



BRIDGE STRATEGIC PLAN

JANUARY 2023 TO DECEMBER 2024





MISSION

**Ignite curiosity. Inspire discovery.
Celebrate science. Change lives.**

VISION

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

CORE VALUES

**Leadership, Community, Collaboration,
Transparency, Diversity, Fun.**

This document outlines the Strategic Priorities for TELUS World of Science – Edmonton for the 24-month period from January 2023 to December 2024. They are:

- **Activate the new visitor spaces and engage our visitors**
- **Steward relationships locally and across Northern Alberta**
- **Sharpen the TWOSE Experience**
- **Stabilize and expand digital delivery**

INTRODUCTION

The Science Centre has endured almost three years of pandemic and construction and has finally returned to some sense of normality.

It is a testament to Team Purple that most of the objectives set out in the 2019-22 Strategic Plan were accomplished, despite the disruption and uncertainty created by COVID-19 and the demands of the *Aurora Project* facility expansion.

This Bridge Strategic Plan articulates priorities and provides guidance to the organization as it navigates 2023 and 2024, a period of considerable change. Not only is the Science Centre recovering from COVID and construction, there will be new leadership for Team Purple in mid-2023.

The bridge plan sets forth four strategic priorities that give the Science Centre direction over the next 18 months. This plan gets Team Purple thinking aspirationally about the future, a luxury that was not really possible during the pandemic. The organization needs to be forward-thinking and future-ready. The bridge plan is an essential element of that goal.



As we clarify our most pressing strategic priorities, the following criteria need to be considered in setting those goals:

Long-term impact: Does the strategy support the continued success of the Science Centre?

Timeliness: Is the strategy urgent? Does it need immediate attention?

Reputational impact: Does the strategy amplify the science centre's credibility with its audiences and with the community at large?

Resource acquisition: Are there opportunities for acquiring resources that are necessary for the strategy?

Momentum: Does the organization have existing momentum around the strategy?



CONTEXT AND CHALLENGE – THE STATE OF THE SCIENCE CENTRE

This is a period of considerable change, dominated by the impacts of COVID recovery, construction completion, and leadership change.

The past three years of the Science Centre's operation have been dominated by COVID-19 and construction. Both were highly disruptive so the main concern for the entire organization through 2022 has been to find its way back to normal. Or at least redefining 'normal.'

There will be leadership transition at TWOSE in mid-2023. The current CEO started at TWOSE in January 2014, and will retire mid-year in 2023. The signature legacy piece from this tenure is the renovations and expansion of the Science Centre collectively called *The Aurora Project*.

After six years of almost continuous construction, *Aurora* was effectively completed in September 2022.

We have tended to think of *The Aurora Project* in terms of infrastructure and construction. Now that it is complete, we need to pay more attention to the outcomes of *Aurora* as a starting place for expanded programming and connectivity to the community and beyond.

For example, *Arctic Journey* is a platform upon which the Science Centre can build connections to the North, starting in Canada of course, but internationally as well. *Health Zone* can help us link more tightly with Edmonton's health sciences sector.

Similar connectivity and programming is possible with all our new galleries. The new and renovated galleries are assets to be built upon.

In summary, here are a few issues that define the context in which all our planning and priorities are set. These are:

Emerging from COVID: We remain profoundly affected by COVID-19. Respiratory illnesses are ubiquitous. People's behaviour and leisure decision-making has changed.

New leadership: With new leadership comes uncertainty and disruption, in the best possible way.

Completion of Aurora: This project has dominated our operations and fundraising for the past six years. We must learn how to maximize its impact.

Restoring operating excellence and efficiency: COVID broke our financial model and our continuity. As COVID impacts recede, we need to rebuild our operation to best fit our post-COVID environment.

The first half of 2023 will focus on regaining stability so that less time need be spent on current operational concerns. With a new CEO will come the freedom and opportunity to think expansively and aspirationally about the future.





STRATEGIC PRIORITIES

JANUARY 2023 TO DECEMBER 2024

These are TWOSE's key strategic goals for the next 24 months.

