



Photo Source: Archie Brindleton's



Longwoods Resource Centre Feasibility Study

Submitted to the Lower Thames Valley Conservation Foundation
December 2019



F. J. GALLOWAY ASSOCIATES INC.
Management and Planning Consultants

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1 Introduction

In **April, 2019**, F.J. Galloway Associates Inc. was selected by the Lower Thames Valley Conservation Foundation to conduct a Feasibility Study through a competitive Request for Proposal process for a replacement facility for Longwoods Road Conservation Area's Resource Centre as owned and operated by the Lower Thames Valley Conservation Authority.

This initiative involved:

- A review of existing utilization and associated documents, and an operations profile;
- Two rounds of stakeholder engagement, one to assist in developing initial design concepts for a Resource Centre, and one to test the initial design concepts;
- A Fund Development Report;
- Capital costs projects and related tasks.

This document represents the Longwoods Resource Centre Feasibility Study. It was presented to the Lower Thames Valley Conservation Foundation Board of Directors on December 3, 2019. A final presentation to the Lower Thames Valley Conservation Authority Board of Directors occurred on December 12, 2019.

2 Facility Profile

Longwoods Road Conservation Area and Ska-Nah-Doht Village and Museum

The Lower Thames Valley Conservation Authority acquired this 63 hectare property in 1964. Ska-Nah-Doht Village was constructed on the property in 1973. It is, devoted to collecting and preserving local history, while faithfully interpreting the Haudenosaunee- people of the Longhouse. This village, created with the information gathered by archaeologists and First Nation peoples, offer tours, workshops and an opportunity to see how First Nations people once lived.

The Resource Centre is almost 45 years old and was designed within the context of the early 1970's construction standards, which do not meet today's legislation to have all public buildings be fully accessible. (See floor map of all three levels of the Resource Centre in the Appendix 1) The materials used in the building of the Resource Centre are wood, glass and the building sits on cement foundation. Inside the Resource Centre are artifacts from the Ska-Nah-Doht museum collection, Native Studies displays, two theatres that can hold 30 people and a hands-on activity room. Environmental exhibits, games, activities, a bird viewing area and The Turtle Trail gift shop are also located in the Resource Centre. The Resource Centre also provides self guiding trail and map brochures in six languages. General Admission to the park is administered by a 'Pay and Display machine' at the entrance to the Conservation Area.

The main parking lot will take 40-50 vehicles plus two designated accessible parking spaces. In addition there is a separate laneway for buses to park outside the parking lot. There is a secondary parking lot that can take an additional 40-50 cars. If parking needs exceed over 100, there are designated grass areas that could be used for parking throughout the park.

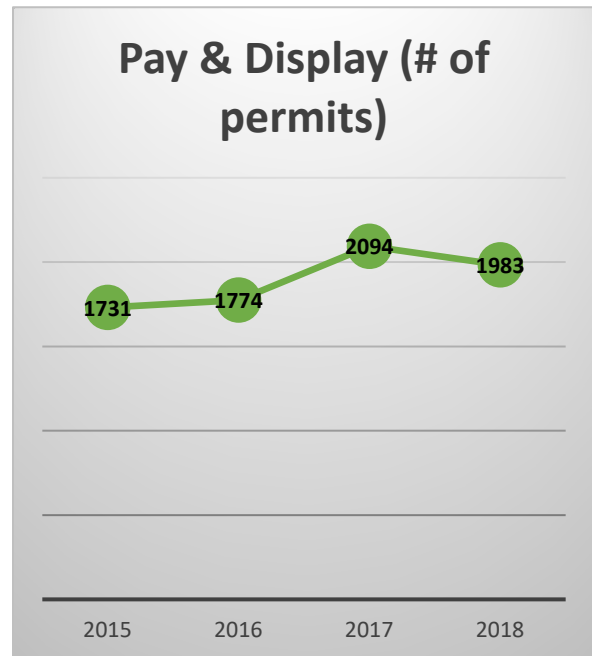
The Conservation Area is open year-round from 9:00 a.m. to sunset, with the Museum and Resource Centre open Victoria Day to Thanksgiving 9:00 a.m. to 4:30 p.m. daily, and open on statutory holidays. From Thanksgiving to May, it is open from Monday to Friday from 9:00 a.m. to 4:30 p.m. and is closed statutory holidays. The Conservation Area is a place to enjoy the outdoors, accessible trails, and see the Carolinian forest. There is also a large outdoor pavilion equipped with hydro, water and picnic tables that can accommodate up to 100 people. Camping for conservation groups is another activity that one can enjoy in the Conservation Area.

3 Utilization

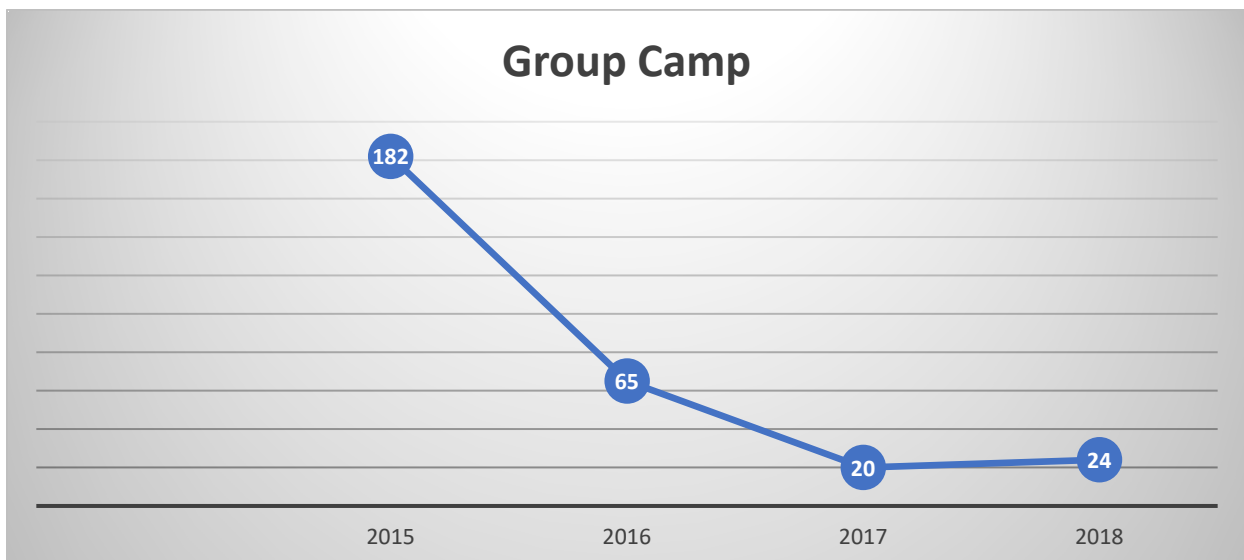
The following tables summarize the data collected by Longwoods Road Conservation Area staff from 2015-2018. Overall, the total visitors to the Longwoods Road Conservation Area have grown slightly each year.



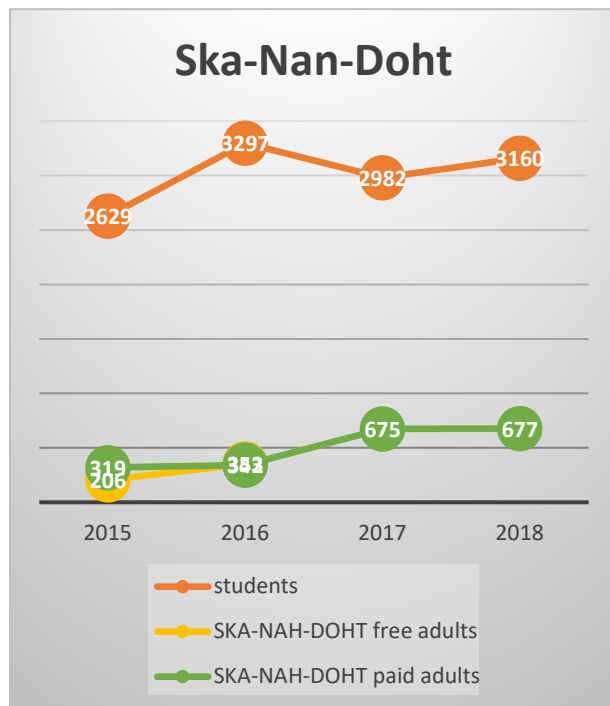
Total public visitors increased an average 5% annually over the past three years.



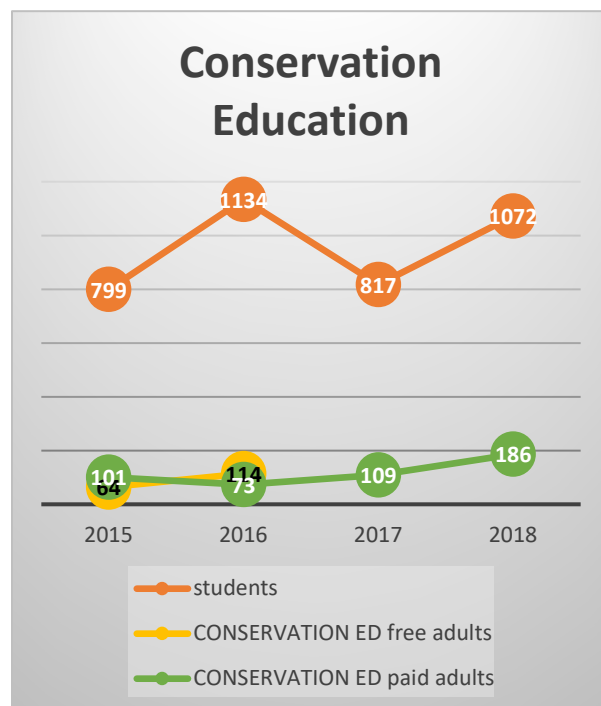
In 2017, Conservation Area had a high of 2094 paid permits and a low of 1731 in 2015



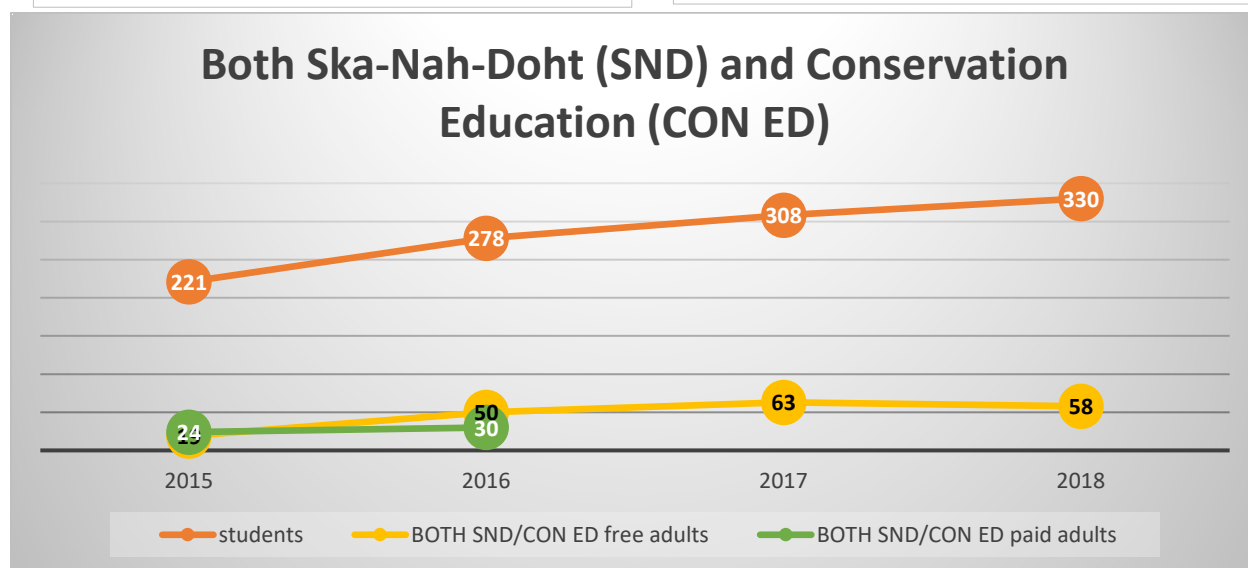
Group Camp numbers have shown a dramatic decline of over 80% from 2015.



The average attendance for the Ska-Nah-Doht educational programs for the last four years is 3,017 children.



