

# Railway Museum of Eastern Ontario

THE PREMIER **HANDS-ON** RAILWAY MUSEUM IN THE REGION

## 2016 SUMMARY REPORT SMITHS FALLS TOWN COUNCIL

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## UPDATE

### Background

In January 2015, Smiths Falls Town Council was presented with the Railway Museum's Sustainability Plan (2015 – 2019).

The Sustainability Plan includes a review of the current state of the museum and what actions will be taken over the next five years to achieve self-sustainability. The plan focuses on key areas such as collections and exhibits, programming, rides, facilities, gift shop, fundraising, memberships, food services, human resources, marketing and promotion and communication. Overall, the museum needs to offer more experiences to draw larger crowds therefore generating larger revenues.

Self-sustainability in five years is only achievable with an investment from the Town of Smiths Falls. In 2015, the museum made a request to council to invest \$50,000 every year for four years to implement the plan. We are back in 2017 to present you an update as well as request funding for year three in the amount of \$50,000.

The museum is a cultural asset for the Town that can increase tourism and contribute to the economic vitality of our community. The Sustainability Plan combined with the Town's support will succeed in turning the Railway Museum into a major tourism draw for the region. Investing in the museum is investing in Smiths Falls.

### 2016 Summary

Despite some challenges, the museum had a very successful year. We had record attendance in 2016 with 8,217 visitors despite a decrease in general attendance.

The decrease in general attendance is likely a 'one off' as many museums in the region report lower visitorship in 2016 and we do not feel that this is a trend. However, unless we can dedicate resources into bringing more people to the museum day-to-day it is unlikely this number will grow significantly year-to-year.

There were some major shifts in our attendance this year with an overall increase of 11% of general visitors coming from Ottawa and an increase of 18% of special event visitors coming from Ottawa. Our visitor surveys also include what else visitors are doing in the area either before or after they visit the museum (page 10). This information will be an asset to our tourism partners in town.

Our overall programming attendance and revenue continue to increase however, again, this year, with no dedicated staff for programming, we continue to see a decline in our community programming. Limited staff resources focused on our special events which have a greater ROI. This continues to be a concern for us because even though community programming does not bring in significant revenue, it keeps us connected with our community and provides for more education-based opportunities. In 2017 the museum will explore funding opportunities to enhance our community programming.

Fundraising was a challenge this year. We recognized that success would be dependent on a dedicated staff person and funds were put in the 2016 budget. Unfortunately, we struggled to find the right candidate to be successful in reaching our goal. At the November board meeting, the board decided to revamp the position to attract more qualified candidates and we are confident we will meet our goal in 2017.

We did see a minor decrease in memberships again this year; partly due to an aging membership. Emphasis has been placed on increasing our memberships in the 2017 work plan with a focus on a new membership drive as well developing new partnerships with community stakeholders to offer more benefits (DBA and Chamber).

Our special events continue to grow. Smiths Falls Trainfest saw an increase in attendance of 10% (welcoming just under 1,300 visitors for the August weekend) and both North Pole Express and Train Rides exceeded last year's attendance by 60% (welcoming over 900 visitors on the Saturday and a total of 1,909 visitors on ride weekends). These three events brought in 31% of our self-generated revenue in 2016.

We also saw good growth in our site rentals. With proper marketing this could be a significant revenue opportunity for the museum. A draft business plan is currently being developed for approval by the board early in 2017.

## 2016 WORKPLAN ACCOMPLISHMENTS

✓ Successful completion

× Unsuccessful completion

P Partial completion

**(R)** Tasks directly related to increasing visitor experience and/or revenue opportunities linked to the Sustainability Plan

