

ROSSLAND MUSEUM & DISCOVERY CENTRE

PLAN FOR RENEWAL 2013



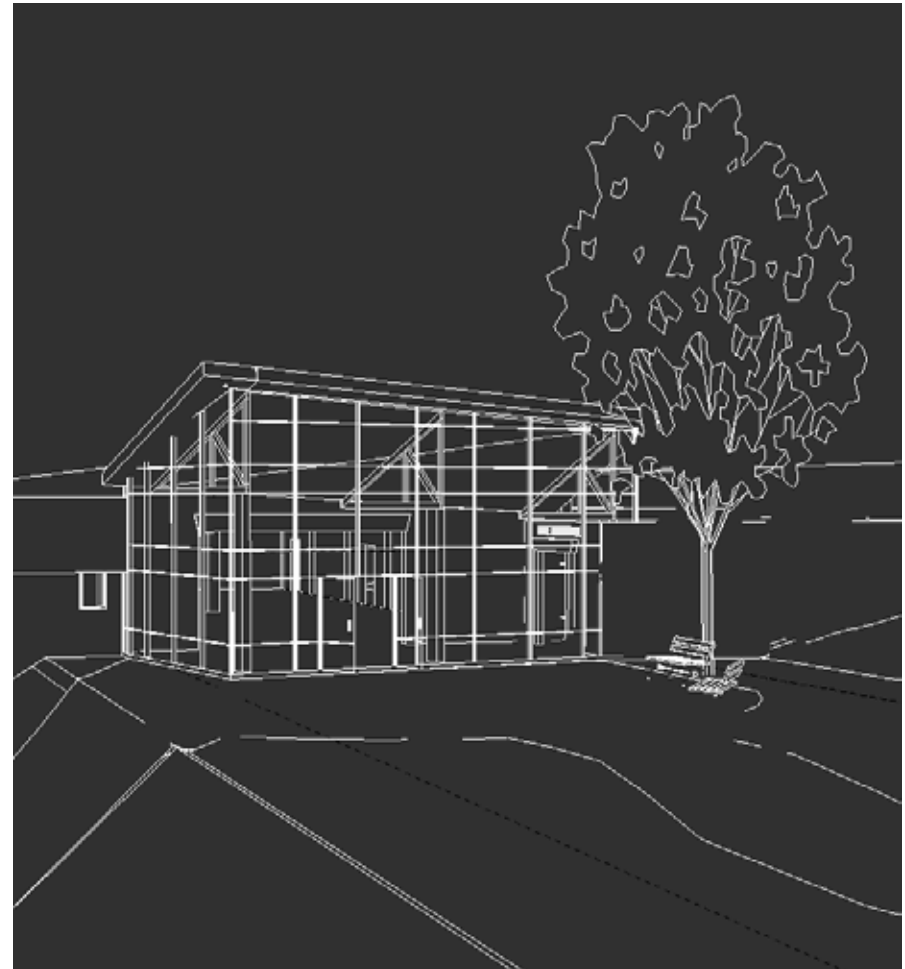
A Journey of Change for an Inspiring New Future

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AND ASSOCIATES INC 

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EXECUTIVE SUMMARY

The Rossland Museum and its collections reflect the rich history of the City of Rossland, and this project represents strategic and timely new directions for the revitalization of this significant community cultural and historical resource. This bold new initiative will renew the Museum and strengthen its capacity to play a central role within the community and act as a gateway to the region.

The Rossland Museum Gateway Project represents an exciting opportunity to assist the City of Rossland and the Rossland Museum in taking a bold step into the future. Guided by previous work – including extensive community and stakeholder engagement and consultation – this report offers a comprehensive review, analysis and evaluation of the Museum that has shaped this Vision for its renewal.

The purpose of this project has been to develop a comprehensive renewal program for the Rossland Museum, based on a thorough review of the existing situation and a comprehensive series of recommendations for revitalization including:

1. A Vision for Renewal
2. Governance, Management and Operations
3. Physical Improvements
4. Collections, Exhibits, and Community Programming
5. Financial Sustainability
6. An Implementation Plan

The following is the Vision for the renewed facility:

The Rossland Museum & Discovery Centre is committed to a physical and operational renewal process that will result in a community-oriented, sustainable facility that will be open for business, year round, to all. It will tell the stories of the past, present and future of Rossland and region, respecting the past and looking forward to a digital future. This renewed facility will be responsive to the community, serve as its memory and focus on its contemporary educational needs. It will be a local cultural asset, support cultural tourism initiatives and enhance the success of local businesses. It will thrive on community support, and on partnerships and strategic alliances in the public and private sectors. Its focus will be diverse, and will serve the entire community, as it evolves in this bold new direction.

This bold new Vision will renew the Museum and strengthen its capacity to play a central role within the community and act as a gateway to the region. The following six key Goals support the Vision, and define the Renewal Concept:

Goal #1: Safeguard the Collection

Goal #2: Re-Imagine the Collection

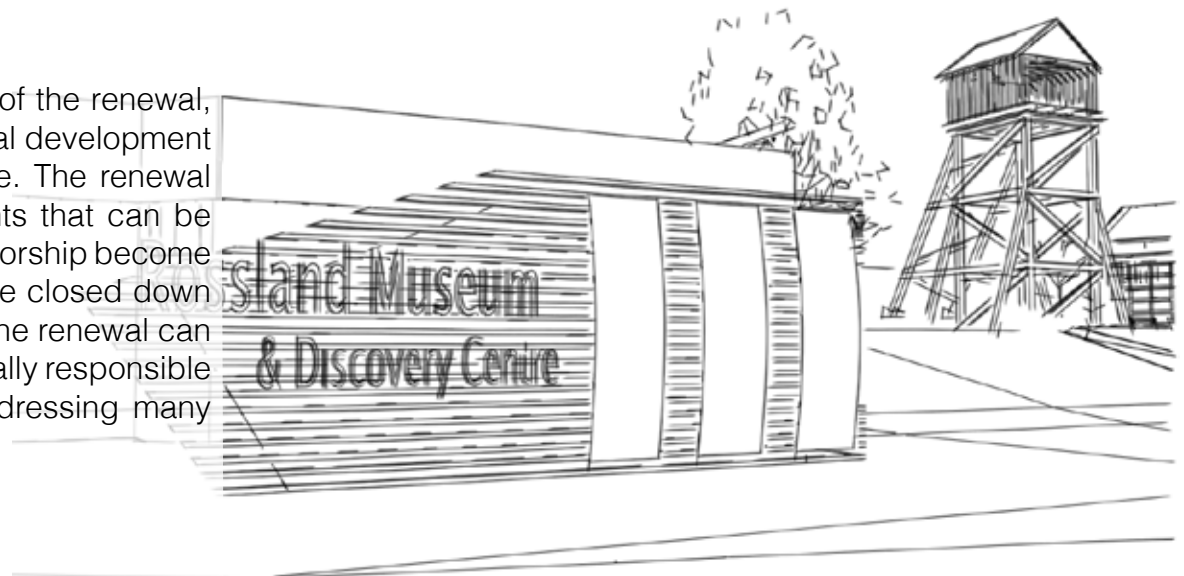
Goal #3: Provide Dynamic and Educational Programming

Goal #4: Enhance the Site, Entrance and Building Exterior

Goal #5: Support Sustainable Museum Operations

Goal #6: Plan For Phased Implementation

Achieving these goals will ensure the success of the renewal, and this plan is designed to facilitate incremental development and funding of the Renewal Concept over time. The renewal has been broken into self-sufficient components that can be undertaken sequentially as resources and sponsorship become available. Museum operations do not have to be closed down or seriously disrupted to achieve the renewal. The renewal can therefore be accomplished in a phased and fiscally responsible manner that will build on key assets while addressing many challenges currently faced by the museum.



1. INTRODUCTION

The Rossland Museum and its collections reflect the rich history of the City of Rossland, and this project represents strategic and timely new directions for the revitalization of this significant community cultural and historical resource. This bold new initiative will renew the Museum and strengthen its capacity to play a central role within the community and act as a gateway to the region.

The *Rossland Museum Gateway Project* represents an exciting opportunity to assist the City of Rossland and the Rossland Museum in taking a bold step into the future. Guided by previous work – including extensive community and stakeholder engagement and consultation – this report offers a comprehensive review, analysis and evaluation of the Museum that gives shape to a bold new Vision for its renewal.

The purpose of this project has been to develop a comprehensive renewal program for the Rossland Museum, based on a thorough review of the existing situation and a comprehensive series of recommendations for revitalization. This project represents an exciting opportunity to assist the City of Rossland in taking the next step towards revitalizing this significant facility with a new Vision and plan for the future.

The Rossland Museum is a vital community resource, and this Renewal Concept will revitalize the facility and build capacity for its central role within the community. The Museum currently serves a number of functions. Built at the site of the Black Bear mine in 1967, it houses thousands of historical artifacts, historical exhibits, outdoor displays, tourism information and a gift shop. Over the course of its life, the Museum and site have undergone numerous alterations, which have expanded both its size and scope.

In 2010, access for the underground gold mine tour was suspended, since which time attendance at the Museum has dropped by half. Two years later, an extensive community engagement process defined new opportunities for the Museum, including an expanded role in the community, a set of Museum Principles, and expanded interpretive themes. Through this process, an advisory committee was formed, the Rossland Museum Gateway Project, to position the Museum as a cornerstone for community and economic efforts for the city and the region. This has led to a significant stakeholder engagement process that has generated substantial interest and new ideas, and acts as a solid foundation for this proposed Vision for renewal.

This study has assessed and evaluated three broad areas:

- A site and facilities analysis that has identified the risks and gaps and revealed the potential of the physical framework and the overall look and feel of the site.
- The operational components of collections, exhibitions, programming, governance and management have been assessed against best practices in order to recommend a plan that will revitalize the institution and strengthen its connections in the community.
- A review of sustainability considerations has explored options for capital development and recommends a locally-informed and long-term operational funding formula.

The Rossland Museum is a vital community resource, and this Renewal Concept will:

- Revitalize the Museum;
- Enliven its connection to the community;
- Strengthen its role in the local and regional cultural economy;
- Embed its sustainability in and across the community profile;
- Support its role as a focus for the community's heritage; and
- Provide a Gateway to the Region.

It is therefore crucial that the following key aspects have been considered to ensure a success renewal of the Museum:

- Creative solutions to enhance visitor and community accessibility and engagement;
- Broadening of community-based exhibitions and programming;
- Responsible management of heritage resources and operational assets; and
- Financially sustainable operations through fiscal stability and enhanced partnerships.

This Renewal Concept balances fiscal responsibility with the creation of an exciting and dynamic Vision for a revitalized Rossland Museum.

1.1 GATEWAY COMMITTEE PROCESS

The Rossland Museum Gateway Project (RMGP) was established to address the closing of the Adit mine tour and the subsequent dramatic decline in attendance. It is a stakeholder driven initiative that began in early 2012 to revitalize the Rossland Museum, enliven its connection with the community, strengthen its value to the local and regional cultural economy, embed its sustainability in and across the community profile, and acknowledge its role as a vital resource for and repository of the community's heritage and sense of place. Subscribed and supported by a strong cross-section of community stakeholders and informed by significant community engagement, the RMGP has established a preliminary vision and ideas to redevelop the museum. Mike Stolte, Executive Director, Centre for Innovative & Entrepreneurial Leadership, has acted as facilitator, bringing specific expertise in economic development and community engagement to the project. Wayne Wilson, former Executive Director with the Kelowna Museum Society, was retained to facilitate the development of an RFP for the feasibility study.

The Gateway Project is community driven, as buy-in to the redevelopment of the museum ultimately hinges on strong community support. The public engagement component of the project entailed two community sessions, stakeholder interviews, an online survey, interviews with fifteen community stakeholders, and a focus group made up of teachers and

students from Rossland Secondary School. The plan for the Museum's renewal has built on this ongoing work by continuing the consultation process and expanding the scope of the plan into the development of concepts for the site and buildings as well as an assessment of sustainable operations.

1.2 METHODOLOGY

Significant work has already been undertaken prior to the commencement of this project. A clearly articulated process, based on key stakeholder consultation and community input, has led to consensus on the Vision, Goals and Implementation for the Renewal Concept. The key to the success of this project has been the building of support and partnerships within the larger public and corporate community that will ultimately ensure the successful revitalization of the Rossland Museum.

The site includes a unique context of museum and built heritage, each with its own physical and operational requirements. The project commenced with a thorough assessment of the physical facilities of the site, buildings and structures that constitute the museum's physical plant. Each aspect of the site has been assessed and evaluated as to how it adds, or can add, to the visitor experience. Special attention has been paid to those

aspects of the site considered to have heritage value. The site was documented through sketch plans and photographs to provide an information base on which to build the plan for enhancement of the physical aspects of the museum. The museum building itself was thoroughly examined to determine options for improved layout and function, as well as possibilities for functional and visual enhancements. Recommendations have been developed that informed the discussion about the priorities for renewal.

Stakeholder consultation process has been a key component of the Rossland Museum Gateway Project. The consultation process for the Renewal Concept has been a continuation of this process, and was designed to ensure that a wide cross-section of the broader public and corporate community has had the opportunity to participate in the visioning process, and to identify the needs that are important to them. In discussion with the Committee, display panels, presentations, press releases and handouts were prepared to explain the Renewal Concept as required to stakeholders and the general public, and to solicit further input and suggestions.

As part of this process, the Gateway Committee met with the consultants three times:

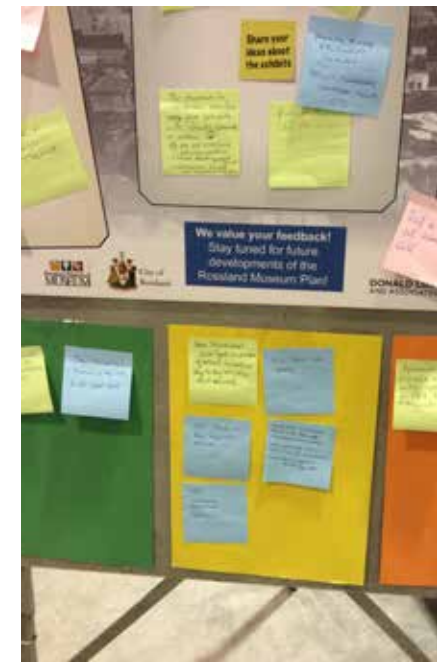
- August 15th, 2013: Start-up meeting and S.W.O.T Analysis

- September 17th: Presentation of draft vision and goal
- October 16th: Presentation of final Renewal Concept

The final Draft report was presented to the committee on November 28, and the Committee's final comments have been incorporated.

There was also an opportunity for the public to comment during the Golden City Days on September 6-8th, and a public open house on October 15th at the Rossland Museum, which was extremely well attended.

The project has successfully engaged the public in imagining a renewed community-based museum that will be a cultural destination and a community hub of learning and activity. This has laid the foundation for future success.



2. CURRENT SITUATION

The Rossland Museum & Archives Association was established in 1955, and twelve years later the Rossland Historical Museum was opened, and since that time has provided a strong community focus as a repository for community records, as the collective community memory, and as a crucial component of Rossland's identity. This project represents an exciting opportunity to redefine the Museum to showcase the region's unique and evolving history, incomparable collection of artifacts, and substantial archives. The starting point of the Renewal Concept is an analysis of the current situation.



Existing lobby and gift shop.

2.1 BACKGROUND

The City of Rossland echoes the boom and bust cycles that characterized the economic development of British Columbia. This historic settlement is situated at the base of Red Mountain, seven miles in a direct line from the Town of Trail on the Columbia River, and eight miles north of the Canada – United States border, at an altitude of 3,411 feet. In the 1890s, the Canadian Pacific Railway Company's steamers could reach the city from Revelstoke via the Arrow Lakes to the north, and by the Columbia and Western Railway, 14 miles from Trail. The Red Mountain Railway also connected the town with Northport, Washington, 18 miles away and also to Spokane, a distance of 150 miles on the Spokane & Northern Railway.

The mines, which gave the city its impetus, were first staked in 1890 by Joe Bourgeois, a Métis prospector, and his partner Joe Moris. They staked five claims: Le Roi, War Eagle, Centre Star, Virginia, and Idaho; but given that they were entitled to register only four, they offered the fifth claim, the Le Roi, to Col. E.S. Topping in return for \$12.50, the amount of the registration fees for the remaining claims. Realizing the potential of his new property, Topping made a tidy profit by selling it to a Spokane syndicate for \$30,000. The Spokane entrepreneurs subsequently made large fortunes as a result of their investment and in 1898, the Le Roi was sold to the British American Corporation for just over three million dollars.

British Columbia's languishing economy in the early 1890s was rescued from the doldrums by a sharp rise in the international price of silver in 1895, rekindling interest in the rich mines of the Kootenays, where a number of claims had been staked, but not exploited. The steeply rising prices triggered frantic development, unleashing a wave of settlement throughout the area - a new mining boom was on. The metal strikes were "as famous as the Rand" strikes in South Africa, and Rossland became known as the Johannesburg of British Columbia. Vast quantities of silver, lead, copper, and gold ore were discovered, but could not be mined without heavy equipment. The necessity for infrastructure led to the establishment of instant urban centres, connected by new railways throughout the eastern part of the province. Before the end of 1897, Nelson, Rossland, Greenwood, and Grand Forks had taken advantage of the provisions of the "Speedy Incorporation of Towns Act," as the provincial government scrambled to establish an administrative network of courthouses, schools, and other public buildings.

Ross Thompson took up the original Rossland townsite as a pre-emption in 1892, and had it surveyed in 1894 by J. Fred Ritchie, the foremost land surveyor in Nelson at the time and subsequently named the town after himself. Thompson had come to the region as a prospector having spent time in mining towns in Montana, Idaho, and Washington. Incorporation was

granted to the new city in the summer of 1897, and following the first Municipal election, the new Council set to work to open new streets, lay sewers, and established the infrastructure needed for the town's ever-increasing development. Both a waterworks and electric light plant were already in operation in 1897, under the management of a private corporation. The electric power plant was to be utilized principally for mining purposes and was established near Waneta at Bonnington Falls.

On the strength of a two-year contract between the Le Roi Mining Company and the Provincial and Dominion Governments, a smelter was built at the near by city of Trail and a narrow gauge railway was constructed to connect the two towns. As the crow flies, there was only a distance of four or five miles between the mine and the smelter but in order to overcome the altitude difference of 2,100 feet, a series of switchbacks were used, which lengthened the line to 11 miles. At the end of the two years, the Le Roi Company opted to build their own smelter at Northport, just over the United States border, and was subsequently able to reduce their smelting costs. The Le Roi smelter was built by Sol Cameron and completed in 1898. Meanwhile, the Canadian Pacific Railway Company purchased the Trail Smelter and halved the freight and treatment charges, thus creating fierce competition between the two operations. The Northport smelter contract would provide important contacts for future projects in the Rossland region.

By 1904, the mines had all shut down and Rossland's golden mining days were over. The population declined significantly, and the business core was devastated by several fires in the 1920s. This was not the end of the story; however, as Rossland continues to offer more than just historical interest. Over time, other activities developed, such as competitive alpine skiing, and this desirable area is now attracting mobile professionals and entrepreneurs. Community events and festivals occur year-round, and there are also many seasonal recreational activities. In recent years, there has been a significant upswing in investment and economic activity, including the expansion of resort facilities.

During WWI, Kimberley's Sullivan Mine took over from Rossland as the major source of ore, and presently, Red Dog Mine in Alaska is the main source (primarily zinc) of materials for Trail's smelter. Work in the mines situated on Red Mountain gradually declined and by 1942 Rossland's Red Mountain mines closed. Cominco continued operations at their smelter in Trail and in 2001 merged with the Teck Corporation and became Teck Cominco Limited. The company again changed their name in 2009 to Teck Resources Ltd. The La Roi mine's Black Bear tunnel is located on the upper bench of the Museum site. The main mineshaft extends 800m below ground with numerous vertical and horizontal stopes. Tours of the mine were conducted from

1967 until October 2010, with permanent closure of the Black Bear tunnel in January 2012. An air compressor, moved from the Centre Star Mine to the site in 1972, and a replica mineshaft head frame are located on the lower bench near the museum entrance.



Head frame, existing location adjacent to museum.

2.2 MUSEUM HISTORY

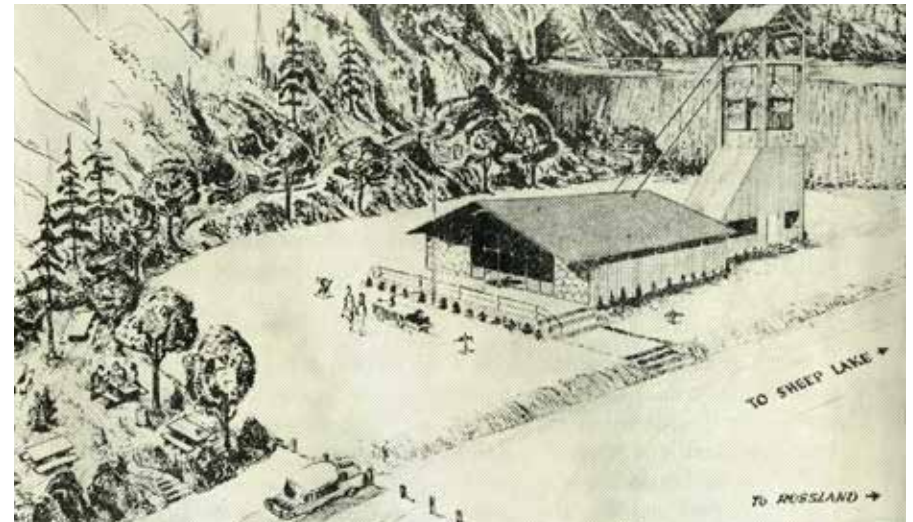
Prior to the construction of the present Rossland Historical Museum, the city's first museum was established in 1954 by the Rossland Rotary Club and situated in the Rossland Court House. This was the start of the Rossland Historical Museum & Archives Association (RHMAA), which was incorporated as a not-for-profit society under the BC Societies Act in March of 1955. The RHMAA Mission is 'to capture, research and preserve stories, records and objects of Rossland and the Trail Creek Mining District; promote community identity and facilitate access to our community's rich history and diverse culture through education, exhibits and reference services for all present and future generations.'