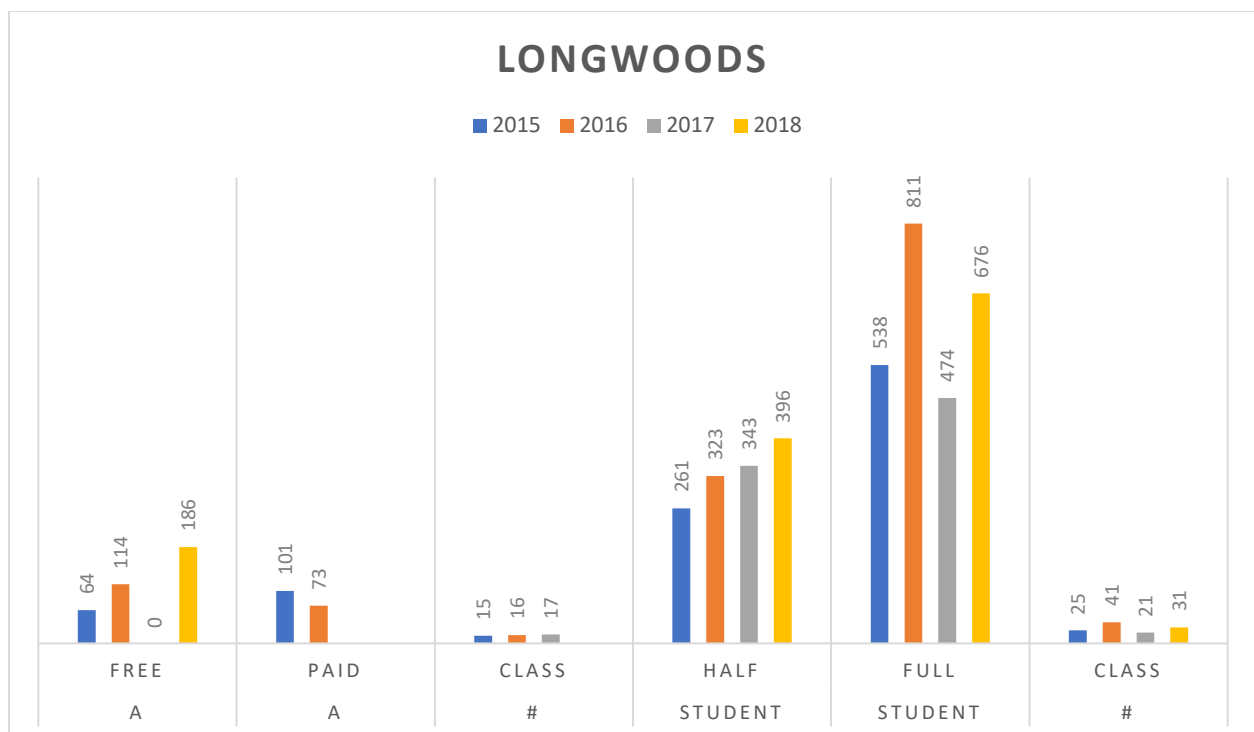
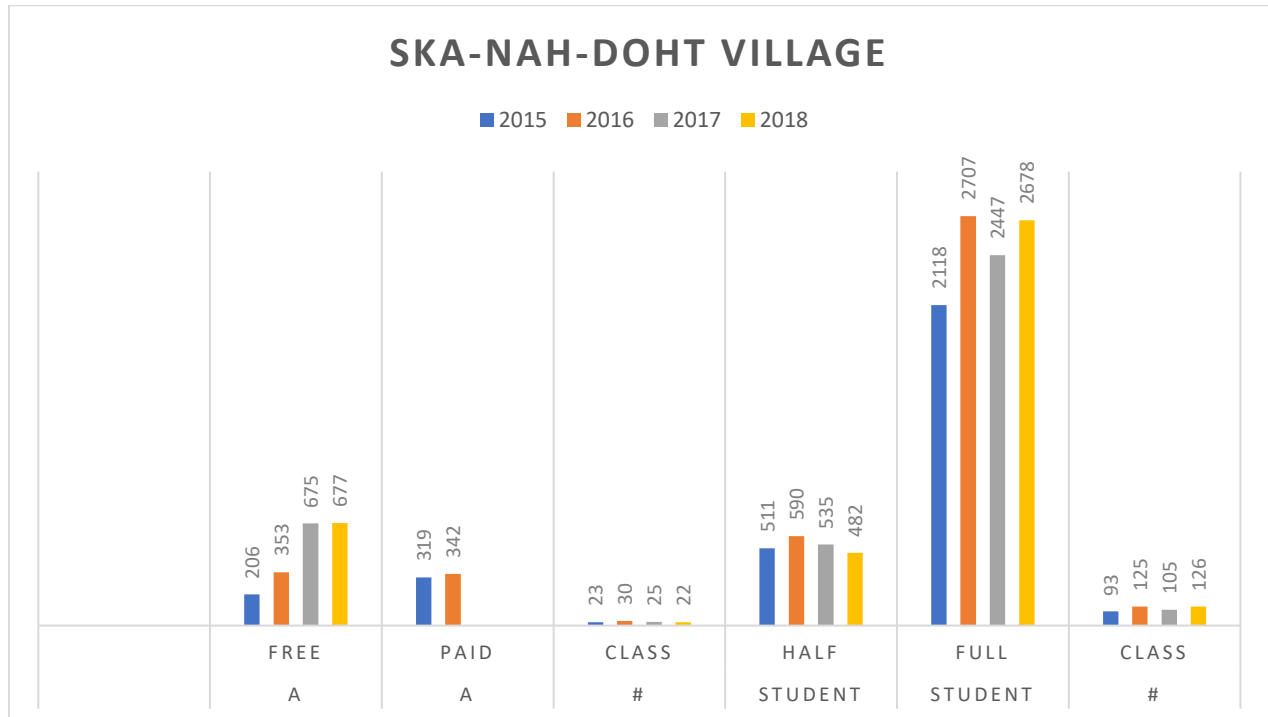
The average attendance for the Conservation Educational programs for the last four years is 955.

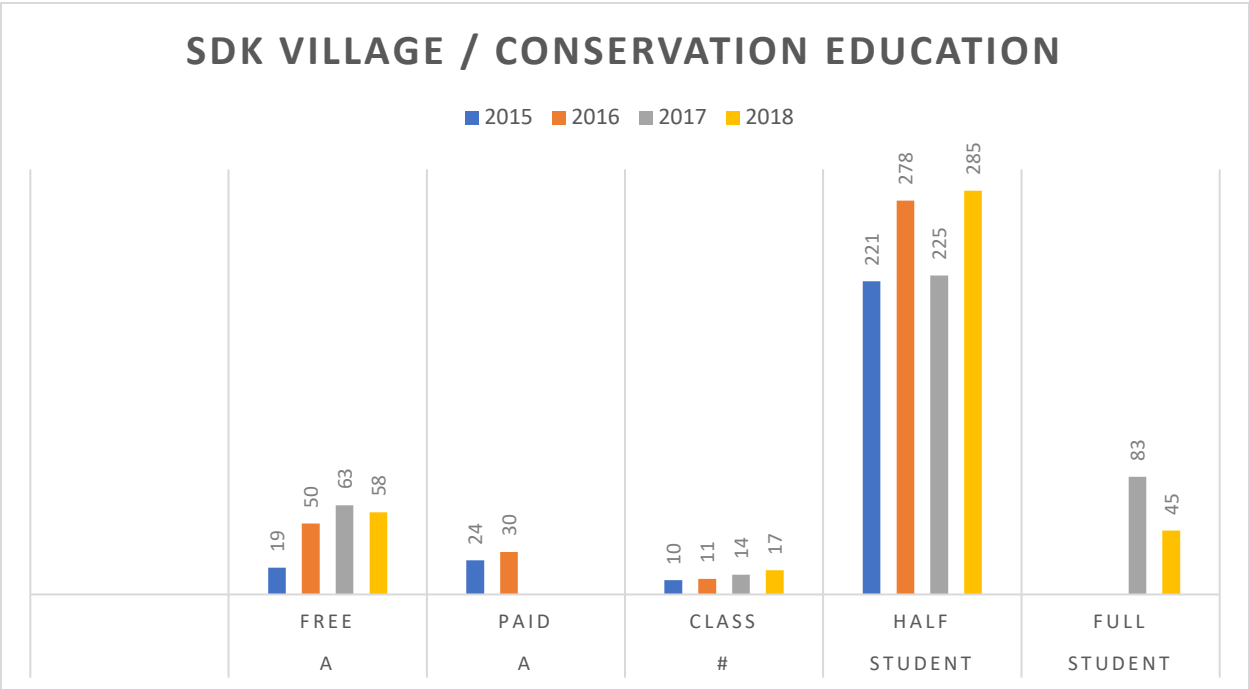
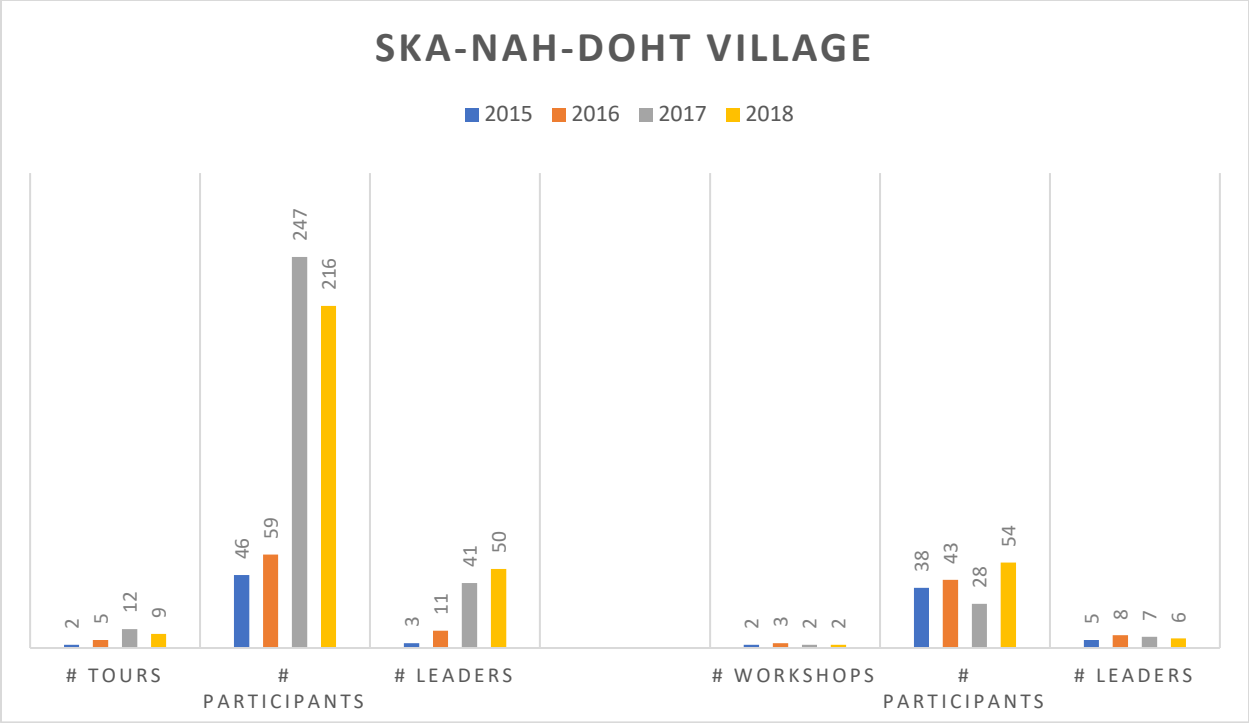


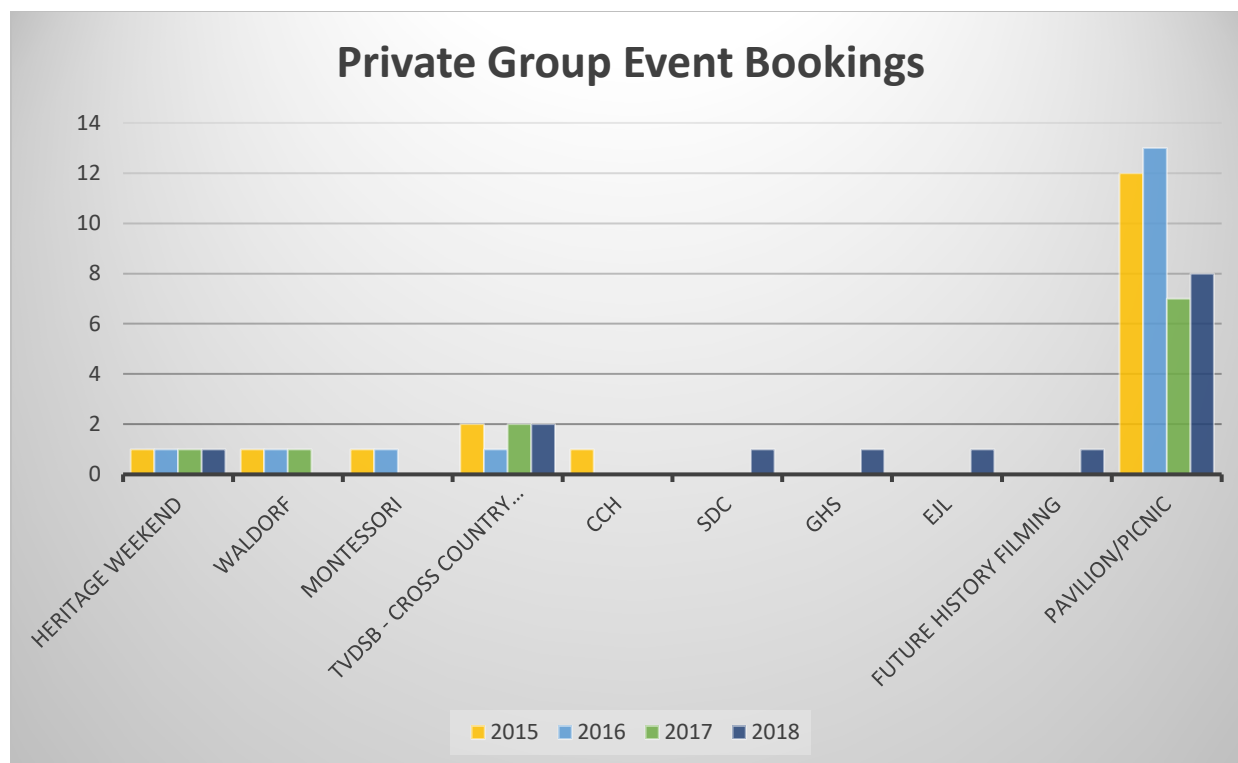
The average attendance for the Ska-Nah-Doht and Conservation Educational programs for the last four years is 284 children.

The following charts shows the break down of the type of program (half or full day) and the number of adults and children who purchased those programs.

SCHOOLS

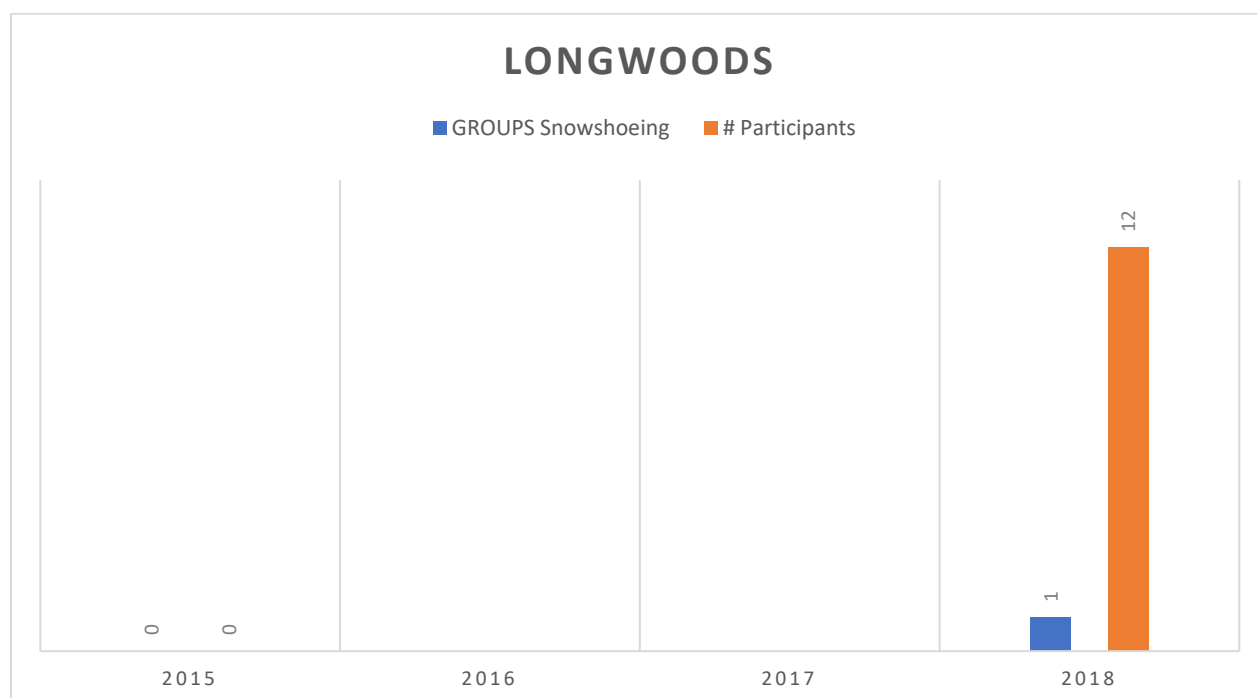






Private Event Booking are relatively small and have remained consistent over the past four years, except for the Pavilion/Picnic area where there has been a decreased in number of bookings by almost 50%.

