

---

## *Strategic Master Plan*

**Canadian Baseball Hall of Fame and Museum  
St. Marys, Ontario**

November 20, 2014

---

***White Oak Associates, Inc.***

*With Bill Peters Consulting*

*PO Box 1164*

*Marblehead, MA 01945*

VOICE: 781-639-0722

FAX: 781-639-2491

E-MAIL: [WOA@WhiteOakAssoc.com](mailto:WOA@WhiteOakAssoc.com)

WEB: [WWW.WhiteOakAssoc.com](http://WWW.WhiteOakAssoc.com)



# Table of Contents

## The Canadian Baseball Hall of Fame and Museum

### *Strategic Master Plan*

White Oak Associates

November 20, 2014

<b>Executive Summary .....</b>	<b>i</b>
<b>Conceptual Framework</b>	
<b>1 The Museum’s History .....</b>	<b>1-1</b>
Background .....	1-1
The Canadian Baseball Hall of Fame and Museum .....	1-2
<b>2 Community Needs Assessment .....</b>	<b>2-1</b>
Summary of Community Needs .....	2-2
Canada and Ontario’s Needs and Aspirations .....	2-3
The Baseball Community’s Needs and Aspirations .....	2-3
St. Marys’ and Regional Needs and Aspirations .....	2-4
<b>3 Future Vision .....</b>	<b>3-1</b>
Vision .....	3-1
About ENDS .....	3-3
The CBHFM’s ENDS .....	3-3
Key Results .....	3-5
Museum Indicators of Impact and Performance (MIIP) Framework .....	3-7
<b>4 Audiences and Supporters .....</b>	<b>4-1</b>
Audiences and Supporters .....	4-1
Potential Public Audiences .....	4-3
Potential Visitors for Exhibitions (Paid Visitors) .....	4-8
Potential Program Participants .....	4-9
Potential Casuals .....	4-11
Potential Community Partners .....	4-11
Potential Supporters: Public and Private .....	4-13



**Project and Program Descriptions**

**5 Museum Components: Summary Descriptions ..... 5-1**

    Project Description .....5-1

    Principal Assumptions.....5-2

    The Program & Visitor Centre .....5-6

    The Heritage Diamonds and the Game Pavilion .....5-10

    The Walk of Fame and Baseball Timeline Trails .....5-10

    Collection and Archives Centre.....5-10

    On-site Programs.....5-11

    Outreach Programs.....5-13

    Online and Virtual Programs.....5-14

    Brand Licensing Programs.....5-14

    Function Rentals .....5-15

    Parking .....5-15

    Support Facilities .....5-15

    Volunteer and Intern Programs.....5-15

    Summer Exhibit Concepts .....5-15

**6 Collections Policy and Program..... 6-1**

    How Collections Serve Needs .....6-1

    Scope of Collections Statement .....6-1

    Ethical Standards .....6-2

    Categories of Collections.....6-2

    Collecting Plan.....6-3

    Deaccessioning Strategy .....6-4

    Loans and Shared Use of Collections.....6-5

    Storage Resources and Care of Collections.....6-7

    Staffing and Implementation .....6-10

    Schedule of Review .....6-11

    Impact of the *Strategic Master Plan* .....6-11

**Facilities**

**7 Site Analysis Description ..... 7-1**

    Study Area .....7-1

    Size .....7-4

    Site Areas.....7-5

    Survey of Potential Sites .....7-5

    Evaluation .....7-8

    Weighting .....7-8

    Results .....7-9

    Recommendation .....7-9

    Board Action .....7-10



<b>8</b>	<b>Outline Architectural Program .....</b>	<b>8-1</b>
	Site.....	8-1
	Buildings.....	8-1
	Gross Circulation Considerations .....	8-3
	Overall Design Criteria and Operational Characteristics .....	8-4
	Outline Architectural Program (Preliminary) .....	8-6
	Potential Support Systems .....	8-10

