

TO:	Sport, Recreation and Culture Committee
MEETING DATE:	Wednesday, October 4, 2017
SUBJECT / REPORT NO:	Museum and Cultural Centre (Jordan Historical Museum of the Twenty) Redevelopment Update CM 17-04
PREPARED BY:	Sean Jackson, Project Manager – Parks and Facilities Shannon McKay, Associate Director, Recreation, Culture & Special Projects
SUBMITTED BY:	Shannon McKay, Associate Director, Recreation, Culture & Special Projects

RECOMMENDATION:

That Committee and Council receive for information, Report CM 17-04 regarding the Town of Lincoln Museum Redevelopment Project.

EXECUTIVE SUMMARY:

Over the past several months the Museum Redevelopment Project, apart from archaeology delays, has been tracking as reported to Council Business Planning (Committee of the Whole) in Report AD 17-06 (April 19, 2017). While archaeological assessment fieldwork and monitoring took much longer than originally anticipated due to inclement weather, the critical path has not been impacted. Project progress, cost and schedule milestones are highlighted in this report.

BACKGROUND:

The development of a new purpose-built museum and cultural center for the Town of Lincoln, remains a much needed and important legacy capital project. It will provide a space for old histories to be preserved, acknowledged and celebrated while connecting the past to present narratives, innovative exhibits, new programming and exciting social events. It will also ensure that the museum's collection is appropriately stored, environmentally monitored and professionally curated.

The new Museum and Cultural Centre – Jordan Historical Museum of the Twenty in conjunction with the much valued historic site will continue to contribute to community pride while attracting new audiences and enticing visitors to revisit. The expanded building's size will ensure ample space for rotating exhibits; proper space for the safeguarding, conservation and preservation of valuable artifacts and will afford new multipurpose spaces that will enable visitors of all ages to engage with exhibit content in a way that has not been possible before. This important project also demonstrates a renewed emphasis on cultural heritage and planning and emulates the new and welcomed direction by all levels of government in celebrating Canada's cultural assets, arts and resources and in recognizing the social and economic importance of such assets in the development of healthy and thriving communities. During the Town's Mission, Vision and Value engagement it was clearly identified that a respect for history, a sense of

connectedness and community remain important to residents. Cultural assets, and specifically the museum we are constructing, and its design in Lincoln's case specifically, not only help communities forge those ties with the past but also prepare for, and plan for the future.

FINANCIAL – STAFFING – LEGAL CONSIDERATIONS:

Financial:

Approved through the 2016 budget deliberations, the capital budget for this project consists of \$2,000,000.00 long-term borrowing, and a \$1,000,000.00 donation pledge from the Jordan Historical Museum of the Twenty Volunteer Association for a \$3,000,000.00 total project budget. The initial projected budget was based on the following:

- \$2,250,000 (Construction Costs only - per 2015 Master Site Plan Update estimates)
- \$800,000 Archaeology Estimates (Report SRC 15-51)

As presented in recent Reports such as *AD 17-06* and *Council Business Planning Information Update from October 24th, 2016*, the project has been progressing well over the past 10 months with demonstrable progress in several key areas. Additionally, and equally important to the success of the project, staff have been focused on an ongoing and ever important exercise of project cost management.

Learning from recent museum projects elsewhere as well as other Town of Lincoln capital construction projects, staff have continued to carefully analyze, monitor and control costs per the 2016 budget estimates while at the same time, have been planning, estimating and identifying all anticipated project expenses through to project close-out.

2015 construction cost estimates, as an example, do not account for higher than anticipated cost fluctuations in 2017 / 2018 resulting from trends in the construction industry and inflation. They also do not account for the historically sensitive site and its structures; the proximity of adjacent properties and the requirement for specialized construction methodologies because of site constraints and complexities.

That said, staff continue to work to find efficiencies and ensure that all proponents are aware of project budget and that any efficiencies that can be found and identified to mitigate potential costs.