WORKSHOPS



Program and Special Events

There are several special events, programs and workshops that are held onsite almost monthly:

- Family Day Snowshoe
- Moonlight Winter Family Hike
- March Break Guided One Hour Hikes & Tours
- Longwoods Heritage Weekend
- Twilight Tuesday
- Artifact Day
- Spirit of the Harvest
- Season's Greetings at Longwoods

There are also guided hikes, native plant workshops, snowshoeing and larger themed events (re-enactment of the War of 1812) that take place throughout the year.

4 Comparable Interpretative Centres

Three Ontario Conservation Authority venues were chosen to compare their similarities to the Longwoods Road Resource Centre as to context and programs:

- Scanlon Creek Conservation Area – part of Lower Simcoe Conservation Area
- Crawford Lake Conservation Area – part of Halton Conservation Area
- Guelph Lake Conservation Area - part of Grand River Conservation Area

All three comparing centres are similar to Longwoods Road Conservation Authority in that all properties' primary focus is on conservation education and provide hands-on programs that teach environmental concepts and foster an appreciation of nature. Interesting, all three properties have Resource Centre buildings that have reached the end of their useable lifespan and struggle with storage, accessibility, need for technology, additional staff space, funding, high demand for programming, field trip and school transportation policies.

It is important to note that Scanlon Creek, Crawford Lake and Guelph Lake Centres are working within a larger operation budget, are geographically located in a higher population densities, have more diversified programming and revenue streams then currently at Longwoods Road. However, even with these advantages, Guelph Lake has been working for over 5 years to build their new Centre as they struggle to meet their campaign targets. Longwoods Road could be in a similar position as Guelph Lake related to campaign and donor readiness.

The following chart represents the information that was gathered during face to face meetings with senior management from these venues.

Comparators	Scanlon Creek Conservation Area	Crawford Lake	Grand River - Guelph Lake
Facility Profile			
How many acres? Is your site part of a larger Conservation Area or stand alone, and who operates it?	Scanlon Creek Conservation Area (600 acres in total with approximately 300 acres accessible to the public) and is within Lower Simcoe Conservation Area	Crawford Lake in part of Conservation Halton will 408 acres, a meromictic lake with 19 km of trails	The Nature Centre is on 9.5 acres that is separate from 4,000 acre larger CA
When was your interpretive centre built?	The two buildings; Outdoor Education Centre built in the early 70's and the Nature Centre (1980's). The Nature Centre is approximately 3,000 square feet and has two classrooms. The outdoor education centre is approximately 6,800 square feet that was originally designed to house 64 overnight campers and staff/chaperones	Crawford Lake has an Iroquoian Village has three longhouses that have been reconstructed based on the archaeological findings Visitor Centre, a large gift shop, auditorium/classrooms, washrooms and seasonal exhibits in the Visitor Centre. There is an additional building used for education and camps.	The Nature Centre was built in the 1960's and the CA took it over in 1980's. There is 3 classrooms and one storage container in a separate auxiliary building.
Square footage?	Outdoor Education Centre is approximately 6,800 Nature Centre is approximately 3,000	The Visitor Centre is 6,700 square feet	The Nature Centre is approximately 2,000 square feet. With every inch utilized.
In regards to your building what do you wish you had?	More space, amenities, better access to technology, accessibility, green features	Enhanced retail shop, staff washrooms, indoor lunch space, operation building, no wifi, no apps, accessibility. Wish there was a catering kitchen that they could serve coffee and snacks. Positives - Love that the building is easy to maintain. The gatehouse is close to the building and far enough off the main road	Accessible bathrooms, storage, separate entrances for school groups, offices, accessibility throughout the centre
What is your operating budget?		2 million	\$425,000 /1,300,000 for all. In total there is 317 employees
Fundraising			
How did you fund your new build; grants, fundraising...?	Currently Scanlon Creek is about to embark in a 3 Million Capital Campaign (outside their annual budget) for their new Resource Centre. They will be looking at the Foundation Board, Trillium Grants, Corporations, Grant Applications, RBC and TD Banks funds for support	Historically the Foundation Board raised the money to build in 1982 however the operational budget is supported by municipal levy, revenue generation, funding partners and private donors.	Guelph Lake CA has been the recipient and beneficiary of many fundraisers for approximately \$100,000 per year

Comparators	Scanlon Creek Conservation Area	Crawford Lake	Grand River - Guelph Lake
Program			
Did you see a change in the type of programs, events or visitor you attracted with the new building?	Regarding the Outdoor Education Centre there was a cultural shifts and budget constraint within the local School Boards as overnight stays wasn't embraced so Conservation Authority shifted to more Day Use; educational programs and field trips. New programs will emerge with their new building and they will continue with current programming. Ie Therapy in the Woods with the local hospitals. Scanlon Creek staff also do outreach classroom programs if the schools can't come to their property.		Capacity to deliver special events, leadership programs. Management at this time is not interested in delivering social/wedding events.
How many school children/trips are booked each year?		32,000 go through the educational program which brings in \$400,000 in revenue, \$250,000 in entrance fees and \$100,000 in other (programming, events)	Approximately 18,000, agreements with the Catholic Board. The Guelph Lake organize the busing for all school programs.
Do you run any third party events?	There isn't a lot of large event that happen at SC however there are some third party events ie World Wildlife	They do not have a lot of conference/wedding but will accommodate them when requested	Currently not at their current site.
Revenue Generators			
What are your top three revenue generate events?			Not set up to deliver events
What are your top three revenue programs?		Educational programs, entrance fees and event and programming	School programs, summer camps, other education programs i.e. Community groups
What are you top three revenue sources, outside programs, events and government assistance?			Birthday parties, community groups
Staffing			
How many staff are full time? Part Time? Seasonal?	2 managers 2 outdoor education, 2 outreach program - plus they can share staff resources with other conservation parks with their Organization	5 full time and 5 who are shared with other parks	

Comparators	Scanlon Creek Conservation Area	Crawford Lake	Grand River - Guelph Lake
Camps	Scanlon used to run their own camps however over time they now provide programming for municipal camps and day trip venues.	They have over 240 children per day for 8 weeks of camp that is coordinated through Conservation Halton and run out of Crawford Lake	480 campers with 60 campers for 8 weeks
New Nature Centre Plans	Scanlon Creek is certainly is in the design stage for a new Interpretive Centre. They have engaged BrookMcIlroy for the design of this project	Crawford does have plans to build a new Nature Centre in 2021-2022	Guelph Lake is in the process of building a 4,000 square foot center with classrooms, multi-purpose program rooms. It has been difficult to move the project forward for a variety of reasons; fundraising, design expectations. Costing is projected to be almost \$400 square foot which would include no finishes

5 Phase 1 of the Venue Engagement Plan

The following material represents a summary of the key points offered within the interviews held with First Nation leaders, staff, stakeholders, agencies and members of the Foundation and Conservation Authority Board of Directors in the first phase of project engagement program. The purpose of these interviews was to engage in conversations about Longwoods Road Conservation Area Resource Centre reflecting on the opportunities and challenges, and to hear their visions and ideas for the future.

The following comments regarding the Resource Centre are in a random order.

Strengths

Location

- Close to London
- Close to First Nation communities

Setting

- Authentic
- Very natural
- Peacefulness
- Accessible trails and parking
- Well maintained
- Carolian Forest Trails
- Mill stream/pond eco system
- Picnic area
- Rich heritage
- Glass window/wall in the building to see nature and wildlife
- Small Theatre room -love the size
- Great group camping area

Staff/Programs and events

- Good / effective/knowledgeable staff
- Programs for school children
- General public programs

First Nations connections

- Lots of Artifacts
- Historic First Nation Cabins
- First Nation History

Challenges/Opportunities

Location

- Distance from London
- Need to impact more people

Setting

- Building outdated, HVAC system, accessibility (visual, auditory, physical)
- More areas to rest (benches)
- Can't see the building – hidden, bushes need to be trimmed down by the building
- Wayfinding
- Adequate staff space
- Accessibility/more rest benches
- Storage
- No indoor building shelter for campers
- No camping or log cabin

Staff/Programs and events

- Website needs a lot of work
- More programming and events needed
- Attracting newcomers and First Canadians challenging
- Lack of funds
- Staff do the 'same old same old' need to think more strategic and bigger

First Nations connections

- Artifacts not changed often enough
- Need to engage more people on the history, culture of the Indigenous People.
- More programs involving First Nations art, dancing and music

Programming Ideas

- Given that Arabic is the most common language spoken in London by newcomers, translating program brochures or having audio tours in Arabic might be valuable
- I know that Longwoods already does programs for Girl Guides and Boys Scouts but perhaps promote this more and indicate what badges could be earned. See the Fanshawe Pioneer Village site for suggestions.
- Similarly, offer more specific information about programs for summer camp/playground groups
- Reach out to 4-H to see if there are any connections to 4-H programming in the area.
- Perhaps offer team building activities for work teams, volunteer boards, retreats, weddings, off site meetings etc.
- Offer film nights followed by discussions related to Indigenous and/or environmental topics
- Have Indigenous and/or environment speakers on current topics
- Develop program opportunities for adult ESL classes and/or new immigrants' groups. Perhaps work with settlement agencies in London such as the London Cross Cultural Learner Centre, South London Neighbourhood Resource Centre and LUSO to design and create these opportunities as well as the TVDSB
- Bus tours for seniors, tourist, camp trips
- Geocaching
- Fishing
- Bring the Longwood experience to the classroom for those students/teachers that are unable to attend
- Living History events and programs
- Archery, weaving, jewellery making, tanning, lacrosse and other connected programs
- Programs that connect Nature with Wellness – connect with local hospital for partnership
- Spirit Garden – Native Healing – Reflection spaces
- Summer camp programs, e.g. Tribe vs Tribe partnerships with municipalities ie adventure camps
- Natural play structure
- Pow Wow events / other First Nation events
- Family events, i.e. Amazing Race
- More experimental learning opportunities
- Zipline
- Movies, lectures, mini symposiums
- Mountain bike rally events ie road races using the Longwoods site as the host.
- More diverse events for a variety of users ie Yoga, paint night, walking tours, turtle laying events,
- Hands on learning making forts or teepees, etc.
- Separate website for Longwoods
- More technology – touch screens/interactive/virtual reality exhibits and tools. Perhaps partner with tech companies for technology elements
- More native plants planted for medicine

New Building Design Ideas

- Interactive technology (application, hardware)
- Minimize the investment in bricks and mortar and allocate capital to programs and development of interactive delivery
- A large multipurpose room/that can divide that has a wall/windows facing the natural setting. This could be used for their own programming relating to the environment and/or Indigenous history/culture but could also be used for rentals for year-round weddings, anniversaries, corporate retreats/training, yoga retreats, etc. It would be great if this room has access to an outside deck or patio to allow the opportunity to transition easily to the outside for programming or just additional space for social events, etc.

If this room is flexible enough, it could also be used as an art gallery space. Fanshawe Pioneer Village has set up a very portable gallery in the multipurpose room they have in their near Visitor and Curatorial Centre.

- A commercial kitchen
- Gathering space – Native Circles/Talking and Spirit Circles
- Make sure there is no water issues storing artifacts (mold, fading...) it is critical
- Have a gallery for rotating exhibits....so there's always something new to see
- Gift shops and/or snack shops are always an asset to a museum so ensuring that is a feature and has sufficient space should be part of the overall plan and designed so people need to go through gift shop.
- Perhaps a teaching room with a smart board, up dated audio, visual, projector, touch screens, and other modern interactive teaching tools. Virtual reality room
- Gender neutral and family washrooms with change tables for kids and adults, comfortable for breast feeding if a mother chooses
- A quiet room/pause station for children/people with anxiety or autism and/or other disabilities that may benefit from a rest. The Science Centre in Toronto has a few of these rooms. Women who are breastfeeding may also appreciate this type of space.
- Sufficient office/work space for permanent staff and any temporary staff/volunteers
- Similarly, lots of storage space for program materials and equipment.
- A state-of-the-art curatorial centre for artifacts/research
- Theatre /film room or story telling rooms
- Green building with an emphasis on conservation and environmental stewardship/sustainability, HVAC where a room can be temperature controlled
- Lots of glass

- Wayfinding program not only visual but texture changes in ground
- Improved landscaping
- Sculpture – art in the woods
- Natural play structure

Accessibility features to consider are:

- Wheelchair/mobility accessibility – e.g., automatic doors, wide doors, no stairs, etc.
- Washrooms with accessible stalls as well as sinks, etc. that
- FM systems for hearing impaired
- Large print on interpretative signs
- Indicate the trail is accessible in promotional materials and indicate there are “Pause Stations” along the way for those that need to rest or take a break to take in nature or for any reason
- Design the gift shop in a way so that persons with mobility challenges can navigate through
- ADA machine

Overall

- New/increased marketing ideas to attract more tourism, visitation.
- New building will need to be partnered with a new approach and new way of doing things.
- Stronger marketing campaigns print, digital and social media

Funding

Government

- The LTVCA should obtain funding from the government as part of the LTVCA’s ongoing capital expenditure requirements
- Provincial, federal, local
- Infrastructure dollars
- Trillium
- Arts Build
- Canada Culture Places
- London Community Foundation
- Lawson Foundation

Partnerships with:

- Upper Thames,
- Lawson Village and Museum,
- School boards/hospital in surrounding municipalities

Fundraising

- Fundraising
- Events

On June 18th, 2019. Jim Sheffield and Tracey McQueen undertook a presentation on the overall project objectives to the Foundation Board and received feedback, insights and philosophy of what they visualized a new building should entail. The following points were made, in random order:

Design of Building:

- Staff space (currently 6 staff work out of space with extras when summer students or special projects)
- Accessibility
- Storage
- Meeting rooms and rooms for presentations (instead of outdated theatres)
- Corporate retreat features
- Kitchen
- Space for 150? (not clear on numbers at the moment)
- Time out rooms/quiet spaces
- Capitalize on nature i.e. lot so windows
- Expanded gift shop area and laid out so that people go through gift shop
- Showcase good environmental stewardship/sustainability which may attract a different audience
- Question: with Truth and Reconciliation Commission recommendations, will there be more events available / should be considered related to Indigenous perspectives?