**Operations and Economic Model**

<b>9</b>	<b>Market Analysis.....</b>	<b>9-1</b>
	Overview .....	9-1
	Findings .....	9-1
	Town of St. Marys .....	9-3
	Regional Attractions and Gap Analysis.....	9-9
	Province of Ontario Population Trends.....	9-12
	Market Segment Definitions and Population Sizes.....	9-13
	Total Market Size .....	9-25
<b>10</b>	<b>Attendance Potential Estimate.....</b>	<b>10-1</b>
	Overview .....	10-1
	Opportunities and Challenges .....	10-1
	Base Assumptions.....	10-2
	Attendance Potential.....	10-4
	Attendance at Regional Attractions and Other Halls of Fame.....	10-8
<b>11</b>	<b>Typical Year Operating Model.....</b>	<b>11-1</b>
	Overview .....	11-1
	Typical Year Operating Model.....	11-1
	Attendance and Operating Profiles at Other Sports Hall of Fame .....	11-16

**Capital Phase and Implementation**

<b>12</b>	<b>Capital Phase Schedule and Organization.....</b>	<b>12-1</b>
	Phases and Schedule.....	12-1
	Summary of Budgets .....	12-2
	Overview of the Capital Budget.....	12-3
	Transition Plan and Budget.....	12-8
	Capital Campaign Plan .....	12-11
<b>13</b>	<b>Next Steps .....</b>	<b>13-1</b>
	Next Steps .....	13-1
	On-Going Processes .....	13-2

**Attachments**

**A. Acknowledgements**



# Executive Summary

Canadian Baseball Hall of Fame and Museum

This *Strategic Master Plan* is our planning foundation for the expanded Canadian Baseball Hall of Fame and Museum (“CBHFM” and “the Museum”). Its broad goals are to define an integrated project and to provide the initial planning in each of the key areas: Architecture, economics, exhibits, programs, development, etc.

The vision and framework described by this document are built on solid previous work, including a Community Needs Assessment, Site Analysis and subsequent Board reviews that revised and updated drafts.

## Background and the Baseball Community

### Chapter 1

Sport Canada surveys in 2003 and 2009 suggest over 1.8 million in Canada play some type of organized baseball each year. There are 856 Canadians who play baseball professionally in the US or are there on baseball scholarships. Added to these numbers are the millions of Canadian spectators who watch baseball, be it a community game or the Blue Jays, or who follow Canadian players in Major League Baseball. Currently there are 37 professional or college teams in Canada.

Baseball Canada, an affiliate of Sport Canada, is Canada’s governing body for Baseball. It is made up of ten provincial associations which represent players, coaches, and umpires across the country. Baseball Canada is a member of both the Canadian Olympic Committee and the International Baseball Federation. It organizes the national teams that represent Canada internationally. Similarly, Softball Canada, also a Sport Canada affiliate, acts as the organizing agency for Softball and Slo-Pitch. A joint effort is underway by Baseball Canada and Softball Canada to get both sports included in future Olympic Games.

The economic impact of baseball in Canada is profound. The Blue Jays alone drew 2,375,525 spectators to Rogers Centre in Toronto in 2014 and their estimated payroll was \$136,466,200 USD.<sup>1</sup> Right across Canada, numerous minor league and amateur teams, as well as the international tournaments occasionally hosted in Canada, generate interest and economic impact coast-to-coast.

### Museum History

In 1992 the Board decided to relocate the Hall of Fame from Toronto to St. Marys, Ontario, a town with wonderful Victorian limestone architecture, a beautiful river front and waterfall on the Thames River, and a flooded quarry that is the largest outdoor swimming pool in Canada; a town close to Beachville, Ontario where the first recorded game of baseball was played on June 4, 1838. St. Marys offered a 32 acre site where ball fields could be developed and a house for use as an initial museum.



By 1998 the first baseball field had been created on the Museum's site and was in full use. Our exhibits had been developed and installed in the house at 386 Church Street South in St. Marys.

During the next fifteen years we focused on operating the small Hall of Fame and Museum, creating additional ball fields and ensuring the annual Induction Ceremony into the Hall of Fame was a first-class event that enhanced the stature of Canadian baseball nationally and internationally. We achieved some very important successes.

The Hall of Fame ball fields (now there are five) are considered among the finest community fields in all of Canada. They are a welcome component of the Hall of Fame and Museum and an important regional recreational resource, with potential to become a national resource.

The ball fields are on the St. Marys Loop Trail System, an asset the Town is vigorously developing. The CBHFM, by adding trail segments and additional appropriate buildings and landscaping has the potential to add a great deal of value to the Trail System.

While the small museum facility has yet to move to a larger home, its collection has continued to grow and it now includes some important artifacts reflecting Canada's history of baseball. It is a pilgrimage for baseball enthusiasts and historians and a valued part of the St. Marys tourist experience.

