

Kentucky Journey into the Oceans Strategic Plan 2016-2030

By Edward Dana



Our Mission: Inspiring conservation of our marine environment

In water is life. As we need healthy oceans to sustain us, so must we sustain the oceans. The world's oceans give life to all of Earth's creatures. They cover more than two-thirds of the Earth's surface. They are home to most of the living organisms on the planet. They produce half of the life-giving oxygen we breathe. And they feed 60% of the world's population.

It doesn't get more important than that.

Unfortunately, many do not grasp this. Fortunately, in the oceans there is also mystery, majesty and magic. KY Journey into the Oceans mission is to connect these dots – to move people to awareness, education, inspiration, and commitment to the critical role oceans play in our very existence, starting in the Blue Grass State

Kentucky Journey into the Oceans will become top 10 aquariums in the nation in attendance while emerging as a leader in marine conservation education, especially as a window to our State itself. To become truly effective at its mission, however, Kentucky Aquarium must dramatically increase its impact. We exist to inspire people, both young and old, to conserve our marine environment by imparting new knowledge in every visitor about the life dwelling within Kentucky Rivers and the broader oceans as well as what can be done to help preserve them.

This is serious business. With the oceans at risk, it is our imperative.

**Our Aquarium Will give
Louisville & Kentucky
A huge Economic Impact**





We plan to reach and teach 800,000+ children and adults a

year. With our region expected to grow in population, the Aquarium needs to grow to be able to reach and inspire more people. If the Aquarium does not grow, it will actually be having less impact than it does now, even as adverse pressures on the marine environment increase.

The purpose of this plan is to dramatically increase the reach of our mission – especially the number of people who love, understand, and support conservation of our marine environment.

We intend to:

- *Achieve attendance at the level of the top-5 U.S. aquariums*
- *Be recognized globally for leadership in marine education*
- *Grow annual attendance to 1.5 million*
- *Be a primary economic contributor to Louisville's waterfront and downtown*

To accomplish goals, we must:

- *Refresh our exhibits*
- *Expand our exhibit space*
- *Expand our programs*
- *Earn the allegiance of the community and millions of dollars in new donor support*

This plan sets out the concrete steps we will take. If we succeed, support for protecting and recovering marine life will increase, and if we fail, it will decrease. And since water is life, succeed we must.





Our Exhibits & Theaters:

- * Deep Oceans & Whats Beneath
- * American Marine Life Exhibit
- * South America & Rainforests
- * Asian Oceans
- * African Waters
- * Cold Water Zone
- * Polar World Gallery
- * The Deserts Hidden Marine Life
- * The Coral House Exhibit
- * Ship Wreck Hidden Treasures
- * Shallow Waters World
- * 5-D Experience Theaters

Our Vision:

Kentucky Journey into the Oceans is a set example, to help define the role of a great aquarium in the 21st century as a catalyst for public engagement in the wonder, science and future vitality of the oceans. We intend to be a leader & master teacher in each component: life sciences, interpretive exhibits, educational outreach, research, public policy and economic impact.

What we want to accomplish

- * Promote tourism to our beautiful city.
- * We will work hard to offer unique experiences
- * Recreational activities
- * Educational & entertainment massive center
- * Species and biodiversity conservation
- * Encourage and promote the science
- * Encourage and assist new hobbyists
- * Foster the interest of youth in the field
- * Disperse aquaria knowledge and literature



GOALS AND OBJECTIVES

ANIMALS:

Energize each visitor's experience with the power and impact of the Aquarium's marine animals in all their natural awe and magic.

Be the best possible stewards of our animals by collecting and managing our marine animal collection under the most stringent industry standards of ethics and care.

Impact the general visitor experience through greater, more in-depth staff/volunteer contact.

insure that guests have a magical, fun experience through upgrading older exhibitry to modern standards, taking advantage of opportunities to "re-face" exhibits with current graphics, technology, story lines and visitor circulation and amenities.

Build new exhibits to elevate the visitors' experience by presenting animals in exciting natural habitats with opportunities for visitor engagement through close proximity and human interpretive experiences.

Use a variety of new, flexible technologies to change how we interact with, and educate guests.



OCEANS:

Connect people to the life-sustaining oceans through a focus on the Atlantic and the Pacific Ocean.

Integrate the stories and messaging of the Oceans, Kentucky waters & tropical exhibits to reflect the connections of rivers, lakes to the Oceans and to global ocean issues and health.