What new programs are needed to sustain new building?

- Retreats
- Weddings
- Venue rentals
- Attraction of more tourism
- Partner with others to increase programs offered
- Bus tours
- Partner with tech companies for technology elements
- Maybe need to have food available especially if attracting bus tours
- All of these things would need increased marketing
- Bottom line is that a new building will need to be partnered with a new approach and new way of doing things

Funding:

- Not much from government except possibly related to Indigenous components
- Mostly fundraising and sponsorships

6 External Funding Opportunities

The following opportunities need to be explored further for criteria, timing and ‘fit’ for a potential Longwood Road Conservation Area’s Resource Centre project.

Arts Build Ontario has a list of potential funders for capital projects and other resources/training. The Enabling Accessibility Fund might help with some of the accessibility features of a new Resource Centre. <https://www.artsbuildontario.ca/financing/finding-funds/>

Canadian Cultural Spaces

The Canada Cultural Spaces Fund (CCSF) supports the improvement of physical conditions for arts, heritage, culture and creative innovation. The Fund supports renovation and construction projects, the acquisition of specialized equipment and feasibility studies related to cultural spaces.

<https://www.canada.ca/en/canadian-heritage/services/funding/cultural-spaces-fund.html>

Farm Credit Canada – AgriSpirit Fund –To qualify, a partnership with a charitable organization may be required. <https://www.fcc-fac.ca/en/in-your-community/giving-back/fcc-agrispirit-fund.html>

HydroOne Power Play This opportunity aims to help build strong, healthy and safe communities in Ontario by promoting strong, healthy, safe and active lifestyles for children and youth Designed to significantly improve the level of healthy and safe active living for Aboriginal children and youth (i.e. less than 18 year of age)–<https://www.hydroone.com/about/corporate-social-responsibility/community-investment>

Indigenous Community Capital Grants –For application from the government these types of opportunity come up with little turnaround time and generally require an Indigenous partner to be the lead applicant.

<http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/PRDR015641>

Investing in Canada Infrastructure Program –

The Investing in Canada Infrastructure Program (ICIP) is a federal program designed to create long-term economic growth, build inclusive, sustainable and resilient communities and support a low-carbon economy.

Through the ICIP, the federal government is providing \$11.8 billion dollars in federal infrastructure funding to cost-share projects under the following four streams:

- • Public Transit
- • Green Infrastructure
- • Community, Culture and Recreation
- • Rural and Northern Communities

The Province of Ontario is a cost sharing partner in these programs. Under the Community, Culture and Recreation Funding stream, Ontario is supporting community infrastructure priorities across the

province. Community infrastructure is defined as publicly accessible, multi-purpose spaces that bring together a variety of different services, programs and/or social and cultural activities to reflect local community needs.

Approximately \$407 million in federal funding and \$320 million in provincial funding will be available for the Community, Culture and Recreation stream over 10 years starting in 2019-20. At least \$30 million of federal funding must be available for off-reserve Indigenous projects.

<http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/PRDR019458.html>

County of Middlesex – there is very limited funds available through the County. They operate on \$60,000 and have no granting opportunities however there are opportunities to leverage trail map publications, tourism website, and calendar of events. There are opportunities to help sponsor or partner with events.

London Community Foundation – Averages \$3 million in grants per year in a variety of streams; community vitality program that cover arts, culture, environment, and other fields of interest. Historically, the community foundation doesn't provide opportunities for 'brick and mortar' type of projects. However, there are opportunities to leverage accessibility, visual, hearing, audio-visual, kitchen equipment (Maple Leaf Community Fund) for a variety of programming and events.

RBC Future Launch Community Challenge

This is a funding opportunity for youth-led projects in five local First Nations communities to better their communities (Thames First Nation, Oneida Nation of the Thames, Munsee-Delaware Nation, Strathroy and Thorndale) The RBC Future Launch Community Challenge is administered through the London Community Foundation.

7 Operating Financial Review

7.1 RESOURCE CENTRE AND SKA-NAH-DOHT VILLAGE

The current operating financial data for the Longwoods Road Conservation Area Resource Centre and Ska-Nah-Doht Village is totally integrated into the overall revenue and cost financial statements for the Longwoods Road Conservation Area. A significant effort has been undertaken by the Lower Thames Valley Conservation Authority senior staff to develop an operating financial profile for the key elements of this Feasibility Study. This data forms a basis to support an understanding of and for projecting future revenues and operating costs for a new Resource Centre, as well as to identify some key considerations related to the operation of the Centre.

As a result, the revenues, and more importantly the expenses, are arbitrarily allocated based on percentage proportions of larger expense categories that can be assigned to these two operating units within the Longwoods Road Conservation Area.

Table 1 profiles the operating financial profile for the Resource Centre and the Ska-Nah-Doht Village for the years 2014 to budget 2019. The following perspectives are identified within the context of the financial profiles developed:

- For all six profile years, revenues remain within a narrow band, with a high of \$98,323 in 2018 and a low of \$71,766 in 2015. Revenues are influenced principally by grants that occur annually, the size of the grants and some grants being a one-time item or having being discontinued over time by the funder.
- In terms of grants, they typically provide between \$10,000 and \$40,000 a year, and are variable. Grants in 2015 were \$10,000 but were in excess of \$40,000 in 2017.
- The Iroquoian Village revenue from school visits typically represents between 33.3% and 45.0% of total revenues, ranging from a low in 2015 of \$30,395 to a high of \$45,213 in 2018.
- Conservation Education revenues from schools visiting Longwoods Road Conservation Area, the annual museum grant and gift shop sales all represent between \$11,000 and \$12,000 a year individually.
- From an expenses perspective, total expenses have been variable from year, from a low of \$276,861 in 2015 to a projected high of \$310,129 in budget 2019. Again, there is a relatively narrow range for expenses which are in some years influenced by one time costs on a year to year basis, special projects and related activities.
- Wages and staffing constitute 70% of the annual expenditure profile, followed by approximately just under \$50,000 in administration expenses, except for 2014 when this category reached a higher level of \$76,000.

- Maintenance and operations are typically in the \$20,000 a year range, though are forecasted to be approximately \$4,000 higher in the 2019 budget, while program costs have grown incrementally every year to \$2,767 in 2014 to \$6,284 in 2018; and then more than doubling to \$13,300 in budget 2019.
- The net operating deficit before the Authority's levy allocation has been consistently over \$200,000 per year, from a low of \$200,779 in 2016 and \$201,800 in 2018, to a high of \$222,315 in 2017 and \$223,133 projected in budget 2019.

The Resource Centre and Ska-Nah-Doht Village for the last six years have operated within a narrow revenue envelope and a similarly narrow expense profile. Changes occur on an up and down basis annually with no specific trends based on grant availability which impacts both revenues and expenditures as some of these are one-time occurrences. The net operating cost before the Authority levy is typically in the \$200,000 to \$225,000 range which is covered via the municipal partners to the Lower Thames Valley Conservation Authority.

Staffing is the dominate cost, typically over 70% of the total annual cost structure, with administration, maintenance and operations, and programs representing other larger areas representing approximately 27% of the cost structure in the 2019 budget.

A coverage rate percentage has been calculated, which represents grant and earned income over the total operating cost structure for these facilities. The coverage rate percentage has ranged from a low of 25.9% in 2015 to a high of 32.8% in 2018. It is projected at 28.0% in the 2019 budget. This data indicates the Resource Centre and the Village require, on an annual average, 70.0% financial support from the Authority.

Table 1

Operating Financial Profile for the Years 2014 to Budget 2019

Summary	2019 Budget		2018		2017		2016		2015		2014	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Revenues	86,996.00		98,323.30		84,451.87		93,791.30		71,766.20		80,007.01	
Expenses												
Administration	47,391.83	15.28	49,143.47	16.37	44,677.12	14.56	47,870.11	16.25	46,249.08	16.70	76,024.02	26.43
Marketing	1,500.00	0.48	1,332.90	0.44	2,307.11	0.75	2,975.91	1.01	1,670.14	0.60	417.17	0.15
Travel & Conferences	925.00	0.30	607.40	0.20	2,263.29	0.74	580.10	0.20	745.68	0.27	809.17	0.28
Wages & Staffing	223,120.44	71.94	223,582.36	74.50	232,790.45	75.89	217,030.63	73.68	204,221.26	73.76	189,970.44	66.05
Maintenance & Operations	23,892.50	7.70	19,173.45	6.39	19,700.17	6.42	21,805.47	7.40	19,647.44	7.10	17,633.15	6.13
Programs	13,300.00	4.29	6,284.39	2.09	5,028.78	1.64	4,308.36	1.46	4,327.72	1.56	2,767.92	0.96
Total Expenses	310,129.77		300,123.97		306,766.91		294,570.58		276,861.31		287,621.86	
Net Operating Deficit	-223,133.77		-201,800.67		-222,315.04		-200,779.28		-205,095.11		-207,614.85	
<i>Before Levy Allocation</i>												
Coverage Rate %		28.0		32.8		27.5		31.8		25.9		27.8
Source: Lower Thames Valley Conservation Authority												

7.2 STAFFING

Table 2 profiles the five staff positions associated with the Longwoods Road Conservation Area related to Conservation Education, the Resource Centre and the Village.

Table 2
Venue Staffing Profile

Position	% to Resource Centre	% to Broader Conservation Authority Roles
Community Relations Coordinator	25%	75% to community relations
Clerk / Secretary	80%	20% to health and safety
Conservation Education Technician	80%	20% to other venues
Ska-Nah-Doht Village Museum Curator	100%	
Community Educator	90%	10% to other venues

- The Community Relations Coordinator provides overall site leadership and assigns approximately 25% of their time to the venue. The other 75% is distributed across other venues and activities within the Lower Thames Valley Conservation Authority.
- A Clerk / Secretary is located at the venue with approximately 80% of their time dedicated to the Longwoods Road Conservation Area. The other 20% of the time for this position is associated with health and safety activities across the Lower Thames Valley Conservation Authority.
- There Conservation Education Technician allocated at approximately 80% to the venue with the other 20% involving Conservation Education activities on other venues operated by the Lower Thames Valley Conservation Authority.
- The Ska-Nah-Doht Village Museum Coordinator is 100% dedicated to the venue.
- The Community Educator associated with the operations and the delivery of programs onsite who allocates approximately 90% of their time allocated to the Longwoods Road Conservation Area venue, and 10% to other venues operated by the Authority.

These are all full-time positions. They provide educational, museum curatorial, programmatic, administrative, management and leadership activities through the course of the four seasons involving program development and delivery; special events and a host of other activities associated with providing this level of physical resource and onsite programming to the public at large, groups with a specific interest in the history and perspectives of the venue, and to school classes who attend from across southwestern Ontario. In total, based on the staff percentage allocations to the venue, the current staffing complement represents 3.8 full time equivalents.

8 Strategic Themes

The following strategic themes have been identified based on the background reviews, utilization data, consultation results and other observations and inputs.

- The aging Resource Centre is not accessible at to-days AODA requirements, cannot handle larger school groups and special events effectively and lacks adequate storage.
- New marketing, programming and event initiatives are needed to build greater awareness, understanding and value for Longwoods Resource Centre in broader markets and audiences from both utilization/visitation and fund development perspectives.
- Continual engagement with First Nations is vital to maintain the history, artifacts of this important past and current knowledge.
- The comparable Conservation Resource Centres indicated they are challenged by aging and accessibility deficit facilities; are located in large markets with broader programming; but have struggled with fund raising initiatives. Their perspectives are aligned with the Longwood's Resource Centre.
- There is a limited prospect of advancing utilization without a new and/or expanded Centre facility.
- The Resource Centre is averaging approximately a \$240,000 annual deficit. This trend is likely to continue if no new revenue sources are activated.
- New opportunities for new income streams, naming rights, partnerships and other strategies could increase revenues and need to be actively investigated.
- The Foundation will need to develop a significant readiness program of funding opportunity research and donor engagement, along with other tasks, before a capital funding campaign can be initiated, likely requiring three to five years.

9 Conceptual Drawings Engagement

Further engagement was completed with Jim Sheffield and Tracey McQueen with Longwoods Road staff and area representations of First Nations on November 15th and 18th to review initial concept drawings for the Resource Centre and solicit their feedback. Two design options were discussed; Concept 1 works with the existing building, and Concept 2 is a new Resource Centre. The following comments were made and are in no particular order:

Concept 1 – Renovate and Expand Existing Facility

- There is a need for office space and a reception space on the main floor
- Drop off area for guests and caterers/special events trucks
- Washrooms closer to ‘mudroom’ or two sets of washrooms
- Lock off area so events can happen without the whole building being open/staffed
- Showers in the washrooms
- Like the public and staff access to the Board Room

Concept 2 – New Build Facility

- Can the class room be divided?
- Door from the classroom to outside would help
- Mudroom is critical – need adequate space from boots, coats, washrooms
- Could there be a separate entrance for school programs?
- Are the theatre rooms lost in this design?
- Pitch of the roof looks like a church / too steep
- What are the sustainable components, i.e. solar that could be integrated into the education program?
- Is the walk too long to the Longhouses for the children?
- Larger canopy/covering

First Nation Meeting

- Looks like a church. Drop roof line.
- More etching on the glass
- Entrance on the east and exits on the west
- Common symbols
- Four directions/elements; sage, tobacco, sweet grass, cedar
- Round buildings – Big House, birds taking off, Thunderbird, Turtle Island, Woodland Floral
- Migration Story
- Need for a Wake House/Funeral Home for all First Nations

Overall comments

- When determining the type of kitchen/prep area, make sure there is adequate space for a wet bar
- Is there enough parking if an event is going on?
- Opportunities for outdoor classrooms?
- Should washrooms be all universal or separate?
- Opportunities for an Amphitheatre?
- Need to decide on the type of kitchen needed

10 Proposed Concepts and Costing

10.1 CONCEPT DESIGNS

The Architects have identified two concepts for a new Resource Centre:

- **Concept 1** – expanding the existing building of 5,140 sq. ft., with a new addition of 8,717 sq. ft. for a total square footage of 13,857 sq. ft.
- **Concept 2** - A new facility totalling 9,896 sq. ft.

