

THE GARDEN OF THE GULF MUSEUM

Museums are uniquely egalitarian spaces. Whether you are rich, poor, or uniquely-abled, the museum door is always an open welcome. A sense of history and beauty, gifts from our cultural heritage, inspires the ordinary soul into extraordinary possibilities. They bind communities together, giving them heart, hope and resilience. If life was just about earning to eat, we'd be depleted and tired. Museums bring to life the opportunity to experience meaning beyond the mundane. Museums make the soul sing! - Camila Batmanghelidjh

BUSINESS PLAN 2015-2017

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EXECUTIVE SUMMARY

The Board of Directors for the Garden of the Gulf Museum realized that it was time for the Museum to develop an organizational, operational and business plan. The Museum had been operation, without structure, for many years and hopes of developing into a more visited and renowned cultural institution and genealogical center would only be appreciated by the development of such a plan.

The Garden of the Gulf Museum is one of the most well-known entities in Montague. On the Canadian Registry of Historic Places this historic building is now the site of Prince Edward Island's first museum and contains over 5000 artifacts, each having a story to tell. The Museum is also very well known for its genealogical resources and this year it will engage a genealogist who will be located at the Artifactory, an auxiliary building, used to house the Museums collection. User fees for research services will help in reaching projected revenue targets.

The Board of Directors has hired a Development Coordinator for 2015 to seek out potential partners, to develop cross marketing, identify joint packaging opportunities and build the identity and importance of the museum, in hopes of attracting visitors to Montague and the Museum.

The Museums' Board member Frank Szentmiklossy is volunteering to manage the Museum and Artifactory for the 2015 season.

With most museums seeing declining numbers, it is crucial to find new ways to increase visitation and revenue and be less reliant on government and municipal funding. The Museum will look for new revenue generators such as increasing the gift shop offer, charging for genealogical research, increasing visitation and seeking funding and sponsorships.

The Museum would like plans in place to be able access funding to celebrate the 150th anniversary of Canadian Confederation and the 100th anniversary of the incorporation of the Town of Montague.

Efforts will be made to make more Prince Edward Islanders and visitors aware of the current and potential offerings of The Garden of the Gulf Museum.

VISION

To have the Garden of the Gulf Museum recognized as the first established and most well-known museum on Prince Edward Island.

MANDATE

The Garden of the Gulf Museum exists to tell the story of its residents, to protect and to preserve the building and the material and non-material culture that illuminates those stories, through exhibits and programs that explore the past and present for future generations.

MISSION

- . Connect residents, government, businesses and visitors to the stories the Museum holds.
- . Deliver an outstanding museum experience through various interactive, innovative and exciting exhibits and programs.
- . Build on the current collection of artifacts and stories.
- . Become one of the most informative and well researched genealogical destinations in Prince Edward Island and Canada

CORE VALUES

- . Integrity and Excellence
- . Good Community Engagement
- . Promote Appreciation of the Montague area and its History

STRATEGIC GOALS - 2015 to 2017

- 1. Improve our connection with the community and the Island**
- 2. Celebrate our distinctiveness**
- 3. Ensure the integrity of the collection and the heritage building as well as the success of the Museum**
- 4. Grow our audience**

STRATEGIC GOAL 1

Marketing and Communications -		
<i>Improve our connection with the community and the Island</i>		
Outcomes	Responsibility	Measures
Building recognition of the building and the museum is critical to meeting the goal of increased awareness by greater membership, increased visitation and sponsors and donors.		
Increase awareness through Garden of the Gulf specific marketing and way finding campaign;	Development coordinator	Increase visitation by 10%
Continue to promote exhibits/programs to drive attendance and appreciation of the Museum's mandate		
Identify Garden of the Gulf employees by use of name tags and uniform.	All staff	
Increase visibility through free tour day, Familiarization tours (FAM) for partner, evenings by donation only, sponsored programs and community partnerships like a walking tour or VIP program; Partner with local merchants to develop a marketing strategy and experiential packages;	Manager, Development Coordinator, Board Members	more awareness of the museum by the public and local businesses
Improve visitor awareness through exterior sign program	Manager, Board	
Increase social media by contacting local newspapers, radio stations and through social technologies (Facebook, website etc.)	Development Coordinator	