The genesis of the current Rossland Museum building was Canada's 100th birthday. At the time, a number of proposed Centennial projects were being planned across the country to celebrate local history and heritage. This signaled a new awareness of the country's coming of age, and led to the establishment of many local museums and archives. Large new flagship museums were planned in Vancouver and Victoria, plus numerous local projects.

In the 1960s, a local chapter of the Lions had an idea to develop a community museum. The museum was officially started by Jack McDonald and Roger Terhune. With the area's rich history

and a plethora of diverse and interesting historic collections stored in peoples' basements, the group set out to brainstorm ideas for fundraising. One gentleman had the bright idea of selling light bulbs that he was able to acquire en masse and at cost. This group of dedicated citizens sold light bulbs door to door, and raised a large sum of money that would later become the foundation for the future development of the Rossland Museum.

A pamphlet prepared by the Rossland Canadian Confederation Centennial Committee enthusiastically explained the proposed local project:



An Artist's impression of museum building and picnic park to be built on the site of the old Black Bear Mine.

THE ROSSLAND CANADIAN CONFEDERATION CENTENNIAL PROJECT

During 1967 Canada will celebrate the Centennial year of Confederation. Federal and provincial grants will be made available, on a per capita basis, to assist in commemorative community projects. To qualify for grants projects must be completed by July 1st, 1967. The Rossland Canadian Confederation Centennial Committee was appointed in 1964 by the mayor and council to carry out Rossland's project. At a public meeting early in 1964 it was unanimously decided that Rossland's project will be a combined historical museum and tourist information building set in a landscaped picnic park.

The site will be at the highway intersection at the western entrance to Rossland on four acres of land indentured to the city at one dollar per year by the department of highways. This is also the site of the old Black Bear mine and it is planned to incorporate the old building foundations and other landmarks into the overall development. The waste dumps of the LeRoi, Josie and War Eagle mines on the hillside above the site create an historic atmosphere of early day mining and the museum building will be architected to represent a hoist house and head frame to fit with this theme.

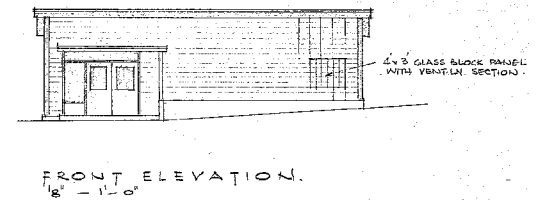
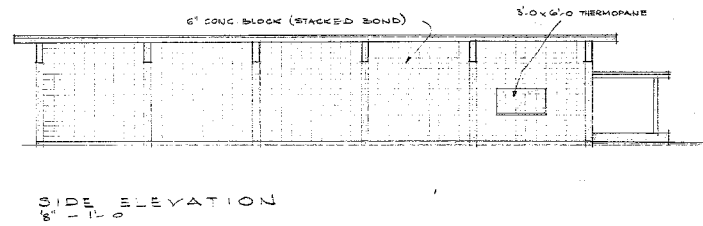
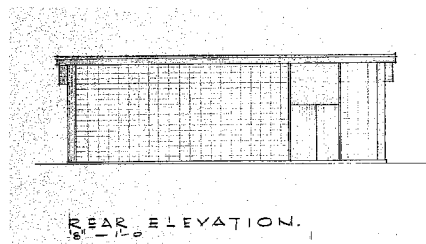
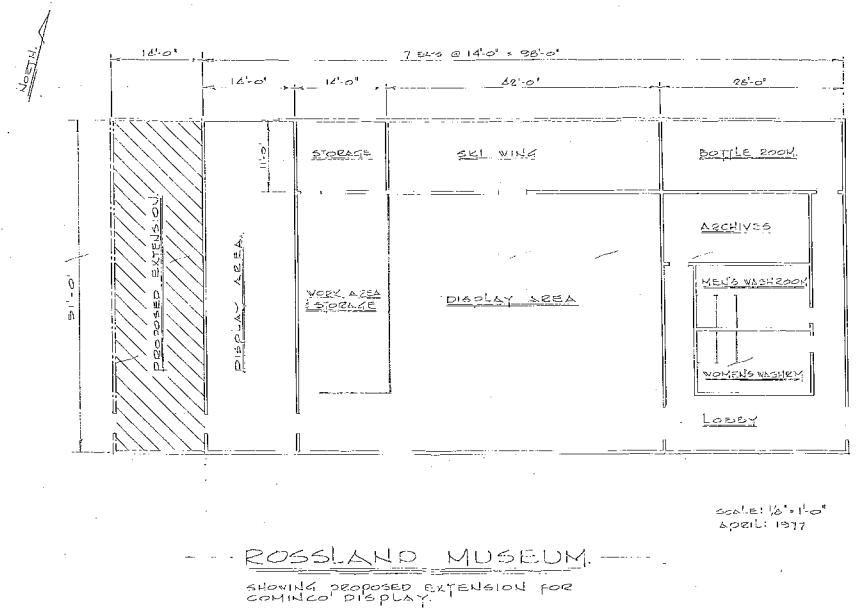
Opening onto the site is the portal of the old Black Bear tunnel. This will be opened to the public for a distance of 600 feet into the old workings as an added tourist attraction. A nature trail is also planned on the site. Revenue from this source will be applied to the operation of the museum.

The museum building will be fire proof and will house in addition to display areas, an entrance foyer with tourist information desk, an archive room, storage area, heating plant and public washrooms. The whole project will allow for future expansion.

Museum displays will concentrate on models and stage sets as far as possible. The central theme will be a model of Red Mountain with its historic mines and surface structures. Another will depict geological development of the area. Other displays will tell the stories of mining, transportation, power, miners union, the 8 hour law, the Jeldness story and ski development, Sourdough Alley and so on. An extensive historical photo section will be included. Outside exhibits will feature old pieces of mining equipment as tourist stoppers. The Father Pat ambulance will also be displayed.

The possibilities of the project are limitless and the degree to which the Rossland story can be put on display will depend only on the funds available. The committee has set a minimum target of \$30,000.00 to be raised by July 1, 1967. This will provide only basic facilities and it is hoped that the total response will exceed this figure by an amount that will make it possible for Rossland's proud contribution to the west to be permanently and impressively displayed for all to see. It is planned that the names of all contributors will be recorded in an appropriate manner in the building.

Upon completion, the extensive collection of Rossland Museum artifacts and archive material will be housed in the new quarters and the project will be administered by the Rossland Historical Museum Association.



Original architectural plans.

The building that was eventually constructed was more utilitarian in nature than was originally envisioned. Additions over time to the Museum have expanded both its size and scope of exhibits. In 1974-75, the Museum's lobby was expanded and reconfigured to accommodate personal amenities. In 1979, the Cominco Wing and theatre were added providing visitors with a comprehensive understanding of the crucial role mining played in the settlement and development of the region and, more specifically, the enduring partnership Teck Cominco, formerly the Consolidated Mining and Smelting Co. of Canada Ltd., has had with the Museum and the City of Rossland. The Le Roi underground mine tour ran from 1967 to 2010.

A significant change to the Museum was the construction of the Ski Wing in 1987, built through an Expo Legacy grant. The Ski Wing was constructed in celebration of Rossland's rich skiing history, to honour local Olympic medalists Nancy Greene Raine and Kerrin-Lee Gartner, and Dominion Ski Champion Olaus Jeldness. The construction of the Ski Wing facilitated the consolidation of ski exhibits previously housed elsewhere in the Museum, including the Nancy Green exhibit, into one space, permitting the succinct telling of Rossland's ski history from its introduction in 1896 through to the present day.

The Tea Room was added in 1982. Subsequent exhibit spaces have been added over time. Exhibit lighting was recently updated with a grant from FortisBC.

2.3 GOVERNANCE, MANAGEMENT & OPERATIONS

The City owns the site and facilities, while the museum is governed, and the collection owned, by the Rossland Historical Museum & Archives Association, which is run by a Board of Directors elected from the membership. The Board functions with the following structure:

- Under direction of a Constitution established February 2, 2005
- Within Constitution - Up to 12 members are allowed with executive composed of President, Vice President, Secretary, and Treasurer, who each serve 2 year terms
- Annual General Meeting held in November
- Board currently comprised of 8 members
- One board member serves as a liaison with City Council
- One meeting per month (informally set)
- Framework for informal sub-committees set up (Marketing/Promotion, Finance, Membership, Displays)

The ***Friends of the Museum*** assist the Museum Board in events and fundraising. There is no regular schedule for meetings, but the group is extremely active.

The city owns the museum property, the Lower Bench, and portions of the upper bench. Teck also owns portions of Upper Bench, including the Black Bear adit, which they lease to the

city. No agreements are in place with the City for maintenance, signage or custodial costs. The Ministry of Transportation owns the parking lot, and the museum has been granted permission to use it.

Operations of the museum is undertaken with the following staffing:

- One full-time Museum Manager - hourly/seasonal (fills operational and curatorial staff roles). Paid through operating grant from city.
- One full-time Museum Assistant - hourly/seasonal (manages front desk, Information Centre, and social media). Paid through operating grant from city.
- One full-time student docent - May to August - Wednesday to Sunday (runs tours and helps with programming, and front desk). Paid through grants with hourly wage augmented from \$8 to \$12 by operating grant.
- One part-time student docent - May to August - works full-time docent's days off (runs tours and helps with programming, and front desk). Paid through grants with hourly wage augmented from \$8 to \$12 by operating grant.

The museum has received an annual operating grant from city for \$28,000, for the last several years. The operating grant was increased to \$48,400 in 2013. The operating grant is negotiated with the city on an annual basis. Teck Resources Ltd. provides an annual sum of \$5,000 for the maintenance of the Cominco Wing. The current Admission Fees are: \$10 for adults, \$8 for seniors, \$5 for students, \$3 for children (6-13), Free under 6. The museum is currently operates with the following hours:

- Open from April to October: 10:00 am - 6:00 pm, 7 days per week
 - *Site tours:* 10:30 am, 12:00 pm, 1:30 pm, 3:00 pm, 4:30 pm
- September: 10:00 am - 5:00 pm, Wednesday through Sunday
 - *Site Tours:* 10:30 am, 1:30 pm
- Shoulder season: tours by appointment

Current Challenges:

- Branding is not clear – Gold Mining Theme Park? Museum of Rossland?
- The Constitution for Board needs to be amended to stagger the retirement of board members.
- Board members do not formally track their volunteer hours.

- Limited staffing leads to operational challenges. The museum is run primarily by the board (volunteers).
- No city agreements in place for maintenance/signage etc.
- Other potential partnership opportunities have not been formally pursued.

Current Opportunities:

- Museum is a gateway into region from the south (US) and the west (Vancouver)
- Excellent collection and archives
- Large amount of existing space for museum (10,000 sq. ft.) and site (5.5 acres)
- Bike Trail system in place that links downtown Rossland to museum site
- Strong existing partnership with Teck

2.4 SITE

The site includes a unique context of museum facilities and built heritage, each with its own physical and operational requirements and issues. Overall, the site offers a number of key advantages, including authentic historic significance, a highly visible and accessible location, and adaptable and reusable infrastructure. Over time, changes and interventions to the site have hampered operations and created major inefficiencies. As part of the renewal process, it is timely to question all aspects of the site layout, and determine the most appropriate site layout for maximum efficiency.

Overall, there is a lack of external connections, hierarchy and quality, as well as significant physical and visual barriers that exists within the current landscape and cause significant visitor confusion. This situation has been exacerbated by the closure of the mine adit, which was the original reason to access the Upper Bench.

Current Challenges

- Extremely confused circulation that does not support the historic interpretation.
- Barriers at the entry, including poor parking layout, confused sequence of entry and a ramp that is too steep. The parking layout is confusing and poorly graded, and the parking lot floods in spring and during heavy rainfalls. Visual clutter at the entry, including

flagpoles, an uninspired museum building and signs, and randomly-placed structures that do not provide any “curb appeal”.

- Poor access throughout the site, including a lack of paved paths and uneven stairs that impede movement around the site.
- There is very poor wayfinding information. There is random and confusing signage in the city, on the highway and on the museum site.. There is random and confusing signage in the city, on the highway and on the museum site.
- Lack of visual connection and accessible physical connection to the Upper Bench.
- A clutter of structures and buildings in various degrees of repair, scattered across the site in random order. There is poor interpretation of the outdoor artifacts, and few places to sit and linger.
- Artifacts that are deteriorating for lack of proper weather protection.

Current Opportunities

- Highly visible location at a prominent highway intersection.
- An authentic heritage site that provides context for the entire museum story.



Existing site condition.

- Sufficient land to provide greatly enhanced visitor services, and to display large industrial artifacts.
- A sound museum building that can be re-used in a more effective manner.
- Connections to natural landscapes and broader vistas that can provide opportunities for interpretation of both natural and industrial features.

There are also a number of smaller buildings, artifacts and structures scattered across the site. On the Lower Bench is an historic compressor that is protected by a shed roof, a reconstructed Head Frame (that is in poor condition), a row of flag poles, a variety of signs, overgrown trees and some smaller non-historic structures. The Upper Branch has a confusing array of small buildings of different types of construction, most in poor condition, an unroofed gold panning exhibit and a caboose. A variety of industrial artifacts and vehicles are protected in sheds or left out in the weather.

Many of the current site issues are a result of confused growth over time. The site itself, however, offers superb opportunities for renewal of the museum operations, and should be regarded as a key asset. The Renewal Concept takes full advantage of the short, medium and long-term advantages of this site.

2.5 BUILDING

The original museum building that opened in 1967 was an extremely simple structure. What it lacked in architectural sophistication, it more than made up for with solid construction and infinite flexibility. The building was constructed of uninsulated concrete block walls, with a fully open floor plan enabled by the use of glue-laminated beams. Over time, the original construction was extruded to the front and rear, and lower additions to the south (in frame) and north (in concrete block) completed the existing structure. Over time, these additions led to poor and confused internal layout, snow loading issues and some significant operational issues.

Current Challenges

- The overall exterior appearance is dull and uninspired, and does not project an appealing image that invites or engages the visitor. This includes poor signs, a dark and obscure entry, a dingy colour scheme, tired and worn materials, poor exterior lighting, etc.
- The entry sequence is confusing, and does not integrate with the presentation of the storyline.
- The public's movement through the building is confusing, starting with a sterile entry lobby with a low ceiling and multiple doors.
- The existing washrooms and other visitor amenities are poorly laid out and do not present an inviting experience.



Existing entry condition.

- Poor internal circulation does not support the legibility or narrative of the museum collection, and complicates museum operations.
- The exposed concrete block walls present an unfriendly and inappropriate appearance and a poor backdrop for hanging and presenting exhibits. The structural condition needs to be reviewed, and some seismic upgrades may be required to reduce the risk from earthquakes.
- Some additions to the building are re-usable, while others are of questionable value.
- Aging mechanical, electrical and plumbing infrastructure require overhaul. The heating systems appear to be at the end of their useful life. The electrical systems appear to be in reasonable to good condition. Smoke detectors / fire alarms are likely inadequate, and the building is not sprinklered. The condition of the plumbing is unknown, but likely needs to be replaced.
- Collections storage and archives are located in poorly configured, serviced and accessed spaces.
- The gift shop does not connect with the gallery space.
- Currently there is only one small space for temporary exhibits.

Current Opportunities

- The museum building is generally sound and can be renovated at a reasonable cost.
- The utilitarian nature of the construction is easy to work with.
- It will be less expensive and disruptive to work with the existing building in a phased renovation than it would be to build new.
- The existing building is quite flexible, and there are opportunities to reconfigure the spaces. Everything is essentially on one level, which simplifies operations.

Due to the additive nature of the construction over time, there are parts of the building that have been better integrated than others. The front and rear additions, which are full height, are seamless with the original and use the same materials and structural system. The south addition, built as a separate tea room (where the Archives is now housed) and originally not integrated with the museum, is of frame construction set on a high crawlspace, with a cantilevered deck projecting to the south. The north wing was built in several stages, and is of concrete block construction. A separate concrete block addition, known as the Ski Wing, wraps the northeast corner and has a different roof and floor height.

There are a number of issues with the way in which the building is currently configured:

- There are several areas where snow accumulates, notably the projecting deck, the flat roof above the entry and the lower north roof. The area between the main building and the Ski Wing is problematic, as snow can be trapped between the two higher roofs. There is also a gap between the south wall of the Ski Wing and the north wall of the Museum. The entry area ceiling is very low, with a large unused void space above. It is unknown why the ceiling was dropped to this level, as there is almost no venting above.
- The washrooms are built of concrete block and are awkwardly configured.
- The museum office space is awkward and has no windows,
- The collection storage is scattered in different areas.
- The northwest section of the building has a floor that is one step higher than the rest of the structure.
- The south wing was built as a self-contained structure and was never properly integrated with the main building. The finishes are poor and there is a maze of rooms in the back that hampers operational efficiencies.
- Steel columns have been added in the central bay to help brace the roof against snow loading, but they are not all placed on the centre line.

Despite some of these issues, the core of the museum building is sound and should be considered a key asset. The utilitarian nature of its construction will allow for some straightforward renovations that will significantly enhance its appearance, performance and utility. The building also presents some exciting opportunities for renewal, which take advantage of its robust structure and flexible spaces.



Existing condition of museum.

2.6 COLLECTION

Throughout the world, museums and archives contribute to quality of life through education, enlightenment and entertainment, and by preserving and interpreting important objects and collections that may otherwise be lost.

The Rossland Museum contributes significantly to the life of the city, region and province, culturally and economically. One of its great strengths is its collection and archives – a rich, valuable and varied collection of historical material and records that provides a strong foundation on which further public engagement can be built. This includes a variety of three-dimensional artifacts (including the larger mine structures) as well as community archival records and memories. The collection ensures that the Museum provides a strong focus for the community's heritage interests and activities.

This outstanding collection of artifacts spans numerous generations and time periods. Artifacts are exhibited within the Museum itself, as well as at outdoor exhibit spaces, and within multiple buildings on the site's upper bench. Those artifacts not on display are stored in curatorial rooms located to the rear of the museum. Artifacts in these curatorial rooms are stored using current artifact storage conservation standards; however storage space and access is limited, unconsolidated and somewhat awkward. The vast majority of the Museum's

artifacts have been accessioned and appropriately tagged. Secondary offsite backup of up electronic files is not being currently undertaken. Pest control measures have been enacted throughout the exhibit and curatorial spaces; however, environmental monitoring of exhibit and curatorial space is not underway. The Rossland Museum does not currently possess a formal collection policy and adheres to an unregulated collections mandate when accepting artifacts. Policies for collections management, collection development, de-accessioning, and the loan of artifacts to other institutions area are also absent; the instatement of these policies and procedures are critical to ensure the Museum's collection is relevant, manageable, and appropriately handled. A number of areas require attention to ensure that the Rossland Museum's unparalleled collection is maintained including: appropriate outdoor exhibition of artifacts, adequate storage space and access, implementation of collection and record management policies and practices, and improved environmental and artifact monitoring systems.

The Rossland Historical Museum's archival collection of newspapers, city records, maps, paintings, audio recordings, and photographs, and surpasses in scope that of many institutions of similar size. The archives are housed within a secured portion of the Museum with access controlled by

museum staff. Storage and conservation of the varied mediums that comprise the archival collection is undertaken following Canadian Conservation Institute guidelines. Currently there are no policies in place for the collection and management of the archival collection. The archival collection has been accessioned, however, to date, it has not been digitized or made available online. The archives, although adequate in size, lacks monitored public space for research and for viewing, thus limiting the public's accessibility and connection to the collection.

Current Challenges

- Storage for the collection that is not consolidated or coherent.
- Artifacts stored outside that are deteriorating for lack of proper weather protection.
- Some artifacts are stored in unheated, deteriorating structures.
- Security for artifacts outside the main building is poor.
- Digital access to archival material is rudimentary.
- The Archives area is poorly laid out and inefficient.

Current Opportunities

- The core collection has a wonderful variety of artifacts that tell a rich and compelling story.
- The archival collection has tremendous resources that will continue to be of public interest as they become more widely accessible.



Existing collection.

2.7 EXHIBITS AND PROGRAMMING

Through collections, exhibitions and programs, we preserve and interpret our legacy and express our identity through the stories of our people and environment. Culturally, artistically and scientifically, we reveal the past and envision the future.

The size and breadth of the Rossland Museum's artifact and archival collections has resulted in a comprehensive assembly of exhibits. The manner in which the exhibits are displayed vary from interpretive panels, to display cases, to period room reconstructions, open-air exhibits, and hands-on displays. The content of the exhibits within the Museum's main gallery is arranged thematically providing the visitor with a comprehensive understanding of Rossland's history. The exhibits focus on topics such as settlement, migration, sports, social life, transportation, education, and industry. The period room reconstructions provide a multi-sensory approach for the visitor - transporting them back in time. The open air exhibits focus on Rossland's industrial history and provide insight in to the key role that mining played in the city's development.

Current Challenges

- The nature of the museum's construction does not facilitate effective display, as it is difficult to work with the concrete block walls.
- The white painted ceiling in the main hall is distracting.

- Display cabinets are difficult to change out, so many exhibits remain permanent.
- The lighting is not calibrated to highlight key parts of the exhibits.
- There is a variety of many different showcases, many of which do not work well to display the artifacts.
- The exhibits are currently thematically based. There is a lack of a coherent storyline, with a lack of wayfinding signage for the visitor and an overwhelming volume of exhibits and artifacts. Due to the lack of visual focus, visitors are missing key messages and information.
- There is no teaching collection.

Current Opportunities

- In a phased renewal, the museum will not be shut fully down, and not all of the exhibits need to be dismantled. Re-display can take place over time as funds allow.
- The creation of new display space would allow the shifting of exhibits to present a more coherent storyline.
- The current collection does not need to be augmented to provide effective exhibits. The museum has what it needs to tell the exciting story of Rossland.

There are many ways in which the current showcases and exhibits can be repurposed over time until a more effective exhibit plan can be put in place. The existing situation does not require starting over all at once, but rather selectively working through an upgrading program over time.

3. VISION

The report outlines a new vision for a revitalized Rossland Museum & Discovery Centre (RM&DC). This has been based on:

- a collaborative consultation process;
- work already undertaken during the RMGP process;
- a thorough analysis of the existing situation; and
- additional ideas generated during the study process.

The Renewal Concept addresses specific operational challenges, including aging infrastructure, declining attendance, unappealing visual identity, inefficient site layout, static displays, an incomplete storyline and lack of protection for some artifacts.

