

OUR HERITAGE, OUR FUTURE:
Considerations for an Active, Inclusive
Heritage Centre for Vaughan

November 2022

Working Group:

Wendy Whitfield-Ferguson, Heritage Coordinator
Nick Borcescu, Senior Heritage Planner

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1.0 THE BACKGROUND

The City of Vaughan is the 17th largest municipal population in Canada, and the ONLY major urban centre in Ontario with no permanent museum and/or cultural heritage centre of the city.

Vaughan has experienced rapid economic and population growth and has sought to provide constant attention to the fundamentals of building a holistically healthy, engaged, and diverse community mosaic. A complete community's "ecology" is the result of multiple endeavors and people working to build economic and social capital. After research and preliminary analysis, it remains the Working Group's opinion that the City of Vaughan is missing a historic perspective to the cultures and identities of our community members, a key component for any understanding of our community's past, present, and future.

Strong, successful communities acknowledge that a heritage element is a required dynamic component of the programming of many City and Regional departments: planning, parks, recreation, libraries, cemeteries, tourism, economic development, culture and more. Vaughan will never reach its fullest potential without the inclusion, active exploration and recognition of its histories in partnership with the various departments of the City.

These diverse programmes need a focus; it is proposed that this focus come from the development of the Vaughan Heritage Centre. The Working Group is asking four questions:

- a. *What is the best operating business model for a permanent, year-round, Vaughan Heritage Centre?* A broad spectrum look at possible target audiences and their user profiles; an exploration of preliminary definition of the experiences to be encountered by visitors as they engage with the site; articulation of the goals, objectives, and core themes that will support the Vaughan Heritage Centre in delivering its Vision and Mission.
- b. *What are the Vaughan Heritage Centre's Vision, Mission, and Values for its future?* A look at some recommended options for the Vision, Mission, and Value statements for the Vaughan Heritage Centre to create a common cause and shared concept for the organization.
- c. *What existing built assets owned by the City could best be repurposed for such a Centre?* A two-phase process: first, a Staff-level review of existing built assets – both Heritage and non-Heritage – that can be utilized through adaptive reuse and renovation, addition, or partnership with other existing facilities; then, a Consultant-level assessment of cost implications of short-listed sites, comparing capital costs, operation costs, and site management.
- d. *What staff, budgets and infrastructure would it take to develop a plan for a Vaughan Heritage Centre?* A review of possible next steps to be taken to see the Vaughan Heritage Centre concept develop into a fully realized project.

2.0 AUDIENCE: FOR WHOM ARE WE BUILDING

While Vaughan has a core of long-term residents, our growth has been with young families and new Canadians. This demographic allows Vaughan to be enriched by these engaged young people with diverse life experiences. So, the question is, “*For whom are we building the Vaughan Heritage Centre?*” The easy answer is “**everyone**”, but the Working Group believes that – while respecting and celebrating the continuing contributions of our long-term resident communities – we need to consider the needs and wants of young professionals, young families, and a diverse workforce.

In every community, family is the bedrock for decision making on the use of discretionary (leisure) time. Whether the family is two persons or eight persons, a single generation or three, the family considers the wants of all, the costs of the options available and the benefits of the preferred options. In all families, the question of “*What do I get from this option*” is always a factor. Sometimes the desire is to see something of their heritage, history, or their points of view in a public dialog helping them to maintain a connection with their life experiences within the context of the Canadian and Vaughan cultural mosaic. Sometimes it is just a visually, emotionally innovative experience.

The Working Group submits that – for the Heritage Centre to become sustainable and to become the social asset it is being conceived of – it must provide opportunities for Vaughan residents to see themselves and their lives benefited directly by their repeat visits. Therefore, the exhibitions and program offerings must be regularly refreshed, dynamic, and diverse in their medium of communications. Our audiences are all curious persons, self-activating in their desire for lifelong learning relevant to them and this includes tourists to our region who want to understand who we are, our histories and our future.

2.1 TARGET AUDIENCES

No organization can be everything to everyone; instead, a successful organization knows who it is serving and how to implement strategies to service those audiences to the best of its abilities. Simply put, planning for specific target audiences is more effective than planning for one large undifferentiated audience.

Even though the Vaughan Heritage Centre will have initial broad appeal, it must, nonetheless, engage its audiences strategically – this means intentionally using Centre’s resources such as staff-time and expertise, available spaces, and fundable budgets to maximize the possibility of effectively serving those who will most use and benefit from its offerings. Once the Vaughan Heritage Centre is fully interpreted, the primary goals will be:

- ☐ to attract new and diverse audiences,
- ☐ to encourage repeat visitation, and
- ☐ to function as a community hub whereby local residents utilize the Heritage Centre year-round for special events, programs, and activities.

In order to fulfill its Vision and achieve its Mission, the Vaughan Heritage Centre needs a sound and shared understanding of who they are serving and their needs, wants, and expectations. Without having any visitor data from which to draw information, the Working Group has established communications with numerous Southern Ontario facilities with similar scope and functions and has commenced tabulating statistics on tourism to see who is visiting the facilities and why.

A summary result of the most immediate study group is presented in **Comparisons in the York Region: Section 7.0** of this document. The study group includes:

- ☐ Whitchurch-Stouffville Museum & Community Centre
- ☐ Georgina Pioneer Village & Archives
- ☐ King Township Museum
- ☐ Elman W. Campbell Museum
- ☐ AJ Clark Interpretive Centre
- ☐ Richmond Hill Heritage Centre
- ☐ Boyton House

2.2 PRELIMINARY PLANNING PRINCIPLES

In addition to above list, the Working Group has also examined several institutions and Cultural facilities out-of-province, and established a pattern whereby the more successful among these facilities do not own or maintain collections of artifacts – or retain these services to a minimum. The benefit of this working model is multi-fold: concerns for special environmental controls operating year-round, together with mandatory increased levels of security and staffing for these specialized areas, are minimized. The result is a freedom in the organization of exhibits, increased flexibility in their respective curatorial and scheduling management, and significantly improved repeat visitation ratio due to the ever-changing content and material presented to the general public.

