



Lunenburg Academy Future Use Business Plan

April 2015

Scott Burke Consulting Incorporated

Proven Expertise for the not-for-profit sector
Specializing in Arts, Culture and Heritage Organizations



***Never doubt that a small group of thoughtful,
committed citizens can change the world.
Indeed, it is the only thing that ever has.***

- Margaret Mead

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Executive Summary

Introduction

The Town of Lunenburg commissioned this Future Use Business Plan for the Lunenburg Academy in the fall of 2014. Since the spring of 2012, when the Lunenburg Academy ceased to operate as a public school and the building reverted back to the Town's full possession, various attempts have been made to repurpose this remarkable heritage site. The Town recognizes the need to develop a cohesive plan based on the knowledge and work of the past.

The Future Use Business Plan ties in with the Town of Lunenburg Strategic Plan, specifically: Goal #1 To Beautify the Community B(b) Hire a Lunenburg Academy Development Coordinator to oversee the conservation of the Academy's heritage value as it is re-purposed for benefit to the Town; Goal #4A(d) Explore ways to market the Lunenburg Academy as a business development opportunity/economic driver; and 4B(a) Use the National Historic status of the Lunenburg Academy to develop and revitalize the building.

The Future Use Business Plan was researched and developed by Scott Burke, of Scott Burke Consulting Incorporated, as part of his responsibilities in the position of Lunenburg Academy Development Coordinator. The overall goal of the plan is to achieve full occupancy of the Lunenburg Academy with a cost effective operating plan that will allow the Academy to take on a new life as a highly prized asset, to the benefit of the Town, the South Shore Region, and the Province.

Preparation of the plan was conducted between August 2014 and March 2015 and included three phases:

- Phase 1 - Research and Consultations which included a full review of background documents and past repurposing attempts, market analysis, work with Town Council and Staff, individual and group interviews with government representatives, stakeholders, current tenants and other interested parties. The result was a basic concept for repurposing the Lunenburg Academy.
- Phase 2 - Development and Composition of Future Use Business Plan fleshing out the basic concept into a fully articulated strategy.
- Phase 3 - Costs and Projections, in which the plan's assumptions were further refined with a review of past operating and capital financial information and future projections of operating revenues and expenses and capital costs were provided.

Concept

The comprehensive review of past efforts, documentation and achievements combined with interviews and consultations led to an early understanding that the sheer size of the Academy was proving too large to be occupied by a single tenant. A multi-tenant community cultural centre became the concept upon which to build. This led to the conception of a future use plan



based on a thematic stratification of the building that corresponds with its three-story structure, and identifies separate functions for each of the floors of the Academy.

An Open to the Public First Floor

A popular concept for the first floor grew from an oft-repeated wish for the Lunenburg Branch of the South Shore Library to relocate to the Academy. Complementing the library could be a number of other important community entities potentially including an art gallery, a café/gift shop, a Lunenburg Academy Foundation Interpretive Heritage Classroom, and the South Shore Genealogical Society.

This ‘very public first floor’ opens the building to use and enjoyment by countless residents and visitors making the Lunenburg Academy a gathering place for cultural and educational activity. The Lunenburg Academy is already a must-see attraction on any tourist’s visit to the Town – the opportunity for the public to access the ground floor and enjoy an interpretive experience will add exponential value to the broader tourism experience in Lunenburg.

A Second Floor Creative Enterprise Centre

A keen interest in locating and relocating arts, culture, heritage, educational, small business, and creative industries organizations to the Lunenburg Academy meant the plan should include opportunities for these kinds of tenants.

Borrowing from the successful creation of a multipurpose community centre from a repurposed school as evidenced by the Mahone Bay Centre, and taking the best uses/best practices information gleaned from the other case studies, combined with further development of a zoned facility based on discrete floors, this plan calls for the creation of a Creative Enterprise Centre on the second floor.

The Lunenburg Academy Foundation wishes to retain office space on the second floor. As part of the redevelopment of the floor will be consideration for a tenant and community use boardroom, and a common room available for short-term rental.

The occupancy of the first floor by community entities will be a strong attraction to the kinds of creative industries, culture and heritage organizations, forward looking media and digital businesses that will thrive in a prestigious central location that offers economies of scale for their operations. Synergies between all of the tenants and members of the Creative Enterprise Centre will be an achievable measure of success.

The Third Floor Lunenburg Academy of Music Performance

The Lunenburg Academy of Music Performance signed a four-month lease of the third floor, minus room 304 (Class Afloat offices), plus room 205 beginning in September 2014 and launched with a slate of fall programming. They expressed an immediate interest in negotiating a further two-year lease. With this two-year lease, reassigning room 304 to LAMP and offering Class Afloat alternative offices on the second floor became a priority for the Town as isolating LAMP to



exclusive use of the third floor makes logistical sense for their operations and simplifies the Town's access and security concerns in the building.

Having LAMP as an anchor tenant programming international performers, master classes, international students and outreach activities continues the educative function of the building. LAMP utilizes classrooms and the auditorium in a manner consistent with their original purposes with no interventions that affect the heritage features of the building.

LAMP has expressed an interest in expanding their footprint in the Academy by leasing one-half to two-thirds of the second floor. If this were to come to pass the development of a Creative Enterprise Centre could be downscaled or potentially abandoned, as there may no longer be enough leasable space on the second floor for such an undertaking. Instead, the Academy will, in a much simpler fashion, offer a limited amount of office space for lease on the second floor.

Governance

With the increase in activity envisioned over the next few years, the constitution of a Lunenburg Academy Development Advisory Committee (LADAC) as a standing committee of Town Council is highly recommended. LADAC, composed of representatives from Town Council and the Lunenburg Academy Foundation, would oversee a transition from Council oversight to a governing body that would manage the building. It would be desirable for LADAC to formally adopt Vision and Mission statements similar to the drafts that follow below.

LADAC would undertake some Strategic Planning that would assist the Lunenburg Academy Foundation to recruit new members: civic minded individuals who may not have attended the Academy but who recognize the building's importance and place in the Town's ecology.

Further, as part of this Strategic Planning process, LADAC should conduct an Endowment Fund Feasibility Study that would inform the viability of an Endowment Fund Campaign. A feasibility study of this nature is an essential starting point in order to realize a successful campaign. As a well-established registered charitable organization, the Foundation could then take up the challenge of implementing the campaign.

This Strategic Planning should be undertaken and completed during the next six to twelve months, and lead to the development of an appropriate governance structure to take on the management of the Academy.

Vision

The Lunenburg Academy is a mixed-use community cultural centre intended to encourage life-long learning and entrepreneurship. A source of pride for residents and a place of welcome and interest to visitors, the Lunenburg Academy continues its institutional legacy as a location for learning and cultural activities, and now a home to organizations and small businesses. As a gathering place and focal point for the Town of Lunenburg and the South Shore, the Lunenburg Academy encourages local economic development and enriches the tourism experience.



Mission

The Lunenburg Academy accommodates important community entities on the open to the public first floor, provides short and long-term rental space and cooperative business supports to organizations, community groups and small businesses on its second floor Creative Enterprise Centre, and continues its institutional legacy by leasing space on the third floor to schools and educational organizations, such as the Lunenburg Academy of Music Performance.

Institutional and Operations Recommendations

Rental Rates

A number of approaches to setting rental rates are possible and worth consideration. In February of 2014 Town Staff provided a report with estimates of rental/lease rates for the Lunenburg Academy that provides context to support the recommendations of this Future Use Business Plan.

Overall estimated leasable square footage of the Academy is 18,000; divided by total estimated rental cost for the entire building of \$260,000 gives an operational cost per square foot of \$14.44.

Operating Hours and Security

Operating hours refers to the period of time during which the building's front doors are open to allow public access to the first floor community entities including the library, access to second floor tenants of the Creative Enterprise Centre and classes and public performances by LAMP or other presentations/events in the auditorium.

Much will depend on security arrangements. Creative Enterprise Centre tenants and LAMP staff/faculty/students will want to access the building at any time, and this may be accomplished via a swipe card system, if logically and economically the best solution. A system that will allow for limiting access to certain areas/floors of the building will certainly need to be developed. Old-fashioned key distribution may win out in the end as part of the most effective solution.

Staffing Recommendations/Assumptions

In September of 2014 the Town engaged a Development Coordinator for the Academy, to be charged with the writing of this plan as well as other duties that would relieve some of the pressure on Town Staff.

Beyond the writing of this plan, there exists the potential for the Town to renew an engagement with the Development Coordinator, or other consultant/individual, to oversee the implementation of the plan, as well as assist in the project management of renovations now underway. The time frame for this second phase of development coordination might best be considered a 12-month period.



Recommended Renovations and Upgrades

The Town of Lunenburg announced a \$750,000 Renovation/Upgrade of the Lunenburg Academy on February 17, 2015. The Government of Canada is contributing \$420,000 toward the project, through ACOA's Innovative Communities Fund (ICF). Additional support includes \$180,000 in cash and in-kind from the Town of Lunenburg and \$150,000 from the Lunenburg Academy Foundation.

Best referred to as Tenant-Readiness Renovations, these involve electrical and communications wiring upgrades, converting stairwells to meet National Fire Codes, renovating and expanding washrooms to be accessible and meet building codes, designing and installing a wheelchair accessible entrance to the main floor to meet fire codes, upgrading/replacing building entrance/exit doors and areas, space conversions for two office clusters (four smaller offices in one classroom space) and shared service space (meeting rooms, workshop/activity area, lunch room, business service centre).

Other priority items from the Internal Assessment in Chapter 4 are also receiving attention in this phase of renovations. The remainder of the recommendations of both the internal and external assessments will necessarily be incorporated into future renovation/upgrade phases.



Proposed Implementation Critical Path





Financial Summary

Lunenburg Academy

	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Projected	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	Fully Occupied
Operations								
Income								
First Floor Rental Income					7,200	57,600	57,600	57,600
Second Floor Rental Income					7,200	30,000	50,000	80,000
Third Floor Rental Income		12,000	12,000	47,000	60,000	60,000	72,000	72,000
Miscellaneous Rental Income		3,000	1,000	1,936		1,500	2,000	2,500
Total Operations Income		15,000	13,000	48,936	74,400	149,100	181,600	212,100
Expenses								
Total Operating Expenses	12,186	146,882	133,268	158,120	202,000	270,600	286,300	310,500
Operating Deficit (Funded by the Town of Lunenburg)	-12,186	-131,882	-120,268	-109,184	-127,600	-121,500	-104,700	-98,400
Capital								
Total Capital Income		10,215	231,289	79,808	600,000	250,000		
Total Capital Expenses		50,408	180,727	165,688	856,000	350,000		
Capital Deficit (Funded by the Town of Lunenburg)		-40,193	50,562	-85,880	-256,000	-100,000		
Total Deficit (Funded by the Town of Lunenburg)	-12,186	-172,075	-69,707	-195,063	-383,600	-221,500	-104,700	-98,400

The Financial Summary represents Operations and Capital budgets indicating an eventual mitigation of the Town of Lunenburg’s contribution toward the Lunenburg Academy Operations to \$98,400 once fully occupied, and for Capital Expenditures to zero once repairs and renovations have been completed at the end of the 2016-2017 budget year. Annual maintenance costs of \$25,000 are included in Operations expenses beginning in 2015-2016. Capital Costs for the building beyond 2016-2017 have not been contemplated at the time of this plan.

Full Operations and Capital Budgets can be found in Chapter 9.



1. Introduction

This chapter sets out the background to and purpose for this future use study for the Lunenburg Academy and methodology to date.

1.1 Study Background and Purpose

The Lunenburg Academy is a key landmark in the town of Lunenburg and one of the most remarkable heritage buildings in the Province. Well-known New Brunswick architect H.H. Mott, designed the Academy in 1893. The building was completed in 1895, and opened for class on November 7, 1895. It was constructed as part of Nova Scotia's shift from one-room schoolhouses to public Academies. It operated continuously as a public educational building from 1895 until March of 2012. The Lunenburg Academy is the only surviving intact 19th century Academy building in Nova Scotia.

Due to the Academy's historic and architectural significance it is a Municipal, Provincial, and National Heritage Site. In the spring of 2012, the Lunenburg Academy ceased to be a public school after 117 years of continuous use and became the exclusive responsibility of the Town of Lunenburg.

In the early 1980s there were rumblings of the school ceasing operations and in response, a group of concerned alumni, former staff and community members established the not-for-profit registered charity Lunenburg Academy Foundation with the mandate to ensure the care, preservation and restoration of the building as a place of learning.

The formation of the Foundation at that time contributed greatly to the ongoing interest and engagement of the citizenry, and since its inception has been an important partner with the Town of Lunenburg in helping to fund capital and maintenance projects.

Lunenburg Junior-Senior High School opened in December 1965, which saw the Academy downsize to continue to teach Primary to Grade 5. For a time the third floor of the Academy was closed off and not used, but was later refurbished and once again available for school use, including the auditorium.

In 2006 Class Afloat (West Island College International) leased the third floor. Founded in 1984, Class Afloat offers an experiential education programme that includes an adventure-filled nine-month school year at sea for high school students from around the world. Class Afloat occupied the third floor while the Primary to Grade 5 classes made use of the first and second floors.

Class Afloat conducted the land-based portion of the academic years 2007-2008, 2008-2009 and 2009-2010 in the Academy. The unfortunate sinking of Class Afloat's ship, the SV Concordia, in February 2010 led to changes within the organization and Class Afloat ceased offering classes in the Lunenburg Academy, but has continued to lease office space up until the present time.



With the announcement that the Academy would cease to operate as a school at the end of the 2011-2012 school year, the Lunenburg Academy Task Force was created and held its inaugural meeting on May 25, 2010. The mandate of the task force was the determination of and planning for future use of the Academy in anticipation of it reverting back to the Town's full possession in 2012.

The Task Force met frequently and undertook a number of public engagement initiatives, detailed in Chapter 2, which led to a fall 2010 issuance of a Request for Proposals for a UNESCO World Heritage Site Interpretive Centre Feasibility Plan. The objective of the RFP was to allow the Task Force to identify and engage a qualified consultancy firm to undertake a timely and cost-effective feasibility study with respect to the viability of repurposing the Lunenburg Academy. The Town of Lunenburg received seven proposals and Novita Interpares was selected to carry out the consulting work to begin in December 2011. On March 30, 2012, Novita Interpares submitted a final report (revised on June 1, 2012), to the Task Force.

In July of 2012, The Town of Lunenburg issued a Request for Proposals entitled "Lunenburg Academy Lease," specifically seeking cultural/educational organizations that might have an interest in occupying the building. In September the Town accepted the proposal submitted by Burt Wathen, who envisioned the establishment of a Lunenburg Academy of Music Performance (LAMP). The initial plan was for Mr. Wathen's organization to lease the entire building. A press conference was held on September 22, 2012 to make a public announcement that included the need to fundraise \$4.6 million.

In November 2012 the Town engaged a Heritage Project Manager to develop a management plan that would provide the Town of Lunenburg Council, staff, and local stakeholders with an overall picture of the Academy including its history, significance, planning context, and current condition. From this background strategies and objectives are recommended to address gaps in the understanding of the building and its grounds, and ensure the building is maintained and preserved over the short and long term. This background and understanding was deemed vital for finding a compatible use for the Academy and strengthening its significant role in the Town's history and contemporary identity.

In February of 2013, the organization proposing the creation of LAMP announced two major potential sources of funding had fallen through and the relationship between the Town and LAMP would need to be re-evaluated.

On November 8, 2013 the Heritage Project Manager submitted *The Lunenburg Academy Management Plan*, a comprehensive work that included recommendations that have led in part to the development of this Future Use Business Plan.

LAMP went to work to rethink the scope of their original vision and sought to launch with a scaled back plan that would include leasing only the third floor of the Lunenburg Academy. In June of 2014, LAMP signed a short-term four-month lease with the Town, from September 1, 2014 to December 31, 2014.

With Class Afloat occupying an office and LAMP occupying the third floor plus one classroom on the second floor, the Town needed to move forward to further repurpose the building and find



tenants for the remaining space. To this end, the Town posted a contract position for a Development Coordinator for the Lunenburg Academy. Scott Burke Consulting Incorporated, a consultancy specializing in arts, culture and heritage organizations and other not-for-profits, was engaged to be responsible for initiatives undertaken toward the ultimate goal of full occupancy, financial sustainability and historical conservation of the Lunenburg Academy.