STRATEGIC GOAL 2

Marketing and Communications -		
<i>Celebrate our distinctiveness</i>		
Outcomes	Responsibility	Measures
Garden of the Gulf is the 1 st museum on Prince Edward Island and will celebrate its 60th anniversary in 2018, the building itself will be 130 yrs. old	Board, Development Coordinator, Manager	Funding requests will be submitted by 2017 to CMA and Town
The Town of Montague will celebrate its 100th year of incorporation in 2017	Board, Development Coordinator, Manager	Funding requests submitted by 2015/16 to Town
150 th anniversary of Canadian Confederation in 2017	Board, Development Coordinator, Manager	Funding requests submitted by 2015/16, to Town, Province and Federal Governments

STRATEGIC GOAL 3

Ensure the integrity of the collection and the heritage building, as well as, the success of the Museum -		
<i>The Stewardship of the Collection and the Building</i>		
Outcomes	Responsibility	Measures
The Museum's collection of objects enables the Garden of the Gulf Museum to meet the mandate of preserving the areas stories. Our goal is to ensure proper management of the artifact collection and the integrity of the Museum building as well as making them accessible to the public;		
Digitization of Garden of the Gulfs' written and oral history;	Genealogist, the staff	Complete 35% in 2015, 70% by 2016 and finished by 2017
Complete an Emergency/Disaster Plan;	Board, staff	Complete by 2016
Ensure the building is more accessible by installing a ramp for entry.	Board, Town of Montague	Complete by 2015/16
Complete an engineering/architectural assessment of the building.	Board/ Town of Montague/ Province	2017
Update interior by removing carpet and pegboard	Board/ Town of Montague/ Province	2015/16

Finance and Operations		
Outcomes	Responsibilities	Measures
<p>How we operate contributes to our overall success, streamlining processes, using technology and improving operations.</p>		
<p>Accomplished by:</p> <ul style="list-style-type: none"> - secure funding or in kind services to improve space management, efficiencies and customer service - reorganize the financial and administrative functions including reviewing and writing job descriptions, developing policies for conflict of interest, and digital data - develop policies and procedures that guide the work of the Board, management and staff 	<p>Town of Montague/ Board</p> <p>Board/Manager</p> <p>Board</p>	<p>2015/16</p> <p>Largely completed in 2015 but also on going.</p> <p>ongoing</p>

Fund Development		
Outcomes	Responsibilities	Measures
Garden of the Gulf needs to grow its revenues so that we are less reliant on government funding. This requires new revenue streams		When targets are met
Increase membership by 50%	Board, Manager, Development Officer	
Addition of space and products for gift shop	Development Officer	2015
Creation of new site specific products for sale in gift shop -	Manager/ Development Officer	2015 and ongoing
Secure sponsorships and donations \$10,000.	Board, Manager, Development Officer	2015
Have a VIP Museum dinner -\$2000.	Board, Manager, Development Officer	
Determine visitation number (by use of a hand held counter) and Increase Visitation numbers yearly	staff	Increased numbers and revenue totals each year
Commencement of Genealogical Research Position	Manager, Genealogist	\$1500 in 2015, \$2000 in 2016 and \$3000 in 2017

