



# THE NAVAL MUSEUM OF ALBERTA

STRATEGIC PLAN 2023 - 2027



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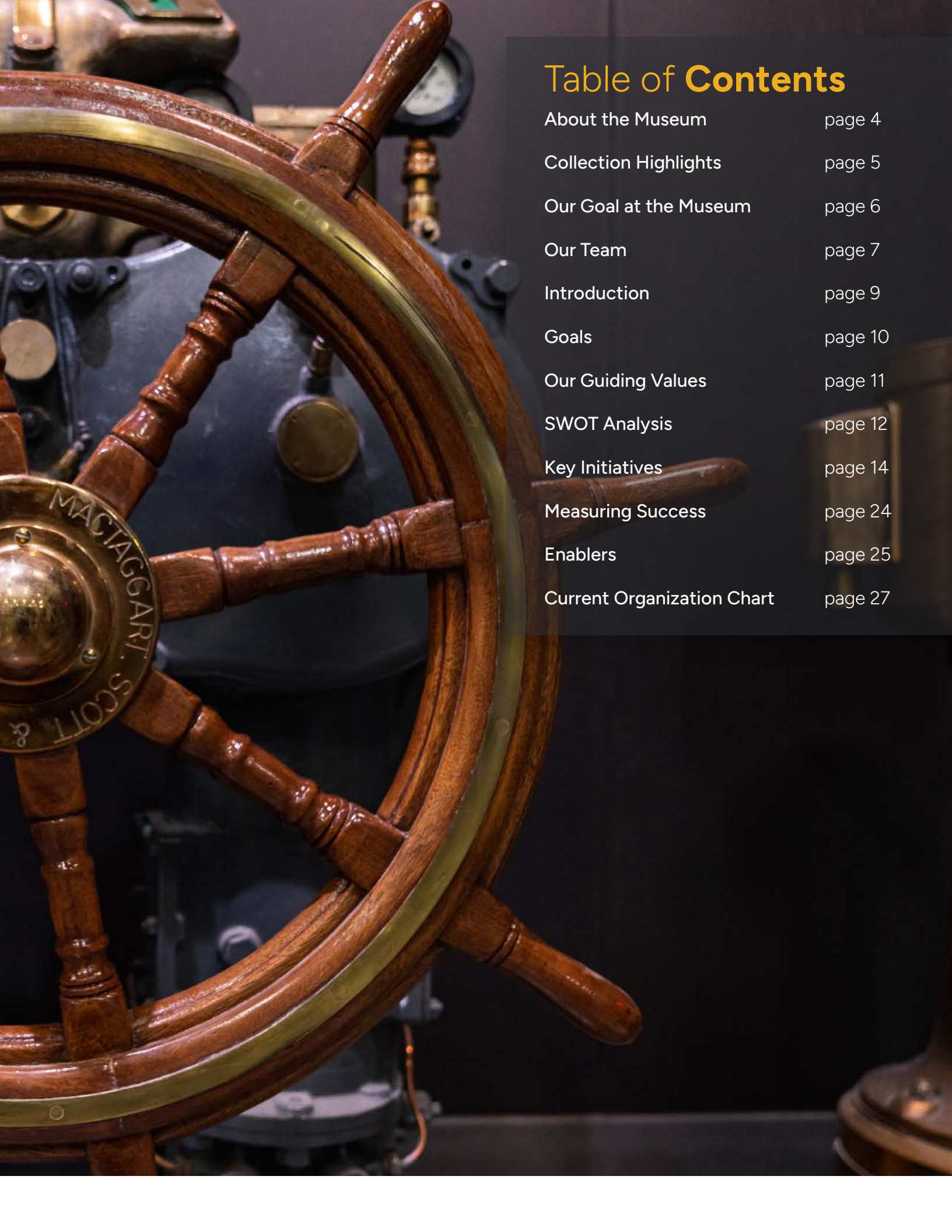
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# About the Museum

At the Naval Museum of Alberta (NMA), you will learn about naval history in Canada, the service, the sailors, and the ships that sailors have sailed in for over one hundred and ten years. Sailors have worked diligently to protect our sovereignty, our freedoms, and, of course, Canada's coastline, the longest in the world.

The NMA is an accredited Canadian Armed Forces (CAF) museum that originally opened in 1988 at Calgary's Naval Reserve Division (NRD) His Majesty's Canadian Ship (HMCS) Tecumseh to tell the story of the navy in Canada and in Alberta. Over the years, the NMA has grown into the largest naval museum in Canada. There are four other Naval Museums located in Halifax, Quebec City, Esquimalt and Winnipeg at HMCS Chippawa.

