

## CITY OF VAUGHAN

### EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 29, 2013

Item 21, Report No. 42, of the Committee of the Whole, which was adopted, as amended, by the Council of the City of Vaughan on October 29, 2013, as follows:

***By approving the following:***

***That Communication C20 from the Commissioner of Community Services, dated October 29, 2013, be received.***

#### **21            PIERRE BERTON DISCOVERY CENTRE – FOLLOW UP REPORT – WARD 1**

**The Committee of the Whole recommends:**

- 1)        That the following report of the Commissioner of Community Services, dated October 15, 2013, be received.**

#### **Recommendation**

The Commissioner of Community Services, in consultation with the Acting Commissioner of Finance & City Treasurer and Director of Recreation and Culture, recommends:

- 1)        That Council give consideration to the steps listed in “*Next Steps Required to Pursue Pierre Berton Discovery Centre*” section of this report and provide direction.

#### **Contribution to Sustainability**

This report is consistent with the priorities previously set by Council in the Green Directions Vaughan, Community Sustainability Environmental Master Plan, Goal 4, and Objective 4.1:

- To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage.

#### **Economic Impact**

Anticipated costs associated with the proposed Pierre Berton Discovery Centre are \$7,150,000 for capital construction (2015 dollars) and \$1,169,000 in yearly operating costs. Future decisions, regarding a Pierre Berton funding strategy and the success of grants and fundraising activities could have varying financial impact on the City.

The Feasibility Study indicates if the recommended governance model is adopted, the City will be responsible for the annual operating shortfall estimated at \$595,000, but could be higher if revenue and sponsorship targets do not materialize.

The Feasibility Study also suggests a capital requirement, approximately \$6.5 million (\$7.15 million in 2015\$), could be funded through a blend of municipal funds, grants, and public fundraising. The specific allocation between these items is undetermined and dependent on many factors and future decisions. Unfortunately, cultural projects like the Pierre Berton Discovery Centre are ineligible for development charge funding.

Should Council wish to further pursue the grant with the Canada Cultural Spaces Fund, a business plan and structural engineering report will be required at a cost of approximately \$150,000. This cost could be charged to the Pierre Berton Discovery Centre Capital Project, which has a remaining balance of \$658,000. Utilizing this capital project fund to pay for the subject reports, would further reduce the account balance to \$508,000. In addition, the City has been advised that Canada Cultural Spaces Fund requests are generally required to have 70% of the funding secured to be considered, inclusive of the grant request amount. Further funding decisions will be required to achieve this requirement.

## CITY OF VAUGHAN

### **EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 29, 2013**

Item 21, CW Report No. 42 – Page 2

#### **Communications Plan**

The communication of any outcome of this report will be circulated to all required individuals.

#### **Purpose**

The purpose of this report is to provide Council with staff comments on the Pierre Berton Discovery Centre's proposed Feasibility Study completed by the Ventin Group and the recommendations by the Pierre Berton Artifact and Memorabilia Task Force in the Committee's 2012 "Findings Report" and provide Council with possible next steps for consideration and direction to staff.

#### **Background - Analysis and Options**

In 2006, the City of Vaughan embarked on a project to look at the potential to develop a discovery centre/ museum dedicated to Canadian history and culture as written and celebrated by Canadian icon Pierre Berton, a long-time resident of Kleinburg. In June of 2006, Council approved the contribution of \$1.5 million towards the Discovery Centre project. Since that time, the City established several Committees and Task Forces made up of community members to pursue this initiative and deliver this project. In 2010, the City purchased the former Kleinburg United Church site at 10480 Islington Avenue with the intention of housing the centre at this location.

In 2011, Council appointed the Pierre Berton Artifact and Memorabilia Task Force to help guide a Feasibility Study being undertaken by the City at the time. The Study was to review the conversion of the church building to the proposed centre and to develop a business plan and operating model for the centre.

In November 2012, Council reviewed a Feasibility Study for the proposed Pierre Berton Discovery Centre prepared by the Ventin Group and a "Findings Report" submitted on the same by Task Force. In review of the information presented by the consultant in the Feasibility Study and the Task Force on the project, Council at the November 2012 meeting approved the Pierre Berton Discovery Centre project in principle and passed a motion with the following action items:

1. Staff report back to a future Committee of the Whole meeting on the Feasibility Study and Task Force "Finding's Report".
2. A grant request be submitted to the Canada Cultural Spaces Grant Fund, for the project.
3. A Pierre Berton Discovery Centre Fundraising Task Force be appointed and report back to Council within 12 months on the fundraising capacity of the centre and a proposed fundraising strategy.
4. The City consult other levels of government and seek out other funding opportunities.

In May 2013, Council requested that staff provide an update on the proposed Discovery Centre at a September 2013 Committee of the Whole (Working Session) and this report is also a response to that request.

#### **Summary of Staff Comments on the Pierre Berton Discovery Centre Feasibility Study (prepared by the Ventin Group) and the Pierre Berton Artifact and Memorabilia Task Force "Findings Report"**

At the November 2012 Council meeting, a number of questions were referred to staff for comments. The following is information provided by staff in the related departments including an update on some of the action items directed by Council:

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Item 21, CW Report No. 42 – Page 3

#### **Funding the Centre**

##### *Capital Costs*

The following table summarizes the estimated capital costs:

	<u>2012 \$</u>
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Soft Costs (25% of Construction Costs)	<u>1,300,000</u>
	<u>6,500,000</u>
Estimated 2015 Cost (@3%)	7,150,000

The total cost of the proposed new facility which includes the renovation of the church structure and a two-storey addition is \$6,500,000 (2012 dollars). It is estimated that by 2015, the capital costs could be inflated to \$7.15 million. Should the City be required to fully fund this capital project, the potential funding options are:

1. A one-time increase in taxation, equivalent to 4.4 to 4.8% tax rate increase.
2. Debt issuance – annual payments of \$900,000, equivalent to a 0.6% tax increase.
3. The above could be reduced by utilizing the remaining funds in the Discovery Centre capital project, which as of the second quarter, has approximately \$658,000 remaining (and further reduced to \$508,000 if utilized for the business plan and structural engineering reports described further on in this report).
4. As per the Development Charges Act, the provision of cultural or entertainment facilities, including museums, theatres and art galleries are ineligible for funding.

Other funding options include:

- Canada Cultural Spaces Fund - potential for up to 50% of eligible costs, but dependant on overall grant demand and application intake.
- City Reserves - non-compliant with policy, this action may take away from the intended applications e.g. rate stabilization, infrastructure renewal, etc.
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The following table summarizes the estimated operating costs:

<b>Operating Costs:</b>	<u>Yr1</u>	<u>Yr2</u>	<u>Yr3</u>
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Expenses	407,000	931,000	1,169,000
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Annual Tax Impact	0.09%	0.20%	0.11%
Cumulative Impact			0.40%

## CITY OF VAUGHAN

### **EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 29, 2013**

Item 21, CW Report No. 42 – Page 4

Reserve Contribution (@2%)	143,000	145,860	148,777
Annual Tax Impact	0.10%	0.00%	0.00%
Cumulative Impact			0.10%
Total Shortfall	274,000	578,860	743,777
Total Annual Impact	0.18%	0.20%	0.11%
Total Cumulative Impact			0.50%

The total operating cost of the centre (built up to Year 3 from its opening at which time the centre is to realize its full operating costs) is estimated at \$1,119,000. These costs include a total of eight staff, programming, marketing, utilities, insurance and other miscellaneous costs. In addition, it will cost an additional \$50,000 for part-time cleaning, security and summer/winter ground maintenance at the site, bringing the total cost of operations to approximately \$1,169,000.

Potential revenue for the centre is estimated at \$574,000. This revenue estimate for the Discovery Centre (by Year 3 of full operations) can be broken down as follows:

- Admissions/memberships @ \$182,000;
- Gift shop/food services revenue @ \$5 per person x 40,000 visitors (school visits/paid admission), totaling \$200,000;
- Programs and events @ \$52,000;
- Fundraising @ \$140,000 per year.

As a result, the projected yearly budget shortfall is approximately \$595,000 (2012 dollars) if all revenue sources are fully realized by Year 3 of operations.

As the governance model proposed by the Feasibility Study/Task Force for the centre (discussed later in the report) recommends that the City of Vaughan retain ownership of the land and building and general operations, the City will be responsible for any budget shortfall the centre may have on an annual basis. Estimated shortfalls within the first three (3) years of operation will result in a cumulative tax rate increase of approximately 0.4% (averaging 13% per year). It should be noted, this is a new and unfamiliar service to the City and there is a risk the estimated shortfall could be higher should revenue, sponsorship, and expense targets not materialize.

An additional cost associated with the Discovery Centre would be a contribution to the infrastructure reserves for any future repair and replacement work on the facilities, both internal and external. Corporate policy dictates a 2% contribution based on the total capital cost of the facility. As a result, this would equate to an approximate reserve contribution of \$143,000, a 0.10% tax impact.

#### *Canada Cultural Spaces Grant Fund – Requirements to Move Forward Vaughan's Grant Application*

A Canada Cultural Spaces Fund (CCSF) grant request was developed and submitted to the Federal Department of Heritage in June 2013. The fund is available to assist with capital construction projects for arts and heritage initiatives. The average approved contribution is currently 37 % of total eligible project costs, which is slightly lower than Vaughan's request for 42%. The CCSF cannot fund expenses incurred before the application receipt date.

As per the process, the submission was reviewed by a program co-ordinator who then provided preliminary feedback regarding requirements to move the process forward. The requirements included the following:

## CITY OF VAUGHAN

### EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 29, 2013

#### Item 21, CW Report No. 42 – Page 5

- 1) Develop of a full project business plan which establishes the long-term sustainability of the proposed centre; including detailed budget and revenue projections; and implementation strategy. The business plan should build on the Feasibility Study by further refining the statistical and financial data.
- 2) CCSF requests are generally required to have 70% of the funding secured to be considered viable under the fund, inclusive of the CCSF request amount. The program coordinator advised the City's current level of financial commitment appears insufficient compared to the amount of the project and grant request. As such, the application would benefit from additional confirmed funding sources. Based on the requirement and current grant intake, an estimated additional commitment of \$1.7m, or more resulting from any miscellaneous adjustments, is needed to further the application.

Capital Costs	7,150,000
Feasibility Study	150,000
Sub-total	7,300,000

70% Secured Funding Requirement	5,110,000
Less:	
Grant at 37% Intake	2,701,000
PB Capital Project Remaining	658,000
Subtotal	3,359,000
Additional - Min. Secured Funding	1,751,000
Unsecured 30% Balance	2,040,000

- *The unsecured balance noted above, reflects the approximate amount of funding that would still be required through other sources such as fundraising and/or sponsorships.*

- 3) The Feasibility Study indicates some key upgrades the existing church would require prior to the building being put into use. CCSF has recommended that the full structural engineering report, with costs, be submitted as part of the business plan.

Moving the grant application forward is contingent upon the above-noted requirements being met and to increase the viability of receiving a grant to fund the proposed centre.

#### *Additional Grant Funding Options*

As per the November 2012 meeting, Council approved as the preferred option with respect to governance for the centre, that the City retain ownership of the land, and possibly the building, and establish a not-for-profit entity which would be responsible for operating of the proposed centre. The centre as a not-for-profit entity may have the ability to apply for grant funding programs which may not be open to the City. The governance model, of the proposed centre, therefore, will impact the potential grant funding options available for both capital and operating projects/initiatives.

Some examples of potential grants are found as follows:

#### *Canada Culture Investment Fund*

This program is provided by the Federal Department of Canadian Heritage to assist not-for Profits, Heritage organizations, and education institutions with a board of directors who have

## CITY OF VAUGHAN

### **EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 29, 2013**

#### Item 21, CW Report No. 42 – Page 6

been working continuously for three years prior to application submission. The program offers up to 50% of eligible costs for multi-partner initiatives that will help arts and heritage organizations strengthen their management abilities, make strategic use of new technologies and diversify their revenues.

#### *Canadian Heritage Information Network – Virtual Museum Fund*

The mission of the Virtual Museum of Canada Fund (VMC) is to engage audiences of all ages in Canada's diverse heritage through a dynamic Internet service freely available to the public in French and English. This fund is open to organizations established as public not-for-profit museum who are also Contributing or Basic members of the Canadian Heritage Information Network. A maximum of \$250,000 in funding for eligible Virtual Exhibition projects once a year.

#### *Culture Development Fund*

This Provincial fund has a mandate to strengthen arts and heritage organizations by funding initiatives which build stronger boards and advisory committees; create more effective collaborations/partnerships; improve planning, financial and digital capabilities and/or make strategic use of emerging new media and social media. Funds are available to eligible organizations to cover up to 50% of total eligible project costs to a maximum of \$25,000 per year for up to two years.

Securing funding will be contingent upon the development of a full detailed business plan and the specific criteria of each separate program. Staff are continuing to monitor existing programs as well as research potential new funding opportunities.

#### **Proposed Governance Model for the Discovery Centre**

Council in November 2012, adopted the Task Force's recommendation that the City should retain ownership of the land and building and general operations of the proposed centre. Furthermore, it was recommended that a not-for-profit board should be established that helps guide the centre. In this model, a Memorandum of Understanding would be established between the City and board that outlines roles, responsibilities and authority over issues and operations. The City would however, be responsible for any budget shortfall the centre may have on an annual basis.

A fundraising foundation would also be established to support fundraising events and initiatives, and help financially sustain the centre. This is a model that is common in other cultural institutions and is the preferred model by the Task Force to ensure the centre's future economic viability.

The proposed model identified, however, may result in a substantial risk to the City in positioning itself to be solely responsible for the capital and operating budget shortfall of the centre if projected revenue and fundraising initiatives are not realized. It is, therefore, recommended that a governance model be adopted that clearly identifies the position of the City in relation to roles and responsibilities and the level of financial commitment and operational management it is willing to take on as a result.

As the need for a more comprehensive business plan was identified by the Canada Cultural Spaces grant program co-ordinator, it is recommended that the business plan study required for the centre also include a review of various governance models and the financial implication of each to the City. This will provide Council with more information in order to make a final decision on the governance of the centre.

#### **Fundraising Task Force**

In March 2013, Council appointed a Fundraising Task Force to review the fundraising potential of the project in addition to developing a fundraising strategy for the centre. The Task Force is

## CITY OF VAUGHAN

### **EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 29, 2013**

#### Item 21, CW Report No. 42 – Page 7

required to report back to Council within 12 months and has to date developed a work plan on soliciting donations and is currently working on establishing “pledge/fundraising” packages to give out to potential donors. The Task Force has requested funds in order to produce the fundraising packages needed to distribute to potential funders and have information sessions to prospective supporters.

The Fundraising Task Force has also met with the Member of Parliament for Vaughan, the Honourable Julian Fantino and the Member of the Provincial Parliament for Vaughan, Mr. Steven Del Duca. The Chair of the Task Force and members have presented the project to each and have requested consideration of any support that meets any current government funding opportunities.

#### **Top-of-Bank Setback**

As a property overlooking the Kleinburg valley lands, the Toronto and Region Conservation Authority (TRCA) requires a 10 metre wide buffer from the identified top-of-bank for development applications. With respect to the Pierre Berton Discovery Centre, the Ventin Group consulted TRCA who identified that they would have no objections to a reduced 7 metre buffer for the Discovery Centre. This raised concern by Council members as it relates to establishing a negative precedent for other developments in the future.

Planning staff have reviewed this issue and have recommended it would be appropriate for precedent sake to see an additional 3 metres wide landscaped strip, which when combined with the 7 metres wide buffer would yield a total 10 metres wide buffer from the top-of-bank. In a few occasions, the City and TRCA have accepted a greater than 10 metres buffer in some locations on the site and less than 10 metres in other areas of the same site to provide an average width of 10 metres on a site, in order to respect topographical features and/or natural features. Therefore, any additional building setback from the 3 metre wide landscaped strip should be explored by the consultants based on the grade and overall site layout.

#### **The Proposed Design of the Rear Addition**

As noted, the centre would be located at the former Kleinburg United Church site at 10480 Islington Avenue acquired by the City of Vaughan in 2010. Council at the November 2012 review of the project approved the Task Force's recommendation to build a rear a two-storey addition to the church structure that creates a facility having a total gross floor area of 14,600 square feet (1356.34 m<sup>2</sup>). A new entranceway to the centre would be created at the north elevation facing the current parking area of the site.

The church building is designated under Part V of the Ontario Heritage Act and located within the Kleinburg-Nashville Heritage Conservation District. It was built in 1926 in the Gothic Revival Style. The structure is approximately 3,600 square feet ( 334.44 m<sup>2</sup>) in gross floor area.

Council requested that staff comment on the proposed design of the rear addition and comment on whether it is compatible with the District guidelines for Kleinburg-Nashville. Although considered a conceptual rendering only, the design of the two storey addition as shown in the Feasibility Study is a contemporary flat roofed rear addition overlooking the valley lands. The proposed design has a number of merits: the rear addition is not fully visible from the streetscape; it does not overwhelm the heritage features of the church structure; it provides a good balance to the Gothic Revival style architectural features of the church building. It is recommended, however, that a better integration of materials and design features, including roof style, to the heritage structure be used in the final design/renderings of the rear addition in order for the building to be fully compatible with the Heritage Conservation District guidelines.

**CITY OF VAUGHAN**

**EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 29, 2013**

Item 21, CW Report No. 42 – Page 8

**Next Steps Required to Pursue Pierre Berton Discovery Centre**

In order to continue to work towards realizing the Pierre Berton Discovery Centre, the following next steps will require consideration by Council:

1. To continue to pursue the Canada Cultural Spaces Fund grant process, a business plan and structural engineering report will need to be developed. The proposed business plan will also review the proposed governance model for the centre and identify risks and benefits in greater detail. The cost of these reports will be approximately \$150,000. If a decision is made to proceed, the costs will be added to a future capital budget submission for consideration. Funding for these reports may also be paid for from the Discovery Centre's capital project established in June 2006 by Council with an existing balance of \$658,000. Should the cost of these reports be paid from the subject fund, the capital project account will be reduced to \$508,000.
2. Council will need to consider its position on the funding of the centre. This information will also be required in order to meet the requirements of the Canada Cultural Spaces Fund grant in demonstrating a more sustainable funding model for the centre. Council has approved the centre in principle, and the Fundraising Task Force will be reporting back to Council no later than March 2014 on their efforts in securing donation pledges for the centre. Council will need to identify the capital and operating funding source for the centre, should it be pursued and how the centre will be funded long-term will need to be determined.

**Relationship to Vaughan Vision 2020/Strategic Plan**

This report supports the Vaughan Vision 2020 initiative of Service Excellence, specifically to "Preserve our heritage and support diversity, arts and culture".

The findings are consistent with City of Vaughan policies and practices and factor the analysis of the proposal described in this report.

**Regional Implications**

None.

**Conclusion**

This report addresses some of the questions raised by Council in its November 2012 review of the proposed Pierre Berton Discovery Centre. Also included are possible next steps required to pursue the centre for Council's consideration and direction for staff.

**Attachments**

1. Pierre Berton Artifact and Memorabilia Task Force Findings Report.
2. VG Architects (Toronto), Feasibility Study for the Pierre Berton Discovery Centre, September 2012.

**Report Prepared By**

Mary Real, Director of Recreation and Culture, ext. 8234  
Angela Palermo, Manager of Cultural Services, ext. 8139

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)



**DATE:** October 29, 2013

**TO:** Mayor and Members of Council

**FROM:** Marlon Kallideen, Commissioner of Community Services

**COPY:** Barbara Cribbett, Interim City Manager  
Jeffrey Abrams, City Clerk

**RE:** **COMMUNICATION – COUNCIL MEETING, OCTOBER 29, 2013**

C	20
Item #	21
Report No.	42 (cw)
Council - October 29/13	

**ITEM 21, COMMITTEE OF THE WHOLE, REPORT 42,  
PIERRE BERTON DISCOVERY CENTRE – FOLLOW-UP REPORT**

At the October 15, 2013 Committee of the Whole meeting, Council considered possible next steps for the Pierre Berton Discovery Centre. Included for consideration was \$150,000 to hire a consultant to undertake a detailed business plan, governance study and structural assessment report on the church structure for the proposed centre, a requirement for the Federal Cultural Spaces Grant application.

The item was received by Council without funding approval until a final report is received next March by the Pierre Berton Fundraising Task Force. Accordingly, the City of Vaughan's Federal Cultural Spaces Grant for the project will not move forward until staff report back next March, and funds are approved for the assessment reports.

Respectfully submitted,



Marlon Kallideen  
Commissioner of Community Services

## **COMMITTEE OF THE WHOLE – OCTOBER 15, 2013**

### **PIERRE BERTON DISCOVERY CENTRE – FOLLOW UP REPORT – WARD 1**

#### **Recommendation**

The Commissioner of Community Services, in consultation with the Acting Commissioner of Finance & City Treasurer and Director of Recreation and Culture, recommends:

- 1) That Council give consideration to the steps listed in “*Next Steps Required to Pursue Pierre Berton Discovery Centre*” section of this report and provide direction.

#### **Contribution to Sustainability**

This report is consistent with the priorities previously set by Council in the Green Directions Vaughan, Community Sustainability Environmental Master Plan, Goal 4, and Objective 4.1:

- To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage.

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As a result, the projected yearly budget shortfall is approximately \$595,000 (2012 dollars) if all revenue sources are fully realized by Year 3 of operations.

As the governance model proposed by the Feasibility Study/Task Force for the centre (discussed later in the report) recommends that the City of Vaughan retain ownership of the land and building and general operations, the City will be responsible for any budget shortfall the centre may have on an annual basis. Estimated shortfalls within the first three (3) years of operation will result in a cumulative tax rate increase of approximately 0.4% (averaging 13% per year). It should be noted, this is a new and unfamiliar service to the City and there is a risk the estimated shortfall could be higher should revenue, sponsorship, and expense targets not materialize.

An additional cost associated with the Discovery Centre would be a contribution to the infrastructure reserves for any future repair and replacement work on the facilities, both internal and external. Corporate policy dictates a 2% contribution based on the total capital cost of the facility. As a result, this would equate to an approximate reserve contribution of \$143,000, a 0.10% tax impact.

#### *Canada Cultural Spaces Grant Fund – Requirements to Move Forward Vaughan's Grant Application*

A Canada Cultural Spaces Fund (CCSF) grant request was developed and submitted to the Federal Department of Heritage in June 2013. The fund is available to assist with capital construction projects for arts and heritage initiatives. The average approved contribution is currently 37 % of total eligible project costs, which is slightly lower than Vaughan's request for 42%. The CCSF cannot fund expenses incurred before the application receipt date.

As per the process, the submission was reviewed by a program co-ordinator who then provided preliminary feedback regarding requirements to move the process forward. The requirements included the following:

- 1) Develop of a full project business plan which establishes the long-term sustainability of the proposed centre; including detailed budget and revenue projections; and implementation strategy. The business plan should build on the Feasibility Study by further refining the statistical and financial data.
- 2) CCSF requests are generally required to have 70% of the funding secured to be considered viable under the fund, inclusive of the CCSF request amount. The program coordinator advised the City's current level of financial commitment appears insufficient compared to the amount of the project and grant request. As such, the application would benefit from additional confirmed funding sources. Based on the requirement and current

grant intake, an estimated additional commitment of \$1.7m, or more resulting from any miscellaneous adjustments, is needed to further the application.

Capital Costs	7,150,000
Feasibility Study	150,000
Sub-total	7,300,000

70% Secured Funding Requirement	5,110,000
Less:	
Grant at 37% Intake	2,701,000
PB Capital Project Remaining	658,000
Subtotal	3,359,000
Additional - Min. Secured Funding	1,751,000

Unsecured 30% Balance	2,040,000
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- The unsecured balance noted above, reflects the approximate amount of funding that would still be required through other sources such as fundraising and/or sponsorships.

