

**Strategic Business Plan
Isle Madame Lighthouse Preservation Society
2013 - 2015**

1. Organizational Profile

Non-profit organization, founded in 2009, incorporated as a society 2011
Member of the Nova Scotia Lighthouse Preservation Society
Volunteer Board

2. Contact Information

Isle Madame Lighthouse Preservation Society
Isle Madame, Nova Scotia
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Margaret Herdman, Chair
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3. Mission

The mission of the Isle Madame Lighthouse Preservation Society is to save the words, pictures and buildings that tell the stories of Isle Madame lighthouses.

4. Vision and Values

- preservation of lighthouse buildings
- lighthouse museum(s)
- responsibility of sharing the stories with accuracy
- environmental responsibility for restorations
- respect for the community
- accountability

5. History and Track Record

The Isle Madame Lighthouse Society was founded in 2009 by a group of interested residents of Isle Madame. The main purpose for this was to preserve lighthouse stories, photos and buildings. This organization was formed (as the Isle Madame Lighthouse Committee) just after the federal government put into place the Heritage Lighthouse Protection Act. It became an immediate goal of the Isle Madame Lighthouse Society, incorporated in 2011, to petition for two of the lighthouses on the island.

The Isle Madame Lighthouse Preservation Society has hosted three Lighthouse Days since its inception. These have brought together interested community members and raised awareness of the plight of the lighthouse buildings.

As fundraisers, the Society holds tours, Guiding Lights of Isle Madame. These are mainly directed at tourists and they have been successful at helping others to understand and appreciate our local lighthouse heritage and geography.

6. Strategic Challenges and Objectives

Increase Market and Activities

- Increase numbers of tourists taking tours
- Develop programs and initiatives that will enhance our offerings for all ages of the community
- Work with local school board to include lighthouse activities in curriculum

Products and Services

- Lighthouse Tours
- Self-guided Tours
- Picnics
- Calendars (fundraising)
- T-shirts (fundraising)

Unique Position

- No competition in the area
- A small island which lends itself to short (3 hour or less) guided tours

Communication and Promotions

- pamphlets
- website (close to operational)
- local media (TV, radio, community publications)
- provincial tourism publications (Doers and Dreamers Guide)
- Nova Scotia Lighthouse Preservation Society website
- calendars
- t-shirts

7. Human Resources

All members of the organization are volunteers

Volunteer Board

Work with Nova Scotia Lighthouse Preservation Society

Partner with local heritage organizations (Isle Madame Historical Society)

Partner with local tourism organizations (DCBA)

Work in partnerships with Nova Scotia Lighthouse Preservation Society

Put in place a plan for governance

8. Production and Operating Requirements

- Member of the NS Lighthouse Preservation Society
- Member of the Heritage Cape Breton Connection
- “Purchase” of two lighthouses: Marache Point Lighthouse and Jerseyman Island Lighthouse
- Renovations required for lighthouses.
- Interpretive signage for lighthouse properties

9. Financial and Revenue Generation

- Fundraisers (calendar, Guiding Lights Tours, t-shirts, raffles, events (Lighthouse Day). With the calendar we have raised over \$4000. one year and over \$2000 the second year.
- Municipal grants
- Enterprise Cape Breton (ECBC) grants (a federal program)
- Membership
- Donations

It has been estimated that a lighthouse could be well maintained for approximately \$400 per year, providing that it is in good shape. We will be requesting of the Department of Fisheries and Oceans (Coast Guard) that the two buildings that we hope to purchase will be upgraded to an acceptable condition. This will therefore only require maintenance on our part. We will work toward enhancing programs and adding interpretive signage.

10. Evaluation and Performance Measures

- Organizational performance will be reported once per year at the Annual General Meeting.
- Revenue performance as follows:
 - calendar: sales tally
 - tours: number of tours; number of guests
 - t-shirts: amount of sales
 - events: number of attendees
review of individual events
funds raised