

**Canadian Bushplane Heritage Centre
Strategic Plan
2020-2025**

Final

December 2019

Executive Summary

The Canadian Bushplane Heritage Centre (CBHC), a charitable organization, has created a highly recognized aviation museum at Sault Ste. Marie, Ontario, dedicated to telling the Bushplane story. Since 1987, it has acquired, restored, preserved and displayed the largest collection of bushplanes in Canada for public education and enjoyment. It is located in an historic building where the Ontario bushplane story started in 1924, and much bushplane development took place. Its success has been based upon the hard work and dedication of a large group of volunteers. Today the CBHC is guided and operated by an experienced Board of Directors, enthusiastic Committee members, loyal volunteers and a small, committed staff.

In 2019, the Board approved direction for the development of a new, updated Strategic Plan for the period 2020 to 2025. It struck and charged a Sub-Committee of the Board, plus the Executive Director, to prepare the plan for its approval.

In August and October 2019, two Focus Group sessions were held to gather input from CBHC staff, volunteers and Board members. At each session, a combination of plenary and smaller break-out groups was used to facilitate input. Following these sessions, the Sub-Committee collated and synthesized the input received, considered Board concerns and outstanding actions from the previous plan, then used these to develop an appropriate Vision, Mission, set of Values, Goals, Strategies and Actions for the next 5 years.

A separate Implementation Plan was developed by the Sub-Committee, outlining timelines and those responsible for implementing each action identified in the plan.

The progress that CBHC has made since its inception is encouraging. Implementation of the strategies and actions contained in this plan will help ensure appropriate next steps are taken to foster further success.

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Introduction

Since 1987, the Canadian Bushplane Heritage Centre (CBHC) has acquired, restored, preserved and displayed the largest collection of bushplanes in Canada for both public education and enjoyment. This has been accomplished through the dedication of a large volunteer base and small professional staff. This charitable organization has created a museum that is currently rated the number one attraction for visitors to Sault Ste. Marie, no small task given the challenges necessary to overcome since inception.

To help guide and prioritize its efforts, the CBHC Board of Directors approved a Strategic Plan in 2009. This plan was reviewed, updated and refocused in 2012. In the summer of 2019, the Board approved direction for the development of a new, updated Strategic Plan for the period 2020 to 2025.

Strategic Progress

In preparation for the development of this plan, the Board and Executive Director reviewed progress against Goals and Strategies of previous plans. As expected, much progress was accomplished, with some areas still benefitting from more effort.

Highlights of accomplishments from the previous strategic plan include:

- Creating a new large exhibit through the *Wildfires!* movie
- Hiring a marketing coordinator for the facility
- Steady growth in attendance and gift shop revenue
- Good growth in event revenue
- Improved educational experience for the schools
- Exponential growth in tour business (e.g. cruise ships, buses), including individually tailored group tours

Planning Process

In June 2019, the Board of Directors directed that a new, updated 5-year Strategic Plan be developed. A Sub-Committee of 5 Board members plus the Executive Director (Appendix A) was struck to accomplish this task. This committee was assisted by Mr. Mike Barker, who volunteered his knowledge and experience in strategic planning.

In August 2019, a first Focus Group session was facilitated by Mr. Barker and the Sub-Committee to gather input from the CBHC staff. The session was repeated in October to gather input from volunteers and Board members. At each session, a combination of plenary and smaller break-out groups was used to facilitate input.

Both sessions were conducted using the same format, and consisted of:

- a Situational Analysis identifying museum Strengths, Weaknesses, Opportunities and Threats (SWOT)
- input on a forward-looking Mission, Vision and Goals
- brainstorming of potential Strategies to accomplish identified Goals

Following these sessions, the Sub-Committee collated and synthesized the input received, considered Board concerns and outstanding actions from the previous plan, then used these to develop appropriate Strategies and Actions for the next 5 years.

2020 to 2025 Plan Direction

Vision

A world class museum connecting people of all ages to Canada's exciting bushplane and forest protection heritage.

Mission

The CBHC preserves and tells the story of Canada's bushplanes and forest protection heritage by collecting, preserving, exhibiting and interpreting a collection of bushplanes and related programs.