Support the health of wild populations and habitats through field conservation and the management of sustainable captive populations.

Align the Aquarium research effort with the rivers, lakes and the Oceans focus and stories.



Louisville Fun Park Equipment Sample

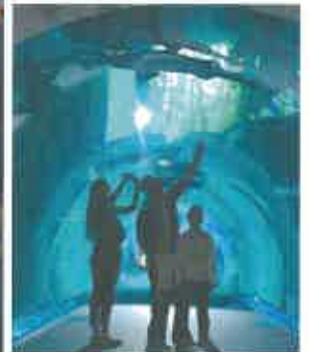


**LETS TURN LOUISVILLE INTO
A TOURISM DESTINATION CITY**

Louisville Fun Park Equipment Sample



Some Ideas we will incorporate in our Aquarium





EDUCATION:

Be the best at conservation education.

Educate our visitors so that they are motivated to act beyond our walls.

Enhance the compelling value of informal learning in school group experiences.

Upgrade our messaging to visitors, donors, members outside of their on-site Aquarium experience so that they are empowered to act through understanding marine conservation issues.

Create engaging marine programs that both entertain and educate families allowing parents and children to bond, learn, and discover together.

We will Make the Aquarium & Fun Park the single most compelling and fun new element on the Ohio river.

LOUISVILLE FUN PARK:

We intend to make our location a destination park where people can have a wide variety of educational exhibits, huge animal display packed with thrill rides for all ages.

We will build a fun park around our aquarium
We intend to turn this into a Kentucky Landmark
We will offer:

Ferris Wheel "Air conditioned over looking river"

Go Cart "Long Range"

Kids Fun Area "2 Dozen rides for kids 3-12 years old"

Bumper Boats "Kids 3-12"

Electric boats "Adults & Kids"

Outdoor Restaurant

5-D Simulator 5D theater

This will ensure us that our visitors will come back again and again.

PEOPLE:

Support the Aquarium's goals and strategies by investing in our people to build a superior staff and volunteer work force that insures we have the right people in place with the requisite workplace skills, attitudes and behaviors and who are motivated and committed to the mission.



Develop innovative human resource policies, procedures and practices that support the Aquarium's strategic intent as it relates to recruitment, training, staff development.

Create an environment that attracts the most highly skilled, talented and committed people who reflect the diversity of the oceans & rivers, to join our staff and volunteer ranks.

Encourage innovation, individual initiative, team building, and accountability at all levels in the organization in support of our mission.

An underwater restaurant that will make dining a totally unique experience



“Reconnecting people to the waterfront while deepening their relationship with it, is the vision of our waterfront redesign effort. Our aquarium’s mission is tied to this vision, and we view the Aquarium as key addition to the wonderful waterfront.”

Newport Aquarium had 742,000 visitors in 2015

KY Science Center gets 550,000 average annual visits

Kentucky Kingdom receives close to 600,000 visits in 2015

RESOURCES:

Generate expanded financial resources to support our strategic goals and manage the Aquarium more efficiently as a nonprofit organization.

Earned Revenue: Create attendance growth through alignment with the new Waterfront redevelopment, increased regional population, facilities refreshment and expansion, and effective marketing activities.

Systematically maintain and expand revenues from attendance, membership and visitor services.

First year 800,000 visitation. We plan to grow to 1.1 million by 2020, and 1.5 million by 2030.

Community Support: Build a balanced fundraising program targeted to meet 20% of the institution’s annual operating budget.

Management and Fiscal Control: Manage the Aquarium budget to produce a 5% operating surplus.

Build cash reserves to meet business seasonality and security for unforeseen risks to a level of 2-3 months operating expense, or \$2-\$3 million. As an intermediate step, obtain an operating line of credit for at least \$1 million to cover seasonal working capital requirements.

Manage the Aquarium’s business operations to improve the core operations of the Aquarium. Allocate 2-3% of operations revenue annually to refresh the facilities.

Provide the flexibility to invest in innovation, new opportunities and programs.

Currently, there ARE no indoor Aquariums in Jefferson County, or the surrounding areas (for a radius of 100 miles). The company believes that by entering the marketplace first and by establishing quality facilities, it will become, and remain, a leader in the marine life industry in the United States of America.