To act as counterbalance for the peer pressure of the current “community sense of integration” struggling against the modern digital existence, the Vaughan Heritage Centre must serve the growing needs for celebration of the intangible character of local communities. As such, the facility should use existing municipal staffing and services to operate the Centre, wherever possible, and must aim to not own or buy collections from the communities. With no need for preservation functions of collections, the costs of research for curatorial and storage functions can instead be diverted to minimal interpretation costs, in turn allowing each community exhibition to take full ownership and “write their own stories”.

It is the intent of the Working Group to facilitate the Feasibility Report for the Vaughan Heritage Centre with a primary working objective of maintaining a minimum cost implication for the City of Vaughan as a direct and long-term result of the development and operation of the Centre. This primary objective can be attained by:

- creating an environment of continued and regenerating interest in community presence, thereby increasing non-local visitor numbers
- providing offices, staging space, and facilities for changing exhibits operated by established Cultural and Heritage groups
- establishing an extension to the current Vaughan Archives mandate to include and support a Collections Management Program based on documenting exhibits hosted
- adopting a prescribed “Settler Heritage” approach to artifact preservation without becoming the custodian of the collections
- sustaining and enforcing a collection display and presentation mandate of exhibition-quality artifacts and items/props that excludes exterior-use machinery and vehicles
- presenting cyclical programming changes in exhibit spaces, in a 3-month cycle, within a minimum of 3 available exhibition spaces
- presenting a minimum of two active exhibits at any given time, with a 3rd exhibit being staged to be prepared, or removed
- ensuring that any exhibition being set up must have a minimum of two separate and distinct interpretation options, curated by the owners of the exhibition
- providing the opportunity of maintaining a continuous First Nations Gallery through partnership rather than accessioning to allow for “Own your own History” approach
- putting the onus of copyright clearance and related costs and activities as personal responsibility and liability of the owners of the exhibits being hosted
- establishing and maintaining a growing reputation for excellent facilities and functions that can accommodate a wide range of traveling exhibits from a variety of sources
- providing weekend and season-specific short term programs for special interest groups (summer kids programs; winter elderly programs; art auctions; temporary installations)

Based on the above operating principles, the Working Group suggests a three-year start-up program consisting of aggressive fundraising and program research (including communications, advertising, and preliminary partnerships with existing educational and community programs) for the first year. It would be followed by program development and preliminary scheduling of opening exhibitions and themes for the second year – and would culminate with the opening of at least 2 concurrent exhibitions and the on-going installation of a minimum two other exhibitions for the third year.

The preliminary estimated capital budget is capped at an estimated \$20M, with an operating budget of \$1.5M/yr for the first three years – after which the operating budget should reduce exponentially in the following 2 years of operation.

This cost estimation will be one of the main goals of the Feasibility Study Report.

3.0 CURRENT SITUATION FOR CULTURAL ASSETS

Vaughan has over 1100 significant heritage buildings conserved in our community. These built, cultural, and archaeological resources tell an important story, and link the Vaughan of yesterday to the Vaughan of today (sic. OP2010, Chapter 6)ⁱ. The City of Vaughan presently operates:

3.1 URBAN DESIGN AND CULTURAL HERITAGE

(part of the Development Planning Department)

The Cultural Heritage division of the City of Vaughan is comprised of one (1) Senior Heritage Planner supervising two (2) Cultural Heritage Coordinators. Cultural Heritage staff evaluate heritage resources* for designation, can assist to designate individual properties and areas under the *Ontario Heritage Act*, manage change in Heritage Conservation Districts, and provide expertise on conservation, alterations, and appropriate new development within designated heritage areas.



Cultural Heritage planning is focused on the preservation and conservation of built heritage resources which include sites, structures, and landscapes of historic or architectural value. There are other closely related sectors of the heritage industry that heritage staff should also interact with on a regular basis. These areas include museums, archives, cultural institutions, art galleries, heritage groups, historic sites and gardens, and memorials.

* a cultural heritage resource is a human work or a place that gives evidence of human activity or has spiritual or cultural meaning, and that has historic value. Cultural heritage resources are distinguished from other resources by virtue of the historic value placed on them through their association with an aspect(s) of human history. This interpretation of cultural resources can be applied to a wide range of resources, including, cultural landscapes and landscape features, archaeological sites, structures, engineering works, artifacts and associated records.

<https://www.canada.ca/en/impact-assessment-agency/services/policy-guidance/reference-guide-physical-cultural-heritage-resources.html>

3.2 TOURISM, ARTS AND CULTURE DIVISION

(part of the Economic Development Department)

The Tourism Development Officer is one (1) position within the Economic Development Department of 5.5 staff. Tourism includes visitor marketing, media and public relations, and product and infrastructure development.ⁱⁱ No position was identified specifically for cultural programmes and events, managed through Recreational Services within the Department.

The City of Vaughan Cultural Plan identifies the Economic Development Department as the lead in several of its recommendations and gives credibility to the notion of modifying Vaughan's approach to its economic development mandate in support of the creative economy. Most specifically Actions 1.1, 1.2, 1.3, 1.4, and 3.3 in the Cultural Plan speak to specific opportunities in this space.

- ❑ **Action 1.1:** Build on current strengths in the creative cultural industries to support growth in the sector
- ❑ **Action 1.2:** Promote and market the City of Vaughan as a cultural tourism destination with unique cultural experiences and amenities.
- ❑ **Action 1.3:** Strengthen existing and support the development of new festivals and events in Vaughan by developing a cultural festival and events strategy. This is to be done in partnership with the City's Recreation and Culture Department and should be carried out by new staff resources in the restructured Economic Development Department.
- ❑ **Action 1.4:** Undertake a place-branding strategy that leverages Vaughan's unique cultural assets to articulate a unique and compelling identity for the City
- ❑ **Action 3.3:** Develop existing and potential creative clusters and cultural centres in neighbourhoods and civic spaces. The Vaughan Official Plan establishes a strong commitment to community amenities as part of the goal of building strong and diverse neighbourhoods with unique character and sense of place. It is these spaces, potentially areas like the VMC, which will appeal to creative workers and firms.

