





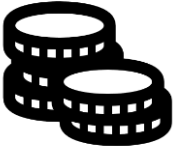



THE CANADIAN BUSHPLANE HERITAGE CENTRE

ANNUAL REPORT 2023



The Canadian Bushplane Heritage Centre's **objective is to be a world-class museum and a significant tourism driver in Sault Ste. Marie, Ontario.** Our team works to deliver on our purpose: *Provide an extraordinary and memorable experience through ever-evolving education and entertainment.*

IN 2023

 <p>55,207 TOTAL VISITORS ↑24%</p>	 <p>1,400 STUDENT VISITS ↑33%</p>	 <p>60% OUT-OF-TOWN CANADIAN VISITORS ↑50%</p>	 <p>23% U.S. VISITORS ↑100%</p>
 <p>\$2.7 MILLION* ECONOMIC IMPACT ↑23%</p>	 <p>71% SELF-GENERATED REVENUE</p>	 <p>12.5 FTE EMPLOYEES ↑3 1906 volunteer hours</p>	 <p>9.53/10 GUEST RATING[±] #1 Attraction on Tripadvisor</p>

*Calculated using the Tourism Regional Economic Impact Model provided by the Ontario Ministry of Tourism, Culture and Sport. [±]Based on annual summer guest survey.

2023 ACHIEVEMENTS

The CBHC has identified three main objectives that guide its decisions, business practices and projects. In 2023, the organization executed projects to meet these objectives.

#1 - BECOME A TRUE COMMUNITY HUB

BOUNDARIES, BARRIERS AND BALANCE: A CELEBRATION OF WOMEN IN STEM

In March 2023, 600 students were invited to join in an inspirational and educational conversation about women in Science, Technology, Engineering and Math (STEM). Students participated in interactive activities led by local leaders, engaged in panel discussions and were motivated by keynote speakers in STEM fields. Over thirty highly-educated and accomplished women from Algoma and beyond participated in leading these activities. This was a joint project between the CBHC and the local Science North Community Hub.

SENIORS' AND CHILDREN'S PROGRAMMING

Generous support from the Ontario Trillium Foundation enabled the CBHC to deliver children's and seniors' programming throughout the year. Programs included walking for seniors, classes for seniors (yoga, baking, indigenous learning, etc.) and two weekly children's programs that support STEM-based learning. All activities were low-cost or free, and were as accessible as possible. In addition, White Pines Field School students prepared and served refreshments for all seniors programs, enabling them to learn practical life and career skills. Finally, the programming promoted social interaction and positive mental health, particularly for seniors. Other highlights include:

- 3,908 total program participants
- 4,907 KM walked
- 10 new partnerships were created: Strong Minds, the Brick Space, Case's Music, Science North, Entomica Insectarium, Sault College, Thyne's Bakery, Sault Ste. Marie Library, Sault Fire Services, etc.

ACCESS FOR ALL AND COMMUNITY CONNECTIONS

As part of building a community hub, the CBHC attempts to ensure all citizens regardless of income have the opportunity to enjoy our services. In 2023, we supplied Big Brothers, Big Sisters and the Sault Ste. Marie Library with passes that could be signed out for complimentary access to the museum. In addition, the Alzheimer's society holds their winter walks weekly at the CBCH. The Sault Airplane Modellers Club, Sault Train Modellers, and Air Cadets hold weekly meetings at the museum.

WORTHWHILE VOLUNTEER OPPORTUNITIES

Volunteers are the lifeblood of any non-profit organization. In 2023, we gained 4 new long-term volunteers by developing clear and rewarding volunteer jobs. We also increased event volunteer connections through outreach events and word-of-mouth. We recognized our volunteers with a joint holiday appreciation party with Entomica, the United Way and Harvest Algoma.

#2 - BE A PRODUCT OF EXCELLENCE

SMARTPHONE APP

Through a grant with FedNor, we developed a Smartphone App that improved accessibility for people with disabilities and non-English speaking visitors. Our App continues to provide more engaging content and learning opportunities for our guests. Content is available in six different languages: English, French, Spanish, Hindi, German and Anishnaabemowin. In the future, it will allow us to showcase more diverse viewpoints of bushplane history and heritage (ie: Indigenous history, women in aviation, etc.). The product is free to use but tablets are available to rent.

