



**The Jack Miner Migratory Bird Foundation  
Strategic Business Plan  
2016-2018**



## 1.0 INTRODUCTION

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The Jack Miner Migratory Bird Sanctuary (“the Sanctuary”) was founded by Jack Miner in 1904. The Jack Miner Migratory Bird Foundation (“the Foundation”) was established in 1931 in the United States of America and 1936 in Canada as a registered charity. The offices of the Jack Miner Migratory Bird Foundation are located at 332 Road 3 West, Kingsville, Ontario, Canada.

### Mission Statement

The Foundation is dedicated to the legacy of Jack Miner and through The Jack Miner Migratory Bird Sanctuary, feeds, protects, defends and tracks migratory waterfowl while providing a no charge natural educational environment for the benefit and enjoyment of current and future generations.

### Vision Statement

The vision of the Jack Miner Migratory Bird Foundation is to continue to promote the legacy of Jack Miner as naturalist, conservationist, hunter and man dedicated to his community and his core values.

### Values

- **Authenticity** - We are dedicated to providing an authentic experience to visitors and our community that will honour Jack Miner and his legacy.
- **Effective Communication** - We believe in simple, accurate, and clear communication. We encourage the open exchange of ideas and information.
- **Quality Customer Service** – We put the needs and expectations of our visitors and community at the center of everything we do and take pride in delivering services of the highest quality.

### Strategic Objectives

- A. The Jack Miner Migratory Bird Foundation will create a tourist friendly environment where community and visitors can interact safely with wildlife and Foundation property
- B. The Jack Miner Migratory Bird Foundation will provide a natural educational environment where the community and visitors can learn about migratory birds and other wildlife through observation, trail exploration, special events and education programmes.
- C. The Jack Miner Migratory Bird Foundation will work in association with community groups, local government, tourism and industry associations, boards of education, museums, conservation authorities and other resources to provide for a wide array of opportunities and partnerships in the furtherance of Jack Miner’s legacy.
- D. The Jack Miner Migratory Bird Foundation will continue to band and track migratory waterfowl and provide a safe haven for all migratory waterfowl and songbirds including those that are permanent residents as a result of injury or birth defect and those that are transitory.

### Renewal

The Foundation began the process of renewal and renovation of the Sanctuary in 2012 and is committed to an evolving process that balances the focus on the legacy of Jack Miner, history, conservation and preservation with a vision of attracting new migratory species to the site, increasing visitorship, while building community and acting as an anchor for the tourism industry in Kingsville.



## **2.0 KEY ENVIRONMENTAL TRENDS**

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A number of key trends impacting the operating environment in Essex County have been prepared. The following trends were identified:

- An environment of fiscal restraint with increasing expectations that attractions and facilities be operated as efficiently as possible with increased emphasis on self reliance and diversifying income beyond government contributions; community value, in kind donation and sponsorships; a greater number of special events; partnering with other service providers; and other initiatives
- The movement of the Baby Boom to older age categories could influence the number of individuals who are interested in passive pursuits related to heritage, museum and educational pursuits.
- Increasing expectations that attractions be operated more as a business.
- Increased use of partnerships and operational activities related to promotion, advertising, special events, training and development, volunteer development and related activities to enhance overall cost effectiveness.
- Increased interest in developing special events and festivals as a basis, not only for community development, but also as a means to attract tourists and visitors to the community relative to economic impacts.
- Reduced funding in the education environment impacting the ability to pay for access to sites, transportation of students and related considerations.
- There is increasing competition for fundraising and promotional dollars from corporations, foundations and the general public, as more and more organizations strive to diversity their income sources
- Reduced governmental funding in impacting the ability to gain capital dollars through traditional development
- Increased use of technology to enhance operational efficiencies related to environmental controls, security systems and so forth as well as data collection to support marketing and financial planning.
- High rate of unemployment demands that programs be easy to access and reasonably priced or free.

The operating environment is always changing, and the Foundation will work with the community at large through increased use of partnerships, sponsors, technology, marketing and customer service in order to expand upon its success.



