

COMMITTEE OF THE WHOLE (WORKING SESSION) - FEBRUARY 12, 2008

PIERRE BERTON DISCOVERY CENTRE

Recommendation

The Commissioner of Community Services recommends:

1. That the presentation on the proposed Pierre Berton Discovery Centre, be received.

Economic Impact

There are capital and operating costs associated with the construction and operation of the proposed Pierre Berton Discovery Centre. All final costs to the City may be ascertained once variables such as funding and governance matters are determined on the project.

Communications Plan

The Pierre Berton Artifacts and Memorabilia Steering Committee will be apprised of any resolution passed by Council on this item.

Purpose

The Chair of the Pierre Berton Artifacts and Memorabilia Steering Committee will present to Council a presentation on the proposed Pierre Berton "Discovery Centre". The presentation includes the culmination of work to date by the Steering Committee in accomplishing its directive from Council. The Steering Committee was appointed by Council to determine an appropriate location, facility, operation and governance model and funding sources for the Centre.

Background - Analysis and Options

On January 23, 2006, Council approved the appointment of the Pierre Berton Artifacts and Memorabilia Steering Committee to examine the opportunities for preserving artifacts from the life of the late Mr. Pierre Berton at a location in Kleinburg. The artifacts are to be donated to the City by the Berton family. The Council appointed Committee includes members of the Berton family, the Mayor, the Ward 1 Councillor, members of the Kleinburg community and City staff.

The Steering Committee's objectives include determining an appropriate location, facility, operation and governance model and funding sources for the Centre. The goals and objectives of the Committee are as follows:

Steering Committee's Goals & Objectives:

1. To create a place to house artifacts (awards, honorary degrees, desk, books, photos and other memorabilia) collected by Mr. Berton during his 55 years of residence in Kleinburg;
2. To assist in the enhancement of visiting Kleinburg and develop a centre that would attract local tourism;
3. To provide a place where school children and the public can become acquainted with one of Vaughan's most prominent citizens and obtain an appreciation of his contribution to the understanding of Canadian history;
4. To showcase some of the Canadian historical events, people and places he wrote about in his books and articles during the span of his career; and,

5. To showcase his contribution to the evolution of Canadian media, journalism and television.

Objectives:

1. Determine an appropriate location/facility to establish and use for the purpose of preserving, displaying, and interpreting the "Pierre Berton Collection" (hereafter referred to as Centre);
2. Determine a proposed operation and governance model to adopt for the proposed Centre;
3. Investigate possible funding sources to sustain the Centre and determine how the Centre will be sustained and funded in the long-term; and,
4. Prepare a final report for Council's review that outlines findings and recommendations as it relates to the establishment of the Centre as mandated by the Committee.

In June 2006, Council approved securing 1.5 million dollars towards the capital construction of any future Centre. Additionally, in September 2006, Council allocated funds to undertake a study of the various sites and options for the proposed Centre. The study's scope included the development of a master plan, including options for site layout and design of the Centre.

Over the last two years, the Steering Committee has met with a number of Kleinburg community stakeholders including the McMichael, the Kleinburg Business Improvement Association, and Kleinburg Area Ratepayers association to present the concept of the Centre, gain feedback/support and to determine an appropriate location in Kleinburg to house the Centre. It held a charette in September 2007 to gain insight on the possible vision/scope for the Centre and has consulted various industry specialists to determine how best to market and position the Centre.

The culmination of work by the Steering Committee has resulted in a professional video presentation on the proposed Centre and a draft report that identifies the mission, character, range, depth, site and facility location and plan, governance models, programming options, capital and operating costs and potential revenue sources. This presentation and report is presented to Council for review by the Steering Committee.

Summary of Draft Report on the Pierre Berton Discovery Centre

Scope/Vision:

The Discovery Centre will bring to life Canadian history through interactive exhibits dedicated to Pierre Berton's writings and television shows.

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

Facility and Location:

The location of the Centre is proposed for the Old Fire Hall site in Kleinburg at Islington Avenue and Treelawn Boulevard with a size of 8000 sq feet/2438.4 sq metres including a 2000 sq foot basement storage area. The Discovery Centre and the McMichael Gallery will represent two cultural anchors at either end of Kleinburg, providing opportunities for tourism traffic between both locations.

Capital/Operating Costs:

The estimated capital cost is \$4,983,000 in April 2009 dollars and an estimated annual operating budget of \$375,000. Municipal annual operating funding is projected at \$200,000. Revenue sources for the Centre include entrance fees, school/community programming and sponsorship.

Market/Audience:

Market research indicates the centre will reach a wide market extending from York to GTA, Peel, Durham and Halton. Primary visitation components include elementary and high schools students, seniors, families and visitors. There are co-marketing opportunities available with local attractions such as the McMichael, the Kortright Centre and Wonderland.

Next Steps:

The next steps needed to continue with the project include seeking Council approval, determining a governance model, establishing a fundraising committee, developing a design and working drawings for the centre and a call for tenders. The overall goal being proposed is to open the Centre in March 2010.

Relationship to Vaughan Vision 2020

Vaughan Vision 2020 identifies as a strategic priority, the objective of providing service excellence to Vaughan citizens by preserving Vaughan's heritage and culture.

This report is consistent with the priorities previously set by Council, however, the necessary resources to undertake the entire scope of this initiative has not been allocated and approved.

Regional Implications

There are no Regional implications with regard to this matter.

Conclusion

The presentation and report by the Pierre Berton Artifacts and Memorabilia Steering Committee provides Council with the work completed by the Committee to date and represents the scope, vision, location, and costs associated with the construction of a Pierre Berton Discovery Centre in Kleinburg. Council's direction and input on the project is needed at this time to further develop and proceed in the final steps towards establishing the Pierre Berton Discovery Centre.

Attachments

1. Draft Report, Pierre Berton Discovery Centre, January 2008

Report Prepared By

Angela Palermo, Manager of Culture, ext. 8139

Respectfully submitted,

Marlon Kallideen
Commissioner of Community Services

Draft Report

PIERRE BERTON DISCOVERY CENTRE

KLEINBURG, CITY OF VAUGHAN, ONTARIO



The **PIERRE BERTON**
DISCOVERY CENTRE

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APPENDIX I: FEDERAL AND PROVINCIAL GRANTS

APPENDIX II: MARKET RESEARCH REPORT BY *BARTLETT PILOT*

APPENDIX III: FUNDRAISING STRATEGY



This report documents the findings of Peter Berton, Roger Jones, Bob Lariviere, Danny Dowhal, Jodi Franklin and Elsa Franklin. in conjunction with the steering committee. These findings include:

- **What is the Pierre Berton Discovery Centre?**

Canadian history will come alive as the Centre will have both temporary and permanent exhibits dedicated to subjects of Pierre Berton's writings and television shows, and will highlight Pierre Berton's enthusiasm for the richness of Canada's legacy.

