

Kahnawà:ke Cultural Village Project Feasibility Study

Executive summary prepared by
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EXECUTIVE SUMMARY

The Kanien'keha:ka Onkwawen:na Raotiohkwa Language and Cultural Center (KORLCC) and the Turtle Island Theatre, with the assistance of the Mohawk Council of Kahnawà:ke (MCK) have been working toward the construction of a new multi-purpose building which will house their respective programs and see the addition of a long awaited and much needed museum. (Moving forward, Kahnawà:ke Tourism will be included as a Partner.)

Toward that end, MCK applied for financial assistance (\$20 million) from the federal and provincial governments who require a detailed feasibility study, as a preliminary step in the funding application process. EVOQ Architecture was hired in 2018, to conduct the study and a 240 page pre-design report was produced.

In order to leverage government funding Kahnawà:ke is responsible for contributing about 35% or \$12 million of the capital costs, of which approximately \$5 million has been committed by MCK. In the summer of 2021 PlanIt Consulting and Communications was contracted by MCK to plan a Capital Campaign to raise the \$7 million balance for what we tentatively titled the *Kahnawà:ke Cultural Village* project.

PlanIt's first task was to conduct a pre-campaign feasibility study (survey) to determine if:

- A. It is an opportune time to conduct a Capital Campaign.
- B. The purpose is deemed to be important.
- C. The goal of \$7 million acceptable.
- D. Donors will support the project.
- E. Leadership recruitment can be successful.

The interviews were conducted by Charleen Schurman and Reaghan Tarbell over a six week period, during the months of September and October.

Feasibility study results highly favour implementing a Capital Campaign to raise \$7 million for a Cultural Village in Kahnawà:ke.

Methodology

A survey questionnaire was drafted and tested in August 2021, with a total of 11 participants, mostly representing the non-profit sector from Kahnawà:ke, Greater Montreal, and across Canada. Respondents were given an information package (the Case for Support) to review several days prior to the scheduled interview. The purpose of the testing period was to obtain guidance for improving both the questionnaire and the Case for Support document in preparation for the actual Study. Plenty of valuable feedback was received.

The Case for Support brochure (Schedule A) was amended and finalized based on the guidance received during the testing phase. Subsequently, print and digital versions were produced in English and French.

The printed brochure is a 6-panel, tri-fold style, recto verso, and each panel is 10”h x 7”w (opens to: 10”h x 21”w), printed on glossy, card stock. The digital version is formatted as a PDF for scrolling on a personal handheld device or desktop screen.

The Case for Support was either hand delivered, mailed or emailed to over 100 potential interviewees, that included a broad range of Kahnawa’kehrón:on and non-residents. The PlanIt team followed up within a few days to schedule interviews. Interestingly, a number of individuals were keen to participate and responded first.

Most interviews were held over Zoom, a few by phone and about 10 were in person at the PlanIt office. The interviewer input answers into Survey Monkey, while a visual of the questionnaire appeared on screen if it was conducted over Zoom, or the interviewee was provided with a paper version if it was conducted in person. A total of 51 interviews were completed.

NOTE: Zoom appeared to be the preferred and quickest method to conduct surveys for both the interviewee and interviewer, however, due to inferior wifi there were many lag and drop incidents.

Methodology continued

The questionnaire was also improved before formatting in Survey Monkey and the final version contained 17 questions with the following themes:

1. Awareness of the project
2. Effectiveness of the case for support
3. Timing for a proposed Capital Campaign
4. Donor support and motivation
5. Leadership and volunteers
6. Philanthropy
7. Challenges

Most questions were multiple choice, but each offered respondents the choice to comment, if they chose to do so. Interviews took anywhere from 20 minutes to one hour.

Key findings

94%	Had some level of awareness of the project.
94%	Felt that a capital campaign at this time is <u>very important</u> .
90%	Believe it's an opportune time to move forward with a Capital Campaign.
90%	Felt that donors would be motivated to support the project.
96%	Stated that the description of the campaign inspired them to make a gift.
67%	Felt that the case for support was very compelling.
33%	Said it was somewhat compelling and offered suggestions to strengthen it.
75%	Felt that Kahnawà:ke was capable of securing the leadership necessary for the campaign cabinet, the remaining number was unsure/didn't know.
69%	Felt that the total of \$7M was about right for a capital campaign.
2%	Thought it was too aggressive.
6%	Believed it was too conservative.
63%	Stated they would accept to serve in a volunteer campaign leadership capacity.

Key findings *continued*

Impact of COVID-19

Respondents were not asked specifically about the pandemic, but many commented on it. There were two prevailing thoughts:

1. Small, local businesses were hardest hit and might be hesitant to donate fearing another shutdown.
2. The pandemic made a lot of larger businesses and corporations a lot of money and therefore were not as negatively impacted and would still be able to give.

Impact of Residential School findings

Respondents were not asked specifically about this, but many commented on it. Over half commented that the media attention brought about increased awareness and sensitivity that would ultimately open donor doors.

Sustainability

In order to convince donors to give, this project must demonstrate long term sustainability.

Construction site issue

Respondents were not asked about the site, but several who were aware commented that the protests that occurred in 2018, could become an issue once again. It was suggested to gauge the community's support of this project.

RECOMMENDATIONS

Based on the results of the feasibility study PlanIt is recommending to:

- 1.** Proceed with a Capital Campaign to raise funds for the Kahnawà:ke Cultural Village, when government funding is confirmed in writing.
- 2.** Maintain \$7 million as the financial goal.
- 3.** Communicate a detailed sustainability plan.
- 4.** Establish planned giving programs i.e. operational endowment fund
- 5.** Finalize a project name, slogan and logo (symbol) to be used for the duration of the campaign. This could be a task for the new Cabinet.
- 6.** Commission new renderings of the external buildings (if possible).
- 7.** Establish a non-monetary incentive package for leadership (recognition and acknowledgement.)
- 8.** First solicit Kahnawa'kehrón:on with the capacity to become lead donors.
- 9.** Have each Partner appoint a Lead and establish a volunteer working group. (Guidelines will established by PlanIt.)
- 10.** Make a strong, public, positive statement that all 4 Partners are fully supportive of the capital campaign, building plans, funding sources and lay to rest any lingering negativity about the building site.

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