In October 2008, the NMA moved to its current location where it was re-commissioned as part of The Military Museums (TMM). TMM is a modern complex and is the flagship for all CAF museums. Besides the NMA, it houses seven other museums including the Founder's Gallery, the RCAF Museum, the Canadian Army Museum, and four other regimental museums.

We are located at 4520 Crowchild Trail in SW Calgary. We are open 7 days a week from 0900-1700. Our entrance fees are on a graduated scale based on age. Family rates are available. Veterans and serving CAF are admitted free.

Find us on social media.



Check out our website for more by visiting [navalmuseumab.ca](http://navalmuseumab.ca) or scanning the QR code.







## Collection Highlights

Over 5000 artifacts, the most complete collection of major ship weapons systems in Canada, and detailed models of all three versions of HMCS Calgary



## Our Goal at the Museum

Our goal is to tell the story of prairie sailors and the ships named after prairie cities. People are always surprised to find a naval museum in Calgary over 1200 kilometers from the ocean.

It is important for all Canadian citizens, especially youth, to know their nation's military heritage and history and relevant for all sailors and other CAF members to have an appreciation for how their profession has evolved.

Since Canada's naval history is not just Remembrance Day or the Battle of Atlantic Sunday, we also provide educational programs for all local school boards to participate in throughout the year.





## Our **Team**



**Eric Kahler**  
Director

Eric Kahler is the Director of the Naval Museum of Alberta and has been with the museum since 2017. He himself is a naval veteran with over 41 years of service. With his ship's Supply Officer background and MBA, he is well suited to handle the business of the NMA.



**Bradley Froggatt**  
Curator

Bradley Froggatt is the Curator and has been with the museum since 2015. He has more than 25 years of naval service and extensive experience in museums across Canada, and studying museum collections.





# Strategic Plan

2023 - 2027



# Introduction

Over the next 5 years, the NMA staff will focus on the following five objectives.

**01** Shifting the museum's overall tone and personality; Convey a sense of welcome and openness to exploration, discovery and personal and visitor engagement. Make it fun to visit!

**02** Expanding our relevance to various audiences; Connect the museums programs, initiatives and exhibits to the intellectual inquiry of the public. Show things worth seeing, tell stories worth hearing.



**03** Fostering initiatives to continue collection stewardship and access; Continue best practices for collections management in terms of its development, preservation, storage, documentation, exhibit and accessibility.

**04** Refining how we create active and experiential learning through the use of social media. Foster an environment for dynamic engagement using current museum practice that supports academic learning goals and personal intellectual growth.

**05** Reaching beyond our walls. Expand the museums reach across and beyond Calgary. Be a hub for an extended creative network within Alberta and Canada. Expand the number and breadth of experience of our volunteers and leverage their skill set.



## Goals

The goal of the strategic plan is to guide and influence the initiatives we will embark upon. We will fulfill our mission and cultivate inquiry and reflection by connecting people to the RCN.

### Purpose

The NMA is a non-profit entity established for the purpose of providing an educational service to the members of the naval community and to the public at large. Generating interest through our past history will perpetuate interest in the present and future RCN.

### Mission

Our mission is to be supportive and responsive to our stakeholders' needs through continuous investment and improvement in the services and resources provided. We will be transparent and accountable.

### Vision

We envision achieving excellence in all our programs and activities as well as being as technologically advanced as possible.







## Core Value

We believe that the Royal Canadian Navy story, past, present, and future, is worth telling.

## Our Guiding Values

### Leadership

We value enhancing leadership skills and improving the education levels of all staff and volunteers to further the key initiatives of the NMA.

### Innovation and Improvement

We support innovation and embrace new approaches and technology to enhance the museum experience.

### Social Benefit

We believe that the NMA exists to achieve public good.

### Service Excellence

We seek to be supportive, transparent, accountable and responsive to our stakeholder's needs through continuous investment and improvement in the services and resources provided.

### Inclusiveness

We respect diversity and different opinions and perspectives.

### Membership

We value the participation of our NMA Society members and welcome their ideas.

### Adaptability and Efficiency

We believe in flexibility to increase overall efficiency.

### Collaboration

We believe in the benefit of partnerships and working together within the community. We welcome volunteers at the museum and especially those with fundraising, financial backgrounds, risk management, and strategic planning skills.