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

The Discovery Centre will operate year-round.

- **Size and Location**

The Centre is proposed to be located on the Old Fire Hall site, with a size of 8,000 gross square feet. The Discovery Centre and the McMichael Gallery will then represent two cultural anchors at either end of Kleinburg, providing prolific opportunities for tourism traffic between the two.

There will be 2,000 gross square feet of basement storage.

- **Project Cost**

The project is estimated to cost \$4,983,000 in April 2009 dollars.

- **Operating Revenues and Expenses**

The Discovery Centre is forecast to have an annual operating budget of \$375,000. Of this, municipal funding is projected at \$200,000 per annum.

- **Support of the Local Community**

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

A public meeting is proposed to be held once council receives this report.

- **The Market**

The market research indicates there will be wide interest in such a Centre, particularly from York, Toronto GTS, Peel, Durham and Halton. Primary visitation components include elementary and high schools, seniors, families and visitors. This will be achieved via co-marketing with other local attractions (the McMichael Gallery, the Kortright Centre and Wonderland).



- **Information Gathered from other Benchmark Museums**

A selection of Museums in nearby Regions were researched that were municipally-run. Many were focused on a single historical figure or family (Frederick Varley [painter], Joseph Brant [Mohawk leader], William Lyon Mackenzie [first Mayor of Toronto] etc.). Valuable information was gained as to operations.

- **Next Steps**

Section 10 of this report delineates 18 actions to be taken, from finalizing an Implementation Plan, determining governance, establishing a fundraising committee, seeking appropriate approvals, to providing a space program, a schematic design and working drawings, and calling for tenders, all with the goal of opening the Pierre Berton Discovery Centre in March 2010.

CONCEPT

WHAT WILL THE DISCOVERY CENTRE BE?

The Pierre Berton Discovery Centre will provide visitors with a high-impact, immersive experience in Canadian History, and allow them to learn more about the extensive career and influential works of one of Canada's preeminent authors and media pioneers.

The main presentation hall will host a rotating series of specially produced shows, based on Pierre Berton's most notable books on Canadian history.

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



An interior view of an exhibition on the building of the National railway.

Most notably, because Pierre Berton's greatest talent was for finding the stories and the drama in history, such as the immigrant experience that unites so many of us, the productions will strive to entertain and move audiences.

Topics selected for the main exhibit space will range from the building of Canada's first transcontinental railroad, to 1967, covering the excitement and massive social change experienced in Canada's Centennial Year.

Other exhibit topics include The Klondike Gold Rush, Canada's coming of age during World War I, the lasting impact of The Great Depression, and the Mysterious North, relating the fascinating history and geography of Canada's Arctic regions.

All the productions will focus on Berton's most relevant themes, such as the new Canadian experience, and will help give visitors a sense of the scale and soul of this country.

A permanent exhibit space will be also be dedicated to *The Secret World of Og*, the children's novel written by Pierre Berton and illustrated by his daughter Patsy.

This Canadian classic has sold more than 200,000 copies in four editions and, of his 50 books, was Berton's personal favourite, partly because the characters were inspired by his own children.

Beginning with an exterior area dedicated to the Og phenomenon, including excerpts from the animated TV series, visitors will walk down a simulated tunnel, like the one in the story, where the setting with special lighting and sound effects will set a memorable mood and offer glimpses into the Secret World of Og.

Visitors will emerge in a central cave-like chamber, where children can gather around and sit on Og-like toadstools to hear readings from the book, or to view re-enactments by live actors.



Pierre Berton was one of Canada's most successful and recognized writers, an avid naturalist who was ahead of his time, and a leading media personality who helped define the contemporary Canadian identity.

The biospective exhibit will be a permanent museum area paying tribute to the man and his accomplishments, including personal artifacts and original samples from his work donated by the Berton family.

As one of Canada's pioneers in the field of television, Pierre Berton and his work are ideally suited for an exhibit dedicated to the early days of television broadcasting in this country.



In addition to media artifacts of the time, this exhibit will include excerpts from his television shows — including interviews with the likes of Bruce Lee, Gerry Reuben, Clint Eastwood, and dozens of other luminaries.

Featuring fascinating multimedia material, which will be integrated with the Ontario school curricula to attract school field trips, plus generally entertaining content appealing to visitors from the GTA — all tied into activities of the local community and McMichael Gallery — the Pierre Berton Discovery Centre will be a vibrant and educational destination, and a much talked-about facility.

Pierre Berton brought history alive, and the Discovery Centre will preserve his passion and the power of his message.



1.0 INTRODUCTION

1.1 RESEARCH AND ANALYSES DONE

Over the last two years, the Pierre Berton Discovery Centre Steering Committee has:

- Developed the Discovery Centre concept.
- Reviewed alternate locations (Library, Mc Michael) and recommended the Old Fire Hall site.
- Held regular meetings to review process, goals and apparent opportunities for a *Pierre Berton Discovery Centre*.
- Reviewed demographics.
- Indicated the components of the market and the size of each component, and the fit of the proposed Discovery Centre with other community attractions.
- Studied comparable community museums.
- Conducted interviews with individuals and groups, and held a workshop to develop ideas for the centre.
- Met with the stakeholders as necessary.
- Summarized the proposed concept and its elements.
- Recommended the approach to governance, management and staffing.
- Tabled a proforma of Revenue and Expense.
- Based on the above and on extensive other experience with community museums, developed this draft Needs Assessment and Feasibility Report.
- Reviewed the draft report with City staff.

1.2 COMMITTEE MEMBERS

Committee Members and supporting Staff are:

Members

Janet Berton-*family*
Patsy Berton-*family*
Peter Berton- *Chair*
The Mayor
John Kean-KARA
Bob Klein-KARA
Peter Meffe- *Councillor*
David Watson-KARA/BIA
Berton Woodward-*family*

Staff

Rosemary Bonanno (for most of the project study period), *CEO, Vaughan Public Libraries*
Michael DeAngelis, *City Manager*
Diane LaPointe-Kay, *Director of Recreation and Cultural Services*
Roy McQuillin, *Manager, Corporate Services*
Angela Palermo, *Manager, Cultural Services*
Dan Zelenyj, *Archival Services Coordinator*
Gloria Hardychuk, *Assistant City Clerk*

2.0 DESCRIPTION

2.1 MISSION

To bring Canadian history alive through subjects that Pierre Berton wrote about, as well as to share Pierre Berton's enthusiasm for the richness of Canada's identity and culture.

