMORATIVE INTEGRITY
10	No Impairment
9	Minor Impairment
8	
7	
6	Significant Impairment
5	
4	
3	Major Impairment
2	
1	Severe Impairment

sprinkler system that has developed several leaks on the joints over the past couple of years. While the system is monitored closely and the leaks have been repaired, there will be a need in the near future to further evaluate the system. The security alarm system is also showing signs of corrosion due to environmental conditions.

A collections inventory in the spring and summer of 2009 found that overall, the condition of artifacts and historical objects is relatively stable, with some overall decline due to high humidity and lack of climate control. During the inventory project, it was possible to identify and locate 95% of the 4,870 artifacts accessioned in the Parks Canada artifact collection at the Cannery. Artifact tags are missing from some objects, due to their removal for powder-post beetle treatment in 2001, and the use of artifacts in the development of the Canning Line exhibit in the late 1990s and subsequent exhibits. Some of these items were identified in the 2009 inventory; others remain on the un-located list. In addition, many of the old artifact tags in the collections need to be replaced due to damage or improper labelling techniques.

Concerns regarding collections storage space and conditions remain high. Collections storage areas (main and east mezzanines in the main cannery building) lack climate control, experience significant fluctuations in temperature and humidity and are currently full. Monitoring of environmental conditions is on-going.



The mouldy insulation on this pipe was removed from Cannery Store office

Parks Canada

Off-site or purpose built storage and de-accessioning are potential solutions which are being considered. As the Cannery has two collections, one owned by Parks Canada, the other by the Society, a collaborative effort is required in order to resolve the storage issue.

## 2.3 EFFECTIVENESS OF COMMUNICATIONS IN RELATION TO HERITAGE RESOURCES

The effectiveness of communications is assessed in detail in section 5.0, however, of note to heritage resource conservation is that while the Cannery excels in

**TABLE 1**

**Overview of Condition of Built Heritage Resources**

BUILT HERITAGE RESOURCE	2003 CONDITION RATING	2009 CONDITION RATING	TREND
Cannery Building	Fair	Fair	↔
Oil Drum Shed	Good	Good	↔
Oil Drum Cradles	Good	Good	↔
Vitamin Oil Shed	Good	Good	↔
Tank Farm Deck	Good	Good	↔
South Dock	Not Rated	Not Rated	N/A
Watchman's Shed	Fair	Fair	↔
Lead Foundry	Poor	Fair	↑
Ice House	Poor	Fair	↑
Overall Rating	Fair	Fair	↔

interpretation, improvements could be made in the communication of some messages to increase visitor understanding of reasons for designation and the differing contemporary views of the fishing industry. These two shortfalls resulted in the Effectiveness of Communications CIE rating to decrease from a 'good minus' rating in 2003 to a 'fair plus' rating in 2009.

While the Cannery had a decrease in the CIE rating for effectiveness of communications, it was not due to dramatic changes. In regards to visitors remembering important site messages (understanding reasons for designation), 74% of respondents answered the questions correctly in 2007. The standard for a 'good' rating is 75%, meaning the Cannery has a 'fair' rating, just missing the cut-off. On a positive note, the 2007 survey results indicate improvements from the 2001 survey, with more respondents answering the questions correctly.

One of the key challenges for the site in the upcoming years will be better communication of how the physical structure of the Cannery illustrates the development of the West Coast Fishing Industry. This reason for designation needs to be communicated much more clearly. Only 46% of visitors make a connection between the changing physical structure of the Cannery and the evolution of the fishing industry.

## 2.4 STATE OF SELECTED MANAGEMENT PRACTICES

The objectives outlined in the CIE were generally rated to be effective. The building resources are monitored and results are recorded on a regular basis through Parks Canada's Asset Information Management System. Cultural resource management principles are applied effectively, on-site interventions are done appropriately and professional and technical activities are effectively integrated into the site's operations.

At the time of the CIE, the most recent collection inventory was from 2000. An inventory of the Parks Canada collection was started in 2006, but due to staffing challenges, including changes and shortages, the inventory was never completed. An inventory and assessment was completed in July 2009. During the inventory 95% of the 4,870 Parks Canada artifacts were identified and located. Overall, the collection was found to be relatively stable, but with some overall decline in the condition of the artifacts due to high humidity and lack of climate control. Key issues that became apparent include: poor storage conditions, the large number of



Parks Canada/John Gordon

Young readers enjoying the children's book section in the gift shop

items in the collection containing lead and the need for ongoing wood-boring beetle treatment of artifacts made of wood.