### 3.0 MARKET RESEARCH

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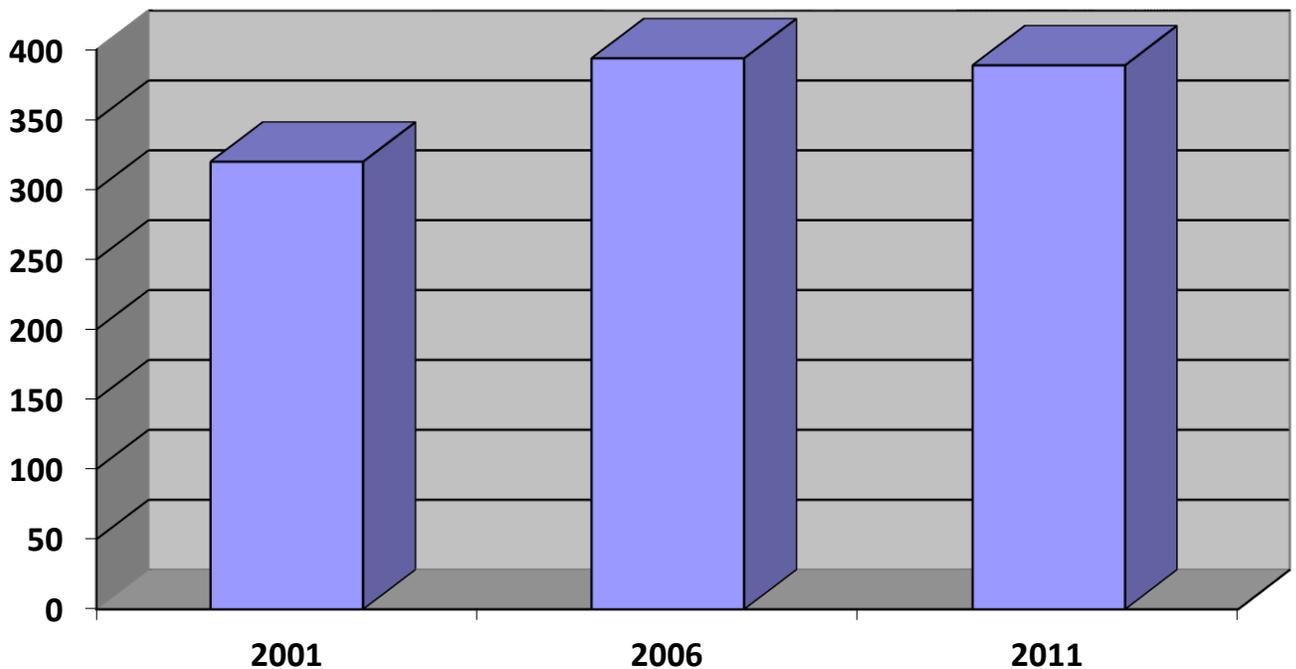
#### 3.1 Location

Essex County is at the heart of North America’s manufacturing area, one mile south of Detroit, Michigan, on the Detroit River. Located in the western tip of Ontario and the southernmost part of Canada, the Essex County region extends 685 square miles (1,775 square kilometres) and is home to more than 385,000 people. Further, 4.5 million North Americans live within a 1 hour drive, 11 million North Americans live within a 2 hour drive and 25 million North Americans live within a 6 hour drive from Essex County. The Windsor-Essex County area attracts millions of visitors every year and generates cross-border trade of \$400 million daily.

Essex County is a natural tourist region where people enjoy a temperate climate and Canada’s earliest spring. Situated on two of the Great Lakes, Lake Erie and Lake St. Clair, and along the Detroit River, the peninsula features 105 miles of shoreline, dotted with parks, sandy beaches, marinas, historic sites and the like. Over 40 festivals take place year-round throughout the area.

#### 3.2. Essex County Population

Essex County is the southernmost county and census division in Canada located in Southwestern Ontario. Essex County has a population of 388,782 making it one of the most populous divisions in Ontario.