To celebrate the life of Pierre Berton in all its facets – writer, nationalist, broadcaster, filmmaker, story teller and historian.

2.2 CHARACTER OF THE DISCOVERY CENTRE

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



An interior view of an exhibition on the gold rush.

2.3 RANGE AND DEPTH OF DISCOVERY CENTRE RESOURCES



Pierre Berton's interest and output touched on all activities of life. They included:

- Writing (more than 50 books);
- Films (most notably *City of Gold*, which won the Cannes Palme D'or)
- Newspaper editing and numerous newspaper columns (satirical and investigative);
- Television Shows (including his own);
- Television Interviews with celebrities;
- Family and hobbies (from gardening and landscaping to music and architecture);
- Kleinburg, Ontario.



2.4 THE VISITOR EXPERIENCE

A visit will offer narrative as an integrated experience. Visitors will walk through a directional route, experiencing various engaging events along the way.

There will be places to stop, rest and watch a 1-minute film clip drawn from numerous electronic records (TV Shows, films, TV specials, the Pierre Berton Show, the Dionnes, City of Gold, Niagara, the Life and Times of Pierre Berton).

Electronic aids will let visitors program their Ipods to pickup and electronic tour, or use a headset to listen to a commentary.

The opportunities to pick up practical information will be endless:

- How to pan for gold;
- How to build a railway trestle;
- How engineers create railway grades and construct tracks;
- What went into the evolution of the Niagara escarpment's geology;
- What caused the Great-Depression, and how it influenced the minds of economy of a generation;
- What causes quintuplets to be born;
- Why a cannonball takes a particular trajectory;
- How early guns worked.

2.5 GOVERNANCE AND MANAGEMENT

The Municipality would own and operate the Discovery Centre, and would have a Discovery Centre Advisory Board to advise it.

2.6 COMPLIANCE WITH COMMUNITY MUSEUM STANDARDS

Ontario Ministry Guidelines for Museums recommend space allocations as follows:

Ministry Guidelines	
Curatorial Function	38%
Display Function	35%
Display Preparation Function	6%
Education and Public Service Function	18%
Service Function	3%
	<u>100%</u>

2.7 MAIN COMPONENTS OF THE DISCOVERY CENTRE

Component	Square Feet	
	<u>Net</u>	<u>Gross</u>
80-Seat Interpretive/Presentation Room/(Divisible)	1,300	
Permanent Exhibit Areas	500	
Temporary Exhibit Area	1,000	
<i>Secret World of Og</i>	1,000	
Library, Reading Area & Computers	300	
Gift Counter (run by volunteers)	100	
Administration, Exhibit Processing	1,000	
Short-Term Storage	200	
Washrooms	600	
Lobby	<u>400</u>	
Ancillary: kitchenette, first aid, coat-racks	6,400	8,000 ¹
Additional basement storage:		2,000
Total:		10,000
<i>note: more community rooms can be added.</i>		

2.8 THE INTERPRETIVE THEATER/PROJECTION AREA/ LECTURE AND READING THEATER

This is a vital part of the Discovery Centre, and will be the place for visitors to receive a first orientation to the breadth of information available, via short video presentations or presentation by a speaker. It will have projection equipment and a screen, and possibly be raked, or have pull-out bleacher seating. It will also be an excellent venue for book readings, slide shows, lectures etc.

2.9 STORAGE

The space program makes provision for 2,000 square feet of basement permanent storage. It is assumed that a few basic furniture artifacts will be a permanent part of the Discovery Centre (desk? player piano? organ?), and that other prices may be brought in for temporary exhibitions. Display systems for temporary exhibits will be stored here.

2.10 ACCESSIBILITY

The Discovery Centre will be built in full compliance with relevant building and fire codes, and should be fully accessible.

¹ Circulation, walls, etc.: factor of 25 percent

2.11 ANCILLARY FEATURES: GIFT COUNTER/SHOP

The Gift Shop/Counter is an important visitor service, and will feature both tourist-type items (T-shirts, cards, posters, mugs, etc., all of which should be unique, identified with Pierre Berton, and available only at the Gift Shop) and articles relevant to the life of Pierre Berton (books, video, etc.) It would have display space for videos, books, films (DVD) etc. It would be run by volunteers.

The model for the Gift Shop/Counter should be developed in close with the Kleinburg BIA and in particular with the local bookseller.

2.12 STAFFING

\$208, 000 has been allocated for salaries and benefits. (See Section 5.0 of this report.) Although significant further discussion is needed, this could be applied to:

- A Curator/Director;
- An Administrative Assistant;
- A Programming Manager.

2.13 MEMBERS, FRIENDS, VOLUNTEERS

Memberships can and should be representative of widespread support for the Discovery Centre. They include all Discovery Centre users; they also include individuals and groups in the community who, though not users, support the Discovery Centre on principle. Memberships can be constructed using a number of rates: user-member, supporter member, supporter patron, supporter benefactor, corporate, etc.

Volunteers would automatically be part of the membership. Different groups of them could play an active role in:

- Visitation generation;
- Tour guiding;
- General donation fundraising;
- Running the gift store;
- Filling in for the staff member when he/she is not there;
- etc.

There should be a system for recognizing and providing benefits to members and volunteers.