Values

Authenticity: Our collection is rooted in and strengthened by its first-hand connection to real places, people, objects and events

Access: We provide the highest possible level of visitor access to aircraft and displays while ensuring public safety and artifact preservation.

Excellence: We adhere to professional standards of program design and delivery, consistent with a museum of national stature and world repute.

Our People: We respect and value the contributions and commitment of our staff and volunteers

Goals

The Board recognizes four priority goals with this plan, and various strategies and actions to achieve these goals:

Goal 1: Improve CBHC's collection, records and stories, and ensure they are effectively restored, preserved and exhibited.

Goal 2: Awareness, appreciation and understanding among the public, stakeholders, colleagues and partners is enhanced

Goal 3: Create and Maintain a Premier destination for public visitation.

Goal 4: Ensure the long-term Viability of the Centre and its collection through the following

- a. Financial Stability
- b. Building and Maintenance
- c. Human Resources - People Management
- d. Marketing
- e. Sound Governance

Strategies and Actions

Goal 1 - Improve CBHC's collection, records and stories, and ensure they are effectively restored, preserved and exhibited.

Strategy 1 - Find locations within the facility to showcase the archive, facilitate the restoration of exhibits and maximize areas for display.

The ability to restore and add planes to the floor display, and material to the archives, are limited by existing floor space and its current use. The potential for suitable additional space will be explored.

Actions include:

Exploration of the potential to expand into the original hanger or other suitable space within the existing structure

Exploration of the potential to make use of the outdoor apron area for static or temporary displays, including ways to mitigate negative effects of its outdoor nature

Rework the floor plan to increase space for archives and library, to improve the story that is told and facilitate acquisition of future items for the collection (See Goal 2 Strategy 1)

Strategy 2 - Improve public and professional access to the library and archives

The CBHC has an extensive and valuable historical library and archives. However, their availability and use are currently limited due to space and attention.

Actions include:

A plan will be developed and actioned that:

- Pursues a suitable location for both library and archives, under Strategy 1 above

- Explores options to dedicate staff, volunteers and resources necessary to achieve a more accessible and usable archives and library

- Identifies potential 'customers' or users of these resources and means of orderly access for them. Considers opportunities to generate revenue from such access, or at a minimum, recovery of associated costs

- Puts procedures in place that ensure professional preservation standards are adhered to during storage, access and use

Strategy 3 - Examine opportunities for strategic additions to the collection

Due to space limitations for both archives and displays, CBHC will consider only strategic additions to the collection that fill key gaps in telling the bushplane story.

Actions include:

Identification and prioritization of potential additions to the archives, aircraft collection and displays that fill key gaps in the bushplane story, including its uses and related sciences. Emphasis will be placed on Ontario history and examples that enhance the bushplane story, such as forest protection and aerial survey initiatives, and the related natural resource science and management programs

Actively pursue opportunities for key additions to the collection that fit priorities and space available

Weigh all new exhibit and artifact donation opportunities against their value in filling key gaps, priorities and space available

Examine the value of potential new floor displays against their contribution to identified priorities

Strategy 4 - Develop and maintain annual plans for changing exhibits and special events

While the CBHC has been successful in repeatedly growing its annual visitation numbers, opportunities exist to increase local repeat visitation through the addition of new displays and events that change on a regular basis. Recent infrastructure projects have resulted in excellent floor space to accommodate such temporary and changing displays.

Actions include:

Development of annual plans for changing exhibits, which:

- explore increased opportunities for visiting exhibits directly related to CBHC goals. Also consider those with broader public interest and revenue potential, as both a community service and means to expose more local citizens to the CBHC
- identify and implement a list of potential changing displays that better use and exhibit materials and stories from CBHC archives (e.g. radio collection, uniforms)

Development of annual plans for special paid events and invited/local presentations that tell the bushplane story in new and attractive ways for local consumption and attendance (e.g. air crash theme)

Strategy 5 - Explore the potential to increase exhibit reach and revenue generation through the use of travelling exhibits

CBHC prides itself in meeting its mandate of preserving and exhibiting the history of bushplane development and use. Being currently rated the number 1 destination for visitors to Sault Ste. Marie suggests both public interest and CBHC success in its mandate. There is potential to expand its reach by exploring the cost/benefit of developing and delivering travelling exhibits.