\*Legend: thousands

Source: Statistics Canada, 2001, 2006, 2011



### **3.3 Complementary Attractions**

Essex County has several unique attractions and historic sites, each with a different focus on collections and activities. Attractions listed below are within a ten to forty-five minute drive of the Jack Miner Migratory Bird Sanctuary:

- Art Gallery of Windsor
- Canadian Historical Aircraft Association
- Canadian Transportation Museum, Heritage Village and Windsor Wood Carving Museum
- Cedar Creek Conservation Area
- Cedar Island
- Colasanti's Tropical Gardens
- Colchester Harbour
- Fort Malden National Historic Site
- Gibson Gallery
- Hillman Marsh
- John Freeman Walls Historic Site
- John R. Park Homestead co
- King's Navy Yard Park and Commissariat
- Kingsville Historical Park and Museum
- Lakeside Park
- Leamington Arts Centre
- Maidstone Historical Museum
- North American Black Historical Museum
- Park House Museum
- Pelee Island Bird Observatory
- Pelee Island Museum
- Point Pelee Visitor Centre
- Seacliffe Park
- Windsor's Community Museum

### **3.4 Tourism and Economic Development**

Visiting an historic or natural site can increase the amount of time a tourist stays in the community and the longer they linger at attractions, the more they are likely to dine locally or stay overnight. Tourists spend money in the community which is re-spent by those who receive it, resulting in a multiplier effect of spending.

Attractions, whether they be natural areas and parks, archives, historic sites or museums provide educational, entertainment resources to people of all ages and are among the amenities within a community that attract people to visit, to live, and to create opportunities for tourism and economic development. In the 21<sup>st</sup> Century, visitors want authentic experiences, and the Sanctuary is an experience where visitors can have a truly authentic sensory experience with the sounds, sights of the wild birds while learning about the history of the area and of the man considered to be Canada's first conservationist.



### 3.5 Marketing Objectives and Goals

#### 3.5.1 Identification of Audiences

The success of any new development is to know one’s audience. The audience for the Sanctuary includes tourists, families, students, birders, hunters, researchers, bus tours and other special interest groups.

On the basis of information provided by current users of the Sanctuary through information received through guest books, letters, social media, the internet, the major markets and their requirements are identified in the following table.

Market Segment	Requirements	Considerations
<b>Community and Tourists</b>	Programming geared toward families, tourists, especially self guided activities	Community and tourists support and visit regularly
	Interactive activities: banding, feeding	People learn through doing; also creates excitement for volunteerism
	“Friends” development	Creates base for support
	Food service availability	Restaurants nearby
<b>Students</b>	Pre and post-visit materials linked to curriculum	Volunteers show interest in fulfilling role of guide for programmes
	Hands-on, interactive activities	Students learn through doing
	Affordable school program rate	Programming must remain relevant & free
<b>Clubs</b>	Special programs for special interest groups	Earn special badges, adopt a building, waterfowl.
	Outdoor picnic area	Encourage use of Ty Cobb field, Kennedy Woods
<b>Bus Tours</b>	Accessible washrooms and buildings	Tour friendly facilities
	Food service availability	Several restaurants located in area
	Special admission fee by donation	Donations encouraged
	Bundled tour packages with other tourist attractions in the area	John R. Park Homestead, Colasanti’s, Kingsville Historical Park, etc.

#### 3.5.2 Advertising Strategies

The continued success of the Sanctuary will be largely dependent upon renewal of the site, increased visibility in the local community as well as outside of the area. The following advertising opportunities will be reviewed, maintained and expanded on a year-to-year basis.

Ongoing evaluation of the success of each strategy will determine its effectiveness and continued use. There are two aspects to advertising: free advertising and paid advertising – each reaches a different audience and requires a different approach. There are many avenues to obtain free or sponsored advertising through local media outlets that include radio, television, cable and print media. There is no end to the opportunities that can be created by establishing a good relationship with the media.

It is important to note that all marketing strategies listed do not necessarily need to be paid for by the Foundation – it may be possible to obtain sponsorship in return for free advertising space.

#### 3.5.3 Evaluation

Essential to the success of the Foundation in meeting the marketing objectives is ensuring that visitors to



the site have an authentic experience and enjoy their visit. Exit surveys have been developed to measure consumer response and have been useful for the Foundation to identify areas of improvement and/or satisfaction to the experience. Current surveys have been in use since 2012 and focus on a variety of age groups.

Results are recorded to provide a clearer picture of the response to the Foundation and suggestions for improvement are considered as part of the strategic plan.

#### 3.5.4 Trademark & Copyright

The Jack Miner Migratory Bird Foundation and the name Jack Miner has been trademarked in both the United States of America and in Canada.



## 4.0 STRATEGIC PLAN

The Jack Miner Migratory Bird Sanctuary is an important community asset that has had an international impact. Reaction to renewal and programming activities of the Sanctuary has been very positive and the Foundation recognizes that change is a never-ending process and it is integral to the growth, relevance and attraction of the Sanctuary.

