

City of Belleville

Report No: DCSD-2024-06

Meeting Date: September 23, 2024



To: Mayor and Members of Council
Department: Community Services Department
Staff Contact: Dean Hustwick, Director Community Services

Subject: Belleville Museum Needs Feasibility Study (2024)

Recommendation:

"THAT pursuant to the Director of Community Services Department's Report No. DCSD-2024-06, the Belleville Museum Needs Feasibility Study be approved; and

THAT Council directs staff to evaluate the Study's recommendations and begin preliminary planning and evaluation for a solution for museum storage needs, a new fire suppression system at Glanmore National Historic Site, and the potential expansion of the Belleville Library to accommodate a future Belleville Museum."

Strategic Plan Alignment:

City Centre Revitalization: Encourage the creation of a vibrant downtown, accented with pedestrian-friendly services and unique residential and commercial opportunities

Culture and Recreation: Support the arts and preservation of our heritage

Background:

Local architect Thomas Hanley designed Glanmore for wealthy banker J.P.C. Phillips (1842-1912) and his wife Harriet Dougall Phillips (1839-1915) and construction was completed in 1883. Glanmore was designated a National Historic Site of Canada in 1969 in recognition of its exceptional Second Empire architecture. In 1971, Phillippa Faulkner, the last family member to own the house, sold Glanmore to the City of Belleville and the County of Hastings for use as a museum. The Hastings County Historical Society open Glanmore (Hastings County Museum) to the public in 1973. In 1998, the City assumed sole responsibility for Glanmore, which is now operated by Museum Services within the Community Services Department.

Museum Services has three collections, consisting of approximately 30,000+ artifacts.

Glanmore's impressive period rooms display some beautiful original furnishings and objects, known as the **Phillips-Burrowes-Faulkner Collection** (or Glanmore Collection). It is the smallest of the three collections but is the most relevant to Glanmore.

The **Couldery Collection** is named for Bertram and Cecilia Couldery. The Coulderys actively collected fine art, furnishings, and antiques, much of which was gifted to the City in the 1950s (6 metric tons of materials were shipped from England to Belleville). Within the Couldery collection are more than 40 paintings by Bertram's older brother Horatio (1832-1918), which is considered an extraordinary collection of Victorian animal artwork.

The museum also actively collects artifacts connected to the history of Belleville and region from 1784 to the present. The large **Belleville Collection** includes the Dr. Paul Lighting Research Collection (300+ artifacts that depict the history of illumination), which was purchased by the City in 1967 to mark Canada's Centennial. Due to the lack of exhibit space, most of the Belleville Collection remains stored in Glanmore's attic and is now overflowing into the storage facility at the Community Archives of Belleville and Hastings County (Archives) located at the Belleville Library.

Glanmore National Historic Site's Strategic Plan, completed in 2019, identified significant challenges for Museum Services that have only compounded in the years since, including:

- Severe space limitations for staff, storage, and service delivery;
- Limited opportunities to exhibit and interpret the Museum's large Belleville Collection;
- Inability to accommodate most travelling exhibits from external providers;
- Capacity to satisfy public demand for increased and varied heritage based programming; and
- Accessibility limitations.

As part of the 2023 Operating Budget, Council approved a Museum Needs Feasibility Study to access current facilities, programs, and collections at Glanmore and to make recommendations to address the City of Belleville's museum needs. After a Request for Proposal process, the project was awarded in September 2023 to Lord Cultural Resources (Lord), an Ontario based and highly respected international consulting firm, with project start up beginning last November.

The Museum Needs Feasibility Study (attached as Appendix A) was completed this summer and was formally received by the Glanmore National Historic Site Advisory Committee. In its report, Lord acknowledges the City of Belleville's strong history of supporting Glanmore and its preservation but recommends that the National Historic Site should no longer attempt to function as both a historic house AND a community museum. It also confirms that Glanmore has insufficient and inadequate visitor service, exhibition, programming, collection storage and staff space, and is unable to properly ensure the collection and preservation of heritage and historical materials for future generations.

Based on its analysis of stakeholder interviews, local context and market conditions, and municipal comparators, Lord makes various multifaceted recommendations, including three major initiatives explained below.

- A. Construction of a new storage building at Glanmore, subject to Parks Canada approval, to house and protect the existing valuable artifact collections and works of art overflowing in Glanmore's attic and to allow the continued collection of artifacts of Belleville's history.**

History is important as it explains how we got to this point in time and helps to guide our growth and evolution into the future. At the local level, heritage preservation helps to create a sense of place and promotes social cohesion and cultural diversity. It also plays an influential role in community and economic development. Belleville's cultural preservation relies on the efforts of several community groups, the City's Heritage Committee and the Museum Services Section of the Community Services Department located at Glanmore National Historic Site.

However, the **City's capacity to continue to preserve its heritage through the collection of historic artifacts has reached a critical stage.** The vast majority of the Belleville Collection is overflowing in Glanmore's attic. And while Museum Services pursues industry standards for environmental controls for its collections, it cannot achieve them due to the nature of Glanmore's attic, which is not a recommended location for collections storage. Furthermore, in most cases, the artifacts in the Belleville Collection are not suitable for display in the grand Victorian home that is Glanmore. Oversized items offered to the Belleville Collection are often rejected outright, not only because of a dwindling storage footprint, but because they simply cannot traverse the stairs to the attic. In fact, space limitations force staff to decline all but the most significant offers, resulting in the potential loss of important relics of Belleville's past. A very significant collection that was recently accepted from the Belleville General Hospital is being stored at the Archives because of a lack of storage space at Glanmore. But this is only a temporary solution because the Archives will eventually need this space for its own increasing storage needs.

While load (weight) capacity in Glanmore's attic is not yet an issue, a facility assessment by the Canadian Conservation Institute is recommending a reduction in density of artifacts as part of a fire safety program. This recommendation also translates into the need for more storage space.

To address this critical space need for the short- to medium-term, the Study recommends the construction of a climate controlled and secure collections storage building of approximately 1,200 sq. ft. to be located on the Glanmore property by 2026, assuming support from Parks Canada.

- B. The creation of a cultural hub through the expansion of the Belleville Library to incorporate a second heritage museum site to share Belleville's overarching story in a high-profile location and to showcase the City's various collections. Such a concept could also include a tourism information centre and potential for renewal of the adjacent city-owned theatre. This concept would create a downtown tourism and cultural hub that would attract more people to the City's core and businesses.**

The Study confirms that Glanmore cannot realistically function as both a historic house and a community museum. It was not designed and built to achieve such a goal nor does its status

as a National Historic Site facilitate broader and more flexible uses. Therefore, the City is not reaching its full capacity of offering residents and visitors a broad range of quality of life, tourism and economic development benefits provided by community museums in other municipalities.

The Study recommends filling this void with the construction of a new Belleville Museum “to enhance civic pride and historical understanding by telling the region’s unique stories via its quality exhibitions and engaging public programs. Its mandate is to tell the human and natural stories of the Belleville region from the earliest times to the present.”

A relatively modest facility is recommended at 10,400 net useable square feet, of which 5,000 sq. ft. would be exhibition space (14,500 gross sq. ft.). It recommends that, subject to further architectural and engineering work, the site for the Museum would be an expansion of the Belleville Public Library by infilling the current courtyard between the Library and the adjacent theatre. Such a facility could include a relocated visitor centre and create new synergies with the J.M. Parrot Art Gallery, Belleville Theatre Guild, and other organizations. Besides filling a specific cultural gap in the community, such a facility would create a strong new tourism and cultural hub, supporting downtown vitalization and economic development. The Study suggests continued planning to be ready to launch a fundraising campaign for the project in 2028, the 150th anniversary of Belleville as a city.

C. Complete the restoration work at Glanmore, as well as making improvements to staff work areas and public spaces, including the addition of a fire suppression system.

The Study identifies a number of improvements to Glanmore itself to enhance visitor attraction and experiences and facility safety. Included are recommendations related to the long-desired restoration of the remaining parts of the residence that are currently used as office, storage and workshop space, which would improve programming and interpretation. These include the original kitchen, servant accommodations and Butler’s Pantry.

The most significant recommendations related to safety and technical upgrades is asbestos remediation and the installation of a fire suppression system for building and collection preservation and safety. The Canadian Conservation Institute completed a facility assessment of Glanmore in 2009 and is currently completing an updated assessment (expected to be completed this fall), both of which identified **damage or destruction by fire as the facility’s greatest risk**. Both assessments have recommended that Glanmore pursue a fire suppression system to protect not only the building's envelope but the 30,000+ artifacts contained inside. Currently, Glanmore operates without a fire suppression system, which is not required by law due to the site's age (1883). In the event of a catastrophic fire, however, it would likely result in the complete loss of the site, the City's collections, and the Museum Services portfolio.

Financial/Analysis:

Lord partnered on this project with The Altus Group, a leading provider of asset and fund intelligence for commercial real estate. Through a preliminary and pre-design exercise, The

Altus Group provided detailed capital cost estimates for the Study's main recommendations, as outlined below, and explained in Appendix B of the Study:

Component	Estimated Construction Cost (Excluding Soft Costs)	Estimated Project Cost* (Including Soft Costs)
A. New Storage Building (2026)	\$1,040,722	\$1,228,822
B. New Belleville Museum (2033)	\$15,582,889	\$17,679,689
C. Glanmore Renovations (2026)	\$928,958	\$1,099,858**

*Since all project areas are located on City-owned property, capital cost estimates exclude site acquisition and development costs.

**Cost estimate does not include full costs of design and installation of a fire suppression system with heritage building considerations, estimated to be approximately \$1.285 million.

Subject to further decision-making, implementation of the recommendations will follow a multi-year phased approach, as estimated below (Tax Implication attached as Appendix C):

UNINFLATED COSTS			
Start Year	Initiative Name	Estimated One-Time Costs	Estimated Operating Cost Impact
2025	Conceptual planning	50,000.00	
2025	Fire Supression	1,285,000.00	5,000.00
2026	New Storage Building	1,228,822.00	20,000.00
2026	Glanmore Renovation	1,099,858.00	
2033	New Belleville Museum	17,679,689.00	406,923.00
Total		21,343,369.00	431,923.00

As the planning and evaluation process progresses, operating and capital costs will be identified and requested through the annual budget process for Council's consideration. Alternative funding sources will also be pursued.

As it has taken the City almost a decade to complete Glanmore's Strategic Plan and now Museum Needs Feasibility Study, it is important to maintain momentum and continue the planning process, so the City is positioned well to meet the changing needs of a growing community.

Therefore, staff recommend the following approach toward implementation of the Study's recommendations.

Museum Needs Feasibility Study (Phase II)

Short-Term

New Storage Building – The City's artifact storage is at a critical stage and must be addressed in the very near future. However, further consideration is required to determine whether a \$1.23 million standalone storage facility is the right option for Museum Services at this time. There have been some preliminary discussions with the Library about an alternative possibility of infilling existing open space in the Library to create new temporary artifact storage space, which could revert to additional library use once a museum is constructed with its own storage space. A capital investment in an integrated solution with the Library could potentially have more strategic and longer-term benefits for the City than a stand-alone building at Glanmore. Therefore, staff recommend further detailed evaluation of both of these options in 2025 including engagement with the Library Board.

Glanmore Renovations – The installation of a long-overdue fire suppression system is a high priority for obvious reasons. Therefore, staff recommend moving this recommendation to the detailed design phase in 2025 for potential installation in 2026.

New Belleville Museum – The Study recommends a decade-long planning and development process for integrating a new museum facility with the Library as an enlarged cultural hub. Before such a concept can be fully evaluated, additional technical evaluation and stakeholder engagement, including the Library Board, is required. Therefore, staff recommend moving this project to the next phase of evaluation and preliminary planning.

Medium-Term

Glanmore Renovations – Continuation of building restoration depends on many variables, requiring this goal to be a phased, multi-year process contingent on some labour relations issues and finding appropriate alternative office space for affected employees.

[New Belleville Museum](#) – The Study recommends launching the fundraising campaign for this new facility in 2028 in celebration of Belleville's 150th anniversary. However, a great deal of planning, stakeholder engagement, facility design, and Library Board and Council approval would be required before any type of fundraising begins.

Long-Term

New Belleville Museum – The Study suggests construction should begin in 2031 with an opening in 2033. While this decade-long development process is not unrealistic, a final Council decision would depend on a full evaluation of the medium-term phase as well as Budget approval.

In order to leverage the momentum and achievements of the last decade, it would be prudent to continue the evaluation and planning process through a second phase of the Feasibility Study. To accommodate this, the Community Services Department is incorporating the following operating and capital funding amounts in its 2025 Budget submission:

Operating Budget

- \$50,000 for further evaluation and conceptual planning of artifact storage options and the possibility of the expansion of the Library for museum and other programs and services. With this limited initial funding, the City may also be able to pursue potential provincial and federal grants.

Capital Budget

- \$155,000 for professional fees for the design of a fire suppression system that will respect the fabric of the site's heritage interior and its designation as a National Historic Site. Installation of a new fire suppression system is expected to cost in excess of \$1 million.

Conclusion:

While the Museum Needs Feasibility Study identifies the need for a Belleville Museum, it also recognizes that, due to the City's existing and substantial capital needs and priorities, a new museum realistically is a medium- to long-term project that will require time to design, plan and fundraise.

The Study also highlights other priority initiatives that warrant more immediate and focused effort, including the critical storage deficiency for the City's collections and a fire suppression system for Glanmore National Historic Site.

Therefore, the following recommendation is presented for Council's consideration:

"THAT pursuant to the Director of Community Services Department's Report No. DCSD-2024-06, the Belleville Museum Needs Feasibility Study be approved; and

THAT Council directs staff to evaluate the Study's recommendations and begin preliminary planning and evaluation for a solution for museum storage needs, a new fire suppression system at Glanmore National Historic Site, and the potential expansion of the Belleville Library to accommodate a future Belleville Museum."

Attachments:

[Belleville Museum Needs Feasibility Study](#)

[Belleville Museum and Glanmore NHS Order of Magnitude Estimate - Atlas Group](#)

[Musuem Feasibility Study Cost Summary](#)

Approved by:

Dean Hustwick, Director Community Services
Brandon Ferguson, Director of Finance, Treasurer
Katy Macpherson, Deputy City Clerk

Status:

Approved - 16 Sep 2024
Approved - 18 Sep 2024
Approved - 18 Sep 2024

Matt MacDonald, Chief Administrative Officer

Approved - 19 Sep 2024

Belleville Museum Needs Feasibility Study



Final Report

Prepared by

Lord Cultural Resources
Altus Expert Services

June 2024



Lord Cultural Resources is a global professional practice dedicated to making the world a better place through culture.

We assist people, communities, and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning and implementation.

We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation and cultural diversity, embodying the highest standards of integrity, ethics and professional practice.

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.

Our Toronto office is located within the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples. Our New York office is located on the traditional lands of the Lenape peoples. Our Long Beach office is located on the land of the Tongva/Gabrieleño and the Acjachemen/Juaneño Nations, who have lived and continue to live here.

We encourage you to acknowledge the presence of the people who came before, wherever you are.

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EXECUTIVE SUMMARY

Belleville is one of the few cities in Ontario without a community or civic museum that preserves, interprets and celebrates its history, culture and people. While recognized as a very important historic house, the Glanmore National Historic House was not constructed to museum standards. It has insufficient and inadequate visitor service, exhibition, programming, collections storage and staff space. The inability of Glanmore to properly ensure the collection and preservation of heritage and historical materials is a serious problem that threatens to leave gaps in the Museum's material culture holdings for future generations.

Glanmore has also been unable to accept donations of important artifacts related to the history of Belleville and the region it serves, including the more recent history of the community. It does not enable Belleville to bring in traveling exhibitions for the enjoyment of residents, school groups and tourists.

While the City of Belleville has long supported its preservation, it is clear that Glanmore cannot function both as an historic house and a community museum. It cannot offer the quality of life benefits to Belleville's residents, as well as tourism and economic development benefits offered by community museums in other cities, especially those located downtown.

Recognizing these and other deficiencies faced by Glanmore as well as the results of earlier studies and community surveys that called for implementation of a Belleville community museum, the City of Belleville issued a Request for Proposals (RFP) to consultants to assess the museum needs of Belleville and the region it serves. This included an assessment of opportunities for the Glanmore site to meet the museum needs of Belleville, and if not, what the alternatives could be.

This feasibility study has clearly identified the need for a Belleville Museum but recognizes other substantial capital needs and priorities in the city. It has therefore assumed that implementation of the Museum cannot take place in the short term. However, there is an opportunity to address the collections storage issue sooner.

Based on the contextual, comparables and market analyses, as well as the workshops and interviews conducted for this feasibility study, the key recommendations/assumptions are as follows:

- Glanmore will continue to operate as an important historic house but should no longer seek to be the community museum of Belleville.
- With 2028 as the 150th anniversary of Belleville as a city, it is recommended that fundraising for the new museum will begin in 2028, that construction will start in 2031, and that the Belleville Museum will **open in 2033**.
- In order to alleviate the need for secure collection storage sooner, it is recommended that a relatively small, stand-alone **collections storage building** of about 1,200 sq. ft. be constructed at the Glanmore site in 2026, assuming agreement from Parks Canada.
- Although subject to detailed architectural and engineering studies, the recommended **site/facility** for the future Belleville Museum is to be an expansion of the Belleville Public Library to fill the open courtyard space between the Library and the Belleville Theatre Guild building. This will create positive synergies with the Library and the J.M. Parrott Art Gallery and contribute to downtown revitalization.
- The future Museum may also support tourism development by potentially integrating a relocated Belleville Visitor Centre within it. The Belleville Museum may also serve as the hub in a “**hub and spoke**” system that attracts visitors and informs and orients them to other attractions not only in Belleville but elsewhere in the region.
- The recommended **mission** of the future Belleville Museum is “to enhance civic pride and historical understanding by telling the region’s unique stories via its quality exhibitions and engaging public programs. Its mandate is to tell the human and natural stories of the Belleville region from the earliest times to the present.
- With the recommended primary collections storage at Glanmore, the future Belleville Museum will primarily offer public spaces and be relatively modest at 10,400 net useable square feet, of which 5,000 sq. ft. is exhibition space. Taking a pre-design 40% grossing factor into account (circulation, mechanical, electrical, wall thicknesses), the total size of the future Belleville Museum is assumed at **14,500 gross sq. ft.**
- To guide subsequent exhibition design, we recommend that the **overarching theme for the permanent exhibitions be “Belleville’s impact”**, whether that be on the region, the province or beyond.
- The assumed **admission charges** at the opening of the future Belleville Museum are as follows to indicate separate charges from Glanmore and discounted charges to encourage visitors to attend both the Belleville Museum and Glanmore. This takes into account that Glanmore will function entirely as an historic house.

Admission Charges (2024 dollars)			
	Glanmore	New Museum	Combo Tickets
Adult (25-64)	\$8.50	\$12.00	\$15.00
Senior (65+)	\$7.00	\$10.00	\$12.00
Youth (13-24)	\$6.00	\$9.00	\$11.00
Child (5-12)	\$3.50	\$7.00	\$9.00
School Groups (per person)	\$3.00	\$5.00	\$6.50
Non-School Groups (per person)	\$5.50	\$8.00	\$9.50
Indirect Paid/Unpaid	\$0.00	\$0.00	\$0.00

- Opportunities for other **revenue generation** in the context of the future Belleville Museum include retail sales, venue rentals, public and educational programs, memberships, a fundraising gala, and expectations for additional private support.
- There will need to be a **modest growth of staff** to operate both the new Museum and Glanmore as summarized in the following table.

Assumed Staffing For Future Belleville Museum and Glanmore		
Existing Glanmore Positions	Glanmore Before New Museum	Future Centralized Positions: Both Glanmore and New Museum
Manager of Museum Services (FT)	Manager of Museum Services (FT)	Manager of Museum Services (FT)
		Curator (FT)
Exhibit Development Coordinator (FT)	Exhibit Development Coordinator (FT)	Exhibit Development Coordinator (FT)
Education and Marketing Coordinator (FT)	Education and Marketing Coordinator (FT)	Programs Coordinator (FT)
	Collections Coordinator (FT)	Collections Coordinator (FT)
Museum Administrative and Collections Assistant (FT)	Administrative Assistant (PT)	Administrative Assistant (FT)
		Marketing, Business and Development Coordinator (FT)
Museum Technician (FT)	Museum Technician (FT)	Museum Technician (FT)
	Reception and Event Assistants (2 PT)	Reception and Event Assistants (4 PT)
Weekend Reception (PT)		
Full-Time: 5, Part-Time: 1	Full-Time: 5, Part-Time: 3	Full-Time: 8, Part-Time 4

- The **capital costs** for the new Belleville Museum, the collections storage building, and renovations to Glanmore are estimated at opening for each to be as follows.

Component	Estimated Construction Cost (Excluding Soft Costs)	Estimated Project Cost (Including Soft Costs)
New Belleville Museum	\$ 15,582,889	\$ 17,679,689
New Storage Building	\$ 1,040,722	\$ 1,228,822
Glanmore Renovations	\$ 928,958	\$ 1,099,858

The combined on-site **attendance** level of the future Belleville Museum and Glanmore is projected at about 28,000 annual visitors in the stabilized Year 3. Of this total, about 19,600 are estimated to attend only the new Belleville Museum, while 5,600 will attend only Glanmore, and 2,800 will attend both at discounted admission prices.

Based on the analyses and assumptions in this report we project that the total combined **operating budget** for the Belleville Museum and Glanmore will increase from the base level \$591,000 for Glanmore alone to about \$1,325,000 in the stabilized Year 3. The combined operating budget is not projected to be higher because of the limited centralized staff that will serve both sites.

Projected and continued **operating revenues** in Year 3 are about \$896,000, leaving a gap of about \$429,000 that will need to be filled with additional funds from the City of Belleville, other governmental sources, and increased funding from the Friends and other private supporters. Earned income is projected to stabilize at about 27%, which is in a common range from community museums.

The table also sets out a scenario that assumes **75% of the additional funds to break even on operations will be needed from the City of Belleville**. This will increase the financial support needed from the City of Belleville from about \$491,000 for Glanmore alone in 2023 to about \$813,000 in Year 3 for both Glanmore and the future Belleville Museum. On a percentage basis City support will decline from about 83% of the operating costs of Glanmore alone to about 61% for both Glanmore and the Belleville Museum. Municipal funding for the majority of operating costs is the norm for all community museums.