Objectives for Culture in Vaughanⁱⁱⁱ:

1. Attract and retain human capital in the creative sector
2. Enrich neighbourhoods through expanded cultural assets
3. Foster creativity and innovation
4. Address physical space needs for artists and creative professionals
5. Identify a funding model to develop and sustain cultural facilities and programming

While Culture entails programming for cultural months and commemorative days, the cultural industries are welcomed and encouraged primarily at the Vaughan Metropolitan Centre (a business centre).

There appears to be little/no tangible or intangible heritage-specific emphasis to address facility needs related to objectives 2 or 5 in current planning. Most cultural programmes appear to be managed by the Recreation Department – however, their planning, budgeting and development may be undertaken by a number of separate City Departments and services.



3.3 PIERRE BERTON HERITAGE CENTRE

(part of Major Projects and Reports, Community Projects)

The Pierre Berton Heritage Centre is managed by Recreation Services for the City and is housed within a renovated church that serves predominantly as a rental space with a small permanent exhibit related to Canadian history and Pierre Berton. Its mandate does not address functions or activities related to tangible or intangible heritage resources. There appear to be no staff assigned to the Centre, which is not open to the public – although there is suggestion that the Centre is open for visitation during the summer.



3.4 CITY OF VAUGHAN ARCHIVES

(part of the Office of the City Clerk)

The Archives are located on the lowest floor (level 000) of the Vaughan City Hall, with a current staff of 1.5 positions. The main role of the City of Vaughan Archives is to manage government records with long-term business value. The Archives also collects and preserves valuable, non-government records from the Vaughan community that document its heritage. About 80% of the work is related to core government documents management and 20% is public-facing services. Digitization is based on budget availability.

In addition to about 1,000 ln.ft in active storage near the Reading Room, the Archives have an off-site storage facility, as well as a contract for long terms storage with Iron Mountain. Types of Records Held:

- All City Records with Long-term Legal and Administrative Value (e.g. By-Laws, Council Minutes, Assessment Rolls, Voters' Lists, Vital Statistics, Financial Records, Reports, Correspondence, etc.)
- Historic Photographs
- Maps, Plans, and Architectural Drawings from the 1850's onwards
- Records of Local Organizations, Past and Present
- Papers of Residents and Families Including Diaries, Journals, Logs, Letters, Family Histories, etc.
- Unpublished Histories and Studies
- Land Records Dating Back to the 1790's
- Newspapers and Directories
- Censuses
- Business, School, and Church Records



4.0 THE CASE FOR A HERITAGE CENTRE FOR THE CITY OF VAUGHAN

Our heritage – tangible and non-tangible – is an important part of who we are and what we identify with, as individuals and communities. This cultural identity relies on the **memory of communities and individuals and the artifacts that illustrate these memories**: it is key to identity, well-being, decision making and actions.

These artifacts of memory may be tangible, like a portrait, pot, chair or anything made by our ancestors, but memories are also made of intangible assets such as stories, music, song, dance, smells, etc. which can sometimes be the strongest triggers for the memories we hold dear. These intangible cultural heritage assets are an **important factor in maintaining cultural diversity in the face of growing globalization**. An understanding of the intangible cultural heritage of different communities helps with intercultural dialogue and encourages mutual respect for other cultural norms within our broader community.

Having reviewed the current cultural plans, assets, and objectives for tangible and intangible cultural heritage in Vaughan, it is evident that no department or service has any core mandate component dedicated to the collection, documentation, preservation, conservation, and presentation of the City of Vaughan's cultural heritage resources. A survey of similar sized communities (See section 4.0 of this report) indicates that Vaughan is the largest city without a permanent collection that celebrates its peoples and histories.

Many of the potential assets required to build such a celebration centre – whether as a traditional museum or heritage centre – already exists within the city's assets, or with organizations within the city who would be logical partners, supporters, and volunteers. What is needed is a master plan to achieve such a Heritage Centre for the City of Vaughan.

4.1 AN ACTION STRATEGY

As noted in the preliminary analysis above, the City of Vaughan already has programmes in various departments which address particularly contemporary cultural expressions, whether these be Cultural Months/Days, special music, art, dance or even food events (both annual and occasional) or which celebrate aspects of Vaughan unique and powerful mix of cultures in a very public and engaging manner. What is missing is a means of connecting the heritage past to a context for these events: a facility (physical and virtual) where a visitor or new resident can go, at their convenience, to connect with the history and celebration of the many communities and peoples who make up Vaughan's cultural fabric – from its First People (past and present) to its current inhabitants, to its vision for our future.

It is recommended that the City of Vaughan seek to establish a permanent heritage center with staff to exhibit, document, explore and celebrate through permanent and temporary exhibitions and public programmes, the heritage of Vaughan.

4.1.1 ESTABLISHMENT OF A HERITAGE CENTRE PLANNING TEAM

The planning should begin with establishment of a senior, cross-city planning team to initially mine existing knowledge and draft recommendations for action. It is proposed that the team consist of staff drawn from:

- a) **Cultural Heritage Division** to advise on the historic districts and heritage properties which might be available to host such a facility.
- b) **Economic Department** to advise on two main areas of expertise, a) tourism development and data mining the known metrics for tourists to the city and b) Cultural Programming including lessons learned from their experience with cultural event programmes (creative and cultural programmes) and through experience with Recreation Services (rentals, programme parameters, etc.).
- c) **Archives** to advise on records and resource management, preservation, celebration of tangible and intangible heritage assets based on their experience.
- d) **Community Based expertise**, (perhaps 3 persons) including voices respected for their knowledge of First Nation history^{iv}, new community heritage preservation programmes, and the needs and ambitions of underrepresented communities (including LGBTQ and the disabled communities).
- e) **An external consultant** to provide coordination of meetings and public consultation, documentation of decisions and recommendations, and to be primary author of the planning document which the Planning Team would send to the City Council.

