

DOSSIN GREAT LAKES MUSEUM STRATEGIC PLAN



Michigan State University

UP 494/894, Spring 2005

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Executive Summary

The Dossin Great Lakes Museum is facing a number of challenges, among them declining attendance, and lack of funding. A variety of factors have contributed to its decline and museum personnel have approached students in the planning practicum course, in the department of Urban and Regional Planning at Michigan State University to help construct a strategic plan for the museum.

In preparing the strategic plan, attendance was tabulated and a visitor profile was constructed to determine the Dossin's core audience. Existing exhibits were listed and major attractions described to determine what the museum offers visitors. The annual budget and management practices, including a staff profile, have been compiled in order to ascertain the financial and managerial resources within Dossin's reach. Current promotional strategies were also assessed. Lastly, a strengths, weaknesses, opportunities and threats (SWOT) analysis was conducted with focus groups to pinpoint the strengths, weaknesses, opportunities, and threats of the Dossin.

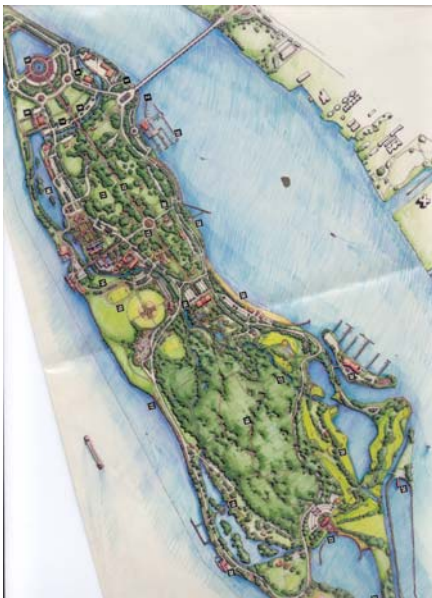
To assist in providing recommendations, four other museums were also profiled to act as measures of comparison. The Michigan Maritime Museum, the Marquette Maritime Museum, and the Wisconsin Maritime Museum serve as benchmark maritime museums all focused on the Great Lakes. The Motown Historical Museum serves as a single-themed comparative in the City of Detroit.

Lastly, to reach a larger audience, surveys were conducted at the Detroit Boat Show and Novi Boat Show.

Finally, recommendations were formulated, beginning with the establishment of a Board of Directors. The Dossin must also generate sources of stable funding through the creation of partnerships with Detroit organizations and other maritime groups and institutes, in addition to federal and state grants and programs. Once funding is fully established, advertising, maintenance, staff, and expansion can be considered.

Belle Isle History¹

On September 3, 1879 the City of Detroit purchased the island of Belle Isle and within a few years celebrated park designer Fredrick Law Olmstead was fast at work creating a plan to turn Belle Isle, then a mosquito infested island, into a lavish green space. He designed canals, among other things, to help drain the land and to serve as scenery for picnickers and other visitors. By 1893, the City was employing out of work Detroiters to help bring his design to fruition. Once completed, the park was so well liked that the bridge was too small to handle the demand. The MacArthur Bridge, which still stands today, was built in 1923 after a fire destroyed the original bridge. Gradually



the island was expanded as fill was added to the perimeter. By 1950, various statues, fountains, and green spaces dotted the island and more than 3,000,000 people visited Belle Isle annually.

Eventually, the island was altered to accommodate more automobiles and the canals were no longer connected to the river. Stagnant waterways now lined the roads creating unsightly areas throughout the island. When the City of Detroit faced a budget crisis in the 1960s and 1970s, the park continued to decline as funds were not available for critical

maintenance or needed improvements. In 1972, in an effort to revive Belle Isle, the Huron Clinton Metropark Authority (HCMA) designed an aggressive redevelopment plan. It included the addition of more natural plant species to the island, the preservation of historic buildings, the creation of a cultural center, and the consolidation of gathering places. However, this project was never completed. Public opposition proved to be too powerful an adversary and the HCMA were forced to abandon the island. The Friends of Belle Isle was formed in 1973 in response to the continued decline of the island. They commissioned the firm Kiley, Tyndall, Walker to develop a comprehensive revitalization plan. Although aspects of the plan have been gradually implemented, the entire vision was never realized. Belle Isle's steady decline coincides with that of the City of Detroit,

itself. Population has declined steadily by 7.5% since 1990 from 1,027,974 to 951,270 in 2000. Currently, the City is trying to rebuild itself and draw development back to downtown.

Location Analysis: Belle Isle

The Dossin Great Lakes Museum is located on the south side of Belle Isle Park. The building sits on the Detroit River, offering views of Windsor, Ontario, Canada. The entirety of the island park is zoned Parks and Recreation (PR). The area surrounding the Dossin Great Lakes Museum is primarily undeveloped parkland. According to the Detroit Department of Parks and Recreation, approximately 2 million automobiles travel to Belle Isle each year. A single public bus travels to the island once per hour stopping at the nearby remodeled casino building. Currently there are no directional signs assisting visitors to the location of the museum. Adjacent, undeveloped land to the west of the museum is available for expansion of the current building facilities. The land is currently under the control of the City of Detroit Parks and Recreation Department but can readily be transferred to the Detroit Historical Museums if expansion of the Dossin Great Lakes Museum is necessary. There has been no appraised value of the land on Belle Isle, though compensation for acquisition may be necessary in the event of a transfer of management authority.



Dossin Great Lakes Museum

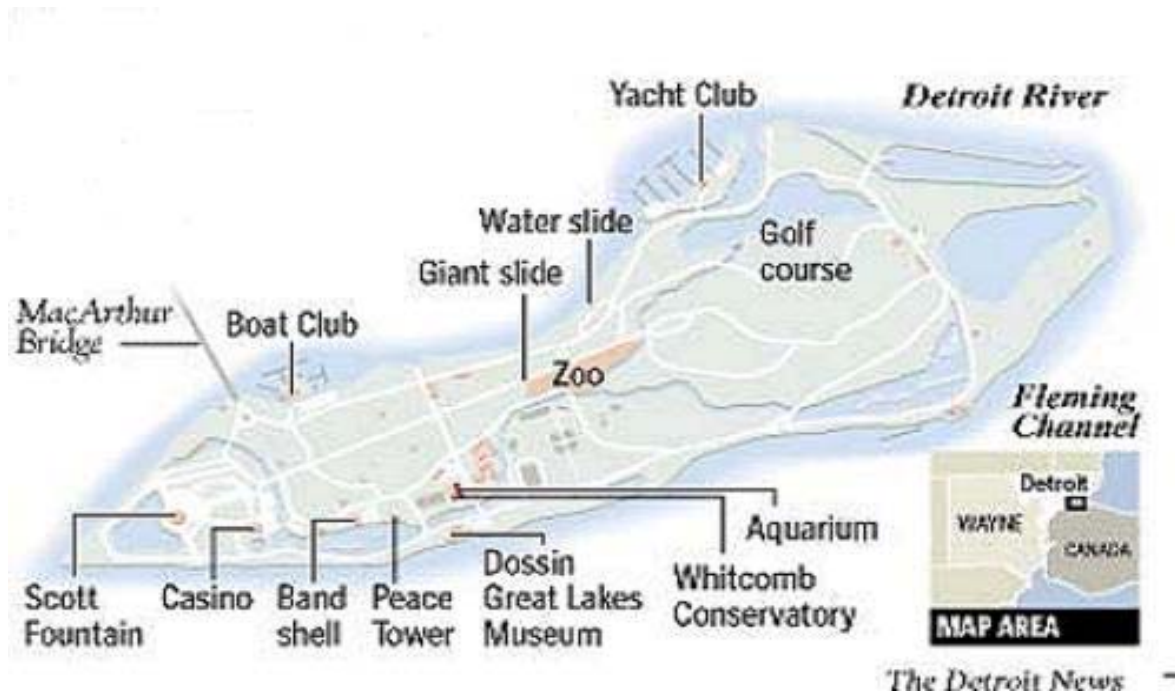


History

The Dossin Great Lakes Museum got its start when, in 1956, the City approached the Dossin family, prominent local business owners and long time Detroit residents, about the possibility of funding a new maritime museum. They donated \$125,000 for construction of a new museum to replace the J.T. Wing, a 139-foot schooner that had been installed on Belle Isle since 1948 and was converted into a museum ship. The J.T. Wing suffered from termites and dry rot and was no longer suitable or safe for use. This left the City of Detroit in search of another place to showcase the marine artifacts housed on the ship and teach Detroiters about life on the river. The City matched the Dossin's gift and in 1959, ground was broken on the same site on Belle Isle where the J.T. Wing had previously been. The 16,000 square foot Dossin Great Lakes Museum opened in 1960, and at that time, was the only museum in the Great Lakes region exclusively dedicated to Great Lakes maritime history. The Dossin family also gave the museum its first exhibit, a restored hydroplane called Miss Pepsi. Members of the Dossin family had raced the boat on the Detroit River from 1949 to 1954. Now it is housed in its own special pavilion at the museum.²

Location and Surrounding Land Use

The Dossin is located at 100 Strand Drive on the southeast side of Belle Isle. In addition to the museum, the island is also home to a 9-hole golf course, conservatory, Coast Guard Station, the Casino building, which is used for weddings, receptions and other special events, (this is not a gambling casino), a yacht club, riding stables, baseball and soccer fields, and lots of open space. Belle Isle is accessible from Detroit via the MacArthur Bridge, located at the intersection of East Grand Blvd. and Jefferson Avenue. Belle Isle is located in the middle of the Detroit River, 4.3 miles from downtown Detroit. The downtown area is home to Cobo Hall and Joe Louis Arena, several large hotels and casinos, and a central business district.



Detroit Visitor Profile

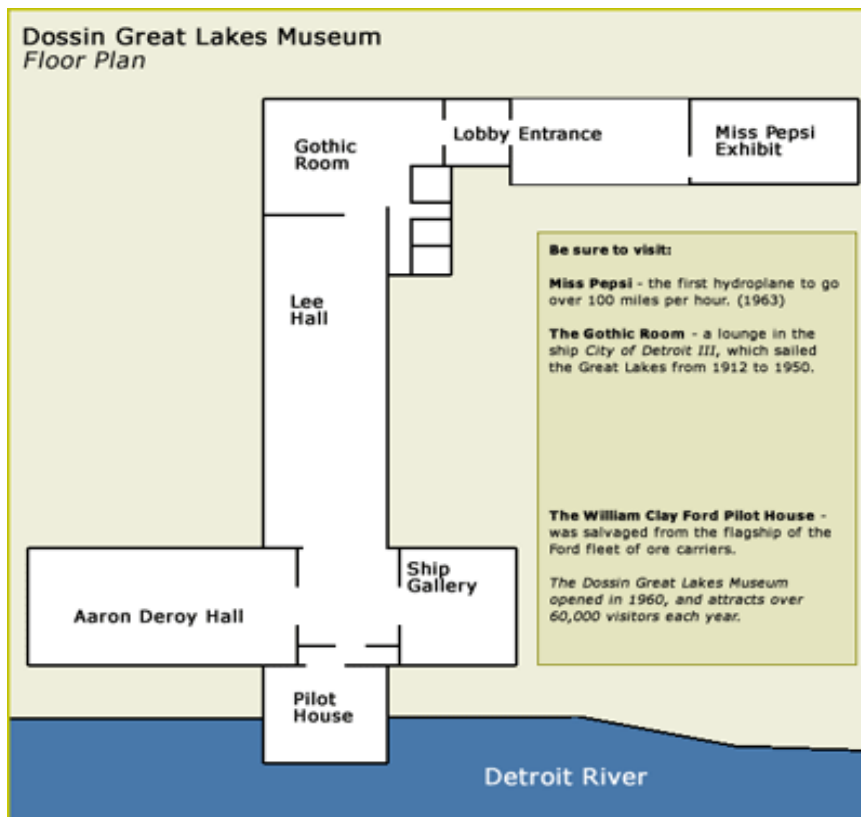
Every two years the Detroit Visitor and Convention Bureau conducts a Visitor Profile Report, which compiles and analyzes data on visitors to Metropolitan Detroit (includes Wayne, Oakland and Macomb Counties). The data collected includes total number of visitors, how much money they are spending and on what, in addition to the purpose for their trip to Detroit. In 2002, the last year for which data is currently available (2004 is still be analyzed), Metropolitan Detroit welcomed 15.7 million visitors

who spent a total of \$4.3 billion. Of that total \$348 million, or 8 percent, was spent on entertainment and recreation (this does not include spending in Detroit Gambling Casinos). Seventy percent of visitors to Metropolitan Detroit travel for pleasure and recreation. This is a reservoir of potential visitors that the Dossin could tap into.