- 3) The Feasibility Study indicates some key upgrades the existing church would require prior to the building being put into use. CCSF has recommended that the full structural engineering report, with costs, be submitted as part of the business plan.

Moving the grant application forward is contingent upon the above-noted requirements being met and to increase the viability of receiving a grant to fund the proposed centre.

#### *Additional Grant Funding Options*

As per the November 2012 meeting, Council approved as the preferred option with respect to governance for the centre, that the City retain ownership of the land, and possibly the building, and establish a not-for-profit entity which would be responsible for operating of the proposed centre. The centre as a not-for-profit entity may have the ability to apply for grant funding programs which may not be open to the City. The governance model, of the proposed centre, therefore, will impact the potential grant funding options available for both capital and operating projects/initiatives.

Some examples of potential grants are found as follows:

#### *Canada Culture Investment Fund*

This program is provided by the Federal Department of Canadian Heritage to assist not-for Profits, Heritage organizations, and education institutions with a board of directors who have been working continuously for three years prior to application submission. The program offers up to 50% of eligible costs for multi-partner initiatives that will help arts and heritage organizations strengthen their management abilities, make strategic use of new technologies and diversify their revenues.

#### *Canadian Heritage Information Network – Virtual Museum Fund*

The mission of the Virtual Museum of Canada Fund (VMC) is to engage audiences of all ages in Canada's diverse heritage through a dynamic Internet service freely available to the public in French and English. This fund is open to organizations established as public not-for-profit museum who are also Contributing or Basic members of the Canadian Heritage Information Network. A maximum of \$250,000 in funding for eligible Virtual Exhibition projects once a year.

#### *Culture Development Fund*

This Provincial fund has a mandate to strengthen arts and heritage organizations by funding initiatives which build stronger boards and advisory committees; create more effective collaborations/partnerships; improve planning, financial and digital capabilities and/or make strategic use of emerging new media and social media. Funds are available to eligible organizations to cover up to 50% of total eligible project costs to a maximum of \$25,000 per year for up to two years.

Securing funding will be contingent upon the development of a full detailed business plan and the specific criteria of each separate program. Staff are continuing to monitor existing programs as well as research potential new funding opportunities.

#### **Proposed Governance Model for the Discovery Centre**

Council in November 2012, adopted the Task Force's recommendation that the City should retain ownership of the land and building and general operations of the proposed centre. Furthermore, it was recommended that a not-for-profit board should be established that helps guide the centre. In this model, a Memorandum of Understanding would be established between the City and board that outlines roles, responsibilities and authority over issues and operations. The City would however, be responsible for any budget shortfall the centre may have on an annual basis.

A fundraising foundation would also be established to support fundraising events and initiatives, and help financially sustain the centre. This is a model that is common in other cultural institutions and is the preferred model by the Task Force to ensure the centre's future economic viability.

The proposed model identified, however, may result in a substantial risk to the City in positioning itself to be solely responsible for the capital and operating budget shortfall of the centre if projected revenue and fundraising initiatives are not realized. It is, therefore, recommended that a governance model be adopted that clearly identifies the position of the City in relation to roles and responsibilities and the level of financial commitment and operational management it is willing to take on as a result.

As the need for a more comprehensive business plan was identified by the Canada Cultural Spaces grant program co-ordinator, it is recommended that the business plan study required for the centre also include a review of various governance models and the financial implication of each to the City. This will provide Council with more information in order to make a final decision on the governance of the centre.

#### **Fundraising Task Force**

In March 2013, Council appointed a Fundraising Task Force to review the fundraising potential of the project in addition to developing a fundraising strategy for the centre. The Task Force is required to report back to Council within 12 months and has to date developed a work plan on soliciting donations and is currently working on establishing "pledge/fundraising" packages to give out to potential donors. The Task Force has requested funds in order to produce the fundraising packages needed to distribute to potential funders and have information sessions to prospective supporters.

The Fundraising Task Force has also met with the Member of Parliament for Vaughan, the Honourable Julian Fantino and the Member of the Provincial Parliament for Vaughan, Mr. Steven Del Duca. The Chair of the Task Force and members have presented the project to each and have requested consideration of any support that meets any current government funding opportunities.

### **Top-of-Bank Setback**

As a property overlooking the Kleinburg valley lands, the Toronto and Region Conservation Authority (TRCA) requires a 10 metre wide buffer from the identified top-of-bank for development applications. With respect to the Pierre Berton Discovery Centre, the Ventin Group consulted TRCA who identified that they would have no objections to a reduced 7 metre buffer for the Discovery Centre. This raised concern by Council members as it relates to establishing a negative precedent for other developments in the future.

Planning staff have reviewed this issue and have recommended it would be appropriate for precedent sake to see an additional 3 metres wide landscaped strip, which when combined with the 7 metres wide buffer would yield a total 10 metres wide buffer from the top-of-bank. In a few occasions, the City and TRCA have accepted a greater than 10 metres buffer in some locations on the site and less than 10 metres in other areas of the same site to provide an average width of 10 metres on a site, in order to respect topographical features and/or natural features. Therefore, any additional building setback from the 3 metre wide landscaped strip should be explored by the consultants based on the grade and overall site layout.

### **The Proposed Design of the Rear Addition**

As noted, the centre would be located at the former Kleinburg United Church site at 10480 Islington Avenue acquired by the City of Vaughan in 2010. Council at the November 2012 review of the project, approved the Task Force's recommendation to build a rear a two-storey addition to the church structure that creates a facility having a total gross floor area of 14,600 square feet (1356.34 m<sup>2</sup>). A new entranceway to the centre would be created at the north elevation facing the current parking area of the site.

The church building is designated under Part V of the Ontario Heritage Act and located within the Kleinburg-Nashville Heritage Conservation District. It was built in 1926 in the Gothic Revival Style. The structure is approximately 3,600 square feet ( 334.44 m<sup>2</sup>) in gross floor area.

Council requested that staff comment on the proposed design of the rear addition and comment on whether it is compatible with the District guidelines for Kleinburg-Nashville. Although considered a conceptual rendering only, the design of the two storey addition as shown in the Feasibility Study is a contemporary flat roofed rear addition overlooking the valley lands. The proposed design has a number of merits: the rear addition is not fully visible from the streetscape; it does not overwhelm the heritage features of the church structure; it provides a good balance to the Gothic Revival style architectural features of the church building. It is recommended, however, that a better integration of materials and design features, including roof style, to the heritage structure be used in the final design/renderings of the rear addition in order for the building to be fully compatible with the Heritage Conservation District guidelines.

### **Next Steps Required to Pursue Pierre Berton Discovery Centre**

In order to continue to work towards realizing the Pierre Berton Discovery Centre, the following next steps will require consideration by Council:

1. To continue to pursue the Canada Cultural Spaces Fund grant process, a business plan and structural engineering report will need to be developed. The proposed business plan will also review the proposed governance model for the centre and identify risks and benefits in greater detail. The cost of these reports will be approximately \$150,000. If a decision is made to proceed, the costs will be added to a future capital budget submission for consideration. Funding for these reports may also be paid for from the Discovery Centre's capital project established in June 2006 by Council with an existing balance of \$658,000. Should the cost of these reports be paid from the subject fund, the capital project account will be reduced to \$508,000.



2. Council will need to consider its position on the funding of the centre. This information will also be required in order to meet the requirements of the Canada Cultural Spaces Fund grant in demonstrating a more sustainable funding model for the centre. Council has approved the centre in principle, and the Fundraising Task Force will be reporting back to Council no later than March 2014 on their efforts in securing donation pledges for the centre. Council will need to identify the capital and operating funding source for the centre, should it be pursued and how the centre will be funded long-term will need to be determined.

### **Relationship to Vaughan Vision 2020/Strategic Plan**

This report supports the Vaughan Vision 2020 initiative of Service Excellence, specifically to "Preserve our heritage and support diversity, arts and culture".

The findings are consistent with City of Vaughan policies and practices and factor the analysis of the proposal described in this report.

### **Regional Implications**

None.

### **Conclusion**

This report addresses some of the questions raised by Council in its November 2012 review of the proposed Pierre Berton Discovery Centre. Also included are possible next steps required to pursue the centre for Council's consideration and direction for staff.

### **Attachments**

1. Pierre Berton Artifact and Memorabilia Task Force Findings Report.
2. VG Architects (Toronto), Feasibility Study for the Pierre Berton Discovery Centre, September 2012.

### **Report Prepared By**

Mary Reali, Director of Recreation and Culture, ext. 8234  
Angela Palermo, Manager of Cultural Services, ext. 8139

Respectfully submitted,

Marlon Kallideen  
Commissioner of Community Services

# **FINDINGS REPORT**

## **THE PIERRE BERTON ARTIFACT AND MEMORABILIA TASK FORCE**

### **Introduction**

In October 2011, Council appointed the Pierre Berton Artifacts and Memorabilia Task Force with a mandate to conduct research and consultation with the objective of submitting a findings report by December 2012 on how the following goals might be achieved:

1. The creation of a place to house artifacts (awards, honorary degrees, desk, books, photos and other memorabilia) collected by Mr. Berton during his 55 years of residence in Kleinburg;
2. The development of a centre that would attract tourism in Kleinburg;
3. The provision of a place where school children and the public can become acquainted with one of Vaughan's most prominent citizens and obtain an appreciation of his contribution to the understanding of Canadian history;
4. Providing a showcase for some of the Canadian historical events, people and places Pierre Berton wrote about in his books and articles during the span of his career; and
5. Providing a showcase for Pierre Berton's contribution to the evolution of Canadian media, journalism and television.

And further, that the report articulate:

- a) A proposed budget and funding plan for the establishment and ongoing operation of the museum;
- b) A proposed operation model; and
- c) Such other considerations necessary for the establishment and successful operation of the facility.

The information in this report represents the findings by the subject Task Force as it relates to the above mandate.

The appointed members of the Pierre Berton Artifact and Memorabilia Task Force includes the following members:

Regional Councillor Michael Di Biase, Task Force Chair  
Regional Councillor Gino Rosati  
Councillor Marilyn Iafrate, Ward 1  
Patsy Berton  
Perri Berton  
David Rutherford  
Scott Sommerville  
Bob Klein  
Berton Woodward

In March 2012, the consulting firm of the Ventin Group was hired by the City of Vaughan to conduct a feasibility study on establishing a museum/centre at the City-owned Kleinburg United Church site at 10418 Islington Avenue dedicated to the memory of Pierre Berton and to house artifacts donated by his family to the City. The consultants were to focus on a number of key areas: the design and layout of the centre; operating and capital costs; a proposed collection and exhibition model; recommendation on a proposed governance and operations model; programming model for the centre to ensure marketability and sustainability; and finally developing a critical path for the centre.

The consulting team brought together by the Ventin Group included the following:

+VG (The Ventin Group) Architects – Project Manager  
Christine Lockett Associates –Project Consultant  
Jon Linton, Director, TCI Management Consultants –Project Consultant  
Stephen Petri, Reich and Petch Architects – Museum Architects  
Jain and Associates – Mechanical and Electrical Consultants

The consultants met with the Task Force on several occasions to advise on key critical considerations and options for the proposed centre. In addition, fundamental decisions when reviewing best-practice models, financial requirements, the proposed size, layout, and operating models, were discussed at length with the Task Force members. The Task Force's final recommendations to Council are proposed in this Findings Report.

## **Vision/Mandate**

The general vision/mandate determined by the Task Force for the Pierre Berton museum/centre is one that celebrates and educates the public on Canadian history and culture. In particular, this museum/centre will educate about Canadian history and culture through the themes written by Pierre Berton in his books, newspaper and magazine articles, and his lifetime of work in print and television media. The proposed name for the museum/centre is **"The Pierre Berton Discovery Centre"**.

Pierre Berton dedicated his career to celebrating and bringing to life Canadian history and culture. His spirit of bringing to life Canadian history will be continued at the centre in its interpretation of Canadian history, and in showcasing both past and contemporary Canadian culture.

Themes that will be interpreted for visitors, for example, will be the settlement of Canada since 1812, the role of First Nations and Métis community in Canadian history. The Discovery Centre will highlight the contribution of immigration and diversity to the development of Canada, the opening of the West, the Klondike Gold Rush; Canada in the 1950's 60's to the present day and the extraordinary changes that have happened in this time. A children's area that recreates the imaginary world of Pierre Berton's children's book "The Secret World of Og", would be a family friendly attraction at the Centre.

The Centre will have both a small permanent exhibit space which will recreate Pierre Berton's office, with personal artifacts on display that showcase the life and times of this Canadian icon and a larger changing exhibit space (s) that will consist of interactive hands-on exhibits, multi-media displays with high-impact audio, film and theatrical effects.

The Centre should be primarily a place to celebrate and learn about Canadian history, create dialogue about Canadian culture, a place to celebrate Pierre Berton's Kleinburg and Canada as a whole. It should have a strong community presence and be a community gathering place, embraced by the community as its own.

### **Not a Collecting Museum**

It is recommended that the Discovery Centre not be a collecting centre for artifacts, unless the artifact being offered to the Centre is considered to be highly important to the exhibition mandate of the centre. This is not only due to the cost and space required to maintain artifacts, but also the multi-media, and interactive focus for exhibits being proposed in the vision of the Centre. It will develop theme-based exhibits and borrow/host exhibits from other museums that align within the mandate of the Centre. The Centre should have the required environmental and lighting systems that will allow it to borrow high quality exhibits from other museums.

### **Design and Layout of the Pierre Berton Discovery Centre**

The proposed site consists of the former Kleinburg United Church structure overlooking the Humber Valley lands and a parking area to the north of the property. The Task Force recommends that a new two storey addition be added to the church structure to create the new Discovery Centre.

## Assessment of Existing Church Building

The consultant conducted a review of the interior, exterior and mechanical systems of the existing church structure which was built in 1926 in the Gothic Revival style. The building is designated under Part V of the Ontario Heritage Act and located within the Kleinburg-Nashville Heritage Conservation District. The structure is approximately 3600 square feet in gross floor area.

The assessment concluded that the building requires a new roof, flashing; brick mortar repair and cleaning, general cleaning and repair of stain glass windows, replacement and gutting of interior; electrical, mechanical and plumbing systems are to be replaced with new. The building is not accessible, has no proper drainage system and requires a new foundation system. The cost of upgrading to an adequate standard for public occupancy and use is estimated to cost \$700,000.

The Consultant and the Task Force recommend that the church structure be renovated to create a multi-purpose use space both on the main floor of the church and basement area. A back two storey addition (basement and upper storey) is proposed that has a lower level that opens to the valley lands. The main entrance to the centre will be created on the north side of the church where the side entrance is presently located. Here a lobby entrance addition will be created and will then connect to the current basement of the church to the east and the new above-ground lower level addition to the west. The building would be fully accessible and barrier free. This new addition is approximately 11,000 square feet in gross floor area. Both the church and the back addition would result in a total of 14,600 square feet for the entire Discovery Centre. The Centre will require not only exhibition spaces and programming/event multi-purpose areas, but also have offices; reception/visitor's receiving area, exhibition preparation area, a loading dock and a coffee/gift shop.

The multi-purpose space can be further utilized by the community when not in use by the Centre. This will not only be a benefit to the community and its groups which have identified a shortage of space for its use, but also ensure the community is connected and engaged with the Centre.

The Consultant has also determined costs to add a third storey option should Council want to consider this option. This would add an additional 5500 square feet at an additional cost of \$2.4 million to the project. The Task Force, considered the third storey option and discussed the benefits of having this additional space, however, it decided that this would be an additional cost that may jeopardize the overall financial feasibility of the project.

## Capital Costs

The total project cost of a two storey back addition, including the renovation/conversion of the church structure is a total of \$6,125,000. The breakdown of this cost is as follows:

New Construction GFA (11,000sf @ \$350sf):	\$ 3,850,000
Church Renovation (approx. 3,600 sf):	\$700,000
Exhibits:	\$350,000
Site Development	\$300,000
Soft costs 25% (FF&E, Fees, Permits, etc.):	<u>\$1,300,000</u>
<b>Total Capital Costs @ 14,600 sq ft facility:</b>	<b>\$ 6,500,000*</b>

It is recommended that the City apply for a Cultural Spaces Canada grant and pursue other capital funding opportunities to pay for the construction of the Centre. It is also recommended that a fundraising group be established at this time to develop a fundraising strategy and to take pledges from potential donors to determine the fundraising potential for the consideration of Council.

## **Operating Expenses and Business Model for Centre**

The goal for the Centre would be to generate revenue through admissions, programming and rentals. The consultants advise that an average museum/cultural centre in Canada, generates only 42% of its total revenue through these sources, however, the Pierre Berton Discovery Centre may have the potential to generate about 51% of its operating budget by Year 3 of its operation. Although, the ultimate goal for the centre is to be self-sufficient, the economic reality of operating a cultural centre of any kind should be noted. A strong fundraising committee needs to be established in order to off-set any potential expense short-fall.

The Operating Budget for the Discovery Centre is expected to be \$1,119,000 a year. This cost represents projected expenses by year three of the centre's operation at which time the centre should be fully operational and represents full staffing, marketing and programming costs. The staffing complement for the proposed Centre includes a full-time managing Director, a part-time curator that will oversee the development or acquisition of exhibits, two educational and programming staff, marketing and administrative staff. In total of eight positions are recommended to staff the centre.

As a City facility, it is recommended that the City's current Parks Operations, Building and Facilities and Recreation and Culture Departments be utilized for the property/building maintenance and facility booking. Other annual costs include exhibition development, marketing and programming.

Revenue estimates for the Discovery Centre (by Year 3 of full operations) are as follows: admissions/memberships @ \$182,000; gift shop/food services revenue @ \$5 per person x 40,000 users, totaling \$200,000; programs and events @ \$52,000; and fundraising@ \$140,000 per year. The total operating revenue potential if fully realized is \$574,000.

Overall, an operating shortfall is expected and is shown in the following chart:

Annual Costs	\$1,119,000.00
Annual Revenue	<u>\$ 574,000.00</u>
Annual Estimated Shortfall (by Year 3)	<b>\$ 545,000.00</b>

### **Proposed Governance Model**

The Task Force recommends that the City should retain ownership of the land and building and general operations of any future Centre. A not-for-profit board should be established that helps guide the centre. A Memorandum of Understanding should be established between the City and board that outlines roles, responsibilities and authority over issues and operations. In this model, it should be noted that the City will be responsible for any budget shortfall the Centre may have on an annual basis. A fundraising foundation should be established to support fundraising events and initiatives, and help financially sustain the Centre. This is a model that has been successful in other cultural institutions and is the preferred model to ensure the Centre's future economic viability.

### **Programming and Potential Revenue Sources**

The consultant assessed current trends in museums and historical sites and recommend that any interpretive history centres should be relevant to Canada's diverse communities and cultures. Twenty-First century audiences want learning experiences that are interactive, participatory; visitors also expect customer service standards to be high. An online presence that includes social media is considered mandatory in these times as a way to reach a wide audience base. Exhibits must change continually and not be considered static in order to attract ongoing visits. The mandate/vision of the centre is line with this current trend.

Engaging the local community and businesses is also considered important, as is developing a strong volunteer and membership campaign

The proposed Discovery Centre will have a programming focus of facilitating school educational visits and family programming (i.e. Berton's children book- *The Secret World of Og*). It will develop programming for adults that may include writer's group, workshops, speaker's series, and the celebration of events related to Canadian history and culture, past and present. Seasonal, holiday and summer camp programs that appeal to families, adults and children will help generate ongoing revenue as well as rental and event programs. The Centre's proposed multi-purpose spaces can be utilized for workshops, lectures, events, receptions and meetings.



In order to further realize revenue sources for the Centre outside of programming, admissions and rental charges, a small gift shop and a small area to get a coffee/drink is planned, however, the intent is that it should not compete with Kleinberg's local businesses.

### **Economic Benefit Potential to Vaughan**

The Discovery Centre will contribute to Vaughan and Kleinburg as a cultural centre and attraction. This facility, the McMichael Canadian Art Collection and the Kortright Centre could form a cluster of three significant centres acting as tourism anchors to the Vaughan and Kleinburg area that bring together a true Canadian experience: Canadian art, history and the environment.

As it relates to local economic benefit to businesses, the Discovery Centre has the potential of contributing \$400,000 to the local economy. This amount is achieved by calculating that if an average of 40% of visitors come from outside Vaughan (projected @ 16,000 per year) and each spends about \$25 in local restaurants, shops etc.

### **Conclusions**

The Pierre Berton Artifact and Memorabilia Task Force thank the City of Vaughan Council for the opportunity to sit on the Task Force and look forward to serving the City in future opportunities related to the proposed Pierre Berton Discovery Centre.



**+VG** ARCHITECTS  
THE VENTIN GROUP LTD



## ACKNOWLEDGEMENTS

The Feasibility Study is the result of collaborative work involving the City of Vaughan and external expertise. The Consultants would like to thank all the participants in this study.

