



NATIONAL HISTORIC SITE

BRITANNIA MINE MUSEUM

Annual Report
2016

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Annual Report 2016

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BRITANNIA MINE MUSEUM

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Message from the Chair of the Board & Executive Director

The Britannia Mine Museum's ability to offer meaningful family engagement and improved understanding about the lessons to be learned from Britannia's history and its remediation has never been stronger. Three words come to mind to describe 2016. Change, Momentum and Realization; together these words characterize the year with highlights contributing to our overall success and improving our state of readiness to embrace much anticipated future opportunities.

Change: For years we valued HR stability on our overall Museum operations. Early in 2016 we had notable staff changes with senior level employees retiring or moving onto other opportunities. Their contributions to the Museum's success over the years are much valued. With change comes opportunity, and expecting to embark on our Mill Experience project within months, we restructured the Museum to prepare for this exciting capital project. By the end of 2016 our new team was solidifying and their new skill sets and fresh ideas were shaping our 2017 workplans dramatically.

Momentum: Keeping advocacy momentum for any project is hard work, requiring constant enthusiasm and energy for a vision. For over two years we kept momentum on achieving government funding to match successful industry fundraising. Late 2016 saw an invitation by the Provincial Government to submit the Mill Experience Business Plan to the Federal Government's New Building Canada Fund. On March 31, 2017 the Federal Department of Infrastructure announced that the Mill Experience Project would receive \$1.4 million in funding. This \$4.3 million project (see page 14 for more details) will enable the Museum to substantially grow visitation as well as generate sustaining capital for future upgrades. A heartfelt thank you to the Fundraising Committee, Federal and Provincial Governments as well as staff and Board members who kept the momentum going.

Realization: A point of distinction for our Museum is our business model, that requires us to earn revenues as only 8% of our operating budget comes from government grants. Realizing success means focus and attention on visitation growth, with a clear understanding of how we define Return on Investment. 2016 marks greater confidence in our ability to realize, year over year, our business model. We have achieved success, proved by the fact that the Museum's 100+ year old site, with numerous historic buildings, including Mill #3 which is a National Historic Site, is a perfect canvas to provide a fun and educational visitor experience about the role of mining in BC's past, present and future.

It is truly a privilege for us both to be a part of the Britannia Mine Museum. We both want our leadership and commitment to continue to enable the staff and Board to achieve the educational and meaningful experiences that the Museum has become known for, and that are so highly valued by our visitors.



A handwritten signature in black ink, appearing to read 'L. Tomlinson'.

LEONIE TOMLINSON
CHAIR OF THE BOARD
Britannia Mine Museum



A handwritten signature in black ink, appearing to read 'Kirstin Clausen'.

KIRSTIN CLAUSEN
EXECUTIVE DIRECTOR
Britannia Mine Museum

2016 Highlights

73,488

Total visitors

24%

Visitors attending in a school or other booked group

\$1,329,958

Admissions from general visitation, booked tours and schools

23%

International visitors

9,911

Total students

9%

Visitation associated with tourism initiatives

6,060

Total visitors from booked groups (not schools)

18%

Number of days with peak attendance

1,470

Member visits (with friends and family)

- Reorganized the staffing structure, adding one new manager position, three new supervisor positions and one new Travel & Trade Relations - Tourism Specialist position.
- Extended our seasonal visitation through a successful Super Low Season pricing strategy for schools, and enhanced programming such as Halloween and Santa is Here.
- Received our first grant towards temporary exhibitry. We were awarded \$12,000 from the Canadian Association of Science Centres for a 2017 exhibit as part of the Innovation 150 initiative.

\$30,000

TO REDUCE GREENHOUSE GAS EMISSIONS

- Succeeded in being awarded \$30,000 grant funding from Squamish Savings (\$20,000) and Squamish Lillooet Regional District (\$10,000) towards a 2017 project to install a 6kW solar array and to replace the propane water heater at gold panning with an on-demand hydro heater.
- Developed and hosted Water: Beneath the Surface, our biggest temporary exhibit to date. The exhibit explored the minerals and metals found in water, including offshore deposits from hydrothermal activity.
- Received much needed and valued in kind donations of two Jackleg drills and a Stoper Drill, courtesy of JDS Energy & Mining Inc. and New Afton Mine.
- Surpassed our site rental revenue budget from TV and movie productions by 200%.