2.14 PROGRAMMING

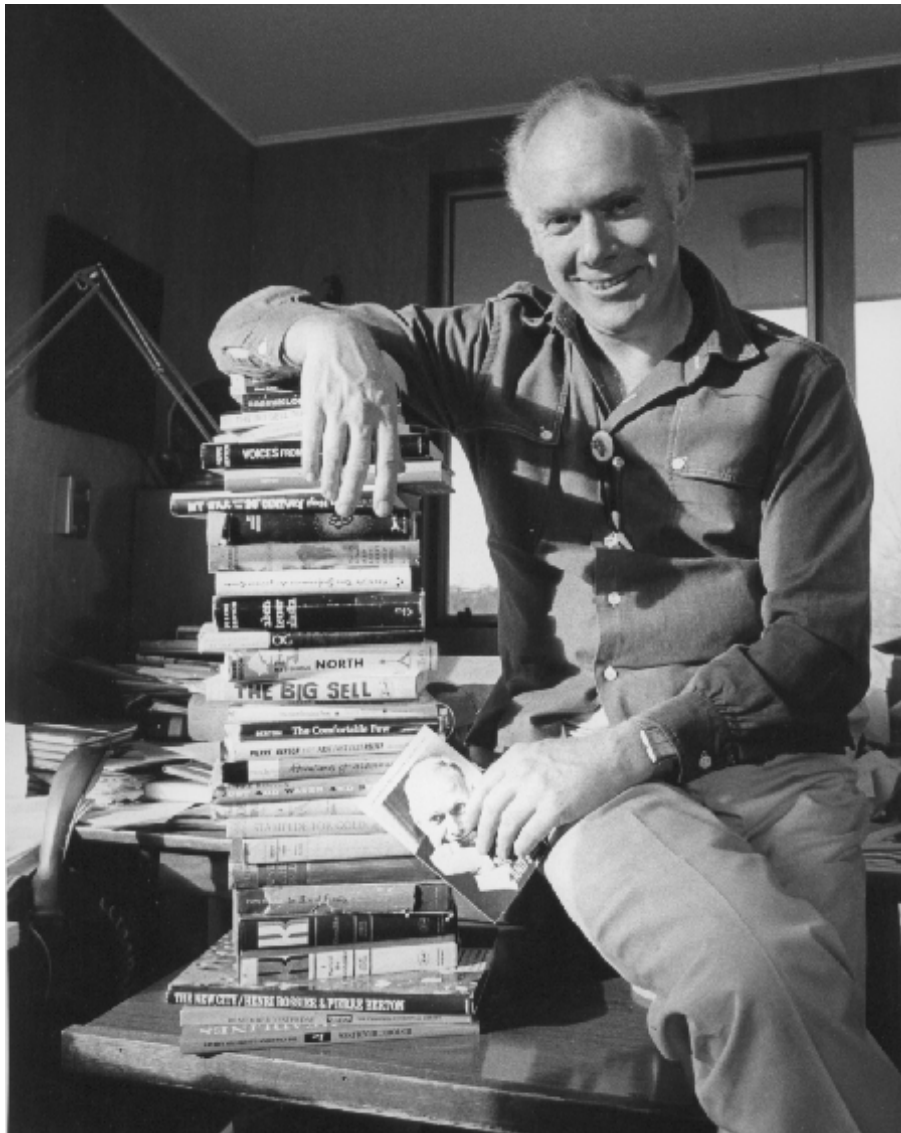
The main focus of programming will be children – school groups in term and special events at March break and for the summer. However, educational and social events should be designed for groups of adults with particular interests via courses, lectures, readings, etc.

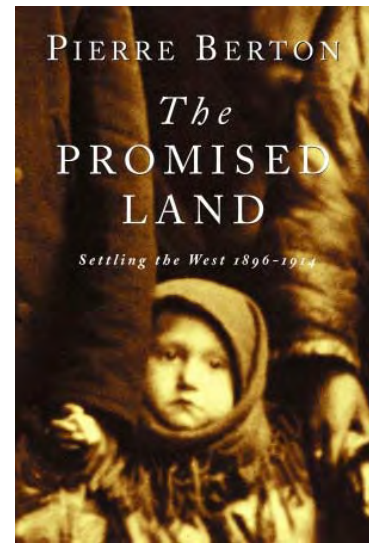
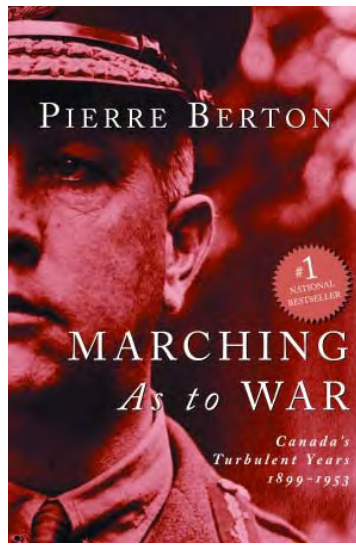
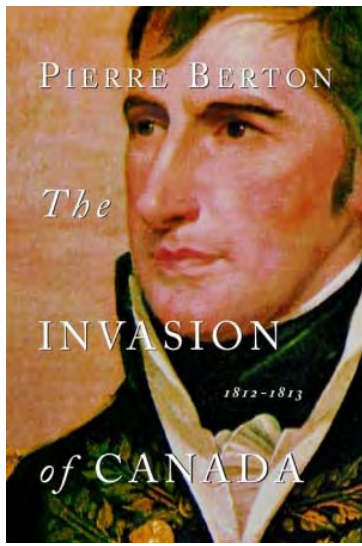
2.15 PERMANENT EXHIBITS & TEMPORARY EXHIBITS

The core exhibits of the Discovery Centre should be both passive and active (videos, and interactive displays). Technology such as audio visual aids, electronic tours and Ipod compatible systems will be used.

The permanent exhibit will focus on Pierre Berton, his life, his family life in Kleinburg, the man 'himself', and the early days of television. In 1960 Pierre Berton wrote the classing children's book "The Secret World of OG" and a permanent exhibit for children will be dedicated to this theme as discussed in the Overview at the beginning of this report. Changeable exhibits should be highly thematic and focused, and the subject of special promotions. Material for these will be brought in and taken away at the end of the exhibit's run.

The potential exists to borrow items from the McMaster University archive and other museums.





Suggestions for temporary shows (among many possible) are:

- The Role of Immigrants in Canada's Development;
- The North and the Exploration of the Arctic;
- The Dionne years/The Great Depression;
- The Opening of the West/The Railway;
- Characters in Canadian History;
- The Great Lakes/Niagara;
- The Battle of Vimy Ridge as a Defining Moment in Canada;
- Canada at War;
- The War of 1812;
- The Centennial in 1967 and Expo 67;
- The Klondike and the Gold Rush.



2.16 SPECIAL EVENTS

Special events bring a public out that can be reached no other way. Events that celebrate the seasons – Easter, the summer, Christmas or historical events – can be planned with special entertainment and refreshments. They can evolve into traditional, landmark events. Special events for children – March Break, summer camps and others are excellent opportunities.

2.17 COMMUNITY USE

The Kleinburg and Vaughan community will be able to make prolific use of the multi-purpose orientation space/theatre, as well as meeting rooms.

2.18 RENTALS

Rentals are an important source of earned revenue, and can come from small receptions, photo opportunities, etc. For these, a kitchenette/servery should be provided, with minimum equipment (sink, small fridge, microwave oven.)