	YEAR TWO (2016)	NOTES
<b>COLLECTIONS &amp; EXHIBITS</b>		
Artifact/Archival Collection	<ul style="list-style-type: none"> <li>✓ Inventory second half of archival photographs</li> <li><u>P</u> Begin a comprehensive maintenance plan for the rolling stock (goal to complete 50% of rolling stock)</li> </ul>	<ul style="list-style-type: none"> <li>• Additionally, shelves were built in one storage room to move archival material into a 'leak-free' room</li> </ul>
Library	<ul style="list-style-type: none"> <li>✓ Continue to inventory library material</li> </ul>	
Exhibits	<ul style="list-style-type: none"> <li>✓ <b>(R)</b> Develop new temporary exhibit (T) (moved from 2015)</li> <li>✓ <b>(R)</b> Implement Phase 2 of Operator's Bay plan (I)</li> <li>• Commence business case for Interactive Model Layout (I)</li> </ul>	<ul style="list-style-type: none"> <li>• 2016 exhibit: <i>Lost of Station of Eastern Ontario</i></li> <li>• Operator's Bay now connected to Nolan's Flag Station</li> <li>• Business case for Interactive Model layout moved to 2017 with completion of Master Site Plan (2016)</li> </ul>
<b>GENERAL ADMISSION</b>	<ul style="list-style-type: none"> <li>× <b>(R)</b> Increase visitors by 2% over 2015 for a total of 4,149</li> <li>✓ <b>(R)</b> Increase admission fees by \$1.50 in all categories</li> <li><u>P</u> <b>(R)</b> Increase admission revenue for a total of \$16,485</li> </ul>	<ul style="list-style-type: none"> <li>• General admission decreased 11% in 2016 from 3,748 visitors in 2015 to 3,363 visitors in 2016</li> <li>• Admission revenue increased 11% in 2016 from \$12,565 in 2015 to \$13,940 in 2016</li> </ul>
<b>PROGRAMMING</b>	<ul style="list-style-type: none"> <li>✓ <b>(R)</b> Increase overall program participation by 13% from 2,258 in 2015 to 2,693 in 2016</li> <li>✓ <b>(R)</b> Increase overall revenue from \$10,244 in 2015 to \$13,675 in 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Overall program participation increased by 105% for a total of 4,613 participants</li> <li>• Overall program revenue increased by 130% from \$10,244 in 2015 to \$23,673 in 2016</li> </ul> <p><i>Note: See Special Events for breakdown of numbers</i></p>

<p>Interpretation</p>	<ul style="list-style-type: none"> <li>✓ Develop comprehensive resource guide</li> <li>✓ (R) Work with Algonquin College Applied Research &amp; Innovation Program (ARI), to develop a virtual site tour</li> <li>✓ (R) Develop scripts, recruit and train one additional Interpreter</li> </ul>	<ul style="list-style-type: none"> <li>• Image and video assets were collected in 2015 however the program did not feel they had students with the needed skills this year that could complete the project. Will look to complete in 2017</li> </ul>
<p>Community Programs</p>	<ul style="list-style-type: none"> <li>• (R) Continue to develop curriculum-based programs for in-class delivery</li> <li>× (R) Increase school programs from 9 classes to 10 classes (total: 280 students)</li> <li>✓ (R) Increase group tour from 1 group to 2 groups (total: 60 visitors)</li> <li>× (R) Increase 'Stories from the Railway' to 2 installments</li> <li>× (R) Increase birthday party bookings from 7 bookings to 9 bookings</li> </ul>	<ul style="list-style-type: none"> <li>• School programs decreased from 9 classes in 2015 to 6 classes in 2016 (total: 224 students)</li> <li>• Group tours increased from 1 in 2015 to 7 in 2016 (total: 84 visitors)</li> <li>• Did not have the staff resources to implement 'Stories from the Railway'</li> <li>• Birthday parties decreased from 7 bookings in 2015 to 3 bookings in 2016</li> <li>• Overall community program participation decreased by 90 visitors; revenue has decreased by \$1,223</li> <li>• Decrease is due to limited staff resources focusing on programming that provides a greater ROI (Special Events)</li> </ul>
<p>Special Events</p>	<ul style="list-style-type: none"> <li>✓ (R) Increase Trainfest admission by \$1 in Senior/Student and \$2 in adult categories</li> <li>✓ (R) Reduce 'FREE' category from 5 and under to 3 and under</li> <li>✓ (R) Additional admission category added for Christmas at the Station (ages 2 – 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased Trainfest attendance by 245 visitors from 2015; increased net revenue by \$1,312</li> <li>• Increased North Pole Express attendance by 496 visitors from 2015; increased net revenue by \$2,193</li> <li>• Increased Train Rides by 1,293 visitors from 2015; increased net revenue by \$4,837</li> </ul> <p><i>*Net revenue calculated based on \$700 in expenses</i></p>
<p><b>RIDES</b></p>	<ul style="list-style-type: none"> <li>✓ (R) With extended rides, create an additional admission category for children (ages 2-6)</li> <li>• Develop business plan for miniature ride-on train</li> </ul>	<ul style="list-style-type: none"> <li>• Business plan for miniature ride-on-train postponed until completion of Master Site Plan</li> </ul>