Summary of Attendance, Operating Revenue and Expense Projections	Glanmore Base Level	Glanmore and Future Belleville Museum			
		Year 1	Year 2	Year 3	Year 3 %
Annual Combined Attendance	6,883	30,000	28,500	28,000	
Projected Operating Revenues					
Admissions	\$19,891	\$182,946	\$172,796	\$166,723	12.6%
Retail Sales	\$2,560	\$37,500	\$36,480	\$36,400	2.7%
Venue Rentals	\$16,257	\$65,625	\$69,000	\$71,250	5.4%
Membership	\$1,150	\$17,500	\$16,790	\$16,500	1.2%
Educational and Public Programs	\$8,151	\$25,000	\$28,000	\$30,000	2.3%
Fundraising/Other Earned Income	\$0	\$20,000	\$25,000	\$30,000	2.3%
Existing Friends/Private Support	\$12,151	\$12,151	\$12,151	\$12,151	0.9%
Existing City of Belleville Support	\$490,781	\$490,781	\$490,781	\$490,781	37.0%
Existing Other Government Support	\$42,099	\$42,099	\$42,099	\$42,099	3.2%
Total Revenue Projected	\$593,040	\$893,602	\$893,097	\$895,904	67.6%
Projected Operating Expenses					
Salaries, Wages, Benefits	\$499,642	\$888,000	\$892,440	\$896,902	67.7%
Occupancy	\$33,606	\$139,060	\$146,340	\$149,980	11.3%
Exhibitions	\$11,000	\$61,000	\$86,000	\$96,000	7.2%
Public and Educational Programs	\$10,422	\$47,500	\$52,000	\$55,000	4.1%
Collections Care	\$11,311	\$25,000	\$20,000	\$20,000	1.5%
General and Administrative	\$14,903	\$53,280	\$53,546	\$53,814	4.1%
Retail Cost of Goods Sold	\$1,549	\$20,625	\$20,064	\$20,020	1.5%
Marketing	\$8,608	\$39,000	\$34,200	\$33,600	2.5%
Total Expenses	\$591,041	\$1,273,465	\$1,304,590	\$1,325,316	100.0%
Additional Amount Required from Government and Private Support to Break Even on Operations	\$1,999	(\$379,863)	(\$411,494)	(\$429,412)	-32.4%
Scenario to Fill Gap					
City of Belleville - 75%		\$284,897	\$308,620	\$322,059	-24.3%
Other Government - 10%		\$37,986	\$41,149	\$42,941	-3.2%
Friends/Private - 15%		\$56,979	\$61,724	\$64,412	-4.9%
Total Support from City of Belleville					
City of Belleville Dollar Amount	\$490,781	\$775,678	\$799,401	\$812,840	
City of Belleville as Percentage of Budget	83.0%	60.9%	61.3%	61.3%	
Earned Income					
Total Earned Income	\$48,009	\$348,571	\$348,066	\$350,873	
Earned Income Percentage of Budget	8.1%	27.4%	26.7%	26.5%	

1. INTRODUCTION

This chapter outlines the background to, and objectives of, this Museum Needs Feasibility Study for Belleville and the methodology used to conduct it.

1.1 BACKGROUND TO AND OBJECTIVES OF STUDY

Glanmore is a Victorian era historic home that was constructed in 1882-83 and functioned as a residence for four generations of the same family. Glanmore's historic importance was recognized in 1969 by being designated as a National Historic Site. In 1971 the property was sold to the City of Belleville and the County of Hastings, which led to the opening of the Hastings County Museum in 1973. In 1998, the City of Belleville assumed sole ownership of the site and building following a cost-share agreement with the federal government the previous year.

Reflecting its historic importance, Glanmore has received over \$1.5 million in capital investments over the years. Glanmore has sought to function both as an historic house museum and as the community museum of Hastings County, then Belleville alone for many years. As a result, a regional collection with little direct applicability to Glanmore has grown substantially over time to supplement the artifacts from Glanmore's original residents, the Phillips-Burrows-Faulkner Collection, and the Couldery Collection. The combined collection currently includes over 30,000 artifacts, antiques, and works of art.

As a former residence, Glanmore was not constructed to museum standards. It is therefore not surprising that there has long been insufficient and inadequate visitor service, exhibition, collections storage and staff space. Spaces that should be accessible to the public, which would help to increase attendance and earned income, are instead currently used for storage and staff offices. To help mitigate the problem, some of the regional artifacts are stored in the City Archives. But even these measures have been inadequate. As a result, Glanmore has been unable to accept donations of important artifacts related to the substantial history of Belleville and the region it serves, including the more recent history of Belleville, or to bring in traveling exhibitions for the enjoyment of residents, school groups and tourists. This inability to properly pursue one of the Museum's most important functions – to ensure the collection and preservation of heritage and historical materials – is a serious problem that threatens to leave gaps in the Museum's material culture holdings for future generations.

Seeking to function as a community museum in a historic house has also made clear that Glanmore's exhibition space is far too small to tell the story of Belleville and to offer the changes needed to boost repeat visitation levels. Inadequate exhibition space has been mitigated by initiatives such as an annual display in the lobby at Belleville City Hall of artifacts related to topics of local history and culture. There is also a very small exhibition on the history of firefighting in the Belleville Fire Headquarters.

While initiatives to widen exhibition opportunities for Belleville residents and visitors have been helpful, it is clear that existing spaces in Glanmore cannot adequately offer exhibition spaces that would reflect Belleville's wider history and also meet the need for more heritage and community based public programs. Glanmore cannot offer the quality of life benefits to Belleville's residents, as well as the tourism and economic development benefits of community museums in other cities.

Recognizing these and other deficiencies faced by Glanmore, the results of community surveys, and the reality that Belleville is one of very few cities its size without a community museum, the City of Belleville issued a Request for Proposals (RFP) to consultants to assess the museum needs of Belleville and the region it serves. This included an assessment of opportunities for the Glanmore site to meet the museum needs of Belleville, and if not, what the alternatives could be. Lord Cultural Resources was selected to conduct the museum needs feasibility study.

1.2 METHODOLOGY

To meet the objectives of this feasibility study, we:

- Reviewed background documents provided to us. These include the strategic plans for the City of Belleville and Glanmore National Historic Site, community survey results, as well as pre-COVID and current data for Glanmore, and other documents referenced in this report.
- Compiled and analyzed available Ontario, Canadian and U.S. data regarding history museums compared to other museum types, as well as comparable local history museums and the main existing museums in the Bay of Quinte region.
- Led a Vision/Assumptions Workshop with City staff, Historical Society, political leaders and others, followed by a separate workshop with Glanmore staff.
- Conducted interviews with selected key informants. Please see Appendix A for those who took part in the workshops as well as the interview subjects.
- Evaluated data regarding the markets, operations and finances of the existing Glanmore National Historic Site as well as data and interview feedback regarding potential resident, school, and tourist markets for Belleville and the region.
- Prepared site, facility, visitor experience and operational recommendations for Glanmore and a potential separate future museum.
- Prepared a Phase 1 report that served to finalize the assumptions that formed the basis for a capital cost estimate and projections of attendance, operating revenues and expenditures for both Glanmore and a potential future community museum in a Draft Final report.
- Received feedback on the Draft Final Report, which led to modifications in this Final Report and the associated Executive Summary.

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 Glanmore and a potential future community museum for Belleville by considering benchmarking data regarding museums in Ontario, Canada and the United States; history museums compared to other museum types; and selected comparable community museums, as well as other selected museums in the Bay of Quinte area. The data help to inform the recommendations and projections in this feasibility study.

2.1 INSTITUTIONAL CONTEXT

It is clear, and not surprising, that the 2019-23 Glanmore Strategic Plan strongly advocates additional facilities. The focus here is on the extent to which investment in museum facilities would also be consistent with the strategic plan of the City of Belleville and the Cultural Plan of Hastings County and Quinte Region. In addition, we summarize the key findings from a community survey that included questions about a potential Belleville Civic Museum.

2.1.1 CITY OF BELLEVILLE STRATEGIC PLAN

The City of Belleville Strategic Plan, 2012-2032, seeks to establish long-term goals for the city and action plans to achieve those goals over time. The Plan was updated to include 2021 census and other data. Key points are as follows:

- The Strategic Plan recognizes the need for a variety of new or expanded services in Belleville but cautions that “financial resources are limited and not all demands can be met.” An interview with the Mayor of Belleville expressed concern about the ability of the City to allocate substantial financial resources to meet museum needs in the foreseeable future given other priorities. This has helped to influence a recommendation in Chapter 4 of this report to find a solution to the need for collections storage, while planning for a new museum in the future, recognizing, as

the analyses in this report make clear, that existing Glanmore facilities cannot meet the museum needs of Belleville.

- City centre sustainability is set out as a strategic theme to help facilitate a more vibrant downtown with “pedestrian-friendly services and unique residential and commercial opportunities.” As set out in Chapter 4, this study has recommended a downtown location for the potential future Belleville Museum.
- The importance of arts, cultural and recreational opportunities to enhancing the quality of life and community pride was emphasized in the Strategic Plan. The opportunity for a future museum to enhance the quality of life of Belleville and area residents and contribute to a greater level of pride was referred to by several of those interviewed in this feasibility study.
- An objective for Belleville to become more of a “destination city” was set out in the Strategic Plan to “promote and support the development of attractions, events, facilities and services that will draw visitors to the community.” A well-located, contemporary and high-quality Belleville Museum should help the City to meet that objective.

2.1.2 HASTINGS COUNTY AND QUINTE REGION CULTURAL PLAN

The 10-year Cultural Plan for Hastings County and the Quinte Region, conducted by Millier Dickinson Blais in 2011-12, included goals that point to the importance of a potential new museum in Belleville and the region it serves without specifically identifying the need for a museum. However, a community museum has not yet been implemented.

The Cultural Plan included an emphasis on celebrating the region’s rich history and heritage, the need to address cultural facility needs generally, and leveraging cultural resources to support downtown revitalization. The Plan also advocated for integrating culture into municipal planning and decision-making.

2.1.3 COMMUNITY SURVEY

A community survey conducted in 2018 with over 300 respondents indicated strong support for a future Belleville Civic Museum, but it must be emphasized that 81% of respondents were occasional or frequent visitors to Glanmore. The survey sample is thus largely representative of an interested public more than the general public, but the findings are nonetheless very positive with respect to advocating for a new museum in Belleville. The survey results indicated that:

- 73% of respondents were aware that Glanmore “serves as Belleville’s museum and collects local history artifacts.”

- 90% believed that the community would benefit from a Belleville Civic Museum, with “local history exhibits and more space to host incoming traveling exhibits, large events and programs in addition to services at Glanmore National Historic Site.”
- 90% also supported seeking “funding from a variety of sources to secure an additional facility for a Belleville Civic Museum and to support the expansion of museum services.”

2.2 REALITIES OF THE MUSEUMS MARKETPLACE

The following table compares 2019 (pre-COVID) and 2023 data for Glanmore to pre-COVID average or median figures for medium sized¹ and all museums in Ontario, Canada and the United States. It must, of course, be recognized that an historic house cannot be fully comparable to a wide variety of museum types among the institutions surveyed. Nonetheless, the data do provide very useful benchmarks for a potential future Belleville Museum.

Among key findings and their potential implications for museum needs in Belleville are the following points:

- **On-Site Attendance Levels:** Glanmore has attracted in the range of 7,000 annual visitors based on charged admission prices that are identical in 2019 and 2023. The 2019 attendance figure includes volunteer visits, the 2023 figure does not. These are modest attendance figures in comparison to the over 27,200 average attendance at Ontario museums, the 23,000 average for all museums in Canada or the 26,500 median for museums in the United States. ***The data indicate opportunities for a future museum in Belleville to attract substantially more visitors than is possible at Glanmore, an historic house that has sought for many years to also be a community museum.***
- **Sources of Operating Revenue:** In Canada, government funds are the primary source of operating funds (49%) for museums, whereas government support accounted for 45% of income for all museums in Ontario. Government support for Glanmore is a substantially higher 88% in 2023, primarily from the City of Belleville. This reflects limited opportunities at Glanmore for earned income from admissions, venue rentals, retail and other common sources of revenue given an isolated site and the space, staffing and other limitations of Glanmore.
- **Staffing and Other Operating Costs:** Staffing costs are much higher than the common 50-60% range for Glanmore (83% in 2023) not because of overstaffing, as Glanmore operates with a full-time staff of only 5, supported by 3 part-timers, two of which are periodic students, but rather because of under-spending on other expenditure categories.

¹ Medium-sized refers to operating budgets of over \$100,000 and less than \$1 million., not to the physical size of the space.

Realities of the Museums Marketplace	Glanmore, 2019	Glanmore, 2023	Ontario Medium Sized Museums (avg.)*	All Ontario Museums (avg.)	All Canadian Museums (avg.)	All US Museums (median)
Sample Size			167	454	1,088	867
On-Site Attendance	7,013	6,883	22,736	27,213	23,019	26,500
Sources of Operating Revenues						
Earned Income as % Total	5.8%	8.0%	33%	39%	38%	35%
Government Sources %	93.9%	88.1%	46%	45%	49%	19%
Private Donations %	0.3%	2.0%	19%	14%	11%	35%
Endowment/Interest %	0.0%	1.9%	2%	2%	2%	11%
Total Operating Revenue	\$532,797	\$604,540	\$406,611	\$1,200,000	\$663,000	\$1,169,000
Selected Sources of Operating Expenses						
Staffing	80.8%	82.7%	50%	45%	47%	50%
Occupancy	9.5%	5.6%	9%	12%	13%	N/A
Marketing	1.8%	1.6%	2%	4%	4%	4%
<i>Sources: Glanmore; 2017 Canadian Heritage Surveys; 2017 Financial Survey of American Alliance of Museums</i>						
<i>*Medium - sized museums are defined to include operating budgets of over \$100,000 and less than \$1 million.</i>						

2.3 BENCHMARKS FROM SELECTED COMMUNITY MUSEUMS

To provide benchmarks for recommendations and projections for a potential future Belleville community museum, this section focuses on operational issues ranging from admission charges to staffing levels. Selected were three community or regional history museums in smaller population centres in southern Ontario that include City or County ownership.

The analysis was based on previous research conducted by Lord Cultural Resources that focused on pre-COVID data, which has been updated, where practical, for the purposes of this feasibility study.

The selected community museums analyzed are:

- Niagara Falls History Museum
- Orillia Museum of Art and History
- Grey Roots Museum and Archives, Owen Sound

The description and analysis of each follows.

2.3.1 NIAGARA FALLS HISTORY MUSEUM



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. The combined exhibition spaces, however, are a modest 3,600 sq. ft. The photograph above on the left indicates a modern new building separate from but linked to the historic building on a site that is neither downtown nor close to the major attractions in Niagara Falls. ***Just as a relatively isolated site has limited the attendance potential of Glanmore so too has this site had a similar impact on the museum in Niagara Falls. A downtown site has been recommended for a potential new museum in Belleville.***

After its expansion, the museum 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 in 2019 accounted for over 50% of visitors in a city with very substantial tourism, while 13% of its visitors attended in school groups.

Admissions accounted for 3% of the operating revenue of the museum based on modest charges of \$5 for adults and seniors, \$4 for children aged 6 and older. There was a family rate of \$15. These prices did not increase in 2023. The Museum has a membership program with also modest charges that remain at \$25 for families and \$15 for individuals. Membership levels declined to 65 in 2019 compared to 100 immediately after the expansion. The operating budget in 2019 was about \$1.1 million, with the large majority (80%) of operating funds from the City of Niagara Falls. The museum operates with a staff of 7.5 personnel, which includes the Manager, 3.5 curatorial staff and 3.0 FTE visitor services staff. They are supported by a volunteer team of 60.

2.3.2 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 downtown Sir Sam Steele Memorial building. It is thus a model for integrating art and history in Belleville, and in particular a site near the existing Belleville Public Library and the J. M. Parrott Art Gallery. The building 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 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 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 were modest in 2019 at \$5.00 per adult, with free admission offered to all those under 25 years of age, therefore including school groups. These charges are the same today.

Attendance levels have been in the 14,000 visitor range for several years, of which about 1,000 arrive in school groups. Regional residents account for about two-thirds of non-school visitors. Tourists arrive primarily in the summer months. The audience skews older despite the free admission offered to younger people. 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. The operating budget is about \$500,000, of which 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.

2.3.3 GREY ROOTS MUSEUM AND ARCHIVES, OWEN SOUND

Unlike most community museums, which are located downtown, the Grey Roots Museum is on a rural site that includes a heritage village. The Grey Roots Museum included new construction of both a museum and archives when developed 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. This is similar to the original collaboration between Hastings County and the City of Belleville for Glanmore.

The building is 28,178 net square feet, of which 6,648 nsf is museum exhibition space. ***The building also includes a small space for a tourist information centre, which has been recommended for a potential future museum in Belleville,*** as set out in Chapter 4. Archive storage encompasses 3,481 nsf of storage space and there is 1,425 nsf for an archive reading room. The museum storage space is 8,388 sq. ft. There is no café, and the gift shop is small at 284 nsf.



Venue 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 potential future museum in Belleville.***

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. Those admission charges remain the same in 2023.

Pre-COVID, the staff level 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 sources, while 7% was earned revenue, and 1% was from private donations.

2.3.4 SUMMARY OF COMPARATIVE DATA

The following table summarizes the key attendance and financial benchmarking data from the three selected comparable community museums. The museums in Owen Sound and Niagara Falls are municipally owned and receive a very substantial percentage of their operating funds from government sources, primarily municipal. The museum in Orillia is a not-for-profit that operates from a City-owned building. The City of Orillia provides all occupancy costs in-kind, which helps to limit the size of the museum's operating budget and the annual cash grant amount provided to it.

The data from the Orillia Museum of Art and History also indicate an opportunity for the future Belleville Museum to generate a higher percentage of its income from earned sources than has been possible at Glanmore.

	Grey Roots Museum and Archives, Owen Sound	Niagara Falls History Museum	Orillia Museum of Art and History
Attendance	25,000	13,300	14,000
Operating Budget	\$2,174,000	\$1,100,000	\$500,000
Earned Income %	7%	15%	48%
Private Support %	1%	5%	14%
Government Support %	92%	80%	38%

2.4 BENCHMARKS FROM OTHER EXISTING MUSEUMS IN THE BAY OF QUINTE AREA

In addition to a detailed evaluation of the existing Glanmore National Historic Site, which is set out in the following chapter, we focus here on benchmarking from three existing museums in the area. These are the J.M. Parrott Art Gallery in the Belleville Public Library building, the Quinte Museum of Natural History, and the National Air Force Museum, both located in Quinte West.

2.4.1 J.M. PARROTT ART GALLERY

Originally known as the Corby Library Gallery when first established in 1973, the gallery became the J.M. Parrott Art Gallery in 2006 thanks to a major donation from the Parrott Foundation. The Gallery is a department of the Belleville Public Library and has a mandate focused on Belleville and Bay of Quinte artists or subject matter relating to the area. Its staffing and other operating costs are absorbed by the Belleville Public Library.

The collection consists of original artworks, original prints, framed watercolours, pottery, easels, paintbrushes, photographs etc. There is a small acquisitions budget, but most new works of art are obtained via donation. It has been assumed that all acquisitions of artifacts for the future Belleville Museum will be by donation. Collections storage space is at near capacity, limiting opportunities for additional works of art but the space is considered adequate and appropriate for the existing pieces in the collection.

There are three main gallery or exhibition spaces, one of which is semi-permanent (featuring the works of Manly MacDonald) and two of which feature changing shows. There are about 10 exhibitions per year.

In 2023 the Gallery welcomed some 8,000 free admission visitors, most of whom arrived in the spring and fall. These numbers included not only exhibitions visitors but also program attendees, including those attending opening receptions, artist talks and presentations as well as art workshops and concerts. Class visits take place throughout the school year. However, the reported Gallery attendance figure does not include rental events such as DocFest and other room rentals which include the use of the meeting room and galleries on the Gallery floor. These are included within the overall Library statistics.

There are 4 staff dedicated to the Gallery, one full-time Curator and three part timers. There is no separate operating budget for the Art Gallery.

2.4.2 QUINTE MUSEUM OF NATURAL HISTORY

Note: The Quinte Museum of Natural History closed to the public in January of 2024, reopened for March Break and plans to operate during the summer months. Longer term plans are not known at this time. Nonetheless, the information and data that follow are useful to establish benchmarks for a future community museum in Belleville.

The mission statement of the Quinte Museum of Natural History emphasizes its commitment “to inspiring discovery, conservation, and stewardship of our natural heritage. A visit to a natural history museum sets people on a lifelong course of wonder and excitement regarding the natural world around them. Our mission is to open that door and set imagination alight”.

A temporary 5,000 sq. ft. facility for the Quinte Museum of Natural History opened in an industrial park in Quinte West in March of 2022 with a relatively modest capital investment of \$700,000 plus in kind-donations provided mainly from Research Casting International (RCI) and artifact loans from the Royal Ontario Museum. The Museum has a capacity of 40 visitors at one time. The focus of the exhibitions is on dinosaurs but there is also a current temporary exhibition on whales. The space also includes a children’s zone and small retail store. Rent is paid at \$45,000 per year.

Longer term, the objective is to develop a space of about 18,000 net sq. ft. (26,400 gross) and an interpretive framework focused on the five major extinction episodes that precede the current Anthropocene period and sixth extinction. The Museum will also feature examples of other species known to have been alive during the dinosaur era. The capital costs for the full project were projected in 2020 to be about \$24 million.

The fully developed Museum was to operate with 14.5 full-time equivalent (FTE) positions, supported by volunteers. The temporary Museum operated with a staff of three, supported by 10 volunteers. Admission charges were \$8 per person regardless of age, with free admission to children under five. The charge for school groups visitors was \$7 per student.

In its first full year of operation the Museum attracted about 23,000 visitors of which only 600 were in school groups. The explanation for the limited number of school group

visitors is busing issues but it is likely that the requested \$7 admission charge was a factor too. Of the 23,000 non-school visitors, 50% reside within Hastings County. There is no membership program yet and no birthday parties.

The annual operating budget was \$450,000 in 2023, of which about \$100,000 was earned income, \$100,000 from the City of Quinte West and the remaining \$250,000 from private supporters, largely from RCI. The operating budget for the full future museum was projected in 2020 to be in the range of \$1.3 million per year.

2.4.3 NATIONAL AIR FORCE MUSEUM OF CANADA

The National Air Force Museum is also located in Quinte West and outside the Trenton downtown core. The Museum opened in 1984 and was renovated with new exhibits in 2013 to tell the local story of 8 Wing Trenton. About \$7 million was invested in the facility plus an additional \$1.5 million in exhibition enhancements and \$250,000 for a theatre facility. The Museum includes over 75,000 square feet of indoor display space and a 16-acre air park.

Admission charges in 2019 were \$10 for adults, \$8.00 for seniors and \$5 for children and increased in 2023 to \$12 for adults, \$10 for seniors, \$7 for youth and \$6 for children. When admission was free the Museum averaged about 45,000-50,000 visitors per year, of which 1,500 to 2,000 arrived in school groups. Attendance levels are reported to have declined with charged admission, but specific attendance or market data were not made available.