STRATEGIC GOAL 4

Grow our audience		
Outcomes	Responsibilities	Measures
The Museum's Program Plan and Special Events are critical to ensure the Museum story is understood and appreciated.		
Develop a Program Plan and build on existing programs and special events. Three outcomes are expected from the Program Plan	Development Coordinator, Staff	2015
1. To increase attendance by 10% in 2015, 20% in 2016 and 50% by 2017 2. Grow awareness of the museum 3. Diversify audiences	all	Attendance numbers
ACHIEVED BY THE FOLLOWING		
<ul style="list-style-type: none"> - continue seasonal special events - museum talks and historic walk - cultural appreciation and awareness days (aboriginal days, Scottish days, Irish days etc. - continue children's programming - develop an exhibit plan - develop interactive exhibits - Work in coordination with other attractions, such as Artisans on Main, Waterfront and local merchants to create the Garden of the Gulf part of the "Destination" 	<p>Staff</p> <p>Staff</p> <p>Staff</p> <p>Staff</p> <p>Development coordinator and creative team</p> <p>Creative team</p> <p>Creative team</p>	Strategies to make the museum family friendly

LOCATION AND HISTORY

The Garden of the Gulf Museum is located in the lovely town of Montague The Beautiful. The brick and sandstone building is one of the most impressive on Prince Edward Island and once was home to a Post Office and Customs Office.

In 1884, the federal government realized a more formal building was needed in Montague. Ottawa's Dominion architect, Thomas Fuller (1823-1898) designed this truly elegant building. During his tenure as chief architect, Fuller saw 74 new post offices constructed across Canada. Montague, Summerside and Charlottetown had new post offices built in the 1880s.

Charlottetown architects William Critchlow Harris and David Stirling were the overseers for construction and L.A. Wilmot of New Brunswick was the contractor. The first floor housed the Post Office, the second floor had the Customs House, and the third floor was an apartment for the caretaker. The land was acquired from the estate of Martin Lambert and sandstone was quarried from the banks of the Montague River for the foundation and trim work. Bricks were fired in Montague by Robert Stewart out of Island clay.

The now Garden of the Gulf Museum is a beautiful Romanesque Revival building complete with a slate roof. Romanesque details are the recessed, round arched windows, the arched double entrances and rusticated sandstone trim. There are two ornamental carvings set in arched frames above the entrances. One carving depicts Queen Victoria about 1888 and the other is the Prince Edward Island Coat of Arms, a large oak sheltering three smaller oaks, representing the protection of Great Britain over our three Island counties, Kings, Queens and Prince.

The total cost of this 1888 Post Office was \$6,315.47, a substantial sum for the time. The official opening was May 14, 1888, and the proud Postmaster was Peter Gordon. A letter from David Stirling to architect, Thomas Fuller about the Montague site in 1884

"It is one of the finest sites for a Public Building, particularly a Customs House and Post Office, that could be found anywhere. It is on high ground...and has a fine view of the river and wharves as also the whole of the north side of the Village."

The building served as a Post Office and Customs Office until 1954. At that time, the Junior Board of Trade purchased the building from the Federal Government for one dollar and began its transformation into Prince Edward Island's very first Museum.

The Garden of the Gulf Museum was officially opened in 1958 by Governor General Vincent Massey.

Over the years the collection has grown significantly. Today over 5,000 artifacts and archives are housed in a storage facility that is state of the art.

OVERVIEW OF THE GARDEN OF THE GULF FACILITY. (Spring 2015)

Overall Description

The Museum is made up of three stories with collections of artifacts and memorabilia throughout. The first floor contains a reception area, small gift shop, exhibits on the military, railway and ship building as well as an office space at the back. The second floor has a washroom, lunchroom, replica of a general store and a one room school house, farm equipment and a few articles about local churches and fisheries. A superior display of Aboriginal artifacts sits in a corner. The third floor depicts what the Caretaker quarters in 1890 may have looked like, with a comfortable kitchen/living room and bedroom. A Waterloo # 2 stove and period antiques give this floor a very cozy, nostalgic feel.

Signage

This beautiful building does not elude to the fact that people are welcome to come inside and visit. A hanging sign on an iron rod denotes that it is The Garden of the Gulf Museum. An unattractive sign, placed by the province, indicates, with an emblem, that it is a museum. This sign visually takes away from the historic view of the building and also very few people know what it means. Making the entrance more appealing and inviting to the public by the use of graphics, staff, flowers or seating area would help soften up and add to the welcoming appeal.