## **Community Needs Assessment**

### Chapter 2

After we set aside a plan that would have seen the organization become focused on baseball training, we decided to renew our efforts to create an expanded museum by thinking deeply about how we could add the greatest value to the lives of Canadians, people in baseball, in southern Ontario and those immediately in the St. Marys region, as well as visitors to Canada. We chose to begin this thinking by consulting broadly with people who are in touch with the needs of these target groups. We used diverse methodologies to collect perspectives on the community's needs and aspirations:

- Community Needs Interviews
- Canadian Baseball Hall of Fame and Museum Leadership Input - Policy Guidance
- Staff Experience
- Literature Review
- Demographic Market Profile
- Best Practices

---

### **Summary of Community Needs**

As a result of this extensive process, we identified the following Needs and Aspirations:

#### **External Needs and Aspirations**

1. Canadian Baseball aspires to celebrate its achievements and get more people engaged with baseball.



2. Canada and Ontario need a fit, healthy population.
3. St. Marys wants to add to the quality of life to be attractive for visitors, residents, and businesses.
4. St. Marys needs greater opportunities for youth.
5. Educators value a resource that helps them engage students with numeracy, literacy and physical education, and inspires them as self-motivated learners.
6. Potential guests want a wonderful quality of life experience that goes beyond baseball.
7. The region seeks economic development.

### **Internal Needs and Aspirations**

- 1 The Canadian Baseball Hall of Fame and Museum needs components and programs that will address the external needs.
- 2 Canadian Baseball Hall of Fame and Museum needs to build its organizational capabilities in order to meet the expressed needs.
- 3 The CBHFM needs to maximize operating support, earned income, donations, and bequests.

## **The CBHFM's ENDS (Drawn from the Community Needs Assessment)**

### Chapter 3

Following the Community Needs Assessment, we had both the information and vision as a Board to revisit our mission. We chose to use the Carver Policy Governance model for this work. After crafting five ENDS, which describe the changes we are committed to supporting for our various constituencies, we summarized these ENDS in our mission statement:

**Mission: The Canadian Baseball Hall of Fame and Museum in St. Marys, Ontario exists so that Canadians and visitors to Canada value baseball and benefit from our contributions to community and economic development, education and healthy lifestyles.**

Accordingly:

#### **1 Support for Baseball**

Baseball professionals and organizations are supported in their success, and baseball enthusiasts have a resource in Canada to support, strengthen and deepen their interest.

#### **2 Opportunities for Youth**

We provide young people, parents, professional educators and home schoolers with a supportive resource for learning and transitioning young people into advanced education and the world of work.



3 Personal Growth and Leisure

People participate in a broad range of inspired learning experiences and quality of life activities.

4 Community Development

We will continue to be a valued community development partner to St. Marys, the southern Ontario region and Canada.

5 Economic Development

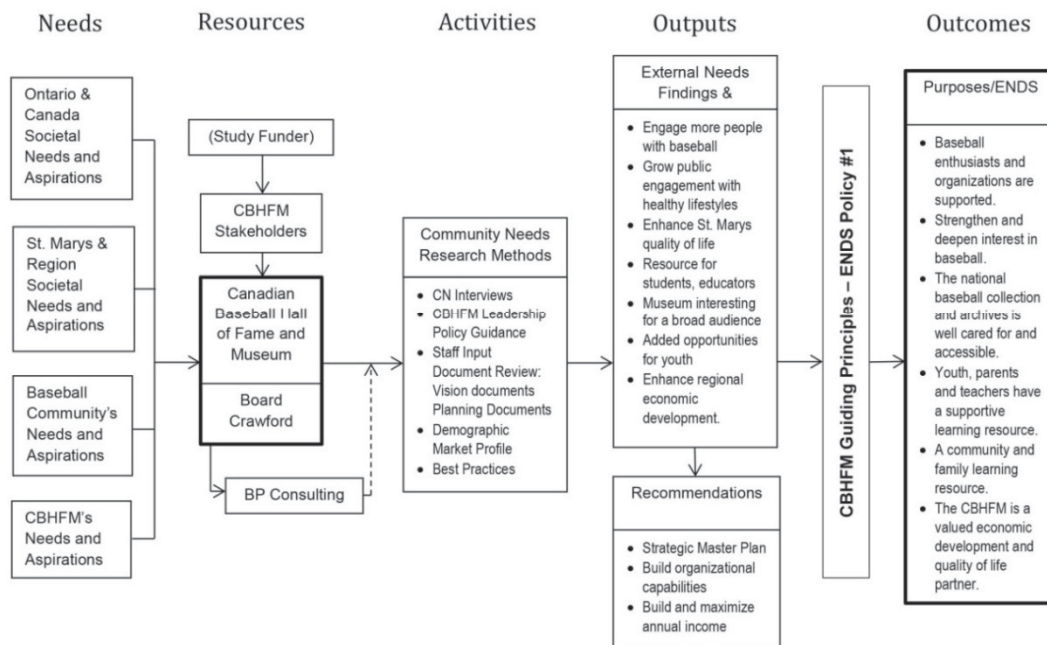
Our organization is a valued partner to business and government in economic development.