The Air Force Museum operated with a full-time staff of seven supported by 125-150 volunteers in 2019. An additional full-time staff was recently added. This strong level of volunteer support enabled the Air Force Museum to operate on a relatively modest operating budget of under \$700,000 in 2019 but the budget grew to nearly one million dollars in 2023. It must be emphasized that the operating budget would be higher if the Museum had to pay all building occupancy costs, which are provided in kind by the federal government, which also provides cash contributions to the Museum, as has the City of Quinte West.

3. EXISTING GLANMORE MARKET/ OPERATION AND POTENTIAL MARKETS

This chapter includes analysis of existing markets, operations, and finances of the Glanmore National Historic Site as well as potential resident, school and tourist markets for Belleville and the region it is within.

3.1 GLANMORE NATIONAL HISTORIC SITE

Glanmore was not constructed to be a museum that sought to preserve regional collections and attract visitors. It is an historic house located in a residential area. The building is approximately 9,900 sq. ft., with some period rooms used for offices and collections storage, while the remainder functions as exhibition and programming spaces. A first floor space designated for exhibitions and programming is only 337 sq. ft. and is handicapped accessible. There is another 769 sq. ft. public space that is not accessible on the basement level. The Breakfast Room (approximately 450 sq. ft) serves as a general meeting space, and there is only about 15 sq. ft. of space allocated for the sale of retail products integrated with admissions.

The key data market, operational and financial data regarding the existing Glanmore operation are as follows, including implications for a potential future Belleville Museum:

- **Admission Charges:** Admission charges at Glanmore, both in 2019 and 2023 are \$8 for adults, \$6.50 for seniors and students, and \$4.50 for children 5-12, with a family rate of \$25. Free admission is available to younger children. School groups are charged \$4.50 per student, while the rate for non-school groups is \$6.50 per person. These prices include tax. As such, there is no discount for most school and tour groups. **Chapter 4 includes a recommendation for the introduction of group discounts both at Glanmore and a potential future museum.**

- **Total Attendance:** On-site attendance was 7,013 in 2019, including volunteers, reflecting a growth over the figures in the previous two years. The attendance in 2023 was 6,883, excluding volunteers, with continued growth estimated in the next two years to reach 8,000 by 2025. Free admission days and other free admissions account for one-third of all visitors and help to increase attendance levels as do special events like the Halloween Booseum. Modest attendance levels reflect a site in a residential area, little change to motivate repeat visits, and other deficiencies of existing spaces that seek to be both an historic house and a community museum.
- **On-Site School Group Attendance:** In 2023, school groups accounted for about 5% of all visitors compared to 10% in 2019 given recent busing issues and a general decline in field trips as the negative effects of COVID linger. A potential future museum able to tell more stories about the history and culture of Belleville should be able to attract more school group visitors, particularly if located near other educational/cultural opportunities. Our site recommendation is set out in Chapter 4.
- **Origin of Non-School Visitors:** It is estimated that people who reside within a 50-mile radius of Belleville accounted for 45% of visitors in 2023. The majority of existing visitors would therefore be categorized as tourists, primarily from elsewhere in Ontario. While a high tourist percentage is positive the data also reflect a limited need for repeat visitation among regional residents. A better located and more contemporary potential new museum in Belleville should attract more tourists and residents.
- **Non-School Visitor Profile:** As is common for historic houses, staff estimates that about 65% of non-school visitors are women. A local history-focused museum should attract 55-60% women. About 28% of visitors are seniors with 13% aged 12 or under, reflecting recent staff initiatives to attract more families and children. There should be more younger visitors to the future Belleville Museum assuming it offers more contemporary and interactive opportunities.
- **Patterns of Visitation:** The peak period for visits is the warm weather months of June through August. About 25-35% of visitors are estimated to be repeat visitors and about half attend on weekends. There should be a higher level of repeat visitation in a contemporary new museum, and a greater length of stay than the average 45 minutes in Glanmore.
- **Membership:** Membership in Glanmore was only introduced in November of 2022. In 2023 there were 32 memberships, of which 17 were family memberships and one a corporate membership. A new museum should attract substantially more members.
- **Governance, Staffing and Volunteers:** Glanmore is part of the City Department of Community Services, supported by an Advisory Committee and a Friends of Glanmore organization. Glanmore operates with five full time staff, one regular part-timer, two periodic part-time students, and 30 volunteers. As a department of the City of Belleville, staff are unionized. ***A new museum will require more staff but there should be opportunities for most staff positions to be responsible for both the new museum and Glanmore to build upon the existing staff structure.***
- **Operating Budget:** It was \$532,797 in 2019 and was \$604,540 in 2023 for Glanmore. A higher operating budget will be needed for a civic museum but there should be staffing and other operating cost efficiencies as both would be part of the City of Belleville.

- **Sources of Operating Revenue:** The City of Belleville provided 86.8% of operating revenues in 2019 and 81.2% in 2023. Very little earned income is generated given the limitations of the site and the spaces, and private support is also very limited. Both will need to increase if and when a new museum is implemented in Belleville.
- **Sources of Operating Costs:** Staffing accounted for 80.0% of operating costs in 2019 and 82.7% in 2023, 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 and because of the role of City Parks and other staff in support for Glanmore.

3.2 ANALYSIS OF POTENTIAL MARKETS

This section considers available data and interview feedback associated with resident, school and tourist markets for Belleville in the context of both Glanmore and a potential future Belleville Museum.

3.2.1 RESIDENT MARKETS

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 both Glanmore and a potential future Belleville Museum and their 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 judgment and experience of Lord Cultural Resources.

Population Size and Projections

The table below sets out population totals and projections for the City of Belleville and Hastings County compared to provincial and national averages. The data indicate a 2021 population for the City of Belleville at 55,071 and for Hastings County at 145,746. The population growth rates between 2016 and 2021 both exceeded provincial and national averages.

The population projections for Belleville and Hastings County set out are rounded and reflect the mid-point between the high and low population scenarios and are compared to provincial and national figures. The data suggest that the population growth for the City of Belleville from 2021 to 2043 will be about the same as the provincial growth rate while the growth rate of Hastings County overall will be somewhat lower. **For those**

retiring or seeking a lower cost place to work remotely, Belleville offers substantial appeal.

Developments forecast for Belleville that could have an impact on the size and profile of resident markets include 9,000 new residences as part of the Loyalist Secondary Plan and conversion of 400 acres of formerly agricultural land to industrial uses starting in 2026. In addition, the trend to more residential development downtown is expected to continue.

Population Totals and Projections	Actual 2016	Actual 2021	Projected 2043	% Change Actual 2016/2021	% Change Projected 2021/2043
City of Belleville	50,716	55,071	71,500	8.6%	29.1%
Hastings County	136,445	145,746	171,900	6.8%	20.6%
Ontario	13,448,494	14,223,942	19,022,500	5.8%	29.3%
Canada	35,151,728	36,991,981	47,769,400	5.2%	26.4%

Sources: Statistics Canada, 2016 and 2021 Census, Population Projections for Canada, Provinces and Territories (2021 to 2043) and Population, Housing and Growth Forecast for City of Belleville, Watson & Associates Economists, December 21, 2022, rounded midpoint between high and low scenarios

Age

The Belleville and Hastings County resident markets both skew older than provincial or national averages as seen in the median age figures in the table below. The older age of the resident market is also seen in the data for those aged 60 and older. This trend will continue with the aging of the large baby boom generation (born 1946 to 1964), who are generally living longer and more active than previous generations, and because of the appeal of Belleville as a retirement community.

The aging of the population is positive for both Glanmore, and a potential future Belleville Museum, given a tendency for historic houses and history museums to skew toward older market segments. However, interviews indicate that younger families are also moving to Belleville, particularly given the lower cost of housing and a trend to working at home. A future new museum will therefore also need to attract a higher percentage of younger visitors, including more children and youth who will expect more interactive and immersive experiences than is possible at Glanmore.

Age Comparisons	City of Belleville	Hastings County	Ontario	Canada
0-9 years	9.6%	9.7%	10.2%	10.6%
10-19 years	10.4%	10.2%	11.3%	11.1%
20-29 years	12.1%	10.5%	13.2%	12.5%
30-39 years	11.8%	11.5%	13.6%	13.6%
40-49 years	11.4%	10.8%	12.6%	12.7%
50-59 years	13.4%	14.5%	13.9%	13.6%
60-69 years	14.4%	16.2%	12.5%	13.0%
70-79 years	10.3%	10.8%	8.2%	8.4%
80 years +	6.6%	5.8%	4.7%	4.6%
Median Age	45.2	47.6	41.6	41.6

Source: Statistics Canada: 2021

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 lower levels of educational attainment.

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 Belleville and Hastings County than the provincial and national averages. This is a weakness that may be mitigated by being conscious of admission charges and enhancing the entertainment value of the Museum.

Population 15 Years or Over	City of Belleville	Hastings County	Ontario	Canada
Less than high school	16.6%	18.4%	15.3%	16.2%
High school	31.7%	32.9%	27.2%	26.7%
Trade certificate	5.4%	6.9%	5.0%	8.7%
College diploma or some university	28.6%	28.1%	22.6%	21.8%
University diploma or degree	17.6%	13.6%	29.9%	26.7%

Source: Statistics Canada, National Household Survey 2021

Family income levels for the City and County are also substantially lower than the provincial and national averages but growth rates from 2015 to 2020 are slightly higher. The income factor raises issues about admission charges for both Glanmore and a potential future Belleville Museum if attendance levels are to be maximized and therefore a higher rate of return for the public investment in them.

Family Income	City of Belleville	Hastings County	Ontario	Canada
Median Family Income- all census families, 2020	\$92,000	\$92,000	\$111,000	\$105,000
Median Family Income- all census families, 2015	\$59,374	\$61,109	\$74,287	\$70,336
% Increase from 2015 to 2020	54.9%	50.6%	49.4%	49.3%

Source: Statistics Canada: 2021 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 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 finalization of a specific site for a future museum in Belleville.

Ethnicity

Canada is becoming an increasingly multicultural nation and all cultural institutions, including Glanmore and a potential new museum in Belleville, need to plan to reflect the interests of a variety of groups, whether in the context of exhibitions, programs, marketing or staffing considerations.

However, in considering the Belleville and Hastings County resident market, the percentage of the population that is a visible minority is currently relatively small. This is changing and will change even more in the future. ***There is an opportunity for a future museum in Belleville to include stories of more recent immigrants.***

Visible Minorities	City of Belleville	Hastings County	Ontario	Canada
Visible minority	9.3%	5.7%	34.3%	26.5%
Not a visible minority	90.7%	94.3%	65.7%	73.5%
Total population	100.0%	100.0%	100.0%	100.0%

Source: Statistics Canada: 2021 Census

3.2.2 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

Enrolment levels at schools in the Hastings and Prince Edward District School Board and the geographically very large Algonquin & Lakeshore Catholic District School Board are set out in the following table. However, it is schools that are within and closer to Belleville that are more likely to attend given the issues of travel time and cost that are discussed below.

The available data indicate over twice as many children enrolled in elementary grades who are more likely to be taken on a field trip to a museum than students at the secondary level. Unfortunately, an interview with a school district representative conducted for this project confirmed that ***the numbers of field trips taken has diminished in recent years, meaning that the school market should not be considered a substantial growth area for on-site attendance.***

School Board Enrolment	Hastings and Prince Edward District School Board		Algonquin & Lakeshore Catholic District School Board		Total Enrolment	
	Schools	Pupils	Schools	Pupils	Schools	Pupils
Elementary	38	10,779	32	8,203	70	18,982
Secondary	7	4,535	5	3,782	12	8,317
Total	45	15,314	37	11,985	82	27,299

Sources: Hastings and Prince Edward District School Board Annual Report 2023, Algonquin & Lakeshore Catholic District School Board Director's Annual Report 2023

Curriculum Links²

As with all Ontario schools, the two school districts follow the provincial curriculum which has recently been revamped and outdated categories like local history have long been superseded. The focus now is on global competencies including critical thinking and problem-solving, innovation, creativity and entrepreneurship, self-directed learning, collaboration, communication and global citizenship, with the various subject areas as vehicles toward these learning goals.

Social Studies Curriculum

The Ontario Social Studies curriculum, revised in 2023, includes the following key focus areas for grades 3 to 6, which are the grades most likely to visit museums on field trips. The topic areas illustrate how traditional subject matter areas have been changed in order to achieve the learning outcomes outlined above:

- Grade 3 Heritage and Identity: Communities in Canada 1780-1850
- Grade 3 People and Environments: Living and Working in Ontario
- Grade 4 Heritage and Identity: Early Societies to 1500 CE and People and Environments: Political and Physical Regions of Canada
- Grade 5 Heritage and Identity: Interactions of Indigenous Peoples and Europeans Prior to 1713 in What Would Eventually Become Canada
- Grade 5 People and Environments: The Role of Government and Responsible Citizenship
- Grade 6 Heritage and Identity: Communities in Canada Past and Present
- Grade 6 People and Environments: Canada's Interactions with the Global Community

For Glanmore National Historic Site and a potential new Belleville Museum, developing educational programs through the prism of the provincial curriculum is obviously crucial even if none of the links are as direct as earlier forms of the curriculum (for example, when local or "pioneer" history used to be studied in Grade 3). Nevertheless, the Grade 3 "Communities in Canada" focus area does offer a reasonably close connection, as do Grade 4 and 5 with regard to Indigenous societies. These are subjects that are less connected to the story of Glanmore (built as it was in the late 19th century) or the families that inhabited it, although any broader treatment of the Belleville region's story must consider them. As always, teachers need to clearly see how a museum's program would help them achieve key curriculum outputs.

The issue, as well documented here, is the lack of space in the existing Glanmore historic house to do so, meaning that either a new museum or enhanced outreach by Glanmore staff would be needed to meet curriculum requirements.

In the upper grades, there are also connections that may have relevance to local history, but it is less common for such grades to make field trips.

² Curriculum links drawn from <https://www.dcp.edu.gov.on.ca/en/> as well as an interview with a local school district representative.

Language Curriculum

As with so much of the Ontario curriculum, the Language curriculum is focused on developing skills in critical thinking and problem solving, innovation, creativity, and entrepreneurship, self-directed learning, collaboration, communication, global citizenship and sustainability and digital literacy. The curriculum was also revised in 2023.

Language is related to potential school programming (at Glanmore or a new Belleville Museum) in terms of its goal to engage with texts that foster understanding of diverse identities, experiences, perspectives, histories, and contributions - in other words, that which makes up a community using collections, texts and documentary materials that repositories like Glanmore, or a local museum, are likely to have. Elements occur in all grade levels from K-8.

Visual Arts

Glanmore National Historic Site has a small art collection as does the J.M. Parrott Gallery. The Glanmore art collection includes Horatio Couldery's paintings which are primarily on display for interpretation and programming. While the Visual Arts curriculum has not been revised since 2009, it appears at all elementary grade levels and includes the concepts of elements and principles of design at each grade level, with increasing levels of interpretation.

High School

On the role and importance of National Historic Sites in Canada, there are connections for certain high school grades:

- Grade 10 Civics and Citizenship
- Canadian History since WWI (Grade 10)
- Canada: History, Identity and Culture (Grade 12)

As is well-known, students in the higher grades are less likely to attend museums on field trips, but there may be project-based learning programs to which Glanmore and a future Belleville Museum can contribute or in which it might participate.

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 in large part partly because of transportation costs, insurance, transportation time and other largely financial reasons.

In the Belleville area, the cost of busing is a major reason for this situation. This, according to an interview completed for this project, is the heaviest cost, and teachers are required to find the money to pay for busing if they want to take a class on a field trip. This is to say there is no fund or reserve for such trips in this particular school district – funds must be raised for each individually.

Given the cost of busing, efficiency is most important. That is, if one bus trip can be used to ferry children to more than one destination, it would be more attractive. This means

that ***site selection becomes key: a site that has close proximity to other field trip destinations improves the efficiency of a field trip and better justifies the cost of busing. We have recommended as preferred a downtown site that would allow for a field trip that could combine a new museum with one or more of the art gallery, public library or community theatre, as set out in Chapter 4.***

3.2.3 TOURIST MARKETS

Belleville is part of the very large Ontario Regional Tourism Organization (RTO) 9 that is commonly referred to as Southeastern Ontario. The latest published visitor profile data are from 2022, using 2021 data that are heavily skewed by the negative impact of COVID-19 on tourism and therefore not very useful for this analysis. Data for 2023 were not yet published.

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, with some data available for the Bay of Quinte sub-region. The data are thus pre-COVID and more reliable. However, it must be emphasized that pent up demand as COVID travel concerns have waned has generally led to a substantial return to travel but in 2023 not as substantial as in 2019.

Respondents to the surveys tended to be more likely to stay overnight as opposed to visiting on day trips, but 43% of Bay of Quinte respondents were day trippers.

Among the data and interview feedback of particular interest to Glanmore and a potential new Belleville Museum are the following points:

- **Profile of Survey Respondents:** Some 38% were aged 55 and older and 37% from the Greater Toronto area. About 42% had at least a university degree, and 79% were female (indicating a generally greater willingness by women to be surveyed), while 45% had household incomes of at least \$100,000. Travelers arrive primarily by car and independently, as opposed to being on group tours.
- **Ranking of Bay of Quinte Visits:** Of the eight sub-regions in Southeastern Ontario the Bay of Quinte ranked fifth in visitation. The highest ranked are Prince Edward County and Kingston to the south and the east, respectively.
- **Visitor Parties:** About half of all visitor parties were couples not accompanied by children, with 16% arriving with children but higher at 23% for the Bay of Quinte in the fall and 34% in the summer. ***The primarily adult market is positive for Glanmore and a potential new museum in Belleville because the market for historic sites and history focused museums tends to skew older.*** Nonetheless, there is an opportunity for a future museum in Belleville to attract more younger people and families too.
- **Visitation Patterns:** Visitors are most likely to arrive in the summer months and most likely on Saturday (62%, and 67% for Bay of Quinte). The average length of stay is 2-3 nights, largely on weekends except during the peak summer months.
- **Accommodations Used:** There are over some 1,500 hotel rooms in the Bay of Quinte region, of which 880 rooms are in Belleville and a substantial growth in Air B&B units. Some 30-39% of visitors surveyed stayed in hotels or inns, emphasizing

- the importance of marketing to these guests and creating familiarization tours for hotel staff.
- **Motivations of Travelers:** Traveling to the region is for leisure purposes (80-86%). As is often the case, the main motivation to visit the region is to visit friends and relatives and visitors are most likely to do so in the summer. It is the residents they are visiting who are the primary sources of information for tourists as well. Ranking second and third was going sightseeing and visiting a winery. ***Visiting a museum was very low on the list (1%) given limited supply. The implementation of a potential new museum in Belleville should therefore help to widen the tourism infrastructure of the region.***
 - **Cultural Tourists:** Data from the Association for Leisure and Tourism Education, Southeastern 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 Canada travellers.
 - **Sports Tourists:** These are often children in hockey, soccer, baseball, gymnastics and other tournaments in or near Belleville, which features the Quinte Sports and Wellness Centre. Families attending tournaments often seek things to do while in the area and a contemporary new museum in Belleville may be popular.

The foregoing analyses of the existing facilities, markets, operations and finances of Glanmore and potential resident, school and tourist markets for Belleville, along with the contextual and comparables analyses in the previous chapter help to inform the recommendations in the following chapter.

4. RECOMMENDATIONS AND ASSUMPTIONS

This chapter sets out recommendations and assumptions associated with Glanmore and a potential new community museum in Belleville. The recommendations were reviewed and approved or modified at the end of Phase 1 of this study to become assumptions that underly the capital cost estimates summarized in Chapter 5 and detailed in Appendix B, as well as the projections of attendance, operating revenues and expanses in Chapter 6.

The recommendations/assumptions that follow were based on the site tours, the workshop and interview process, as well as comparables and market analyses, and the judgment and experience of the consultant team. The recommendations and assumptions associated with Glanmore and a potential future community museum in Belleville are set out in the following categories:

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

4.1 CONCEPT, MISSION AND MANDATE

There is clearly a need to tell the story of Belleville's history and culture that cannot be told in the existing Glanmore historic house. Although the need is clear, the priority regarding if and when to establish it depends on political processes. The timeline for implementation of the Belleville Museum should seek to recognize the 150th anniversary of the City of Belleville while recognizing other City capital priorities.

However, there are longer-term opportunities. With 2028 as the 150th anniversary of Belleville as a city, it is assumed that fundraising for the new museum will begin in 2028, construction will start in 2031 and the Belleville Museum will open in 2033.

4.1.1 CONCEPT

Core recommendations/assumptions associated with the concept for a future museum in Belleville and for Glanmore are as follows:

- ***Glanmore should operate as an important historic house and no longer seek to be the community museum of Belleville.***
- A new community museum should complement – not replace – Glanmore, which should continue to serve as a National Historic Site.
- Capital investment in a future new museum facility should be primarily in public exhibition and programming spaces with the solution to the need for substantially more collections storage space met in part by an additional space on the Glanmore property, assuming agreement by Parks Canada to add another building on the site.
- Not only should a new Belleville Museum allow for more stories to be told about the history and culture of Belleville and the region it serves, including Indigenous stories, it should also tell contemporary stories associated with recent history, including about newer Canadians.
- A new museum should include space for temporary exhibitions, both developed internally and brought to Belleville from elsewhere.
- The future Belleville Museum should also seek to meet wider community needs. Those needs include downtown revitalization, tourism development, and enhancement of the quality of life in Belleville. This study has recommended a downtown site for the future museum. The tourism benefits include a recommendation that the existing Belleville Visitor Centre be relocated from the existing location in the log cabin and integrated into the future Belleville Museum at a better location downtown. And an enhanced quality of life associated with the implementation of a new museum was expressed in interviews to help attract new residents and businesses.
- The future Belleville Museum should be the hub in a “hub and spoke” system that attracts visitors and informs and orients them to other attractions not only in Belleville but elsewhere in the region.

4.1.2 MISSION AND MANDATE

As a designated National Historic Site of Canada, Glanmore operates under a Commemorative Integrity Statement (CIS), last revised in 2001 and too lengthy to reproduce here. This study assumes Glanmore’s continuation of operation under that CIS.

If and when the City decides to proceed with the development of a Belleville Museum, it will require a mission statement, which articulates the new museum's reason for existence. Given the research and analysis to date, we present this draft mission statement for future consideration:

Proposed Mission:

The Belleville Museum's mission is to enhance civic pride and historical understanding by telling the region's unique stories via its quality exhibitions and engaging public programs.

The mission statement is purposely brief and concise, in keeping with the observed trends in the museum field. It also responds to community needs as heard in the consultation process and earlier community survey:

- It specifically mentions "regional" stories since the history of the city cannot be confined to its 21st century municipal borders.
- It responds to statements heard in the interview process that Bellevillians do not have a sufficient sense of clear identity for their city as well as pride of place.
- It focuses on storytelling rather than collecting, again responding to a trend in contemporary museology, which is an expression of visitor centricity, although the Museum will certainly be a collecting institution.

