

Council Resolution requesting ELDON HOUSE to report back by the end of March 2013, from the Eldon House Board, to the Investment and Economic Prosperity Committee, with respect to the ongoing sustainability of the Eldon House operation.

**2013 Business Plan
Eldon House Corporation
Municipal Service Board**

**Submitted by:
Maureen Spencer Golovchenko, Chair
On behalf of the Eldon House Corporation Board of Directors**

**Date:
April 29, 2013**

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INTRODUCTION

Eldon House was gifted to the City from the Harris family effective January 1, 1961. Under the City's ownership and through a contractual agreement, the management of Eldon House has been with Museum London since 1989.

On May 24, 2012 Council passed by-law # A.-6825-162 which established Eldon House Corporation as a municipal service board. The board is charged with the management and operation of Eldon House. All of the provisions in the by-law came into force and effect on May 22, 2012, except the provisions relating to the management and operation of the home which came into force on January 1, 2013.

Council appointed members to the Eldon House Board of Directors on August 28, 2012. The board held its inaugural meeting on September 21, 2012 and set a schedule for the remainder of the year. The board advised it was ready to assume the operations of Eldon House effective January 1, 2013.

The Goal

As highlighted in its procedural by-law, the threefold goal of the new board is to: 1) operate Eldon House as a municipal museum; 2) preserve, maintain and manage Eldon House and its collection as an historic site; and 3) provide current and future enjoyment and education for Londoners and visitors to The Forest City.

The Transition

Once London City Council appointed the inaugural Eldon House Board of Directors in 2012, this local service board operated under the guidance of the City Clerk for six meetings held regularly approximately every two weeks, noting that minutes of all meetings are posted on the London Heritage Council website.

The five board members include John Lisowski, Roxanne Lutz, Joe O'Neil, Nancy Poole and Maureen Spencer Golovchenko. With support of City Administration throughout October, November and December 2012, the board completed its 3-month operational transition from former stewardship under the umbrella of Museum London to current stewardship by the new board effective January 1, 2013. As recommended by City Administration, the Board also hired an interim part-time manager to assist in the development of policies, procedures, budget, central registry and the identification of staff resourcing requirements.

CURRENT STATE - New Stewardship in 2013

Strategic Plan

As a new entity, the development of a Strategic Plan has been a Board priority in its first quarter. The Board created the following Vision Statement:

Eldon House is a heritage property dedicated to preserving and promoting the Harris family legacy and the history of London and Canada.

This Statement takes into consideration pertinent Eldon House and Harris Family agreements provided by the City, combined with input garnered through staff and community consultation.

As well, the first-ever Eldon House Mission Statement pledges to: 1) *Attain financial sustainability and responsible management* 2) *Market and promote Eldon House as a destination heritage property*, 3) *Create and maintain beautiful heritage gardens*, 4) *Create exciting programming*, and, 5) *Reach out to the community*.

Board work continues to finalize goals, tactics and timelines for the new Eldon House Strategic Plan, in compliance with the operating standards required by the Provincial Government for receipt of its annual Community Museum Operating Grant (CMOG), noting that the application is to be submitted by June 2013 for receipt of 2013 grant funding at the end of the year.

Performance Measures

As a means of ongoing evaluation of its work, the Eldon House Board and Staff have established three key performance measures: 1) **Revenue**; 2) **Attendance** (tours, programs, events); and 3) **Community Profile** (media coverage, online patron interaction via website, Facebook and Twitter, and patron commentary via telephone, visits or surveys).

Early Success Indicators

Revenue: In reviewing *first-quarter* financials for the new Eldon House Corporation, it is encouraging to note that revenue generated through combined admission and donation has already more than doubled figures reported by Museum London for these same items over the same time periods in recent years. Rather than \$346 in 2011 and \$1,137 in 2012, during the first three months of 2013, Eldon House generated almost \$2800 through its individual weekend tours and donation box. This increase is being credited, in part, to moving from an admission 'fee' to 'admission by donation'.

Attendance: In celebration of its new independence, and with increased promotion over previous management, Eldon House launched the year with a vibrant New Year's Day Levee attended by more than 200 guests, and consulted interested Londoners through a first-ever Community Round Table to discover what programming ideas most resonate with patrons. Also, for a recent Eldon House lecture linking the Harris family to the anniversary of the Battle of Vimy Ridge, event registration was sold out for a 2 pm presentation in the 60-seat Interpretive Centre, so staff negotiated with the speaker to deliver a second presentation at 3:30 pm on the same day, which almost sold out, as well.