<p><b>SITE &amp; FACILITIES</b></p>	<ul style="list-style-type: none"> <li>✓ (R) Increase rentals to 10 per year</li> <li><u>P</u> Develop comprehensive facility maintenance plan</li> <li>• Develop RFP for station building needs assessments (completed in 2015)</li> <li>✓ (R) Create more inviting entrance (phase 2)</li> <li>• Develop business plan for Overnight on a Caboose</li> </ul>	<ul style="list-style-type: none"> <li>• Number of rentals increased to 10 in 2016 (site and photography)</li> <li>• Revenue from site rentals increased 62% from \$800 in 2015 to \$1,297 in 2016</li> <li>• Facility maintenance worked into annual budget</li> <li>• 'Welcome' signs mounted in Spring 2016 and minor landscaping complete at front of station</li> <li>• Business plan for Overnight on a Caboose on hold until completion of Master Site Plan</li> </ul>
<p><b>MEMBERSHIP</b></p>	<ul style="list-style-type: none"> <li>× (R) Increase general membership by to 114 members</li> <li>✓ (R) Increase general membership rates by \$5 and introduce new categories</li> <li>× (R) Increase small business membership to 10 businesses</li> <li>× (R) Increase overall membership revenue from \$1,895 in 2015 to \$3,878 in 2016</li> </ul>	<ul style="list-style-type: none"> <li>• 59 paid members</li> <li>• Not enough resources to secure small business memberships; category will be part of corporate sponsorship going forward</li> <li>• Decrease of 7% in membership revenue from \$1,895 in 2015 to \$1,772 in 2016</li> </ul> <p>Note: It should be noted that our 'core' members are aging and each year there is a decrease in membership; must look at new membership opportunities</p>
<p><b>GIFT SHOP</b></p>	<ul style="list-style-type: none"> <li><u>P</u> (R) Increase gift shop revenues 5% over 2015</li> <li>✓ Minor improvements to gift shop appearance</li> <li>• Develop long-term plan for gift shop (moved to 2017)</li> </ul>	<ul style="list-style-type: none"> <li>• Gift shop revenues decreased by 2% from \$18,380 in 2015 to \$18,078 in 2016</li> <li>• Decrease in gift shop revenues directly linked to decrease in general admission</li> </ul>
<p><b>FOOD SERVICES</b></p>	<ul style="list-style-type: none"> <li>✓ Evaluate program and develop business plan (dependent on outcome of Master Site Plan)</li> </ul>	<ul style="list-style-type: none"> <li>• Offer additional beverages in 2017 and increase storage capacity</li> <li>• Food services business plan on hold until completion of Master Site Plan</li> </ul>