Similarly, mandate is a statement of limits: chronological, geographical and subject matter. For a new museum in Belleville, a proposed mandate statement would be:

The Belleville Museum tells the human and natural stories of the Belleville region from earliest times to the present.

4.2 SITE

Glanmore will remain an important National Historic Site and cannot be relocated, so the key issue here is whether a potential future new museum in Belleville should be located on the Glanmore site, or elsewhere in Belleville.

Positive features of Glanmore as the potential site of a future new museum include the following main points:

- Opportunities for mutually beneficial visitor crossover opportunities that would expose more people to Glanmore.
- The ease of movement between the two buildings for not only visitors but also staff and the moving of collections.
- Easy access for some schools that are within walking distance of Glanmore.
- A small new outbuilding to provide additional washroom access is being constructed on site.

Negative aspects of Glanmore as a potential site for a new Belleville Museum include the following main points:

- Glanmore is in a residential area. A significantly sized new museum building is likely to cause complaints from neighbours about noise, traffic, tree loss, parking and related issues. The Glanmore site would therefore be a disincentive for attendance and earned income success at a potential future museum in Belleville.
- The Glanmore site is isolated from other traffic generators and therefore must be a destination for visitors. This weakness associated with Glanmore as an historic house and museum would be compounded at a potential new museum on the site because of the challenge of attracting substantially more visitors to it.
- A potential location for a new museum at the front of the Glanmore site would block the view of the house and negatively impact the heritage landscape, while a building at the back would not offer the visibility that would be helpful to potential attendance levels. A new building would likely occupy space currently used for parking, thus offloading cars to the surrounding streets, which would likely raise objections from neighbours.
- Given its designation as a National Historic Site, and an objective to seek to recreate its 1880's appearance, a new museum building on site would likely need to be separated from Glanmore, requiring the additional capital cost of an enclosed linkage between the buildings. Completely separate buildings would have a negative impact on attendance and earned income given the reality of periodic inclement, cold or very hot weather conditions.
- There is a lack of adequate parking. While more parking could be created on site, in combination with a new building, it would certainly add to the concerns of neighbours.
- The only opportunity for the existing site to be used for the future Belleville Museum would be to acquire an adjacent property. In addition to the main weaknesses of the Glanmore site itemized above, this would add to the capital cost requirements of a future Belleville Museum and may trigger objections from neighbours.

It is clear that the negative aspects of the Glanmore site for a potential new Belleville Museum far outweigh the positive. ***We therefore do not recommend a future Belleville Museum on the Glanmore site.***

4.2.1 SITE OPTIONS AND RECOMMENDATION FOR A FUTURE BELLEVILLE MUSEUM SITE

As part of the planning process to consider the museum needs of Belleville, the consultants toured several sites that were identified by City representatives as examples of potential locations. These included:

- The currently open space between the downtown Public Library/Parrott Art Gallery and the Belleville Theatre Guild, which would be constructed as an expansion to the Public Library.
- The former Queen Mary Elementary School
- Zwicks Park West
- Waterfront near Meyers Pier and Jane Forrester Park
- Privately owned site of former Hotel Quinte

There are common criteria to evaluate potential sites (access, parking, visibility, size, synergies, etc.). In addition, important criteria for considering the various specific sites identified to meet museum needs in Belleville include a preference for City ownership to allow capital investment for a new museum to be in facilities and exhibits not site acquisition, and the ability to meet not only heritage/museum needs but also wider community needs such as downtown revitalization. Criteria, a weighting and rating scale for evaluating site options that may emerge in the future are set out below. First, we identify compelling reasons to eliminate some of the specific sites that we toured:

Compelling Reasons to Eliminate Some Sites from Consideration

- Although City owned, the Zwicks Park and Meyers Marina sites are rejected because these waterfront sites are of primary appeal during the warm weather months for community events and by boaters, respectively, and would therefore not allow for year-round synergies or contribution to downtown revitalization. Regarding Zwicks Park, there are currently no municipal services at the site (sewer, water etc.), so this would add capital cost to any potential project. Moreover, these sites are in a flood plain, which would be of particular concern for a museum with important artifacts.
- The former Queen Mary school is also City-owned but relatively isolated. It is about a 7 to 10-minute walk from downtown through a residential area. The school was previously made available to arts groups, but they vacated the building, emphasizing its limitations. This site would not contribute to downtown revitalization or allow for synergies with other traffic generators. It is also understood that the site is being considered for residential development and is therefore rejected.
- Privately-owned sites downtown for potential mixed use residential/ commercial/ museum development, including the former Quinte Hotel site, create timeliness issues for the owners/developers because it is very likely that there cannot be investment in a new museum in the short term. A mixed-use project, which would likely be mutually beneficial by sharing capital and operating costs, would be



practical only if the owners/developers were willing to wait for an unspecified period of time for a new museum to be built.

Among the sites toured, ***the recommended option, at this stage of planning, for the future Belleville Museum is on the open courtyard space between the Belleville Public Library and the Belleville Theatre Guild facility and constructed as part of an expansion to the Public Library.***

The main reasons for recommending this option are as follows:

- The site is City-owned. There will be an expectation of municipal support for the project to increase the likelihood of federal, provincial and private capital funding so an allocation of municipal land will be very helpful. A City-owned site also avoids allocation of capital funds to property acquisition.
- This site is in the heart of the downtown and a museum on that site would contribute substantially to downtown revitalization, which is an important objective of the City of Belleville. There are about 200 tax-paying businesses in the downtown Business Improvement Area, which would be helped by a new museum that attracts residents and tourists who could also eat and shop downtown. The downtown is also an important part of the historical fabric of Belleville. And a downtown museum would build upon the \$40 million in capital investment that has reportedly been made downtown in recent years.
- It would enhance the existing downtown cultural hub by adding a civic museum to the public library, art gallery, archives and theatre, and would create beneficial synergies among them. In addition, this could be the basis for potentially integrating a relocated tourist Visitor Centre into the museum building and to allow the Visitor Centre to be open during weekends year-round. Currently, the existing Visitor Centre is open to the public during weekends only during the summer months.
- The site offers good proximity to a nearby municipal parking lot.
- The best access to public transportation in Belleville is downtown.
- The capital cost requirements associated with the expansion of the Public Library building will be lower than the cost of new construction on that site.

It should be noted that while this site presents strong benefits to the community and is by far the best site presented at the time of this writing, it will require further study in the future to determine suitability, particularly with respect to the existing theatre building, which in its current location limits the potential size of the museum. There is also an element of complexity associated with the construction of the Belleville Museum as an expansion of the Belleville Public Library, which will also require modifications. ***A detailed architectural and engineering analysis associated with this site is not part of the scope of this museum needs feasibility but is an essential next step.***

4.2.2 CRITERIA FOR ALTERNATIVE SITE SELECTION

Since it will likely be several years until funding is available to implement a downtown museum, it is useful to establish criteria to be considered if an alternative site emerges, or if the recommended site is not available or not architecturally feasible. The evaluation criteria are as follows but, 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 key evaluation criteria and their weights are as follows and assume availability and timeliness:

- Visibility: The better the visibility to pedestrians and motorists, the higher the score. (Weight: 1)
- Parking availability: The greater the availability, number and proximity of parking spaces nearby, the higher the score. (Weight: 2)
- Cost of parking: A site that offered free parking would lead to the highest score. (Weight: 1)
- Proximity to public transportation: The better the access to public transportation the higher the score. (Weight: 1)
- Physical features: Physical features present on the site (topography, vegetation, existing structures etc.) that enhance the project will achieve the highest score. (Weight: 3)
- Proximity to and synergies with other cultural opportunities: Being near other cultural opportunities increases opportunities for crossover visits at the time or in the future. (Weight: 3)
- 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 alternative sites to be evaluated in the future should be subject to comparison in a written narrative as applied to each criterion to which a corresponding numerical rating is made on a scale of 1 to 5 in which 5 is the most favourable. This would then lead to a comparative score and a ranking of the potential sites.

4.3 SPACES AND FACILITIES

This section sets out the recommended directions and program of spaces required to achieve the vision and functional needs for both Glanmore and a new downtown Belleville Museum, assuming that the new museum will be part of an expansion to the Belleville Public Library.

The analysis begins with the assumptions that underlie the recommendations for the size and location of the various spaces, recognizing that this Museum Needs Feasibility Study does not include architectural design.

4.3.1 PLANNING FACTORS AND RECOMMENDATIONS

The facility and site recommendations consider the following factors:

Glanmore

The inadequacies of the current building are well-documented, particularly the lack of collection storage and exhibit preparation space, the presence of asbestos in the lower level, along with the lack of a fire suppression system. Without additional collections storage space there will be no real opportunity for additional collections to be donated that will preserve the heritage of Belleville for current and future generations. Also important, as the building is not barrier free, is the significant challenge when considering the location of various public facing activities, particularly programs and exhibitions.

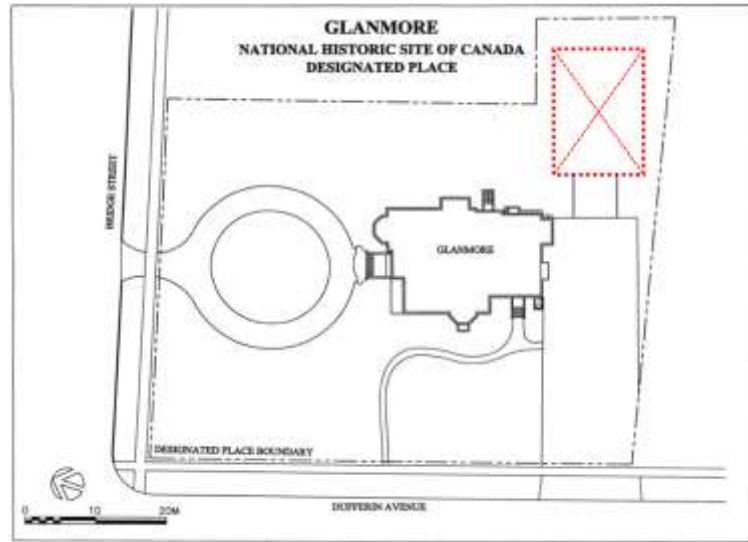
In addition, artifacts and staff are often located on an ad hoc basis, driven largely by availability and necessity, rather than functional need. Examples include: the storing of collections in the attic space with inappropriate means of vertical transportation; staff working in undersized closet/pantry spaces repurposed as an office; and the location of the education program room in the basement, which is not barrier free but is the only viable option on site.

In order to immediately alleviate the need for secure collection storage on site, and assuming Parks Canada approval, we recommend **construction of a relatively small, stand-alone collections storage building (+/- 1,200 sq. ft.), which is assumed to be constructed in 2026.**

The storage building should be located in the south-east corner to the east of the existing parking pad) and provide secure, climate-controlled storage in a combination of open shelving, racks, or other appropriate modes. Appropriate fire suppression systems should also be included in the design to ensure collection safety. Architectural style is also a crucial factor in the success of this recommendation, specifically to minimize neighbour opposition. Subsequent architectural design should include complimentary heritage design features³.

The following diagram indicates the suggested location, (not to scale).

³ An alternative concept to meet the collections storage needs is inside the Library in the second, three-story open vestibule (similar to how the Archives storage was established in a similar space on the other side of the Library). This option should be considered as part of future architectural design but is not assumed for the purposes of this feasibility study.



The rationale for this recommendation for the siting of a collection storage facility includes the following points:

- There is ample land area with easy access from the existing parking lot.
- It would allow for a fire suppression system to better protect the collections sooner than possible at Glanmore.
- This location does not diminish the heritage architectural features of the house, will likely not require the removal of existing trees, nor will it compromise the front gardens, which are also a heritage feature.
- Is unlikely to result in opposition from neighbours as outbuildings already exist on adjacent properties.
- Having the collections storage building on site would also be helpful in minimizing the collections storage needs and therefore the capital costs in a future new museum located elsewhere in Belleville.

A pre-design space program for the storage building would include:

Item	Space Function	Area (NSF)	Description / Comments
1	Access Vestibule	50	Required to preserve temperature and humidity levels. Entry to be of sufficient size to accommodate larger objects (TBD)
2	Mixed Collection Storage	950	Paper, photograph, textiles and small objects
3	Registration / Data Entry Workstation	50	Data entry, collection registration, cataloging etc
4	Isolation / Quarantine Room	50	For items found to be infested with pests, mold, mildew, or other contaminants.
5	Remedial Repair / Supplies Storage	50	Supplies storage to support program activities
6	Single Washroom	50	Gender neutral. To meet all applicable codes
Total Net Area		1,200	

Creating a stand-alone storage building will also free up space in the historic house for other much-needed functions, including the following:⁴

- **Decompression of the current collection storage** space in the attic, with some space reserved for frequently used items, or sensitive items subject to damage from movement or temperature exposure by transfer from the outbuilding.
- **Exhibit processing space**, to support changing exhibit content, or for remedial maintenance of compromised items.
- General **facility storage** required for the daily operations of the house (records and files, tables and chairs, etc.)
- **Laundry Room**, noted by staff as an immediate need, particularly to support educational programs and events (linens, tablecloths, costumes etc.).

Other facility needs within the historic house, which relate more to the front-of-house visitor experience, include the following:

- **Restoration of the original historic kitchen.** This is a significant visitor expectation that is not currently being fulfilled, and it can be a viable programming opportunity as well.
- **Restoration of the servant accommodations** on the main floor, including the Butler's Pantry. This would help tell a key aspect of the Glanmore story, which is currently lacking in the interpretive content.
- **Upgrades/expansion of the program room** in the lower level, (including the removal of the existing temporary exhibit gallery). While the program room is not universally accessible (even for those without a disability), programs within Glanmore are a significant part of the community expectation. Renovation of this space should also include **dedicated storage for props** or be subdivided to include a **wet area for more hands-on "messy" activities**.
- **General Safety and Technical upgrades** including the installation of a fire suppression system for collection preservation and safety. Also, further asbestos remediation in the lower level should be addressed to remove potential health risks to the staff or visitors.

Future Belleville Museum

As the analyses in this report make clear, the existing Glanmore facility cannot meet the museum needs of Belleville. As such, the recommendation is to construct a new museum in the open area as part of an expansion to the Belleville Public Library. This section outlines the preliminary assumptions and space recommendations.

⁴ Details regarding the specific size and location of these items requires further study as part of architectural design based on a comprehensive analysis of the existing conditions, which is beyond the scope of this pre-design study.

General Assumptions

- Interviews suggest a capital cost for a new museum in the range of \$15 to \$20 million may be achievable in the future for a city the size of Belleville and subject to approval by City Council. The Class D capital cost estimate is summarized in Chapter 5 of this report and detailed in Appendix B.
- A preliminary analysis of the Belleville Public Library site (outlined in the image below) in its current configuration (with the theatre in place) indicates a building with a footprint of approximately 4,500 to 5,000 gross sq. ft. is possible. Assuming a 3-storey structure, it appears the site could likely support a building of up to 15,000 gross sq. ft. depending on design or configuration.



- Given the assumed construction cost, and the site conditions, we have assumed a building size in the range of approximately 14,500 gross sq. ft. at this site. This could vary if any modifications to the library site are completed in the future, namely the relocation of the Theatre Guild building which would permit a larger building with a different configuration.
- Construction on this site may require modifications to the public library or theatre buildings, however this pre-design study does not examine those in detail. The size of the parcel, including the large adjacent parking lot, also provides an opportunity during the design process to including potential future improvements to the theatre or inclusion of a modern new meeting and performing space.
- Considering the museum as an expansion to the library, and assuming a sharing of space will allow facility space savings and create programming synergies between the two institutions, for example, a common lobby, staff lounge and production areas, meeting and conference rooms, program and classrooms (utilizing existing rooms within the library or providing new for joint access) and even shipping and receiving paired with the Archives building.

Museum Programing Assumptions

- The focus for the new museum will be for publicly accessible, permanent and temporary exhibit galleries and educational programming spaces to serve a noted community need. The program will also include administrative staff offices, limited collection storage, and supporting exhibit preparation space to help relieve the pressures at Glanmore.
- Retail and information functions will be integrated into the admissions desk.
- Subject to approval by the Chamber of Commerce, there is an opportunity for relocation of the existing Belleville Visitor Centre information function. It is included in the program for the purposes of this study for the new museum in the form of a tourist information booth to support the work of the Chamber of Commerce and the Bay of Quinte Marketing Board. (This also assumes the offices of the Chamber of Commerce are located elsewhere in order to limit space requirements in the museum)
- No food or café functions are required given the downtown location. However, to service venue rental / events and select programs, a small catering kitchen is provided.
- Most staff will need to be accommodated in the Museum, even though most will also have responsibilities associated with Glanmore.
- Outdoor program / green space is also desirable to accommodate public programming activities, but not assumed.
- The space and facilities program is subject to modification in detailed design and in the context of a finalized site.
- The recommended environmental conditions are assumed to be minimum 70° F +/- 2° F and 50% RH +/- 5% and thereby achieve ASHRAE Class A conditions for exhibition and collection storage / processing spaces.
- All areas referenced in this report are assumed to be in net square feet (NSF) unless otherwise noted.

Net And Gross Area

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

- **Net area:** a calculation of the usable interior space required for museum functions or activities (represented as net sq. ft.).
- **Gross area:** a calculation based on a multiplier of the net square footage (represented as gross sq. ft.) to take into account horizontal and vertical circulation, mechanical and electrical spaces as well as wall thicknesses.
- **Total building area:** The sum of net and gross areas.

As the space program does not prescribe the final design characteristics, an order of 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 programmed, the grossing factor will typically trend lower, considering the large amounts of circulation through exhibition spaces. Among institutions which have a higher proportion of research and education spaces, the gross area will trend higher. As the potential future Belleville Museum would contain a reasonable balance of both, **a universal grossing factor of 40% (1.4 x net sq. ft.) has been used to estimate the total building area at this time.**

Museum Zoning

A separate notation for each specific museum zone is provided in the space program. 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. 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: Here, visitors encounter exhibitions or collections, as well as any art works 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, loaned objects, collections handling and support areas are present in this zone. Access is typically restricted to authorized curatorial staff. These areas only require a basic level of finish, but are more expensive to operate, since the space requires tight temperature and humidity controls.

Zone D, Building Support: This zone includes areas that do not normally host the public or require specific environmental controls, such as offices and building support. It is frequently the lowest cost to construct, since it requires neither an elevated level of environmental control and security, nor the level of finish necessary to meet public expectations.

Zone E, Exterior: This zone addresses any spaces or activities that are external to the physical building. No net area is assigned to these spaces although they are noted (where necessary) as they contribute to the overall functional requirements of the project.



Preliminary Space Program

The following preliminary space program is organized in tabular format describing the total net area for all required spaces for the museum only. Any future potential shared spaces with the library (and any planning or gross area efficiencies) should be confirmed during the design process. 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 useable areas are listed in net square feet (NSF).

Considering the 40% grossing factor, the total building area at this pre-design stage is a rounded 14,500 gross square feet. Details regarding the net useable square footage follow this summary table.

Zone	Summary of Spaces (sq. ft.)	Distribution
Zone A	2,025	19%
Zone B	5,000	48%
Zone C	1,200	12%
Zone D	2,175	21%
Net Sq. Ft.	10,400	100%
Grossing (40%)	4,160	
Total Area	14,560	

Zone	Space Function	Area (NSF)	Description / Comments
Zone A	Lobby and Visitor Amenities	2,025	Public Access
A-1	Lobby, Admissions, Admission Support and Integrated Retail Kiosk	500	Ticketing, information, orientation, group marshalling, membership desk. Includes 300 sq. ft. retail area integrated with admissions. Linked to Multi-Purpose Event Room for venue rentals.
A-2	Multi-Purpose Event Room	900	Flat floor, multi-purpose room for meetings, events, venue rentals etc. Available to community groups. To accommodate 75 people seated for dinners when combined with part of lobby, or up to 150 standing for receptions.
A-3	Coat and Bag Storage, Lockers	50	Includes self service lockers for families.
A-4	Catering Kitchen	75	Support kitchen to service event space, catering support etc. (institutional-type equipment) and related storage. Adjacent to Multi-Purpose Room.
A-5	Education Program Room	500	Multi-purpose education program room, birthday party rentals etc. To accommodate approximately 20-22 persons.
A-6	Public Washrooms	Not in Net	Male and female with baby change facilities in both. To meet all applicable codes.
Zone B	Exhibit Areas	5,000	Public Access
B-1	Permanent Gallery #1	2,500	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.
B-2	Permanent Gallery #2	1,000	See above.
B-3	Permanent Gallery #3	500	See above.
B-4	Temporary Exhibition Gallery	1,000	To accommodate semi-permanent art exhibitions or displays. Environmental controls required.
Zone C	Collection Support	1,200	No Regular Public Access
C-1	Mixed Collection Storage	400	Paper, photograph, textiles and small objects.
C-2	Covered Loading Dock	Not in Net Area	Exterior (covered) loading, shipping / receiving area for small to medium-sized van delivery. Potentially shared with Archives exterior loading area.
C-3	Shipping and Receiving	400	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-4	Isolation / Quarantine Room	0	Included in stand alone collections building. Isolation of any collection items found to be infested with pests, mold, mildew, or other contaminants.
C-5	Exhibit Clean Prep Room	400	Flexible exhibit prep / work room reserved for necessary exhibit related work such as ongoing repair, maintenance, or remounting and remedial repair of own works.
C-6	Freight Elevator	Not in Net Area	Assuming multi storey structure, elevator cab to accommodate forklift & crate. Elevator and related machine room accounted for in Gross Floor Area.
Zone D	Building Support Space	2,175	No Regular Public Access
D-1	Office and Work Space	900	Assumption combination of 5 private offices, and 7 open office work areas for staff. (8FT and 4PT)
D-2	Staff / Volunteer Lounge	300	Includes small kitchenette.
D-3	Meeting Room	0	Assumes shared space will be available in the Library or Archives building for Museum staff use.
D-4	Communications Centre & Office Supplies Storage	50	Mail room, copier, fax machine, paper and supplies storage, file storage and work area. Special ventilation required.
D-5	Secure File / Records Storage	25	Secure storage for curatorial documentation, lateral and vertical files.
D-6	Building Workshop (Dirty)	350	Building / exhibit "dirty" prep work such as touch up painting and small exhibition furniture or crate fabrication.
D-7	Special Events Storage	200	Equipment storage (chairs, tables, easels, etc.).
D-8	General Building Storage	250	Food service support area. For birthday parties and other rentals and programs.
D-9	Security Room	50	Security equipment and monitors.
D-10	Custodial / Janitorial (x2)	Not in Net	Located on each floor as required.
D-11	Garbage and Recycling Bins	50	With access to the exterior service areas
D-12	Staff Washrooms	Not in Net	Male and female with baby change facilities in both. To meet all applicable codes.
Total Net Area		10,400	

4.4 COLLECTIONS AND VISITOR EXPERIENCE

As noted above, a potential new Belleville Museum would be a collecting institution and would utilize some existing collections currently stored at Glanmore and at the municipal archives and additional collections that will be donated. Although museums typically employ a variety of means of expression (film, immersive spaces, interactive elements, etc.) as well as traditional collections-based exhibitions, the museum would include a healthy mix of a number of methods as determined in a future detailed exhibition design exercise.