Purpose of Museum

The Dossin Museum helps show the importance of the Detroit River and the Ports of Detroit in the development of the Midwest's trade routes and the economy of this region. The museum documents many of the first launchings of ships for the large industries in the area, and where those ships worked. At the Dossin, the visitors are educated about the growth of the waterways in this area and what type of work was done on these ships.

Dossin Museum Layout



Source: Detroit Historical Museum Website

Exhibits

When a visitor first enters the museum, they immediately feel as if they have stepped onto a luxury ship, much like the grand passenger ships that once sailed the Great Lakes. This front room, known as the Gothic Room, was removed from a ship called the City of Detroit III. Built in 1912, it sailed the Detroit River and Great Lakes until being retired in 1956. The museum acquired this exhibit, which had been used as the smoking room on the City of Detroit III, in 1965 and museum staff and volunteers spent two years restoring it and then it was installed in the entryway of the Dossin. The room features magnificent hand carved woodwork, reminiscent of a bygone era. A chandelier and beautifully backlit stained glass windows complete the room.

The Gothic Room Entry Way of the Dossin.



Since its opening, the Dossin has been expanded and many new exhibits have been added. In 1968, DeRoy Hall was added. This room has an auditorium, along with a window wall which faces the Detroit River, allowing visitors a relaxing place to watch boats and ships sail by. Another exciting feature of the Dossin, which was added in 1992, is the pilothouse, which was removed from the deck of the S.S. William Clay Ford, a freighter that once sailed the Great Lakes. The pilothouse is divided into two sections, one is the wheelhouse, which sits out over the water and gives visitors the feeling of being on a ship sailing the Great Lakes, as well as brilliant views of Windsor. The

wheelhouse still contains its original equipment including the steering stand and radar, which still works. The second section is the chartroom, which contains navigation charts similar to those used by the William Clay Ford crew.



William Clay
Ford Pilothouse,
with a view of
Windsor.

A more recent exhibit addition, called “Working the Island Seas” is devoted to African-American Sailors who worked on the Great Lakes and also includes a section on the Underground Railroad, and its movement over the Great Lakes helping escaped southern slaves find freedom in the north. Another newer exhibit is a film entitled “Changing River” and it reflects on the history and ecology of the Detroit River. The main gallery exhibit, “City on the Straits,” includes a working 1910 steam engine from a tug boat; a submarine periscope, a topographical model of a map of the Great Lakes system that illustrates the depths of the various lakes, and a collection of model ships which traces the steps in the evolution of water transportation on the Great Lakes and exhibits which highlight the history of maritime travel on the Great Lakes. Sitting on the grounds of the museum is an anchor that fell from the ill-fated Edmond Fitzgerald while it was navigating the Detroit River; it was retrieved from the river bottom in 1992.

An adjacent building contains the hydroplane racer, Miss Pepsi, which was raced by members of the Dossin family until the mid-1950s.



Along with the other exhibits mentioned, the Dossin Museum also showcases other types of attractions that appeal to maritime enthusiasts. There are many artifacts, due to cost and space restraints, that cannot be currently displayed. However, given the right means, the Dossin could expand their exhibits to include these fascinating treasures. There is the possibility to create an extensive gallery showcasing model ships and maritime paintings that may add to the appeal of the Dossin Museum. Several model ships, including ones of the Detroit III, the Columbia, and the SS Edmund Fitzgerald are on display year-round. All of the model ships were constructed using the same scale, so that the proportion and differences between the different ships can be noticed.

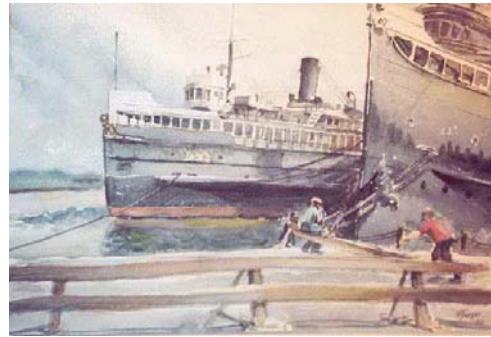


Model ship; steamer SOUTH AMERICAN, 1/8" scale.



Ship Model of the gunboat USS WOLVERINE (ex-Michigan) of 1843, fully encased. 1/8" scale.

There are also many paintings and pictures depicting maritime life, industry, and also ones of ships that have been captured by an artist's brush. These paintings are currently in storage at the Dossin Museum and Historic Fort Wayne. Under the right circumstances, these pieces could be made available for prospective visitors. Pictures of the model ship collection and Great Lakes Marine paintings can be found in the collections section of the Detroit Historical Museums website.



The watercolor painting "End of an Era" shows the bows of two D & C side-wheel passenger steamers (City of Detroit III, Western States); docked at the foot of Third St. in the Detroit River awaiting decommissioning. It is signed in the viewers lower right corner: "M Jaeger 1951"

Attendance/Admissions and Marketing

The Dossin is a part of the Detroit Historical Museums and averages approximately 7,000 visitors a year (not including the attendance figures from outreach programs). Currently the museum is open on Saturday and Sunday from 11:00am to 5:00pm. Current admission rates are \$3.50 for adults and \$2.50 for students, children, and seniors. The Hydroplane Boat Race, held on the Detroit River in July of each year, brings additional visitors to the Dossin. The Detroit Boat Show, held annually in February at Cobo Hall, also gives the Dossin an opportunity for more exposure through its sponsorship of an exhibit booth. The Museum has recently started a lecture series that will be held in the Dossin's DeRoy Hall during the spring months. This could also help to raise the public's interest in the museum.

The museum hosts several hundred school children each year. The Dossin strives to assist students in learning about Detroit's maritime history and shipping on the Detroit

River and Great Lakes. The museum even offers to underwrite a portion of the expense for school groups.

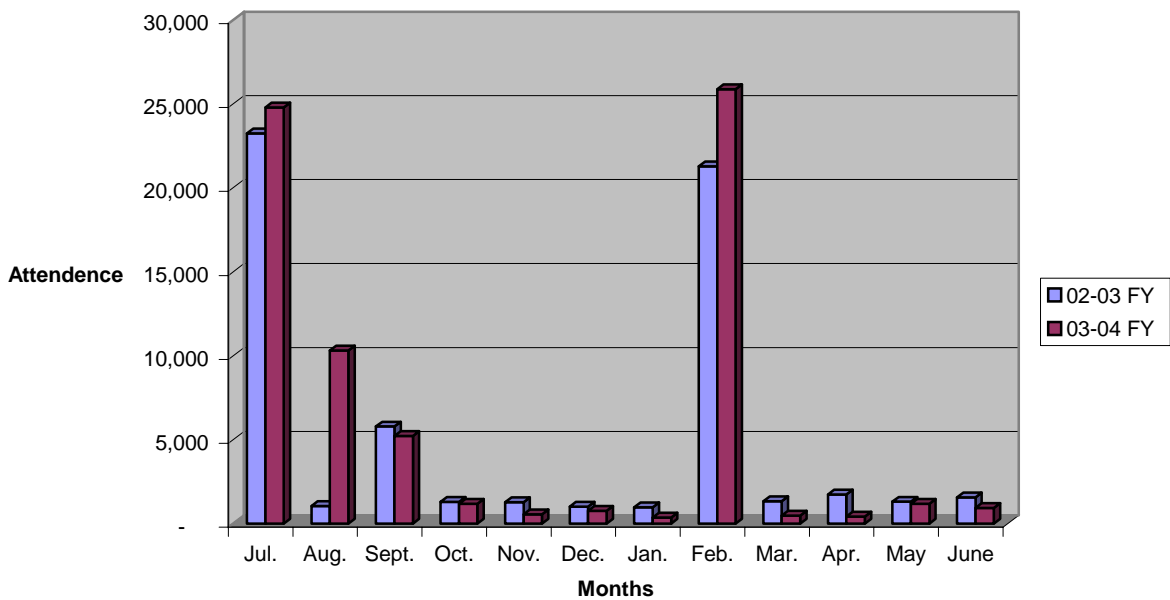
Currently the Dossin has a small annual operating budget. Recent budget cuts made by the City of Detroit have left the museum to raise funds largely on its own. The Dossin has been the beneficiary of two fundraisers in the past year to help with the operating budget. These were in conjunction with the Detroit Port Authority and the Detroit Yacht Club. The total amount raised was \$39,000, which will be used to make needed repairs.

The main form of marketing is word of mouth. However, press releases are issued sporadically highlighting special events, and the Telescope is distributed to members and interested stakeholders. In addition, the Dossin sponsors a booth at the Detroit Boat Show and Novi Boat Show each spring.

Attendance/Admissions Breakdown

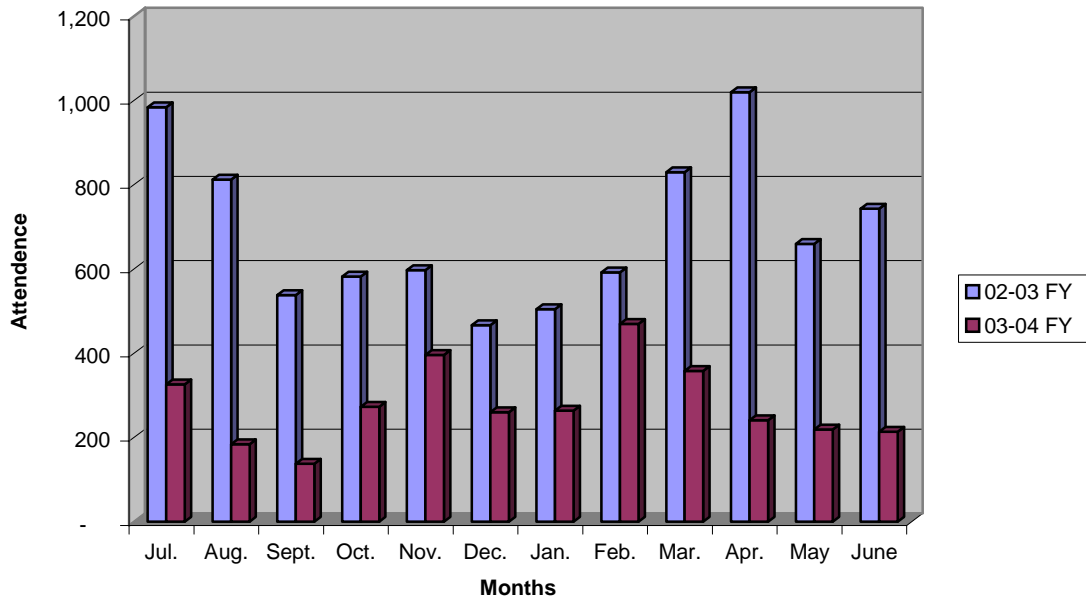
Attendance figures are available for the 2002/2003 fiscal year and 2003/2004 fiscal year. Attendance is broken down into five separate categories: general visitors, education visitors, outreach programs, facility use, and special event. General visitors are those guests who visit the museum of their own accord, paying general admission prices. Education visitors are students and their chaperones that arrange a special visit. Outreach programs are those events attended by representatives of the museum who showcase some of the museum's artifacts. Facility use is defined as individuals who use the Dossin as a regular meeting place for their organizations, for example, the Shipmasters' Organization. Groups who rent out portions of the museum to hold a gathering are included in special events. Following are graphic breakdowns of monthly attendance for the past two fiscal years.

