



BUSINESS PLAN

Canadian Fire Fighters Museum
PO Box 325, Port Hope, ON, Canada
August 25 2022



Executive Summary

The Organization

The Canadian Fire Fighters Museum (CFFM) opened with a vision of developing a first-class museum with a national focus. The aim of the museum is to tell the story of fire fighting in Canada and foster a broad understanding of how peoples' interaction with fire and its consequences shape human society.

The Canadian Fire Fighters Museum (Port Hope) was incorporated by Letters Patent on June 18, 1984, as a non-profit corporation under the Corporations Act (Ontario). It was organized to catalogue, collect, restore, display, exchange, teach, educate and otherwise deal with anything relating to Canadian fire services and their history. CFFM is a registered charity under the Income Tax Act (Canada) and, as such, is a Public Service Body exempt from income tax and is able to issue donation receipts for income tax purposes.

The Management

The Board and its volunteers are engaged in establishing business direction, fundraising and overseeing financial management. The Board is supported by advisors specializing in key fields like marketing, communications and museum management. The Museum, once operational, will be managed by an Executive Director/Curator, hired by and reporting to the Board of Directors. The Board will confirm strategic priorities, oversee the conduct of the business, and assess management performance.

Over time, the Executive Director will hire staff including building maintenance, social media/communications, and seasonal staff including post secondary fellows and students.

The Goals and Objectives

- To be a nationally recognized leader of Canadian fire fighting history,
- To own and display an exceptional collection,
- To promote curiosity through innovative programs, engagement and collaborations,
- To be a vibrant community hub that attracts 13,000 annual visitors,
- To conduct business with high professional standards and be a positive place to work,
- To be a good neighbour integrated into and supportive of the cultural and social needs of Cobourg.



The Service

The Museum tells an inclusive story that covers land, marine and aerial applications, as well as all environments from industrial, wildland and marine to municipal and military. New partnerships with First Nations are being established to fill in the serious gaps in the way these stories have been told in the past.

The services include:

- Collection of artifacts, Exhibitions and Programs
- Fire Science and Safety Education
- Gift and Retail Amenities
- Visitor Services
- Virtual and Online Presence and Platforms
- Community Engagement and Collaborations
- Year-Round Hours of Operation

Why Cobourg?

The new CFFM will be a vibrant, engaging, and ever-changing space that is an attraction to local families and tourists.

The Museum's catchment area (the GTA in the West, North to Peterborough and East to Belleville) represents six million people and growing. This fits within Cobourg's Strategic Plan to support heritage and attract business.

Most of the membership live in Northumberland as do the Directors and Officers. Our marketing plan will build upon name recognition. The proximity of this site to our current collection will ease moving costs.

The Museum will be a good neighbour and its hours of operation are well-suited for the residential area where the site is located.

The building is purpose built and requires renovations by any future user to be accessible and relevant going forward. It has existing features that are attractive to the Museum, such as the cement floor. The Museum is open to cost sharing to bring the facility into compliance plus enhancements that

address local concerns about the current appearance and maintenance. The Museum will be a good neighbour and its hours of operation are well-suited to the residential area.



It will be an anchor attraction in Cobourg, an employer, and is the kind of amenity that makes a town/city appealing to families.

Action Plan for the Museum to Move to the Arena: the first 30 months

- Months 1-6 - scope renovations and apply for permits, work with Town to source available grants, begin retrofit , engage neighbours.
- Months 6-18 - launch community engagement campaign, launch marketing and capital development campaigns, begin outreach to schools, begin search for Executive Director and publish EOI for community partners (if total building area will be accessible for public engagement).
- Months 15-24 - complete renovations, establish museum collection move plan, engage Exec Director, develop content for online presence, develop strategies to engage and increase memberships, confirm community partnerships for interior and exterior space utilization.
- Months 24-30 - Obtain Occupancy Permit, accelerate Marketing Plan, open the doors.

The CFFM raises funds annually through memberships, donations, and retail sales. In year one and two, a capital development funding campaign will be initiated to cover costs that fall outside the Town’s responsibilities (to make the whole building an accessible community hub). Partnering with the Town to leverage the Town’s access to green and other grants is appealing to the Board.

To justify renovating operational areas of the building (i.e., to be AODA compliant and to safeguard the Museum’s collection, visitors and staff), the CFFM needs a to discuss a long-term arrangement with the Town. Similarly, investing in a marketing campaign that establishes name recognition and draws tourists has the best returns if undertaken over several years.

The Museum is amenable to sharing the site with other users such as an affordable housing development.



The Company

Business Sector

The Company currently operates in the cultural and arts sector.