Despite these drawbacks, the museum has a very sound basis on which to proceed forward, including established community support, a superb collection and archives, an authentic historic site, a gateway location into the region, and an attached Visitor's Centre that supports tourism and the local economy. Through this renewal, the museum can be activated as a cultural tourism destination and economic generator, and the community can be engaged to embrace its past and own its future.

This provides direction for a renewed RM&DC that will be a sustainable, dynamic and creative hub for the entire community, and will play a pivotal role in the development of local cultural tourism and educational opportunities. This guiding vision forms the basis for a dynamic, yet realistic revitalization concept that can be accomplished in a series of phased improvements that will lead to a completely renewed museum facility.

3.1 BEST PRACTICES

The trajectory of this renewal follows that of emerging trends in the cultural sector, which respond to new patterns of tourism, community engagement, technology and communication. Museums need to become more relevant and more financially self-sustaining. A snapshot of “best practices” provides a solid basis on which to commence the thinking for the development of a successful, revitalized RM&DC.

- *Flexibility* – as stories change, there must be capacity to tell new stories
- *Participation* – interaction with the audience
- *People-based themes* – experiences related to the local and global communities

Traditional lines between disciplines are dissolving, allowing stories to be interpreted and expressed in fresh contexts and diverse voices, using technologies appropriate to the storytelling. The rate of cultural change and the high cost of construction indicate that a museum must be **multi-purpose,**

reflective, and responsive to changing conditions. These emerging trends help us understand both the programming and the built aspects of the museum renewal that will contribute towards its success.

In order to understand emerging museum trends, we need to first step back in time to appreciate what has led to the situation museums are in today. Almost fifty years ago there was a boom in museum construction across Canada. Part of the thrust for this activity was the development of numerous Centennial projects. As a result, many new institutions were created, most of which relied heavily on government grants and subsidies to meet their expenses. Over time, with national increases in cultural costs, several downturns in the economy and a shift in Federal emphasis from Canada-wide cultural needs to Ottawa/Hull based National Museums, the general funding for Canadian museums significantly decreased. This trend has accelerated over the last twenty years, with the cultural sector constantly expressing frustration and concern over the declining health of ‘culture’ in Canada.

It became clear many years ago that if the cultural sector was to recover from this malaise, cultural and museum communities would need to find their own answers and would need to find significant alternative sources of funding. At the same time, concepts such as 'relevance', 'participation' and 'interactive' became a part of museum discussions.

Whereas artifact collections and archives still remain an important component of a museum's operations, there are now many more opportunities for museums to become a larger community resource. By playing a central role in the health and well being of a community's cultural history, current and future cultural development will be supported by the community regardless of government subsidies. In other words, the trend

now is to make museums so relevant to the needs of the community they serve that, in time, they become an essential service and receive broader levels of community support. The Renewal Concept recognizes these trends and proposes a solution that positions the RM&DC for ultimate success.

3.2 CULTURAL TOURISM OPPORTUNITIES

As a destination and a unique cultural facility, the RM&DC presents opportunities to take advantage of cultural tourism, one of the world's fastest growing tourism segments, which is increasingly noted in statistical modelling as its importance to the tourism economic sector becomes more evident. Over the last twenty years, international tourism arrivals in Canada have been growing consistently at an average of 4% per year. The United Nations World Tourism Organization forecasts the number of international tourists globally will nearly double from 880 million in 2009 to 1.6 billion by 2020. Tourism is an important sector in B.C., generating nearly \$6.5 billion dollars or over 4% of the Provincial real GDP. In addition, employment in the tourism sector in 2010 totalled 127,000, accounting for approximately 1 in every 15 jobs in the Province. A vibrant, dynamic museum and discovery centre would be a unique destination with a high profile, and would be in an excellent position to take advantage of this growing trend of cultural engagement.

Cultural tourism describes travellers engaging in cultural events and activities while away from their home communities. This umbrella term includes, but is not limited to: visits to museums and historic sites; performing arts; visual arts; heritage events; genealogical research; multicultural / ethnic events; and destination attractions. Education is also a significant part of cultural tourism, as these elements may involve a high degree of interactivity. Cultural tourists do not necessarily define their primary motivation for travel as cultural activity. For instance, a business traveller who attends a music performance is as much a cultural tourist as someone who travels to a museum to see a blockbuster exhibit.

There have been challenges in global tourism since 2008, based on economic downturns and uncertainties stemming from security concerns. This trend is now reversing, and current projections indicate improved tourism statistics can be expected by 2015. A renewed RM&DC presents an excellent opportunity for the development of an enhanced cultural tourism destination.

3.3 REBRANDING

A **Brand** is the “name, term, design, symbol, or any other feature that identifies one seller’s product distinct from those of other sellers.” In other words, it is the public identity by which one is known. During the consultation and research phase, it became clear that the existing museum brand was not working effectively to convey the Rossland Museum’s full range of capabilities, interests and ambitions.

This was clear in the confusion over marketing the name of the facility (Rossland Museum, Rossland Historical Museum or Rossland Mining Museum, all of which were being used) and also in the collateral material such as the website. It was clearly time to establish a new identity that would signal a new direction, and the Rossland Historical Museum & Archives Association was clearly up to the challenge.



Rebranding is a marketing strategy in which a new name, image, symbol or design is created for an established brand with the intention of creating a new identity in the minds of potential audience, while retaining the existing audience. Ideally, this is meant to reposition the brand within the marketplace, in an improved direction, and communicate a new message.



At its October 24, 2013 Board meeting, the Association determined a new brand for the facility. A new name was chosen – ***the Rossland Museum & Discovery Centre***, with the tagline, ***“Metals, Mountains and Memories”***.

This is a clear and appropriate new direction. It builds on the strengths of the established museum brand but also signals the intention to build on educational, outreach and engagement opportunities. Retaining the Museum brand demonstrates continuity, academic rigor, and safeguarding of assets, while adding a Discovery Centre concept connotes “hand-on”, “fun” and “child-oriented” activities. It downplays – but does not negate – the idea of “Historical” and Mining”, and the actual content of the facility and collection are reinforced in the tagline.

This bold new direction will form the basis for the ongoing renewal of the Museum, and is the foundation of the Renewal Concept.

3.4 VISION AND GOALS FOR RENEWAL

“The mission of the Rossland Museum is to preserve, secure and present the history of Rossland and its surrounding region, dynamically.”

The Rossland Museum Gateway Project has positioned the Museum as a cornerstone for community and economic efforts for the city and the region. This has led to a significant stakeholder engagement process that has generated substantial interest and new ideas, and acts as a solid foundation for the proposed Renewal Concept. A number of aspirations have been expressed for the renewal of the Rossland Museum, including the creation of a dynamic, vibrant year-round experience that:

- is accessible (physically, virtually, digitally) to all;
- innovatively interprets the authentic rich history of Rossland and region;
- evolves and enhances the collection with a focus on digital content and an expansive web presence; and
- becomes a sustainable, self-sufficient economic driver for the region.

The following is a consolidated Vision statement for the renewed facility:

VISION

The Rossland Museum & Discovery Centre is committed to a physical and operational renewal process that will result in a community-oriented, sustainable facility that will be open for business, year round, to all. It will tell the stories of the past, present and future of Rossland and region, respecting the past and looking forward to a digital future. This renewed facility will be responsive to the community, serve as its memory and focus on its contemporary educational needs. It will be a local cultural asset, support cultural tourism initiatives and enhance the success of local businesses. It will thrive on community support, and on partnerships and strategic alliances in the public and private sectors. Its focus will be diverse, and will serve the entire community, as it evolves in this bold new direction.

This bold new Vision will renew the Museum and strengthen its capacity to play a central role within the community and act as a gateway to the region. The following six key Goals support the Vision, and define the Renewal Concept:

GOAL #1: SAFEGUARD THE COLLECTION

The museum depends on its collection and archives to tell the Rossland story. These valuable resources require a well-designed building that provides the best possible conditions for their preservation and use. The current storage facilities are inadequate for this purpose. While some parts of the facility provide safe and secure storage for the museum collection and archives, other areas are unheated and lack any environmental controls. Some of the museum structures are in poor condition. Weather protection for the outdoor artifacts is poor or non-existent, and some artifacts should not be left outside. These issues need to be addressed to properly protect the collection and archives for future generations. Improved facilities will secure the long-term conservation of the collections and archives.

GOAL #2: RE-IMAGINE THE COLLECTION

The current exhibits are out of date. New and more flexible displays are required to complete a coherent interpretive storyline and enable a diversity of interpretation. Improved circulation is required to tell the Rossland story through a meaningful and legible journey. The collection's strengths – including a fascinating variety of very significant artifacts – will be more effectively presented, attracting larger visitor numbers and generating interest and debate. The renewed museum will share its stories of people, industry and the environment that are rich and dramatic and bridge many generations and cultures. Highly engaging exhibits will be created that will dazzle and engage all of the senses by highlighting the existing collection.

GOAL #3: PROVIDE DYNAMIC AND EDUCATIONAL PROGRAMMING

Public learning and access to information are key components. Enhanced facilities will ensure that the museum can expand its educational and community mandate. The renewed facilities will generate interest, and facilitate programs that connect the past, present and future for a broader audience. The renewed facility will include learning spaces that will accommodate and expand learning and educational activities and opportunities.

GOAL #4: ENHANCE THE SITE, ENTRANCE AND BUILDING EXTERIOR

The existing facility has very significant challenges, not the least of which is a tired and uninviting appearance. The renewal will ensure that the facility is contemporary, inviting, meets current needs, is sustainable and is operationally efficient. The renewed museum will be refreshed and transformed with a new entrance, dynamic exhibits and an exciting new look that will enhance and energize the visitor experience. The public realm will be redesigned and streamlined to create a dynamic, functional and flexible outdoor experience.

GOAL #5: SUPPORT SUSTAINABLE MUSEUM OPERATIONS

The museum's renewal will be grounded in the key principle of a sustainable future, including efficient operations and financial stability. It is increasingly important and responsible to ensure that capital facilities aim for greater levels of sustainability. This goes beyond just energy-efficiency and recycling measures, but it is rather an attitude towards sustainable operations that will help support long-term financial viability. Space demands and changes to the infrastructure will be considered alongside energy efficiency to improve the museum's carbon footprint and reduce operating costs. New options will be enabled to use museum spaces to generate revenue. The renewed site will be concentrated on one level, with efficient sight lines, which facilitate staffing and operations. Renewal will require sustainable options to meet anticipated budgets, including a balanced operational framework that provides horizontal integration and operational efficiency. Partnerships with the public sector, private sector and the community will be nurtured to ensure the ongoing sustainability of the museum.

GOAL #6: PLAN FOR PHASED IMPLEMENTATION

This plan is designed to facilitate incremental development and funding of the Renewal Concept over time. The renewal has been broken into self-sufficient components that can be undertaken sequentially as resources become available. Museum operations will not have to be closed down or seriously disrupted to achieve the renewal. This also allows for individual renewal components to be funded by dedicated sponsors.

Achieving these goals will ensure the success of the renewal. This can be accomplished in a phased and fiscally responsible manner that will build on key assets while addressing against the challenges currently faced by the museum.

4. THE RENEWAL CONCEPT

Based on the Vision and Goals for renewal, the museum's operational framework and infrastructure have been comprehensively assessed, and the following recommendations have been developed to provide a complete overhaul of the existing situation. The Renewal Concept does not require starting from scratch. There are many current strengths and key assets that can be retained and refreshed, and implementation can be phased in over time.

4.1 GOVERNANCE, MANAGEMENT AND OPERATIONS

Through ongoing analysis, discussion and review, the scope and nature of changes in the current situation have been identified in order to meet the community's and stakeholders' expectations for the proposed upgrades to the facility's operations and to the Rossland Museum's management of, and accessibility to, its heritage resources.

RECOMMENDATIONS

General Recommendations

- Balance the organizational structure so that it meets the needs of the museum without relying too heavily on volunteers.

- Establish an operational agreement with the City that addresses maintenance, signage, etc.
- Establish a sustainable fundraising framework (e.g. Endowment fund, Gaming Grant application, identification of potential sponsors and donors).
- Enhanced a renewed Gift Shop with unique items and opportunities for local artists and craftspeople.
- Initiate other streams of revenue generation, including event rentals.
- Grow the membership through creative and engaging public programming, family memberships, etc.
- Develop a creative and engaging Marketing, Branding & Communication strategy.

Constitution

- Amend the Constitution to stagger the retirement of board members.

Board

- Board members should formally track their volunteer hours.

Staffing

The following staffing structure is recommended for the future development of the museum:

- Museum Director: Full time, permanent
- Archivist/Curator: Full time, permanent
- Front Desk/Information Centre: Full time, seasonal
- Tour Guides: Full time, summer only (2 required)
- Archives/Curatorial Staff: Full time, seasonal

Marketing, Branding & Communication Strategy

- The first step has occurred with an effective rebranding. The museum should now move forward in developing a local/regional and context-sensitive marketing framework that includes traditional, web-based, social media, and other communication initiatives.
- A comprehensive Marketing, Branding & Communication Strategy, including a graphic identity package, would signal the renewal of the Museum and open up new target markets.
- This strategy should be developed in tandem with a Wayfinding & Sign Strategy for the site.

Operation Budget: Projections

A key reflection of the success of the renewal will be measured by the degree to which the program is able to sustain itself over time. Given the expectations of the museum, the community, the City and the funders, the successful museum re-development requires a financial strategy that will lead to long-term sustainability. The current financial status and last three years of budget information have been reviewed, and there are creative ways in which the financial structure can be consolidated and improved, which can include strategies such as enhanced audience engagement based on digital communication, and enhanced membership opportunities tied to community programming. Further information is provided in

Appendix A: Proposed Operational Budget.

4.2 SITE CONCEPT

The physical aspects of the Renewal Concept start with the museum site itself. Based on the analysis of challenges and opportunities, a number of key features have been determined as priorities.

The primary strategy is to start with a focus on the assets of the Lower Bench, and consolidate the visitor experience on one level at this point in time. The site should be made more accessible, while respecting security and safety requirements. As the mine entrance is no longer a feature, there is less reason for directing activities to the upper level. Concentrating operations at the lower level will enhance accessibility, visual surveillance and staff efficiency.

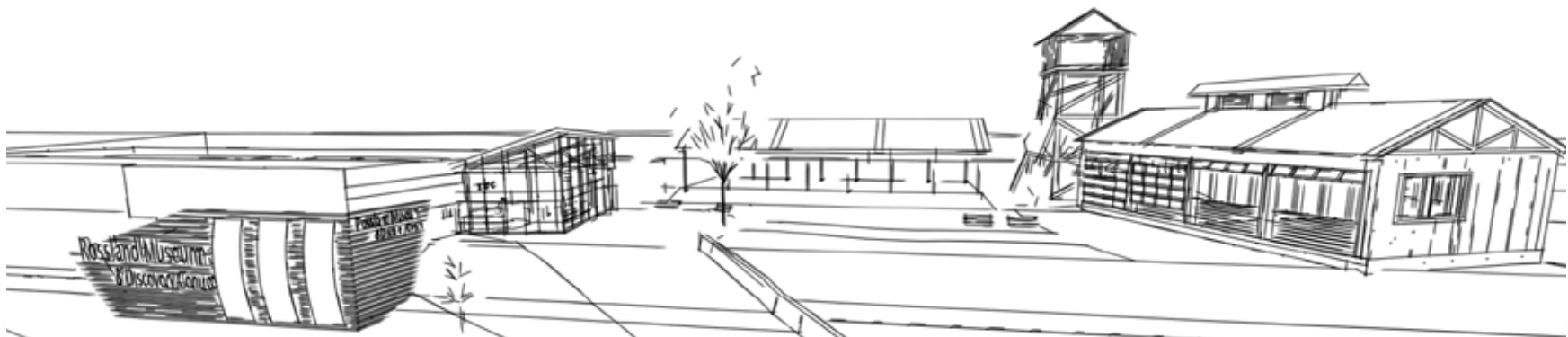
It appears that the soil and underground conditions of the Lower Bench are stable, but a full geotechnical survey will be required prior to any further consideration of new structures in this area.

4.2.1 LOWER BENCH

The short-term focus should be on the Lower Bench, with consideration of the following landscape opportunities:

Landscape Opportunities:

- Create a unified, appealing visual appearance by reducing visual clutter. Remove extraneous elements, including overgrown trees, flagpoles and non-historic structures.
- Add visitor amenities such as seating, picnic benches, etc.
- Improve circulation by creating legible pedestrian routes.
- Concentrate visitor amenities and attractions where they are more visible.
- Improve accessibility by regrading the entry ramp to a 1-in-12 slope.



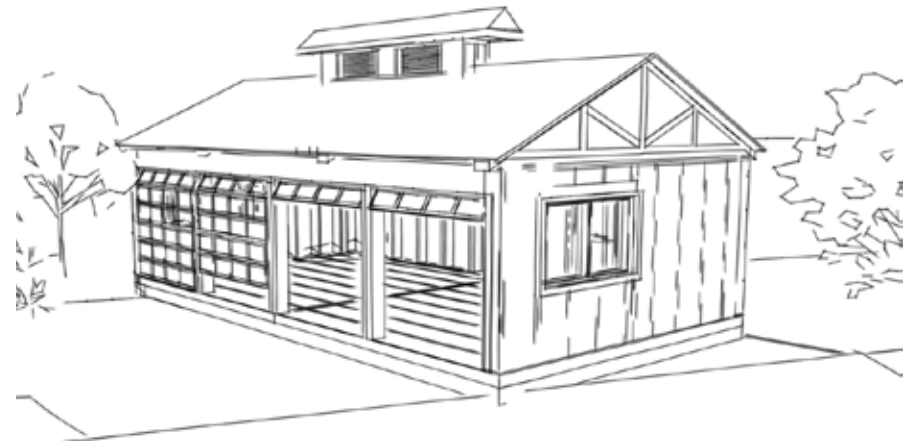


Proposed site plan.

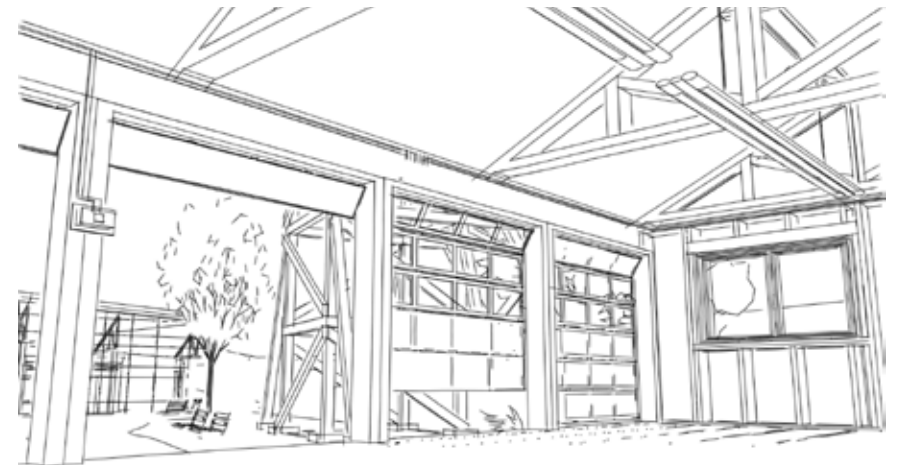
4.2.2 NEW INDUSTRIAL SHED

There is an identified need for a new shed structure to protect outdoor exhibits and artifacts. This shed can be a simple, heavy-timber frame structure, inspired by rugged, industrial architecture to reflect the early mining buildings that once existed on the site. The size of the shed has been determined to accommodate the existing large artifacts that are not being adequately protected. The large open floor plan could accommodate large machinery and other exhibit items, as well as additional square footage that could be allocated for program space. The shed has been envisioned as having large garage doors that could open (overhead or swinging) to allow access for large artifacts and also allow access for vehicles that need to be moved in and out. The shed can be of utilitarian construction, with the intention of providing weather protection, and will be used seasonally during times of higher visitor volumes. The ideal location is to the far east side of the Lower Bench, with the doors facing toward the entry of the museum building to allow for visual surveillance, as well as improved visitor access.

If the recreated Head Frame – which is in poor condition – can be relocated when it is rebuilt, it should be moved closer to – or integrated with – the shed structure, to provide a new visual anchor and landmark on the site.



Proposed shed building.



Proposed shed building - interior.

4.2.3 UPPER BENCH

The Upper Bench has been subject over time to many random interventions, which have been undertaken without a coherent overall plan, including:

- a concrete block structure, which is in very poor condition.
- the Geology Building, which has an excellent collection, and is in reasonable condition.
- the Machine Shop, which is in reasonable condition.
- a wood-frame building that houses the Superintendent's Office, which is in poor condition.
- a recreated train station, which is in poor condition.
- a concrete block storage building, which is in good condition, but unheated.
- an unroofed gold panning station.
- mining equipment displayed through out the upper bench.
- the CPR caboose.
- a lift chair from Red Mountain Chairlift, the first ski lift in Canada.
- the Aerial Tram.
- two fire trucks and 1917 Packard truck in covered, fenced enclosures.
- a tree stump from 1601 tree.
- two Imperial Oil gas pumps.
- other industrial artifacts and machinery, some from the site and others from different sites.

Prior to any maintenance being undertaken of the existing structures, they should be inspected to see if any further investment is advisable. Some of the structures will be usable in the short-term until the museum renewal is complete; concrete pads can be left in place until it can be determined if there is any use for them. A visual inspection indicates the following:

Buildings that could be retained:

- Geology building, which could be used as programmable space once the collection is redisplayed.
- Machine Shop, which can be used for display and maintenance.
- Concrete block storage building, which can continue to be used for storage.

Buildings that could be removed:

- Concrete block structure.
- Wood-frame building that houses the Superintendent's Office.
- Recreated train station.

Physical and visual access to the Upper Bench is currently limited. In the short term, there are opportunities to retain and reuse some of the individual buildings, but the focus of investment should be the improvements that are proposed on the Lower Bench. Based on further review, the following recommendations are made for the Upper Bench: Identify and consolidate those artifacts, machines and vehicles that need to be moved to the new industrial shed for long-term display and protection.

- Move the geology collection to the main building and feature it as part of a new display.
- Rationalize which structures should be maintained and repaired.
- Identify opportunities for outdoor, passive interpretation of the industrial and natural landscapes.
- Develop a long-term plan for the Upper Bench, which should include areas for outdoor programming and interpretation of natural and industrial environments.