### City of Vaughan Recreation and Culture Department

Mary Realì, Director of Recreation and Culture  
Angela Palermo, Cultural Services Manager

### Consultants

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Councillor Marilyn Iafrate  
Patsy Berton  
Perri Berton  
David Rutherford  
Scott Sommerville  
Bob Klein  
Berton Woodward

*“Preserving and honouring the creative and artistic contributions that have enriched our City’s social and cultural landscape is an integral part of city building,” said Mayor Maurizio Bevilacqua. “Pierre Berton possessed a great talent for capturing the stories and drama in Canadian history, such as the immigrant experience which unites so many of us. His life’s work continues to help all Canadians appreciate the spirit of this country.”*

*(February 29th, 2012)*

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# TABLE OF CONTENTS

## **EXECUTIVE SUMMARY**

### **1.0 INTRODUCTION**

- 1.1 BACKGROUND & UNDERSTANDING OF THE PROJECT
- 1.2 VISION, MANDATE AND MOTIVATIONS
- 1.3 BENEFITS TO THE COMMUNITY AND LOCAL BUSINESSES
- 1.4 CITY OF VAUGHAN AND THE VILLAGE OF KLEINBURG
  - 1.4.1 HISTORICAL CONTEXT AND BACKGROUND
  - 1.4.2 SUMMARY OF PERTINENT LAND USE PLANS, STUDIES AND GUIDELINES

### **2.0 ASSUMPTIONS AND DIRECTIONS TO THE CONSULTANTS**

- 2.1 BUILDING PROGRAMME REQUIREMENTS
- 2.2 MULTIPLE USER APPROACH

### **3.0 OPERATING MODELS**

- 3.1 SUMMARY OF CURRENT TRENDS IN THE MUSEUM FIELD
- 3.2 COMPARISONS TO SIMILAR SITES AND LESSONS LEARNED
- 3.3 COLLECTION AND EXHIBITION MODELS
- 3.4 GOVERNANCE MODEL
  - 3.4.1 ALTERNATIVE MODELS CONSIDERED
  - 3.4.2 MODEL RECOMMENDED
  - 3.4.3 IMPLICATIONS OF RECOMMENDED MODEL
- 3.5 PROGRAMMING MODEL
  - 3.5.1 NUMBER OF EXHIBITS PER YEAR
  - 3.5.2 CONNECTIONS TO SCHOOL CURRICULUM
  - 3.5.3 OTHER TYPES OF PBDC PROGRAMMING

### **4.0 FINANCIAL MODEL**

- 4.1 CAPITAL COSTS AND FUNDRAISING
  - 4.1.1 CAPITAL COSTS
  - 4.1.2 FUNDRAISING STRATEGY FOR CAPITAL COSTS
- 4.2 OPERATING COSTS
  - 4.2.1 STAFFING MODEL
  - 4.2.2 STAFFING COSTS
  - 4.2.3 OTHER OPERATING COSTS
- 4.3 OPERATING REVENUES
  - 4.3.1 ATTENDANCE AND UTILIZATION PROJECTION
    - 4.3.1.1 ADMISSIONS
    - 4.3.1.2 EVENTS
    - 4.3.1.3 TOTAL USERS
  - 4.3.2 EARNED REVENUES

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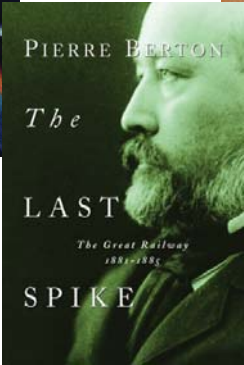
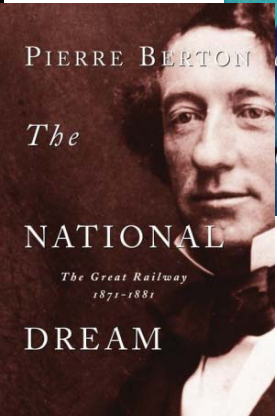
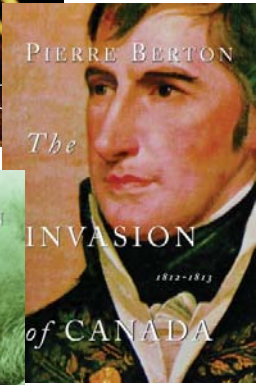
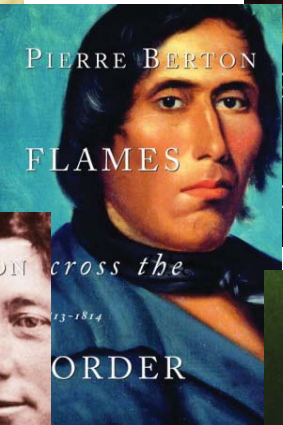
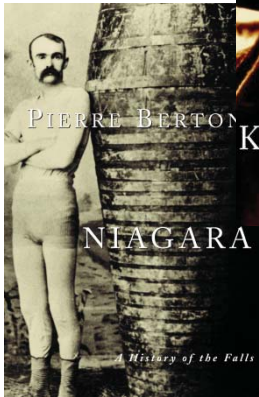
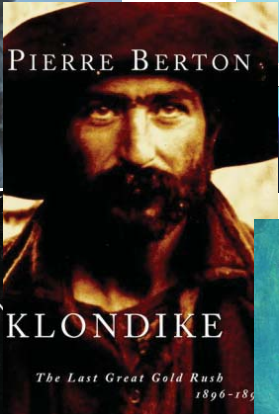
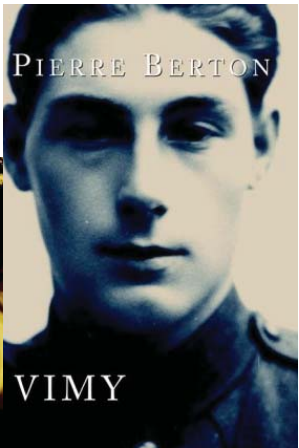
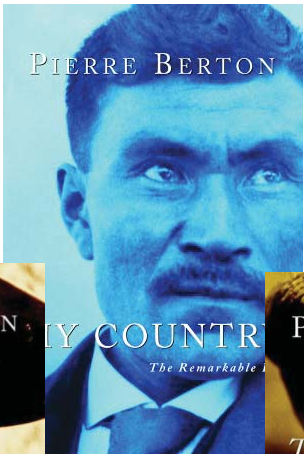
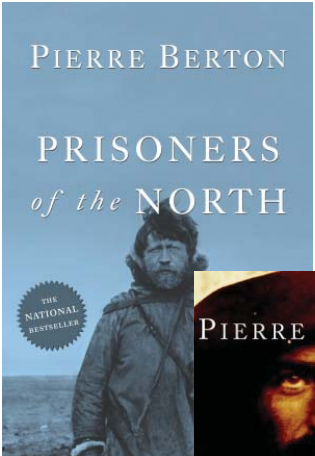
# TABLE OF CONTENTS

	4.3.2.1 PAID ADMISSIONS
	4.3.2.2 REVENUE FROM EVENTS AND SPECIAL PROGRAMS
	4.3.2.3 REVENUE FROM THE GIFT SHOP AND FOOD SERVICE
	4.3.2.4 REVENUE FROM SALE OF MEMBERSHIPS
	4.3.2.5 REVENUE FROM FUNDRAISING
	4.3.2.6 SUMMARY OF EARNED REVENUES
	4.3.3 OTHER SOURCES OF REVENUE
	4.4 ECONOMIC IMPACT
<b>5.0</b>	<b>PROPOSED SITE</b>
5.1	DESCRIPTION OF THE SITE
5.2	OPPORTUNITIES AND CONSTRAINTS
5.3	SUMMARY OF BUILDING CONDITION ASSESSMENT
<b>6.0</b>	<b>ARCHITECTURAL DESIGN AND DEVELOPMENT FOR PROPOSED DISCOVERY CENTRE</b>
6.1	ASSUMPTIONS ON PROGRAMME REQUIREMENTS
6.2	ACCESS AND ADJACENCIES
6.3	OPTION FOR ADDITIONAL SPACE
6.4	ANALYSIS OF PROGRAMME ZONES AND DIAGRAMS
6.5	EXISTING SITE AND FLOOR PLANS
6.6	PROPOSED SITE AND FLOOR PLANS
<b>7.0</b>	<b>IMPLEMENTATION PLAN</b>
7.1	CONSTRUCTION OF THE CENTRE
7.2	PROJECT SCHEDULE

## APPENDICES

<b>A1</b>	<b>RENDERINGS</b>
<b>A2</b>	<b>SUPPORTING DOCUMENTS</b>
A2.1	BUILDING CONDITION ASSESSMENT
A2.2	PROPOSED MECHANICAL AND ELECTRICAL SYSTEMS
A2.3	COMPARABLE MUSEUMS
<b>A3</b>	<b>BIBLIOGRAPHY</b>





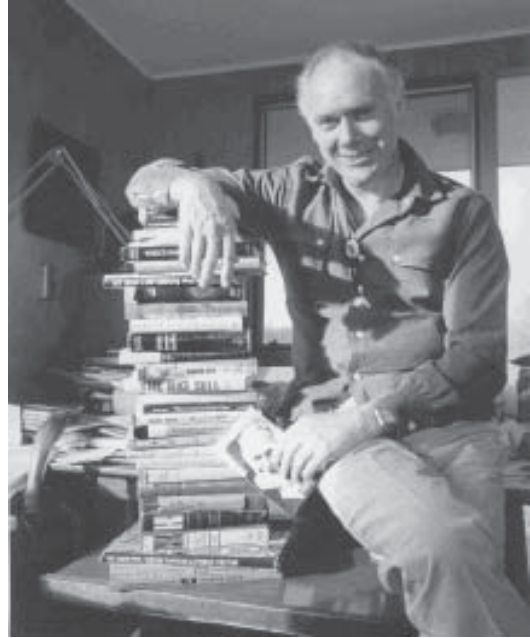


## EXECUTIVE SUMMARY

From his Kleinburg base, the late Pierre Berton pursued a celebrated career as a best selling author of more than 50 books, historian, story-teller, journalist, newspaper columnist, interviewer, broadcaster and filmmaker. Berton was an active member of the Kleinburg community for 55 years, as an ardent supporter of local events, an environmentalist and as a champion of Canadian identity.

Following Berton's passing in 2004, the family approached the City of Vaughan, offering to donate many of his physical artifacts associated with his life's work. They proposed to create a small museum in Kleinburg to house the artifacts. Over the course of the following year a steering committee was formed and the concept was developed into a Discovery Centre dedicated to Canadian history, culture and identity.

In February 2012 +VG Architects (The Ventin Group Architects Ltd.) was retained by the City of Vaughan to provide a feasibility study and an order of magnitude cost estimate for the proposed Pierre Berton Discovery Centre, (PBDC) located in Kleinburg, Ontario.



Pierre Berton with a selection of his books

### **Pierre Berton Discovery Centre Vision**

The Pierre Berton Discovery Centre will provide visitors with a high-impact, immersive experience in Canadian History, and allow them to learn more about the extensive career and influential works of one of Canada's preeminent authors and media pioneers. The main presentation hall will host a rotating series of specially produced shows, based on Pierre Berton's most notable books on Canadian history.

Combining surrounding full-wall multimedia displays with high-impact 3D audio, hands-on real-world artifacts, theatrical effects, and interactive kiosks with supplemental information and educational games, the space will engage and surprise visitors. Most notably, because Pierre Berton's greatest talent was for finding the stories and the drama in history, such as the immigrant experience that unites so many of us, the productions will strive to entertain and move audiences.

Topics selected for the main exhibit space will range from the building of Canada's first transcontinental railroad, to 1967, covering the excitement and massive social change experienced in Canada's Centennial Year. Other exhibit topics include The Klondike Gold Rush, Canada's coming of age during World War I, the lasting impact of The Great Depression, and the Mysterious North, relating the fascinating history and geography of Canada's Arctic regions.

### **Governance Model**

It is recommended that the City of Vaughan use the Municipal Ownership & Operation Governance Model. While this option will likely cost the municipality somewhat more to operate (than the other two models considered) it does have the distinct advantage that the City will be able to control the development and operation of the Discovery Centre absolutely, ensuring that the messaging, programming and other services offered are all able to optimally meet community demand. Also, there would be significant advantages to this model in terms of being able to utilize existing municipal expertise (i.e. taking advantage of the economies of scale that would be present in utilizing existing landscaping workers, maintenance staff, etc.). Refer to section 3.4.2 of this report for more details.

## **Project Cost**

The order of magnitude capital cost estimate for the Discovery Centre is \$6.5M, in October 2012 dollars, which includes renovations of the existing Church, the addition to the existing building, exhibits and site development and includes soft costs (fees, permits, furniture, fixture, etc) at 25% of construction costs. The cost for the construction of the Discovery Centre is estimated based on the assumption that the project will be of a high institutional quality, sustainable, and will allow a broad degree of flexibility for the future. Gallery and Exhibits areas are assumed to be constructed as Class-A museum spaces. If required, this cost could be decreased by reducing programme areas accordingly.

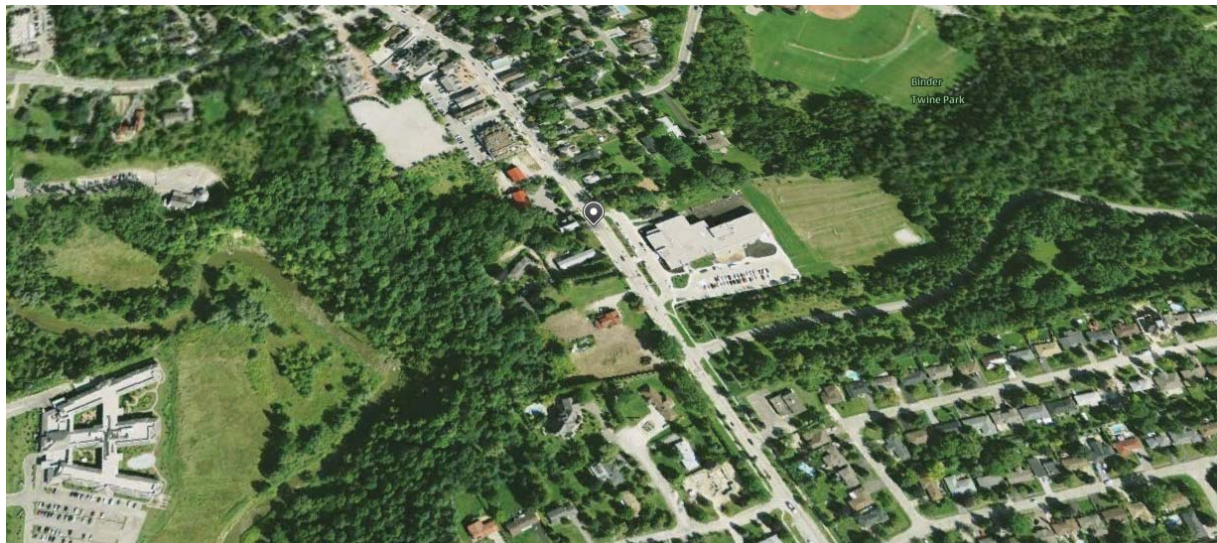
## **Operating Revenues and Expenses**

There are 5 sources of predicted earned revenues for the PBDC: paid admissions, events and special programs, revenues from the gift shop and food service revenues, memberships and fundraising. Combined, these categories represent an estimated \$574,000 potential earned revenues, based on data from other facilities. The proposed PBDC is forecast to have an annual operating budget of \$1,119,000. Of this, earned revenue is projected at \$574,000 per annum. The shortfall of \$545,000 between earned revenues and the total operating budget could be covered by operating grants according to the types of functions it undertakes and services it provides. Revenues from other sources (governments, foundations, endowments, etc.) range from \$19,000 to \$374,700 while other grants cover up to 37% of the total project costs.

It should be noted that the percentage of earned revenues for the Pierre Berton Discovery Centre throughout the three year initial operating period is much healthier than is seen in other heritage institutions across Canada. Compared to the average of 42% (for all heritage institutions in Canada) the Pierre Berton Discovery Centre is estimated to have the potential to generate over half – 51% - of its operating budget through earned revenues by Year 3 of its operation.

## **Location and Size**

The proposed location of the PBDC is 10418 Islington Avenue in Kleinburg, Ontario at the former Kleinburg United Church.



Aerial of the proposed location at 10418 Islington Avenue. The former church was purchased by the city in 2010.

There are two spaces under consideration: the 3,600 sf Church and the proposed building addition. The gross floor area of both the existing heritage building and the proposed addition is approximately 14,600 square feet.



The former Kleinburg United Church



One of several conceptual renderings for the proposed addition

The study proposes a one storey addition plus a basement. There is the opportunity within the existing zoning for the City to add a second floor for other community uses if desired.

The proposed Pierre Berton Discovery Centre and the McMichael Gallery will then represent two cultural facilities in Kleinburg and, along with the Kortright Centre, will enhance Kleinburg's position as a destination providing opportunities for tourism.

### **Programme Requirements**

The +VG consulting team has conducted various meetings with the City staff and the Pierre Berton Task Force to review options for functions, facility design, and cost in order to develop a new program outlining the basic requirements for the project including net gross floor areas. The key priorities and programme requirements as identified for the capital project can be summarized as follows:

- Accessible Pierre Berton archives/artifacts and public research/reading room dedicated to bringing Canadian history to life and celebrating the life of Pierre Berton in all its facets - writer, nationalist, broadcaster, filmmaker, story teller and historian.
- Both temporary and permanent exhibits dedicated to subjects of Pierre Berton's writings and television shows, and highlights Pierre Berton's enthusiasm for the richness of Canada's legacy.
- Accessible multi-purpose public programming space for Kleinburg and Vaughan residents to use as a cultural and community centre.
- Additional artifact storage space, freight elevator to access archival and artifact storage and accessible public washrooms



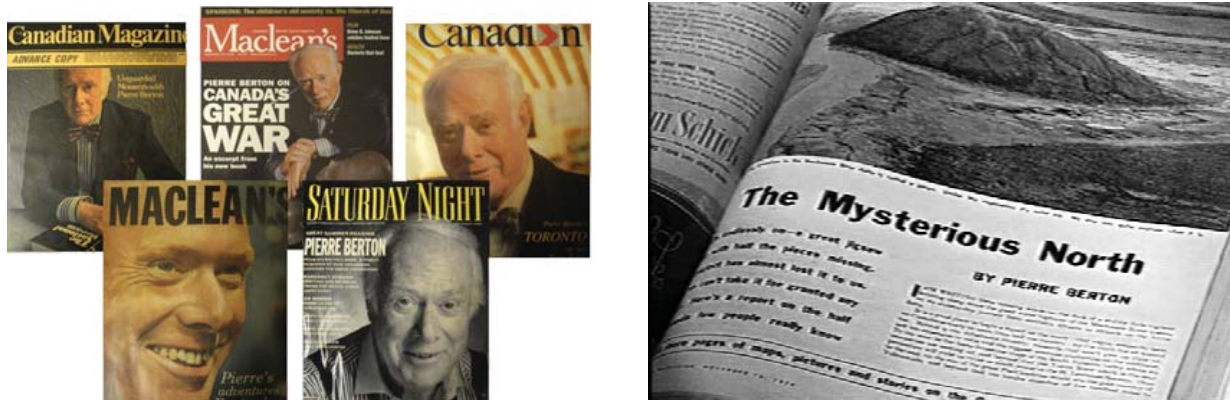
An interior view of an exhibition on the gold rush.



## **Benefits to the Community**

It is estimated that \$400,000 of additional expenditure could be generated in Vaughan directly as a result of the PBDC. Seen this way, any municipal subsidy becomes an investment in both opportunities for residents as well as economic benefit to the community.

The Kleinburg and Vaughan community will be able to make use of the multi-purpose orientation space, as well as meeting rooms. The centre must be a year round facility not just for visitors but also for the surrounding community. The community must be kept engaged through special events that celebrate the seasons such as Family Day, Canada Day, Harvest Festival, Halloween or the December holidays. These events will attract visitors and the general public in meaningful ways as special occasions can evolve into traditional, landmark events. Special events for children – March Break, summer camps and others are excellent opportunities.



## **Support of the Local Community**

The PBDC has the support of the Kleinburg BIA, KARA and the McMichael Gallery. The Gallery has agreed to look for opportunities to co-market with the PBDC. A charette was held in 2009 which included participation by Vaughan residents, museum professionals from neighbouring communities, and professionals in the industry; participants backed the proposal and added valuable insights.

## **The Market**

The market research indicates there will be local interest from the GTA and surrounding areas. Primary visitation components include elementary and high schools, seniors, families and other visitors.

## **Potential for Expansion**

The current design shows a two storey addition to the existing church. An additional storey could be added within existing zoning and Heritage Conservation District Guidelines should the city determine that there is a need for additional common space.

## **Project Schedule**

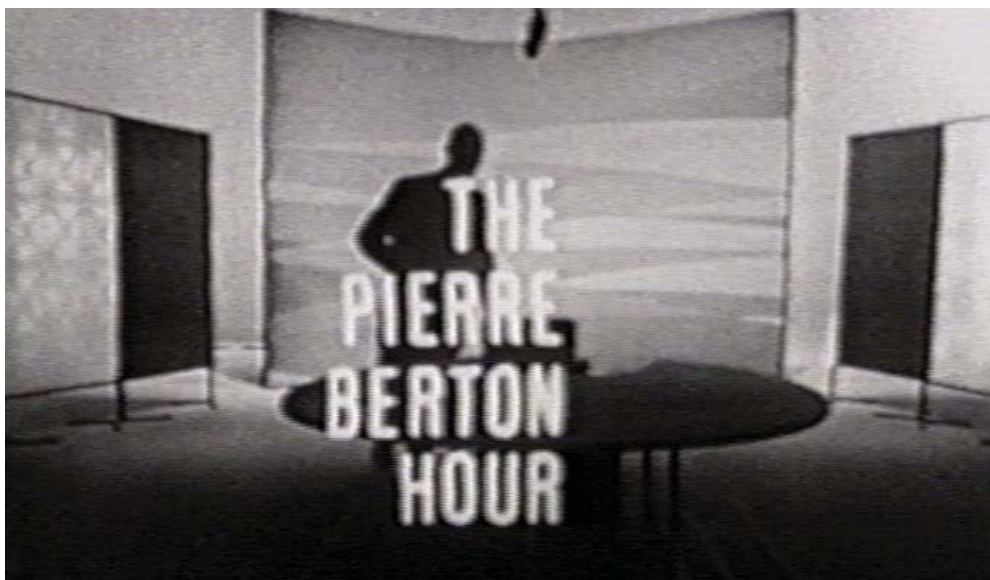
The timeline for this project assumes that, following project approvals, there will be a number of tasks concurrently taking place with the start of the pre-design through to the first year of operations. These tasks include: public consultations and advertisement, the development of the fundraising strategy and the fundraising campaigns. It is estimated that the proposed Discovery Centre will be completed by the Fall of 2015. A detailed Implementation Plan is provided in section 7.4 of this study.

## 1.0 INTRODUCTION

### 1.1 Background & Understanding of the Project

#### **Background**

The Pierre Berton Artifact & Memorabilia Steering Committee was appointed in 2006 by the City of Vaughan Council to further develop the concept of a museum and report back to Council on its findings. From 2006 to 2010 the Steering Committee achieved a number of milestones towards establishing a museum.



In May 2010, the City purchased the Kleinburg United Church site at 10418 Islington Avenue with the intention of housing the Berton museum in the future. The church building presently is not in a condition to be used as a museum, because the building does not meet the City's requirements for public use. A site visit in the spring 2010 identified the need to entirely retrofit the interior of the building and build a two storey back addition in order to meet the minimum floor space requirement for the museum. In 2011, a new Pierre Berton Artifact and Memorabilia Task Force was appointed by Council to see the project in its next phase of development and report back to Council on its recommended next steps.



## Understanding of the Project

In February 2012 +VG Architects (The Ventin Group Architects Ltd.) was retained by the City of Vaughan to provide a feasibility study and an order of magnitude cost estimate for the proposed Pierre Berton Discovery Centre, to be located in Kleinburg, Ontario. The purpose of this study is to examine the feasibility of building the PBDC with associated multipurpose uses. This study provides stakeholders and elected officials with the ideal size, programme, operating model and governance model of the facility and other details required to make informed decisions.

## 1.2 Vision, Mandate and Motivations

### What is the Pierre Berton Discovery Centre?

The proposed Discovery Centre will be dedicated to bringing to life Canadian history. It will house both temporary and permanent exhibits dedicated to subjects of Pierre Berton's writings and television shows, and highlight Pierre Berton's enthusiasm for the richness of Canada's legacy. It will celebrate the life of Pierre Berton in all its facets - writer, nationalist, broadcaster, filmmaker, story teller and historian.



The Discovery Centre will also contribute to Kleinburg and Vaughan as a cultural and community centre. This facility and the McMichael Gallery will be two nationally significant cultural centres acting as tourism anchors to the Village of Kleinburg. The Discovery Centre will highlight the immigrant contribution to the building of Canada since 1812 and recognize the role of the First Nations community in Canadian history. The existence of a third major cultural attraction, the Kortright Centre, means that Vaughan will have three leading attractions dedicated to Canadian Art, History and Ecology.





The Pierre Berton Discovery Centre will provide visitors with a high-impact, immersive experience in Canadian History, and allow them to learn more about the extensive career and influential works of one of Canada's preeminent authors and media pioneers. Topics selected for the main exhibit space will range from the building of Canada's first transcontinental railroad, to 1967-present day, covering the excitement and massive social change experienced in Canada's Centennial Year. Other exhibit topics include The Klondike Gold Rush, the immigrant experience, Canada's coming of age during World War I, the lasting impact of The Great Depression, and the Mysterious North, relating the fascinating history and geography of Canada's Arctic regions.



It will be interactive and open to everyone with both temporary and permanent exhibits. There will be a special emphasis on programming to bring Canadian History to life for young people. There are opportunities for adults to participate in lectures, readings and other presentations. Permanent and temporary exhibits and special events will be designed to appeal to and bring in a wide audience.

The centre will combine surrounding full-wall multimedia displays with high-impact 3D audio, hands-on real-world artifacts, theatrical effects, and interactive kiosks with supplemental information and educational games. The space will aim to engage and surprise visitors.

A permanent exhibit space will also be dedicated to *The Secret World of Og*, the children's novel written by Pierre Berton and illustrated by his daughter Patsy. A second proposed permanent exhibit area will pay tribute to the man and his accomplishments, including personal artifacts and original samples from his work donated by the Berton family.