Education & Collections

1180 Hours of school programs delivered	317 & 61 Visiting elementary school classes Visiting secondary school classes	7,551 Visitors attending event days, programmed days and community outreach events, including spring break attendance	\$21,000 Grant funds awarded for education and exhibit projects (scheduled for 2017)	15% Percentage of overall wages/salaries/benefits spent on programming and collections (not including tours)
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The Education & Collections team continues to strive for visitor engagement and critical thinking on topics around sustainability. With an increasing focus on science, technology and innovation, tied to advancement of knowledge over the decades, including lessons learned from the past, this team understands the importance of inspiring both children and adults to contribute to a more sustainable society. An example of this is the popular Mining: The Bigger Picture XL critical thinking game for students Grade 5-12, or the Water: Beneath the Surface temporary exhibit that explored the potential benefits and impacts of mining offshore mineral deposits.

Programs, Events & Outreach

‘Water: Beneath the Surface’ temporary exhibit
 Water Labs hands-on summer programming
 DIG Day - Delving Into Geoscience
 Spring Break programming
 Dino Easter Egg Hunt
 Mining Week Family Fun Day
 Former Residents Mini-Reunion
 Copper & Fire arts event
 Spoo-ook-tacular Halloween
 Santa is Here/Santa Fly In
 Building Your Own Collection (Children’s workshops)
 Round Up Discovery Day (Outreach)
 Whistler Children’s Festival (Outreach)

Special acknowledgment in 2016 goes to the following individuals and organizations whose enthusiasm, time and effort helped make our programming a success.

Andy Cloutier/Talik Industrial
 Aquariums West
 Association of Professional Engineers & Geoscientists of BC
 Below BC
 Blackcomb Aviation
 Brennan Martens
 Cindy Cardiff, Carolyn Grass & Ihor Zalubniak
 PGeos: David Bailey, Crey Ackerson, Paul Gann, Earl Masarsky and Lindsay Steele



Exhibits

- Presented 'Water: Beneath the Surface' temporary exhibit exploring minerals and metals in water, including offshore mineral deposits. Complemented by Water Labs summer programming.
- Began development of 2017 temporary exhibit I Heart Carbon, exploring carbon and carbon innovation.
- Undertook early planning of capital projects on sustainability - exhibit celebrating Howe Sound's regeneration and a science programming space exploring earth and life sciences.

Programming

- Welcomed 647 visitors for the annual Family Fun Day event, part of BC Mining Week.
- Hosted successful science-themed Halloween weekend, attracting almost eight hundred visitors, four times the expected numbers.
- Launched first DIG Day - Delving Into Geoscience, with volunteer professional geoscientists engaging visitors on family friendly activities.
- Boosted modern mining messaging elements from school programs into public tour.

Partnerships

- Began working with research team from Canadian Light Source and Western University to explore educational opportunities on synchrotron analysis of metal uptake in seaweed, using Britannia Beach as a case study.
- Welcomed Below BC to Museum events, providing enhanced geoscience activities to the public.
- Continued working with Association of Professional Engineers & Geoscientists of BC (APEGBC), participating in 'Science Games' steering committee and event, as well as on DIG Day - Delving Into Geoscience.
- Presented five weekly workshops on 'collecting' to students aged 9-12 at Squamish Library.



Marketing, PR & Communications

\$76,000 Value of Google Grant for 2016	1.9 M Total number of impressions from Google Grant: 1,906,000	22,000 Average monthly website visitation - an increase of 35% over 2015	7,908, 3,174 & 801 Facebook, Twitter & Instagram followers respectively	\$120,000 Value of advertising donated by our media partners, Global BC, Rogers FM and Glacier Media
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In 2016 the Marketing & PR team developed a media strategy to partner with Squamish Tourism and the Sea to Sky Gondola. This included a new TV and print campaign which expanded the reach and duration without increasing the Museum's budget. Aside from measuring well, all partners were keen to partner again in 2017.

The Museum's media sponsor, Google, continues to provide the organization with a monthly allotment of \$10,000 of Google ads. In 2016 the Museum benefited from more than 1.9 million impressions and 47,000 click throughs, as part of the grant funding.