To date, current expenditures and commitments on the Museum Development project are approximately \$875,000.00. The following is the list of those expenditures by category:

Archaeology	\$ 450,000.00
Architectural Design, Engineering & Specs (+VG)	\$ 275,000.00
JHM Site Work preparation and other services	<u>\$ 150,000.00</u>
	<u>\$ 875,000.00</u>

Some of the additional expenses not captured in the original capital budget have since been incurred and therefore are included in the list of costs above. These include expenses related to project components such: preliminary site readiness surveys and investigations;

the High Barn deconstruction; demolition and removal of existing site structures and arboriculture work. As well, the old library / Clinton Town Hall site was prepared to serve as the interim museum site.

As previously stated and reported, fundraising strategy and government assistance is being developed and sought respectively.

Additional capital cost estimates, such as those listed below were not identified in 2016, these are what is referred to as FF&E (Furniture, Fixtures and Equipment):

- Lighting (Museum specific)
- Exhibits & Display Cabinets
- Specialized Shelving & Storage (for artifacts)
- Technology (including Security)

More detailed estimates need to be sourced to determine the costs of these items and the extent and scope. Staff will work to repurpose existing items as much as possible. However, some items may also need to be budgeted for in the future through the appropriate budget process and/or mitigated through fundraising and/or government assistance being sought through various programs.

Recognizing that the Town of Lincoln has already made a substantial contribution, efforts are underway to identify, plan and source alternative funding through grants and fundraising.

There is an ability to substantially decrease these costs by seeking to use minimal shelving and cabinets, but this may detract from the ability to best display exhibits. At this stage, staff continue to review needs and complete assessments. More information will be provided as the project proceeds.

Fundraising and additional funding opportunities

The Town is developing a strategy to ensure long term sustainability of the museum. This also includes any capital dollars that can be raised through the Federal Government. To that end, staff are in the process of completing an application to seek support from the Canada Cultural Spaces Fund (CCFS) available through the Government of Canada's Department of Canadian Heritage. Staff are also working to develop a fundraising strategy and opportunities to both approach the private sector and individual contributors for a philanthropic donation. This fundraising will continue through the next twelve (12) months and beyond.

Staffing:

The Community Services Department has welcomed onboard a temporary new Project Manager - Facilities, Sean Jackson who joined the team in early September. This position is an 18-month contract, funded from capital projects. Sean will be working closely with the Associate Director on the Museum Redevelopment Project as well as other facility development projects.

Legal:

The transfer of the Heritage House closed on May 30, 2017.

RELEVANT CONSULTATION:

Staff continue to engage with key community stakeholders such as the Jordan Historical Museum Heritage Gift Shop Committee and the Jordan Historical Museum of the Twenty Volunteer Association.

STAFF COMMENTS:**Archaeological Field Work**

Field Directors for the Stage 4 Archaeological Site Mitigation completed site preparation and preliminary work from April 2017 to June 2017. During this time, preliminary excavation work was undertaken. This included gridding the site, pre-digging test areas and the installation of construction fencing around the project site perimeter.

From early June through to the end of August 2017 a larger field crew of approximately 15 people, plus three Indigenous group archaeological monitors, worked to complete Stage 4 fieldwork. This included documenting the site through written field observations, mapping, drawings and photographs, as well as the excavation and removal of artifacts. As the new museum design does not allow the site to be protected in situ, the entire building area needed to be excavated.

With the recent removal of the Heritage House front porch, the Archaeological Field Directors were back onsite to monitor and clear the area beneath the porch. This work could not previously be done until the new owner removed front porch. As of Friday, September 22nd Stage 4 work on the building site has been completed.

CRM Lab Archaeological Services has prepared and submitted the following required reports the Ministry of Tourism, Culture and Sport, (MTCS):

- Jordan Museum Stage 2 2016 SUPP DOCS
- Jordan Museum Stage 2 2016 Final Report
- Jordan Museum Stage 3 2016 SUPP DOCS
- Jordan Museum Stage 3 2016 Final Report
- Jordan Museum Stage 4 2017 Preliminary Excavation Report (currently being finalized)
- Jordan Museum Stage 4 2017 Final Excavation Report (to be submitted once the findings of the Stage 4 fieldwork have been analyzed; estimated spring 2018)

With the mitigation of development impacts of the building site completed, construction on the site can commence once the Preliminary Stage 4 Report has been finalized and submitted.