Currently there are no identifiers on the waterfront side and back of building, where most of the visitor traffic is located, that the site is a museum and open to the public. Placement of graphics and visual references on this side would help entice people to come have a look.

Arrival

Designated areas for museum parking should be indicated. There are few parking places allotted as it is The Home Hardware parking lot. Working with store management to secure more spots would be a priority. Foot traffic from the

waterfront, the main town and Visitor Information Center needs to direct people to walk to the Museum.

A wheelchair ramp with hand railing, compatible with the Museum's heritage designation is needed for accessibility.

Once inside the building visitors are trying to adjust to darkened interior; upon entry they need to have a few seconds to adjust and then be welcomed. Preferably staff will be available to greet guests. A warmer, more open, and period appropriate, entrance, without technology visibly on display, would help make the transition to the building easier. Staff orientate visitors as to options for visitation and tour times. A handout available in both official languages would be a great addition. Handouts should have site map, as well as services available for genealogical research, a map to the Artfactory, and research prices.

On Site

There are a variety of amazing artifacts on display, the highlights being the Kilt and the Aboriginal Collection. There are many other wonderful displays and articles but these two are very significant in the history of PEI and Canada. They tell the story of settlement and immigration and require extra attention. Placement of this collections and their interpretation should be one of the highlights of the museum visit.

The Museums' collections of photographs and historical reports is very significant and a great place for a researcher to spend some time, a nice seating area might be nice to relax and look over what is available.

The Museum with its so many various displays, makes it a little over whelming when you start your visit. The lack of natural light, from windows covered by display boards, makes it look dreary. With so many artifacts and such little space it's difficult to determine where to look first. On the first floor, peg board covers the walls and floors are covered with carpet. It is outdated and not worthy of this lovely heritage building.

The stairs are steep and access to the second and third floors restricts those with ability problem. A photo album of the displays, located on the upper floors, is available upon request. Heat can also be a problem in the museum and although it has air conditioning, it still can be very warm. Create a virtual tour of upper floors.

Departure

It is nice to be able to chat with visitors as they are leaving, ask if they have further questions and orientate them to their next destination. This is a good time to ask them to sign the Comment Book and let them know of other opportunities in the Montague area. A trip to the Museum gift shop for a souvenir might be suggested for a token of their visit.

STRENGTHS

- .The quality of the artifacts on display**
- . The fact the building is designated as a Registered Historic Place by the Province of PEI.**
- . The beautiful architecture and functioning history of the building**
- . The fact that it was the first museum on PEI**
- . The location of the building in the Town of Montague and its placement on the Historic Three Rivers Historic Rivers System.**
- . The strong connection with the Town of Montague Mayor and Council and their support and help maintaining the building**
- . Seen as a genealogical research destination**
- . Committed Board of Directors.**
- . Wonderful artifact storage facility at the Artifactory**

WEAKNESSES

- . Lack of managerial leadership.**
- . The Garden of the Gulf Museum name does not communicate what it represents.**
- . No marketing plan**
- . Low visitation**
- . Poor sign program leading into the town, en route and on site**
- . Poor to no accessibility for persons with mobility problems, nothing for hearing or visually impaired.**
- . No available parking, for automobiles or motor coaches.**
- . Interior walls and floors on first floor of the site are visually unappealing and out dated**
- .The story surrounding the original uses as Post Office and Customs Office is under interpreted.**

Develop a relationship with potential partners

<p>Meet with other tourism businesses and familiarize them with the offer at the Museum.</p> <p>Offer FAM tours or an Open House for local businesses.</p> <p>Attend Chamber of Commerce events</p>	<p>Meet with tourism related properties to encourage developing joint promotional material.</p> <p>Work with Town of Montague and partners to enhance existing promotional material. Inclusion in travel magazines such as Salt Scapes, Travel&Leisure etc.</p>	<p>Spring Familiarize tours(FAM) to potential promoters.</p> <p>Open House, Islander Days</p>	<p>FAM Tours</p>
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Develop a Packaged Experience with potential stakeholders