Upper bench existing condition.

4.2.4 WAYFINDING & SIGNS

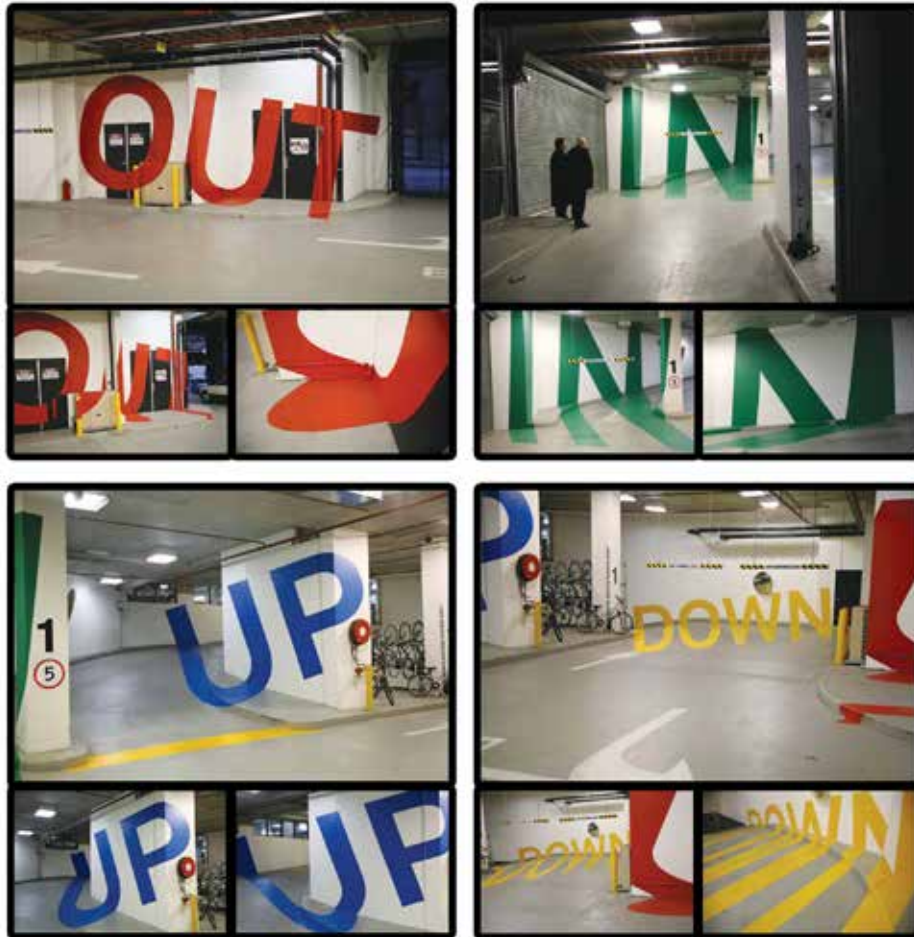
Current signs leading to, and located on, the site, are inconsistent and confusing. In tandem with the Marketing, Branding & Communication Strategy, a Wayfinding & Sign Strategy should be developed. This should include a variety of ways in which people can be directed to the site, and oriented once they arrive.

Wayfinding should also be tied to the Marketing, Branding & Communication Strategy, as many people now plan their visits in advance. Both Strategies should reference the same Graphic Identity Package to ensure a standardized use of visual image, typeface, colours, etc. The key to success is consistency; the branding and graphic identity must be harmonized across all communication platforms. This includes all collateral material such as the logo, website and printed material, etc. as well as all offsite and onsite signs. Whenever possible, duplication and visual clutter should be avoided.

The City of Rossland has a comprehensive Signage Manual that provides a good starting point to consider the introduction of new directional museum signs. Updated highway signs can be requested through the Ministry of Transportation Service and Attraction Sign Program.

A comprehensive Wayfinding & Sign Strategy should consider the following:

- An online presence that allows people to plan their visit in advance.
- Highway signs that announce the site in advance, and help visitors navigate and time their stop.
- A large permanent, lighted sign that identifies the site (as proposed for the building).
- Changeable banners that announce permanent exhibits as well as special events.
- A hierarchy of onsite orientation signs that direct visitors to each part of the site and also provide information about each structure.
- Onsite interpretation signs.
- Internal building signs that provide direction to washrooms, point the way different exhibits and announce galleries.
- Consistent integration with the updated appearance of new exhibits.



Examples of engaging and dynamic wayfinding signs.

4.3 ARCHITECTURE

As part of the renewal, a distinctive design can provide a public brand and Identity for the facility, and will also signal its importance as a civic icon. As the building itself is a major capital expense, it is wise to ensure long-term functionality and flexibility over short-term flash. Iconic architecture is possible, even desirable and achievable, but it should not take precedence over other important considerations. As always, architecture should be appropriate to its location and its function. The key goals that should guide the renewal design can be summarized as follows:

ARCHITECTURE

Goal: Achieve excellence in architecture:

- Aspire to an iconic image with an appropriate but unique design; the building should be an attraction in itself with equally unique and engaging programming.
- Engage the public using transparency, visibility, digital projections, screens and programmed outdoor spaces.
- Plan flexibly for future expansion to avoid obsolescence.
- Build responsibly within approved budget constraints.
- Ensure the design supports sustainable operations.

PUBLIC REALM

Goal: The site should be as accessible and as appealing as possible:

- The design has to respond to place, context and setting.
- The facility needs to break out of the box and flow outside into the public realm.
- Exterior signage and lighting, and a bright vibrant image are desirable.

INTERIOR DESIGN

Goal: The interior spaces should enhance the visitor experience:

- Provide a comfortable and welcoming environment that starts at the front door.
- Create grand and memorable spaces.
- Consider the visitor experience throughout the facility.
- Provide clearly articulated circulation and wayfinding.
- Ensure comfort, safety, accessibility, durability of finishes and ease of maintenance.
- Ensure that there is inherent flexibility to allow response to changing conditions.

The museum building currently houses a range of museum and support functions, including visitor amenities, a tourism visitor centre, exhibits, collections and archives storage, and staff workspace. A recommended schematic design has been developed to improve layout, function and aesthetics.

RECOMMENDATIONS

- Apply a dramatic new 'skin' and exterior appearance that is inspired by an industrial aesthetic and upgrades the building envelope.
- Provide new opportunities for exterior signage.
- Remove problematic sections of the building that have less overall value, including the projecting deck, the flat entry canopy and the Ski Wing.
- Redesign and reconfigure the entryway so that it is welcoming, accessible, exciting and highly visible from the surrounding roads.
- Streamlined the collection storage spaces for the exterior and interior collections.
- Redesign the outdoor public space on lower bench for public gathering and programs, and improved accessibility.
- Provide a re-imagined Gift Shop that engages visitors as they enter and leave. Phase in the internal strapping and insulation of the concrete block walls to provide enhanced energy performance plus an appropriate backdrop for exhibits.

- Upgrade mechanical systems to provide long-term energy savings and improved building performance.

RENEWAL CONCEPT: SAME BUILDING, DIFFERENT CLOTHES

- Provide a renewed modern identity.
- Open up the entry for increased visibility and an inviting new appearance.
- Reflect the site's industrial history.



INSPIRATION: “METAL, MOUNTAINS AND MEMORIES”

The museum’s new tag line is an excellent opportunity to rebrand the exterior appearance of the building and project a consistent new image. A new exterior screen will wrap around the front corner of the building and provide space for large new banners that can be changed as required to highlight the museum content and signal new exhibits. The tag line can be highlighted and even projected on the face of the building at night.



INSPIRATION: GEOLOGY

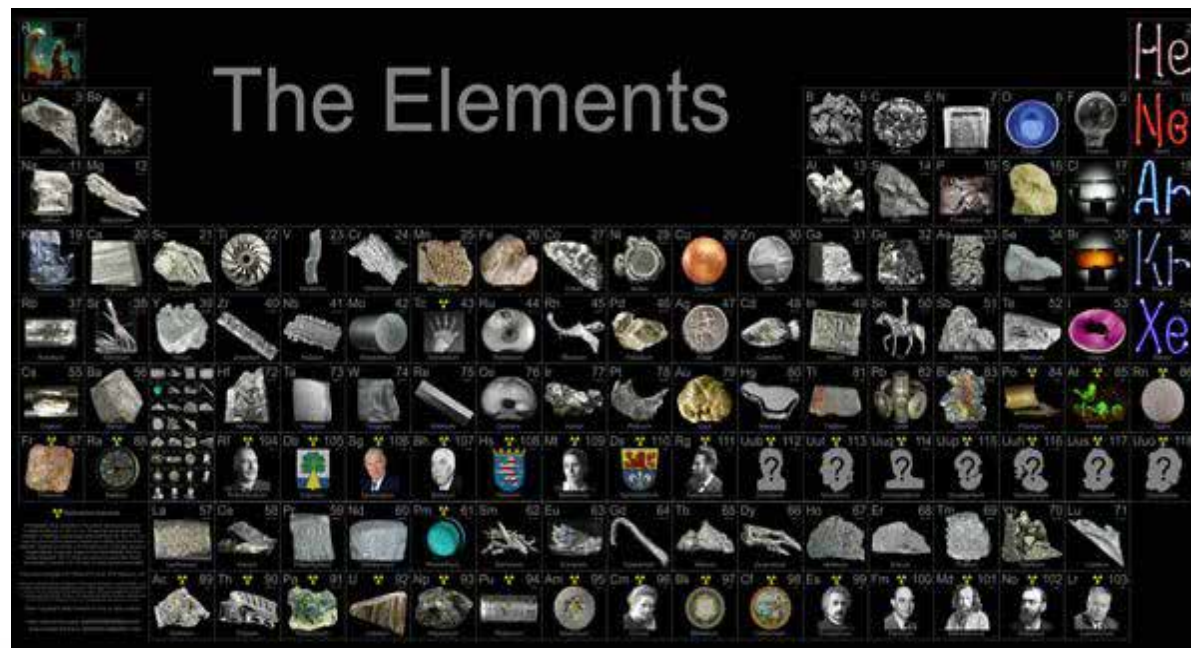
The museum has an excellent geology collection that should be a key feature in the new displays. It can also provide inspiration for the design as well as for display elements and modules. Infinitely variable and visually fascinating, the molecular and crystalline structures of metals can provide inspiration for many elements in the renewed museum, and could provide a unified design theme.



INSPIRATION: PERIODIC TABLE

The Periodic Table is a tabular arrangement of the chemical elements, organized on the basis of their atomic numbers, electron configurations and recurring chemical properties. Elements are presented in order of increasing atomic number (the number of protons in the nucleus). The standard form of the table consists of a grid of elements laid out in 18 columns and 7 rows, with a double row of elements below that. This grid is instantly recognizable as a symbol of science and provides

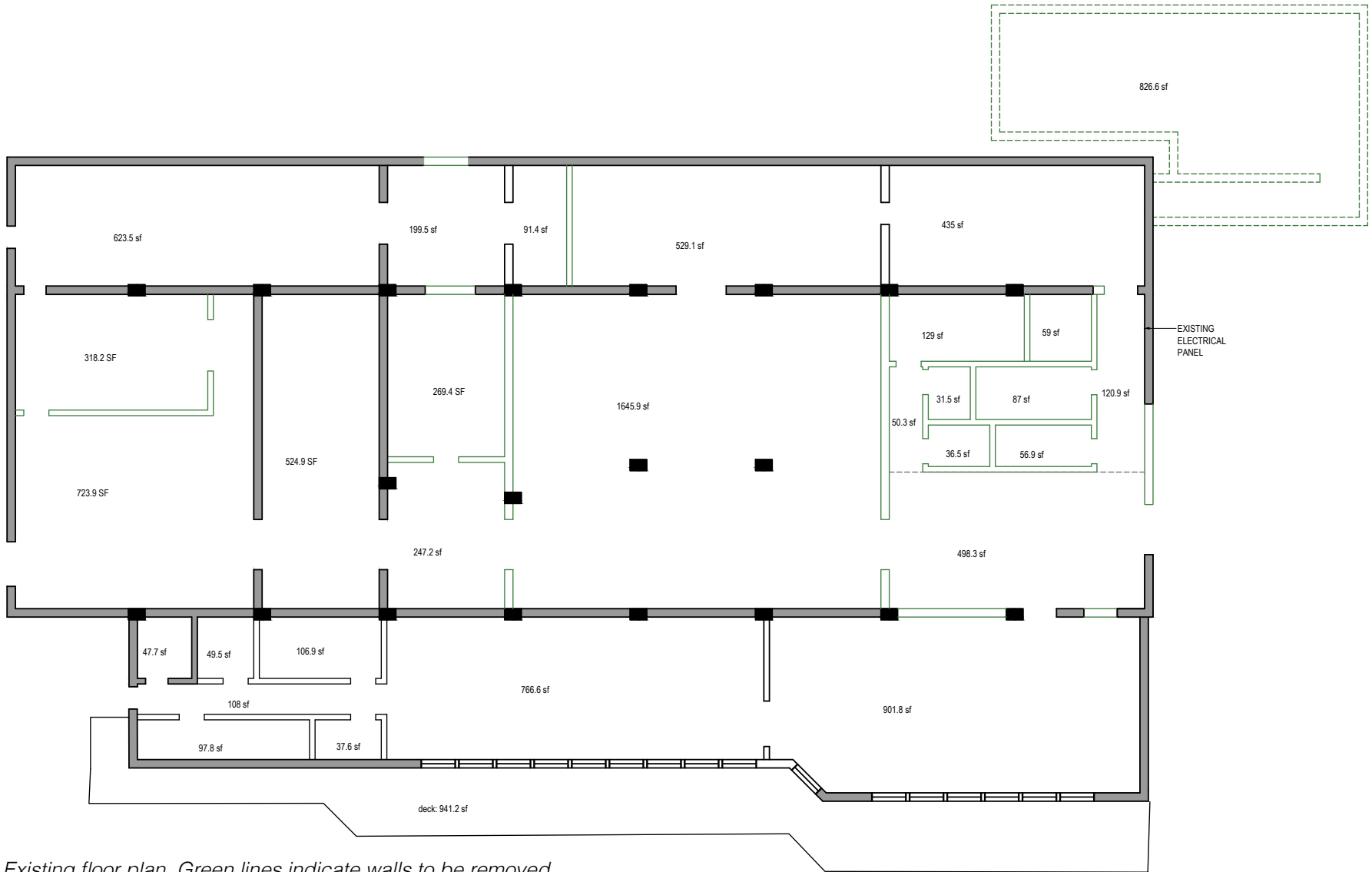
a readily comprehensible understanding of the physical elements that compose everything around us, including solids, liquids and gases. It is a useful tool for interpreting chemistry, geology and many other aspects of industry and science. As such it could be used in a number of ways in the facility, both at large and small scale, as a wall graphic, as the backdrop to the geology display, and as part of the interpretive panels. The idea of a grid as an organizing element can also inform the layout of the displays.

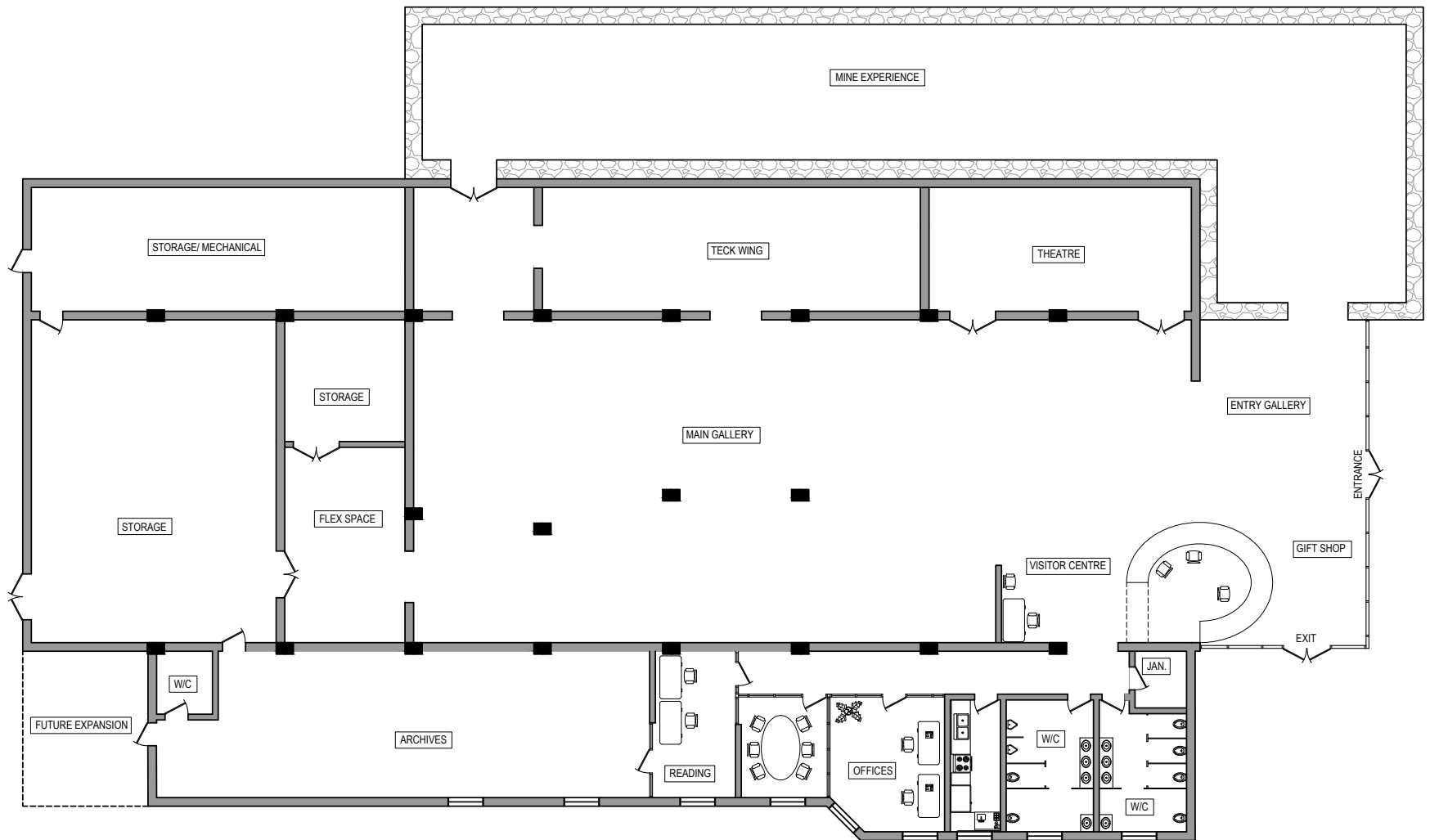


INSPIRATION: METALS - THINK ZINC!

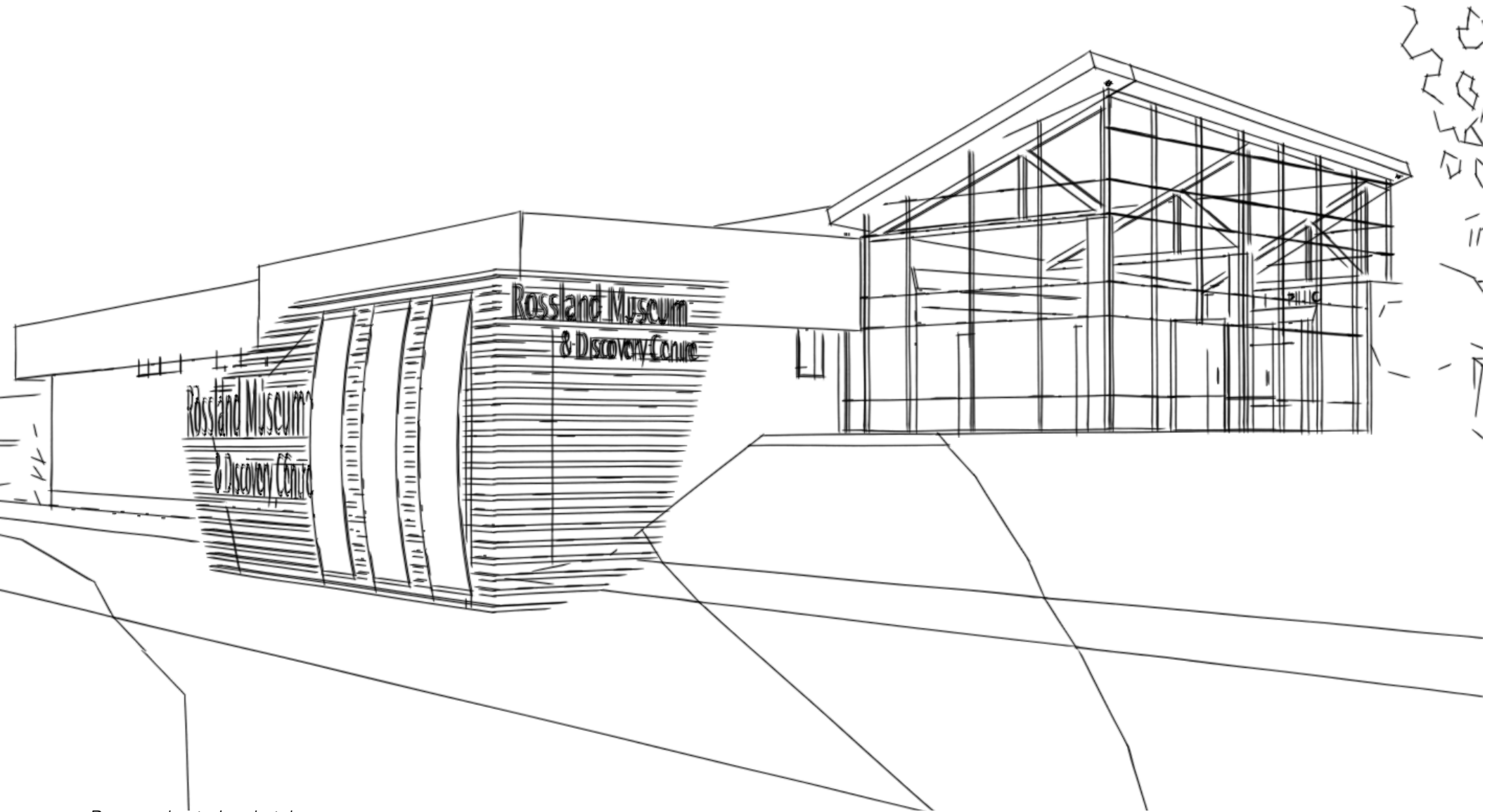
Zinc is a metallic chemical element, atomic number 30, and is the 24th most abundant element in the Earth's crust. It exists in various crystalline and finished forms, and is historically a common element in the building industry. Through galvanization, a protective coating is applied to steel or iron, in order to prevent rusting. Corrugated galvanized metal was often used to clad industrial buildings.