These concepts have been modified to reflect some of the stakeholders' input, such as introducing a lower roof line.

A new facility initiative would be smaller in size and have reduced operating costs. The smaller footprint of a new facility results from the design of the existing facility and how space utilize occurs in that building, which is less efficient, but can be used for storage on the lower level.

If a new facility was developed, the current facility could be sustained primarily as a storage facility and an overflow building if multiple events / school visits occur at one time. This strategy would require approximately \$300,000 of investment to facilitate those uses, as well as ongoing operating costs, potentially \$20,000 to \$25,000 a year for heat, hydro, ongoing maintenance and related costs.

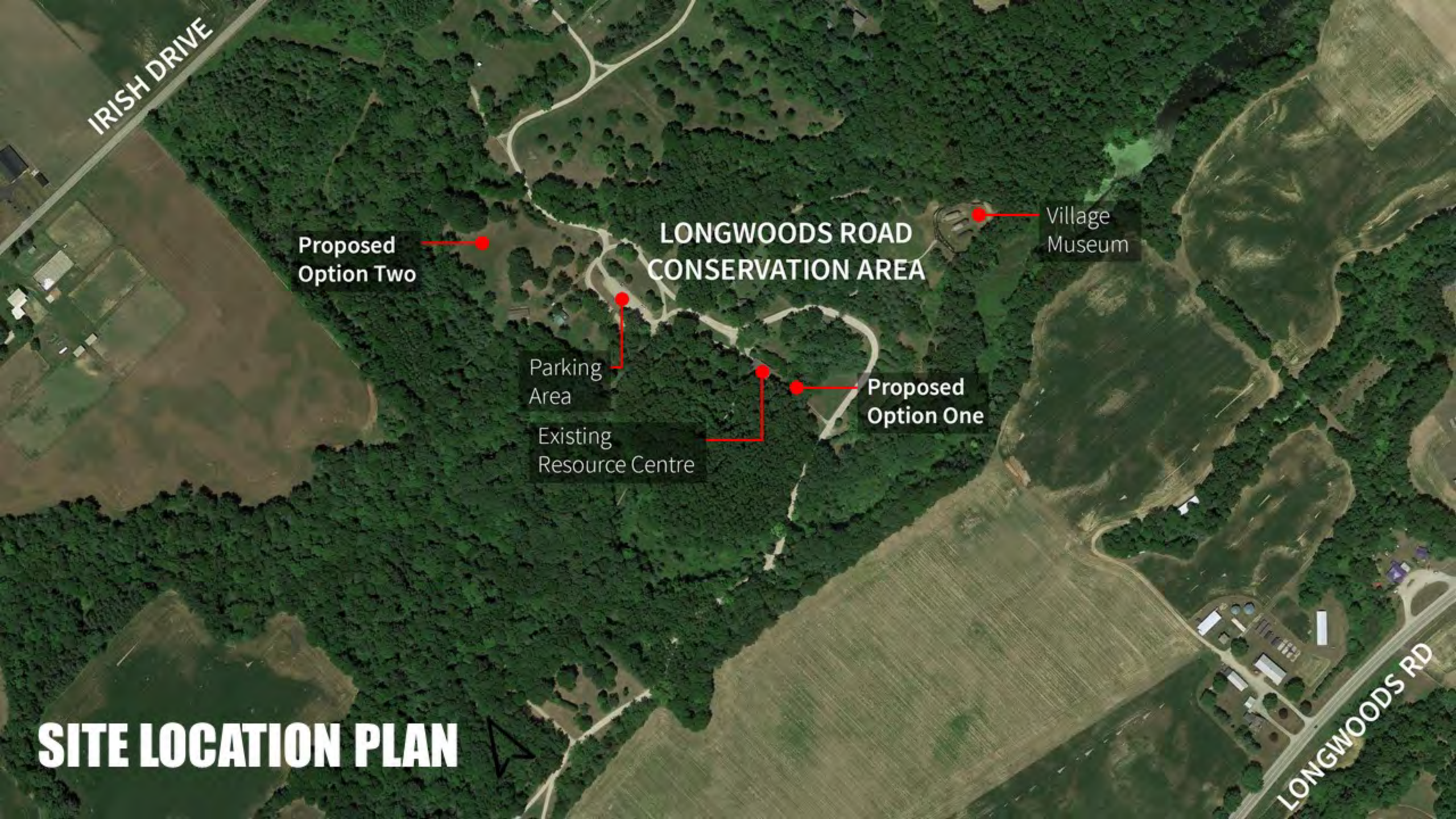
Figure 1 denotes two locations as identified by the Architects for a new building. One site is to the north and one is to the south of the existing Centre. Both capitalize on the existing parking facility thus reducing capital costs. The south site is closer to the Village Museum for class groups and others who are moving from the parking lot to the museum area.

The western venue, from an operational perspective, would be preferred because of its proximity to the both the existing Resource Centre and the Village Museum, as well as being on the trail system.

Building Concept 1 is depicted in the following series of sketches. It represents an expansion of the existing Resource Centre.

Concept 1 – Renovation and Addition to Existing Building

- Minimizes site disturbance by renovating and adding to existing building;
- Retrofits existing building with added insulation, replaces windows and doors, as well as replaces siding and roofing, upgrade mechanical and electrical systems;
- Building upgraded for accessibility requirements;



IRISH DRIVE

Proposed
Option Two

LONGWOODS ROAD
CONSERVATION AREA

Village
Museum

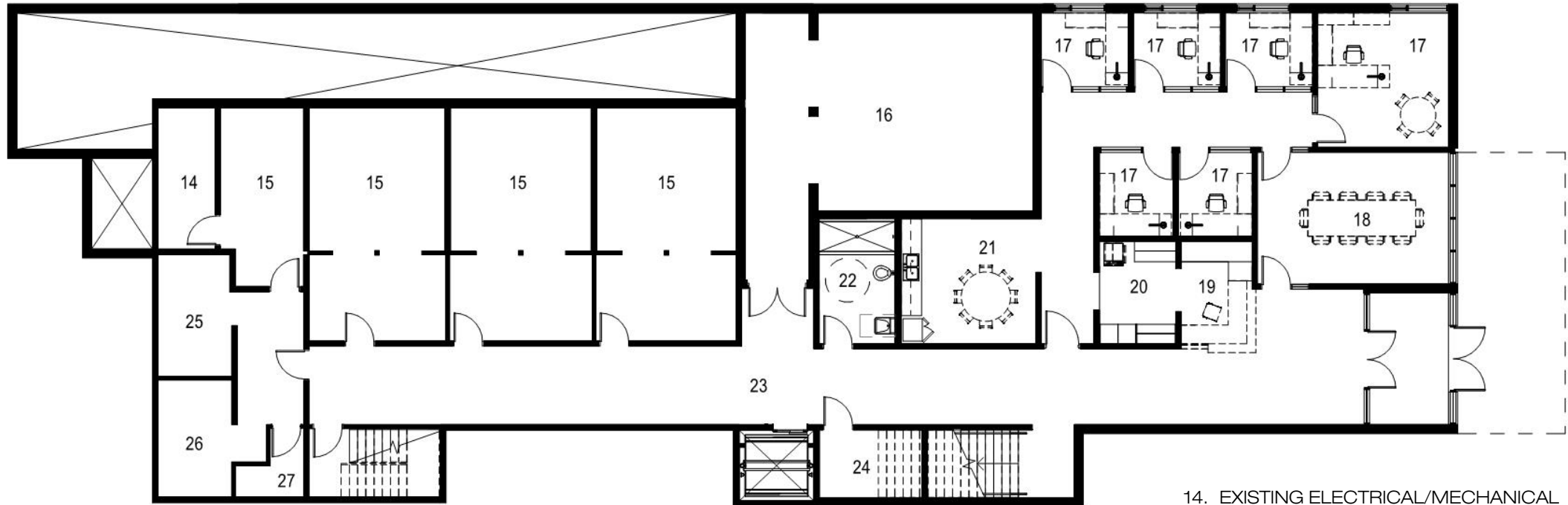
Parking
Area

Existing
Resource Centre

Proposed
Option One

SITE LOCATION PLAN

LONGWOODS RD

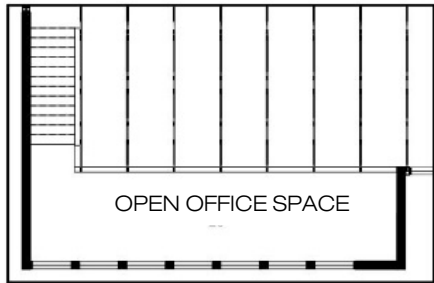
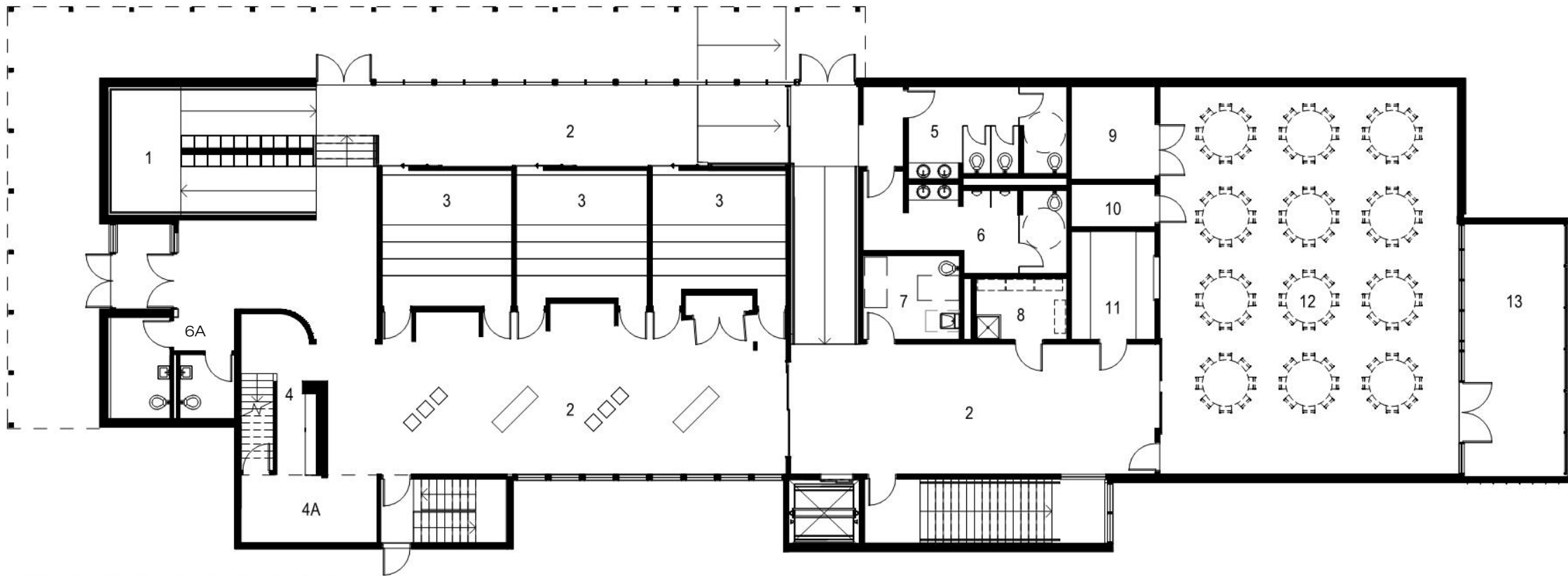


- 14. EXISTING ELECTRICAL/MECHANICAL ROOM
- 15. STORAGE
- 16. MECHANICAL ROOM
- 17. OFFICES
- 18. CONFERENCE ROOM
- 19. RECEPTION
- 20. COPY ROOM AND OFFICE STORAGE
- 21. OFFICE KITCHEN
- 22. BARRIER-FREE STAFF WASHROOM
- 23. CORRIDOR
- 24. ELEVATOR MACHINE ROOM
- 25. EXISTING MENS WASHROOM
- 26. EXISTING WOMENS WASHROOM
- 27. EXISTING CUSTODIAL STORAGE