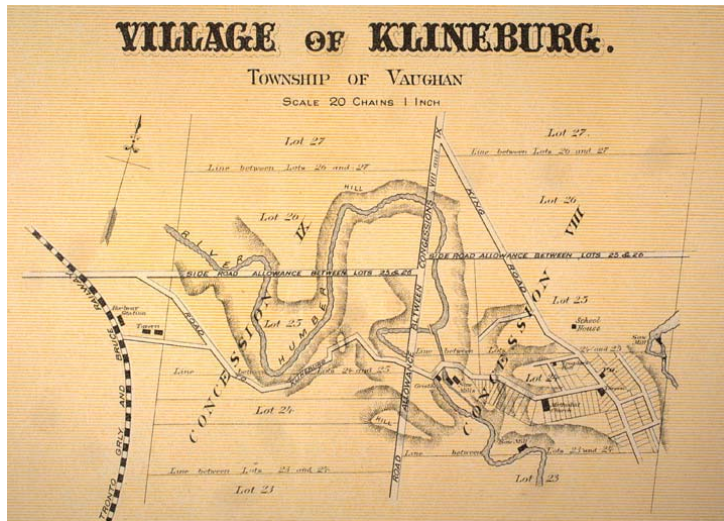


The Kleinburg and Vaughan community will be able to make prolific use of the multi-purpose orientation space, as well as meeting rooms. Special events bring a public out that can be reached no other way. Events that celebrate the seasons – Family Day, Canada Day, Harvest Festival, December holidays or historical events – can be planned with special entertainment and refreshments. They can evolve into traditional, landmark events. Special events for children – March Break, summer camps and others are excellent opportunities.

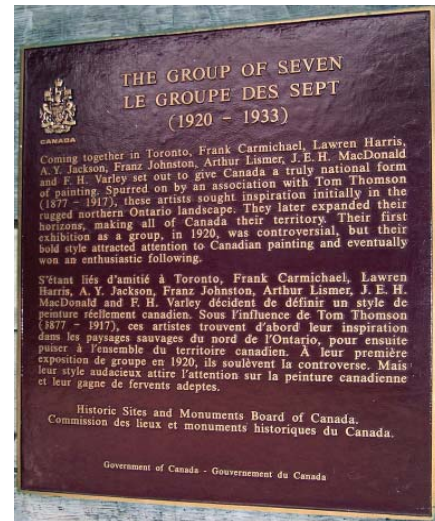
### 1.4.1 Historical Context and Background

Kleinburg Village is situated on a narrow plateau in the valley of the Humber River. The village belongs to the City of Vaughan which consists of: Kleinburg, Maple, Woodbridge, Concord and Thornhill. Kleinburg was established during the 1800's around the existence of numerous mills, which not only served the local farming community, but became the impetus for a growing commercial centre.





Map of Kleinburg, 1878.



HSMBC Plaque

Today, the village is home to approximately 6,449 residents and is in the midst of an economic development strategy initiated by the City of Vaughan. Plans include a revitalization of the village's main street, attracting more commercial investment, as well as encouraging intensification, which is required by the province's Places To Grow Act, while retaining the character of the historic village core.



Kleinburg Village offers a diverse mix of environmental, recreational, cultural, educational and heritage assets: the Kleinburg Mainstreet BIA area, the McMichael Gallery, the Binder Twine Festival, Kleinburg-Nashville Heritage Conservation District, William Granger Greenway, the Humber River trail system, Twine Park and Foster Woods, Boyd Conservation Area and Kortright Centre for Conservation.



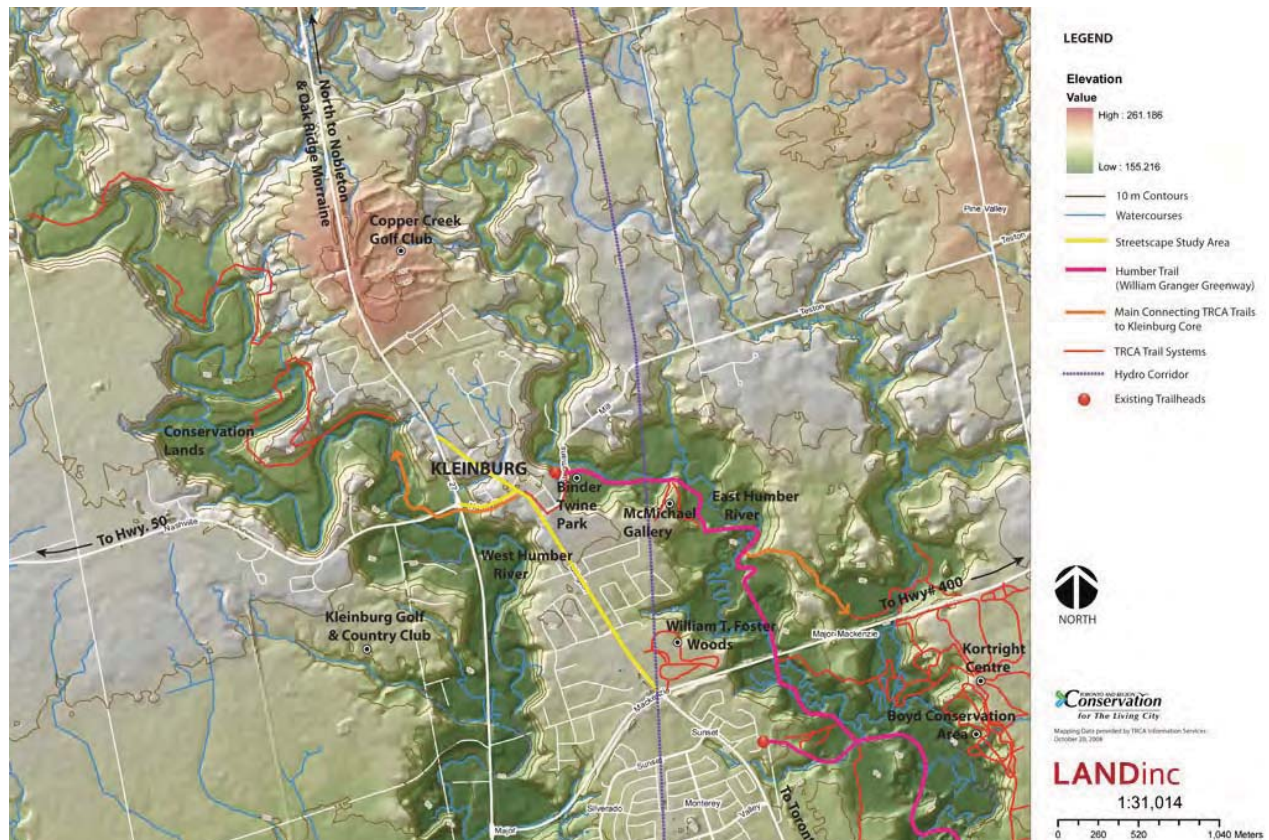


Humber River in Kleinburg



Binder Twine Festival on Islington Ave, (G.Simpson)

According to Canadian Business magazine, these assets have contributed to the village's ranking as "one of Canada's wealthiest neighbourhoods" in 2010, with an average net worth of \$2.5 million. Major developments are taking place to the north and south of the village, such as the 3,000 homes of Nashville Heights and more in Kleinburg Hills, at Major Mackenzie Drive and Highway 427.

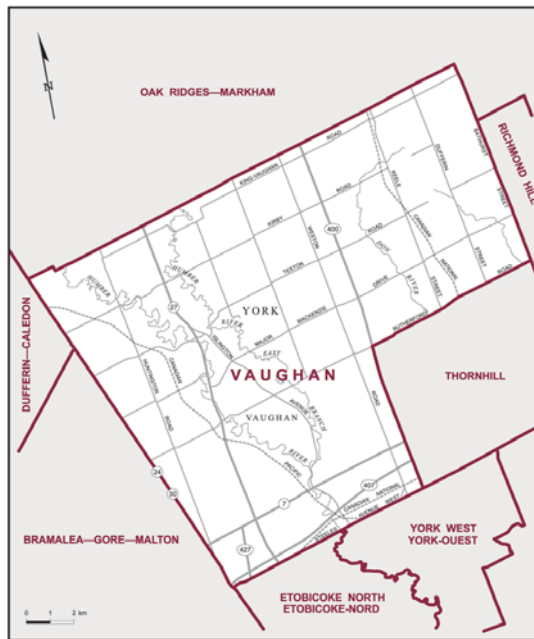


According to the Kleinburg HCD Plan, 60% of the community comprises valley lands (below top of bank) and of that percentage 38% is conservation area that belongs to the Toronto Conservation Authority.

## Vaughan

In the past 20 years, the City of Vaughan (est. in 1991) has transformed from a rural township to a major urban centre. From 1986 to 2006, Vaughan's population grew 276% making it the fastest growing municipal-

ity amongst those with populations greater than 100,000 people. Population projections from the Province of Ontario, indicate that York Region's population will rise to 1.5 million people and it can be expected that a substantial portion of the population and employment growth will occur in the City of Vaughan.



Map of the Vaughan (City of Vaughan)



Vaughan as viewed from Canada's Wonderland (Wiki FreeCommons)

Residents and visitors are drawn to the City of Vaughan for its high quality of life. Safe neighbourhoods, abundant green spaces, exciting tourist destinations and access to educational institutions are some of the factors driving growth in Vaughan. Canadian Family magazine (October 2006) ranked Vaughan as the 4th Best and Coolest City in Canada to Raise a Family, citing its sense of community, its easy access to cosmopolitan amenities and big-city life. This accolade, along with being recently ranked fourteenth in Canadian Business magazine's (September 2006) Top 40 Best Cities for Business, confirms that the City of Vaughan is slated for major growth.

## 1.4.2 Summary of Land Use Plans, Studies and Guidelines

### The Kleinburg Economic Development Strategy 2011

To address Kleinburg's economic challenges, the City recently completed the Kleinburg Economic Development Strategy with the objective to create a vision and guidelines for the long-term economic revitalization of the Kleinburg downtown and commercial core area.

The Kleinburg Economic Development Strategy (KEDS) provides an action plan that will allow the Kleinburg Business Improvement Association (KBIA), the City of Vaughan, Kleinburg Area Ratepayers Association (KARA), and other stakeholders to develop plans and strategies to promote the village.

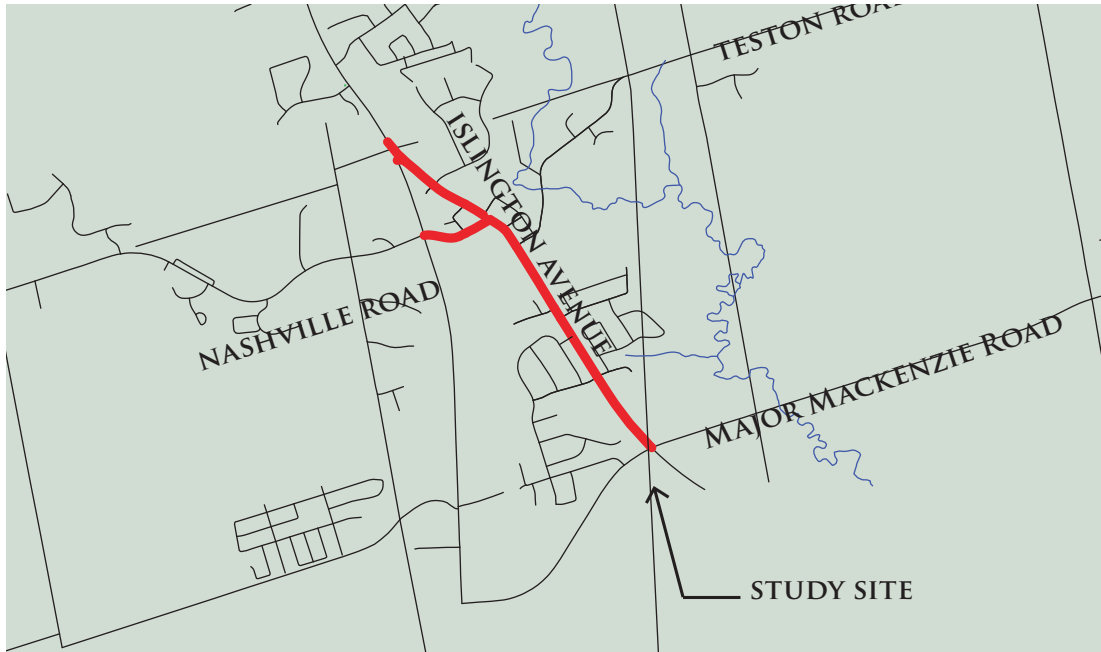
The resulting strategy is based on defining Kleinburg's niche as an outdoor recreational paradise and a meeting place for visitors and the local community. The five goals articulated include:

- Position the Kleinburg Business Improvement Association (KBIA) as a catalyst for change
- Be investment ready
- Establish Kleinburg as an outdoor recreation and meeting place that people will seek out to visit
- Use placemaking to create the "Kleinburg experience" based on its rich, natural heritage
- Eliminate barriers to development



## Islington Avenue Streetscape Master Plan Study for the Village of Kleinburg 2011

The Islington Avenue Streetscape Study was commissioned to address the streetscape and urban design objectives of the Kleinburg-Nashville Community Plan. The study provides a comprehensive investigation into the social, historical, physical, and environmental features of the Village of Kleinburg. The purpose of this Study is to establish a vision and develop priorities for streetscape improvements along Islington Avenue and Nashville Road.



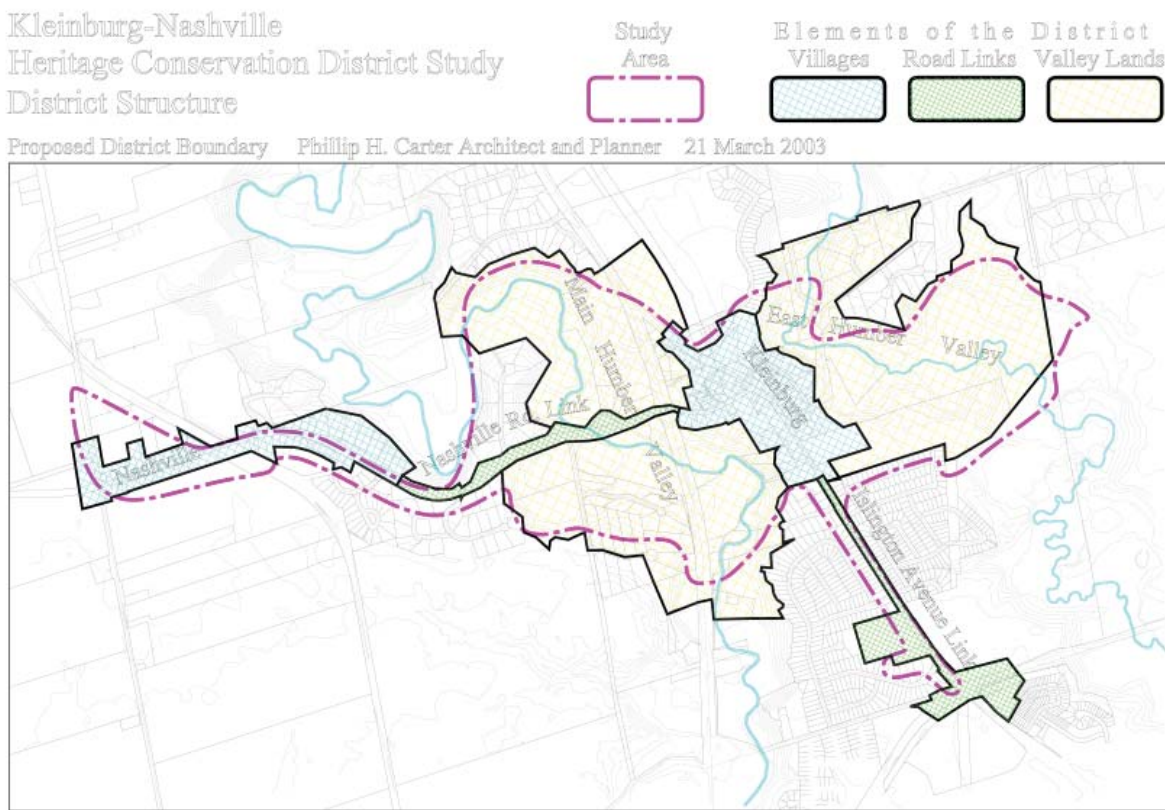
The image above illustrates the geographic extent of the Islington Streetscape Master Plan Study



## Kleinburg-Nashville Heritage Conservation District Study and Plan 2003

Kleinburg-Nashville HCD comprises two discontinuous historic mill villages founded in the 1840's, which includes a collection of 19th and 20th century buildings, streetscapes and open spaces. The goal of the HCD Plan is to retain of the District's Heritage resources and to guide change so that it contributes to and does not detract from the District's architectural, historical, and contextual character.

The boundary for the KHCD is illustrated below. The former Kleinburg United Church is located within the KHCD boundaries.





## 2.0 ASSUMPTIONS AND DIRECTIONS TO THE CONSULTANTS

After a competitive bidding process, +VG was hired by the City of Vaughan to conduct a study to establish the feasibility of creating a Pierre Berton Discovery Centre in the town of Kleinburg. The terms of reference for the feasibility study encompassed: the schematic design and layout of the proposed Discovery Centre; estimated operating and capital costs including a three-year operating cost model for the centre; recommendations on governance and operating models; a programming model with recommendations on how to generate revenue for the centre; and a critical path for the project in relation to construction, museum operations, and exhibit planning up to the opening day.

In addition to these requirements, the Request for Proposals also presented the mission and vision for the PBDC, which were further discussed by the consultants in meetings with the Pierre Berton Artifacts and Memorabilia Task Force, including answers to a survey prepared by the consultants to obtain input from the Old Boys group of Kleinburg. In summary, the directions given to the consultants about the vision and purpose of the PBDC were:

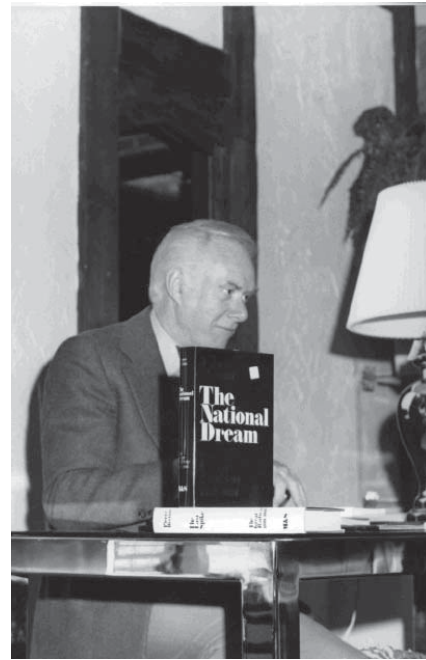
- The PBDC will operate year-round and celebrate and educate the public on Canadian history and culture through the themes written by Pierre Berton in his books, newspaper and magazine articles, and his lifetime of work in print and television media.
- Pierre Berton's spirit of bringing to life Canadian history will be continued at the Centre in its interpretation of Canadian history, and in showcasing both past and contemporary Canadian culture.
- The Discovery Centre will highlight the contribution of immigration and diversity to the development of Canada, the opening of the West, the Klondike Gold Rush; Canada in the 1950's 60's to the present day and the extraordinary changes that have happened in this time.
- The Discovery Centre should have both a small traditional permanent exhibit space which will recreate Pierre Berton's office, with personal artifacts on display that showcase the life and times of this Canadian icon, and a larger changing exhibit space (s) that will consist of interactive hands-on exhibits, multi-media displays with high-impact audio, film and theatrical effects.
- The Centre should be primarily a place to celebrate and learn about Canadian history, create dialogue about Canadian culture, a place to celebrate Pierre Berton's Kleinburg and Canada as a whole. It should have a strong community presence and be a community gathering place, embraced by the community as its own.

### 2.1 Building Programme Requirements

The directions given to the consultants about the purpose and mission of the Discovery Centre have guided the building programme requirements. Another major factor has been the careful integration of the existing United Church with a new building. The PBDC will include an exhibition space of approximately 2,500 square feet for changing multi-media-based exhibitions about Canadian history seen through the lens of Pierre Berton's engaging storytelling.



Because the changing exhibits will focus on a particular theme annually, the historical context for each theme within the narrative of Canadian history, will be provided by an interactive Timeline of Canada. A smaller permanent gallery space will present Pierre Berton's personal possessions set within the context of a re-creation of his study. Similarly, a permanent installation of the Secret World of Og (based on Mr Berton's book of the same name) will be created.



As the long-term sustainability of the PBDC will depend on an ongoing series of public events, a Programs Meeting Room and a multi-purpose room have been included in the architectural programme. These spaces will be available for school groups and other Canadian-history-themed events organized by the PBDC such as talks or concerts. The former United Church will also be used from time to time for these PBDC events. Also contributing to the financial sustainability of the site will be the Coffee Corner and Boutique. Other spaces identified in the planning are for “back of house” use: staff offices, watercloset, space for a server, a loading dock, an exhibits workroom and the Pierre Berton Digital Archive Space.

## 2.2 Multiple user Approach

In addition to the specific programmatic requirements for the PBDC, central to the architectural approach has been the concept of multiple users. To contribute to the sustainability of the PBDC, the space will be rented for private events, including those held outside regular public opening hours. To create a compelling space for such rental events, a central atrium has been created that will be suitable for occasions such as cocktail parties and wedding receptions. This space can be accessed both independently of the PBDC, and with PBDC, whichever configuration is requested by the rental client. Washrooms are also situated to be available during rental events. The Church is also accessible from the central atrium, so that rental events can take advantage of this unique heritage space.

When not in use for PBDC events, the multi-purpose room, programs meeting room, and the church will be available for bookings by local community groups such as the Bridge Club or the Scouts. The City of Vaughan's central space booking system will be made available to the PBDC to facilitate these bookings.

## 3.0 OPERATING MODELS

### 3.1 Summary of Current Trends in the Museum Field

Since the recession of 2007/2008, museums have seen their operating grants from all levels of government flat-lined or somewhat reduced. Similarly, attendance has been trending downwards, with spikes in attendance associated with major renovation projects earlier in the decade not maintained and the impact of the decline in tourism from the United States being felt. In the face of these challenges, and the intensifying competition among not-for-profits for private funding, museums are turning their attention to rebuilding attendance levels and growing self-generated revenues.

A major strategy for many museums to increase attendance has been to re-set the “it never changes” public perception of museums by mounting a vigorous schedule of changing exhibits and by holding frequent special programs aimed at various market segments. Such programs can include special family activities for the December Holidays, Valentine’s Day, Mother’s Day, March Break and Halloween. Summer day camps and sleepovers are also popular, as are birthday parties and activities for young children and their caregivers. Adult events can include concerts, social events for adults, and targeted programming for seniors. Such events drive attendance revenues and in some instances will result in increased revenue from on-site gift shops, food services, and membership sales.

Space rentals for occasions such as weddings and corporate events have become an increasingly important source of self-generated revenue for museums, a trend that shows every sign of continuing.

### 3.2 Comparisons to Similar Sites and Lessons Learned

On-line research, telephone interviews and a personal interview were conducted with museums and galleries considered to have commonalities with the proposed Pierre Berton Discovery Centre. Detailed information gathered from each site is found in Appendix A 2 Supporting Documents.

The top lessons learned from the information gathered from the comparable museums and galleries are:

- Visitors are looking for an experience. Simply the opportunity to look passively at exhibits is not attractive enough.
- There needs to be enough of an experience to generate a visit of at least an hour to generate gift shop, food service, and membership sales.
- Constantly providing new, relevant, content is a must.
- Do not rely too much on the tourist market. For sustainability, there must be a core local market.
- With declining revenue for field trips and increased competition from other attractions, school visits are difficult to attract, and the offsetting revenue is limited. However, a museum must maintain a central educational mission, without which it is difficult to attract support and funders.
- For attractions that are based on personalities, there is a need to ensure continuing interest in that individual or the other aspects of their story.
- It is important to package experiences with other local attractions and services
- Accountability is important; it is necessary to report back to the community about the economic impact/ROI of the museum.