Community Profile: During the first quarter of 2013, media coverage on the 'new' Eldon House has been sought by CTV Two, Rogers TV, The London Free Press, The Londoner, Metro News, London Community News, Scene Magazine, The Beat Magazine and SNAP London. The Eldon House website is succeeding as a key tool to promote activities and Eventbrite is now used for online registration for public programming. Recently using social media, almost 300 people now 'like' the Eldon House Facebook profiles and throughout the World Figure Skating Championships, the interpretive staff received positive responses to special Eldon House displays at Covent Garden Market, London Central Library and in the House itself.

Note: more specific performance measures will be contained in the 2014 Eldon House Board Business Plan.

Potential Initiatives and Revenue Sources

Heritage Funding

Governed as a separate heritage museum, in addition to pursuing the annual CMOG funding from the Province, Eldon House is already embracing new opportunities for Federal funding through grant applications to Canadian Heritage and Service Canada, and is preparing to submit an application for operations support to the Ontario Trillium Foundation in July. These same funding opportunities were either not previously available, as Museum London's budget was too large to qualify.

National Historic Site Designation

Since assuming stewardship of Eldon House, the new Board is directing long-awaited attention to finalizing a comprehensive staff submission outlining rationale for naming London's oldest home a National Historic Site (NHS). If successful, this coveted designation will provide additional new programming strategies and marketing opportunity and access to *new* funding, only available to national sites. To this end, Eldon House is consulting with Banting House, which was eventually designated as a NHS - following *three* attempts.

Gardens Committee

Appreciating the historical significance of the Eldon House gardens to the Harris family over four generations, the Board established a Gardens Committee to restore the grounds to a 19th-century garden. The Committee is chaired by Director Nancy Poole and includes experienced gardeners Margaret Crosby, Bonnie Hawlik, Ann McColl Lindsay and Jennifer Smout. Using a research study entitled *Eldon House Garden Restoration Phase 1* published in the 1980's, throughout the next two years the Committee plans to re-introduce formal, herb, cutting and kitchen gardens on the property, and re-activate the Eldon House greenhouse, which was de-commissioned by previous management.

Revival of Friends of Eldon House

Under separate governance, it is now possible for the heritage museum to revive active involvement and support by an interested group of volunteers dubbed 'Friends of Eldon House', who successfully generated key funds to build the Interpretive Centre more than a decade ago. Although this group was disbanded several years ago, since learning Eldon House has become its own City Service Board, several experienced volunteers have expressed interest in returning to support new Eldon House programming and activities.

Eldon House Gift Shop

One of the most significant measures of support by revived 'Friends of Eldon House' is the generous gifting of several fixtures, shelving units and a commercial cash register by the former Museum London Volunteer Committee. And, in addition to her work with the Gardens Committee, retired entrepreneur Ann McColl Lindsay, who owned and operated Ann McColl's Kitchen Shop as a flourishing London business for decades, is generously assisting the Board in its creation of a first-ever, onsite Gift Shop. As such, Eldon House is poised to launch its own Gift Shop in May to fully capture the tourist season.

Finances

A year-to-date Statement of Revenues and Expenditures (see Appendix 1), that runs to April 8, 2013 currently shows a surplus noting that the majority of fulltime operations (and therefore expenses), will occur during the remainder of this year.

As noted in reports dated September 14, 2011 and March 5, 2012, Creation of a Separate Eldon House Board, the establishment of a local board to operate and maintain Eldon House would initially cost more than the current model for the operation and management because it will require the creation of an administration to operate and report to the Board. Other costs attributable to Eldon House, but unaccounted for before because Eldon House was sharing services with Museum London, the London Public Library and the City, are only being quantified now. As such, the 2013 Projected Statement of Revenues and Expenditures show a deficit of approximately of \$66.3K (see Appendix 2), of which, approximately:

- \$26K represents the creation of a management administration (part-time manager),
- \$9K represents previously shared services costs,
- \$28.5K represents unanticipated costs, and
- \$3.2K represents one-time costs.

To assist in negating the shortfall, it has been determined that an additional \$22.1K will be permanently transferred from Museum London's budget to cover expenditures previously covered by their budget, but not accounted for in Eldon House's 2013 approved budget.