<p>Determine interested stakeholders to develop experience</p>	<p>Work with interested stakeholders to develop one experiential tourism package</p> <p>.contact Prince Edward Tours and other motorcoach companies with new packaged product</p> <p>, Contact Cycling PEI for ways to promote to cyclist on Confederation Trail.</p>	<p>Promote and execute the new tourism product.</p>	<p>Evaluate and modify the experience offer and work toward creating potential new offers</p>
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Develop promotional material

<p>Evaluate existing brochures, handouts and information pieces.</p> <p>Keep website updated as well as the creation of a facebook/twitter site with continuous updates and special events.</p>	<p>Develop a more comprehensive on-site information piece, including site map and possible translation into French and Japanese</p> <p>Also ensure that genealogical research and attached fees are included in information materials</p>	<p>Look into developing exterior interpretive displays and a seating area and deck.</p>	
<p>Start adding a tag line when using Garden of the Gulf Museum to include something like: <i>The Island's First Heritage Museum.</i></p> <p>The name Garden of the Gulf does not tell people what the museum is about, to people from off Island it could be about gardening.</p>	<p>Consider producing an off- site lure piece for the Museum. Consider funding options</p> <p>Adding the tag line</p>	<p>Produce and distribute lure piece to PEI Tourism for distribution.</p>	

Special Anniversary Promotions

<p>Time to celebrate.</p> <p>Reopening of new and improved Museum.</p>	<p>Start thinking of 2017 celebrations, 150 years of Confederation, and 100 yrs of the Town of Montague's incorporation and how to apply for funding or participate in joint community event planning</p>	<p>Become involved in celebration planning activities. Continue to look into funding options to enhance the Museum's profile for 2017</p>	<p>Kick off for 2017 with celebrations.</p> <p>possible stamp unveiling by Canada Post</p> <p>Start thinking of ways to celebrate 60th anniversary of the Museums opening in 2018</p> <p>Maybe a display of photos on the opening of the Museum, anything to do with its history.</p>
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Sign Program

<p>Review existing en-route and welcome signage for the Museum. Contact sign department with PEI Tourism about en- route sign enhancement</p>	<p>Consider ways to bring people from Tourist Information Center over the Montague Bridge and from Artisans on Main to the Museum through use of signs or footsteps on the sidewalk and bridge indicating a walking trail.</p>	<p>Consider red, white and blue bunting for windows, to use for 2017-18. Makes the building look like it celebrating.</p>	
	<p>Consider ways to bring cyclist into Montague and to the Museum from the Confederation Trail through signs, literature</p>		
<p>Evaluate effectiveness of on- site exterior signage. Is it visible?</p>	<p>Evaluate effectiveness of artwork by Shining Paints</p>		

MANAGEMENT

	2015	2016	2017
<p>Develop interim job descriptions to be in used for 2015 season</p> <p>Member of the Board will act part time as Manager, will do evaluations and be on call for problem solving.</p> <p>Consider part time coordinator position during winter months to continue interaction and updates with community and Island.</p> <p>Develop Personnel and Conflict of Interest Policies.</p> <p>Develop a process of evaluation for employees. End of each month, end of season.</p>	<p>Evaluate effectiveness of job descriptions used during 2015 season. Change, enhance or continue with duties for 2016 season</p> <p>Consider need of full time manager or development officer, possibility of combining both positions into one for next operation season. Could be development officer be needed for Winter months and Manager for Summer months. Consider function of full time Genealogist as well as use of Artifactory for this position.</p>	<p>Apply for funding for approved positions and staffing .</p> <p>Consider applying for more funding as more staff will be needed for projected busier season in 2017</p>	<p>Have staff well versed in 2017 celebrations offers</p> <p>Extend season and staffing for 2017 celebration season</p>
<p>Staff training and orientation</p>	<p>Prepare and update existing staff training and policy manuals</p>	<p>Fill available positions with approval of Board</p>	

