



The Kauri Museum

Annual Plan 2017/ 2018

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www.kaurimuseum.com

Photo credit: Chloe Smith- 2017 winner of the Tudor Collins People's Choice Award for Kauri Weathering the Storm

Introduction

The Kauri Museum at Matakoho is one of New Zealand's premiere theme Museums, recounting the story of our pioneering settlers through the lens of the mighty Kauri tree. The opening of the Museum, specialising in local pioneering history and the Kauri Tree, was developed to coincide with the 100 year celebrations of the first Albertland Settlers in Paparoa.

The early pioneer museum and its subsequent iterations are the culmination of the efforts of a dedicated band of community stakeholders and volunteers who maintained a strong vision and a determination to pool together fundraising, resources and family collections. Fifty five years later, The Kauri Museum continues to benefit from strong community presence and support. The baton has been passed from one generation to the next and the Museum is well positioned to accept the challenges of the twenty first century whilst keeping at its core, the desire to continue to serve the community it was created for.

The descendants of the pioneering settlers have not fallen far from the tree and continue to take pride in a level of self-reliance. The Kauri Museum as a charitable trust, stands apart from many similar sized Museum organisations in that it relies completely on admissions and retail revenue in order to operate. This revenue is predominantly generated through the international tourism sector which is readily exposed to external influences such as international global financial crisis or currency fluctuations. The Kauri Museum recognises the need for greater diversity in its funding model and is building new income streams to reduce this risk. In addition, the museum is developing an education and public programming offer to reach new audiences as well as improving operational efficiencies and investing in sustainable business practices.



Laura & Robin-social media influencers/ backpackers on day 364 of their tour of New Zealand.
Photo Credit: Robin- Backpacker NZ Travel writer.



Otamatea Community Quilting Exhibition October 2016.
Photo credit: The Kauri Museum.



Matakohe Primary School performing at the ANZAC Day service April 25 2017.
Photo credit: The Kauri Museum.

VISION

SHARING our past to INFORM our present and ENRICH our future.

MISSION

Record, preserve and share our regional history, knowledge and identity through the theme of the mighty kauri tree.

GUIDING PRINCIPLES

- Adopt the principle of manaakitanga/ hospitality in all of our interactions. Generosity and reciprocity applies to all visitors, regardless of their commercial value.
- Acknowledge and prioritise our kaitiakitanga/ guardianship role. Collections are not “owned” by a museum, they are held in trust for the benefit of the people and should be accessible.
- Recognise and value a commitment to responsible business practices. Identify methods of improvement to meet the needs of today without adversely impacting on the needs of tomorrow.

GOALS

1. Demonstrate leadership and become a centre of excellence for the New Zealand Kauri Tree Story: Past, Present and Future.
2. Grow our reputation as a world class museum and must-see visitor destination for New Zealand.
3. A progressive, sustainable museum that adopts responsible business practices.
4. Support our local communities and generate a sense of belonging.

VALUES

- **Connected:** Facilitate connections between collections and people.
- **Authentic:** Remain true to our unique identity and embrace our grass roots “can do attitude”.
- **Relevant:** Provide a personal and meaningful experience across multiple generations.
- **Inclusive:** Create positive friendly interactions for a broader range of audiences. Provide a civic space to support local activities.
- **Knowledge sharers not hoarders:** Adopt a commitment to lifelong learning and development.



DIY Bird Box Making Workshop at The Kauri Museum July School Holidays 2016
Photo credit: The Kauri Museum



Kaiwaka Primary proudly displaying their Matariki Panel June 2017
Photo credit: Kaiwaka Primary School

Executive Summary

This is the second year of our new annual planning cycle and while many of our challenges around economic and ecological sustainability and relevance have not changed, we have a greater understanding of the common thread that underlines these challenges-the ability for The Kauri Museum to create and communicate its value and thus its social return on investment.

Most people are familiar with tangible or measurable outputs of museums but it is the intangible or intrinsic values that are less familiar but no less important. John Holden (2006) describes these as 'the set of values that relate to the subjective experience of culture intellectually, emotionally and spiritually'.

Put simply, a regional museum strives to create value in three areas: value to the community which their collection and stories represent, value to its staff and volunteers and finally value to its visitors. This value must continue to evolve with the changing expectations of our stakeholders and audiences.

Within our 2017/2018 annual plan document, The Kauri Museum continues to position itself to meet the needs of our current audience and those of the immediate future. While our admission and retail revenue is budgeted to fund day to day operations, we are reliant on the successful outcome of grants, sponsorship and fundraising to deliver an expanding public programming and education offer as well as a dynamic special exhibition schedule.