Actions include:

Completing a cost/benefit analysis for development and implementation of travelling exhibits that would expand the CBHC audience reach and potentially provide new revenue streams

Strategy 6 - Expand exhibit and customer satisfaction potential by increasing aircraft access and other opportunities within the CBHC

A special CBHC attribute commented on by visitors is the unique opportunity it provides to enter aircraft and touch or operate exhibit items. Opportunities to expand this strength should be developed and captured, along with an examination of the related potential for new revenue generation.

Actions include:

Investigation of new and expanded opportunities for aircraft access

Investigation of the potential for an operating test cell tour as a new attraction

Investigation of ‘behind the scenes’ restoration area special tours or hands-on educational events. This would require examining suitability of the existing or alternative restoration areas for such a use

Analysis of each of the above as a potential supplementary revenue source, beyond the cost of admission

Goal 2 - Awareness, appreciation and understanding among the public, stakeholders, colleagues and partners is enhanced.

Strategy 1 - Ensure a strong cohesiveness between the bushplane story we want to tell and the set-up of the aircraft and other displays on the hangar floor.

Awareness and understanding of bushplane development and use is facilitated and enhanced by the strength of the storyline flow created on the floor. This is especially so for individuals exploring the museum without a guide. This is accomplished through the strategic and logical placement of aircraft and displays to convey and demonstrate the story.

Actions include:

Identification of the history and stories that could be told by the aircraft and displays in the collection. Explore and use archive materials where appropriate. There is more than one storyline that could be developed for the floor

Deciding on what storyline or storylines to pursue

Development of the overall story(s) based on the aircraft, bushplane history and other displays on the museum floor

Reviewing the current story associated with each exhibit item on the hangar floor and updating or adjusting where necessary to help complete the overall storyline

Examination of the need for additional or different displays to improve the story the CBHC wants to tell

Development of cost estimates for changes and additions as necessary

Designing the hangar floor layout to tell these stories in an historic or logical way, and to accommodate the support and maintenance activities required to maintain the display items

Setting up the hangar floor as designed

Using appropriate parts of the storyline(s) in the development of Google Ads and Facebook postings

Strategy 2 - Develop an outreach program to promote increased awareness and appreciation of the museum with stakeholders, partners, and colleagues.

Enhancing appreciation and understanding of what the CBHC offers can benefit from direct outreach and contact with key parties. This can result in increased support and collaboration.

Actions include:

Identification of key stakeholders, partners, and colleagues for involvement in an outreach program.

- Stakeholder examples include the City, local school boards, the public and possibly other cultural organizations. Colleague examples include the Old Stone House, the Art Gallery, the Sault Museum and Tourism Sault Ste. Marie. Partner examples include Air Cadets, MNRF and other identified government agencies, aircraft operation and maintenance companies, flight schools and COPA.

Designing and implementing an outreach program to promote increased awareness, appreciation and understanding

Collaboration with willing parties to capture increased support and collaboration

Strategy 3 - Examine the development of an education program that explains the evolution of forest protection and firefighting activities, and contains components that meet Board of Education Curriculum needs in aircraft flight and natural science areas of study.

Over the duration of the last Strategic Plan, school classroom visits have expanded, and the CBHC has played an increasing role in assisting teachers deliver curriculum requirements in a fun and hands-on way. This is a contribution CBHC values and wishes to maintain and expand.

Actions include:

Collaboration with the Boards of Education to review the existing education offerings to ensure they meet Board needs. Examining the opportunity to add educational and curriculum content in forest and forest fire management and natural resource management areas of study (i.e. uses of bushplanes) to support Board educational programs and needs

Reviewing existing forest management and protection displays and materials at the museum. Update the material to improve the educational opportunity where necessary

Goal 3 - Create and maintain a premier destination for public visitation

Strategy 1 - Determine what the public wants and expects, and how well their visit has satisfied their expectations.

It is important to continually gauge user feedback to ensure that the CBHC is providing a memorable experience and that visitor input helps shape future direction.

Actions include:

Development of a program to survey where visitors are from, satisfaction with their museum visit and suggestions for improving the experience

Examination of how social media and modern digital technology can further facilitate feedback and input

Strategy 2 - Add more ‘Wow’ factor to the visitor experience

The creation and implementation of the *Wildfires!* experience at CBHC resulted in increased attraction to the museum and positive visitor feedback. While recognizing that finances are limited, CBHC will explore increased use of modern technology to expand and improve the visitor experience.