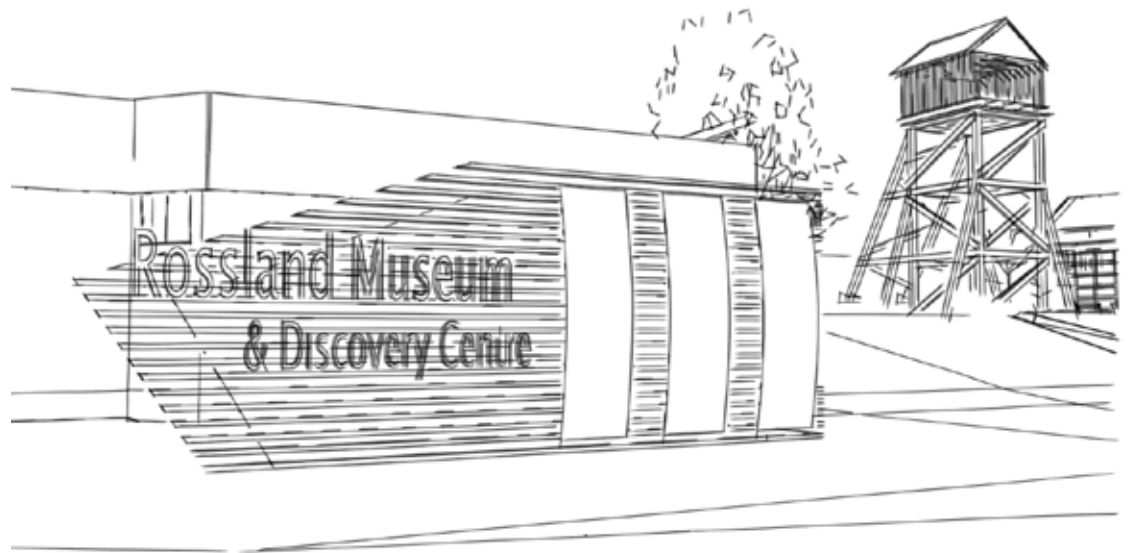
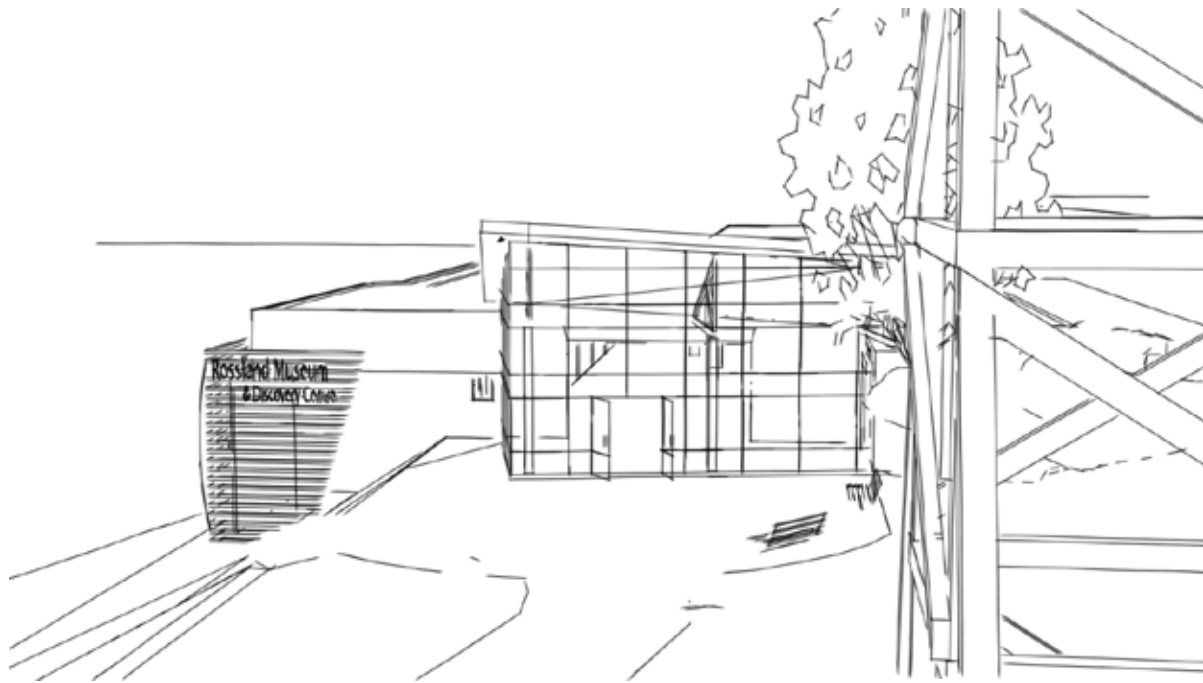




Proposed floor plan.



Proposed exterior sketch.



Proposed exterior sketch.

4.3.1 ATRIUM

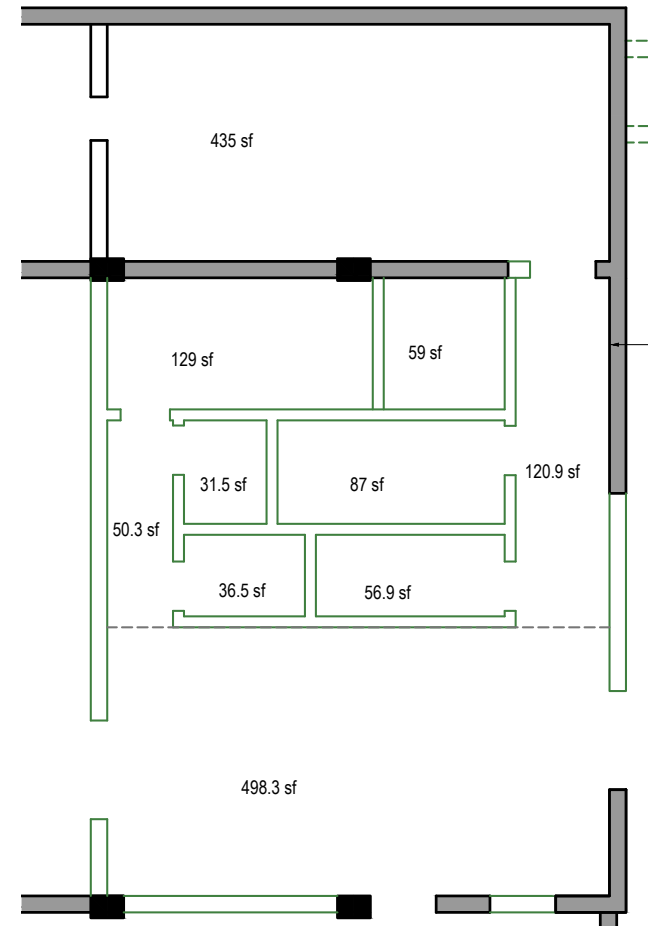
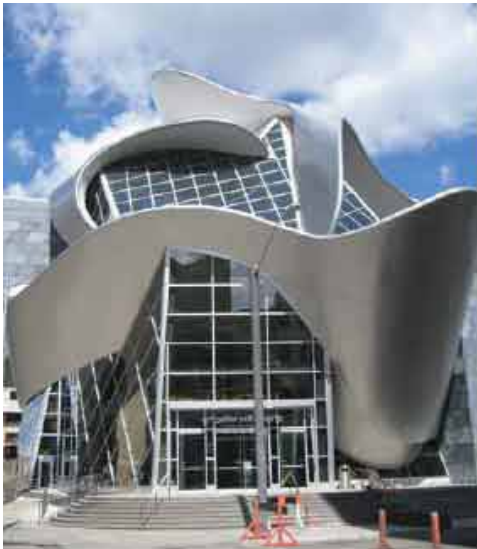
First impressions count, and the identity of the entrance and threshold spaces require a significant overhaul to reflect the museum's renewal. The quality of the visitor and user experience is dependent on a welcoming entry, clearly articulated circulation and wayfinding, and logical movement through the facility. An improved landscape and articulated entrance sequence will create generous open spaces, a year round community living room and a venue for community and social events. A glazed entry will become a beacon that will showcase the collection and act as a welcoming landmark, especially when lit at night.

A new transparent atrium can be provided to create an enhanced entryway, improved circulation and usable space for the front desk, gift shop and visitor's centre, etc. This will provide an appropriate entryway for a modern museum. The visual transparency will invite the public in, and also provide enhanced visibility at night. Natural light will flood the entry space, creating a welcoming environment.



4.3.2 ENTRANCE GALLERY

An unexpected existing vertical void space above the existing entry space provides an amazing opportunity for a grand new entry gallery. This full-height space is already built, and can be quickly and inexpensively renovated. If the washrooms are relocated, this would create a grand new gallery at the entry, adjacent to the Atrium, and substantially increase the available exhibit space. The concrete block walls between can be punctured or removed to allow additional visual connections. In conjunction with a new Atrium, this would completely change the appearance, circulation and function of the existing museum. The entrance area should also include a prominent location for donor recognition.



Green lines indicate existing walls to be removed for entrance gallery.



Conceptual rendering. View from reception desk into atrium.



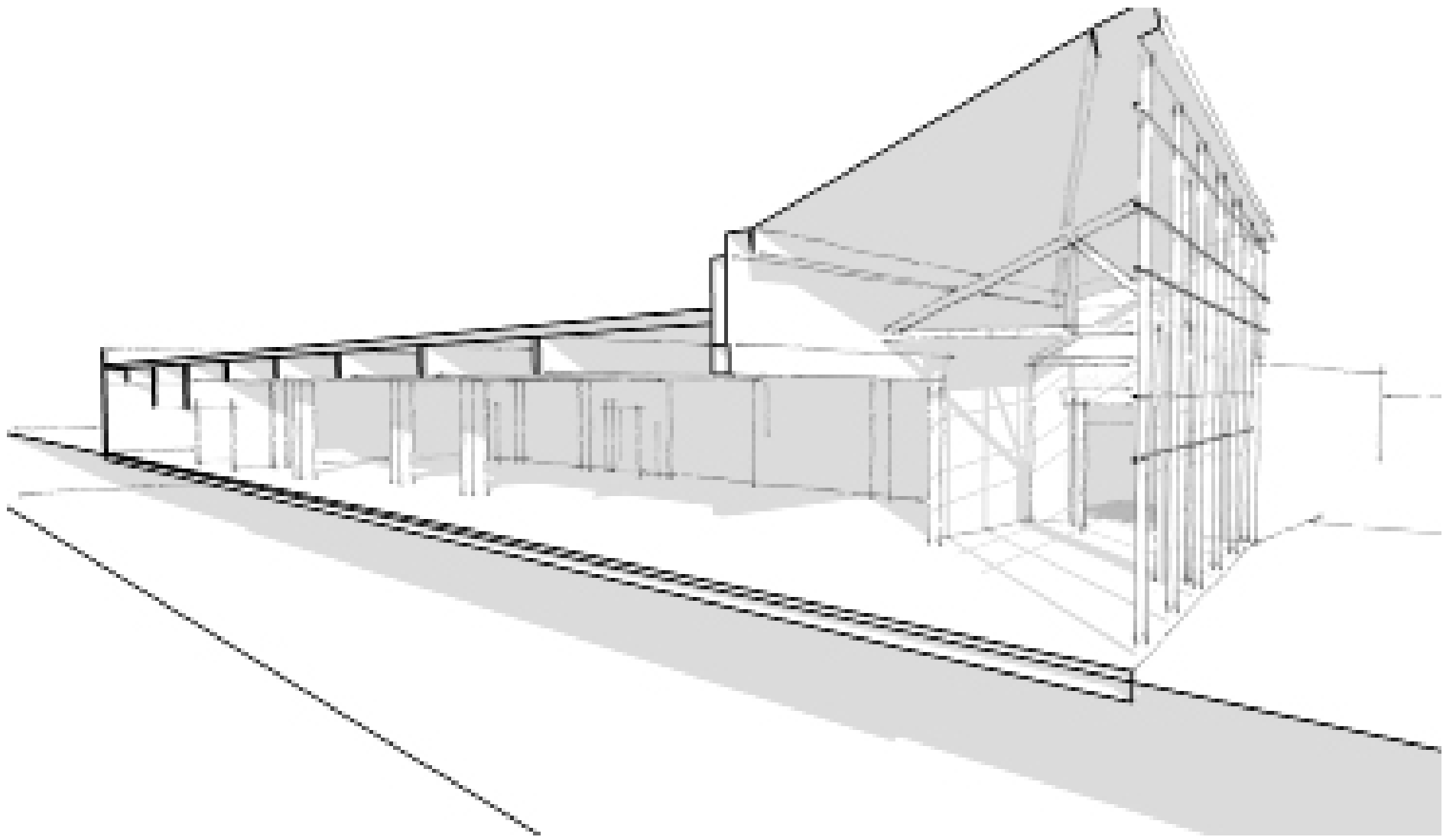
Conceptual rendering. View from atrium exit.

There needs to be adequate allowance at the entry for enhanced visitor facilities. The front desk should be located so that there is good visual surveillance of the entire entry area and the Lower Bench. Staffing should be consolidated to be as efficient as possible. Ticketing, merchandising opportunities and access to washrooms should be clearly defined.

The front desk needs to be designed to provide overall surveillance, reduce clutter and allow for the required number of staff during peak periods. Adequate allowance needs to be made for computer terminal, ticketing and sales service such as wrapping and bagging. The Gift Shop needs to be developed so that it spills out toward the entry. Visitors should see merchandise displayed in an open and appealing fashion as they both enter and leave.

The Visitor's Centre will need an enhanced presence as it will be permanently located at the museum in the future, and not moved to the Chamber offices as it has in the past. Its functions need to be developed so that tourists wishing information or access to washrooms can do so without entering the museum. This should include space dedicated to the display of maps and brochures, and a dedicated computer terminal and display screen.

The washrooms need to provide enhanced facilities that are generously sized, accessible, barrier-free and family friendly. The décor can also reference the museum content and act as a "teaser" to the museum experience and to Rossland's history. It will be easier to install plumbing in the southern, wood frame portion of the building, which is a natural location for the new washrooms. Their location in this area will also allow for the installation of exterior windows to allow natural lighting and ventilation. Janitorial space can also be provided in this area.



Section through museum and atrium.

4.3.3 EXTERIOR RENEWAL

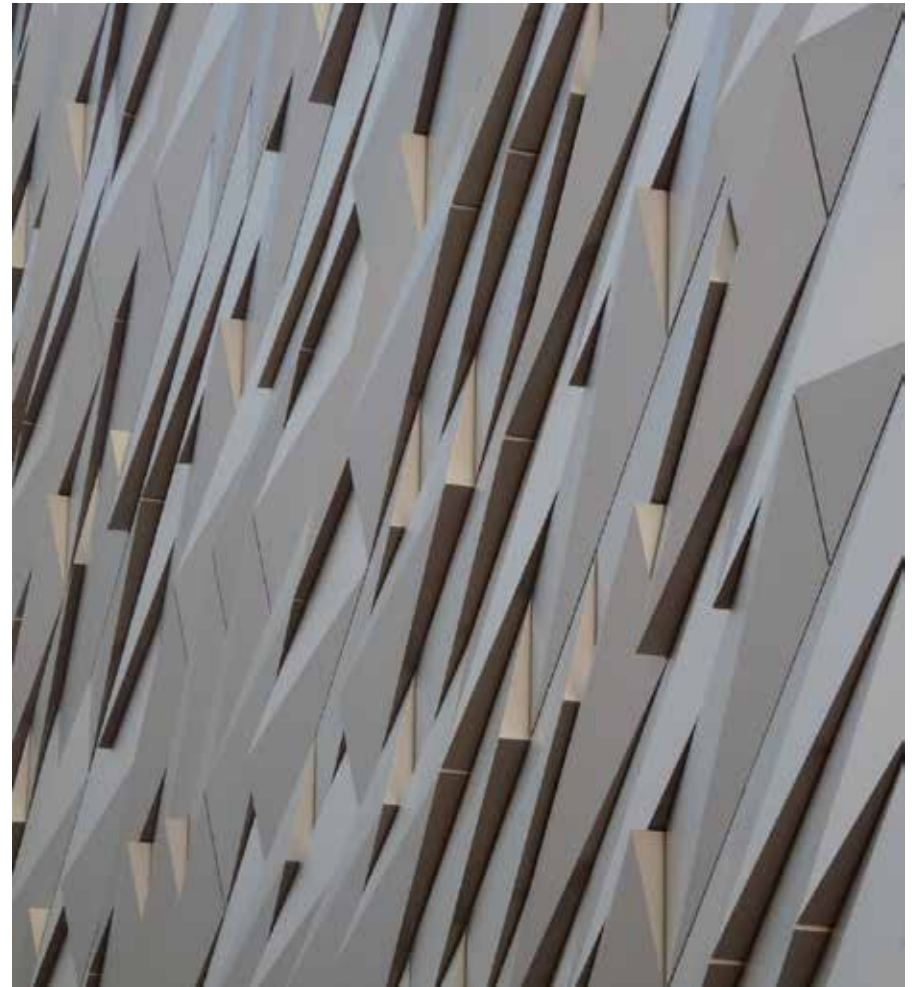
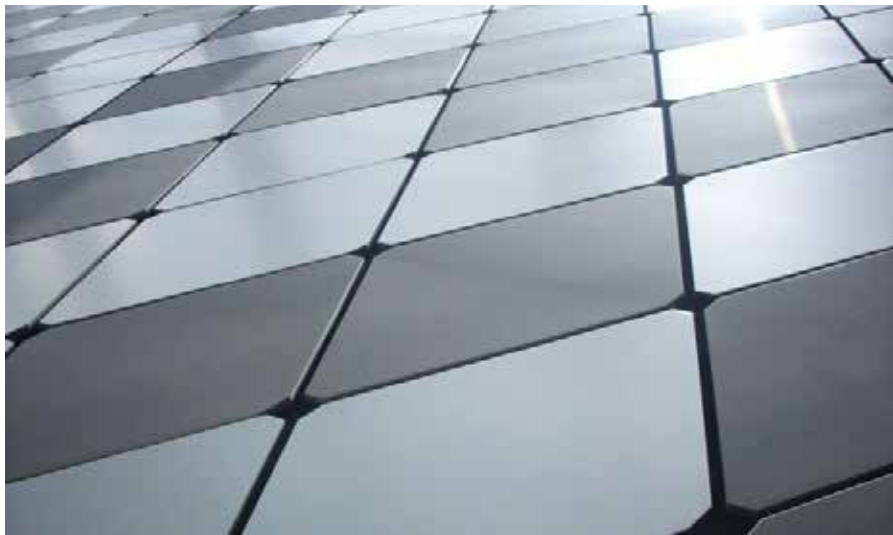
The wooden cladding of the Tea Room addition to the south is the most visible part of the building, and presents a tired and unappealing frontage. The projecting deck is unused, is a maintenance problem and is deteriorating. The exterior renewal is based on the removal of problematic sections of the building, including the projecting south deck, the flat entry canopy and the Ski Wing.



The south and east façades of the museum should be reclad, both to improve the visual appearance and the environmental performance of the building envelope. Significantly, the concrete block sections of the building do not need to be reclad, as they are robust and are not that visible to the street. They require only a coat of paint on the outside.

A new metal cladding on the south and east facades presents a number of advantages:

- It provides an instant new visual identity for the museum, inspired by an industrial aesthetic that signals metal, mining and modern.
- A new signage screen can wrap around the southeast corner to enhance the renewed appearance, and can provide signage opportunities, frameworks for large exterior banners, dramatic exterior lighting, and even digital projections onto the new skin.
- The new cladding can incorporate a higher level of insulation and an improved vapour barrier, which would enhance building envelope performance, especially for the Archives.
- The placement of windows can be rationalized, and new, more thermally-efficient windows can be provided.



Examples of metal cladding suitable for the archives wing





© Alamy

4.3.4 INTERIOR RENEWAL

The exposed concrete block walls present an inherently utilitarian, institutional appearance that is cold and harsh, and is an inappropriate background for displays. These walls are inflexible, and present difficult difficulties in hanging displays or panels. They are also uninsulated, making the building hard to heat and allowing potentially harmful temperature fluctuations.

The concrete block walls do, however, present an opportunity to be strapped and insulated on the inside, which accomplishes two main goals. First, this will significantly improve the building performance. Second, it will provide an enhanced backdrop for the renewed exhibits, including displays that can be easily hung and presented on the new walls.

It is recommended that the interior walls be upgraded and renewed through the following installation:

- vertical steel studs 16" on centre.
- batt insulation between the studs.
- vapour barrier as required.
- ½" plywood throughout, so that displays can be mounted anywhere
- ½" drywall as the finish surface.

This will upgrade the appearance of the display spaces, and also substantially improve the thermal performance and cut



Existing concrete block wall surfaces.



Proposed refinished interior walls.

4.3.5 MECHANICAL/ELECTRICAL/PLUMBING

The existing MEP systems have aged with the building, and should be more thoroughly examined as part of the next stage of the design work. An initial analysis indicates that the heating systems throughout the building should be replaced. The electrical systems appear to be in reasonable condition, but there are sub-panels in different locations that could be consolidated. The plumbing will mostly be replaced if the washrooms are relocated, and the proposed location has a crawlspace that will facilitate new plumbing.

Lighting for the renewed exhibits is a crucial component and must be flexible enough to accommodate a wide variety of display circumstances. The existing lighting was upgraded recently with flexible track lighting through a grant from Fortis BC. Further lighting enhancements could occur throughout the rest of the interior.

An overall exterior lighting strategy for the building and site should be developed. The use of decorative lighting could be an exciting enhancement to the architecture and could highlight the building's nighttime appearance and identity.

4.4 SPACE ALLOCATION

In order to develop the options for space allocation, the needs and wishes for the new facility were assessed, and various sizes assigned on a sliding scale to test how they could be fit into a building envelope. The following table compares the existing and proposed space allocation. In some cases, square footage will be removed from the existing building (proposed demolition of the Ski Wing) while new display space would be provided in the Industrial Shed.