### 3.3 Collection and Exhibition Models

The Pierre Berton Discovery Centre will not follow a traditional museum model. Whereas traditional museums derive their mandate from collecting, preserving, and educating the public about their artifacts and specimens, the vision of the PBDC calls for exhibits based primarily on interactive multi-media techniques. A small permanent collection of Pierre Berton’s personal possessions will be maintained and may be added to only if an artifact is considered to be highly relevant to the PBDC mandate. Artifacts to supplement the multimedia presentations will be borrowed from other museums from time to time. This model avoids the considerable overheads associated with acquiring, storing and maintaining large permanent collections.



To encourage repeat local visitors and to take advantage of timely events such as anniversaries (for example, the bicentennial of the War of 1812), the multimedia exhibitions at the PBDC will be changed approximately once a year or more. The multimedia equipment will be re-used, but the thematic content will be based on a new, original theme annually. Once the run of the annual exhibit has finished, the material created for the exhibit will be archived in the Pierre Berton Digital Archive. The archived exhibit material may also be used to create on-line exhibits and interactives.

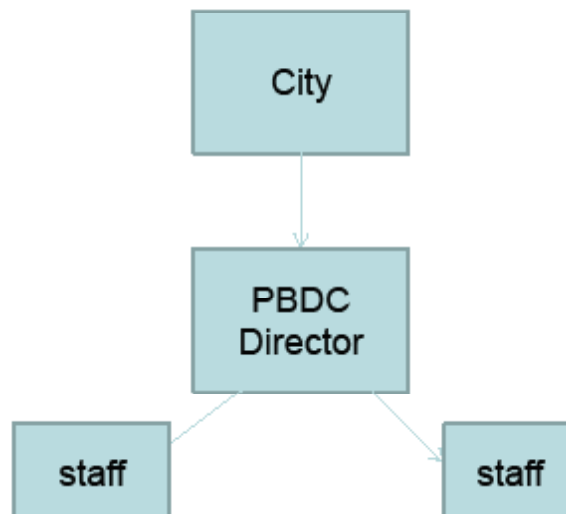
## 3.4 Governance Model

### 3.4.1 Alternative Models Considered

There are three basic models that may be considered by a municipality in offering a cultural asset like the Pierre Berton Discovery Centre to the community. These are:

#### A) **Municipal Ownership & Operation:**

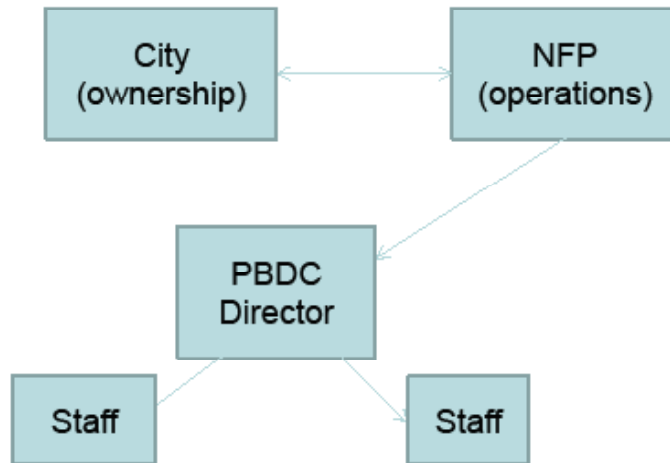
Under this model, the municipality (or other level of government) both owns and operates the attraction.



There is often some sort of Advisory Committee to Council that provides input to programs and operations (sometimes directly to Council, sometimes through municipal staff) and may be involved in fundraising, but fundamentally the municipality owns and operates the attraction. In this model, staff are municipal employees and report through the standard municipal structure. Examples of this approach include the Varley Art Gallery in Markham; the Waterloo Region Museum (owned and operated by the upper-tier Regional Municipality); and the Halton Region Museum (same situation).

#### B) **Municipal Ownership; Operation by a Not-for-Profit Organization (or Volunteer Group):**

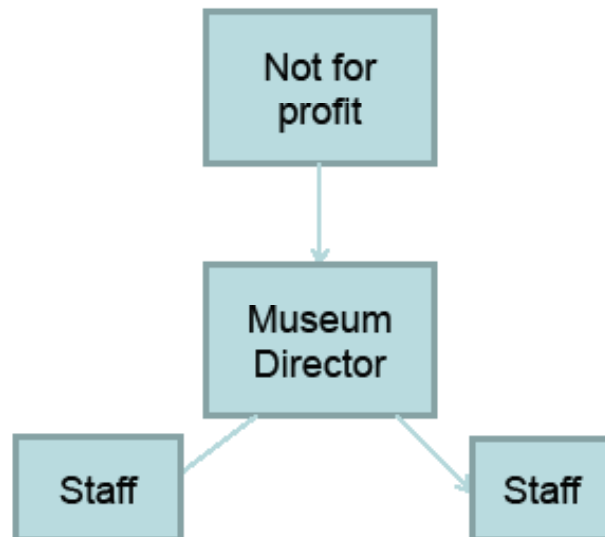
Under this approach the municipality would typically own the land and possibly buildings on which the museum or other cultural attraction was located. The operation of the attraction would be undertaken by a not-for-profit organization of some sort that would be responsible for the development of exhibits, programs, etc.



This 'operating entity' may have charitable status and thus be able to engage in fundraising activities. What is sometimes an issue in these situations is the ownership of a collection (which admittedly will not be an issue with the Pierre Berton Discovery Centre); where the municipality owns the collection there is typically no problem, but when the not-for-profit organization does, there may be questions and issues relating to the its use in exhibits, programs, etc. Also, funding through the Canadian Museums Operating Grant (CMOG) may be at risk (as typically non-collection-based institutions are not eligible to receive grants). An example of this second option includes the Art Gallery of Sudbury.

### C) Not-for-Profit Organization Ownership & Operation:

The third type of model is where a not-for-profit organization owns the land, buildings and collection, and operates the museum, historic site or interpretive centre. Under this model, the municipality is not responsible for the operation in any way (although often some sort of operating grant is provided to the institution, and the municipality may be represented on the Board of the establishment). An example of this arrangement would be the Toronto Aerospace Museum or the RCMP Heritage Centre in Regina.



The advantages and disadvantages of each of these approaches, from the municipality's perspective, are as follows:

Model	Advantages	Disadvantages
A) Municipal Ownership & Operation	<ul style="list-style-type: none"> <li>- total municipal quality control over offering and operation</li> <li>- more assured funding</li> <li>- probably better marketing and promotion within local community</li> </ul>	<ul style="list-style-type: none"> <li>- cost and responsibility of museum operation borne entirely by municipality</li> <li>- may greater difficulty in fundraising (it is difficult for governments to fundraise directly as there tends to be a perspective that people are <b>already</b> funding the operation through their tax dollars) although this may be overcome to some extent through a separate fundraising entity (e.g. Friends organization)</li> </ul>
B) Municipal Ownership; Operation by a Not-for-Profit Organization	<ul style="list-style-type: none"> <li>- municipality better able to look after maintenance and repair of building as resources are already in place (economies of scale)</li> <li>- municipality not responsible for operating costs (although may be expected to cover unexpected deficits if and when incurred)</li> <li>- not-for-profit organization better able to fundraise (especially if able to issue tax receipts)</li> </ul>	<ul style="list-style-type: none"> <li>- pressure on not-for-profit organization operating museum to generate revenues; may consume a large portion of staff time chasing after this</li> <li>- may be pressured into undertaking activities not central to museum purpose (in order to raise revenues)</li> </ul>
C) Not-for-Profit Organization Ownership & Operation	<ul style="list-style-type: none"> <li>- no cost or responsibility to municipality</li> </ul>	<ul style="list-style-type: none"> <li>- vulnerability of museum operation (unless assured source of funding is in place)</li> </ul>

### 3.4.2 Model Recommended

Considering the three fundamental approaches outlined above, the recommended one is the first (i.e. municipal ownership and operation). While this option will likely cost the municipality somewhat more to operate (than the other two models) it does have the distinct advantage that the City will be able to control the development and operation of the Discovery Centre absolutely, ensuring that the messaging, programming and other services offered are all able to optimally meet community demand. And, as pointed out in the previous Section, there would be significant advantages to this model in terms of being able to utilize existing municipal expertise (i.e. taking advantage of the economies of scale that would be present in utilizing existing landscaping workers, maintenance staff, etc.).

The Varley Art Gallery model in Markham is a close analogue to the structure proposed here. In this situation, Gallery staff are municipal employees, and the municipality owns the building and collection. While there is an incorporated not-for-profit 'Board' associated with the facility, they do not function as a typical

Board in terms of providing strategic oversight, hiring senior staff positions, and ultimate accountability for the operation. Rather, the Varley 'Board' advises staff, and in is involved in fundraising activities (they have charitable status). The 'Board' is comprised on 16 community representatives, one of whom is a municipal Councilor. (In our view, this is likely larger than what we would recommend for the Pierre Berton Discovery Centre, where an advisory group of 8 – 10 is likely more manageable.)

Also, there are practical realities that imply that this approach may be the only reasonable option available to the City at this point. Other than the Task Force assembled to steer this current project, there is no apparent group 'waiting in the wings' to take upon the mantle of operating a Discovery Centre. Thus even if the City wanted to forge an agreement with an operating partner, or even hand over the entire facility (once built) to an arm's length owner and operator, there is no waiting organization with the skills and credentials to take this on.

In the longer term, there may evolve such a group who may be a potential operating partner. (Such an organization might grow out of a Friends' association or a volunteer group, for example.) The City should be receptive to developments if and when they occur.

### 3.4.3 Implications of Recommended Model

There are several governance-related implications to the model recommended (municipal ownership and operation) that should be considered. These include:

- **formation of an Advisory Group:** Prior to the official opening (launch) of the Pierre Berton Discovery Centre, the City should assemble an Advisory Committee to assist in developing and providing input and guidance to staff of the Centre as well as Council overall, on various matters relating to the exhibitions and programming of the Centre. The composition of this group might be 8 – 10 individuals, representing various facets of the life of the City of Vaughan. (For example, the group might represent the interests of the tourism sector, historical groups, arts/culture groups, educators and the school board, marketing expertise, newcomer/welcome groups, etc.) The Advisory Group would be appointed by Council, likely for a three-year term on a staggered rotation basis. Their function would be to act in a sense as a Board of Directors (although in an advisory capacity, not a governance one).

- **position in municipal organization structure:** In order to give the Pierre Berton Discovery Centre due prominence as a significant community asset, as well as to recognize the unique type of offering it represents to the community, it is recommended that the Director of the Centre be a direct report to the Chief Administrative Officer of the City. This will ensure that it is given prominence as a key community asset as well as enhance the likelihood that it will be used optimally for municipal purposes. (After a year or two where the Centre is positioned in this way, it is further recommended that an organization review be conducted at that point in time to determine the optimal placement of the function – which may well result in a decision to leave it where it is.)

- **secure position through bylaw:** Another recommendation is that the Centre's purpose, structure, and operating philosophy be enshrined within municipal policy through a specific bylaw passed that articulates these matters. The provision of this bylaw should also be, in effect, a Memorandum of Understanding regarding how the Centre will operate within the context of other municipal assets and services.

- **line item in the municipal budget:** A final implication of the governance model recommended is that the Centre should become a line item in the City of Vaughan budget. This will ensure that it is seen as a discrete and separate entity and program, less likely to suffer budget cuts that may have unintended consequences (for example, if the Department within which the Centre operated experienced a budget cut, this might be passed along as a matter of course to all activities including the Centre; this may be less likely to happen if the Centre is a direct report to the CAO [as described earlier] as well as a separate line item in the budget.)

## 3.5 Programming Model

### 3.5.1 Number of Exhibits Per Year

Annually, the PBDC will present an outstanding interactive multi-media based exhibit on a theme in Canadian history. Each exhibit will be curated by a recognised expert in the particular area of history being presented that year. The multi-media presentations will be complemented by a small selection of artifacts borrowed from museums such as the Canadian Museum of Civilization or from one of the many regional museums whose collections relate to topics in Canadian history.

Each exhibit will be planned and designed to have broad public appeal, addressing both family audiences and adult visitors. This will be accomplished by using a wide variety of interactive exhibit techniques (for example, large-scale projections for groups to view and interactive computer stations for use by an individual or family group). In addition, the exhibits will be conceived so that top-line information for a first-time visitor is provided, and more in-depth analysis of themes is available for those with more time or a specialist interest in some aspects of the exhibit theme.

Central to planning the thematic approach to exhibitions will be to demonstrate the relevance of Canadian history to diverse contemporary audiences. For example, a discussion of the building of the Trans Canada railroad will include not only the national ambitions for nation-building of those who conceived of the project, but also the perspectives and contributions of workers from China who built the railway. Similarly, when discussing the importance of immigration to Canada, the stories of both early settlers and present day immigrants will be told.

### 3.5.2 Connections to School Curriculum

The theme of celebrating Canadian history and culture through the themes written about by Pierre Berton are closely linked to the Ontario curriculum for Canadian and World Studies as outlined in the Ontario Curriculum, Grades 9 and 10, Ministry of Education (2005). These grade 9 and 10 courses are compulsory. This close connection to compulsory courses is advantageous for the PBDC's School Visits Program and forms part of the attendance assumptions made for the Centre (please see section 4.3.1.1 Admissions. In Grade 9 the Canadian and World Studies curriculum concentrates on Geography. In Grade 10, the focus shifts to history, with a course called Canadian History since World War I, covering "the events and personalities that have shaped our nation since 1914". There are many links to this broad topic in Pierre Berton's writings and broadcasts. Also compulsory in Grade 10 is a Civics course, where the curriculum is designed to teach students about "democracy in local, national, and global context, about political reactions to social change, and about political decision-making processes in Canada". Again, the works of Pierre Berton can illustrate these themes vividly.

In grades 11 and 12, Canadian history continues to be taught, although these courses are optional. In Grade 11 students learn about Canadian History and Politics since 1945 and in Grade 12 the course offered is Canada, History, Identity and Culture.

Some offset to the costs of running the school groups program could be found by seeking an Education Sponsor as part of the Annual Fundraising Campaign (please see section 4.3.2.5 for full information on the Annual Fundraising Campaign). In addition, it may be possible to partner with the McMichael Canadian Art Collection to offer school groups a full day of learning experience (for example, a visit to the McMichael in the morning and the PBDC in the afternoon).

### 3.5.3 Other Types of PBDC Programming

Programming at the PBDC will likely include “free with admission” programs and programming for which a fee is charged. The “free with admission” programming will be designed to be a low-cost enhancements of visitors’ experience. Such programs will not likely be a deciding factor in deciding whether or not to visit the PBDC but they that will encourage visitors to extend the length of their stay and add to the quality of their visit. Such programs could include storytelling in the Secret World of Og or guided tours by volunteers of the annual exhibitions.

For larger-scale programs such as March Break camps or birthday parties, fees will be charged to cover hard costs and staff time, and generate revenues. These types of programs will generate attendance that is in addition to base visitation to the PBDC’s displays. Paid programming will likely follow a seasonal pattern, scheduled around annual events such as Family Day, Mother’s Day, Canada Day, Halloween, and the December Holidays.

Both free with admission programs and paid programs will be offered for family audiences and adult audiences. The content of the programs will at some times be specific to the theme of the annual exhibition (for example, performances of songs and poems inspired by the Klondike gold rush). Seasonal programming could take a more general thematic approach. For example, an event around Valentine’s day could include a craft activity for children to make Valentine’s cards as they were made in 19th century Canada and the opportunity to create a digital 21st century Valentine.

In addition to seeking funding for the annual exhibition and the school groups program, sponsors can be sought for programming. For example, local media outlets may agree to partner with the PBDC to provide publicity for larger events such as March Break or local service organizations such as Optimists Clubs may provide funding for a lecture.

## 4.0 FINANCIAL MODEL

### 4.1 Capital Costs and Fundraising

The capital costs for the Pierre Berton Discovery Centre are as outlined below. Note that no payback of this capital cost is anticipated in the operating financial projections; the facility is being built as a ‘public good’ in the same way that a public park or municipal arena would be provided to the citizens of the community.

#### 4.1.1 Capital Costs

##### **Capital Budget Projections**

One of the purposes of this feasibility study is to identify the Capital Cost for the construction of the Discovery Centre with the assumption that the site, as identified for the development, is secured and made available for the project by the City of Vaughan.

However, the conditions of the existing infrastructure serving the site such as the paved parking area, pedestrian access, etc, and including all municipal services such as hydro, water and sewer are considered inadequate for the future use and will require upgrade and/or replacement. The cost estimate below identifies a value of \$300,000 for site development.

Given its current condition, the existing Church structure will require extensive renovation of both interior spaces and exterior building’s elements such as windows, walls, roof, mechanical and electrical systems, etc. The anticipated cost for the renovation is \$700,000. Refer to the building condition assessment in the appendix for a detailed description of the recommended restoration/remediation activities.

The cost for the construction of the Discovery Centre is estimated based on the assumption that the project will be of a high institutional quality, sustainable, and will allow a broad degree of flexibility for the future. Gallery and Exhibits areas are assumed to be constructed as Class-A museum spaces.

The following is the order of magnitude capital cost estimate for the Discovery Centre:

Construction:	Renovation of Existing Church, (approximately 3,600 sf)	\$ 700,000
	New Construction, (11,000 sf @ \$350/sf)	\$ 3,850,000
	Exhibits	\$ 350,000
	Site Development	\$ 300,000
<hr/>		
Total Construction:		\$ 5,200,000
Total Soft Cost @ 25% of the Total Construction Cost:		\$ 1,300,000
<hr/>		
TOTAL CAPITAL BUDGET COST:		\$ 6,500,000

- The estimate is based on the assumption that the project will be carried out in one phase, and as a lump sum tender process to a general – pre-qualified – contractor.
- Contractor's overhead and mark-ups are included in the construction cost.
- Identified values are in 2012 dollars with no allowance for escalation.
- Soft cost includes for furniture, fittings and equipment, Fees and Design/Construction contingencies.
- The following items are not included in the estimate:
  - Taxes
  - Project Management Services
  - Building Permits (City's policies for its own capital projects needs to be confirmed)
  - Operating Costs
  - Special foundations

#### 4.1.2 Fundraising Strategy for Capital Costs

The capital cost could be paid directly and entirely by the municipality or, as is more likely, funding could be obtained from a number of sources. A likely scenario for a cultural asset such as this one is that the sponsoring host municipality would pay a third of the cost, other levels of government would pick up a third (for example, the federal government through the Cultural Spaces program), and a public fundraising campaign would take care of the remaining third.

It is likely that the municipal portion of the capital cost would be financed through debenture or the application of accumulated development charges (although only certain components of the development may be applicable). As well, it is possible that the municipal component of the capital cost may be contingent upon funding being secured from the other sources.)

Turning to the remaining two-thirds of the cost (assuming the third-third-third ratio described above) a separate fundraising campaign would need to be undertaken in order to raise these amounts. Regarding the possible contributions from higher levels of government, the campaign would want to stress the status of Pierre Berton as an iconic Canadian; the role of broadcasting and journalism in nation-building; the importance of making Canadian history interesting and relevant on an on-going basis (i.e. continuing Berton's tradition); etc. Finally, the public fundraising campaign would stress the need for the Discovery Centre in Kleinburg in terms of the economic benefits it would bring; contribution to and revitalization of the community; complementarity with the McMichael Centre; etc. This would likely be a 'local' campaign, centred on the Kleinburg community and Vaughan more generally. The corporate sponsorship elements of the campaign might have a broader reach into the GTA and possibly nationally as well. Here the target might be companies that want to stress their Canadian-ness, interest in education and history, and alignment with the Berton personality and legacy.



The above has simply characterized some of the main points that a capital fundraising campaign would pick up upon. Again, a specific fundraising strategy will need to be developed to pursue this. Please see section 4.3.2.5 (below) for recommendations regarding annual fundraising to support operations.

## 4.2 Operating Costs

This section deals with the operating costs incurred by the Pierre Berton Discovery Centre. A 3-year build-up is assumed, to the point of the operation being sustained at that point. First, staffing costs are discussed, then other aspects of the Discovery Centre's operating costs.

### 4.2.1 Staffing Model

The staffing model assumes eight positions specifically devoted to the operation of the Discovery Centre. These required positions will be:

- Director
- Education and Programming (2 positions)
- Marketing & Development (fundraising and space rentals)
- Marketing Assistant
- Community Programmer
- Administrative Assistant (2 positions)

It is assumed that other staffing needs (maintenance, operations, etc.) will be supplied by the municipality from its existing complement. This would include exterior maintenance and landscaping, interior caretaking and repair, etc.

Normally, a Discovery Centre of the type envisaged here would have a Curator position affiliated with it. However, because of the nature of the exhibits planned (one major popular exhibit each year developed by a "guest curator") plus the fact that this will not be a collections-based institution, a Curator position is not warranted.

The anticipated 'roll out' of this staffing plan over the first three years of operation of the facility (assuming that Year 3 was full operation) would be as shown below:

Position	Year 1	Year 2	Year 3
Director	✓	✓	✓
Education and Programming (2 positions)		✓	✓✓
Marketing and Development		✓	✓
Marketing Assistant		✓	✓
Community Programmer	✓	✓	✓
Administrative Assistant (2 positions)		✓	✓✓
<b>Total Positions</b>	<b>2</b>	<b>6</b>	<b>8</b>

### 4.2.2 Staffing Costs

The table below shows the assumed wages, salaries and benefits associated with each of the positions mentioned above. Note that these are not exact figures, but rather rounded to reflect a reasonable 'mid-point' estimate of the likely order of cost involved for each position.



Position	Assumed Wages Salaries, Benefits (\$2012)
Director	\$90,000
Education and Programming (2 positions)	\$55,000
Marketing and Development	\$70,000
Marketing Assistant	\$50,000
Community Programmer	\$60,000
Administrative Assistant (2 positions) <sup>1</sup>	\$45,000

These staffing cost estimates give rise to the following estimates of staffing costs over the three-year ramp-up period. (Again, bear in mind that these are in terms of \$2012):

Year 1	\$150,000
Year 2	\$370,000
Year 3	\$470,000

### 4.2.3 Other Operating Costs

The national average for salary costs as a percentage of total operating costs for a museum or historic site is 42%. In other words, staffing costs are typically 42% of total operating costs for a museum or historic site. Assuming that this ratio holds true for the Pierre Berton Discovery Centre as well, total operating costs over the three year period will be as shown below (note that all figures are rounded to the nearest thousand dollars):

Year	Staffing Costs	Other Costs	Total Operating Costs (rounded)
Year 1	\$150,000	\$207,000	\$357,000
Year 2	\$370,000	\$511,000	\$881,000
Year 3	\$470,000	\$649,000	\$1,119,000

The table below shows 'other costs' areas for typical museum operations, the range of total cost implied, and what this might mean in terms of operating costs for the Pierre Berton Discovery Centre. (For simplicity, the budget for Year 3 of operations as shown above is used.)

<sup>1</sup> Note that one of these positions would be stationed at the gift shop / food service area, serving that function when required and other administrative duties when not.

Cost Area	% of Total Operating Costs	Range of Total Operating Cost Implied (Year 3; rounded)
Energy Costs of Space (Heating, Lighting, Air Conditioning: HVAC)	7% - 10%	\$78,000 - \$112,000
Marketing and Promotion	5% - 8%	\$56,000 - \$90,000
Insurance	6% - 8%	\$67,000 - \$90,000
Legal, Accounting, etc.	4% - 6%	\$45,000 - \$67,000
Office Supplies	1% - 3%	\$11,000 - \$34,000
Cost of Goods Sold (COGS)	40% to 50% <b>of gross sales*</b>	\$80,000 - \$100,000*
Other Miscellaneous Costs	10% - 25%	\$112,000 - \$280,000
<i>Exhibit Costs (annual curated show)</i>	<i>annual allocation</i>	<i>\$100,000 (contained within "miscellaneous" category above)</i>

\* see Section 4.3.2.3

Note that for a facility the size of the Pierre Berton Discovery Centre (14,700 sq. ft.<sup>2</sup>) the cost ratio above implies an energy (HVAC) cost of approximately \$5 to \$8 per sq. ft. This is within the operating cost range for similar facilities in the area.