4.4.1 COLLECTIONS

While a detailed collection analysis is neither necessary nor within the scope of the current study, it is important to note that the holdings now stored at Glanmore, and other City-owned facilities, largely relate to the community's history beyond the Glanmore story. This is to say that there is much interpretive potential in the collection that cannot be realized in the historic house due to a severe lack of proper exhibition space, either permanent or temporary.

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 use of spaces for exhibitions in the basement. Such spaces are less desirable for the display of artifacts and are actually inaccessible as they do not meet AODA requirements. The same is true of other exhibition spaces throughout the house, all of which are makeshift in nature and woefully undersized for the task of telling Belleville's community and regional stories.

The bulk of the collection is stored in largely climate-controlled conditions on the third floor of the house and includes three main spaces: A, for clothing and textiles, B, a collection of contemporary (to the house) artworks, furnishings and housewares donated by the Couldery family, and C, the community collection including objects related to Belleville businesses, industries, social history and the like. The spaces are full or even overfull, with the Belleville hospital collection stored in the Municipal Archives due to the physical size of the objects. Additional overflow is stored at a municipal fire station. Lack of available storage means that the Museum is unable to accept most of what is offered for donation, although accommodation is made for items deemed rare, unique or highly significant to the history and heritage of the area – or that are small enough to be accommodated.

As noted in the introduction to this report, the lack of storage space hampers the Museum's ability to ensure that Belleville's material culture is not lost. Already there are likely to have been opportunities lost as donors have been turned away or other collecting opportunities passed by. This is an unfortunate situation that should be addressed in the short term.

In terms of collection development, the biggest gap is usually the post-1950 era in community museums but Glanmore staff have worked to fill this gap as evidenced by the 50th anniversary of Glanmore's establishment as a National Historic Site (1973-2023) temporary exhibition props in the basement. In general, however, there is a 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, but space constraints make a serious program of collection development extremely difficult to pursue at this time. It is assumed that all future collection acquisitions will be by donation, with no operating funds allocated to acquisitions.

4.4.2 VISITOR EXPERIENCE

Glanmore National Historic Site is, to some extent at least, functioning as the Belleville community museum. While most current interpretation does relate to the house, any expectation that it could be expanded to tell the community's broader stories is problematic for the reasons noted above. As a historic house and National Historic Site, the building is not suitable for such a purpose, with exhibition spaces that are much too small and not accessible to all visitors. While a desire to present exhibitions relating to the larger story of the community at Glanmore is understandable, ideally interpretation at Glanmore would focus on the life and times of the families that built, owned and occupied the house, as well as others and other topics relating to the life of the Phillips family and of the elite classes in general in the context of a late 19th and early 20th century Ontario city. Enhancements to the house to better accomplish this goal (restoration of the original kitchen and servants' spaces) are noted above, and the community museum function would occur elsewhere, preferably in a new Belleville Museum.

In the interim it would also be possible to expand the community history interpretation off-site as a series of "pop-up" or temporary displays in City-owned buildings. Glanmore staff have done this before, but if interpretation at the National Historic Site is to be focused on the house and its stories, the exhibition outreach program might be expanded in the short term.

As noted above, a longer-term (and ideal) option is a new museum. Conceptually speaking the new museum should be developed as the "hub" in a "hub and spoke" system in which visitors learn about and are encouraged to attend other cultural, heritage and recreational opportunities in Belleville and elsewhere in the region. This approach has implications for the visitor experience at the new museum itself, as well as for the museum's future public programming.

While it is beyond the scope of this study to develop an interpretive plan for the future permanent exhibition, staff at Glanmore have already laid out a credible thematic structure for a future community museum's interpretation:

- Indigenous Peoples
- Era of Loyalist settlement
- Land, water and rail
- Iconic business – 18th-20th centuries
- Spotlight on Belleville's children – 19th and 20th centuries
- Famous figures
- Culture and community
- Sports and leisure.

However, to provide an overarching “big idea” or meta-theme to knit these themes together, the future plan for a new museum should be based on a number of guiding principles in order to maximize appeal and impact:

- The key overarching question for the exhibition should be as follows: what makes Belleville unique, important, or notable? To answer this question, the future permanent exhibition should provide an up-to-date, dynamic and relevant treatment of the region’s history and heritage, making thematic connections from historical events and stories to contemporary issues and concerns and illustrating the *impact* that events or personages relating to Belleville had on the region or the world – such as the past and present importance of the river and the Bay of Quinte to the city’s existence in the first instance or Dr. Collip’s contributions to the development of insulin in the second.
- In answering the key question posed above, there should be 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, since the answer to “what makes Belleville unique or important” may be different for different groups of people.
- The exhibitions should take a story-based approach and provide an experience that is about the people of the Belleville area and the traditional lands on which the city is situated, from the original Indigenous inhabitants to the latest arrivals from around the world, referencing related external experiences of interest, such as Susanna Moodie’s cottage in relation to the 19th century settlement of the area or envisioned interpretive experiences at Tyendinaga relating to the Indigenous point of view.
- 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. Temporary exhibitions brought to Belleville will enable residents to see high quality exhibitions without the need to travel to other cities.

Therefore, and while this will be developed in more detail in a future interpretive planning and exhibition design process, for the purposes of this plan we recommend that the overarching theme for the permanent exhibitions in particular be “Belleville’s impact”, whether that be on the region, the province or beyond -which fits well with the need to generate a stronger sense of identity and pride among city residents.

In terms of public and educational programming, the section on school field trips in Chapter 3 suggested a shrinking number of field trips generally, but also the greater likelihood that the new museum would be a field trip destination if it were co-located with other cultural destinations – such as the Belleville Public Library and the J.M. Parrott Art Gallery, to increase the financial and temporal efficiency as well as curriculum impact of any such visit. In any case, it is firmly within the mandate of all museums to develop a set of curriculum-linked school programs, including outreach programs, as part of the museum’s mission.

Glanmore currently presents a number of public programs, some of which are specific to the site (the Halloween and Christmas programs, for example) and which should continue at their present locations. For the potential new museum, its public programs could include the following:

- Volunteer guided or self-guided walking tours of downtown Belleville, in keeping with the hub and spoke concept of the museum. This may entail techniques such as QR codes at points of interest as well as smartphone-based tours that would be developed by Museum staff.
- Joint programs with the Belleville Public Library and the Art Gallery, assuming co-location. An obvious example would be a program exploring the art of Manly MacDonald where the Gallery would focus on the technical and art historical aspects of the works and the museum could bring in the historical context of his life and times as well as information about the locations and how the city or region has developed in the years since.
- Joint lecture and public presentation program with the Historical Society, which currently operates such a program today. The Historical Society will certainly also function as an important source of research and content for proposed museum exhibitions as well as educational programs and to become important volunteers in support of the new Belleville Museum.
- Glanmore staff currently make a point of being present at city festivals and events to help raise the profile of the site and of course achieve its current mission. This is a worthy effort that should continue, albeit under the auspices of the new Belleville Museum/Glanmore National Historic Site, assuming a new museum is developed.
- Other programs as developed by staff and in response to public demand.

4.5 OPERATIONS

The key issues associated with the operation of a future new museum in Belleville are:

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

4.5.1 ADMISSION CHARGES

Recommendations are set out here both for Glanmore and a potential new community museum in Belleville.

Glanmore Before a New Museum

Admission charges for Glanmore, which remained the same in 2023 as the pre-COVID charges, are as follows, and include tax:

- \$8.00: Adults (18-54)
- \$6.50: Seniors (55+), Students (11-17) and non-school groups per person
- \$4.50: Children (5-10 and school groups, per person)
- \$25.00: Families (5 or more persons)
- \$0.00: Children under 5 and members

Excluding revenues from public programs, which have not been included in admission charge revenues, Glanmore's admissions revenue in 2023 was \$19,891, which at 6,883 visitors translated to \$2.89 per all visitors, taking unpaid and indirect paid visitors into account. Although one could make the case that admission by donation or suggested admissions would likely generate somewhat close to this amount while increasing attendance levels, we are not recommending a change to the policy of charged admissions because of security issues and limited staff resources. However, in advance of implementation of a future Belleville Museum we recommend a slight modification to the admission categories and charges as follows:

- \$8.50: Adults (25-64)
- \$7.00: Seniors (65+)
- \$6.00: Youth (13-24)
- \$3.50: Children (5-12)
- No family rate
- \$3.00: School groups per person
- \$5.50: Non-school groups per person
- \$0.00: Children under 5 and members

The objectives of these modifications to admission charges for Glanmore are to:

- Increase charges from pre-COVID levels modestly in some categories and lower them in others in order to help increase attendance levels.
- Attract more teenagers and young adults, whether or not they are students, by defining adults as aged 25 and older.
- Recognize an aging population by defining seniors as 65 and older and also reduce the number of persons who claim to be seniors, by defining seniors as aged 65 not 55.
- Eliminate the family rate by lowering the price for children. A family rate causes confusion about what is or is not a family and at \$25 charge was only economic based on two adults and three or more children.
- Offer a lower admission charge for school groups than the charge for children attending in family groups, while recognizing the value of the guided experiences provided to school groups.

- Offer a lower charge to non-school groups, especially those in organized tour groups in which tour group companies expect discounts.

If and When New Museum Opens

Assuming a new Belleville community museum opens sometime in the foreseeable future, we recommend fixed and separate charges for Glanmore and the new museum but also a substantially discounted combo ticket price to encourage attendance at both. Although higher admission charges during the summer months were considered they are not recommended because of an objective that the new museum stimulate tourism in Belleville and not penalize tourists. Regional residents may achieve lower admission costs by becoming members.

Assuming fixed admission charges, the associated recommendations that follow also consider charges at other museums, and include tax:

- 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 the youth, whether or not they are students. A youth ticket rate is recommended to apply to ages 13-24.
- Discount rates should be available for both school and non-school groups of 15 or more people.
- A family rate is not recommended because it creates an issue of the definition of a family, especially when more than two children are accompanied by only one adult or senior, or when visits are by more than one actual family.
- Recommended admission categories and charges during the opening three years of operation of the new museum and Glanmore at the same time are as follows but are subject to be increased the further into the future a new Belleville community museum opens to the public.

Admission Charges (2024 dollars)			
	Glanmore	New Museum	Combo Tickets
Adult (25-64)	\$8.50	\$12.00	\$15.00
Senior (65+)	\$7.00	\$10.00	\$12.00
Youth (13-24)	\$6.00	\$9.00	\$11.00
Child (5-12)	\$3.50	\$7.00	\$9.00
School Groups (per person)	\$3.00	\$5.00	\$6.50
Non-School Groups (per person)	\$5.50	\$8.00	\$9.50
Indirect Paid/Unpaid	\$0.00	\$0.00	\$0.00

- A weekday afternoon program is recommended for the new museum, 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.
- Ideally sponsored free admission tickets are recommended to provide access to those who cannot afford admission. The museum and Glanmore should make such tickets available periodically through social service agencies, religious institutions and schools.

- To encourage visitors to eat, shop and return to a downtown museum, admission should 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.

4.5.2 OTHER REVENUE CENTRES

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

- **Retail Sales:** Glanmore includes one shelving unit at about 15 sq. ft. integrated with the admissions desk for the sale of books and other retail items. In 2023 retail sales totaled \$2,560 (\$171 per sq. ft. and 37 cents per visitor). It must be emphasized, however, that some items on offer benefit the Friends of Glanmore as opposed to the museum. No change to the retail space in Glanmore is recommended. Higher attendance at a new downtown museum in Belleville will expose more visitors to a retail store, as will a downtown location in proximity to other retail and restaurant opportunities as well as nearby cultural opportunities. A modest sized retail store offering 300 sq. ft. of public space integrated with admissions has been recommended to enable the same staff and volunteers to handle both. Retail purchasing and sales in the future museum are assumed to be the responsibility of Museum staff and volunteers.
- **Café/Restaurant:** We do not recommend allocation of any space to a café or restaurant in Glanmore or a future Belleville Museum, especially if a downtown site is selected. This recognizes the associated capital cost implications and other priorities. Encouraging visitors to eat and shop elsewhere also contributes to downtown revitalization. However, limited grab and go food and beverage opportunities could be part of the retail store.
- **Venue Rentals:** These have been modest in Glanmore given limited spaces and a location in a residential area, generating only about \$18 in 2019 and \$16,257 in 2023, which was entirely from film and commercial uses. A downtown future museum should offer appeal for venue rentals ranging from children's birthday parties to small weddings. The facility plan above indicates a 900 sq. ft. multi-purpose space that could be combined with the lobby when necessary to accommodate a maximum of 75 persons sitting banquet style at round tables or up to 150 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 and volunteers during the primarily evening rentals and this has been taken into account in the staffing plan below.
- **Membership:** A membership program was introduced for Glanmore in November of 2022 with 32 memberships achieved in 2023 despite the fact that the benefits of membership are limited and there is a separate Friends of Glanmore organization with its own membership. The value of and motivation for membership should increase with the implementation of a future downtown museum. It is recommended that there be an increased focus on membership, which would be in both the new museum and Glanmore and require the allocation of staff time devoted to attracting and maintaining members. Lower level memberships should focus on value for money spent while upper level membership would be primarily for those who support

- the mission of the institution, civic pride and other altruistic motivations but who would receive tax receipts for membership in the upper level categories.
- **Public and Educational Programs:** In 2023 Glanmore generated \$2,473 from school programs and \$5,678 from public programs, combining for \$10,624 from this source. These relatively modest figures reflect space and staffing limitations at Glanmore, which should be enhanced in a new downtown museum. Opportunities for revenue generation include registered programs, a lecture series, periodic behind the scenes tours, downtown walking tours, camps, and other opportunities developed by senior management at the time.
 - **Other Sources of Earned Income:** In the context of a future downtown museum these could include an annual fundraising gala and an interactive donation box whose message conveys that donations help to preserve the heritage of Belleville and area and helps to support free admission to those who cannot afford it. Interactivity on the basis of a mechanical response to the placement of money would be helpful, and with less use of coins and other cash, a tap to donate feature would be ideal.
 - **Sponsorships and Donations:** Outside of the Friends organization, very little revenue has been generated by Glanmore from donations and sponsorships. In 2019 it was \$1,325 with \$12,151 raised in 2023. One strategy to help increase private support is a ***recommended menu of sponsorships, especially with future implementation of a downtown museum***. This is an actual menu that would be promoted on the Belleville Museum and other web sites and inside 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 those who cannot afford it or half-priced admission on weekday afternoons to specific programs and exhibits.

4.5.3 BRANDING/MARKETING

- We recommend ***rebranding Glanmore as an Historic Mansion*** and not as an historic house. This will help to increase first time attendance levels.
- A location on the recommended downtown site would facilitate opportunities for joint marketing and other collaborations with the Belleville Public Library, the Parrott Art Gallery, and the Belleville Theatre Guild.
- There will be a need to enhance the web site associated with Glanmore and the future Belleville Museum. In observing the existing Glanmore web site, positively it contains information necessary to support an in-person visit as well as robust opportunities for digital only engagement (such as virtual tours, an online collections portal, and online exhibitions). From a technical perspective, the website follows accessibility best practices, but there is the potential to improve performance by working with a web developer on various technical aspects, such as reformatting images and updating the sites HTML code, as well as a proper point of sales and ticketing platform. There is also potential to more fully utilize content created for other platforms by creating an embedded video portal and linking to Glanmore's TikTok page from the website.

- Regarding social media, Glanmore has built a robust social media presence with particular success on shortform video platform TikTok. We recommend that Glanmore continue its efforts on social media, tracking the success of posts to refine a content strategy. Assuming that a new museum is established, it will need a standalone website with the same level of digital engagement opportunities. A new museum will also require that new social media profiles are established, and to the extent possible those should build on the success Glanmore has found without duplicating content. There will be great potential for cross promotion between the two sites which should be taken advantage of. As the Glanmore historic house and new museum implement new programs, the website should always be considered as a potential support tool. For example, a virtual field trip portal could be built into the website, or language translation could be embedded to attract and tell the stories of new immigrants to Belleville. The websites should be linked.

4.5.4 OPERATING SCHEDULE

Pre-COVID and in 2023 Glanmore opened to the public from September through May from only 1 p.m. to 4:30 pm on Tuesday through Sunday, with extended hours from 10:00 a.m. to 4:00 p.m. during June through August. In 2024 Glanmore will be modifying the operating schedule to be 10:00 - 4:00 from June through August and 12:00 to 4:00 from Tuesday through Friday for the other months and 1:00 to 4:00 p.m. on Saturdays and Sundays.

With the *introduction of a potential new downtown museum, we recommend 10:00 a.m. to 4:00 p.m. hours on a year-round basis.*

In the context of a downtown location, we recommend 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.

4.5.5 GOVERNANCE, STAFFING AND VOLUNTEERS

- **Governance:** It is assumed that the governance of both Glanmore and a new Belleville Museum will not change. Both will continue to be part of the City of Belleville Department of Community Services, supported by an Advisory Committee appointed by Belleville City Council. The Friends of Glanmore in the future might become the Friends of the Belleville Museum and Glanmore.
- **Staffing:** The addition of a future Belleville Museum will require a larger staff to supplement the existing staff at Glanmore. However, the assumed staff list set out below indicates a limited increase to help control staffing and operating costs but will also limit attendance and revenue levels. All staff will remain employees of the City of Belleville and responsible for both Glanmore and the new museum. The following table sets out the assumed staff positions that are centralized to support both facilities. In 2023 there were 5 full-time staff supported by one part-timer and 2 periodic students at Glanmore. With implementation of the potential new museum, it is assumed that there will be a centralized staff of 8 full time personnel supported by

4 part-timers. In advance of implementation of the new Museum, it is assumed that the staff at Glanmore will only grow by another full-time and part-time position. These assumptions are reflected in the following table.

Assumed Staffing For Future New Museum and Glanmore		
Existing Glanmore Positions	Glanmore Before New Museum	Future Centralized Positions: Both Glanmore and New Museum
Manager of Museum Services (FT)	Manager of Museum Services (FT)	Manager of Museum Services (FT)
		Curator (FT)
Exhibit Development Coordinator (FT)	Exhibit Development Coordinator (FT)	Exhibit Development Coordinator (FT)
Education and Marketing Coordinator (FT)	Education and Marketing Coordinator (FT)	Programs Coordinator (FT)
	Collections Coordinator (FT)	Collections Coordinator (FT)
Museum Administrative and Collections Assistant (FT)	Administrative Assistant (PT)	Administrative Assistant (FT)
		Marketing, Business and Development Coordinator (FT)
Museum Technician (FT)	Museum Technician (FT)	Museum Technician (FT)
	Reception and Event Assistants (2 PT)	Reception and Event Assistants (4 PT)
Weekend Reception (PT)		
Full-Time: 5, Part-Time: 1	Full-Time: 5, Part-Time: 3	Full-Time: 8, Part-Time 4

4.6 OTHER ASSUMPTIONS

- If there is any debt associated with the new facility, the Belleville Museum will very likely not be responsible for any annual outlay for debt service as part of its operating costs.
- It is assumed that the City of Belleville will continue to provide support for occupancy and general and administrative costs for Glanmore and the new museum.
- A reserve fund for exhibition replacement be implemented as part of the operating budget of the Belleville Museum from its opening year to build up a fund for exhibition replacement to be used starting no earlier than Year 4. This would be part of a provincially mandated asset plan.
- All revenue and expense projections will be stated in year 2024 constant dollars; thus, a specific inflation factor is not included in our estimates. However, staffing costs are assumed to increase at a rate of 0.5% per year higher rate than whatever the prevailing rate of inflation is.

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 are reasonable.

5. CAPITAL COST SUMMARY

This chapter summarizes the detailed capital cost estimates in Appendix B for the future Belleville Museum as well as a new collection storage building at the Glanmore site and the limited renovations to the Glanmore historic house, which includes the addition of a fire suppression system. The capital cost estimates were prepared largely by Altus, a professional quantity surveyor, with an estimate of exhibition costs for the Belleville Museum prepared by Lord Cultural Resources.

For the purposes of the capital cost estimate, the future Belleville Museum is assumed to be open to the public in April of 2033 with construction beginning in 2031. All other projects are assumed to start in 2026. The total construction and project costs, which add soft costs to the construction and exhibition figures, are summarized in the table below, including escalations to the assumed construction dates.

Component	Estimated Construction Cost (Excluding Soft Costs)	Estimated Project Cost (Including Soft Costs)
New Belleville Museum	\$ 15,582,889	\$ 17,679,689
New Storage Building	\$ 1,040,722	\$ 1,228,822
Glanmore Renovations	\$ 928,958	\$ 1,099,858

The exhibition capital costs take into account the following assumptions:

- The exhibitions will be professionally designed, fabricated and installed.
- The size of the permanent exhibition galleries will comprise about 4,000 sq. ft.
- The exhibitions will use artifacts in contextual mode, which is to say that objects will be used to provide context to storytelling (as opposed to being displayed as aesthetic objects, or to demonstrate processes as one might see in a science centre).
- A moderate degree of interactivity will be provided, part of which will be digital with some as analogue in nature in order to control costs.

According to *The Manual of Museum Exhibitions* (3rd ed., 2022), capital cost ranges for exhibitions are as follows:

- \$250 to \$350 per sq. ft.: didactic exhibition, low level of media and interactivity.

- \$350 to \$600 per sq. ft.: moderate level of interactivity and media; moderate density of museum display cases.
- \$600 to \$800 per sq. ft.: high level of interactivity, media, and immersion.⁵

Given these assumptions and guidelines, we estimate the exhibition costs the future Belleville Museum at approximately \$400 per sq. ft. In a 4,000 sq. ft. permanent exhibition, the exhibition cost would be \$1.6 million. Costs associated with temporary exhibitions are included as part of annual operating costs in Chapter 6 of this report.

At this pre-design stage, both the construction and exhibitions estimates are at a Class D order of magnitude level.

It is also noted that the new collection storage building at Glanmore, assuming it is approved by Parks Canada, will not be a standard outbuilding. Since it will house important collections, it will require a higher level of construction (foundations, envelope, and roofing) along with advanced mechanical, electrical and security systems, all necessary to achieve proper collection environments. Even with the proposed capital cost of about \$1.2 million, this scenario is still preferable to renting a commercial storage facility for reasons of collections care, security and minimizing collection movement. Alternatively, a collection storage facility rental is still an option, albeit a less preferable choice.