Media and PR

- Initiated a Global TV campaign with Squamish Tourism and Sea to Sky Gondola to expand marketing reach.
- Continued to work with Global TV, in addition to the Squamish Tourism TV ad (free airtime under the PSA program and media partnership).
- Maximized Google grant to provide more than \$76,000 of advertising for the Museum.

Communications

- Utilized the Museum's highway presence for increasing revenue - the Sea to Sky Gondola contributed more than \$10,000 for shared signage.
- Expanded distribution of the Museum's visitor brochure resulting in growth of awareness.
- Supported organizational needs for signage, retail and business development and organizational communication efforts.

Advertising

- Launched new bus campaign featuring Squamish Tourism and Sea to Sky Gondola to maximize visual exposure and reducing the Museum's media costs by 60%.



- Launched radio campaign with Sea to Sky Gondola, to share media costs.
- Developed new print campaign in Vancouver Sun and Province with Sea to Sky Gondola and Squamish Tourism.

Visitor Engagement and Social Media

- Implemented survey for assessing visitor feedback and impact of our marketing efforts.
- Increased social media campaign to target local and Lower Mainland residents. This includes the Museum's Facebook page, Twitter, Instagram and TripAdvisor accounts.
- Created integrated marketing campaigns for Spring Break, Family Fun Day, Halloween and Christmas with ad campaigns, social media and online advertising.

Sales & Business Development

<p>12</p> <p>Number of escorted familiarization tours delivered to tourism professionals</p>	<p>15</p> <p>Travel industry tradeshow and networking events attended</p>	<p>-7%</p> <p>Decrease over 2015 in revenue from group bookings (corporate, specialty groups and day camps)</p>	<p>65%</p> <p>Schools that purchased an add-on option to their program</p>	<p>43%</p> <p>Number of school bookings in off-season months (Nov, Dec, Jan, Feb, Mar)</p>
<p>4 & 10</p> <p>Travel trade agencies bringing tours regularly</p> <p>Travel trade clients bringing tours periodically</p>	<p>36</p> <p>Corporate members</p>	<p>296</p> <p>Individual active members of the Museum</p>	<p>14 & 335</p> <p>Bookings relating to corporate/conference outings</p> <p>Visitors on these tours</p>	<p>35</p> <p>Enquiries for corporate outings</p>

The Sales team has the responsibility to strengthen accountability to donors and members, build on measured growth, and improve financial stability. Internally, in 2016 we made changes to the structure of the Sales Department. With the departure of the Sales Director and part-time Membership Coordinator, we looked at new ways to structure the department moving forward. We hired a new part-time Travel & Trade Relations - Tourism Specialist to continue the role that was previously done by the Sales Director. In October 2016, a new Sales Manager was hired. The focus of this position, in addition to managing the department, is now on Museum Membership and philanthropic support. There were no changes to the position of Group and School Booking Coordinator.



Travel Trade

- Hired a new Travel & Trade Relations - Tourism Specialist to take over the work of the departing Director of Sales & Business Development.
- Implemented a program with local hotels to encourage referrals as well as increased utilization of our membership benefits with local Destination Marketing Companies to increase event promotion throughout the year. Tracked vouchers and promotions to decide how best these can be used.

Memberships

- Hired a new Sales Manager after the departure of the Membership Relations Coordinator and the Sales Director. Membership moved to the Sales Manager, along with the goals and strategies to obtaining long-term philanthropic support for operational purposes. The change in staffing and loss of a dedicated membership role for much of 2016, along with a challenging time for the mining industry, meant that achieving corporate and individual membership targets proved difficult in 2016.

Group Bookings

- Continued success with group and school bookings, consistently selling out all school booking slots.
- Introduced free gold panning (normally an additional \$2pp) during the second year of the highly successful Super Low Season rate for schools. This was in response to our sensitivity to accessible pricing for schools. Booking targets were exceeded again during our typically low season for schools in November, December and January with a 63% increase in bookings compared to 2015. Unfortunately due to an extremely wild and snowy winter, we saw more cancellations than ever during this year, caused by the travel conditions on the highway.
- Continued to respond to bookings from the corporate and association markets. This remains a growing segment for the Museum, the result of being responsive to inquiries from a variety of group segments, and matching these opportunities with Operation's ability to deliver. These are often very interesting groups requiring a more personalized tour.