BASEMENT FLOOR PLAN

OPTION ONE





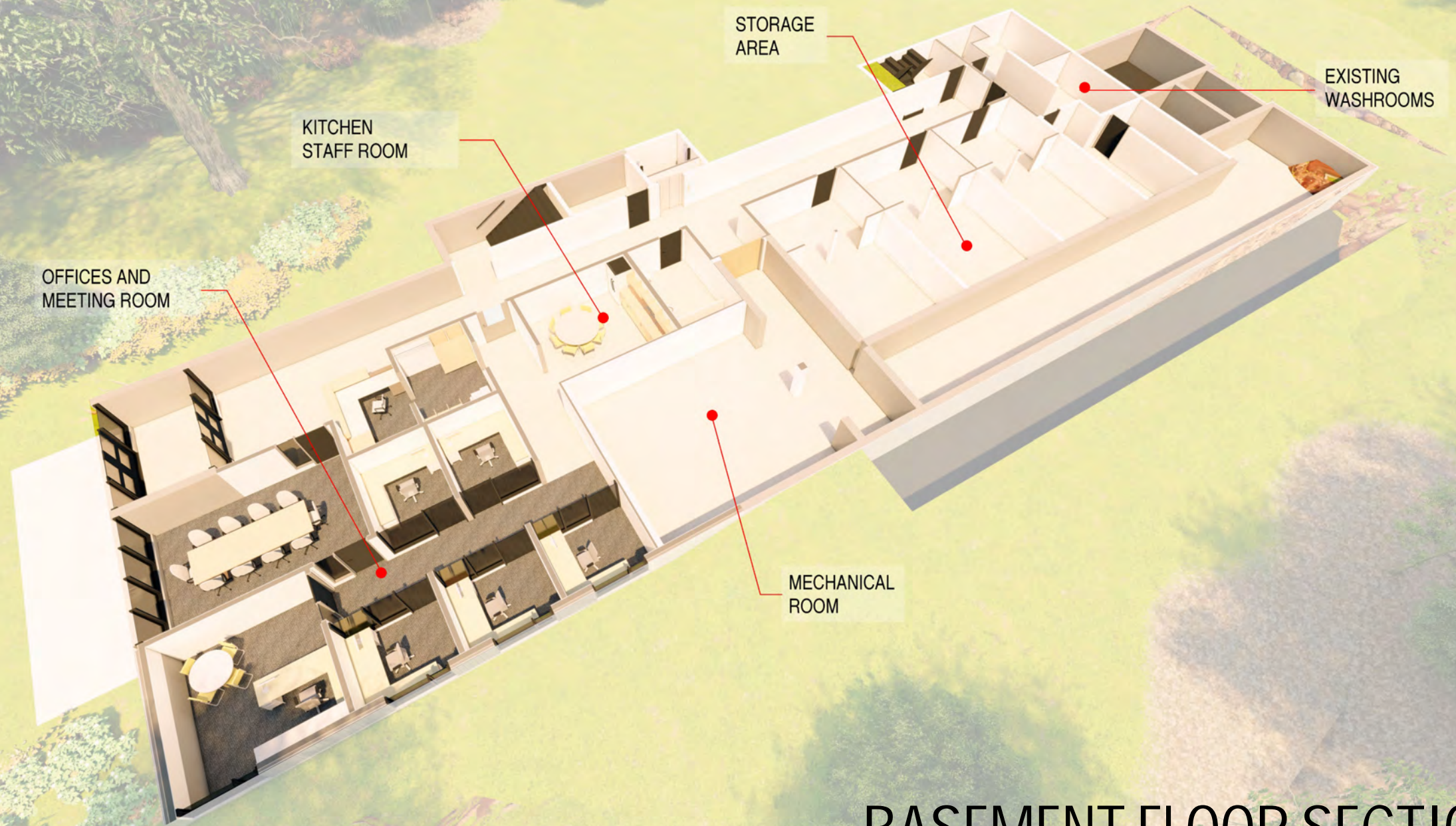
LOFT FLOOR PLAN

1. COAT AND BACKPACK STORAGE AREA
2. EXHIBITION SPACE / CRUSH SPACE
3. CLASSROOMS
4. RECEPTION
- 4A. GIFTSHOP
5. WOMENS WASHROOM
6. MENS WASHROOM
- 6A. WASHROOMS
7. UNIVERSAL WASHROOM
8. CUSTODIAL STORAGE
9. MULTI-PURPOSE ROOM STORAGE
10. AUDIO VISUAL ROOM
11. CATERING KITCHEN
12. MULTI-PURPOSE ROOM
13. COVERED PORCH

GROUND FLOOR PLAN

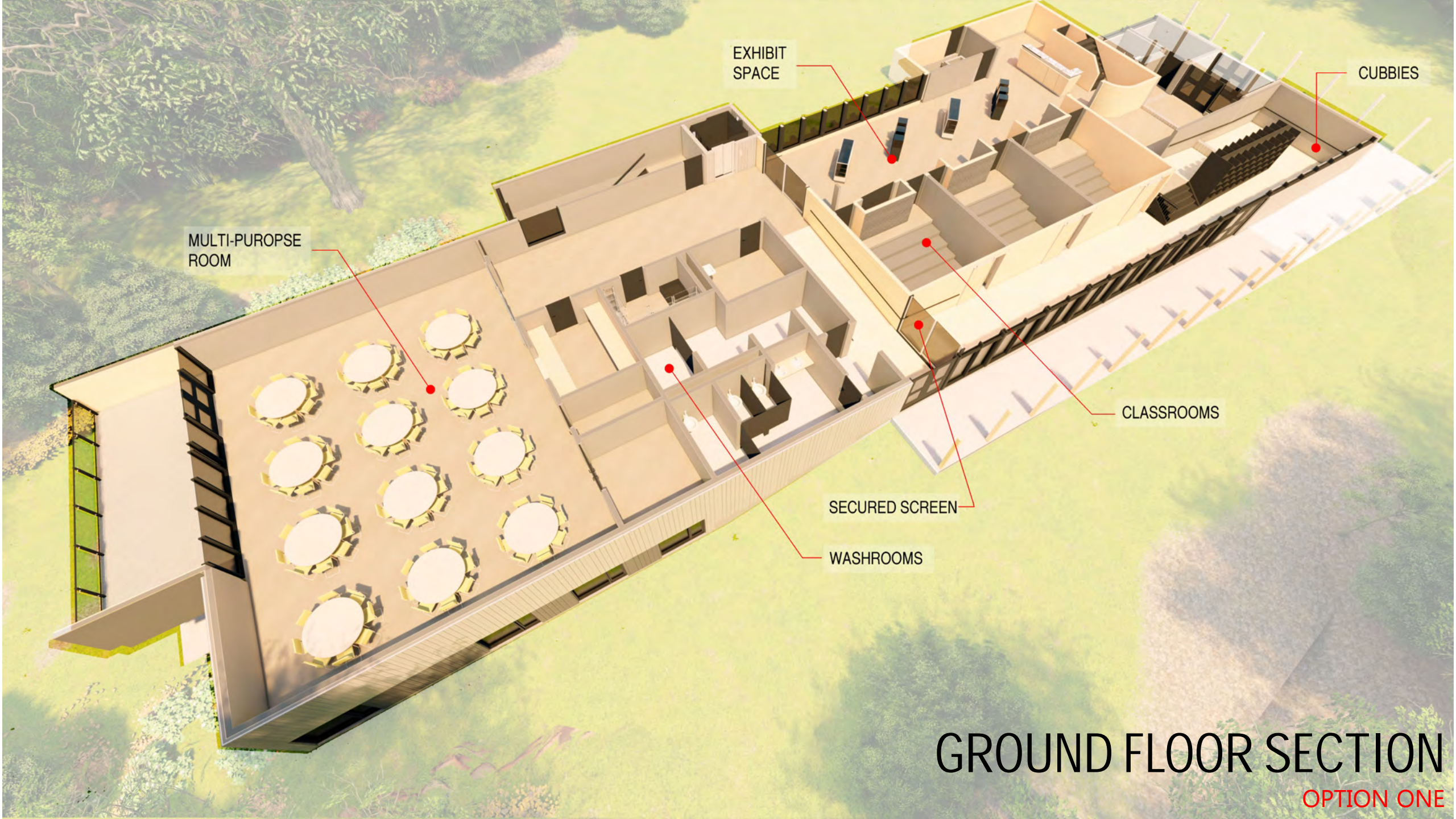
OPTION ONE





BASEMENT FLOOR SECTION

OPTION ONE



MULTI-PURPOSE ROOM

EXHIBIT SPACE

CUBBIES

CLASSROOMS

SECURED SCREEN

WASHROOMS

GROUND FLOOR SECTION

OPTION ONE



RENDERING

OPTION ONE



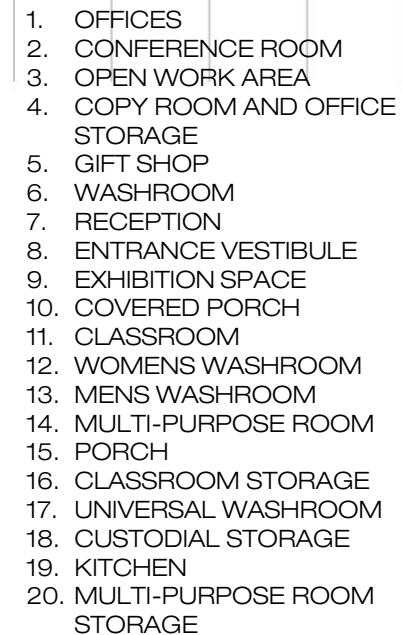
RENDERING

OPTION ONE

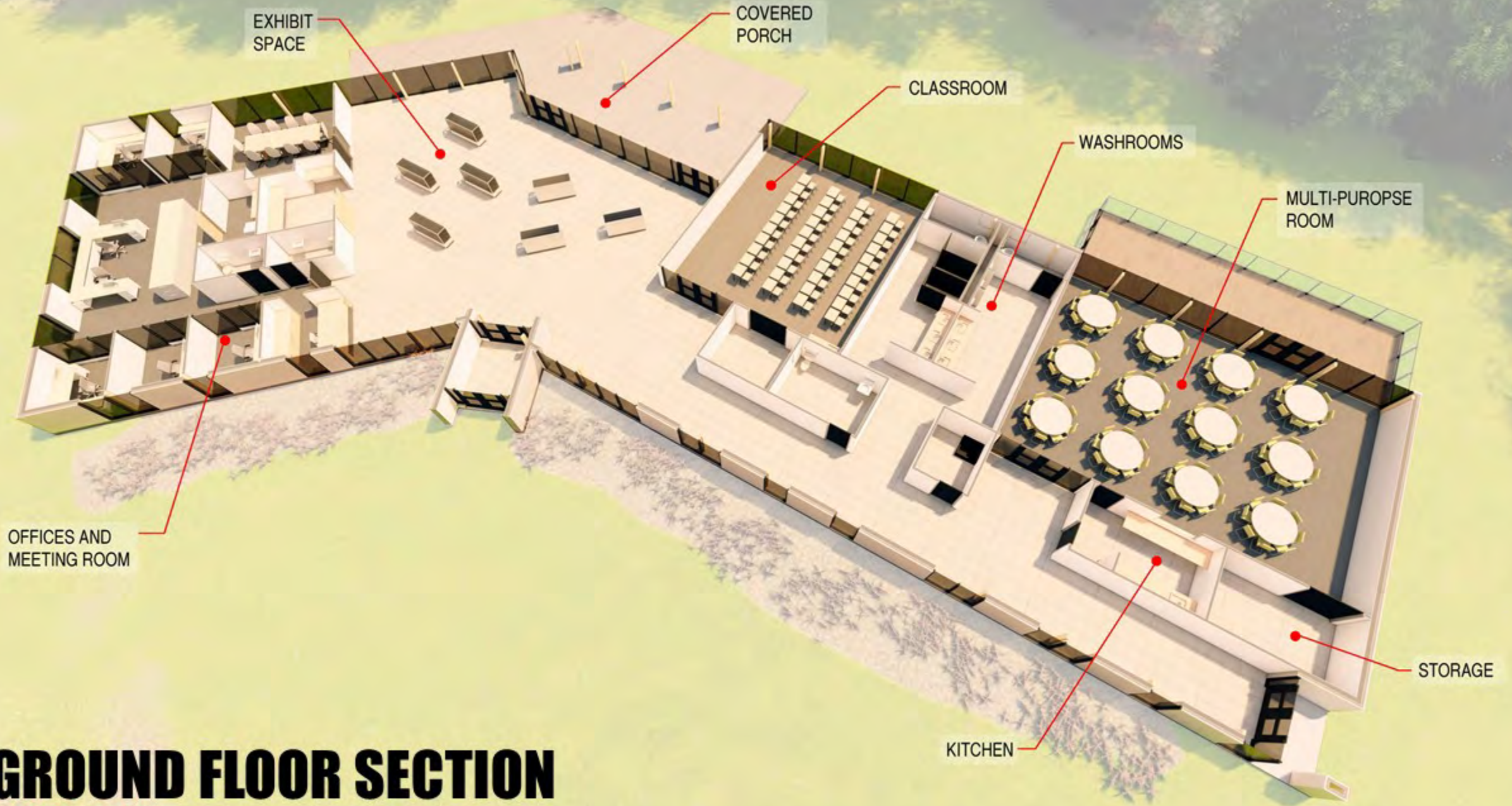


RENDERING

OPTION ONE



OPTION TWO



GROUND FLOOR SECTION
OPTION TWO



RENDERING
OPTION TWO



RENDERING

OPTION TWO



RENDERING

OPTION TWO

- Abundant storage area in the basement areas not suitable for other uses;
- Glazing to incorporate a bird friendly design;
- Multi-purpose room and adjacent spaces can be separated from remainder of building for rentals.

The second concept, involving a new Resource Centre, as per the following drawings:

Concept 2 – New Building

- Staffing all on one floor level (no elevator or stairs required)
- Staff area adjacent to main lobby and exhibition space;
- New classroom can be subdivided if required;
- Fully accessible building;
- Glazing to incorporate bird friendly design;
- Large covered outdoor area;
- Multi-purpose room and adjacent spaces can be separated from remainder of building for rentals.

10.2 CAPITAL COST PROJECTS

The construction costs estimates provide for achieving Ontario Building Code energy requirements and an equivalent silver LEEDS level of environmental enhancements. A high level, i.e. Gold, could add \$500,000 to the construction costs.

From a capital cost perspective, Table 3 examines the projected capital costs for construction, as well as for the project. The expansion of the current building would have capital costs of just over \$4 million, while a new building would have a capital cost of approximately \$3.681 million which would need to be increased by \$300,000 if an investment was made to sustain the current facility. From this perspective, both strategies have similar capital costs with Concept 1 providing an additional 4,500 sq. ft.

Table 3
Conceptual Designs Costing of Options

	Building Size Sq. Ft.	Cost Per/Sq. Ft.	Concept 1	Concept 2
Construction Costs				
Existing	5145	125	643,125	
New	8712	300	2,613,600	
			3,256,725	
New	9896	300		2,968,800
	Contingency @ 10%		325,673	296,880
	Professional Fees @ 8%		260,538	237,504
	Furniture & Equipment @ 2%		65,135	59,376
	Permits @ 1%		32,568	29,688
	Total Estimated Project Costs		3,940,639	3,592,248
	<i>(does not include HST, land costs, etc.)</i>			

The capital project costs do not include HST, land costs, any remediation costs, Development Charges and similar charges.

10.3 FINANCIAL OPERATING PROFILE

Relative to operating revenues and expenses associated with the two design concepts, there will be an expense side impact for both. The primary reason is that the additional space will have an impact on maintenance, heating, custodial and related costs. Any growth in programming, rentals or other activities will also have some direct costs associated with them.