Looking forward to the 2014 budget preparations, it should be also noted that there will be an additional shortfall, as the 2013 Projected Statement of Revenues and Expenditures includes start-up funding provided by the City of \$20K.

However, as a result of diligent oversight of contracted services, through new onsite management of the heritage property, the Eldon House board is in the process of curtailing some costs (i.e. snow removal).

The Eldon House board and staff are committed to attaining financial sustainability and responsible management, and therefore are reviewing all costs to identify additional ways to save money on operations, as well as increase revenue through the above noted additional funding initiatives.

FUTURE DIRECTION - Actualizing Eldon House's Potential

Looking ahead to the balance of 2013 and beyond, the new Board will continue to foster strategic actions and activities to support its threefold goal to: 1) operate Eldon House as a municipal museum; 2) preserve, maintain and manage Eldon House and its collection as an historic site; and 3) provide current and future enjoyment and education for Londoners and visitors to The Forest City.

Goal 1 - To operate Eldon House as a municipal museum

Sustainability Plan

As a municipal service board, Eldon House will continue to build on the success of its first quarter, by fortifying and growing its strong base of loyal year-round local visitors established during the 175th anniversary. It will also reach out to new audiences through innovative strategies focused on new Londoners, new Canadians, schools, educators, heritage enthusiasts, children, teens, seniors, genealogists, re-enactors, service clubs, groups and associations, gardeners, artists, dancers, writers, photographers, theatre buffs, musicians, artisans and craftspeople. As a municipal museum, stewarded by a dedicated and passionate Board of Directors and operated by an equally dedicated and passionate staff team, Eldon House will actualize its full potential to be a high-profile and sustainable heritage property and sought-after tourist destination.

Collaboration

Recognizing that no entity is an island in a community, Eldon House will undertake dialogue to potentially collaborate on future programming with other museums and heritage organizations, including The Royal Canadian Regiment Museum, Banting House, Fanshawe Pioneer Village, The Canadian Medical Hall of Fame, Radar Museum, Lucan Area Heritage & Donnelly Museum, Elgin County Museum, United Empire Loyalists, Architectural Conservancy of Ontario (ACO), Provincial Tri-County Museums Network as well as the Imperial Order of Daughters of the Empire (IODE), Fanshawe Horticultural Society and the Ontario Genealogical Society.

Goal 2 - To preserve, maintain and manage Eldon House and its collection as an historic site

Curatorial Stewardship

The role of the curator will be to oversee and fully document the Harris collection and ensure preventative maintenance of the home and artifacts. Dedicated preservation and stewardship of the architectural integrity of the House and artifacts, as well as the creation of a database inventory of all artifacts in the home, and in storage, as well as an indexed database of Eldon House history will enable the Board and staff to appropriately respond to ongoing public and educational requests for information on this historic site.

Historical Research

Western Archives and Research Collections Centre (ARCC) holds four generations of Eldon House and Harris family records/documents, most of which is yet to be interpreted. Once researched, these records have potential for development as new exhibits, programming opportunities and online repositories of historical information to enhance the curatorial database.

National Historic Site Designation

Eldon House will continue its pursuit of a National Historic Site designation, as it also plans for celebrations to mark its 180th anniversary beginning in September 2014.

Goal 3 - To provide current and future enjoyment and education for Londoners and visitors

Enhanced Public Programming

In addition to furthering the success of current programs, including year-round retrospective tours, a lecture series, key workshops, a War of 1812 series of exhibits, spring and autumn 'Behind the Ropes' tours, summer teas, and Victorian Christmas, the Board and staff look forward to introducing an annual garden party, living history plays, military re-enactments, summer camps for children, concerts and a book series in the Interpretive Centre, and 'Art in the Park' at Eldon House.

Enhanced Educational Programming

Under separate governance, it is now possible for Eldon House to expand its current half-day School Tours, previously arranged by Museum London, and solely focused on elementary school children. Through direct liaison with Boards of Education, Fanshawe College, Western University, Brescia, King's and Huron Colleges, private schools, home schoolers and English as a Second Language class forums, the heritage museum is poised to develop programming to support Grade 10 curriculum studies of Canadian history, as well as other curriculum priorities, including women's studies, fine arts, art history, war history and environmental/horticultural studies (gardens) at the post-secondary level.

