

PEI Museum and  
Heritage Foundation



Musée et Fondation du  
patrimoine de l'Î.-P.-É

# STRATEGIC PLAN

2024-2028



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# ACKNOWLEDGEMENT OF TERRITORY

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In the spirit of reconciliation, we acknowledge that the province of Prince Edward Island is part of the unceded ancestral, traditional, and contemporary Indigenous homeland of the Mi'kmaq peoples, known as Epekwitk. As members of an Epekwitk-based organization, we pay our respects to the Indigenous peoples who have been and continue to be caretakers of the lands, past and present.

One first step towards reconciliation is recognizing the people who have been here since time immemorial and that as settlers we are guests on this land. Let us also celebrate the diversity and vibrancy of the many nations that gather here, and let this work support our collective change, healing, and growth.

# INTRODUCTION

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The PEI Museum and Heritage Foundation (the Foundation) is a provincial crown corporation governed by a board of governors and is an integral part of the Island's community. The Foundation is responsible for studying, collecting, preserving, interpreting, and protecting the human and natural history of the Island. Through its provincial collection of more than 100,000 material and cultural objects, its digital services, educational and public programming, and seven museum and heritage sites across the Island, the Foundation shares knowledge of Island history and encourages residents and visitors to explore, discover, appreciate, and understand the Island's cultural and natural world.





From left to right, top to bottom: Acadian Museum, Basin Head Fisheries Museum, Elmira Railway Museum, Beaconsfield Historic House, Green Park Shipbuilding Museum, Orwell Corner Historic Village, Eptek Art & Culture Centre



The Foundation operates a collections facility and seven provincial museum and heritage sites across the Island, which tell unique stories and provide residents and visitors alike with an opportunity to discover the Island's rich heritage and culture.

## *The seven sites*

1. Acadian Museum of Prince Edward Island
2. Basin Head Fisheries Museum
3. Beaconsfield Historic House
4. Elmira Railway Museum
5. Eptek Art and Culture Centre
6. Green Park Shipbuilding Museum and Yeo House
7. Orwell Corner Historic Village



# *About the Strategic Plan*

The Foundation's new Strategic Plan is the product of an extensive review of the Foundation and its facilities and services, as well as an in-depth consultation process with both internal and external stakeholders. The Plan that resulted from these efforts is meant to guide the Foundation into a new phase of its development by identifying key strategic priorities and identifying pathways to achieving these priorities over the coming years.

This version of the Foundation's Strategic Plan is intended to help staff locate their own work within the framework of the Plan by laying out the Foundation's core values and clearly identifying the plan's key strategic priorities in a concise format.



# HERITAGE VALUES

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The following heritage values should guide the Foundation's future heritage development:

## *Historic*

Drawing on the rich cultural and natural history of the Island. Telling stories, uncovering truths.

## *Natural*

Celebrating the uniqueness and significance of the Island's natural landscape, flora, and fauna. Connecting buildings to land, and land to ocean.

## *Representative*

Representing the diverse communities that have existed and continue to develop on the Island — past, present, and future.

## *Connective*

Connecting the meanings of places for visitors and Islanders alike and creating a functioning network of interrelated yet individual museums.



# *Strategic Priorities*

Priority 1: Collection, Preservation, and Research

Priority 2: Inclusive and Welcoming for All

Priority 3: Audience and Community Engagement

Priority 4: Governance and People

Priority 5: Holistic Brand



# Priority 1:

## Collection, Preservation, and Research

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At the heart of our mission is the commitment to collect, preserve, and research the rich human and natural history of the Island, ensuring accessibility and enjoyment for all people who reside in the province. Through this strategic priority, we will enhance our collection, develop museum-standard spaces, and foster collections-based research to promote the preservation and protection of our heritage.

### *Objectives*

1. Create museum-standard spaces for collection storage, protection, care, and study that are easily accessible by visitors.
2. Grow our collections by acquiring new and cultural and material objects, artworks, tangible and intangible materials that represent the diverse and rich human and natural heritage of the Island, including built heritage. Built heritage can refer to any individual or group of buildings, structures, monuments, streetscapes, or landscapes that are associated with Island history.
3. Enable collections-based research and study to enrich our collections, programming, and the promotion of the province's heritage.



## Priority 2:

# Inclusive and Welcoming for All

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We are dedicated to creating spaces and experiences that are inclusive, representative of diverse voices and backgrounds, and accessible to everyone. We are also striving to adopt decolonial practices that empower underrepresented and marginalized communities, including the Island's Indigenous communities. This strategic priority focuses on enriching our curatorial narrative, fostering partnerships with local communities, and enhancing physical and cognitive accessibility to promote social inclusion, connections, and dialogue.