<b>MARKETING &amp; PROMOTION</b>		
Website	<u>P</u> Redesign of web site: new blog and info	<ul style="list-style-type: none"> <li>• Blog posts have been written and scheduled to begin early 2017</li> <li>• Website redesign moved to 2017</li> </ul>
Rack Cards	<ul style="list-style-type: none"> <li>• <b>(R)</b> Increase distribution and investigate distributors</li> </ul>	<ul style="list-style-type: none"> <li>• Approx. 1,500 rack cards distributed in region including Lanark County, Kingston, Brockville, 401 information centres</li> </ul>
Way-finding signage (Smiths Falls)	✓ Work with town and stakeholders to develop tourism signage	<ul style="list-style-type: none"> <li>• Discussions with Town staff regarding signage, to be continued in 2017 with completion of Town branding</li> </ul>
Truck Billboards	<ul style="list-style-type: none"> <li>• Investigate truck billboard with partners and build business case (moved to 2017)</li> </ul>	
Familiarization Tours (Complimentary experiences)	<u>P</u> Smiths Falls and area FAM tour with partners (1 new tour for Rideau and Lanark area)	<ul style="list-style-type: none"> <li>• Stakeholders did not have resources in place for 2016; will work with Town Economic Development (Tourism) on tour in early 2017</li> </ul>
Outreach Events & Consumer/ Trade Shows	<u>P</u> <b>(R)</b> Develop promotional material for one new consumer show ✓ <b>(R)</b> Attend outreach events/consumer shows to promote facilities usage (minimum of 2)	<ul style="list-style-type: none"> <li>• Draft business case to be completed (December) to determine rental options and costs</li> <li>• Attended 2 rail shows and Beckwith Heritage Days education day</li> </ul>
<b>COMMUNICATION</b>	<ul style="list-style-type: none"> <li>• Develop a comprehensive plan (branding) (ARI project scheduled for Fall 2016)</li> </ul>	<ul style="list-style-type: none"> <li>• The program did not feel they had students with the needed skills this year that could complete the project.</li> </ul>
<b>FUNDRAISING</b>	<u>P</u> <b>(R)</b> Operations (net): \$14,800 <ul style="list-style-type: none"> <li>• <b>(R)</b> Seek sponsorship for events</li> </ul>	<ul style="list-style-type: none"> <li>• \$5,777 has been raised for operations</li> <li>• Successfully secured \$2,000 cash and \$1,200 in-kind in event sponsorship</li> </ul>



<p><b>DONATIONS (UNSOLICITED)</b></p>	<p><u>P</u> (R) Increase donations by 5% (\$7,943)</p>	<ul style="list-style-type: none"> <li>\$47,943 has been received in donations</li> </ul> <p><i>Note: \$15,000 is a donation ear-marked for Steam Locomotive 1112 and not for general operations. \$25,000 is a donation ear-marked for phase one of site development</i></p>
<p><b>HUMAN RESOURCES</b></p>	<ul style="list-style-type: none"> <li>Develop recruitment and retention plan for board members (moved to 2017)</li> <li>✓ Rewrite bylaws</li> </ul>	<ul style="list-style-type: none"> <li>Draft bylaws complete, to be approved at 2017 AGM (June)</li> </ul>

## GENERAL VISITOR SURVEY RESULTS

Information is collected at the front desk during regular museum operation – May to October 2016. (Results do not include programming or special event visitors).

<b>Have you visited the museum before?</b>			
<b>Total response</b>	<b>2016 (922)</b>	<b>2015 (1,057)</b>	<b>2014 (590)</b>
No	77%	72%	77%
Yes	23%	28%	23%

<b>Where are you from?</b>			
<b>Total response</b>	<b>2016 (887)</b>	<b>2015 (993)</b>	<b>2014 (578)</b>
Region (within a two-hour drive - excluding Ottawa)	26%	28%	25%
Lanark County	10%	-	-
Leeds & Grenville County	6%	-	-
Brockville	3%	-	-
Kingston	3%	-	-
Renfrew County	2%	-	-
Stormont, Dundas & Glengarry and Cornwall	2%	-	-
Ottawa/Gatineau	32%	21%	23%
Smiths Falls	10%	19%	20%
Toronto/GTA	6%	9%	10%
International	4%	5%	7%
Ontario	8%	6%	6%
Canada	8%	6%	4.5%
United States	6%	6%	4.5%