## 4.3 Operating Revenues

This section deals with the operating revenues that could be generated by the Pierre Berton Discovery Centre. First, the section deals with earned revenues, which are predicated on attendance and usage (including admissions, event revenue, gift shop revenue, fundraising, etc.) The second part deals with revenues from other sources (governments, foundations, endowments, etc.).

A context for this analysis is that heritage institutions in Canada raise, on average, about one-third of their operating budgets from earned revenues<sup>3</sup>. The remainder has to be operating subsidies from various levels of government, foundations, etc.

### 4.3.1 Attendance and Utilization Projection

#### 4.3.1.1 Admissions

The basic assumptions underlying the attendance and utilization forecasts for the Pierre Berton Discovery Centre are as follows:

- an active marketing plan using traditional and social media is assumed – this would imply an marketing and promotions budget towards the upper end of the range as previously calculated (see Section 4.2.3)
- dynamic, changing, compelling programming, featuring something new to see and do several times each year, is offered: a key element of this will be a new major guest-curated event on a popular topic of Canadian history each year
- the facility itself is attractive (if not iconic), inviting and accessible
- there will be available, and free, parking

<sup>2</sup> Consisting of 3,800 sq. ft. of the renovated church, plus 10,800 sq. ft. of new construction.

<sup>3</sup> Source: Statistics Canada, Survey of Heritage Institutions in Canada, 2007. The actual figure for average earned revenues as a percentage of total operating budgets is 32%.

- the admission price points will be affordable and reasonable
- there will be some crossover potential with McMichael and other attractions in the community (e.g. restaurants, festivals, possibly joint events, etc.) – this may take the form of packaged admissions, discount pricing, etc.

Given these assumptions, it is estimated that an attendance and utilization target of 30,000 admissions for the Discovery Centre should be achievable. In addition, there will be event rentals for the meeting room and community use space in the church that will generate additional utilization of the complex – see below.

Based upon discussions with other benchmarked museum and cultural facilities (including the McMichael Canadian Collection, located very close by) it was determined that not only was the 30,000 paid admissions figure achievable, but that most of the users of the facility would be local. Specifically, it is determined that most (60%) of the users will be local residents (City of Vaughan), with others from GTA and visitors to GTA. In part, local residents will use the Discovery Centre as a showcase for visiting friends and relatives. Also, of course, school group visits from the City of Vaughan, York Region and the wider GTA will be a key market as well<sup>4</sup>.

The 30,000 attendance figure is determined to be a reasonable target for Year 3 of operations, and this analysis assumes, conservatively, that attendance will build to that level over the three year period. Specifically, it assumes that attendance will be 20,000 in the first year, 25,000 in the second, and reaching 30,000 in Year 3 where overall paid attendance can be expected to stabilize. However, it should be pointed out that with some high-profile and very visible cultural projects, there is a pent up demand that occurs as the project is being developed and people in the community see it emerge over time. This can lead to a situation where the first years see a greater-than-average attendance as the facility experiences a ‘novelty’ or ‘honeymoon’ effect in the marketplace. Depending upon the extent of ‘buzz’ created, this effect can be significant. However, in this case, for the sake of a cautious and conservative estimates we have assumed a slower build-up to the audience for the facility.

#### 4.3.1.2 Events

In addition to paid admissions, there will be various events put on by the Pierre Berton Discovery Centre itself as well as by other community and regionally-based individuals and organizations renting the facilities. The estimates presented here assume a proactive and dynamic outreach effort oriented towards developing these events and promoting greater attendance and utilization. (The staffing plan previously discussed provides for the cost of the staff resources required to undertake these tasks).

Specific assumptions are as follows:

**a) additional fee programs:** These events would be events of a smaller-scale nature that could take place in the meeting room and/or exhibit spaces of the Discovery Centre. These types of events, and their potential frequency, could include special community events and programming put on by the Discovery Centre itself: examples would be Canadian film festival (maybe over a weekend); concerts featuring Canadian folk and historical songs; modern version of ‘Front Page Challenge’; Canadian trivia night contests; Canadian authors’ reading series (“Readings from the Berton Centre”); etc. etc. - assuming two such events per month over a 10-month period (excluding the summer months of July and August) would generate 20 such events per year

**b) facility rental for events:** These would be larger events where the larger communal gathering area of the church space would be utilized. Examples of these sorts of events held would include:

<sup>4</sup> This can be enhanced in particular if the annual curated exhibition on a topic of popular Canadian history is oriented towards the school curriculum.

- rental possibilities include weddings, retirements, anniversary parties, birthday parties, etc.
- larger corporate events include annual meetings, product launches, special announcements, etc.
- municipal uses<sup>5</sup>

Assuming that there are two events per week on average for these kinds of larger-scale community uses, there would be approximately 100 such events per year.

Additional fee' programs would be relatively small, on average, possibly averaging 25 persons per event. Events using the larger community space (i.e. primarily the old church) would in most cases be significantly larger, likely 100 persons or more. With these reasonable assumptions, there would be an additional 10,500 users of the facility per year: 500 participating in 'additional fee' events, and 10,000 participating in larger events where facilities are rented. As with the paid admissions, this estimate of events usage would be at the end of the three-year period, and would build up to this point over the duration.

#### 4.3.1.3 Total Users

Based on the assumptions outlined earlier, total use of the Pierre Berton Discovery Centre can be estimated to be:

Year	Regular Paid Admissions to Discovery Centre	Event Users	Total Users (rounded to lowest 000)
Year 1	20,000	5,000	25,000
Year 2	25,000	8,000	33,000
Year 3	30,000	10,500	40,000

#### 4.3.2 Earned Revenues

There are 5 sources of earned revenues for the Pierre Berton Discovery Centre. These are: 1) paid admissions; 2) revenue from events and special programs; 3) revenues from the gift shop and food service; 4) memberships; and, 5) donations. Each is discussed in turn.

##### 4.3.2.1 Paid Admissions

An average admission of \$6 per person, on average, is assumed. This is based on a one-hour experience (on average) in the Discovery Centre to see exhibits, participate in programs, etc. The \$6 per person represents a blended rate (e.g. \$5 child; \$7 adult – assuming, say, an average party consisting of two adults, one child and one senior).

With 30,000 paid admissions per year, and an average admission fee of \$6 per person, this would represent gross revenues of \$180,000 in year 3. However, the existence of a membership program (where free admission is part of the package deal) will eat into this revenue potential to some extent. It is accordingly assumed that one quarter of this revenue amount will be foregone through memberships (although this will be made up for to some extent through membership revenues).

Accordingly, the earned revenues from paid admission over the three-year period are:

<sup>5</sup> Our subsequent financial analysis assumes that any municipal use would be charged for by the facility at full market rates. In reality, the municipality would likely either not charge itself for the use of the facility or have some favorable charge-back rate policy. For the simplicity of this analysis at this level, this detail has been ignored.

Year 1	\$90,000
Year 2	\$112,000
Year 3	\$135,000

#### 4.3.2.2 Revenue from Events and Special Programs

Specific assumptions relating to the revenue from events are as follows:

**a) for ‘additional fee’ programs**, i.e., special events and programming put on by the Discovery Centre itself: assume two such events per month over 10 months, average attendance of 25, special fee of \$15 per person = \$7,000 (rounded down)

**b) for space rentals:**

- community rental possibilities include weddings, retirements, anniversary parties, birthday parties, etc.
- larger corporate events include annual meetings, product launches, special announcements, etc.
- municipal uses (probably not charged, same as above)
- assume two such events per week (say 100 per year) - this presupposes that there is someone in the municipality that is actively promoting/marketing the use of the facility in this regard
- assume that for each event, the Discovery Centre exhibits could be opened (made available) for the interest and benefit of guests at the event
- assume that rental rates for the facility would be \$90 per hour (the price range for community centre facilities in the GTA is between about \$60 per hour on the low end and \$100 on the high end, so a rental rate towards the higher end of the range is assumed) - there is often a minimum 7 hour rental for week-end events, and 3 hour minimum for weekday (including Friday) events - so, a weekend event would generate \$630 and a weekday event \$270
- assume half of the 100 events estimated are weekend, and half weekday – this generates gross revenues of \$45,000 - note that this a gross figure - the costs of providing preparation and cleanup, as well as the up-front promotion and marketing costs are not included: these could be 30% to 50% of the gross (these costs are accounted for in Section 4.2.3)
- many facilities also require that the event purchase ice and pop through the centre, so this could be another revenue sources; also
- assume that for each event, the Discovery Centre could be opened (made available) for the interest and benefit of guests at the event

With these assumptions, and assuming the ‘build up’ of use as described in Section 4.3.1.3, the gross revenue projections could be:

Year 1	\$26,000
Year 2	\$42,000
Year 3	\$52,000

#### 4.3.2.3 Revenue from the Gift Shop and Food Service

A third source of revenues is from the gift shop and whatever ancillary food service is offered at the facility. Assuming that the average stay per visitor is 1 hour (or more) the chances that a visitor will buy a souvenir or a refreshment are enhanced (compared to a shorter stay). Based upon the experience of the consultants, a target of \$5 per visitor should be achievable and would be within the norm of reasonable productivity see elsewhere. (Note that this is a per visitor average; the actual reality may be that 50% of the visitors don't purchase anything at all while the remaining 50% who purchase something spend on average \$10 each. So the average across all visitors would equal \$5.

This average spend per visitor could apply to all visitors and users of the Pierre Berton Discovery Centre (i.e. paid admissions as well as those attending events) assuming the gift shop and food service operation were open at the times when visitors and users were present. This generates the following estimate of gross revenue from this source:

Year	Total Users	Gross Revenues from Gift Shop and Food Service
Year 1	25,000	\$125,000
Year 2	33,000	\$165,000
Year 3	40,000	\$200,000

#### 4.3.2.4 Revenue from Sale of Memberships

It has previously been estimated that 25% of paid admissions would likely be through memberships rather than single ticket sales (see section 4.2.3.1). In Year 3, this is equal to 7,500 visits. Assuming the cost of a membership as \$25 per family, and an average of 5 person-visits per family (to justify the cost of membership) this implies on the order of \$37,000 in memberships sold (in Year 3 – rounded down<sup>6</sup>). As well, though, some individuals and families will purchase memberships as their way to support the vision and mandate of the facility (without necessarily the intention to visit). To account for this, the membership revenues are inflated by 25% over what they would otherwise be from just potential visitors.

(The membership situation could be further complicated by developing a services of different types of memberships: individual; family; lifetime; corporate, etc. However in the interests of developing a reasonable and conservative estimate, the approach outlined here is taken as a simple approach that will generate a reasonable accurate estimate.)

Pro-rating the sale of memberships on the basis of the overall forecast of utilization previously developed yields the following estimate of earned revenue from this source:

Year 1	\$35,000
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#### 4.3.2.5 Revenue from Fundraising

The final source of earned revenue is what the Pierre Berton Discovery Centre is able to generate from its own fundraising efforts. Note that this is not capital fundraising as we earlier discussed; rather this is fundraising for an annual donation campaign.

<sup>6</sup> The calculation is as follows: 1,500 memberships sold, assuming 5 free visits per membership on average, would account for the 7,500 visits. And the revenue accruing to the DiscoveryCentre from the sale of 1,500 memberships at \$25 each would be \$37,500 (rounded down to \$37,000).

The annual curated show on a topic of popular Canadian history provides an appropriate and attractive target around which fundraising efforts can coalesce. In particular, there could be significant corporate sector and foundation interest in being associated with the program (depending, of course, upon the topic matter and its proposed presentation.)

A rule of thumb in the fundraising community is that a fundraiser should be able to generate two to three times his or her own salary in terms of a fundraising effort. The staffing plan previously outlined had suggested that a marketing and development (read: fundraising) position be retained in Year 2 of the roll-out of the Discovery Centre. The salary, wage and benefit costs associated with this position was \$70,000.

Accordingly, assuming (conservatively) a two-times multiple of this amount as the result of fundraising activities, the earned revenues generated from this activity would be \$140,000 in each of Years 2 and 3 of the plan (after this position has come on-stream).

#### 4.3.2.6 Summary of Earned Revenues

The summary projection of earned revenues from all of the above sources is shown in the table below:

Year	Paid Admissions	Events and Special Programs	Gift Shop and Food Service	Sale of Memberships	Fundraising Efforts	Total Earned Revenues
Year 1	\$90,000	\$26,000	\$125,000	\$35,000	\$0	\$276,000
Year 2	\$112,000	\$42,000	\$165,000	\$39,000	\$140,000	\$498,000
Year 3	\$135,000	\$52,000	\$200,000	\$47,000	\$140,000	\$574,000

#### 4.3.3 Other Sources of Revenue

The shortfall between earned revenues and the total operating budget is shown below.

The shortfall between earned revenues and the total operating budget is shown below.

Year	Total Operating Budget	Earned Revenues	Shortfall
Year 1	\$357,000	\$276,000	(\$81,000)
Year 2	\$881,000	\$498,000	(\$383,000)
Year 3	\$1,119,000	\$574,000	(\$545,000)

The usual sources of revenue to cover this shortfall would be a) operating grants from government such as the Canadian Museum Operating Grant – CMOG; b) revenue generated from an endowment or similar bequest; c) revenue or in-kind services donated from a Friends Group or volunteer association (often however, considered to be part of fundraising); and d) an operating subsidy provided by the municipality or higher levels of government.

Regarding operating grants, in the case of the Pierre Berton Discovery Centre, the enterprise is not eligible for a CMOG grant as it does not have a collection. However, the Discovery Centre *may* be eligible for other types of operating grants according to the types of functions it undertakes and services it provides. Possibilities in this regard include:



## **Department of Canadian Heritage - Canada Cultural Investment Fund – Strategic Initiatives Component**

*Strategic Initiatives provides financial assistance for projects involving multiple partners that will help arts and heritage organizations strengthen their management abilities, make strategic use of new technologies and diversify their revenues.*

In the last two granting cycles, grants have been made to museums of between \$19,000 and \$50,000 for projects such as building capacity to use social media and web development.

<http://www.pch.gc.ca/eng/1268609659093/1296740871095#a1>

### **Canadian Heritage Information Network – Virtual Exhibits Investment Program**

Through the VEIP, develop on-line exhibits, interactive resources and other education resources that engage online audiences in Canada's history and heritage.

In 2012 this program made twelve grants to Canadian museums and heritage centres, ranging from \$70,500 to \$374,700. If the PBDC wishes to create on-line versions of the annual exhibit, this fund could be approached. To be eligible to apply for this grant, applicants must be a member of CHIN. As the PBDC will not actively acquire new collections, the PBDC should be in contact with CHIN to ensure that they qualify for membership of CHIN.

[http://www.rcip-chin.gc.ca/financement-investment/expositions\\_virtuelles-virtual\\_exhibits/index-eng.jsp](http://www.rcip-chin.gc.ca/financement-investment/expositions_virtuelles-virtual_exhibits/index-eng.jsp)

### **Canada Cultural Spaces Fund**

The CCSF seeks to improve physical conditions for artistic creativity and invocation. It is also designed to increase access for Canadians to performing arts, visual arts, media arts, and to museum collections and heritage displays. The Fund supports the improvement, renovation and construction of arts and heritage facilities, and the acquisition of specialized equipment as well as conducting feasibility studies.

The PBDC qualifies for the Canada Cultural Spaces Fund grant. The average approved contribution is about 37% of total project costs.

<http://www.pch.gc.ca/eng/1267728945673#a1>

### **Ontario Ministry of Tourism, Culture and Sport - Creative Communities Prosperity Fund**

The fund provides financial assistance to municipalities, Aboriginal communities and not-for-profit organizations to undertake cultural planning initiatives. In 2011-2, forty-four organizations received \$2.2 million in funding for a variety of projects, such as cultural mapping, toolkits and resources, culture plan development, and guidebooks and websites showcasing cultural assets.

However, because these possible grants these are fairly uncertain and potentially problematic, the approach taken here is a conservative one, to assume that they will not become part of the Discovery Centre's operating plan.

Similarly the approach taken here is to assume that an endowment fund is not part of the operating budget. This is for two reasons: 1) it is very difficult to assemble an endowment fund at the same time as one is developing a capital campaign (although where this is possible it is extremely helpful<sup>7</sup>) and 2) the three-year timeframe under consideration here is just too short a period of time to get anything going in this regard.

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<sup>7</sup> For example, the recent capital campaign for the new Remai Art Gallery in Saskatoon was successful in generating a donation of \$15 million for the building plus another \$15 million endowment specifically for programming. This, however, is a rare example.



A Friends Group or volunteer organization also is unlikely to be able to contribute anything too significant in terms of operating funding to narrow the gap – especially within the three-year time period.

All of which leaves the municipality (or other levels of government, if they can be convinced) to pick up funding. In the most realistic (and thus conservative) situation, the Pierre Berton Discovery Centre may cost the City of Vaughan, as indicated above, on the order of \$545,000 per year (as of Year 3).

However it should be noted that the percentage of earned revenues for the Pierre Berton Discovery Centre throughout the three year initial operating period is much healthier than is seen in other heritage institutions across Canada. Compared to the average of 42% (for all heritage institutions in Canada) the Pierre Berton Discovery Centre is estimated by this analysis to have the potential to generate over half – 51% - of its operating budget through earned revenues by Year 3 of its operation.

## 4.4 Economic Impact

When considering the operating subsidy of the Pierre Berton Discovery Centre it is also important to note the kinds of benefits that it will confer on the community. In addition to providing educational, recreation and social engagement opportunities for residents of Vaughan, the Centre will also deliver some tangible economic benefits that will partially offset the municipal subsidy. Consider the following assumptions:

- assume 40% of attendance of all users in Year 3 comes from outside Vaughan (say 16,000)
- further assume each visitor spends \$25 in Vaughan associated with their trip (restaurant, gas, merchandise)
- total expenditure from this source is \$400,000

Thus \$400,000 of additional expenditure could be generated in Vaughan directly as a result of the Pierre Berton Discovery Centre. Seen this way, the municipal subsidy becomes an investment in both opportunities for residents as well as economic benefit to the community.

## 5.0 PROPOSED SITE

### 5.1 Description of the Site

The Kleinburg United Church is situated at 10418 Islington Ave, near Islington Ave and Nashville Road in Kleinburg, ON, within the Kleinburg-Nashville Heritage Conservation District.



From the beginning of the process, the committee has felt that a location at or near the village core would be ideal to create synergies between the commercial activities and the Centre. Pierre Berton strongly identified with the Village of Kleinburg and community building was a huge part of his 54 years living there. His wish would have been that the Centre contribute to the strength of the Village, to withstand the mounting external pressures of modern development, and to maintain its strong visual and historic identity and sense of community in that context.



Availability of a suitable site is limited in Kleinburg and multiple locations were considered before deciding on the final location at the former Kleinburg United Church.

Key considerations in choosing the site include:

1. Contribution to the Village Centre/Location – Pedestrian Access
2. Ease of Vehicular Access and Traffic Impact
3. Visibility for Visitors to the Village
4. Site Size
5. Site Flexibility and Adaptability
6. Site Cost
7. Site Availability

## 5.2 Opportunities and Constraints

### Opportunities

Given its proximity to both natural environment and historical resources the selected site offers a great number of opportunities. They can be summarized as follows:

At a larger scale the site is in close proximity with the trails, rural and natural heritage system within and around the Kleinburg core, which was historically founded as a rural village. The visitor of the Discovery Centre has the opportunity to experience a diversified environment within walking distance.

At a local scale the site creates the opportunity for a direct connection to Islington Avenue as the main street of the historical village core. This prominent location reinforces the on-street business environment and promotes the economic development of the Kleinburg core while providing uses that meet contemporary needs.

The existing 1926 Church brick structure can provide the additional multi-use spaces ancillary to the Discovery Centre required to accommodate various community programs as opposed to building a larger new facility at much greater cost. In addition, this structure provides a natural buffer between the noisier commercial activities and traffic along Islington Avenue, and the new addition for the Discovery Centre.

The proximity of the site to the McMichael gallery, housing one of the largest Canadian art collections, offers the opportunity for the visitor of the Discovery Centre of a convenient, close-by access to a significant world cultural resource.

The site is adjacent to a valley land where large mature trees contribute to the green “backdrop” that is characteristic of village settings as opposed to urban or sub-urban settings. There is an opportunity to establish a direct visual connection to the valley land as well as a place for various specific recreational uses and outdoor program activities closely related to the Discovery Centre.

The sloping site of the valley land to the west facilitates the creation of a building mass with a low profile, where the basement level is cut right into the slope; at the same time convenient walk-outs and large fenestrations towards the valley can be provided. A low mass and building profile further minimize the visual impact of the new construction onto the valley backdrop, as viewed from the main street.

The site is currently served by an outdoor, hard-paved parking area to the north which will continue to be used as such. This is considered an asset as surface parking is scarce in the Kleinburg core. However, overflow parking may have to be accommodated elsewhere, off-site along Islington Avenue.

### Constraints

There are also a number of site constraints primarily related to the natural topography of the site, the existing mature vegetation, etc. as follows:

The site is adjacent to a significant sloping portion of valley land to the west that falls under the jurisdiction of the Toronto Regional Conservation Authority. The boundary of the allowable buildable development must respect this limit as established by the existing top of bank.

There are a number of mature trees worthy of preservation around the south and west perimeters of the property that further limit the extent of the development.

The existing parking area to the north, although considered an asset for the new development, may be undersized to accommodate a large number of vehicles that may be required at peak times.

## 5.3 Summary of Building Condition Assessment

+VG also undertook a detailed Building Condition Assessment (BCA) in March 2012. The investigation included the building fabric and a visual review of the masonry, roofs, windows and landscape. The full BCA is included in the Appendix of this document. The purpose was to provide the Owner (City of Vaughan) with an overview and priorities in consideration of the proposed future adaptive reuse and expansions of the existing church.

A description of the key observations, deficiencies and remediation can be summarized as follows:

- The roof is generally in good condition with the need for some minor repairs.
- The exterior masonry and mortar joints exhibit weathering and atmospheric pollution, requiring remedial work.
- The windows are deteriorated to varying degrees and require restoration.
- The landscaping is generally in good condition, however corrected measures should be taken to address minor drainage and accessibility issues
- Plumbing, HVAC and electrical are at or near the end of their useful lifecycle and /or not meeting current Code requirements, requiring replacement and upgrades to suit the proposed future uses of the existing church.
- Further study should be carried out during other times of the year to properly assess the performance of the building fabric during freeze/thaw cycles.
- Further investigative study and assessments are required and recommended: 1. Detailed condition survey and prioritized work for the leaded/stained glass windows 2. Environmental Study 3. Designated Substance Survey

It is also recommended that prior to the start of construction for future alterations and additions, the mechanical, electrical and structural systems be examined once more in detail to ensure that all new or restored components are in acceptable working order.

## 6.0 ARCHITECTURAL DESIGN AND DEVELOPMENT FOR THE PROPOSED DISCOVERY CENTRE

### 6.1 Assumptions on Programme Requirements

Several assumptions on programme requirements were made by the consulting team as follows:

- The meeting and multipurpose rooms in the new building will be scheduled/booked for use by both the Kleinburg community and the general public for private functions.
- The PBDC will be open during public hours and the renovated church will be available for private or public use depending on programming.
- Parts of the PBDC or church may be scheduled for private use outside public opening hours.