NEW EXHIBIT – *PASSION AND PERSISTANCE: A HISTORY OF WOMEN IN CANADIAN AVIATION*

The curatorial team doubled the size of the Women in Aviation exhibit and improved quality of content, storytelling and graphics in the process. The exhibit highlights the challenges women have faced in the aviation industry from the turn of the century to modern day. The new exhibit also encourages self-reflection on one's passions.

DAILY GUIDED TOURS

Visitors gained more options for consuming content in 2023, including the availability of daily guided tours during the Tourist Season. These tours were educational, entertaining and delivered modest revenues for the CBHC. In addition, daily guided tours provided more staff with an opportunity to learn how to deliver tours and gain new skills.

ARCHIVE RENOVATION

In 2023, the CBHC renovated our archive space to better organize, catalogue and store our significant collection of documentation and artifacts. The renovation included the installation of a climate-control unit that optimizes the conditions in which documents are stored. This was the first step in better managing the Collection. In the upcoming years, we will continue to organize, digitize and catalogue the Collection, which will protect its contents and enable more effective research. Finally, as part of the renovation, we built a Library where the public can book research time and access texts.

We want to thank our funding partners, the NOHFC and Documentary Heritage Canada for making this project possible.

H-BOAT

The CBHC commissioned a quarter scale model of an H-boat, the first aircraft used by the Ontario Provincial Air Service in 1924, to be unveiled during the centennial in 2024. This important addition will fill in a gap in the bushplane story.

#3 – INCREASE SELF-GENERATED REVENUE

 \$949,000 SELF-GENERATED REVENUE	 \$383,000 GOVERNMENT REVENUE	 12.5% OVERALL REVENUE INCREASE
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TOTAL REVENUE 2023: \$1.322M

Total Revenue 2022: \$1.184M

GROUP TOUR PRODUCT

In 2023, we established standardized pricing for group tours and worked to upsell them to higher pricepoint options. Only 20% of group tours were self-guided, with most companies opting for one-hour guided options. In addition, we developed a Dinner Package that included admission, a guided tour and dinner under the wings. Twenty tours selected this option, which more than doubled revenues from this market segment. We increased paid visitors by 23%, which resulted in increased admission revenues. One of the most significant contributions to overall revenues was Group Tour Dinner packages, doubling our annual revenues from tour groups.

MEMBERSHIPS

Record membership sales (\$33,500) were recorded in 2023. The 10% increase over 2022 demonstrated continued value in CBHC memberships. New benefits were added in 2023, including reciprocal access to museums worldwide with the ROAM network.

CLIENT EVENTS & BAR

Event Centre revenues and bar revenues increased significantly in 2023: \$130,000 and \$47,000 respectively. New packages, including catering, improved service and increased pricing all contributed to these increases. While client events contributed to our bottom line, the CBHC improved their balance of events with the museum experience, ensuring that visitors received a quality experience every time.

SUMMER AND PA DAY CAMPS

The CBHC delivered three weeks of summer day camps in 2023, resulting in new revenues and new insights. As a result of the planning and success we achieved with summer camps, we launched PA Day camps in fall 2023.

FUNDRAISING ACTIVITIES

The CBHC improved overall fundraising activities in 2023, developing new events, connecting with new partners and launching new ideas:

- The annual Holiday Gift & Craft Show attracted over 6300 visitors (30% increase) and supported over \$260,000 in economic activity. The increase in visitors generated over \$21,000 in donations over the two weekends.
- The Easter Pet Extravaganza (new event) generated lots of buzz and new revenues for both the CBHC and Entomica.
- A 50/50 draw in November sold \$3,600 in tickets.
- Significant increase of profitability of Bushplane Days, largely due to an increase in Corporate Sponsorships.

OTHER CONTRIBUTIONS – ENTOMICA

A Memorandum of Understanding (MOU) was established between Entomica and the Canadian Bushplane Heritage Centre in 2023, resulting in revenue-generating opportunities for Entomica and an improved collaborative relationship. The CBHC's total contributions to Entomica are outlined below:



\$20,108
In-kind
Support



\$16,379.50
Admissions



\$1,924.50
Adventure
Birthdays



\$1,724.80
School Tours



\$5,877
Fundraising
Events

TOTAL SUPPORT: \$46,013

\$20,108 in-kind vs \$25,905.80 cash