Central to the consultant's work, which began August 1, 2014, would be the creation of this Future Use Business Plan. Work on this plan was carried out in in three phases:

- Phase 1 - Research, Consultations and Key Directions
- Phase 2 - Development and Composition of Future Use Business Plan
- Phase 3 - Costs and Projections

1.2 Methodology to Date

In order to meet the objectives of this study, the consultant carried out the following work elements:

- Review of background information regarding the Lunenburg Academy, as well as other information regarding the Town of Lunenburg
- Research into comparable mixed use developments in repurposed buildings
- Review and consideration of external and internal assessments of the building
- Major stakeholder interviews including the Mayor and Town Councillors of Lunenburg, members of the Lunenburg Academy Foundation and others
- Development of an Interim Use Plan to set policy for short-term rentals – approved by Town Council October 21, 2014
- Preparation and submission of an Innovative Communities Fund application to the Atlantic Canada Opportunities Agency for maintenance, repair, and tenant readiness construction in the Lunenburg Academy
- Weekly meetings with the Mayor and senior Town Administrators
- Meeting with Town Council to seek approval of plan concept
- Production of the Future Use Business Plan which is the culmination of the work of Phase 2 of the plan
- Further consultation with representatives of the Town of Lunenburg to refine narrative and financial components of the plan
- Production of a Draft Final Plan that was reviewed and modified to lead to this Final Plan



2. Review of Consultation Process

It was an important objective for the Town of Lunenburg and Scott Burke Consulting Incorporated (SBCI) that planning for the future of the Lunenburg Academy included a substantial consultation process. This included a review of the Lunenburg Task Force minute book, the Heritage Project Manager's *Lunenburg Academy Management Plan*, numerous other background reports and studies, a review of the Novita Interpares' feasibility study, media research, meetings with Town officials and over forty interviews with individuals and community groups including the Lunenburg Academy Foundation. SBCI's review covered a period of four years (2010-2014), dating back to the inaugural meeting of the Lunenburg Academy Task Force.

2.1 Lunenburg Academy Task Force

On May 25, 2010, the Lunenburg Academy Task Force conducted its inaugural meeting. The Task Force consisted of then Mayor Laurence Mawhinney, two members from Town Council, two members of the Lunenburg Academy Foundation, and two citizens' advocates. The Task Force met for approximately three years. Below is a summary of Task Force recommendations and courses of action taken during those years:

May 25, 2010

- Mayor Mawhinney states "the mandate of the Task Force is the determination of and planning for future use of the Lunenburg Academy"
- The Mayor expects the term of the Task Force to run no later than the end of 2011
- Discussion on Heritage Consultant's report that recommends that Parks Canada uses a portion of the building

June 24, 2010

- Town Council charged with creating a Request for Expressions of Interest on future use of the Academy

July 29, 2010

- Task Force begins to create a list of 'influential people' to tour the Academy, followed by a brainstorming session on future use
- Task Force settles on a date for this event: August 27, 2010
- An Open House for the general public is discussed by committee to take place after the August event



August 12, 2010

- Task Force begins to finalize plans for upcoming tour/brainstorming session

August 24, 2010

- Task Force reviews list of questions for attendees, estimated to be seventy-five in number
- Committee further discusses future ownership of the Academy, including the Town of Lunenburg, the Lunenburg Academy Foundation, or a new society/organization

September 14, 2010

- Task Force makes final preparations for the Open House to be held on September 16, 2010. It is decided that attendees will receive the same questions provided at the previous targeted event in August

October 22, 2010

- Task Force reviews feedback from attendees at August 27th meeting (summarized below in section 2.2)
- Task Force decides to put Request for Expressions of Interest on hold
- Plans are made to bring in Lunenburg Queens Regional Development Agency (LQRDA) to the Academy for a tour of the building

January 19, 2011

- Upcoming LQRDA tour of Academy discussed
- Task Force discusses governance and management of the Academy in 2012
- Mayor Mawhinney and Councillor Rachel Bailey discuss upcoming trip to Ottawa to meet with federal officials concerning their potential involvement in the community as recommended by the Prime Minister in an earlier meeting with the Mayor
- Potential Parks Canada involvement further discussed

January 28, 2011

- Andrew Button, Executive Director of LQRDA and Bob Book, Director of Development, Nova Scotia Tourism Division of Economic & Rural Development attend meeting



- Report prepared by LQRDA entitled “Discovering the Future of the Lunenburg Academy” presented to Task Force. The report is a synthesis of ideas on future use to date and other possible trajectories

May 16 2011

- Mayor Mawhinney reports on his recent trip to Ottawa. Minister of Environment, Peter Kent, expresses interest in assisting Town with its UNESCO designation, including an interpretive centre. Sable Island Interpretive Centre was also discussed
- A Steering Committee made up of representatives from LQRDA, ACOA, Nova Scotia Tourism and ERDT was established to work with the Task Force to draft an RFP

July 22, 2011

- Steering Committee to recommend to Town Council that RFP for Lunenburg Academy UNESCO World Heritage Site Interpretive Centre Feasibility Plan be approved with an agreed upon budget

August 31, 2011

- Steering Committee reviews draft RFP for Lunenburg Academy UNESCO World Heritage Site Interpretive Centre Feasibility and issues publicly
- Discussions on Future Community Use of Academy takes place

November 24, 2011

- Steering Committee reviews seven proposals received from consultancy firms in response to public RFP

December 2, 2011

- Steering Committee meets with four consultancy firms
- It is recommended that the Novita Interpares proposal be accepted and they are awarded contract

December 20, 2011

- Project start-up meeting with Novita Interpares
- Workflow and procedures outlined between the Steering Committee and Novita Interpares



February 7, 2012

- Steering Committee meets with Novita Interpares to discuss initial draft report
- Novita Interpares presents outcomes of meeting with Parks Canada

February 23, 2012

- New lease to be drafted for Class Afloat
- It is recommended that newly hired Heritage Project Manager devote a percentage of his time to Academy projects

February 28, 2012 - May 9, 2012

- The Steering Committee meets on six occasions to discuss the progress of the Novita Interpares Report. The report, redrafted a number of times, did not meet the expectations of the Steering Committee.

July 2012

- With the receipt of a number of proposals for alternative uses for the Academy, the Town of Lunenburg issues a Request for Proposals entitled “Lunenburg Academy Lease,” specifically seeking out cultural/educational organizations that might be interested in occupying the building
- With this new direction undertaken by the Town, the Task Force ceases to hold any further official meetings.

Source: Lunenburg Academy Task Force. Meeting Minutes, 2010-2012.

2.2 Public Meetings

On August 27, 2010 a VIP tour and brainstorming session was held at the Lunenburg Academy. High profile figures from the arts and business communities were in attendance and broke off into four groups. The session focused on the following questions:

- What is the Academy’s best attribute? What is its biggest challenge?
- What do you envision as the future for this building?
- Who could be possible tenants?
- How do we ensure the Academy’s sustainability?
- What should the Task Force be doing now?
- Are there other resources we can investigate?



The discussion was broad in scope and yielded many sound and creative ideas in regard to repurposing the Lunenburg Academy (See Appendices). The following summarizes the strongest and most repeated ideas and themes that emerged from the session:

Pros and Cons of the Building

The initial topic of discussion was the building itself. Although the group agreed that the historical significance and heritage designation of the Academy as a key landmark in the Town of Lunenburg was worthy of preservation and repurposing, the challenge of doing so was the annual operating costs and the general upkeep and maintenance of the building.

Future Use of the Building

The group discussed a wide range of possibilities in terms of repurposing the Academy, suggesting dozens of ideas and prospective tenants.

Educational Centre

- Nova Scotia College of Art and Design (NSCAD), adult learning, second language school, early childhood education
- A 'new' Lunenburg Academy, McGill and Harvard masters programs
- Bluenose Sea Academy- based on Concordia model, a performing arts school
- Heritage carpentry school

Arts & Cultural Centre

- Art Gallery of Nova Scotia- satellite office
- Music Conservatory of Nova Scotia- satellite office
- Auditorium for recitals, plays, musical performances

Heritage Centre

- UNESCO Interpretive Centre
- Genealogical Society, museum(s)
- Parks Canada

Business and Community Centre

- Restaurant/Cafe, other retail space
- Non-profit organizations
- Community rentals, studios, creative workshops
- Mahone Bay Centre model
- Leasing space to small businesses



Task Force

The group also provided feedback to the Lunenburg Academy Task Force to consider the following issues:

- Task Force governance
- The mandate of the Task Force
- Fundraising initiatives
- Academy rental rates

Other conversations touched on the creation of an endowment fund designated for continued maintenance for the Academy and procuring both interior and exterior assessments of the building.

2.3 Direction from Interviews

Over 40 interviews were conducted by SBCI over the time period September 1, 2014 to January 30, 2015. Please see Appendix A which acknowledges all participants, with their input reflected throughout this plan.

2.4 Summary of Potential Goals, Objectives and Uses

The following is a summary of the goals and potential uses for the repurposing of the Lunenburg Academy based on SBCI's review of the research and our inquiries.

2.4.1 Goals and Objectives

The Lunenburg Academy should:

- Continue to serve an educative function if possible
- Remain a cherished, protected and well maintained iconic piece of architecture
- Continue to be a key landmark of the Town of Lunenburg adding to the tourist visitation experience
- Be a gathering place for the community and visitors

The Lunenburg Academy repurposing plan should:

- Offer strategies to mitigate the building's operating costs through collection of rents
- Include provision for assisting the Lunenburg Academy Foundation in its fundraising efforts including the establishment of an endowment fund
- Ensure public access to the building for use and tourist visitation
- Outline ways and means to create and maintain a lively community centre
- Encourage arts, culture, heritage, creative industry entrepreneurship



- Demonstrate financial sustainability for the Academy into the future
- Outline Human Resources/staffing requirements
- Provide pro-forma Capital and Operations Budgets

2.4.2 Potential Uses by Category

There have been countless suggestions over the past four years for how to repurpose the Lunenburg Academy, but three primary potential uses were most frequently suggested and pursued.

UNESCO World Heritage Site Interpretive Centre

Early on there was a strong consensus among the Town and other stakeholders that transitioning from a public school into an interpretive centre was a logical course of action to pursue. Mayor Laurence Mawhinney held high-level talks with Federal officials, including the Prime Minister, and there appeared to be strong support for bringing this idea to fruition. The Novita Interpares feasibility study eventually stalled pursuit of this opportunity suggesting the level of funding needed for an interpretive centre of this nature was not readily attainable.

Educational Institution

Class Afloat originally operated as a school making use of the third floor of the Academy and has continued to lease office space with some expectation of holding classes once again at the Academy in the future. The purpose built nature of the architecture of the building as an educational institution led and continues to lead people to believe in the strength of the Academy continuing to serve as a school.

The Town's "Lunenburg Academy Lease" RFP specifically targeted educational activity. The submission from the Lunenburg Academy of Music Performance was accepted. LAMP's original plan was to lease the entire building, however funding proved to be a stumbling block and LAMP scaled back their plan and currently leases the third floor of the Academy. With the recent negotiation of a two year lease, and the success of LAMP's inaugural fall season, the plan for the third floor is determined and aligns with the best case scenario for future use of the Academy.

Cultural Community Centre

In addition to Class Afloat and LAMP, the Lunenburg Academy seems a natural location for other activities that would be educational, cultural, arts or heritage related. A cultural community centre, borrowing somewhat from the successful example of the Mahone Bay Centre, could meet the needs of the various stakeholders who offered up other ideas for future use of the Lunenburg Academy.

A cultural community centre would be anchored by a mixture of important community entities such as the Lunenburg branch of the South Shore Library, an art gallery and the South Shore Genealogical Society. Improving the quality of the Lunenburg Academy Foundation's interpretive heritage classroom and relocating it to the first floor will preserve and communicate



the Academy's history as a public school. A cafe on the ground floor and office/studio space leased to various cultural and creative industries organizations on the second floor would complete the picture of a lively community cultural centre for the Town.

Tourist interest in visitation to the site would increase dramatically due the opportunity to visit the heritage classroom, stroll through the other public spaces, and have a snack or beverage in the café.

3. Case Study Comparisons and Market Analysis

This chapter includes case study comparisons to the Artscape repurposing of the Shaw Street School in Toronto and to the Mahone Bay Centre. Market Analysis for the Lunenburg Academy is also provided.

3.1 Background to Artscape's Successful Repurposing Projects

Material in this chapter is culled from Artscape websites www.torontoartscape.org, and www.artscapediy.org:

Artscape is a not-for-profit urban development organization that makes space for creativity and transforms communities. Artscape's creative placemaking practice focuses on clustering creative individuals and organizations in facilities designed to both anchor existing creative communities and catalyze new clusters of creative activity, while having a transformative impact on their neighbourhoods and on the city as a whole.

As Canada's leading practitioner in multi-tenant space development for the creative and cultural sector, Artscape has over 25 years' experience developing unique facilities that deliver sustainable and affordable production, rehearsal, exhibition and living space for creative practitioners, entrepreneurs and organizations.

Artscape's reputation and record of successful development of sustainable multi tenant facilities make it a most desirable resource, and due to foresight and generosity they've developed Artscape DIY, a web based home for information and inspiration to support creative placemaking in communities.

Multi-tenant centres can include social services centres, themed centres, and multi-sector centres. Multi-tenant centres can successfully aspire to be Community Cultural Centres, which is the best way to describe the widely held successful outcome desired for the Lunenburg Academy.



Criteria for success in taking on projects of this magnitude are:

- Vision - is the vision compelling enough to attract stakeholder interest across many sectors
- Demand/Market - is there evidence for demand from potential tenants
- Capital Project Feasibility - are the resources necessary to carry out renovations/adaptive use
- Organizational Capacity - does the organization(s) have the wherewithal to undertake the project
- Operational Sustainability - is the facility self-sustaining or subsidized
- Schedule - what is the time frame for the project and the critical path
- Partnerships - are their like minded partners engaged in the success of the facility
- Community Support - does the project have the support of other community organizations and individuals?
- Impact - will the final result have a transformative impact on the community?

3.2 Artscape Youngplace

Artscape's newest Creative Cultural Hub Artscape Youngplace is an excellent example of the kind of potential repurposing of the Lunenburg Academy in line with the findings of the consultation period and work undertaken by the original Task Force, the Lunenburg Academy Foundation, and the Town of Lunenburg.

Artscape Youngplace is the name given to the repurposed Shaw Street School, built in 1917, located at Dundas and Queen Street West in Toronto. While the location is an urban neighbourhood in Canada's largest city, and not all aspects of Artscape Youngplace are adaptable to the Lunenburg Academy, there are a great many similarities in terms of potential, need, vision, resources, etc., that make it an excellent benchmark to judge the Lunenburg Academy's progress to date and chart a path to success.

The following, slightly shortened, case study was written by Artscape and can be found, in its entirety, at www.artscapediy.org/Case-Studies/Artscape-Youngplace.aspx. It demonstrates the many shared aspects of that project and our Lunenburg Academy repurposing project.



Artscape Youngplace Case Study

Summary

Part ideas laboratory, part creativity workshop, Artscape Youngplace is a community cultural hub located in Toronto's West Queen West neighbourhood, with 75,000 square feet of space devoted to artistic inspiration, learning, growth and expression.

The facility opened in 2013 after a major renovation and community consultation process. Artscape's \$17 million transformation of the building, a former school, was completed just before the centenary of its construction in 1914. Artscape Youngplace is named in recognition of a generous lead gift from The Michael Young Family Foundation.

The artists and organizations inside the building represent a vibrant mix of art forms and cultural mandates, and provide many programs and events to enjoy. The surrounding neighbourhood is one of the country's most creative, and is a major centre for contemporary art in Canada.

The Place

The Shaw building is located within the Trinity Bellwoods neighbourhood, adjacent to West Queen West and Trinity Bellwoods Park. The area is recognized as one of Canada's most important neighbourhoods for artists and creative workers who are attracted by the dense concentration of cultural venues and lifestyle businesses located throughout the community. The Park itself hosts numerous cultural events, including the Queen West Arts Crawl; Trinity Community Recreation Centre's Art in the Park program; as well as a range of outdoor theatre, concerts and films in the 'bowl'. The artistic 'ethos' of the broader community is also reflected in the strong arts education program at the Givins/Shaw Junior Public School, including a focus on music, drama, dance and visual arts.