Operations, Retail & Ancillary Business

\$338,606	\$22,386	2	7 & \$148,176	70%
Value of retail sales	Value of food and beverage sales from the seasonal snack bar	Notable maintenance projects completed	TV and movie productions that rented the site through the year Revenue generated from these productions	Percentage of staff to cover site management, front of house responsibilities and tours

Prior to 2016 we had a single department to encompass general operations, retail and admissions. We split this department into two with each now having their own Manager with specialized expertise. The Manager of Operations focuses on site maintenance, health and safety and the deployment of Interpreters. The Retail & Guest Services Manager and team are our visitors' first contact with the Museum. These two departments work closely together. Cross-departmental oversight is bringing success in how this team implements systems and procedures to ensure excellence in visitor safety, delivery of programs and services, and of course securing our annual revenues from visitation.

One of our constant challenges is responding to the mix of school and travel trade bookings as well as our general visitor; the challenge is to find the optimal number of daily tours with the most appropriately trained Interpreter. Our efforts are paying off as we have succeeded with greater numbers of visitors in the shoulder and winter seasons.



Maintenance and Capital Projects

- Doubled temporary exhibit space in the Machine Shop, through the fabrication of new deck and walls. A raised deck was installed to facilitate exhibit installation and provide a more formal setting for private functions. Care was taken to complete the deck so that internal historic features of the Machine Shop were maintained.
- Continued with regular maintenance on our historic buildings. Care is taken with more unique repairs and upgrades of these assets. For example, a section of the skip stairs in the Mill building were reinforced to provide safer access to the upper levels of the Mill. The iron rings on the Lime Tank were also retightened with a new yearly maintenance program designed so that the tank will keep its integrity.
- Designed and introduced new procedures for keeping operational the new drills donated to us for our Underground Experience. The safety of the tunnel is both the centre of our storytelling and our focus for ensuring excellence in health and safety. We also replaced wheels on equipment, replaced track in the tunnel and improved stairs and handrails.

Site Rentals & Events

- Worked with two feature films, one independent and four TV productions to earn revenue of \$148,176. Throughout these site rentals, public and school tours remained operational.
- Collaborated with other departments on executing three events: Halloween with spooky tours, Family Fun Day and Santa Is Here.

Safety

- Implemented the retraining of Interpreters on underground equipment (three times a year), to ensure high standards are met by all.
- Met with SLRD Emergency Management staff to ensure our emergency and evacuation planning meets expectations.
- Enhanced new staff site and safety orientation procedures.



Financial Summary

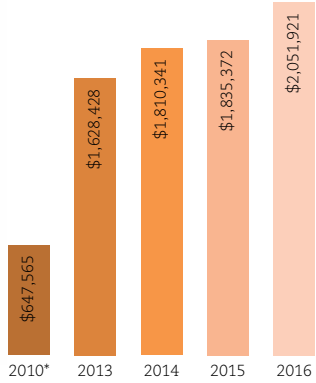
\$1,231,855	92% & 67%	\$6	23	65%
Admissions from general visitation and booked tours including schools	Earned income from all programs, services and ancillary business Earned income from admissions only	Increase in per visitor revenue earned since 2011	Number of full time equivalent positions from total staffing hours	Amount of overall expenditure allocated to wages

This 2016 financial snapshot is based on audited financial statements. We have been working for several years to establish a financial strategy for long-term success and financial sustainability. While there is always work to be done on nurturing any strategy, 2016 has proven that we have a business model that seems to be repeatable year on year. Admissions are our strong suit, with retail and memberships full of opportunity. It is true that sustainability is a direction and an orientation, not a destination. Our continual decision making reflects the dynamic tensions between programmatic concern and focused attention on financial stability. Our programmatic concerns are ensuring that our programs are relevant and having impact. Our financial focus is geared to enable us to have the sufficient budgets for our needs and activities.

