



BROCKVILLE MUSEUM 2032 FEASIBILITY STUDY

Final Report

March 2021

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EXECUTIVE SUMMARY

The Brockville Museum was formally established at its present riverfront site in 1981 in an 1824 historic building to preserve and promote the history and culture of Brockville. As the Museum's collection of artifacts and archival material continued to grow, the historic building was expanded in 1995 to include a two-storey wing, joined by means of a one-storey link.

The 1995 expansion increased the size of the Museum somewhat, but it is still relatively small at 7,200 sq. ft., including only 3,200 sq. ft. of exhibition space, and there is a requirement to pay for 2,000 sq. ft. of off-site collections storage space. In addition to its small size, the building is subject to flooding and suffers from a variety of deficiencies and deferred maintenance issues. It also does not meet current accessibility requirements. For these and other reasons, there is a clear need for the relocation, expansion and enhancement of the Brockville Museum. The relocation and expansion were set out in the *Brockville Museum 2020-25 Strategic Plan* as the priority long-term goal for the Museum. The new Brockville Museum is to open to the public no later than in 2032, the bicentennial of Brockville's incorporation as a town.

Contextual, comparables, and market analyses, a public meeting, community survey, and an interview process all helped to inform the consultant recommendations regarding the future Brockville Museum. Among the approved assumptions for it are the following points:

- If an opportunity arises for a new Brockville Museum before 2032 it will be pursued. The future site is assumed to be downtown and could be new build, adaptive reuse or in a mixed-use building, as appropriate at the time. It will ideally be a municipally owned site so that funds do not need to be spent on property acquisition.
- The Brockville Museum currently occupies 9,200 sq. ft. of space, including off-site collections storage. The plan is for a growth to 19,900 net sq. ft. This includes collections storage as well as an increase in exhibition space from 3,200 sq. ft. to 6,000 sq. ft. It also includes the addition of a permanent art gallery to help tell a fuller story of Brockville and to offer more contemporary methods of interpretation in general. The future Brockville Museum is to also include more space for educational and public programs, a research center/library, and more space for staff.

- Capital costs for the future Brockville Museum are estimated to be in the range of \$17.8 million, assuming an opening in 2032, and a new build scenario. If built in 2021 the capital costs would be about \$14.8 million.
- Without knowing the specifics of a future adaptively reused building or a mixed use opportunity, it is estimated that the capital cost of an adaptive reused building could be 5-10% lower and a mixed-use facility 10-20% lower. However, such potential savings might be at the price of space and facility compromises that are likely to be required in these scenarios.
- The operating schedule is assumed to be increased to include Sunday openings during the peak Victoria Day to Labour Day period and modest fixed admission charges introduced, with lower charges for largely resident markets during the other months of the year.
- Staff levels are assumed to grow from the current 3.6 full-time equivalent (FTE) staff to 8.8 FTE.

The projections of attendance, operating revenues and expenses for the Brockville Museum are for the opening three years after its relocation, expansion and enhancement. Year 3 is a stabilized year representative of subsequent years of operation. The projections assume a new build scenario with a few variations estimated if the new Museum were either in an adaptively reused or a mixed-use building.

On-site attendance levels are estimated to increase from the 6,000 visitor range to stabilize at 17,000 in the new build scenario and 16,000 visitors for each of the adaptive reuse or mixed-use scenarios given uncertainty at this time about the compromises that might need to be made.

The total operating budget for the Brockville Museum is projected to increase from a base level of over \$375,000 to a range of about \$900,000 in the three years projected, with slightly more in the adaptive reuse scenario. Earned income is estimated to stabilize in the range of 18% of the total operating budget compared to the current 5%. The amount required from additional City of Brockville, other governmental and private support to allow the Brockville Museum to break even on operations each year will range from about \$374,000 to \$383,000 assuming new build for the three years projected, and slightly more in the adaptive reuse and mixed-use scenarios. In summary, new build will likely require higher capital costs but lower operating costs.

1. INTRODUCTION

This chapter outlines the background to and objectives of this feasibility study for a relocated, expanded and enhanced Brockville Museum. The new Museum is scheduled to open to the public by no later than April 2032, the bicentennial of Brockville's incorporation as a town, and ideally sooner. Also set out is the study methodology.

1.1 BACKGROUND TO AND OBJECTIVES OF STUDY

The Brockville Museum operates to preserve and promote the history and culture of Brockville. The Museum was formally established at its present riverfront site in 1981 in an 1824 historic building. This followed "summer museum" initiatives for nearly a decade that were initiated by the Brockville Historical Society, utilizing various historical locations throughout the city. As the Museum's collection of artifacts and archival material continued to grow, the historic building was expanded in 1995 to include a two-storey wing, joined by means of a one-storey link.

In addition to space for exhibitions, public and educational programs, and collections storage, the existing Museum provides space for the Leeds and Grenville Branch of the Ontario Genealogical Society (OGS). It also hosts the meetings of many community groups and stages a variety of special events.

The 1995 expansion increased the size of Museum somewhat, but it is still relatively small at 7,200 sq. ft., including only 3,200 sq. ft. of exhibition space, and there is a requirement to pay for off-site collections storage space. In addition to its small size, the building is subject to flooding and suffers from a variety of deficiencies and deferred maintenance issues. It also does not meet current accessibility requirements. For these and other reasons, there is a clear need for the relocation, expansion and enhancement of the Brockville Museum.

The *Brockville Museum 2020-25 Strategic Plan* set out the need for relocation and expansion as the priority long-term goal for the Museum.

To plan for the future Brockville Museum, the City and Museum developed a Request for Proposals to conduct a Feasibility Study to establish the parameters of a preferred

site/building from among new build, adaptive reuse, and mixed-use scenarios that may be applied to specific opportunities that emerge in coming years.

Recommendations are needed not only for site selection criteria but also the spaces and facilities, an overview of principles for the visitor experience, and an operational plan for the future Museum. These are to be informed by contextual, comparables, and market analyses and an interview and community engagement process. The study requires a credible capital cost estimate and projections of attendance, operating revenues and expenditures with the opening of the new Museum.

After a competitive bidding process, Lord Cultural Resources was selected to conduct the feasibility study. The objectives of the consultant team are to plan for a relocation and expansion that meets heritage and community needs, and that seeks to be implementable from a capital cost perspective and also operationally sustainable, taking into account the realities of the museums marketplace.

1.2 METHODOLOGY

To meet the objectives of this feasibility study, we:

- Reviewed background documents provided to us. These include the *Brockville Museum Strategic Plan 2020-2025*; *Museum Relocation Vision 2032* and various other documents referenced in this report.
- Compiled and analyzed available Canadian and U.S. data regarding history museums compared to other museum types, as well as comparable local history museums and the main existing attractions in Brockville.
- Led a Vision/Assumptions Workshop with members of the Brockville Museum 2032 Committee and a second Workshop that focused on site and facility issues.
- Conducted interviews with selected key informants. Please see Appendix A for those who took part in the workshops as well as the interview subjects.
- Conducted a Public Meeting for the interested public in Brockville as well as a Community Survey. Please see Appendix B for poll results from the Public Meeting and Appendix C for detailed findings from the Community Survey.
- Evaluated data regarding the markets, operations and finances of the existing Brockville Museum.
- Analyzed data and interview feedback regarding potential resident, school, and tourist markets for Brockville and the region.
- Prepared site, facility, visitor experience and operational recommendations for the future Museum.
- Prepared a Phase 1 report that was reviewed and discussed with the Committee. This led to modifications in a Draft Final report, which added projections of capital costs, attendance, operating revenues and expenses, and to this Final report.

Key findings, conclusions and recommendations in this report are highlighted in bold italics throughout.

2. CONTEXTUAL AND COMPARABLES ANALYSES

This chapter seeks to establish a realistic definition of success for the future Brockville Museum by considering benchmark data regarding museums in Ontario, Canada and the United States; history museums compared to other museum types; and selected comparable community or regional museums, and other museum-related institutions in Brockville. The data help to inform the recommendations and projections in this study.

2.1 REALITIES OF THE MUSEUMS MARKETPLACE

The following table compares 2019 (pre-COVID) data for the Brockville Museum to average or median figures for museums in Ontario, Canada and the United States. Among key findings and their potential implications are the following points:

- **On-Site Attendance Levels and Patterns:** The Brockville Museum has attracted in the range of 5,000 annual visitors since fixed admission charges were changed to admissions by donation in 2016. When at a \$4.50 adult admission charge, attendance levels were lower. These are modest figures in comparison to the nearly 17,900 median attendance level for medium sized museums in Ontario, defined not by size but rather by operating budgets in the range of \$100,000 to \$1 million. The 2019 operating budget of the Brockville Museum was about \$354,000 and so is in the medium-sized category. ***There are opportunities for the Brockville Museum to substantially increase on-site attendance, particularly in a larger facility that will offer more exhibition, programming and venue rentals space.***
- **Sources of Operating Revenue:** In Canada, government funds are the primary source of operating funds (49%) for museums. That is the case for the Brockville Museum, which reported about 83% of operating income from government sources, primarily (71%) from the City of Brockville. ***The percentage required from government and City of Brockville operating funds in particular should decline as a relocated and expanded Brockville Museum generates more earned income and private support. However, operating costs will increase as well.***
- **Staffing and Other Operating Costs:** Staffing costs are much higher than the common 50% range for the Brockville Museum (77%) not because of overstaffing, as

the Museum operates with a staff of only 3.6 full-time equivalent (FTE) positions, but rather because of under-spending in other expenditure categories. **Noteworthy is that the Brockville Museum also allocates a higher percentage to building occupancy, reflecting a building with poor energy efficiency and that requires substantial maintenance. It also spends \$10,000 per year for rental of space for off-site collections storage.**

| Realities of the Museums Marketplace | Brockville Museum 2019 | Small Ontario Museums (avg.) | Medium Ontario Museums (avg.) | Large Ontario Museums (avg.) | All Ontario Museums (avg.) | All Canadian Museums (avg.) | All US Museums (median) |
|--|------------------------|------------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|-------------------------|
| Sample Size | | 253 | 160 | 41 | 454 | 1,088 | 867 |
| On-Site Attendance | 5,421 | 4,063 | 17,869 | 206,535 | 27,213 | 23,019 | 26,500 |
| Sources of Operating Revenues | | | | | | | |
| Earned Income as % Total | 10.0% | 47.3% | 33.3% | 39.1% | 38.6% | 37.0% | 35.0% |
| Government Sources % | 83.0% | 27.1% | 45.9% | 45.8% | 45.4% | 49.4% | 19.0% |
| Private Donations % | 7.0% | 24.6% | 18.4% | 13.3% | 14.2% | 11.4% | 35.0% |
| Interest/Endowment % | 0.0% | 1.0% | 2.4% | 1.7% | 1.8% | 2.3% | 11.0% |
| Total Operating Revenue | \$354,352 | \$45,838 | \$423,913 | \$11.5M | \$1.2M | \$663,290 | \$1,168,599 |
| Sources of Operating Expenses | | | | | | | |
| Staffing | 76.7% | 30.7% | 50.8% | 44.5% | 45.0% | 47.3% | 49.9% |
| Occupancy | 14.3% | 12.6% | 10.0% | 11.8% | 11.6% | 13.1% | N/A |
| Marketing | 0.6% | 3.9% | 3.3% | 3.8% | 3.7% | 3.5% | 4.1% |
| <i>Sources: Brockville Museum; 2015 Canadian Heritage Survey; 2017 and 2009 Financial Survey of American Alliance of Museums</i> | | | | | | | |
| <i>Note: Ontario small museums have annual revenue under \$100,000; medium \$100,000 to \$999,999; large \$1 million+</i> | | | | | | | |

2.2 BENCHMARKS FROM OTHER SELECTED HISTORY MUSEUMS

To provide benchmarks for operational issues ranging from admission charges to staffing levels, and for attendance and financial projections, we focused on four history museums that underwent relocations and/or expansions. Of particular interest were those in smaller population centres, city or county owned, and that combined a history museum with an art gallery and/or public archives. Those selected for research were:

- Lake of the Woods Museum and Douglas Family Art Centre, Kenora
- Grey Roots Museum and Archives, Owen Sound
- Orillia Museum of Art and History
- Niagara Falls History Museum

The description and analysis of each follows, with a focus on before and after impacts on attendance, operations and financials, and includes identification of potential implications for the future Brockville Museum.

LAKE OF THE WOODS MUSEUM AND DOUGLAS FAMILY ART CENTRE (THE MUSE), KENORA



The Lake of the Woods Museum was founded originally in 1964 in a very small building. As collections grew, the need for a larger museum building became apparent. Federal, provincial and municipal funding as well as a private sector fundraising campaign resulted in implementation of the Lake of the Woods Museum in 1986 at a cost of less than \$2 million at the time. It offers a space of about 8,000 sq. ft. with collections storage in the basement. The collection includes Indigenous and pioneer artifacts, natural history, minerals, pictorial and archival material, all illustrating the human history of Lake of the Woods and the surrounding area. About 4,000 sq. ft. is classified as exhibition space.

A gift of 67 works of art valued at over one million dollars was the impetus for the opening of the 5,100 sq. ft. Douglas Family Art Centre in December of 2019. About 1,700 sq. ft. is Class A exhibition space, with a greater emphasis on studio and other programming spaces. ***Following the opening of the Art Centre, an additional 15 works of art were donated by other supporters. It is likely that an art gallery within the future Brockville Museum will also lead to donations of works of art.***

The capital cost of the Douglas Family Art Centre addition was about \$4.5 million, of which \$2.5 million was from private fundraising, much of it from wealthy summer cottagers, with \$1 million each from the federal and provincial governments. The future Brockville Museum will also require a combination of government and private capital funds.

The Museum and Art Centre are in separate buildings on two sides of a municipal park. As a result, there are separate admission charges, but combination ticket opportunities are available and incentivized. About 75% of visitors pay for both at an adult charge of \$8.00. The separate adult charges are \$5.00 with common discounts for other admission categories. Prior to the opening of the Art Centre the adult admission charge for the Museum was \$4.00. The recommended art gallery to be part of the future Brockville Museum is assumed to be within a single building.

The combined Lake of the Woods Museum and the Douglas Family Art Centre are branded as The Muse. Its vision statement is as follows: “the Muse contributes to a strong community by inspiring a passion for our history, arts and culture”. Its mission includes:

- Being a cultural hub of relevance
- Valuing and fostering respectful partnerships and relationships
- Preserving, promoting and sharing our heritage
- Inspiring life-long learning
- Maintaining employee and financial stability.

Kenora has a year-round population of only about 15,000 and serves a regional area that increases the resident market to a still very modest 25,000 persons, which is substantially smaller than the year-round regional population for Brockville.

During the summer months, cottagers and other tourists double the regional population to about 50,000. Tourists account for 50-60% of all visitors to the Museum and Art Centre, which totaled about 12,000 in 2019 before COVID. Without the COVID lockdowns, it is estimated that the combined attendance with the addition of the Art Centre would have been about 25,000 visitors in 2020. This is a useful benchmark for potential attendance at a larger and enhanced Brockville Museum that has been assumed to include space for a permanent art gallery.

Muse operates with a full-time staff of five, an Executive Director for both, and two staff each at the Museum and the Art Centre. There is no part-time staff but there are five regular volunteers.

The operating budgets for the Museum and the Art Centre are kept separate. Each was budgeted before COVID at about \$450,000, or \$900,000 combined. This is over double the operating budget for the Brockville Museum. The City of Kenora provides 60% of the operating budget of the Museum and 50% of the budget of the Art Centre. Financial support for operations from other government support is about 10% for both. The difference is more donors and sponsors of the Art Centre than the Museum, resulting in private support at about 25% for the Art Centre and 15% for the Museum. Earned income is about 15% in both cases, emerging from admissions, from two separate retail stores integrated with admissions at only about 150 sq. ft. each, as well as from 450 memberships, and from charged public programs and venue rentals.

ORILLIA MUSEUM OF ART AND HISTORY

The Orillia Historical Society merged with the former Sir Sam Steele Art Gallery in 1999 to form the Orillia Museum of Art and History in the Sir Sam Steele Memorial building. The frequently renovated historic building in downtown Orillia was previously a federal post office. It was purchased by the City of Orillia and became an art gallery before the history focus was added.

The building offers 17,000 net square feet (nsf) of usable space. The basement is used for collections storage and includes public access to former jail cells. The main floor includes admissions/information, exhibitions and office space, while the second floor is primarily for exhibitions and some offices, while the third floor for is art studios and programming spaces.



The total exhibition space is about 6,000 sq. ft. All exhibition spaces are considered temporary, and changes are primarily developed by staff. There are five full-time, year-round staff, supported by two part-timers and 90 volunteers.

Admission charges are modest at \$5.00 per adult, with free admission offered to all those under 25 years of age, and therefore including school groups. Attendance levels have been in the 14,000 range for several years, of which about 1,000 arrive in school groups. Regional residents account for about two-thirds of non-school visitors and tourists one-third, arriving primarily in the summer months. The audience skews older despite the free admission offered to younger people. However, ***the art and history combination help to widen the market, which is a good indicator for the concept of adding an art gallery to an expanded and relocated Brockville Museum.***

There are about 300 memberships in the Museum.

Although the building is municipally owned and the City provides utilities and repairs and maintenance in-kind, the Museum is an independent not-for-profit charitable organization. Cash support from the City is about \$150,000, with other government support at about \$40,000. Private donations generate about \$70,000, and an annual fundraising event about \$50,000. The main source of earned income is art lessons and other public programming, which generates about \$80,000, with retail at \$30,000, and admissions at \$10,000 within an operating budget of about \$500,000.

GREY ROOTS MUSEUM AND ARCHIVES, OWEN SOUND

Unlike the examples above, the Grey Roots Museum is not located downtown but rather at a rural site that includes a heritage village. The Grey Roots Museum included new construction of both a museum and archives when constructed in 2004 as a County museum. It was a collaboration between Grey County and the City of Owen Sound, which previously collaborated to develop what opened as a centennial project in 1967 as the Grey County-Owen Sound Centennial Museum.

The building is 28,178 net square feet (nsf) of useable space, of which 6,648 nsf is museum exhibition space. The building also includes a small space for a tourist information centre. Archive storage encompasses 3,481 nsf of storage space and there is 1,425 nsf for an archive reading room. Museum storage space is 8,388 sq. ft. There is no café, and the gift shop is small at 284 nsf.



Rentals take place primarily in the 1,576 nsf lobby and a 1,020 sf multi-purpose room. **A multi-purpose room connected to the lobby has also been recommended for the future Brockville Museum.**

The Grey Roots Museum and Archives is open year-round on Tuesday through Sunday from 10 a.m. to 5 p.m. Attendance totaled about 25,000 in 2019 based on an adult admission charge of \$8.00, with seniors at \$6.00 and children (5-12) at \$4.00. There is also a \$20 family rate. Taxes are extra.

Pre-COVID staff was 13 full-time and 3 part-time. The Museum and Archives are supported by about 100 regular volunteers and 12 summer students each year.

In 2019, the operating budget was about \$2,174,000. About 86% of operating funds were from Grey County. It received 6% from other government funding, 7% is earned revenue, and 1% from private donations.

NIAGARA FALLS HISTORY MUSEUM, NIAGARA FALLS



The Niagara Falls History Museum (NFHM) underwent a \$12 million-dollar renovation and expansion on its existing site and reopened in 2012. The museum increased its square footage from 8,000 to 18,000, which is similar to the expansion range proposed

for the Brockville Museum. The combined exhibition spaces, however, are a modest 3,600 sq. ft.

After its expansion, the NFHM was absorbed by the City of Niagara Falls. This meant an increase in staffing levels and salaries over the previous governance model and contributed to the growth of the operating budget. The larger staff also greatly increased its programming and exhibitions budget and resulted in substantially increased attendance, which stabilized at about 13,300 visitors compared to less than 3,700 visitors before the expansion.

Tourists account for over 50% of visitors in a city with very substantial tourism, while 13% of its visitors attend in school groups.

Admissions account for 3% of the operating revenue of the NFHM based on modest charges of \$5 for adults and seniors, \$4 for children aged 6 and older. There is a family rate of \$15. The Museum has a membership program with also modest charges of \$25 for families and \$15 for individuals and reports only 65 members compared to about 100 a decade ago. The operating budget is now about \$1.1 million with a growth in staff to 7.5 personnel, which includes the Manager, 3.5 curatorial staff and 3 visitor services staff. They are supported by a volunteer team of 60.

2.3 BENCHMARKS FROM SELECTED EXISTING ATTRACTIONS IN BROCKVILLE

A detailed evaluation of the existing Brockville Museum is set out in the following chapter. Here we focus on benchmarks from:

- Aquatarium
- Brockville Railway Tunnel
- Brockville Rifles Regiment Museum
- Brockville Arts Centre
- Marianne van Silfhout Gallery, St. Lawrence College

AQUATARIIUM

The Aquatarium opened in March of 2016 and may be described as a combination aquarium, hands-on science centre, and natural history attraction. It is part of a mixed-use development along Brockville's downtown waterfront. Attractions include a variety of fish and animal species, such as otters, that are native to the St. Lawrence River. It also features several replica ships, indoor ropes course, green screen adventures, saltwater touch tank and a dive tank. A theatre is also used as the primary venue rentals space to accommodate up to 250 people in receptions and 125 seated at round tables. There are about 25 rentals per year. Birthday parties are popular, averaging about two per weekend, or 100 per year.

The Aquatarium encompasses 33,000 square foot interactive on four levels, of which about 20,000 sq. ft. is categorized as exhibition space.

Admission charges are \$19.99 for adults, defined as 16-64, \$14.99 for seniors, and \$9.99 for children (4-15). HST is additional. These admission charges reflect a one day per visitor increase over opening day charges. Parking is charged for those who wish to park inside the complex.

In 2019 (pre-COVID) the Aquatarium attracted 58,000 visitors, of which about 3,500 arrived in school groups who pay \$5.00 per pupil. Peak school attendance is in Grade 6. The Aquatarium operated for seven-days per week during the summer months and five days for the rest of the year. This pattern of more open days in the summer has been also the case with the Brockville Museum and is recommended to continue in the future Museum. An evening opening was tried but was not successful.

Tourists from outside the region account for about 80% of visitors. It offers primary appeal to the young family market, although about 15% are adults not accompanying children.

Pre-COVID, the Aquatarium operated with a staff of 25 FTE staff supported by 50-100 volunteers. Its operating budget in 2019 was about \$1.8 million, of which about \$1 million was from government sources, primarily from the City of Brockville.

BROCKVILLE RAILWAY TUNNEL

Brockville is one of Canada's oldest railway centres. The Grand Trunk Railway connected Brockville and Montreal in 1855. Brockville is also home to Canada's first railway tunnel, part of the Brockville and Ottawa Railway, built between 1854 and 1860 which predates all of the rail tunnels in the Western Rockies. It was a major feat of engineering and remained operational until 1970.

The Tunnel was developed to connect the Brockville industrial waterfront area to the outlying areas lying between the St Lawrence and Ottawa rivers. It is situated under the downtown core of Brockville including under the Brockville City Hall. It is arc-shaped, measuring close to 15 feet from the top of the arch to the ground and 14 feet across. The Tunnel is 1,721 feet long and contained a single track when operational. Unique wooden doors at the north and south portals were opened each day and closed at night. Originally, the doors prevented stray animals from wandering into the Tunnel; after its 1983 acquisition by the City from the CPR, the doors gave access to residents and tourists. About 80 feet of the southern end of the Railway Tunnel was initially renovated by the City to allow visitors to view the interior during the summer months.

Additional work to open more of the Tunnel later took place to allow for an opening in 2017 in time for Canada's sesquicentennial celebrations. Visitors experience a state-of-the-art sound system allowing for music and a light show. The Tunnel also includes safety, security and fire protection systems, rest areas and benches, a ventilation system, wayfinding and education signage and public wi-fi access. The Tunnel also offers a unique venue for community special events and festivals year-round, such as

exhibitions, receptions, dinners, parties, dances, performances, charity walks, races, and marathons.

The Railway Tunnel is part of the Brock Trail, with operations crews opening/closing the doors during operating hours. As part of the Trail, there are no regular staff or volunteers, but there are donation boxes at either end, with interpretive panels throughout. Volunteers offer guided tours for tour groups for a fee and the City offers charged rental opportunities which help to cover maintenance costs.

Annual attendance is reported to be about 30,000, including both residents and tourists. Pre-COVID, it opened from spring through fall from 9 a.m. to 9.p.m. Admission is free but there are a number of donation boxes on site. Length of stay in the tunnel is generally 20-30 minutes.

The Tunnel is managed by a City-appointed Brockville Railway Tunnel Committee, which includes nine private volunteers, two City employees and two members of City Council.

The current offering of the Brockville Tunnel is considered Phase 1 of a longer-term vision. That vision includes becoming the new central hub of Brockville's scenic Brock Trail Recreational Pathway and a roundhouse-style visitors centre with public restrooms and redevelopment of nearby properties and to eventually see the tunnel and its north gorge area connected as part of the Brock Trail system. Some persons interviewed or who took part in the public meeting expressed a desire for the site of the future Brockville Museum to connect to the Brock Trail.

BROCKVILLE RIFLES REGIMENTAL MUSEUM

The Regimental Museum is located on the second floor of the Armoury building, which is an active military building, occupying about 500 sq. ft. of space. There have also been Regimental Museum display cases in City Hall and the Brockville Museum. Pre-COVID, the Museum was open to the public on Thursday evenings for two hours, reflecting no paid staff. Attendance ranged from 0 to 10 visitors during those open hours, primarily Regiment members among the 100 in the region. Admission is free.