The Space

Built in 1914, the Shaw building is a 76,000 s.f., three storey (plus basement) brick and stone clad building located on the west side of Shaw Street between Queen Street West to the south and Dundas Street West to the north. Replacing an earlier, smaller school further west on Givins Street, the original building housed 28 classrooms, wide corridors, a generous lobby, office area and main floor library.

The Shaw Street School was the central anchor of the neighbourhood during its many years of operation, bringing together local students and their families for classes, community meetings, sports events and social gatherings. Due to demographic shifts and declining student enrolment in the 1990s, the century-old heritage-listed school was declared surplus and shut down by the Toronto District School Board in 2000. The building remained unused for ten years except for the occasional event rental or film shoot. The operations of the existing Givins Shaw Junior Public School are located in an adjacent 1957 building on Givins Street.



The original plan of the building is a classic T-shape, with a central entrance leading up a half-level to a central lobby. From this lobby, central stairs used to connect to the second and third floors as well as one half-below ground level. Skylights originally were located over these stairs. These stairs were filled in many years ago in response to changes in building code requirements, and currently exit stairs are located at the north and south ends of each floor's central corridor. One central stair remains. With the exception of the noted stair changes and the creation of a new library and new office area in the 1980s, much of the building's plan remains unchanged from its date of construction.

The Situation

As a long-established, community-based facility, the closure of the Shaw Street School represented a significant fraying of the neighbourhood's rich connective material.

In 2006, Artscape began working with the Toronto District School Board, local residents, arts community stakeholders and the Ward 19 City Councillor to imagine what new role the Shaw Street School building might play in the neighbourhood if reimagined. A 2006 feasibility study involved extensive community engagement, and the results confirmed broad-based support for transforming the heritage-listed property into a multi-disciplinary arts and cultural hub.

In January 2010, Artscape announced it had come to an understanding with Toronto Lands Corporation (TLC), as agent for the Toronto District School Board (TDSB), to purchase the property. In August 2010, the Zoning and Official Plan amendments for the property passed at the City of Toronto Council. Thanks to a \$2 million lead gift from The Michael Young Family Foundation, Artscape purchased the property from the Toronto District School Board in December 2010, taking the first step towards saving this piece of Toronto's architectural heritage and making the community's vision for its future a reality as Artscape Youngplace.

The Vision

As part of a broader study process of the feasibility of the Shaw building's potential future use, Artscape led consultations with three focus groups held between November 2006 and April 2007, including the Givins Shaw Parent School Council, interested arts and cultural organizations from across Toronto and local community members.

The second phase of the team's engagement process involved two public open houses occurring May 31, 2007 and June 14, 2007 at the Givins Shaw Public School. Each public open house provided an opportunity for the broader community to learn about the feasibility assessment process, and to share ideas, concerns and comments. Underpinning the iterative approach to the engagement process, Artscape met regularly with representatives from TDSB's Facility Services and Trustee Chris Bolton's office.

During the consultation process, a broad consensus emerged around converting the Shaw building into some sort of a community arts centre – the arts and broader



community expressed their support to have Artscape coordinate this effort.

The consultation process demonstrated that the challenge of balancing diverse stakeholder perspectives, while developing a viable and engaging vision that attracts public interest and investment, favoured a not-for-profit model that delivered multiple bottom-lines – cultural, economic, environmental, and social.

The Plan

The redevelopment of the Shaw Street School included plans for rental artist studios as well as not-for-profit arts and community organizational space ranging in size from 400 to 4,500 sq. ft. on four floors. Proposed uses included work studios, exhibition, education, programming and administrative space.

A limited number of units were made available for sale to artists and not-for-profit arts and community organizations for strictly non-residential use. Units were sold at a market price less a 25%, no-interest, no-payment 2nd mortgage held by Artscape. Artscape Youngplace has been established as a commercial condominium corporation with a governing board that represents the owners, including Artscape.

Long-term affordability was secured through the second mortgage and a shared appreciation program. When an owner wishes to sell their unit, it must be sold (through Artscape) to another artist or not-for-profit arts or community organization. Artscape will manage the process of reselling the unit, ensuring that the unit remains affordable for artists and not-for-profit arts and community organizations relative to the local real estate market in perpetuity.

Request for Expressions of Interest (REOI)

In February 2010, Artscape issued a Request for Expressions of Interest (REOI) to assess the interest and needs of artists and not-for-profit arts and community organizations who were interested in sales or rental opportunities at Artscape Youngplace. The Request for Expressions of Interest process generated over 80 qualified submissions, and assisted Artscape in honing the vision of Artscape Youngplace, finalizing the sales and rental parameters and confirming the studio sizes.

Request for Proposals (RFP)

In June 2010, Artscape issued a Request for Proposals (RFP) for sales and tenancing opportunities in the facility. Proposals to purchase studios were received from 16 artists. In addition, 28 artists submitted proposals to rent studio space. Proposals to rent were received from 22 arts and community organizations.

Design/Build

Teeples Architects completed a Facility Condition Assessment in 2000 as part of the initial consolidation of the school program into the Givins building in 1999-2001. Based on a series of thorough visual inspections of the site undertaken in August 2006 and again in late 2009, and due to the fact that it had been heated and maintained by the TDSB since



it was put out of service, the condition of the building had not significantly changed during its period of inactivity.

While the existing building met the majority of the requirements of the Ontario Building Code for the proposed uses, many improvements were undertaken to provide flexibility in the types of uses that could be anticipated and to meet basic building code requirements, including construction of an exterior ramp, interior wheelchair lift and new hydraulic elevator for accessibility; fire safety provisions; removal of asbestos floor tile in all classrooms, the addition of loading spaces to the west of the building; a new entrance ramp; exterior stone work stabilization and repair; new glazed wood doors and frames at new tenant space locations; the replacement of windows throughout, and many others.

In addition to the adaptive re-use of the building, the design plan included a signage strategy, and a unique community public space on the first floor of the building called the “Urban Living Lounge.” The Urban Living Lounge was a gift to the West Queen West neighbourhood from a partnership of six Toronto development industry leaders committed to ensuring that a vibrant arts scene remains central to the neighbourhood as it changes and grows. The space was designed by design studio WilliamsCraig. Artscape Youngplace also features the Youngplace Coffee Pub, a café with a community mindset. For more information, visit www.artscapeyoungplace.ca

Flex Studios: Pay-As-You-Go Creative Workspace

In addition to the tenant spaces within Artscape Youngplace, Artscape has introduced a new type of creative workplace within its portfolio: Flex Studios. Flex Studios is a membership-based service that offers artists pay-as-you-go access to creative workspace at Artscape Youngplace. Members can book space quickly and easily online—24 hours a day, seven days a week. Spaces include:

- Flex Workspaces: individual workstations and semi-private spaces in a bright open-concept studio for artists looking for dynamic co-working space
- Flex Meeting Room: a fully-enclosed private room that’s perfect for meetings of up to four people
- Flex Studios Gold & Silver: 1,000-square foot classroom studios that can be used for classes, workshops, rehearsals, performances, meetings, screenings, fundraisers, parties & more

Operate

Artscape Youngplace has been established as a commercial condominium corporation, with 24 owners owning 30% of the square footage and the 25th (Artscape) owning 70%. A condominium Board manages the affairs of the corporation, with Artscape having three out of five positions on the Board. As in other Artscape buildings, a tenant/owner advisory committee has been established in order to include the building users in its governance. Artscape acts as the property manager of the entire property.



Artscape Youngplace reflects Artscape’s goals and values for new community development and creative city building, as well as the expressed desires and priorities of local neighbours, community members and parents of children that attend the adjacent Givins-Shaw School that have been voiced and recorded at several community meetings conducted by Artscape since 2005.

For the design and construction phase of the project, Artscape established a Community Advisory Committee that consisted of representatives from the Artscape Board of Directors, the local residential neighbourhood, the greater West Queen West community, Artscape tenants and the Toronto arts community at large. This committee helped inform the design and vision of project, assisted in selecting non-residential condominium purchasers and tenants and participated with Artscape in sharing information with the community on the building’s progress.

The management and governance framework for Artscape Youngplace was designed to promote synergy, collaboration and community engagement. By combining the resources and expertise of Artscape with the voluntary stewardship, entrepreneurship and creativity of the project’s purchasers, tenants and community stakeholders, the project has benefitted from the commitment and connections of local stakeholders and has also ensured sound operational and fiscal management.

On Tuesday, November 19, 2013, Artscape Youngplace hosted its Official Public Opening with an evening of exhibitions, open studios, great food and drinks, remarks and dancing. For many members of the community, it was their first time in the building since the old Shaw Street School closed in 2000. For Artscape Youngplace’s artists and organizations and the many people who were involved in bringing the building back to life, it was an opportunity to show off the fabulous new spaces and celebrate years of hard work. Over 1,600 guests were in attendance throughout the evening, setting a new record for an Artscape building opening. Throughout the evening, Artscape Youngplace’s resident artists and organizations showed off their new studios and demonstrated the kinds of creative work they’ll be undertaking in their space.

3.3 Mahone Bay Centre

Summary

The Mahone Bay Centre, located in Mahone Bay’s old heritage school, is home to a thriving arts and cultural community on the south shore of Nova Scotia. It offers artists’ studios, educational events, fitness, dance, meditation, as well as other programs and services to the people who live in, work in and visit the area. ¹

The Centre opened in 2000, shortly after the closure of the old Mahone Bay School. A group of dedicated and visionary citizens created the Mahone Bay Centre Society, which in turn purchased the heritage building after a year of negotiations with the Town for the price of one dollar.



Due to the dedication of the Society and the scores of volunteers that have contributed their time and ideas, the Mahone Bay Centre now offers the Old School Market, fitness centres, classes in the visual arts, dance, yoga, gymnastics, soccer, ball hockey, basketball, parties, movies, theatre, lectures, seminars, religious meetings, club meetings, youth and senior activities, music, festivals, antique shows, training sessions, receptions, a food bank, family assistance and social service agencies, a Coast Guard summer station, Lunenburg Municipality recreational and personal growth opportunities, an Alternative School, and more.

The Place

Settled in 1754, Mahone Bay was once a safe haven for pirates and privateers. Throughout the years the town became famous for its ship-building. Today, Mahone Bay is home to renowned authors, filmmakers, artists, musicians, poets, intellectuals and wonderfully creative, dedicated citizens.²

For almost 100 years the students of Mahone Bay and surrounding areas attended the Mahone Bay School. In 2000, the new Bayview School opened and a group of visionary citizens saw an exciting future for the old, unwanted structure.³ The community rallied, the Town responded, and fourteen years later the Mahone Bay Centre continues to thrive as a diverse cultural community centre.

The Space

Built in 1914 as The Mahone Bay Academy, this wooden structure is an example of the progressive educational ideology of the time. It was built with particular attention to the indoor environment providing ample light and space in contrast to the cramped schoolhouses of an earlier era. The Academy also represented a belief that education brings social progress and a conviction that consolidation of schools was the way to broaden opportunities for young people. The Academy served the town and surrounding area until 2000, when the new Bayview Community School was built.⁴

In addition to providing space for a multitude of activities in the building, the Mahone Bay Centre Society has invested over \$350,000 in recent years to refurbishing the facilities, including energy efficient improvements that have reduced fuel use by 30 per cent, repairs and paint inside and out, a major gym renovation including installation of a new cushioned floor, and the addition of a professional grade exercise gym.⁵

The Situation

When it became apparent that the Old Mahone Bay Academy was to close in 2000, a group of visionary and dedicated local citizens proposed that the school be turned over to a voluntary society to run as a community centre. There was considerable scepticism as to the financial viability of the proposed centre and some outright opposition to the idea, but strong voices of support won the day and moved the project forward. In late 2000 The Mahone Bay Centre Society was formed, and after close to a year of negotiations the Town and Centre agreed on the sale of the premises for one dollar.⁶



The Centre continues to grow and remain financially sustainable through its strong volunteer base, fundraising initiatives, operating grants, and program fees. The amazingly quick turnaround from a dilapidated school structure to a thriving community centre makes The Mahone Bay Centre an incredible success story.

Operate

The Mahone Bay Centre operates as a not-for-profit society with a volunteer board of directors comprised of extensively experienced and extremely dedicated leaders in the town. Capital wise, the token price paid to acquire the building has enabled the society to focus on improvements and renovations that allow it to carry out its mission and grow its tenant base.

The Centre runs on an annual budget of \$200,000 with rents paid making up approximately 60% of income. Charitable donations, grants, programs and events make up the remaining income. The highest magnitude expenses are paid staff at 30%, mortgage at 11%, heat at 16% with other utilities, office, maintenance, insurance, property taxes and project funding making up the remaining expenses. The society reports a modest surplus of less than \$10,000 per year – but for a not-for-profit of this size, that means success.

The primary success of the Mahone Bay Centre can be attributed to the vision and dedication of the founders in the face of obstacles. The operation is small, but boasts a necessary small paid staff.

¹ www.mahonebaycentre.org/about/

² www.novascotiabackyard.com/explore-our-regions/south-shore/mahone-bay

³ www.mahonebaycentre.org/about/the-story-of-the-centre/

⁴ www.townofmahonebay.ca/living-and-working/community-centre.html

⁵ www.southshorenw.ca/en/20131225/News/16330/Celebrating-100-years-of-a-living-heritage.htm

⁶ Mahone Bay Centre Brochure.

3.4 Market Analysis

There are two types of markets for the Lunenburg Academy considered here. The first is the audience for public components of the repurposing project, which would include library, art gallery, genealogical society patrons, general public and tourist visitation to the Lunenburg Academy Foundation Interpretive Heritage Classroom. Added to these would be the audiences for the performances, classes, lectures, and outreach activities conducted by LAMP.

The second type of market is local arts, culture, and heritage organizations, high-tech, innovative creative industries, and other knowledge based businesses that may be interested in renting space or sharing space on the second floor Creative Enterprise Centre.



3.4.1 The Visiting Public

The Town of Lunenburg enjoys a small but stable population of around 2,300 souls. Over 2,000 individuals work in the Town of Lunenburg drawing from the South Shore region. In the summer months the population grows markedly and tourist visitation is estimated as high as 425,000 visits per year.

In addition to the estimated figure of 425,000, Tourism Nova Scotia reports that in the Town of Lunenburg for the period January 1, 2014 to August 31, 2014 fixed roof occupancy totalled 22,599. The Fisheries Museum on the Lunenburg waterfront is the second most visited tourist site in Nova Scotia second only to the Halifax waterfront. The image of the Lunenburg Academy is featured in a vast number of tourism print, web and social media applications, attracting visitors to the Town of Lunenburg, the South Shore and the Province.

The Lunenburg Academy is a well-loved icon of the community and its future use is anticipated with optimism. Because of Lunenburg's historical significance the Town has been successful in not only attracting large numbers of visitors to the Town and surrounding area, but also in attracting a diverse array of businesses. There is an expectation that the Lunenburg Academy repurposing will be a catalyst for even more community, tourism, and business based activities.

In addition to its UNESCO World Heritage designation, Lunenburg boasts many individual tourist attractions, including the Bluenose II, the Fisheries Museum, the working waterfront, restaurants including fine dining, galleries and shops, summer and shoulder season festivals. Amenities include a scenic 9-hole golf course, curling club, and recreational boating facilities. No visit to Lunenburg is complete without stopping by the Lunenburg Academy. In fact, many of the coach tours that come into Town unload their passengers in the parking lot of the Lunenburg Academy.

As it sits atop Gallows' Hill, one of the highest points in the Town, the Academy affords older tourists an opportunity to walk downhill for the rest of the tour, to be picked up later on the waterfront. This starting point for coach tours is extremely important, as these visitors almost always seek to enter the building. The open-to-the-public scenario of the first floor plan, complete with an interpretive heritage classroom and gift shop portion of a café, will ensure plenty of traffic inside the building.

Following the release of *Now or Never: An Urgent Call to Nova Scotians*, perhaps better know as the Ivany Report, Lunenburg Town Council discussed how best to create opportunities to support action aimed at improving the economic prospects within our community and the Province. The Town developed a series of initiatives to achieve these goals by addressing such topics as ways to:

- encourage and support business growth;
- welcome and embrace new workers;
- reduce the cost of public services; and
- lead or support our community leaders.

The repurposing of the Lunenburg Academy serves to help achieve many of these goals.



The Canadian Culture Satellite Account, released September 10, 2014, reinforces what many in the arts, culture and heritage sectors have believed for many years:

Arts, culture and Heritage contributed 3.1 % to Canada's GDP in 2010 and accounted for 647,301 jobs, contributing 3.7% total employment. The arts, culture and heritage industry at \$47.8 billion was larger than the accommodation and food services industry (\$30.6 billion) and twice as big as the agriculture, forestry, fishing and hunting industry (\$23.9 billion).