2.19 ATTENDANCE TARGETS

A reasonable visitation target is 7,000 visits per annum.

2.20 COLLABORATIONS AND CO-MARKETING

Spadina House gains 3 to 9 percent of its visitation from referral by Casa Loma. The Kortright Centre and the McMichael Gallery and the local libraries are strong candidates for cooperative marketing efforts.

Discussions are required to develop these co-marketing opportunities, such as discounts to visit more than one establishment, or discounts to eat at local restaurants.

2.21 COLLECTIONS POLICY

The Discovery Centre will have a small permanent collection, and will not generally seek to collect other material.

Objects for temporary exhibits will be borrowed from other museums.



3.0 SIZE, PROPOSED LOCATION AND SITE PLAN

A size of 6,400 net square feet, 8,000 gross square feet is proposed, to be located on the site of the Old Fire Hall. A further 2,000 square feet of basement storage space is proposed. The Discovery Centre and the McMichael Gallery will then represent tourism focuses at either end of Kleinburg, providing prolific opportunities for tourism traffic between the two.



4.0 CAPITAL COST AND SOURCE OF CAPITAL

4.1 CAPITAL COST

Capital costs (April 2009 dollars) would be **\$4,983,000** (including permanent exhibits) for an 8,000 Gross Square Feet (GSF) building. This would include significant technology associated with the exhibits. Costs are broken down as follows:

Construction Cost @ \$ 300/ GSF:	\$ 2,400,000
Site Development (including parking for 100 cars):	300,000
Design Contingency @ 15 % of Construction Cost:	\$ 360,000
Construction Contingency @ 5 % of Construction Cost:	120,000
Soft Costs (consultants, other fees, fit-up, technology, HVAC spaces, security etc. excluding exhibits), @ 25 % of Construction Cost	600,000
Permanent Exhibit Installation:	<u>500,000</u>
Total:	\$ 4,280,000
Basement space 2,000 square feet @ \$125 per square foot:	250,000
Escalation to April 2009 @ 10 %:	453,000
Total Project Cost with Basement and Escalation:	\$ 4,983,000

4.2 SOURCE OF CAPITAL

Capital is projected to come from the Municipality, but also potentially from a fundraising campaign, as well as potentially from the Provincial and Federal Governments. The Appendix notes opportunities presented by Ontario Trillium Foundation, Ontario Program for Museum Grants, Cultural Spaces Canada and the Federal Museum Assistance Program. Capital components are thus projected as:

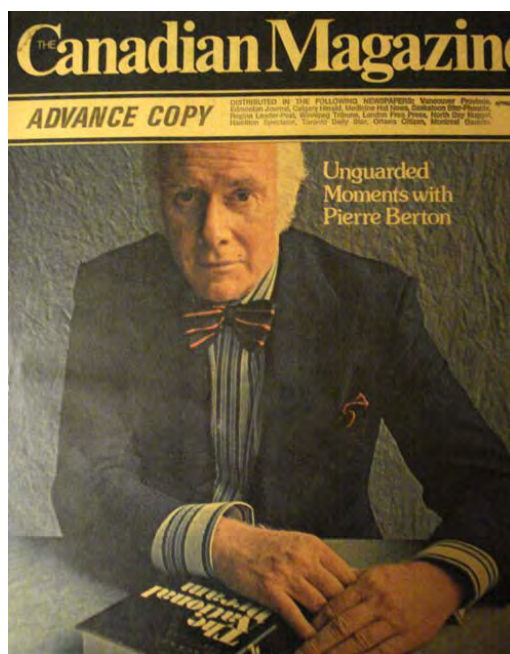
City of Vaughan:	\$ 1,500,000
Province of Ontario:	\$ 1,500,000
Federal Government:	\$ 1,500,000
Fundraising:	\$ 500,000
Total:	\$ 5,000,000

5.0 OPERATING REVENUES AND EXPENSES

5.1 OPERATING PROFORMA; START-UP AND MATURE OPERATION

(Constant 2009\$)

	Start-Up	Mature Operation
<i>Revenue:</i>		
Municipality	275,000	195,000
Ontario Community Museums		
Operating Grant	-	30,000
Earned (Admissions, Rentals, Special Events)	-	30,000
Sponsorships		<u>120,000</u>
Total	275,000	375,000
<i>Expense:</i>		
Salaries & Benefits	168,000	208,000
Overheads	32,000	32,000
Promotion		35,000
Exhibit-Related	<u>75,000</u>	<u>100,000</u>
Total	275,000	375,000



6.0 SUPPORT OF THE LOCAL COMMUNITY

The Discovery Centre has the support of the Kleinburg BIA, KARA and the McMichael Gallery. The latter has agreed to co-market with the Pierre Berton Discovery Centre.

A public meeting is proposed to gain input from the local community once site planning and schematic design is complete.



Pierre Berton in full period costume at the Binder Twine Festival

7.0 A CHARETTE

A Pierre Berton Discovery Centre Charette was held on June 18, 2007 at the Pierre Berton Resource Library to assist in setting a direction for the Centre's exhibits.

7.1 PARTICIPANTS

Participation included Vaughan residents, people from neighbouring communities and professionals in the industry.

Invited Guests

Elsa Franklin, Friend and Business Partner to the late Pierre Berton
Jodi Franklin, assistant to the late Pierre Berton
Don Oravec, Executive Director of Writer's Guild
Bob Lariviere, Bartlett Pilot Communications Marketing
Danny Dowhal, The Learning Edge, Display Consultants
Michel Blondeau, CEO, Ecentricarts
John Ryerson, Director of Culture, Town of Markham
David Somers, Managing Curator, Peel Heritage Complex
Angie Harrison, Curriculum Consultant, York District School Board
Noreen Cartwright, Manager of Tourism, City of Vaughan

Pierre Berton Discovery Centre Technical Committee

Peter Berton, Chair
Diane LaPointe-Kay, Director of Recreation and Culture, City of Vaughan
Rosmary Bonnanno, CEO, Vaughan Public Libraries
Roger Jones, Consultant, Roger Jones & Associates
Angela Palermo, Manager of Cultural Services, City of Vaughan

7.2 NOTES FROM THE CHARETTE

7.2.1. *Vision and Intent*

The Centre should target all ages, including the main targets of children, seniors, but also students of pop culture. To engender awe at the vastness of the country.