Financial at a Glance

Operating Revenues

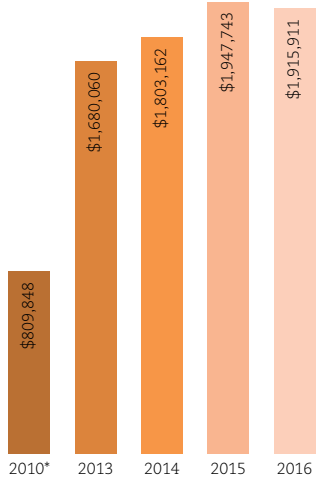
Admissions	65%	■
Retail	17%	■
Donations	1%	■
Memberships	2%	■
Ancillary Operations	7%	■
Grants	8%	■



* The year 2010 is the year the Museum rebranded after a \$14.7 million investment. It remains a benchmark.

Operating Expenses

Marketing and Sales	10%	■
Salaries, Wages and Benefits	65%	■
Museum Operations and Programming	16%	■
Retail, Cost of Goods	9%	■



Summary from Consolidated Statement of Operations 2016

The Mill Experience

In the world of mining, patience is definitely a virtue. The timelines between exploration and witnessing an operating mine are very long. Patience has also been required in regards to the Museum's Mill Experience project – our next significant capital project designed to propel the Museum into the realm of 100,000 plus visitors annually.

Since 2014 we have been fundraising and advocating with government in order to secure matching funding to industry's contribution. Our efforts finally paid off. In December, the Province invited us to provide our Mill Experience business proposal, as part of a federal infrastructure initiative. In March 2017 we learned that we were successful in receiving \$1.4 million in federal funding.

The Mill Experience will be an immersive multimedia attraction that will tell the captivating story of the wide-ranging importance of the Mill when it was fully operational from the 1920's until its closing in 1974. In designing the Mill Experience show we will focus on ensuring that we keep the story authentic, increase accessibility to all, and improve on existing operational constraints. The Mill Experience will be launched in spring 2019.

"We are very grateful for the support of the Government of Canada and the Province of BC for enabling us to continue to share the stories, history and significance of Britannia," says Bob Dickinson, Chairman of the Britannia Mine Museum's Fundraising Committee. Dickinson also states that "The Britannia Mine played an important role in BC's social and economic success over its decades of operation, and it now is a great venue to discuss how metals from modern mining continue to play a very important role in our everyday lives."

"The Britannia Mine Museum is unique in that it offers a variety of benefits to the public and the community," says the Honourable Amarjeet Sohi, Minister of Infrastructure and Communities. "It is a Museum that celebrates mining, culture and arts, it is an educational venue with exhibits and programs, a tourist attraction with entertaining experiences, but it is also a place to learn the important contemporary story of the Britannia Mine's very successful environmental remediation and ongoing stewardship."

This project will also allow for other much needed rehabilitation of surrounding infrastructure and of historic buildings.

Donors

Teck Resources Ltd.

Silver Wheaton Corporation

Goldcorp Inc.

Hunter Dickinson Inc.

Hecla Mining Company

Britannia Oceanfront Development Corporation, Lafarge

Canada Inc., Knight Piesold Ltd., McMillan LLP, Mark

Platt, Motion Industries Inc., Thompson Creek Metals Inc.,

PricewaterhouseCoopers LLP



Corporate Members & Partners

Corporate memberships support our ability to achieve our mission and engage with our many communities and stakeholders. Having weathered an economic downturn that lasted several years, we were pleased to see corporate membership increase slightly in 2016. The list below are members for the 2016/2017 period.

Partners with the Britannia Mine Museum are entities that consistently year on year contribute financially and/or collaborate on initiatives on an ongoing basis that support our long term success.

Almaden Minerals Ltd.	Kal Tire
ALS Metallurgy Kamloops	Knight Piesold Ltd.
Association of Mineral Exploration	McMillan LLP
Asanko Gold Inc.	Midas Gold Corporation
Capstone Mining Corporation	Mining Suppliers Association of BC
Colorado Resources Ltd.	Moly-Cop Canada (Arrium Ltd Group)
Copper Mountain Mining Corporation	Oxygen Capital Corporation
De Visser Gray LLP.	PricewaterhouseCoopers LLP (PwC)
Dentons Canada LLP.	RATIO Architecture, Interior Design + Planning Inc.
Eagle Mapping	Salman & Partners Inc.
Exeter Resource Corporation	Silver Quest Resources Ltd.
Goldcorp Inc.	Silver Wheaton Corporation
Golder Associates Ltd.	Silvercorp Metals Inc.
Haywood Securities	Spartan Controls Ltd.
Hecla Mining Company	Sumitomo Canada Ltd.
Hunter Dickinson Inc.	Taseko Mines Limited
Hy-Tech Drilling Ltd.	Teck Resources Ltd.
Imperial Metals Corporation	Vin Coyne Communications