**Success Factors**

- Baseball is more popular
- Young people are inspired and motivated
- Community is involved
- Local and regional economy is healthy
- St. Marys is celebrated

**Logic Model**

Canadian Baseball Hall of Fame and Museum



**Table 0.1**

Source: Bill Peters Consulting with White Oak Associates, Inc.



## **Audiences and Supporters**

### Chapter 4

We had already been working with key supporters and audiences. With our consultants we greatly expanded this work. We made the commitment to expand our Museum in a manner that serves our mission by addressing the needs and aspirations articulated by our audiences and supporters.

While it is challenging and fun to design museum buildings and fill them with exhibits, the real task is to create a long-term institution that will serve its community in numerous ways and that will be capable of operating as a sound business enterprise. The surest way to thrive as an institution is to provide value to our visitors, program participants and supporting partners over the years. A major interest for investors in capital campaigns for not-for-profit institutions is increasingly the on-going health of the institution after opening. Thus we started this Strategic Master Plan process by envisioning on-going relationships between the Canadian Baseball Hall of Fame and Museum and the constituencies we serve. The goal for these relationships is to provide sufficient operating revenues to maintain and enhance the initial capital commitment to quality and vitality.

The mission ENDS and strategy all point to a very close and cooperative relationship with the baseball and St. Marys communities. Broadly, the Canadian Baseball Hall of Fame and Museum will serve and is likely to find support from the following major external revenue sectors: public funds, private funds, and personal spending. The first two are often considered support revenues and the last earned revenues.

---

### **Potential Sources of Operating Revenue**

#### **Prioritized Key Visitor Segments**

Canadian Baseball Hall of Fame and Museum

1. Adults visiting with children (6-10 years-old)
2. School and youth groups
3. Solo visitors
4. Adults 34+ visiting with adults
5. Teens

**Table 0.2**

Source: CBHFM Board Workshop



**Key Program Participant Segments**  
Canadian Baseball Hall of Fame and Museum

<b>Brand Customer Segment</b>	<b>Primary Residents</b>	<b>Secondary &amp; Day-Trippers</b>	<b>Overnight Tourists</b>
Event Tourists		√√	√√
Residents	√√√	√	
Baseball Players and Fans	√	√√√	√√√
School and Youth Groups	√√	√	
Baseball Enthusiasts	√	√√	√
Student Interns	√		

**Table 0.3**

Source: CBHFM Board Workshop

**Potential Supporters: Public and Private**  
Canadian Baseball Hall of Fame and Museum

<ul style="list-style-type: none"> <li>• Potential Public Supporters                             <ul style="list-style-type: none"> <li>▶ Town of St Marys</li> <li>▶ Perth County</li> <li>▶ Other counties in Regional Tourism Organization 4 (RT04)</li> <li>▶ Ontario</li> <li>▶ Canada</li> </ul> </li> <li>• Regional organizations and initiatives                             <ul style="list-style-type: none"> <li>▶ School support groups</li> <li>▶ STEM workforce programs</li> <li>▶ Intern support agencies</li> <li>▶ Family agencies</li> <li>▶ Youth programs</li> <li>▶ Community and family foundations</li> <li>▶ Regional economic development agencies</li> <li>▶ Regional tourism initiatives</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Baseball Community                             <ul style="list-style-type: none"> <li>▶ The Toronto Blue Jays and their supporters</li> <li>▶ Major League Baseball</li> <li>▶ Inductees</li> <li>▶ Players – professional and amateurs</li> <li>▶ Sports vendors</li> <li>▶ Sponsors</li> <li>▶ Fans</li> <li>▶ Collectors</li> <li>▶ Foundations</li> <li>▶ Local Donors</li> <li>▶ Community supporters</li> <li>▶ Local businesses</li> <li>▶ Board members</li> <li>▶ Members</li> <li>▶ Service clubs</li> <li>▶ Individual legacy donors</li> </ul> </li> </ul>
--	---