Several assumptions have been made for allocations of the following:

- A small catering kitchen has been allowed for to facilitate event rentals.
- Storage is provided for tables and chairs for event rentals.
- Educational space / open multi-purpose space is provided.
- The washrooms have been relocated to the south end of the building, and upgraded for barrier-free access.
- Storage has been consolidated at the rear of the building, freeing up the front for visitor services. If required, a loading bay could be added to the east side of the building to directly connect with the storage areas.

- It is expected that many of the spaces throughout the building can be made available on an ongoing basis for rental. In order to support operations, it is important that there be flexible space available for many different types of corporate, personal and community events.
- The Archives can be rationalized through the removal of unnecessary walls and windows.

	Existing	Proposed
Gallery Space (Incl interior, exterior, flex space)	5,430 sq.ft	7,000 sq.ft
Storage	1,184 sq.ft	1,888 sq.ft
Ticketing/ Gift Shop	100 sq.ft	306 sq.ft
Office	188 sq.ft	201 sq.ft
Theatre	318 sq.ft	440 sq.ft
Archives/ Archives storage/ Reading Room	1,204 sq.ft	1,264 sq.ft
Washrooms/ service	260 sq.ft	360 sq.ft
Kitchen	N/A	90 sq.ft
Corridors	972 sq.ft	216 sq.ft
Mine Experience	N/A	2,200 sq.ft
TOTAL	9,656 sq.ft	13,965 sq. ft

4.5 COLLECTION

Despite its strengths, there are a number of ways in which the collection can support renewed museum activities. First, the collection can be made more accessible, through enhanced digital access as well as improved display opportunities. Second, as the thematic basis for the museum displays is expanded, there may be gaps in the collection that can be filled through community contributions. Third, the existing collection can be organized and managed in a way that builds on its strengths and finds ways to promote its existence and value. Successful examples include community archives that make photographs and historical material available online, thus provoking interest in the collection, and meeting the public need for historical and genealogical information.

RECOMMENDATIONS

- Streamlined storage spaces for exterior and interior collections.
- Increased safeguarding for collections, particularly for outdoor collections.
- Immediate protection of key artifacts e.g. Father Pat's Ambulance.
- Enhanced online archival resources for researchers.
- Secure and separate public research space for archives.
- Offsite back-up of electronic files.

4.6 EXHIBITS

Based on the background review and the community engagement process, there is an identified desire to strengthen and broaden the thematic presentations of the exhibits and programming. An enhancement of the exhibits will help address the impact of the closure of the underground mine tour experience, and also provide a wider platform of visitor engagement.



Existing exhibit.

RECOMMENDATIONS

- Review and analyze current storyline and consider a revised thematic framework as the basis for a renewed storyline.
- Adopt new and dynamic approaches for interactive and participatory experiences that engage and inspire the target audiences.
- Provide dynamic and engaging re-designed and re-displayed exhibits to update and refresh the visitor experience. Each transition through the exhibits and between galleries could use large format photographs of people / groups as an introductory panel. Moving images and sound recordings should be used whenever possible.
- Determine space allocation for permanent and temporary exhibits, including travel paths, adjacencies and connections.
- Determine exhibit requirements (showcases, panels, hardware, lighting, interactive technology, etc.)
- Evaluate new strategies for an online presence that will engage a broader audience.
- Re-created a mining experience with sensory experiences to mimic the Le Roi Mine tour.
- Renew the outdoor exhibit spaces on the Lower Bench.
- Consider the establishment of offsite exhibits (e.g., Library, Red Mountain, Trail and Castlegar Airport, regional museums).





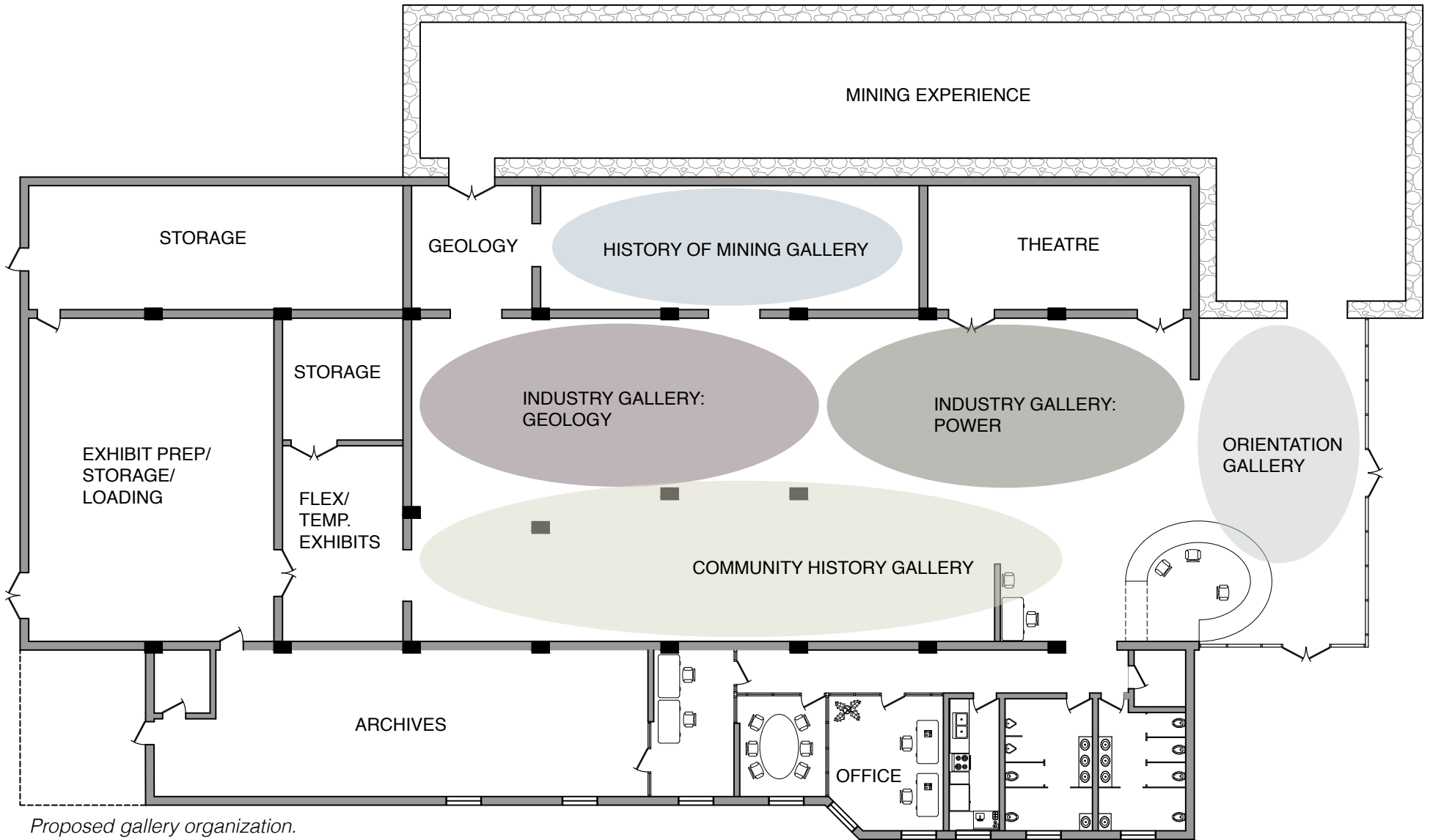
PROPOSED THEMATIC FRAMEWORK

The following is a recommended outline for the development of a renewed exhibit storyline and thematic framework. Further development will be required, based on phasing of the new exhibits and proposed space allocation. This does not yet

indicate key areas of emphasis, which should be determined so that there is a clear and consistent focus on the history of Rossland and the region. In addition, the content needs to be fine-tuned to recognize a Rossland focus, which will be specific to each aspect of the exhibits.

NATURAL HISTORY			
THEME	SUBTHEME	STORY	MEDIA
GEOLOGY	Rocks and Minerals	The Story of the Earth, the formation of rocks and minerals, the variety of crystals, phosphorescence, the Periodic Table, and Local Minerals that were extracted (Gold, Zinc, Sulphur, Lead, etc.).	Rocks and minerals, panels and interactive displays.
GEOLOGY	Local Geology	Local minerals and their relationship to resource extraction (copper, gold, lead, silver, sulphur, zinc smelting, etc.)	Artifacts, interactive displays and panels.
ECOLOGY	Local Flora	Interpret local plant life in an outdoor setting, using the site as a starting point.	Outdoor panels.
ECOLOGY	Local Fauna	Interpret local animal life in an outdoor setting, using the site as a starting point.	Outdoor panels.
HUMAN HISTORY			
THEME	SUBTHEME	STORY	MEDIA
INDUSTRY	Mining	<ul style="list-style-type: none"> • Extraction and Smelting. • New and Old Mining Methods. • Life in the Tunnels. 	"The Mining Experience", artifacts, panels, outdoor exhibits and artifacts, Head Frame, etc.
INDUSTRY	Cominco / Teck	<ul style="list-style-type: none"> • Pioneering and continuing history. 	Artifacts, interactive displays and panels.
INDUSTRY	Power Generation	New and Old Methods.	Artifacts, interactive displays and panels.

HUMAN HISTORY			
THEME	SUBTHEME	STORY	MEDIA
INDUSTRY	West Kootenay Power & Light (FortisBC)	Pioneering and continuing history.	Artifacts, interactive displays and panels.
INDUSTRY	Brewing	The History of Brewing over Time.	Artifacts (bottles) and panels.
COMMUNITY HISTORY	Settlement	Settlement over Time / Ethnicity.	Artifacts and Panels.
COMMUNITY HISTORY	Business	Variety of Commercial Activity.	Artifacts and Panels.
COMMUNITY HISTORY	Unions	Union members and activities.	Artifacts and Panels.
COMMUNITY HISTORY	Domestic Life	Typical housing (kitchen, parlour).	Room settings, artifacts and Panels.
COMMUNITY HISTORY	Commercial Activity	Stores, Post Office, etc.	Artifacts and Panels.
COMMUNITY HISTORY	Spiritual Life	Churches / Religions.	Artifacts and Panels.
COMMUNITY HISTORY	Fraternal Societies, Community Groups, etc.	Odd Fellows, Masons, Boy Scouts, etc.	Artifacts and Panels.
COMMUNITY HISTORY	Social Life	Community Events, Theatres, etc.	Artifacts and Panels.
COMMUNITY HISTORY	Education	Schooling over Time.	Artifacts and Panels.
COMMUNITY HISTORY	Health Care	Hospitals, Nursing, etc.	Father Pat's Ambulance, artifacts and Panels.
COMMUNITY HISTORY	Recreation: Mountain Biking	Mountain Biking over time.	Artifacts and Panels.
COMMUNITY HISTORY	Recreation: Skiing	<ul style="list-style-type: none"> • Skiing over time. • Types of skis. • Competitions / trophies / medals. 	Artifacts, panels, moving images, chairs from chairlifts.

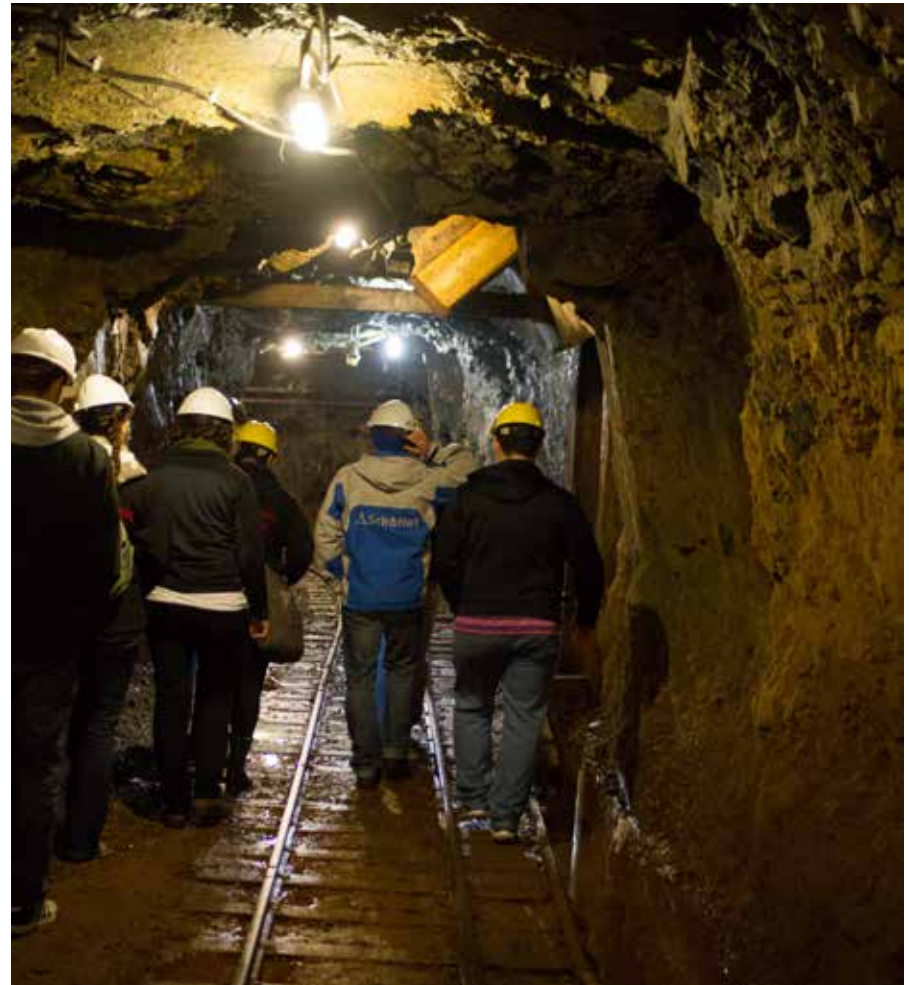


Proposed gallery organization.

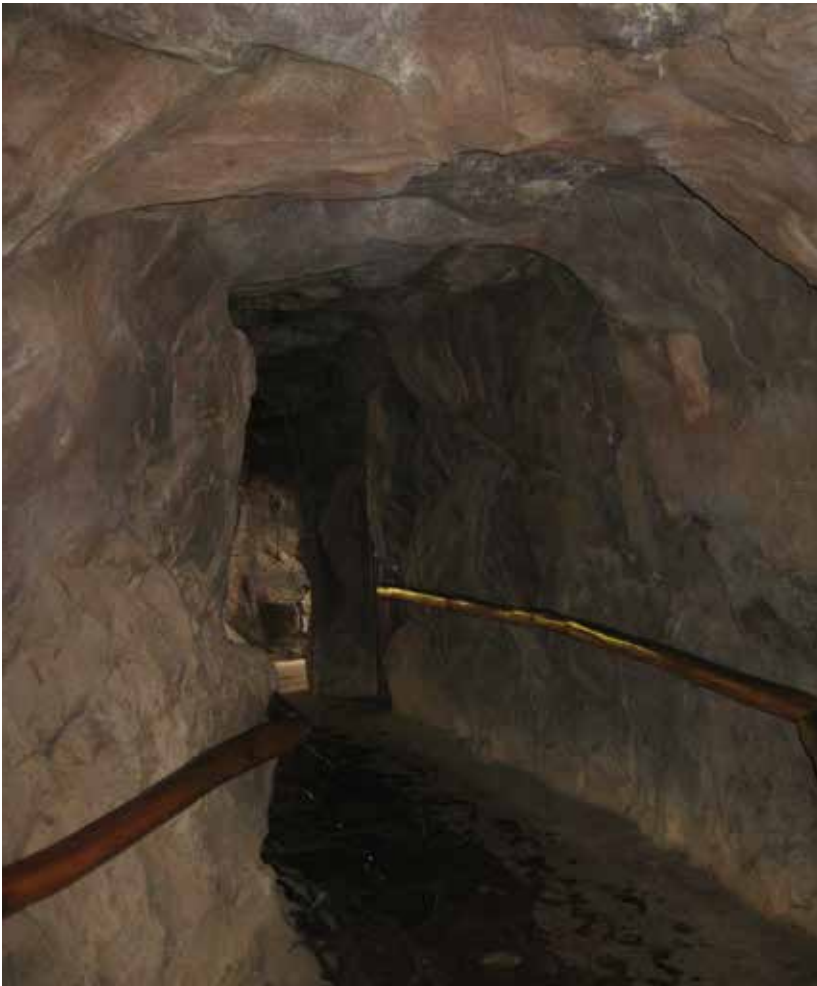
4.6.1 A NEW MINING EXPERIENCE

With the closing of the mine tour, a large gap has been left in the museum's interpretation of Rossland's industrial and mining history. There is an opportunity to create an exhibit that would mimic the sensory experience of a mine in a safe, controlled way. Notably, at the north side of the museum, there is native rock protruding that could form the basis and foundation for artificial rock walls that could recreate a tunnel, which can tell the mining story through an interactive, engaging and realistic interpretation of the experience of life in the mines. This would be an ideal location, as once the Ski Wing is demolished, this will allow the entry – which can be a recreated mine entrance – to be located directly behind the Atrium. At night, the mine entry can be lit up, and will be visible from the road.

The interior floor can be left as gravel, with rail tracks run through. The entry and exits can turn the corner at each end so there is minimal visual intrusion into the space. This exhibit space will actually be outdoors, and can be left unheated, which will add to its realism. Dripping water, mining sounds and other sensory devices can be used as convincing props to the experience. Mining machinery can be displayed, and even operated, to interpret mining activities and experiences. The tunnel will be large enough to be segmented into different areas that can interpret different stories and technologies.



Britannia Mine Museum - Mine Tour.



Grand Wailea Tunnel, Maui





*Artificial rock will match existing, to recreate a mine tunnel.
Courtesy Raincity Rock*



Existing rock may be integrated into the mining experience.

Interpretation of the mining exhibit can be static, guided or interactive, depending on visitor volume and staffing. This will also be an exciting rental space, as it would be fully compliant with the Building Code and safe for extended public use.

Order of magnitude costs have been developed for the Mine Experience, but the concept will need to be further developed in order to establish more detailed costing. Final costs will be dependent on the sequence of construction, the extent of exhibit development, and the requirements for integration with the museum building. The exhibit is based on the following parameters:

- The character will be rough and industrial, with no concessions to pretty up the experience.
- The recreated “tunnel” is an unheated outdoor experience, and requires power only for lighting and some display development.
- Temperature and humidity control will not be provided (except for space heating for event rentals) and any displays will be equivalent to those expected to be found in a mine (e.g. tracks, ore cars, drills etc.).
- Participants in interactive guided tours could be provided with hard hats, head lamps etc.

The Mine Experience will also need to be thematically tied to the other exhibits such as the Teck and geology exhibits, as well as stand alone as its own unique experience.



Britannia Mine Museum



4.6.2 A RENEWED SKI EXHIBIT

The museum has a superb geology collection that can be a major draw but is currently not displayed in the main building. Its existing location, and method of display, does not show the collection to anywhere near its full potential. Significantly, the Britannia Mine Museum has a very small geology collection, so this is an opportunity to provide a unique augmentation to the Rossland mining exhibits. This collection supplements the story of local mining and geology, but also provides broader connections to smelting and resource extraction. An enhanced display of “glow in the dark” phosphorescence can be extremely dramatic and engaging. The geology exhibit can also be augmented with a teaching collection, which would be inexpensive to assemble.



4.6.3 GEOLOGY EXHIBIT

The museum has a superb geology collection that can be a major draw but is currently not displayed in the main building. Its existing location, and method of display, does not show the collection to anywhere near its full potential. Significantly, the Britannia Mine Museum has a very small geology collection, so this is an opportunity to provide a unique augmentation to the Rossland mining exhibits. This collection supplements the story of local mining and geology, but also provides broader connections to smelting and resource extraction. An enhanced display of “glow in the dark” phosphorescence can be extremely dramatic and engaging. The geology exhibit can also be augmented with a teaching collection, which would be inexpensive to assemble.



4.7 COMMUNITY PROGRAMMING

The way in which the facility runs its public and educational programs on a day-to-day basis is a core feature of the museum function. Programming uses the interpretive themes to tell stories, to interpret history and to curate cultural materials. A museum requires adequate and appropriate programmable space to effectively interpret its major themes. In a well-integrated museum, all of the programmable spaces contribute to the interpretation of these themes. The existing and proposed programming requirements have been assessed, based on a review of optimal performance. These requirements have then been allocated space to facilitate program delivery.

The community engagement process has identified the need for dynamic, diverse and relevant public programming, which includes:

- A range of vibrant programming options, to attract new audiences and expand cultural tourism opportunities.
- Enhancements to the online presence of collections, exhibits and programming. This parallels the wider experience of museums, where more people now visit cultural institutions online than in person.

- Identification of new strategies for digital engagement, including apps and QR codes, social media, etc.
- Development of engaging curriculum-based programs for schools.
- Making the site accessible based on seasonal use.
- Having the renewed theatre space available for lectures, films, events, etc.
- Re-imagining the programming to include more events, camps, and lecture series.
- Active rental of outdoor space for concerts, theatre, weddings, etc.

Through this comprehensive series of strategies, the entire museum facility will be renewed, from its public realm and physical structure, to the protection and presentation of its collection and the engagement of visitors and the broader community.



5. IMPLEMENTATION

The Renewal Concept proposes a refreshed museum facility that will improve the visitor experience, build on the strength of the collection and present a contemporary, exciting appearance. The following Implementation Plan outlines the stages and priorities to achieve this proposed revitalization of the Rossland Museum & Discovery Centre. It provides strategies, priorities and benchmarks and will allow for the development of a phased implementation that does not require the facility to close during construction. This is a solid foundation for the revitalization and long-term sustainable operations of this important cultural facility.

5.1 PROJECT PHASING AND CAPITAL COSTS

The costs of the Renewal Concept have been determined through an order of magnitude costing that outlines the costs of the various interventions, grouped into several major components that can proceed independently as required. The priorities for the Plan have been determined so that the renewal can proceed in a logical manner as funds are secured. Further information on the costing is provided in Appendix B: Hanscomb Order of Magnitude Estimate. A separate cost of \$200,000 has been obtained for the artificial rockwork for the proposed Mining Experience exhibit.

Consideration should be given to the immediate commissioning of studies that will assist in understanding the site and buildings, prior to the commencement of any further design. This should include a geotechnical study of the site, structural/ mechanical/ electrical studies of the museum building and as-built drawings of the existing site and structures. An allowance of \$30,000 may be required for this work.