# 3

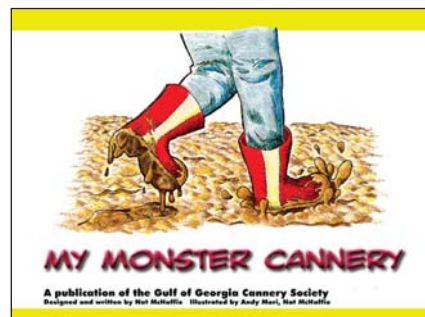
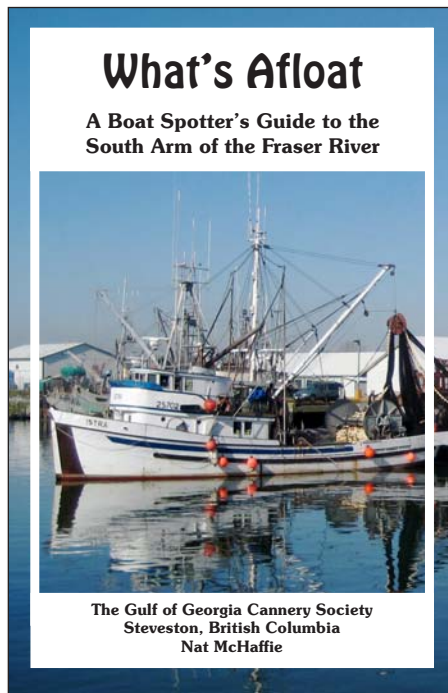


## Public Outreach Education

### 3.1 PUBLIC OUTREACH EDUCATION CONTEXT

The Gulf of Georgia Cannery connects with audiences off-site in three primary ways: participation in special events, on-line and through Cannery publications. Cannery staff and volunteers participate in a variety of off-site special events including Britannia Heritage Shipyards Maritime Festival, the Steveston Salmon Festival, the Lower Mainland Teachers Field Trip Fair and the local Heritage Fair. The site maintains an online presence through the Parks Canada website and the Society has an active blog launched in 2008 ([gulfofgeorgiacannery.com/blog](http://gulfofgeorgiacannery.com/blog)).

Cannery publications include *Trademarks and Salmon Art: A Brand New Perspective* (an illustrated study on British Columbia salmon can labels, published 2002), *My Monster Cannery* (a children's book about a boy's first day of work at the Gulf of Georgia Cannery, published 2008) and *What's Afloat: A Boatspotter's Guide to the Fraser River* (published 2009). These books have been widely circulated and are available at the Cannery Store, at school and public libraries, and bookstores throughout Greater Vancouver. They are also included in educational outreach kits.



## 3.2 STATE OF PUBLIC OUTREACH EDUCATION

National indicators used to assess the state of outreach education include: appreciation and understanding. Over the last five years data was not collected to specifically assess these two indicators, as they are new measures for Parks Canada.

The Gulf of Georgia Cannery does monitor elements of its off-site programming in terms of quantitative figures:

- 11,451 blog hits, since the Society blog was launched in May 2008.

10-12 school, tourism and community events attended annually by Society staff and volunteers, including: Britannia Maritime Festival, Steveston Salmon Festival Tradeshow, the Richmond Heritage Fair, the Tourism Showcase (at Tourism Vancouver) as well as the field trip fair and teachers association conferences. The number of events has remained fairly consistent from year-to-year.

- Number of books distributed (1,000 copies of *My Monster Cannery*, 2,000 copies of *What's Afloat*).

Additional information which would be useful, but is currently not available is the number of website hits to the Cannery pages on the Parks Canada website.

Overall, the off-site programming is quite diverse and considered to be effective in regards to the target audiences.

# 4

## Stakeholder & Partner Engagement

### 4.1 STAKEHOLDER AND PARTNER ENGAGEMENT

The Gulf of Georgia Cannery NHSC is one of a few Parks Canada sites that are managed by a non-profit society under a contract for services. The Society is responsible for all day-to-day aspects of the site's operations including visitor services, interpretation, programming, marketing, collections management, and ongoing maintenance. Parks Canada retains responsibility for major repairs and renovations, permanent exhibit redevelopment, developing and implementing guidelines for conservation and maintenance of historic fabric and setting user fees.

The Society currently has 235 individual and 30 corporate members. There are five full-time, year-round employees, as well as several contract employees and approximately 12 seasonal staff, including interpreters, collections assistants and gift shop attendants. In addition, the Society manages over 60 volunteers who contributed over 1,650 hours of service in 2009. There are currently 16 board members, primarily residents from the local community with an interest in heritage preservation and community stewardship. The board also includes 2 ex-officio members; a Parks Canada Liaison and a City of Richmond City Council Liaison. The Society has seven active permanent committees as well as several ad hoc committees. In addition to the contract for services, the Society retains revenue generated through user fees, gift shops sales, grants, sponsorships and fundraising.