**Table 0.4**

Source: White Oak Associates and Bill Peters Consulting

**Project Description**

Chapter 5

We decided upon a particular set of components based upon two pieces of research, first the advice of our users, potential users and stakeholder communities and second, preliminary market analysis and economic modelling to explore operating viability. With the help and ingenuity of our staff, stakeholders and consultants we were able to identify a really appealing, coherent set of components that collectively will become a



powerful asset in moving toward our ENDS. At the same time these components can be built within tight but realistic budgets.

Together, all these components are the Museum. The Museum's brand and name embrace all, and link them through the Museum's reputation, assets, values and collections. Each component contributes to the business model, and each one needs diligent management attention and resources. No single component should be knighted with "the Museum," but rather, "Museum" should be used as our family name, as in "the Museum's Heritage Diamonds," and "the Program & Visitor Centre on the Museum's campus."

Our market analysis identified the need to operate in a variety of modes, in order to maximize income and attendance, at different times of the year. The component mix is specifically planned to support this multi-modal operation

The future Canadian Baseball Hall of Fame and Museum will contain the following main components, each with sub-components:

### **Physical Components**

#### **A. The Program & Visitor Centre (PVC)**

The new friendly Program & Visitor Centre (7,100 gross square feet (GSF)) is an inexpensive, multi-purpose all-weather building that supports several Museum functions. Above all, the Program & Visitor Centre will be flexible and seasonally adjustable in order to achieve its potential purposes and operate sustainably given a diversity of revenue sources. Its public components include the Reception Lobby, the Exhibit Niches, which tell the story of baseball and honour Inductees, and three versatile Program Studios.

#### **B. The Heritage Diamonds and Game Pavilion**

Over time, the Museum will build up the legend of these fields, as more and more stars come to town for pro-am fundraising demonstration games. In time, Canadians will see these fields as the fields of their dreams, and make pilgrimages here. Playing on these fields will become an important rite of passage and achievement. These are Canada's most sacred ball diamonds.

The new Game Pavilion (800 GSF indoor, plus awnings), is on the central rise where it can be seen by four of the diamonds. This seasonal structure provides players and spectators with essential services – food counter, vending machines, small gift shop, washrooms and trash handling, plus a covered patio for BBQs. There is also an Equipment Shed (1,150 GSF, unheated) for summer support and winter storage.

#### **C. The Walk of Fame and Baseball Timeline Trails**

The new Walk of Fame and Baseball Timeline Trails are sections of the longer trail that weave through the Museum's 32-acre site, connecting the St. Marys Museum up on Tracy Street down to the end of the Riverwalk, and completing the St. Marys Loop Trail, a scenic and historic walking path through downtown. These new trails will be the Museum's free front-end attraction, drawing "casuals" for walks, picnics, and activities. They are two portions along the full trail where the Museum will



maintain outdoor interpretive displays about baseball, extending the indoor exhibit experience.

D. The Collection and Archives Centre

The Museum's extensive baseball collection will be housed in the existing building at the top of the hill that currently houses the Museum's exhibits (3,538 SF), after a systems upgrade and interior renovations. The Collection and Archives Centre will be staffed part-time by a qualified museum curator, as the Museum aspires to meet Ontario's museum standards and to earn the trust of significant collectors.

**Program Components**

- A. On-site Programs
- B. Outreach Programs (future phases)
- C. Online and Virtual Programs
- D. Brand Licensing Programs (future phases)

**Support Components**

- E. Gift and Refreshment Services
- F. Function Rental Programs
- G. Parking
- H. Support Facilities
- I. Volunteer and Intern Programs

**Scope of Collections Statement**

Chapter 6

As part of our planning and organizational development, we realized the need for a new Collections Policy, and we devoted considerable thought and research in developing this policy. The new Collections Policy is included as a chapter in this Strategic Master Plan. The policy focuses our collecting efforts, specifically:

Objects we collect can include Canadian baseball memorabilia, equipment and clothing, regalia of any type, photographs, personal documents, books and periodicals, and other articles or digital images and information that we determine to be of significance to the history of baseball in Canada. Our collection will be used for research, exhibition, programming, and otherwise sharing information with the public, to illustrate the history and development of baseball in Canada, the sporting careers of Inductees and outstanding athletes, as well as participants in and contributors to the sport of baseball in Canada and Canadians in baseball internationally.

