



TELUS WORLD
of SCIENCE
Edmonton

STRATEGIC PLAN

2019-22



OBSERVATORY
INFORMATION

TELUS World of Science is a mission-driven organization.

The Mission Statement is our ultimate core value, and it serves as the foundation for all we do.

In early 2018, after many months of discussion, TWOSE adopted new Mission and Vision statements to better capture our reason for being and what we wish to achieve.

MISSION

**Ignite Curiosity. Inspire Discovery.
Celebrate Science. Change Lives.**

The Mission was condensed to a very concise eight words, just four nouns and four verbs.

It is precise, inspirational, and meaningful. It is carefully crafted to carry the strong passion that the staff, volunteers, and stakeholders feel about science, education, and the role of the science centre in the community.

It is a powerful rallying cry around which to build a culture of great science and great guest services. In the months since its adoption, it has become part of the vernacular in the science centre.

VISION

The destination to engage Albertans' hearts and minds in science.

The objective of the Vision statement is to articulate a goal that has an element of measurability. We can somewhat objectively assess whether or not we are achieving it. Like the Mission, it is aspirational, but speaks more to where we are trying to go than to the principles that guide our operations and strategies.

Everything in the Strategic Plan is in service of the Mission, but all the actions taken together are about fulfilling the Vision. In 2022, we can assess our progress by how we have met the goal laid out in the Vision.



MISSION & VISION

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TWOSE IN 2022

2022 is not that far away. Just four short years – 48 months – from now, we will be at the end of 2022, and we will be assessing our performance against the outcomes we are establishing now.

On the surface, TWOSE in 2022 will probably look a lot like it does now – serving Edmontonians and Albertans with inspirational science experiences, and acting as an important community hub for a dazzling diverse array of activities.

But at its core, **the science centre will have grown, evolved, and strengthened.** It will have moved tangibly closer to its Vision as that key destination in engaging Albertans' hearts and minds in science.



To that end, TWOSE in 2022:

- ▶ **Celebrates science with an Edmonton flavour**, from exploring Coronation Park and the North Saskatchewan River Valley, to immersing visitors in leading-edge science and technology in realms as diverse as health, artificial intelligence, nanotechnology, and space exploration.
- ▶ **Is serving Northern Alberta directly**, with expanded physical and digital outreach, science camps, and science experiences based in the North.
- ▶ **Has built relationships with Indigenous communities**, in Edmonton and across the North, and has built experiences that are relevant and engaging for these audiences.
- ▶ **Has established the Zeidler Dome as a premiere science theatre** and performance space for the community. Shows created for the Zeidler Dome will have won awards and be shown in domes around the world.
- ▶ **Is a public window on Arctic science and research**, especially through its collaboration with UAlberta North, the Canadian High Arctic Research Station, and the University of the Arctic.
- ▶ **Connects students, teachers, and the public** through digital information channels, as part of far-reaching citizen science and other collaborative projects. Southern schools and residents will be connected to Northern schools and residents and they will be exploring science together.
- ▶ **Operates the Queen Elizabeth Planetarium**, providing a viable and exciting future for this beloved Edmonton landmark. It is a much sought-after venue for events of all types, as well as a unique space for science programming designed to fit this special venue.



- ▶ **Is working with other science centres.** We are collaborating on projects, selling products, sharing staff, and learning together. The global science centre community is energetic and collaborative. We will engage the world through CASC, ASTC, and other like-minded organizations.
- ▶ **Has a science and technical team that is known and respected** in the community, through social media channels, community events, science journalism, and more.
- ▶ **Reflects the priorities, aspirations, landscape, and culture** of Edmonton and Northern Alberta.
- ▶ **Is known, respected, and acknowledged in the community** for its well-trained, knowledgeable, and engaging staff and volunteers.
- ▶ **Is supported by an engaged Foundation** that organizes special events and raises funds to support the mission of the organization.
- ▶ **Is financially strong.**
- ▶ **Is easy to find, easy to learn about, easy to visit, easy to love!**
- ▶ **Knows where it wants to be in 2032.**

IN OTHERS WORDS:

TWOSE in 2022 is *the* destination to engage Albertans' hearts and minds in science!

STRATEGIC GOAL 1

Celebrate our science, our place

Albertans make significant global contributions in science, in fields as diverse as geology to artificial intelligence. As Northern Alberta's science centre, we will showcase and celebrate Alberta's emerging researchers and scientists and our unique insights and impacts. We will celebrate the science in our backyards. And we will focus on reaching our Northern Alberta audience, who make up 90% of our visitors.