"Nova Scotia's culture sector is not just its music industry, its film industry, or its crafts sector," according to George Klass, Chair of the Creative Nova Scotia Leadership Council. "It's an expansive, interconnected community that includes libraries, museums, heritage properties, cultural identities, languages, the arts, creative industries, and culture education. The combined force of these enterprises can encourage new and sustainable growth within the province's diverse communities, and will add to Nova Scotia's economic and social prosperity."

3.4.2 Creative Enterprise Centre Renters/Users

As a starting point for future repurposing of the building is the existence of current tenants Class Afloat and LAMP. Together these organizations continue to imbue the Academy with a cultural and educational atmosphere that is key to the future occupancy of the building.

With the announcement of the repurposing plan will come the need to issue REOI's for potential tenants for the second floor. The conversion of one or two of the second floor classrooms into suites of four offices each and a common kitchen area and business services centre will increase attraction to the location.

A comprehensive REOI document will be developed and issued as part of the Implementation Critical Path to attract and identify new tenants.

3.4.2.1 Specific Spaces

Current tenants and expressed interests from potential new tenants, including important community entities, along with overall plan considerations have encouraged a view to consider the building in three distinct areas coinciding with the three-storey structure of the building.

The Ground Floor should be designated as open to the public on a regular basis. The Second Floor can serve as a discrete operational entity with a working name of Lunenburg Academy Cultural Enterprise Centre. The Third Floor should continue to be the discrete domain of LAMP, or similar educational or training centre.



3.4.2.2 Shared Spaces

There is ongoing interest in short-term rental of classroom space and meeting room space at the Academy. The preliminary plan for the Cultural Enterprise Centre will allow for one or two classrooms to be designated as a board/meeting room, and another to be set aside as a Community Activity Room.

3.4.3 Commercial, Institutional or Government Renters/Users

As part of the early work of the Task Force, investigation of relocation of federal or provincial government entities to the Lunenburg Academy were undertaken. Apart from initial discussions with Parks Canada, no potential government renters were identified nor have been identified or stepped forward in the interim.

There was early interest in the Academy as a centre for learning, including potential for an expansion of the Waldorf School, and an earlier interest in the ESL school taking up occupancy in the Academy.

Commercial interest has only ever taken the form of interest in converting the Academy, or only the third floor, into residential condominiums. Building Code and Fire Code concerns have led to a belief that this type of development would be too onerous for any further contemplation.

In terms of a restaurant, a simple café would be desirable for the first floor, but a full service restaurant would not meet fire codes, or complement the heritage architecture of the building if it required large scale garish venting.

Conference facilities – board room and community event room, combined with potential sub leasing of the Auditorium from LAMP can provide meeting spaces for conventions and or training initiatives from local and out of town companies.

Interviews with current and potential tenants for the Lunenburg Academy indicated both strengths and weakness of the building.

3.3.3.1 Strengths

Strengths regarding the Lunenburg Academy site and building identified include:

- Prestige associated with the Lunenburg Academy, a national, provincial and municipal heritage site in a UNESCO World Heritage Site
- Reasonable all-in rent and the potential to do one's own leasehold improvements
- Location within walking distance to the downtown and waterfront



- 27 parking spaces with room to expand
- The overall very good condition of the building, reflecting care taken by school board, Town of Lunenburg, and Lunenburg Academy Foundation
- Current \$750,000 'tenant-readiness' renovations including wheelchair accessibility, installation of accessible washrooms on every floor, upgrades to electrical and communications wiring, window repairs
- Operational elevator
- Quiet, well lit at night location regularly patrolled by local RCMP
- Close to downtown banks, restaurants and other amenities
- Potential for outdoor activities on the surrounding site and grounds

3.3.3.2 Weaknesses

Weaknesses or concerns regarding the Lunenburg Academy site and building identified include:

- Security concerns – external and internal
- Lack of air conditioning
- Inconsistency of heating in winter months; likely to be adjusted and mitigated with added occupancy/traffic/use
- Pressure to provide reduced or subsidized rents for not-for-profit organizations

4. Condition Assessment & Planning Considerations

4.1 General Description of Building

The Lunenburg Academy was designed by well known New Brunswick architect H.H. Mott, in 1893. It was constructed as part of Nova Scotia's shift from one-room schoolhouses to public Academies and opened on November 7, 1895. The Lunenburg Academy was registered as both a Provincial Heritage Property and a National Historic Site in 1983. The building is now the only intact 19th century Academy building surviving in Nova Scotia. It operated continuously as an educational institution from 1895 until March of 2012.



Design & Construction:

The Lunenburg Academy is a three story wooden Victorian building, in the Second Empire style. The imposing scale of the Academy is enhanced by its location on the top of Gallows Hill and the open space that surrounds the building. The long standing colour scheme, of white and black, with a red foundation, window sashes, doors and roof, remains intact. This colour scheme highlights the high level of detail and decorative variety found on the exterior of the building and has become a character-defining element of the building.

The long elevations of the east and west facades both feature a central projection that is flanked by two towers which, in contrast to the large mansard roof and horizontal decorative elements, provide the building with a vertical emphasis. Each of these towers contain a staircase, which together with the additional two stairs leading to the doors on the north and south elevations, are of particular importance to the historic use of the building. The six individual entrances to the building and their adjoining staircases, along with interior dividers in the hallways, allowed the building to be used by both genders, yet maintain their complete separation, until the children entered the classrooms.

The interior of the building is flooded with daylight by means of the large wood windows that dominate the facades. The majority of the windows are three part with a fixed transom over a double hung sash, with the notable exception of a separate semi circular and two oval windows found on both the north and south facades. The Serlian and single dormer windows, topped by intricate brackets or pediments, both continue the rhythm of the lower windows and the ornamental quality of the building up to the level of the roof.

Standing on top of "Gallows Hill," the Academy, like a great Victorian Matriarch, surveys her family of distinctive and beautiful homes in the old Town. Visible for miles around, it is an outstanding landmark and one of the most remarkable heritage buildings in the Province. (<http://explorelunenburg.ca/lunenburg-academy.html>)

4.2 Building Use

Since its construction in 1895, the Academy served as a primary and secondary school for upwards of 700 students from across the county. This ended in 2012 when the South Shore Regional School Board vacated the building for a new facility in Lunenburg's New Town.

Today, the Town of Lunenburg operates the Academy. With the structure no longer serving its original purpose, and its conservation costs supported entirely by a small municipality and local charity, the Lunenburg Academy faces a challenging though exciting future.

The Academy's architecture and history is like no other in the town, indeed in the rest of Canada, so its management must take into account the structure's sophistication, its unique character, and its place in Lunenburg's rich heritage. (Cary, Henry. "The Lunenburg Academy National Historic Site of Canada Management Plan" Page 3. 2013.)



There are two tenants that currently occupy the third floor, and one classroom on the second floor: Class Afloat and LAMP. The Lunenburg Academy Foundation conducts regular meetings in a classroom on the second floor of the building and Lunenburg Academy Development Coordinator is on site a few days a week utilizing a first floor classroom as an office.

4.3 Structure

The structure of the Lunenburg academy has been documented in a number of studies including:

- Delta Four Associates Inc. Conservation Report in 1997
- Douglas G. White Building Code Consulting Occupancy Classifications Report in 2013
- Lunenburg Academy Management Plan, prepared by the Heritage Project Manager in 2013
- Exterior and Interior Architectural Assessments conducted by G.F. Duffus & Company LTD. in 2012 and 2014

The Lunenburg Academy is in very good shape considering it is 120 years old, however several upgrades need to be undertaken in order to be tenant-ready and meet National Building Code requirements for new commercial and community entities' usage, and to retain existing tenants.

4.4 Exterior Assessment

Many original elements survive on the exterior. The paint scheme is no longer the original colours but still maintains the horizontal division into three distinct levels. It also highlights the door and window openings, and ornamental trim, though not as powerfully as Mott may have intended.

The windows are of wood construction and some have retained their original glazing. The doors have been replaced many times during the Academy's history, and are currently being refurbished. The roof is an EPDM (ethylene propylene diene monomer M-class) rubber membrane that was installed over the asphalt shingle roofing with a knee wall and oriented strand-board sheathing. The membrane has ripped in several places, causing water to infiltrate and rot the oriented strand-board. The chimney also has numerous cracks.

In October 2013 work began to install a new roof over the mansard and towers, and repair and line the chimney. This is expected to cost \$242,000. The mansard roof, pyramidal-roofed towers, Oriel and Serlian windows, and central chimney are character-defining elements of the roofline, as they are highly prominent and typical of the Second Empire style.

For the rest of the building, the significant elements are the prominent brackets, accentuated entries, horizontal belt courses, large windows, window frames and muntins. Also character defining is the overall timber-frame construction and cladding in wood, and the variety of paint



colours. (Cary, Henry. *"The Lunenburg Academy National Historic Site of Canada Management Plan"* Page 23. 2013)

The following are recommendations for building repairs and upgrades as submitted in G.F. Duffus & Company LTD. Exterior Building Assessment in October 2012:

Priority (1) Recommendations

- Inspect the electrical in the attic then Insulate. Blown in cellulose would be the best choice as it fills all voids and has moisture resistant qualities. (Completed)
- Window repairs (probably two phases)
- rotted wood work be prepared or replaced; this includes corner boards, trims, sills, gutters, brackets and mouldings
- all brickwork showing signs of deterioration be repaired (Completed)
- all missing or defective shingles be replaced
- all pediments be flashed with lead or lead coated copper, in lieu of roll roofing
- the chimney be 100% re-pointed, repaired & flash/capped (Completed)
- the EPDM roofing be replaced with a Two Ply SBS Modified Bitumen roofing system; the roof is leaking and after the chimney is done will need replacement (Completed)

Priority (2) Recommendations

- The cedar roof shingles need to be re-stained
- A deteriorated section of cedar shingles, on the West, needs to be investigated and possibly replaced
- all doors be reconditioned or replaced, as found necessary (Some replaced)
- all entrance landings, not repaired in 2012, be rehabilitated
- all wood with high build up of paint, be stripped to bare wood, primed and re-painted two coats after repair/replacement of unsuitable material, where found

Priority (3) Recommendations

- the roof hatch be rehabilitated
- the perimeter be re-graded

The costs for carrying out the recommended renovations were estimated to be between \$515,200 - \$1,056,160.

4.5 Interior Assessment

The First and Second Floor

The overall similarity in layout and level of preservation on the first and second levels allows for them to be addressed as a single unit. Each of the twelve classrooms is nearly original except for coats of paint and isolated replacement of the original slate chalkboards with fibreboard. Largely



intact are the beadboard-coffered ceilings, the doors and transoms, the wainscoting with its chalk ledges and chair rails, the associated cast hardware, and the enamelled drinking fountain taps added sometime in the early 20th century. Even the original picture hangers survive. Lighting has been periodically replaced over the building's history but there are many early chain pendant globe and fluorescent fixtures still operational in the classrooms and hallways. Bathrooms and staff kitchens have been installed on each floor, and the fire doors and reinforced glass enclose the original stairwells. However, all of these operations have had surprisingly little impact on the original architecture. The wide and grand stairwell entrances, for instance, are still readily visible above the firewall construction.

One of the classrooms is being used to store furniture left by the School Board, and the fridges remain in the kitchens. Office furniture has been retained in the second floor principal's office, which is now being used by the Lunenburg Academy Foundation.

As a nearly intact historic space, the first and second levels have numerous character-defining elements. The first is the intact floor plan, which was influenced by the gender segregation, Smead-Dowd ventilation system, and intentional asymmetry of Mott's adaptation to the Academy-education concept. The features of these levels - the wainscoting, wood ceilings, doors and transoms, fountains, picture holders, and metal hardware for hinges, doorknobs, and ventilation grates - are also important for their contribution to understanding the historic place.

Other character-defining elements relate to scale and location. In the corridors the higher wainscoting, made taller to 'save the plaster', is intact, as are the light switches, which are placed above the highest reach of a primary grade student. *(Cary, Henry. "The Lunenburg Academy National Historic Site of Canada Management Plan" Pages 21, 22. 2013)*

The Third Level and Attic

The third level has seen more substantial change than the first and second levels. Drywall covers many of the classroom walls, and there are two new walls either side of the stage that improve the acoustics and provide costume and set space for the performers.

The wainscoting and wood panel ceilings have been removed from the central hall and classrooms, and the two east stairs have been blocked. The northeast corner was converted to office space for Class Afloat, while the northwest corner, prior to LAMP's tenancy, was set up as a 'model' classroom to replicate the Academy interior, as it would have looked during the early 20th century.

The attic is largely unfinished, with the exception of fire department radio relay stations in the northeast and central portions. In 2013 the early-to-mid 20th century insulation and later fibreglass batts were removed and replaced with blown-in cellulose.

The attic, like the rest of the building, is protected by a sprinkler system. Graffiti is present throughout the attic space, covering the chimney, the principle rafters, and the interiors of the towers. These date from as early as 1914 to as late as the 1990s. The primary medium is chalk, although the earliest names have been carved and the most recent were sometimes applied with spray paint.



The character-defining elements of the third floor primarily relate to the stage, which retains its panel wood ceiling, metal heating grates, wainscoting, and chair rails. The attic graffiti could also be considered a character-defining element, primarily because it represents a sustained practice from at least 1914 onwards. (Cary, Henry. "The Lunenburg Academy National Historic Site of Canada Management Plan" Pages 21, 22. 2013)

The following are recommendations for building repairs and upgrades as submitted in G.F. Duffus & Company LTD. Interior Building Assessment in September 2014:

Priority (1) Recommendations

- Window repairs are urgently required
- fire separations be restored where impacted by new heating lines
- south doors be replaced
- flush bolt locks be removed for live safety compliance
- the Elevator access outside be upgraded to provide a code compliant level landing and ramp to grade
- a test hole be dug outside on the west side of the south-west corner to verify the condition of the foundation and if there is a drain tile
- Mechanical & Electrical issues related to the new Tenant or noted as of other urgency be addressed

Priority (2) Recommendations

- basement water penetration be addressed, this may require an exterior drainage system and damp proofing
- water damaged ceilings be repainted as soon as the leaks have been addressed
- We recommend that Mechanical & Electrical Issues noted and recommended be addressed

Priority (3) Recommendations

- all interior doors be reconditioned, as found necessary
- hardwood floors be repaired and refinished on an as needed basis
- the basement floors be repaired once the water is controlled
- any open cracks be repaired and walls repainted when needed
- some ceilings be painted
- Mechanical & Electrical issues suggested be considered

The costs in carrying out the recommended renovations were estimated to be between \$457,300 - \$512,300.

Current Tenant-Readiness Renovations

On February 12, 2015, the Atlantic Canada Opportunities Agency announced funding in the amount of \$420,000 for Tenant Readiness Renovations at the Lunenburg Academy. Adding the



Town’s contribution of \$150,000 cash and \$30,000 in-kind, and Lunenburg Academy Foundation’s contribution of \$150,000, this \$750,000 project is now underway.

These renovations involve electrical and communications wiring upgrades, converting some stairwells to meet National Fire Codes, renovating and expanding washrooms to be accessible and meet building codes, designing and installing a wheelchair accessible entrance to the main floor to meet fire codes, upgrading/replacing building entrance/exit doors and areas, space conversions for two office clusters (four smaller offices in one classroom space) and shared service space (meeting rooms, workshop/activity area, lunch room, business service centre).

These renovations are necessary early steps in the successful repurposing of the building. The Lunenburg Academy has the potential to be home to the community entities on the first floor; the second floor is envisioned to become a Creative Enterprise Centre for creative industries, not-for-profit culture sector organizations, and related small businesses that will allow members of these sectors to become more competitive and productive. The upgrades and tenant readiness activities will also be meaningful value additions to the current tenants improving environment, accessibility, and communications.

Project Costs	Breakdown/Detail
\$ 100,000	Electrical Upgrades
\$ 100,000	Stairwell conversions to fire codes
\$ 50,000	Design and construction of accessible ramp/entrance to main floor
\$ 150,000	Upgrading washrooms to building Code and be accessible
\$ 50,000	Space conversions to accommodate shared space requirements
\$ 125,000	Upgrades/replacements of building entrances/exits.
\$ 50,000	Consulting and Engineering Fees
\$ 125,000	Contingency
\$ 750,000	Total Costs
Project Funding	
\$ 420,000	ACOA - ICF
Other Funding Source	
\$ 150,000	Town of Lunenburg Cash
\$ 150,000	Lunenburg Academy Foundation
\$ 30,000	Town of Lunenburg In-Kind
\$	
\$ 750,000	Total Funding



5. Guiding Principals and Conceptual Model

Based on the research and analysis outlined in previous chapters this chapter sets out a concept direction for the repurposing of the building, beginning with a series of guiding principals.