Total Attendance by Month



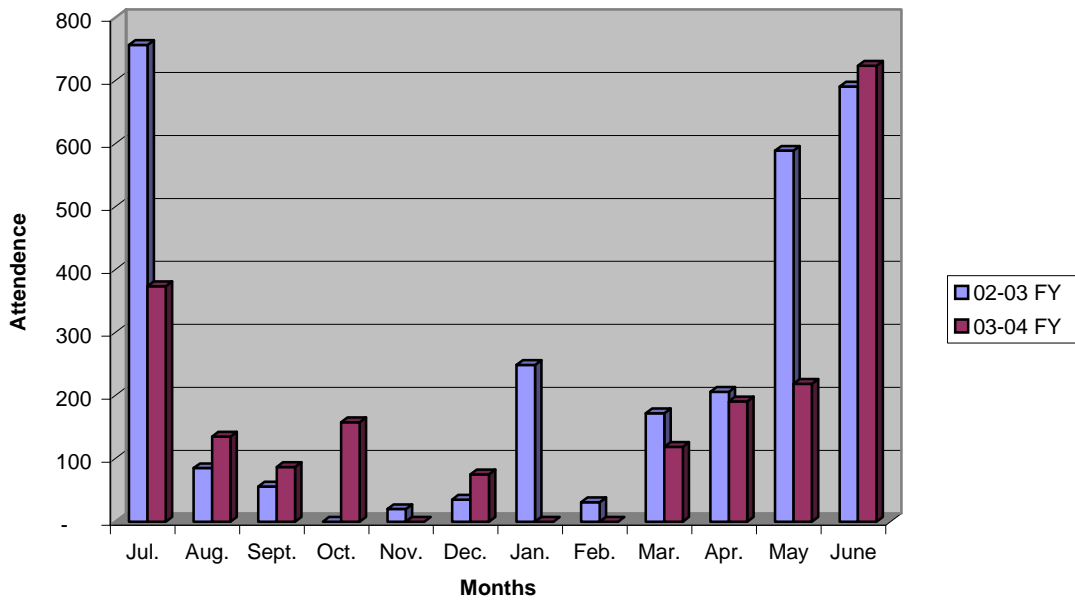
The above bar graph displays total attendance by month for 02-03 and 03-04. It appears that the total attendance has increased as a general trend, but the increase is attributed to outreach attendance. Average monthly attendance for fiscal year 02-03, excluding outreach, is 1,138, dropping to 977 in fiscal year 03-04. The high levels of attendance in July and February can be attributed to Detroit Boat Show attendance figures (included as an outreach program) and the Hydroplane Races (included as an outreach program). These figures include all of the guests that visited the Detroit Boat Show and the Hydroplane Races and should not be counted as museum attendance.

General Visitation Attendance



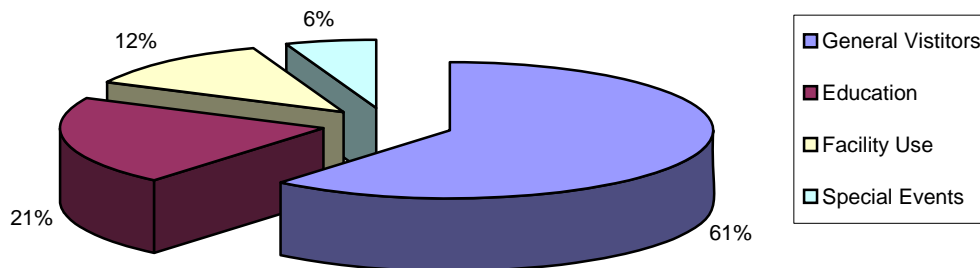
The above bar graph shows the breakdown of the general admission visitors by month for 2002/2003 and 2003/2004. Although, over the past year attendance has fallen from a monthly average of 649 in fiscal year 02-03 to 279 in fiscal year 03-04, it is not sufficient evidence to establish a trend of declining attendance. As the budget dropped and the museum was forced to decrease their number of operating hours, attendance declined.

Educational Attendance



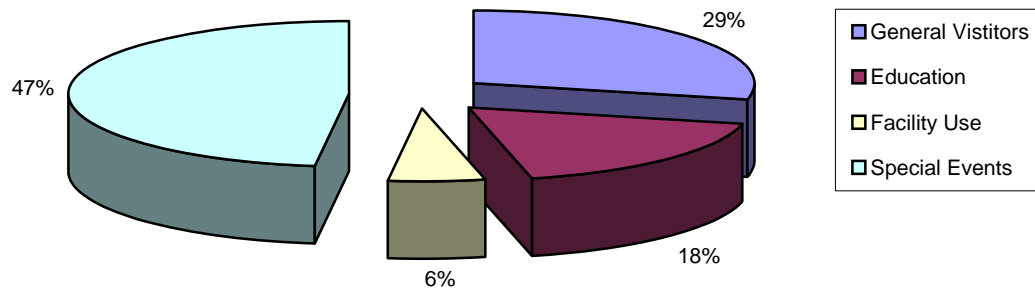
This table shows the decline of educational attendance from fiscal year 02-03 to 03-04, decreasing in monthly average attendance from 241 to 174 respectively. This decrease is of concern due to the mission of the museum to educate the community. During the warmer months the educational attendance tends to increase; this is attributed to scout groups and other educational organizations visiting the museum.

02-03 FY Attendance Breakdown



This set of attendance information excludes outreach attendance, which distorts attendance data. As you can see, the majority (61%) of the attendance in fiscal year 02-03 was general visitors (those paying standard admission). Educational attendance (special school groups) makes up another 21% of the total attendance. Facility use (organizations that routinely use the museum) and special events (cases where the museum is rented out for a specific event) follow respectively with 12% and 6% of total fiscal year attendance.

03-04 FY Attendance Breakdown



This set of attendance data also does not include outreach attendance. When comparing this graph with the graph from the previous fiscal year it is evident that special events have increased drastically while general attendance has decreased as a percentage of the total attendance. Facility use has also dropped, as a percentage of the total while educational attendance has remained relatively constant.

Analyzing the Effectiveness of Marketing – Boat Show Survey Results

To analyze the effectiveness of the current marketing strategies undertaken by the Dossin Maritime Museum, we surveyed visitors at the Detroit Boat Show and the Novi Boat Show. The objective of the survey was to discover what type of advertising would best reach the public. The brief survey asked questions regarding how the museum was brought to their attention, and their impression, if any, of the museum and its exhibits. Some individuals marked more than one answer. The actual survey is located in appendix B.

Boat Show Survey Results 2005

Total number of individuals surveyed 205

Sex

Male	180	Female	19	N/A	6
	88%		9%		3%

Of all individuals surveyed, the majority was overwhelmingly male. This may reflect the audience of the Detroit Boat Show and Novi Boat Show, more specifically those interested in the antique outboard motors that the Dossin was displaying.

Age Group

1-18	19-30	31-50	51+	N/A
3	15	86	99	2
1.46%	7.31%	41.95%	48.29%	0.98%

* Percentages based on 205 responses

Of all individuals surveyed, the most common age groups were 31-50 and 51+. This may show that individuals interested in maritime history are mostly middle-aged and older adults. However, the museum could become more “children-oriented” by gearing their exhibits toward a younger audience.

Number of People in Household

1	2	3	4	5	6+	N/A
22	91	31	51	3	1	6
10.73%	44.39%	15.12%	24.88%	1.46%	0.49%	2.93%

* Percentages based on 205 responses

Of all individuals surveyed, homes with only two individuals were most common. However, families of four also represent a significant percentage of the audience, pointing towards the possibility of gearing the Dossin towards families.

Percentage of individuals who have been to the Dossin 43%

*Percentages based on 205 responses

This percentage reflects the audience both at the Detroit Boat Show and Novi Boat Show, and those that visited the Dossin’s booth.

Percentage of individuals who have heard of the Dossin 64%

*Percentages based on 205 responses

Again, this also reflects the audience present at the Detroit Boat Show, Novi Boat Show and the Dossin booth.

Percentage of individuals who would make a visit/return visit 80%

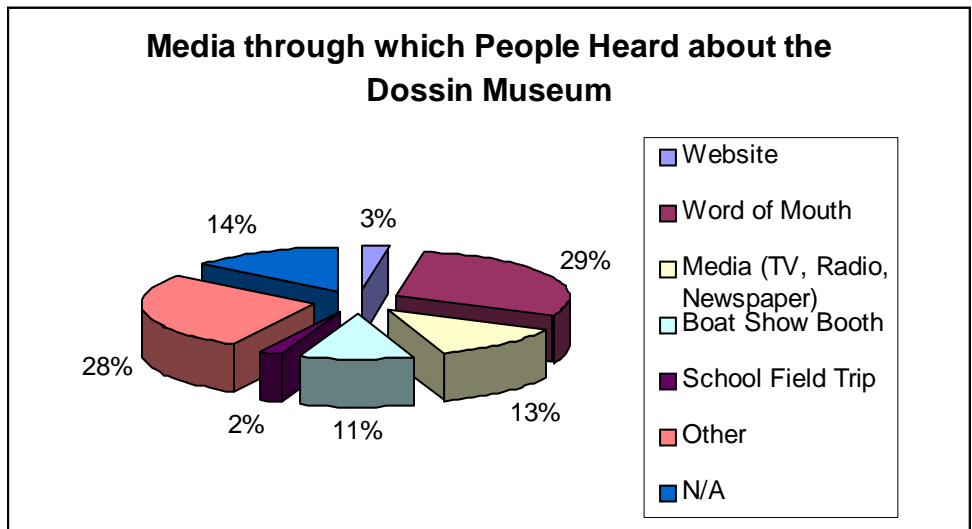
*Percentages based on 205 responses

Many of those surveyed would be interested in going to the Dossin based on the information that was given to them. This points to the fact that with some advertising, the Dossin may reach a larger audience.

How did you hear about the Dossin Great Lakes Museum?

Website	Word of Mouth	Media (TV, Radio, Newspaper)	Boat Show Booth	School Field Trip	Other	N/A
5	57	25	21	4	54	28
2.58%	29.58%	12.89%	10.82%	2.06%	27.84%	14.43%

* Percentages based on 194 responses

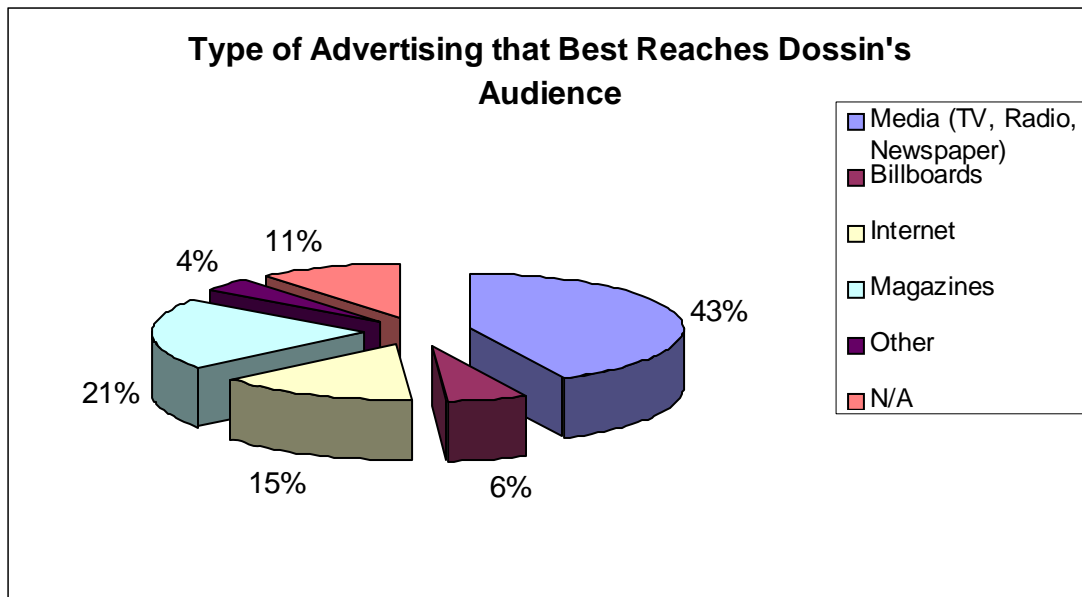


Of all those who had heard of the Dossin (64%), not surprisingly, most people heard of the Dossin through word of mouth considering the Dossin does not extensively advertise. Media was also a popular median. It's fair to assume that most of this can be attributed to newspaper-type advertisements since the Dossin does little to no television and radio advertising. The boat show booth served as the third largest form of communication.

What type of advertising would best reach you?