Total Budget: Approximately \$3,000,000

- Museum Building: \$2,085,000 for 10,700 sq. ft. = \$195 psf
- Shed Building: \$490,000 for 1,920 sq. ft. = \$255 psf
- Artificial Rock, allow \$200,000
- Exhibit Design and Fabrication, allow \$225,000

These are Order of Magnitude costs only. GST is not included. The following breakdown of costs by component is approximate only but reflects the likely scale of funding required.

PRIORITY	COMPONENT	COST	CONSIDERATIONS
#1	ENTRY GALLERY	\$240,000 (includes \$100,000 demo, disposal & hoarding costs)	<ul style="list-style-type: none"> • Complete change to interior and entry • Includes new washrooms • Major improvement to visitor experience • Allows for exhibit redesign to commence without disrupting existing • Opportunities for sponsorship • Revenue-generation opportunities
#2	MINING EXPERIENCE	\$630,000 (includes \$50,000 demo/disposal costs and part of cost of metal roof across entire back of building) (artificial rocks \$200,000, includes design of tunnel and mine entrance). May require allowance for exhibit design and integration with other exhibits.	<ul style="list-style-type: none"> • Major improvement to visitor experience • Excellent marketing opportunities • Opportunities for sponsorship • Revenue-generation opportunities • Discrete addition that can be phased in at any time • Major impact - highly visible, increases presence, improves identity • Opportunities for sponsorship • Revenue-generation opportunities
#3	ATRIUM	\$420,000 (Atrium and Mining Experience could be built concurrently)	<ul style="list-style-type: none"> • Discrete addition that can be phased in at any time • Major impact - highly visible, increases presence, improves identity • Opportunities for sponsorship • Revenue-generation opportunities

#4	INDUSTRIAL SHED BUILDING	\$490,000	<ul style="list-style-type: none"> • Major improvement to visitor experience • Safety / security for large artifacts • Use of timber frame meets provincial Wood First objectives • Opportunities for sponsorship • Revenue-generation opportunities
#5	SCREEN/ SIGN/ SITEWORK/ EXTERIOR WALLS/ WINDOWS	\$375,000	<ul style="list-style-type: none"> • Can be broken down into several sub-components, some of which may be priorities • Major improvement to profile / visibility • Complete change to museum identity • Includes improvements to exterior building envelope
#6	INTERIOR RENOVATIONS	\$420,000 (includes \$80,000 structural and \$200,000 mechanical / electrical)	<ul style="list-style-type: none"> • Can be broken down into several sub-components, some of which may be priorities • Includes insulation and strapping of interior walls • Major improvement to visitor experience • Major improvement to storage and security for collection and archives • Opportunities for sponsorship • Revenue-generation opportunities

5.2 FUNDRAISING

The capital budgets of recently constructed cultural facilities in British Columbia have varied widely in terms of support from senior government grants, private donations and corporate sponsorships. The approach to capital funding for each cultural facility can vary with the business model selected, the scale of project, the level of effort to attract outside financial support, and overall community engagement. Each project is therefore unique, and requires a specific fundraising strategy.

The renewal process has indicated that there are important shared values among the community stakeholders. In addition to this core support, a renewed RM&DC will draw on a broad array of potential users and attract a diverse audience. A key part of the Vision for renewal is that the facility will act as more than just a museum, and that it will become an active cultural hub for the city and region. During the course of this study, partnership opportunities were explored that can augment the current museum function. Commercial opportunities, specifically event rentals, have been assessed. Other potential revenue-generation opportunities include programmable community space and dedicated activity spaces. These will assist in long-term financial stability and sustainability, and inspire confidence in community, corporate and government sponsors to invest in the future of this facility.

As this facility fulfills a demonstrated need, and its renewal is of a size that is relatively easy to implement, it is anticipated that there could be a strong pitch for senior level funding for capital costs. Federal and provincial funding will, however, be dependent on the City's participation – which is already ensured by building and site ownership – and the assertion that this project is a high priority.

The Renewal Concept has been developed with the intention of meeting senior government criteria without compromising local identity and programming, and the proposed concept aligns with the requirements for senior level funding.

The need for physical enhancements will require a capital program, the order of magnitude of which has been outlined in this report. These physical improvements can be provided in a phased manner, or scheduled according to fundraising targets. The following considerations relate to a fundraising program that would cover the costs of capital improvements.

5.2.1 PUBLIC SECTOR GRANT PROGRAMS

The following section outlines the specific public sector funding programs that could be used be explored and accessed to achieve the implementation of the Renewal Concept.

CANADIAN HERITAGE DEPARTMENT

A number of federal programs are intermittently available under the Canadian Heritage Department. Further investigation will be required to understand eligibility of different parts of the renewal. The following indicates current and anticipated programs under Canadian Heritage.

Canada Cultural Spaces Fund

The CCSF seeks to improve physical conditions for artistic creativity and innovation. It is also designed to increase access for Canadians to performing arts, visual arts, media arts, and to museum collections and heritage displays. The Fund supports the improvement, renovation and construction of arts and heritage facilities, and the acquisition of specialized equipment as well as conducting feasibility studies.

Canada Cultural Investment Fund

Projects supported through the Canada Cultural Investment Fund are intended to contribute to the organizational, administrative and financial health of arts and heritage

organizations. This is achieved through support for initiatives intended to diversify revenue streams, strengthen management capacities and ensure that arts and heritage organizations are supported in their communities for the contribution they make. The program has two components, Endowment Incentives and Strategic Initiatives, which may provide opportunities for funding. Through the Endowment Incentives, the Government of Canada is encouraging arts organizations to build new revenue streams. Canadians are encouraged to support the arts by providing donations to an arts organization's endowment fund. The government provides a funding incentive for these donations. Strategic Initiatives provides financial assistance for projects involving multiple partners that will help arts and heritage organizations strengthen their management abilities, make strategic use of new technologies and diversify their revenues.

Museums Assistance Program

The Museums Assistance Program supports heritage institutions and workers in the preservation and presentation of heritage collections. MAP provides financial assistance to Canadian museums and related institutions for activities that facilitate Canadians' access to our heritage, foster the preservation of Canada's cultural heritage, including the preservation of representative collections of Aboriginal cultural heritage and foster professional knowledge, skills and practices related to key museum functions.

Building Communities through Arts and Heritage

The Building Communities Through Arts and Heritage Program delivers its funding through three separate components: Local Festivals, Community Anniversaries and The Legacy Fund. The Local Festivals component provides funding to local groups for recurring festivals that present the work of local artists, artisans, or historical performers. The Community Anniversaries component provides funding to local groups for non-recurring local events and capital projects that commemorate an anniversary of 100 years or greater in increments of 25 years. The Legacy Fund provides funding for community capital projects that commemorate a local historical anniversary of 100 years or greater in increments of 25 years.

Canada 150 Grants

No specific programs for the commemoration of Canada's 150th birthday have yet been announced, but they are widely anticipated. The Rossland Museum, and many others across the country, were the direct result of Centennial funding in 1967. There is no commitment yet to any funding and no program guidelines, but projects that are ready to proceed when funding is announced would stand the best opportunity for success, as any funding is likely to be allocated on a first-come, first-served basis.

OTHER NATIONAL PROGRAMS

There are several possible programs that are unfunded but could provide funding in the future, including Infrastructure grants, Green Infrastructure grants and Western Economic Diversification Canada grants. These opportunities should be explored as program funds become available.

Canadian Conservation Institute

The CCI offers a range of services, from facilities assessment to conservation services, artifact analysis, internship opportunities and workshops.

Federation of Canadian Municipalities

The FCM has funding programs that would be available to the City of Rossland, including the Green Municipal Fund.

PROVINCIAL PROGRAMS

There are no specific provincial programs that provide support for cultural facility capital funding. Opportunities may lie in direct discussions with the Province to determine whether any funding can be provided through direct allocation, or provided to cost-match any federal or municipal allocations.

Heritage Legacy Fund

Administered through Heritage BC, the goals of the Heritage Legacy Fund are to support the conservation of heritage resources in British Columbia, promote and increase public awareness, understanding, and appreciation of British Columbia's heritage resources, encourage high standards of heritage conservation and the continuing maintenance and protection of heritage resources and support community-based heritage projects. Annual matching grants of up to \$25,000 for Heritage Conservation projects and up to \$10,000 for Heritage Awareness projects are available.

Wood First Initiative

British Columbia is home to one of the world's most sustainable and globally competitive forest sectors. The Province's *Wood First Initiative* aims to build on that reputation by promoting the use of B.C. wood products. The overall goal is to encourage a cultural shift toward viewing wood as the first choice for construction, interior design and daily living. To support implementation of the Wood First Initiative, the provincial government passed the *Wood First Act* in 2009. The Act requires wood to be considered as the primary building material in all new publicly-funded buildings, in a manner consistent with the British Columbia Building Code. It is important to align the architecture of the new facility with this initiative in order to help secure provincial capital funding.

Rural BC

Provided by the Ministry of Jobs, Tourism and Skills Training, Economic Development Division, Rural BC has a listing of several hundred grants that are available for different subject areas, including Green initiatives, heritage, arts & culture and public works.

Union of BC Municipalities

The UBCM has funding programs that would be available to the City of Roseland.

Other grant programs may be available and should be assessed as to whether or not they can fund specific aspects of the museum renewal.

5.2.2 PRIVATE SECTOR PARTNERSHIPS

There are a number of potential corporate sponsors that may be interested in partnering on one or more aspects of the renewal. Corporate sponsors will need to be acknowledged through donor recognition programs. Different areas of the facility can be named after a diversity of partners and sponsors; e.g., high-tech companies can fund high-tech installations and multi-media programs.

Teck Metals Ltd. has already provided substantial financial and in-kind support to the Museum throughout the Gateway process. Other companies with local interests such as may be engaged as the Renewal Concept unfolds. This may include, but is not limited to the following potential corporate partnerships. Some of these companies have dedicated community program funding:

- FortisBC (Community Investment Program)
- Columbia Power
- BC Hydro
- Chevron
- Red Mountain Resort
- Nelson & District Credit Union
- Kootenay Savings

Further information on these companies and their programs is provided in **Appendix C: Websites**.

5.2.3 COMMUNITY PARTNERSHIPS

There are a number of stakeholders that have been involved in an ongoing basis in the Gateway process, demonstrating the interest and connections already surrounding the project. Other community partners may also come forward as the Renewal Concept is implemented. Other partnerships, such as Tourism Rossland and the Chamber of Commerce, may provide program and operational support as well as marketing assistance. As the Renewal Concept continues to develop, mutually supportive connections can be initiated, with the potential to grow these partnerships over time.

These partnerships may or may not be financial, as support can be provided in many different ways, including cross-promotional initiatives, member benefits and support for grant applications and fundraising activities.

The City of Rossland

The City is already an invested partner, and owns the site and building. As the renewal moves forward, discussions should occur regarding responsibilities for pursuing building and site enhancements, and how financial as well as in-kind support can be provided.

Columbia Basin Trust

The CBT supports efforts by the people of the Basin to create a legacy of social, economic and environmental well being, and to achieve greater self-sufficiency for present and future generations. Working closely with people who live in the Basin, CBT develops and delivers programs and initiatives that respond to their needs and supports communities. In addition to providing expertise, the CBT's funding includes an Arts, Culture & Heritage Program, youth engagement and environmental improvement (with potential for building envelope upgrading).

Lower Columbia Initiatives Corporation

The LCIC is the result of a partnership between Rossland, Trail, Warfield, Montrose, Fruitvale, and electoral areas A & B of the Regional District of Kootenay Boundary. With direction and recommendations from the Lower Columbia Community Development Team Society, LCIC undertakes programs and projects designed to grow and diversify the local economy (Lower Columbia / Kootenay Region) by attracting new business, retention and expansion of existing businesses. The LCIC also actively supports and leads on priority initiatives, projects and programs that have been identified as regional economic drivers.

Southern Interior Development Initiative Trust

The mission of the Southern Interior Development Initiative Trust is to support regionally strategic investments in economic development projects that will have long-lasting and measurable regional benefits for the Southern Interior. Their objective is to help grow and diversify the economy of the Southern Interior of British Columbia through economic development initiatives. This includes funding for projects that lead to increased commercial activity, result in sustainable job creation, job preservation, or enhancement, contribute to the diversification of the economy, contribute to small community sustainability, and have a regional impact.

The Kootenay Association for Science & Technology

KAST is a registered non-profit society whose members live and work throughout the West Kootenay-Boundary region and represent a broad range of interests in local industry, business, education and government. KAST works to foster a culture that values science, technology, innovation and entrepreneurship as activities vital to maintaining and enhancing the competitiveness of the region. KAST organizes and supports events and initiatives that help to stimulate the growth of science and technology in the region. KAST receives its core funding from the BC Innovation Council. In addition, every effort is

made to leverage funding through partnerships, sponsorships and contracts with government and other organizations. The Renewal Concept, with an enhanced focus on the interpretation of technology, geology and industrial activities, could provide the basis of a natural alliance.

LeRoi Community Foundation

The LeRoi Foundation is a non-profit organization dedicated to the betterment of the Greater Trail area through an extensive network of donors and cooperations. Donations to the LeRoi Community Foundation are held in a permanent fund. Income generated from the investment of the permanent fund is distributed as grants to registered Canadian charitable organizations whose projects meet the Foundation's charitable goals. The LeRoi Community Foundation's fields of interests are Arts and Culture, Education, Environment, Health and Welfare, and Sports and Recreation

The Bullitt Foundation

The Bullitt Foundation seeks to catalyze the necessary changes for sustainable development in Cascadia, the northwest corner of the United States and the southwest corner of Canada. In pursuing this goal, the Foundation looks for high risk, high potential payoff opportunities to exert unusual leverage. It has

a special interest in demonstrating innovative approaches that promise to solve multiple problems simultaneously.

The Brainerd Foundation

The Brainerd Foundation's mission is to protect the environment of the Northwest and to build broad citizen support for conservation. This is accomplished by investing in nonprofit organizations in Alaska, Idaho, Montana, Oregon, Washington, British Columbia and the Yukon Territory.

The Hamber Foundation

The Hamber Foundation makes grants for cultural, educational and charitable purposes within the Province of British Columbia. The Foundation prefers to support specific projects rather than contributing to general sustaining assistance or to large capital projects. These grants have helped schools, libraries, art galleries and many individual organizations.

Further information on these potential community partners and their programs is provided in ***Appendix C: Websites.***

5.2.4 COMMUNITY FUNDRAISING

Community fundraising, marketing, patronage, naming rights and corporate sponsorship are now considered essential parts of both capital funding costs and sustaining ongoing operations.

As part of the renewal process, a capital fundraising campaign will be required, that will involve exploration of all of the

partnerships and grant applications listed above, as well as an appeal to the public for private donations. It is crucially important to demonstrate grass-roots support as well, as engagement of the community and private investment will promote long-term sustainability of the facility. Each of these steps will inspire confidence in potential donors, and demonstrate both private and public sector support.



5.3 IMPLEMENTATION PLAN

<i>OPERATIONS</i>			
IMMEDIATE	SHORT TERM	MEDIUM TERM	LONG TERM
Review operations and implement initial recommendations.	Review staffing levels.	Increase staffing as required.	Increase staffing as required.
Meet with local MLAs and MPs to inform them and obtain support - keep them informed at regular intervals	Hire Project Manager to undertake responsibility for the implementation of the Renewal Concept.	Continue project management function.	Continue project management function through to completion.
Undertake a comprehensive Marketing, Branding & Communication Strategy and a Wayfinding & Sign Strategy.	Review resources required to implement.	Increase resources required to implement.	Increase resources required to implement.
Map out an enhanced program of community programming.	Review staffing levels and resources required to implement.	Increase staffing and resources required to implement.	Increase staffing and resources required to implement.
Develop a Digital Strategy for an enhanced virtual presence and digitization of the collection and archives.	Apply for digitization grants. Develop enhanced online capacity. Initiate offsite backup storage.	Continue to apply for digitization grants and make collection and archives available online.	Continue to apply for digitization grants and make collection and archives available online.

FUNDRAISING			
IMMEDIATE	SHORT TERM	MEDIUM TERM	LONG TERM
Create Fundraising Strategy & Timeline. Establish Fundraising Committee. Initiate Capital Fundraising Campaign. Establish 'Blue Ribbon' Steering Committee.	Approach potential sponsors. Complete first round of funding targets.	Complete second round of funding targets.	Complete final round of funding targets.
Approach senior levels of government to determine levels of project support and appropriate funding programs.	Initiate grant applications to senior level programs.	Continue to explore senior level programs.	Applications to supporting programs that will assist long-term sustainability.
Identify corporate and community partners.	Build strategic alliances to ensure support for programs and Renewal Concept.	Develop sponsorships of renewal components.	Implement partnered aspects of the renewal.
Initiate grant applications			
BUILDING DESIGN AND CONSTRUCTION			
IMMEDIATE	SHORT TERM	MEDIUM TERM	LONG TERM
Refine Design Brief.	Hire Design Team to develop more detailed Master Plan.	Continue to design and implement phased planning for facility.	Complete all aspects of the Renewal Concept.
Undertake geotechnical study of site, structural/ mechanical/ electrical studies of museum building and as-built drawings of the existing structures.	Proceed with preliminary overall design.		
Prepare working drawings and commence Entry Gallery.	Undertake Atrium and Mine Experience.	Complete all aspects of the Renewal Concept.	

<i>SITE ENHANCEMENTS</i>			
IMMEDIATE	SHORT TERM	MEDIUM TERM	LONG TERM
City to meet with Ministry of Highways to resolve Right-of-way and non-conforming construction.	Commence site improvements at entry and to parking lot.	Undertake Shed Building and rebuild Head Frame,	Complete all aspects of the site renewal.
Consult with City of Rossland and Ministry of Transportation over enhanced directional signs.	Undertake improved offsite signs.	Upgrade onsite signs as required.	Ensure that all wayfinding and signs are updated.
<i>EXHIBIT DESIGN AND FABRICATION</i>			
IMMEDIATE	SHORT TERM	MEDIUM TERM	LONG TERM
Finalize new exhibit story line.	Design and commence Mine Experience and Atrium	Design and commence Industrial Shed Building and some landscape improvements	Design and commence exterior improvements, interior renovations and final landscape improvements

ACKNOWLEDGEMENTS


The ***Rossland Museum & Discovery Centre Plan for Renewal*** was undertaken in 2013. The project team for Donald Luxton & Associates Inc. consisted of: Donald Luxton, Principal; Laura Pasacreta, Associate; Chelsea Dunk, Heritage & Cultural Consultant; and Nicole Howell, Heritage / Design Consultant. Capital costing was provided by Thilak Bandera, Production Manager and Adrian Secu, of Hanscomb Limited. Assistance was provided throughout the project by K. Wayne Wilson, Museum & Heritage Consultant, on behalf of the Rossland Gateway Committee and courtesy of Teck Metals Ltd.

Carol Vanelli Worosz, Community Engagement Leader, Teck Metals Ltd. and Mike Stolte, Executive Director, Centre for Innovative & Entrepreneurial Leadership, acted as project liaison during the course of the project, and we would like to acknowledge their hard work and dedication, the patient answering of our numerous requests, the time spent organizing meetings, and the clear focus on the project's success.

We would also like to thank the individuals listed below for their generous support and assistance, and their ongoing contributions to the project.

Gateway Project Committee

- Cecile Arnott (City)
- Steve Ash (Business Owner, Citizen)
- Maureen Brown (Museum Society)
- Tracey Butler, Deputy CAO/CO (City of Rossland)
- Richard Fish (Citizen)
- Brian Fry (Museum Society)
- Greg Granstrom (Mayor, City of Rossland)
- Libby Martin (Chair of Museum Society)
- Vince Profili (Museum Society)
- Mike Stolte (CIEL, facilitator)
- Tim Thatcher (City)
- Don Thompson (Tourism Rossland)
- Carol Vanelli Worosz (Teck)
- Wayne Wilson (Consultant)



We would also like to thank Moss Giasson, Teck Metals Ltd. For his technical expertise and assistance to the project. Kirstin Clausen, Executive Director, Britannia Mine Museum provided invaluable advice on operations and upgrading of a similar facility.

The Board of the Rossland Historical Museum Association provided much appreciated support, and we would also like to acknowledge the assistance of Joyce Austin, Museum Manager as well as the Friends of the Museum.

Many members of the community were engaged in the process and have reviewed and commented on the process through community events and the Open House. We are indebted for their ongoing interest, their perceptive comments and their support of this process.