7.2.2. *Impact*

Provide printable stuff you can take away.
Give out a book with the last chapter empty, for kids to write their own story.
Take away – nationalism; emotion; a touchpoint to Canada.

7.2.3. *Market*

Children; Seniors (large and has high disposable income); Families. Note that 40,000 children go to McMichael each year. However, realize that kids today have seen it all, done it all, and face this.

7.2.4 *Quality of the Centre's Environment*

It should be alive, noisy, provocative, hands' on (provide a clever interaction between objects and media); give the opportunity for hands-on discovery. You should hear Berton's voice.

7.2.5 *The Facility*

Provide a kitchenette for small receptions.

There could be a permanent "secret" *World of Og*, like the Batcave at the ROM (It should be "children only"; but maybe with an observation platform for parents)

Make use of the outside with activities: put a caboose on the grounds;

7.2.6. *Scope of the Overall Opportunity*

Kleinburg is a long way to go for 1 hour – plan trips around the village.

Length of the visit should be 1 to 1 ½ hours.

Effectuate the Centre as an anchor at one end of the Town; encourage walking between the Centre and the other anchor (McMichael).

7.2.7 *Extent and Depth of Opportunity*

Above all, be able to picture the historian, the journalist.

7.2.8 *Types of Opportunity*

Sell books on site.

Have an online virtual field trip.

Explain compasses – e.g., how to find Rogers Pass.

Empower computer-savvy children themselves to make it their own; give kits to children.

Monitor young, inspired writers at the Centre; make the Centre inspirational.

Have one room devoted to journalism/manuscripts.

7.2.9 *Technology*

Have wireless audio phones, or Ipod compatability.

7.2.10 *Go Through Regular Transformation*

Put up seasonal displays.

It is depth that will bring people back.

Outreach must be central, ongoing.

8.0 DEMOGRAPHICS AND MARKET; MARKETING PRINCIPLES

8.1 DEMOGRAPHICS

8.1.1 *Population Growth*

Vaughan's population has doubled over the past 15 years (1991 – 2006), and strong growth is forecasted indefinitely:

Vaughan's Population	
Year	Population
1981	29,674
1986	65,058
1991	111,359
1996	132,549
2001*	182,022
Projected 2011	254,000
Projected 2021	305,000

8.1.2 *Diverse, Young, Family-Oriented Community*

Vaughan is an ethnically diverse community with a large Italian population (23 percent by mother tongue). Other significant ethnic groups include Russian, Chinese, Punjabi, Spanish, Hebrew and Portuguese.

Vaughan has a significantly greater percentage of young people, and a smaller percentage of seniors than does Ontario as a whole:

Vaughan's Population ages versus Ontario's		
AGE SEGMENT	VAUGHAN	Ontario
0 – 14	22.3	19.4
15 – 24	13.8	13.4
25 – 44	32.9	31.5
45 – 64	22.8	23.2
65 +	8.1	12.5

This has led to the prodigious development of family housing subdivisions.

8.2 MARKET DRAW

The six segments of the market for the proposed Pierre Berton Discovery Centre are:

8.2.1 *Citizens of Vaughan/Kleinburg*

For any cultural institution/attraction, a high priority market is those who live nearby. Vaughan/Kleinburg residents will have an easy opportunity to enjoy the Pierre Berton Discovery Centre as a place to take family, friends and visitors. It can also be made a key element of community identification and pride.

8.2.2 *Children Throughout the Region*

One of the two core demographic groups to which the Pierre Berton Discovery Centre has special reasons to provide service (the other being seniors) is that of children. Exposure on the part of young people to cultural activity is a vital part of their preparation for survival and growth. The Pierre Berton Discovery Centre will have programs which especially reach out to, entertain and instruct children in school groups and children in family groups. Discussions with other museums underscore the importance of reaching out to children, of March Break and Summer Camp programs, of coordination with school curricula.

8.2.3 *Seniors in Vaughan/Kleinburg*

As people get older – and as the society ages, it becomes far more active than previous generations – the Pierre Berton Discovery Centre has a central mandate and opportunity to provide programs and services which particularly appeal to seniors. As people get older, they look more at the historic, unifying historical links in the society. Pierre Berton exemplifies the story of Canadian history.

8.2.4 *Seniors Throughout the Region*

This provision of advice extends to seniors through the Region, and is a particular incentive to encourage group visits.

8.2.5 *Families*

Families are always looking for stimulating places to visit on an outing, and given that the site is excellently positioned, and that the range of cultural opportunities able to be presented will be considerable, the facility should become a regular family destination.

8.2.6 *Tourists*

The tourist industry in Ontario is one of the primary engines of the economy. It is highly organized - there are hundreds of professional tour operators. It consists both of independent travelers and of coach tours. Both seek access to brochures available at numerous tour and travel outlets. It should be an objective to work with motor tour operators in Canada *and* the US to get the Pierre Berton Discovery Centre included on their itineraries.

8.2.7 *Size and Demographics of the Larger Market*

Whether one looks at the immediate vicinity of Vaughan/Kleinburg – or goes further out to consider - it is easy to come up with a huge regional market. There is a population of over 5 million within appreciably less than an hour's drive from Vaughan/Kleinburg.

8.3 **OUTREACH, AND MARKETING PRINCIPLES**

8.3.1 *Principle of Outreach*

The above markets represent a very large potential visitation for the Pierre Berton Discovery Centre. The priority set of markets should be that consisting of people living in or near Vaughan/Kleinburg, but the whole wider area noted above, *-and its visitors* – represents an opportunity both broad and deep. Reaching any level of these visitations will depend substantially on a committed and enthusiastic cadre of volunteers for reaching out to and hosting the visits from these markets because the budget is likely to be tight.

8.3.2 *Make the Public Interest Paramount*

The public has its own complex and often hectic routines. A modern museum has to understand this and find ways of inserting it in an effective way into the lives of its market members. In a way, the rules have become reversed; museums have to adapt to terms set by the public, rather than the other way around. It requires marketing skill and a commercial sense. This can not be taken too far; if a museum becomes too commercial, it risks losing the support of its core members and staff, who have quite different motives. Nevertheless, the museum has to be adept in reaching out to and pulling in many members of the public who might not otherwise come.

8.3.3 *Provide Appealing, Engaging Programming on the Public's Terms*

Reaching out to the public implies not only effective marketing, but clever, engaging programming. It is just as bad bringing in a new audience, which is then bored, as it is having brilliant programming with no one there to take part.