<i>Media (TV, Radio, Newspaper)</i>	<i>Billboards</i>	<i>Internet</i>	<i>Magazines</i>	<i>Other</i>	<i>N/A</i>
99	14	35	49	9	25
42.86%	6.06%	15.15%	21.21%	3.90%	10.82%

* Percentages based on 231 responses

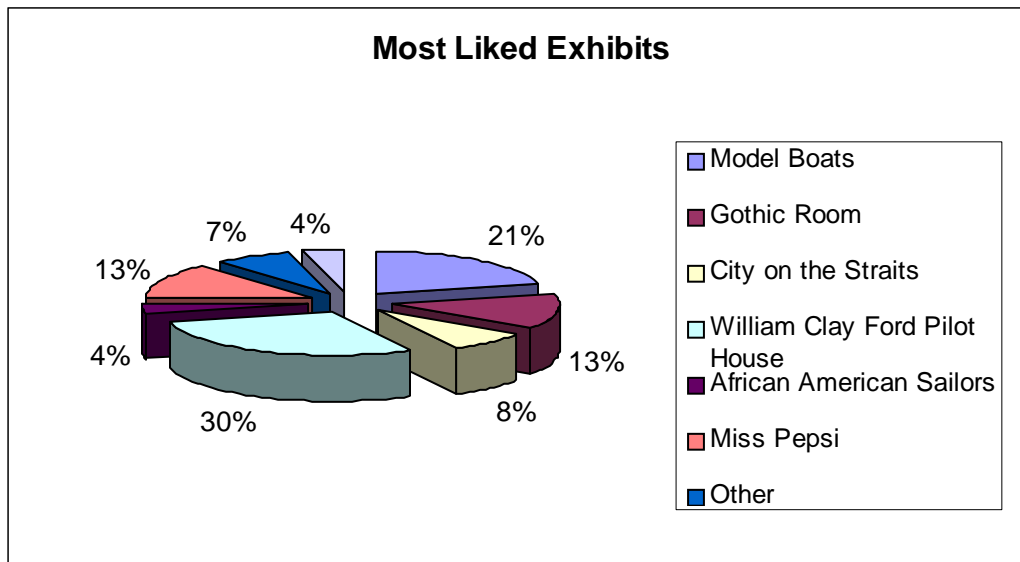


Of all individuals surveyed, media is the form of advertising that would best reach the general public. This includes television, radio, and newspaper. Magazines were also a popular choice, with people specifically suggesting boating magazines.

What exhibit did you like the most?

<i>Model Boats</i>	<i>Gothic Room</i>	<i>City on the Straits</i>	<i>William Clay Ford Pilot House</i>	<i>African American Sailors</i>	<i>Miss Pepsi</i>	<i>Other</i>	<i>Don't Remember</i>
41	26	15	57	7	26	14	8
21.13%	13.40%	7.73%	29.38%	3.61%	13.40%	7.22%	4.12%

* Percentages based on 194 responses



Of all those who had been to the Dossin (43%), the most popular exhibit was the William Clay Ford Pilot House; the museum’s most interactive exhibit. The model boats were also well liked, highlighting one of the hidden strengths of the museum.

The survey results show that a good percentage of respondents had heard of the Dossin, and those that had attended had a positive experience.

Focus Group Analysis

In order to gather additional information and insight, three focus groups were conducted with various stakeholders and staff, each group contributing its own unique perspective. The focus groups allowed us to get an “inside” view of the challenges the Dossin faces, and the resources available to surmount these obstacles. A strengths, weaknesses, opportunities, and threats (SWOT) analysis was the tool used to gather the information we needed, along with some additional discussion questions. The SWOT identifies internal and external factors and helps match the museum’s resources and capabilities to the drawbacks and hazards they are trying to overcome. Each group was asked to formulate a short list for each category. All group members then ranked the ideas using stickers, placing more by those items they thought were most significant. The Michigan State University Team also conducted its own SWOT that can be seen in Appendix C.

Focus Group 1: Employees and Board Members

Staffs from the Detroit Historical Museums, the Great Lakes Maritime Institute, and Diamond Jack Tours were invited to participate in the first SWOT analysis and corresponding discussion. Following is a chart summarizing the top three listings in each category.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Location • Unique History • Extensive Collection/ Pilot House 	<ul style="list-style-type: none"> • Relationship with City of Detroit • Unstable Funding • Size 	<ul style="list-style-type: none"> • Volunteers • Belle Isle Cluster of Museums • Huron-Clinton Metropolitan Authority (HCMA) 	<ul style="list-style-type: none"> • City Receivership • Governance • Access

Employees and Board Members listed location as its most powerful strength, noting its proximity to the Detroit River and the advantages of being so close to the water. The unique history of the museum was also mentioned, as well as its extensive collection (mostly in storage). The major weakness stated was the Dossin’s relationship with the City of Detroit. The lack of funding available for cultural institutions from the city is on a steady decline. With that, unstable funding tends to be a major weakness, as well as the size of the museum itself. Volunteers was listed as its most promising opportunity, followed by the cluster of museums on the island, and the Huron-Clinton Metropark Authority, which has had great success with other park systems. Lastly, city receivership was the most critical threat, followed by governance and access.

Additional discussion topics were also presented, the first being whether or not the museum should stay where it is or relocate. The group was generally wary of relocation, noting that expansion of the current museum was the first option they would like to pursue. With the expansion, the employees and board members would like to see more hands-on exhibits to attract a greater number of visitors.

Focus Group 2: Dossin Affinity Groups

The second focus group included various members in stakeholder organizations including the Propeller Club, the Belle Isle Nature Zoo, the Detroit River International Wildlife Refuge, the ISMA, the Detroit Recreation Department, the Great Lakes Maritime Institute, the Friends of Belle Isle, the Detroit Historical Museums, and the City of Detroit Budget Department. All of these individuals were also asked to participate in a SWOT followed by topics for discussion. Following is a chart summarizing the top three listings in each category.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Education Activities Support (MEAP) • Collections 	<ul style="list-style-type: none"> • City of Detroit Support/staff • Limited Facilities/ 	<ul style="list-style-type: none"> • Increase Research Facilities • Island Governance 	<ul style="list-style-type: none"> • Cut City Funding/ Fiscal Crisis • Building Deterioration

and Research Materials <ul style="list-style-type: none"> • Great Lakes Maritime Institute and Other Related Groups 	Deferred Maintenance <ul style="list-style-type: none"> • Negative Belle Isle Image • No Floating Exhibit 	<ul style="list-style-type: none"> • Collaboration with Education 	<ul style="list-style-type: none"> • Cruisers/Partiers
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Dossin affinity groups thought education activities support was particularly strong, specifically citing Michigan Educational Assessment Program (MEAP) standards. The Dossin could explore ways to use the museum to help schools meet their MEAP objectives. Collections and research materials were also mentioned, as well as groups associated with maritime activities, specifically the Great Lakes Maritime Institute (GLMI). Major weaknesses included the City of Detroit support the museum receives and deferred maintenance. The negative image of Belle Isle and the lack of a floating exhibit were both ranked third. The Dossin’s foremost opportunity is to increase its research facility by partnering with nearby universities, which could then use the museum’s extensive historic collections. Island governance and collaboration with educational facilities were also listed. The biggest threat continues to be the fiscal crisis the City of Detroit is experiencing, and the subsequent lack of funding available for the museum. However, affinity members also see building deterioration and partiers on Belle Isle as key risks.

Focus Group 3: Members of the Educational Community

The third focus group included various members from the educational community including former educators, the education director of Detroit Historical Museums, Henry Amick, and educational representatives from other cultural institutions. All of these

individuals were also asked to participate in a SWOT. Following is a chart summarizing the top three listings in each category.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Location • Reasonable Admission • Reputation • Multicultural 	<ul style="list-style-type: none"> • Marketing • Location (isolation, safety) • Lack of Signage • Building Size and Exterior Character 	<ul style="list-style-type: none"> • Outside Funding Sources • Ship On-Site • Free Shuttle from Bridge • Workshop for Education 	<ul style="list-style-type: none"> • Lack of Funding for Museum and Island • Negative Perception of Island/City • Politics/City-Owned

Once again, location was listed as the Dossin’s greatest strength. Two new strengths were noted, reasonable admission and the multicultural appeal the museum has. Marketing was recorded as the Dossin’s most extreme weakness, followed by the location, lack of signage leading to and designating the building, and the size and exterior of the building itself. Outside funding sources are the biggest opportunity followed by the possibility of an on-site ship. A free shuttle from the bridge that goes around Belle Isle was something we hadn’t heard from any other group, as was a workshop for education. The most pressing threat was the continued lack of funding for the museum and the island. The negative perception of Belle Isle and the City of Detroit, as a whole is perceived as a threat by the educational community, followed by the museum’s tie to city politics.

Focus Group Summary

The location was listed as the museum's greatest strength by both the employee focus group and the educational focus group. The reputation and unique history of both the island and the museum were also cited as strengths by both of these groups. Major weaknesses were listed as City of Detroit support, and the relationship the City has with the Detroit Historical Museums, including the current fiscal crisis. Size acts as a weakness, since the current size does not provide near enough space for the museum to showcase its extensive collections. There were no common opportunities mentioned within the top three listed for each group. All groups listed city funding and receivership as a sizable threat. Budget cuts have put the City of Detroit in a fiscal crisis that has spilled over to every department of the City. Cultural funds have been significantly reduced as a result. The negative image of Belle Isle and the cruisers that typically occupy the island on weekends was repeatedly mentioned within the focus groups.

Choosing the Museum Comparables

Establishing comparables is one of the essential steps in determining a larger context for the Dossin Great Lakes Maritime Museum and what can be done to improve it. In order to do an effective analysis of the Dossin Museum, we compared it to four museums, three being maritime museums around the Great Lakes region and one single themed museum. These four were the Wisconsin Maritime Museum in Manitowoc, WI, the Michigan Maritime Museum in South Haven, MI, the Marquette Maritime Museum in Marquette, MI, and the Motown Historical Museum in Detroit, MI. The reasons the team chose the three maritime museums were that they were comparable locations and similar histories, and in-turn have many similar attractions, being that they all have their homes on the coast of one of the Great Lakes. The reason the Motown Historical Museum was included was mainly for variety to see how another single-themed museum has successfully functioned in the Detroit area. A map highlighting each of the locations is located in Appendix D.

Museum Evaluation Criteria

Looking at the museums chosen as comparables, we were able to extrapolate a few characteristics that were common among each museum and that the team felt gave an adequate profile of their current status. The analysis of the museums fell under six different criteria: location, exhibits, marketing, special events, surrounding land uses, and attendance. While evaluating each based on these criteria, the team also determined it was necessary to include other expert opinions from professionals who have experience creating successful museums. Dan Keegan, Executive Director of the San Jose Museum of Art in San Jose, CA and former executive director of the Kempler Museum of Contemporary Art in Kansas City, MO, wrote an article that addressed ways that museums could realize success.

Five Keys to a Successful Museum³

- ❖ Engage the Community
- ❖ Entertain
- ❖ Establish Relevance
- ❖ Plan for the Future
- ❖ Establish a Board of Directors with a Diverse Commitments to
Community/ Unified Commitment to Museum

Keegan notes that museums often create an image of elitism and isolation from the public. If a museum is going to be successful, it needs to change that image. Museums need to reach out to the communities in which they reside. Visitors need to feel welcome and be able to connect with the items the museum has on display. Keeping exhibits behind glass cases and protective barriers will not help to establish a connection. Although not possible for all exhibits, making as many exhibits as possible interactive and accessible is a good way to engage the visitors. Allow people to hold and touch as many exhibits as possible. The Holocaust Museum in Washington DC now allows visitors to touch many of its artifacts. This tactile experience can help people develop a greater connection to the historic event being portrayed and may inspire people to want to learn more about that event.

Keegan goes on to explain more and more museums are evolving into entertainment centers. They are in competition with other leisure time attractions, such as theme parks, shopping centers, casinos, sporting events, movies and television for visitors' free time. Museums need to find ways of adapting to the changing demands of society for more stimulating types of entertainment. If a museum is to survive amid the myriad of choices they need to include things such as evening hours, offer live entertainment, fine dining or specialty restaurants, special event facilities, offer memberships that target specific age groups, and museum stores or gift shops. The Metropolitan Museum of Art in New York offers singles events, jazz music performances, extended hours in the evenings, and a gift shop that is a cross between a

high-end toy store and an upscale department store. They also have a McDonalds and a Pottery Barn.

