

2015-2018 Business Plan & Budget Summary

1. Organization Name: Aero Space Museum Association of Calgary

2. Current Vision and Mission:

Vision: *"On behalf of the city of Calgary and its citizens, the Museum is to be a renowned Aviation Heritage Centre, delivering an outstanding multifaceted learning experience to a wide variety of visitors from near and far."*

Mission: *"The museum is to encourage a rich understanding and appreciation of the evolution of flight, highlighting the connection between the advancement of flight and technological developments, the intertwined contributions from military and civil aviation, and Calgary's shared aviation history with Alberta and Canada."*

2015-2018 BUSINESS CASE

3. Synopsis of your organizational priorities and actions for 2015-2018:

The museum will focus on sustainability, increasing community connections and relevancy, and professionalism and standards through five strategic directions:

- **Improve Identity and Visibility in the Community** – through increased advertising (traditional and social media), brand renewal, the use of digital/virtual collections, and the development of a branded merchandise line.
- **Strengthen our Community Connections** – enter into partnerships with museums and heritage organizations, businesses and tourism agencies, and encourage and support inclusivity by offering programs to our diverse and rapidly changing communities.
- **Formalize a Long Term Facility Strategy** – secure the current infrastructure, develop a facility maintenance plan, and an overarching master plan which addresses current and future space requirements, design and funding requirements.
- **Ensure Sustainability** – initiate a comprehensive fund development program, grow our membership and internal revenue streams (event rentals, educational programming and attendance).
- **Develop our Exhibitions, Programs and Events** – through a comprehensive 5 year exhibition plan, install an LED track lighting system, increase and diversify our educational programs and events.

4. Outline how your organizational priorities & actions align with Council Priorities for 2015-2018.

Improving our Identity and Visibility in the Community will support the priority of a prosperous city through the provision of an attraction which aids in the attraction of international talent.

Strengthening our Community Connections will promote the well-being of our community through educational programs for children and an aging population; the furtherance of partnerships which provide us with opportunities for efficiencies and effectiveness through creative collaboration.

Formalizing a Long Term Facility Strategy allows the museum to revitalize the facilities to meet the needs of a changing and diverse community and provide a place for citizen engagement and connections.

Ensuring Sustainability will provide a buffer against over-reliance on government funding through fund development, alternate service delivery and partnerships and the growth of internal revenue streams, while continuing to manage our growth within our financial capacity.

Developing a 5 Year Plan for Exhibitions, Programs and Events which delivers opportunities for citizen connections and urban vitality, and protects, enhances and interprets heritage assets through exhibitions and programs.

5. Provide specific examples on how your organization will work towards restraining expenses and seeking efficiencies over the 2015-2018 timeframe outlining the net impact to service delivery or organizational sustainability.

For the 2015 – 2018 period this will include the continued use of organizations like *DeliverGood*, which provided free office furniture and electronics to the museum in 2013 and 2014, partnerships with other museums, and donations in kind (advertising in a nationwide magazine and practicum students are two examples). We will also take advantage of assistance offered by the government of Canada, for example the Young Canada Works and Museums Assistance Programs and the Canadian Conservation Institute's facility assessment program, which provides expert consultations for a minimal charge. We also maximize the use of volunteers to reinforce our staffing resources through recruitment, mentoring and recognition.

Many of our efficiencies will not negatively impact organizational sustainability as the majority are project related and not operationally related.

6. Which of your key services are funded by the operating grant provided by The City?

General operations, including staff wages, educational programs, volunteer recognition and collection management.

7. Identify performance indicators and targets you will use to evaluate your organization's performance in the 2015-2018 timeframe.

ASMAC will use a combination of qualitative and quantitative performance indicators. Detailed admissions statistics will be kept, and budgets reviewed on a monthly basis. We will gauge our effectiveness and the satisfaction of our clients through the use of electronic surveys in various areas, including education, general visitation and special events. These surveys will be conducted on an ongoing basis (for education and visitation), and on a per need basis for special events.

The museum can expect to see a slight (3% - 5%) rise in the number of admissions and educational bookings received in 2015 as we explore alternate delivery methods and increase our marketing efforts. Educational bookings will be expected to rise dramatically (20% +) for educational programming in 2016 – 2018, as a result of our plan to focus on curricula related programs for all age levels and the introduction of summer camps. We anticipate a continued increase in facility rental revenue of approximately 8% each year.