London Museum School

Through recent liaison with the London Heritage Council, Eldon House has successfully advocated to serve as a new pilot site for London Museum School during the September 2013-June 2014 school year. Museum School is an innovative approach to education that provides elementary students with a valuable week of learning and discovery, by enabling teachers to move their classroom to a museum setting for a full week of curriculum-based experiential learning. Once established, this pivotal educational opportunity will also provide a new revenue source for future Eldon House annual budgets.

SUMMARY

In summary, the new Eldon House Corporation Board of Directors and its dedicated staff team believe the new stewardship model is providing a tremendous opportunity for the City of London to promote its history and heritage to citizens and existing stakeholders, introduce Eldon House to numerous new stakeholders, both in the city and beyond, establish new partnerships within the community, be financially transparent and accountable to demonstrate financial stability for Eldon House, and leave a strong legacy for a sustainable future at London's historic Forks of the Thames.

Eldon House - Revenue and Expense Report

For the period ending 31 April 2013 (Unaudited)

Revenue

Funding and Other Grants			\$	70,288.50
Government Grants				
City of London		\$	62,306.00	
- Start Up	\$	20,000.00		
- 2013 Appropriation	\$	42,306.00		
Foundation and Corporate Grants				
Little Trust Fund				
London Heritage Council	\$	7,982.50	\$	7,982.50
Direct Public Support			\$	2,794.50
Donations & Programming		\$	2,784.50	
- January	\$	971.25		
- February	\$	760.00		
- March	\$	1,053.25		
Interest Income		\$	-	
Other		\$	10.00	
- Opening Deposit	\$	10.00		
- HST Receivable	\$	1,937.19		
Total Revenue				\$ 73,083.00

Expense

Personnel			\$	20,613.81	\$	20,613.81
Salary		\$	20,613.81			
- Wages	\$	18,402.94				
- Benefits	\$	1,561.80				
- CRA Source Deductions	\$	649.07				
General & Administrative			\$	8,035.66		
Finance						
- Bank Fees	\$	243.74				
- HST Paid	\$	1,937.19				
Insurance & SIFR	\$	3,968.00				
Legal	\$	408.00				
Information Technology		\$	1,478.73			
- Telephone	\$	988.13				
- Computer Equipment	\$	490.60				

Appendix 1

Facility			\$	14,078.82	
Fire Prevention		\$	240.00		
- Fire Extinguishers					
- Sprinklers Inspection	\$	240.00			
Landscaping					
Pest Control		\$	450.00		
Security		\$	1,731.45		
- Alarm System Monitoring	\$	306.00			
- Alarm Response	\$	50.00			
- Equipment	\$	475.00			
- Locksmith	\$	900.45			
Snow Removal		\$	5,650.00		
Utilities		\$	6,007.37		
- Hot Water Tank	\$	37.35			
- London Hydro	\$	3,012.65			
- Union Gas	\$	2,957.37			
Exhibits and Program			\$	2,542.75	
Entertainment		\$	250.00		
Exhibits		\$	2,015.00		
- Downton Abbey	\$	15.00			
- War of 1812	\$	2,000.00			
Speakers		\$	100.00		
Workshops		\$	177.75		
Marketing and Public Relations			\$	825.00	
Advertising & Promotions		\$	510.00		
Professional Memberships		\$	315.00		
Other			\$	2,588.99	
Logistics		\$	138.99		
Petty Cash		\$	2,450.00		
- Eldon House	\$	1,500.00			Miscellaneous purchases
- Eldon House	\$	350.00			Cash on hand
- Garden Committee	\$	500.00			Cash on hand
- Gift Shop	\$	100.00			Cash on hand
Total Expenses				\$ 48,685.03	
NET INCOME				<u>\$ 24,397.97</u>	