FINANCIAL

2015 Spring	2015 Summer/Winter	2016	2017
<p>Town will take over temporary role of budgeting and financial management for 2015</p>	<p>Consider incorporating all financial and budgeting needs to be under the Managers job description</p>	<p>Prepare budgets and seek funding opportunities with sights toward 2017 celebrations</p>	<p>Prepare for funding from sources such as Canadian Heritage, CMA for celebrations for buildings 140th anniversary and 60th anniversary of the Museum.</p>
<p>Evaluate whether it is more feasible to rely on donations or using pay per entry at the Museum.</p> <p>Re-evaluate motor-coach and group fees, currently posted at \$45 per group. Consider \$2.00 per person with a minimum of a \$50 entry.</p>	<p>Possible changes to fee structure and entertain ways to become more self sufficient</p>	<p>Commence with new fee structure and new offer if applicable</p>	<p>Consider working with Town Council for funding special events for 2017 at the Museum, look into funding for the buildings' 140th anniversary, and the museums 60th anniversary</p>

Genealogy

2015 Spring	2015 Summer/Winter	2016	2017
Provide genealogical service from July to September at the Artifactory.	Evaluate the Genealogist role and location at Artifactory.		
Place a mandatory \$25 per hour fee for genealogical services	Track hours per day and revenue generated by use of genealogical services	Determine feasibility of employing or contracting a genealogist	
	Determine if being one the best Genealogical locations in PEI is profitable	Consider obtaining more funding for genealogy research with 2017 and 2018 celebrations on the horizon.	

Structures

2015 Spring	2015 Summer/Winter	2016	2017
	<p>Consider space needs at Artifactory and Museum. Look at potential of leasing space in Artifactory's temperature controlled room,</p>	<p>Build a ramp to the building</p> <p>Consider exterior exhibits and interpretive panels that attract visitors to the building</p>	
	<p><i>Consider renting second or third floor of the Museum to local businesses as office space.</i></p> <p><i>Talk again with Home Hardware to reach agreement on parking issue. Prepare a museum feature panel on the history of Stewart & Beck</i></p> <p><i>Consider options and prepare a plan if Home Hardware building is moved, sold or torn down.</i></p> <p><i>Apply for funding to remove peg board and carpeting from site.</i></p> <p><i>Remove curtains and replace with UV protection film</i></p>	<p>Look for funding to build a viewing platform or deck around the building. Perched as it is, overlooking the harbour, it would make a great interpretation feature with panels and would provide a seating area for patrons.</p>	

Revenue

2015 Spring	2015 Summer/Winter	2016	2017
Consider option of expanding gift shop and product. Track revenue potential of key products	Consider the option of having a third party take over operation of the Museum gift shop	Consider looking for sponsorship for special displays for 2017-18. i.e. Canada Post, enhance post office display; Customs and Immigration Canada- customs office; Fisheries ,Agriculture etc.	
	Look at developing a line of museum, post office, customs office related products to sell. Make a reproduction of some of the articles on display and place them on sale in gift shop.	Look into new technologies that will enhance the museum and bring in larger numbers. Interactive computerized systems.	
	Consider finding 2017-18 funding to develop a short video that can be used for outreach & onsite education and promotion. We should feature the evolution of settlement and life in Montague and area with some of it local histories and well-known characters, highlighting its being the center of trade at one time. The making of the first museum on PEI is certainly newsworthy.	Work toward finding sponsorship and funding opportunities to write a script and produce a Museum video.	Opening ceremony for new video

BOARD

2015 Spring	2015 Summer/Winter	2016	2017
	<p>Develop a system where .physical meetings are held when important decisions should be made, connect through technology rest of year,</p> <p>Recruit new board members before the terms of senior members end.</p> <p>Invite senior members to stay on Board for up to six months after their term is up, to help from information drain</p>		