### *Objectives*

1. Enrich the curatorial narrative and content to ensure the representation of diverse voices and experiences of the Island's natural and cultural heritage.
2. Develop new partnerships and strengthen existing ones with local communities and organizations to explore opportunities and new ways to represent the history of the Island today and in the future.
3. Enhance physical and cognitive accessibility, creating an environment that enables social inclusion, connections, and dialogue.



## Priority 3:

# Audience and Community Engagement

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We are committed to expanding our audience reach and engaging with the Island’s diverse communities through dynamic experiences, educational programming, and inclusive spaces. This strategic priority aims to create impactful and interdisciplinary experiences, foster community ownership of the Island's heritage, and establish new spaces for engagement, education, dialogue, and exploration.

### *Objectives*

1. Create dynamic and impactful experiences and educational programming that promote interdisciplinarity, inspire curiosity, and encourage self-led discovery.
2. Promote community ownership of the Island's heritage by working in partnership with diverse communities across the Island to inform narratives and programming.
3. Create new spaces for exhibitions, community engagement and dialogue, education, and public programming.



## Priority 4:

# Governance and People

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The success of the Foundation relies on its people and the effectiveness of internal processes and policies.

This strategic priority aims to strengthen the organizational capacity by fostering representative and inclusive working environments, investing in employee development, building relationships with stakeholders, and implementing efficient processes and procedures.

### *Objectives*

1. Strengthen organizational capacity through effective organization design and employee development.
2. Revise the governance structure to ensure representation of diverse voices and establish strong relationships with internal and external stakeholders.
3. Where appropriate, streamline internal processes and policies, including financial and operational planning, strategic planning, collections policies and processes, asset management, and curatorial policies and procedures.
4. Promote communication, information sharing, and knowledge exchange among various sites.



## Priority 5: Holistic Brand

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We recognize the importance of a strong and cohesive brand to increase visitation, participation, and engagement with our museums. This strategic priority emphasizes the development of a new brand that promotes the connections among our sites while communicating our commitment to collecting, preserving, interpreting, protecting, and presenting the unique human and natural history of the Island.



### *Objectives*

1. Enable sites to maintain their individuality while promoting uniformity in visitor services, pricing, narrative approach, interpretation, visitor experience, and branding.
2. Create a compelling year-round offer for both residents of the Island and visitors to the Island.
3. Increase awareness and accessibility of museum offerings and experiences.

# ACTION PLAN

Priority	Physical Actions	Digital Actions
<b>Priority 1: Collection, Preservation &amp; Research</b>	<ul style="list-style-type: none"> <li>- Develop dedicated museum-standard facilities to protect and expand our collections.</li> <li>- Establish accessible facilities that allow public and research access to the collections for all, with a special focus on marginalized communities and groups which have historically been underrepresented in the collection and faced barriers to access.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue building an online collection and archive resource that can be accessed by individuals from around the world.</li> <li>- Leverage digital tools and applications to enhance the preservation, protection, and presentation of our tangible and intangible collections.</li> </ul>
<b>Priority 2: Inclusive &amp; Welcoming for All</b>	<ul style="list-style-type: none"> <li>- Provide necessary physical updates and tools to ensure that all exhibits are cognitively and physically accessible.</li> <li>- Create dedicated spaces where all communities can come together and share their stories, ensuring their inclusion in future museum content.</li> <li>- Update the curatorial narrative to ensure diverse representation.</li> </ul>	<ul style="list-style-type: none"> <li>- Offer digital tools and platforms for the holistic and accessible exploration of the Island's heritage, history, and collections.</li> <li>- Utilize digital tools to capture the voices and perspectives of diverse audiences.</li> </ul>
<b>Priority 3: Audience &amp; Community Engagement</b>	<ul style="list-style-type: none"> <li>- Update physical interpretation design and accompanying materials to provide engaging, educational, and discovery opportunities in museums.</li> <li>- Add new spaces dedicated to temporary exhibitions, community programs, and education.</li> <li>- Develop membership and fundraising strategies to increase emotional and financial investment in the foundation.</li> </ul>	<ul style="list-style-type: none"> <li>- Adopt diverse digital tools to connect with new audiences and facilitate and promote educational activities for children and adults, including providing educational resources for teachers.</li> <li>- Explore new ways to engage virtual audiences by developing creative social media content, tapping into new audience segments, and utilizing different media platforms.</li> </ul>
<b>Priority 4: Governance &amp; People</b>	<ul style="list-style-type: none"> <li>- Provide on-site training and staff exchange opportunities among the sites to foster professional development.</li> <li>- Introduce new positions to meet the Foundation's current and future needs while rationalizing the Foundation's organizational structure to ensure efficient reporting structures.</li> <li>- Formalize relationships with key stakeholders, including the boards, associations and corporations that support the Foundation's seven sites.</li> <li>- Strengthen the existing governance structure.</li> </ul>	<ul style="list-style-type: none"> <li>- Offer digital resources and platforms for employee training and development.</li> <li>- Implement digital tools for effective communication, information sharing, and collaboration among staff members.</li> </ul>
<b>Priority 5: Holistic Brand</b>	<ul style="list-style-type: none"> <li>- Continue to develop year-round programming and activities to provide engaging experiences for visitors throughout the year.</li> <li>- Develop and implement an effective awareness and communication plan to promote the museums' offerings, grow membership and encourage fundraising.</li> <li>- Create a unified brand that connects all sites and roll it out across the network.</li> <li>- Foster knowledge exchange among visitor experience staff regarding other sites and activities within the museum network.</li> </ul>	<ul style="list-style-type: none"> <li>- Create a seamless digital and physical experience that allows visitors to understand the connectivity among the sites.</li> <li>- Adopt creative digital strategies to promote the museums' offerings and experiences to virtual audiences.</li> </ul>