The Cannery's location in a historic fishing village is key to both the visitor's understanding and enjoyment of a visit to the site. As such, it is vital that Parks Canada and the Society work closely with their neighbours and other stakeholders to preserve the heritage character of

Steveston. Stakeholder engagement and involvement is also a key means to integrate the site into the broader community. Stakeholders include:

- Steveston Harbour Authority
  - o Manages the local harbour which includes much of the area surrounding the Cannery including Fisherman's Park, the south dock and the Canfisco net loft.
- Department of Fisheries and Oceans, Small Craft Harbours Branch
  - o Owns the local harbour and much of the area surrounding the Cannery including Fisherman's Park, the south Dock and the Canfisco net loft.
- City of Richmond (including Richmond Heritage Services)
  - o Manages other heritage sites in Steveston including the Steveston Museum and Britannia Heritage Shipyards. The Cannery is currently offering a walking tour of the village of Steveston as a joint program with the Steveston Museum.
- Steveston Community Society
  - o Supports the site by promoting the Cannery's exhibits, events and programs regularly in its newsletter, circulating the Cannery's annual calendar of events, and operating the Steveston Farmers and Artisans Market in Fisherman's Park.
- Steveston Historical Society
  - o Works with the City of Richmond and other stakeholders to manage Steveston Museum and to preserve Steveston's Heritage.

- Tourism Richmond
  - o The Cannery is an active member of this organization, and is represented on both the Steveston and Marketing Committees.
- Richmond School Board
  - o Distributes outreach kits, partners for school program pilot projects and distributes Cannery publications.
- Canfisco
  - o Manages the active net loft to the west of the Cannery. Canfisco was also the last operator of the Gulf of Georgia Cannery prior to its acquisition by the federal government and has consistently shown their support for the site.
- Richmond Chamber of Commerce
  - o The Cannery is an active member of this organization.
- Local residents
  - o The Cannery is surrounded by a residential community and efforts are made to build and maintain good relationships. The Cannery works to keep the local residents informed of special events which they may like to attend and, which may create traffic or parking concerns.

## Responding to Community Needs

In the summer of 2008, Steveston Kids, a local non-profit organization that works to promote family activities in Steveston, approached the Cannery and asked if the successful Haunted Cannery Tours could be adapted to meet the needs of families with younger children. Cannery programming staff worked in conjunction with Steveston Kids to revamp the tour and launched the “Not-So-Scary Haunted Cannery Tour” that October. The pilot tour quickly sold out, and additional not-so-scary tours will be added in future years.

- Local business community (particularly corporate sponsors)
  - o Supports the Cannery through corporate memberships, sponsorship of special events and seasonal exhibits and by promoting the site.



Shoppers at the Steveston Farmers and Artisans Market

Several of the above groups are also members of an association of local non-profits; the Steveston Group of Seven. This group works on a wide range of local issues. Members include the Gulf of Georgia Cannery Society, the Steveston Community Society, the Steveston Harbour Authority, the Steveston Historical Society, London Farm, Britannia Heritage Shipyards and the Rotary Club of Steveston.

## 4.2 STATE OF STAKEHOLDER AND PARTNER ENGAGEMENT

The Cannery is a leader in partnering and stakeholder engagement and should be considered a model for Parks Canada in terms of innovation, structure and success. The state of partner engagement is critical to heritage resource conservation and visitor experience at this site as the Gulf of Georgia Cannery Society is responsible for all aspects of the day to day operations. This key relationship is good, but could be improved through an agreement other than the existing three year contract. Parks Canada enjoys a well-established working relationship with the Society and ongoing communication and regular reporting procedures are in place. The management of the site by a Society allows it to rapidly implement new ideas and quickly respond to changing circumstances.

The Society takes the lead in building and sustaining stakeholder relationships in the community. Staff actively work to connect with other stakeholders on an ongoing basis. Many programs at the site are developed and / or implemented in collaboration with other community stakeholders. Recent examples include the Steveston Farmers and Artisans Market and Steveston's Legacy Statue (Steveston Community Society), "Not-so-Scary Haunted Cannery Tour" (Steveston Kids), Salmon Return (art installation, Earth Arts), Digital Photography Show (Richmond School Board Continuing Education) and Doors Open Richmond (City of Richmond, Tourism Richmond and other Richmond attractions and associations).

An active, community-minded Board of Directors helps to build and sustain important relationships in the community. Members of the Board of Directors have extraordinary personal networks and have helped to build many strategic relationships. For example, several directors were instrumental in bringing a City Council liaison onto the Board as an ex-officio member. This, among other efforts, has significantly improved the relationship between the Cannery and the City of Richmond. Most importantly, it has helped to create a better understanding at the City of Richmond, and City Council specifically, of the site and how it operates. One benefit of this improved understanding and relationship



Salmon Fest Parade on Canada Day, 2008

Karen Lee



9th Annual Steveston Seafood and Wine Festival hosted by the Rotary Club of Steveston

Rob Hart

is that the Society is now eligible for City of Richmond grants, for which it was previously ineligible. The City of Richmond is currently planning to create a Historic District in Steveston and Board members, in addition to Parks Canada representatives, are lobbying to have the Cannery included in this district.