5.1 Guiding Principals

Over the course of this project, a set of guiding principals was developed by the consultant based on research, analysis and stakeholder interview process.

- The history of the site as an iconic example of late 19th century academy style architecture along with its heritage designations needs to be respected and appropriately interpreted as part of the repurposing.
- The building’s character defining heritage elements should be respected wherever possible.
- The building itself should drive the uses to which the various spaces are put; that is, future uses should, wherever possible, use spaces “as is” and for those purposes to which they are best suited in order to minimize interventions and help control capital costs.
- The Lunenburg Academy should not compete unfairly with existing businesses or property owners in the Town of Lunenburg on the basis of under-cutting private sector rents. Market rates should be charged and the Lunenburg Academy must not be seen as unfairly “poaching” rental business from existing rental properties in the Town.
- The Lunenburg Academy Foundation’s role in the future use of the Academy can and should evolve as the plan is put into effect. The establishment of an endowment fund is highly recommended and encouraged.
- While ultimate financial self-sufficiency of the Lunenburg Academy would be an ideal outcome for its successful repurposing, in reality the project must aim to mitigate the net financial burden currently imposed on the Town.

5.2 Conceptual Model

Many factors and sources of input have led to the development of a conceptual model for the future use of the Lunenburg Academy, including the longstanding efforts of the Lunenburg Academy Foundation, the Lunenburg Academy Task Force, Heritage Project Manager, and the conception and evolution of the Lunenburg Academy of Music Performance.



- The Lunenburg Academy Foundation has been active since 1981, successfully raising funds to ensure the care, preservation and restoration of the building as a place of learning.
- The Task Force was in place from May 2010 to July 2012 developing a plan and commissioning a feasibility study for a UNESCO World Heritage Site Interpretive Centre established with the assistance of Parks Canada.
- The Heritage Project Manager developed a valuable management plan for the building that focused on its conservation and preservation.
- The Lunenburg Academy of Music Performance began with an extensive plan to utilize the entire Lunenburg Academy, which was stalled when initial funding fell through. LAMP scaled back their vision to a more manageable inaugural programming plan and occupancy of the third floor of the Academy.
- In August 2014 Scott Burke of Scott Burke Consulting Incorporated was engaged as Development Coordinator for the Lunenburg Academy, tasked primarily with the development of this Future Use Business Plan.

SBCI's comprehensive review of past efforts, documentation and achievements combined with interviews and consultations led to an early understanding that the size of the Academy was proving too large to be occupied by a single tenant.

This led the Development Coordinator to conceive of a future use plan based on a thematic stratification of the building that corresponds with the three-story structure, and identify usage plans for each of the floors of the Academy.

An Open to the Public First Floor

A popular concept for the first floor grew first from an oft-repeated wish for the Lunenburg Branch of the South Shore Library to relocate to the Academy. Complementing the library could be a number of other important community entities potentially including an art gallery, a café/gift shop, a Lunenburg Academy Foundation Interpretive Heritage Classroom, and the South Shore Genealogical Society.

In early 2014 Town Staff met with Troy Myers, Chief Librarian South Shore Regional Libraries, to explore the possibility of the Lunenburg Branch relocating to the Academy. Based on this meeting that included a site tour, Mr. Myers produced a sketch that indicated potential layout utilizing three classrooms and common areas on the first floor.

The consultant's visit to the Lunenburg Library branch showed that the current building was adequately serving the needs of the branch, but relocation to the Academy would still make perfect sense: more space, an appropriate re-use of the Academy continuing its legacy as a place of learning and information dissemination; classroom/Academy architecture conducive to library program delivery.



The South Shore Genealogical Society (SSGS) has found itself in a crisis, having had to vacate their longstanding home at the Fisheries Museum during extensive renovations. They moved to Centre School in Blockhouse, but subsequently found themselves unable to make their collection open to the public due to fire regulations. Since then, in a very public campaign for any kind of free or surplus rental space, the SSGS identified the Academy as the ideal new location.

Many agree on the importance of the SSGS resources and how critically important is the protection and preservation of their documents. It makes sense on many levels for the SSGS to be in the Academy and attached to the function and ambiance of the Library and Art Gallery. Ideally the SSGS would utilize one of the classrooms on the first floor.

In addition to the ground floor community entities, a first floor café that might also operate a small gift shop is envisioned that will create jobs and economic activity. There has always been talk or suggestion that a café or restaurant might be integrated into the Academy site. For reasons of invasiveness, heritage protection and fire codes, the prevailing thought has been that a full-scale restaurant with fryers etc. and the need for advanced ventilation would be inappropriate. The notion however, of a simpler type of café that would serve coffee, muffins and snacks, sandwiches and soup, would be most desirable – to serve not only the visiting public but the other tenants in the building.

While the location of the café on the first floor has been a mainstay, determining which of the classrooms would be most appropriate is still a question. The current existence of kitchen facilities in room 104 draws attention to that location. Classroom 104 is also the classroom closest to the outdoor playground equipment, and so some thought has gone into the notion that the café could have its own access to the outdoors where a deck might be constructed for *al fresco* dining and supervision of children at play on the equipment.

The Lunenburg Academy Foundation has had a Heritage Classroom set up on the third floor of the academy for many years, with early 20th century style desks, a bookshelf, teacher's desk and artefacts depicting school life of the period. With LAMP's occupancy of the third floor the contents of the Heritage Classroom have been relocated to room 105 on the first floor.

The current discussion revolves around whether the Heritage Classroom should remain in room 105 or be situated in room 106. While the exact classroom is yet to be decided, the consultant advocates that the Heritage Classroom be upgraded to a museum quality exhibit room, complete with interpretive signage that will allow for self-guided tours through the room. Animation of the room by the LAF is entirely possible.

This opportunity to establish a properly curated Heritage Classroom supported by the Lunenburg Academy Foundation on the first floor will provide a meaningful interpretation area for the building, its importance to the Town and region. The Lunenburg Academy is already a must-see attraction on any tourist's visit to the Town – the opportunity for the public to access the ground floor and enjoy an interpretive experience will add exponential value to the broader tourism experience in Lunenburg.



A Second Floor Creative Enterprise Centre

Borrowing from the successful creation of a multipurpose community centre from a repurposed school as evidenced by the Mahone Bay Centre, and taking the best uses/best practices information gleaned from the other case studies included in Chapter 3, combined with further development of a zoned facility based on discreet floors, this plan calls for the creation of a Creative Enterprise Centre on the second floor.

There have been many enquiries and there continue to exist a number of community based cultural, heritage, not-for-profit, creative industries organizations and businesses that have expressed interest in both short and long-term rental of space in the Academy. Two classrooms on the second floor will be subdivided into suites containing four offices, based on the existing plan of room 304 on the third floor. This enhancement will help retain Class Afloat as a tenant as it is hoped they will move to the second floor in the future.

The Lunenburg Academy Foundation currently occupies the former Principal's Office and is keen to remain there. It is possible to construct a dividing wall that would create a more appropriate sized boardroom and provide continuous hallway access in the former Principal's classroom. This boardroom will be made available to tenants, community groups and others at appropriate fees.

LAMP, Class Afloat and the LAF, along with the occupancy of the first floor by community entities, will be a strong attraction to the kinds of creative, culture and heritage, forward looking media and digital businesses and organizations that will thrive in a central location that offers economies of scale for their operations. Synergies between all of the tenants and members of the Creative Enterprise Centre will be an achievable measure of success.

Rental rates for space on the second floor will be economical and competitive with other office space in town, with the additional attraction of our unique setting.

The Third Floor Lunenburg Academy of Music Performance

The Lunenburg Academy of Music Performance signed a four-month lease of the third floor, minus room 304 (Class Afloat offices), plus room 205 beginning in September 2014 and launched with a slate of fall programming. They expressed an immediate interest in negotiating a further two-year lease. With this two-year lease, reassigning room 304 to LAMP and offering Class Afloat alternative offices on the second floor became a priority for the Town as providing LAMP exclusive use of the third floor makes logistical sense for their operations and simplifies the Town's access and security concerns in the building.

Having LAMP as an anchor tenant programming international performers, master classes, international students and outreach activities continues the educative function of the building. LAMP utilizes classrooms and the auditorium in a manner consistent with their original purposes with no interventions that affect the heritage features of the building.

LAMP has expressed an interest in expanding their footprint in the Academy by leasing one-half to two-thirds of the second floor. If this were to come to pass the development of a Creative



Enterprise Centre could be downscaled or potentially abandoned, as there may no longer be enough leasable space on the second floor for such an undertaking. Instead, the Academy will, in a much simpler fashion, offer a limited amount of office space for lease on the second floor.

6. Institutional and Operations Recommendations

This chapter outlines the key institutional and operational parameters for the Lunenburg Academy. Included in these considerations are staffing issues.

6.1 Institutional Recommendations

This section provides a series of institutional recommendations for the Lunenburg Academy.

6.1.1 Institutional Name

There is no doubt whatsoever that the Lunenburg Academy should continue under the name it has been famously known by for the past 120 years. That being said, there are a number of organizations that share the moniker “Lunenburg Academy” as part of their names.

Lunenburg Academy Foundation

This aptly named registered charitable foundation’s mission is: *The care and preservation and restoration of the Lunenburg Academy as a place of learning.*

Since 1981 the foundation has served the school well, and it has an exceptionally important role to play into the future. As a registered charitable foundation with strong ties to the school’s alumni, it is the organization that has the structure and power to fundraise for the projects fitting its mission. Indeed, over the years the foundation has either carried out or helped to fund the most pressing needs of the building.

- Garden clean up and landscaping 2013
- Roof replacement, chimney repair
- Repair of the Elevator 2014

Lunenburg Academy of Music Performance

The legal naming of the Lunenburg Academy of Music Performance took place at a time of great excitement in the early days of LAMP’s conception; at a time when it was posited that LAMP would occupy the entire building.

As an important anchor tenant leasing the entire third floor, LAMP has benefitted immensely from the goodwill associated with the building, the Lunenburg Academy Foundation, and the Town of Lunenburg. At times, especially if the Foundation embarks on an endowment fund in



the future, there may be confusion in the grant, fundraising and corporate sponsorship markets. Members of the public may require reminders when and if competing fundraising efforts coincide.

It should be part of a future communication plan to adopt a formalized naming policy for the building moving forward, encouraging use of 'Lunenburg Academy' as an identifier for other tenants. For example:

- The Lunenburg Academy Library
- The Lunenburg Academy Art Gallery
- The Lunenburg Academy Café
- The Lunenburg Academy Heritage Classroom
- The Lunenburg Academy Creative Enterprise Centre
- The Lunenburg Academy Community Room, etc.

In this way the building will become the positively branded home to an amazing array of educational, community, cultural, and creative organizations.

6.1.2 Governance and Operational Model

Governance of the Lunenburg Academy is not a straightforward affair, due to the number of stakeholders, former staff and students' intellectual and emotional attachment to the building and its legacy, civic pride and sense of ownership by residents of the Town due in part to the knowledge that a portion of their municipal tax dollars go toward the upkeep of the Academy.

Outright ownership of the building has always rested with the Town of Lunenburg and this is unlikely to change in the foreseeable future.

For 34 years the Lunenburg Academy Foundation has dedicated itself to the care and preservation of the building as a heritage site and place of learning and so possesses a degree of perceived 'moral ownership'. The Town and the Foundation have traditionally worked as partners, seeking and achieving consensus prior to taking action.

The Academy also exists in a political environment wherein the future welfare of the building is of concern to local residents and a diaspora of former staff and students. Major decisions on future use of the Academy would have to pass muster with this wider public.

With the increase in activity envisioned over the next few years, the constitution of a Lunenburg Academy Development Advisory Committee (LADAC) as a standing committee of Town Council is highly recommended. LADAC, composed of representatives from Town Council and the Lunenburg Academy Foundation, would oversee a transition from Council oversight to a governing body that would manage the building. It would be desirable for LADAC to formally adopt Vision and Mission statements similar to the drafts that follow below.

LADAC would undertake some Strategic Planning that would assist the Lunenburg Academy Foundation to recruit new members: civic minded individuals who may not have attended the



Academy but who recognize the building's importance and place in the Town's ecology.

Further, as part of this Strategic Planning process, LADAC should conduct an Endowment Fund Feasibility Study that would inform the viability of an Endowment Fund Campaign. A feasibility study of this nature is an essential starting point in order to realize a successful campaign. As a well-established registered charitable organization, the Foundation would then take up the challenge of implementing the campaign.

This Strategic Planning should be undertaken and completed during the next six to twelve months, and lead to the development of an appropriate governance structure to take on the management of the Academy.

6.1.3 Vision and Mission Statements

Vision and Mission Statements are for internal use and reference. They are living statements that provide stakeholders, management and staff with a succinct understanding of why the Lunenburg Academy exists and what the organizations that own and oversee it do.

Draft Vision

The Vision Statement is an aspirational description of what the Lunenburg Academy Development Advisory Committee would like to achieve or accomplish. It communicates what the benefits of the building will be to others. It is intended as a clear guide for choosing current and future courses of action.

The Lunenburg Academy is a mixed-use community cultural centre intended to encourage life-long learning and entrepreneurship. A source of pride for residents and a place of welcome and interest to visitors, the Lunenburg Academy continues its institutional legacy as a location for learning and cultural activities, and now a home to organizations and small businesses. As a gathering place and focal point for the Town of Lunenburg and the South Shore, the Lunenburg Academy encourages local economic development and enriches the tourism experience.

Draft Mission

The Mission Statement is a written declaration of an entity's core purpose and focus that normally remains unchanged over time. Properly crafted mission statements serve as filters to separate what is important from what is not, clearly state who will be served and how, and communicate a sense of intended direction to all concerned.

A mission is different from a vision in that the former is the cause and the latter is the effect; a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment.



The Lunenburg Academy accommodates important community entities on the open to the public first floor, provides short and long-term rental space and cooperative business supports to organizations, community groups and small businesses on its second floor Creative Enterprise Centre, and continues its institutional legacy by leasing space on the third floor to schools and educational organizations, such as the Lunenburg Academy of Music Performance.

6.2 Operational Recommendations

The following recommendations will guide operations at the Lunenburg Academy.

6.2.1 Rental Rates

A number of approaches to setting rental rates are possible and worth consideration. In February of 2014 Peter Haughn, Deputy Chief Administrative Officer, authored a Memorandum to Town Council with the subject: Rental/Lease Rates for the Lunenburg Academy. It is a well-researched and articulated document that provides context to support the recommendations of this Future Use Business Plan.

The full Memorandum appears in the Appendices, and is worth the time taken to read, but in summary it includes a budget outlining best guess operating costs for the Academy at full occupancy identified:

Total cost for Academy for a year: \$260,000
Total cost for Academy for a month: \$21,667
Total cost for each floor per month: \$7,222

These figures then lead to various calculations of cost per classroom (depending on square footage, but average out to approximately \$1,200 - \$1,300 per month. This would not be considered a market rate, but rather a break-even amount for operational costs.

It should be noted that under the current two-year lease of the third floor and auditorium to LAMP, any subleasing of the auditorium to community groups or other users falls to LAMP, with some minimum costs to be recovered by the Town (small percentage of rental to cover increased electricity/heat).

Estimated leasable square footage of the Academy is 18,000; divided by total rental cost for the entire building of \$260,000 gives us a rental cost per square foot of \$14.44.

6.2.2 Operating Hours and Security

Operating hours refers to the period of time during which the building's front doors are open to allow public access to the first floor community entities including the library, access to second



floor tenants of the Creative Enterprise Centre and classes and public performances by LAMP or other presentations/events in the auditorium.

Much will depend on security arrangements. Creative Enterprise Centre tenants and LAMP staff/faculty/students will likely want to access the building at any time, and this may be accomplished via a swipe card system, if logically and economically the best solution. A system that will allow for limiting access to certain areas/floors of the building will certainly need to be developed. Old-fashioned key distribution may win out in the end as part of the most effective solution.