Actions include:

Examination of the potential to add another premium attraction with a ‘Wow’ factor to the floor

Examination of the use of technology, such as virtual reality and self-guided tablet/mobile phone assisted tours, to enhance the visitor experience. Such technology can also potentially expand the number of languages in which such experiences and information can be made available

Strategy 3 - Optimize scheduling of the space/hangar and calendar to maintain the visitors experience

The collection and displays create the Bushplane Museum environment dictated by our Mission. CBHC had been successful in attracting a variety of events interested in the event space and associated museum atmosphere. These, plus major projects and renovations, can affect the museum atmosphere. As more diversified events, tours and visitors use the museum, or major projects and required renovations take place, care must be taken to maintain the visitor experience for all.

Actions include:

Ensuring usage schedules and events are planned and optimized, with priorities considered and set, to ensure all simultaneous and consecutive uses maintain a premium visitor experience

Ensuring staff and volunteer projects involving major floor disruptions are implemented during the winter low season where possible

Strategy 4 - Capitalize on recent exhibit additions to increase public enjoyment and visitation

Over the last year, a Nature Exchange has opened at CBHC, an Invasive Species display added to the floor, and Entomica has collocated in a prime location of the building. The ability of these additions to add to the diversity and enjoyment of the visitor experience has not yet been fully realized.

Actions include:

Developing options to best capture the potential of the Nature Exchange and Invasive Species display to increase visitor enjoyment, add to educational value (especially school visits), and increase new/repeat visitation, then implementing the priority actions

Determining with Entomica the best ways to develop and capture both increased public enjoyment and new joint revenue opportunities through the collocation partnership

Strategy 5 - Develop additional education and entertainment components.

In concert with Goal 2 Strategy 1, and Goal 3 Strategy 1, further displays and activities could result in improvements to the museum visitor experience.

Actions include:

Examining a range of new educational and/or entertaining exhibits that both add to or fill gaps in the desired storyline and add to the visitor experience. Potential new or expanded exhibits include:

- Forest Protection, and Fire Fighting,

- Focus on Discovery of flight,
- Environment and Ecology exhibits demonstrating aircraft use
- Education partnership with Entomica
- Development of the Drone and stories that connect to Bushplanes
- Honouring the Pioneers and Founders of the bushplane and its use
- Upgrading the Bondar exhibit with video of her trip and other NASA interactivity
- Build an H-boat exhibit or construct an H-Boat on a reduced scale for viewing

Exploring the potential for new programming such as:

- the market for movie nights (weekend movies for kids)
- CBHC day camps in the summer

Strategy 6 – Re-engage the Ranger Theatre for public use

The Ranger Theatre is an asset currently not being fully realized that could add versatility and additional experiences for visitors.

Actions include:

Refreshing the theatre interior

Upgrading the theatre audio and video

Upgrading computer components to support meetings and conferences

Researching potential movies and short films that can be played on a rotating basis

Strategy 7 - CBHC will adhere to museum best practices to ensure that continued preservation of the collection provides the basis of a premier visitor destination

Proper stewardship of the collection protects the core assets that form the basis of the visitor experience.

Actions Include:

Regularly reviewing collection stewardship practices to ensure CMOG priorities, professional standards and museum best practices are maintained

Ensuring all staff are trained in and adhere to museum best practices, with orientation sessions conducted as appropriate

Strategy 8 -Maintenance of aircraft and displays will reflect CBHC’s rating as the number one visitor attraction in the city

Maintaining such a large collection of aircraft, equipment and displays in an older historic building has its challenges. Efforts and resources need to be planned and assigned to ensure the collection is preserved and exhibited in the finest way possible.

Actions include:

Developing and implementing a regular maintenance plan for aircraft (e.g. cleaning cycle, damage inspection and minor repairs)

Developing and implementing a plan for regular interactive display inspections and repair

Examining current staff capabilities to implement the above maintenance plans (See also Goal 4b Strategy 1). Ensuring required human and fiscal resource and expertise needs are identified and in place to make sure all non-functioning items are investigated and repaired in a timely fashion

Ensuring timing of repairs to priority attractions reflect their visitor experience importance (e.g. Wildfires!)