Staff anticipate sign off this fall, more specifically in November.

Ontario Heritage Trust (OHT) & Ellis Property Slope Stability Assessment

Town staff continue to regularly be in contact with staff from OHT, working closely to support them and efforts to complete on the Updated Ellis Property Slope Stability Assessment being worked on by their engineering consultant, Landtek Limited. Resulting from archaeological monitoring and additional requirements under the Cemeteries and Burial sites act, geotechnical work/ borehole digging was delayed by a few weeks but is expected to be underway before the end of this month. OHT staff anticipate that the final and updated report will be available by mid-October.

Heritage House Demolition

The front porch has now been removed and the new owners are planning to carefully remove the interior millwork piece by piece over the next couple of weeks. The estimated time for the demolition process is early to mid-October. The Moyers have indicated that they are incorporating as much as possible from the Jordan Historical Museum Heritage House into their new home, planned as a near replica of the existing Heritage House design.

Government Relations

At the recent AMO 2017 Conference in Ottawa, the Town of Lincoln met with Minister Eleanor McMahon to discuss the museum redevelopment project and the need for financial assistance. Although the Ministry of Tourism, Culture and Sport's grant opportunities are not for capital dollars, Minister McMahon did highlight the need to continue conversations of financial support through its annual operating grants for community museums. Minister McMahon also indicated that staff should be seeking support through the Government of Canada's Cultural Spaces Fund (CCSF), which is currently being investigated and applied for. Once submitted, staff will commence lobbying on the Town's behalf to help highlight our application with the federal minister.

Project Schedule Milestones

A Pre-Qualification of General Contractors for construction of the new Town of Lincoln Museum and Cultural Centre (CS 006-2017) closed on Friday, September 22nd at 2:00 p.m. There were 69 bid takers and ultimately, 20 submissions in total. In the coming days, staff along with +VG Architects will be carefully reviewing and evaluating the submissions to further qualify the list of proponents to a maximum of 12. Concurrently, +VG Architects are finalizing the construction documents including architectural, mechanical and structural specifications and site plan drawings for the Town's internal review.

The following chart is a high-level planned project milestones overview. These dates are fluid and weather dependent.

Milestone	Target Date (Local Time)
RFP Pre-Qualification Release Date	Friday September 8 2017
Deadline for Receipt of Questions	Monday September 18 2017
RFP Pre-Qualification Closing Date	September 22, 2017
Constructions Documents, Specs and Drawings to be Reviewed and Finalized	Early October
RFP Release Date	Early to mid October
RFP Closing Date and Time	Late October
Contract Award	November/December - Pending Council Approval
Construction Start Date	Q4 2017/Q1 2018
Substantial Completion	Early Fall 2018
Deficiency Review	Early Fall 2018
Final Deficiency Completion	Fall 2018
Museum Move-in and Set-up	Winter 2018
Final Project Completion	Winter 2018
GRAND OPENING	TBD

ALTERNATIVES FOR CONSIDERATION: n/a

COMMUNICATION/ENGAGEMENT OVERVIEW:

As a valuable stakeholder, staff continue to engage and meet with the Jordan Historical Museum of the Twenty Volunteer Association to provide ongoing dialogue about the projects' progress. Additionally, a focus on fundraising for long-term sustainability of the museum is being developed that will include outreach to potential donors and government.

ALIGNMENT TO CORPORATE PLAN:

In January 2015, Council adopted a new Corporate Plan, which sets out its priorities and strategic directions for this term of Council. The Cultural Planning Strategies is pertinent to this request to designate. The Cultural Planning Strategy encourages the promotion of culture, the alignment of complementary Regional, Town and community priorities and the adaptive re-use of buildings which encourages revitalization.

ATTACHMENT: n/a