APPENDIX A: PROPOSED OPERATIONAL BUDGET

Rossland Budget - Proposed								
	<i>Revenue</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>
1	City of Rossland	30,585	31,286	28,315	48,888	55,000	55,000	50,000
2	Donations - at the door	863	3,514	2,403	3,362	3,400	2,500	3,000
3	Donations - other						250	500
4	Archives	500		1,000	266	500	1,000	1,500
5	Gift Shop	9,113	6,403	6,343	7,659	7,800	7,500	7,500
6	Grant - Summer Student	4,703	4,416	6,038	6,063	6,000	5,000	5,000
7	Grant - CBT	1,800	600	7,325	9,706	4,000	10,000	7,500
8	Grant - Other	10,000	5,000	9,217	6,185	11,500	10,000	10,000
9	Memberships	63	705	1,955	1,295	1,300	1,000	1,500
10	Public Tours	11,015	10,418	10,424	11,155	12,500	7,000	7,500
11	School Programs						2,500	3,000
12	Events				2,521	2,500	2,500	5,000
13	Public Programs					2,500	1,000	1,500
14	Teck Cominco - fee for service	5,000	5,000	5,000	5,000	5,000	5,000	5,000
15	Gaming						10,000	10,000
16	Fundraising							
17	Interest and Misc.	1,412	2,870	2,654	1,870	1,300	2,500	2,500
18	Other	1,818		8,132	3,273	3,000	3,000	5,000
19	Amortization - Rev.							
	Total	76,872	70,212	88,806	107,243	116,300	125,750	126,000

Rossland Budget - Proposed								
	<i>Expenses</i>	<i>2010</i>	<i>2011</i>	<i>2102</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>
20	Amortization - Exp.							
21	Advertising and Promotions	2,562	2,844	2,760	1,987	1,500	2,500	2,500
22	Bank and POS charges	1,595	2,296	1,694	2,196	2,000	1,500	1,500
23	Gift Shop - inventory	4,177	2,744	2,653	8,916	4,700	3,500	3,500
24	Insurance	700	600	600	800	600	750	750
25	Repairs and Maintenance + Janitor	3,085	1,304	2,249	3,292	4,600	2,500	2,500
26	Utilities	14,385	14,707	13,066	11,737	13,000	14,000	12,500
27	Professional Development	263	567	481	445	1,000	500	1,000
28	Office and Administration	4,975	3,972	3,377	4,220	3,600	3,500	3,500
29	Education Programs						250	250
30	Exhibits (supplies)	857	766	1,547	66	1,500	1,000	1,000
31	Public Programs						500	500
32	Events			379	1,849	1,500	1,000	1,500
33	Fundraising							
34	Legal							
35	Professional Fees	1,455	1,190	1,332	1,950	1,250	1,500	1,500
36	Bookkeeping						2,000	2,500

37	Audit (Prof. Fees?)							
38	Security	711		2,821		1,250	1,250	1,250
39	Telephone and Internet	1,991	1,355	1,122	1,300	2,200	1,500	1,500
40	Wages and benefits	45,668	35,204	45,543	47,994	72,000	77,000	77,000
41	Info Centre	6,439	4,015	3,168	7,300	10,000	5,000	5,000
42	Other			4,632	2,740	1,500	5,000	5,000
43	Equipment						1,000	1,250
	Total	88,863	71,564	87,424	96,792	122,200	125,750	126,000
	* Capital - Revenue			4,468				
	* Capital - Expense							
	Amortization - Rev							
	Amortization - Exp			9,099				

Assumptions

- The proposed budget contains a number of Assumptions and these are worth listing.
- Estimates and historic averages may be affected by figures from 2013 Audit and 2014 final budget
- Past revenues and expenses will inform future revenues and expenses
- There is a reflection of strengthening community engagement/uptake – this based on past community engagement input
- There is no 'claw-back' from funders as the Museum becomes more successful at generating revenue
- Estimated revenues low and expenses high
- Municipal commitment will be directly proportional to revenue successes from other granting agencies

Revenue

1. Slightly elevated municipal support that demonstrates municipal commitment that is required to secure funding support from other agencies and levels of government
2. Based roughly on historic averages.
3. Included to reflect fair expectations that Rossland Museum Association will look/ask for donations in places and ways other than at the door (i.e., Donation box in the Archives, added category on membership renewal form etc.)
4. Begins to reflect the Archives as a 'profit centre'. (Note - this will only ever offer modest revenue)
5. Based roughly on historic averages.
6. Based roughly on historic averages.
7. Proposed figure to reflect the project work to strengthen the Museum's role in the community/region.
8. Reflects the Museum's commitment to finding additional/increased grant revenues.
9. Based roughly on historic averages.
10. Acknowledges some revenue challenges that may emerge as a result of re-development and re-construction.
11. Demonstrates a commitment to expanded curriculum-based school programs. 2015 at roughly 30 classes of 25/class at \$3.00/student.

- 12. Demonstrates a commitment to event development to bring new audiences and new revenue.
- 13. Demonstrates a commitment to public program development to bring new audiences and new revenue.
- 14. Based roughly on historic averages.
- 15. Reflects a commitment to pursue Gaming funds.
- 16. TBD
- 17. Based roughly historic averages.
- 18. Based roughly on historic averages.
- 19. (* Non-cash)

Expenses

- 20. (*Non-cash)
- 21. Based roughly on historic averages.
- 22. Based roughly on historic averages.
- 23. Slight reduction in these with re-negotiation of rates.
- 24. Based roughly on historic averages.
- 25. Based roughly on historic averages.
- 26. Slight reduction to recognize efficiencies in HVAC/insulation etc.

- 27. Slight increase based on expectations of staff upgrading/training.
- 28. Based roughly on historic averages.
- 29. New category to recognize limited costs.
- 30. Based roughly on historic averages.
- 31. New category to recognize limited costs.
- 32. New category to recognize limited costs.
- 33. TBD
- 34. TBD
- 35. Based roughly on historic averages.
- 36. Estimated costs.
- 37. See line 35; additional fees may not be required.
- 38. Based roughly on historic averages.
- 39. Based roughly on historic averages.
- 40. Elevated staffing to recognize new community/municipal/funding partner expectations.*
- 41. Based on historic averages.
- 42. Estimate.
- 43. Estimate.

***NOTE**

Exec. Dir. (F/T Perm) - \$18/hr X 1820 hours/year+20%
employment costs = \$39,000

Curator/Archivist (F/T Perm.) - \$15/hr X 1820 hours/year + 20%
employment costs = \$33,000

**Curator/Archivist (P/T seasonal) - \$15/hr X 630 hours + 15%
employment costs = \$11,000

**Front Desk/Info (P/T seasonal) - \$12/hr X 630 hours + 15%
employment costs = \$9,000

Tour Guides – based on student grants - \$5,000

TOTAL: \$97,000

****NOTE** – Consider Tour Guides/Students and volunteers at
Front Desk/Info for summer

- Consider P/T Curator/Archivist for later hire and/or grant funds
when available

- \$97,000 reduced to \$77,000

APPENDIX B: HANSCOMB ORDER OF MAGNITUDE ESTIMATE

ROSSLAND MUSEUM
RENOVATION & REHABILITATION
ROSSLAND, BRITISH COLUMBIA

ORDER OF MAGNITUDE ESTIMATE

October 10, 2013
Revision: October 30, 2013

Hanscomb

ROSSLAND MUSEUM
RENOVATION & REHABILITATION
ROSSLAND, BRITISH COLUMBIA

ORDER OF MAGNITUDE ESTIMATE

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October 10, 2013
Revision: October 31, 2013

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Appendices

A - Detailed Cost Summary
B - Representative Drawings
Z - Document List

1. INTRODUCTION

- 1.1 Purpose: This Order of Magnitude Estimate is intended to provide a realistic allocation of direct and indirect construction costs for the Rossland Museum, Renovation & Rehabilitation, located in Rossland, British Columbia, with exceptions of items listed in 1.4 below.
- 1.2 Methodology: From the documentation and information provided, quantities of all major elements were assessed or measured where possible and priced at rates considered competitive for a project of this type under a stipulated sum form of contract in Rossland, British Columbia.
- Pricing shown reflects probable construction costs obtainable in the Rossland, British Columbia area on the effective date of this report. This estimate is a determination of fair market value for the construction of this project. It is not a prediction of low bid. Pricing assumes competitive bidding for every portion of the work.
- 1.3 Specifications: For building components and systems where specifications and design details are not available, quality standards have been established based on discussions with the design team.
- 1.4 Exclusions: This Order Of Magnitude Estimate does not provide for the following, if required:
- Land acquisition costs and impost charges
 - Development charges
 - Legal fees and expenses
 - Right of way charges
 - Easement costs
 - Financing costs
 - Fund raising costs
 - Owner's staff and associated management
 - Professional fees and expenses including design and
 - Contaminated soil removal
 - Alterations to exterior lighting
 - Escalation contingency
 - Upgrades to existing roof
 - Upgrades to existing electrical systems
 - Landscaping work, except to shed access road
 - GST (Goods and Service Tax)

ROSSLAND MUSEUM
RENOVATION & REHABILITATION
ROSSLAND, BRITISH COLUMBIA

Report Date : Oct 10, 2013
Revision : Oct 31, 2013
Page No : 3

2. DOCUMENTATION

- This Order Of Magnitude Estimate has been prepared from the documentation included in Appendix Z of this report

All of the above documentation was received from Donald Luxton & Associates Inc. and was supplemented with information gathered in meeting(s) and telephone conversations with the design team, as applicable.

Design changes and/or additions made subsequent to this issuance of the documentation noted above have not been incorporated in this report.

ROSSLAND MUSEUM
RENOVATION & REHABILITATION
ROSSLAND, BRITISH COLUMBIA

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3. COST CONSIDERATIONS

- 3.1 Cost Base: All costs are estimated on the basis of competitive bids (a minimum of 3 general contractor bids and at least 3 subcontractor bids for each trade) being received in October 2013 from general contractors and all major subcontractors and suppliers based on a stipulated sum form of contract.
- 3.2 Escalation: An allowance 0% of has been made for construction cost escalation that may occur between October 2013 and the anticipated bid date of for the project.
- 3.3 Contingencies: An allowance of 12% has been included to cover design and pricing unknowns. This allowance is not intended to cover any program space modifications but rather to provide some flexibility for the designers and cost planners during the remaining contract document stages.
- An allowance of 10.0% has been made to cover construction (post contract) unknowns.
- 3.4 Unit Rates: The unit rates in the preparation of this Order Of Magnitude Estimate include labor and material, equipment, subcontractor's overheads and profits.
- 3.5 Taxes: Provincial Sales Tax is included where applicable. No provision has been made for the GST (Goods and Service Tax). It is recommended that the owner make separate provision for GST in the project budget.
- 3.6 Statement of Probable Costs: Hanscomb has no control over the cost of labour and materials, the contractor's method of determining prices, or competitive bidding and market conditions. This opinion of probable cost of construction is made on the basis of experience, qualifications and best judgment of the professional consultant familiar with the construction industry. Hanscomb cannot and does not guarantee that proposals, bids or actual construction costs will not vary from this or subsequent cost estimates.

3. COST CONSIDERATIONS (cont'd)

3.6 Statement of Probable Costs:
(continued) Hanscomb has prepared this estimate in accordance with generally accepted principles and practices. Hanscomb's staff are available to discuss its contents with any interested party.

3.7 Ongoing Cost Control: Hanscomb recommends that the Owner and design team carefully review this document, including line item description, unit prices, clarifications, exclusions, inclusions and assumptions, contingencies, escalation and mark-ups. If the project is over budget, or if there are unresolved budgeting issues, alternative systems/schemes should be evaluated before proceeding into the next design phase.

Requests for modifications of any apparent errors or omissions to this document must be made to Hanscomb within ten (10) days of receipt of this estimate. Otherwise, it will be understood that the contents have been concurred with and accepted.

It is recommended that this cost estimate be updated following completion of schematic design and a final update estimate be produced by Hanscomb using Bid Documents to determine overall cost changes which may have occurred since the preparation of this estimate. The final updated estimate will address changes and additions to the documents, as well as addenda issued during the bidding process. Hanscomb cannot reconcile bid results to any estimate not produced from bid documents including all addenda.

4. GROSS FLOOR AND SITE DEVELOPED AREAS

GROSS FLOOR AREA:

Description	Area (SF)
Museum renovation	10,700
Exterior Shed	1,920
Total	12,620

The above areas have been measured in accordance with the Canadian Institute of Quantity Surveyors' Method of Buildings by Area and Volume.

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5. CONSTRUCTION COST ESTIMATE SUMMARY

COST SUMMARY:

- Renovation		\$970,451
- Site & Ancillary Work		\$522,746
Total- Including Site		\$1,493,200
- Transport & Accommodation	7%	\$104,500
- General Requirements	10%	\$159,800
- Fee	8%	\$140,600
Total- Excluding Contingencies		\$1,898,100
- Design and Pricing Allowance	12%	\$227,800
- Escalation Allowance	0%	\$0
- After-Hour and week-end work	10%	\$212,600
- Construction Allowance	10%	\$233,900
Total- Including Contingencies		\$2,572,400

**Appendix
A - Detailed Cost Summary**

ROSSLAND MUSEUM
Renovation & Rehabilitation
Rossland, British Columbia



Report Date: Oct 10 2013
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Renovation		\$970,451
Interior Renovations		\$478,086
Metal Roof Over Mine Exp.		\$239,435
Glass Atrium		\$252,930
Site & Ancillary Work		\$522,746
Decorative Screen & Site Work		\$238,666
Shed Structure		\$284,080
Total- Including Site		\$1,493,200
- Transport & Accommodation	7%	\$104,500
- General Requirements	10%	\$159,800
- Fee	8%	\$140,600
Total- Excluding Contingencies		\$1,898,100
- Design and Pricing Allowance	12%	\$227,800
- Escalation Allowance	0%	\$0
- After-Hour Work Allowance	10%	\$212,600
- Construction Allowance	10%	\$233,900
Total- Including Contingencies		\$2,572,400
- GST		EXCLUDED
Total Construction Estimate		\$2,572,400

ROSSLAND MUSEUM
Interior Renovations
Rossland, British Columbia



Report Date: Oct 10 2013
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Item	Description	Amount
1	Walls Above Grade	\$57,565
	Exterior wall finishes	
	12' insulated steel stud new wall	\$11,804
	10' insulated steel stud new wall	\$1,768
	12' high steel stud new wall	\$35,596
	- 4' insulation to above wall	\$2,157
	6' insulated infill steel stud new wall	\$6,240
2	Windows & Entrances	\$11,500
	Install new reconfigured windows	\$8,000
	New double exterior door	\$3,500
3	Partitions & Doors	\$114,300
	New interior partition walls	
	CMU new wall	\$7,990
	New wall assemblies (2x4 steel stud / 1/2" plywood / 1/2" drywall)	\$8,910
	New interior glazing partition	\$9,100
	Structural improvements	
	Structural lintel	\$10,800
	Structural roof reinforcement	\$29,100
	Connection to existing wall	\$2,000
	Interior doors & hardware	
	New double int door @ glazing partition	\$2,500
	New single int door	\$3,900
	Allowance for floor plan change (10/31/13)	\$40,000
4	Finishes	\$31,921
	Repair and make good existing floor @ Gallery	\$4,312
	Repair and make good existing floor @ Archives	\$1,520
	New ceiling @ Gallery (including insulation)	\$17,385
	Repair and make good existing ceiling @ Gallery	\$4,620
	Repair and make good existing ceiling @ Archives	\$2,584
	Repair and make good existing walls @ Archives	\$1,500

ROSSLAND MUSEUM
Interior Renovations
Rossland, British Columbia



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Item	Description	Amount
5	Fittings & Equipment	\$50,000
	Install new washroom facilities including plumbing fixtures	
	Staff washroom	\$8,000
	Men washroom	\$20,000
	Women washroom	\$22,000
6	Mechanical	\$122,000
	Replace existing mechanical system with brand new system	
	Electrical heating	\$100,000
	Ventilation (No AC)	\$20,000
	Allowance for fire extinguishers	\$2,000
7	Electrical	\$11,590
	Install new 4x4 grid track lighting in entry gallery	\$11,590
	Miscellaneous lighting and power supply allowance	\$2,500
8	Demolitions & Alterations	\$79,210
	Demolition on concrete block walls	
	Entry gallery 8' CMU wall removal	\$14,565
	Entry gallery 12' CMU wall removal	\$13,080
	8' CMU wall removal	\$2,430
	12' CMU wall removal	\$16,170
	8' CMU ext. wall removal	\$864
	Demolition of interior wood frame walls	\$5,508
	Demolition of lowered drop ceiling in entry gallery	\$2,318
	Remove existing washrooms plumbing fixtures	\$2,000
	Main entry door & frame removal	\$50
	Interior door & frame removal	\$225
	Remove all exterior windows	\$2,000
	Allowance for hoarding dust control	\$10,000
	Construction material disposal	\$10,000
	Subtotal	\$478,086

ROSSLAND MUSEUM
Metal Roof Over Mine Exp.
Rossland, British Columbia



Report Date: Oct 10 2013

Item	Description	Amount
1	Foundation	\$27,500
	Excavation	\$11,000
	Foundation	\$16,500
2	Roof Construction	\$125,100
	Steel structure (Framing at 10' OC)	\$125,100
	Tie onto existing roof	\$18,000
3	Roof Coverings	\$36,480
	Mine Experience Corrugated Roof	\$28,980
	Mine Experience Corrugated Siding	\$7,500
4	Finishes	\$10,000
	Structural steel paint	\$10,000
5	Electrical	\$10,000
	Heat tracing system	\$10,000
6	Demolitions & Alterations	\$30,355
	Demolition of Ski Wing	
	Ski wing footing removal	\$2,355
	Ski wing slab removal	\$9,000
	Ski wing CMU wall removal	\$12,500
	Ski wing roof assembly removal	\$1,500
	Disposal allowance	\$5,000
	Subtotal	\$239,435

ROSSLAND MUSEUM
Glass Atrium
Rossland, British Columbia



Report Date: Oct 10 2013

Item	Description	Amount
1	Foundation	\$14,820
	Foundation	\$14,820
2	Lower Floor construction	\$11,400
	Glass Atrium SOG	\$11,400
3	Roof Construction	\$54,300
	Steel structure	\$54,300
5	Windows & Entrances	\$110,100
	New glazing at atrium	\$110,100
6	Doors	\$15,000
	New door	\$15,000
7	Roof Coverings	\$4,560
	Atrium Corrugated Roof	\$4,560
8	Finishes	\$7,600
	Floor finishes	\$7,600
	Ceiling finishes	\$11,400
	Structural steel paint	\$2,500
9	Electrical	\$23,650
	Install new suspended grid lighting system in proposed atrium	\$11,400
10	Demolitions & Alterations	\$11,500
	Demolition of existing structure (canopy overhang)	
	Footing removal	\$750
	Slab removal	\$1,500
	Demolition of CMU main entry	\$750
	Demolition of existing structure (canopy overhang)	\$7,500
	Disposal allowance	\$1,000
	Subtotal	\$252,930

ROSSLAND MUSEUM
Decorative Screen & Site Work
Rossland, British Columbia



Report Date: Oct 10 2013
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Item	Description	Amount
1	Foundation	\$13,750
	Excavation	\$5,500
	Foundation	\$8,250
2	Walls Above Grade	\$31,200
	Metal structure	\$31,200
3	Finishes	\$3,000
	Structural steel paint	\$3,000
4	Projections	\$159,760
	Zinc panel cladding at archive wing of museum	\$92,260
	15' high Red Cedar Screen	\$22,500
	Allowance for screen erection	\$10,000
	Allowance for new metal sign	\$35,000
5	Electrical	\$20,000
	Exterior lighting	\$20,000
6	Demolitions & Alterations	\$10,956
	Demolition of deck	\$6,720
	Deck's railing removal	\$600
	Remove existing wood cladding from archive wing of museum	\$2,636
	Disposal allowance	\$1,000
	Subtotal	\$238,666

ROSSLAND MUSEUM
Shed Structure
Rossland, British Columbia



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Item	Description	Amount
1	Foundation	\$37,440
	Foundation	\$37,440
2	Lower Floor construction	\$28,800
	Shed structure SOG	\$28,800
3	Roof Construction	\$44,560
	Heavy timber framing roof construction	\$34,560
	Architectural vent construction allowance	\$10,000
4	Walls Above Grade	\$91,420
	Exterior walls including heavy timber framing	\$73,136
	Exterior wood cladding	\$18,284
5	Roof Coverings	\$18,240
	Sloped shingle roof covering including flashing	\$18,240
6	Exterior Doors	\$28,000
	Overhead garage door	\$28,000
7	Exterior Windows	\$4,620
	Windows	\$4,620
9	Electrical	\$6,000
	Lighting	\$6,000
10	Site Work	\$25,000
	Gravel road construction allowance	\$25,000
	Subtotal	\$284,080

**Appendix
B – Representative Drawings**

ROSSLAND MUSEUM
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RENOVATION & REHABILITATION
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APPENDIX Z - DOCUMENT LIST

Document List

Number	Title	Dated	Received
	Outline Specifications	30 Sept 2013	02 Oct 2013
	Rossland Photos (5) – IMG_1268, IMG_1271, IMG_1277, Rossland Model 1, Rossland Model 2		01 Oct 2013
	New Veneer Wall Assemblies Drawing	September 2013	01 Oct 2013
	Interior Demo and New Build Drawing	September 2013	01 Oct 2013
	Demolition and New Build Drawing	September 2013	01 Oct 2013
	Rossland Shed Sketching		01 Oct 2013
	Rossland new floor plan	October 2013	31 Oct 2013
	Revised screen sketches		31 Oct 2013

**Appendix Z
Document List**

APPENDIX C: WEBSITES

PUBLIC SECTOR GRANT PROGRAMS

Canada Cultural Spaces Fund

<http://www.pch.gc.ca/eng/1267728945673>

Canada Cultural Investment Fund

<http://www.pch.gc.ca/eng/1268609659093/1296740871095>

Museums Assistance Program

<http://www.pch.gc.ca/eng/1268597502197/1268597629392>

Building Communities through Arts and Heritage

<http://www.pch.gc.ca/eng/1267799042836/1278426336622>

OTHER NATIONAL PROGRAMS

Canadian Conservation Institute

<http://www.cci-icc.gc.ca/index-eng.aspx>

Federation of Canadian Municipalities

<http://www.fcm.ca/home.htm>

PROVINCIAL PROGRAMS

Heritage Legacy Fund

<http://www.heritagelegacyfund.ca/>

Wood First Initiative

<http://www.jtst.gov.bc.ca/woodfirst/>

Rural BC

<http://www.ruralbc.gov.bc.ca/granttool.html>

Union of BC Municipalities

<http://www.ubcm.ca/>

PRIVATE SECTOR PARTNERSHIPS

Teck Metals Ltd.

<http://www.teck.com/>

FortisBC (Community Investment Program)

<http://www.fortisbc.com/About/OurCommitments/CommunityRelations/Pages/Community-investment-program.aspx>

Columbia Power

<http://columbiapower.org/>

BC Hydro

http://www.bchydro.com/community/community_investment.html

Chevron

<http://www.chevron.ca/community/eligibility.asp>

Red Mountain Resort

<http://www.redresort.com/>

Nelson & District Credit Union

<https://www.nelsoncu.com/>

Kootenay Savings

<https://www.kscu.com/Personal/InOurCommunity/CommunityPrograms/CommunityFoundation/>

5.2.3 COMMUNITY PARTNERSHIPS

The City of Rossland

<http://www.rossland.ca/home>

Columbia Basin Trust

<http://www.cbt.org/>

Lower Columbia Initiatives Corporation

<http://www.lcic.ca/>

Southern Interior Development Initiative Trust

<http://www.sidit-bc.ca/>

The Kootenay Association for Science & Technology

<http://www.kast.com/>

LeRoi Community Foundation

<http://leroifoundation.com/wordpress/>

The Bullitt Foundation

<http://bullitt.org/>

The Brainerd Foundation

<http://www.brainerd.org/>

The Hamber Foundation

<http://www.hamberfoundation.ca/>