Museums need to show visitors that what they offer is relevant to the guest as an individual and to the community. They need to give people a reason to visit. By showing guests that the exhibits they feature relate to their contemporary lives, they can create an audience eager to engage themselves in the cultural history that surrounds them.

Keegan recommends that the first thing every museum should do is create a strategic plan. Most museums tend to focus primarily on the physical nature of the museum, how big should it be, where should it be located, what exhibits it will feature, what will the budget be and how many staff will be needed. According to Keegan, the more important questions that should be asked have nothing to do with the physical reality of the museum, but are more philosophical in nature. They are nonetheless important to ask if a museum is to be successful. They include:

- 1) “Why should this museum (program) exist?
- 2) What is the mission?
- 3) What does the community need and want? Why?
- 4) What stories need to be told? Why?
- 5) How do we make it relevant?
- 6) How do we attract and engage visitors, and get them to come back?
- 7) How do we meet expectations?
- 8) How will we compete with other more “sexy” entertainment?
- 9) Can we afford it?
- 10) Is it all worth it? Why?”

After these questions have been answered, then the question of what the museum should look like is much more easily answered. In March of 2000 the Kempler Museum of Contemporary Art in Kansas City, Missouri held its first *In Touch with Art Day*. The program allowed visitors to touch items that would normally be off limits, such as sculptures; there was a behind the scenes and hands-on look at various art materials and tools, a look at how art is handled and shipped, what creating and packing materials are involved; and a clay workshop which allowed visitors to make their own sculptures to take home. The program originally started out completely different, but after asking the

“why, what, and how” questions, the program was changed and over 600 people attended.

In discussing a museum’s board of directors Keegan notes that they should be comprised of people with a variety of different community interests, a wide range of expertise, many diverse viewpoints, a variety of backgrounds and a sense of self-confidence that, when working together, will guide, support, and direct the museum for the good of the organization and the whole community.

Keeping all of these aspects and questions in mind the five criteria for a successful museum can be used to evaluate all four of our comparables and the Dossin Great Lakes Museum.

Museum Matrix 1

	Engage Community	Entertain	Establish Relevance	Plan for Future	Board of Directors
<i>Dossin Great Lakes Museum</i>	<i>NO</i>	<i>YES</i>	<i>YES</i>	<i>NO</i>	<i>NO</i>
Wisconsin Maritime Museum	<i>YES</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>
Michigan Maritime Museum	<i>YES</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>
Marquette Maritime Museum	<i>YES</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>
Motown Historical Museum	<i>YES</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>	<i>YES</i>

The above chart summarizes the criteria that each of our comparables has met according to Keegan’s article. Using the information and other characteristics gathered from our comparables, we were able to answer simple questions regarding what features each museum had that should be incorporated into the Dossin Museum’s master plan. The findings that we have compiled and the matrix created from the criteria that we have

constructed also helped us to arrive at these conclusions. More information about the comparables can be found in Appendix A.

Museum Comparables Profiles

Wisconsin Maritime Museum

The Wisconsin Maritime Museum is a maritime themed museum located on the eastern shore of Lake Michigan in Manitowoc, Wisconsin. The museum has similar exhibits, which cater to an audience like Dossin Great Lakes Museum: maritime enthusiasts. The Wisconsin Maritime Museum attracts a yearly attendance of 43,380, which is much greater than that of the Dossin Great Lakes Museum. The success of the Wisconsin Maritime Museum is attributed to its ample budget, strong marketing strategy, a large full-time staff, and the USS Cobia, a WW II fleet submarine. The Wisconsin Maritime Museum displays Wisconsin built boats linking Wisconsin's maritime history with the community. The Wisconsin Maritime Museum is a benchmark for which the current status of the Dossin Great Lakes Museum can be measured.

Michigan Maritime Museum

The Michigan Maritime Museum is another maritime themed museum and is located in South Haven, MI along the Black River, which flows into the eastern part of Lake Michigan. It has attractions and exhibits that represent the maritime tradition of the Great Lakes region. The museum has a yearly attendance of about 30,000 and is open year round with operating hours in the summer months from 9am to 6pm and in the winter from 9am to 5pm. Admission is \$4 for adults and \$2.50 for children. The museum's operating budget for the 2004-2005 fiscal year is \$566,333 funded by admissions, donations from its members, fundraisers, and investment from Western Michigan University for the Great Lakes Research Library. It also has a full-time staff of 18 trained and paid professionals that consists of curators, researchers, and librarians. The Michigan Maritime Museum also is a part of South Haven's HarborWalk, which includes restaurants, shops, and other points of interest that complement the museum's attractions. The main exhibit at the museum is the *Friends Good Will*, a replica of a 17th century fur trading ship converted into a warship in the wake of the War of 1812. The Michigan Maritime Museum acts as an anchor for the popular HarborWalk, an integral part of the local economy.

Marquette Maritime Museum

The Marquette Maritime Museum began as the Marquette Maritime Association in 1980 and the museum was opened in the old City Waterworks building in 1982. In 2004 there were 12,000 visitors to the museum. This attendance figure includes the tours at the lighthouse, which is an extension of the Museum. The museum is open from May 14 to October 22; visitation times are 10am-5pm, 7 days a week. The museum employs 2 full-time staff members with the board of directors usually doing the bulk of the pre-season preparation for the upcoming open season. The museum operates solely from the money earned from admissions and through the support of the members; memberships range from \$20 for an individual (Deckhand), \$40 for family (Crew) up to \$3,000 for a corporate (Admiralty) level. The actual budget of the museum is not available. The marketing is mostly done by the board members and the museum's extensive website, which is especially user-friendly. Marquette Maritime is also partnered with the Marquette Theater Group. In conjunction, these two separate organizations stage plays to reach out to the community about maritime history and its relevance to the Great Lakes.

Motown Historical Museum

The Motown Historical Museum is a single-themed museum located on the west side of the City of Detroit, making it an ideal comparison for the Dossin Great Lakes Museum, also a single-themed Detroit museum. Motown Historical is open 10am – 6pm Tuesday through Saturday and attracts 40,000 visitors annually. Word of mouth acts as the main form of advertisement; however, editorial placement and radio partnerships also play a role in attracting patrons. The 2,198 square foot structure was once the residence of Berry Gordy, founder of Motown, and still sits in its original location surrounded by other homes and commercial outlets that serve the neighborhood. Visitors can get a glimpse of the inner-workings of Motown and get a chance to view and interact with some of the original recording equipment. A board of directors, assisted by 7 full-time staff, oversees the direction of Motown Historical. The Motown Historical Museum helps the community connect with its roots and relive one of the greatest times in the history of Detroit.

Museum Matrix 2

Museum	Hours of Operation	Location	Size	Surrounding Land Uses	Attendance	Budget	Exhibits	Marketing Techniques	Special Events	Staff
<i>Dossie Great Lakes Museum</i>	<i>Year Round, 11a-5pm Saturday-Sunday. Groups of 20 or more by appointment on</i>	<i>Delle Isle, MI</i>	<i>16,688 square feet</i>	<i>park land, Detroit River, small crafts water access</i>	<i>7,662</i>	<i>Small operating budget, \$48,568 available for capital improvements</i>	<i>USS Cobia, WWII fleet submarine, Model Ship Gallery, Little Laker's Room</i>	<i>Word of Mouth, Special Events, Press Releases, Boat Show, Telescope Magazine</i>	<i>Boat Show, Detroit, Hydropla ne Boat Race</i>	<i>0*</i>
Wisconsin Maritime Museum	Year round Summer 8am-5pm Winter 9am-5pm	Manitowoc, WI	60,000 square feet	downtown mixed use development	43,380	Museum declined to give specifics	USS Cobia, WWII fleet submarine, Model Ship Gallery, Little Laker's Room	Special Events, Billboards, Radio Ads, Press Releases, Direct Mailings	USS Cobia Overnight Stay Program, "Hot Boats on Cold Water"	13
Michigan Maritime Museum	Year round 10am-5pm, Sunday 12pm-5pm	South Haven, MI	5,600 square feet (of exhibit space)	Harbor Walk, restaurants, commercial park	30,000	\$565,333	Friends Goodwill Replicated Ship, Harbor Walk	Special Events, Word of Mouth, Website, Mail/Brochures	Extensive (i.e. maiden voyage of Friends Goodwill)	18
Marquette Maritime Museum	May 14-October 22, 10am-5pm Monday - Sunday	Marquette, MI	3800 square feet	Lighthouse, river walk, outside exhibits, homes	12,000	N/A (solely on ticket admissions, memberships, and gift shop revenue)	Marquette Lighthouse, Lighthouse Lens Collection, Silent Service Memorial	Special Events, Word of Mouth, Website, Membership Magazine	HMS Bounty, Seafood Festival	2
Motown Historical Museum	Year round 10am-6pm Tuesday - Saturday	Detroit, MI	2198 square feet	office buildings and homes	40,000	Varies year to year based on ticket sales and private donations. Museum declined to give specifics.	The Gallery, Echo Chamber, Motown Style, Control Room, Studio "A"	Special Events, Brochures, Radio Partnership, Editorial Placement	Annual Gala	7
*part time weekend staff only										

Findings

Location

Probably one of the most critical points of emphasis in determining which museums we chose for our comparison study is location. A museum must be put in a place where the context of the location fits into the general atmosphere and adds to the learning experience by relating the attractions in the museum to its surrounding environment. For example, the three maritime museums that we chose to compare to the Dossin Great Lakes Museum are all located on the coast of one of the Great Lakes. Also, the Motown Historical Museum, located in heart of Detroit, showcases the history of one of the city's native industries. Realizing this connection helps to bring the past and present together to put the visitor in a place where they can truly understand the history behind the exhibits in a museum.

Exhibits

Each museum that we chose also had a specific exhibit or attraction that people found most interesting that helped to draw others to their location. The Dossin Great Lakes Museum has the William Clay Ford Pilot House where people can use working parts from an old freighter that once sailed the Great Lakes. The Wisconsin Maritime Museum also has a similar appeal, but on a much larger scale, with its overnight stays on the old World War II submarine the USS Cobia. These types of interactive exhibits are things that keep people occupied, interested, and give an authentic feel to the museum.

Marketing

Marketing is another important aspect in gauging the relevance and success of our comparables. Most of the museums we studied used word of mouth and special events to let people know about their attractions. The results we obtained from our survey at the Detroit Boat Show and the Novi Boat Show on the Dossin Great Lakes Museum were consistent with these findings. While this method is not to be discouraged, it often only caters to those who are already in the circle of people that are aware of, and frequent the museums. TV, radio, and newspaper advertisements are a necessity in creating widespread exposure. Special events are another way that these museums have, and are

able get a steady flow of visitors. This was also a factor that went into our analysis. The Michigan Maritime Museum in South Haven hosted an American Sail Training Association event in 1998 that drew about 250,000 people. Similarly, the Dossin Museum had an event in 1992 that included the raising of the anchor of the Edmund Fitzgerald, which was lost in the Detroit River in 1975.

Surrounding Land Uses

The surrounding land uses are one more factor that can help to describe the context of the location, and was another criteria for determining our comparables. These varied across the board ranging from downtown mixed-use development, like that in the Wisconsin Maritime Museum, to integrated attractions and exhibits, such as those in the Michigan Maritime Museum in South Haven. This is one thing that ties these comparables together. All of these museums have other points of interest and destinations to achieve a critical mass, in other words, having other types of attractions that will draw people who might not normally come into contact with a museum such as the Dossin. Conversely, the secluded Dossin Museum on Belle Isle does not have that advantage.

Attendance

The attendance for the museums varied across the board. From the 7,062 visitors to the Dossin Museum to the 43,380 for the Wisconsin Maritime Museum there was quite a range of difference in the figures that we found. Also included were admissions prices, which can be seen in the attached matrix.

Taking a step back and looking at the Dossin Great Lakes Museum measured against our four comparables, these specific points can be addressed to help the Dossin draw a larger crowd and gain more general interest. Using our original criteria, we were able to take a look at each museum and decide what it was that helped them become more prevalent in the public eye and to become a genuine point of interest for people within and outside the Great Lakes Region. For a complete profile of each of the museums, see Appendix A.

Recommendations

Through analysis of our comparable museums, focus group feedback, and data collection, we have developed seven key areas of improvement that the Dossin Great Lakes Museum must address in order to become a successful museum. These seven challenges are:

1. Funding
2. Management and Staff
3. Maintenance
4. Advertising
5. Exhibits and Space Availability
6. Critical Mass
7. Bell Isle Image

Recommendations for improving these seven challenges are listed below.