## GENERAL VISITOR SURVEY RESULTS CONTINUED

<b>How did you hear about the museum?</b>			
<b>Total response</b>	<b>2016 (565)</b>	<b>2015 (661)</b>	<b>2014 (460)</b>
Word of mouth/already visiting area	26%	52%	42%
Driving through (going somewhere else)	34%	23%	28%
Website/online	29%	19%	16%
Print (Visitor's Guide)	11%	7%	-

<b>What else are you doing while in the area?</b>	
<b>Total response</b>	<b>233</b>
Eating, shopping, visiting other attractions/events in <b>Smiths Falls</b>	27%
Eating, shopping, visiting other attractions/events in <b>the region</b>	9%
Travelling/visiting Rideau Canal	9%
Just came to see Railway Museum	22%
Camping in Smiths Falls	4%
Camping/Cottage near by	15%
Visiting family in or near Smiths Falls	11%
Railway related travel	3%
Other (not included in total responses)	Hospital, appointment, looking at houses, family research

## SPECIAL EVENT VISITOR SURVEY RESULTS

Information is collected at the front desk during special events in 2016. This year we collected information at: Opening Weekend Train Rides (May 21 & 22); Canada Day weekend Train Rides (July 2); Smiths Falls Trainfest (August 24 & 25); Thanksgiving Train Rides (October 8 & 9).

Where are you from?		
	2016	2015
Region (within a two-hour drive - excluding Ottawa)	34%	40%
Lanark County	10%	-
Leeds & Grenville County	8%	-
Brockville	4%	-
Kingston	5%	-
Renfrew County	3%	-
Stormont, Dundas & Glengarry and Cornwall	4%	-
Ottawa/Gatineau	47%	29%
Smiths Falls	11%	23%
Toronto/GTA	2%	3%
Ontario	2%	2%
Canada	4%	2%
International	-	1%

How did you hear about the event?		
	2016	2015
Word of mouth	18%	37%
Website/Social media	60%	31%
Newspaper	8%	12%
Poster/Postcard	1%	8%
Previously attended	9%	4%
Just passing by	1%	4%
Radio	2%	2%
Other	1%	2%

## SUMMARY OF ATTENDANCE/ REVENUES FROM 2011 TO 2016

	2016	2015	2014	2013	2012	2011
Attendance	8,217	6,622	7,169	4,700	4,632	3,920
Admissions	\$13,940	\$12,565	\$9,863	\$8,932	\$9,021	\$9,113
Programming and Events	\$23,673	\$10,244	\$11,690	\$6,391	\$6,312	\$3,017
Gift Shop	\$18,078	\$18,380	\$14,615	\$8,932	\$9,629	\$6,618
Membership	\$1,772	\$1,895	\$2,748	\$1,239	\$1,740	\$1,160

## 2016 BREAKDOWN OF TOTAL ATTENDANCE REVENUE

	Attendance No.	Revenue
Admission (walk-in visitors)	3,363	\$13,940
Community Programs (Birthday Party, School programs and Summer Camp)	366	\$2,354
Special Events (Trainfest and North Pole Express)	2,338	\$14,926
Train Rides	1,909	\$6,393
Rentals (Site and Photography) *Revenue not included in above table	212	\$1,397
Overnight on a Caboose *Revenue included in above table	29	\$1,050
TOTAL	8,217	\$40,060

## 2017 WORKPLAN

2017 will also see the re-writing of the Sustainability Plan for to include the next 5 years.; expected to be completed by the end of the summer.