The Museum is supported by a volunteer committee whose members offer outreach to schools four times per year as part of recruiting initiatives.

We understand that the Regimental Museum may be eligible for funding in the future as a Department of National Defense Museum whether or not located in the Armoury and may be interested in being part of the new Brockville Museum. This should be explored in the future, but a separate space has not been assumed in this study.

BROCKVILLE ARTS CENTRE

The Brockville Arts Centre (BAC) is a city-owned and operated 710-seat, multi-purpose, performance venue located along King Street in the downtown. Pre-COVID it was open year-round and presented touring performers from across Canada and around the world,

as well as local productions and fundraisers. Since 2016 it also became a movie house presenting first run films on a state-of-the-art digital film projector.

The Brockville Arts Centre also offers a small art gallery which is part of the lobby area of the theatre facility. Known as the Lobby Gallery, it displays the work of local and regional artists, based on a lottery system. Artists pay a modest amount to display their works of art. Rental rates for each of the three display cases were \$93.30 plus HST while rates for each wall were \$168.50 plus HST. Each exhibition is shown for one month then changed. Everyone visiting a show or purchasing tickets or using the washrooms pass through the free admission space so there is no attendance recording associated with the small art gallery.

MARIANNE VAN SILFHOUT GALLERY

The Marianne van Silfhout Gallery is a state-of-the-art community art gallery located at the front atrium of the Brockville campus of St. Lawrence College, about 4 km. from downtown Brockville. The relatively small art gallery is currently the primary focus of the visual arts for Brockville and the surrounding region.

Creation of the gallery was made possible by a major half-million dollar bequest from the estate of Marianne van Silfhout, a graduate of the Fine Art program at St. Lawrence College, as well as numerous donors to the St. Lawrence College Alumni & Development Office.

The Gallery features works of art not only by student and alumni artists but also regional, national and international artists periodically as well. The Gallery is open Tuesday through Friday from 10 a.m. to 8 p.m. and on Mondays and Saturdays from 10 a.m. to 4 p.m. Admission is free to the public, both on-site and in outreach to schools. It is operated by a Curator supported by student staff and funded partly by the College.

The existence of the Marianne van Silfhout Gallery suggests that, to avoid any perceived duplication, a potential permanent art gallery within the future Brockville Museum should focus on art as it relates to the history of the Brockville area.

3. EXISTING MARKETS/ OPERATION AND POTENTIAL MARKETS

This chapter includes analysis of existing markets, operations, and finances of the Brockville Museum as well as potential resident, school and tourist markets for Brockville and the region it is within.

3.1 EXISTING BROCKVILLE MUSEUM



The existing Brockville Museum occupies a 7,200 sq. ft. building, offering only 3,200 sq. ft. of exhibition space. Programming/education spaces are limited as well, encompassing only 700 sq. ft. Given these factors it is not surprising that fixed admission rates are not applied and that attendance levels are modest. The key data regarding the existing Brockville Museum are as follows, including potential implications to a future Museum.

- **Admission Charges:** The Brockville Museum generated admissions revenue of \$5,147 in 2019 based on admissions by donation. The admissions revenue was based on 2,242 admissions with the other 3,179 visitors paying other fees such as for programs or room rentals. Some admissions visitors provide several dollars, others nothing. At 5,421 total visitors it translated to about \$2.30 per admission visitor. ***This study has recommended modest fixed admission charges in the future Brockville Museum for reasons set out in Chapter 4.***
- **Total Attendance:** On-site attendance was 5,421 in 2019, in the same range as previous years, but higher than prior to 2016 when there was a fixed adult admission charge of \$4.50. Within the total attendance, 1,552 person-visits are for public programs and events, 470 were for room or venue rentals, and 614 visited specifically to access the Leeds and Grenville Branch of the Ontario Genealogical Society. Some 2,785 visitors attended primarily to tour the exhibitions. Community history museums are often challenged to attract substantial numbers of visitors because they tend to be small, underfunded and do not offer the contemporary, interactive or immersive visitor experiences increasingly sought. They must also face the perception that one community history museum is not much different from the next. ***A larger future Brockville Museum that includes investment in an enhanced visitor experience should attract substantially more visitors, including market segments discussed below.***
- **On-Site School Group Attendance:** School group attendance has been modest at 600 students in 2019, close to 12% of all visitors, which is within a common percentage range, but also reflecting limited exhibition and classroom space. Most are in the elementary school grades and almost exclusively from schools in the Brockville area. All school groups attending utilize programs offered by the Museum and are charged \$3-5 per pupil depending on the program selected. ***This study has recommended adding a free admission teacher-guided option for school groups for which private sponsorship should be sought.***
- **Origin of Visitors:** A five-year average of visitors from May through September indicates about 25% of visitors are from the City of Brockville and 25% from within a radius of about 50 miles and including Kingston and Ottawa. About 15% are from elsewhere in Ontario, 17% of from other provinces, primarily Quebec, while 18% are international, largely from the United States. During the colder weather months attendance levels are lower and largely from within or near Brockville, confirming the need for fewer open days during the colder weather months.
- **Non-School Visitor Profile:** As is common, staff estimates that about 60% of non-school visitors are women. About 45% of visitors are seniors, 30% adults, 10% are younger children, and 5% are students or youth. The market for history museums generally skews older and this is also applicable to the Brockville Museum, but seniors as a percentage of existing visitors is unusually high. ***Widening appeal to children in the future Brockville Museum will help to increase attendance levels because many adults are motivated to attend museums they believe are of interest to their children. Doing so must take into account that the Aquatarium is of particular appeal to children.***
- **Patterns of Visitation:** The peak months for visits are the warm weather months of August and July followed by September and June. Given the small size of the space less than 20% of visitors are estimated to be repeat within a 12-month period. Since it is closed to the public on Sundays and also closed on Saturdays from Labour Day

to Victoria Day, weekend attendance is only about 20% of the total. Hours are 10 a.m. to 5 p.m. when open. The average length of stay of visitors is in the range of 20-50 minutes, reflecting the very small size of the Museum.

- **Membership/Friends:** Most museums include membership programs. Membership for the Brockville Museum is not in the Museum itself but rather in the Friends of the Brockville Museum, which has about 65 memberships compared to about 100 a decade ago. Friends/member visits account for about 2% of total visits. The Friends contributed about \$24,000 in 2019. About 10-15 members are also donors. This study recommends a modification to the membership program, as set out in Chapter 4.
- **Staffing and Volunteers:** The Museum operates with a modest 3.6 full-time equivalent staff, supported by one or two summer students and 20 regular and 40 periodic volunteers.
- **Operating Budget:** It was about \$354,400 in 2019 and has been in that general range for the past several years.
- **Sources of Operating Revenue:** The City of Brockville provided 71% of operating revenues, with other government funds at 12%, donations at 7% and earned income at 6%. About 4% was a carryover of funds from the previous year. The data confirm opportunities for a new Museum to substantially increase earned income levels. However, staffing and other operating costs will increase too.
- **Sources of Operating Costs:** Staffing accounts for 77% of operating costs, compared to norms of 55-65% for collections-focused museums. This is not because of overspending on staff but rather underspending on other operating cost categories. Building occupancy costs at about \$50,700 account for 14% of the total, and translates to over \$7 per square foot, which is within a common range despite the age and deficiencies of the building and the fact that \$10,000 must be spent each year on off-site collections storage. Very little is spent on other operating cost categories.

3.2 ANALYSIS OF POTENTIAL MARKETS

This section considers available data and interview feedback associated with resident, school and tourist markets for Brockville.

RESIDENT MARKETS

The primary resident market for the Brockville Museum is the City of Brockville and Leeds and Grenville Counties. In general, the resident market is important for all museums and related institutions for the following main reasons:

- The resident market is readily accessible and available on a year-round basis.
- Residents can be made aware of the Brockville Museum and its exhibitions and programs more easily and cost-effectively than may tourists.
- Residents are most likely to be repeat visitors.

- Residents are most likely to become volunteers, members and donors.
- Residents often advise and accompany visiting friends and relatives to area attractions.

The following analysis is based on available data, the interview process and the experience of Lord Cultural Resources.

Population Size and Projections

The table below sets out population totals and projections for the City of Brockville compared to Leeds and Grenville Counties, provincial and national averages. Of note is that the population of the City of Brockville declined between 2011 and 2016.

Population projections for Leeds and Grenville Counties from the Ontario Ministry of Finance *Population Projections 2019-2046*, indicate a growth to 110,228 in 2032. This suggests ***modest population growth for the City of Brockville likely to the 24,000 range by 2032. A larger Brockville Museum will be able to attract more regional residents and tourists to supplement the local Brockville population.***

Positive are manufacturing, industrial and other developments in the area that will help to increase population levels, both despite and because of the pandemic. These include manufacture of medical masks by 3M, and expansions by Canarm Ventilation Systems, and Northern Cables. Positive as well is the redevelopment of the long vacant Woolworth property downtown by the City of Brockville.

| Population Totals and Projections | Actual 2011 | Actual 2016 | Estimate 2020 | Projected 2025 | % Change Actual 2011/2016 | % Change Projected 2016/2025 |
|-----------------------------------|-------------|-------------|---------------|----------------|---------------------------|------------------------------|
| City of Brockville | 22,286 | 21,854 | N/A | N/A | -2.0% | N/A |
| Leeds and Grenville County | 99,306 | 100,546 | 104,118 | 105,416 | 1.2% | 4.6% |
| Ontario | 12,851,821 | 13,448,494 | 14,666,590 | 15,580,597 | 4.4% | 13.7% |
| Canada | 33,476,688 | 35,151,728 | 37,983,097 | 40,172,572 | 4.8% | 12.5% |

Sources: Statistics Canada, 2011 and 2016 Census, Environics Demographic Estimates CA 2020

Age

Over half of all non-school visitors to the Brockville Museum are seniors. This is consistent with general patterns for history museums, which skews older. It is also consistent with the age characteristics of the Brockville resident market, as seen on the following table, which indicates a substantially older median age in Brockville and the Counties than median and national averages.

It must be noted that the large baby boom generation (1946 to 1964) will be 68-86 years old in 2032, generally living longer and more active than previous generations. This is positive for the Brockville Museum. However, the existing and future Museum will also need to attract more younger visitors, including more children accompanied by adults.

| Age Comparisons | City of Brockville | Leeds and Grenville County | Ontario | Canada |
|-------------------|--------------------|----------------------------|-------------|-------------|
| 0-9 years | 8.4% | 8.9% | 10.8% | 11.1% |
| 10-19 years | 10.8% | 10.8% | 11.7% | 11.2% |
| 20-29 years | 10.2% | 9.4% | 13.2% | 12.9% |
| 30-39 years | 9.3% | 9.4% | 12.7% | 13.1% |
| 40-49 years | 12.1% | 12.6% | 13.5% | 13.1% |
| 50-59 years | 16.9% | 17.2% | 15.2% | 15.1% |
| 60-69 years | 15.7% | 16.4% | 11.8% | 12.1% |
| 70-79 years | 10.3% | 9.8% | 6.9% | 7.0% |
| 80 years + | 9.3% | 5.5% | 4.4% | 4.3% |
| Median Age | 49.5 | 49.3 | 41.3 | 41.2 |

Source: Statistics Canada: 2016

Education and Income

Level of education is the variable with the closest correlation to museum and other cultural attendance and participation, as supported by numerous studies. The higher the level of educational attainment the more likely that a person will attend or participate. Like education, income is also an important indicator of potential cultural attendance but is not as significant an indicator as education. That is, high-education, low-income persons are more likely to attend than are persons of high income and low education.

The table below indicates that the **educational attainment** level, and in particular the percentage with a university degree, is substantially lower for the City of Brockville and the County than the provincial and national average. This is a weakness that may be mitigated by enhancing the entertainment value of the Museum. Moreover, a larger and more vibrant museum can help to enhance the quality of life of residents, and help to attract more higher education and income households to Brockville.

| Population 15 Years or Over | City of Brockville | Leeds and Grenville County | Ontario | Canada |
|-------------------------------------|--------------------|----------------------------|--------------|--------------|
| Less than high school | 19.2% | 10.7% | 17.5% | 18.3% |
| High school | 30.6% | 28.9% | 27.4% | 26.5% |
| Trade certificate | 7.7% | 8.9% | 6.0% | 9.8% |
| College diploma or some university | 29.0% | 35.3% | 23.0% | 22.2% |
| University diploma or degree | 13.6% | 16.3% | 26.0% | 23.3% |

Source: Statistics Canada, National Household Survey 2016

Family income levels for the City and County are also substantially lower than the provincial and national averages. This raises issues about admission charges if they are to be introduced in the future.

| Family Income | City of Brockville | Leeds and Grenville County | Ontario | Canada |
|---|--------------------|----------------------------|--------------|--------------|
| Median Family Income- all census families, 2015 | \$61,638 | \$83,423 | \$91,089 | \$88,306 |
| Median Family Income- all census families, 2010 | \$55,724 | \$75,627 | \$80,987 | \$76,511 |
| % Increase from 2010 to 2015 | 10.6% | 10.3% | 12.5% | 15.4% |

Source: Statistics Canada: 2016 Census

Gender

Women account for only a slightly higher percentage of the population but are generally a more important market for most museum types than are men. The main reasons are as follows:

- Women tend to make the decisions in a household regarding educational experiences for their children. Therefore, the greater the perceived educational benefits of museums, the more likely they will be selected.
- Women account for a large majority of teachers, who usually make the decisions regarding school field-trip destinations.
- Women tend to make the decisions regarding attractions to visit while on family vacations and account for a large majority of tour group passengers and trip planners.

Of particular importance to women are issues of personal safety. Access from parking and the perceived safety of a site are both important factors to potential attendance by women and those they influence. These factors will need to be kept in mind in selection of a specific site for the future Brockville Museum.

Ethnicity

Canada is becoming an increasingly multicultural nation and all cultural institutions, including the Brockville Museum, need to plan to reflect the interests of a variety of culturally specific residents, whether in the context of exhibitions, programs, marketing or staffing considerations.

However, in considering the Brockville area resident market the percentage of the population that is a visible minority is very small. This is changing and will change even more in the future. ***The need to recognize that the history of Brockville is much more than United Empire Loyalists and to include stories of more recent immigrants has already been recognized by the existing Brockville Museum, and will require expansion in the future.***

| Visible Minorities | City of Brockville | Leeds and Grenville County | Ontario | Canada |
|------------------------|--------------------|----------------------------|---------|--------|
| Visible minority | 3.2% | 2.3% | 29.3% | 22.3% |
| Not a visible minority | 96.8% | 97.7% | 70.7% | 77.7% |
| Total population | 100.0% | 100.0% | 100.0% | 100.0% |

Source: Statistics Canada: 2016 Census

SCHOOL MARKETS

It is important for all museums to offer programming of particular interest to the schools for the following main reasons:

- Education is part of the mission and mandate of all museum-related attractions that seek opportunities to broaden and deepen participation from school groups.
- Children brought to museums as part of school field trips often convince their parents to take them again.
- For children in lower income/education families, attending on a field trip is often the only opportunity to attend.

The key determinants for schools to attend on field trips are the size of the student population within a convenient distance, relationship to curriculum, student enjoyment, proximity and cost, as discussed here.

Enrolment Levels

Enrollment levels at schools in the Upper Canada District School Board, headquartered in Brockville, have been steady in the past few years, mirroring the pattern for the overall regional population. There has been a slight increase in the enrollment levels of Catholic District School Board of Eastern Ontario, which includes a wider geographic area. School groups from communities in eastern Ontario that are distant from Brockville will be more of a challenge to attract on-site, as discussed further below. Although the following table indicates a regional school enrollment that is over 39,000, the reality of travel distances means a an easily accessible school market that is smaller. More importantly, a museum focused on the history of Brockville will find greater difficulty in attracting school group visits from communities that are not close to Brockville.

The available data also indicate twice as many children enrolled in elementary grades who are more likely to be taken on a field trip to a museum. However, as shown in the following sections, ***the traditional field trip is becoming superseded by other forms of museum-school partnership and therefore the school market should not be considered a substantial growth area for on-site attendance.***

| School Board Enrolment | Upper Canada District School Board | | Catholic District School Board of Eastern Ontario | | Total Enrolment | |
|---------------------------|--|---------------|---|---------------|--------------------|---------------|
| | Schools | Pupils | Schools | Pupils | Schools | Pupils |
| Elementary | 57 | 17,668 | 32 | N/A | 89 | N/A |
| Secondary | 22 | 8,581 | 10 | N/A | 32 | N/A |
| Total | 79 | 26,249 | 42 | 13,000 | 121 | 39,249 |

Sources: Upper Canada District School Board, *Long-Term Accommodation Projections, April 2016*; Catholic District School Board of Eastern Ontario, *Board Demographics, October 2020*.

Curriculum Links

As with all Ontario schools, Upper Canada District School Board students follow the provincial curriculum. Key linkages for grades 1 through 8 are as follows:

| | Arts | Social Studies | | | |
|---------|-------------|--|--|---|---|
| | | Heritage and Identity | People and Environments | History | Geography |
| Grade 1 | Visual Arts | Our Changing Roles and Responsibilities | | | |
| Grade 2 | Visual Arts | Changing Family and Community Traditions | Global Communities | | |
| Grade 3 | Visual Arts | Communities in Canada, 1780-1850 | | | |
| Grade 4 | Visual Arts | Early Societies to 1500 CE | Political and Physical Regions of Canada | | |
| Grade 5 | Visual Arts | Interactions of Indigenous Peoples and Europeans Prior to 1713, in What Would Eventually Become Canada | The Role of Government and Responsible Citizenship | | |
| Grade 6 | Visual Arts | Communities in Canada, Past and Present | Canada's Interactions with the Global Community | | |
| Grade 7 | Visual Arts | | | New France and British North America, 1713-1800 | Physical Patterns in a Changing World |
| | | | | Canada, 1800-1850: Conflict and Challenges | Natural Resources around the World: Use and Sustainability |
| Grade 8 | Visual Arts | | | Creating Canada, 1850-1890 | Global Settlement: Patterns and Sustainability |
| | | | | Canada, 1890-1914: A Changing Society | Global Inequalities: Economic Development and Quality of Life |

Overall, the provincial Ministry of Education's focus is on STEM learning, skilled trades, and topics related to Indigenous subject matters. At the elementary level, cross-curricular links are to be encouraged; a program focusing on outdated categories like local history is less likely to be as interesting to teachers as one focused on "citizenship", "community development" or similar topics that bridge older curriculum categories.

But, while curriculum links remain a crucial requirement for any museum-school partnership, they are no longer the main driver of such a partnership and no longer the only (and perhaps not even the main) determinant of school participation in museum programming. Rather, alignment with the Upper Canada District's pedagogical philosophy is more important, and in this case the philosophy in question is *experiential learning*. This means providing opportunities for students to participate in, reflect on and react to experiences in the service of developing a set of global competencies for success in 21st century society.

These global competencies include critical thinking and problem-solving, innovation, creativity and entrepreneurship, self-directed learning, collaboration, communication and global citizenship.

A key piece of pursuing experiential learning experiences is seeking partnerships with community organizations such as museums that can offer connections to the core drivers. This means that the content of any particular subject matter is less important than the higher-level learning outcomes as expressed in the global competencies. Guidance for developing potential community partnerships (which would include an organization like the Brockville Museum) is presented in the District's *Experiential Learning: A Four-Year Plan* document, spanning the years 2018-2022:

When creating community connections and planning for community partnerships, school and board staff should be guided by the following considerations:

- *All partners should be involved in the planning of the experiential learning opportunity (students, teachers, and a community mentor or supervisor).*
- *All parties to the partnership need to understand and consider one another's mission, goals, and capacity when planning experiential learning opportunities.*
- *Experiential learning opportunities should be of benefit to all partners.*
- *Ongoing communication among all parties is critical.*
- *All parties need to acknowledge and respect one another's expertise.¹*

In summary, both a focus on curriculum, and a focus on experiential learning opportunities are required to ensure a successful museum-school partnership. In fact, partnership is the key word: museums need to think of themselves as partners with schools in program development and delivery, rather than schools as a market to which museum-developed programs are offered.

Field Trip Policies and Funding

Even before the impact of the COVID-19 pandemic, a common pattern throughout North America was a decline in the number of field trips for a variety of factors both philosophical and financial, including transportation costs, insurance, transportation time and other reasons.

One of these other reasons is *equity of access*. In the Upper Canada District School Board, equity of access is the guiding principle when evaluating such trips. There are no dedicated funds for field trips and parents are required to pay their share of costs for any proposed field trip, but at the same time bus costs have increased significantly and the equity of access principle has been put in place. The result is that teachers and principals are increasingly reluctant to ask parents to pay (since not all may have the wherewithal to contribute).

¹ Upper Canada District School Board, "Experiential Learning: A Four-Year Plan", http://ucdsb.on.ca/UserFiles/Servers/Server_148343/File/Programs/School%20Programs%20k-12/Experiential%20Learning/Experiential%20Learning%20Report%20v6%20for%20Communications%20Department.pdf

Given that this is the case, anything that increases costs, such as charged admission, would obviously further decrease the already-diminishing likelihood of a traditional school field trip.

The traditional field trip still exists in the Upper Canada District School Board, but it is gradually becoming superseded. But there is an opportunity to reach students (and a greater number of them) via more sophisticated forms of museum-school partnership. The key opportunities identified by District interviewees lay in the digital realm. From the point of view of those interviewed for this study, a digital-based program would make the Brockville Museum much more accessible to many more students (as per equity of access) and is, for them, the preferred course of action in any partnership arrangement with the Brockville Museum, provided it were developed and delivered according to the learning outcomes and partnership models articulated in the *Experiential Learning* document.

TOURIST MARKETS

Brockville is part of the Ontario Regional Tourism Organization (RTO) 9 that is commonly referred to as Southeastern Ontario. The following data are from three *Regional Traveller Profile* surveys for Southeastern Ontario as prepared by the Ontario Ministry of Tourism, Culture and Sport in the summer of 2018/19, the summer of 2019/20 and the fall of 2019/20.

There are also data and findings from the *The City of Brockville 5-Year Strategy & Action Report* (MDB Insight, 2019). The data were supplemented by information and insights from the interview process.

- **Number of Tourists to Brockville:** There were 135,000 overnight visitors to Brockville, with 315,000 day trip visitors, for a combined estimate of 450,000 in 2017. These figures are believed to be in an applicable range in 2018 and 2019 as well.
- **Profile of Survey Respondents:** Some 38% of visitors to Southeastern Ontario were aged 55 and older and 37% from the Greater Toronto area. About 42% with at least a university degree, and 79% were female, 45% had household incomes of at least \$100,000. Travelers arrive primarily by car and independently, as opposed to being on group tours.
- **Thousand Islands Brockville Visits:** Of the eight sub-regions in Southeastern Ontario the Thousand Islands Brockville ranked tied for fifth with the Bay of Quinte in visitation. The highest ranked are Prince Edward County, Kingston and Thousand Islands, and Gananoque. ***Proximity to Gananoque and other outdoor recreational opportunities should help to make an expanded and enhanced Brockville Museum more of an inclement weather alternative in the warm weather months.***
- **Visitor Party Composition:** Some 51% of all visitor parties to Thousand Islands Brockville visited with a spouse/partner, 19% with friends, 12% with family but no children, 9% with children, and 7% alone.
- **First Time and Repeat Visitation:** The large majority of visitors have been to Brockville before as only 5% were first time visitors, and 63% within the past year. ***The challenge for a future Brockville Museum is to be able to convey that it is a***

new and different Brockville Museum that is worth visiting again even if having visited in the past.

- **Months and Days of Visits to Brockville:** Visitors are most likely to arrive in the summer months and most likely on Saturday and Friday (58%) followed by Sunday (40%) suggesting the need for summer open hours during the summer months. September is busier than June because of the popularity of the area for fall colours. Length of stay averages 1-2 nights, largely on weekends except during the peak summer months. ***This study has recommended somewhat higher admission charges during the Victoria Day to Labour Day weekends, or conversely, lower admission charges during the non-peak tourism season to benefit largely resident markets during most months.***
- **Mode of Transportation:** Some 87% of visitors arrives by automobile, with 7% by boat, the highest percentage arriving by boat in the region.
- **Motivations of Travelers:** Traveling to the region is primarily for leisure purposes (80-86%). Natural attractions include boating, diving, swimming and hiking trails. Many visit friends and relatives. It is the residents they are visiting who are the primary sources of information for tourists as well and often accompany their visitors. This emphasizes the importance of appealing to residents as a way to attract tourists.
- **Cultural Tourists:** Data from the Association for Leisure and Tourism Education, South Eastern Ontario Consumer Insights Survey (2018, 2019) indicates that cultural travellers stay longer (average number of nights spent on cultural visits was 5.0 vs. 3.1 nights for all Ontario travel). They also spend substantially more at an average of \$527/trip compared to \$171/trip for total trips. Ontario residents accounted for the majority of cultural visits, followed by the US, overseas and other Canadian travellers.

Brockville is close to the US border. It is marketed as the City of the Thousand Islands and offers adjacency to two international bridges, the Thousand Islands International Bridge, and the Ogdensburg-Prescott International Bridge. Both are accessible via Highway 401 within 30 minutes' drive in either direction from Brockville. US travelers can also access Brockville via watercraft, where they can report their arrival to Canada Customs at Blockhouse Island.