With the new emphasis on collections care and access, we can expect to see a slight and ever-growing rise in research requests to access the collections, as well as an increase in the numbers of donations we receive.

As indicated, budgets will be reviewed by the Board of Directors on a monthly basis; detailed variance reports will be reviewed quarterly.

As ASMAC develops its fundraising campaign (currently entering the feasibility stage) we will be developing performance indicators and targets. It is difficult to provide accurate performance indicators and targets at this time.

8. Identify how you will leverage resources in 2015-2018 and provide specific examples.

We will leverage resources through multiple streams of activity, including the following:

- AGLC Casino (December 2014);
- The development and launch of a comprehensive fund development campaign, to include capital, operating and endowment funds;
- The solicitation of operational, project and capital funding from the governments of Alberta and Canada using private, corporate and city funding as matching funds;
- An increase in internal revenue generation through educational programming, marketing, facility rentals, admissions, gift shop and special events; and
- The continuation of donation-in-kind and partnership initiatives, including the utilization of practicum and intern students from post-secondary institutions.
- The recruitment and mentoring of new volunteers to augment our existing volunteer and staff levels – this equates to over 8,000 volunteer hours each year.

BUDGET AND FINANCIAL INFORMATION

9. Provide your budget projections covering the 2015-2018 timeframe (complete table below).

Operations (000's)	2015	2016	2017	2018
City of Calgary draft operating grants	224,332	232,708	241,384	250,358
Other operating grants	50,800	52,324	53,893	53,777
Earned revenue from operations	481,474	640,384	505,171	677,876
Donations & fundraising revenue	134,776	133,019	128,774	242,062
Operating expenses	844,234	990,954	968,320	1,082,580
Net of revenue and expenses	47,148	67,481	-39,098	141,493
Opening operating reserves	250,000	297,148	364,629	325,531
Ending operating reserves	297,148	364,629	325,531	467,024
Capital (000's)	2015	2016	2017	2018
Opening capital reserves	300,000	625,000	1,812,500	4,487,500
Requested City of Calgary lifecycle grants	200,000	200,000	225,000	250,000
Other City of Calgary capital grants				
Other capital revenues	475,000	1,187,500	2,675,000	2,250,000
Capital expenditures	350,000	200,000	225,000	1,175,000
Ending capital reserves	625,000	1,812,500	4,487,500	5,812,500

10. Financial risks or challenges related to budget projections. Provide specific examples and year in which challenges are anticipated.

Events: Dependent upon weather and competition. This challenge cannot be forecasted.

Earned Revenue from Operations: Stiff competition for the leisure dollar and an increasingly sophisticated audience which is expecting higher levels of service and a professional product.

AGLC Casino: Occurs late in the fourth quarter every two years. Challenge is expected in the 'off year' 2017.

Operational Grants: Again, stiff competition for steadily shrinking grant funds, and a focus in Alberta to fund social organizations and community groups. Museums in Alberta are not well supported by the provincial government. This is an ongoing challenge.

Fundraising: A comprehensive fund development campaign is under the early stages of development, and it is difficult to forecast projections, both in fundraising and capital revenues.

Capital Revenue and Expenditures: Revenue is grant and fundraising dependent – grants include provincial and federal programs. Many of our infrastructure issues will be addressed in 2014/2015, however the building is 73 years old and may have other structural issues that were not recognized during inspections in 2013.

Staffing: Without adequate staffing levels and qualified personnel, it is challenging to build capacity, increase service levels and therefore build sustainability.

2013 ANNUAL REPORTING

11. Outline your key services and activities undertaken in 2013 and how they advanced priorities identified in Council's 2012- 2014 Fiscal Plan for Calgary.

C4. Ensure people feel safe in public spaces: We installed monitored security cameras in the main and tent hangars. We protect our staff and volunteers through the implementation of a two-person work schedule. We installed an AED and first aid kits throughout our facility, and provided first aid training to staff and volunteers. Our handicapped elevator is inspected on an annual basis and maintained to industry standards.

C5. Maintain Calgary standards for fire safety and coverage: We undergo annual fire inspections of the facility and all devices. We installed a fire alarm system/panel which is monitored 24/7 by a security vendor. The facility is protected by a sprinkler system.

P4. Maintaining current facilities: We continue to maintain our current facility, with landscaping, and grass and weed control conducted on a regular basis. In 2013 we recognized that our main hangar is dire need of repairs, and began to implement an aggressive plan to correct the issues.