Ensuring interactive displays that are not functioning are temporarily labelled as such, or the display taken out of service

Maintaining a reasonable supply of tools necessary for ongoing maintenance and projects

Strategy 9 - Enhance the building front and entrance to improve first impressions

Being located in an historic structure built for industrial purposes creates challenges for visitor first impressions. The building front and entrance can benefit from further efforts to improve and maintain aesthetics for suitable first impressions.

Actions Include:

Developing a front of the building and entrance aesthetic improvement plan, including potential financial sources, that consider the following:

- Refreshing the signage on the building
- Replacing the electronic signage at the front

- Cleaning and repairing the Beech Aircraft at street side
- Exploring planters and other natural décor for the front.
- Improving the appearance of the brick
- Investigating other parts of the collection to display in the front
- Investigating grants to pay for these upgrades

Strategy 10 - Continuous review and adherence to best customer service practices

Like all public and tourist destinations, the future of CBHC is based on customer satisfaction, word of mouth recommendations and online reviews.

Actions include:

Recognizing staff and volunteers as our biggest asset. People deliver this premier attraction to our visitors

Implementing customer service training for all staff and volunteers

Instituting regular reviews of customer service practices, and results of Strategy 1 surveys, with staff and volunteers. Ensuring summer students and new staff/volunteers receive orientation to these practices

Developing and implementing a program to expand the depth of knowledge of bushplanes and related sciences with staff and volunteers

Exploring how to expand the use of personal tours and/or small group tours that provide personal service

Providing tools and/or technologies for individuals with accessibility problems, language barriers and communication problems

Goal 4: To ensure the long-term viability of the Centre and its collection through the following:

- a. Financial Stability***
- b. Building and Maintenance***
- c. Human Resources – People Management***
- d. Marketing***
- e. Governance***

a.) Financial Stability

Strategy 1 - Increase Government grant revenue and diversification

While the CBHC has been very successful in self-generating a high percentage of operating expenses when compared to similar entities, it is still dependent on grants to cover all operating financial needs.

Actions include:

Development of a template that identifies Federal, Provincial and municipal grants that have application to CBHC. This document should identify the grant program, what costs or programs the grant covers and the deadline for submitting applications. The template should be updated annually as part of each new budget as programs change

Exploring opportunities for new government funding, including development of strategies for success. Meeting with our MPP and MP to explore potential new government grant sources, approaches for success, and to gain support and assistance with new requests

Maintaining regular communication and contact with city elected officials and staff to ensure continued awareness of CBHC needs and its continued contribution to the city

Identifying deadlines for grant funding to ensure applications are completed before each deadline

Maintaining an up to date database of boilerplate information (e.g., staffing levels, visitors' numbers, etc.) required for most grant applications

Strategy 2 – Expand Foundation grant revenue and diversification

CBHC uses a program (Grant Advance) that helps match charitable foundation's goals and objectives with CBHC's. This program states over \$5 billion is available in annual donations. Opportunities therefore exist to expand Foundation grant revenues and diversification.

Actions include:

Developing an annual list of CBHC program needs and capital projects requiring funding.

Identifying Foundation programs (Canada and U.S.) potentially matching CBHC needs, and completing requests where a suitably strong CBHC application exists (e.g. satisfies Foundation objectives, required partnerships etc.)

Increasing the staff and volunteer base available and able to use the program so that an expanded list of Foundations can be explored

Strategy 3 – Secure use of the current historic facility for the long term

The CBHC is fortunate to be housed in the historic structure where the Ontario Provincial Air Service was born, and much of the Canadian bushplane story originated. While the current financially advantageous lease arrangement does not expire during the term of this plan, securing affordable long-term use constitutes sound strategic management for financial stability.

Actions include:

Through committee, developing and exploring options for Board consideration to secure permanent use of the facility

Meeting with Provincial, Federal and Municipal representatives and Foundations to determine potential funding sources for implementation of priority options

Strategy 4 – Grow admissions and Gift Shop revenues by 10% annually

The CBHC has been successful in increasing admission and related gift shop revenues annually for several years. Maintaining this trend is important to potentially reaching self-sufficiency in operating revenues.