The main existing attractions in Brockville are the Aquatarium and the Brockville Railway Tunnel. The Railway Tunnel attracted approximately 23,000 trips per month in its peak months of July and August 2018. The *5 Year Tourism Strategy* identified an objective to develop the north end of the Railway Tunnel experience because there is "nothing to do when visitors get to the end". Although this appears to be a worthwhile objective, we do not recommend location of the future Brockville Museum at that site. That is because the area is primarily residential and because a history museum is most appropriately located in Brockville's historic downtown. In addition, a municipally supported Brockville history museum should also seek to meet a Brockville objective and contribute to downtown revitalization. There may also be an opportunity, depending on the specific site, to include a tourism Visitor Centre in the future Brockville Museum, but it has not been assumed for the purposes of this study.

4. RECOMMENDATIONS AND ASSUMPTIONS

This chapter sets out recommendations and assumptions associated with the future Brockville Museum to be implemented by 2032. The recommendations were prepared by Lord Cultural Resources, informed by the planning process. The recommendations were approved or modified based on input from the Committee to become assumptions underlying the capital cost estimate in Chapter 5 and the projections of attendance, operating revenues and expenses set out in Chapter 6 of this report.

Public feedback to help guide the recommendations in this feasibility study for the future Brockville Museum was sought in three ways:

- Interviews were conducted with 20 key informants, who are acknowledged in Appendix A of this report.
- On November 24, 2020, a public meeting was held to discuss the future of Brockville Museum, during the meeting several poll questions were asked using Zoom's polling features to invite participants to share their thoughts, and participants expressed their opinions regarding a variety of issues. There were over 30 participants in addition to the consultants on the Zoom video call. Detailed findings are set out in Appendix B.
- From December 9, 2020, through to January 4, 2021, a public survey was promoted to gain feedback from both those who have visited and those who have not visited the Brockville Museum. Some 157 persons responded to the survey, the large majority of whom would be characterized as the interested public rather than a random sample of the general public. Detailed responses are in Appendix C.

It must be emphasized that while the interview, public meeting and survey results had a substantial impact on the recommendations in this feasibility study, other factors influenced the recommendations too. These include the experience of comparable museums, an analysis of existing and potential markets, and especially the judgment and experience of the consultant team. Therefore, some preferences by the public meeting or survey respondents are not reflected in the recommendations that follow.

The recommendations and assumptions associated with the future Brockville Museum are set out in the following categories:

- Site
- Spaces and Facilities
- Mission and Mandate
- Collections and Visitor Experience
- Operations
- Other Assumptions

4.1 SITE

The existing Brockville Museum is located near the riverfront in the historic downtown of Brockville. It is in an adaptively reused municipally owned building, with four dedicated parking spaces. The key issues considered here are for a future site that is:

- Downtown or Not Necessarily
- Municipally Owned Site or Not Necessarily
- Dedicated Parking or Not Necessarily
- New Construction or Adaptive Reuse
- Stand-Alone or Mixed Use Building
- Timeliness

This is followed by identification of criteria by which the Board and senior management of the future Brockville Museum may select a specific site. A weighting system and numerical rating scale are recommended if there is an opportunity to choose among two or more options.

DOWNTOWN LOCATION OR NOT NECESSARILY

The issue of a downtown location or not necessarily was one of the poll questions posed to those who took part in an on-line public meeting and as part of the community survey. As detailed in Appendix B, the poll of public meeting participants found that 80% believed that the future Brockville Museum should be located downtown while 20% felt that the location did not necessarily need to be downtown. In the community survey, detailed in Appendix C, 67% of respondents believed that the future Brockville Museum should be downtown.

We recommend a downtown location for the future Brockville Museum for the following main reasons:

- The Brockville Museum will continue to be primarily about the history of Brockville, and it was in the downtown where much of that history was made. The remaining

historic buildings in Brockville are mainly located in its downtown, enabling the Museum to be a starting point for walking tours of the historic downtown.

- Downtown revitalization is and will remain a core objective of the City of Brockville. In that context, and also taking into account that the City will remain the primary funder of the Brockville Museum, it is appropriate that the future Brockville Museum be located to support the City's objective of downtown revitalization. There are 300 businesses in the downtown Business Improvement Area, of which 60 are retailers and 30 are restaurants. These tax-paying businesses would be helped by a larger and enhanced Brockville Museum in their midst.
- A location downtown will enable the Museum to avoid the need to allocate space for a café or restaurant. This will allow space to be used for more pressing needs and thereby encourage visitors to eat in downtown restaurants.
- A downtown location will be more convenient for tourists, including boaters, and also allow combined visits with other downtown facilities and amenities, including the Brockville Arts Centre, festivals and events.
- Although use of public transportation in Brockville is limited, the downtown is most easily accessed by those who use it.

MUNICIPALLY OWNED SITE OR NOT NECESSARILY

This question was posed to those attending the on-line public meeting. The poll at the public meeting indicated that only 55% believed a municipally owned site was necessary. However, we believe that respondents did not fully understand the implications set out below.

We believe a municipally owned site is very important for the following main reasons:

- If a privately owned site were purchased it would reduce the funds available to invest in the building and the exhibitions, and ideally in an endowment to support operating costs.
- The Brockville Museum will need to apply for federal and provincial funds and to secure private funds to implement a capital project for the building and exhibitions. There will be an expectation of municipal support for the project to increase the likelihood of federal, provincial and private capital funding. The provision of a municipally owned site will help to increase the likelihood of such funding support.

DEDICATED PARKING OR NOT NECESSARILY

Relatively few downtown museums anywhere have their own dedicated parking. The existing Brockville Museum has four spaces. Having dedicated parking is usually an advantage for museums in non-downtown locations. It is doubtful if a downtown site in Brockville with its own dedicated parking will be possible and in our judgment the availability of dedicated parking would not be sufficient justification to pursue a site that is not downtown.

Assuming a downtown site, ***we do not believe that parking dedicated to the Museum is essential as long as there is available and reasonably priced public parking***

nearby. With two-hour free parking on King Street and other streets downtown and reportedly lax enforcement beyond those hours, the cost of parking is not currently an issue for most potential downtown sites.

Similarly, although having outdoor space would be ideal, we do not believe it to be imperative, especially in the context of a downtown site.

NEW CONSTRUCTION OR ADAPTIVE RE-USE

It is common for history museums to be located in adaptively reused, often historic, buildings. That has been the case for the Brockville Museum as well. The positive aspect of an adaptively reused historic building is that it helps to save an historic building that might otherwise be in jeopardy of being lost. On the other hand, there are substantial maintenance issues and spatial inefficiencies associated with historic buildings, as has long been experienced by the existing Brockville Museum.

We believe that either new construction or adaptive reuse should be acceptable depending on the specific opportunities available to the Brockville Museum in the future.

STAND-ALONE OR MIXED USE BUILDING

The ideal would be a stand-alone building in which the Brockville Museum is able to convey its own distinct identity and image. However, that may require a more substantial capital cost than a facility within a mixed use building. It has become increasingly common for museums to be part of mixed use buildings, usually on the lower floors of a condominium or apartment building. The most famous examples of museums in mixed use buildings are the Museum of Modern Art in New York and the Bell Lightbox of the Toronto International Film Festival.

The main advantage for a museum in a mixed use building is the lower capital cost. For the municipality, the advantage is the opportunity to generate tax revenue from the residential/commercial parts of the building, taking into account that museums do not pay taxes. The benefits of a mixed use project to a municipality helps to increase the likelihood of more financial support for operations. ***While a self-standing building is ideal, we recommend consideration of a mixed use opportunity if it becomes available, and if it is practical.***

TIMELINESS

2032 is the bicentennial of the incorporation of Brockville as a town, and the assumption is that the new Brockville Museum will open no later than that year. The criteria set out below assume a lengthy period until funds are raised and construction initiated to allow the new Museum to open by that date. However, ***if an opportunity presents itself earlier to allow an opening before 2032, we recommend that such an opportunity be considered.***

CRITERIA TO SELECT A FUTURE SITE/BUILDING

Taking into account that it may be several years before a site/building for the new Brockville Museum may be finalized, the criteria for selecting a future site should be considered as flexible to enable the Board and staff to respond to circumstances that may arise. The recommended criteria by which future Board members and senior management of the Brockville Museum might compare two or more potential sites are as follows. ***These assume that the selected site will be downtown with easy access from the riverfront and will be municipally owned or gifted to avoid allocation of capital funds for property acquisition. The preferred site could involve either new construction or adaptive reuse and could either be in a stand-alone or mixed use building to take advantage of available opportunities at the time.***

Recognizing that not all criteria are of equal weight, a weighting scale of 1 to 3 has been used, with 3 representing the highest and most important weight. The eight evaluation criteria used, and their weights are as follows:

- Visibility: The better the visibility to pedestrians and motorists, the higher the score. (Weight: 2)
- Parking availability: The greater the availability, number and proximity of parking spaces nearby, the higher the score. (Weight: 2)
- Cost of parking: Although parking is primarily free in downtown Brockville, a site that would require paid parking would lead to a lower score. (Weight: 1)
- Proximity to public transportation: The better the access to public transportation the higher the score. (Weight: 1)
- Physical Features: Important features, especially for adaptive reuse, include the size of the space, access from loading dock, freight elevators, ceiling height, environmental controls, and other desirable physical features. (Weight: 3)
- Proximity to other cultural opportunities: Being near other cultural opportunities increases opportunities for crossover visits at the time or in the future. (Weight: 1)
- Proximity to Brock Trail: This walking and biking trail is a focal point for residents and also visitors to Brockville, including a link to the waterfront. The greater the proximity to it the higher the score. (Weight: 1)
- Proximity to other traffic generators: The greater the proximity to restaurants, retail stores, hotels, conference facilities, and other facilities or events the higher the score. (Weight: 2)

The strengths and weaknesses of specific sites to be evaluated should be subject to comparison in a written narrative as applied to each criterion to which a corresponding numerical rating made on a scale of 1 to 5 in which 5 is the most favourable. This then leads to a comparative score and a ranking of the potential sites.

4.2 SPACES AND FACILITIES

This section sets out the recommended program of spaces required to achieve the vision and functional needs for the new Brockville Museum. A review of previous studies, independent desk-side research, the interview process, and a joint assumptions-programming workshop has led to the following facility-specific recommendations. The analysis begins with the assumptions that underlie the recommendations for the size of the various spaces in the future Brockville Museum.

FACILITY PLANNING FACTORS AND ASSUMPTIONS

The facility-specific recommendations take into account the following factors and assumptions:

EXISTING CONDITIONS

- The existing museum building is approximately 7,200 sq. ft., with 3,200 sq. ft. of exhibition space. The Leeds and Grenville Branch – OGS currently occupies about 300 sq. ft. in the basement. The building space is divided into several small rooms and no longer adequately meets its collections care, programming, and exhibit needs. The building is also susceptible to flooding which places the collections at risk.
- The current collection comprises over 6,500 objects, including several oversize items (vehicles) and a collection of 25,000 photos, documents, and archival material. Of these, approximately 14,500 are searchable online, with more being digitized regularly. Historically, the Museum has accepted approximately 400 new objects, photos, and documents annually.
- The existing on-site collection storage is at capacity and requires additional space to accommodate both current collections and future growth. Oversized and other collections are also stored at a rented 2,000 sq. ft. off-site warehouse storage location, which has physical limitations as well. It is assumed that all existing and future collection items will be stored on site in the future Brockville Museum. Some of the collections storage will be visible to visitors on a controlled basis.
- The building is also home to the Brockville Museum's own archival collection encompassing 25,000 photographs and documents stored in a variety of spaces within the building. An objective is to keep the archive in one place, with proper environmental and security controls, and to facilitate efficient and improved public access and management.
- The Museum also accommodates the Leeds and Grenville Branch of the Ontario Genealogical Society (OGS) archives and workspace. Additional space will be required in the future.
- The Museum will pursue with the City of Brockville the idea of integrating the Municipal Archives into the archival storage space of the Brockville Museum. This study assumes that it will take place.

PROGRAMING AND PLANNING

- The project vision document contemplates a growth in the space of the museum from 7,200 sq. ft. plus 2,000 sq. ft. of off-site collections storage to a minimum of 18,000-20,000 net sq. ft. We have developed a space and facilities plan that is within this range.
- Final design must provide a minimum of 6,000 sq. ft. at grade.
- Retail functions will be integrated into the admissions desk.
- No food or café functions are required. However, to service venue rental / events and select programs, a small institutional-type kitchen that meets Health Unit standards is required
- Space will be included in the new building for the Municipal Archives, which are currently stored in the basement of City Hall.
- Although there may be an opportunity to add a tourism Visitor Centre within the Museum building, it has not been assumed at this stage.
- Outdoor program / green space is also desirable to accommodate public programming activities, but not essential.
- The space and facilities program are subject to modification in detailed design and in the context of a specific site.
- All areas referenced in this report are assumed to be in net square feet (nsf) unless otherwise noted.

MUSEUM ENVIRONMENT

- The museum will require a high-level of finishes, including achieving ASHRAE Class A for exhibition and collection storage / processing spaces. The recommended environmental conditions are assumed to be minimum $70^{\circ} F \pm 2^{\circ} F$ and $50\% RH \pm 5\%$.
- The recommended environmental and relative humidity (RH) conditions for both Cool / Cold and Archival storage rooms are *Cool: 8 to 16°C, 30-50% RH, and Cold: 0 to 8°C, 30-50% RH*. These recommendations should be confirmed by the client during the design stage.

DESIGN OBJECT

The Design Object is the largest artifact, specimen, or work of art that will be *frequently* moved on a regular basis and accommodated not only in galleries and storage rooms, but also in corridors, elevators and loading areas in the collection zones – anywhere that collections may be moved, displayed, studied or treated. It is not necessarily the largest object that will ever be moved.

It is understood that the collection includes vehicles. However, this is not considered the Design Object as it is not realistic to assume that vehicles will move through the entire facility. The Design Object is therefore assumed at 8'-0" (W) x 10'-0" (D) x 10'-0" (H).

It is assumed that the largest 2D object will be 10'-0" (W) x 14'-0" (L) x 3" (H).

NET AND GROSS AREA

Overall facility size is based on the calculation of three primary inputs:

1. **Net area:** a calculation of the usable interior space required for museum functions or activities (Represented as net sq. ft.).
2. **Gross area:** a calculation based on a multiplier of the net square footage (represented as gross sq. ft.).
3. **Total building area:** The sum of net and gross areas.

Gross area is an area allowance to account for thickness of walls, mechanical/electrical service areas, restrooms, and both horizontal and vertical circulation space. The following shows a common breakdown of what gross square footage represents within the total building envelope in new construction.

- Wall Thickness and Structure: 10%-15%
- Horizontal Circulation: 10%-15%
- Vertical Circulation: 10%-15%
- Mechanical /Electrical Rooms and Restrooms: 10%-15%

Gross area is not a constant value and will vary depending on building type and architectural design efficiency. As the space program does not prescribe the final design characteristics, a magnitude assumption of this ratio must be made.

For planning purposes, a grossing factor of between 40% (1.4 x net sq. ft.) and 50% (1.5 x net sq. ft.) is common for new cultural institutions. In cases where a large amount of exhibit space is required, the grossing factor will typically trend lower, considering the large amounts of circulation through exhibit space. Institutions which have a higher proportion of research and education spaces, the gross area will trend higher. As the Brockville Museum contains a reasonable balance of both, and given uncertainty requiring new construction or adaptive reuse, a universal grossing factor of 40% (1.4 x net sq. ft.) may be used to estimate the total building area.

PRELIMINARY SPACE PROGRAM

The following preliminary space program is organized in tabular format describing the total net area for all required spaces. A sub-total net area for each major category (museum zone) is provided along with a concluding grand total net area and estimated gross building area. All net areas are listed in net square feet (nsf).

A separate notation for each specific museum zone is also provided. Collections-focused museum spaces can typically be organized according to a classification of zones, which classifies the area in terms of public vs. non-public functions, and collections vs. non-collections functions. The five zones are as follows:

Zone A, Public Amenities: In this zone, visitors are present, but normally, collections items are not. Lobby, gift shop, restrooms, event space, food service spaces, and public program areas are the kind of spaces in this zone.

This space is among the most expensive to build due to the high level of finish, but is less expensive to operate, since it does not have tight temperature and humidity requirements.

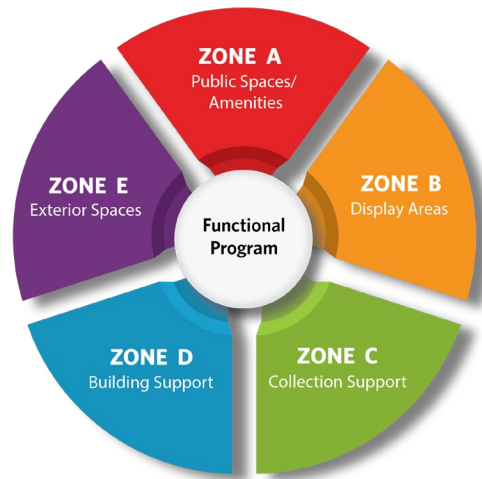
Zone B, Galleries and Exhibits: This zone is where visitors encounter exhibitions or collections, as well as any artifacts borrowed from other institutions. It is the costliest part of the building (capital and operating), since it requires high levels of finish to meet public expectations, environmental controls, and security.

Zone C, Collection Support:

Collections and loaned objects are present in this zone, and access is restricted to authorized staff. All the collections handling, management, and support areas for the temporary exhibition program—from the shipping/receiving area inward—are part of this zone. It is less expensive to build, as it only requires a basic level of finish, but it is more expensive to operate, since the space requires tight security, temperature, and humidity controls.

Zone D, Building Support: This zone includes areas that do not normally host the public or require specific environmental or security controls. Offices and work areas to support staff activities and programs and non-collections building support, storage, and work areas are in this zone. It is frequently the lowest cost of the building to construct, since it requires neither a high level of environmental control and security, nor the level of finish necessary to meet public expectations.

Zone E, Exterior Spaces: This zone tracks critical program elements not located inside the building. It identifies those spaces that the museum will rely upon to execute its outdoor events, programs, and visitor experiences. These include functional items like a bus drop-off as well as programmatic and revenue generating spaces, such as plazas, courtyards, gardens, and rooftops. No net area is assigned to exterior spaces.



| Zone | Space Function | Area (NSF) | Description / Comments |
|---|--|-----------------|---|
| Zone A Lobby and Visitor Amenities | | 2,450 | Public Access |
| A-1 | Lobby, Admissions, Admission Support and Integrated Retail Kiosk | 900 | Ticketing, information, orientation, group marshalling, membership desk, as well as lost and found and private nursing station/first aid. Includes 250 sq. ft. retail store integrated with admissions. Linked to Multi-Purpose Space makes part available for venue rentals. |
| A-2 | Coat and Bag Storage | 100 | Includes self service lockers for families. Unsupervised, with security camera. |
| A-3 | Multi-Purpose Meeting / Program Room | 700 | Flat floor, multi-purpose room for meetings, events, venue rentals, education programs, films. Available to community groups. To accommodate 30-40 people seated for dinners and 50-60 when combined with part of lobby. Double for receptions. |
| A-4 | Program and Rentals Supplies Storage | 50 | Supplies storage to support program activities . |
| A-5 | Event Prep Kitchen | 200 | Support kitchen to service event space, catering support etc. (institutional-type equipment) and related storage. Adjacent to Multi-Purpose Room. |
| A-6 | Research Room / Library | 500 | Research room with tables and chairs for researchers to utilize reference material from the Museum, the Leeds and Grenville Branch – OGS, and municipal archives. |
| A-7 | Public Washrooms | Not in Net Area | Male and female with baby change facilities in both. To meet all applicable codes. |
| Zone B Exhibit Areas | | 6,000 | Public Access |
| B-1 | History Focused Permanent Exhibition Space (Divisible) | 3,750 | To accommodate permanent exhibitions or displays of a variety of different themes and activities. Division of specific space is to be determined as part of subsequent detailed exhibition planning and design. Environmental controls required. Must be able to accommodate multiple vehicles. |
| B-2 | Art Gallery Exhibit Space | 1,250 | To accommodate semi-permanent art exhibitions or displays. Environmental controls required. |
| B-3 | Temporary Exhibition Space | 1,000 | Assumes most exhibitions developed internally, on a variety of different themes and activities. Environmental controls required. |
| Zone C Collection Support | | 8,400 | No Regular Public Access |
| C-1 | Mixed Collection Storage | 3,000 | Paper, photograph, textiles and small objects. |
| C-2 | Cool / Cold Storage | 200 | Fragile and environmentally sensitive materials including textiles, photographs and rare books, in specialized box formats and racking for each collections type. |
| C-3 | Oversize Items Storage | 3,000 | Warehouse style for oversized objects. Ground floor accessible with drive-in capability. Must be able to accommodate multiple vehicles. |
| C-4 | Municipal Archives Storage | 500 | Storage for environmentally sensitive archive materials including works on paper, stored in specialized box formats and shelving. |
| C-5 | Leeds and Grenville Branch - OGS | 500 | Dedicated space for the Society. |
| C-6 | Covered Loading Dock | Not in Net Area | Exterior (covered) loading, shipping / receiving area for small to medium-sized van delivery. |
| C-7 | Shipping and Receiving | 500 | Receiving area for collections and exhibits shipments, adjacent to collections work spaces. Includes photo documentation workstation and used for crate storage when occasional external exhibitions |
| C-8 | Isolation / Quarantine Room | 100 | Isolation of any collection items found to be infested with pests, mold, mildew, or other contaminants. |
| C-9 | Exhibit Clean Prep Room (Conservation) | 600 | Flexible exhibit prep / work room reserved for necessary exhibit related work such as ongoing repair, maintenance, or remounting and remedial repair of own works. Provides additional storage space. |
| C-10 | Freight Elevator | Not in Net Area | Assuming two storey structure, elevator cab to accommodate forklift & crate. Elevator and related machine room accounted for in Gross Floor Area. |
| Zone D Building Support Space | | 3,050 | No Regular Public Access |
| D-1 | Office and Work Space | 800 | Assumption of 4 private offices @100sf each avg., and open office work areas for 6-8 staff and volunteers. |
| D-2 | Staff / Volunteer Lounge | 300 | Includes small kitchenette. |
| D-3 | Conference Room | 500 | Museum and Genealogical Society staff, Friends and Board meetings; available for community meetings; teacher training workshops; small receptions. Equipped for multimedia presentations. |
| D-4 | Communications Centre & Office Supplies Storage | 100 | Mail room, copier, fax machine, paper and supplies storage, file storage and work area. Special ventilation required. |
| D-5 | Secure File / Records Storage | 100 | Secure storage for curatorial documentation, lateral and vertical files. |
| D-6 | Technology Communications Centre | 50 | Contains network server and other AV equipment. Special ventilation required. |
| D-7 | Building Workshop (Dirty) | 400 | Building / exhibit "dirty" prep work such as touch up painting and small exhibition furniture or crate fabrication. |
| D-8 | Special Events Storage | 400 | Equipment storage (chairs, tables, easels, etc.). |
| D-9 | General Building Storage | 300 | Food service support area. For birthday parties and other rentals and programs. |
| D-10 | Security Room | 50 | Security equipment and monitors. |
| D-11 | Custodial / Janitorial (x2) | Not in Net Area | Located on each floor as required. |
| D-12 | Garbage and Recycling Bins | 50 | With access to the exterior service areas |
| D-13 | Staff Washrooms | Not in Net Area | Male and female with baby change facilities in both. To meet all applicable codes. |
| Total Net Area | | 19,900 | |

Taking into account the 40% grossing factor for circulation, mechanical and electrical spaces as well as wall thicknesses, the total building area at this pre-design stage is a rounded 27,900 gross square feet.

| Zone | Summary of Spaces (sq. ft.) |
|--------------------|-----------------------------|
| Zone A | 2,450 |
| Zone B | 6,000 |
| Zone C | 8,400 |
| Zone D | 3,050 |
| Net Sq. Ft. | 19,900 |
| Grossing (40%) | 7,960 |
| Total Area | 27,860 |

4.3 MISSION AND MANDATE

The existing foundation statements of the Brockville Museum are as follows and emphasize a focus on the history of Brockville:

Mission:

- The Brockville Museum is committed to preserving and promoting the history of Brockville through continuing quality exhibits and education programs. The museum activities are strongly supported by an expanding collection of related artifacts and archival material.
- The Brockville Museum grows with, and for the community, providing a source of knowledge on the heritage of Brockville for present and future generations.

Statement of Purpose:

- The Brockville Museum demonstrates how the City of Brockville has developed from the earliest times to the present. It also displays a wide variety of themes to include other cultures and topics not directly related to Brockville.
- The museum has a responsibility to grow, mature and continue to evolve as a living, dynamic institution. In this respect its purpose is:
 - To inform by means of museum exhibits, historical interpretive programs, research facilities, and publishing of written and visual materials.
 - To accept by gift or acquire by purchase those items, documents and artifacts which have been made, sold or pertain to Brockville and provide facilities for their preservation, storage and exhibition.
 - To preserve the museum collection by proper conservation measures.
 - To maintain on-going cultural and educational programs to serve children and adults of Brockville.

- To provide visitors with the resources to gain knowledge of Brockville's history and have an enriching and memorable experience.

We recommend a widening of the mission to include art as well as history to supplement the small art galleries at St. Lawrence College and the Brockville Arts Centre. This will help to tell a fuller story of Brockville, which is appropriate given the fact that it is the Brockville Museum and not the Brockville History Museum. The recent Picnic with Prudence Heward exhibition at the Brockville Museum, which also included Group of Seven and other works of art, emphasizes that art has already been understood to be part of the mission and mandate of the Brockville Museum and can be used to tell heritage-related stories by means of objects.