Some challenges remain in terms of partners and stakeholder relationships at the Cannery. The site has struggled with finding an effective way to create synergy with other historic sites in the area. First Nations groups have been engaged through Cannery special events in the past, but currently the relationship is minimal. However, the Society is currently working on a research project for an exhibit on traditional First Nations fishing techniques that will help to re-engage this community. The relationship with the City of Richmond has improved significantly, but the Cannery still needs to improve awareness of the NHSC at both the municipal and provincial levels.

# 5

## Visitor Experience

### 5.1 VISITOR EXPERIENCE CONTEXT

Upon arrival at the Gulf of Georgia Cannery, visitors are greeted at the reception counter in the climate-controlled east wing of the main Cannery building. This area also contains a gift shop and washroom facilities. In 2009 the Cannery was open to the public from the beginning of May to Thanksgiving weekend, Monday – Saturday 10am – 5pm and Sundays 11am – 5pm and to groups upon request year round.

There are four distinct types of visitors to the Cannery: independent visitors, organized groups, school program participants and special event participants.

Independent visitors to the site are offered a variety of personal and non-personal interpretation options, including:

- *Journey Through Time film* (shown twice an hour);
- Canning Line and Herring Reduction Plant tours on the hour; and
- Self-guided visits facilitated by interpretation panels, audio stations, video kiosks and interactive interpretation islands.

According to the 2007 visitor survey, the majority of Cannery visitors are over 46, visiting the site for the first time and are from Canada. Half of the Canadian visitors are from British Columbia with the majority coming from the greater Vancouver area. Of visitors surveyed, 30% of visitors first heard about the site from friends and family, 15% by walking or driving by, 14% reported they “always knew” about the Cannery while 10% learned about it through a travel guide. Of the visitors surveyed in 2007, 15% were return visitors to the Cannery.

Independent visitors are attracted through a variety of marketing and communications materials including the annual distribution of approximately 40,000 site brochures at over 300 locations, annual insert and paid advertising in local newspapers (including a Chinese language paper), active membership and inclusion in promotional materials with Tourism Richmond, Tourism Vancouver and Tourism BC, targeted radio advertising during the open season, Parks Canada website, as well as other Parks Canada marketing materials.



**Organized groups** account for 5% of the total number of visitors to the Cannery. Groups have the option of a private tour and screening of the film, and when possible staff customize tours to accommodate diverse needs. Groups include tour groups, English as a Second Language (ESL) classes, seniors' tours, day camps and birthday parties. These groups are reached through many of the same methods as the independent visitor, with the addition of some direct mailings to ESL schools and community centres that have day camps and / or seniors groups.

**School program participants** account for 10% of total visitors and are offered a wide-range of programs designed to complement the social studies and science curricula for students in grades K-7. Programs include; *Salmon's Journey* (Grade K-2), *Fishy Business: A Century of Change* (Grade 3-5), *Cannery Stories* (Grade 4-6) and *Machines at Work* (Grade 5).

According to the 2009 school program evaluation, 30% of teachers learned about the program through the school program brochure, 20% had been previously, and 40% had another teacher recommend the program.

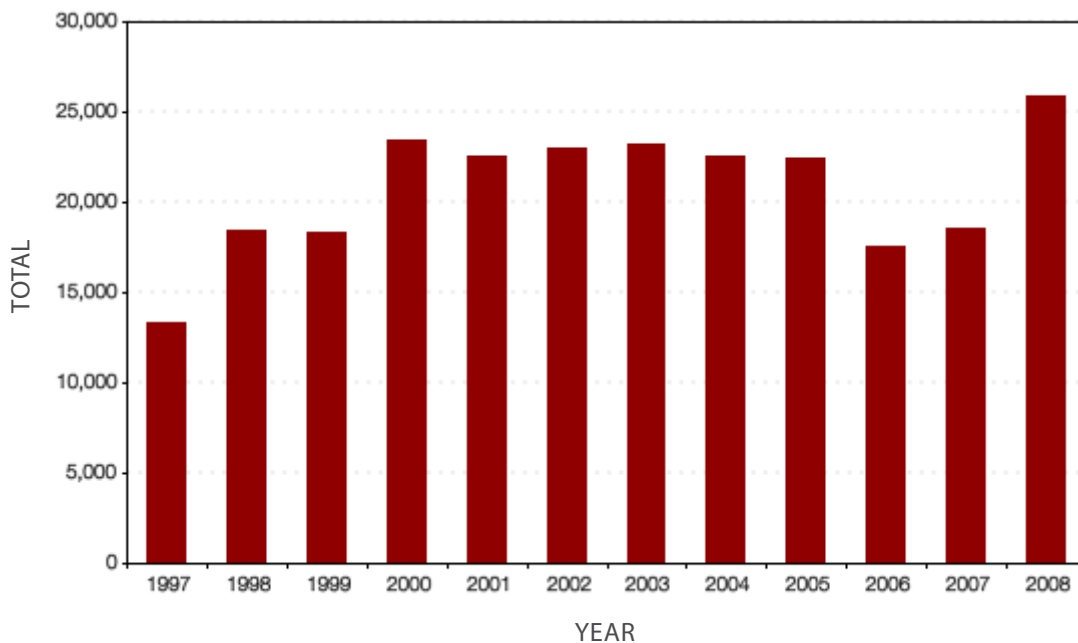
Over 2,400 school program brochures are distributed throughout Greater Vancouver annually. School groups are also reached through the website, at the annual Lower Mainland Field Trip Fair and at select teachers' conferences.