### 6.2 Access and Adjacencies

The new addition for the Discovery Centre is proposed as a flat roofed, one-storey plus lower level structure for a total of approximately 11,000sf. The addition is designed to occupy the south west portion of



the property, facing the valley land, and physically connected to the west facade of the existing Church structure by a public atrium space.



At the outset of the design stage an alternate portion of the property was considered for the siting of the new addition; this was identified along the west side of Islington Avenue and parallel to the street. However, in this configuration the resulting 2-storey building mass would have impacted negatively on both the Islington streetscape and the viewscape from the street to the valley land. Further, easy access to the on-site parking would have been compromised. For these reasons this option wasn't pursued any further.

The existing parking area to the north of the Discovery Centre is currently accessed by a short driveway directly off Islington Avenue. Access and parking area will be maintained in the current location but resurfaced and upgraded with general outdoor lighting, proper signage, etc.



The main public pedestrian access to the new Discovery Centre will be through a barrier free ramp and a set of stairs directly connecting the parking area to the new welcome hall.

The existing entrance to the Church building, just off Islington Avenue, will be maintained for convenience of access but upgraded as per current standards and regulations.

A new vehicular service driveway, between the existing Church building and the property's south boundary, will directly connect Islington Avenue to the new addition's receiving dock and "back-of-house".

For convenience of access the finish floor elevation of the main lobby and atrium space will match the elevation of the existing church's main level. Vertical circulation to the lower level is through a pair of public stairs conveniently located at both ends of the welcome hall and by two elevators, one for public use with direct access from the atrium, and one for service use connecting the receiving area to the main exhibit space.

In order to achieve adequate ceiling space for the mechanical duct distribution and services, the floor of the new addition's lower level is dropped below the lower floor of the existing church. As a result, a new set of stairs and lift between the addition and the existing church will be required to connect the two different floor levels.

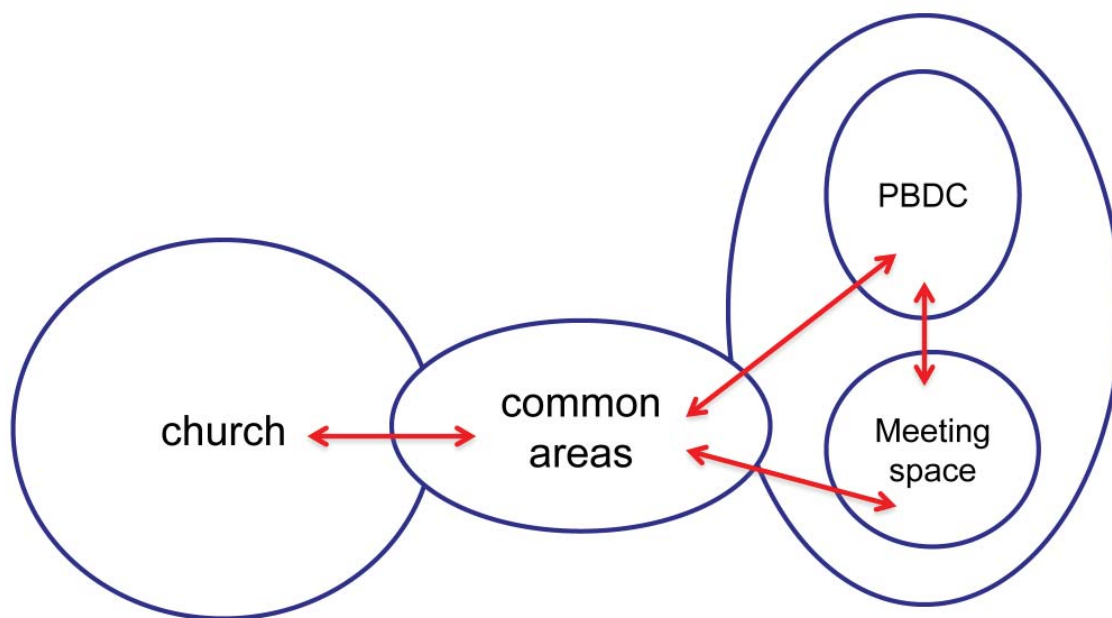
The new welcome hall is the core and main public space of the facility. It is centrally located between the new addition and the existing church; intended as a large glassy atrium it will function as a common area from where all of the other program areas can be easily accessed. Events and programmed activities taking place in both the new addition's exhibit areas and the multi-use church spaces can be carried out simultaneously or independently from each other. Conveniently, all the facility's services such as public washrooms, stairs elevators, etc. can be shared and be easily accessed from the main welcome hall on both levels.

The reception desk is conveniently located right next to the centre's main entry, between the administrative offices and the coffee corner -boutique, so that visitor's monitoring/information, ticketing and sale of goods can be carried out with a minimum number of staff.

The main exhibit space is accessed by a set of double doors next to the public elevator and it is internally provided with a service elevator connecting the exhibit area with the loading dock on the lower level. On the opposite side of the welcome hall is the main access for the facility's largest multi-purpose room which is housed entirely within the existing church's main level.

In the lower level, several additional multi-purpose rooms and meeting rooms are located in both the new addition and existing church. The digital archives and the world of Og exhibit are conveniently located adjacent to the main corridor and public elevator. The lower level also houses the loading dock, storage facility, the exhibit workroom and the mechanical-electrical service spaces. A detailed description of each of the main programme zones is provided in section 6.4

The PBDC, Church, and the Community Space will share some common areas: lobby, elevator, bathrooms and building services



### 6.3 Option for Additional Space

In conjunction with the directions given to the consultant's team about the purpose and mission of the Discovery Centre, a series of discussions were carried out on how to address the need for additional space, may this be required in the future.

While this feasibility study is limited to develop the design for a facility primarily accommodating the Discovery Centre and its ancillary multi-purpose areas and meeting rooms, the Kleinburg and Vaughan communities may benefit from additional multiple-use space which may be accessed independently from the Discovery Centre or combined together in special events, for added flexibility.

An in-depth evaluation of options for expansions - from the base model - is not part of the mandate for this study; however an obvious solution would be to build an extra 2nd storey over the main level of the new building, for an approximate additional 5,500sf.





One of the advantages of the current design layout is that vertical circulation such as stairs, elevator, etc. can be easily shared and extended in order to serve the additional storey, as well as the primary building mechanical, electrical systems, etc.

The capital cost associated with an increase of 5,000 gross floor area, and including soft costs is approximately \$2.4M. It is anticipated that the additional space, if for community use, can in turn generate revenue. However, determining in detail the revenue and operating costs associated with the additional space is not part of this study.

## 6.4 Analysis of Programme Zones

### **Gallery / Exhibition Space** (+/-2500 sq ft)

The key component of the Pierre Berton Discovery Center (PBDC) is the gallery and exhibition space. This space will host changing installations as developed by the Discovery Centre staff, as well as consulting curators or subject matter experts. The exhibitions will range from long term temporary installations in duration from 1 month to about 9 months. In addition there may be smaller and short term installations between the larger shows that might last a short time (a few days to a few weeks). These exhibitions may comprise loans of individual objects or small collections from other institutions. Given that loans of museum quality objects and collections may be likely, it will be critical that the exhibitions space is designed to be able to provide class A environmental conditions. The criteria required for an environmentally stable exhibitions space is defined by the CCI, the Canadian Conservation Institute. These guidelines define performance criteria for parameters such as: Consistent temperature; Consistent relative humidity; Passive and active security measures and monitoring; Non UV lighting systems; Environmentally responsible materials; and so on. The design of the space, the finishes and most critically the building systems will need to be developed in compliance with the standards of the CCI in order to be able to be officially recognized as a Class A exhibitions space. Achieving this qualification, will enable the exhibition space to be able to demonstrate that the PBDC is able to comply with the environmental standards of museums and art galleries, and thereby able to receive loans of archival and sensitive documents and collections.



The spatial characteristics of the exhibitions space are basic but important. The space needs easy access and exiting for visitors and an ability to close and secure the space during installations or during off hours. The space needs to be serviced with clear access from the preparatory workshops and loading dock either through direct access on the same level or through a large size freight elevator. The space needs in-floor electrical and IT data ports, as well as around the perimeter. The space requires flexible overhead lighting systems based on non UV lighting types, (preferably lighting systems that are long lived, like LED). The space needs perimeter walls that have the capacity to be able to secure, anchor and mount artworks into a rigid substrate system like concealed plywood. This is similarly required in the ceiling. The space needs active and passive security monitoring systems, as well as a secondary secure entry and exit route preferably through the administration offices for VIPs, dignitaries, and special high profile visitors. Ideally the space should also be able to have a few exterior windows as might be ideal for different types of installations and these exterior windows should have at least two types of automated shading systems (full blackout and 90% blackout)

### **Pierre Berton's Canada Timeline** (+/-400 sq ft)

To help establish the unique Canadian voice and perspective of the PBDC, Pierre Berton's Timeline of Canada is a discrete and introductory experience that gives a quick overview of many important events in Canadian History. As a framework to this installation, it also showcases the many books, publications, documentaries, and media projects of Pierre Berton himself.



The installation will offer both multimedia components (short segments featuring Pierre Berton, noting aspects of Canadian history), as well as words and images (including the opportunity to include important current events. This would be an ideal spot to showcase highlights like an Olympic win, or a noteworthy Canadian achievement. The Timeline installation could be OUTSIDE of the gallery space, as a feature of the lobby and could work well as an introductory experience that remains a long term feature of the PBDC.

#### **Pierre Berton Office Augmented Reality Reconstruction** (+/-400 sq ft)

To honour and showcase the namesake of the PBDC and his unique Canadian perspective, the PBDC should contain an honorific installation dedicated to Pierre Berton. The office reconstruction is a small space dedicated to recreate the office / study of Pierre Berton, richly appointed with objects, furnishings, and documentary materials from the Pierre Berton Archive. This installation showcases many of his books and personal collections and could be set up to give the impression of what his space was like when he was hard at work on one of his projects.



The installation could also offer a multimedia component (such as an Augmented Reality application, whereby visitors could use their smart phones to scan the room and access enhanced background information about the actual objects on display, showing details about the books, manuscripts, mementos, etc). The office reconstruction installation could be INSIDE of the gallery space, as a feature of the lobby and could work well as a permanent feature that remains a long term feature of the PBDC.

### **Coffee Corner & Boutique** (+/-400 sq ft)

For many visitors there will be an interest in making a small souvenir purchase and or taking refreshment during their visit. Therefore the PBDC should provide visitor amenity features like a small café and boutique. Marketing of materials could likely be related to the exhibits that are on display (featuring books, small souvenirs, DVDs, etc). Refreshments can be limited to small light beverages, coffees and prepackaged snacks.

Therefore the boutique needs basic features like simple flexible display systems with ample built-in storage for additional stock. The coffee corner requires simple flexible furnishings, counters, storage, plumbing, coolers for storage of fresh stock. The boutique and coffee corner need to have fully lockable storage systems or be able to be gated and secured. Ideally the Coffee Corner and boutique is near or adjacent to the entry to the exhibitions space and on the same level as the exhibitions space.





### **Executive Directors Office**

(+/- 300 sq ft)

The PBDC long term planning, programming and daily operations will be overseen by an Executive Director. Due to the range of responsibilities for operations and long planning the Executive Director will need a separate office. The office needs to be secure, lockable, and accessed through the main office space of the PBDC. Ideally the director's office should have direct interior access to the exhibitions space, so that the office can be used as a Green room for visiting scholars, lecturers or dignitaries visiting for specific events or programs.

### **Open Office Workspace**

(+/- 400 sq ft)

The PBDC daily operations will require additional staff for programs, planning of exhibitions, and maintenance. This will require a modest open-office work space adjacent to the Directors office. The open office needs to be secure, lockable, and accessible directly off the lobby space. Ideally the office should be able to offer direct visual oversight of the lobby, the gallery entry and perhaps even visual line of sight surveillance of the interior of the exhibitions space (perhaps through a small window, to provide a degree of passive security oversight).

### **Technical Support and Media Content Server Room**

(+/- 100 sq ft)

The changing installations and the exhibitions will require the capability to provide digital media content on display in the exhibitions and accessible through the web. This content will often be supplied by outside partners or content developers. The PBDC will require a digital media server room that is ideally located directly adjacent to the exhibitions space for ease of access during the loading, and de-bugging of software content that is part of the various exhibit installations. The room will need separate cooling, ample power capability, and a network of conduit runs to various locations in the exhibitions space (in floor, around the perimeter, and in the ceiling as well as in the lobby of the PBDC).



### **Pierre Berton Digital Media Archive** (+/- 400 sq ft)

To showcase the pivotal importance of Pierre Berton in early Canadian television, and media broadcasting, particularly his unique Canadian perspective presented often through public broadcasting, the PBDC should contain a digital media installation and archive. The Digital media archive can assemble the vast library of digital media stories, segments and TV shows that featured Pierre Berton.



The digital media archive is a small library-like space outfitted with tables, chairs, modest lighting and a few stations with touch screens where visitors can access the library of clips of Pierre Berton. In addition the digital media content of past exhibitions and linked topics could also be available to the public. The digital media archive could be OUTSIDE of the exhibitions space, could be a feature of the lobby, or could be on another level discrete from the lobby acting as an enticement for visitors to explore other spaces. The digital media archive should be a permanent feature of the PBDC.

### **The Secret World of OG** (+/- 600 sq ft)

A particularly beloved work of Pierre Berton's: The Secret World of OG will be introduced to young visitors as an interactive and exploratory discovery room. The Secret World of OG will be a small discrete discovery room dedicated to play for youngsters up to about 8 or 10 years old. The room will be a sort of mini world and jungle gym based on the famous Pierre Berton book.



Using the model of a safe playroom for kids (according to the modest example of the IKEA ball room) the Secret World of OG will be a fantastical space full of recreated naturalistic features, light effects, sound effects, and good surprises. This will be a fun destination for little kids whose parents have come to take in one of the exhibits on view. The digital media archive must be OUTSIDE of the exhibitions space, and should be on another level discrete from the lobby acting as an enticement for visitors to explore other spaces. The Secret World of OG should be a permanent feature of the PBDC.

#### **Programs / Meeting room** (+/- 500 sq ft)

Associated with the changing installations and the exhibitions the PBDC should have the capability to provide a programs and events meeting room for topics associated with the exhibitions on view. This room should be able to host groups of about 30 to 40 people, for small lectures or events, with speakers and content often be supplied by outside partners or content developers.



The programs meeting room could be ideally located directly adjacent to the exhibitions space for ease of access, but could also be on another level. The room will need flexible lighting, with dimming, ample power capability, and a network of IT connections (in floor, around the perimeter, and in the ceiling) and media access to the Digital archive and the IT media server, video projection capability, and integrated media sound systems.

### **Multi Purpose Room**

(+/- 1000 sq ft)

Associated with the changing installations and the exhibitions the PBDC should have the capability to provide a highly flexible multi-purpose room for topics associated with the exhibitions on view, or extended exhibitions space for installations that do not necessarily require strict environmental controls. This room should be able to host large groups of people for events or exhibit installations that might feature speakers and/or content often be supplied by outside partners or content developers. The multi-purpose room could be on another level of the PBDC. The Multi Purpose room will need flexible lighting, with dimming, ample power capability, and a network of IT connections (in floor, around the perimeter, and in the ceiling) and media access to the Digital archive and the IT media server, video projection capability, and integrated media sound systems.

### **Exhibits Workroom, Preparatory Shop and Exhibition Storage**

(+/- 1000 sq ft)

The Exhibitions workroom will be essential to the activities of the PBDC as it develops exhibition installations. The activities in the workroom will range from receiving and shipping loans of objects and materials for exhibitions; Unpacking and condition reporting; Storage of crates; Receipt of materials and prefabricated exhibit features (lighting, cases, props or media equipment); Building small elements required for exhibits; Storage of exhibit devices like lighting, small media equipment and small cases; Storage of materials.



The Workroom will need ample power, tools for light construction and fabrication and assembly tasks, open storage, lockable storage, ample counter space, a clean work room, plumbing, and a small secure room / vault for high value loan materials. The room will need access to the loading dock, to provide easy access for incoming and outgoing exhibit features and materials. It will need clear access to the freight elevator to the exhibitions space. The Workroom needs secured staff access to the public spaces of the PBDC.

#### **Loading Dock and Receiving (+/- 1000 sq ft)**

The Loading dock is the essential point of access for incoming goods and exhibit features and outgoing loans. The loading dock needs direct access to the exhibits workroom and clear access to the freight elevator. The loading dock must be covered to allow materials and exhibit loans to be unloaded without exposure to rain and snow. The loading dock door needs to be security monitored with a secure access-protocol.

**Net Total of all Programme Areas: 9000 sq ft**

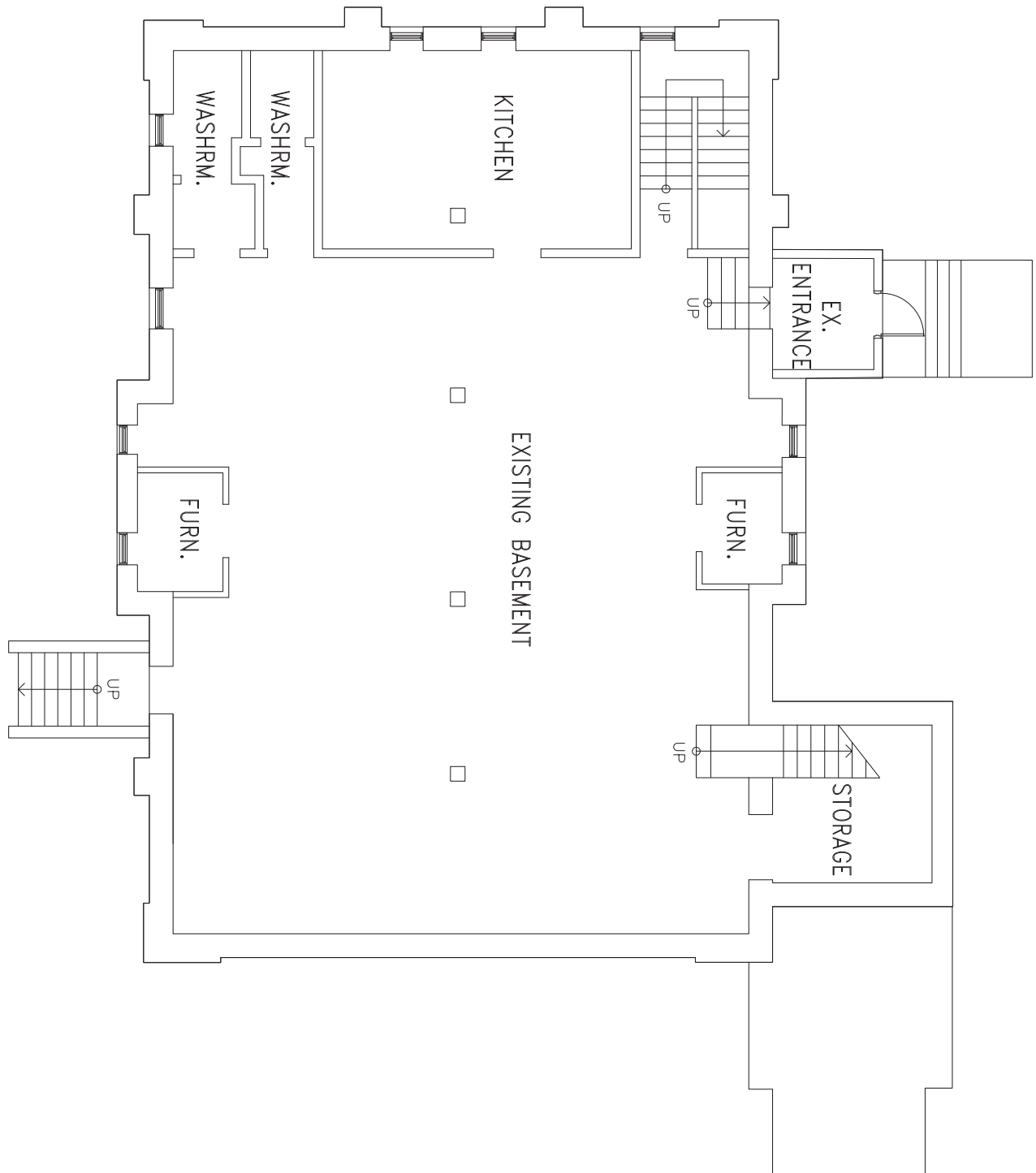


## 6.5 Existing Site and Floor Plans

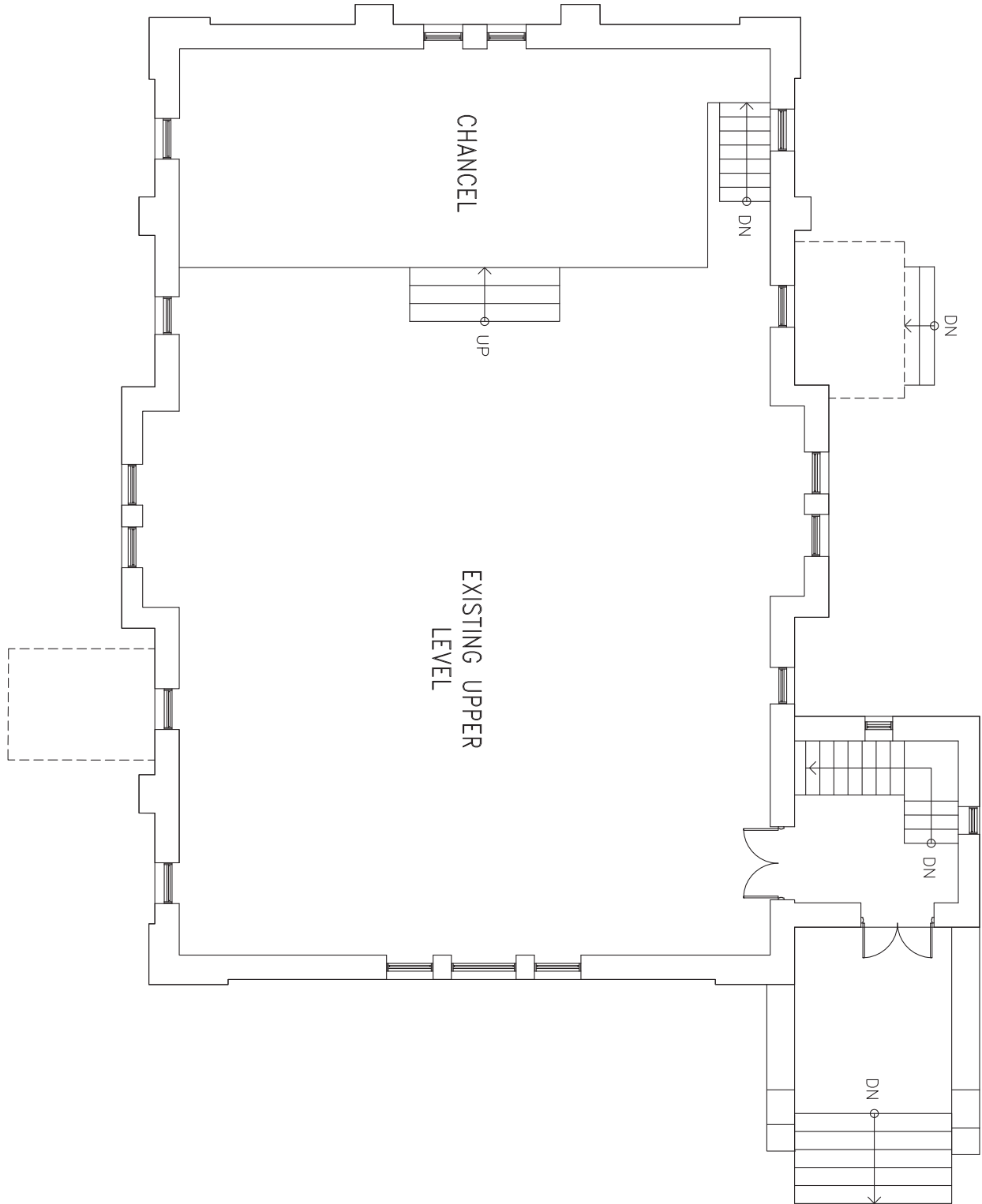


## Existing Church Site Plan





Existing Church Basement Plan



Existing Church Upper Level Plan

## 6.6 Proposed Site and Floor Plans



Proposed Upper Level Plan



Proposed Lower Level Plan

## 7.0 IMPLEMENTATION PLAN

### 7.1 Construction of the Centre

This chapter provides an overview of the project schedule, which outlines the main activities required for the construction of the discovery centre, including the basic operational and organizational tasks as related to governance and staffing, programs and exhibitions, and first year of operation. The timeline for this project assumes that following the approval to proceed, there will be a number of tasks concurrently taking place with the start of the design which are specifically related to public consultations and advertisement, the development of the fundraising strategy and the fundraising campaign proper. A detailed analysis of these tasks goes beyond the scope of this study. The estimated timeline up to the completion of the construction phase is approximately 24 months. This phase includes the following main project activities:

#### **Pre-Design:**

A detailed site analysis carried out with investigations and assessments such as Geotechnical and Environmental to establish and confirm existing conditions, required prior to finalizing the schematic design. There will also be a comprehensive review to ensure compliance of the design with current codes and regulations, at a municipal and provincial level.