OBJECTIVES

1. Express Edmonton's science story through exhibits, programs, and special installations

The science experience will have a unique flavour – it will provide insight and celebration for what is happening in our own backyard. It will be the product of collaboration with leaders in Edmonton's science, technology, engineering, health, and other sectors.

OUTCOMES

- ▶ Build partnerships with the organizations and individuals who are changing the world in Edmonton and Northern Alberta.
- ▶ Design and implement responsive experiences to give voice to Northern Alberta science and scientists, showcasing science as it happens.
- ▶ Incorporate Alberta stories of science and scientists into gallery and public space design.
- ▶ Celebrate the North Saskatchewan River and other uniquely Northern Alberta iconic features.
- ▶ Connect Edmontonians with Northern Albertans and Northern Canadians in collaborative science initiatives, establishing conversations between communities and cultures.

2. Deliver a program of science education to all of Northern Alberta

We have an outstanding capability in outreach, and we need to build on that capability. The first step is making sure we are reaching our core audience, and that means delivering all we can to Northern Alberta.

OUTCOMES

- ▶ Create an outstanding catalogue of school programs to support science education in the new Alberta curriculum.
- ▶ Expand and focus the capacity and content to reach a larger audience in Northern Alberta.
- ▶ Develop a digital presence and tools to make use of the provincial 'SuperNet' and provide a TWISE science experience in Northern Alberta.

3. Develop and deliver science programs aimed at Indigenous populations in Edmonton and other Northern Alberta communities

We have a great opportunity and obligation to build relationships with Indigenous communities in our region.

- ▶ Evaluate how to apply the findings of the TRC to TWISE.
- ▶ Begin a program of relationship building with Indigenous communities and nations.
- ▶ Create spaces and programs to engage Indigenous peoples inside the science centre.
- ▶ Build a program of programs and experiences that can serve Indigenous communities across Northern Alberta.

4. Develop and implement a business plan for the renovated Queen Elizabeth Planetarium

The Queen Elizabeth Planetarium is being restored by the City of Edmonton at a cost of about \$6 million. Without the QEP, there would be no TWISE. It is a heritage facility of considerable importance to the community. The renovations will likely be completed at the end of 2019. Edmontonians will look to TWISE for leadership in making this facility come alive again. We will work in partnership with the City and other stakeholders to develop a business plan for its successful operation. If that plan proves viable, we will take full advantage of the opportunity presented by this Edmonton landmark, which will celebrate its 60th anniversary in 2020.

OUTCOMES

- ▶ Develop and market a strong facility rental business.
- ▶ Increase capacity for camps and special programs for new audiences.
- ▶ Assess and develop its capacity as a dome theatre production studio.
- ▶ Design and implement outdoor science experiences that connect the two buildings.



STRATEGIC GOAL 1
Celebrate our science, our place

STRATEGIC GOAL 2

Bring Aurora to life

Completing our Aurora Project, the bold expansion of our facility with new exhibition spaces and re-energized programs with a Northern focus, will require focus and planning as TWOSE operations will be maintained throughout the construction period. But the finished project will be a renewal, a rebirth, that will flourish and grow. The completed Aurora is a foundation upon which the science centre can pursue new science experiences that reflect, and resonate with, the present and future of Northern Alberta.

Each new phase of the Aurora Project is just the starting point. It is not only what we do to build these new spaces that is important, it is what we do after we have built them that is important. They must be dynamic, responsive, inspirational spaces that evolve with the community.

OBJECTIVES

1. Acquire resources and partnerships to complete the Aurora phases

We need to raise the remaining funds and work with our partners to see the project through to its spectacular completion.

OUTCOMES

- ▶ Complete *CuriousCITY* and *The Nature Exchange* in the first half of 2019.
- ▶ Design and build a new *Health Gallery*.
- ▶ Design and build a new *Arctic Gallery*.
- ▶ Renew the *The Science Garage*.
- ▶ Complete final expansion pieces by summer 2022.
- ▶ Meet the funding target of \$40 million by end of 2021.

2. Develop the Zeidler Dome as a venue for original productions in science, art, and public education

The Zeidler Dome is a unique space – evocative, technologically sophisticated, and much-loved in the community. It represents an opportunity to create wonderful new experiences for our audience, *and* for audiences in other domes. It is a great differentiator between TWOSE and other attractions in the city, in the province, even in Western Canada. It must be a signature experience inside TWOSE, a must-see destination that defines the TWOSE science experience.

OUTCOMES

- ▶ Complete a new, original, thought-provoking science show for the Dome each calendar year.
- ▶ Build a calendar of performance events and establish the Dome as an important Edmonton presentation venue.
- ▶ Identify and implement new opportunities to generate new revenue streams through the Zeidler Dome.