Actions include:

Developing marketing (see section D below) and other programming (Goals 1 to 3) to ensure increased admissions.

A staff and Board decision on a potential next Wow exhibit (Goal 3 Strategy 2) to start appropriate funding requests.

Review and refocusing online merchandise sales and links to the website to improve revenues

Regular committee examination of gift shop merchandise sales for possible adjustments to grow sales

Surveying customers (Goal 3 Strategy 1) to see what other items they would be interested in having available

Consulting retail experts for a review of the gift shop area, inventory and suggestions for increased sales

Increased Gift Shop marketing locally, presenting what is available (e.g. Christmas, Birthday gifts)

Strategy 5 – Grow memberships by 10% annually

Membership revenues have been static but could potentially provide a more significant revenue source, as well as increased benefits to the member.

Actions include:

Undertaking a review and revision of the membership program and the value proposition provided to the holder (e.g. loyalty points program, reduced cost for special events and activities, event space access, special gift shop sales). Initiate a drive to promote and increase membership sales.

Investigating (as part of the above) the potential for corporate memberships and if positive, approaching local businesses to purchase

Investigating how to better promote the membership value proposition at the admission desk and implementing appropriate actions.

Including a table or kiosk with membership information at every in-house event to promote and sell memberships

Strategy 6 – Capture the full benefit of having ‘Charity’ status

CBHC external communication quite often states the museum is a ‘not for profit’ entity. However, the CBHC ‘charity’ status affords greater benefit to individuals looking to donate annually, or when naming a charity of choice on passing.

Actions include:

Increasing promotion of the CBHC Charitable status opportunities and requests through all communication means (e.g. admission desk, at special events, Facebook page, website).

Strategy 7 – Improve profitability of Event Business

Over the period of the last plan, special event business and revenue has expanded substantially as appreciation for the use of this unique venue and services provided has grown. Opportunities still exist to expand the profitability of this business.

Actions Include:

Reviewing annually:

- existing event business for trends, gaps and new opportunities

- the CBHC costing model versus the marketplace, and adjusting where necessary to capture full value while staying competitive

Exploring the local meeting venue business to determine if new opportunities exist

Exploring how better use of technology at events (e.g. debit and credit sales equipment) could affect profitability

Capturing the full potential for canteen and liquor licence sales

Developing and actioning a list of new partnership opportunities related to the event business (e.g. unique CBHC labelled beers from Superior Brewery, only available at CBHC events)

Strategy 8 - Devise strategies to financially weather a revenue downturn

Tourism is a cyclical business, dependent on the overall health of the economy and its relation to disposable income. Economic downturns can also impact government grants upon which CBHC is dependent for continued operation. With increasing CBHC admission revenues from group tours (e.g. cruise ships, buses) and continued need for government grants, sound financial planning should include contingencies for a sudden reduction in these revenues.

Actions Include:

Development of a Financial Contingency Plan that includes options to reduce and meet financial obligations in response to varying degrees and lengths of revenue reduction

Reviewing and revising the plan as appropriate in response to an annual assessment of the potential for revenue reduction threats during the budgeting process

Exploring the ability for CBHC to create and maintain a reserve fund to support this strategy and Goal 4 b.) Building and Maintenance Strategy 2 below

b.) Building and Maintenance Strategies

Strategy 1 – Develop and implement a Building Maintenance planning process

Due to the historic nature of the building and the continual aging of displays, maintenance and repair of both is always ongoing and can be challenging. A more formal process to identify, plan and prioritize this work will reduce reactive activities.

Actions include:

Developing and actioning a maintenance and repair planning process that annually identifies and tracks priorities, along with estimated costs, and provides a 2 year forward outlook of projected needs. This process should include:

- Use of a template that captures all current and projected building, equipment and display maintenance and repair requirements

- Presentation of the plan to finance committee in October for consideration in the following year budget

- Board review of annual and projected priorities and decision on funding

Examining current staff capabilities to implement in-house components of maintenance plans (See also Goal 3 Strategy 8). Ensuring required in-house human resource and expertise needs are identified and in place.