YEAR THREE (2017)	
<b>COLLECTIONS &amp; EXHIBITS</b>	
Artifact/Archival Collection	<ul style="list-style-type: none"> <li>• Continue to inventory archival collection</li> <li>• Begin to properly store and house archival collection</li> <li>• Complete comprehensive maintenance plan (with completion of Master Site Plan)</li> </ul>
Library	
Exhibits	<ul style="list-style-type: none"> <li>• Continue to redesign permanent exhibits (goal of 2)</li> <li>• Design and produce temporary exhibit (only if a connection can be found of Irish immigrants working on the Brockville Ottawa Railway)</li> <li>• Complete business case for interactive model layout</li> </ul>
<b>GENERAL ADMISSION</b>	<ul style="list-style-type: none"> <li>• Increase general admission by 2% for a total of 3,420 visitors</li> <li>• Increase general admission revenue to \$14,194</li> </ul>
<b>PROGRAMMING</b>	<ul style="list-style-type: none"> <li>• Increase overall programming attendance by 6% to 4,710 visitors</li> <li>• Increase overall programming revenue by 20% to \$27,714</li> </ul>
Interpretation	<ul style="list-style-type: none"> <li>• Partner with Algonquin College (ARI) program to complete virtual tour</li> <li>• Design and develop site signage (dependent on outcome of Master Site Plan)</li> </ul>
Community Programs	<ul style="list-style-type: none"> <li>• Increase community programming attendance by 19% to 439 participants</li> <li>• Increase community programming revenue by 41% to \$3,306</li> <li>• Implement 2 'Stories from the Railway'</li> <li>• Increase group tour pricing to match admission pricing</li> <li>• Complete business case for 'Train Camp for Big Boys' and if financially viable run a minimum of one program in 2017</li> <li>• Investigate funding to enhance and grow community programming</li> </ul>
Special Events	<ul style="list-style-type: none"> <li>• Increase North Pole Express admission by \$2</li> <li>• After December 2016 event, evaluate event and decide whether to run two days in 2017</li> </ul>

<b>RIDES</b>	<ul style="list-style-type: none"> <li>• Increase number of hand car offered to visitors by providing incentives to students for the most sales during the summer</li> <li>• Develop a work plan for CNR coach conversion to use instead of cabooses</li> <li>• Complete business case for Wickham car rides</li> </ul>
<b>SITE &amp; FACILITIES</b>	<ul style="list-style-type: none"> <li>• Complete business plan for 'Overnight on a Caboose'</li> <li>• Redefine parking lot (dependent on outcome of Master Site Plan)</li> <li>• Increase rental to 13 per year</li> <li>• Complete comprehensive facility maintenance plan</li> </ul>
<b>MEMBERSHIP</b>	<ul style="list-style-type: none"> <li>• Develop marketing plan to increase family memberships</li> <li>• Increase memberships to 80; totaling \$2,202 in revenue</li> <li>• Develop partnerships with DBA, Chamber and other cultural assets to provide more benefits</li> <li>• Move small business memberships to corporate sponsorship</li> </ul>
<b>GIFT SHOP</b>	<ul style="list-style-type: none"> <li>• Increase gift shop revenues by 5%</li> <li>• Gift shop long-term business plan moved to 2018</li> </ul>
<b>FOOD SERVICES</b>	<ul style="list-style-type: none"> <li>• Offer additional beverages for sale</li> <li>• Secure larger storage for drinks</li> <li>• Business plan moved to 2018 (dependent on the outcome of the Master Site Plan)</li> </ul>
<b>FUNDRAISING</b>	<ul style="list-style-type: none"> <li>• Provide fundraising workshops to Board members and volunteers</li> <li>• Gala dinner goal: \$10,000</li> <li>• Fall fundraising event goal: \$3,000</li> <li>• Corporate sponsorship goal: \$15,000</li> </ul>
<b>DONATIONS (UNSOLICITED)</b>	<ul style="list-style-type: none"> <li>• Increase donations by 5%; total \$7,909</li> </ul>
<b>HUMAN RESOURCES</b>	<ul style="list-style-type: none"> <li>• Fill Community Engagement Coordinator position</li> <li>• Explore grant programs for additional programming staff</li> <li>• Investigate staff benefit packages</li> </ul>
<b>MARKETING &amp; PROMOTION</b>	
Website	<ul style="list-style-type: none"> <li>• Complete website redesign</li> </ul>
Rack Cards	<ul style="list-style-type: none"> <li>• Work with community partners to enhanced distribution</li> </ul>