8.3.4 *Collaborate with the Municipality and other Levels of Government*

Keeping current with municipal, provincial and federal dreams and visions is critical. These both have long-term underpinnings and also change from time to time. Opportunities come along, and the museum is well advised to hear of them early.

8.3.5 *Be Fully Engaged in Kleinburg's Community and Tourism Activities*

First and foremost, the Pierre Berton Discovery Centre is in and of Kleinburg, just as Pierre Berton was himself. A strong component of the Discovery Centre's purpose has to be to aid, abet and collaborate with the community and tourism life of Kleinburg.

9.0 COMPARABLES

9.1 CHOICE OF COMPARATORS

Examination was made of a selection of Museums in nearby Regions that were municipal-run and which were focused, by and large, on a single historical figure or family (Frederick Varley [painter], Joseph Brant [Mohawk leader], William Lyon Mackenzie [first Mayor of Toronto] etc.).

9.2 FINDINGS

- Sizes ranged from 2,000 to 10,000 square feet, with 3,000 square feet being typical;
- All stayed open year-round (with brief closing periods);
- Several had formal Interpretation Centres; those that didn't would like one;
- All were funded by a municipal grant, most earned revenue from admissions and some an Ontario Community Museums Operating grant;
- All were involved in educational programs, particularly with children;
- All had special social events (e.g., Strawberry teas, Teddy Bear Picnics, Music in the Gardens;
- All catered to special children's needs (e.g., Summer Camps, March Break programming, Birthday Parties);
- All had several staff persons, who were often spread over two or more Museums;
- Most used and valued volunteers for adjunctive services (tours, fundraising, special events) but not for educational programming;
- Some had Gift Shops/Counters;
- Some had snack services, most not (but did have outdoor picnic and other special events involving food).

In regard to operating budgets, we found that:

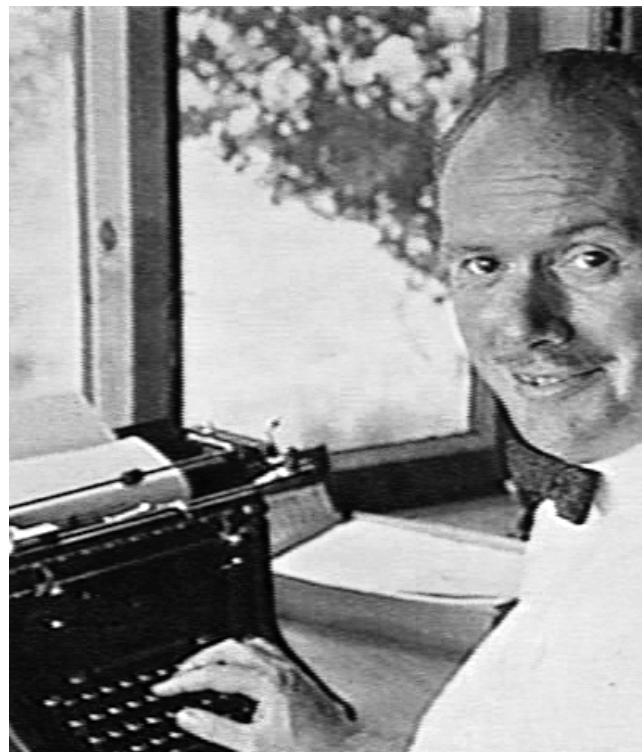
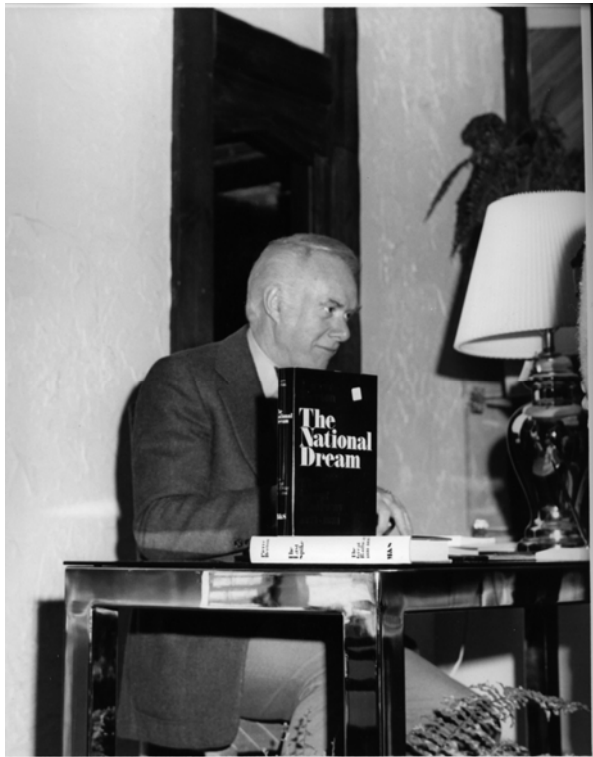
- All receive the majority of the operating funding from the Municipality;
- Nearly all receive some earned revenue from admissions charges;
- A number receive a small Ontario Museums Operating Grant;
- A typical annual operating budget for a small municipal owned and operated museum is of the order of \$250,000.

10.0 NEXT STEPS

The following next steps have been identified:

1. Develop with the Committee an Implementation Plan for the complete realization of the Discovery Centre:
 - List and chart all of the actions required, with associated responsibilities and dates.
2. Seek approval in principle from the City of Vaughan for the location of the Discovery Centre on the Old Fire Hall Site:
 - Gather information on property area requirements, zoning, severances, utility connections, parking, etc.
3. Establish a Management Committee with the help of the staff of the City of Vaughan that will:
 - Establish an Ownership, Governance and Management structure;
 - Establish a Collections Policy, including accession and de-accession policies;
 - Make an inventory of the permanent collection;
 - Develop a curatorial policy.
4. Assign a City of Vaughan Project Manager, the day-to-day person who will manage the project through to completion.
5. Hold a Public Meeting:
 - Obtain input on the location, parking, etc.
6. Set up a Fundraising Committee and a methodology for fundraising:
 - Apply for Grants;
 - Identify other sources of revenue: Publishers, TV Network, Film, Booksellers, the Kleinburg BIA, etc.
7. Talk to the local MPP/MP to get their support.
8. Discuss apparent opportunities with the McMichael Gallery:
 - Explore the many opportunities for co-marketing;
 - Involve CARA and the BIA;
 - Build on the concept of the McMichael Gallery and the Discovery Centre as tourism anchors for Kleinburg.
9. Generate a detailed space program defining all elements of the building.
10. Produce a schematic design, noting the implications of #2. above.
11. Develop a detailed cost estimate.