3. Activate and engage the new gallery spaces

As the new galleries come on-line, we must build multi-year plans for each, identifying how they will build science experiences that evolve and grow and continue to attract repeated visits by our audience.

OUTCOMES

- ▶ Develop and implement annual program and development plans for each of the main galleries once they are operational
 - *S.P.A.C.E. Gallery*
 - *The Nature Exchange*
 - *CuriousCITY*
 - *Health Gallery*
 - *The Science Garage*
 - Other experience spaces, as appropriate



STRATEGIC GOAL 2
Bring Aurora to life

STRATEGIC GOAL 3

Design and deliver outstanding visitor service – the TWOSE Experience!

A great science center gets people talking about their visit – and returning to experience and explore all over again!

At TWOSE, we will hone our unique approach to delivering a best-in-class, word-of-mouth worthy, inspiring, educational, and fun visitor experience. The TWOSE Experience will inspire the very best in our visitors *and* in our staff.

Our focus on the TWOSE Experience activates our Mission – to Inspire, Ignite, and Celebrate!

We have started the process. We have identified values that we know are important. We have articulated the characteristics that we want to be present in our interactions with our visitors and within our team. What we need to do now is confirm our commitment to those values, rally around them, and firmly embed them in our daily lives, our daily operations.

This is about coherent, thoughtful, planned cultural evolution. It is about differentiation from competitors. It is about sharpening our brand so that we stand out as an exemplar in the community. If we want to be the destination, then we have to deliver *the* experience.

OBJECTIVES

1. Articulate and adopt TWISE's core values

We have done a lot of work in the recent past to lay a foundation to define our cultural and our visitor experience values. We need to clearly articulate, formalize, and then, most importantly, put these values into everyday use.

With well-articulated values comes clarity, and with clarity comes opportunity, the opportunity for all staff to show leadership. If the qualities we aspire to are well-understood and shared, then a member of the TWISE Team in any position is given the power to drive the Mission, to show leadership.

We need to instill these values throughout the organization. This does not happen overnight. It takes time and leadership. We need to start now. The cultural values build organizational health. The visitor service values build audience loyalty.

OUTCOMES

- ▶ Refresh and finalize our internal and visitor-facing core values.
- ▶ Develop internal training systems and tools to support the TWISE Team in delivering the core values.
- ▶ Build a coherent plan to increase the quality and quantity of professional development for the entire TWISE Team, with an eye to developing leadership at all positions.
- ▶ Provide more opportunities for self-reflection, evaluation, and growth, as individuals and as an organization.

2. Finalize our TWISE Team Purple brand strategy and visual identity

We have made great strides in further establishing our community brand in recent years. As the Aurora Project moves forward and the organization takes on more growth opportunities, we need to make sure our communication with the community and with our visitors is clean and sharp. We are migrating from an old identity to new, and we still have lots of old systems for communicating with our stakeholders. Over the next four years, we will create more purposeful systems, creating better channels for communication, marketing, and education with our stakeholders.

OUTCOMES

- ▶ Complete the transition to the new visual identity.
- ▶ Complete the transition to new wayfinding and on-site marketing signage systems.
- ▶ Harmonize the TWISE brand elements between all parts of the operation.
- ▶ Engage the TWISE science team and the science experience as a key element of community brand awareness.



STRATEGIC GOAL 3
Design and deliver outstanding visitor
service – the TWISE Experience!



3. Set objective targets for service and impact. Measure and reward progress.

Real-time, comprehensive feedback for the entire organization will inform training, content, marketing, and business decisions.

OUTCOMES

- ▶ Build a service model which defines key expectations for service delivery.
- ▶ Measure the quality of service delivery and build annual targets.
- ▶ Implement improved systems for managing school groups and other large congregations.
- ▶ Implement improved real-time information systems for managing operations.
- ▶ Enhance the greeting and entry experience at high-value experience elements, including IMAX®.
- ▶ Celebrate the ESSC/TWOSE 35th anniversary with the community.

4. Engage the Foundation as a resource in serving the mission and objectives of the science centre.

The Foundation comprises of over 60 accomplished and motivated Edmontonians whose skills and passions must be harnessed to advance the goals of the science centre.

- ▶ Build a strong communication system to engage all Foundation Members.
- ▶ Build a set of clear objectives specifically tailored for the Foundation to support science centre goals and mission.





Edmonton Space & Science Foundation

is a non-profit organization that operates
TELUS World of Science - Edmonton.
Charitable Registration #10728 3236 RR0001