4.4 COLLECTIONS AND VISITOR EXPERIENCE

The future Brockville Museum will continue to meet its collections development and care responsibilities, with all collections stored in the new facility and no need for expenditures and inefficiencies associated with off-site collections storage. The new facility will also include additional exhibition space, including an art gallery. Both are discussed below.

COLLECTIONS

The Brockville Museum is a collection-focused institution. Currently its collection comprises some 6,500 objects and 25,000 photos and documents, but it is growing rapidly, having doubled in size since the last expansion in 1995 and projected to grow by an additional 25% by 2032. Deaccessioning is underway for poor-condition and duplicate objects but the number of candidates for deaccessioning is too small to make a meaningful difference to collection size or projected collection growth.

The inadequacies of the present building have been well-documented and go beyond a lack of space; a particularly serious issue is the below-grade storage (actually, below the water table) and the propensity of the basement to flood. These poor conditions, when combined with the collection's growth, have forced the Museum to rent approximately 2,000 sq. ft. of off-site storage space. In fact, the lack of adequate storage, management or collection display space is one of the major drivers for the larger Brockville Museum to be opened no later than in 2032.

In terms of collection development, the biggest gap is the post-1950 era and the need for contemporary collecting in order to generate exhibitions and programs of interest and relevance to a broader audience. This has been well recognized by staff. These types of collections are crucial for the Museum to produce relevant exhibitions and visitor experiences that go beyond the stereotype of Brockville as a Loyalist city with a one-dimensional history and to achieve the visitor experience recommendations outlined below.

VISITOR EXPERIENCE

During the visioning workshop conducted for this feasibility study process, it was agreed that the visitor experience at the Brockville Museum will continue to be object-centred, and that an artifact-heavy display approach (as opposed to advanced media, immersive environments or other non-collection means of expression) will be the guiding principle for permanent exhibition development and design in the revitalized Museum. Accompanying this focus on object display will be a healthy amount of interactive and hands-on exhibitions, which may be analogue or digital in nature as the future exhibition design process (and available budgets for same) determines.

While it is beyond the scope of this study to develop an interpretive plan for the future permanent exhibition, such a plan should be based on a number of key principles in order to maximize appeal and impact:

- A story-based experience that is about all the people of the Brockville area and the traditional lands on which the city is situated, from the original Indigenous inhabitants to the latest arrivals from around the world.
- An up-to-date, dynamic and relevant treatment of Brockville and Eastern Ontario's history and heritage, making thematic connections from historical events and stories to contemporary issues and concerns.
- A focus on presenting stories from a variety of points of view – an approach that allows the Museum to present stories from multiple perspectives to generate active engagement rather than dictating a universal narrative down to passive audiences.
- An active schedule of changing exhibitions, including those developed largely in-house and periodically by others (traveling exhibitions), to provide changing content and a continued reason for people to attend.

While to be determined in the future interpretive planning process, for the purposes of this plan we recommend that the overarching theme for the permanent exhibitions in particular be “the people of Brockville and area” which fits well with the Museum's current strategic direction and the existing genealogical program.

ART GALLERY

Virtually all consulted during this process believe that there is opportunity in providing space for a regional art gallery. While the Museum's collection does include some works of art, we recommend that the gallery space host changing shows featuring local artists as well as the occasional travelling show of works that fall within the Museum's mandate. Works for these temporary shows may be drawn from the collections of the artists themselves, borrowed from other galleries, museums or collectors, or be drawn from the Museum's own collection as appropriate. We therefore do not recommend that the Museum create a permanent exhibition of artworks from its collection in this space, but that the space essentially be a temporary exhibition gallery.

RESEARCH RESOURCES

The existing Museum provides a home for the collections of the Leeds and Grenville Branch – OGS and this will continue to be the case. As with other collections stored at the Museum, these collections are currently threatened due to poor below-grade storage conditions and overcrowding. Interviews indicate the need for an expansion of that space, which we have recommended at 500 sq. ft., compared to the existing 300 sq. ft.

A proposal for the Museum to house the City's municipal archives has been discussed, and if approved offers an opportunity to bolster the Museum's service to researchers.

In addition to this, the program includes a dedicated research room / library where people accessing or working with either Leeds and Grenville Branch – OGS archives or Museum archives can work. The room would be outfitted with tables and chairs, resource material, computer, microfilm reader, and workstations for staff / volunteers of the Museum and the Leeds and Grenville Branch – OGS. Physical proximity / access to archival storage for retrieval of material is preferred in future architectural design.

4.5 OPERATIONS

The key issues associated with the operation of the future Brockville Museum are:

- Admission Charges
- Other Revenue Centres
- Branding/Marketing
- Operating Schedule
- Governance and Staffing

ADMISSION CHARGES

The existing Brockville Museum offers admission by donation, which allows visitors to visit for free or to donate in an admissions box. Some visitors contribute more than what might be expected if there were fixed admission rates, others less and others nothing at all. Data for 2019 (pre-COVID) indicates total admissions revenue of \$5,147, not including revenue from school groups, or those attending for public programs, events or venue rentals.

The key issue with respect to admission charges is whether to continue with admissions by donation. The main advantage of suggested admissions is that it helps to increase attendance levels over what they would be with fixed admission charges.

That is confirmed by the experience of many museums, including the Brockville Museum, which doubled attendance levels after shifting to suggested admissions. Participants in the public meeting expressed a preference to continue with suggested admissions even in the context of a relocated, expanded and enhanced Brockville Museum.

Some 71% of public meeting participants preferred a continuation of suggested admissions. However, 69% of community survey respondents agreed or strongly agreed that they would be willing to pay a fixed admission fee. Despite these alternative views, ***we recommend implementation of modest fixed admission charges in the future Brockville Museum for the following main reasons:***

- The Brockville Museum will be seeking federal, provincial and private support for the capital investment in larger facilities offering enhanced exhibits. There will be a greater likelihood of achieving capital support for the project if the assumption is that the investment will enable the new Museum to be in a position to have fixed admission charges. In short, assuming fixed admission charges will increase the likelihood of implementation of the project.
- Although the City of Brockville will remain the primary funder of the operation of the future Brockville Museum, there will likely be an expectation that the Museum is doing as much as possible to generate earned income. Fixed admission charges will be consistent with achieving that objective.
- Fixed admission helps with security.
- Fixed admission establishes that there is value associated with attending to the Brockville Museum for those who believe free implies limited value.
- There are opportunities to provide free admission to those who really need it, as discussed further below.

Assuming fixed admission charges, associated recommendations are as follows:

- Fixed charges should be modest with an opportunity for visitors to contribute more to a donation box that conveys that funds donated help to preserve the heritage of Brockville and to provide free admission to those who cannot afford it.
- Admission prices should be higher during the peak tourism period from the Victoria Day to Labour Day weekends and communicated as lower during the rest of the year to provide a price break to the largely resident markets during the non-summer months.
- The definition of an adult is recommended to be from age 25-64 in order to provide a price break and help increase attendance by youth, whether or not they are students. A youth ticket rate is recommended to apply to ages 13-24, at the same discounted rate as for seniors.
- Free admission is recommended for children 12 and under and for teacher-guided school groups. If school groups attend for programs involving staff or volunteers, including guided tours, charges would be applied, but categorized as programming rather than admissions revenue.
- Discounted rates should be available for non-school groups of 15 or more persons.
- A family rate is not recommended because it creates an issue of the definition of a family, especially when more than two children accompanied by only one adult or senior, or when visits are by more than a single family.
- Recommended admission categories and charges during the opening three years of operation are as follows:

| | Recommended Admissions (incl. taxes) Victoria Day to Labour Day Weekends | Recommended Admissions (incl. taxes) Rest of Year |
|-------------------------------------|---|--|
| Adult (25-64) | \$8.00 | \$6.00 |
| Senior (65+) | \$6.00 | \$5.00 |
| Youth (13-24) | \$6.00 | \$5.00 |
| Non-School Groups (avg. per person) | \$5.00 | \$4.00 |
| Child (12 and under) | \$0.00 | \$0.00 |
| Teacher-Guided School Groups | \$0.00 | \$0.00 |

- A weekday afternoon program is recommended, with a particular focus on seniors, after the school groups have left. It should offer half price admission after 2:00 p.m. This is commonly a very slow attendance period. Sponsorship should be sought to fund it as well as the free admission to children and teacher-guided school groups as part of a recommended menu of sponsorships through the Friends of the Brockville Museum, discussed later in this chapter.
- Ideally sponsored free admission tickets are recommended to provide access to those who cannot afford admission. The Museum would make such tickets available through social service agencies and religious institutions.
- To encourage visitors to eat and return, admission will be described as a full day pass based on date stamped admission tickets. This practice will benefit nearby restaurants and retailers, helping to contribute to downtown revitalization.

OTHER REVENUE CENTRES

Recommendations/assumptions associated with other revenue centres are as follows:

- **Retail Sales:** Until 2014 there was a separate retail store in the Brockville Museum. It was turned into an office space for volunteers. The existing retail space is essentially just bookshelves encompassing about 50 sq. ft. and stocked by the Friends of the Brockville Museum. Higher attendance at a larger and enhanced Brockville Museum will expose more visitors to a retail store, as will a downtown location in proximity to other retail and restaurant opportunities. Moreover, an art focus will help to widen the product line. If there is a Brockville Visitor Centre in the building this would also create opportunities for souvenir sales. However, while a Visitor Centre is an idea that should be considered in the future it has not been assumed for the purposes of this study. A modest sized retail store offering 250 sq. ft. of public space integrated with admissions has been recommended to enable the same staff and volunteers to handle both. The Museum will also offer on-line retail sales opportunities, as currently practiced by the Leeds and Grenville Branch - OGS. No revenues from retail sales were reported Brockville for Museum in 2019 because the revenues go to the Friends of the Brockville Museum, which generates more substantial income from membership dues, donations and sponsorships. Please see additional discussion of membership below. Retail purchasing and sales in the future Museum are assumed to be the responsibility of Museum staff.

- **Café/Restaurant:** We do not recommend allocation of any space to a café or restaurant in a Museum, especially if a downtown site is selected. This recognizes the importance of allocating space, and the associated capital cost implications, to meet needs of much greater priority. As stated above, it has been assumed that admission will be described as a full-day pass to allow visitors to leave to eat, shop and return if they so choose in order to contribute to downtown revitalization.
- **Venue Rentals:** These have been modest given the size and other limitations of the existing building, generating only about \$2,093 in 2019. The most substantial impact on revenues from venue rentals will be the size and nature of the building, especially spaces available for rentals. The facility plan above indicates 900 net square feet for the lobby and 700 sq. ft. for a contiguous multi-purpose space that can be combined for a capacity of 60 persons sitting banquet style at round tables or up to 120 standing for receptions. Rentals will take place primarily during evening hours when the Museum is closed to the public. It is assumed that an increased focus on venue rentals will require additional part-time staff during the primarily evening rentals.
- **Membership:** At the Brockville Museum, membership is in the Friends of the Brockville Museum and not in the Museum itself. This allows tax receipts to be issued for donations as the Friends is a registered charity. Pre-COVID, there were about 65 Friends. The Friends contributed \$24,769 to the Museum in 2019. This was from a combination of fundraising events, membership dues, donations and sponsorships, and very modest income from the retail store. About 10-15 Friends are also donors. Membership costs are \$20 for individuals, \$30 for families and \$50 for corporations. ***It is assumed that the Friends will continue as a largely fundraising organization and that membership will be in the Museum itself.*** The Museum membership will include lower level categories (student, individual, dual, family) motivated largely by value for money in free admission and discounts, as well as an upper level membership motivated largely by support of the mission of the Brockville Museum and civic pride. ***The minimum upper level membership would be \$100, while lower level memberships could range from student \$20, individual \$35, dual \$50, and family \$65.***
- **Public and Educational Programs:** In 2019, the Brockville Museum reported \$14,088 from public and educational programs. These include a lecture series, walking tours, Talk & Tea, History Talks at area nursing homes/retirement residences, and the Heritage Skills Workshop Series. These programs are resourced largely by one staff member who delivers about 200 programs per year. There are more programs with nursing homes/retirement residences than with schools. Summer camps were stopped because they could not properly be resourced. Opportunities for increased revenue should emerge from a larger space and more staff resources allocated to public and educational programs.
- **Other Sources of Earned Income:** Although there is currently a donation box in the Museum, it needs a stronger message regarding why donations are important. Even in the context of charged admission, a donation box could generate revenue if the message conveyed is that donations help the Brockville Museum to preserve the heritage of Brockville and area and helps to support free admission to those who cannot afford it. Interactivity to have a mechanical response to the placement of money would be helpful, and with less use of cash a tap to donate feature would be ideal. More substantial revenue could be generated assuming the Museum and Friends organization collaborate to hold an annual fundraising gala.

- **Sponsorships and Donations:** Revenue generated from donations and sponsorships is part of the contribution by the Friends of the Brockville Museum to support the Museum. As a registered charitable organization, the Friends are able to issue tax receipts. The Friends organization is important and assumed to continue in the context of the future Brockville Museum, but focused on fundraising. In the context of a larger facility with an increased staff and other operating costs, it will be necessary to not only boost earned income levels, but also contributed income as well. One strategy to help the Friends increase private support is a **recommended menu of sponsorships**. This is an actual menu that would be promoted on the Museum and other web sites and in the Museum. It would list a variety of sponsorship opportunities with attached prices for the year available to supporters on a first come-first served basis. Such opportunities could range from sponsorship of free admission to children or half-priced admission on weekday afternoons to specific programs and exhibits.

MARKETING

- The future Brockville Museum will require a larger operating budget specific to marketing costs.
- A more substantial Brockville Museum will increase opportunities for joint marketing, ticket packaging, and other forms of collaboration with the Aquatarium and the Brockville Arts Centre. There will also be substantially increased opportunities for collaboration with the Business Improvement Area and specific downtown businesses.

OPERATING SCHEDULE

Pre-COVID open days and hours varied by season. During the Victoria Day to Labour Day weekend period the Brockville Museum opened from Monday through Saturday and for the rest of the year from Monday through Friday. The limited open hours on weekends meant that weekend days accounted for only 20% of visitors on average over a 5-year period. This is despite opening on Saturdays for less than four months per year and with no Sunday openings at all. Often weekends account for 50% of visits to other museums.

In the context of a relocated, larger and enhanced Brockville Museum, with a larger staff and pool of volunteers, we recommend increased open days and hours as follows. This includes an experiment with one evening opening per month. If successful it could be maintained but if not popular over a period of several months, it could be dropped. We also recommend opportunities for school groups to visit earlier in the morning with exclusive access if pre-booked.

In summary, the existing and recommended operating schedule is as follows:

| | Pre-COVID Open Schedule | Recommended Schedule |
|-------------------------------------|--------------------------------|---|
| Victoria Day to Labour Day Weekends | Monday – Saturday 10-5 | Daily 10 - 5. One evening opening per month. |
| Rest of Year | Monday – Friday 10- 5 | Tuesday – Saturday 10 – 5. One evening opening per month. Opportunities for school groups to attend at 9 a.m. if pre-booked |

GOVERNANCE, STAFFING AND VOLUNTEERS

- **Governance:** It is assumed that the governance of the Museum will not change. The Brockville Museum will continue to be governed by a Board of Management, appointed by Brockville City Council.
- **Staffing:** The larger and enhanced Brockville Museum will require a larger staff. Increased staffing levels will need to balance the needs of a professional museum operation with recognition of the need to control operating costs. The following table indicates existing 3.6 FTE (full-time equivalent) staff from 2016-2020, the need for a growth to 5.0 FTE in current facilities, and a further growth to 8.8 FTE with implementation of the relocation and expansion of the Brockville Museum.

The table also sets out whether each position is full-time (FT), or part-time (PT) and the assumed number of hours worked per week and their total. Project -funded, seasonal, and student positions would be additional.

As is currently the case to cover Saturday open hours, it is assumed that staff would rotate days and hours worked to accommodate daily opening during the summer months and also to cover a once per month evening opening and periodic evening rentals.

Maintenance, IT, and current levels of administrative support by the City of Brockville would continue.

The current and recommended staffing plan for the Brockville Museum is as follows.

| 2016-present | | |
|--|----|--------------|
| Curator/Director | FT | 35 |
| Interpretation & Public Program Coordinator | FT | 35 |
| Administrative Assistant/Registrar | FT | 35 |
| Community Engagement Officer (includes Media and Volunteers) | PT | 25 |
| | | 130 (3.6FTE) |

| Desired at Present Site | | |
|--|----|---------------|
| Curator/Director | FT | 35 |
| Interpretation & Public Program Coordinator | FT | 35 |
| Collections Manager | FT | 35 |
| Community Engagement Officer (includes Media and Volunteers) | PT | 25 |
| Administrative Assistant | PT | 20 |
| General Museum Assistant | PT | 25 |
| | | 175 (5.0 FTE) |

| Expanded and Relocated Brockville Museum | | |
|---|----|---------------|
| Director/Curator | FT | 35 |
| Public and Educational Programs Manager | FT | 35 |
| Collections Manager | FT | 35 |
| Visitor Experience Manager (includes supervising volunteers and membership program, supervising Administrative Assistant and managing bookings) | FT | 35 |
| Administrative Assistant (including implementation of volunteer and membership programs) | FT | 35 |
| Interpreter (Programming Assistant) | PT | 25 |
| Collections Assistant (Archives and Research) | PT | 25 |
| Gallery Coordinator (interacting with visitors during peak periods, serves as art specialist and helps to arrange loans and shipping) | PT | 25 |
| Communications & Digital Engagement Coordinator (Marketing, Outreach, Social Media) | FT | 35 |
| General Museum Assistant | PT | 25 |
| | | 310 (8.8 FTE) |

- **Volunteers:** The Museum reported 20 regular and 40 periodic volunteers in 2019. This is a successful volunteer program, which should be boosted further with the excitement created by a larger and enhanced Brockville Museum.

4.6 OTHER ASSUMPTIONS

- If there is any debt associated with the new facility, the Museum will not be responsible for any annual outlay for debt service as part of its operating costs.
- We assume that a reserve fund, specifically for exhibition replacement, be implemented as part of the operating budget of the Museum from the opening year to build up a fund for exhibition replacement to be used starting no earlier than Year 4.
- All revenue and expense projections will be stated in year 2021 constant dollars; thus, a specific inflation factor is not included in our estimates. However, some

revenues and expenses tend to increase at a higher rate than the prevailing rate of inflation. For example, staff compensation levels will be projected to grow on an annual basis by 0.5% above whatever the inflation rate is each year.

It must be noted that financial projections are subject to the inherent uncertainties of the future. There is no representation that the projections will be realized in whole or in part. However, taking the assumptions into account and based on the scope of our work, we believe that the projections in Chapter 6 of this report are reasonable.

5. CAPITAL COST SUMMARY

Appendix D sets out the detailed estimates of the capital costs for a relocated, expanded and enhanced Brockville Museum. The Museum is assumed to be open to the public in April of 2032 with construction beginning in 2030. Taking into account the period of time until then and that construction costs tend to exceed the rate of inflation substantially, an escalation of capital costs of 3.0% per year or a total 32.5% has been applied. This results in a total capital cost of about **\$17.8 million if opened in 2032 or about \$14.8 million if constructed in 2021**.

The capital cost estimate assumes new construction and includes various contingencies and an estimate of close to \$1.7 million for new permanent exhibitions capable of helping to grow attendance levels. The construction and exhibitions figures are at a Class D order of magnitude level that is in advance of architectural or exhibition design.

Taking into account that the future site of the Brockville Museum is unknown, the capital cost estimate excludes any site acquisition or development costs. This study has recommended a municipally-owned site without acquisition costs. The capital cost estimate also excludes any costs associated with demolition of an existing building.

Also unknown is whether the future Brockville Museum will be in a new built, adaptively reused, or mixed-use facility. The capital costs are based on new build. An adaptively reused building may offer substantial capital cost savings but may also cost as much as new construction but occupying an existing building may include the need for mechanical upgrades, asbestos abatement, code compliance, major renovations and other costs. Similarly, a mixed use building in which the Museum might occupy part or all of the lower floors of a residential or commercial building can lower capital costs with shared construction costs and other efficiencies and economies.

Given all the unknowns and complexities of future specific adaptively reused or mixed-use building, a reasonable estimate at this time would be that adaptive reuse might lower the capital costs by 5-10% while a mixed-use project might lower the capital cost by 10-20%. However, those savings might be at the price of compromises on spaces.

6. ATTENDANCE, OPERATING REVENUE AND EXPENSE PROJECTIONS

This chapter sets out our projections of attendance, operating revenues and expenses for the opening three years of operation of the relocated and expanded Brockville Museum. Assuming no phasing of the building, Year 3 is a stabilized year representative of subsequent years of operation. At this time, new build has been assumed for the future Museum with a scenario for adaptive reuse of the building and another scenario for the Museum within a mixed-use building.

The projections build on a base level of pre-COVID 2019 attendance, income and expenditure figures for the Brockville Museum, with the exception of more recent staffing figures and some other adjustments that lead to a “base level” that is not precisely the same as 2019. Given the possibility the new Museum might open before 2032, we have not referred to specific years but rather to Year 1, Year 2 and Year 3.

The bulk of the operating funds to support the Brockville Museum have been, and will continue to be, from the City of Brockville. For the purposes of these projections, the 2019 amount from City, other government and private support is assumed to remain constant for each year projected. This allows the **bottom line of the projections to be as follows: Operating expenses minus earned income and existing amounts from government and private sources to leave a revenue gap that will need to be filled by additional City, other government and private sources each year.**

The projections are based on the contextual, comparables and market analyses in Chapters 2 and 3 and the assumptions in Chapter 4, as well as the judgment and experience of the consultants. The figures are also rounded, where possible, to reflect the order of magnitude nature of projecting the future.

The financial projections are in 2021 constant dollars. Figures are assumed to change at whatever the prevailing rate of inflation is, with the exception of staffing costs, which are assumed to increase at a rate of 0.5% per year above the annual inflation rate.

6.1 ON-SITE ATTENDANCE PROJECTIONS

To prepare attendance projections first requires a reasonable definition of who would or would not be defined as a visitor. For the purposes of this analysis a visitor is someone who attends an exhibition, event or program at the Brockville Museum. This includes those attending rentals or events. Not included are staff and volunteers, service and delivery people. While outreach and access through a web site are important, the attendance projections do not include outreach programs or web site hits/visits.

It is important to emphasize that there is no simple computer formula that leads to accurate attendance projections. While there are ratios and formulas that may be used based on the experience of comparable or similar institutions, all methods have weaknesses. It is also important to note, in utilizing data from other museums, that there are a variety of definitions of what constitutes a visitor and no complete certainty that the comparative attendance figures reported are accurate. The ratios and benchmarks nonetheless help to inform our judgment in preparing the attendance projections for the future Brockville Museum.

Although attendance levels in 2019 totaled 5,421 visitors, we have used a rounded 6,000 visitors as the base level attendance for the purposes of comparing to the projected attendance levels with implementation of the relocation and expansion.

BENCHMARKS FOR ON-SITE ATTENDANCE PROJECTIONS

Although each has its weaknesses, a variety of methodologies are used to establish benchmarks for attendance at the Brockville Museum in its first three years of operation after reopening. The benchmarks used in this study to help inform attendance projections for a stabilized year of operation (Year 3) are as follows, with slightly lower attendance assuming adaptive reuse or a mixed use building given uncertainties regarding the facility compromises that would need to be made in those situations:

Based on Average Attendance at Medium Sized Museums in Ontario

Chapter 2.1 sets out average attendance for museums in Ontario and Canada and median attendance for museums in the United States. Of the most relevance to the Brockville Museum is attendance for medium-sized museums in Ontario, with the definition of medium not based on the size of the building but rather the size of the operating budget, which is within a range of \$100,000 to \$1,000,000. This range will continue to be applicable to the future Brockville Museum.

The average attendance for medium-sized museums in Ontario was a rounded **17,900** visitors. This appears to be within a reasonable range for the future Brockville Museum.

Based on Growth of Exhibition Space in the Brockville Museum

The Brockville Museum currently offers 3,200 sq. ft. of exhibition space. With attendance in 2019 at 5,421, this translates to 1.69 visitors per square foot. Applied to the assumed 6,000 sq. ft. of exhibition space in the future Brockville Museum, it suggests attendance of about **10,200**. This method does not take into account more space available for public

and educational programs and venue rentals and an increased level of staffing at the future Museum. On the other hand, the new Museum will have fixed admission charges for most visitors. On balance this appears to be at the low end of a reasonable range.

Based on Attendance at Specific Selected History Museums in Ontario

Four city or regional history museums were selected to offer comparability for the future Brockville Museum. These are detailed in Chapter 2.2 and help to provide benchmarks helpful to attendance projections. Three methods are used, one based on exhibition space and the other two based on city and regional population levels. Ratios that emerge from the average figures from the four selected comparables are then applied to assumptions for the Brockville Museum as late as 2032.