**Special event participants** accounted for 32% of total visitors in 2009. These visitors tend to be residents of the local community (including Richmond and Metro Vancouver). Special events include Doors Open Richmond, Canada Day Open House, Music at the Cannery, Salmon Stomp, Rivermania, Haunted Cannery Tours and Christmas at the Cannery.

Special event participants are reached through the distribution of an annual Calendar of Events and posters throughout the community. Events are also promoted through listings in community event columns and websites and targeted radio advertising.

The peak month for visitation is August, followed closely by July and May. Total visitation over the last 13 years is presented in Figure 2, and the break-down of visitor types is illustrated in Figure 3.

**FIGURE 2**  
**Yearly Attendance**



- In 2005, the Cannery was open from the first Saturday in April – October 31.
- In 2006, there was a sharp decline in visitation due to a shorter operating season (shortened due to budgetary reasons).
- In 2008, the significant increase in visitors was primarily due to the addition of new special events including *Salmon Stomp*, *Music at the Cannery* and the *Rivermania* event on BC Rivers Day.



## 5.2 STATE OF VISITOR EXPERIENCE

The following evaluation of the state of visitor experience is based on two primary information sources, the 2007 Visitor Information Program (VIP) survey and the 2009 Visitor Experience Assessment (VEA). There are four indicators for visitor experience, each of which has one or more targets. Performance against these indicators, and the accompanying targets, is discussed below.

### 5.2.1 Visitor Experience – Personal Connection

The visitor experience is the sum total of a visitor's interaction with the site, from planning the trip, to experiencing the site, to remembering the visit. The expected result is that visitors will develop a sense of personal connection to the site, which will be measured by two indicators: 1) visitors consider the place meaningful, and 2) visitors are satisfied with their visit. For the first indicator a baseline target has yet to be developed. The second indicator has a target of 85% of visitors are satisfied and 50% are very satisfied with their



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visit. The 2007 visitor survey found 99% of visitors were satisfied with their visit and 83% were very satisfied, meaning the site exceeds the visitor satisfaction target.

Based on results of the 2007 VIP survey, the 2009 school program evaluations and comment card results and the 2009 CI Evaluation update, the state of visitor experience at the Cannery is excellent. Overall, independent visitors to the Cannery were highly satisfied with their visit. The majority of visitors indicated that they

## FIGURE 3

### 2009 Visitor Break-down

	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Adult	3	8	486	517	779	908	552	404			3,657
Student			103	96	229	199	73	146			846
Senior	1	2	244	239	468	354	324	96			1,728
Family Members			34	38	289	313	86	12			772
Fort Langley Discount			4	29	85	73	22	7			220
School Program Participants	84	104	1,003	997	39		36	185	163		2,611
Seniors Group Participants			15	35	39	28	106	63	13		299
ESL Program Participants	80				166	128	16	108			498
Other Group Participants	29	35	131	27	195	88	16	86			607
Promo Admission	32	15	2,858	455	3,433	441	341	227	54	617	8,473
Rental			600		290	260				300	1,450
Sponsored Admission						4,396					4,396
Music Series					608	525					1,133
<b>TOTALS</b>	<b>229</b>	<b>164</b>	<b>5,478</b>	<b>2,433</b>	<b>6,620</b>	<b>7,713</b>	<b>1,572</b>	<b>1,334</b>	<b>230</b>	<b>917</b>	<b>26,690</b>

would be very likely to recommend a visit to the Cannery to friends and family.

### 5.2.2 Marketing and Promotion

The marketing and promotion target calls for the number of visits to a site to be increased over the next three years. It is proposed that the average visitation over the last five years, 22,216 visitors, be considered the baseline.

There were several marketing gaps identified in the VEA including the need to provide better trip planning information in print and online, identify and reach specific target markets and monitor the effectiveness of promotional materials.

### 5.2.3 Interpretation

The indicator of “interpretation” has two targets for national historic sites. One of these calls for at least 80% of visitors to take part in a learning activity. At the Cannery, as measured in the 2007 VIP, 98% of respondents participated in at least one activity; activities include the canning line tour (84%), the film (79%), self-guided tours (63%), the herring reduction tour (50%) and the Icehouse kids discovery area (8%).