As part of the previous three year plan, an active calendar of events has been developed in addition to education programs. The continued expansion of facilities and programs will require the strengthening of current partnerships and development of new, all of which will assist in improving the local economy, tourist experience and education of visitors of all ages.

### Strategic Goals Linked to Objectives

#### Strategic Objective

4.1 The Jack Miner Migratory Bird Foundation will create a tourist friendly environment where community and visitors can interact safely with wildlife and Foundation property.

#### **Organizational Goal:** Modernization/Restoration of Foundation

Issue
4.1.1 Development & implementation of Master Fence plan
4.1.2 New septic system for historic house
4.1.3 Clubhouse Restoration: explore funding opportunities and historic site status
4.1.4 Ongoing house repair & maintenance

#### **Organizational Goal:** Update property to be more tourist friendly and safe

Issue
4.1.5 New playground in area adjacent to Ty Cobb field
4.1.6 Master plan for wildlife: acquisition, disposition
4.1.7. Pen redevelopment
4.1.7 Landscape master plan w/Horticultural Society

#### **Organizational Goal:** Wetland and ponds improvement

Issue
4.1.8 Rehabilitation of feeding pond & area
4.1.9 North pond wetland development*
4.1.10 North pond smaller banding net, viewing platform

#### Strategic Objective

4.2 The Jack Miner Migratory Bird Foundation will provide a natural educational environment where the community and visitors can learn about migratory birds and other wildlife through observation, trail exploration, special events and education programmes.



**Organizational Goal: Conservation Education Centre Development**

Issue
4.2.1 Master plan approved for CEC
4.2.2 Construction of CEC
4.2.3 Education/exhibit platform master plan development
4.2.4 Education/exhibit platform master plan set up Includes parts of CEC

**Organizational Goal: Trail & Interpretive Sign Development**

Issue
4.2.5 Trail master plan developed
4.2.6 Signage & interpretive panels

**Strategic Objective**

4.3 The Jack Miner Migratory Bird Foundation will work in association with community groups, local government, tourism and industry associations, boards of education, museums, conservation authorities and other resources to provide for a wide array of opportunities and partnerships in the furtherance of Jack Miner's legacy.

**Organizational Goal: Community Involvement & Role in the Community**

Issue
4.3.1 The Foundation will offer a variety of exhibits, events, programmes and volunteer opportunities
4.3.2 The Foundation will welcome and encourage visitors and the community at large to participate in its ongoing activities and its future planning
4.3.3 The Sanctuary shall act as a resource for research and recreational purposes, to visitors and the community at large.

**Organizational Goal: Encouraging Community Involvement**

Issue
4.3.5 The Foundation will make every effort to welcome a broad range of visitors from the community to become involved and encourage their participation in the Sanctuary
4.3.6 The Foundation shall actively seek appropriate community partnerships both financially through sponsorship, donations and/or gifts-in-kind and through active participation.

**Organizational Goal: Accessibility**

Issue
4.3.7 The Foundation will comply with the Accessibility to Ontarians with Disabilities Act.
4.3.8 Educational programmes and site tours will be designed to accommodate various age groups, language skills, and levels of mobility and intellectual development.
4.3.9 The Foundation will endeavour to maintain regular hours of operation, which may be modified to best accommodate the visiting public. ( <i>i.e. reduced hours of operation during low and shoulder season and increased hours of operation during peak season to accommodate visitors</i> )



**4.3.10** The Foundation will endeavour to provide equal access to information regarding its services, educational programmes, special events and collection through adequate promotion, including such media as the internet, radio, cable television, local papers and other print media such as brochures, inserts, flyers and posters.

**Organizational Goal: Educate & Entertain**

Issue
<b>4.3.11</b> The Foundation will develop an environment for learning
<b>4.3.12</b> The Foundation will convey and instill a passion for nature
<b>4.3.13</b> The Foundation will provide seminars, programs, events and lectures to and in conjunction with various organizations, school boards, in addition to working with educational institutions to determine curriculum linkages, co-op opportunities, research, community service, internship and volunteer opportunities.

**Strategic Objective**

4.4 The Jack Miner Migratory Bird Foundation will provide a safe haven for all migratory waterfowl and songbirds including those that are permanent residents as a result of injury or birth defect and those that are transitory.