- **Visitors per Square Foot Exhibition Space:** The average is 2.97 visitors per sq. ft. Applied to the assumed 6,000 net square feet of exhibition space in the future Brockville Museum leads to an attendance estimate of a rounded **17,800**.
- **Visitors per 1,000 City Population:** Applying the 642.4 average ratio to the 24,000 population estimated for the City of Brockville in 2032 suggests an attendance of about **15,400**.
- **Visitors per 1,000 County Population:** Although the parameters of each County and its relationship to where the museum is located varies, it is nonetheless useful to consider a ratio that reflects a regional resident market. The ratio that emerges here is 200.7. Applied to the estimated 110,200 population of Leeds and Grenville Counties projected for 2032 results in an attendance of **22,100**.

| Attendance Projections Based on Benchmarks from Other Selected Museums (rounded) | | | | | | | |
|--|---------------------|------------------------|------------------------------|-----------------|---------------------------------|-------------------|-----------------------------------|
| Name of Museum | Reported Attendance | Exhibition Space (NSF) | Visitors/SF Exhibition Space | City Population | Visitors/ 1,000 City Population | County Population | Visitors/ 1,000 County Population |
| Lake of the Woods Museum and Family Art Centre, Kenora | 12,000 | 5,700 | 2.11 | 15,100 | 794.7 | 25,000 | 480.0 |
| Orillia Museum of Art and History | 14,000 | 6,000 | 2.33 | 31,100 | 450.2 | 528,200 | 26.5 |
| Grey Roots Museum and Archives, Owen Sound | 25,000 | 6,650 | 3.76 | 21,300 | 1,173.7 | 93,800 | 266.5 |
| Niagara Falls History Museum | 13,300 | 3,600 | 3.69 | 88,100 | 151.0 | 447,900 | 29.7 |
| Average (rounded) | 16,075 | 5,488 | 2.97 | 38,900 | 642.4 | 273,725 | 200.7 |
| Assumptions for Brockville Museum 2032 | | 6,000 | | 24,000 | | 110,200 | |

Based on Other Selected Museum-Related Institutions in Brockville

Chapter 2.3 set out data associated with other museums and cultural institutions in Brockville. The most relevant for the purposes of attendance projections for the Brockville Museum is the Aquatarium. Since it is in the same city the most useful ratio is based on exhibition space.

The Aquatarium reported 58,000 visitors in 2019 in 20,000 sq. ft. of exhibition space. That translates to 2.9 visitors per square foot. If the Brockville Museum were to achieve the same number of visitors per sq. ft. exhibition space that would indicate **17,400** visitors in the stabilized Year 3. This figure appears to be in a reasonable range

balancing the substantially lower admission charges of the Brockville Museum against the more substantial appeal to the young family market of the Aquatarium.

Averaging the Methods for New Build Facility

As stated, all of the methods used have weaknesses but are nonetheless helpful in establishing benchmarks. ***Averaging all of these methods leads to an attendance figure of about 16,800 visitors in the stabilized Year 3.***

| Attendance Projections Based on ... | Attendance Estimate |
|--|---------------------|
| Average attendance at medium-sized museums in Ontario | 17,900 |
| Growth of exhibition space at Brockville Museum | 10,200 |
| Visitors per SF exhibition space at selected history museums | 17,800 |
| Visitors per 1,000 city population at selected history museums | 15,400 |
| Visitors per 1,000 county population at selected history museums | 22,100 |
| Visitors per SF exhibition space at Aquatarium | 17,400 |
| Stabilized Year 3 (rounded) Average | 16,800 |

This estimate has been modified to take into account our judgment regarding the following largely qualitative factors.

Judgment Regarding Impact of Various Qualitative Factors on Attendance

The methods above suggest stabilized (Year 3) attendance of about 16,800. Other, largely qualitative, factors summarized below help to refine that estimate:

Positive Factors:

- **Increased Open Days and Hours:** Sunday is a peak day for tourism in the warm weather and opening on Saturdays rather than Mondays during the other months of the year should help to increase attendance levels.
- **Increased Staffing and Programming:** A growth in the staff from the current 3.6 to 8.8 FTE will have a very positive impact on attendance levels by increasing the capacity of the Museum to offer more programming.
- **Increased Expenditures on Marketing:** A substantial, though careful, increase in marketing expenditures will help to boost attendance levels.
- **More Persons Attending Venue Rentals:** The availability of spaces for venue rentals and the additional staff to help facilitate and fulfill them will help to attract more venue rentals visitors.

Negative Factors:

- **Uncertainty Regarding a Specific Site and Building:** There is a need for caution at this stage associated with potential attendance because a specific site and building is not known.
- **Uncertainty Regarding the Long-Term Impacts of COVID-19:** Although a return to largely pre-COVID normalcy has been assumed well before 2032, the potential for continued negative impacts on school field trips cannot be completely discounted.

- **Fixed Admission Charges:** Although charges are modest and will be lower during most months, and free to children and self-guided school groups, there will be resistance by some persons to pay admission. This should be mitigated by implementation of the membership program recommended in this study.

Based on the foregoing points, it is our judgment that on-site attendance levels will be slightly more than suggested by the ratios above to be a rounded 17,000 visitors in the stabilized Year 3. Year 1 attendance will be higher at about 19,000 because of curiosity and media attention at opening with Year 2 in between. This leads to the following final projected attendance levels.

Assuming either an adaptively reused building or that the future Brockville Museum is located in the lower levels of a mixed-use building creates additional uncertainties and the greater likelihood that compromises will be needed in the spaces available to the Museum. For the purposes of these projections, we estimate that the stabilized Year 3 attendance in both scenarios would result in 1,000 fewer visitors.

| Year | Final Projected Attendance (rounded) |
|-------------------------|--------------------------------------|
| Year 1 (new build) | 19,000 |
| Year 2 (new build) | 18,000 |
| Year 3 (new build) | 17,000 |
| Year 3 (adaptive reuse) | 16,000 |
| Year 3 (mixed-use) | 16,000 |

PROJECTED ATTENDANCE PATTERNS AND LEVELS

Attendance levels may be segmented in a variety of ways. The following table segments attendance by weekdays and weekends to enable a design day estimate. It also segments visitors by the main resident and tourist markets, and by admission ticket category in the peak warm weather season and during the rest of the year. Explanations for the estimates are as follows. No differences to the percentages are estimated to account for whether the future Brockville Museum is new build, adaptive reuse of in a mixed-use building:

- **Attendance by Weekday/Weekend and Design Day Attendance:** Most museums report about equal attendance between weekdays and weekends. The Brockville Museum is currently closed on Sundays. Prior to 2017 it did open on Sundays between Victoria Day and Labour Day but with limited exhibition space weekend attendance levels only accounted for 22% of the total and declined to less than 20% based on Saturday only openings. Higher weekend attendance is estimated in the future with implementation of Sunday openings during the warm weather months in a larger facility. The weekday/weekend estimate helps to calculate “design day” attendance. A design day represents a higher-than-average day in a higher attendance (summer) month. It is useful in subsequent architectural planning because it leads to an estimate of the number of people in the building at one time. The calculations are based on a summer month with 25% higher than average attendance, and that 30% of the daily visitors will be in the building at the same time.

- **Attendance by Main Resident and Tourist Market Segment:** The existing Brockville Museum reports that about half of all visitors are regional residents from within a 50-mile radius. Residents include almost all school groups and rentals visitors. The new facility will result in a higher percentage attendance by regional residents in the opening years because it will be larger, include a permanent art gallery, and offer more change. However, tourist attendance will increase over time as a percentage of a much larger number of projected visitors.
- **Attendance by Peak Season and Rest of Year:** The Victoria Day to Labour Day weekends attract close to two-thirds of existing visitors. This should remain in the same general range but with more tourists attracted over time the percentage attending in the summer months is projected to increase to 70% by Year 3.
- **Attendance by Ticket Category:** Adults will account for the highest percentage of visitors, with estimates for other admission tickets as set out on the table. This includes an indirect paid/unpaid category that includes members, programs and rentals visitors as well as those, in addition to children and self-guided school groups, who receive free admission.

| Attendance Projections in New Build Scenario (rounded) | Base Level | | | | | | | Adaptive Reuse | Mixed Use |
|--|--------------|-------------|-------------|-------------|---------------|---------------|---------------|----------------|---------------|
| | | Year 1 | Year 2 | Year 3 | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
| Projected Total Attendance (rounded) | 6,000 | | | | 19,000 | 18,000 | 17,000 | 16,000 | 16,000 |
| Attendance by Weekday/Weekend | | | | | | | | | |
| Weekdays | 80% | 55% | 55% | 55% | 10,450 | 9,900 | 9,350 | 8,800 | 8,800 |
| Weekend Days | 20% | 45% | 45% | 45% | 8,550 | 8,100 | 7,650 | 7,200 | 7,200 |
| Total | | | | | 19,000 | 18,000 | 17,000 | 16,000 | 16,000 |
| Design Day Calculation | | | | | | | | | |
| Total Projected Attendance | | | | | 19,000 | 18,000 | 17,000 | 16,000 | 16,000 |
| Total Weekend Attendance | | | | | 8,550 | 8,100 | 7,650 | 7,200 | 7,200 |
| Average Weekend Day Attendance | | | | | 82 | 78 | 74 | 69 | 69 |
| Weekend Day Attendance in Higher Attendance Month (25% above average) | | | | | 103 | 97 | 92 | 87 | 87 |
| Maximum Number of People in Building at One Time (30% of daily total) | | | | | 31 | 29 | 28 | 26 | 26 |
| Attendance by Main Segment | | | | | | | | | |
| Regional Residents (50-mile radius) | 50% | 60% | 55% | 50% | 11,400 | 9,900 | 8,500 | 8,000 | 8,000 |
| Tourists | 50% | 40% | 45% | 50% | 7,600 | 8,100 | 8,500 | 8,000 | 8,000 |
| Total | 100% | 100% | 100% | 100% | 19,000 | 18,000 | 17,000 | 16,000 | 16,000 |
| Attendance by Season | | | | | | | | | |
| Victoria Day to Labour Day Weekends | 60% | 60% | 63% | 65% | 11,400 | 11,340 | 11,050 | 10,400 | 10,400 |
| Rest of Year | 40% | 40% | 37% | 35% | 7,600 | 6,660 | 5,950 | 5,600 | 5,600 |
| Total | 100% | 100% | 100% | 100% | 19,000 | 18,000 | 17,000 | 16,000 | 16,000 |
| Attendance by Ticket Category: Victoria Day to Labour Day Weekends | | | | | | | | | |
| Adult (25-64) | | 23% | 22% | 22% | 4,370 | 3,960 | 3,740 | 3,520 | 3,520 |
| Senior (65+), Youth (13-24) | | 15% | 14% | 14% | 2,850 | 2,520 | 2,380 | 2,240 | 2,240 |
| Child (12 and under) | | 5% | 7% | 7% | 950 | 1,260 | 1,190 | 1,120 | 1,120 |
| School Groups | | 1% | 2% | 2% | 190 | 360 | 340 | 320 | 320 |
| Non-School Groups | | 1% | 2% | 3% | 190 | 360 | 510 | 480 | 480 |
| Indirect Paid (programs, members, rentals)/Other Unpaid | | 15% | 16% | 17% | 2,850 | 2,880 | 2,890 | 2,720 | 2,720 |
| Total Peak Season Attendance | | 60% | 63% | 65% | 11,400 | 11,340 | 11,050 | 10,400 | 10,400 |
| Attendance by Ticket Category: Rest of Year | | | | | | | | | |
| Adult (25-64) | | 10% | 9% | 8% | 1,900 | 1,620 | 1,360 | 1,280 | 1,280 |
| Senior (65+), Youth (13-24) | | 6% | 5% | 5% | 1,140 | 900 | 850 | 800 | 800 |
| Child (12 and under) | | 3% | 2% | 2% | 570 | 360 | 340 | 320 | 320 |
| School Groups | | 7% | 8% | 9% | 1,330 | 1,440 | 1,530 | 1,440 | 1,440 |
| Non-School Groups | | 1% | 1% | 1% | 190 | 180 | 170 | 160 | 160 |
| Indirect Paid (programs, members, rentals)/Other Unpaid | | 13% | 12% | 10% | 2,470 | 2,160 | 1,700 | 1,600 | 1,600 |
| Total Rest of Year Attendance | | 40% | 37% | 35% | 7,600 | 6,660 | 5,950 | 5,600 | 5,600 |
| Total Year-Round Attendance | | 100% | 100% | 100% | 19,000 | 18,000 | 17,000 | 16,000 | 16,000 |

6.2 PROJECTED OPERATING REVENUES

This section sets out our projections of operating revenues during the opening three years of operation, assuming that Year 3 is the stabilized year reflective of subsequent years of operation. The projections build upon a base level of pre-COVID 2019 figures and are for the following revenue categories:

- Admissions
- Retail Sales
- Venue Rentals
- Membership
- Public and Educational Programs
- Fundraising Events (net)
- Other Earned Income
- Existing Private Support
- Existing City of Brockville Support
- Existing Other Government Support

The revenue projections are focused on a new build facility and are lowered in some cases in the adaptive reuse and mixed use scenarios to reflect lower projected attendance in those scenarios.

ADMISSIONS

The Brockville Museum generated admissions revenue of \$5,147 in 2019 based on admissions by donation. The admissions revenue was based on 2,242 admissions with the other 3,179 visitors paying other fees such as for programs or room rentals. Some admissions visitors provide several dollars, others nothing. At 5,421 total visitors it translated to about \$2.30 per admission visitor.

It has been assumed that fixed admission charges will be introduced in the expanded and enhanced future Brockville Museum for adults, seniors, youth, and non-school groups, while free admission will be in place for children and teacher-guided school groups. Free admission tickets are also assumed to be made available to those who cannot afford admission through social service agencies and religious institutions.

Our projections of admission revenue are based on the assumed admission charges and estimates of attendance by ticket category. It is also assumed that periodic discounts offered in collaboration with other attractions, hotels, CAA/AAA and other sources will help to increase attendance levels, but lower admissions revenues. Combined with the fact that admission charges include HST it means that revenues have been reduced by an estimated 17% each year. This leads to the following projections.

| Admissions Revenue | New Build Scenario | | | | | | | | | | | |
|-------------------------------------|--------------------|----------------------|-----------------|--------------------------|-----------------|--------------------------|-----------------|--------------------------|-----------------|--------------------------|-----------------|--------------------------|
| | Ticket Prices | Base Level (rounded) | Year 1 Visitors | Year 1 Admission Revenue | Year 2 Visitors | Year 2 Admission Revenue | Year 3 Visitors | Year 3 Admission Revenue | Year 3 Visitors | Year 3 Admission Revenue | Year 3 Visitors | Year 3 Admission Revenue |
| Victoria Day - Labour Day | | | | | | | | | | | | |
| Adult (25-64) | \$8.00 | | 4,370 | \$34,960 | 3,960 | \$31,680 | 3,740 | \$29,920 | 3,520 | \$28,160 | 3,520 | \$28,160 |
| Senior (65+), Youth (13-24) | \$6.00 | | 2,850 | \$17,100 | 2,520 | \$15,120 | 2,380 | \$14,280 | 2,240 | \$13,440 | 2,240 | \$13,440 |
| Child (12 and under) | \$0.00 | | 950 | \$0 | 1,260 | \$0 | 1,190 | \$0 | 1,120 | \$0 | 1,120 | \$0 |
| School Groups (per person) | \$0.00 | | 190 | \$0 | 360 | \$0 | 340 | \$0 | 320 | \$0 | 320 | \$0 |
| Non-School Groups (per person) | \$5.00 | | 190 | \$950 | 360 | \$1,800 | 510 | \$2,550 | 480 | \$2,400 | 480 | \$2,400 |
| Indirect Paid/Unpaid | \$0.00 | | 2,850 | \$0 | 2,880 | \$0 | 2,890 | \$0 | 2,720 | \$0 | 2,720 | \$0 |
| Rest of Year | | | | | | | | | | | | |
| Adult (25-64) | \$6.00 | | 1,900 | \$11,400 | 1,620 | \$9,720 | 1,360 | \$8,160 | 1,280 | \$7,680 | 1,280 | \$7,680 |
| Senior (65+), Youth (13-24) | \$5.00 | | 1,140 | \$5,700 | 900 | \$4,500 | 850 | \$4,250 | 800 | \$4,000 | 800 | \$4,000 |
| Child (12 and under) | \$0.00 | | 570 | \$0 | 360 | \$0 | 340 | \$0 | 320 | \$0 | 320 | \$0 |
| School Groups (per person) | \$0.00 | | 1,330 | \$0 | 1,440 | \$0 | 1,530 | \$0 | 1,440 | \$0 | 1,440 | \$0 |
| Non-School Groups (per person) | \$4.00 | | 190 | \$760 | 180 | \$720 | 170 | \$680 | 160 | \$640 | 160 | \$640 |
| Indirect Paid/Unpaid | \$0.00 | | 2,470 | \$0 | 2,160 | \$0 | 1,700 | \$0 | 1,600 | \$0 | 1,600 | \$0 |
| Total (before tax/discounts) | | | 19,000 | \$70,870 | 18,000 | \$63,540 | 17,000 | \$59,840 | 16,000 | \$56,320 | 16,000 | \$56,320 |
| Total (after tax/discounts) | | \$5,100 | | \$58,822 | | \$52,738 | | \$49,667 | | \$46,746 | | \$46,746 |
| Average Revenue per Visitor | | \$2.30 | | \$3.10 | | \$2.93 | | \$2.92 | | \$2.92 | | \$2.92 |

RETAIL SALES

The existing Brockville Museum offers less than 50 square feet of retail space, including bookshelves integrated with admissions. No revenues were reported specific to retail sales because the store is currently part of the responsibility of the Friends of the Brockville Museum. The very modest revenues generated in 2019, which totaled \$1,690, were part of the approximately \$24,000 allocation made by the Friends to support the Museum and not shown separately on the table below.

The assumption is that the future Brockville Museum will include 250 sq. ft. of public space that will be integrated with admissions to enable the same staff to handle both. It is also assumed that Museum staff will be responsible for the purchasing of the retail products, which will include a product line related to both history and art.

Our estimates of revenue from this source are based on an average of \$1.10 per visitor in retail sales at opening, taking into account the opportunity for sales to non-visitors and some on-line sales and the possibility of a King Street retail location. The sales per visitor are projected to increase somewhat in subsequent years on the basis of assumed greater market and product knowledge by staff over time. No differences in sales per visitor are assumed in the context of the adaptive reuse or mixed-use scenarios.

The assumptions and estimates above lead to the following retail sales projections. (Costs of goods sold are included with the expense projections.)

| Retail Sales (250 sf) | Base Level | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
|---------------------------|------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Total Attendance | | 19,000 | 18,000 | 17,000 | 16,000 | 16,000 |
| Average Sales per Visitor | | \$1.10 | \$1.13 | \$1.15 | \$1.15 | \$1.15 |
| Total Net Revenue | \$0 | \$20,900 | \$20,340 | \$19,550 | \$18,400 | \$18,400 |
| Sales per Square Foot | | \$83.60 | \$81.36 | \$78.20 | \$73.60 | \$73.60 |

VENUE RENTALS

In 2019, the Brockville Museum generated less than \$2,100 in revenues from venue (room) rentals. This modest amount reflects both space and staff limitations. Both space and staff are assumed to be increased in the future Brockville Museum. The facility plan in Chapter 4 includes 900 net square feet for the lobby and 700 sq. ft. for a contiguous multi-purpose space that can be combined for a capacity of 60 persons sitting banquet style at round tables or up to 120 standing for receptions. The capacity estimate is not higher because it takes into account that the lobby is used for information and admissions and because people cannot be seated near the door. Rentals will take place primarily during evening hours when the Museum is closed to the public.

Another positive feature of adding an art gallery is that art museums are often very popular venues for rental opportunities because of the “class” they offer for events ranging from corporate functions to weddings.

Although revenues may vary widely on the basis of a specific site, we estimate a growth to 40 rentals per year by Year 3 at an average per rental of \$450, including a commission on catering. Smaller rentals are estimated at 20% of the major rentals. These assumptions and estimates lead to the following projections, with no difference in the adaptive reuse or mixed-use facility scenarios.

| Venue Rentals | Base Level | New Build Scenario | | | Adaptive | Mixed-Use |
|----------------------------------|----------------|--------------------|-----------------|-----------------|-----------------|-----------------|
| | | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
| Major Rentals per Year | | 35 | 38 | 40 | 40 | 40 |
| Average Revenue per Major Rental | | \$450 | \$450 | \$450 | \$450 | \$450 |
| Total Revenue from Major Rentals | | \$15,750 | \$17,100 | \$18,000 | \$18,000 | \$18,000 |
| Revenue from Smaller Rentals | | \$3,150 | \$3,420 | \$3,600 | \$3,600 | \$3,600 |
| Total Revenues | \$2,100 | \$18,900 | \$20,520 | \$21,600 | \$21,600 | \$21,600 |

MEMBERSHIP

The Brockville Museum has not had a membership program of the Museum itself. Rather, membership has long been in the Friends of the Brockville Museum rather than in the Museum itself. The recommendation/assumption is that in the future there will also be membership in the Brockville Museum itself.

There are generally two main motivations for membership in museums. One is value for money (lower level membership categories) and the other is support for mission or civic pride. With assumed implementation of fixed admission charges, retail, venue rentals and programming revenue centres there are value for money opportunities that should help to motivate lower level memberships. Prices could range from \$20 per student, \$35 for individuals, \$50 for dual, and \$65 for families.

Upper level memberships (\$85 and above) will appeal to some persons who are also Friends of the Brockville Museum, but most will choose either the Friends or upper level membership. With no direct benefits of upper level membership, tax receipts will be available to upper level members.

Lower level membership levels will mirror attendance and be highest in the opening year as well. On the other hand, upper level memberships should increase after the opening

year with realization of the need for the Museum to generate more earned income. Our estimates of the number memberships and the average revenue per membership each year is as follows and assume somewhat less lower level membership revenue because of lower attendance in the adaptive reuse and mixed-use building scenarios.

The table does not show base level membership revenues because membership revenue from the Friends of the Brockville Museum has been categorized as part of the private/Friends donations and sponsorships category.

| Membership | Base Level | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
|-------------------------------------|------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Lower Level Membership | | | | | | |
| Total Memberships | | 300 | 270 | 250 | 240 | 240 |
| Average Revenue per Visitor | | \$45 | \$45 | \$45 | \$45 | \$45 |
| Sub-Total - Lower Level Memberships | | \$13,500 | \$12,150 | \$11,250 | \$10,800 | \$10,800 |
| Upper Level Membership | | | | | | |
| Total Memberships | | 30 | 35 | 35 | 35 | 35 |
| Average Revenue per Visitor | | \$110 | \$115 | \$120 | \$120 | \$120 |
| Sub-Total - Upper Level Memberships | | \$3,300 | \$4,025 | \$4,200 | \$4,200 | \$4,200 |
| Total Revenue | \$0 | \$16,800 | \$16,175 | \$15,450 | \$15,000 | \$15,000 |

PUBLIC AND EDUCATIONAL PROGRAMS

It is part of the mission of all museums to offer public and educational programs. Some are free or free with admission and others charged. Public and educational programs generated over \$14,000 for the Brockville Museum in 2019. There are opportunities to substantially increase revenues from these sources further with introduction of new programming opportunities in the context of more space and the additional staff to deliver such programs.

Revenues may vary widely and are estimated to essentially double as follows. This assumes modest revenue growth over time as management learns more about market preferences, starting at \$25,000 per year. With somewhat lower attendance projected in the adaptive reuse and mixed-use scenarios, the revenue from public and educational programs will also be somewhat lower.

| | | New Build Scenario | | | Adaptive | Mixed-Use |
|---------------------------------|------------|--------------------|----------|----------|----------|-----------|
| Public and Educational Programs | Base Level | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
| Total Revenue | \$14,000 | \$25,000 | \$27,000 | \$28,000 | \$27,000 | \$27,000 |

FUNDRAISING EVENTS (NET)

The Museum or Friends organization has implemented an annual used book sale and a kitsch and collectible silent auction in 2019 and earlier. The revenues generated have been modest and generally in the \$3,000 to \$6,000 range and are part of the \$24,000 in revenues from the Friends discussed below. A more substantial annual fundraising gala has been recommended and assumed as a collaboration between Museum staff and the Friends of the Brockville Museum. This will reflect the excitement associated with a larger, new Museum and the additional space, staff and volunteers. Net amounts that may vary widely and have been estimated as follows, with no difference if the facility is new build, adaptive reuse, or mixed-use.

| | | New Build Scenario | | | Adaptive | Mixed-Use |
|--------------------------|------------|--------------------|----------|----------|----------|-----------|
| Fundraising Events (net) | Base Level | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
| Total Revenue | \$0 | \$15,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 |

OTHER EARNED INCOME

Even with implementation of charged admission there are opportunities to generate modest additional income from interactive donation boxes. There will also be a continued payment of a modest rent by the Leeds and Grenville Branch - OGS. There may be other sources of earned income developed by management at the time. Although amounts may vary widely our estimates are as follows.

| | | New Build Scenario | | | Adaptive | Mixed-Use |
|---------------------|------------|--------------------|---------|---------|----------|-----------|
| Other Earned Income | Base Level | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
| Total Revenue | \$0 | \$5,000 | \$6,000 | \$7,000 | \$7,000 | \$7,000 |

EXISTING PRIVATE SUPPORT

The Friends of the Brockville Museum has been the source of private support for many years. It is constituted as a foundation and the revenues it generates have been from a combination of donations and sponsorships, memberships and modest retail income and limited fundraising events. Total revenue provided to the Museum, including income from reserves, totaled about \$24,000 in 2019. Private support should increase substantially in the context of a relocated, larger and enhanced future Brockville Museum. However, no attempt is made to estimate how much the additional amount will be.

For the purposes of these projections, we have assumed that the existing 2019 level of a rounded **\$24,000** in private support will be maintained for each year projected. This allows allow the bottom line to be the amount required from *additional* private and government sources to break even each year.