## Highlights of my visit

*Seeing all the displays and learning how difficult life was for the workers. I wanted my grandson to know. This is a slice of Canada that must be preserved for all future Canadians to see and understand.*

-Respondent 2007 VIP

*We had a very well informed, articulate guide... She was enthusiastic about the topic and adapted her presentation to the language needs of ESL students*

-Respondent 2007 VIP

*The tour was fabulous. Very interactive and visual. Loved the iron cut-outs of people; showed where employees would have been. Loved the layout and the realism: fish guts and blood.*

-Respondent 2007 VIP



Patching table

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Weighing machine

Parks Canada/John Gordon

The second target involves visitors considering they learned something about the commemorative integrity of the site. The 2007 visitor survey included six true/false questions concerning the site's history. These questions are memory retention questions, and do not specifically relate to the indicator of visitors considering they have learned something. However, 74% percent of survey respondents answered four or more of the six statements correctly, which is very close to the performance expectation of 75%.

### 5.2.4 Activities and Services

There are five targets related to the indicator "activities and services": 1) visitor enjoyment; 2) satisfaction with availability of activities; 3) satisfaction with quality of activities; 4) availability of services; and 5) quality of services. Many of these targets were not assessed in the 2007 VIP survey. As such, the highlights of the VIP are presented together, rather than separately.

The 2007 VIP survey found that:

- Overall, independent visitors were highly satisfied with their visit. This result is reflected by the majority of respondents (83%) indicating they would recommend the Cannery to friends and family.
- Respondents were very satisfied with the availability of interpretation activities
- Overall, respondents were very satisfied with interpretation activities.
- Areas needing attention relate to activities that children would enjoy and the need for better pre-trip information.

***"Cool - as being both interesting and cold",  
- Visitor Comment, 2008***

The Cannery is built on pilings over the Fraser River and was constructed to be well ventilated when in operation during the summer months. Visitors are warned in advance about the cool conditions inside the Cannery, but often find themselves unprepared for the temperature inside the building. Jackets are available on-site to make their visit more comfortable.

### What Visitors Are Saying (2008 Comment Cards)



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- Staff were outstanding.*
- A wonderful and interesting tour. Thank you.*
- So Interesting — Loved the Social History.*
- Well presented, informative displays, film & tours. Thank you all.*
- Well worth the visit.*
- Much improved from the 90's. More interactive. Thank you.*
- Simple Signs. Good, interesting facts. Good displays. Kids loved it.*

School groups also report satisfaction with their visits to the Cannery. In 2009, 100% of teachers who submitted evaluations indicated that they would recommend the program to other teachers.

*“Excellent presentation by interpreter. The graphics and displays are very clear and helpful”*  
Grade 5 teacher, 2009 Educational Program Evaluation.

*“It would be great if Fishy Business could be extended to include how fishing or diminishing stocks changed the community”*  
Grade 3 teacher, 2009 Educational Program Evaluation.

*“Loved it! Will come again”*  
Grade 5 teacher, 2009 Educational Program Evaluation.

*“We had a great time! The visit went very smooth, even with 75 students. Thanks!”*  
Grade 4/5 teacher, 2009 Educational Program



Parks Canada/Ken Mayer

An interpreter discusses the inner workings of the Cannery with students



# 6

## Aboriginal Perspectives

There are no reserves or Aboriginal communities neighbouring the site; the closest are the Sto:lo, Katzie, Musqueam and Tsawwassen First Nations. Sto:lo, Musqueam and Katzie treaty negotiations could have the potential to change the relationship implications for the site.

While the CIS does not specifically include First Nations history, many Aboriginal people worked in the commercial fishing industry and this is reflected in Cannery exhibits, tours and programs. There has been some discussion and consultations with First Nations groups regarding exhibit and program development. The film, *Journey Through Time*, introduces visitors to the First Nations fishing industry pre-contact, the tours and programs relate the experiences of Aboriginal workers in the industry and First Nations salmon preservation techniques are also presented.

In 2011, the Cannery will install a temporary exhibit that explores First Nations fishing. The Society has entered into a research agreement with the Sto:lo and Musqueam First Nations for this project. In addition, Society staff have been consulting with Xá:ytem Longhouse Interpretive Centre (a NHSC) for this project.

At this time, the Cannery and Aboriginal groups in the region do not have an active relationship in regards to management planning.



# 7

## Results of Management Actions

Management actions that have been implemented over the last five years with the goal of maintaining and/or improving the state of the site are included in this section; the information provided is not intended to provide a thorough assessment of the implementation of the management plan, but rather a highlight of key actions, many of which are long-term on-going actions, which improve the state of the site.

The table on the following page presents actions and results and the objectives and indicators they address. The objectives are amalgamations of key considerations from the 2002 management plan, which were designed to protect cultural resources, provide strategic direction for visitor experience and outreach, and build on relationships. The indicator column specifies which national indicator(s) are maintained or improved by achieving the objective. The actions outlined stem from the management plan.