# SWOT Analysis

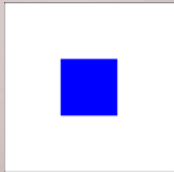
## Strengths

Excellent location and beautiful building, high number of quality artifacts, expert well versed staff, specialized library support, and the continued support, recommendations, and financial assistance of the Naval Museum of Alberta Society.

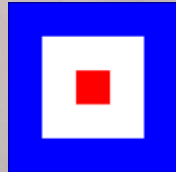
## Weaknesses

Brand does not reflect museum and purpose, lack of sustainable funding, lack of handicap accessibility, inconsistent number of volunteers for event and museum management, lack of space for storage of collections and for hosting events, lack of interactive displays both tactile and visual, and lack of exhibit preparation space.





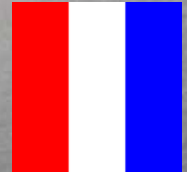
**Strengths**  
Where are we  
exceeding?



**Weaknesses**  
Where are we  
falling short?



**Opportunities**  
Where can we  
improve?



**Threats**  
What can hold  
us back?

## Opportunities

Take advantage of awareness marketing done by TMM. Portable displays to be used at communal events and tied-in to community events, meet and greet with the public in malls and sports facilities, and create a more inclusive web page as well as increase use of social media.

## Threats

Funding from government sources is not reliable, competition from other museums and community activities, not eligible for many grants, and admission fee may be a deterrent for families on a budget.

# Key Initiatives

Working in separate committees we will develop or explore the following nine initiatives.



## **Key Initiative 1**

The Viability of a  
Museum Brand Change



## **Key Initiative 2**

A 5 Year Marketing and  
Financial Plan



## **Key Initiative 3**

A New Proposed  
Staffing Plan



## **Key Initiative 4**

A Long Term  
Facilities Plan



## **Key Initiative 5**

A Long Term  
Communications Plan



## **Key Initiative 6**

An Education Plan



## **Key Initiative 7**

A Fundraising Plan



## **Key Initiative 8**

A Technology Plan



## **Key Initiative 9**

A Social Media  
Proficiency Plan



# 1

KEY INITIATIVE

## EXPLORE THE VIABILITY OF A **BRAND CHANGE**

A change of brand (identity) is important to the longevity and stature of the NMA as a national historical facility. A brand change will help focus on the navy in Canada, on what we do and what the current emphasis of the museum is. We need to relate our exhibits to the Canadian Navy through our brand.

# Develop a Comprehensive **Marketing** and **Financial Plan**



Identify revenue objectives and revenue sources (corporate or private), create long-term capital and developmental objectives, and identify possible revenue sources and methods for acquisition. Continue to exploit the use of the Naval Museum of Alberta Society (NMAS), the Director of History and Heritage (DHH), and the Museum Development Funds (MDF).

Market for awareness by leveraging The Military Museums (TMM) communications in magazines, radio, television and social media.

Create an advertising and marketing team with an annual budget with the goal of regularly placing ads and/or articles in all CAF Base papers nation wide, Legion Magazine, the RCNA Yardarm, and any other naval organization, and local & regional Alberta newspapers & publications as well as in online publications and websites where feasible.

Publish an information book/strategic plan in a printed glossy format and display a digital copy on the NMA website along with an annual progress report/web page (a year in review).

## KEY INITIATIVE **2**



# 3

KEY INITIATIVE

## DEVELOP A LONG TERM STAFFING PLAN

With only two full-time staff and a heavy workload we need to determine our long term needs. If more people are deemed necessary, then desired job descriptions and permissions for funding and hiring must be sourced. Volunteers must be actively sought and encouraged as they are the backbone of the museum, especially those with specialized managerial skills.





## DEVELOP A LONG TERM FACILITIES PLAN

Develop a facilities plan for the growth, display and efficient use of the storage and public spaces. Develop awareness, and be more current with our exhibits. Use both virtual and portable displays and exhibits. Ensure relevance of exhibits to the RCN.



# Develop a Long Term Communications Plan

Explore the use of QR codes or other technology to expand exhibit information and upgrade existing technologies as required. Increase bilingual signage where deficient and investigate the use of hand held devices to deliver multilingual historic information.

Build and use portable displays and banners for community outreach in and around Calgary and to display at various events. Develop a handout, brochure, and postcard that tell the story of the NMA and are available at the entrance. Use the handouts as part of fundraising efforts and distribute externally.

Maintain and leverage a distinctive interactive website that is current and easy to navigate. Include a link to our site in all our correspondence and advertising ads.