Way-finding signage (Smiths Falls)	<ul style="list-style-type: none"> <li>• Continue discussions and work with Town staff to develop way-finding signage</li> </ul>
Truck Billboards	<ul style="list-style-type: none"> <li>• Work with community partners to investigate truck billboards</li> </ul>
Familiarization Tours (Complimentary experiences)	<ul style="list-style-type: none"> <li>• Continue to work with Town and community partners to provide enhanced FAM tour in early 2017</li> </ul>
Outreach Events & Consumer/Trade Shows	<ul style="list-style-type: none"> <li>• Attend a minimum of 1 wedding show</li> <li>• Attend a minimum of 2 outreach shows/events</li> </ul>



## 2016/2017 BUDGET

### NOTES:

- 2016 has a budget surplus of \$826.

### REVENUE

- Revenue for the BBQ at Trainfest has been removed from food services and is now reflected in programming. Food services only include revenue from drink sales in the gift shop.
- Train Rides is a sub category of programming, however for budget purposes, it is reflected separately in revenues/expenses.
- The museum received funding for two additional summer students this year which is reflected in grant revenue (total summer student grants: \$17,481).
- Donations do not show \$15,000 donation ear-marked for Steam Locomotive 1112 as these funds are in a secured account and not accessible for operations as well as \$25,000 donation ear-marked for phase one of site development and will not be accessible for operations.

### EXPENSES

- Human resources is over budget due to:
  - Increased professional development (\$1,990). This includes *Introduction to Fundraising* course for Community Engagement Coordinator and Fundraising workshop for Smiths Falls' cultural stakeholders.
  - Two additional summer students in which only 75% of wages are covered (\$6,786).
  - Fall staffing which was not covered by any additional grant funding this year (\$2,502).
- Loan repayment of \$5,000 is due to funds borrowed last spring to continue operations (cash flow).

	2016 Budget	2016 Actual (Jan10 2017)	(+/-)	(DRAFT) 2017 Budget
<b>Revenue</b>				
Admission	\$ 16,485	\$ 13,940	\$ (2,545)	\$ 14,194
Programming	\$ 13,675	\$ 17,280	\$ 3,605	\$ 20,247
Train Rides/Handcar	\$ 5,245	\$ 6,393	\$ 1,148	\$ 8,311
Facilities (rentals)	\$ 650	\$ 2,447	\$ 1,797	\$ 1,050
Memberships (paid)	\$ 3,878	\$ 1,772	\$ (2,106)	\$ 2,020
Gift Shop	\$ 19,299	\$ 18,078	\$ (1,221)	\$ 20,216
Food Services	\$ 1,450	\$ 171	\$ (1,279)	\$ 400
Grants	\$ 58,018	\$ 67,481	\$ 9,463	\$ 58,004
Fundraising - Operations (net)	\$ 14,800	\$ 5,777	\$ (9,023)	\$ 28,000
Donations	\$ 7,943	\$ 7,943	\$ -	\$ 7,909
Surplus Sales	\$ 3,000	\$ 3,015	\$ 15	\$ -
<b>Total - Revenue Operations</b>	<b>\$ 144,443</b>	<b>\$ 144,298</b>	<b>\$ (145)</b>	<b>\$ 160,351</b>
<b>Expenses</b>				
<b>Operational</b>				
Collections and Exhibits	\$ 3,700	\$ 4,135	\$ 435	\$ 8,000
Programming	\$ 5,450	\$ 3,429	\$ (2,021)	\$ 7,025
Rides	\$ 1,600	\$ 1,877	\$ 277	\$ 1,800
Facilities	\$ 2,250	\$ 1,611	\$ (639)	\$ 3,800
Human Resources	\$ 85,050	\$ 96,251	\$ 11,201	\$ 88,110
Marketing and Promotion	\$ 5,700	\$ 1,452	\$ (4,248)	\$ 6,950
Office expenses/Bank fees	\$ 5,000	\$ 4,008	\$ (992)	\$ 5,500
Museum Membership	\$ 1,280	\$ 585	\$ (695)	\$ 1,000
Occupancy Costs	\$ 19,909	\$ 16,466	\$ (3,443)	\$ 22,411
Gift Shop	\$ 8,879	\$ 8,641	\$ (238)	\$ 9,843
Food Services	\$ 50	\$ 17	\$ (33)	\$ 125
Loan Repayment	\$ 5,000	\$ 5,000	\$ -	\$ 5,000
<b>Total - Expenses Operational</b>	<b>\$ 143,868</b>	<b>\$ 143,472</b>	<b>\$ (396)</b>	<b>\$ 159,564</b>
<b>TOTAL Operational</b>	<b>\$ 575</b>	<b>\$ 826</b>	<b>\$ 251</b>	<b>\$ 787</b>