#### **Building and Site Design:**

The development of the detailed design including the required construction documents consisting of drawings and specifications for all disciplines such as architectural, structural, mechanical and electrical, etc. Documents will describe systems, materials and methods as required for the construction of the project. This phase is expected to last up to 12 months.

#### **Tender, Construction and Commissioning of the building:**

Construction documents will be tendered in order to obtain competitive bids from pre-qualified General Contractors. Bids will be evaluated for conformity with the documents and requirements, and contract awarded to the lowest bidder. The projected timeline for the construction phase is anticipated approximately at 16 months. Upon completion of the construction phase the building systems will be tested and commissioned, and building operators trained in order to ensure the building can operate in a reliable manner.

#### **Governance and Staffing:**

With the mandate and governance model in place, the City will initiate the recruit for the Board members. This will include developing the descriptions for the staff and the director of the discovery centre. The City the of Vaughan will subsequently hire the director and the community programmer in addition to establish the initial policies, procedures and strategies for the management of the discovery centre. The City will begin to hire the remainder of the positions within the third year of operations. Refer to the schedule for a complete list and description of positions. Marketing and development is expected to continue beyond the facility official opening.

#### **Programs and Exhibitions:**

The design phase of the exhibitions will start concurrently with the detailed design of the building. Fabrication of the exhibits is expected to be carried-out along with the hard construction phase, and ultimately, the exhibits installation will follow upon the commissioning of the building. Prior to the official opening of the centre marketing strategies will be developed, finalized and implemented, as well as the required public programming and membership programs. These activities are expected to continue once the facility is in operation.






























#### **First Year of Operations**

The “soft opening” is a period that may extend up to six months where the facility is tested to allow for operational and logistical problems to be sorted out and resolved prior to the formal opening. For a facility of this size a month or two may be sufficient. The official opening is the formal opening to the public once the facility is in working order. Marketing initiatives aimed to inform the community about the discovery centre and its official opening must precede this date.



## 7.2 Project Schedule

### PIERRE BERTON DISCOVERY CENTRE PROPOSED IMPLEMENTATION PLAN August, 2012

Activity Name	Start Date	Finish Date	Dur	2013				2014				2015					
				4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	
POST-APPROVAL TO PROCEED																	
Approval to proceed with the Project	13/1/1																
Public Consultations and Advertisement	13/1/2	13/3/3	1														
Development of the Fundraising Strategy	12/12/2	13/6/1	2														
Public Fundraising and Capital Campaign	13/6/1	15/10/1	9														
PRE-DESIGN SERVICES																	
Ensure Compliance with Code & Regulations	13/1/2	13/3/3	1														
Environmental Assessment and Report	13/1/2	13/3/3	1														
Surveying Services, Geotechnical investigations	13/1/2	13/3/3	1														
BUILDING AND SITE DESIGN																	
Schematic Design	13/1/2	13/3/31	1														
Design Development	13/4/4	13/6/30	1														
Construction Documents	13/7/1	14/2/28	3														
TENDER - CONSTRUCTION & COMMISSIONING																	
Tendering	14/3/3																
Hard Construction	14/4/4	15/5/3	4														
Substantial Completion	15/4/3																
Commissioning	15/4/4	15/6/3	1														
GOVERNANCE AND STAFFING																	
Confirm Governance Structure	13/6/4	13/8/3	1														
Establish the Advisory Group	13/7/4	13/11/1	1														
Hiring of Director	13/11/2	14/1/31	1														
Hiring of Community Programmer	14/2/1	14/5/3	1														
Hiring of Education and Programming	15/10/1	15/11/28	1														
Marketing and Development	15/10/1	15/11/30	1														
Administrative Assistants	15/10/1	15/11/30	1														
PROGRAMS AND EXHIBITIONS																	
Develop & Finalize Marketing Strategies	14/8/4	14/12/1	1														
Implement Marketing Strategies	14/12/2	15/4/2	1														
Develop Membership and Public Programming	14/12/2	15/10/1	3														
Exhibitions Design	13/8/4	14/5/5	3														
Exhibitions Fabrication	14/5/6	15/1/31	3														
Exhibitions Installation	15/2/1	15/5/31	1														
FIRST YEAR OF OPERATIONS																	
Soft Opening	15/6/3	15/10/1	1														
Official Opening	15/10/1																
				4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	

## APPENDIX

### A1 - RENDERINGS



## A2 SUPPORTING DOCUMENTS

### A2.1 BUILDING CONDITION ASSESSMENT

#### 1.0 Background

The purpose of the Property Condition Assessment for the former Kleinburg United Church is to provide the Owner (City of Vaughan) with an overview of the current status and corrective measures for repair, restoration and upgrade work. This assessment includes findings and observations during site reviews as part of the study for the new Pierre Berton Discovery Centre.

The following report is based solely upon the visible condition of the building fabric where access was available, as of the dates of inspection. Included in the assessment of the building envelope was the visual review of the masonry, roofs, windows drainage and accessibility. Additional surveys include the interiors, mechanical, plumbing and electrical systems.

This report is for the exclusive use and benefit of the City of Vaughan, and is not for the use or benefit of nor may it be relied upon in whole or in part by any other person or entity. The contents of this report may not be quoted in whole or in part or distributed to any person or entity other than by the City of Vaughan.

#### 2.0 Property Condition Assessment

##### 2.1 General

This review identifies priorities and methods for future renovation work. A description of the observations, deficiencies and remediation are outlined herein. Photos and floor plans are included in the appendix.

Site investigations were carried out in March 2012 in good weather conditions.

Fall, winter and spring observations should be considered to properly assess the performance of the building fabric during freeze/thaw cycles. Further investigative study and assessments are required and recommended for the following building components and/or systems:

1. Detailed condition survey and prioritized work for the leaded/stained glass windows.
2. Environmental Study.
3. Designated Substance Survey

##### 2.2 Architectural - Building Envelope and Exterior

###### 2.2.1 Roofing

It is our understanding that any roof maintenance and repair program was carried out on an “as needed” reactive basis. From visual inspection the roofs as well as the parapets pre-finished metal flashings appear to be in conditions requiring replacement. The flashing and counter-flashing work has generally been carried out with exposed fasteners and connectors. Components are not secured in reglets but rather relying on caulking and sealants where the roof abuts or intersects wall planes. It is evident that in several locations the sealant or the mortar just above the joint is already detaching and can potentially allow water to penetrate the wall and roof substrates.



Roof overhangs are minimal and narrow, coupled with inadequate downspouts and the steep roof slopes this leads to run-off from the roof on to the masonry walls below the eave. Masonry walls are exposed and become saturated with water during rain particularly at corner intersections.



The effect of run-off onto the masonry walls is described in detail in the following section “Masonry”.

### **Roof Structure**

Roof structure (within the attic space) was not reviewed at this time as it was not accessible. The exposed structure, as visible in the ceiling of the main church level was in very good condition. We recommend carrying out the following work:



- Replacement the roof flashing and counter-flashing with proper detailing in reglets, asphalt shingles as required.
- Provisions to improve the water collection/re-direction from the roof to wall surfaces below by increasing the size and number of eave collection systems (gutters and downspouts), water deflectors, drip edges or a combination of the above.
- Establish an on-going roof maintenance programme.

### 2.2.2 Masonry

The site investigation revealed a number of conditions affecting the roman stone and brick, typical of buildings of this age and construction.

The exterior masonry exhibits limited staining and soiling caused by atmospherical pollution over approximately 25% of the total surface. Soiling is particularly evident at recessed corners and on elements where the surface is not etched from the continual washing of precipitation. This is an aesthetic concern and at present does not pose a risk to the building envelope.



The perimeter brick and roman stone base which is in direct contact with grade is exposed to water, snow and suspected use of chlorides. The combined action of freeze/thaw cycle of the snow and ice has, in several locations, caused the outer edges and surfaces of the stone and the mortar joints between the stone units to deteriorate, detach and fall. Areas of the building where deterioration is noticeable are the entrances and the inside corners of walls and buttresses, where the snow tends to accumulate more often. The weathering of the masonry units, and in particular the masonry joints could jeopardize the long-term performance of the building envelope, and should be addressed as a priority.

The top of the masonry walls just below the roof eaves, the brick and roman stone buttresses require remedial work. In these cases the mortar joints have typically washed-out, cracked and detached, causing water infiltration at the top of the walls. The water enters the interior of the walls, it wets the masonry and causes the spalling of the mortar and bricks during the freeze/thaw cycles of the winter. Masonry or mortar damage was also found at the walls below window sills, and on exterior corner of walls and buttresses.

Where inappropriate cement based mortar has been used in previous repair work it should ultimately be replaced with a lime based mortar, matching colour and profile of the original.

We recommend carrying out the following work:

- Masonry units that are severely damaged should be replaced.
- The top of exposed wall, wall to roof junctions and roman stone caps should be protected with copper flashing properly detailed.
- Loose and damaged units should be repaired and secured where possible.
- Positive drainage from the building should be ensured and the installation of a proper foundation wall



drainage system should be implemented so that water will not collect, pond and penetrate in the adjacent masonry walls or erode the soil adjacent to the foundation walls and below the footings.

- Complete mortar joints re-pointing with a soft lime based mortar. Complete replacement of cement base mortar joints.

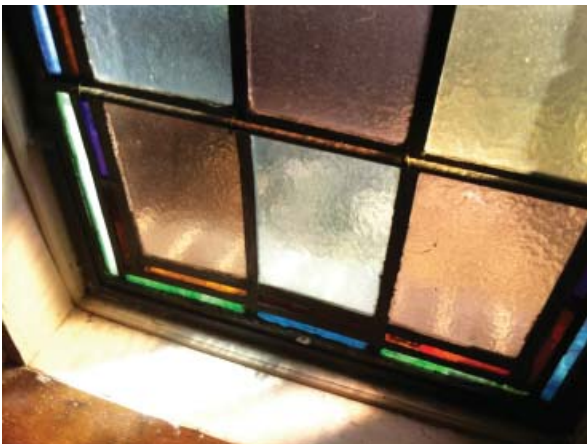
### 2.2.3 Windows

#### Description

There are a variety of stained, leaded glass and wood windows. The original arched metal leaded windows are typically deteriorated and in need of restoration work.



The stained glass panels are set in window frames constructed of steel. The leaded glass windows have exterior protective Plexiglas (PG) covering panels.



The basement wood windows have protective aluminum sashes.



### Condition

The leaded glass windows that have been protected with Plexiglas panels require the most immediate attention.

The windows are deteriorated primarily because of poor detailing, poor lead quality, and exposure to the sun in combination with the unventilated protective glazing. The sun is capable of heating the air within the interstitial space to extreme temperatures and this accelerates the aging of the lead. As a result, many of the panels are bulged and almost displaced. The southerly exposure also causes paint films and wood-work to deteriorate; unfortunately the PG makes the maintenance of the window frames impossible without removal.

The basement wood windows although in better structural conditions are in need of extensive surface repair, repainting and weather-stripping. Replacing these windows altogether will probably be more cost effective than repairing.

### We recommend carrying out the following work:

- Undertake a detailed condition survey of all the stained glass windows so that a sensible prioritized work plan can be developed. The stained glass windows on the west façade and the south facing windows should be considered for restoration first. The extent of bulging within the panels indicates that this is a priority.
- Consideration should be given to removing and NOT reinstalling the protective glazing (PG) after the stained glass is restored. The advantage is that the high cost of installing and maintaining an adequately ventilated PG system could be avoided. The windows in the church have not typically been subject to vandalism. In terms of any energy savings costs, the high cost of making and maintaining a good quality PG system would take years to pay back in energy savings.
- Restore the windows; eliminate air infiltration and exfiltration by replacing missing glass, repairing broken glass, replacing deteriorated sealant, etc.
- The perimeter setting for the stained glass panels should be relatively soft and flexible to allow the panels to move independently of the frames and to insure that structural loads are not transferred to the panels.
- The windows should all be thoroughly photographed and documented; this will serve as a record in case of damage. All material related to the windows, i.e., church records, should be collected.
- If PG is considered essential the use of bronze instead of steel for the frame avoids corrosion and the need for paint. Adequate ventilation is essential and should be located at the bottom and top of the PG and the full width of the opening. At each location the area should measure  $\frac{1}{2}$  that of the depth times the width of the interstitial space between the PG and stained glass. A bronze screen should be installed to keep insects out. The top should be hooded and screened to keep moisture out.

## 2.2.4 Landscape, Drainage and Foundations

In general, the landscape surrounding the building is varied with mature trees. There are no landscape issues that are of immediate concern for fire and safety. There are, however, two conditions that should be corrected: drainage and accessibility.



### **Drainage and foundations:**

In order to prevent damage to the building the soil around the perimeter should be re-graded with positive slopes to direct surface water away. Negative slopes toward the building are particularly evident around the side entries.

It is recommended to install a proper foundation wall drainage system so that water will not collect, pond and penetrate in the masonry walls or erode the soil at the base of the footings. The new foundation drainage system will relieve the existing walls from the soil pressure as the main cause of water and vapour being driven from the exterior to the interior. Water will be collected into the new weeping tile system at the footing level.

### **Accessibility:**

At present the pedestrian accessibility is difficult. There are several steps at the front main entry and walkway from the street that impede the egress to the building. In this case, the building code prescribes that a barrier-free path of travel be provided to at least one entry and throughout the entrance storey.

### **We recommend the following work:**

- Provide positive slope around the building and a new foundation waterproofing and drainage system.
- Improve accessibility to the building and within the main level.

## 2.3 Architectural - Interiors

### 2.3.1 Finishes

It is not known from the evaluation of the collected documentation if contaminants are present in the finishes of the Church. Finishes in basement level are old and deteriorated and should be completely replaced.





#### **We recommend the following work:**

- Implementation of an environmental study to identify the type and extent of contaminants of all finishes.
- Refinish main floor as required.
- Replacement of all basements' finishes.

### **2.3.2 Woodwork, Trim and decorative elements**

Considering the age and public nature of the building, the woodwork, trim and decorative elements of the ceiling in the church's main level are typically in fair condition.



Signs of wear and tear from the continuous use are evident in components such as door panels and frames, balustrades, handrails and wainscots. Although interior woodwork is potentially vulnerable to fungus, insects and damp, no major deterioration attributable to these causes has been noted.

## **2.4 Mechanical and Electrical Considerations**

### **2.4.1 Heating, Ventilation and Air-Conditioning**

- Mechanical systems are old and inadequate for the use. Complete replacement is recommended to satisfy current codes and requirements for proper heating, ventilation and air conditioning.



## 2.4.2 Electrical

### 2.4.2.1 Electrical Service

- The existing electrical service will likely be replaced with new equipment to suit the future addition of the discovery centre.
- New underground feeder to street will be provided.

### 2.4.2.2 Electrical Distribution, Power and Lighting

- Existing wiring, distribution, outlets and devices are old and inadequate and should be replaced.
- Emergency lighting & exit lights should be provided to suit spaces and to Code requirements.
- Exterior security lighting should be provided.

### 2.4.2.3 Telephone/Data Conduit

- Telephone/Data outlets including conduits should be upgraded.

### 2.4.2.4 Fire Alarm System

There is no alarm fire system in the existing building but it may be required in the future as part of the new addition for the discovery centre. Not required if the total combined occupant load is less than 300 or less than 150 on floors above or below the first, the total number of storey is less than 3, and there are no interconnected floor spaces.

## 2.5 Plumbing

- Plumbing fixtures are old and inadequate and should be completely replaced with new as per current codes and regulations.
- Fixtures should be water conserving.
- Infra-red sensors will be provided for urinals and wash basins.
- The size of the water service should be confirmed and upgraded if required by any future work.



## A2.2 PROPOSED MECHANICAL AND ELECTRICAL SYSTEMS

### 1.0 MECHANICAL

#### 1.1 Plumbing and Drainage

All plumbing fixtures will be water-conserving type and will be provided with cold water, hot water and drainage as required. New domestic water and sanitary and storm connections will be provided from the street.

Electronic Infra-red sensors will be provided on the Lavatories and the Urinals. All water piping will be copper type 'L' and drainage piping will be Cast Iron. Roof hoppers will be provided on the new addition and connected to the Storm Drainage System. A high-efficiency gas-fired hot water heater will provide domestic hot water.

#### 1.2 Heating, Ventilation and Air-Conditioning

Exhibit Space and Exhibit Workroom and Storage will have tight humidity and temperature control. They will be served by two roof-top units with DX cooling and modulating control for cooling. These units will also have gas-fired humidifiers. Hot water duct coils will be provided for re-heat during dehumidification in summer and heating in winter. Hot water to duct coils will be provided by a high-efficiency boiler. The rest of the area will be heated and cooled using standard roof-top units. One unit will be provided for the Welcome Hall, Coffee Boutique and Offices. VVT Box will be provided for each room to provide individual room control. Three units will be provided for 3 Multi-Purpose Rooms. A split system will be provided for the Program Meeting Room. One rooftop unit will be provided for World of OG and Circulation Space on Ground floor.

Exhaust will be provided from all washrooms.

A Building Management System will be provided to monitor and control all equipment and space temperatures and humidity.

#### 1.3 Exhaust will be provided from all washrooms.

A Building Management System will be provided to monitor and control all equipment and space temperatures and humidity.

### 2.0 ELECTRICAL

#### 2.1 Electrical Distribution

The existing electrical service will be upgraded to accommodate the new addition.

Electrical panelboards will be located in the electrical room and other ancillary rooms in discussion with the Architect.

Power will be supplied to branch panelboards, mechanical equipment and elevator.

#### 2.2 Emergency Power

Battery backup to suit Ontario Building Code requirements will be provided for egress lighting and the fire alarm system. It is assumed that there is no requirement for emergency power beyond these uses.

In public areas, architectural type emergency lighting units with built-in battery pack are proposed. Battery packs for other areas will be located in ancillary rooms as required.

## 2.3 Lighting Systems

Lighting will be designed in consultation with the Architect and in accordance with IESNA recommendations. It is proposed that fluorescent / compact fluorescent fixtures will be used for ambient lighting while LED fixtures will be used for specific exhibit lighting applications.

A low voltage lighting control system is proposed for control of lighting throughout the public areas and circulation spaces. Storage/ancillary spaces shall be switched locally.

'Night lights' are not proposed.

Exit lights will use LED source and will comply with CSA C860 Standards. 'Edgelit' exit signs are proposed for public areas and standard extruded aluminum signs are proposed in other areas.

## 2.4 Fire Alarm System

A fully addressable fire alarm system will be provided to meet all pertinent code requirements.

Semi-flush mounted horn/strobe type signaling devices will be provided throughout.

Pull stations will be provided at exits with lexan shield cover complete with battery-powered alarm.

Smoke and heat detectors will be provided to suit minimum code requirements.

A combination LCD/LED annunciator with passive colored graphics with zones identified is proposed for the Firefighter's Entrance.

## 2.5 Miscellaneous Systems

A system of conduits and backboxes will be provided to accommodate low voltage systems such as voice, data, P.A., security, and cable TV.

Power and conduit will be provided for all barrier-free door operators.

## A2.3 COMPARABLE MUSEUMS

	Grey Roots	Bruce County	Markham
<b>Mission</b>	Promote, preserve and understand the unique heritage of Grey County	Preserve the history of the County of Bruce, its history and their lives	Markham Museum connects the history of Markham to today's new settler by examining our environment and the tools we use to adapt to our changing world.
<b>Facilities</b>	40,000 sq. ft. purpose built museum facility, opened 2004, on 20 acre site with Heritage Village	Housed in former public school with additions in 1972 and 1976. Two log house and historic lighthouse also on property	26 acre site with school building (now offices), new Collections Hall (storage, Temporary exhibits, and research centre), and 30 buildings, including a church, parkland, orchards and heritage gardens.
<b>Governance</b>	Owned and operated by County of Grey. Reports to Community Development Committee.	Owned and operated by Bruce County. Reports to the County's Museum Committee. Community involved in an advisory capacity through Advisory Groups.	Owned and operated by the Town of Markham. Also has a community Advisory Committee.
<b>Collections</b>	About 35,000 items reflecting history of Grey County; 500 Archival Collections	County-related artifacts, including First Nations, and artifacts of national significance	Particularly strong in Folk Art.
<b>Permanent Galleries</b>	Two: Grey County Gallery (natural environment) and Local Heroes	Five: People of Bruce, Archaeology, local environment, Time to Remember, Lighthouses	Recent opening new long-term exhibit, <i>What is Markham</i> and a new Archaeology Lab
<b>Temporary Exhibits</b>	About five to six annually, both in-house and touring	About four temporary exhibits annually, in two temporary exhibit spaces, both in-house and touring	About 5,000 sq. ft. of temporary exhibit space

	Grey Roots	Bruce County	Markham
<b>Public Programs</b>	April to December 2012, 43 events planned. Community partners include Bluewater Astronomical Society, the Bluewater Quilters Guild, Bluewater Car Club.	April to June 2012, nine public programs announced	Extensive. Summer camps very popular, as are birthday parties. Host contemporary art installations on-site. Partner with Rouge Park, David Suzuki Foundation, Parks Canada.
<b>School visits</b>	Yes, 5,000 per year @ \$5.00 per student	Yes, \$5.00 per student for half day program and \$9.00 for full day	Yes. Pre-school and kindergarten programs; also middle school, and high school. \$5.00 to \$7.00 per student; full day program \$12.00
<b>Staff</b>	14 full time, 2 part time 12 summer students	14 full time, 4 part time	6 full time. Grows to 50 during the summer
<b>Volunteers</b>	18 year round; in summer with Heritage Village open, 175	About 150	About 500 (up from 40 four years ago). Many volunteers participate as part of a youth mentorship program. 10,000 volunteer hours in 2011.
<b>Members</b>	600	Around 525 to 600	Data not collected.
<b>Attendance</b>	60,000 annually (includes schools, rentals etc)  40,000 paid attendance	35,000 annually  About 16,000 paid attendance generating \$91,000.00 in net sales	50,000 in 2011.
<b>Admission Prices</b>	Adult \$8.00 Under 5 free Senior \$6.00 Family \$20.00	Adult \$8.00 Senior/Student \$6.00 Children 4 -12 \$4.00 Under 3 free	Adults \$6.00 Seniors&Students \$5.00 Children \$4.00 Family \$15.00
<b>Operating budget</b>	Revenue (\$263,924) Expenditure \$2,139,804	Operating costs \$1.6 million (includes about	Operating budget close to \$1 million.

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