Taking into account that the future site of the Belleville Museum is assumed to be adjacent to the Belleville Public Library, the capital cost estimate excludes any site acquisition or development costs but assumes an allowance for modifications to the Public Library as a result of the expansion.

⁵ Erich Zuern, "Financial Planning" in M. Piacente, ed., *The Manual of Museum Exhibitions* (3rd ed.). Lanham, MD and London: Rowman and Littlefield, 2022.

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 a future community museum in Belleville and the continued operation of the Glanmore National Historic Site.

It is understood that under current economic circumstances it will likely be several years before construction begins and a new Belleville Museum opens. For the purposes of this feasibility study, we have assumed the start of a capital fundraising campaign for the Belleville Museum will begin in 2028, which is the 150th anniversary of the city of Belleville, with construction starting in 2031 and opening to the public in 2033. Similarly, although an alternative site might be identified in the future, this study assumes that the new Belleville Museum will be an expansion of the Belleville Public Library to fill the space between the Public Library and the Belleville Theatre Guild building.

The attendance, operating revenue and expense projections focus primarily on the assumed future Belleville Museum but take into account that Glanmore will remain operational as an important historic house/mansion. It is also assumed that central staff of the City of Belleville will be responsible for and work in both institutions, and that ticketing options will encourage visitors to attend both sites.

The projections for Glanmore build largely upon a base level of its 2023 attendance, income and expenditure figures and assume that it will benefit from the existence of the Belleville Museum as the hub in a hub and spoke system that will encourage visitors to also visit Glanmore and other heritage and cultural institutions in Belleville and the Bay of Quinte region. With no complete certainty regarding precisely when the future Belleville Museum might open, we have not referred to specific years but rather to Year 1, Year 2 and Year 3, with Year 3 as a stabilized year representative of subsequent years of operation.

The bulk of the operating funds to support Glanmore have been, and will continue to be, from the City of Belleville with future implementation of the Belleville Museum. For the purposes of these projections, the 2023 amount received by Glanmore from City, other government and Friends/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 Friends/private sources to leave a revenue gap for the future Belleville Museum and Glanmore that will need to be filled by additional City, other government and private/Friends 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 2024 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 Belleville Museum or at Glanmore, or both. This includes those attending rentals or events. Not included are staff and volunteers, service and delivery people. While outreach and access through web sites are important, the on-site 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 have been 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 Belleville Museum and Glanmore and the combination admissions to both.

6.1.1 BENCHMARKS FOR ON-SITE ATTENDANCE PROJECTIONS

Although each has its weaknesses, a variety of quantitative methodologies are used to establish benchmarks for attendance at the Belleville Museum and Glanmore during the opening three years of the Museum. The benchmarks that are used in this study to help inform our judgment regarding the attendance projections are as follows:

Glanmore

The attendance at Glanmore in 2023 was 6,883. There will be no significant change to the size of the exhibition space that will affect its future attendance. The main changes that cause City staff to estimate a growth in annual attendance to the 7,000 to 8,000 visitor range in the next few years relate to the enhanced exhibitions and programs to be offered.

With the implementation of the Belleville Museum and combination admission tickets, there should be attendance growth at Glanmore which we have estimated to increase as shown in the following table. It indicates **Year 3 stabilized attendance at Glanmore alone at 5,600 and another 2,800 visitors attending with combination tickets for a combined attendance of 8,400**. This reflects a likely tendency for regional residents to attend the new Museum in its opening years, which will limit Glanmore's attendance in those years.

Future Belleville Museum

Our projections of attendance levels at the future Belleville Museum are based on common ratios related to exhibition space and the size of regional populations at the selected comparable community museums in Chapter 2.2 and applied to the Belleville Museum. The attendance projections also take into account the assumptions set out in this report, as well as our judgment and experience. The ratios that help to guide our judgment are as follows.

Based on Experience of Comparable Community Museums

- **Visitors per Sq. Ft. Exhibition Space:** The ratio that emerges from the three selected comparables is 3.26 visitors per sq. ft. Applied to the 5,000 sq. ft. of exhibition space assumed for the future Belleville Museum suggests a stabilized (Year 3) attendance of **16,300**.
- **Visitors per Thousand City Population:** Applying the 591.6 ratio from the three comparables to the Belleville city population leads to an attendance estimate of **32,600**.
- **Visitors per Thousand County Population:** The ratio that emerges is 107.6. Applied to the Hastings County population of about 145,800 and leads to an attendance estimate of **15,700**.

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
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)	17,433	5,417	3.26	46,833	591.6	356,633	107.6
Assumptions for Belleville Museum		5,000		55,100		145,800	

Based on Average Attendance at Medium Sized Museums in Ontario

Chapter 2.2 sets out the average attendance for museums in Ontario and Canada and the median attendance for museums in the United States. Of the most relevance to the future Belleville Museum is attendance levels 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 2017 operating budget, which was within a range of \$100,000 to \$1,000,000. This range will be applicable to the future Belleville Museum, but the combined operating costs for the Belleville Museum and Glanmore will be somewhat higher.

The average attendance for medium-sized museums in Ontario was a rounded **22,700** visitors. This appears to be within a reasonable range for the future Belleville Museum.

Averaging the Four Methods for the New Museum

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 estimate of about 21,800 visitors in the stabilized Year 3.***

Attendance Projections Based on ...	New Museum Attendance Estimate
Average attendance at medium-sized museums in Ontario	22,700
Visitors per SF exhibition space at selected community museums	16,300
Visitors per 1,000 city population at selected community museums	32,600
Visitors per 1,000 county population at selected community museums	15,700
Stabilized Year 3 (rounded) Average	21,800

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

Judgment Regarding Impacts of Various Qualitative Factors on Attendance

The quantitative methods above suggest the stabilized (Year 3) attendance at the Belleville Museum will be about 21,800. Other, largely qualitative, factors set out below are either positive or negative in helping to inform our judgment regarding its likely future level of attendance:

Positive Factors:

- **Synergy with Belleville Public Library, J. M. Parrott Art Gallery and Belleville Theatre Guild:** This is positive for both awareness levels and crossover visits.
- **Location in Downtown Belleville:** This should be positive to allow not only for combined visits with the public library, art gallery and theatre, but also with downtown stores and restaurants, City Hall and other public amenities. This study has recommended consideration for the Tourist Information Centre to be part of the future Belleville Museum as well. The positive aspects of a downtown location must, however, be tempered by uncertainty regarding whether the homelessness issue will continue to be a major concern in the longer term.
- **Good Access to Nearby Public Parking:** Assuming that the site for the future Museum will be next to the Belleville Public Library, this will offer good access to a nearby public parking lot and will have a positive impact on attendance levels. Access by public transportation to a downtown site is also positive.
- **Opportunities for Combination (Combo) Admission Tickets with Glanmore:** The opportunity for visitors to also attend Glanmore at modest additional cost will be positive for attendance to both.
- **Marketing Collaborations and Expenditures:** A downtown site creates opportunities for marketing collaborations with the other cultural institutions in the area, the Business Improvement Area, Belleville Chamber of Commerce, Quinte Marketing Board, and other organizations. In addition, we have assumed a somewhat more substantial marketing budget than is currently available only to Glanmore. These factors should help to increase attendance levels.
- **Persons Attending Venue Rentals:** The availability of spaces for venue rentals and the additional staff and volunteers to help facilitate and fulfill them will help to attract venue rentals visitors and boost attendance levels.

Negative Factors:

- **A Limited Growth in Staffing Levels:** The effort to limit staffing levels will also limit the ability to offer the changing exhibitions and programs and the extent of the visitor service needed to increase first time and especially repeat visitation levels.
- **Uncertainty Regarding a Specific Site and Building:** Although it has been assumed that the Public Library will be expanded to provide the needed space for the Belleville Museum, the needed architectural and engineering work has not been conducted to confirm the viability of this recommendation. This is a factor that suggests caution at this stage associated with potential attendance.
- **Uncertainty Regarding the Level of Municipal Financial Support for Operating Costs:** It is understood that there are other important capital priorities in Belleville. This has resulted in an assumption that the Belleville Museum will not open to the

public until 2033. It is therefore prudent to be cautious regarding the level of operating support for the Belleville Museum that will be available in the future and thus the corresponding impacts on attendance levels.

Based on the foregoing points, it is our judgment that the positive factors set out will slightly outweigh the negative impact of limited staffing levels and the uncertainties set out above. Accordingly, we estimate that the on-site attendance levels will be only somewhat higher than the 21,800 visitors suggested for the Belleville Museum by the ratios above in the stabilized Year 3 at **22,400 visitors**. Of this total, we estimate that there will be 19,600 visitors who will only attend the Belleville Museum plus 2,800 persons who attend both the Museum and Glanmore. The increase in attendance at Glanmore even with combination admission tickets will be modest because it will be understood to be only an historic house that many residents have already visited.

Attendance levels at the Belleville Museum will be highest in the opening year because of the curiosity and novelty factor and the media attention that the Belleville Museum will receive.

6.1.2 PROJECTED ATTENDANCE PATTERNS AND LEVELS

The following table details our attendance estimates by ticket category for Glanmore only visitors, for Belleville Museum only visitors, and those attending both with combination tickets or who are indirect paid visitors or unpaid visitors to either or both.

Local attendance levels at the future Belleville Museum will be highest in the opening year while attendance by tourists will grow over time to reach about half of the total visitors. As shown in the following table, adults will account for the highest percentage of paid visitors, followed by seniors. The attendance figures include an indirect paid/unpaid category that includes members, programs and rentals visitors as well as those who receive free admission to total about 30% of all visitors. We also estimate that about 10% of visitors each year will be combination ticket visitors, despite modest charges to attend both, because of the distance between the two sites.

Attendance Projections	Glanmore	Percentage of Total			Projected Attendance		
	2023	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
Projected Total Combined Attendance (rounded)	6,883				30,000	28,500	28,000
Attendance by Main Visitor Option							
Glanmore Only		15%	15%	20%	4,500	4,275	5,600
New Museum Only		75%	75%	70%	22,500	21,375	19,600
Combo Tickets		10%	10%	10%	3,000	2,850	2,800
Total		100%	100%	100%	30,000	28,500	28,000
Glanmore Only Attendance by Ticket Category							
Adult (25-64)		40%	40%	40%	1,800	1,710	2,240
Senior (65+)		20%	20%	20%	900	855	1,120
Youth (13-24)		2%	2%	2%	90	86	112
Child (5-12)		2%	2%	2%	90	86	112
School Groups		5%	5%	5%	225	214	280
Non-School Groups		1%	1%	1%	45	43	56
Indirect Paid/Unpaid		30%	30%	30%	1,350	1,283	1,680
Total Glanmore Only		100%	100%	100%	4,500	4,275	5,600
New Museum Only Attendance by Ticket Category							
Adult (25-64)		35%	35%	35%	7,875	7,481	6,860
Senior (65+)		15%	15%	15%	3,375	3,206	2,940
Youth (13-24)		5%	5%	5%	1,125	1,069	980
Child (5-12)		9%	9%	9%	2,025	1,924	1,764
School Groups		15%	15%	15%	3,375	3,206	2,940
Non-School Groups		1%	1%	1%	225	214	196
Indirect Paid/Unpaid		20%	20%	20%	4,500	4,275	3,920
Total New Museum Only		100%	100%	100%	22,500	21,375	19,600
Combo Tickets by Ticket Category							
Adult (25-64)		50%	50%	50%	1,500	1,425	1,400
Senior (65+)		20%	20%	20%	600	570	560
Youth (13-24)		4%	4%	4%	120	114	112
Child (5-12)		5%	5%	5%	150	143	140
School Groups		5%	5%	5%	150	143	140
Non-School Groups		1%	1%	1%	30	29	28
Indirect Paid/Unpaid		15%	15%	15%	450	428	420
Total Combo Tickets		100%	100%	100%	3,000	2,850	2,800
Total Attendance	6,883				30,000	28,500	28,000

6.2 PROJECTED OPERATING REVENUES

This section sets out our projections of operating revenues during the opening three years of the Belleville Museum, assuming that Year 3 is a stabilized year reflective of subsequent years of operation. The projections for Glanmore build upon a base level of 2023 data for the historic site and focus primarily on the impact of the future Belleville Museum. The projections are in the following revenue categories:

- Admissions
- Retail Sales
- Venue Rentals
- Membership
- Public and Educational Programs
- Fundraising Event (net) and Other Earned Income
- Existing Friends/Private Support
- Existing Government Support

6.2.1 ADMISSIONS

Glanmore generated admissions revenue of \$19,891 in 2023. With 6,883 visitors that translated to \$2.89 per visitor. It has been assumed that there will be modest admission charge increases for Glanmore in some admission categories and reductions in others, including for school groups. Admission prices for the new Belleville Museum will be higher than those of Glanmore and there will be combo charges to encourage visitors to attend both.

Our projections of admission revenue are based on the assumed admission charges and our estimates of attendance by ticket category. Free admission tickets are also assumed to be made available through social service agencies and religious institutions to those who cannot afford admission. And it is assumed that weekday afternoon and 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 the admission charges include HST it means that projected admissions revenues have been reduced by an estimated 20% each year to indicate actual revenue flowing to the Museum. This leads to the following projections, which indicate stabilized admissions revenue in Year 3 for the new Belleville Museum, for Glanmore, and for the combination admission tickets.

Admissions Revenue								
	Ticket Prices	Glanmore 2023	Year 1 Visitors	Year 1 Admission Revenue	Year 2 Visitors	Year 2 Admission Revenue	Year 3 Visitors	Year 3 Admission Revenue
Glanmore								
Adult (25-64)	\$8.50		1,800	\$15,300	1,710	\$14,535	2,240	\$19,040
Senior (65+)	\$7.00		900	\$6,300	855	\$5,985	1,120	\$7,840
Youth (13-24)	\$6.00		90	\$540	86	\$513	112	\$672
Child (5-12)	\$3.50		90	\$315	86	\$299	112	\$392
School Groups (per person)	\$3.00		45	\$135	43	\$128	280	\$840
Non-School Groups (per person)	\$5.50		225	\$1,238	214	\$1,176	56	\$308
Indirect Paid/ Unpaid	\$0.00		1,350	\$0	1,283	\$0	1,680	\$0
Future New Museum								
Adult (25-64)	\$12.00		7,875	\$94,500	7,481	\$89,775	6,860	\$82,320
Senior (65+)	\$10.00		3,375	\$33,750	3,206	\$32,063	2,940	\$29,400
Youth (13-24)	\$9.00		1,125	\$10,125	1,069	\$9,619	980	\$8,820
Child (5-12)	\$7.00		2,025	\$14,175	1,924	\$13,466	1,764	\$12,348
School Groups (per person)	\$5.00		3,375	\$16,875	3,206	\$16,031	2,940	\$14,700
Non-School Groups (per person)	\$8.00		225	\$1,800	214	\$1,710	196	\$1,568
Indirect Paid/Unpaid	\$0.00		4,500	\$0	4,275	\$0	3,920	\$0
Combo Tickets								
Adult (25-64)	\$15.00		1,500	\$22,500	1,425	\$21,375	1,400	\$21,000
Senior (65+)	\$12.00		600	\$7,200	570	\$6,840	560	\$6,720
Youth (13-24)	\$11.00		120	\$1,320	114		112	
Child (5-12)	\$9.00		150	\$1,350	143	\$1,283	140	\$1,260
School Groups (per person)	\$6.50		150	\$975	143	\$926	140	\$910
Non-School Groups (per person)	\$9.50		30	\$285	29	\$271	28	\$266
Indirect Paid/Unpaid	\$0.00		450	\$0	428	\$0	420	\$0
Total (before tax/discounts)			30,000	\$228,683	28,500	\$215,994	28,000	\$208,404
Total (after tax/discounts)		\$19,891		\$182,946		\$172,796		\$166,723
Average Revenue per Visitor		\$2.89		\$6.10		\$6.06		\$5.95

6.2.2 RETAIL SALES

Glanmore allocates only about 15 sq. ft. of space to retail products, which are integrated into the admissions desk. The sales revenues generated in 2023 totaled \$2,560, or 37 cents per visitor. No change is assumed to the size of the retail space or the focus on retail in Glanmore. Rather the focus on retail sales will be in the future much better located and higher attended downtown Belleville Museum.

The assumption is that the future Belleville Museum will include 300 sq. ft. of public retail 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. The combined total of the retail space at both sites is 315 sq. ft.

Our estimates of revenue from this source are based on an average of \$1.25 per visitor in retail sales for all visitors at both sites at opening, taking into account the opportunity for sales to non-visitors at a downtown site for the Belleville Museum. The sales per visitor are projected to increase somewhat in subsequent years on the basis of the assumed greater market and product knowledge by staff over time.

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

Retail Sales (315 sf)	Glanmore 2023	Year 1	Year 2	Year 3
Total Attendance		30,000	28,500	28,000
Average Sales per Visitor		\$1.25	\$1.28	\$1.30
Total Net Revenue	\$2,560	\$37,500	\$36,480	\$36,400
Sales per Square Foot		\$119.05	\$115.81	\$115.56

6.2.3 VENUE RENTALS

In 2023, Glanmore generated \$16,257 in revenues from venue rentals, entirely from film and commercial use. While film and commercial use opportunities is assumed to continue at Glanmore, it has been assumed that traditional venue rentals for functions and meetings will take place only in the future Belleville Museum.

Opportunities for venue rentals in the Belleville Museum will be enhanced by a downtown location and good access to parking. Venue rentals could range from children's birthday parties to small weddings. The facility plan in Chapter 4 indicates a 1,200 sq. ft. multi-purpose space that could be combined with the lobby when necessary to accommodate a maximum of 75 persons sitting banquet style at round tables or up to 150 standing for receptions. Rentals will take place primarily during evening hours when the Museum is closed to the public and will require strong volunteer support given the limited assumed staffing levels.

Although revenues may vary widely, we estimate major rentals at about once per week, or 50 rentals per year, by Year 3 at an average per rental of \$900, including a commission on catering. Smaller rentals are estimated at 25% of the major rentals. We have also assumed \$15,000 per year from continued film or commercial uses at Glanmore. These assumptions and estimates lead to the following projections.

Venue Rentals	Glanmore 2023	Year 1	Year 2	Year 3
Major Rentals per Year in Museum		45	48	50
Average Revenue per Major Rental		\$900	\$900	\$900
Total Revenue from Major Rentals		\$40,500	\$43,200	\$45,000
Revenue from Smaller Rentals		\$10,125	\$10,800	\$11,250
Total Museum Revenues		\$50,625	\$54,000	\$56,250
Allocation for Film Use in Glanmore		\$15,000	\$15,000	\$15,000
Total Revenue	\$16,257	\$65,625	\$69,000	\$71,250

6.2.4 MEMBERSHIP

Membership had long been in the Friends of Glanmore rather than in Glanmore itself. However, this changed in November of 2022 with the introduction of a membership specific to Glanmore. In 2023 there were 32 memberships, which generated revenues of \$1,150, or an average of close to \$36 per membership. The value of and motivation for membership should increase substantially with the implementation of a future downtown Belleville Museum, whose benefits would apply to both sites. However, with limited combined staffing levels assumed, it means that membership will be part of the overall

responsibility of the Marketing/Business/Development Coordinator and will therefore also limit the number of memberships and the revenue that may be generated.

Benefits in the lower-level membership categories motivated mainly by value for money spent include unlimited free admission, discounts on retail sales, venue rentals and public programs. Upper-level memberships should be enhanced on the basis of support for the mission of the institution, civic pride and other altruistic motivations. Upper-level members would also receive tax receipts.

Membership levels will be the highest in the opening year of the Belleville Museum to follow the attendance pattern and reflect initial enthusiasm. However, the average membership revenue per membership should increase over time as some of those in lower-level membership categories transition into upper-level categories.

Our projections of membership revenues are based on an estimate of the total number of memberships each year and the average revenue per membership, leading to the following revenues.

Membership	Glanmore 2023	Year 1	Year 2	Year 3
Total Memberships	32	250	230	220
Average Revenue per Membership	\$36	\$70	\$73	\$75
Total Revenue	\$1,150	\$17,500	\$16,790	\$16,500

6.2.5 PUBLIC AND EDUCATIONAL PROGRAMS

It is part of the mission of all museums to offer public and educational programs, as is already the case for Glanmore, which generated \$8,356 in revenue from various programs in 2023, including revenues that were allocated to admissions for accounting purposes. Some Glanmore programs are free or free with admission and others charged, which will also be the case for the future Belleville Museum. Additional space and somewhat increased staff resources will enable expanded and new programming opportunities in the new Museum.

Revenues for both sites combined may vary widely and are estimated at \$25,000 in Year 1 and growing over time as management learns more about market preferences.

Public and Educational Programs	Glanmore 2023	Year 1	Year 2	Year 3
Total Revenue	\$8,151	\$25,000	\$28,000	\$30,000

6.5.6 FUNDRAISING EVENT (NET) AND OTHER EARNED INCOME

Glanmore did not have a fundraising event or other sources of earned income in 2023⁶. In the context of a future downtown museum there could be an annual fundraising gala and an interactive donation box whose message conveys that donations help to

⁶ The \$11,500 received as a contribution from the City Reserve in 2023 has been eliminated from the operating revenues in 2023 because it is not a common revenue source and is not earned income.

preserve the heritage of Belleville and helps to support free admission to those who cannot afford it. Interactivity on the basis of a mechanical response to the placement of money would be helpful, and with less use of coins and other cash, a tap to donate feature would be ideal.

Although amounts from a fundraising event, interactive donation box and other earned sources to be developed by senior management may vary widely, we have estimated income from these sources will grow as follows.

Fundraising/Other Earned Income	Glanmore 2023	Year 1	Year 2	Year 3
Total Revenue	\$0	\$20,000	\$25,000	\$30,000

6.5.7 EXISTING FRIENDS/PRIVATE SUPPORT

The Friends of Glanmore and other private supporters raised \$12,151 to support Glanmore in 2023. This is a relatively modest amount and should be increased substantially in the context of the implementation of the Belleville 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 2023 level of **\$12,151** will be maintained for each year projected and will require a much stronger Friends organization and other private supporters. This allows the bottom line to be the amount required from *additional* Friends/private and government sources to break even each year. As is the case with all community museums in Ontario and Canada, the large majority of those funds will need to be from the City of Belleville.

6.5.8 EXISTING CITY OF BELLEVILLE SUPPORT

In 2023, Glanmore received about \$490,781 from the City of Belleville plus support for some occupancy and general and administrative costs. There was also an \$11,500 contribution from the City reserve in 2023, which is not included in the base level figure because it is not a common contribution every year.

For the purposes of these projections, the **\$490,781** figure has been maintained at that level for each year projected in order to allow the bottom line to be the amount required from *additional* City, other government and Friends/private support to break even each year.