With greater geographical distance and increased pressures on time, we often have to find new and innovative ways to ensure access for those who identify specifically with our collections. To help create this community value and ensure the care of our collection into the future, we are seeking contributions and investment from our community. Whether that involves making a donation to our collection management or operations funds, becoming a Museum Member or even supporting the introduction of a targeted heritage rating model for residents of the Kaipara district we look forward to working alongside you to preserve our much loved icon and the taonga/ treasures it holds.

To help provide a greater understanding of the work we do, you will find a range of metrics below that attempt to measure how The Kauri Museum delivers value to residents of the Kaipara as well as visitors from Northland and beyond.

METRICS

4.6% Growth in total visitor numbers on the previous financial year (2015/2016).

6% Growth in visits by locals (residents of the old Otamatea County district).

302 visitors to Totara House during 6 week open season.

Highlights from 2016/2017

GOAL 1: Demonstrate leadership and become a centre of excellence for the New Zealand Kauri Tree Story: Past, Present and Future.	GOAL 2: Grow our reputation as a world class museum and must-see visitor destination for New Zealand.	GOAL 3: A progressive, sustainable museum that adopts responsible business practices.	GOAL 4: Support our local communities and generate a sense of belonging.
Awarding Mervyn Sterling Scholarship to Matthew House to support his environmental science studies	Continued visitor growth 47,068 visitors through our doors, 4.6% increase on the year prior	Over 3055 volunteer hours contributed equating to \$54,990 per annum	Hosted 42 research visits and 86 general enquires through collections
Distribution of 800 Kauri Dieback Packs to visitors to the kauri coast	Winner of Best Affordable Coach Tour Attraction Grand Pacific Tours 2016/2017	20.81% Reduction in Carbon Emissions in 2016/2017	65 donations received and 1 bequest accepted
Launch of The Kauri Museum Northland Photography Awards Online with the theme "All Things Kauri"	4.5 out of 5 Stars on Trip Advisor website. Visitor Satisfaction Rating of 96% (Very Good or Excellent).	\$681 in donations and \$2430 (inc GST) in admissions raised for Totara House during 6 week summer opening	4x Textile Volunteer Exhibitions, 3x Community Curated Exhibitions delivered in 2016/2017
Sharing stories of 4 Of Northland's Legendary Axemen -from the kauri bush to the sporting arena	219,042 Page visits on The Kauri Museum website	Retail Strategy & Operations Review in response to falling retail visitor spend	200 plus attendees at ANZAC Day Service, 318 Students at Matariki Programme

Goals, Themes & Performance Measures

The following Performance Measures set out the key objectives the Museum set for its stakeholders in 2016/2017 which have been updated and revised for 2017/2018 and the subsequent two years. The Museum's functions are arranged under four goals, or areas of activities.

GOAL ONE:

Demonstrate leadership and become a centre of excellence for the New Zealand Kauri Tree Story: Past, Present and Future.

Objective	How are we going to achieve it	Measured by	Alignment with Strategic Plan Objectives
Support and promote research associated with health & well-being of the kauri and its cultural and heritage value.	Work with National Institute of Water and Atmospheric Research (NIWA), Northland Regional Council (NRC), Department of Conservation (DoC) and tangata whenua to raise awareness and educate tourists, formal learners and local communities.	Development and delivery of exhibitions, programmes and initiatives. Concept development for a Science and Learning Hub that educates the public on kauri dieback and the wellbeing of our forests.	Connect with a broader range of audiences within our community by being inclusive in our approach to sharing stories and remaining relevant for future generations.
	Working with primary, secondary and tertiary education providers to develop a passion for the environment and identify with their local area.	Awarding of the Mervyn Sterling Scholarship on an annual basis to students with an interest in natural sciences or geography. Annual programme/event highlighting a specific field of science or geography to students of the Otamatea district.	Establish a centre of learning that helps shape a new generation of leaders for our region.

Objective	How are we going to achieve it	Measured by	Alignment with Strategic Plan Objectives
Undertake a targeted programme of gallery renewal to complement existing stories and address the known gaps.	Work with community, iwi, regional and national stakeholders to create the narratives and curate the exhibitions.	Development of a gallery renewal plan followed by a staged programme of renewal over a 5 year period.	Prioritising collection care, collection enrichment and collection access.
Leading outreach provider and resource for lifelong learning and education on the social and natural sciences of the northland region.	Align with the NZ school curriculum showing clear learning objectives, refresh our content with up to date research and archival material and promote using Northland Educational networks.	Increase our school based visitation by 10% (a further 105 students) in 2017/2018. Recruit a volunteer with experience in the education sector to help deliver programmes.	Establish a centre of learning that helps shape a new generation of leaders for our region.
Maintain and preserve our heritage collections.	Gain a better understanding of the existing and future needs of our collection including establishing collections of significance.	Undertake a collections audit and review. Create a space utilisation and collections storage plan for The Kauri Museum. Explore a series of options in a consultation document that plans for a sustainable future for Totara House.	Prioritising collection care, collection enrichment and collection access.
Communicate the social return on investment and the public value that the culture and heritage sector make to the wellbeing of a community.	Work collaboratively with Kaipara Galleries, Libraries, Archives & Museums (GLAM) organisations to secure a voice and support at local government level.	Attendance of meetings with Kaipara District Council Representatives to contribute to strategic and long term plans for the district and make a case for financial investment in the future.	Connect with a broader range of audiences within our community by being inclusive in our approach to sharing stories and remaining relevant for future generations. Prioritising collection care, collection enrichment, and collection access.