4.1.2 HERITAGE CENTRE PLANNING TEAM ACTIONS

a) **Investigate Existing Cultural Mapping**

Cultural Mapping completed for *Creative Together* (2010 and updated regularly) revealed 644 tangible assets in the following categories: creative cultural industries; community cultural organizations; spaces and facilities; festivals and events, cultural heritage; natural heritage. Cultural mapping has now been identified in the new Official Plan as an essential tool to support planning and economic development. *Creative Together* has also established an ongoing cultural mapping system to continuously update and enrich cultural information in Vaughan.

OUTCOMES:

- i. The **Heritage Centre Planning Team** should identify any heritage structures and/or city building of any age which could host a heritage centre, future industry standard offices and storage facilities for the heritage centre and (depending on Archival Services input) relocation of long-term archival storage. Such a facility could be shared with other municipalities or agencies with similar needs if a business case could be made based on existing provincial examples.
- ii. The **Heritage Centre Planning Team** should identify tangible heritage collections which might be transferred to the proposed Heritage Centre and have

discussions with current agencies or institutions to explore intent to consider such transfers.

- iii. The **Heritage Centre Planning Team** should identify community partners interested in working on such a project

b) Heritage Centre Purpose

The **Heritage Centre Planning Team** should consider the recommendation of this report for the City of Vaughan to establish a permanent heritage centre as defined above in 3.1, and recommend on its mandate, governance, and objectives. It is recommended that the heritage centre would build and hold diverse collections but would not focus on natural history, fine arts, or performance arts, except as possible temporary exhibitions.

A feasibility study for this initiative must be initiated to identify the capital and operational costs, optional sites, and operational parameters for the proposed Heritage Centre. The feasibility report should outline budgetary implications assessed for Council's consideration.

OUTCOMES

- iv. The **Heritage Centre Planning Team** should review and assess related programmes and services by City departments. A draft mandate for the Heritage Centre must identify the parameters for collection management, exhibitions, governance, and community participation. The draft mandate might recommend the transfer of some existing responsibilities and/or partnerships within existing departmental programmes.
- v. The **Heritage Centre Planning Team** should give special consideration based on the experiences learned from the COVID-19 crisis to the means of the proposed Heritage Center to reach out to visitors unable to use the physical facility. This includes both issues of digitization of collections and exhibits but also the use of appropriate and cost effective bi-directional social media. In this context bi-directional means two-way communication not simply screen postings or digital outreach. As part of this exercise, consideration of how the planning and development of the Heritage Centre could be used to build community engagement and participation post opening. It is not recommended that the Heritage Center seek to participate in the Archival Community Digitization Program (ACDP), developed for Archives and Libraries. The Heritage Centre should however seek to find partnership with the City's Archives and Libraries as they may suggest appropriate.
- vi. The **Heritage Centre Planning Team** should identify a modest staffing structure reflecting the mandate drafted as defined in Outcome (i) above.

c) **Community Consultation**

The Heritage Centre Planning Team will present a draft report with supporting information for general public and stakeholder input. The comments and inputs of the community consultations should be identified and considered in the drafting of the final report to Council.

OUTCOMES

- i. The **Heritage Centre Planning Team** should compose a draft report addressing the findings and recommendations stemming from actions (a) and (b) above and their identified outcomes. This should be an illustrated draft but need not be finally formatted or include acknowledgements or references or such other non-actionable elements of the final report.
- ii. The **Heritage Centre Planning Team** should consider a series of public consultations with the heritage and culture organizations in the City. These consultations should include but not be limited to three (3) open public meetings, and not less than ten (10) consultations with appropriate community thought leaders in the City's culture field.

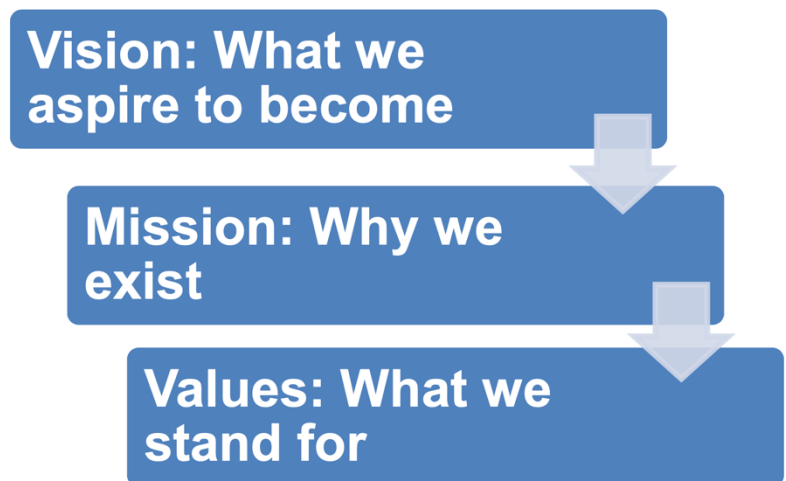
5.0 VISION, MISSION, AND VALUE STATEMENTS

Clearly defined institution fundamental statements of Vision, Mission and Value statements are critical to guiding what an organization does and how it conveys what it does to the public, its stakeholders, and its constituency.

Setting the Vision, Mission and Values early on allows an organization to plan and test new opportunities against a set of agreed upon institutional standards. These standards are the cornerstones for developing the Vaughan Heritage Centre's Interpretive Plan and are key to the Centre's core messaging efforts.