We strive to collect objects with solid provenance and accompanying documentation about the object's history of use, significance and ownership. Recognizing the significant costs associated with the care of collections, we seek to negotiate object donations along with accompanying resources for the object's care.

We will strive to use documentation standards and software shared by peers in the museum community in order to increase the community's overall digital collection.



## Site Analysis and Selection

### Chapter 7

During the Community Needs Assessment, a number of stakeholders, including potential funders, wondered if the original plan to locate the new Program & Visitor Centre beside the ball fields, atop Ball Field Hill, was the best solution.

As a result, we decided to undertake a review of potential locations for the proposed new Program & Visitor Centre. We commissioned Bill Peters Consulting and Marklevitz Architects to perform this work. The task was to identify available sites in an established site selection area, develop a set of site selection criteria, evaluate the available lands based on the defined criteria, and then provide an organized summary of all sites and a recommended short list of appropriate sites for further study.

The study examined sixteen possible sites in and around St. Marys. Six sites were short-listed and studied in detail. Two sites were recommended to us as scoring very strongly against all the criteria we had established, distinctly ahead of all other sites studied. The recommended sites were the:

- **Water Street Gateway Site** at the base of Ball Field Hill, encompassing the lots on either side of Water Street where Ball Field Road meets Water Street.
- **Queen Street – Core Area Site**, to be assembled from under-utilized properties on Queen Street.



### Short Listed Sites

#### Canadian Baseball Hall of Fame and Museum



**Diagram 0.1**

Source: Bill Peters Consulting

We (the Board) consulted the Town of St. Marys about the two recommended sites. The Town Council, after thoughtful discussion and debate, indicated its preference for the Water Street Gateway Site. This coincided with our preference for a site immediately adjacent to the ball fields. The Town of St. Marys has indicated its willingness to make the parking lot on the westerly side of Water Street available as well as land on the easterly side to enable the CBHFM to build our new Program & Visitors Centre at the Water Street Gateway Site.

### Site and Architecture

#### Chapter 8

The Canadian Baseball Hall of Fame and Museum is located in the southwestern portion of St. Marys, Ontario, Canada, nestled between Water Street and Church Street.

The site of the CBHFM has a number of striking features that impact significantly on elements of the *Master Plan*. These include:

- The site is approximately 32 acres in size.
- A height differential from the parking on Water Street to the top of the bluff, where four of the ball fields are located, of approximately fifty feet.

- Striking vistas of the Thames River and the Swimming Quarry.
- Wooded areas and both natural and man-made open areas. The latter includes space for 5 baseball diamonds of varying sizes and purposes.
- A matrix of service roads that augments the primary entrance to the grounds from the northwest off Water Street.

The capital campaign assumes design-to-budgets, and the work on the site and buildings have not-to-exceed budgets. Budget has top priority; second priority is to deliver the Net Square Feet (NSF) in the program, and the third is to accommodate the design criteria included in this and other chapters of the *Strategic Master Plan*.

**Physically Separate Components**

Canadian Baseball Hall of Fame and Museum

	Net SF	Gross SF
Program & Visitor Centre**	5,462	7,100
Collections, Archives & Library Centre***	2,359	3,538
Game Pavilion**	640	800
Equipment Shed**	1,000	1,150
<b>Total Area</b>	<b>9,461</b>	<b>12,589</b>

**Table 0.5**

Source: White Oak Associates

\*\* Indicates that the gross area is calculated with a factor suiting the nature of the spaces.

\*\*\* Indicates that the gross area is an estimate of an existing building.

**Market Analysis and Attendance Estimate**

Chapters 9 & 10

The market from which the Museum will draw visitors is made up of four market segments: A Resident Primary Market; a Resident Secondary Market; a School Market; and a Tourist Market. Together the population for these four markets, as defined in Chapter 9, totals over two million. CBHFM will also draw from other markets. The population that resides within 1.5 hours from St. Marys totals over 1.3 million and within 2.25 hours is over 6.3 million. In addition there are 9.9 million regional tourist travellers that reside in Ontario. An unquantifiable number overlap with the Primary and Secondary Resident Markets so they were not included in the defined tourist market.