Company Background

The Canadian Fire Fighters Museum (Port Hope) (“CFFM”) was incorporated by Letters Patent dated June 18, 1984 as a non-profit corporation under the Corporations Act (Ontario). It was organized to catalogue, collect, restore, display, exchange, teach, educate and otherwise deal with anything relating to Canadian fire services and their history. CFFM is a registered charity under the Income Tax Act (Canada) and, as such, is considered to be a Public Service Body exempt from income tax and is able to issue donation receipts for income tax purposes.

The Canadian Fire Fighters Museum opened its doors in 1984, in a building provided with no charge, with a vision of developing a first-class museum with a national focus. It operated successfully in the black until closing its doors in 2018, due to soil remediation on its site.

Museum Goals and Objectives

- To be a nationally recognized leader of Canadian fire fighting history,
- To own and display an exceptional collection,
- To promote curiosity through innovative programs, engagement and collaborations, to be a vibrant community hub that attracts 13,000 annual visitors,
- To conduct business with high professional standards and be a good place to work,
- To be a good neighbour integrated in and supportive of the cultural and social needs of Cobourg.

Museum Management Structure

The Museum is governed by a volunteer Board which oversees the conduct of business and supervised paid staff. The Museum will engage a full-time Executive Director to oversee operations, staff etc., represent the museum in the community and support the Board’s strategic vision.



What the Museum will Offer

The Museum tells an inclusive story that covers land, marine and aerial applications, including all environments from industrial, wildland and marine to municipal and military. New partnerships with First Nations are being established to fill in the serious gaps in the way these stories have been dealt with in the past.

The services include:

Collection, Artifacts and Programs

The Museum's unique collection is dominated by many pieces of fire service apparatus (trucks, pumps, wagons) and equipment from the 1800s to the present day, from all over Canada. In addition to these impressive vehicles other artifacts include: uniforms, insignia, handheld equipment, documents and archival materials.

In 2022, the Museum received donations of exceptional caliber; a new fleet of 6 vehicles from Ingenium in Ottawa as well as a recent donation of hundreds of artifacts from the Ontario Fire College. These donations augment the collection and give a strong vote of confidence by the sector in the future of the CFFM.

Themed exhibitions will change overtime, featuring different regions and communities, as well as special sectors. Travelling exhibits will be developed which will visit other museums and vice versa which furthers the Museum's exposure.

The new CFFM will be a place where children and adults learn through play and discovery. Many items will be hands-on and interactive, and visitors will be able to explore at their own pace and in their own way. Some exhibits will be designed to be touched, handled, played with, climbed on, crawled through, and interacted with in any way one likes. Other, more fragile, artifacts will be displayed behind glass and protected from damage, including that caused by natural and high UV light sources.

In addition to self-guided exhibits, the CFFM will have ongoing programming including activities for patrons, school groups, educational classes, adult events, movie nights and birthday parties for children and youth.



The Museum will be an excellent resource for schools, preschools, and daycares.

Fire Science & Safety

The educational focus will be geared towards technology related to fire science, fire prevention and public safety. Programming will be linked to the appropriate expectations, strands and topics sited in various Ministry of Education documents for the Ontario curriculum.

Amenities

- Vending machines with nutritious options and beverages will be available on site.
- The Museum will re-open its highly successful retail facility to sell fire themed consumer products including a selection of specifically branded CFFM merchandise.
- The CFFM will provide on-site Wi-Fi.

Virtual programs and social media

Since the pandemic there has been a seismic shift in the way in which people interact with cultural institutions using electronic platforms to deliver content, provide virtual and textural access to its collections and provide links to other institutions around the world. To complement the in-person experience, the museum will provide a robust presence online. All current social media platforms will be utilized to promote the facility and provide visitor feedback.

Community Engagement and Collaborations

The CFFM will represent a significant focus for economic and social engagement in the Northumberland region. This includes the provision of an exciting new space for facility rentals and community-based activities. It is planned to offer rental space at preferred rates to community groups and not-for-profit organizations.



Trained and professional visitor services are important to the reputation of the museum. It will provide a wide range of opportunities for volunteer activity and work-related experience for young people transitioning into the labour market. In Year One, the museum will issue EOI to assess interest by community groups, accessible space permitting.

Collaborations with BIA sponsored festivals and organizations such as Concert Hall, Victoria Hall and the Art Gallery of Northumberland and others may offer programming on site or offer support in a variety of ways such as complementary displays, promotion, or passport type gate fees.

Operation

Hours of Operation

The arena location will allow the CFFM to be open to the public year-round. In keeping with current museum practice throughout North America, the days of the week and the hours will have seasonal variations.

Pricing

The Museum will make use of an economy pricing strategy.

- Adult gate fees at national museums currently range from \$12 to \$17+.
- Reduced or bundled rates for children over 2 years, seniors and family rates are typical and will be offered.
- Annual membership fees for CFFM are currently \$20 for individuals and \$40 for families and include perks in the museum as well as discounts at participating local businesses.
- Firefighters enjoy a reduced membership fee.