The real value in crafting these statements lies in welding together the organization's staff, volunteers, and Regional Council in a common cause and shared vision. Without them, a single personal opinion, if delivered by a forceful personality, could deflect the organization creating an endless loop of discussion and inaction. An organization is rudderless and cannot achieve its full potential or effectively serve its community without an agreed and shared Vision of where it is going, an agreement on what it will do (Mission), and a set of corporate Values for which it stands. These statements constitute a covenant between the organization, its stakeholders, and audiences thus decisions will be based on these strategic and agreed to standards that are and will be supported by Council and the community particularly where there are capital or operating budget implications.

Succinct and clear Vision, Mission, and Value statements are particularly critical for the Vaughan Heritage Centre because, as a new organization, it must establish itself as a vibrant, engaging, and unique community asset that is safeguarded in a fiscally responsible and accountable environment. Capturing the organization's essence within the Centre's Vision, Mission, and Values, will lay the strategic foundation for its future success.



5.1 VISION: WHAT IS OUR PREFERRED FUTURE?

In general, a Vision statement provides a word picture of what the organization **aspires** ultimately to become – which may be 5, 10, or 15 years in the future. The Vision statement describes the impact which the Centre's aspires to make in the community. It is a **short, succinct, and inspiring** statement all-inclusive, forward-thinking, and broad in its scope.

An effective Vision statement should be concise, memorable, and quotable. Vision statements:

- Describe an ideal future.
- Answer the question: what impact do we want to have on our community?
- Unite an organization in a common, coherent strategic direction.

Vaughan Heritage Centre: to be THE regional meeting place which celebrates the histories and cultures of our diverse communities and TO ENGAGE with communities to define our shared futures by exploring all the majesties of Vaughan's cultural mosaic.

5.2 MISSION: WHAT BUSINESS ARE WE IN?

A Mission statement defines why the organization exists, its core purpose. It states concisely the objective or raison d'être of the Centre, the essential purpose(s) for which it exists. **The Mission is never fully realized** but is a beacon constantly pursued.

A Mission statement must be simple and strong and it must be **aspirational**. Mission statements:

- Describe the overall purpose of an organization: what we do, who we do it for, and how and why we do it
- Set the boundaries of the organization's current activities.
- Are the starting points in developing a strategic vision.

Vaughan Heritage Centre: to operate a permanent, year-round facility which serves all Vaughan residents and which encourages tourism and growth in our community through the presentation of engaging exhibitions, programmes and events which empower our community voices.

5.3 VALUES: WHAT DO WE STAND FOR?

Values define the traits or qualities that the organization considers core principles. They are the timeless principles that guide an organization -- an open proclamation of how the organization expects staff and volunteers to carry out the Vision and Mission.

Values are guiding beliefs about how things should be done. Values statements:

- Reflect the core ideology of an organization, the deeply held values that do not change over time.
- Answer the question: how do we carry out our Mission?
- Are the values the organization lives and breathes as reflected in all its activities.

Together, Vision, Mission, and Value statements identify what the organization is, what it stands for, how it wants to be seen, and how it wants to move forward. These three foundation statements are a signed and declared covenant between operators, funding partners, and the public on shared ambitions. Getting these statements right is as important as making sure a building's foundations are structurally sound.

Vaughan Heritage Centre

Financial Stability:	We will operate fiscally-responsibly to maintain sustainability with a balanced budget which ensures necessary operating and capital resources.
Partnerships:	We will listen to the voices of all community and municipal partners and engage with them to define our future.
Respect:	We will respect all visitors, staff, partner communities, and contractors and will require respect from all those with whom we engage in the process.
Transparency:	We will act openly and be accountable for our actions upholding the principles of good governance in how we address challenges and opportunities.
Innovation:	We will aggressively engage in seeking private, corporate, community and charitable financial support to allow us to innovate our programmes and services.
Courage:	We will stand up for our values and principles and have the strength to evolve our views as we are presented with new information.