In terms of revenue, there may be some potential to expand school visits and other uses to sustain the current approximately \$90,000 of revenue in the 2019 budget. There is a possibility to increase revenues with a large facility by undertaking two types of rentals:

- Meetings, group events and other uses, possibly ten to fifteen per year, at average of \$400 per use could generate between \$4,000 and \$5,000.
- Weddings and larger conferences for which there could be between five and seven per year at approximately \$1,500 per event could generate revenues in the \$10,000 range.

Increased programming that is fee based could also be considered for additional revenues. However, the programs, as well as rentals, will require marketing budgets that are beyond the \$1,500 currently allocated in the 2019 budget.

To fully pursue rental markets at whatever level, will require brochures, active engagement and possibly presence at trade shows, social media advertising and other perspectives that will require funding, in the order of \$5,000 to \$10,000 per year.

From a staffing perspective, a more intensive rental program if undertaken, as well as additional programming may require one of the staff allocated on a partial basis to the Resource Centre, to become full time, resulting in up to a 20% allocation of time in the order of \$15,000 per year considering salary and benefits.

For maintenance costs, more square would be involved under either concept. In the 2019 budget, maintenance and operations costs are identified at approximately \$24,000. Offsetting these costs would be the impact of a more energy efficient building. The current costs average \$4.66 per square foot annually. Concept 1 adds 8,712 square feet or potentially \$40,600 that could be reduced to \$30,000 with energy savings and non-space size-based costs. Concept 2 at 9,896 square feet adds 4,751 square feet over the current facility and potentially \$22,150 per year in additional costs. This could be reduced to \$15,000 with energy savings, etc..

The following table profiles the potential operating costs impacts on a net basis of an additional \$32,500 for Concept 1 and \$17,500 for Concept 2. A more dynamic revenue generation program would require additional increments of staffing and marketing resources and it is not currently apparent where these uses would emerge from or at what volumes.

Table 4	Concept 1	Concept 2
Potential Financial Operating Costs		
Increase Revenues	20,000	20,000
Increased Costs:		
Staffing	15,000	15,000
Marketing	7,500	7,500
Maintenance	30,000	15,000
Subtotal	52,500	37,500
Net Impact	32,500	17,500

11 Fund Development

Philanthropy Coach and Counsel was engaged to test the stakeholder and community support to build a new Resource Centre at the Longwoods Road Conservation Area. The amount tested for this analysis was \$3 million. The following were the Objectives for this engagement:

1. Assess resources available to initiate a capital campaign at the Lower Thames Valley Conservation Foundation/Authority
2. Test the case for support - Is it compelling?
3. Assess the local fundraising environment and introduce the Resource Centre to the donor community
4. Predict the level of grant and philanthropic support Foundation can expect to receive
5. Identify potential campaign volunteer leaders and champions
6. Outline a community engagement and campaign plan to achieve the goal.

Through interviews, cold calls, one on one meetings, internal analyses, Foundation readiness analysis, success of past campaigns and research, it was determined that it would be challenging for the Foundation to start a campaign right now for the following reasons:

- The Foundation does not have the resources in place to run a successful campaign at this time.
- There have been no gifts of consequence to the Foundation, and there is no history of active major gift fundraising. There are no substantive donor-based or records.
- There was limited access and connection to potential donors.
- The Foundation has no staff resources available to support fundraising in general.
- Little community awareness or engagement of the Conservation Area and its offerings exists.
- It was difficult to identify potential prospects as volunteer campaign leaders
- There was no indication of any gift support in any of the interviews
- The Foundation is not actively fundraising and the board members may not have been specifically recruited as fundraisers.

For the Foundation to implement a successful fundraising program, there will have to be a substantial investment first to create a robust fundraising portfolio with dedicated fundraising staff leadership and an effective system of gift and donor tracking. This will take a significant commitment to create a professional fundraising portfolio within the Foundation and the Authority. The project will need a

champion, investment and a sense of urgency. The following steps need to be established in order to move the pendulum towards success:

- Immediately begin a search for a Foundation Executive Director/Director of Development to lead the process of building fundraising infrastructure.
- Consider increasing the number of Foundation board members involving individuals who may have connections to donors and previous large capital campaign experience.
- Begin a concerted program of community engagement and major gift fundraising with a goal of over the next 12 months making 50 calls on potential donors, funders or opinion leaders in the Longwoods Road Conservation Area footprint with emphasis on the Greater London Area.
- Seek a meaningful partnership with the First Nations in the area to build a Centre focused not only on education but on reconciliation and sharing.

The complete Capital Campaign Report is contained in Appendix 2.

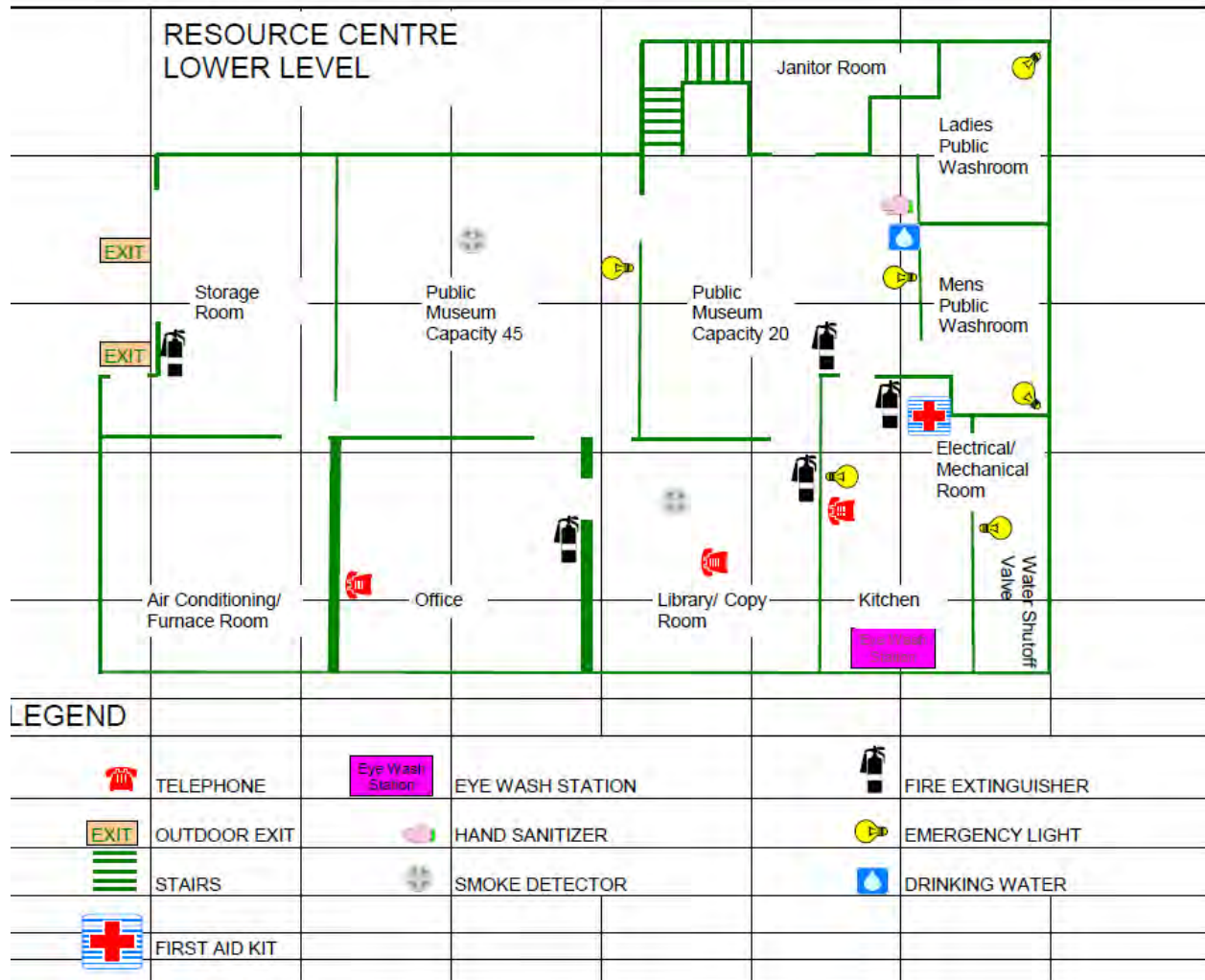
12 Recommendations

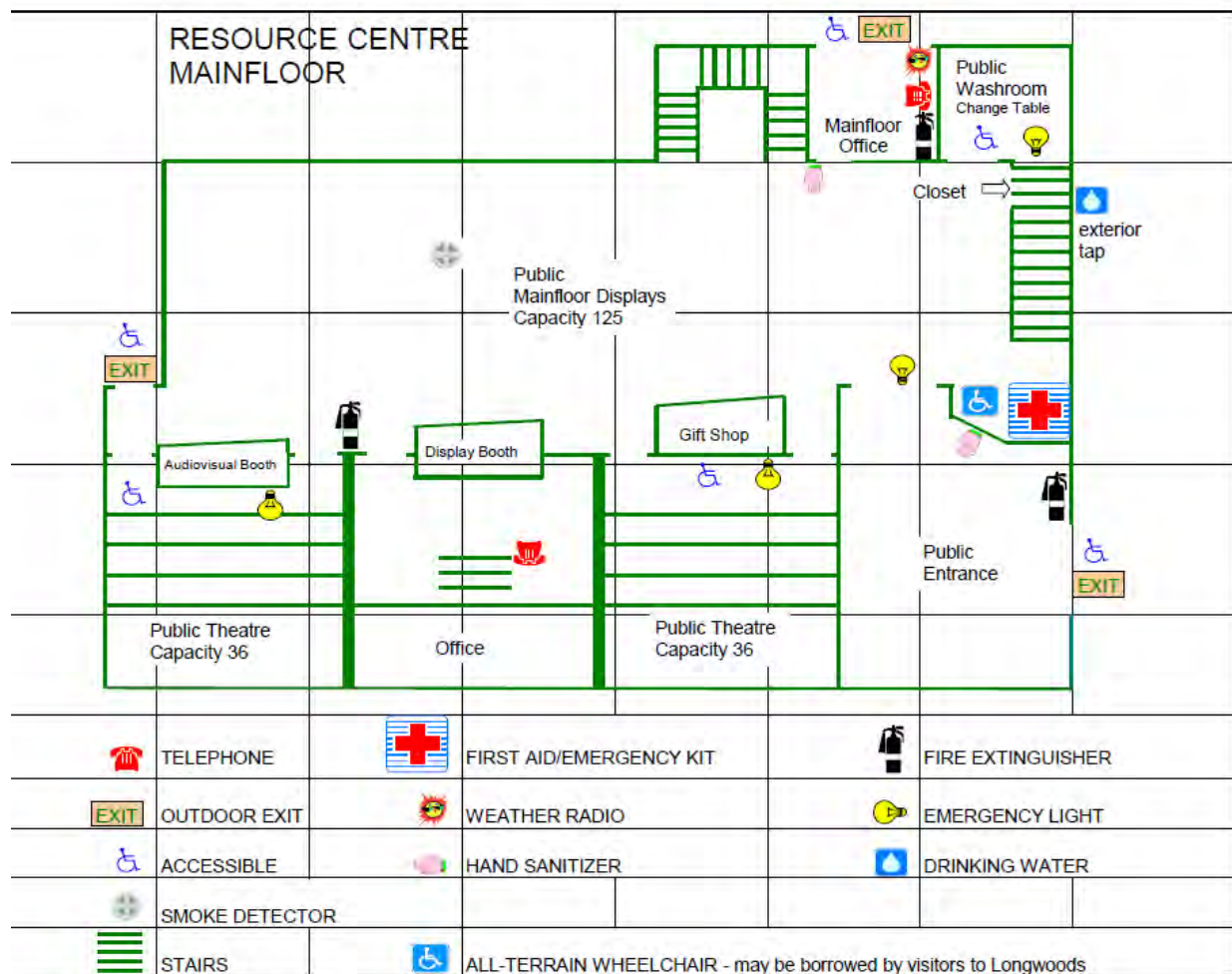
Based on the work completed throughout the Feasibility Study, and within the Fund Development Report, the following recommendations are provided:











1. That the Lower Thames Valley Conservation Authority consider the expansion of the existing facility, Concept 1 as the preferred strategy for the following reasons:
 - a. Provides an additional 4,500 sq. ft., of program, rental, storage and other spaces;
 - b. Has the least environmental footprint impact compared to two buildings if the current building is sustained for storage and overflow use;
 - c. Sustains a reasonable proximity to the Village Museum.
2. That the Lower Thames Valley Conservation Foundation undertake the development of a capital campaign plan over the next three to five years as laid out in the Fund Development Report to position itself to be able to pursue an approximately a \$4 million capital campaign.
3. That the Lower Thames Valley Conservation Authority initiate a detailed design process for the expanded Resource Centre in conjunction with the launch of a capital campaign.

Appendix 1

Existing Resource Centre Floor Plans





	RESOURCE CENTRE LOFT						
LEGEND							
	TELEPHONE		FIRE EXTINGUISHER				
	STAIRS		EMERGENCY TELEPHONE				
	SMOKE DETECTOR						
	TABLE contains	RADIOS, DAVIS WEATHER STATION, SKYSCAN LIGHTNING DETECTOR					
	also located - mainfloor of each CABIN, STORAGE BUILDING, GATEHOUSE, GAS POWERED GOLF CART and VAN						
	also located - upstairs of each CABIN and the ARTIFACT ROOM at Burwell House						
	also located - GATEHOUSE, GAS POWERED GOLF CART and VAN						

APPENDIX 2

Fund Development Report

CAMPAIGN PLANNING STUDY REPORT FOR:



**RE: The Redevelopment of a Resource Centre
Longwoods Road Conservation Area / Ska-Nah-
Doht Village & Museum**



J. B. Michael Farrell, FAHP – Principal

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INTRODUCTION

Philanthropy Coach & Counsel

This report contains the results of a Campaign Planning Study conducted by Michael Farrell, Principal, Philanthropy Coach & Counsel in conjunction with Tracey McQueen, F.J. Galloway.

Michael Farrell has over 30 years of fundraising experience in a broad range of environments, nationally and internationally.

We set out to test stakeholder and community support to build a new **Resource Centre** at the **Longwoods Road Conservation Area and Ska-Nah-Doht Village and Museum**. We tested for a \$3,000,000 project.