### Using Music to Engage the Local Community

In 2008 the Society decided to make engaging the local community a priority; school and group tours and programs were running successfully and there were plenty of offerings to engage one-time only out of town visitors. What would attract locals and drive repeat visitation? Live, local music offered one potential answer to this question. Music at the Cannery and Salmon Stomp were launched. These sponsored events engaged thousands of local residents, many of whom had passed by the Cannery many times, but had never visited the site.

### Growing Relationships: The Steveston Farmers and Artisans Market

In 2008, the Steveston Community Society approached the Gulf of Georgia Cannery Society about working together to create a weekly farmers' market. The market would give local farmers, bakers and artists the opportunity to bring their products directly to local consumers. The market was born and has been running successfully for two seasons. It features not only local handmade products and produce, but free live entertainment, children's activities, cooking demonstrations and more. The activity in Fisherman's Park and other areas surrounding the Cannery has helped to raise the Cannery's profile in the community and strengthened the relationship between the Cannery, the Steveston Community Society and local residents.



OBJECTIVES	INDICATOR	ACTIONS AND RESULTS
To ensure built heritage resources that symbolize or represent national historic importance will not be impaired or placed under threat	Resource Condition Selected Management Practices	<ul style="list-style-type: none"> <li>An improved maintenance program addresses deficiencies on a regular basis.</li> <li>Special projects, such as the replacement of the roof and gutters in 2008 reduced threat of water infiltration.</li> </ul>
To ensure moveable cultural resources that symbolize the Site's importance are not impaired or placed under threat	Resource Condition Selected Management Practices	<ul style="list-style-type: none"> <li>In order to gain a better understanding of storage conditions, the Cannery installed environmental data loggers in 2008.</li> <li>A collections inventory was completed in July 2009, addressing an outstanding deficiency.</li> </ul>
To suggest measures and take actions that will protect the Site's historical setting and compatible adjacent land uses	Support	<ul style="list-style-type: none"> <li>The Cannery was an active participant in the development of the Tin Shed site into Fisherman's Park in 2004, ensuring the heritage character of the region was maintained.</li> <li>Both the Society and Parks Canada are currently lobbying to have the site included in the City of Richmond's Steveston Historical District.</li> </ul>
To ensure that the reasons for the national significance of the Cannery and its role in Canadian history will be effectively communicated to the public	Effectiveness of Communications Appreciation and Understanding Interpretation	<ul style="list-style-type: none"> <li>The Cannery offers a wide range of activities both on and off-site, with the majority of site visitors participating in at least one interpretative program, ensuring key messages are communicated.</li> </ul>
To provide opportunities for the public to enjoy high quality, authentic, leisure and travel experiences at the Cannery commensurate with the commemorative integrity of this NHSC	Support Marketing and Promotion	<ul style="list-style-type: none"> <li>The Cannery is an active member of Tourism Richmond, Tourism Vancouver and Tourism BC and works with all of these agencies to promote the region's tourism products.</li> </ul>
To provide a range of recreational and tourism opportunities, facilities and services that enable visitors with varying interests and abilities to have a high quality experience	Personal Connection Marketing and Promotion Interpretation	<ul style="list-style-type: none"> <li>The site continuously solicits and responds to feedback from visitors through comments cards and school program evaluation forms, resulting in a continuously improving the visitor offer.</li> <li>The Cannery offers a wide variety of special events, including <i>Music at the Cannery</i>, <i>Salmon Stomp</i>, and is a co-sponsor of the Steveston Farmers and Artisans Market; these events greatly extend the audiences reached.</li> </ul>
To apply the operating agreement designating the Gulf of Georgia Cannery Society as the group responsible for Site operations	Selected Management Practices	<ul style="list-style-type: none"> <li>Parks Canada staff work closely with the Society to ensure proper policies and procedures are adhered to. In addition, the Society has access to a variety of technical experts at Parks Canada.</li> </ul>
To apply the fundamental accountabilities of the Coastal BC Field Unit Business Plan to the administration and operation of the Cannery	Resource Condition Support Personal Connection Interpretation Activities and Services	<ul style="list-style-type: none"> <li>Several capital development projects have been completed to improve the visitor experience: exhibits, landscaping, parking lot paving, and theatre upgrade.</li> </ul>
To continue on-going, multi-year or site service-related projects which relate to maintaining or improving resource condition	Resource Condition Selected Management Practices	<ul style="list-style-type: none"> <li>Consultants monitor the powder post beetle activity every three years and treat the facility as required. The last report is from 2005, making the site overdue for inspection and treatment. Remedial annual treatments will be required.</li> </ul>



# 8

## Key Issues

The Cannery is doing exceedingly well in many aspects related to heritage resource conservation, public appreciation and enjoyment, and visitor experience. Some key issues remain, including:

### **Revalidate the Commitment to the Operation of the National Historic Site by the Gulf of Georgia Cannery Society**

It would be advantageous to the Gulf of Georgia Cannery National Historic Site if opportunities were explored to build on the current relationship between the Gulf of Georgia Cannery Society and Parks Canada.