6.0 PHASE TWO: 3 CONCURRENT RFPs

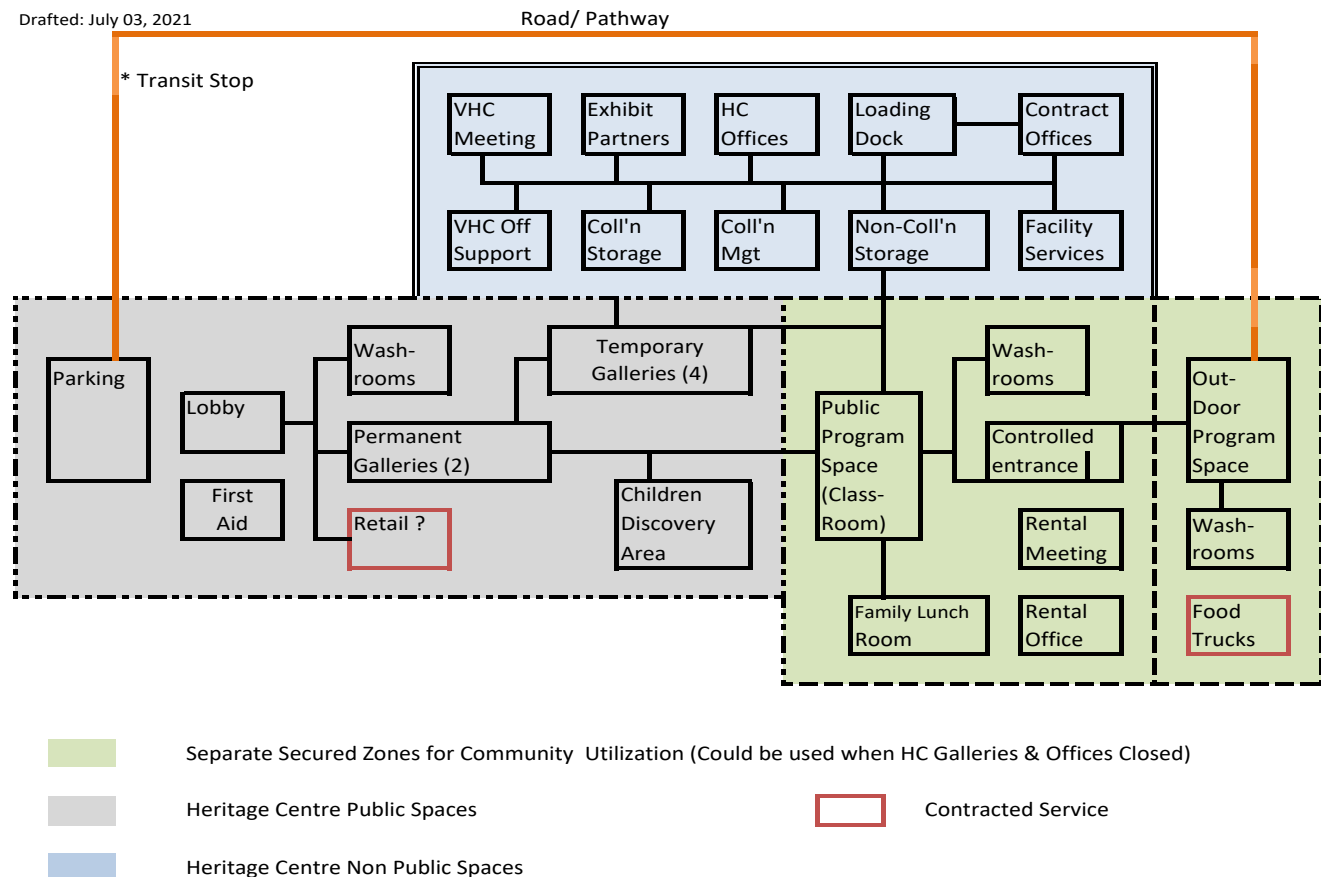
The next step towards the realization of a Vaughan Heritage Centre is to establish its feasibility through a 3-stage concurrent RFP process. The actions required are:

6.1 RFP FOR A FUNCTIONAL STUDY AND AN ARCHITECTURAL CONCEPT STUDY

Purpose: **Functional Study:** To identify the operating programme elements (Exhibitions Spaces, Classrooms, Front of House Service Spaces, Back of House Offices, Facility Services, Collections Management, Meeting Spaces, and staffing assumptions, etc.)

Outcome: Based on the **Functional Study**, the Heritage Centre Planning Team can estimate the sizes and requirements of all functional spaces needed, and can recommend to the City a **Concept Plan** and its implications for the Vaughan Heritage Centre.

Drafted: July 03, 2021



Purpose: **Architectural Concept Study:** leading to the Built-Asset Engineering Assessment Study, the Architectural Concept Study will develop an architectural vision for the preferred assessed building, together with projected Capital Budget Estimates including Construction, Renovations, Engineering, Facilities, Fit-out Costs and any Ancillary program costs as may be required by the Planning Department.

Outcome: To recommend to the City a feasible, costed Project Plan and Capital Budget for approval.

6.2 RFP FOR BUILT-ASSET ENGINEERING ASSESSMENT STUDY

- Purpose:** To identify up to six City-owned and/or City-operated built assets sites which could be successfully repurposed for the Vaughan Heritage Centre based on planning considerations. The study will highlight and assess the pros and cons for each location based on building age, structural assessment, facilities assessment, parking options, outdoors spaces, public transit options, and such other public building criteria established by the heritage planning office.
- Outcome:** Based on the results of the study, the Heritage Centre Planning Team will recommend a reduced list of three building sites as the most feasible options for planning purposes, and a clear recommendation for which of these three sites is preferred.

6.3 RFP FOR FIVE-YEAR OPERATING PROGRAMME STUDY

Working in parallel with the development of the **Functional Study** and the **Architectural Concept Study**, it will be necessary to assemble a **Heritage Centre Operating Team** lead by the Centre's Director, to provide the City with on-going recommendations on the development of programmes for the Centre. It will be essential that those who will be responsible for delivering on the promises for the Centre are in place sufficiently early as to allow operational decisions made during planning and construction to be reflected in the delivered building.

- Purpose:** To establish a **Five-Year Operating Plan** for the exhibits and broad programs for two years before opening and at least the first three years of post-opening for approval by the City Council. The initial **Five-Year Operating Plan** to include the budgeting for final fit out of the spaces to be provided by the approved **Architectural Concept Study**, plus staffing and overhead costs for at least 18 months prior to opening, plus three years post opening including recommendations for initial gallery and exhibition installations and refreshments (temporary exhibitions), staffing costs and fixed expenses.
- Outcome:** To provide the City with an initial **Five-Year Operating Plan** for the implementation of the Vaughan Heritage Centre.

7.0 COMPARISONS IN THE YORK REGION

In drafting this report, the Working Group has briefly considered the offerings of sister municipalities, city and communities. While every community is unique there are lessons to be learned from each. The Working Group thanks each of these communities for their shared information and experiences.

The **Heritage Centre Planning Team** will maintain and continue conversations with these institutions in Section 7.0 to establish benchmark data: how many staff, size of the physical facilities, size of operating budget, number of exhibitions per year at other municipalities. This data will be used for average benchmark comparison as the project develops further.

7.1 WHITCHURCH-STOUFFVILLE

W-S Museum (located within Leisure and Community Services)

The Whitchurch-Stouffville Museum & Community Centre is committed to being a dynamic focal point of community interaction through public programming, heritage conservation, research & education initiatives in a welcoming, authentic, & sustainable way.

The Museum's application for the Community Museum Operating Grant (CMOG) was successful. This grant provided \$28,809 for the site's operating budget. A simplified application process was introduced by the Ministry of Heritage, Sport, Tourism and Culture Industries. The Museum applied successfully for the Museum Assistance Program, Covid-19 Emergency Component and received \$49,539 to be used for a variety of projects eligible through the grant that support Museum operations and activities that allow for the continuous care of the heritage collection.