This is not a long-term vision. It captures the key strategic activities that build on what we have accomplished over the past four years. This strategic plan of action helps us stabilize after the disruption of COVID. It is manageable and practical.

The priorities described here engage the whole organization and focus on key elements of our business model. The priorities address the quality and impact of the science and education experience, the importance of service, and the stabilization of our digital services.

1

ACTIVATE THE NEW VISITOR SPACES AND ENGAGE OUR VISITORS

Aspiration

Develop new and meaningful programming to build upon The Aurora Project's new galleries and experience spaces. This will drive attendance and overall value for our visitors.

Background

Over the past five years, we have renovated and created many new public spaces, from the grand new lobby all the way up to the Zeidler Dome. Part of the reset from the COVID years is to assess the opportunities that these new spaces present to build audience and relevance.

Outcomes and indicators of success

- Each exhibition gallery will continue to engage and delight our audience
- Additional programs in various galleries developed
- Production planned for the *Zeidler Dome*
- Implement a business plan for Queen Elizabeth II Planetarium



NECESSARY CAPACITY AND CAPABILITIES

- A plan required in order to acquire the funding and other resources necessary
- Visitor engagement evaluation in galleries
- Science staff testing programs and ideas in the galleries

2 STEWARD RELATIONSHIPS LOCALLY AND ACROSS NORTHERN ALBERTA

Aspiration

Realize the potential of partnerships for which we have MOUs and other agreements and carefully build an expanded network to serve our growing audience. This Priority will drive contributed earnings for the Science Centre and will establish the Science Centre as a crucial asset for education in Northern Alberta and Northern Canada.

Background

The success of TWOSE and Team Purple is built on relationships with community partners. We build connections with the community by providing experiences that translate into Memberships and philanthropy.

Over the past two years, we have built and maintained some very powerful relationships. We need to expand this important network.

Outcomes and indicators of success

- Targeted MOUs and other agreements with important audiences and science partners
- Connections established with new Arctic partners in science education
- Refine systems and procedures for maintaining long-term relationships with donors and Members



NECESSARY CAPACITY AND CAPABILITIES

- Relationship building with key stakeholders
- Acquisition of funding to support a multi-year approach
- Indigenous educators to co-create and deliver content

3 SHARPEN THE TWOSE EXPERIENCE

Aspiration

Build a service model which defines key expectations for service delivery. It will bring better data collection to the service model. It will provide tools and feedback to Team Purple to enable continuous improvement.

Background

A great Science Centre gets people talking about their visit – and returning to experience and explore all over again. We have been closed for a total of 12 months since March 2020. We have work to do to rebuild our training and service model. Real-time, comprehensive feedback for the entire organization will inform training, content, marketing, and business decisions.

Outcomes and indicators of success

- Build a service model which defines key expectations for service delivery.
- Measure the quality of service delivery and assess against annual targets.
- Implement improved real-time information systems for managing operations, school groups, and events.



NECESSARY CAPACITY AND CAPABILITIES

- Service-oriented leadership
Clearly articulated service expectations and standards
- Simple data collection systems implementable by
- TWOSE staff
A well-trained Team Purple

4

STABILIZE AND EXPAND DIGITAL DELIVERY

Aspiration

Create digital initiatives to strengthen and secure TWISE's ability to reach regional audiences with on-line service. Team Purple demonstrated its skill in the virtual realm during the COVID shutdowns. With the return to bricks and mortar operations, we need to be selective about how to use our online tools to maximize impact and sustainability.

Background

Our experience during COVID illustrated the power and importance of digital delivery to remote locations. A solid digital strategy will support in-person programming and strengthen relationships between TWISE and regional partners. It dramatically expands TWISE's capacity to serve, but we need to build a long-term sustainability model.