Creating a regular maintenance schedule for tasks approved and funded, along with staff, volunteers and/or students assigned responsibility for the task

Implementation of monthly reports of maintenance completed and any new issues that have arisen

Strategy 2 – Be prepared for any serious building, building service or equipment (building or key exhibit) failure.

Rarely anticipated, serious failures in building or display functioning can dramatically affect the visitor experience and potentially continued operation of the facility. Having plans in place that consider appropriate responses to such failures allows for rapid action, shortening the time to resolution.

Actions include:

Development and maintenance of a plan directing appropriate actions to be followed in response to all potential catastrophic building, building service, building equipment or key display failure

Implementation of annual staff and volunteer training on the plan content and required actions

c.) Human Resources - People Management Strategies

Strategy 1 – Create a recruitment plan for new volunteers

The CBHC volunteer base is aging, with fewer new and younger volunteers replacing those who are no longer able to help.

Actions include:

Creation of a volunteer job board, so potential volunteers know what tasks and skills are required from new volunteers

Exploring the Membership list for potential volunteers

Holding a volunteer recruitment night

Providing a volunteer orientation session for all new volunteers

Creating a student volunteer job board

Proactively seeking volunteers that have an interest and/or are still active in aviation, not just relying on seniors and retirees.

Development of a relationship with local aviation programs (e.g. Sault College, J. D. Aero) to recruit volunteers

Creating a volunteer recruitment ad for the website, Facebook page, volunteer SSM and any other volunteer job placement board

Strategy 2 – Create a volunteer retention program

When successful at recruiting volunteers, it is important to ensure they wish to stay

Actions include:

Creation of a volunteer job board so existing volunteers know what tasks are available for them, along with the skills required, and can choose what to become involved with

Development of a “Volunteer Appreciation Program” to recognize their efforts

Continue the hosting of a Volunteer Appreciation Social at least once a year

Development of a volunteer recognition section on the website

Maintaining a quarterly newsletter for members and volunteers. Exploration of the website, Facebook page and other social media to communicate current activities to volunteers

Strategy 3 – Sound communication within and between all staff and volunteers

Timely communication and the successful flow of information is necessary for any organization to operate at peak efficiency and effectiveness.

Actions include:

Establishment of regular staff meetings, allowing each department the opportunity to review what they intend to accomplish in the next week(s), and for updates from the Executive Director on Committee and Board activities

Exploration of ways to improve communication between committees and volunteers

Implementation of an orientation program for summer students

Creation of an annual report highlighting the accomplishments of CHBC. This will be provided to staff, volunteers and members and presented at the annual meeting. It will also be sent to key stakeholders (e.g. the City, Tourism SSM, hotel operators) and posted on the website.

d.) Marketing Strategies

Strategy 1 – Redesign the Website

The website requires a redesign and update to create a more pleasant web experience for the user, make it more compatible with new technologies and strengthen its marketing and communication effectiveness.

Actions include:

Striking a committee of staff and volunteers familiar with website needs to plan website improvements. Improvements should include:

- Improvements to user friendliness
- Specifics on what CBHC offers
- A “Friends of CBHC” page for businesses to link to the CBHC website and vice versa
- How to become a member/volunteer
- Volunteer opportunities for individuals and businesses
- Links to buy admission tickets in advance and memberships online
- Consideration of a U.S. visitors tab providing:
 - links to hotels, restaurants etc., and exploring whether such links could be sold for ad revenue
 - A U.S. currency converter to showcase savings to U.S. visitors
 - U.S. requirements to cross the border into Canada to encourage more attendance
- Completion of Google Free Ads development
- Refocusing of online merchandise sales, including a link to this site
- A calendar to showcase events, travelling exhibits, shows and special activities at the CBHC that are open to the public
- A volunteer job list and posting seeking volunteers for specific tasks and times (e.g. Bushplane Days).

Securing a web designer at a reasonable cost (sponsor or partial sponsor) to complete the work

Strategy 2 – Improve social media usage and interaction

There is potential to attract increased visitation by the younger demographic through increased use and effectiveness of CBHC social media presence.

Actions include:

Developing a regular social media schedule so that the CBHC is always current on social media promoting what is going on, what is new and providing teasers from the wealth of interesting stories

Marketing CBHC choices for ‘everything you need’ (e.g. gifts, events, attractions, rentals etc.)