Staff continued to work to increase the social media presence of the site during the closure periods. The goal was to post frequently on social media and to share as many aspects of the Museum as possible with the public through those channels in keeping with the strategic plan. This included online programming, activities to be completed at home, posts about artifacts and local history, etc

Staff updated the Museum's portions of the Town's website regularly and an online version of the Archaeology Alive! An Exhibit was created for the new L4A.ca website operated by Corporate Services, Economic Development.

7.2 GEORGINA

Georgina Pioneer Village & Archives (operated by Economic Development)

The Georgina Pioneer Village is a heritage showcase for the community's local history, to thirty years ago. They offer Heritage camps, tours, workshops and school visits are just some of the activities that take place throughout the season.

[Online tour](#) to explore Georgina's rich history, and discover the people and places of its past: *'Visiting Georgina outside the GPV&A's regular season or looking for some history from the comfort of home? Take a (virtual) walk through historic Sutton & Jackson's Point with our [Historical Tour](#)'* (4.97 MB)

7.3 TOWNSHIP OF KING

King Township Museum (operated by Community Services)

Home to the King Museum Collection, the King Archival Collection, Arts Society King, and the King Township Historical Society; the KHCC celebrates all things cultural. With a museum collection of over 2000 artifacts, an extensive archive, four historic buildings, two exhibition galleries, and a performance hall situated on over an acre of parkland, the KHCC has something for everyone.

7.4 TOWN OF NEWMARKET

The Elman W. Campbell Museum (operated by Recreational Services) houses a general history collection relating to Newmarket's development from the time of the first settlers in 1801.

- Heritage Conservation Planning under Planning and Development Department
- Corporate archival history is preserved in the Town of Newmarket Archives.
- Other Historical resources are available online through the [Newmarket Public Library's Digital History Collection](#).

7.5 RICHMOND HILL

Richmond Hill values its history and heritage. There are many ways Richmond Hill showcases and celebrates its past, present and future. Programs and events are offered for all ages to enjoy at the Richmond Hill Heritage Centre, AJ Clark Interpretive Centre and at other City sites and facilities. Richmond Hill also cares for the City-owned heritage buildings by maintaining them, using them for programs and celebrating the history of the sites. Historically significant homes in the community may be designated by the *Ontario Heritage Act* and included in the [Inventory of Cultural Heritage Resources](#).

7.5.1 RICHMOND HILL HERITAGE CENTRE

Online Artifact Collection: over 10,000 artifact images through our [online artifact collection database](#). An ideal resource for students, researchers and history enthusiasts. The Richmond Hill Heritage Collection is in trust for the education and enjoyment of the public. The collection consists of more than 10,000 artifacts, including on-loan or donated items from The Richmond Hill Historical Society, The Phyllis Rawlinson Estate, and The Langstaff Family. These artifacts represent the community from the early 19th century to the present day and include:

- Agricultural artifacts
- Home furnishings
- Tools
- Textiles
- Recreational artifacts

7.5.2 BOYNTON HOUSE

Built in 1875 and purchased by the City in 1974, the Boynton House and property were renamed Richmond Green. The property hosts renowned Spring Fair and Canada Day celebrations and is also host to the Richmond Hill Railway Station building, relocated onto this site in 1979 after it was saved from demolition. Richmond Green is home to a wide variety of activities and events sponsored and organized by the City's diverse communities.

7.5.3 AJ CLARK INTERPRETIVE CENTRE

The A.J. Clark Interpretive Centre was opened in memory of Arthur James (A.J.) Clark, an archaeologist known for his careful record keeping, studying of artifacts and depth of research who began mapping and describing sites in York County. A.J. Clark offers workshops and camps to encourage awareness and appreciation for the diverse cultural histories of Richmond Hill, particularly the First Nations Settlement on the north shore of Lake Ontario and the McGaw archaeological site.

7.5.4 ONLINE INTERACTIVE CULTURE MAP

Digital virtual visitors can learn more about the history of Richmond Hill by looking at "*Intangible Assets*". The Richmond Hill Culture Map is a one-stop-shop to discover the culturally vibrant heritage resources and histories of Richmond Hill with over 1,300 accessible resources.

7.6 TOWN OF EAST GWILLIMBURY

No museum; No archives

Heritage matters are not independently identified and are only addressed through the planning portfolio as it pertains to the protection of built heritage.

7.7 TOWN OF MARKHAM

Markham Museum brings the present and past together. Operating on a 25-acre site, the cultural and historical facility hosts more than 30 structures and ancillary buildings, and offers community and public programs featuring exhibits, school programs, public and private events, and research facilities. The site also incorporates archaeological documentation, and a rich online presence.

8.0 NEXT STEPS

The **Plan for Action: Feasibility Study** will provide a guideline for the development of this project allowing ample opportunity for appropriate public and City oversight and respecting the quality and value of existing programmes and services.

The **Heritage Centre Planning Team** recommends in this Feasibility Report be presented to the City of Vaughan as proven catalyst to initiate a program for the development and operation of a Heritage Center for the City of Vaughan. The Vaughan Heritage Centre would provide collection management and exhibition of tangible and intangible heritage resources, and programmes that celebrate the many communities which make the City of Vaughan home.

The interpretive goals of the Vaughan Heritage Centre should aim to:

- ☐ make Vaughan's diverse cultural heritage come alive for visitors;
- ☐ make the site relevant to them;
- ☐ create enlightening, compelling and evocative visitor experiences;
- ☐ tell stories that relate to the broader context within the province and beyond

Upon the successful completion of the Feasibility Study Report, the Working Group asks City Council to approve the establishment of the **Heritage Centre Planning Team** – who will the commence the implementation of the **Action Strategy plan** as the **Heritage Centre Planning Team** and oversight recommend.