Advertising

The Company will promote the business through several platforms and a communications plan that will drive engagement. These include:

- Online channels (website, Twitter, LinkedIn, Google ads, etc.)
- Email marketing and storytelling (newsletters, brand story, etc.)
- Social media advertising campaigns (Instagram, Facebook)
- Print, digital and video communications (magazines, flyers, YouTube etc.)
- Brand Identity Materials



The annual budget for advertising is: \$25,000.00.

Staffing

The Board of Directors will engage a full-time Executive Director to oversee operations, support the Board's vision and represent the museum in the community. The Board will search for an Executive Director experienced in building fundraising and sponsorship strategies to achieve the Museum's revenue goals. The Executive Director will communicate the impact of the Museum among the communities it serves and raise the profile of both the Town and Museum. They will also work with the Board on developing and promoting the donor program.

The Executive Director will undertake staffing as approved by the Board. Once opened, the Executive Director will be supported by a creative and administrative coordinator to manage social media, content creation and storytelling. Prior to full operation, some of the above services will be undertaken on a contract basis.

A paid, part-time maintenance role will be hired when renovations are completed. Volunteers and student engagement are traditional roles to be filled, some seasonally.

Operating Revenue and Fundraising

The Museum has three main revenue streams: the sale of memberships (\$20/person, \$40/families), gate fees and the gift shop.

The gift shop, where possible, will offer Canadian-made, sourced and themed products. In its last partial year of operations, the gift shop created \$5000 in sales. Memberships have risen in 2022 from pandemic levels.

Secondary fundraising for annual operating will include events, building a target donor base, maintaining virtual platforms, gaps in representative heritage and partnering with other institutions to create leading edge exhibits. Examples of grant sources include Ontario Trillium Foundation and Infrastructure Ontario. Primary fundraising, through a variety of venues and programs will continue focus



on corporate donations, firefighters, and their unions, targeting individual donors and the public. Government grants for construction will also be pursued.

Feasibility of Renovating a Purpose-Built Facility

The Museum has experience in examining the repurposing of an existing structure. In 2016, the Museum engaged professionals to study and complete a feasibility study for an alternate site. The same architects have been commissioned for the new Canoe Museum in Peterborough. The study addressed both technical and space requirements and estimated costs.

In 2018, the Museum also studied the costs of renting a site that could meet our technical and space requirements (with modest renovations) and the feasibility of converting the space for our needs and the cost of doing so.

Construction and renovation costs have changed but most of the studies' considerations remain valid and guide our thinking.

As part of our due diligence, the board toured the Arena with a construction engineer to further assess the feasibility of shifting a purpose-built building to an accessible community hub. We spoke with local business owners who have undertaken similar renovations in recent years.

To make the arena viable as a museum accessible for public use, expenses will be incurred in the \$200K.

The following assumptions also shaped the Action Plan and Financial Projections.

- The solar panel contract is in place until 2035 meaning the Town is offering a 12-year opportunity to use the Arena
- The Town as building owner benefits from any capital renovation that achieve AODA and/or building code compliance
- Achieving AODA compliance for all of the building's amenities is not practical for a 12-year lease
- The Town will work with the Museum board to examine the practicality and costs of meeting codes for the full building
- The Town will work with the Museum board to leverage the Town's access to green grants and other related infrastructure grants etc.

Action Plan for the Museum to Move to the Arena – first 30 months

- *Months 1-6* – scope renovations and apply for permits, work with Town to source available grants, begin retrofit engage neighbours



- *Months 6-18-* - launch community engagement campaign, launch marketing and capital development campaigns, begin outreach to schools, begin search for Exec Director and publish EOI for community partners (if total area will be accessible for public engagement)
- *Months 15-24* – complete renovations, establish museum collection move plan, engage Exec Director, develop content for online presence, develop strategies to engage and increase memberships, confirm community partnerships for interior and exterior space utilization
- Months 24-30 - obtain occupancy permit, accelerate marketing plan, OPEN THE DOORS.

Our projected financial pro forma for the acquisition, repurposing and set up phase as well as the first five years after opening is attached as Appendix 1.

CFFM ACTION PLAN

Months 1-6

Planning and Scoping

- scope renovations and apply for permits
- work with the town to source available grants
- begin to retrofit
- engage neighbours

Months 6-18

Stakeholder Engagement Phase

- launch community engagement campaign
- launch marketing and capital development campaign
- begin outreach to schools
- begin the search for an executive director
- publish EOI for community partners (if the total area will be accessible for public engagement)

Months 18-24

Launch and Execute

- launch site
- complete renovations
- establish museum collection move plan
- engage executive director
- develop content for online presence
- develop strategies to engage and increase memberships
- confirm community partnerships for interior and exterior space utilization

Months 24-30

Open the Doors

- obtain occupancy permit
- accelerate marketing plan
- OPEN THE DOORS!