Based on the analysis of the market, regional attendance and CBHFM’s historical attendance, low, middle and high capture ratios were developed resulting in the following attendance potential for the Program & Visitor Centre and Induction Ceremony. Additional attendance will come from the Heritage Diamonds. An estimated 23,200 ball game participants and viewers currently attend games at the ball fields. That is estimated to grow to 38,000 in the future.



**Future Typical Year Attendance Potential – Program & Visitor Centre**  
Canadian Baseball Hall of Fame and Museum

Market	Population	If Market Capture			Resulting Attendance		
		Low	Mid	High	Low	Mid	High
Primary Resident	75,112	4.00%	5.00%	6.00%	3,004	3,756	4,507
Secondary Resident	1,111,066	0.75%	1.25%	1.50%	8,333	13,888	16,666
School Market (AMSD and Catholic 2013/14)	19,153	4.00%	6.00%	8.00%	766	1,149	1,532
<b>Total Resident Market</b>	<b>1,205,331</b>	<b>1.00%</b>	<b>1.56%</b>	<b>1.88%</b>	<b>12,104</b>	<b>18,793</b>	<b>22,705</b>
Tourists from Outside of Ontario	812,700	0.50%	1.00%	1.50%	4,064	8,127	12,191
<b>Totals</b>	<b>2,018,031</b>	<b>0.80%</b>	<b>1.33%</b>	<b>1.73%</b>	<b>16,167</b>	<b>26,920</b>	<b>34,895</b>
<b>Nominal Attendance</b>					<b>16,000</b>	<b>27,000</b>	<b>35,000</b>

**Table 0.6**

Source: White Oak Associates

### Typical Year Operating Profile

## Chapter 11

The operating profile was developed based on the low attendance potential of 16,000 and is for a typical operating year, assumed to be three years after opening. The future expense budget is 2.28 times larger than the 2013 expenses of \$342,000.

Future support revenue assumes \$150,000 annually from the Town of St. Marys. Private contributions and sponsorships are expected to increase by almost \$290,000.

#### Future Typical Year Operating Profile: 2014 \$CAD

Canadian Baseball Hall of Fame and Museum

Earned Revenue	\$332,044
Support Revenue	\$477,022
Total Revenue	\$809,066
Expenses	\$777,563
Net Surplus	\$30,504

**Table 0.7**

Source: White Oak Associates

### Implementation Schedule

## Chapter 12

If the project meets all of its benchmark points at the end of each of each project phase, and the next phase is initiated by February 2015, then groundbreaking is scheduled for May, 2018, when the majority of the funding should be committed, and the public opening will be in August, 2019.

### Capital and Transition Budgets

## Chapter 12

#### Capital Budget

This section looks at how the \$5 million capital project limit established by the Board is strategically assigned to the tasks detailed elsewhere in this *Plan*. The Capital Budget is





not a specific estimate of expenses in each area. Nothing is designed yet, so nothing can be priced, and the overarching management task is to get everyone to design and fabricate within budget.

**Summary Capital Budget: 2014 \$CAD**  
Canadian Baseball Hall of Fame and Museum

Building Contract	\$2,972,750
Building Associated	\$528,685
Museum Equipment	\$135,000
Museum Program Costs	\$1,362,460
<b>TOTAL CAPITAL</b>	<b>\$4,998,895</b>

**Table 0.8**

Source: White Oak Associates, Inc.

**Transition Budget**

Before publically launching the Capital Campaign, we need to build capacity, relationships, fund raising success and regional stature. Having completed this *Strategic Master Plan*, we will now focus on developing capacity, first by engaging and supporting a fund raising Executive Director. While capacity is being developed, we will do the Capital Campaign Research and Plan (Phase 5). We will then greenlight Phase 6 “Organization and Lead Funding” only when our organization has achieved four capacity growth indicators. The capacity building effort is estimated to take 15 months before greenlighting Phase 6.

The Transition Budget covers our incremental costs over the Town’s new operating support and our regular operating budgets to develop our capacities, increase our levels of operating support, raise the capital funds, and manage and launch the project until opening day, when the operating budgets take over fully.