EXISTING CITY OF BROCKVILLE SUPPORT

In 2019 the Brockville Museum received about **\$293,300** from the City of Brockville. This amount has been maintained for each year projected in order to allow the bottom line to be the amount required from *additional* City, other government and private support to break even each year.

EXISTING OTHER GOVERNMENT SUPPORT

The Museum received about **\$37,000** in financial support from provincial and federal sources in 2019. As with funding from the City, this amount has been maintained for each year projected in order to allow the bottom line to be the amount required from *additional* government and private support to break even each year.

6.3 PROJECTED OPERATING EXPENSES

The categories of operating expenses projected for the future Brockville Museum are:

- Salaries, Wages and Benefits
- Building Occupancy Costs
- Exhibitions Costs
- Acquisitions and Collections Care
- Public and Educational Programs
- General and Administrative
- Marketing
- Retail Cost of Goods Sold

SALARIES, WAGES AND BENEFITS

It is almost always the case that the largest operating cost of any museum are salaries, wages and benefits. These staffing costs generally account for 45-65% of the total operating budget, with the higher end of the range most common for collections-focused institutions like the Brockville Museum. In 2019, the Brockville Museum reported staffing costs at a very high 77% of the total operating budget, not because of overstaffing but rather because of under-spending on other operating cost categories and because the City of Brockville provides some services in-kind, as is common for a municipally-owned museum. The total staffing costs budgeted in 2021 were about \$290,300 for 3.6 full-time equivalent staff. This figure includes salaries, wages and benefits and has been used as the base level figure for the purposes of the projections.

Although all financial projections are in constant 2021 dollars, meaning that the costs and revenues will change at whatever the prevailing rate of inflation is, it is assumed that salaries and wages will increase at a rate that is 0.5% above the prevailing rate of inflation each year. Therefore, assuming an opening to the public as late as in 2032, we also have rounded up the 2021 budgeted staffing costs by 5.5% to 2032, or to about \$309,000 in Year 1 for existing staff.

The table that follows adds staffing costs for all additional personnel, including Museum-paid benefits. This leads to the following projections, with no differences in salaries, wages and benefits whether the building involves new build, adaptive reuse or is in a mixed-use building.

| Staffing Costs - salaries, wages and benefits (2021 dollars, rounded) | | | | New Build Scenario | | | Adaptive | Mixed |
|--|------------|------------------|--------------|--------------------|------------------|------------------|------------------|------------------|
| | FTE | Base Level | Cost per FTF | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
| Budgeted 2021 Salaries, Wages and Benefits for Existing Staff | | \$292,900 | | | | | | |
| Adjusted Existing Staffing Costs to 2032 Opening | 3.6 | | | \$309,010 | \$310,555 | \$312,107 | \$312,107 | \$312,107 |
| Additional Staff Positions (salaries, wages, benefits) | | | | | | | | |
| Visitor Experience Manager | 1.0 | | \$70,000 | \$70,000 | \$70,350 | \$70,702 | \$70,702 | \$70,702 |
| Communications and Digital Engagement Coordinator | 1.0 | | \$65,000 | \$65,000 | \$65,325 | \$65,652 | \$65,652 | \$65,652 |
| Administrative Assistant | 1.0 | | \$55,000 | \$55,000 | \$55,275 | \$55,551 | \$55,551 | \$55,551 |
| Interpreter | 0.6 | | \$40,000 | \$24,000 | \$24,120 | \$24,241 | \$24,241 | \$24,241 |
| Collections Assistant | 0.6 | | \$40,000 | \$24,000 | \$24,120 | \$24,241 | \$24,241 | \$24,241 |
| Gallery Coordinator | 0.6 | | \$40,000 | \$24,000 | \$24,120 | \$24,241 | \$24,241 | \$24,241 |
| General Museum Assistant | 0.4 | | \$35,000 | \$14,000 | \$14,070 | \$14,140 | \$14,140 | \$14,140 |
| Grand Total All Staff Costs | 8.8 | \$292,900 | | \$585,010 | \$587,935 | \$590,874 | \$590,874 | \$590,874 |

BUILDING OCCUPANCY COSTS

Occupancy costs are generally defined to include all non-staff costs, associated with building repairs and maintenance, utilities, security systems and building insurance. Occupancy costs vary by the extent of the environmental controls required, the weather conditions, the extent of public use, and the condition of the building, with an older building requiring higher maintenance and utilities costs. These costs are generally calculated on the basis of the gross square footage of the building. The gross square footage takes into account circulation, mechanical and electrical spaces as well as wall thicknesses. The existing Museum is reported to be 7,200 gross square feet (gsf) in size.

Occupancy costs vary on an annual basis depending largely on the repairs and maintenance required. The base level costs, taking into account the experience in recent years, is established at \$55,000 and includes rental of space for 2,000 sq. ft. of off-site storage at a cost of \$10,000. Base level occupancy costs therefore translate to \$5.98 per square foot. This is at the low end of a common range and reflects deferred maintenance balanced against the energy inefficiency of an older building.

Assuming a new build and no costs for off-site storage we have estimated opening year occupancy costs at \$6.25 per gsf for a building projected to be 27,860 gross square feet. Opening year costs will be lowest with respect to repairs and maintenance but occupancy costs will increase over time as repair and maintenance costs increase. In an adaptively reused building, it is likely that utilities and repair and maintenance costs will be somewhat higher, and a mixed-use building is likely to be in between. Our projections are as follows.

| Occupancy | Base Level | New Build Scenario | | | Adaptive | Mixed |
|------------------------------|-----------------|--------------------|------------------|------------------|------------------|------------------|
| | | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
| Total Gross Square Footage | 9,200 | 27,860 | 27,860 | 27,860 | 27,860 | 27,860 |
| Cost per Sq. Ft. | \$5.98 | \$6.25 | \$6.50 | \$6.60 | \$6.80 | \$6.70 |
| Total Occupancy Costs | \$55,000 | \$174,125 | \$181,090 | \$183,876 | \$189,448 | \$186,662 |

EXHIBITIONS COSTS

In 2019, the Brockville Museum spent only about \$15,800 on costs associated with temporary exhibitions and the maintenance of “permanent” exhibitions. This was a higher than average expenditure because it included a new permanent exhibition and the rental and shipping of a traveling exhibition. For the purposes of these projections, \$10,000 has been used as the base level as more representative of spending over the last several years.

A more substantial expenditure on costs associated with exhibitions will be required in the future. However, we have not assumed a focus on paying for external temporary exhibitions because the thematic focus on Brockville history will cause history-related exhibitions to be developed largely internally by Museum staff. On the other hand, there will need to be expenditures on changing exhibitions of works of art.

Costs may vary widely depending on the specific exhibitions to be mounted, which cannot be predicted. However, we believe that a needed increase in spending on exhibitions will help to lead to more first time and repeat visitation and also lead to more support from the Friends of the Brockville Museum and other supporters.

Projections for an increase in spending take into account a substantial growth in exhibition space, including the addition of a permanent art gallery, balanced against the fact that a mandate focused on Brockville will continue to limit the need to invest in external temporary exhibitions. There will also be less of a need to invest in change in the opening year. No differences in exhibition costs will be required in an adaptively reused or mixed-use building relative to new build.

Taking the foregoing into account, we project a growth in spending on exhibitions costs as follows.

| | | New Build Scenario | | | Adaptive | Mixed |
|------------------|------------|--------------------|----------|----------|----------|----------|
| Exhibition Costs | Base Level | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
| Total Costs | \$10,000 | \$25,000 | \$28,000 | \$30,000 | \$30,000 | \$30,000 |

PUBLIC AND EDUCATIONAL PROGRAMS

In 2019, The Brockville Museum spent a rounded \$4,000 on public and educational programming costs. In many museums the non-staff costs associated with public and educational programs are often two to three times the revenues generated because many programs are free or free with admission. In 2019, the Brockville Museum reported about \$14,000 in revenue from public and educational programs, which is two to three times the reported costs in the Brockville Museum. This is largely because all school groups have received a program and that all revenues have been reported as programming income. This is assumed to continue in the future Brockville Museum.

It is also assumed that with additional staff resources the Museum will increase its public programming including its outreach initiatives to long-term care homes.

For the purposes of these projections, we have assumed that the costs associated with public and educational programs will be half of the revenues generated, leading to the following projections.

| | | New Build Scenario | | | Adaptive | Mixed |
|---------------------------------|------------|--------------------|----------|----------|----------|----------|
| Public and Educational Programs | Base Level | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
| Total Costs | \$4,000 | \$12,500 | \$13,500 | \$14,000 | \$13,500 | \$13,500 |

COLLECTIONS CARE/ACQUISITIONS

The Brockville Museum allocated about \$5,000 to collections care in 2019, and nothing on acquisitions. It is assumed that the future Brockville Museum will continue to rely on donations of artifacts and will not spend funds on acquisitions in the future.

Our projections of allocations to conservation and other collections care responsibilities, including maintenance of the online collection database, and needed conservation supplies, tools and procedures, are for **\$10,000 per year**, regardless of whether the Museum is new build, adaptive reuse or mixed-use.

GENERAL AND ADMINISTRATIVE

General and administrative costs exclude staffing and include items that vary by institution. Generally, these costs include office and related supplies, equipment, mailing, printing, telephone, travel, conferences, volunteer perquisites, professional services, the web site, dues and subscriptions, credit card fees, entertainment, and other items that do not fit into the other expense categories. These costs are often in the range of 10% of total operating expenditures.

In 2019, the Brockville Museum allocated only about \$9,200 to general and administrative costs, or less than 4% of staffing costs. This is in part because of being underfunded but also because of in-kind IT and other services provided by the City of Brockville in support of the Museum, which are assumed to continue. For the purposes of these projections, we estimate that general and administrative costs for the future Brockville Museum will be in the range of 7-8% of staffing costs, with the higher percentage in the opening year to take initial purchases into account. This leads to the following projections, with no differences because of the nature of the building.

| | | New Build Scenario | | | Adaptive | Mixed |
|----------------------------|------------|--------------------|----------|----------|----------|----------|
| General and Administrative | Base Level | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
| Total Costs | \$9,200 | \$46,581 | \$40,962 | \$41,167 | \$41,167 | \$41,167 |

MARKETING

Staff with marketing responsibilities have been accounted for in the staffing plan. The focus here is on non-staff marketing costs, including advertising and promotion, the web and social media. The Brockville Museum spent a very modest \$2,000 (rounded) on

such costs in 2019. The 2019 allocation was about 0.6% of the total operating budget, which is much lower than a common 3-4% norm.

Another way to calculate marketing costs is on the basis of expenditures per on-site visitor. In 2019, the marketing expenditure of the Brockville Museum was about 39 cents per visitor. This study has projected a substantial increase in attendance in part based on an assumed increase in marketing expenditures. Our projections are as follows based on an estimate of \$1.20 per visitor starting in Year 2 and \$1.50 per visitor in Year 1 to reflect a grand opening celebration and initial costs. This leads to the following projections, with lower expenditures in the adaptive reuse or mixed-use scenarios because of lower projected attendance.

| | | New Build Scenario | | | Adaptive | Mixed |
|-------------------------|-------------------|--------------------|---------------|---------------|---------------|---------------|
| Exhibition Costs | Base Level | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
| Total Costs | \$10,000 | \$25,000 | \$28,000 | \$30,000 | \$30,000 | \$30,000 |

RETAIL COST OF GOODS SOLD

It has been assumed that responsibility for operation of the small retail space in the future Brockville Museum will shift from the Friends organization to the Museum itself. The norm is for the cost of goods sold to be in the range of 55% of sales. This percentage has been used, leading to the following projections.

| | | New Build Scenario | | | Adaptive | Mixed |
|----------------------------------|-------------------|--------------------|---------------|---------------|---------------|---------------|
| Retail Cost of Goods Sold | Base Level | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 |
| Total Costs | \$0 | \$11,495 | \$11,187 | \$10,753 | \$10,120 | \$10,120 |

6.4 SUMMARY OF PROJECTIONS

The following table summarizes our projections of attendance, operating revenues and expenses for the Brockville Museum in the opening three years after its relocation, expansion and enhancement. Year 3 is a stabilized year representative of subsequent years of operation. The projections assume a new build scenario with a few variations estimated if the new Museum were either in an adaptively reused or a mixed-use building.

On-site attendance levels are estimated to increase from the 6,000 visitor range to stabilize at 17,000 in the new build scenario and 16,000 for each of the adaptive reuse or mixed-use scenarios given uncertainty at this time about the compromises that might need to be made.

Based on the analyses and assumptions in this report we project that the total operating budget for the Brockville Museum will increase from the base level of about \$375,000 to the \$900,000 range in the three years projected, with slightly more in the adaptive reuse scenario. Earned income is estimated to stabilize in the range of 18% of the total operating budget compared to the current 6%.

The amount required from additional City of Brockville, other governmental and private support to allow the Brockville Museum to break even on operations each year will range from about \$374,000 to \$383,000 assuming new build for the three years projected, and slightly more in the adaptive reuse and mixed-use scenarios. In summary, new build will likely require higher capital costs but lower operating costs.

As a municipal asset and as is the case with other city and county museums, it should be assumed that the City of Brockville will need to fund a very large percentage of the additional amount required to break even on operations each year.

| | New Build Scenario | | | | | | Adaptive | Mixed | New Build Scenario | | | | | | Adaptive | Mixed |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------|---------------|--------------------|---------------|---------------|---------------|----------|--|----------|-------|
| Summary of Attendance, Operating Revenue and Expense Projections | Base Level | Year 1 | Year 2 | Year 3 | Year 3 | Year 3 | Base Level % | Year 1 % | Year 2 % | Year 3 % | Year 3 % | Year 3 % | Year 3 % | | | |
| Annual Attendance | 6,000 | 19,000 | 18,000 | 17,000 | 16,000 | 16,000 | | | | | | | | | | |
| Projected Operating Revenues | | | | | | | | | | | | | | | | |
| Admissions | \$5,100 | \$58,822 | \$52,738 | \$49,667 | \$46,746 | \$46,746 | 1.4% | 6.6% | 5.9% | 5.5% | 5.2% | 5.2% | | | | |
| Retail Sales | \$0 | \$20,900 | \$20,340 | \$19,550 | \$18,400 | \$18,400 | 0.0% | 2.3% | 2.3% | 2.2% | 2.0% | 2.0% | | | | |
| Venue Rentals | \$2,100 | \$18,900 | \$20,520 | \$21,600 | \$21,600 | \$21,600 | 0.6% | 2.1% | 2.3% | 2.4% | 2.4% | 2.4% | | | | |
| Membership | \$0 | \$16,800 | \$16,175 | \$15,450 | \$15,000 | \$15,000 | 0.0% | 1.9% | 1.8% | 1.7% | 1.7% | 1.7% | | | | |
| Educational and Public Programs | \$14,000 | \$25,000 | \$27,000 | \$28,000 | \$27,000 | \$27,000 | 3.7% | 2.8% | 3.0% | 3.1% | 3.0% | 3.0% | | | | |
| Fundraising Event (net) | \$0 | \$15,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 | 0.0% | 1.7% | 2.2% | 2.2% | 2.2% | 2.2% | | | | |
| Other Earned Income | \$0 | \$5,000 | \$6,000 | \$7,000 | \$7,000 | \$7,000 | 0.0% | 0.6% | 0.7% | 0.8% | 0.8% | 0.8% | | | | |
| Existing Private Support | \$24,000 | \$24,000 | \$24,000 | \$24,000 | \$24,000 | \$24,000 | 6.4% | 2.7% | 2.7% | 2.7% | 2.7% | 2.7% | | | | |
| Existing City of Brockville Support | \$293,300 | \$293,300 | \$293,300 | \$293,300 | \$293,300 | \$293,300 | 78.1% | 32.9% | 32.9% | 32.7% | 32.5% | 32.6% | | | | |
| Existing Other Government Support | \$37,000 | \$37,000 | \$37,000 | \$37,000 | \$37,000 | \$37,000 | 9.9% | 4.2% | 4.2% | 4.1% | 4.1% | 4.1% | | | | |
| Total Revenue Projected | \$375,500 | \$514,722 | \$517,073 | \$515,567 | \$510,046 | \$510,046 | 100.0% | 57.8% | 58.0% | 57.4% | 56.6% | 56.8% | | | | |
| Projected Operating Expenses | | | | | | | | | | | | | | | | |
| Salaries, Wages, Benefits | \$290,300 | \$582,267 | \$585,178 | \$588,104 | \$588,104 | \$588,104 | 77.3% | 65.4% | 65.6% | 65.5% | 65.2% | 65.4% | | | | |
| Occupancy | \$55,000 | \$174,125 | \$181,090 | \$183,876 | \$189,448 | \$186,662 | 14.6% | 19.6% | 20.3% | 20.5% | 21.0% | 20.8% | | | | |
| Exhibitions | \$10,000 | \$25,000 | \$28,000 | \$30,000 | \$30,000 | \$30,000 | 2.7% | 2.8% | 3.1% | 3.3% | 3.3% | 3.3% | | | | |
| Public and Educational Programs | \$4,000 | \$12,500 | \$13,500 | \$14,000 | \$13,500 | \$13,500 | 1.1% | 1.4% | 1.5% | 1.6% | 1.5% | 1.5% | | | | |
| Collections Care | \$5,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 | 1.3% | 1.1% | 1.1% | 1.1% | 1.1% | 1.1% | | | | |
| General and Administrative | \$9,200 | \$46,581 | \$40,962 | \$41,167 | \$41,167 | \$41,167 | 2.5% | 5.2% | 4.6% | 4.6% | 4.6% | 4.6% | | | | |
| Retail Cost of Goods Sold | \$0 | \$11,495 | \$11,187 | \$10,753 | \$10,120 | \$10,120 | 0.0% | 1.3% | 1.3% | 1.2% | 1.1% | 1.1% | | | | |
| Marketing | \$2,000 | \$28,500 | \$21,600 | \$20,400 | \$19,200 | \$19,200 | 0.5% | 3.2% | 2.4% | 2.3% | 2.1% | 2.1% | | | | |
| Total Expenses | \$375,500 | \$890,468 | \$891,517 | \$898,299 | \$901,539 | \$898,753 | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | | | | |
| Additional Amount Required from City of Brockville and other Government and Private Support to Break Even on Operations | | (\$375,746) | (\$374,444) | (\$382,732) | (\$391,493) | (\$388,707) | 0.0% | -42.2% | -42.0% | -42.6% | -43.4% | -43.2% | | | | |

APPENDIX A: ACKNOWLEDGMENTS

We acknowledge here, in alphabetical order, those who took part in the Visioning/Assumptions Workshop and interview process associated with this Feasibility Study for the future Brockville Museum. Special thanks to Natalie Wood for collecting information and scheduling the interviews, and for her leadership.

In addition to those listed below, we would like to acknowledge the over 30 persons who attended the video public meeting held on November 25, 2020 and the 157 who responded to the public survey.

Workshop Participants

- Margaret Lawrence, Chair, Brockville 2032 Committee (also Brockville Museum Board member)
- Patti Mordasewicz, Chair, Leeds and Grenville Branch - OGS
- Paul Naylor, Board member, Brockville Museum
- Ralph Newson, Treasurer, Friends of the Brockville Museum
- Natalie Wood, Curator/Director, Brockville Museum

External Interviews

- Michael Adamcryn, Principal, Up and the Right Consulting
- David Beattie, Business Owner/Philanthropist, Brockville
- Steve Clark, Ontario Minister of Municipal Affairs and Housing
- Kathy de Souza, Volunteer, Leeds and Grenville Branch - OGS
- Rick Garber, Director, Brockville Rifles Regimental Museum
- Ninette Gyrody, Executive Director, Orillia Museum of Art and History
- Thomas Harder, Director of Operations (now Executive Director), Aquatarium
- David Henderson, former Mayor, City of Brockville

- Katherine Hobbs, Tourism Manager, Brockville Chamber of Commerce
- Bill Loshaw, Upper Canada District School Board
- Janette Loveys, Chief Administrative Officer, City of Brockville
- Mary Jean McFall, Chair, Aquatarium
- Lori Nelson, Director, The Muse (Lake of the Woods Museum, and Douglas Art Centre)
- Robert Nolan, Director, Brockville Economic and Development Services
- Michelle Osborne, Executive Director (former), Aquatarium
- Jill Patterson, Manager, Grey Roots Museum and Archives
- Chuck Quick, Chair, Brockville Museum Board of Management
- Cindy Steele, Upper Canada District School Board
- Nancy Van Ulden, Chair, Friends of the Brockville Museum
- Haley Veronyak, Executive Director, Downtown Brockville Business Improvement Area

Lord Cultural Resources Consultant Team

- Rebecca Frerotte, Consultant
- Brad King, Vice President
- Ted Silberberg, Senior Principal, Market and Financial Planning (study lead)
- Sophia Sousa, Research Consultant
- Sean Stanwick, Director of Facilities Planning

APPENDIX B: POLL RESULTS FROM PUBLIC MEETING

On November 24, 2020, a public meeting was held to discuss the future of Brockville Museum. There were over 30 participants in addition to the consultants. During the meeting, several poll questions were asked using Zoom's polling features to invite participants to share their thoughts. The below findings represent the results from these polls. The poll results and other feedback from the public meeting helped to guide some of the recommendations in this study.

Location of The Future Brockville Museum

Participants were asked to identify whether the future Brockville Museum should be downtown or not necessarily downtown in Brockville. The large majority of participants indicated that the future Brockville Museum should be downtown (80%) with 20% of participants indicating "not necessarily downtown" as their preference.

Admission Charges

Participants were asked whether the admission charges at the future Brockville Museum should be fixed or suggested. The majority of participants indicated that they believed that admission charges should be suggested (71%).

Need for a Permanent Art Gallery

The responses, in order of most frequent to least, were as follows:

- Yes - 68%
- Maybe - 26%
- No - 6%

Need for Including a Municipal Archives

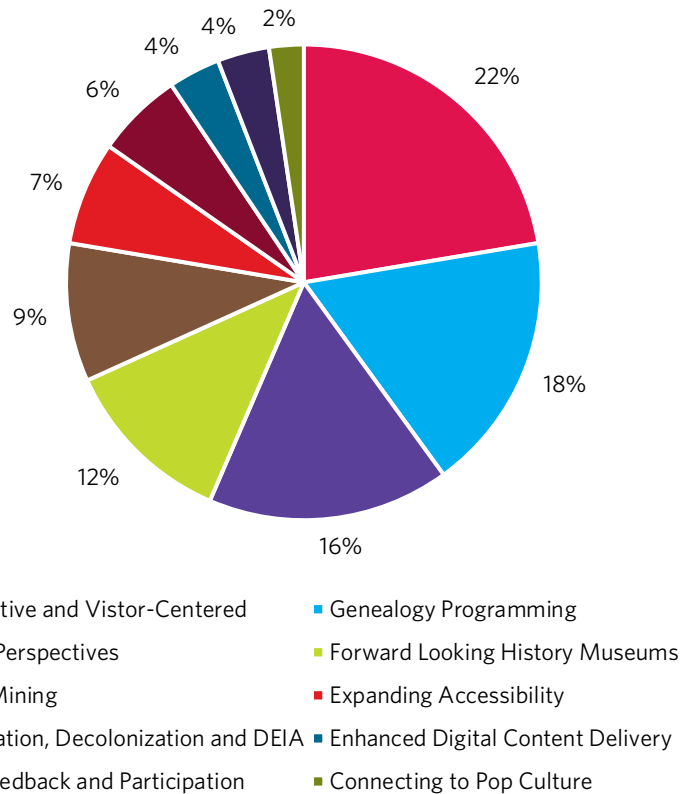
The responses were as follows:

- Yes - 68%
- Maybe - 26%
- No - 6%

Which of the visitor experience trends shown would you most like to see the Brockville Museum follow? (Pick 3)

After a presentation from the consulting team about the trends in museum experiences in history museums both nationally and internationally, participants were asked to select which of the trends resonated most with them, and that they would like to see the Brockville Museum pursue. The highest responses (greater than 10%) were:

- Collaborative and Visitor-Centred Programming -22%
- Genealogy Programming – 18%
- Multiple Perspectives - 16%
- Forward-Looking History Museums – 12%



The Future Brockville Museum Requires much larger... (Top Two Priorities)

Workshop participants were asked to identify which spaces were their priorities to see enlarged in the future Brockville Museum. The below indicates these responses:

- Permanent exhibition space 24%
- Classroom and public program space 20%

- Genealogy society space 20%
- On-site collection storage 20%
- Temporary exhibition space 12%
- Office space 2%
- Venue space/event rental space 2%

How heard about the Public Meeting

Participants were asked how they heard about the public meeting. In order of most frequent to least responses:

- Email - 57%
- Social Media (Facebook, Twitter) – 17%
- Other - 13%
- Word of Mouth- 10%
- Newspaper (Recorder & Times) - 3%

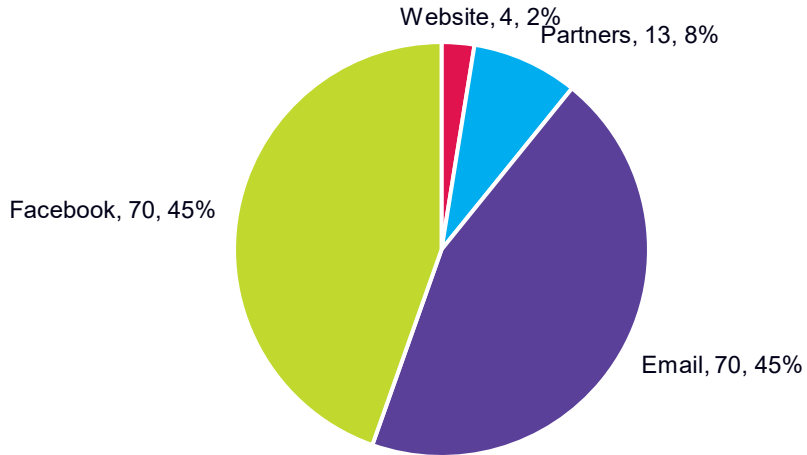
APPENDIX C: COMMUNITY SURVEY RESULTS

From December 9, 2020 to January 4, 2021 a public survey was promoted to elicit feedback from both those who have visited and those who have not visited the Brockville Museum.