12. Finalize schematic design by April 1st, 2008.
13. Complete design development by July 1st, 2008.
14. Prepare working drawings by January 30th, 2009.
15. Tender in February, 2009.
16. Award contracts in March, 2009.
17. Begin construction in April, 2009.
18. Open the Pierre Berton Discovery Centre in March, 2010.



APPENDIX I

Federal and Provincial Grants Applicable To Heritage/Museum Related Programs

Prepared by:

**Angela Palermo
Manager, Cultural Services
Department of Recreation & Culture
City of Vaughan**

Project Name: Pierre Berton Discovery Centre/Interpretive Centre

Location: Kleinburg

Concept: A location where visitors can learn about the life, achievements and contribution of Pierre Berton, considered one of Canada's cultural icons and see related memorabilia and artifacts that tells his story.

Grants Available from Federal and Provincial Government Agencies for Heritage/Museum Related Programs

*****Note:** Information provided below is general in scope. Details such as operational governance and existing policies/mandate of applying organization, including proven track record are also taken into consideration by all agencies identified below in their distribution of grants.

Grant Name	Government Agency	Eligible Projects	Funding	Eligible Organizations/ Application Criteria
<i>Ontario Trillium Foundation</i> <i>Application Deadlines are March 1, July 1, November 1 of each year</i>	Provincial	Arts & Culture related projects under Community Grants Category	Operating Grant is Max. \$75 thousand per year for five years. Max \$75 thousand one-time Capital grant	Incorporated non-profit group with a relevant mandate, an appropriate organizational structure, and proven track record.
<i>Ontario Grants for Museums Program</i>	Provincial	Operating Expenses or Museums	Percentage 50 to 12 Percent of overall Operating Expenses	Incorporated non-profit museums or municipally operated museums. Must meet Ontario Museum Standards for Community Museums i.e. collection policy & statement of purpose, a full-time curator, operating 180 days in a year or 1080 hours per year, operating budget.

<p><i>Cultural Spaces Canada</i></p>	<p>Federal</p>	<p>Construction projects, equipment, feasibility studies for organizations.</p>	<p>33% of eligible project costs for construction, adaptive re-use or renovations and up to 50% of eligible project costs for specialized equipment purchases or feasibility studies.</p>	<p>Non-profit arts, heritage organizations or municipal government and their agencies.</p> <p>Program goal is to increase and improve access for Canadians to performing arts, visual arts, and to museum collections.</p>
<p><i>Museum Assistance Program</i></p> <p><i>Deadline November 1 of previous year project is to be initiated.</i></p>	<p>Federal</p>	<p>Specific projects that relate to museum's outreach activities, travelling exhibitions, collaborative initiatives and partnerships at a national level between museums.</p>	<p>Will help fund eligible projects. (No specific amounts/limits identified.)</p>	<p>Non-profit Canadian museums that provide services to the public year-round, employ one full-time paid professional staff, have policies for key museological functions and have a three to five year strategic plan.</p> <p>Program goal is to increase access to heritage and support programs that tells Canada's story of cultural and natural heritage.</p>

APPENDIX II

MARKET RESEARCH REPORT BY *BARTLETT PILOT*

APPENDIX III

FUNDRAISING STRATEGY

AP3.1 First Steps

The scope of this project much depends on the degree to which capital support from the Provincial and Federal governments can be obtained. Determining this becomes the priority

5.2 Core Potential Capital Supporters

Some capital campaigns - university endowment campaigns for example - focus on narrowly defined interest and alumni groups. Even some major community arts facilities - some art galleries for example - rely almost entirely for realization on the support of a few corporations and wealthy patrons, particularly since the institution involved is aiming its sights well beyond the community as well as within it.

For the Pierre Berton Discovery Centre, it would seem appropriate to approach the media (print and television), publishers, booksellers and other institutions directly connected with his work.

AP3.3 Approach to a General Capital Campaign (should one be proposed)

The principles all have in common are that what is required is:

- an excellently written Case Statement
- CLEAR OBJECTIVES FOR THE CAMPAIGN
- A GOAL STRUCTURE INDICATING THE AMOUNTS EXPECTED FROM DEFINED CATEGORIES OF DONOR. If, for example, the capital required from the private component of the campaign were \$1,400,000, the structure of targets would be likely to be something like:

<u>Gift Range</u>	<u>No. of Gifts</u>	<u>Amount</u>	<u>% of Goal</u>	<u>Cumulative Total</u>
\$50,000 or more	1	\$210,000	15%	\$210,000
\$25,000 to \$49,999	4	\$238,000	17%	\$448,000
\$12,500 to \$24,999	10	\$294,000	21%	\$742,000
\$5,000 to \$12,499	15	\$182,000	13%	\$924,000
\$2,500 to \$4,999	20	\$252,000	18%	\$1,176,000
\$500 to \$2,499	100	\$126,000	9%	\$1,302,000
Less than \$500	Many	\$98,000	7%	\$1,400,000

- AN ORGANIZATIONAL STRUCTURE FOR THE CAMPAIGN.
- ESTABLISHED RESPONSIBILITY FOR THE CAMPAIGN.
- SOURCES OF VOLUNTEERS FOR THE CAMPAIGN.
- SOURCES OF SUPPORT One of the earliest pre-planning tasks is to identify generally the categories of potential support and, within those, specific targets for donations.
- THOROUGH PRE-CAMPAIGN PREPARATIONS. The campaign should not begin before all volunteers and materials are in place, the campaign steps and phasing have been set and all training and briefing have been completed.
- RECRUITMENT OF VOLUNTEERS. This should reach as thoroughly into the community as possible.
- ORIENTATION OF VOLUNTEERS. Volunteers must know exactly whom they report to and what is expected of them
- METHODS OF SOLICITATION. Ultimately, effective solicitation consists of the right person contacting the right potential donor in the right way. Achieving this is a matter of appreciable discussion and planning.
- SOLICITATION SEQUENCE. The order and method of contact and follow up need to be carefully worked out.
- PUBLIC RELATIONS. Good publicity, good relations with the media, and generally generating in the community a widespread knowledge of and approval of the campaign are critical.
- ACKNOWLEDGMENT OF DONATIONS AND EFFORTS. All donations received should be meticulously acknowledged in writing and in other ways as appropriate.
- OPERATIONAL TIMETABLE. The timetable for the campaign should be strictly adhered to and should bring a sense of urgency to achieving the goals set.