Funding

Currently the Dossin does not receive the necessary amount of funding to be operational or to conduct capital improvements. At the time of this report the Dossin has not realized its full fund raising potential through partnerships, grants, and private fundraisers. There are numerous opportunities available for growth in this area. Listed below are possible fund raising avenues that the Dossin could entertain.

The Michigan Council for Arts and Cultural Affairs have several grant programs that can be used to help the Dossin with capital improvements and the development of best management practices. Examples of these grants include: The Capital Improvement Program, which provides funding for the expansion, renovation, construction or acquisition of cultural facilities, the Mini-grant Regional Regranters Program, and the MCACA Partnership Program. The Cultural and History Projects Program was created to help generate tourism that promotes Michigan's unique and diverse maritime heritage. Some of the highlights of this program are that it is designed to stimulate local economies

and produce measurable public and economic benefits. The program also teaches management and business skills to individuals, organizations, and groups that are associated with Michigan's tourism and heritage.

* More information is available at: <http://www.michigan.gov/hal>

Federal Grants are also available, such as, National Endowment for the Humanities, which assists institutions to promote lifelong learning in history.

* More information is available at: <http://fedgrants.gov/Applicants/index.html>

The Dossin Museum should also consider expanding relationships with outside organizations to help maximize their fundraising abilities. These expanded partnerships, such as the Detroit Port Authority and the Detroit Yacht Club, would allow the Dossin to raise funds for the museum itself. These fundraisers could assure that the museum would have longer operating hours, a more extensive staff, help fund Dossin expansion/relocation, expand community outreach programs, and allow new and more interactive exhibits.

Increased funding will allow the Dossin to improve in the other six areas.

Management and Staff

Currently the Dossin has a no full time staff. Volunteers and employees from other museums assist the limited operation of the Dossin. We feel that a full time staff would allow the Dossin to remain open for more extended periods of time and help to facilitate more frequent exhibit changes.

The Dossin should consider creating a separate Board of Directors/advisors that provides targeted leadership and support for the museum. This board could also be responsible for connecting with the community, as well as creating more partnerships with organizations. These partnerships could allow for more marketing and also help to create a fundraising schedule to allow the Dossin to have a more extensive operating budget.

The Dossin should consider creating a more active volunteer outreach program. This would allow the Dossin to supplement the lack of a full-time staff. There are many affinity groups and organizations that are affiliated with the Great Lakes. This could be one area where volunteers could be found.

Maintenance

The Dossin has forgone several basic maintenance projects due to a lack of funding. This basic maintenance is necessary for preserving the current exhibits housed in the museum. Maintenance and operational expenses are a basic reality of any type of museum facility. Another project that would benefit the Dossin is an upgrade in the outside appearance. Many of the focus group members addressed the fact that the façade of the Dossin does not reflect that of a maritime museum. A maritime mural would be an example of an update. This mural could be located facing Strand Avenue and/or on the east side of the building. A building maintenance and project schedule with estimated costs should be prepared. This schedule will provide a goal that would be helpful for raising funds.

Advertising/Promotion

The lack of advertising for the museum has resulted in limited knowledge of the museum by the general public and low attendance. This deduction came about from analysis of the boat show surveys and focus groups. The surveys also revealed that radio, TV, and newspapers were the most effective form of advertising. A medium for more advertising could be self-promotion through the media. This strategy would allow the museum to have regular news/press releases that state the activities at the museum. An example of this would be “A this month in Great Lakes history” spot in newspapers or local radio stations, which would highlight past historic maritime events on the Great Lakes and the Detroit River. This advertising would be a low-cost or no cost strategy.

The Dossin should consider creating marketing partnerships with local and state travel publications. Michigan has also created an initiative to promote the state as a maritime history destination. This initiative is the collaborative effort of the Department of History, Arts and Libraries, Travel Michigan and the Michigan Association of Public Broadcasters. The initiative will be used to raise the marketability and visibility of Michigan lighthouses, museums, and other historical maritime attractions. This initiative would allow the Dossin to reach out to a greater audience, which in turn could lead to higher attendance for the museum.

There is a lack of directional signage on Belle Isle in the case of the Dossin Museum. This is also true on the Detroit side of the McArthur Bridge to inform the public of the museum's location. We believe that increasing signage on and near the island, although small, will help to increase knowledge of the museum's location.

Space and Exhibits

The Dossin currently has more exhibits than they are able to display due to the limited space availability in the museum. Exhibits such as a large maritime art collection, boat artifacts, and model boats are not able to be displayed in their entirety due to a lack of space. The museum could also set a goal of having a historic ship or ferry boat that is available for people to board. In conjunction with this the Dossin should consider trying to set up workshops for people to participate in, such as, boat building and maintenance.

Information gathered from the focus groups suggests that the unique location of the museum is a great asset. Due to consensus of the focus groups, expansion of the museum in its current location is recommended, rather than building a new facility elsewhere. This expansion would present opportunities to create more interactive exhibits, and a maritime art gallery. The expansion would also facilitate a new museum layout, to better utilize available space. The Parks and Recreation Department stated that the museum would be able to access the land on either side of the Dossin for this expansion. However, the isolation on Belle Isle without adequate signage, promotion, and island safety must be addressed.

Critical Mass

With over 2 million reported automobiles traveling onto Belle Isle each year, there is an untapped critical mass of people on the island. We believe that the Dossin can tap into this critical mass of people through collaboration with the other cultural attractions on the island. This resource can be used to greatly improve the attendance of the museum.

Belle Isle Image

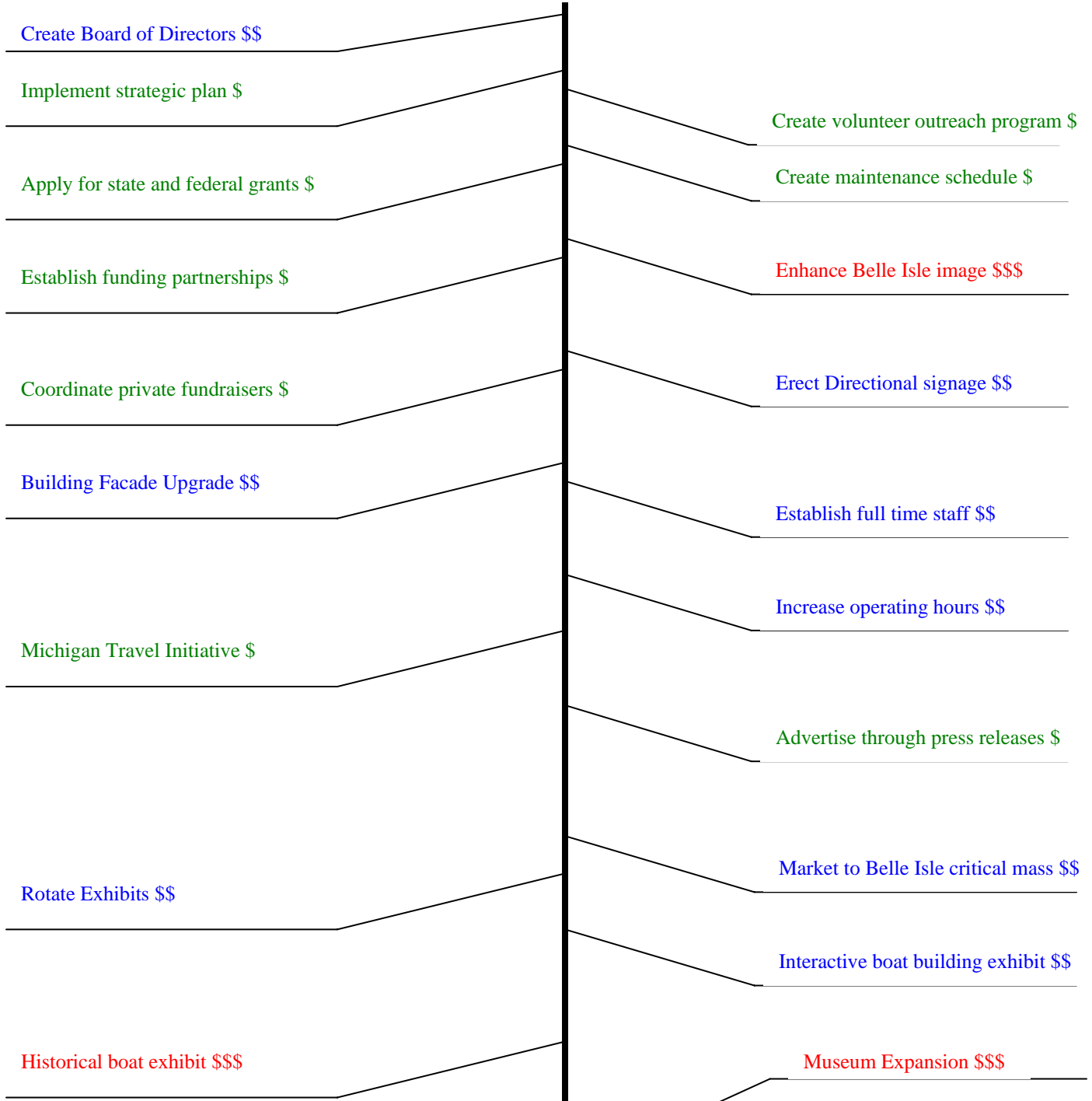
The negative image of Belle Isle has significantly detracted visitors from every cultural institution on the island. This has also led to the deterioration of these institutions and the planned closure of several of the institutions. It is in the Dossin's best interest to work with the City of Detroit and Belle Island stakeholder groups, such as the Friends of Belle Isle, to improve the image of this unique island.

Recommendations Timeline

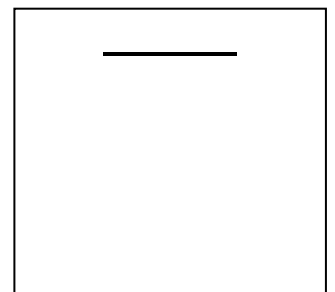
Following is a suggested timeline for implementation of recommendations. The list begins with items it is believed can be accomplished in the short term, leading to recommendations which will take longer to implement. They are coded by cost, with items in green (\$), costing little or no money to implement; blue (\$\$) items being more costly and red (\$\$\$) being the most expensive.

Recommendation Timeline

Short Term



Long Term
45



Appendix A

Wisconsin Maritime Museum⁴



Located in the heart of Manitowoc, Wisconsin and on the banks of the Manitowoc River lies the 60,000 square foot Wisconsin Maritime Museum. Anchored in the Manitowoc River to the south of the museum sits the USS Cobia, a World War II fleet submarine. Together the two draw more than 43,000 visitors to Manitowoc annually. The key to the success of the Wisconsin Maritime Museum can be analyzed through six criteria: attendance, exhibits, marketing, special events, location, and surrounding land uses.

Attendance & Admissions:

The attendance at the Wisconsin Maritime Museum in 2004 was 43,380 visitors. The museum is open 7 days a week, year 'round, excluding New Years Day, Easter Sunday, Thanksgiving, and Christmas Day. Summer hours, which extend from Memorial Day weekend through Labor Day weekend, are from 9 a.m. to 6 p.m. Winter hours, Labor Day weekend through Memorial Day weekend are from 9 a.m. to 5 p.m. Normal admission rates are \$12 for adults and \$10 for children ages 6 through 15;

children under 5 are free. There is a 15% family discount, as well as a 10% senior, AAA, and veteran discounts. Group rates are also available at \$10 for adults and \$5 for children. School group rates are discounted to \$5 for children, \$7 for chaperones, and teachers are free.

Exhibits:



The Wisconsin Maritime Museum's 60,000 square feet of exhibition area are covered with both permanent and rotating galleries. The permanent



gallery showcases 150 years of shipbuilding in Wisconsin. The rotating galleries include a model ship gallery and car ferry exhibit, the Chief Wawatam steam engine, and a Wisconsin-built boat gallery. The Little Lakefarer's Room and the Children's Waterways Room both appeal to the younger crowd and teach water safety and stewardship.

The major exhibit accompanying the museum is the USS Cobia. This World War II fleet submarine offers an overnight stay visitors from as far away stays are currently being \$30 per night. The stay program has drastically improved the attendance at the museum.