P6. Invest in lifecycle maintenance of existing community infrastructure: In 2013 we conducted a number of repairs to correct long-standing deficiencies, including exterior door threshold repair, pest control and the replacement of unsafe fire extinguishers. We invested in new IT hardware and software, which supported our operations and service levels, and allowed staff and volunteers to work more efficiently.

P9. Develop and implement comprehensive waste diversion strategies: ASMAC recycles all plastics, cans, paper, cardboard, metal and bottles. We also believe strongly in the reuse of office furniture and electronics, and use the services of *DeliverGood* on a regular basis. We gratefully accept used exhibition and storage furniture from our heritage partners.

B4. Support strategies to attract and retain global talent and investment in Calgary: We provide an outstanding attraction for the city of Calgary, which specifically addresses a major contributor (aviation) to the history and economic viability of this area. Our focus on increased professionalism has attracted new volunteers and increased interest from potential, highly qualified employees from across Canada and overseas.

Z1. Foster innovation and creativity. ASMAC is focused on transformation in all areas, including governance, fund development and, most importantly, exhibitions, collections and programming. We realize that for ASMAC to thrive, we must allow our staff and volunteers the opportunity to grow and explore new and creative ways to provide services to our clientele.

Z2. Restraining expenditures and seeking efficiencies: We are continually reviewing our expenditures and vendor contracts, seeking efficiencies wherever possible. In 2013 we were fortunate to gain the expertise of a retired HVAC specialist, who took over the maintenance of our heating and air-conditioning systems on a volunteer basis. As mentioned under priority P9, we take full advantage of donations of office and exhibition furniture, including electronics.

Z5. Examine alternative mechanisms of service delivery: We made the decision to send out membership and volunteer newsletters by email, thus saving time and money on envelopes, paper and postage. We have examined alternative ways in which to deliver our educational programs, including teacher lead and out-reach programs.

Z7. Continue to ensure that citizens are satisfied with the quality of the services they receive: We maintain open and regular communication with our volunteers, who we consider an important part of our clientele. We monitor and respond on our Twitter, Facebook accounts, as well as other online feedback sites including Trip Advisor, Yelp, ToDoCanada and MyDriveHoliday. Staff take the opportunity on a daily basis to speak with our visitors to ensure they are having an enjoyable and educational experience.

Z10. Increase transparency and accountability throughout the organization: Management and the Board of Directors are concentrated on governance, policy, building sustainability and maintaining open and constructive dialogue with our stakeholders. These activities address public trust, due diligence, accountability and transparency. Furthermore, we have recognized our requirement for regular, open dialogue with our staff and volunteers, ensuring a happy and productive workforce.

12. Identify how you measured the success of your services and activities in 2013. Please provide examples of these results.

We used quantitative and qualitative measures – this included admission statistics through our admissions till, the use of a comment book, facility counts, which are kept for each facility rental, surveys, and monthly reviews of revenue activity. We also use online feedback sites to objectively evaluate our visitor's experiences.

Here are a few comments from our clients:

'The entire week was extremely authentic. The integration of Science and English language arts and visuals arts and drama was amazing – this true integration I find challenging as a teacher. It really allowed our heroes theme to come alive. Students also had the opportunity to learn from and interact with... other adults – which is very valuable community experience.'

'The ability to physically touch and look at planes is so much more rich than drawing on the board or a picture. To get near the planes brings aviation to life.'

'Learning about history and seeing how hard flying really was back in the day! Great family outing for science nerds.'

'Captivating storytelling!', 'Tour guides are amazing!', 'Great display, well maintained, much better than Edmonton.'

13. Identify how you leveraged resources in 2013. Please provide examples.

ASMAC is dedicated to economical sustainability and finding creative ways to leverage additional resources. In 2013, we applied for funding from the federal Museums Assistance Program to support the employment of a collections consultant. This grant, which used volunteer labour and financial support from ASMAC as donations-in-kind, was awarded in 2014. In 2013, we applied to the Young Canada Works Program to hire two summer students. This was a cost shared initiative between the program and the museum.

The museum took advantage of programs provided by SAIT and ACAD to gain the expertise of design students who were tasked with the development of advertising and storyboard templates.

We entered into mutually beneficial partnerships with other museums, most notably to take advantage of no or low cost initiatives. These included the use of display cabinets, loans of artifacts, and the use of a large format graphic printer at no cost to the museum.