A number of factors will determine the public hours during which the front doors (and other entrances as deemed appropriate) will be open. Standard hours to allow Creative Enterprise Tenants to access their offices and allow visitors might be 8:00 am to 6:00 pm Monday to Friday. Current Library hours, usually 10:00 am to 5:00 pm except for Thursday when the library stays open to 8:00 pm, are mostly encapsulated in the standard hours. Sunday would be an exception, as the Library is open from 12:00 pm to 4:00 pm.

Further consideration will have to be given for the Lunenburg Academy Interpretive Heritage Classroom, the café/gift shop, the art gallery, and the South Shore Genealogical Society who all will want to adjust their hours for greater access during the summer tourism season.

6.2.3 Marketing

A Marketing Plan will be developed prior to the opening of the Creative Enterprise Centre, with a Request for Expressions of Interest (REOI) issued following the approval of this plan by Town Council. Ongoing outreach to attract new tenants will be necessary.

6.3 Staffing Recommendations/Assumptions

Since the Lunenburg Academy reverted to sole ownership by the Town of Lunenburg in 2012, any necessary business or administrative work on its behalf has been carried out by Peter Haughn, Deputy Chief Administrative Officer and Marc Belliveau, Town Engineer. Mr. Haughn has reported to Bea Renton, Chief Administrative Officer, while ultimate responsibility and decision-making power rests with Town Council. The Lunenburg Academy Foundation has been an important partner in any necessary maintenance undertakings.

In September of 2014 the Town engaged a Development Coordinator for the Academy, to be charged with the writing of this plan as well as other duties that would relieve some of the pressure on Town Staff.

Beyond the writing of this plan, there exists the potential for the Town to renew an engagement with the Development Coordinator, or other consultant/individual, to oversee the implementation of the plan, as well as assist in the project management of renovations now underway. The time frame for this second phase of development coordination might best be considered a 12-month period.



At or near the end of the second phase, the Town will have an opportunity to consider whether the Development Coordinator will be required for a third phase. This would also be a good time to reconsider the title and duties of the Development Coordinator, as the position may morph into a combination Lunenburg Academy Property Manager/Creative Enterprise Centre Marketing Coordinator.

The Town of Lunenburg accomplishes Custodial Services, Snow Removal, and Grounds keeping, and it is expected these arrangements will continue into the foreseeable future. In specific regard to Snow Removal, the Town can continue to provide clearing of the parking lot and sidewalks, but a solution to snow clearing at entrances needs to be effected. Whenever appropriate, as in the case of LAMP who occupy an entire floor, custodial services should become the responsibility of the lessee.

7. Recommended Renovations and Upgrades

The Town of Lunenburg announced a \$750,000 Renovation/Upgrade of the Academy on February 17, 2015. The Government of Canada is contributing \$420,000 toward the project, through ACOA's Innovative Communities Fund (ICF). Additional support includes \$180,000 from the Town of Lunenburg and \$150,000 from the Lunenburg Academy Foundation.

In addition, in its 2015 – 2016 Budget, the Town has allocated \$100,000 to cover the costs of repairing the mansard roof, replacing rain gutters, and other exterior repairs as the budget will allow.

Best referred to as Tenant-Readiness Renovations, these involve electrical and communications wiring upgrades, converting stairwells to meet National Fire Codes, renovating and expanding washrooms to be accessible and meet building codes, designing and installing a wheelchair accessible ramped entrance to the main floor to meet fire codes, upgrading/ replacing building entrance/exit doors and areas, space conversions for two office clusters (four smaller offices in one classroom space) and shared service space (meeting rooms, workshop/activity area, lunch room, business service centre).

Other priority items from the Internal Assessment in Chapter 4 are also receiving attention in this phase of renovations. The remainder of the recommendations of both the internal and external assessments will necessarily be incorporated into future renovation/upgrade phases.



8. Proposed Implementation Critical Path





9. Cost and Projections

9.1 Operating Revenues and Expenses

Lunenburg Academy		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	Fully Occupied
		Actual	Actual	Actual	Projected	Budget	Budget	Budget	
Operations									
Income									
First Floor									
Art Gallery	1						14,400	14,400	14,400
Café	2						14,400	14,400	14,400
Heritage Interpretive Classroom	3						14,400	14,400	14,400
South Shore Genealogical Society	4					7,200	14,400	14,400	14,400
Sub Total First Floor						7,200	57,600	57,600	57,600
Second Floor									
Creative Enterprise Centre	5					7,200	30,000	50,000	80,000
Sub Total Second Floor						7,200	30,000	50,000	80,000
Third Floor									
LAMP	6				35,000	60,000	60,000	72,000	72,000
Class Afloat	7		12,000	12,000	12,000				
Sub Total Third Floor			12,000	12,000	47,000	60,000	60,000	72,000	72,000
Miscellaneous									
Boxwood	8		1,000	1,000	1,500				
Misc. Short Term	8		2,000		436				
Community Room	8						1,500	2,000	2,500
Sub Total Miscellaneous			3,000	1,000	1,936		1,500	2,000	2,500
Total Operations Income			15,000	13,000	48,936	74,400	149,100	181,600	212,100
Expenses									
Library	9						28,800	28,800	28,800
Feasibility Study	10	10,000							
Heritage Project Manager	11		9,751	25,327					
Development Coordinator	11				28,200	37,600			
Property Manager	11						24,000	24,000	24,000
Wages - Custodian			4,707	4,693	5,500	6,000	15,000	15,000	17,500
Wages - PW Labour or Contractors			3,255	450	4,500	5,000	10,000	10,000	12,500
Consulting Fees			6,133	776	500	5,000	1,000	2,000	3,000
Legal Fees		1,417	2,628	2,411	3,100	5,000	5,000	3,000	3,000
Telephone/Alarm			1,141	861	2,600	3,000	3,000	3,000	3,000
Advertising		769		78	1,100	2,500	5,000	4,000	3,000
Fuel			55,110	54,373	43,000	65,000	70,000	80,000	90,000
Insurance			22,191	18,192	18,920	19,600	22,000	25,000	27,000
Electricity			6,192	4,698	7,000	9,000	20,000	22,500	25,000
Water			2,240	2,396	2,500	3,000	4,000	4,500	5,000
Sewer			4,463	5,952	6,100	6,800	7,000	7,000	7,000
Repairs to Building			19,589	10,845	34,000	25,000	25,000	25,000	25,000
Janitorial Supplies			55		200	1,000	1,000	2,000	5,000
Elevator Maintenance			7,500		600	2,500	2,500	2,500	3,000
Furnace Repairs			1,925	2,217	300	2,000	2,000	3,000	4,000
Interest on Capital Loan						1,800	1,500	1,200	900
Groundskeeping	12						5,000	5,000	5,000
Grants	13					2,200	18,800	18,800	18,800
Total Operating Expenses		12,186	146,882	133,268	158,120	202,000	270,600	286,300	310,500
Operating Deficit									
(Funded by the Town of Lunenburg)	14	-12,186	-131,882	-120,268	-109,184	-127,600	-121,500	-104,700	-98,400



9.2 Capital Costs

Lunenburg Academy

	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Projected	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	Fully Occupied
Capital								
Capital Income								
Lunenburg Academy Foundation		400	176,281	68,858	150,000			
ACOA Grants		9,815	55,008	10,950	420,000			
Town In-Kind Contribution					30,000			
Sale of 19 Pelham Street	15					250,000		
Total Capital Income		10,215	231,289	79,808	600,000	250,000		
Capital Expenses								
Lunenburg Academy Capital Repairs	16	50,408	180,727	165,688	850,000	350,000		
Interpretive Signs					6,000			
Total Capital Expenses		50,408	180,727	165,688	856,000	350,000		
Capital Deficit								
(Funded by the Town of Lunenburg)	17	-40,193	50,562	-85,880	-256,000	-100,000		
Total Operating and Capital Deficit								
(Funded by the Town of Lunenburg)	18	-12,186	-172,075	-69,707	-195,063	-383,600	-221,500	-98,400

Notes to Lunenburg Academy Operations and Capital Budgets

- In addition to the REOI for the Creative Enterprise Center we will include an REOI from organizations interested in operating an art gallery or similar accessible arts/cultural activity. Such an organization would be expected to pay a minimum rent of \$1,200 per month for one classroom plus cloakrooms on the first floor.
- In addition to the REOI for the Creative Enterprise Center we will include an REOI from businesses interested in operating a first floor café. A stand-alone café would be expected to pay a minimum rent of \$1,200 per month for one classroom plus cloakrooms on the first floor. A café that is integrated into the Library might be expected to pay one half of that amount.
- 3 & 13. The Heritage Interpretive Classroom will be operated by the Lunenburg Academy Foundation and this budget line entry presents the lease value of the classroom. This amount is expected to be included in the larger annual contribution the Academy Foundation makes to the building. This amount is offset below in the Grants expense line.
- The South Shore Genealogical Society has made a proposal to Town Council to occupy one classroom in the Academy suggesting a rental amount below the amount budgeted. Town Council will be giving this proposal consideration.
- 5 & 7. Responses to the REOI for the Creative Enterprise Centre are expected to be strong with initial tenants taking up occupancy in 2016-2017, followed by steady growth to full occupancy. In the event LAMP moves forward with an expansion onto the 2nd floor, the



total Creative Enterprise Centre rent would be realized from LAMP and the availability of one office cluster for rent.

For the purposes of this plan, Class Afloat’s rent, once they have moved to the second floor, is included in the overall amount of rental income for the second floor Creative Enterprise Centre.

- 6. LAMP’S initial lease with the Town for the third floor of the Academy spanned four months, September 1 to December 31, 2015 @ \$5,000/month. A new two-year lease came into effect January 1, 2015 at the same monthly rental rate. The 2014-2015 fiscal year therefore includes rent for 7 months – September 1, 2014 to March 31, 2015. This plan posits a potential rent increase for the third floor open to negotiation when the current lease is renewed.
- 8. The Boxwood Festival will likely continue to be interested in holding its event at the Academy, but their interest will be in subletting space on the third floor from LAMP. Miscellaneous space rental will focus on the community room envisioned or short term rental as part of the Creative Enterprise Centre.
- 9. The current location of the Lunenburg Branch of the South Shore Regional Libraries at 19 Pelham Street has, on average over the last 4 years, cost the Town \$13,400 annually in operating expenses (excluding Sunday Staff Wages and a set annual transfer payment). Of those operating expenses; Janitor Contract and Supplies, Fuel, Lights, Water, Sewage and Insurance; over that same period averages \$11,000. These operating expenses would be included in the Town contribution of space at the Academy, but not appear as discrete line items. Based on using two classrooms on the main floor the cost to the Town would be:

Two Classrooms \$14,400/room	\$28,800
Less Pelham Street Operating Costs	11,000
Less Sunday Wages	<u>6,000</u>
	11,800

This amount represents a net increase in annual Library Operating Expenses of \$11,800 over the current situation, and with the benefit of an attractive new location and with the sale of 19 Pelham Street, the removal of one building from the Town’s real estate holdings.

- 10. Lunenburg Queens Regional Development Agency worked with the Task Force on a study intended to capture some of the collective ideas to date regarding the various aspects that could be encompassed in the Task Force's desired project to explore the possibilities in regards to the Lunenburg Academy.
- 11. In order to undertake the planning necessary to successfully repurpose the Academy, the Town first engaged a Heritage Project Manager, is currently engaging a Development Coordinator, and the future thinking is to engage a Property Manager.



12. Grounds keeping at the Academy is currently undertaken on an *ad hoc* basis, shared sometimes between the Town and the Lunenburg Academy Foundation. Moving into the 2016 – 2017 budget year, an allocation of \$5,000 has been included for more organized and sustained Grounds keeping.
14. This Operating Deficit is the amount the Town would invest in the ongoing Operations of the Academy. During the period that gets us to Full Occupancy further ways to mitigate this deficit would be sought out.
15. 19 Pelham Street, the current location of the library, is a Town owned building assessed at \$320,000. Even an under assessment sale of the building would net the Town Capital Funds which may not necessarily appear as presented here, but nevertheless would see funds come into the Town coffers, making an equal to that amount contribution to the Academy a potential outcome.
16. Tenant Readiness Renovations currently underway (2015-2016) represent \$750,000 worth of work for which the Town has committed \$150,000 in cash and \$30,000 in kind. Additionally In its 2015-2016 Budget, the Town has allocated \$100,000 to cover the costs of repairing the mansard roof, replacing rain gutters, and other exterior repairs, as the budget will allow.

The Capital Repair figure in 2016-2017 represents priorities from the Exterior and Interior Assessments. There currently exist no plan to cost share with government funders, but this avenue should be pursued. Sale of 19 Pelham Street may serve to mitigate these costs.
17. This Capital Deficit is the amount the Town has/would invest in the ongoing Capital Repairs of the Academy.
18. This Total Operating and Capital Deficit is the amount the Town has/would invest in the total ongoing Operations and Capital Repairs of the Academy.



9.3 Sources of Capital Funds

1. Innovative Communities Fund

Funding Body: Atlantic Canada Opportunities Agency

Purpose: The purpose of ICF is to diversify and enhance the economies of Atlantic communities. ICF capitalizes on the opportunities and strengths that exist in these communities to:

- develop competitive, productive, strategic industry sectors;
- strengthen community infrastructure in rural communities; and
- invest in projects that enhance communities' capacity to overcome economic development challenges and take advantage of their strengths, assets and opportunities presented.

http://www.acoaapeca.gc.ca/eng/publications/FactSheetsAndBrochures/Pages/Innovative_Communities_Fund.aspx

2. Canada Cultural Spaces Fund

Funding Body: Canadian Heritage

Purpose: 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.

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

3. Parks Canada's National Historic Sites Cost-Sharing Program

Funding Body: Parks Canada

Purpose: Parks Canada's National Historic Sites Cost-Sharing Program ("the Program") helps ensure the commemorative integrity of non-federally owned or administered national historic sites through financial contributions. The Program supports the Parks Canada Agency's mandate of protecting and presenting places of national historic significance, and fostering the public's understanding, appreciation and enjoyment of these places in ways that ensure their commemorative integrity for present and future generations.

A national historic site possesses commemorative integrity when: the resources directly related to the reasons for designation as a national historic site are not impaired or under threat; the reasons for designation as a national historic site are effectively communicated to the public; and, the site's heritage values (including those not related to the reasons for designation as a national historic site) are respected in all decisions and actions affecting the site.

<http://www.pc.gc.ca/eng/progs/lhn-nhs/ppf-csp/index.aspx>



4. Nova Scotia Department of Communities, Culture and Heritage (Various)

Funding Body: Communities, Culture and Heritage

Purpose: A variety of funding programs, grants and awards are available for individuals and organizations in Nova Scotia. They are an important part of sustaining and growing our culture and heritage sectors. By investing in innovation, creativity and arts, these programs help industries succeed, create jobs, support artists and enhance our communities. Potential grants are as follows:

- Community Facilities Improvement Program
- One-time Emerging Culture and Heritage Initiatives Program
- Operating Assistance to Cultural Organizations
- Community Museum Assistance Program
- Heritage Development Fund (Heritage Property)

<https://cch.novascotia.ca/investing-in-our-future>

5. Private Foundations



APPENDICES

APPENDIX A: INTERVIEW LIST

APPENDIX B: DOCUMENTS REVIEWED

APPENDIX C: LQRDA REPORT

APPENDIX D: PUBLIC MEETING FEEDBACK

APPENDIX E: MEMORANDUM: RENTAL RATES

APPENDIX F: INTERIM USE PLAN

APPENDIX G: TENANT READINESS RENOVATIONS GROUND PLANS



APPENDIX A: INTERVIEW LIST

Conducted by Scott Burke 2014

Shelah Allen and Ashlee Feener, *Lunenburg Walking Tours*

Jennifer Angel, *VP, Operations & Marketing* and Colin MacLean, *President and CEO, Waterfront Development*

Mayor Rachel Bailey and Lunenburg Town Councillors: Deputy Mayor Danny Croft, Thom Barclay, Trevor Hayden, John McGee, Peter Mosher, Peter Zwicker

Craig Beaton, *Director of Programs, Culture and Heritage Development, Department of Communities, Culture and Heritage*

Farley Blackman

Rachel Brown, *Area Account Manager, Community Development, ACOA*

Lisa Bugden, *President and CEO, Film and Creative Industries Nova Scotia*

Susan Corkum Greek, *General Manager*, and Burt Wathen, *Artistic Director, Lunenburg Academy of Music Performance*

Lynda Diamond, *Artist*

Graham Duffus, *NSAA, CAHP, FRAIC, G.F. Duffus and Co. Ltd.*

Stephen Ernst, Cheryl Lamerson and *South Shore Genealogical Society Board Members*

Chester Golluch, *Owner, Chester & Co.*

Nancy Haughn, *Secretary, Lunenburg Academy Foundation*

Chris Heide, *Artistic Director, Lunenburg Folk Harbour Festival*

David Jones, *President and CEO West Island College International (Class Afloat)*

Christian Maguire, *Planning and Development Officer, Economic and Rural Development and Tourism*

Mahone Bay Centre Board Members

Amy Melmock, *General Manager, Neptune Theatre*

Troy Myers, *Chief Librarian and CEO*, and Christina Pottie, *Outreach and E-Services Coordinator, South Shore Public Libraries*

Jane Ritcey and Roxie Smith, *Co-Chairs, Lunenburg Academy Foundation*

Angela Saunders, *General Manager, Fisheries Museum of the Atlantic*

Melanie Wellard, *Director of Operations, HB Studios*

Megan Williams, *Arts Consultant*

Sheila Woodcock, *Chair, Lunenburg Art Gallery*



APPENDIX B: DOCUMENTS REVIEWED

Armstrong-Reynolds, Marilyn E. Former Lunenburg Academy, 101 Kaulbeck Street, Lunenburg, Nova Scotia. Report on file, Town of Lunenburg. Historic Sites and Monuments Board of Canada Agenda Paper 1992-51. Ottawa, 1992.