1 hour guided tours and program that has drawn as New York. Overnight booked for 2006 and cost success of the overnight

Marketing:

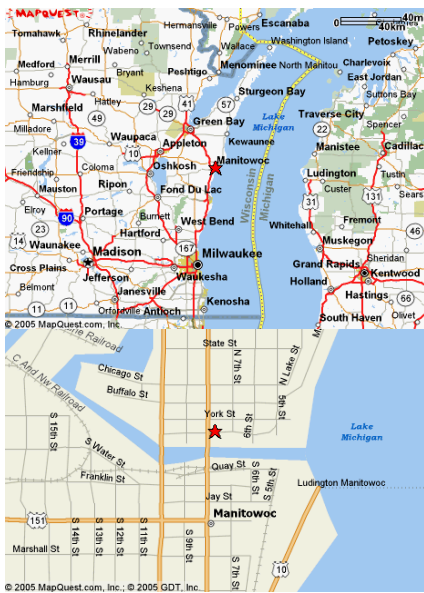
The Wisconsin Maritime Museum has an extensive website that is both informational and promotional. Highway billboards and directional signs help the museum draw in visitor passing by on the interstate. They also utilize radio, newspaper, and direct mailing to increase attendance and to promote the museum.

Special Events:

Special events contribute to a large portion of the museum's attendance. "Hot Boats on Cold Water" showcases sail and power boat racing in the Great Lakes. "The Color of War- Silent and Deep" is a movie depicting the life onboard a World War II submarine. This movie ties in with the USS Cobia overnight stay program, which draws the major crowd to the Wisconsin Maritime Museum.

Location and Surrounding Land Use:

The Wisconsin Maritime Museum is located in downtown Manitowoc,



Wisconsin, adjacent to the Manitowoc River. It is seconds from Lake Michigan and ten minutes from Interstate 43. The museum is across the river from the Manitowoc- Ludington car ferry station. Its location makes it easily accessible to a broad range of visitors. It is within a half hour drive from Green Bay and two hours from Milwaukee. Also important in its location is its proximity to the interstate, which allows them to capture vacationers traveling to and from the Door Peninsula.

Located to the West of the museum is industrial use, to the East is the Inn on Maritime, and to the North is commercial development. The museum borders the Manitowoc River to the South. Located in the heart of downtown Manitowoc, the museum is part of a walkable area, which makes the city and the museum a destination for travelers.

Marquette Maritime Museum⁵



The Marquette Maritime Museum began as the Marquette Maritime Association in 1980 and the museum was opened in the old City Waterworks building in 1982. In 2004 there were 12,000 visitors to the museum. Of those, 40% were local, mostly schoolchildren, 40% were from other parts of Michigan, and 20% were from out of state. The museum had visitors from every state except Hawaii and Rhode Island. This includes the tours at the lighthouse, which is an extension of the Museum.

The museum is open from May 14 to October 22 every summer; visitation times are 10:00-5:00 Monday – Sunday. The museum employs 2 full-time employees and the board of directors usually does the bulk of the preparation for the upcoming open season.

The museum operates solely from the money earned from admissions and through the support of the members; memberships range from \$20 for an individual (Deckhand), \$40 for family (Crew) up to \$3,000 for a corporate (Admiralty) level. The actual budget of the museum is not available. The marketing is mostly done by the board members and the website, which is a very in depth site that is very useful for the user.

These lights are part of an exhibit that the Marquette Maritime Museum calls the best collection of lighthouses lenses on the great lakes. These three lights were Fresnel lenses. The Stannard Rock lens is one of only five used on the great lakes.



Stannard's Rock Lighthouse Light



Big Bay Lighthouse Lens

Was located 25 miles northwest of Marquette
12 feet tall weighs about a ton



Marquette Light

was located in Marquette
smallest of the Fresnel collection

Another asset that the Marquette Maritime Museum has is that it had the opportunity to lease the Marquette Harbor Lighthouse. It leased the lighthouse from the

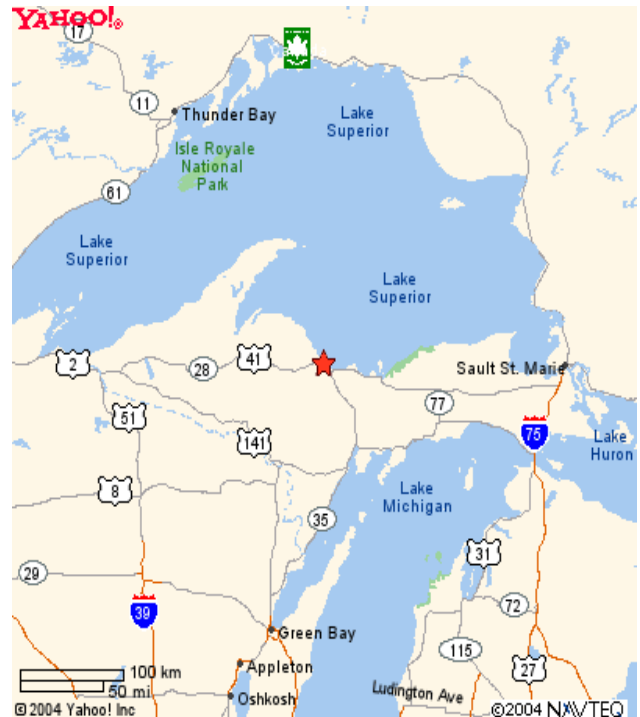
U.S. Coast Guard in 2002. This exhibit is a big attraction for the Museum. The Museum plans to develop the lighthouse as an integral interpretive display as an extension of the main museum building and eventually restoring one floor to reflect a period of the life of the light and light keepers. This exhibit is also a luxury that many other maritime museums do not have.



Another exhibit is the Silent Service Memorial. This memorial represents the largest naval battle in history. Marquette native son Captain McClintock commanded a wolf pack of submarines (two subs) in this battle. The exhibits include the cutoff of the top of the USS Darter as well as a large three-dimension diorama depicting the battle and the roles of the DARTER and DACE, a working World War II submarine periscope, submariner's uniforms, and a host of World War II submarine memorabilia.



There are several other exhibits that deal with boating history on the Great Lakes. There is also a library that tourists to the museum can use and look at during their visits. These books titles are also available on the website. The Museum also stages plays with the Marquette Theatre to help educate about the history and importance of the Great Lakes.





Motown Historical Museum⁶

The Motown Historical Museum was founded in 1985 in the very house where Berry Gordy first produced some of today's legendary singers and songwriters. Now Tuesday through Saturday 10AM to 6 PM, "Hitsville USA," as the building is called, draws approximately 40,000 visitors a year including school groups, family reunions, and church outings. Admission is \$8 for an adult and \$5 for a child, with special group rates available if you book early.

A Board of Directors is the main body of government for the museum. They are assisted by 7 full-time staff members, including an executive director, a public relations manager, and other staff who are all integral parts of the museum management. The annual budget varies year-to-year depending on goals and projects, which are mostly financed by grants, and sponsors (both corporate and private). The operating budget is covered solely with the revenue collected from ticket and merchandise sales.

Exhibits:

The Empire on West Grand Boulevard is where Motown began. This exhibit has models of the eight houses on West Grand that were used to house Motown production facilities until 1968, when the company moved to a downtown high-rise office building.



The Gallery holds stage costumes, sheet music, early promotional materials, and photographs of many of the great Motown artists.

The Echo Chamber is an interactive exhibit that allows visitors to witness how some special sound effects were created when soundboards were yet to be invented.

Motown Style displays more stage uniforms from notable Motown singers, including the jeweled white glove worn by Michael Jackson.

Berry Gordy's apartment is also an exhibit. He and his family lived in an apartment above the recording studio when Motown was first established. Visitors can see some of the original furniture at the museum.





Also on display are Studio “A,” (top) complete with all of its original instruments and the original Control Room (bottom).

Marketing:

The Motown Historical Museum is a small, private museum which relies largely on word of mouth for its advertising. However, they do extensive work in the public relations department through editorial placement, radio partnerships, and event participation.

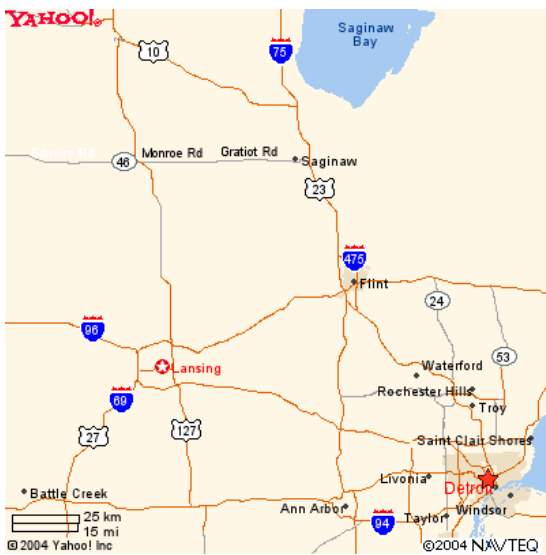
Special Events:



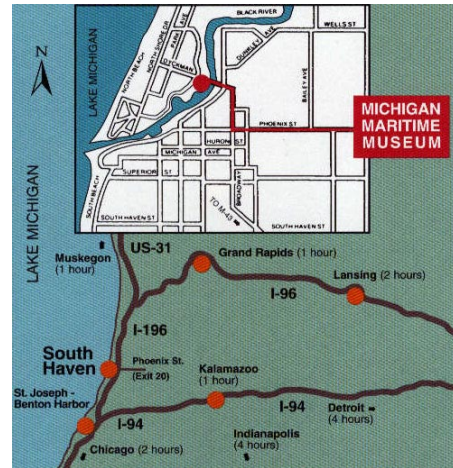
Motown Historical Museum has one very special fundraiser each year. The Annual Gala features past Motown singers, including the Temptations, and Otis Redding. Together with the non-profit museum, sponsors help finance the event, which is the biggest fundraiser of the year for Motown Historical Museum.

Location and Surrounding Land Use:

The Motown Historical Museum is located on the west side of Detroit at 2648 W. Grand Boulevard in a mixed-use neighborhood. It sits approximately four miles from Hart Plaza and the adjoining attractions, including Cobo Hall and Joe Louis Arena. The Motown Historical Museum was once a residence and it is situated in a neighborhood surrounded by other residences, and commercial buildings serving the neighborhood. The museum and its offices currently occupy eight houses on the street, with two being used for the exhibit area and related facilities.



Michigan Maritime Museum⁷



The Michigan Maritime Museum is a place that holds significant importance in the pursuit of keeping the maritime tradition alive in the Great Lakes region. Located in South Haven, Michigan near the eastern coast of Lake Michigan, the museum has several exhibits and attractions that can entice even those unaware of an important part of this region's history. Open to the public year-round, Monday-Saturday 10:00 A.M. to 5 P.M. and Sunday 12:00 P.M. to 5 P.M., the museum draws about 30,000 visitors a year. For a nominal fee of \$2.50 for adults and \$1.50 for children, their guided tours take you through many different buildings, each holding a part of the legacy that the ships and boats of the Great Lakes have created over the years.

A staff of 18 trained professionals helps to run and maintain the museum. An annual budget of \$566,333, for the 2004/05 fiscal year, also helps to keep the museum up to speed and contributes to the improvement and evolution of its ability to reach people who have an interest in maritime activities.

Exhibits:

Restored boat houses, a 19th century life saving station, and a platform view of an old commercial fishing boat are just a few of the highlights that can be seen during a visit. There are also private collections of recovered ships, documents, and artifacts that can be viewed for an additional fee. *Friends Good Will*, a replica of a 19th century cargo

boat turned warship, is the museum's prized possession. This ship was used to utilize the great waterways of the St. Lawrence Seaway and the Great Lakes for the shipping of dry goods; then, during the War of 1812, was used to help the efforts against the British until it was eventually captured and burned in December of 1813. This replica made its first commemorative voyage through the St. Lawrence Seaway to South Haven in August of 2004.