End Notes Referenced in Report

ⁱ https://www.vaughan.ca/services/business/heritage_preservation/Pages/default.aspx

ⁱⁱ City of Vaughan Economic Development Strategy MillerdickinsonBlais Inc, pg 88

https://vaughanbusiness.ca/media/2020/04/EDS_C9_StaffingOperational.pdf

ⁱⁱⁱ VMC Culture and Public Art Framework November 2015 (Final), pg 5

https://www.vaughan.ca/projects/planning_growth/cultural_framework/General%20Documents/VMC%20Culture%20and%20Public%20Art%20Framework%20November%202015%20FINAL.pdf

^{iv} City of Vaughan Official Plan Archaeology and First Nation Policy Study, March 2010

https://www.vaughan.ca/projects/policy_planning_projects/General%20Documents/Background%20Papers/Archaeological%20and%20First%20Nations%20Policy%20Study/10aArchaeology-firstnations_study_summary.pdf

https://docs2.cer-rec.gc.ca/ll-eng/llisapi.dll/fetch/2000/90464/90550/90715/2680295/2856848/2926339/2936508/2986102/A77499-3_Exhibit_B_-_City_of_Vaughan_Official_Plan_Archaeological_and_First_Nations_Policy_Study_-_A5C6D4.pdf?nodeid=2985183&vernum=-2

WENDY WHITFIELD FERGUSON

HERITAGE COORDINATOR DEVELOPMENT PLANNING

Education

2018-present | RIM Graduate Diploma, University of Toronto

1994-1996 | Museum Management and Curatorship - Graduate Program

Trent University

1989-1993 | Bachelor of Arts - Honors - History & Fine Art,

University of Guelph



Wendy Whitfield Ferguson has twenty-five years of municipal heritage and cultural management, conservation, education, and promotion. Wendy was identified early as a leader in the cultural heritage field with a proficiency for identifying the modern cultural heritage industry in Ontario. Wendy has had the distinction of improving the cultural and heritage operations within various small and large corporations throughout the province. These improvements created long term successful cultural heritage programs that are continuing to flourish today.

In her work Wendy continually cultivates strong heritage initiatives to necessitate heritage as a critical asset to communities for the benefit of the community now and in the future. Recently, Wendy had the honor of being identified as a key heritage professional to revitalize the Hudson's Bay Company's majestic history for public consumption. A few of her professional highlights are:

- ❑ As the Culture and Heritage Manager for the Region of Haldimand, Wendy had the opportunity to develop and implement a successful forum for First Nations and heritage professionals which encouraged networking and promotion throughout the Niagara Peninsula.
- ❑ As a Councilor of the Ontario Museum Association, Wendy developed and implemented community partnerships, cultural and heritage programs, and policies to effectively communicate and promote the province's history.
- ❑ Wendy has the distinction of creating, various successful regional and provincial Cultural Heritage committees which continue to promote, support, and engage large and small cultural institutions. This developed an extensive experience liaising with First Nations, the Ministry of Culture, Parks Canada, Cultural Cities Network, Heritage Canada and Volunteer Canada for improved partnerships and strategies.
- ❑ Wendy has successfully managed several museums, 104 cemeteries, regional and city archival center(s) and cultural facilities.
- ❑ Created and maintained a successful on-line presence through a Cultural Plan for the Region of Haldimand, with Council acknowledging it as a critical asset for the Corporation.
- ❑ Implemented a successful Cultural Mapping program, that continues to be a useful tool today in coordination with Economic Development and Tourism in Haldimand.
- ❑ Wendy has proudly developed cultural heritage policies and programs that has created progressive and intuitive community connections for the benefit of the stakeholder and economic development of the Regions of Niagara and Haldimand.

NICK R. BORCESCU

SENIOR HERITAGE PLANNER DEVELOPMENT PLANNING

Education

1993 | BES (candidate), Waterloo University, Ontario

1996 | D.L.Arch, m.Law Ryerson University, Ontario

2000 | B.Arch (honours), Carleton University, Ontario



Professional Memberships

Ontario Association of Architects (OAA intern)

Royal Architecture Institute of Canada (MRAIC)

Toronto Society of Architects (TSA)

Canadian Society of Landscape Architects (CSLA)

Canadian Association of Heritage Professionals (CAHP)

National Trust for Canada (Member 134626)

Nick Borcescu's background in architecture brings an innovative approach to his work and has held positions of consultant, designer, detailer, and gallery curator for architectural exhibits at several galleries and international shows. Nick channels his educational and practical experiences as a Facilities Planner and Exhibit Designer. He has worked on international projects that explore improvements to visitor and materials circulation within existing structures, as well as planning additions, renovations, and new construction aimed at maximizing the visitor experience. Nick's project experience record spans across the US, Canada, Europe, Middle East, and Asia. Select project examples include:

- ❑ Josiah Hensen Museum of African Canadian History: exhibit design and project management
- ❑ Lac Brome Museum: facilities master plan, circulation, expansion strategy planning
- ❑ Black Creek Pioneer Village: masterplan layout and exhibit design
- ❑ Scugog Shores Heritage Centre Gallery: concept and exhibit design and detailing
- ❑ Zwinger and Dresden Castle, Dresden Germany: facilities masterplan and circulation
- ❑ Canadian Museum for Human Rights, Winnipeg: facilities planning, systems and standards
- ❑ Ad'diriyah Site Master Plan, Riyadh, Kingdom of Saudi Arabia: UNESCO site master plan
- ❑ Singapore Art Museum Masterplan: facilities master plan, systems & standards, circulation

Further to the experience above, Nick has produced presentation and conceptual schemes for a wide array of projects varying in size and program, and diverse locations around the world. Nick is highly aware of site concerns affecting future and proposed designs, including lighting, accessibility, and tactile/visual stimulation – and has a personal interest in green architecture, recycled materials, and AODA-related work.