Association for Mineral Exploration	EPCOR Utilities Inc.
Association for Professional Engineers and Geoscientists BC	Greater Vancouver Mining Women's Association
Below BC	Hunter Dickinson Inc.
British Columbia Arts Council	MineralsEd
BC & Yukon Branch, Canadian Mineral Processors	Teck Resources Ltd.
Canadian Heritage	The Mining Association of British Columbia
Canadian Institute of Mining, Metallurgy and Petroleum	The Mining Suppliers Association of British Columbia



D

IS FOR...

DISASTERS

BRITANNIA'S DARKEST MOMENTS

The place's communities had long known that their fate hung in the balance. The isolated one of Canada's largest landlocked communities that washed homes and victims into the sea. Throughout it all, the community stuck together. It's stories...no overcome.



Grants, Contributions, Donors & Sponsors

Funding from government grants and contributions help ensure that we are able to fulfill our mission through exciting and engaging tours, exhibits and education programs. These funds enhance our self-supporting business model so that we can execute projects that otherwise could not be funded.

We are grateful for the generosity of all our donors. From those who donate a few dollars, to the individuals and companies that support us with significant investment through cash or in-kind donations, every donation is gratefully received.

\$150,630
Grants

\$23,407
Cash donations

\$21,500
In-kind donations

Grants		Cash Donations	
Association for Mineral Exploration (AME): Education Outreach Fund	\$5,800	Finning (Family Fun Day Sponsorship)	\$1,500
BC Arts Council	\$57,000	Greater Vancouver Mining Women's Association (travel subsidies)	\$3,500
Charitable Community Gaming Grant	\$51,000	JDS Energy & Mining Inc. (Family Fun Day sponsorship)	\$5,000
EPCOR (Copper & Fire)	\$1,500	Royal Bank of Canada	\$1,000
EPCOR	\$16,000	Financial donations from 57 donors	\$12,407
HRDC	\$11,957		
Squamish Lillooet Regional District Area D Select Fund *	\$10,000	In-kind Donations	
Squamish Savings *	\$20,000	AME (Mineral Exploration magazine ad)	\$3,000
Woodfibre LNG *	\$5,000	AME (Round Up booth)	\$1,000
Young Canada Works	\$7,373	Hunter Dickinson Inc. (Computers)	\$7,000
		JDS Energy & Mining Inc. (Jackleg drill)	\$3,000
		New Afton Mine (Jackleg & Stoper drills)	\$7,000
		Slope Side Supply (Vacuum)	\$500

* Funds deferred to complete projects in 2017

Board of Directors

The Britannia Mine Museum is fortunate to have a Board of Directors who gives greatly in time and financial support. They are eminent business and mining individuals who share expertise, guidance and inspiration. Many Directors have served for many years offering consistency in governance, particularly through our fundraising and development phases.

In 2016 we said farewell to outgoing Board Directors. Each has brought their unique skills and expertise to the direction of the Museum.

- **Kea Barker**, (2012-2016). Former Leader, Community Partnerships, Teck Resources Ltd.
- **Douglas Forseth**, (2012-2016). Vice President, Planning Government Relations & Special Projects, Whistler Blackcomb Holdings Inc.
- **Adam Travis**, (2014-2016). President and CEO, Colorado Resources Ltd.

Our 2016/17 Board Members are:

Leonie Tomlinson ICD.D. (Chair), Executive Vice President, Hunter Dickinson Inc.

Robert Dickinson (Co-Vice Chair and Chair of Fundraising Committee), Chairman, Hunter Dickinson Inc.

Gavin C. Dirom (Co-Vice Chair), President and CEO, Association for Mineral Exploration

Ledford G. Lilley (Treasurer), Retired Partner, PricewaterhouseCoopers LLP.

Mark Platt, Partner, PricewaterhouseCoopers LLP

Karina Brino, President and CEO, Mining Association of BC

Rudy Buttignol, CM., President and CEO, Knowledge Network Corporation

Jason Calla, Founder and Partner, Temixw Planning Ltd.