The study was conducted from the perspective of not “**IF**” the fundraising for the Resource Center project should go ahead but rather “**HOW**”.

The Situation

Longwoods Road Conservation Area and Ska-Nah-Doht Village and Museum is a part of the Lower Thames Valley Conservation Authority and is devoted to collecting and preserving local history, while faithfully interpreting the Haudenosaunee-people’s way of life in the times of the Longhouse.

The **Resource Centre** that anchors the property is almost 45 years old and bursting at the seams. Over 18,000 people visited the site last year. The new facility will better accommodate existing programs and guarantee access to the site for generations to come.

The Lower Thames Valley Conservation Foundation (LTVCF) and Longwoods Road Conservation Area / Ska-Nah-Doht Village & Museum have no recent history of fundraising.

Scope and Methodology

Analysis of Fundraising Capacity

The internal analysis included a review of the LCTVF's past five years of operation, relevant communications and on-line presence. We also looked at the Foundation's readiness to support a major campaign in terms of staff capacity, donor information systems, existing fundraising programs and communications capabilities.

Development of Test Case

Based on our preliminary review and interviews we drafted a letter of introduction and a follow up letter with a brief articulation of the case for support.

External Analysis

The External Analysis included confidential interviews with staff, volunteers and granting agencies along with research into other conservation authorities fundraising.

Study Objectives

1. Assess resources available to initiate a capital campaign at the Lower Thames Valley Conservation Foundation/Authority
2. Test the case for support - Is it compelling?
3. Assess the local fundraising environment and introduce the Resource Centre to the donor community
4. Predict the level of grant and philanthropic support LTVCF can expect to receive
5. Identify potential campaign volunteer leaders and champions
6. Outline a community engagement and campaign plan to achieve the goal.

Objective 1. Assessing Fundraising Capacity

This is a challenging and potentially transformational project for the Lower Thames Valley Conservation Foundation, a chance to create an ongoing source of income for the Longwoods Road site, however:

Currently the Foundation does not have the resources in place to run a campaign.

- There have been no gifts of consequence to the Foundation and there is no history of active major gift fundraising. There are no donor records.
- We had limited access to potential donors. We did not connect with any prospects in the private sector during the planning process.
- The Foundation has no staff resources available to support fundraising in general. Case in point, a Federal Government call for grant proposals that was a good fit for the proposed resource centre closed during the study. The call went unanswered.
- From the interviews with external funders and some current board members there is agreement that there is very little community awareness or engagement.
- We were not able to identify potential prospects as volunteer campaign leaders
- We did not get an indication of a gift support in any of the interviews
- Foundation is not actively fundraising and the board members were not recruited as fundraisers.

The Path to a Capital Campaign

For the LTVCF to implement a successful fundraising program there will have to be a substantial investment first to create a robust fundraising portfolio with dedicated fundraising staff leadership and an effective system of gift and donor tracking.

The feasibility study conducted by F.J. Galloway outlines both the need and the powerful impact that an expanded and renewed resource centre could have on Longwoods Road Conservation Area / Ska-Nah-Doht Village & Museum. The working estimate currently is a minimum of \$3,200,000 in capital funding to build a new facility and almost as much to renovate and expand the existing centre if that option is preferred.

The chart that follows outlines the fundraising revenue streams for other conservation areas. For LTVCF to get there it will take a significant commitment to create a professional fundraising portfolio. The project will need a champion, investment and a sense of urgency.

First steps include:

- Immediately begin a search for a Foundation Executive Director/Director of Development to lead the process of building fundraising infrastructure.
- Consider increasing the number of Foundation board members
- Begin a concerted program of community engagement and major gift fundraising with a goal of over the next 12 months making 50 calls on potential donors, funders or opinion leaders in the Longwoods Road Conservation area footprint with emphasis on the Greater London Area.
- Seek a meaningful partnership with the First Nations in the area to build a centre focused not only on education but on reconciliation and sharing.

The Investment and the Return

The data in the following chart is **for illustration only**. It is limited to fundraising revenue. The authorities differ in how they manage charitable gift income. Some receipt gifts in both the authority and the related foundation. The grand total column is the revenue from both. The chart demonstrates the potential income stream that a properly resourced fundraising portfolio can generate.

Fundraising Revenue at Comparable Conservation Areas

Source-Canadian Revenue Agency

Organization	Receipted Gifts	Non - Receipted Gifts	Non-Receipted Fundraising	Revenue from Other Charities	Total	Grand Total Fundraising
Lower Thames Valley Conservation Foundation	\$9190				\$9,190	
Lower Thames Valley Conservation Authority	\$158,015	\$30,525			\$188,544	\$197,730
Hamilton Conservation Foundation	\$387,050	\$45,143		\$101,933	\$432,193	
Hamilton Conservation Authority	\$52,417	\$190,305			\$242,722	\$674,915
Halton Conservation Foundation	\$134,202	\$ 52,500			\$ 186,702	
Halton Conservation Authority	\$468,096			\$27,201	\$495,297	\$681,999
Lake Simcoe Region Conservation Foundation	\$376,141	\$ 277,246		\$110,344	\$653,387	
Lake Simcoe Region Conservation Authority				\$310,887		\$964,274
Lower Trent Conservation Foundation	\$26,429	\$613			\$27,042	
Lower Trent Conservation Authority		\$10,000		\$310,887		\$347,921

Fundraising Start up and Campaign Costs

Capital campaigns are the most efficient means of raising money. The cost of the campaign ranges from 5% to 15 % of the campaign goal. The variable is the existing in-house fundraising capacity. In this instance the Foundation should expect to invest at the higher end of the scale. Start-up includes hiring personnel, engaging the community, marketing the project, developing campaign materials and related costs.

Investment Estimate to Implement Capital Campaign

Start Up Year 2020	Staffing 1.5 FTE	\$100,000
Strategic Counsel 2020	Fundraising set-up/ implementation	\$ 35,000
	Office set up, software, job search and contingencies	\$ 15,000
Total		\$150,000
Capital Campaign 2021	Staffing 1.5 FTE	\$100,000
Campaign Counsel 2021	Launch and Implement Campaign	\$ 110,000
Total		\$210,000

Objective 2. Developing the Case for Support

When we reference the case for support, we are looking for language and elements of the plan that will resonate with the donor public. It must be compelling, inspiring, urgent and important to the donor community. Through interviews and meetings with staff and volunteers there were four general areas of focus:

1. Preservation of the natural space at Longwoods, Carolinian Forests
2. Nature based educational opportunities for children
3. Ska-Nah-Doht Village- experiencing First Nation, culture and way of life...a place of reconciliation
4. Legacy of parkland preserved for the future as urban areas expand (London)

In subsequent interviews and discussions, we asked which of these ideas resonated the most. In almost every conversation the potential of Ska-Nah-Doht Village was deemed to be the most important, compelling and urgent. Urgent because at this moment in time our project sits at the nexus of heightened environmental awareness and our national commitment to reconciliation.

Project building discussions to date have centred on functionality; teaching spaces, storage, meeting areas etc. In external discussions the prospect of building a carbon neutral facility was raised. Every dollar added to a project must be justified but there may be a community expectation that a conservation area would take a leadership role in environmentally friendly buildings.

There is also consensus that a respectful and significant partnership with the local First Nations, Chippewa, Oneida, Muncee-Delaware, and Delaware is an essential building block for the Longwoods Road project.

Representative Case Comments- Challenges and Opportunities

“The facility looks like 1970. It’s the people that hold the programs together.”

“We must be careful not to be perceived as white people telling the First Nations story”

“We have been doing the same thing for 25 years”

“The vision may not be bold enough to excite the community”

“We will be watched. A resource centre should be carbon neutral”

“The Conservation Area is strung out so far. Maybe the foundation can take a leadership role in the Western end.

“The Centre could become the meeting place for the local first nations”

Objective 3. Fundraising Environment and Donor Interest

Working with staff and volunteers we identified a list of donor prospects and granting organizations. The interviews were to be approximately 45 minutes in length and designed to discuss the role a new or renovated Resource Center could play in the future of the community.

In spite of efforts to speak with local donor prospects we were only able to interview a limited number of community-based grantors and public foundations. While the participants were influential and informed the sample was small and that is indicative of a current lack of community awareness.

The work of the Resource Center is celebrated by those familiar with it, but there is a feeling that the community has a very limited knowledge of the area. A common opinion is that if you or a loved one have not had reason to visit you probably won't even have passing knowledge. The Longwoods Road Resource Center is simply not well understood and some felt that its quasi-governmental nature needed more explanation going forward.

There does not seem to be another major environmental fundraising project in the area and most felt Conservation and preservation of the First Nation Heritage are seen as timely and important to the community.

Objective 4.-5. Level of Support and Availability of Campaign Leadership

A list of corporations and individuals that have the capacity to make leadership gifts to the Resource Centre Campaign was assembled but at this preliminary stage of the process we were unable to secure interviews with them and we did not identify candidates for campaign leadership.

The people that did participate felt that climate concern and First Nation reconciliation has set the perfect stage to launch this project and felt that with more time to reach out the Centre could attract community leadership.

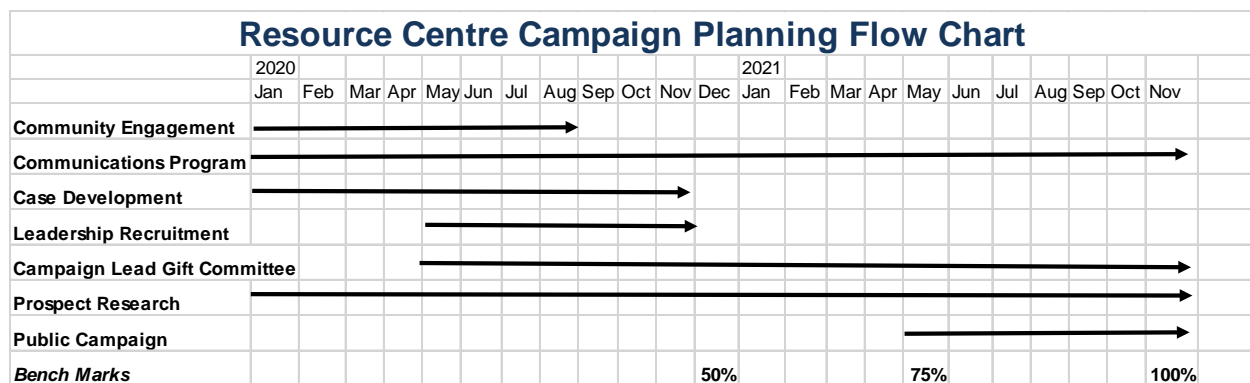
Donor Prospects and Opinion Leaders		
Spriet Family	Paul Quantro	London Comm Fdn
Miggsie Lawson	Bradley Family	Elgin St. Thomas Comm Fdn
Sifton Family	Steve Plunkett	Fed Government
Ivey Family	Weed MD London	Provincial Government
OPG	First Nations	Don Windsor (Ricco Foods)
Dan McCaig	R&M Auctions	Randal Van Wagner
General Dynamics	Wind Farm	

Representative Comments

“There is a window now with the environment and reconciliation where we could take a leadership role in the community conversation”

Objective 6. Plan Outline-Community Engagement and Campaign

This sample flow chart illustrates the elements and timing of the recommended start up and campaign, in this case, over a two-year time horizon. An element that is unique to the Longwoods Road project is the Community Engagement phase. This is a communications exercise based on a series of discovery calls with potential donors. A list of 50 individuals with the capacity to make or influence a leadership gift will be developed and a concerted effort made to have face to face discussions with each. For a foundation starting on the ground floor this is essential.



Prospect Generation and Campaign Gift Chart

The engagement process is crucial to initiating a campaign. The following chart illustrates the array of gifts usually present in a successful capital campaign. A rule of thumb in planning is that there needs to be three qualified prospects for each successful gift. The discovery process outlined above is key. The work begins tomorrow of populating a prospect chart.

A jumping off point could be a record search to identify a list of past donors, going back 5 years or further if possible. The record should include donors name, address, email, telephone number, charitable receipt number and the donor's area of interest.

This information is scarce now but it is worth the exercise. The best prospects are individuals who have either made gifts or expressed interest in your program.

\$3 Million Gift Chart				
Gift Range	# Gifts	# Prospects	Subtotal	% of Tot
\$500,000	1	3	\$500,000	13%
\$250,000	2	6	\$500,000	13%
\$100,000	8	24	\$800,000	20%
\$50,000	10	18	\$500,000	13%
\$25,000	20	60	\$250,000	6%
\$10,000	10	30	\$100,000	3%
\$5,000	10	30	\$50,000	1%
< \$5000	500		\$300,000	8%
Totals	61	171	\$3,000,000	75%

Naming Opportunities

An inventory of naming opportunities is tied to the chart. The board might choose a naming opportunity of \$1,000,000 for the Resource Centre. Other naming opportunities could include the kitchen, the museum, gardens and meeting rooms. Naming opportunities can be tested in discussions with potential donors. A gift acceptance policy, a sponsorship policy, a donor recognition policy and naming policy are all required before the campaign begins.

First Steps-Implementation

1. The board must take a decision to go/no-go. The start-up and campaign need the enthusiastic support and an unwavering commitment from the staff and volunteer leadership.
The campaign needs a champion!
2. A Joint Fundraising Steering Committee must be struck to guide the process. It acts as liaison with the boards and will oversee the campaign preparations including office start up, developing the Case for Support, identifying potential major donors, cultivation activities and recruiting the Campaign Chair and Cabinet.
3. A Foundation Executive Director (Campaign Director) position must be approved as part of the plan.
4. A donor database must be created as recommended earlier in the report.

Acknowledgements and Thanks

Thank you for the opportunity to be part of your planning process. I believe that the development of a new Resource Centre has the potential to infuse the organization with renewed energy and purpose.

We are grateful for, and indeed honored by the trust and confidence you have placed in us. I would like to thank and recognize the following staff, volunteers and community leaders for their help and cooperation.

Mark Peacock

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Dan McKillop

Bonnie Carey

Karen Mattila

Sheila Simpson

Jo-Anne Hutchinson

Lori Runciman

Terry Carroll

From a personal standpoint, this has been an exciting assignment and one with which I am proud to be identified. The Resource Center is an essential piece of the conservation landscape and is on the cusp of a leadership role, of not only in conservation, but reconciliation.

Respectfully submitted,



J.B. Michael Farrell, FAHP
Principal
Philanthropy Coach & Counsel