6.5.9 EXISTING OTHER GOVERNMENT SUPPORT

In addition to municipal financial support, Glanmore received **\$42,099** from provincial and federal funding sources to support operating costs. For the purposes of these projections, this amount has been assumed to be maintained at that level for each year projected in order to allow the bottom line to be the amount required from *additional* City, other government and Friends/private support to break even each year.

6.3 PROJECTED OPERATING EXPENSES

The categories of operating expenses projected for the future Belleville Museum and Glanmore are:

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

6.3.1 SALARIES, WAGES AND BENEFITS

It is almost always the case that the largest operating cost of any museum is salaries, wages and benefits. These staffing costs generally account for 55-65% of the total operating budget for collecting institutions like Glanmore and the proposed future Belleville Museum. In 2023, Glanmore reported staffing costs at \$499,642 for 5 full-time and 3 part-time staff. This was a very high 82.6% of the total operating budget not because of overstaffing but rather because of underspending on other operating cost categories and also because the City of Belleville provides some services in-kind, as is common for municipally owned museum.

For reasons of confidentiality, the salaries, wages and benefits of existing and future additional staff assumed when the future new Belleville Museum is added to Glanmore are not shown, Rather, we have used the City-provided estimate of staffing costs in the opening year at \$888,000. Although all financial projections are in constant 2024 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 after opening. This is set out in the following table.

Staffing Costs, including salaries, wages and benefits/pensions	Glanmore 2023	Year 1	Year 2	Year 3
Glanmore Only	\$499,642			
Estimated Future Museum and Glanmore Staffing Costs		\$888,000	\$892,440	\$896,902

6.3.2 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 common range for these costs is \$6 - \$9 per gross sq. ft. depending on the variables above.

In the case of Glanmore, these costs were \$33,606 in 2023, which translates to only \$3.39 per sq. ft. because of a substantial level of deferred maintenance and caution regarding spending by Glanmore staff. There is also City in-kind support for grass cutting and snow removal, which are not included here as operating costs for the future Belleville Museum. We have estimated these costs in the future for Glanmore at a still modest \$4.00 per gross sq. ft. each year to also include the assumed 1,200 sq. ft. collections storage building, which increases the size of the spaces at Glanmore to 11,105 gross sq. ft.

It is assumed that the future Belleville Museum will include 14,560 gross sq. ft. of space. This assumption may change as part of detailed architectural design that could include shared spaces with the Public Library and Art Gallery in an expansion to the building, which will help to control occupancy costs payable by the Museum, but shared spaces have not been assumed for the purposes of this study.

With new construction and an expansion of the Belleville Public Library building, we have estimated building occupancy costs at \$6.50 per gross square foot in the opening year, taking into account savings associated with an expended building and that occupancy costs will be allocated to the Museum on the basis of the gross square footage. Warranties in the opening year will also lead to cost savings. Repairs and maintenance costs after the opening year will increase above the prevailing rate of inflation over time, as reflected in the following projections.

Building Occupancy	Glanmore 2023	Year 1	Year 2	Year 3
Glanmore				
Total Gross Square Footage	9,905	11,105	11,105	11,105
Cost per Sq. Ft.	\$3.39	\$4.00	\$4.00	\$4.00
Total Costs	\$33,606	\$44,420	\$44,420	\$44,420
Future Museum				
Total Gross Square Footage		14,560	14,560	14,560
Cost per Sq. Ft.		\$6.50	\$7.00	\$7.25
Total Costs		\$94,640	\$101,920	\$105,560
Total Combined Occupancy Costs	\$33,606	\$139,060	\$146,340	\$149,980

6.3.3 EXHIBITION COSTS

In addition to being an important historic house, Glanmore has also sought to be the community museum of Belleville. That will no longer be needed when the future Belleville Museum is implemented. In 2023, Glanmore spent \$7,963 on costs associated with both permanent and temporary exhibitions. These costs were \$14,276 in pre-COVID 2019.

These Glanmore exhibition costs are relatively modest and should remain within that range because most changing exhibitions will take place at the future Belleville Museum. We have assumed about the midpoint average of these expenditures at Glanmore or about \$11,000 as the base level that will continue to be spent each at Glanmore.

Exhibition costs for the future Belleville Museum may vary widely depending on the temporary exhibition rented or developed by staff. The total exhibition space in the future Belleville Museum is assumed at a modest 5,000 sq. ft. With a limited increased staff and an objective to also limit operating costs, In general, a major temporary exhibition is not required in the opening year. Exhibition repair and maintenance costs will increase over time. Although costs may vary widely, we have estimated these costs for the future Belleville Museum at \$10 per sq. ft. in Year 1, increasing to \$15 in Year 2 and \$17 in Year 3. This leads to the following projections.

Exhibition Costs	Glanmore Avg.	Year 1	Year 2	Year 3
Glanmore	\$11,000	\$11,000	\$11,000	\$11,000
Future Museum Exhibition Space (sf)		5,000	5,000	5,000
Exhibition Costs per Sq. Ft.		\$10	\$15	\$17
Total Museum Exhibition Costs		\$50,000	\$75,000	\$85,000
Total Combined Costs	\$11,000	\$61,000	\$86,000	\$96,000

6.3.4 COLLECTIONS CARE

In 2023, the Glanmore expenditures on collections care totaled \$11,311. Implementation of a collections storage facility on site and the Belleville Museum will mean additional collections and therefore the additional need for more expenditures on collections care. We estimate an increase in costs as shown on the following table with higher costs in Year 1 to reflect initial purchases of collections care materials and conservation costs.

Collections Care	Glanmore 2023	Year 1	Year 2	Year 3
Total Costs	\$11,311	\$25,000	\$20,000	\$20,000

6.3.5 PUBLIC AND EDUCATIONAL PROGRAMS

In 2023, Glanmore spent \$10,422 on non-staff costs associated with public and educational programs, compared to the \$8,151 in revenues from public and educational programs that year. That included a \$3,000 donation from the Friends of Glanmore. For the purposes of future projections, we have reduced Glanmore's programming expenditures to \$10,000 per year, recognizing that most programs will take place in the future Belleville Museum.

Since many educational programs are free or free with admission, the costs associated with providing such programs are often double or more of the the revenues generated in a community museum. For the purposes of these projections, we have estimated the costs of providing public and educational programs in the future Belleville Museum at 1.5 times the revenues projected, as shown on the following table.

Public and Educational Programs	Glanmore 2023	Year 1	Year 2	Year 3
Glanmore	\$10,422	\$10,000	\$10,000	\$10,000
Fufure Museum		\$37,500	\$42,000	\$45,000
Total Combined Costs	\$10,422	\$47,500	\$52,000	\$55,000

6.3.6 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 but in-kind support from the City has helped to limit these costs for Glanmore to \$14,903 in 2023, which was slightly more than the figure in 2019, at only about 3% of staffing costs.

Assuming a continued substantial level of in-kind support from the City of Belleville, we have estimated general and administrative costs at 6% of the projected staffing costs each year, as seen on the following table.

General and Administrative	Glanmore 2023	Year 1	Year 2	Year 3
Total Costs	\$14,903	\$53,280	\$53,546	\$53,814

6.3.7 MARKETING

In 2023, Glanmore spent \$9,000 on marketing expenditures compared to \$9,620 in 2019. With assumed implementation of the Belleville Museum the staffing plan includes a single staff person with responsibilities that include marketing, earned and contributed income. There will be a need for more substantial expenditures on non-staff marketing costs to cover both sites, including advertising and promotion, the web and social media.

It is common for marketing expenditures at museums to be in the arrange of 3-5% of operating costs. Another way to calculate marketing costs is on the basis of expenditures per on-site visitor. In 2023, the marketing expenditure for Glanmore was \$1.25 per visitor. Our projections are based on an estimate of \$1.20 per visitor starting in Year 2 and \$1.30 per visitor in Year 1 to reflect a grand opening celebration and initial costs. This leads to the following projections for the two sites.

Marketing	Glanmore 2023	Year 1	Year 2	Year 3
Total Costs (\$1.30/\$1.20 per visitor)	\$9,000	\$39,000	\$34,200	\$33,600

6.3.8 RETAIL COST OF GOODS SOLD

In 2023, the 15 sq. ft. of space allocated to retail sales at Glanmore generated \$2,560 with the cost of goods sold at \$1,549, or 65% of sales, which is higher than the 50-60%

norm. Conversely, in 2019 the Glanmore retail sales totaled \$3,112 with the cost of goods sold at \$1,159, or only about 37% of the sales.

It has been assumed that the Belleville Museum will include 300 sq. ft. of retail space with the advantage of being at a downtown site and the opportunity for sales to non-museum visitors. 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.

Retail Cost of Goods Sold	Glanmore 2023	Year 1	Year 2	Year 3
Total Costs	\$1,549	\$20,625	\$20,064	\$20,020

6.4 SUMMARY OF PROJECTIONS

The following table summarizes our projections of attendance, operating revenues and expenses for the future Belleville Museum and Glanmore in the opening three years of the Museum. Given other capital priorities and the opportunity to leverage the 150th anniversary of Belleville to initiate fundraising in 2028, the Museum is not assumed to be opened to the public until 2033. A downtown location for the Belleville Museum will help to attract more residents and tourists than possible at Glanmore and expose them to stores and restaurants, thereby contributing to downtown revitalization and economic development. In the interim it has been assumed that a collections storage facility will be introduced to help preserve important collections for current and future generations.

The combined on-site attendance level of the future Belleville Museum and Glanmore is projected at about 28,000 annual visitors in the stabilized Year 3. Of this total, about 19,600 are estimated to attend only the new Belleville Museum, while 5,600 will attend only Glanmore, and 2,800 will attend both at discounted admission prices and exceeds current Glanmore attendance levels.

Based on the analyses and assumptions in this report we project that the total combined operating budget for the Belleville Museum and Glanmore will increase from the base level \$591,000 for Glanmore alone to about \$1,325,000 in the stabilized Year 3. The combined operating budget is not projected to be higher because of the limited centralized staff that will serve both sites.

Projected and continued operating revenues in Year 3 are about \$896,000, leaving a gap of about \$429,000 that will need to be filled with additional funds from the City of Belleville, other governmental sources, and increased funding from the Friends and other private supporters. Earned income is projected to stabilize at about 27%, which is in a common range from community museums.

The table also sets out a scenario that assumes 75% of the additional funds to break even on operations will be needed from the City of Belleville. This will increase the financial support needed from the City of Belleville from about \$491,000 for Glanmore alone in 2023 to about \$813,000 in Year 3 for both Glanmore and the future Belleville Museum. On a percentage basis, City support will decline from about 83% of the operating costs of Glanmore alone to about 61% for both Glanmore and the Belleville Museum. Municipal funding for the majority of operating costs is the norm for all community museums.

Summary of Attendance, Operating Revenue and Expense Projections	Glanmore Base Level	Glanmore and Future Belleville Museum			
		Year 1	Year 2	Year 3	Year 3 %
Annual Combined Attendance	6,883	30,000	28,500	28,000	
Projected Operating Revenues					
Admissions	\$19,891	\$182,946	\$172,796	\$166,723	12.6%
Retail Sales	\$2,560	\$37,500	\$36,480	\$36,400	2.7%
Venue Rentals	\$16,257	\$65,625	\$69,000	\$71,250	5.4%
Membership	\$1,150	\$17,500	\$16,790	\$16,500	1.2%
Educational and Public Programs	\$8,151	\$25,000	\$28,000	\$30,000	2.3%
Fundraising/Other Earned Income	\$0	\$20,000	\$25,000	\$30,000	2.3%
Existing Friends/Private Support	\$12,151	\$12,151	\$12,151	\$12,151	0.9%
Existing City of Belleville Support	\$490,781	\$490,781	\$490,781	\$490,781	37.0%
Existing Other Government Support	\$42,099	\$42,099	\$42,099	\$42,099	3.2%
Total Revenue Projected	\$593,040	\$893,602	\$893,097	\$895,904	67.6%
Projected Operating Expenses					
Salaries, Wages, Benefits	\$499,642	\$888,000	\$892,440	\$896,902	67.7%
Occupancy	\$33,606	\$139,060	\$146,340	\$149,980	11.3%
Exhibitions	\$11,000	\$61,000	\$86,000	\$96,000	7.2%
Public and Educational Programs	\$10,422	\$47,500	\$52,000	\$55,000	4.1%
Collections Care	\$11,311	\$25,000	\$20,000	\$20,000	1.5%
General and Administrative	\$14,903	\$53,280	\$53,546	\$53,814	4.1%
Retail Cost of Goods Sold	\$1,549	\$20,625	\$20,064	\$20,020	1.5%
Marketing	\$9,000	\$39,000	\$34,200	\$33,600	2.5%
Total Expenses	\$591,433	\$1,273,465	\$1,304,590	\$1,325,316	100.0%
Additional Amount Required from Government and Private Support to Break Even on Operations	\$1,607	(\$379,863)	(\$411,494)	(\$429,412)	-32.4%
Scenario to Fill Gap					
City of Belleville - 75%		\$284,897	\$308,620	\$322,059	-24.3%
Other Government - 10%		\$37,986	\$41,149	\$42,941	-3.2%
Friends/Private - 15%		\$56,979	\$61,724	\$64,412	-4.9%
Total Support from City of Belleville					
City of Belleville Dollar Amount	\$490,781	\$775,678	\$799,401	\$812,840	
City of Belleville as Percentage of Budget	83.0%	60.9%	61.3%	61.3%	
Earned Income					
Total Earned Income	\$48,009	\$348,571	\$348,066	\$350,873	
Earned Income Percentage of Budget	8.1%	27.4%	26.7%	26.5%	

APPENDIX A: ACKNOWLEDGMENTS

We acknowledge here, in alphabetical order, those who took part in the workshops and interview process associated with this Museum Needs Feasibility Study for Belleville. Special thanks to Jennifer Lyons for collecting information and scheduling the interviews, and for her leadership.

Workshop Participants and Interviews

- Gregg Antworth, Vice Chair, Friends of Glanmore
- Kathryn Brown, Chair of Glanmore Advisory Committee and Belleville City Councillor
- Dave Cox, Museum Technician
- Meaghan Eckersley, Museum Administration and Collections Assistant
- Neil Ellis, Mayor, City of Belleville
- Danielle Hanoman, Executive Director, Downtown Belleville
- Amanda Hill, Archivist, Belleville Community Services Department
- Janet Jarrell, Executive Director, Quinte Arts Council
- Andrea Kent, Administrative Assistant, Belleville Public Library and John M. Parrott Art Gallery
- Jennifer Lyons, Manager of Museum Services
- Richard Hughes, Past President, Hastings County Historical Society
- Dean Hustwick, Director of Community Services, City of Belleville
- Danielle McMahan-Jones, Exhibit Development Coordinator
- Rob McGlashan, Facilities Manager, City of Belleville
- Tracy Newton, Marketing and Communications Coordinator, City of Belleville
- Gary Nichol, President, Hastings County Historical Society
- Trevor Norris, Destination Development Manager, Bay of Quinte Marketing Board
- Judie Preece, Docent /Tour Guide, Glanmore

- Trevor Pross, Chief Executive Officer, Belleville Public Library
- Elisha Purchase, Investment Attractions Office, City of Belleville
- Wendy Rayson-Kerr, Curator, J.M. Parrott Art Gallery
- Dug Stevenson, Executive Director, Bay of Quinte Marketing Board
- Amanda Watson, Coordinator, Interdisciplinary Literacy, Assessment and Evaluation, UDL/Destreaming Arts, Curriculum Services, Hastings and Prince Edward District School Board
- Tiffany Young, Special Events Coordinator, Belleville Chamber of Commerce

Lord Cultural Resources Consultant Team

- Brad King, Vice President
- Natalie Maclean, Digital Engagement Specialist and Senior Consultant
- Ted Silberberg, Senior Principal, Market and Financial Planning (study lead)
- Sean Stanwick, Director, Facilities Planning



APPENDIX B: DETAILED CAPITAL COST ESTIMATES



Altus Group

**BELLEVILLE MUSEUM AND GLANMORE NATIONAL HISTORIC SITE
ORDER OF MAGNITUDE ESTIMATE**

PROJ-006666

PREPARED FOR:

Lord Cultural Resources

1300 Yonge Street - Suite 400, Toronto, Ontario. M4T 1X3

PREPARED BY:

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Issue Date:- May 1, 2024

Altus Expert Services

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May 1, 2024

Project No.: PROJ-006666

Lord Cultural Resources
1300 Yonge Street - Suite 400
Toronto, Ontario
M4T 1X3

Attention: Sean Stanwick

Re: BELLEVILLE MUSEUM AND GLANMORE NATIONAL HISTORIC SITE, ORDER OF MAGNITUDE ESTIMATE , R1

Dear Sean

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

The estimate includes all direct and indirect construction costs and general conditions, as well as, contractor's overheads and profit. We have assumed the project would be procured through a stipulated lump sum contract.

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

- 20.0% for design and pricing contingency
- 38.3% for escalation contingency (Expansion - New Museum)
- 10.8% for escalation contingency (New Structure -Shed & Renovations -Glanmore House)
- 10.0% for construction contingency (post contract change orders)
- 0.0% for construction phasing - **EXCLUDED**
- 0.0% for acceleration / overtime - **EXCLUDED**

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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

Kumaresan Sakthivel PQS
Senior Cost Consultant



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1 Introduction

1.1 Scope

This project includes for the renovation, new collection storage shed and expansion of the Belleville Public Library to include a new Belleville Museum in Ontario. The program for the building includes gallery space, children's gallery, event space, collection storage, administration space, etc.

The Order of Magnitude Estimate is intended to provide a realistic budget of the hard construction 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 and the detail within the estimate report.

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 Belleville, 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 labor 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

All taxes have been excluded from this estimate.

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 excludes 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

This project includes three separate components. Each component is priced individually and assumes different construction start dates. Each is assumed to be completed in 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.

New addition scope comprises;

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 fitup for both new addition and renovation work comprises;

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

Site Costs allowance includes for the following:

- General Hard and Soft Landscaping repairs and upgrades
- Accessible ramp construction
- Supply and Installation of new septic tank

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:

- Taxes
- 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 **20%** 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 **38.3%** for expansion new museum and **10.8%** for new structure shed & renovation of glanmore house 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.

Expansion (New Museum) - Escalation is calculated, based on the following parameters:

- Annual Escalation Rate 5.0%
- Estimate Base Date May 1, 2024
- Construction Start Date January 1, 2031
- Construction Duration in Months 24
- Pre-Contract Escalation Period 80
- Post Contract Escalation Period (Midpoint) 12
- Total Escalation Period in Months 92

New Structure (Shed) & Renovations (Glanmore House) - Escalation is calculated, based on the following parameters:

- Annual Escalation Rate 5.0%
- Estimate Base Date May 1, 2024
- Construction Start Date January 1, 2026
- Construction Duration in Months

- Pre-Contract Escalation Period	12
- Post Contract Escalation Period (Midpoint)	20
- Total Escalation Period in Months	6
	26

4.4 Construction Contingency (Post Contract)

Post contract contingency has been included at **10%** 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

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



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6 Estimate Documentation

6.1 Documentation

Page Count	Description	Date Received
2	Glanmore Site Maps	March 27, 2024
1	Glanmore Standalone Storage Shed	March 27, 2024
	Email Correspondence	



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7 Introduction

7.1 The following appendices are included with this report:

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

Project Statistics



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FUNCTIONAL AREA DETAILS

Floor Level / Description	Functional Area		%
	(m ²)	(sf)	
New Addition - Item 1			
Expansion	1,353	14,560	81.0%
New Construction - Item 2			
Collection Storage Shed	123	1,320	7.3%
Renovation - Item 3			
Renovations to Existing Glanmore House Renovation	195	2,100	11.7%
Total	1,670	17,980	100.0%



Executive Summary



ELEMENTAL SUMMARY - TOTAL PROJECT COST

BELLEVILLE MUSEUM AND GLANMORE NATIONAL HISTORIC SITE

\$20,008,000

PROJECT TOTAL

\$11,978 /m2

1,670 m2

TOTAL /m2

\$1,113 /sf

17,980 sf

TOTAL /sf

	FR#1-New Addition	FR#2-New Collection Storage Shed	FR#3-Reno Glanmore House	Cost Total	\$ Total/m2 GFA	%
TOTAL CONSTRUCTION COST	15,582,889	1,040,722	928,958	17,552,569	10,508 /m2	88%
TOTAL SOFT COSTS	2,096,800	188,100	170,900	2,455,800	1,470 /m2	12%
TOTAL PROJECT COSTS	17,679,689	1,228,822	1,099,858	20,008,369	11,978 /m2	100%