Future Aquarium Development Market Potential

- * **Attracts tourists as well as local residents**
- * **Is both entertaining and educational**
- * **Appeals to broad audience mix**
- * **Has components for family/young learners**
- * **Has potential for repeat visitation**

KEYS TO SUCCESS:

- * Providing popular and wide-ranging entertainment activities.
- * The only educational and entertainment marine life aquarium in the Metro area including southern Indiana.
- * Indoor activities for year round entertainment
- * There are no 5-D theaters in Kentucky and surrounding States.
- * The use of state-of-the-art technologies.
- * Easy access
- * Design facilities to curb overcrowding
- * Ample and secure parking.

The demographics indicate we will be filling a void that has existed for years in the local entertainment market. "The city of Louisville as it is today does not have an indoor aquarium or an up to date science center. And if you know anything about the budget in Kentucky its always in deficit. So this story is not about business, it's about a journey and the journey is try to turn Louisville into a destination city.

Kentucky Journey into the Oceans

www.KentuckyOceans.org



Strategic

- * Live salt- and fresh-water animal exhibits with interrelated science exhibits.
- * Permanent and interactive exhibits
- * Young children/toddler play area
- * Changing/temporary exhibit gallery
- * Flex theater and/or space for classrooms, lectures, events, etc.
- * Learning lab/classroom.
- * 5D simulator rides or comparable modest 20 to 30-seat theater featuring marine and science related experiences or film themes
- * Retail store
- * Under water restaurant
- * Food service
- * Lobby/ticketing
- * Back of house
- * Administrative offices
- * Glass tunnels thru the Shark tank.



Local Public Benefits:

- * STEM education
- * Job creation
- * Economic development
- * Quality of life

Regional Benefits:

Louisville (and surrounding region) is in the midst of a period of growth lead by investment in many areas but not tourism. Growth in residential and commercial real estate supply and steady absorption is leading to a demand in entertainment and educational amenities that currently do not exist in downtown Louisville.

There is slow growth in tourism and other associated infrastructure development.

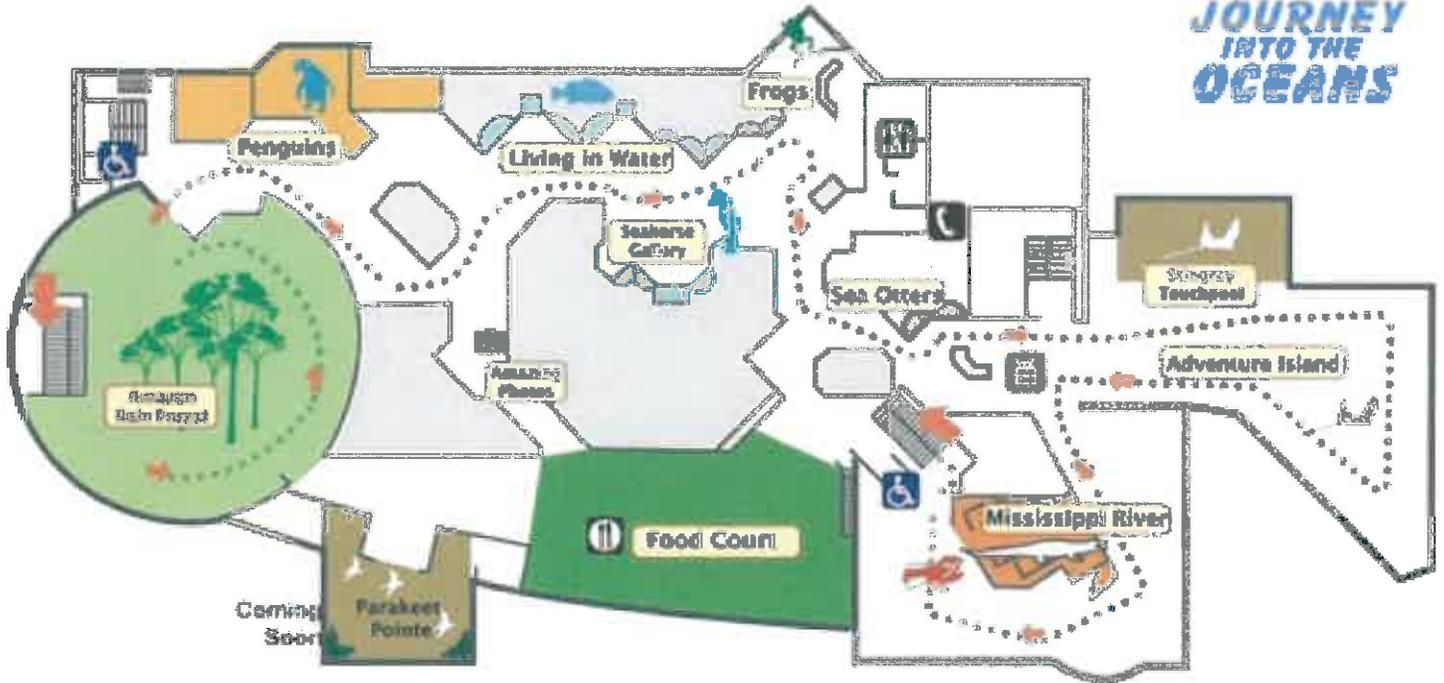
The entertainment industry is natural partner in developing education (STEM) and cultural attraction infrastructure.