Outcomes and indicators of success

- Online programming expanded beyond Northland School Division, with service connecting to other distant school districts
- Pilot programs North of 60°
- Public programming online that keeps the Science Centre connected to our regional community and members



NECESSARY CAPACITY AND CAPABILITIES

- Resources focused on, and tasked with, expanding digital delivery
- Relationships and partnerships with Northern Alberta organizations

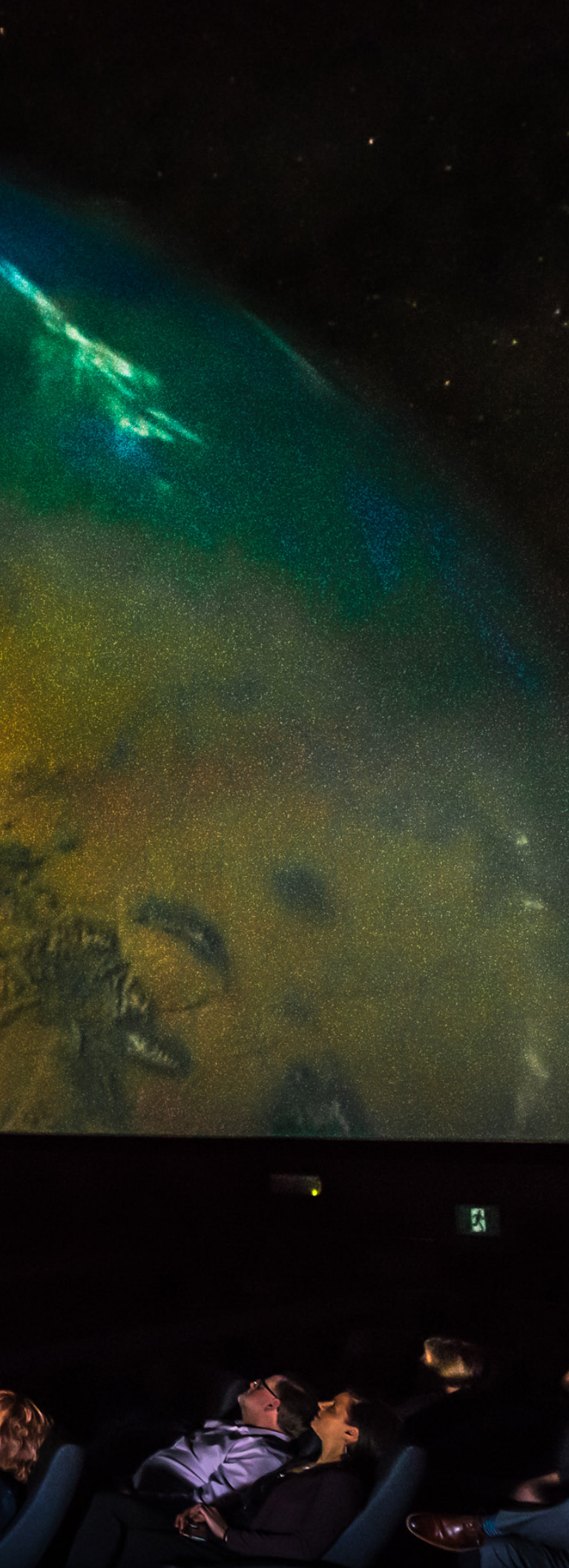


CONCLUSION

The next twenty-four months will be characterized by change, transition, and renewal for TELUS World of Science – Edmonton. The four strategic priorities outlined within this Bridge Strategic Plan provide strong direction and achievable goals for the Science Centre which will ensure that it maintains its relevance and impact in our community.

This plan allows the Science Centre to build on the momentum of *The Aurora Project* capital initiative while setting the road to recovery post-pandemic. It refocuses our attention on the guest experience and expands our reach in rural and remote communities.

The work that will be accomplished during this transition period will create an organization that is forward-thinking and future-ready – preparing Edmonton's Science Centre for new leadership and the next five-year vision.



TELUS WORLD
of SCIENCE
Edmonton



TELUS World of Science - Edmonton welcomes you to enjoy the spaces we steward on the lands of Treaty 6 and the Métis Nation of Alberta Region 4 that we recognize as the traditional and contemporary homes of the Nehiyawak, Niitsitapi, Nakota Sioux, Haudenosaunee, Saulteaux, Dene, Métis, and Inuit among many others.

Through these lands, we are honoured to find ourselves in relationship with all those who share it, including the four-legged, winged, finned, and rooted. We are inspired to continue our mission to deepen our understanding of these connections through curiosity, respect, and celebration.