GOAL TWO

Grow our reputation as a world class museum and must-see visitor destination for New Zealand.

Objective	How are we going to achieve it	Measured by	Alignment with Strategic Plan Objectives
The Kauri Museum is a must-see on any Northland domestic or international visitor itinerary.	Maintain exceptional customer service, a high quality offer with something old, something new and cross-collaborative promotion.	Increase in tourism visitation by 2% Visitor Satisfaction rating of 90% or above as measured by Trip Advisor.	Be innovative in our approach to attract greater numbers and/or a higher return from domestic and international audiences who are constantly evolving.
Mementoes of your trip to Northland or special gifts can be found at The Kauri Museum Retail Store.	Refresh and revamp of the shop layout, targeted purchasing of product and social media/ website promotion	Increase average retail visitor spend to previous levels of \$14.16 .	Be innovative in our approach to attract greater numbers and/or a higher return from domestic and international audiences that are constantly evolving.
The Kauri Museum is a museum and tourism destination that attracts and employs skilled staff.	Working with tourism partners like Northland’s Tai Tokerau Resort College, building relationships and investing in staff.	Visitor Satisfaction rating of 90% or above as measured by Trip Advisor Delivery of quality innovative exhibitions and programmes that generate acclaim and drive attendance.	Focus on continuous improvement in terms of achieving responsible business practices. Both in terms of how we operate and how we impact on the environment.
The Kauri Museum is readily accessible with digital content online as well as onsite and appeals to a broad range of audiences.	Each new exhibition and programme will have an online digital presence to support the onsite experience and allow people to share.	A 10% increase in online visitation (users) and engagement (page views) with content in 2017/2018.	Be innovative in our approach to attract greater numbers and/or a higher return from domestic and international audiences that are constantly evolving.

Objective	How are we going to achieve it	Measured by	Alignment with Strategic Plan Objectives
The Kauri Museum appeals to families of all shapes and sizes.	A broad range of public programmes will be on offer throughout the year, targeting family participation, special interest groups and supporting themed events.	Delivery of a minimum of 4 public programmes per year which establishes a loyalty subscription list and increases membership of that list by a further 10%, Explore a joint membership model between the three main Kaipara Museums.	Connect with a broader range of audiences within our community by being inclusive in our approach to sharing stories and remaining relevant for future generations.

GOAL THREE

A progressive, sustainable museum that adopts responsible business practices

Objective	How are we going to achieve it	Measured by	Alignment with Strategic Plan Objectives
Develop new income streams to support existing self-generated revenue.	Develop an annual sponsorship and fundraising programme of appeals, activities and events,	Achieving performance targets for sponsorship revenue as per forecast budget.	Focus on continuous improvement in terms of achieving responsible business practices. Both in terms of how we operate and how we impact on the environment.
	Develop new commercial revenue streams associated with venue hire, retail and lease of the café premises.	Achieving performance targets for commercial revenue as per forecast budget.	Focus on continuous improvement in terms of achieving responsible business practices. Both in terms of how we operate and how we impact on the environment.
Conserve and preserve the heritage and non-heritage buildings.	Develop a long term maintenance plan for the main museum complex and associated out-buildings.	Forecasting and delivering on a preventative maintenance budget for buildings, infrastructure and services for the medium term.	Prioritising collection care, collection enrichment, and collection access.

Objective	How are we going to achieve it	Measured by	Alignment with Strategic Plan Objectives
Ensure we have sufficient funds in the reserve account to fall back on.	Allocate 1/5 of any end of year operating surplus to the reserve account for the next five years. The rest is to be reinvested back into the museum operation.	The amount of the overall operating surplus/ deficit at the end of the financial year.	Focus on continuous improvement in terms of achieving responsible business practices. Both in terms of how we operate and how we impact on the environment.
Build on the strong foundations developed with the commitment to CarbonZero.	Prioritise investment in energy saving infrastructure or services.	Reduction in electricity emissions and/ or waste consumption, by a further 3% taking our total to 35% in eight years.	Focus on continuous improvement in terms of achieving responsible business practices. Both in terms of how we operate and how we impact on the environment.