The survey was distributed through a variety of communication channels, and a total of 157 responses were received. The distribution of responses by communication channel is outlined in the graph below.

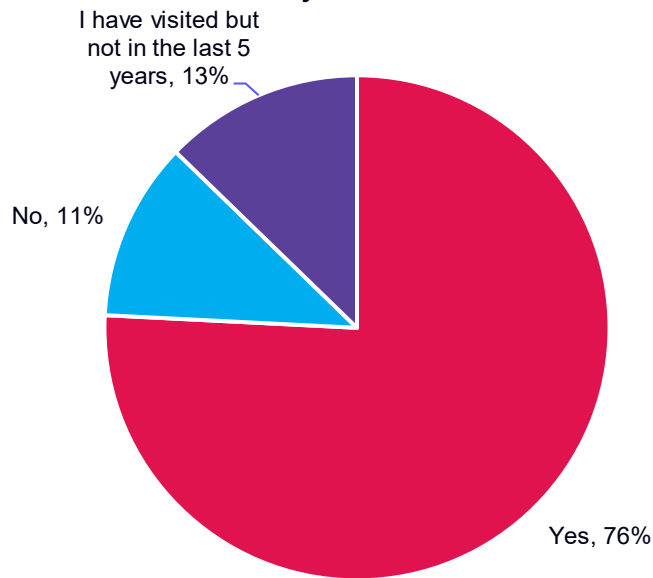
The Eblast sent to the Brockville Museum's email subscribers and Facebook posts were the most effective channel of communication used, the majority of survey responses came from these channels (70% each). The survey was also posted to the Brockville Museum's Twitter account. This also shows that of the social media platforms that Brockville Museum currently uses to promote its content and engage its audiences, Facebook was the most effective to produce engagement and responses for the survey.

Survey Responses By Source



SURVEY RESPONDENTS PROFILE

Have you visited the Brockville Museum in the last five years?

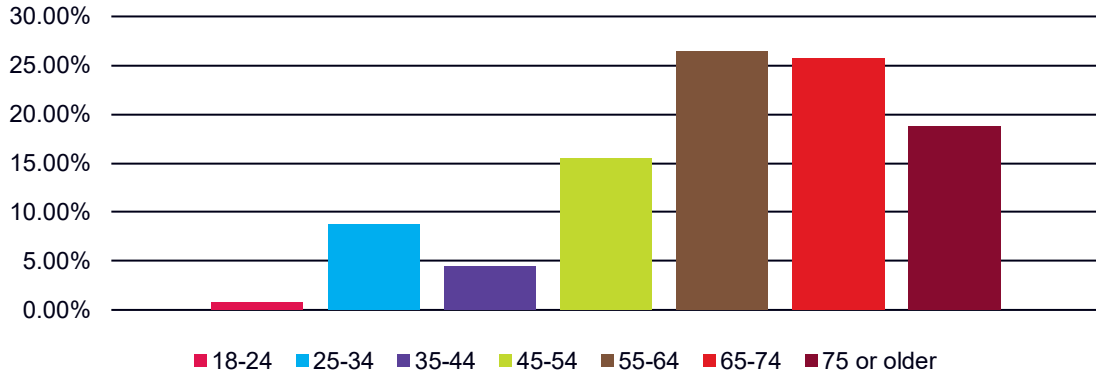


Survey respondents were asked to identify if they had visited Brockville Museum, the majority of survey respondents (76%) answered “Yes”. The results of visitors and non-visitor respondents are reported separately in the sections below.



The majority of survey respondents identified as Female, aligning with common patterns in which women are more likely than men to attend cultural institutions.

What is your Age



Survey respondents were much more likely to be 55 or older. This is consistent with attendance patterns reported in Chapter 3.1 of this report.

NON-VISITORS

Those survey respondents who answered “No” or “I have visited but not in the last 5 years” were asked to answer the following questions:

Why have you never visited Brockville Museum, or no longer visit (Please select all that apply)



Respondents were asked to select all those barriers to visiting which applied to their experience. The majority selected “Other” (50%) responses were then recategorized, the most prevalent response was that the museum was too far away. The second most common was a lack of interest in the museums exhibits and programs.

Non-visitors were also asked whether they had been to any museums in the last 5 years. 62% of respondents answered yes.

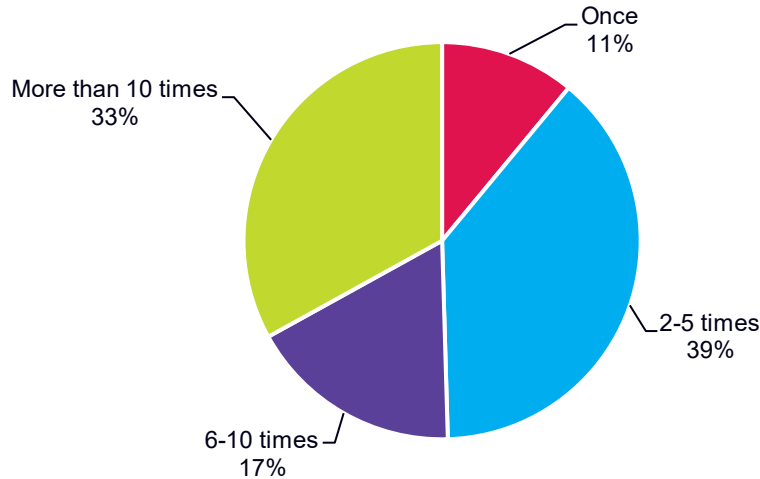
Those that answered “Yes” were asked “If yes, what did you like about the museum you have visited that should be priorities for a future Brockville Museum”? The below answers reflect the 19 responses and recommendations received from the respondents:

- Collections divided into eras with an overview of the era to provide context for exhibits.
- Spacious, well lit, well curated, nearby parking and great restaurants and art galleries nearby.
- Interactive exhibits!
- Variety of programs for all ages. Digital options to include others and out of town era to participate.
- Lots of really old stuff with a guide to explain what I am looking at on a tour. Include short videos (even ones that you can sit and watch for old people) and stuff to push and press for kids that make things move. Also a snack bar or drinks with patio for the summer with small menu. Docents for the summer with some grants from the government (check with Kingston Health Museum how they do it)
- Can't compare. The were all over the world and connected to World Heritage Sites.
- Interesting changing exhibits, welcoming atmosphere, friendly staff.
- Programs in the evenings were interesting--often musical events or photography oriented in Lennox and Addington County. I don't know if Brockville does similar.
- Local history displays.
- Educational, interesting, historical, free parking.
- Variety of exhibits, special events, speakers and presentations, Interactive experiences.
- Clean, spacious, focussed, availability of information online for remote researchers to access.
- A women from Brockville exhibit focusing on women who have made advances in science, sport, etc.
- Much more interesting, the War Museum.
- Visited iconic European museums, I cannot ask Brockville museum to compete.
- Interactive displays, period costume, events, social media, newsletter sign up.
- More interactive exhibits
- Interactivity
- Trains

VISITORS

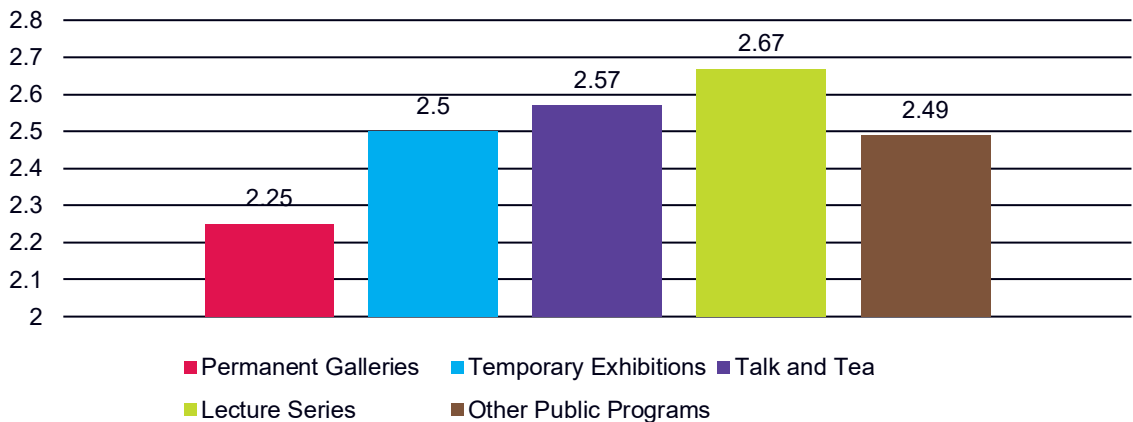
Those survey respondents who answered “Yes” to having attended the Brockville Museum were asked to answer the following questions:

Within the last five years I have visited the Brockville Museum:



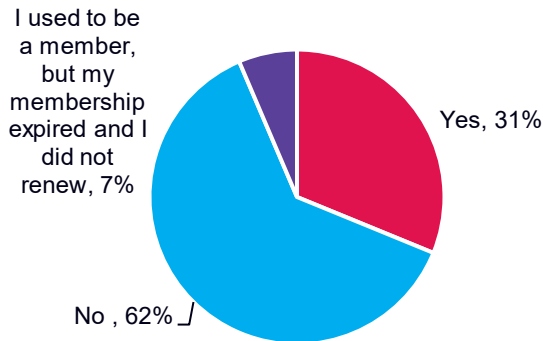
The large majority (89%) of visitors to the Brockville Museum attended at least twice in the last five years, indicating that these responses are from some of the most enthusiastic supporters of the museum. The challenge for the Brockville Museum is to widen attendance beyond this enthusiastic group of supporters.

Please rate your experience of each of the following areas at the Brockville Museum:



Visitors were asked to rate a variety of aspects of their experiences at the Brockville Museum, on a scale of Poor to Excellent. The above chart represents the weighted averages of these responses (Excellent is calculated as a 3 and Poor 0). The Lecture Series was the highest rated experience. The lowest rated component of the museum experience was the Permanent Galleries. However, all five areas of the Museum were rated between good and excellent. No respondents rated any aspect of the Museum as poor.

Are you a member of the Friends of Brockville Museum?



Respondents were more likely to not be members of the Friends of the Brockville Museum than to be so. This indicates a large percentage of the public who are invested enough in the Brockville Museum to complete a survey but are not yet members (n=68), have strong potential for future membership, especially if membership is widened beyond the Friends groups, as recommended in this study.



A Net Promoter Score (NPS) is used to measure patron experience by posing the key question—How likely is it that you would recommend Brockville Museum to a friend or colleague? (using a scale from 0-10). Promoters, (scores 9-10) are loyal enthusiasts who will keep transacting and sharing what you do. Passives, (scores 7-8) are satisfied but not enthusiastic. Detractors (0-6) are unhappy patrons who can impede growth through negative word of mouth.

NPS is calculated using the

following formula $NPS = \% \text{ Promoters} - \% \text{ Detractors}$. A positive net promoter score (above 0) is considered a good indicator, and in the museum industry a Net Promoter Score above 50 is considered world class (i.e. Smithsonian). The Brockville Museum's NPS of 30 indicates that there is room for improvement in visitor satisfaction, but current visitors are not significant detractors from the Museum.

The following comments reflect visitors' responses to "Please share why you would or would not recommend Brockville Museum to a friend?"

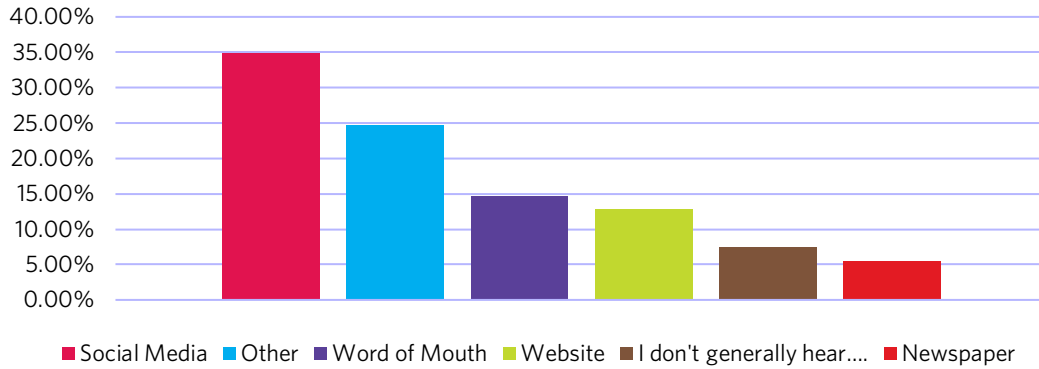
- Interesting Brockville history, with great photos. Last time I went, I liked the new to me exhibit on immigrants to the area.
- To learn about Brockville's history
- The museum is an excellent place to learn about the history of the area whether its the anniversary of the Recorder and Times or Automatic Electric. Their specific programs (ie. talking stones) is a very unique

- way to promote the history. I believe they also had a program which involved Alzheimer patients and historical artifacts from the museum.
- Does a great job utilizing the limited resources and space it has. There are so many great local stories and artifacts.
 - It's a cute little museum with some interesting artifacts.
 - Interesting displays - get a sense of Brockville over the years to better understand the city
 - I tried volunteering and it was not a great experience. It was like an old boys club and they didn't make you feel very welcome.
 - It's the place to go for Brockville history exhibits, lectures and walking tours etc.
 - It's also where the OGS library and archive is located.
 - It is important to keep our past alive and remembered.
 - It houses the Leeds & Grenville Branch of Ontario Ancestors
 - A long distance to travel.
 - Historical displays and special exhibits.
 - Friendly engaged staff, I enjoy the exhibits.
 - It provides a good overview of this community. The Hanging exhibit is always worth seeing.
 - It is very different from visiting the "mega cities" vast experience. It is very personal and the staff make it an event.
 - Great place to learn about local history for citizens of all ages as well as an opportunity for long time Brockvillians to refresh and enjoy memories of the community's past.
 - Residents and visitors need to understand the distinctive history and culture of Brockville.
 - No big enough, exhibits stayed way to long. Not interesting enough.
 - I have recommended it often to friends and family for the lecture series, some of the talk & teas, and a couple of special exhibits (a hooked rug exhibit, and the Prudence Heward exhibit). So far as I know there aren't any other venues in town providing this kind of intellectual & cultural content.
 - Excellent place to learn about Brockville and its history.
 - Friendly, enthusiastic staff, great exhibits, great lecture series.
 - Some acquaintances are not interested or unconnected to Brockville.
 - Some of my friends are not really "museum goers" but would certainly recommend other visitors.
 - It's a wonderful resource for historic Brockville.
 - I live in Ottawa so really don't know what is going on there most of the time. I'm originally from Brockville so do have an interest.
 - Local history is interesting.
 - There is always something new to learn.
 - There are so many unique artifacts and collections - and the temporary exhibits in the last few years I have been going to are amazing!

- Creative and unique. Excellent curator!
- It is a very instructive place where to go, interesting pieces are presented/shared.
- Great way to capture some of Brockville's past.
- Interesting talks and shows local history.
- I think it is a great local museum. It is obviously not the ROM or the MET, but it has valuable local content, and I would like to see it grow.
- It would depend on level of the friend's interest in learning about the history of Brockville.
- Great way for newcomers to get a backdrop for their Brockville experiences. Great way for newcomers to meet new friends through volunteering, talks and lectures, etc."
- It's small and cute and lots of fun local info and still somehow a wide variety of info. I went for the Prudence Howard exhibit and it was SO GREAT!! I have recommended many people to attend. Especially kids!! I've been meaning to attend a virtual Talk&Tea but haven't been able to yet, but I'll be keeping an eye out!
- I think exploring local history is important. So many hidden stories that future generations should know about.
- It's not interactive enough for children.
- It would depend on the extent of their interest in local history as opposed to Provincial or National history
- There is always something interesting to learn or see about Brockville and its colourful history!
- I love local history! The pet exhibit made me so happy! I love the book sale. I wish they had more positions than hiring students in the summer.
- I think it's a lovely snapshot of the region. The exhibits are always well done. One of my favourites was the nursing one.
- Interesting history of this area
- Very professional and informative. Staff are excellent.
- Very interesting exhibits and always something new to see. Staff is knowledgeable and friendly.
- The Prudence Heward Art Exhibition was an amazing event for Brockville and was relevant showing local artwork. Loved it. Draws tourists.
- Great local history, excellent lecture series.
- A hidden gem. Plus, right now, visitors have a private visit.
- I would recommend the museum because it gives a very good picture of Brockville's history as well as that of some of its more prominent citizens.
- I seldom recommend anything to anyone, but if asked I would certainly recommend the Brockville Museum.
- It would depend solely on their interest in history. I would recommend it to history buffs. I also recommended the Group of 7 show and brought members of my family to it (who live in Perth and Ottawa).

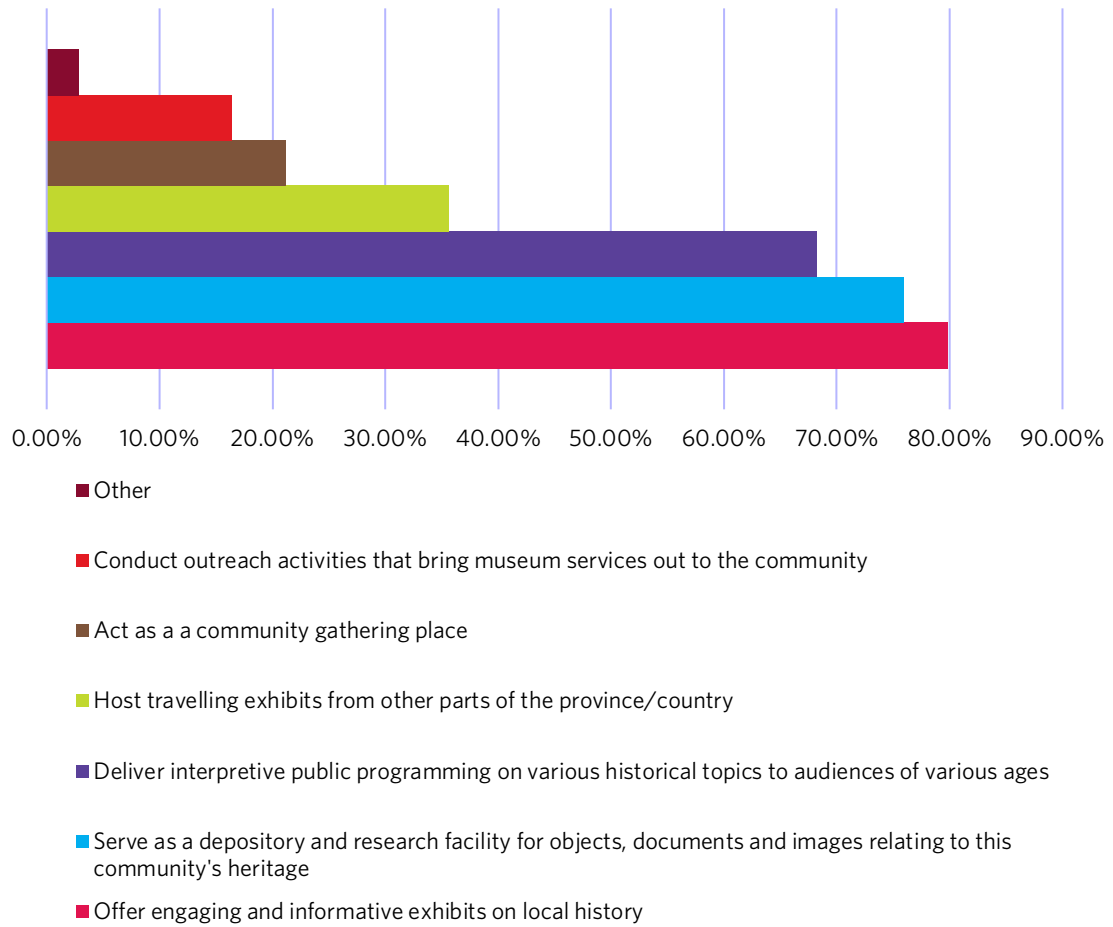
- It is a great source of Brockville's wonderful history in an exceptional location.
- It is the historic fabric of the community.
- I would recommend the Brockville Museum's talks/lectures, as they have had some excellent people speaking about different topics. My favourites were an archeologist and a botanist.
- It's a good source of the diverse history of Brockville, as well as interesting info about the present.
- Friendly, interactive, inviting a different perspective (Tattoo Exhibit)
- The museum's collection is varied and interesting.
- It is a "hidden gem"; staff are knowledgeable and helpful; Museum needs our support!
- I work there.
- I like it.
- My mother is displayed.
- The exhibits are so well-done, the lecture series, tours, talks, all pertinent to local history, provide other, much-appreciated perspectives.
- Few things make any city museum pop. Individuals go to the AGO, ROM or Canadian History Museum for new and exciting. Interactivity and things that are different.
- Most people today aren't interested in museums.
- Provides a good overview of the history and development of the city.
- Nice collection, friendly staff
- Excellent local information and quality staff!
- What is not to like about a museum. I want to know what the town was like a hundred years ago so where better to see an accumulation of stories and artifacts.
- The Brockville Museum is an important cultural hub for our community. We have a rich history to share.
- Would: Good exhibits, Would not: Small and kinda dingy.
- Great local attraction. You will learn some surprising facts about Brockville

How do you most often hear about what is happening at the Brockville Museum, such as new exhibitions or upcoming events?



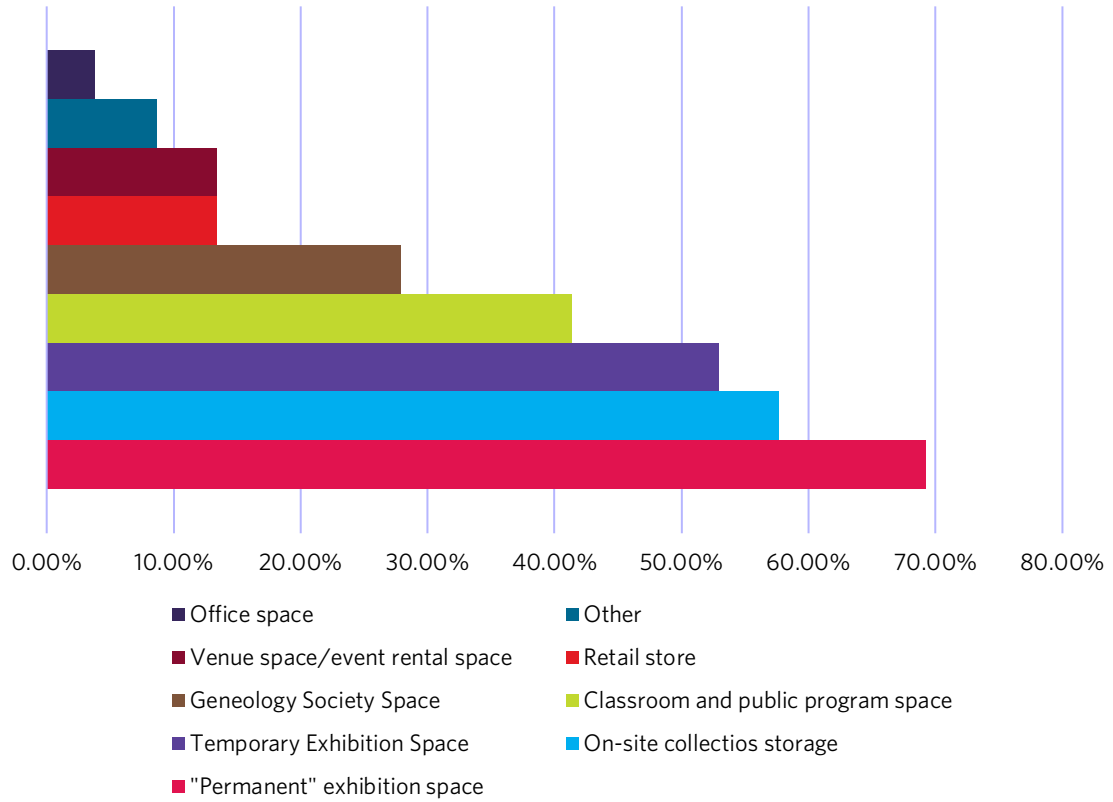
Excluding those who said “other,” survey participants who had recently visited the museum indicated that Social Media was the most frequent ways they heard about what was happening at Brockville Museum, followed by Word of Mouth and the Website. These results confirm the effectiveness of social media and the web site for communicating with the Museum’s existing audience.

What do you feel are the top 3 most important roles that the Brockville Museum can play in this community?