### **Inadequate Environmental Controls for Cultural Resources**

The threat to cultural resources (objects, artifacts) was rated as medium immediacy, high impact in the 2009 CIE. Due to the Cannery's location over/near the river and the open nature of the buildings, environmental controls cannot be put in place. The 2008 work on the roof resulted in debris being deposited on some of the collection. The collections storage area (main and east mezzanines in the main cannery building) lacks climate control and experiences significant fluctuations in temperature and humidity. Monitoring of environmental conditions is on-going. Following the 2009 updated inventory and assessment of the Parks Canada artifact collection, consideration should be given to de-accessioning unsafe, duplicate and unsuitable artifacts.

### **Maintaining the Condition of Structural Resources in a Harsh Maritime Climate**

The structure of the buildings and their location near/ over the river, mean continual maintenance is a necessity. The corrosive nature of the maritime climate not only affects the paint on the buildings, but also structural elements and interior fixtures. Often projects can involve the entire Cannery complex, meaning they are significant undertakings.

### **Conserving the Ice House**

Of all the buildings, the Ice House has several unique concerns. Conservation of this building was not completed and its current function as a children's activity area is not working. It is an underutilized area of the Cannery – with only 8% of visitors surveyed indicating they explored the area. Issues for the Ice House include:

1. Stabilizing the upper floor and stairs.
2. Assessing the pilings in the water which were mistakenly installed by a contractor. The pilings are located where boats previously accessed the building.

### **Wood-Boring Beetle Infestation**

The wood-boring, or powder post, beetle infestation is considered a threat of high immediacy, medium impact. There is a 3-year monitoring cycle for the beetle, with treatment as needed. However, due to a series of circumstances, three years passed without assessment and treatment. As a result, annual assessment and

treatment is expected to be required for several years to address all the areas which need attention; some highly impacted areas will require wood to be replaced. Treatment for powder post beetles resumed in March 2010.

## Need to Learn from Social Science

The use of social science research needs to be expanded. There are currently data gaps in regards to new national indicators for visitor experience, and stakeholder and partner relations. In addition, the use of social science will enable the NHSC to better understand the needs of current and potential audiences, improve the interpretation program and monitor the effectiveness of promotional materials.

## Enhancing Visitor Experience and Communication of Messages

The Cannery has extremely high visitor satisfaction rates (99% satisfied) and a majority of independent visitors participate in at least one learning experience at the NHSC. Despite the high numbers, visitor experience can continue to be improved.

- Inside the Cannery, the interpretation plan needs to address means for visitors to access the waterfront and modern fishing fleet – linking history to present day. In addition, communication of reasons for designation and differing contemporary views of the fishing industry needs to be improved in order to

address deficiencies noted in the 2009 Commemorative Integrity Evaluation.

- The *Journey Through Time* film in the Boiler House Theatre is dated and will need to be replaced in the near future. Theatre lighting also needs to be improved.
- Community use is currently hampered by inadequate washroom and food service facilities.
- Wayfinding can be improved from the highway to the Cannery, but also in the area immediately adjacent to the NHSC. An exterior plan is proposed which would include landscaping and directional signage for the parking lot, dike trail, adjacent park and other access points to the Cannery.

## Scope of the CIS is Too Narrow

The CIS currently does not recognize Aboriginal involvement in the West Coast fishing industry. When the CIS is next revised, it will need to be amended to include Aboriginal history as it relates to the fishing industry.



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# 9

## Appendix

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## ACRONYMS

CIE	Commemorative Integrity Evaluation
CIS	Commemorative Integrity Statement
FHBRO	Federal Heritage Building Review Office
NHSC	National Historic Site of Canada
SoSR	State of the Site Report
VEA	Visitor Experience Assessment
VIP	Visitor Information Program Survey

## GLOSSARY

### Classified Building

A federal owned building, over 40 years old, which has been assigned the highest heritage designation by the Minister of Environment in the Federal Heritage Buildings Review Office (FHBRO) program. Any changes or improvements to classified buildings require advice to be sought from FHBRO in advance of any work being done.

### Federal Heritage Buildings Review Office (FHBRO)

Assists federal government departments in the protection of their heritage buildings, in accordance with the Treasury Board Policy on Management of Real Property.

## Indicator

A nationally or bio-regionally consistent summary reporting statement that provides a comprehensive synopsis of each element of the Parks Canada Agency mandate. It is based on a combination of data, measures and critical success factors that provide a clear message about current conditions and the change since the last measurement.

### Level 1 Resource

A resource in the custody of Parks Canada which is deemed to have the highest level of national historic significance.

### Level 2 Resource

A resource that is not of national historic significance, but may have historic value and thus should be considered a cultural resource.

## Target

Aim or objective set by managers and to be achieved within a specified timeframe.