## APPENDIX ONE: STRATEGIC SUMMARY REVIEW

The Sustainability Plan focuses on goals and strategies to increase self-generated revenue by offering more experiences for our visitors and enable the museum to meet our mandate by providing sufficient funds and resources as a result of increased self-generated revenues.

### **Collections and Exhibits**

The museum will better use our collection to enhance the visitor experience.

#### Strategy

- Catalogue and digitize the collection to make it accessible to the public
- Develop new partnerships and implement interesting temporary exhibits to draw repeat visitors
- Refresh and enhance our permanent exhibits to better interpret our railway heritage
- Develop new hands-on interactive exhibits

### **General Admission**

The museum will increase admission revenue by increasing the number of visitors to the museum.

#### Strategy

- Improve visitor experiences with dynamic exhibitions, programs and services to attract new visitors and secure repeat visits
- Increase admission rates in relation to improving overall visitor experience

### **Programming**

The museum will generate more revenue by increasing program attendance

#### Strategy

- Provide quality programming
- Enhance interpretation for self-guided and guided tours
- Increase program admission

### **Rides**

The museum will generate more revenue from ride admission by providing an additional attraction to increase overall attendance.

#### Strategy

- Enhance handcar and train rides either through frequency or increased pricing and create new ride opportunities to generate additional revenue

## Site and Facilities

The museum will increase and improve visitor experiences with a clean, safe and attractive museum site to attract new visitors and secure repeat visits.

### Strategy

- Improve site appearance with scheduled restoration of artifacts and maintenance of property and heritage buildings
- Increase use of interior and exterior space and generate income through rental opportunities

## Membership

The museum will increase revenue through diversified memberships.

### Strategy

- Enhance membership benefits and solicit small business memberships in a larger geographic area

## Gift Shop

The museum will incrementally increase gift shop revenues with increased attendance as well as develop year-round revenue opportunities.

### Strategy

- Gift shop expansion with an online store

## Food Services

The museum will increase the length of visitors' stay at the museum therefore increasing dollars spent

### Strategy

- Provide more amenities to visitors by offering food services and places to rest during his/her visit

## Fundraising

The museum will increase self-generated revenue

### Strategy

- Implement an annual fundraising strategy featuring two signature events complemented by a public campaign

## Donations (unsolicited)

The museum will persuade through passive means more voluntary donations.

### Strategy

- There is no new strategy in place, other than that generated by increased attendance and membership

## **Human Resources**

The museum will ensure necessary human resources to accommodate sustainability plan.

### Strategy

- Maintain professional museum staff to provide ongoing leadership and expertise
- Build on museum best practices to become CMOG compliant to leverage other sources of funding
- Encourage greater community involvement in museum operations through volunteer recruitment and recognition
- Focus on recruiting and retaining valuable volunteers and board members

## **Marketing and Promotion**

The museum will increase our profile to attract more visitors to the museum, which in turn, will increase admission revenue.

### Strategy

- Identify current and new marketing strategies with a focus on partnerships to improve visibility for the community
- Increase budget and human resources

## **Communication**

The museum will develop a clear, concise and consistent message to promote the museum and community

### Strategy

- Incorporate message into staff/volunteer/board orientation plans