A photograph of a large, two-story yellow house with a dark grey roof and a prominent chimney. The house is surrounded by lush green trees and foliage. The sun is shining brightly through the leaves in the upper right corner, creating a warm, golden glow. The house has a covered porch with dark green columns and shutters. The overall scene is peaceful and well-maintained.

# *Governance Principles*

The governance of the Foundation is crucial for ensuring effective direction, supervision, and accountability of the organization. It sets the overall strategic vision, aligns priorities, and drives the Foundation's leadership and stewardship responsibilities. These governance principles will guide the Foundation's operations, ensuring effective leadership and strategic implementation.



To guide the future governance system of the Foundation, the following principles should be upheld:

### ***Strategic Thinking***

Strategic thinking should underpin all governance activities and operations at each site. By foreseeing future trends, identifying needs, and planning proactively, the Foundation ensures long-term effectiveness and sustainability.

### ***Representative & Multidisciplinary Composition***

The Board should include members from relevant sectors, disciplines, and diverse communities. By embracing diverse voices, the Foundation ensures the representation of all communities in the stories being told, driving the vision, strategy, and operations.

### ***Personal Development***

The governance structure promotes personal development, inspiring all decision-makers and providing guidance for executing the strategy.

Integration and alliances across management levels foster collaboration and innovation.

### ***Enabling the Voices of Youth***

Engaging in impactful intergenerational exchanges informs the Foundation's strategic direction, content, programming, connections to heritage, and promotion.

### ***Rotation***

Balancing knowledge gained over time with succession planning and rotation of board members brings fresh perspectives. Retaining retiring members' expertise through opportunities like patron roles, non-voting membership, and committee and advisory positions is valuable.

### ***Innovative***

The governance structure encourages innovation and experimentation at all levels, staying relevant and proactive in responding to future needs.



# CONCLUSION

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Our Island, known both as Epekwitk and Prince Edward Island, stands as a unique destination, offering a rich blend of human history and natural heritage, as well as a diverse cultural makeup and a fascinating set of current and historical industries. Recognizing the significance of the Island's cultural and natural treasures, the Strategic Plan sets forth a comprehensive plan to holistically bring together the narratives of seven distinct sites. By doing so, we aim to highlight the Island's flora, fauna, land, and water, celebrate its diverse communities and traditions, and deepen visitors' understanding of its importance.

Through our seven heritage and culture sites, we strive to increase visitation to the Island, promote individual comprehension of its significance, and foster a profound sense of connection and belonging among visitors and residents alike. Each site within the system will maintain its individual identity while operating as part of a cohesive organization, sharing overarching values and principles.

By enlivening our offerings, we seek to provide participatory, dynamic, and deeply connective experiences at each site. Through exploration of the past and present, and in collaboration with the wider community, we can share untold stories of the Island, celebrating aspects of the Island's heritage that have been marginalized. In this way, we aim to raise awareness and shape new perspectives.

Ultimately, our goal is to create an environment where visitors, tourists, and the local community feel a profound sense of belonging within our cultural and natural heritage sites. This resonant feeling will foster a collective aspiration to preserve the Island's heritage for generations to come, ensuring that future inhabitants and visitors continue to appreciate and cherish the treasures of this Island.



# STAY CONNECTED!



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