Kentucky Journey into the Oceans

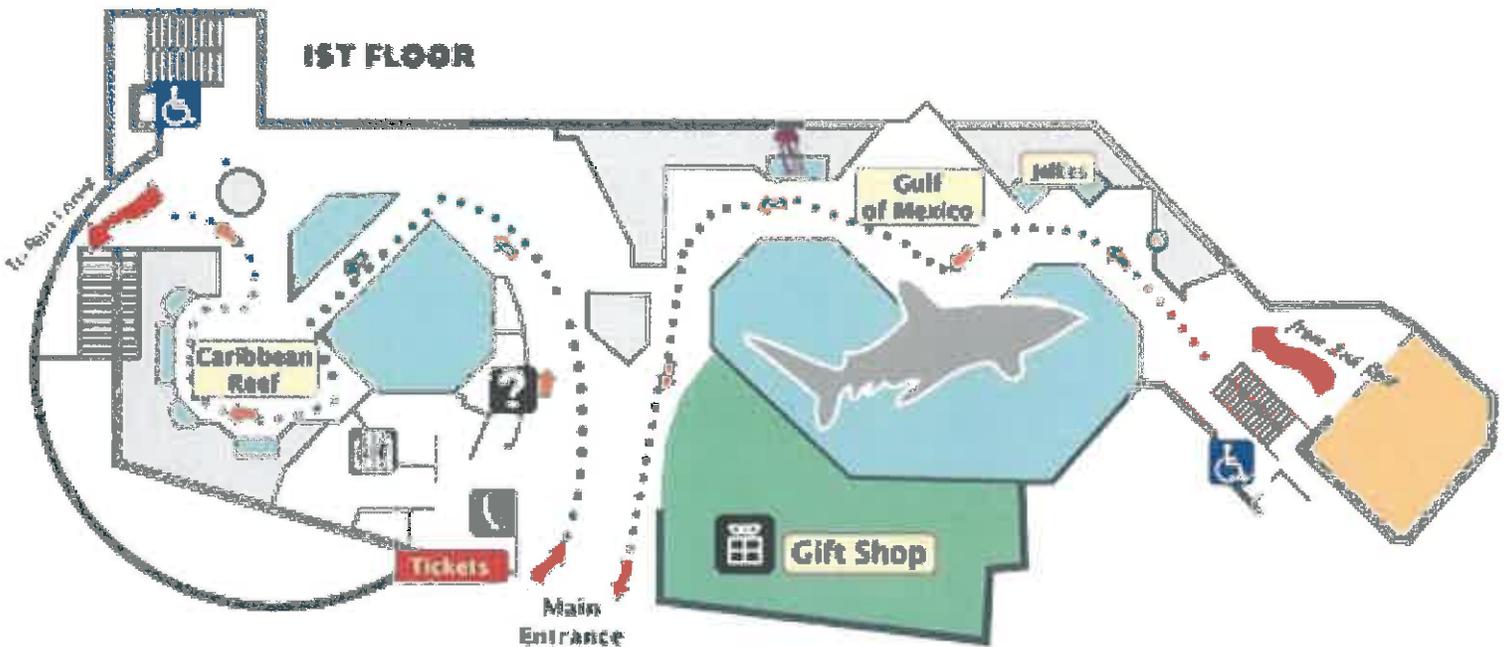


2ND FLOOR



RIVERFRONT

1ST FLOOR



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