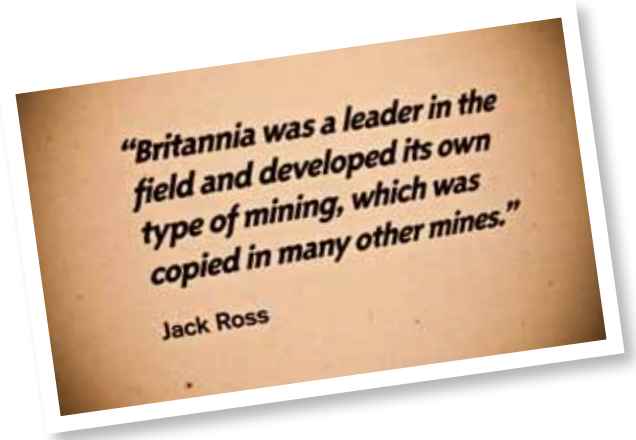
Alan Hutchison, Partner, Dentons Canada LLP

Robert McLeod, Partner, McLeod-Williams Capital Corporation

John Robins, Chairman, Kaminak Gold Corporation

Brenda Stibbard, Community Development, JDS Energy & Mining Inc.

Board Directors also volunteer on a number of committees including: Executive Committee; Operations and Marketing; Nomination; Audit and Finance; Industry Liaison; Fundraising; and Britannia Project Oversight.



Staff

The programs and initiatives in this report would not have been possible without the hard work of our dedicated staff. The year saw much change, with new opportunities arising from staff leaving or retiring, including the creation of a separate Retail & Visitor Services Department. The following includes staff who were a part of the Museum in 2016.

Executive Director

Kirstin Clausen

ACCOUNTING

Accounting Manager

Maggie MacKinnon

Accounting Clerk

Diane Thurston

EDUCATION & COLLECTIONS

Curator of Education & Collections

Diane Mitchell

Educator

Kevin Meisner

Programmer

Michael Wilcox

OPERATIONS

Director of Operations *

Carol Watts

Operations Manager (NEW)

Deron Johnston

Weekend Duty Manager

Rory Odenbach

Supervisor of Operations

Lara Hinkson

Maintenance

Laurie Jonah, Ron Roberts

Lead Interpreter

Susan McBride, Christopher Combe

Interpreter

Andres Acevedo, Angela Buttress, Becky Dreyer, Emily Holmes, Rebekah Gusway, Mia Lauzon, Samuel Switzer, Marshall Tichauer, Amy Vandal

Seasonal

Emily Averill, Tanner Field, Christine Henderson, Emily Stepto, Navid Tasoriji

RETAIL & VISITOR SERVICES

Retail & Visitor Services Manager (NEW)

Cheryl Hendrickson

Supervisor of Admissions (NEW)

Megan Fullerton

Supervisor of Retail (NEW)

Maddie Saunders

Retail & Admissions

Kaitlin Bedgood, Laura Bedgood, Harry Bullen, Kathryn Chapman, Jennifer Christian, Robin Edwards, Maleena Kaila

Seasonal

Teresa Erickson, Dylan Hinkson, Adelyn Menican, Georgina Saunders

SALES

Director of Sales & Business Development *

Deanna Bell

Sales Manager (NEW)

Tamsyn Jenkins

Sales & Communications Specialist

Fiona McDonald

Membership & Tourism Relations *

James Wilson

Travel & Trade Relations - Tourism Specialist (NEW)

Valentina Pinzon

MARKETING & PR

Director of Marketing

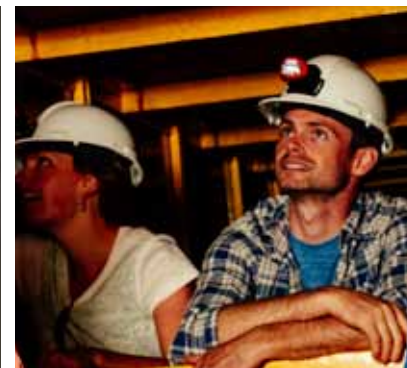
Katherine Flett

Marketing Coordinator

Laura Melvin

Blue Sky Communications team

* Positions eliminated through staff leaving, retiring, or through restructuring.



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