## 5 KEY INITIATIVE

## DEVELOP AN EDUCATION PLAN

Partner with The Military Museums Foundation, HMCS Calgary, and Valour Canada to ensure development and provision of educational awareness programs that tell Canada's story. Build programs with teachers based on their curriculum.



# Develop a Fundraising Plan

Work with the Naval Museum of Alberta Society (NMAS) to cultivate new and external funding sources. Reach out to the Calgary Foundation for help as well as investigate using a professional resource to identify and assist with fund raising efforts.

Use online fundraising platforms such as [canadahelps.org](https://canadahelps.org) to raise our profile and encourage "Planned Giving" such as bequests through people's estates.

Leverage our Honourary Captain(N)'s contacts and business acumen. Conduct annual fundraising events based on a pay as you go budget.

Host high profile commemorative upscale events such as a Lieutenant Governor reception (space limitations permitting), a gala dinner or mess dinner, "An evening at the Museum", semi-annual wine and cheese reception with silent auction, and a golf tournament (August 2023 or 2024) to raise funds.



7  
KEY INITIATIVE

# Develop a **Technology Plan**



Investigate updating electronic technology using hand held devices or other means. Through the use of digitally enabled applications, develop multilingual self-guided tours in order to meet our interpretive and educational goals.

Increase website content to include links to White Paper, RCN Strategic Plan, RCN Public Affairs and all naval organizations in Calgary. Offer remote online programs to all Calgary School Boards and Private or Charter schools.

KEY INITIATIVE

8



# 9

KEY INITIATIVE

## IMPROVE PROFICIENCY IN **SOCIAL MEDIA**

Use social media to expand/upgrade advertising and use platforms such as Facebook, Twitter, Instagram, and YouTube to establish a greater online presence. Use videos created by Valour Canada, the RCN, and NMAS to increase the profile of the NMA.

Use online and print publications such as AMA magazine, Chamber of Commerce, local magazines, Tourism Calgary, and online sites like "What to do in Calgary?" to promote the museum.

# Measuring Success

Have the brand changed to something that is more reflective of our exhibits, mission and vision.

Having a 5 year plan allows for the completion of all approved projects and exhibits with a reliable source of funding.

An improved more inclusive staffing plan with a much larger cadre of volunteers.

For our facilities, the completion of a chronological and historic timeline leading to a higher visitor count.

A reliable source of communication that informs the public.

Ability to provide higher level of educational programs for all ages, that shows greater participation.

Fundraising so that projects are fully funded, and events are funded on a pay as you go basis.

Using technology in a new way to introduce greater accessibility to the public.

A social media plan to consistently grow number of online visits.





# Enablers



## 01 IMPROVED PUBLIC STAKEHOLDER RELATIONS

Calgary Board of Tourism, Alberta Recognized Museum Program, and online reviews.

## 02 ENHANCED COMMUNITY ENGAGEMENT

Social media (Facebook, Twitter, Instagram, and YouTube), Calgary Board of Tourism, What to do in Calgary, and online reviews. Encourage volunteers as much as possible.



## 03 ROBUST EDUCATION PROGRAM

Through digital technology provide remote access to museum for kids and adults.

## 04 STABILIZED FUNDING

Ensure we apply for all available grants from municipal, federal, and provincial sources.

## 05 AVAILABILITY OF GOVERNANCE DOCS

Operational Manual in place from TMM. Museum use policy confirmed.

## 06 STABILIZED STAFFING

Director and Curator are long term staff but may need other support staff particularly volunteers.



# Enablers

## 07 INTERACTIVITY OF DISPLAYS

Generate additional exhibits which permit a hands-on experience, such as the periscope.

## 08 REFINED MEMBERSHIP CATEGORIES

Offer greater opportunity to participate in the museum society at different levels of membership. Top level can get free access to the TMM speaker series.

## 09 SUCCESSFUL PARTNERSHIPS

Other museums both military and civilian local and national/ international, as well as like minded organizations.

## 10 STEWARDS OF CULTURAL PROPERTY

Assess and update the collection, increase online accessibility, expand and deepen collection research. Grow the collection with relevant and unique pieces. Be discriminatory in how and what artifacts we grow with.

## 11 CONFERENCES AND PROFESSIONAL DEVELOPMENT

Research and understand best practices in displaying artifacts in an inspiring manner. Draw upon the availability of Directorate History and Heritage Museum Development Funds. Attend professional museum forums.

### Future Steps

A summary of progress and updates to the plan, and amendments to the Table of Contents will be completed annually in December.





# Current **Organization Chart**