Academy Floor Plan. On file, Town of Lunenburg. (Year Unknown)

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Class Afloat Lease. On file, Town of Lunenburg. 2014.

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G.F. Duffus & Company Ltd. "Building Envelope Assessment Lunenburg Academy, Lunenburg N.S." Report prepared for the Town of Lunenburg. Halifax, 2013.

Graham, Roy. "Lunenburg Nova Scotia World Heritage Community Strategy." Prepared for the Town of Lunenburg. Washington D.C., 1998.

Haughn, Nancy. Lunenburg Academy Foundation Request for Office Space. On file, Town of Lunenburg. 2012.

Initial LAMP Lease. On file, Town of Lunenburg. 2014.

Lunenburg Academy Task Force. Meeting Minutes, 2010-2012. Minutes on file, Town of Lunenburg. Lunenburg, 2010-2012.

Lunenburg Walking Tours Short Term Rental Agreement. On file, Town of Lunenburg. 2014.

Myers, Troy. Academy Library Space Proposal/Sketch January. On file, Town of Lunenburg. 2013.

Novita Interpares Limited. "UNESCO World Heritage Site Interpretive Centre Feasibility Plan." Lunenburg, 2012.

Rental/Lease Rates for the Lunenburg Academy (Memo). On file, Town of Lunenburg. 2014.

Town of Lunenburg Request for Proposals Lunenburg Academy Lease Lunenburg, Nova Scotia. On file, Town of Lunenburg. 2013

UNESCO World Heritage Site Interpretive Centre Feasibility Plan, Request for Proposal. On file, Town of Lunenburg. 2011.

Town Of Lunenburg Purchase Order for Custodial Services Contract. On file, Town of Lunenburg. 2014



APPENDIX C: LQRDA REPORT

Discovering the Future of the Lunenburg Academy

Potential Project Processes

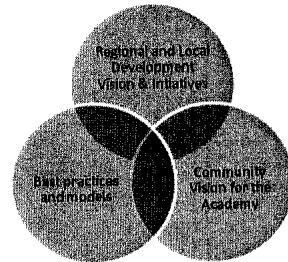
Prepared by the LQRDA for the Lunenburg Academy Task Force
January, 14, 2011

This document is the result of discussions to date with members of the Lunenburg Academy Task Force (Jerome Tanner and Rachel Bailey), the Department of Economic and Rural Development and Tourism (Amie Haughn), and the LQRDA (Andrew Button). It is intended to capture some of our collective ideas to date regarding the various aspects that could be encompassed in the Task Force's desired project to explore the possibilities in regards to the Lunenburg Academy. It is for review and consideration for the full Task Force in order to assist the group to determine the depth and breadth of the project.

Through our discussions thus far, there appears to be a mixture, to varying degrees, of opportunity identification/feasibility/business planning. Given this, the project could include:

Phase 1 - Articulation of Vision and Decision-making Criteria

- 1. Clear articulation of the community vision for the use of the Academy** - this would become the criteria upon which opportunities were filtered in order to make decisions. This information might be able to be gleaned from past discussions, and/or it may be beneficial to include additional community consultation for input.
- 2. Strategic linkages with regional and town development** - this would include a review of current regional development plans, town development plans (i.e. Heritage) and discussion with relevant local community development concerning their priorities. Commonalities, linkages and uniquenesses would be identified in order to understand how the Academy might propel development initiatives forward.
- 3. Best practice exploration** - Using the lens of the community vision, undertake research of similar models in existence to understand how they work, as well as their successes and challenges. This would also include a review of governance structures and approaches.
- 4. Opportunity exploration** - using the vision for the Academy and the strategic linkages with the vision for development, as well as previously ideas that have been generated by the community, as depicted in the diagram below, this phase would include the development of ideas for the model and specific initiatives that would form the future Academy. This identification could also include additional community consultation by way of community



Potential Development Model for the Lunenburg Academy



Lunenburg Queens
Regional Development Agency





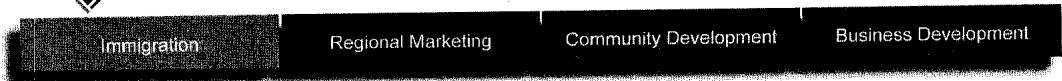
validation, to ensure the ideas that are being pursued in phase 2 of the project as one's that are agreeable to the community (meaning, they fit with the vision for the Academy, the vision for community development, and align closely with the elements of best practices of other similar such ventures/models that currently exist).

Phase 2 - Elements of the Model for the Academy

- 5. **Feasibility assessment** - Given there is an underlying belief that the sustainability of the Academy as a center for community development of some kind will require a pool of offerings/organizations under one roof, the next piece of work should take specific opportunities and ideas that emerged at opportunity exploration and create preliminary feasibility plans for individual ideas and the ideas as a collective. This would include making connections with potential partners and/or government agencies for their input and feedback, and in some cases going so far as to gauge interest in participation and/or funding.
- 6. **Recommendation concerning governance** - applying what is known about current governance structures related to the Academy, the Town, other development groups, and vision regarding the future for development in the Town, create several models for consideration, articulating roles and responsibilities and relations between these groups and the municipal unit.



Lunenburg Queens
Regional Development Agency





APPENDIX D: PUBLIC MEETING FEEDBACK

On August 27, 2010 a VIP tour and brainstorming session was held at the Lunenburg Academy. High profile figures from the arts and business communities were in attendance and broke off into four groups. A few weeks later on September 16, 2010, the Academy hosted a public open house. The sessions focused on the following questions and the feedback is recorded below.

- 1) What is the Academy's best attribute? What is its biggest challenge?
- 2) What do you envision as the future for this building?
- 3) Who could be possible tenants?
- 4) How do we ensure the Academy's sustainability?
- 5) What should the Task Force be doing now?
- 6) Are there other resources we can investigate?

Group 1

Pros

- location, with view
- history
- architecture
- historical building still used for purpose for which was built
- invaluable lands
- natural light in every room
- view of school driving into Town
- "Castle on the Hill"
- interior - wood, windows, high ceilings
- soul, feel, personable building
- unique architecture and context in heritage community
- an icon
- environment worth preserving

Cons

- logistics for use
- travel from workshop to this building
- maintenance
- operating cost

Future Use of Building

- educational/cultural - art/music/acoustics
- NSCAD/guilds
- art/culture
- cultural organizations could use
- adult learning/life long learning
- Second Story
- NSCAD
- languages



- Yoga
- Mahone Bay Centre model - cultural spaces (Canadian Heritage)
- Senior secretariat (grants), Dpt. Tourism/Culture
- Kyber Centre (Halifax) model
- consider its fit within entire town (for eg. With NSCAD, museum)
- policies in place
- public & commercial space
- danger in jumping the gun - re: requesting expressions of interest
- parameters need to be in place
- interpretive centre - major emphasis - federal \$ - core piece?
- auditorium - author readings, etc./book launches
- library move here? - "anchor tenant"
- Town shouldn't shrug off financial responsibility too early ie. Before proper plan
- Art Gallery of NS - satellite office
- Music Conservatory of NS - satellite
- use in inspired way

Task Force

- who is governing body?
- what is plan
- see comments on previous pages

Group 2

Pros

- building itself
- aesthetic
- history
- site - beautiful
 - fantastic
- nice to see single - glaze windows
- visibility of Academy when entering Town
- prime location
- physical quality of classrooms themselves (eg. High ceilings, natural light)

Cons

- maintaining building
- low ratio of net : gross without large space single tenant will make it hard to rent
- government standards may be higher than Academy is (eg; health and safety; security; structure)



- need to look at “normal” building code once a “non-school” use. Would Academy building meet these?
- Historic designation for “reno”/replacements

Possible Tenants

- private school
- high school performing arts
- film - TV industry - school to learn the industry
- NSCAD: conduct classes on a regular basis = strong potential
- extended education through university/college
- Heritage Carpentry
- Acadia - Class Afloat connection
- Conservatory of Music
- summer camps/school, e.g. Schools of Architect, music camps, etc.
- broadcast - community radio
- UNESCO museum - interpretive centre
- Geneological Society
- items not related to fishing from Fisheries Museum (need for more museum space)

Sustainability

- tenants - dependent
- management of building over a long period of time
- evaluate/report on building, phys. needs, etc.
- trust fund (as condos have) to ensure sustainability
- raise funds for endowment tied to building more easily raised (maintenance of building)
- \$4 million designated maintenance of building
- named as beneficiary in wills

Website

- Reach out to organizations in the world - let them know about Academy
 - possible (world) gatherings
- draft letter of interest to
 - architectural schools
 - film studios (toward school for film/tv)
 - universities accross country
- consider approaching funding possibilities: e.g. lottery
- first familiarize self re: rules and regulations vis a vis heritage properties & changes to, etc.
- endowment fund focus - to build up
- Fisheries Museum’s collection, particularly non-fishing pieces



Other Resources

- Private sector industry related to sea/maritime - commercial shipping
- pleasure-based ship - offices for company
- Universities doing oceanography, etc.
- diving schools
- revisit Dalhousie's project they conducted here about 2 years ago

Group 3

Pros

- education
- location - prominent
- architecture - design challenging - certain uses
- unique
- integrity
- excellent condition
- selection of tenants
- proximity to Halifax, Airport
- parking
- high safety standards
- elevator
- bathrooms

Cons

- footprint is a school
- money
- insurance
- large areas to heat
- UNESCO
- Parks Canada
- technology for classrooms - CISCO
- complimentary infrastructure

Vision

- museum of education in combination with commercial
- Geneological Society



- school records
- fine arts/liberal art high school
- music/art/fiddlers/dance
- photography
- North Bennett Street School - Boston
- heritage carpentry - NSCC
- plaster restoration
- art
- Westdean College - Chichester

Task Force

- fund-raiser \$\$
- marketing
- targeted search - recruit
 - right usage
 - right tenants
 - partnership
- retreats
- classroom rentals

Group 4

Pros

- architecture
- location
- beauty
- \$5.00/square foot too cheap - min of \$10.00/square foot
- lots of potential
- parking space
- 17 classrooms = \$12,000/yr
= \$ 1,000/mo
- co-operative of common skill sets might consider coming together

Cons

- upkeep cost
- distance from main town for an interpretive centre
- user-pay is a challenge for the old mind set of the school being free for all townspeople/groups



- when no longer a school, the alumni might drop off
- its scale - need 1-3 large groups

Possible Tenants

- Board of Trade
- Performing arts - theatre
 - music
- school webs consulting
- history of education
- Lunenburg Art Gallery
- NSCAD/ Lunenburg Sessions
- NS Business Inc.
- Lunenburg Waterfront Committee
- Film NS
- Architectural Design
- Fdn.
- SSRSB would save a huge amount if they moved here
- no interpretive centre while every other UNESCO site has one
- distance learning centre - several universities together
- ESL school
- film production office space (Lunenburg has a good reputation for the film industry)

Sustainability

- tenants must pay
- make it a performing arts satellite program
- partnership with schools/universities is crucial
- was there a study done to confirm a private school's sustainability?
- Montessori schools are opening all across the country
- we cannot afford to change the minimum - at least \$10/square foot
- core group is crucial and key to maintain the vision for the building

What should the Task Force be doing?

- find people who will put an offer on the table
- decide/choose office presence or educational presence
- keep all 3 levels doing the SAME thing
- ideal 1 - 3 tenants only
- focus on 5 or 6 serious possible tenants and then ask the group members who can do what to help*
- have this small core group of tenants, depending on the direction, look at upgrades/improvements (ACOA)



APPENDIX E: MEMORANDUM: RENTAL/LEASE RATES

Circulated: _____

Document No: #2
Meeting: COW-IC February 25, 2014
Circulate to: Council
File: Lunenburg Academy

MEMORANDUM

TO: TOWN COUNCIL
FROM: PETER J. HAUGHN, DEPUTY TOWN MANAGER/CLERK
DATE: FEBRUARY 24, 2014
RE: RENTAL/LEASE RATES FOR THE LUNENBURG ACADEMY

1. **FACTS**

At a Council meeting in the fall the issue of lease rates for the Academy were briefly discussed. Council indicated that it would be ideal if we could break even on the operating costs of the Academy in the future, with the Town, Foundation and grants covering Capital costs.

We have had an assessment of exterior Capital work that needs to be done with some of the work being carried out now. There is an interior assessment including electrical and mechanical to be carried out this year. As for operating costs they are very difficult to determine when we have no idea what the future occupancy of the building will be. This memo gives an estimate of long term costs for leases and looks at possible short term rental costs. The long term lease amount will be dealt with by the Lunenburg Academy Development Advisory Team (LADAT) but it is felt that the information on costing will be of value to you when dealing with the more immediate short term lease and rental requests before you now.

Previously various options were circulated (**Schedule "A"**) which outlined costs per room, floor, whole building for a number of cost recovery scenarios.

The following figures for discussion are made with the assumption that the Academy Foundation and Town with the help of other funders, Foundations or levels of Government paying for the Capital repair costs and ongoing exterior maintenance such as painting for at least the next five (5) years or so, until it is clear that the Academy is able to be self sustaining. It is felt to be of value to look at these figures now to have an idea of costs when considering short term rental rates which are addressed later in this memo.

Listed below is a budget which may closer reflect operating costs once the Academy is fully occupied. It is of course impossible to have accurate figures until we know what



the uses of the building would be. These figures are based on best estimates of the types of users that may be interested in the building, their use of water, power, need for common area janitorial, ongoing maintenance and at least a 50% portion of a staff person to deal with issues, rent out the auditorium, etc. (This may be a portion of current staff or new position or combination of both.)

Wages and benefits (Heritage Manager or other person)	\$27,500.
Custodial services (common areas)	\$15,000.
Wages and benefits (PW labour for minor maintenance)	\$10,000.
Consulting fees (relating to architectural repairs)	\$3,000.
Legal fees	\$1,500.
Telephone Line/alarm system/internet	\$2,000.
Advertising	\$5,000.
Heating Oil (for room temperature heating)	\$90,000.
Insurance	\$27,000.
Electricity	\$25,000.
Water	\$5,000.
Sewer	\$5,000.
Repairs to building	\$25,000.
Janitorial supplies (For Common Areas)	\$5,000.
Elevator maintenance	\$3,000.
Furnace maintenance	\$5,000.
Snow removal (Public Works Labour and equipment)	\$6,000.
Total (based on the above estimates)	\$260,000.

This budget of \$260,000. Can be broken down similarly to **Schedule "A"** as follows:

Total cost for Academy for a year	\$260,000.
Total cost for Academy per month	\$21,667.
Total cost of each floor per month	\$7,222.
Total cost for each room per month assuming 19 rooms (17 classrooms and auditorium equalling 2 rooms)	\$1,140.

These figures are for discussion purposes.



This is a break even amount based on full occupancy of the 17 classrooms and the auditorium having rentals of \$2,280. per month. It would most likely be unrealistic to think that this amount could be raised from the auditorium as most of the use may be for community based uses where high rentals may not always be paid. There could be higher rates for weddings and business use for presentation but these will most likely not be in great numbers or consistent from month to month. The use of the 3rd floor for this purpose will also effect other uses on the floor so that needs to be considered when leasing that space out.