GOAL FOUR

Support our local communities and generate a sense of belonging

Objective	How are we going to achieve it	Measured by	Alignment with Strategic Plan Objectives
Position The Kauri Museum as a community hub, service and resource.	Promote the Volunteer Hall and other gallery spaces as a location for the sharing of ideas and experiences. Mirror this with an online community space.	Hosting of community lectures, forums, public debates, exhibitions, blogs.	Connect with a broader range of audiences within our community by being inclusive in our approach to sharing stories and remaining relevant for future generations.
	Invite community to participate and provide feedback on key areas of consultation including annual planning, changes to	Receipt of submissions or feedback throughout the year. Increased engagement via social media Community attendance and feedback at pot-luck dinners/ updates.	Connect with a broader range of audiences within our community by being inclusive in our approach to sharing stories and remaining relevant for future generations.

Objective	How are we going to achieve it	Measured by	Alignment with Strategic Plan Objectives
	constitution, and future of Totara House as well as the sharing of general ideas.		
	Facilitate active engagement with the museum through volunteering, joining the friends committee and/ or being elected onto the museum board.	Increase in numbers of volunteers Filling of board vacancies at the annual general meeting.	Deliver on our vision Prioritising collection care, collection enrichment and collection access.
	Play an active, leadership role in Civil Defence.	Supporting of our visitors by implementing civil defence visitor action plan and working with Matakohē Community Group to provide emergency assistance to locals.	Focus on continuous improvement in terms of achieving responsible business practices. Both in terms of how we operate and how we impact on the environment.
	Host ANZAC Day and other commemorative events in conjunction with the community and Papanui RSA.	Increase in annual attendance and repeat support from other community service organisations including police, fire, schools.	Connect with a broader range of audiences within our community by being inclusive in our approach to sharing stories and remaining relevant for future generations.
Strong advocate and thought leader for the promotion of tourism in the Kaipara.	Work with Northland Inc, Kaipara District Council and NZTA to raise the profile of tourism in our area and with operators to take advantage of opportunities.	Ensure Kauri Coast Highway & Byway project (now Northland Journeys- Ancient Kauri Trail) is embraced by local businesses and distributed to benefit tourism in the Kaipara. –develop five new distribution hubs in 2017/2018. Support of new initiatives including cycle trail and electronic charging stations.	Focus on continuous improvement in terms of achieving responsible business practices. Both in terms of how we operate and how we impact on the environment.

Financial Summary & Commentary

Summary

The Kauri Museum has been working hard to consolidate its operation to reflect the needs of our current audiences as well as investing in skill sets, services and capabilities that will meet the needs of our developing markets. 2017/2018 will see the museum prioritise areas of education, research, collection care, enrichment and access as well as strong, sustainable business practices.

Cost of Activities

Financial Budget	<u>2017</u>	<u>2016</u>	<u>2015</u>
Operating Revenue	\$1.20m	\$1.16m	\$1.57m
Operating Costs	\$1.20m	\$1.25m	\$1.54m
Operating Surplus/ (Deficit)	\$1,635	(\$94,955)	\$24,169

Revenue Producing Activities

The new focus for the museum will be to increase revenue streams through various innovative exhibitions, programmes and sponsorship and fund raising activities.

Revenue Activities	<u>2017</u>	<u>2016</u>	<u>2015</u>
Admissions	\$646,190	\$633,017	\$652,076
Commercial	\$548,085	\$498,181	\$868,030
Other Income	\$ 14000	\$41,944	\$52,400
Total	\$1,208,275	\$1,173,143	\$1,572,506

The Museum has no planned major capital expenditure projects for 2017/2018. Smaller projects will be funded through operational expenses and via external grants.

Funders, Partners, Sponsors & Supporters

The Kauri Museum wishes to thank its

Funders & Donors

- Te Puni Kokiri
- Bennett & Associates Chartered Accountants
- Nauman Insurance Brokers
- Friends of The Kauri Museum

Supporters and Partners

- Volunteers

- Friends of The Kauri Museum
- Kaipara District Council
- Northland Regional Council
- Kauri Dieback Programme-Department of Conservation
- NIWA
- Northland Inc

Media

- NZME
- Kaipara Lifestyler
- Matakoho Messenger
- Paparoa Press
- Ruawai Rambler
- Maungaturoto Matters
- Kaiwaka Bugle
- Whangarei Leader



Kite Making at The Kauri Museum April School Holidays 2017

Contact Information

Please address all feedback and submissions to the following:

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