Friends Good Will



Life Saving Station

More sophisticated studies are also available for the savvy, or those looking to be, seaman. Classes are offered year-round for training on many subjects in this field and come in the form of daylong seminars, or weeklong retreat style camps. The prices range anywhere from \$55 for the shorter courses up to \$250. Courses such as boat building, navigation, and sailing can give others unfamiliar with the intricacies of nautical pastimes some insight into these trades. The Michigan Maritime Museum, in partnership with Western Michigan University, has also made available the Marialyce Canonic Great Lakes Research Library. This library is the only library in the state dedicated to Michigan's maritime tradition. There are many books, documents, videos, and other references available.



Great Lakes Research Library

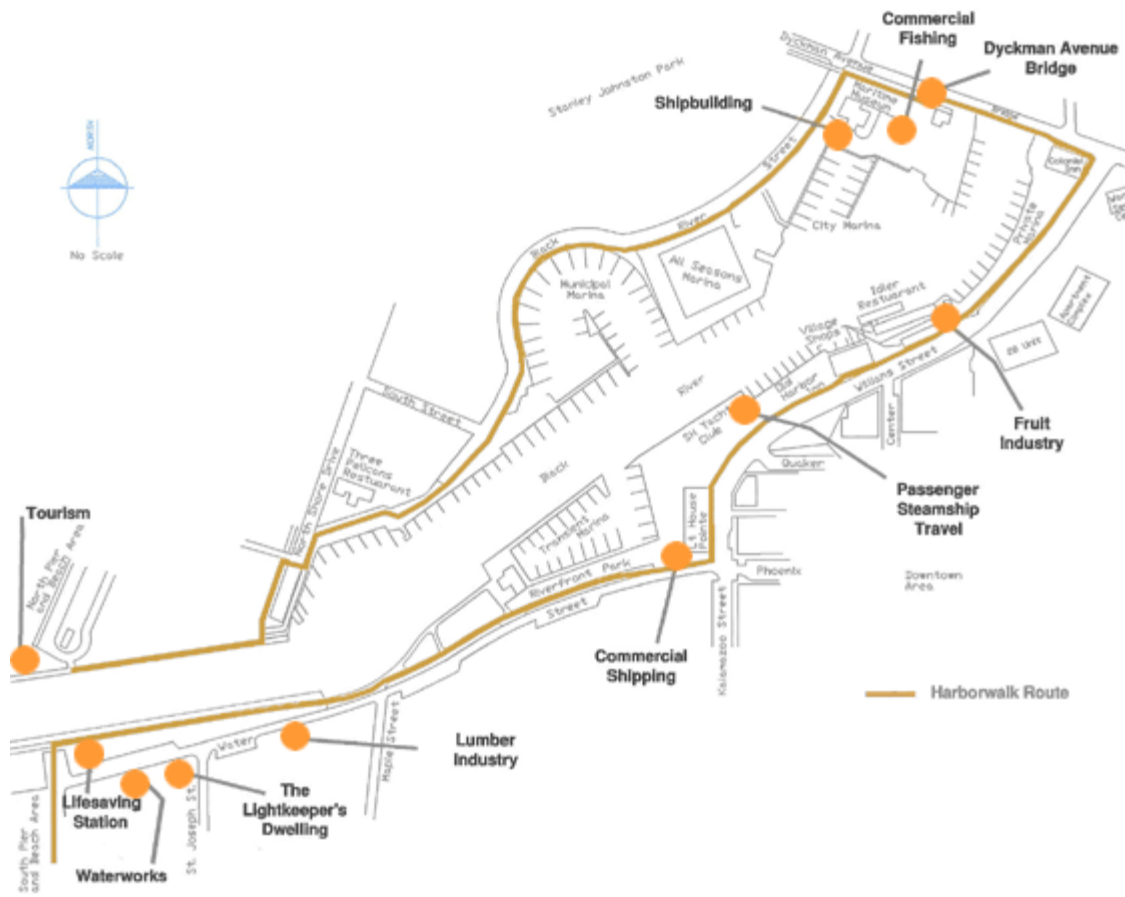
Special Events and Marketing:

There are many other chances to learn about the maritime history of the Great Lakes while visiting the museum. There are several special events over the course of the year where families and friends can come together to celebrate and learn about an often forgotten part of Michigan's history. Whether it's revisiting the trade routes along the Great Lakes or battles of the War of 1812, excitement fills the air when others gather to reflect and recognize.

The museum also uses these events to increase its visibility. In 1998, the American Sail Training Association chose South Haven as their location for their Tall Ships Challenge event along with sponsorship by the Michigan Maritime Museum. This event drew 250,000 people to the area. Other events, such as the Voyage of the *Friends Good Will* in August, also help to facilitate that attendance.

Location and Surrounding Land Use:

The museum is in close proximity to The Black River, which flows into Lake Michigan. The museum also ties in South Haven's HarborWalk with a tour that runs through town. This trail hits many parts of the museum with restaurants, shops, and other points of interest along the way. The main visitor's center starts on the far west side of the map below and the museum's attractions extend west along The Black River.



Appendix B

Dossin Great Lakes Museum Questionnaire

1) Have you ever heard of the Dossin Great Lakes Museum?

- Yes
- No (Go to questions 3,6,7,8)

2) If yes, how did you hear about the Dossin Great Lakes Museum?

- Website
- Word of mouth
- TV, Radio, Newspaper (please circle all that apply)
- Boat Show booth
- School field trip
- Other: _____

3) If no, what type of advertising would best reach you?

- TV, Radio, Newspaper (please check all that apply)
 - Billboards
 - Internet
 - Magazines: _____
 - Other: _____
-

4) Have you ever been to the Dossin Great Lakes Museum?

- Yes
- No

5) If yes, what exhibit did you like the most?

- Model Boats
- Gothic Room
- City on the Straits
- William Clay Ford Pilot House

- African American Sailors
- Miss Pepsi
- Other: _____
- Don't Remember

6) What types of activities or exhibits would you like to see?

7) Would you make a visit/return visit to the Dossin Great Lakes Museum?

- Yes, why _____
- No, why _____

8) What would encourage you to make a visit/return visit to the museum?

Age group: 1-18 _____, 19-30 _____, 31-50 _____, 51+ _____

Sex:

- Male
- Female

Number of people in household: _____

Zip Code: _____

Appendix C

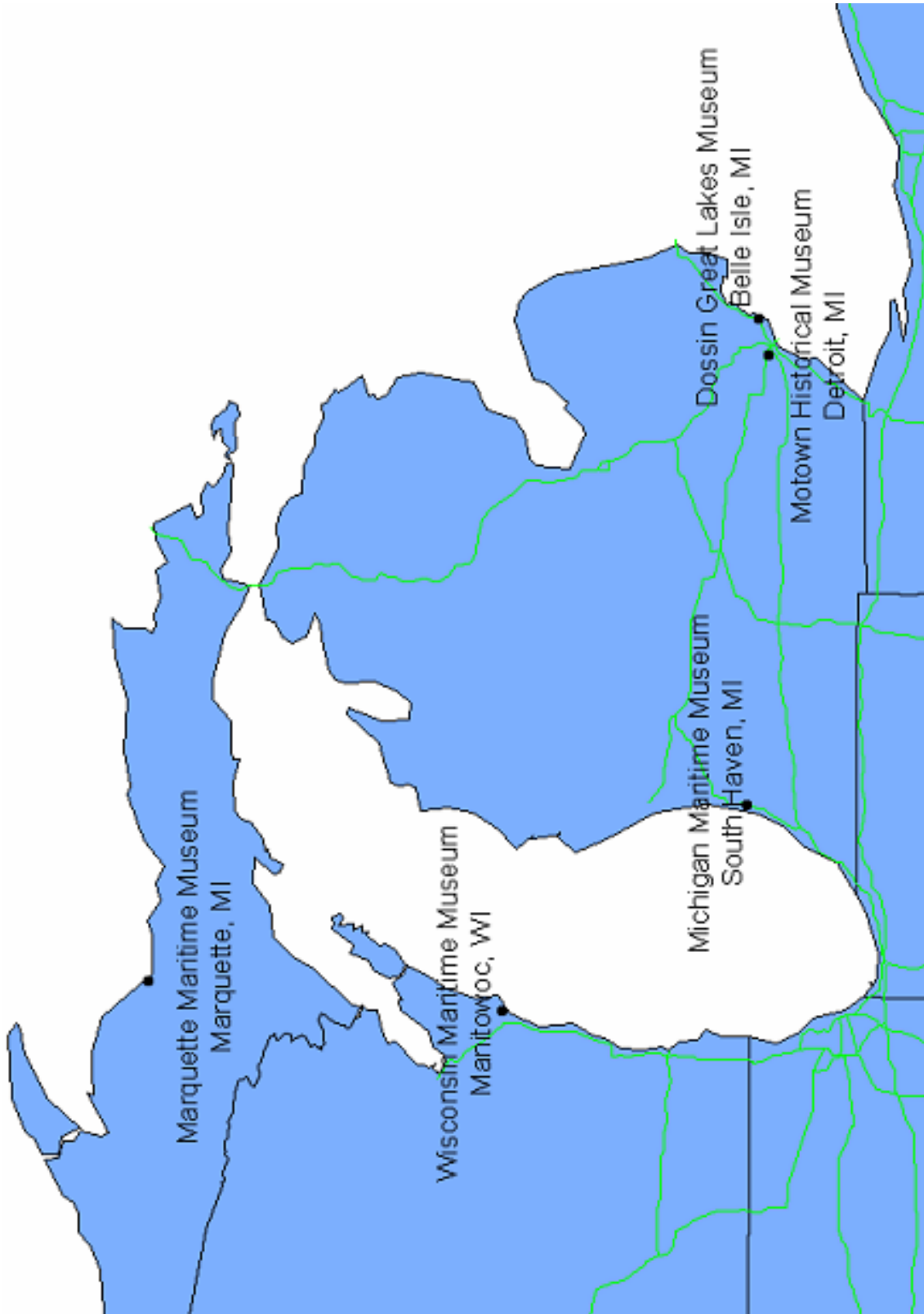
Team SWOT

The Michigan State University team conducted its own SWOT. All of the ideas listed are in order from most important to least important as our team members ranked them.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Location • Collections • Interest from Outside Groups/Individuals 	<ul style="list-style-type: none"> • Lack of Funding • Size of Building • Lack of Interactive Exhibits 	<ul style="list-style-type: none"> • Education Outreach • Collaboration with other Belle Isle Attractions • Volunteers 	<ul style="list-style-type: none"> • Cut City Funding • Further Facility Closures • Adverse Publicity

Overall, we thought that the unique location of the museum was by far its most significant strength. The views of and access to the Detroit River that the Dossin currently has are unmatched in every other area of the city. Following the location, we found the collections, and outside interest to be most important. The museum’s most glaring weakness is its lack of funding. Without any source of income, the Dossin is not able to fix any of the problems it currently has. The size of the building, and the lack of interactive exhibits were also noted. Its most promising opportunity is the outreach that can be extended to local school districts. Museums are a great way and interesting way to learn about history and students and teachers alike would enjoy the change in their regular routine. Collaboration could also take place with other attractions on the island, and volunteerism remains an untapped resource. The most pressing threat the Dossin faces is funding cuts by the City of Detroit. With the City experiencing its own fiscal crisis, money is not available for cultural institutions, such as the Dossin. Further facility closures on Belle Isle and the adverse publicity that Belle Isle receives are also palpable threats.

Appendix D



¹ Belle Isle Master Plan, Published by the City of Detroit Department of Parks and Recreation.

² Aschenbrenner, Evelyn, Splashing through Detroit's Maritime History at the Dossin, DAC News, Volume 90, Issue 1, January 2005.

³ Keegan, Dan, Engaging Communities from Day One – Getting Started Right!, adapted from a presentation at the Missouri Humanities Council Charette Program, March 9, 2000, available at: www.midwestmuseums.org/keegan.html, downloaded March 2005.

⁴ Information obtained from the web site for the Wisconsin Maritime Museum, Manitowoc, WI, available at: www.wimaritimemuseum.org, downloaded February 2005.

⁵ Information obtained from the web site for the Marquette Maritime Museum, Marquette, MI, available at: <http://mqtmartimuseum.com>, downloaded February 2005.

⁶ Information obtained from the web site for the Motown Historical Museum, Detroit, MI, available at: www.motownmuseum.com, downloaded February 2005.

⁷ Information obtained from the web site for the Michigan Maritime Museum, South Haven, MI, available at: www.michiganmaritimemuseum.org, downloaded February 2005.