**Organizational Goal: Avian recovery and rehabilitation area**

Issue
<b>4.4.1</b> Development of area for recovering, nesting birds without public access (in conjunction with fence plan)



## **5.0 ONGOING DEVELOPMENT**

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### **5.1 The Management Team**

The legal structure of the Foundation is that of a registered Canadian and US non-profit charitable organization. The nine member Board of Directors oversees the direction of the organization with the input from the Executive Director, staff and volunteers.

### **5.2 Critical Risk Considerations**

Although the Foundation has existed for some time, the Foundation has identified the following risk factors that could have an impact on the success of the operations and that the Foundation

- a) While much has been accomplished since the first business plan, 2012-2014, buildings still require upkeep and others need complete renovation. Renewal plans and cost may prove the use of some facilities to be cost-prohibitive.
- b) While the Board of Directors has expertise in a variety of areas including business, finance, education, and an intimate knowledge of the Miner family in general, the Foundation will need to continue to build upon employment project opportunities, funding sources in order to maintain the Sanctuary.
- c) The unique collection of Miner artifacts and archives continue to be stored and displayed in poorly controlled environmental conditions in the Museum building. Security issues and conservation issues for the collection continue to be a concern.
- d) The Foundation will need to continue to build upon the volunteer base to conduct tours, education programs and lectures and to assist in the facilitation of the educational and special event components of the organization.

### **5.3 Foundation Stewardship**

#### 5.3.1 The Sanctuary and grounds

The Sanctuary was established in 1904 and since that time, hundreds of thousands of visitors, both winged and non-winged have spent time exploring the Sanctuary and the woods and ponds on the property. The Foundation is committed to the update and maintenance of the property to 21<sup>st</sup> century standards in an effort to regain recognition of this important asset to the local area and international community.

#### 5.3.2 The Jack Miner Museum

The Foundation has a significant collection built on archives and artifacts, relevant to Jack Miner his family, visitors of note and contributors to the Sanctuary since his birth in 1865 and the inception of the Sanctuary in 1904.

#### 5.3.4 The Miner House

The Miner House is restored to the period when Jack Miner lived in the house. It is open year round and also houses the Foundation offices and a small gift shop. The first floor is accessible so that all visitors will be able to experience looking out the bay window to the pond and the birds. The upper floor will be used for offices, storage and/or exhibition pending discovery of the costs associated with adding an elevator and/or lift to allow for accessibility.



#### 5.3.5 Ty Cobb Field

Use of Ty Cobb field for picnics, ball games, reunions, events, weddings has been quite successful. The annual National Wildlife Week Festival is held onsite every year in April to celebrate Jack Miner's contributions to the Conservation movement.

#### 5.3.6 Jasper Woods & the Walk to the Memorial

This unique wooded area was planted as a tribute to Jasper Miner has been allowed to return to a natural regeneration area.

#### 5.3.7. The Clubhouse

In the days preceding the building of the pavilion and picnic grounds and renovation of the Miner house, this welcoming building with its large doors, windows and fireplace serves as the base where special event day activities take place.

#### 5.3.8 Kennedy Woods & Trails

The Kennedy Woods and Small Bush are connected by a 5km system of trails for use by school groups, hikers and visitors.

#### 5.3.9 The Playfair Stadium

The Stadium is an underutilized building that will, once the CEC is developed, will be repurposed for concerts, services, lectures and the like. The area in front of the stadium will continue to be developed as the "Wedding Gardens" and promoted for use for those wanting to be married in an outdoor setting. Under the stadium stairs, young and injured birds are cared for in safety until they are ready to join the other birds at the pond.

#### 5.3.10 The Worker House

The "worker house" located at the west end of the property is the only remaining example of the structures that workers on the Foundation property lived in while excavating the clay for the brickworks. It has a full HVAC system, which will make it ideal as the Jack Miner research centre once it is upgraded.

#### 5.3.11 The Workshop & Jack Miner Heritage Centre

A fully functional workshop, built on the site of the former brickyard also houses the Jack Miner Heritage Centre which is comprised of two classrooms, and a wheelchair accessible washroom, located at the west end of the Sanctuary property. Combination door locks have been added to the exterior doors to allow for users of the space to enter without staff assistance, nor affecting the shop alarm system.