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TOTAL CONSTRUCTION COST

BELLEVILLE MUSEUM AND GLANMORE NATIONAL HISTORIC SITE

\$17,553,000

PROJECT TOTAL

\$10,508 /m2

1,670 m2

TOTAL /m2

\$976 /sf

17,980 sf

TOTAL /sf

Element	FR#1-New Addition	FR#2-New Collection Storage Shed	FR#3-Reno Glanmore House	Cost Total	\$ Total/m2	
					GFA	%
A SHELL	3,516,908	318,841	0	3,835,749	2,296 /m2	22%
A1 Substructure	595,169	53,958	0	649,127	389 /m2	3.7%
A11 Foundations	595,169	53,958	0	649,127	389 /m2	3.7%
A2 Structure	858,937	77,871	0	936,808	561 /m2	5.3%
A21 Lowest Floor Construction	297,585	26,979	0	324,563	194 /m2	1.8%
A23 Roof Construction	561,353	50,892	0	612,245	367 /m2	3.5%
A3 Exterior Envelope	2,062,802	187,012	0	2,249,814	1,347 /m2	12.8%
A32 Walls Above Grade	973,913	88,294	0	1,062,207	636 /m2	6.1%
A33 Windows & Entrances	608,696	55,184	0	663,880	397 /m2	3.8%
A34 Roof Covering	405,797	36,789	0	442,586	265 /m2	2.5%
A35 Projections	74,396	6,745	0	81,141	49 /m2	0.5%
B INTERIOR	1,826,087	165,552	212,653	2,204,292	1,320 /m2	13%
B1 Partitions & Doors	500,483	45,373	74,136	619,993	371 /m2	3.5%
B11 Partitions	378,744	34,337	54,627	467,707	280 /m2	2.7%
B12 Doors	121,739	11,037	19,509	152,285	91 /m2	0.9%
B2 Finishes	649,275	58,863	99,498	807,637	484 /m2	4.6%
B21 Floor Finishes	243,478	22,074	37,068	302,620	181 /m2	1.7%
B22 Ceiling Finishes	284,058	25,753	42,921	352,731	211 /m2	2.0%
B23 Wall Finishes	121,739	11,037	19,509	152,285	91 /m2	0.9%
B3 Fittings & Equipment	676,329	61,315	39,019	776,663	465 /m2	4.4%
B31 Fittings & Fixtures	676,329	61,315	39,019	776,663	465 /m2	4.4%
C SERVICES	1,744,928	158,194	236,065	2,139,186	1,281 /m2	12%
C1 Mechanical	1,163,285	105,463	152,174	1,420,922	851 /m2	8.1%
C11 Plumbing & Drainage	297,585	26,979	42,921	367,484	220 /m2	2.1%
C12 Fire Protection	94,686	8,584	13,657	116,927	70 /m2	0.7%
C13 HVAC	608,696	55,184	74,136	738,016	442 /m2	4.2%
C14 Controls	162,319	14,716	21,460	198,495	119 /m2	1.1%
C2 Electrical	581,643	52,731	83,891	718,265	430 /m2	4.1%
C21 Services & Distribution	162,319	14,716	23,411	200,446	120 /m2	1.1%
C22 Lighting, Devices & Heating	297,585	26,979	42,921	367,484	220 /m2	2.1%
C23 Systems & Ancillaries	121,739	11,037	17,559	150,334	90 /m2	0.9%
D SITE & ANCILLARY WORK	135,266	0	124,861	260,126	156 /m2	1%
D2 Ancillary Work	135,266	0	124,861	260,126	156 /m2	1.5%
D21 Demolition	0	0	117,057	117,057	70 /m2	0.7%
D22 Alterations	135,266	0	7,804	143,069	86 /m2	0.8%
Net Construction Estimate	7,223,188	642,586	573,579	8,439,353	5,052 /m2	48.1%
Z GENERAL REQUIREMENTS & ALLOWANCES	1,083,478	96,388	86,037	1,265,903	758 /m2	7%
Z1 General Requirements & Fee	1,083,478	96,388	86,037	1,265,903	758 /m2	7.2%
Z11 General Requirements	866,783	77,110	68,829	1,012,722	606 /m2	5.8%
Z12 Fee (Head office overheads & profit)	216,696	19,278	17,207	253,181	152 /m2	1.4%
Total Construction Estimate (Excluding Contingencies)	8,306,667	738,974	659,615	9,705,256	5,810 /m2	55.3%
Z2 Contingencies	7,276,222	301,748	269,343	7,847,313	4,698 /m2	44.7%
Z21 Design and Pricing Contingency	1,661,333	147,795	131,923	1,941,051	1,162 /m2	11.1%
Z22 Escalation Contingency	3,184,222	80,056	71,458	3,335,736	1,997 /m2	19.0%
Z23 Construction Contingency	830,667	73,897	65,962	970,526	581 /m2	5.5%
Z24 Construction Phasing Contingency	0	0	0	0	0 /m2	0.0%
Z25 Acceleration/Overtime Contingency	0	0	0	0	0 /m2	0.0%
Z26 Permanent Exhibition Space	1,600,000	0	0	1,600,000	958 /m2	9.1%
Total Construction Estimate (Including Contingencies)	15,582,889	1,040,722	928,958	17,552,569	10,508 /m2	100.0%
HST	0	0	0	0	0 /m2	0.0%
TOTAL CONSTRUCTION COST	15,582,889	1,040,722	928,958	17,552,569	10,508 /m2	100%



ELEMENTAL SUMMARY - TOTAL MISCELLANEOUS COSTS, SOFT COST

BELLEVILLE MUSEUM AND GLANMORE NATIONAL HISTORIC SITE

\$2,456,000

PROJECT TOTAL

\$1,470 /m2

1,670 m2

TOTAL /m2

\$137 /sf

17,980 sf

TOTAL /sf

Element	FR#1-New Addition	FR#2-New Collection Storage Shed	FR#3-Reno Glanmore House	Cost Total	\$ Total/m2	
					GFA	%
E FURNITURE & EQUIPMENT	284,800	26,100	25,900	336,800	202 /m2	14%
E1 Furniture	200,800	18,100	18,900	237,800	142 /m2	9.7%
E11 Office Furniture	167,000	15,000	14,000	196,000	117 /m2	8.0%
E12 General Staff Furniture	33,800	3,100	4,900	41,800	25 /m2	1.7%
E2 Equipment	84,000	8,000	7,000	99,000	59 /m2	4.0%
E21 AV Equipment	50,000	5,000	4,000	59,000	35 /m2	2.4%
E22 Computer Equipment	0	0	0	0	0 /m2	0.0%
E23 Security System and Monitor Room	34,000	3,000	3,000	40,000	24 /m2	1.6%
F PROJECT SOFT COSTS	1,812,000	162,000	145,000	2,119,000	1,269 /m2	86%
F1 Professional Fees	1,744,000	155,000	139,000	2,038,000	1,220 /m2	83.0%
F11 Project Management	997,000	89,000	79,000	1,165,000	697 /m2	47.4%
F12 Architect	415,000	37,000	33,000	485,000	290 /m2	19.7%
F13 Engineers & Consultants	249,000	22,000	20,000	291,000	174 /m2	11.8%
F14 Other Fees	83,000	7,000	7,000	97,000	58 /m2	3.9%
F2 Development Costs	68,000	7,000	6,000	81,000	48 /m2	3.3%
F21 Building Permits	25,000	3,000	2,000	30,000	18 /m2	1.2%
F22 Legal Fees	34,000	3,000	3,000	40,000	24 /m2	1.6%
F23 Third Party Commissioning	9,000	1,000	1,000	11,000	7 /m2	0.4%
Total Soft Costs (Excluding Contingencies)	2,096,800	188,100	170,900	2,455,800	1,470 /m2	100.0%
Z2 Contingencies	0	0	0	0	0 /m2	0.0%
Z21 Design and Pricing Contingency	0	0	0	0	0 /m2	0.0%
Z22 Escalation Contingency	0	0	0	0	0 /m2	0.0%
Z23 Construction Contingency	0	0	0	0	0 /m2	0.0%
Z24 Construction Phasing Contingency	0	0	0	0	0 /m2	0.0%
Z25 Acceleration/Overtime Contingency	0	0	0	0	0 /m2	0.0%
Z26 Permanent Exhibition Space	0	0	0	0	0 /m2	0.0%
Total Soft Costs (Including Contingencies)	2,096,800	188,100	170,900	2,455,800	1,470 /m2	100.0%
HST	0	0	0	0	0 /m2	0.0%
TOTAL SOFT COSTS	2,096,800	188,100	170,900	2,455,800	1,470 /m2	100%



Elemental Estimate Summary



ELEMENTAL SUMMARY

BELLEVILLE MUSEUM AND GLANMORE NATIONAL HISTORIC SITE FACILITY RECOMMENDATION #1 - NEW ADDITION

\$13,983,000

PROJECT TOTAL

\$10,337 /m2

1,353 m2

TOTAL /m2

\$960 /sf

14,560 sf

TOTAL /sf

Element	GFA Ratio	Element Quantity	Element Unit Rate	Cost Total	\$ Total/m2 GFA	%
A SHELL				3,516,908	2,600 /m2	25%
A1 Substructure				595,169	440 /m2	4.3%
A11 Foundations	1.00	1,353 m2	440.00 /m2	595,169	440 /m2	4.3%
A2 Structure				858,937	635 /m2	6.1%
A21 Lowest Floor Construction	1.00	1,353 m2	220.00 /m2	297,585	220 /m2	2.1%
A22 Upper Floor Construction	0.00	0 m2	0.00 /m2	0	0 /m2	0.0%
A23 Roof Construction	1.00	1,353 m2	415.00 /m2	561,353	415 /m2	4.0%
A3 Exterior Envelope				2,062,802	1,525 /m2	14.8%
A31 Wall Below Grade	0.00	0 m2	0.00 /m2	0	0 /m2	0.0%
A32 Walls Above Grade	1.00	1,353 m2	720.00 /m2	973,913	720 /m2	7.0%
A33 Windows & Entrances	1.00	1,353 m2	450.00 /m2	608,696	450 /m2	4.4%
A34 Roof Covering	1.00	1,353 m2	300.00 /m2	405,797	300 /m2	2.9%
A35 Projections	1.00	1,353 m2	55.00 /m2	74,396	55 /m2	0.5%
B INTERIOR				1,826,087	1,350 /m2	13%
B1 Partitions & Doors				500,483	370 /m2	3.6%
B11 Partitions	1.00	1,353 m2	280.00 /m2	378,744	280 /m2	2.7%
B12 Doors	1.00	1,353 m2	90.00 /m2	121,739	90 /m2	0.9%
B2 Finishes				649,275	480 /m2	4.6%
B21 Floor Finishes	1.00	1,353 m2	180.00 /m2	243,478	180 /m2	1.7%
B22 Ceiling Finishes	1.00	1,353 m2	210.00 /m2	284,058	210 /m2	2.0%
B23 Wall Finishes	1.00	1,353 m2	90.00 /m2	121,739	90 /m2	0.9%
B3 Fittings & Equipment				676,329	500 /m2	4.8%
B31 Fittings & Fixtures	1.00	1,353 m2	500.00 /m2	676,329	500 /m2	4.8%
B32 Equipment	1.00	1,353 m2	0.00 /m2	0	0 /m2	0.0%
B33 Conveying Systems	0.00	0 stop	0.00 /stop	0	0 /m2	0.0%
C SERVICES				1,744,928	1,290 /m2	12%
C1 Mechanical				1,163,285	860 /m2	8.3%
C11 Plumbing & Drainage	1.00	1,353 m2	220.00 /m2	297,585	220 /m2	2.1%
C12 Fire Protection	1.00	1,353 m2	70.00 /m2	94,686	70 /m2	0.7%
C13 HVAC	1.00	1,353 m2	450.00 /m2	608,696	450 /m2	4.4%
C14 Controls	1.00	1,353 m2	120.00 /m2	162,319	120 /m2	1.2%
C2 Electrical				581,643	430 /m2	4.2%
C21 Services & Distribution	1.00	1,353 m2	120.00 /m2	162,319	120 /m2	1.2%
C22 Lighting, Devices & Heating	1.00	1,353 m2	220.00 /m2	297,585	220 /m2	2.1%
C23 Systems & Ancillaries	1.00	1,353 m2	90.00 /m2	121,739	90 /m2	0.9%
D SITE & ANCILLARY WORK				135,266	100 /m2	1%
D2 Ancillary Work				135,266	100 /m2	1.0%
D21 Demolition	1.00	1,353 m2	0.00 /m2	0	0 /m2	0.0%
D22 Alterations	1.00	1,353 m2	100.00 /m2	135,266	100 /m2	1.0%
Net Construction Estimate				7,223,188	5,340 /m2	51.7%
Z GENERAL REQUIREMENTS & ALLOWANCES				1,083,478	801 /m2	8%
Z1 General Requirements & Fee				1,083,478	801 /m2	7.7%
Z11 General Requirements		12.0%		866,783	641 /m2	6.2%
Z12 Fee (Head office overheads & profit)		3.0%		216,696	160 /m2	1.5%
Total Construction Estimate (Excluding Contingencies)				8,306,667	6,141 /m2	59.4%
Z2 Contingencies				5,676,222	4,196 /m2	40.6%
Z21 Design and Pricing Contingency		20.0%		1,661,333	1,228 /m2	11.9%
Z22 Escalation Contingency		38.3%		3,184,222	2,354 /m2	22.8%
Z23 Construction Contingency		10.0%		830,667	614 /m2	5.9%
Z24 Construction Phasing Contingency		0.0%		0	0 /m2	0.0%
Z25 Acceleration/Overtime Contingency		0.0%		0	0 /m2	0.0%
Total Construction Estimate (Including Contingencies)				13,982,889	10,337 /m2	100.0%
HST		0.0%		0	0 /m2	0.0%
TOTAL CONSTRUCTION COST				13,982,889	10,337 /m2	100%



ELEMENTAL SUMMARY

BELLEVILLE MUSEUM AND GLANMORE NATIONAL HISTORIC SITE FACILITY RECOMMENDATION #2 - NEW COLLECTION STORAGE SHED

\$1,041,000

PROJECT TOTAL

\$8,489 /m2

123 m2

TOTAL /m2

\$789 /sf

1,320 sf

TOTAL /sf

Element	GFA Ratio	Element Quantity	Element Unit Rate	Cost Total	\$ Total/m2 GFA	%
A SHELL				318,841	2,600 /m2	31%
A1 Substructure				53,958	440 /m2	5.2%
A11 Foundations	1.00	123 m2	440.00 /m2	53,958	440 /m2	5.2%
A2 Structure				77,871	635 /m2	7.5%
A21 Lowest Floor Construction	1.00	123 m2	220.00 /m2	26,979	220 /m2	2.6%
A22 Upper Floor Construction	0.00	0 m2	0.00 /m2	0	0 /m2	0.0%
A23 Roof Construction	1.00	123 m2	415.00 /m2	50,892	415 /m2	4.9%
A3 Exterior Envelope				187,012	1,525 /m2	18.0%
A31 Wall Below Grade	0.00	0 m2	0.00 /m2	0	0 /m2	0.0%
A32 Walls Above Grade	1.00	123 m2	720.00 /m2	88,294	720 /m2	8.5%
A33 Windows & Entrances	1.00	123 m2	450.00 /m2	55,184	450 /m2	5.3%
A34 Roof Covering	1.00	123 m2	300.00 /m2	36,789	300 /m2	3.5%
A35 Projections	1.00	123 m2	55.00 /m2	6,745	55 /m2	0.6%
B INTERIOR				165,552	1,350 /m2	16%
B1 Partitions & Doors				45,373	370 /m2	4.4%
B11 Partitions	1.00	123 m2	280.00 /m2	34,337	280 /m2	3.3%
B12 Doors	1.00	123 m2	90.00 /m2	11,037	90 /m2	1.1%
B2 Finishes				58,863	480 /m2	5.7%
B21 Floor Finishes	1.00	123 m2	180.00 /m2	22,074	180 /m2	2.1%
B22 Ceiling Finishes	1.00	123 m2	210.00 /m2	25,753	210 /m2	2.5%
B23 Wall Finishes	1.00	123 m2	90.00 /m2	11,037	90 /m2	1.1%
B3 Fittings & Equipment				61,315	500 /m2	5.9%
B31 Fittings & Fixtures	1.00	123 m2	500.00 /m2	61,315	500 /m2	5.9%
B32 Equipment	1.00	123 m2	0.00 /m2	0	0 /m2	0.0%
B33 Conveying Systems	0.00	0 stop	0.00 /stop	0	0 /m2	0.0%
C SERVICES				158,194	1,290 /m2	15%
C1 Mechanical				105,463	860 /m2	10.1%
C11 Plumbing & Drainage	1.00	123 m2	220.00 /m2	26,979	220 /m2	2.6%
C12 Fire Protection	1.00	123 m2	70.00 /m2	8,584	70 /m2	0.8%
C13 HVAC	1.00	123 m2	450.00 /m2	55,184	450 /m2	5.3%
C14 Controls	1.00	123 m2	120.00 /m2	14,716	120 /m2	1.4%
C2 Electrical				52,731	430 /m2	5.1%
C21 Services & Distribution	1.00	123 m2	120.00 /m2	14,716	120 /m2	1.4%
C22 Lighting, Devices & Heating	1.00	123 m2	220.00 /m2	26,979	220 /m2	2.6%
C23 Systems & Ancillaries	1.00	123 m2	90.00 /m2	11,037	90 /m2	1.1%
D SITE & ANCILLARY WORK				0	0 /m2	0%
D2 Ancillary Work				0	0 /m2	0.0%
D21 Demolition	1.00	123 m2	0.00 /m2	0	0 /m2	0.0%
D22 Alterations	1.00	123 m2	0.00 /m2	0	0 /m2	0.0%
Net Construction Estimate				642,586	5,240 /m2	61.7%
Z GENERAL REQUIREMENTS & ALLOWANCES				96,388	786 /m2	9%
Z1 General Requirements & Fee				96,388	786 /m2	9.3%
Z11 General Requirements		12.0%		77,110	629 /m2	7.4%
Z12 Fee (Head office overheads & profit)		3.0%		19,278	157 /m2	1.9%
Total Construction Estimate (Excluding Contingencies)				738,974	6,026 /m2	71.0%
Z2 Contingencies				301,748	2,461 /m2	29.0%
Z21 Design and Pricing Contingency		20.0%		147,795	1,205 /m2	14.2%
Z22 Escalation Contingency		10.8%		80,056	653 /m2	7.7%
Z23 Construction Contingency		10.0%		73,897	603 /m2	7.1%
Z24 Construction Phasing Contingency		0.0%		0	0 /m2	0.0%
Z25 Acceleration/Overtime Contingency		0.0%		0	0 /m2	0.0%
Total Construction Estimate (Including Contingencies)				1,040,722	8,487 /m2	100.0%
HST		0.0%		0	0 /m2	0.0%
TOTAL CONSTRUCTION COST				1,040,722	8,487 /m2	100%



ELEMENTAL SUMMARY

BELLEVILLE MUSEUM AND GLANMORE NATIONAL HISTORIC SITE FACILITY RECOMMENDATION #3 - RENOVATIONS

\$929,000

PROJECT TOTAL

\$4,762 /m2

195 m2

TOTAL /m2

\$442 /sf

2,100 sf

TOTAL /sf

Element	GFA Ratio	Element Quantity	Element Unit Rate	Cost Total	\$ Total/m2 GFA	%
A SHELL				0	0 /m2	0%
A1 Substructure				0	0 /m2	0.0%
A11 Foundations	0.00	m2	/m2	0	0 /m2	0.0%
A12 Basement Excavation	0.00	m3	/m2	0	0 /m2	0.0%
A2 Structure				0	0 /m2	0.0%
A21 Lowest Floor Construction	0.00	m2	/m2	0	0 /m2	0.0%
A22 Upper Floor Construction	0.00	m2	/m2	0	0 /m2	0.0%
A23 Roof Construction	0.00	m2	/m2	0	0 /m2	0.0%
A3 Exterior Envelope				0	0 /m2	0.0%
A31 Wall Below Grade	0.00	m2	/m2	0	0 /m2	0.0%
A32 Walls Above Grade	0.00	m2	/m2	0	0 /m2	0.0%
A33 Windows & Entrances	0.00	m2	/m2	0	0 /m2	0.0%
A34 Roof Covering	0.00	m2	/m2	0	0 /m2	0.0%
A35 Projections	0.00	m2	/m2	0	0 /m2	0.0%
B INTERIOR				212,653	1,090 /m2	23%
B1 Partitions & Doors				74,136	380 /m2	8.0%
B11 Partitions	1.00	195 m2	280.00 /m2	54,627	280 /m2	5.9%
B12 Doors	1.00	195 m2	100.00 /m2	19,509	100 /m2	2.1%
B2 Finishes				99,498	510 /m2	10.7%
B21 Floor Finishes	1.00	195 m2	190.00 /m2	37,068	190 /m2	4.0%
B22 Ceiling Finishes	1.00	195 m2	220.00 /m2	42,921	220 /m2	4.6%
B23 Wall Finishes	1.00	195 m2	100.00 /m2	19,509	100 /m2	2.1%
B3 Fittings & Equipment				39,019	200 /m2	4.2%
B31 Fittings & Fixtures	1.00	195 m2	200.00 /m2	39,019	200 /m2	4.2%
B32 Equipment	1.00	195 m2	0.00 /m2	0	0 /m2	0.0%
B33 Conveying Systems	0.00	0 stop	0.00 /stop	0	0 /m2	0.0%
C SERVICES				236,065	1,210 /m2	25%
C1 Mechanical				152,174	780 /m2	16.4%
C11 Plumbing & Drainage	1.00	195 m2	220.00 /m2	42,921	220 /m2	4.6%
C12 Fire Protection	1.00	195 m2	70.00 /m2	13,657	70 /m2	1.5%
C13 HVAC	1.00	195 m2	380.00 /m2	74,136	380 /m2	8.0%
C14 Controls	1.00	195 m2	110.00 /m2	21,460	110 /m2	2.3%
C2 Electrical				83,891	430 /m2	9.0%
C21 Services & Distribution	1.00	195 m2	120.00 /m2	23,411	120 /m2	2.5%
C22 Lighting, Devices & Heating	1.00	195 m2	220.00 /m2	42,921	220 /m2	4.6%
C23 Systems & Ancillaries	1.00	195 m2	90.00 /m2	17,559	90 /m2	1.9%
D SITE & ANCILLARY WORK				124,861	640 /m2	13%
D2 Ancillary Work				124,861	640 /m2	13.4%
D21 Demolition (Includes abatement allowance)	1.00	195 m2	600.00 /m2	117,057	600 /m2	12.6%
D22 Alterations	1.00	195 m2	40.00 /m2	7,804	40 /m2	0.8%
Net Construction Estimate				573,579	2,940 /m2	61.7%
Z GENERAL REQUIREMENTS & ALLOWANCES				86,037	441 /m2	9%
Z1 General Requirements & Fee				86,037	441 /m2	9.3%
Z11 General Requirements		12.0%		68,829	353 /m2	7.4%
Z12 Fee (Head office overheads & profit)		3.0%		17,207	88 /m2	1.9%
Total Construction Estimate (Excluding Contingencies)				659,615	3,381 /m2	71.0%
Z2 Contingencies				269,343	1,381 /m2	29.0%
Z21 Design and Pricing Contingency		20.0%		131,923	676 /m2	14.2%
Z22 Escalation Contingency		10.8%		71,458	366 /m2	7.7%
Z23 Construction Contingency		10.0%		65,962	338 /m2	7.1%
Z24 Construction Phasing Contingency		0.0%		0	0 /m2	0.0%
Z25 Acceleration/Overtime Contingency		0.0%		0	0 /m2	0.0%
Total Construction Estimate (Including Contingencies)				928,958	4,762 /m2	100.0%
HST		0.0%		0	0 /m2	0.0%
TOTAL CONSTRUCTION COST				928,958	4,762 /m2	100%

UNINFLATED COSTS

Start Year	Initiative Name	Estimated One-time Costs	Estimated Operating Cost Impact	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
2025	Conceptual planning	50,000.00		50,000	-	-	-	-	-	-	-	-	-	-	-
2025	Fire Supression	1,285,000.00	5,000.00	155,000	1,130,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
2026	New Storage Building	1,228,822.00	20,000.00	-	1,248,822	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
2026	Glanmore Renovation	1,099,858.00		-	1,099,858	-	-	-	-	-	-	-	-	-	-
2033	New Belleville Museum	17,679,689.00	406,923.00	-	-	-	-	-	-	-	-	18,086,612	411,494	429,412	450,883
				-	-	-	-	-	-	-	-	-	-	-	-
		21,343,369.00	431,923.00	205,000.00	3,478,680.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	18,111,612.00	436,494.00	454,412.00	475,883.00
Tax Impact				0.16%	2.75%	0.02%	0.02%	0.02%	0.02%	0.02%	0.02%	13.91%	0.29%	0.31%	0.32%