A suggestion to deal with this may be to only try to recover the cost of the auditorium as if it were the same as any other classroom. This would give costs as follows:

Total cost for each room per month assuming 18 rooms	\$1,203.
---	-----------------

As noted this is the cost per month, heat and power included per room.

Possible other non-paying users

As part of the discussion we had to date also centre around having non-rental spaces in the building - e.g.: a 1st floor (now 3rd) museum room, the Academy Foundation offices (now Principals's office and they use a Boardroom).

We have talked about possible UNESCO interpretive Centre or other uses where direct money will not flow into the building such as Genealogical Society or library as an example. From the January 21, 2014 Library Board meeting minutes there is a comment made that the Library could use approximately 1/3 of the 1st floor space or 3,300 square feet, up from the 1,800 they now occupy.

A decision needs to be made whether we should recover costs for things like this from the rent paid by others.

If for example we were to provide the Lunenburg Academy Foundation with a classroom rent free and have this cost absorbed by the paying tenants the cost per room would be.

Total cost for each room per month assuming 17 rooms	\$1,274.
---	-----------------

Other issues to consider when determining rates

There are a multitude of issues relating to valuing rooms that also need to be looked at but before doing so it would be of value to have direction from the above mentioned suggestions.



Once this input is received we can then look at each room in a more detailed manner as all rooms and floors are not equal such as:

- Some of the consideration will be based on comments received from Douglas G. White Building Code Consulting regarding Fire Code separation and how this will effect uses of the building or even differences between the various floors, e.g., a second accessible entrance - ramp.
- There may need to be consideration that there is greater value on different floors, weighing that the 3rd floor has a better view, the 1st floor will see more pedestrian traffic and would be more easily accessible, etc.
- There may also need to be consideration that there is greater value on different sides of the building because of view, sun, etc.
- There may also need to be consideration for rooms that have, or have not cloak rooms attached to them, therefore giving more useful space.
- If we are to examine rooms and put more restrictions on some rooms as opposed to others as they may be more intact from a heritage value point of view which may be seen as a positive or a negative value.

There most likely are more points to consider and determine once we agreed on the bare costing per room to be used that will help establish a cost per room per month for leasing purposes.

There may very well be a number of room rates based on the above consideration and of course use - e.g., a café would be charged more than a low impact, power consumption lease.

As noted above, these issues will be reviewed by the Lunenburg Academy Development Advisory Team which Council recently approved the formation of.

Rates for Future Rentals

Proposed short term rates for discussion:

The rates set will be reviewed by the Lunenburg Academy Development Advisory Team when it is set up. These rates will be used in the interim.

Auditorium	with minimal set up/changes proposed by the renter	1 day	\$250
Auditorium	more extensive use/changes by the renter	1 day (to be determined by staff)	\$350
Class rooms	low impact/low # rentals	1 day or less	\$100
Class rooms	higher impact use	1 day (to be determined by staff)	\$200
Class rooms	month to month lease	minimum depending on use	\$1,250

It needs to be noted that the elevator will not be operational until May. It is



suggested that we deal with rental requests based on the above without advertising until the elevator is in use and the building is accessible.

We have checked with our Building and Fire Inspectors about accessibility for short term rentals with their replies as:

The Building Inspector says that he has no issue with the Short Term Lease that has been noted in this memorandum as they are the same type of use that previously occurred in the building, no change of use. He also says "Short term leases for other uses that would be considered a change of occupancy could tentatively be doable with a Temporary Building and Occupancy permits that does allow for discretionary application of Code requirements. These would have to be evaluated on an individual bases and for what the applicant considered short term as well. Also assurances that adherence to the conditions and terms of the Temporary Approvals would be part of things too". He also says he would seek the Fire Inspector's input and approvals as well.

The Fire Inspector has no issue with the building at this time as there is not change in use.

Acknowledged only by:

Bea Renton
Town Manager/Clerk



APPENDIX F: INTERIM USE PLAN

Lunenburg Academy Interim Use Plan

Prepared by: Scott Burke, Development Coordinator Lunenburg Academy

Prepared for: Town of Lunenburg

Purpose of Plan:

The purpose of this Interim Use Plan is to document the circumstances under which space in the Lunenburg Academy may be leased on a short to mid-term basis, during the period September 1, 2014 to March 31, 2015.

This Plan is accompanied by the Memorandum to Town Council from Peter J. Haughn, Deputy Town Manager/Clerk dated February 24, 2014 with the subject: RENTAL/LEASE RATES FOR THE LUNENBURG ACADEMY, a well researched and articulated document that provides context to support the recommendations of this Interim Use Plan.

Scope and Timing:

This Plan is anticipated to be effective from September 1, 2014 to March 31, 2015, after which it is expected that an approved long-term Business Plan will contain updated and/or revised short to mid-term rates and lease terms.

This Plan defines short to mid-term rentals as from 1 day to a month-to-month lease up until March 31, 2015.

Rates:

From the previously mentioned Memorandum come proposed short term rates as follows:

Auditorium	with minimal set up/changes proposed by the renter	1 day	\$250
Auditorium	more extensive use/changes by the renter	1 day (to be determined by staff)	\$350
Class rooms	low impact/low # rentals	1 day or less	\$100
Class rooms	higher impact use	1 day (to be determined by staff)	\$200
Class rooms	month to month lease	minimum depending on use	\$1,250



Staff/Property Manager

It should be noted that the Development Coordinator position is a limited part time contract with responsibility for planning, that includes two days a week on site, but that there are no property management duties. At present there is no full-time, on site property manager. Bea Renton and Peter Haughn have covered off some of these requirements on an ad hoc basis in the past, but have full slates of other responsibilities within the scope of their work for the Town of Lunenburg.

This makes the shorter term rentals of 1 day to 1 week, very difficult. Potential renters usually like to view a location on 2 to 3 occasions before making a decision. If the interest leads to a rental, then someone must unlock the door to provide access, and ensure that the renter has exited the building. Often, even with the lowest impact type of rental, some cleaning or tidying up will be required.

Rounding up keys, cleaning, elevator, security, etc. issues may seem small but amount to a lot of time demands. For this reason, the high and low impact rental rates in reality would all have to be set at one rate – high, with the amount of work to do for a one-off rental. Then there is the issue of a cleaning fee to cover any extra work Pat Lohnes has to do which is not covered in his existing contract with the town.

Due to potential liability, short-term renters should only occupy space in the building when an appropriate representative can remain on site for the duration of the rental. Rarely should short-term renters be given keys or free reign to come and go as they please.

This liability situation leaves the Town of Lunenburg with two options in regard to short-term renters:

1. Engage some level of reliable property management; potentially a member of the Town staff who is underutilized, or a new hire with a to be defined job description. I have discussed the Academy with Robin Scott and it's my understanding he does not think he and his staff can reasonably manage this additional facility due to their already busy schedule especially during the winter season.
2. Set policy to not rent any space on a short-term basis for the duration of the Interim Use Plan.

Lunenburg Academy of Music Performance

The four-month lease of the third floor of the Academy beginning September 1, 2014 to the Lunenburg Academy of Music Performance (LAMP) will bring traffic to the building and focus attention on the strengths of the building as an educational facility. LAMP is already interested in negotiating a 2-year extension of their lease. As a strong anchor tenant, LAMP's presence will likely influence the direction of the long-term business plan as it is developed over the next six months.

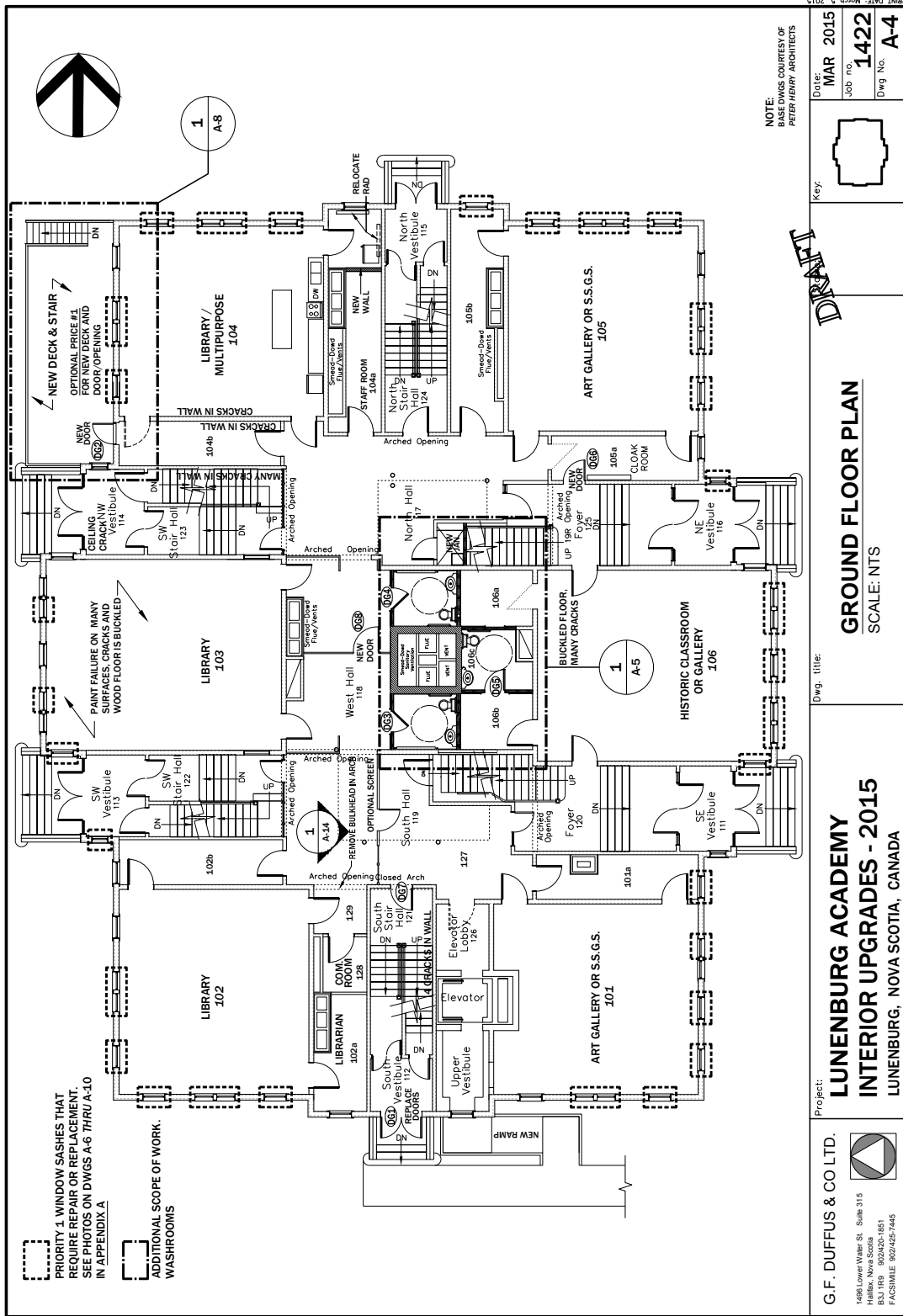


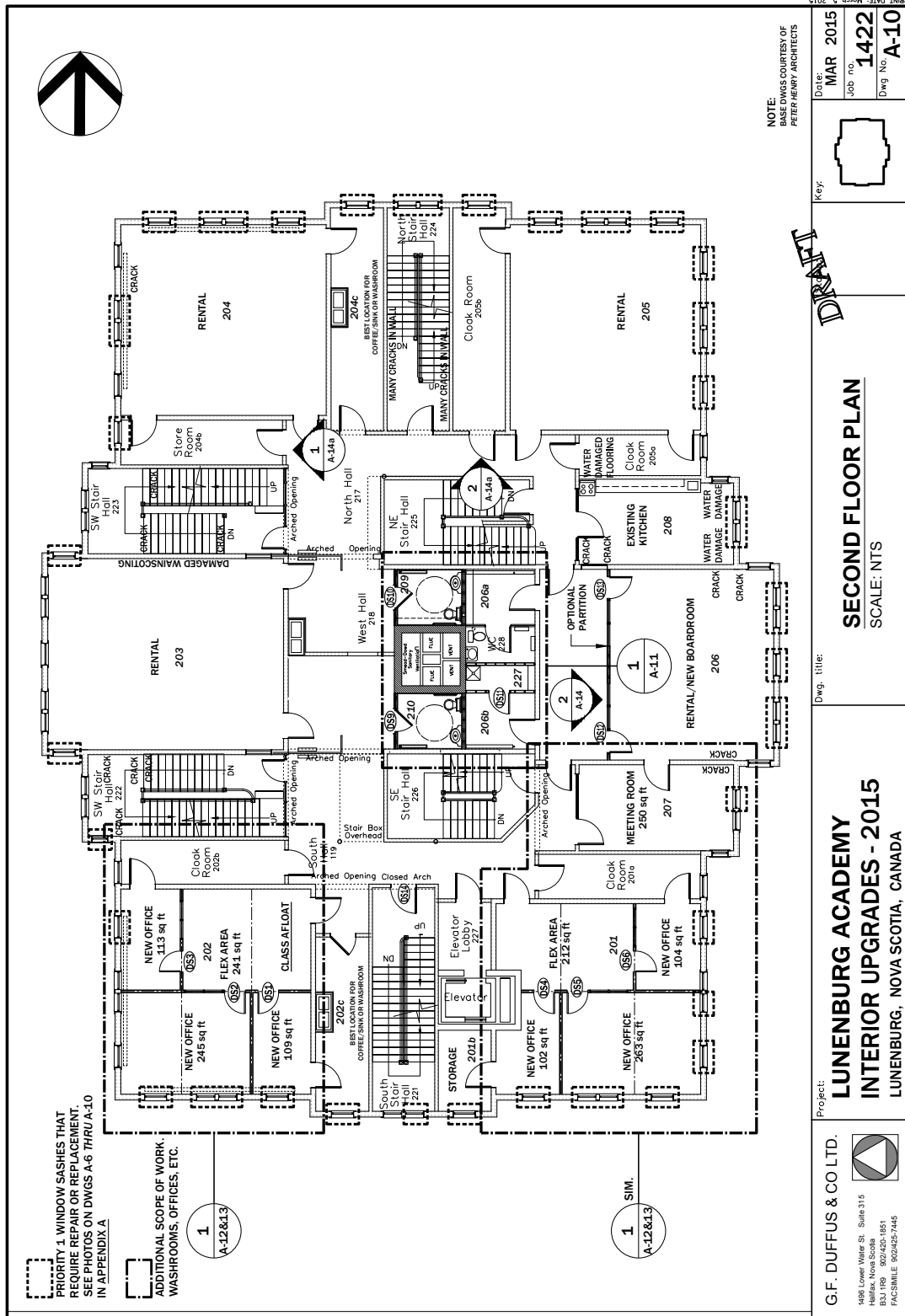
Conclusion

Until a long-term business plan is put in place, it is recommended that the Town not engage in any rentals of classrooms on an hourly or daily basis, unless a Property Manager is in place. Weekly or monthly rentals may be taken under consideration but property management/liability/key issues would have to be deemed acceptable. Month-to-month leases of classrooms are to be encouraged and pursued, as these renters would likely be in a position to have their own liability insurance, thus mitigating the potential liability of the Town.



APPENDIX G: TENANT READINESS RENOVATIONS GROUND PLANS



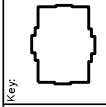


PRIORITY 1 WINDOW SASHES THAT REQUIRE REPAIR OR REPLACEMENT. SEE PHOTOS ON DWGS A-6 THRU A-10 IN APPENDIX A

ADDITIONAL SCOPE OF WORK. WASHROOMS, OFFICES, ETC.

NOTE: BASE DWGS COURTESY OF PETER HENRY ARCHITECTS

Date: MAR 2015
 Job no. 1422
 Dwg No. A-10



DRAFT

Project: LUNENBURG ACADEMY INTERIOR UPGRADES - 2015 LUNENBURG, NOVA SCOTIA, CANADA

Dwg. title: SECOND FLOOR PLAN SCALE: NTS

G.F. DUFFUS & CO LTD.
 1406 Lower Water St. Suite 315
 Halifax, Nova Scotia
 B3M 1R5
 FACSIMILE: 902425-7448