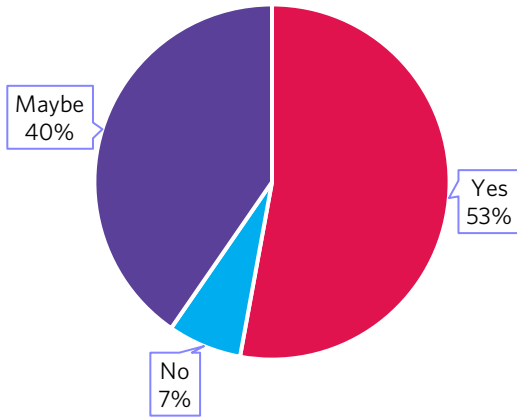
When asked about the most important roles that the Brockville Museum can play in the community, respondents overwhelmingly identified the importance of the exhibitions, followed by functioning as a collections repository, and public programming as the top three roles for the Museum. This confirms the importance of exhibition space, proper collections storage and spaces for public programming within a potential new facility.

The future Brockville Museum requires much larger...
(Select top 3 priorities)

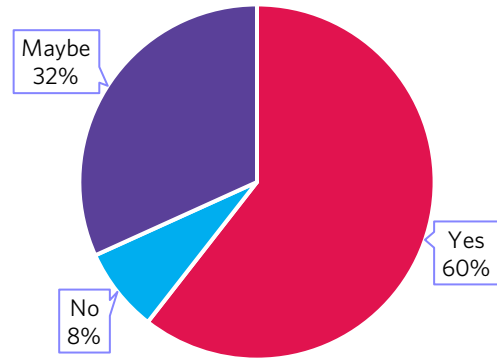


The highest ranked were permanent exhibitions, collections, and classroom and public programming spaces. Of particular importance, survey participants rated the importance of larger permanent exhibition space as more important than bringing in temporary exhibitions.

The future museum should include space for a permanent art gallery:

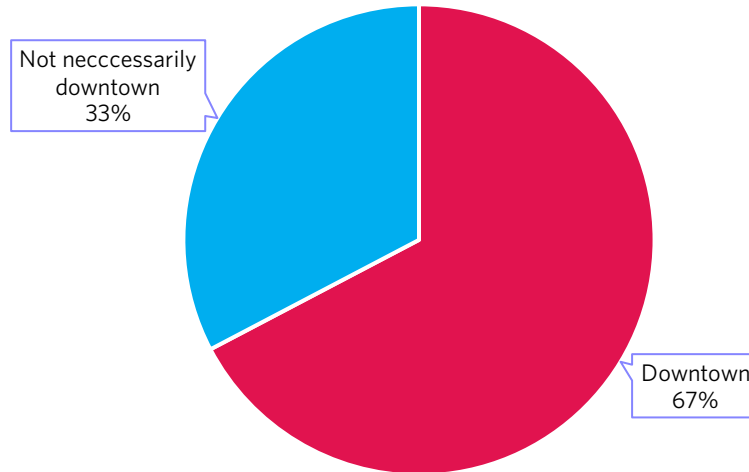


The future museum should include space for the municipal archives:



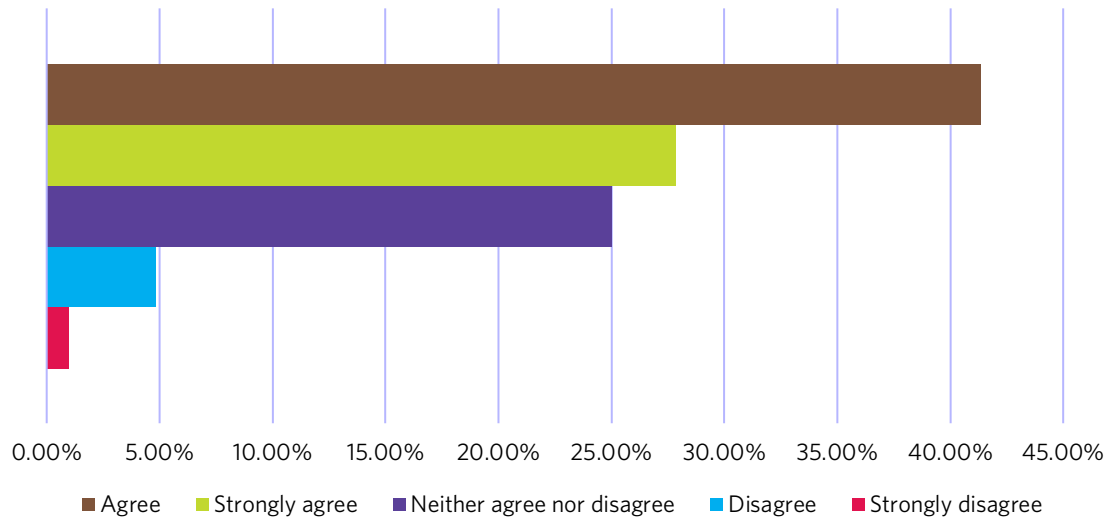
When asked about specific spaces that should or should not be included in the future museum, the majority of respondents indicated that the future museum should include both space for a permanent art gallery, and space for municipal archives. Survey respondents were slightly more likely to believe that the museum should include space for the municipal archives than a permanent art gallery.

The future Brockville Museum should be:



Two thirds of those surveyed (67%) believe that the future Brockville Museum had to be located downtown.

I would be willing to pay a fixed admission charge at the future Brockville Museum:



The majority of respondents (69% combined) agreed or strongly agreed that they would be willing to pay a fixed admission charge at the Brockville Museum.



APPENDIX D: DETAILED CAPITAL COST ESTIMATE



Altus Group

BROCKVILLE MUSEUM ORDER OF MAGNITUDE ESTIMATE

PREPARED FOR:
LORD CULTURAL RESOURCES
400 - 1300 Yonge Street, Toronto, Ontario. M4T 1X3

PREPARED BY:
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Issue Date:- February 25, 2021

Altus Expert Services
EXPERIENCE | INDEPENDENCE | INSIGHT

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February 25, 2021

Project No.: 20130.103XXX

LORD CULTURAL RESOURCES
400 - 1300 Yonge Street
Toronto, Ontario
M4T 1X3

Attention: Ted Silberberg

Re: BROCKVILLE MUSEUM, ORDER OF MAGNITUDE ESTIMATE, R0

Dear Ted

We submit for your review our report in accordance with the terms of our engagement.

The estimate includes all direct and indirect construction costs, general conditions, as well as contractor's overheads and profit. We have furthermore included cost allowances for soft costs, furniture and security installation and third party commissioning.

The estimate includes the following contingencies, which are defined within the body of this report.

- 12.0% for design and pricing contingency (average percentage rate)
- 32.5% for escalation contingency to 2032, with construction starting in 2030
- 5.0% for construction contingency (post contract change orders)

This report is not intended for general circulation, publication or reproduction for any other person or purpose without express written permission to each specific instance. Furthermore, this report is produced for the exclusive use of **Lord Cultural Resources** and the Brockville Museum and is not to be relied upon by any other party. Altus Group Limited does not hold any reporting responsibility to any other party.

Details of our Client Data Policy are located on our website at www.altusgroup.com.

Should you have questions related to this report please do not hesitate to contact the undersigned.

Yours Truly,
ALTUS GROUP LIMITED

Anil Ramjee PQS MRICS
Director

Ryan Stephenson
Cost Consultant

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 - 1.2 Area / Project Statistics

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1 Introduction

1.1 Scope

This project includes for the construction of a facility for the Brockville Museum. The scope of the project includes for the construction of a new building with a total GFA amounting to 27,860 square feet.

The Order of Magnitude - Class D Estimate is intended to provide a realistic budget of the hard construction costs and soft costs based on the level of design information provided. The estimate reflects our opinion as to the fair market value for the hard construction of this proposed project and is not intended to predict the lowest bid.

The estimate includes all direct and indirect construction costs consistent with the design information provided. Certain exclusions and qualifications may apply; please refer to Section 3.

2 Project Details

2.1 General Information

From the design information provided, we have measured quantities where possible and applied unit rates for the specific items based on the conceptual design drawings and outline project specifications. Where design information was limited, we made inquiries to the relevant design discipline and/or made assumptions based on our experience with projects of a similar type, size, and standard of quality.

2.2 Location

The location cost base for this estimate is Brockville, Ontario.

2.3 Measurement and Pricing

The estimate has been derived using generally accepted principles on method of measurement in accordance with the Canadian Institute of Quantity Surveyors Elemental Cost Analysis and/or Method of Measurement of Construction Works.

The unit rates used in this estimate where applicable include labour and material, equipment, and subcontractor's overheads and profit. Pricing is based on our experience with projects of a similar design.

We have assumed that both union and non-union commercial contractors would perform the work. This estimate is not intended to be a prediction of the lowest bid and assumes competitive bidding for all aspects of the work.

2.4 Environmental Sustainability

The estimate incorporates sustainable design elements consistent with Green Standards as identified within the design information provided. Although the design and pricing incorporate energy efficient and sustainable elements, the costs associated with the actual certification with a regulatory body is not included in the estimate. Premium costs relating to the additional site management required and submission of the necessary documentation for certification is excluded from this estimate.

2.5 Taxes

Provincial Sales Tax (PST) is included where applicable in the unit rates. However, the Harmonized Sales Tax (HST) and/or the Goods and Services Tax (GST) have been excluded.

2.6 General Requirements and Fees

The fee for the Contractor is included. The general requirements are based on our assumptions of the anticipated construction approach and schedule.

The estimate includes premiums associated with bonding and insurance

2.7 Procurement Methodology

We have assumed that the project would be procured with a General Contractor approach under a CCDC standard form of contract.

We have assumed a minimum of three bids would be received for all major trade categories of work to establish competitive bidding and tender results. The estimate is a determination of fair market pricing and not a prediction of lowest bid in any trade category. Please note that should the above minimum bidding conditions not occur on this project, construction bids received could vary significantly from the estimated costs included within this report.

2.8 Schedule / Phasing

The project has been priced to be completed as a single phase.

The unit rates in our estimate are based on construction activities occurring during normal working hours and proceeding within a non-accelerated schedule.

3 Scope Assumptions & Exclusions

3.1 Inclusions and Assumptions

The inclusions for this project have been based on all the documentation provided to date. We have made assumptions where applicable and have noted them below.

Site Development

- The site for this project is unknown, however the cost estimate makes the following assumptions which are to be confirmed and updated once the site and site conditions are known.
- For the purposes of this cost estimate, we have assumed stable soil conditions for the project with no requirements for soil remediation or contaminated soils removal and disposal.
- It is assumed that there are no existing building structures on the site and therefore no allowances have been included within this estimate for demolition work.
- It is assumed that the site is level and does not require any bulk earthworks for cut and fill to create desired grading levels
- Municipal site services connections are assumed to be within a 1km range of the site. It is further assumed that existing municipal services are adequate to accommodate for the new building construction.

Foundations

- Standard strip footings, comprising 25Mpa concrete, approximately 600mm wide x 300mm thick
- Reinforced concrete foundation walls, 30Mpa concrete strength, approximately 200mm thick
- Excavations to below frost depth at 1200mm deep
- Imported clean granular backfill in lieu of using native excavated fill

Ground Floor Slab

- Slab on grade, with base build up comprising granular backfill, compacted to engineer's requirements, 125mm thick concrete slab with 25Mpa concrete strength
- Mesh wire reinforcing to slab

Upper Floor Construction

- Composite suspended floor slab, 200mm thick, comprising;
 - Structural Steel Floor Framing
 - Metal Decking
 - Mesh Reinforcing
 - Concrete Topping
 - Movement Joints, Construction Joints, Curing and Finishing

Structural Frame

- Building framing, comprising;
 - Steel Columns
 - Steel Beams
 - Joists
 - Connection plates, bolts, etc.
 - Fire Proofing & painting work to exposed steel
 - Precast concrete stair construction.

Roof Construction

- Roof structure comprising;
 - Structural steel OWSJ
 - Beams
 - Columns
 - Connection plates & bolts
 - Fireproofing
 - Metal decking
 - Concrete topping
 - EPDM or similar roof finish

Building Façade

- Composite façade
- Curtain wall
- Doors, Frames and Hardware

Interior Finishes

- Gypsum partitions
- Interior wood doors, frames and hardware
- Interior floor finishes
- Interior wall finishes
- Interior ceiling finishes

Mechanical Installation

- Plumbing pipework, fittings, etc.
- Sprinkler installation
- HVAC
- Building Automated Controls

Electrical Installation

- Electrical distribution, conduits, etc.
- Lighting, devices and heating
- Systems and ancillaries

Soft costs allowance includes for the following:

Professional Fees

- Project Management Fee
- Architect's Fee
- Civil Engineer's Fee
- Structural Engineer's Fee
- Mechanical Engineer's Fee
- Electrical Engineer's Fee
- Landscape Design Fee
- Cost Consultant Fee
- Other Fees

Development Cost

- Property Tax
- Legal Fees
- Survey Costs
- RFP/RFQ Costs
- Financing
- Investigations

3.2 Construction Budget Exclusions

The following items are excluded from the estimate:

- Harmonized Sales Tax (HST)
- Realty taxes, levies, insurance
- Operating or maintenance expenses
- Interest/finance charges (on any financing)
- Vibration/noise control premiums
- Moving or relocation costs
- Sole sourcing of materials, services, or equipment
- Phasing premium (assumed to be executed in a single phase)
- Site development costs

4 Contingencies

4.1 General

The effective use of contingencies in construction cost planning requires a clear understanding of estimating risks in both a project specific and general construction market sense. The appropriate level of contingency is dependent on the amount of information available, knowledge of the design teams' methods and philosophy, the timing of the estimate preparation relative to the project design and construction schedule, and the anticipated complexity of the construction work.

4.2 Design and Pricing

A design and pricing contingency of 12% is included in the estimate. This allowance where included is meant to cover pricing and design unknowns during the preparation of this estimate, and not additional scope or functional program requirements.

4.3 Escalation

An escalation contingency of **32.5%** has been included in the estimate. This allowance is meant to address anticipated changes in construction costs due to market fluctuations between the date of this report and the anticipated midpoint of construction phase.

Escalation is calculated, based on the following parameters:

| | |
|--|-------------------|
| - Annual Escalation Rate | 3.0% |
| - Estimate Base Date | February 25, 2021 |
| - Construction Start Date | April 1, 2030 |
| - Construction Duration in Months | 24 |
| - Pre-Contract Escalation Period | 118 |
| - Post Contract Escalation Period (Midpoint) | 12 |
| - Total Escalation Period in Months | 130 |

4.4 Construction Contingency (Post Contract)

Post contract contingency has been included at **5%** of the construction cost. The intention of this contingency is to cover the cost of post contract change orders.

4.5 Construction Phasing

Construction phasing contingency has been **EXCLUDED** from the estimate. The construction work is assumed to be completed in a single phase

4.6 Acceleration / Overtime

Acceleration / Overtime contingency has been **EXCLUDED** from the estimate. It is assumed that all construction work will be completed within normal working hours

4.7 COVID-19

The COVID-19 pandemic has the potential to materially impact the project construction budget beyond the estimate provided herein and outside of "standard" project contingencies. This estimate does not include any potential COVID-19 related impact costs. We recommend the Developer/Client assess each project individually and apply an appropriate contingency.

5 General Statement of Liability

5.1 Probable Costs and Ongoing Cost Control

Altus Group Limited does not guarantee that tenders or actual construction costs will not vary from this estimate. Acute market conditions, proprietary specifications, or competition/collaboration among contractors may cause tenders to vary from reasonable estimates based on normal and abnormal competitive conditions.

Altus Group Limited recommends the owner and/or design team review the cost estimate report including line item descriptions, unit prices, allowances, assumptions, exclusions, and contingencies to ensure the appropriate design intent has been accurately captured within the report.

It should be noted that the cost consultants are not qualified to confirm that construction work and design is in accordance with approved plans and specifications.

Details of our Client Data Policy can be found at www.altusgroup.com

7 Introduction

7.1 The following appendices are included with this report:

- A. Project Statistics
- B. Executive Summary
- C. Elemental Summary

A. Project Statistics

FLOOR AREA DETAILS

| Floor Level / Description | Gross Floor Area (GFA) | |
|---------------------------|------------------------|---------------|
| | (m ²) | (sf) |
| Zone A | 319 | 3,430 |
| Zone B | 780 | 8,400 |
| Zone C | 1,093 | 11,760 |
| Zone D | 397 | 4,270 |
| Total | 2,588 | 27,860 |

B. Executive Summary

| Building Component | Building | Site | Total |
|---|---------------------|------------|---------------------|
| Net Construction Cost | \$8,605,366 | \$0 | \$8,605,366 |
| General Requirements | \$1,032,644 | \$0 | \$1,032,644 |
| Fee (Head office overheads & profit) | \$258,161 | \$0 | \$258,161 |
| Sub-Total | \$9,896,171 | \$0 | \$9,896,171 |
| Design and Pricing Contingency | \$1,187,541 | \$0 | \$1,187,541 |
| Escalation Contingency | \$3,216,256 | \$0 | \$3,216,256 |
| Construction Contingency | \$494,809 | \$0 | \$494,809 |
| Construction Phasing Contingency | \$0 | \$0 | \$0 |
| Acceleration/Overtime Contingency | \$0 | \$0 | \$0 |
| Cash Allowances (Refer to - Appendix E) | \$0 | \$0 | \$0 |
| Sub-Total | \$14,794,776 | \$0 | \$14,794,776 |
| Pre-Construction Allowance | \$199,296 | \$0 | \$199,296 |
| Permanent Exhibition Space | \$1,687,500 | \$0 | \$1,687,500 |
| Professional Fees | \$504,710 | \$0 | \$504,710 |
| Legal Fees | \$51,765 | \$0 | \$51,765 |
| Supply and Installation - FF&E | \$310,591 | \$0 | \$310,591 |
| Building and/or Development Fees | \$31,059 | \$0 | \$31,059 |
| AV System | \$129,413 | \$0 | \$129,413 |
| Security System & Monitor Room | \$98,354 | \$0 | \$98,354 |
| Third Party Commissioning | \$11,647 | \$0 | \$11,647 |
| Sub-Total | \$17,819,110 | \$0 | \$17,819,110 |
| HST | \$0 | \$0 | \$0 |
| TOTAL PROJECT COST | \$17,819,110 | \$0 | \$17,819,110 |
| Rate per square foot | \$848.53 | \$0.00 | \$848.53 |

C. Elemental Summary



\$14,795,000

PROJECT TOTAL

ELEMENTAL SUMMARY

\$5,716 /m2

TOTAL /m2

\$531 /sf

TOTAL /sf

2,588 m2

27,860 sf

| Element | GFA Ratio | Element Quantity | Element Unit Rate | Cost Total | \$ Total/m2 | % |
|---|-----------|------------------|-------------------|-------------------|--------------|--------------|
| A SHELL | | | | 3,851,327 | 1,488 | 26% |
| A1 Substructure | | | | 454,239 | 176 /m2 | 3.1% |
| A11 Foundations | 0.50 | 1,294 m2 | 351.00 /m2 | 454,239 | 176 /m2 | 3.1% |
| A12 Basement Excavation | 0.00 | 0 m3 | 0.00 /m3 | 0 | 0 /m2 | 0.0% |
| A2 Structure | | | | 990,008 | 383 | 6.7% |
| A21 Lowest Floor Construction | 0.50 | 1,294 m2 | 105.00 /m2 | 135,884 | 53 /m2 | 0.9% |
| A22 Upper Floor Construction A23 Roof Construction | 0.50 | 1,294 m2 | 360.00 /m2 | 465,886 | 180 /m2 | 3.1% |
| A23 Roof Construction | 0.50 | 1,294 m2 | 300.00 /m2 | 388,239 | 150 /m2 | 2.6% |
| A3 Exterior Envelope | | | | 2,407,079 | 930 | 16.3% |
| A31 Wall Below Grade | 0.00 | 0 m2 | 0.00 /m2 | 0 | 0 /m2 | 0.0% |
| A32 Walls Above Grade | 1.00 | 2,588 m2 | 400.00 /m2 | 1,035,303 | 400 /m2 | 7.0% |
| A33 Windows & Entrances | 1.00 | 2,588 m2 | 290.00 /m2 | 750,595 | 290 /m2 | 5.1% |
| A34 Roof Covering | 1.00 | 2,588 m2 | 210.00 /m2 | 543,534 | 210 /m2 | 3.7% |
| A35 Projections | 1.00 | 2,588 m2 | 30.00 /m2 | 77,648 | 30 /m2 | 0.5% |
| B INTERIOR | | | | 1,992,369 | 770 | 13% |
| B1 Partitions & Doors | | | | 491,769 | 190 | 3.3% |
| B11 Partitions | 1.00 | 2,588 m2 | 140.00 /m2 | 362,356 | 140 /m2 | 2.4% |
| B12 Doors | 1.00 | 2,588 m2 | 50.00 /m2 | 129,413 | 50 /m2 | 0.9% |
| B2 Finishes | | | | 918,831 | 355 | 6.2% |
| B21 Floor Finishes | 1.00 | 2,588 m2 | 120.00 /m2 | 310,591 | 120 /m2 | 2.1% |
| B22 Ceiling Finishes | 1.00 | 2,588 m2 | 160.00 /m2 | 414,121 | 160 /m2 | 2.8% |
| B23 Wall Finishes | 1.00 | 2,588 m2 | 75.00 /m2 | 194,119 | 75 /m2 | 1.3% |
| B3 Fittings & Equipment | | | | 581,769 | 225 | 3.9% |
| B31 Fittings & Fixtures | 1.00 | 2,588 m2 | 190.00 /m2 | 491,769 | 190 /m2 | 3.3% |
| B32 Equipment | 1.00 | 2,588 m2 | 0.00 /m2 | 0 | 0 /m2 | 0.0% |
| B33 Conveying Systems | 0.00 | 2 stop | 45,000.00 /stop | 90,000 | 35 /m2 | 0.6% |
| C SERVICES | | | | 2,761,670 | 1,067 | 19% |
| C1 Mechanical | | | | 1,552,954 | 600 | 10.5% |
| C11 Plumbing & Drainage | 1.00 | 2,588 m2 | 160.00 /m2 | 414,121 | 160 /m2 | 2.8% |
| C12 Fire Protection | 1.00 | 2,588 m2 | 30.00 /m2 | 77,648 | 30 /m2 | 0.5% |
| C13 HVAC | 1.00 | 2,588 m2 | 350.00 /m2 | 905,890 | 350 /m2 | 6.1% |
| C14 Controls | 1.00 | 2,588 m2 | 60.00 /m2 | 155,295 | 60 /m2 | 1.0% |
| C2 Electrical | | | | 1,208,716 | 467 | 8.2% |
| C21 Services & Distribution C22 Lighting, Devices & Heating C23 Systems & Ancillaries | 1.00 | 2,588 m2 | 105.00 /m2 | 271,767 | 105 /m2 | 1.8% |
| C22 Lighting, Devices & Heating C23 Systems & Ancillaries | 1.00 | 2,588 m2 | 300.00 /m2 | 776,477 | 300 /m2 | 5.2% |
| C23 Systems & Ancillaries | 1.00 | 2,588 m2 | 62.00 /m2 | 160,472 | 62 /m2 | 1.1% |
| D SITE & ANCILLARY WORK | | | | 0 | 0 | 0% |
| D1 Site Work | | | | 0 | 0 | 0.0% |
| D11 Site Development | 0.00 | 0 m2 | 0.00 /m2 | 0 | 0 /m2 | 0.0% |
| D12 Mechanical Site Services | 0.00 | 0 m2 | 0.00 /m2 | 0 | 0 /m2 | 0.0% |
| D13 Electrical Site Services | 0.00 | 0 m2 | 0.00 /m2 | 0 | 0 /m2 | 0.0% |
| D2 Ancillary Work | | | | 0 | 0 | 0.0% |
| D21 Demolition | 0.00 | 0 m2 | 0.00 /m2 | 0 | 0 /m2 | 0.0% |
| D22 Alterations | 0.00 | 0 m2 | 0.00 /m2 | 0 | 0 /m2 | 0.0% |
| Net Construction Estimate | | | | 8,605,366 | 3,325 /m2 | 58.2% |
| Z GENERAL REQUIREMENTS & ALLOWANCES | | | | 1,290,805 | 499 | 9% |
| Z1 General Requirements & Fee | | | | 1,290,805 | 499 | 8.7% |
| Z11 General Requirements | | 12.0% | | 1,032,644 | 399 /m2 | 7.0% |
| Z12 Fee (Head office overheads & profit) | | 3.0% | | 258,161 | 100 /m2 | 1.7% |
| Total Construction Estimate (Excluding Contingencies) | | | | 9,896,171 | 3,823 /m2 | 66.9% |
| Z2 Contingencies | | | | 4,898,605 | 1,893 | 33.1% |
| Z21 Design and Pricing Contingency Z22 Escalation Contingency | | 12.0% | | 1,187,541 | 459 /m2 | 8.0% |
| Z22 Escalation Contingency | | 32.5% | | 3,216,256 | 1,243 /m2 | 21.7% |
| Z23 Construction Contingency | | 5.0% | | 494,809 | 191 /m2 | 3.3% |
| Z24 Construction Phasing Contingency | | 0.0% | | 0 | 0 /m2 | 0.0% |
| Z25 Acceleration/Overtime Contingency | | 0.0% | | 0 | 0 /m2 | 0.0% |
| Z26 Cash Allowances | | sum | | 0 | 0 /m2 | 0.0% |
| Total Construction Estimate (Including Contingencies) | | | | 14,794,776 | 5,716 /m2 | 100.0% |
| HST | | 0.0% | | 0 | 0 /m2 | 0.0% |
| TOTAL CONSTRUCTION COST | | | | 14,794,776 | 5,716 | 100% |