Eldon House - 2013 Revenue & Expense Projection

as at 24 April 2013

Revenue

Category	Item	Notes	Amount
Government Grants			
	City of London		\$ 104,612.00
	City of London Funding		\$ 84,612.00
	- Start Up		\$ 20,000.00
	Province of Ontario		\$ 26,000.00
	ON - Community Museum Operating Grant (projected)		\$ 26,000.00
	Government of Canada		\$ 16,000.00
	CA - Canadian Heritage / War of 1812	Laurence Grant	\$ 15,000.00
	CA - Canadian Heritage / Celebrate Canada	Canada Day	\$ 1,000.00
Foundation and Corporate Grants			
	Little Trust Fund		\$ 5,000.00
Direct Public Support			
	Donations		\$ 5,100.00
	- Donations		\$ 100.00
	- Donation Box (2012 = \$1,457.00)		\$ 5,000.00
	Admission Fees		\$ 12,348.00
	- Admission (2012 = \$3,383.00)		
	- Group Tours		\$ 1,364.00
	- Canada Day Tours (2012 = \$154.00)		
	- Sunday Tea		\$ 240.00
	- Summer Tea		\$ 5,684.00
	- Special Tea		\$ 1,200.00
	- Workshops		\$ 949.00
	- School History Programs		\$ 2,911.00
	Gift Shop Revenue		\$ 613.00
	- Merchandise		\$ 500.00
	- Heritage Plants		\$ -
	- Publications		\$ 113.00
	Fundraisers		\$ 3,981.00
	- Canada Day Dinner		\$ 3,981.00
Other Types of Income			

Appendix 2

Opening Deposit		
Interest Income		\$ -
Total Income		\$ 173,654.00

Expense

Personnel	Salary		\$ 114,838.50
	Staff Benefits (@28%)	\$ 24,874.78	\$ 24,874.78
	Payroll Administration (London Public Library)	\$ 2,000.00	\$ 2,000.00
	- Program setup (London Public Library)	One time cost	\$ 600.00 \$ 600.00
General & Administration	Finance		
	- Bank fees	\$ 600.00	\$ 600.00
	- Debit & Creditcard Processing (50 mth)	\$ 400.00	\$ 400.00
	- Year End Financial Audit	\$ 1,000.00	\$ 1,000.00
	Insurance	\$ 3,968.00	\$ 3,968.00
	Office Supplies		\$ 1,000.00
	Information Technology		\$ 7,858.38
	- Telephone / Internet Services	\$ 5,200.00	
	- City Equipment (Computer portal)	\$ 1,500.00	
	- Telephone - Cellular	\$ 104.00	
	- Computer Equipment	One time cost	\$ 554.38
	- Computer Software	One time cost	\$ 500.00
Facilities	Repair and Maintenance		\$ 24,841.45
	Backflow tests	\$ 741.00	
	Cleaning and Maintenance Supplies	\$ 1,000.00	
	Groundskeeping / Landscaping / Snow	\$ 16,900.00	
	Locksmith	\$ 900.45	
	Pest Control	\$ 1,000.00	
	Routine Repairs and Maintenance	\$ 4,300.00	
	Utilities		\$ 21,000.00
	Security & Emergency Services		\$ 3,800.00
Exhibits and Programs			

Appendix 2

Exhibit Supplies			\$ 1,100.00
- Gardens	\$ 500.00		
- Interior	\$ 500.00		
- Hygrothermograph charts	\$ 100.00		
Rental for Temporary / Travelling Exhibit(s)		\$ 15.00	
- London Public Library Showcase	\$ 15.00		
Design and Construction of New Exhibit(s)		\$ 490.00	
- Showcases	\$ -		
- Signage	\$ 250.00		
- Victorian Christmas	\$ 240.00		
- 180th Anniversary			
Program Expenses		\$ 22,737.00	
- Honorariums (Lectures)	\$ 500.00		
- Honorarium (Music)	\$ 500.00		
- SOCAN	\$ 100.00		
- Snacks	\$ 250.00		
- Materials	\$ 268.00		
- War of 1812	\$ 15,000.00	Laurence Grant	
- Canada Day Day activity	\$ 450.00		
- Canada Day Dinner	\$ 2,695.00		
- Summer Tea	\$ 1,477.00		
- Special Tea	\$ 880.00		
- Workshops	\$ 617.00		
Gift Shop Expenses	\$ 1,000.00		\$ 1,000.00
Marketing and Public Relations			
Advertising	\$ 1,000.00		\$ 1,000.00
Posters and Literature	\$ 1,016.00		\$ 1,016.00
Professional Memberships			
- Huron Perth Middlesex Museum Network	\$ 30.00		\$ 30.00
- Ontario Museum Association	\$ 100.00		\$ 100.00
- Pillar Nonprofit Network	\$ 60.00		\$ 60.00
- Tourism London	\$ 125.00		\$ 125.00
Other			
Collection (Little Trust Fund)	\$ 5,000.00		\$ 5,000.00
Conferences	\$ -		\$ -
Miscellaneous	\$ 500.00		\$ 500.00
	Total Expenses	\$ 239,954.11	\$ 239,954.11
	Total		\$ 66,300.11