Marketing new displays and programing (Goal 3 Strategy 3)

Providing an information link to the main website from social media

Inviting guests to CBHC social media to interact and join specific networks

Strategy 3 – Upgrade the Point of Sale System to capture marketing data

Use of newer technologies in point of sale systems can improve direct and targeted marketing, and demand responses.

Actions include:

Obtaining a new cash register system that captures visitor place of residence and contact information to help refine the marketing strategy, and promote merchandise specials, new items in gift shop, up and coming programs and events

Tracking merchandise sales to be able to identify and restock hot sellers more frequently, and improve inventory control

Strategy 4 – Develop a Regional Marketing Strategy and Campaign

Opportunities exist to help maintain and potentially expand the important admission revenues from travellers to Sault Ste. Marie.

Actions include:

Development of a Regional Marketing Strategy that includes:

- Targeted marketing to communities within 300 kms, highlighting new attractions, travelling exhibits and special events

- Increased personal contact and relationship development with bus and cruise ship companies stopping in Sault Ste. Marie, highlighting the value of a CBHC visit for their customers while in the city

- Renewed marketing to Bus, RV and Cruise Ship companies and visitors
- Use of location information from point of sale machines to target marketing efforts
- A review of the pros and cons of using “Museum” instead of “Centre” when promoting outside of the city, to ensure understanding of what the CBHC offers

Strategy 5 – Develop a Local Marketing Strategy and Campaign

Opportunities also exist to potentially capture expanded admission, sponsorship and event revenues from the greater Sault Ste. Marie residents and businesses through improved knowledge and strategic marketing

Actions include:

Development of a Local Marketing Strategy that includes:

- Hosting local tourist operators, hoteliers and restaurateurs to an open house. Consider using passports like Bushplane Days to help them learn about the different activities, displays and event opportunities at the museum
- Hosting a business appreciation night for local non-tourism businesses to learn what CBHC offers, such as meeting space, event space, memberships, and sponsorship opportunities
- Promotion of guided tour opportunities to church groups, youth groups, service groups etc.
- Regular communication with Tourism Sault Ste. Marie to keep abreast of conventions, conferences, meetings etc., and determine what CBHC can offer as part of upcoming events

Strategy 6 – Develop a Partner and Sponsor initiative

Opportunities exist to increase partnerships and sponsorships that support specific CBHC programming and initiatives. These could accelerate development and implementation of new initiatives envisioned in this plan.

Actions include:

Exploring partnership and/or sponsorship opportunities with local groups and/or businesses that generate value to both parties

e.) Sound Governance

Governance can be defined as the establishment of policies and procedures, which govern the management and operation of an organization, along with the continuous monitoring of their proper implementation by the members of the governing body of an organization. CBHC governance will be reviewed to ensure that it continues to support the long-term viability of the Centre.

Strategy 1 – Ensure that the Canadian Bush Plane Heritage Centre has a well-defined governance model to guide sound management and operational practices.

The CBHC has several policies and procedures that describe the current governance of the organization and its operation.

Actions Include:

- A review of the current policies, procedures and other relevant guidance documents to make sure sound guidance is in place to:
- Define the roles of the Board of Directors and the operational personnel, and that there is no duplication of effort or confusion between the Board and operational staff roles
 - Identify Board member qualifications, and terms and conditions of appointments
 - Provide new Board member orientation.
 - Provide good business plans on an annual basis, including annual business planning, budgets, cost and business result reports that Centre managers can use to manage results, and Board members can use to assure financial responsibilities are met.
 - Ensure that legal obligations and applicable government policy are met
 - Design a functional organization chart and associated job descriptions that clearly define roles and responsibilities, reporting relationships and accountability for results
 - Define a process for recruiting staff when required.
 - Provide a performance management system to support the operational personnel in their job roles.
 - Outline membership policies and annual meeting requirements.
 - Describe volunteer requirements, including skill and knowledge requirements, roles, codes of conduct and recruiting processes
 - Describe the committee structure, function and reporting relationships

Appendix A - Strategic Planning Sub-Committee Members

Richard Walker - Committee Chair

Bob Elliott

Lorne Carter

Donna Shier

Rich Greenwood

Dan Ingram - Executive Director

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