#### 5.3.12 The Corn Crib & Garage

The corn crib serves two purposes, first as the crib that holds the cob corn and barley used to feed the birds throughout the year and second as a storage facility for large equipment when not in use. The garage acts as a drying woodshed for the wood needed for the boiler to heat the workshop.

#### 5.3.13 The Washroom Building

The washroom building has both mens and womens washrooms and is in operation from April until December.



#### 5.3.14 The Banding Net

Still in use is the banding net used by Jack Miner to band over 200,000 geese and ducks, located on the south side of the property. Each year volunteers and the Grade 8 graduating class from Jack Miner Public School come to assist in banding.

#### 5.3.15 The Memorial Cabin

The memorial cabin was built in 2004 to remember the hunters and dogs who perished in a plane crash during a hunting trip on Pelee Island. Family members continue to furnish and maintain the interior of the cabin.

### **5.4 Building Friends and Volunteerism**

The Foundation has developed a “Friends of” program with special privileges such as discounted event rates, and the like. For local members, a volunteer program will address their interests and desire to be involved in a project larger than them, which will have a long standing impact in the community. Demonstrations, open houses and seminars are offered to encourage volunteerism and develop a “Friends of” base for the Foundation.

### **5.5 Web & Social Media Development**

The Foundation already has a web presence but there is a need to further develop the website, including establishing a web-based exhibition series, and/or an interactive site. There are also opportunities for additional fund development through the web through Friends services, souvenir merchandise, monthly/yearly giving plans, etc.



## **6.0 FUNDRAISING**

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### **6.1 Capital**

The Foundation capital campaign to garner attention to renew and expand the Foundation property will continue to take place locally and abroad. Individuals, service clubs and corporations locally and in United States have been encouraged to assist in the revival of the Sanctuary and grounds. The goal is to use donation dollars, and Foundation funds to seek matching funding when available through Provincial and Federal governments as well as through private foundation.

### **6.2 Ongoing Operations**

As a not for profit corporation, the key to the success of the Foundation is the ongoing development of partnerships within and outside the community, with volunteers, school boards, post-secondary institutions, business and all levels of government. Opportunities to sponsor events and/or acquire artifacts and archival material will provide potential donors with an ability to create a legacy of giving.

Opportunities that exist for revenue generation include:

- Special Events
- Fundraising
- Donations
- Membership development
- Bequests
- Government grants
- Planned giving
- Outreach programs
- Research requests
- Sponsorships and partnerships

### **6.3 Fundraising Opportunities**

Key to the ongoing viability of Foundation is the development of an active fund raising program and special events program that features activities for visitors of all ages and may include theatre, fundraising dinners, concerts and the like. Special events will not only add excitement to Foundation but they also build community and financial support for the organization.

#### **6.3.1 Heritage Brick Program**

The Foundation will begin selling commemorative bricks to raise funds and to create brick walkways throughout FOUNDATION property, in keeping with the legacy of Jack Miner as a brick maker. The bricks will cost \$60.00 each; or \$50.00 each, if more than one brick is purchased by the same individual or organization. The bricks will be engraved to remember people and events, birthdays, anniversaries, weddings, family names, business names, or be purchased in memoriam. An annual dedication ceremony will take place every year during National Wildlife Week to commemorate the birth date of Jack Miner.

#### **6.3.2 Fundraising Events**

The Foundation holds two large fundraising events, one in the Spring and the other in Fall. Throughout the year however, additional events are often held.



## 7.0 CONCLUSION

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The Jack Miner Migratory Bird Foundation has proven to be a financially sound organization, performing with fiscal responsibility, strong international support and a proven track record of success. Its dedication to conservation, heritage, history and community is well proven. The membership knows these precepts to be real and tangible and as such, demonstrate their dedication by volunteering countless hours at events all over Canada annually.

### **What does the Foundation offer to the community and to visitors?**

- A place for engaging wildlife in a peaceful setting
- An opportunity to see conservation in action
- A place to learn and be entertained
- The great outdoors without a cost
- Accessibility

The Foundation Board of Directors will continue to work closely with the community in order to maximize opportunities for partnerships and joint activities at all times. The ongoing success of the Jack Miner Migratory Bird Sanctuary Foundation depends on community support and vows to continue to enhance services, continue the legacy of Jack Miner, and to create a lasting refuge for winged and non-winged visitors for years to come.