**Summary Transition Budget: 2014\$ CAD**  
Canadian Baseball Hall of Fame and Museum

Project Mgmt & Fund Raising	\$594,000
Museum Funds	\$565,000
<b>TOTAL TRANSITION</b>	<b>\$1,159,000</b>

**Table 0.9**

Source: White Oak Associates, Inc.

**Capital Campaign Plan**

This section is provided to the Board of Directors as a separate confidential document. It provides information on organizing the capital campaign and an indication that a campaign of the scope required for this project is feasible.

## Next Steps

### Chapter 13

Now that the Museum has completed this *Strategic Master Plan*, the next step is to adopt the *Plan* and open discussions with the Town of St. Marys about securing their part of the on-going operating support. This agreement with the Town is a pre-requisite for moving ahead with Phase 4, which involves hiring a fund raising CEO and building the organization's capacity over the next 15 months to succeed at raising and managing the Capital Budget.

In addition to the Town's operating support, the new CEO and the Board will need to raise at least half of the Transition Budget to make sure the organization is able to oversee the Capital project. This is an on-going professional development process that should be started in a modest way at this time and ramped up during the development years.

Once that new capacity is working, and potential supporters build confidence in the Museum's abilities, then a Campaign Assessment and Plan can be undertaken. If that study by fund raising counsel is positive, then the Board will greenlight the Capital Campaign. Once enough funds and cash flow have been secured, then the Board can authorize the design phases, and once the construction and program funds have been secured, then the Board can authorize construction and opening.

## Acknowledgments

### Attachment A

White Oak Associates, Inc. a museum analysis and planning firm, and Bill Peters Consulting have coordinated the contributions of many talents in the creation of this *Strategic Master Plan*, which was commissioned by the Canadian Baseball Hall of Fame and Museum.

The Planning Team included the following specialists: Mr. Bill Peters (Founder CEO of TELUS Spark!, Calgary) wrote the community needs, vision, collection and site analysis chapters and served as fund raising counsel and project liaison, Mr. Duane Kocik (VP of Finance, Science Museum of Minnesota) reviewed the operating budgets, Mr. Victor Becker (Director of Program Development) developed the architectural and site needs, Ms. Jeanie Stahl (Vice President) and Mr. John Jacobsen (President), all at White Oak Associates, were variously involved in the workshops and in the writing of this report. Additionally, Terry Marklevitz, principal of Marklevitz Architects, Inc., and BaAM Productions contributed their expertise.

The Museum is grateful to the many community and baseball leaders who participated in the interviews and discussions that informed this *Strategic Master Plan*. They are listed in Attachment A: Acknowledgements.

---

<sup>i</sup> **Baseball-reference.com.** <http://www.baseball-reference.com/teams/TOR/attend.shtml>. Accessed 2014 November 11

# The Museum's History

Canadian Baseball Hall of Fame and Museum

## Chapter 1

### Background

The history of the Canadian Baseball Hall of Fame and Museum needs to be understood in the context of the history of baseball in Canada.

Historically baseball has been (and continues to be) an important sport in Canada. While bat and ball games were common in the early 19th century, the first recorded game of what can be called baseball was played at Beachville, Ontario on June 4, 1838. Sometimes lively debate continues about whether the ultimate origins of the game were in Canada or in the United States.

During the mid-1900s the game gained popularity throughout the United States and Canada and the modern form of the game and set of rules evolved. According to the Canadian Encyclopedia, “The early history of organized baseball in Canada is closely associated with what is now southwestern Ontario. The first Canadian team was the Young Canadians of Hamilton, formed in April 1854. Other early teams included the Burlingtons of Hamilton (1855), a London team (1856) and a St. Thomas team (1858).”

Baseball heritage is celebrated in southern Ontario by vintage baseball leagues. These leagues replicate the game as it was played in the pioneer era on farmer's fields after harvest and they use period rules, equipment and uniforms.

According to Brian Martin, author of *Baseball's Creation Myth*, “When a visitor drives through small-town Ontario he is struck by the prevalence of baseball diamonds in even the smallest of places. Villages and towns dotting farm country might not have an arena, in a country that worships ice hockey, but they invariably have a ballpark of some description. Games on warm summer evenings are often community events, a time for bonding just as they are south of the border. Baseball has been played in Ontario for 175 years, far longer than ice hockey, a fact that would surprise Canadians and Americans alike. And four or five times as many Canadians have played baseball, in all its forms, including softball, slo-pitch, T-ball and three-pitch as have played hockey, another fact that would surprise.”<sup>ii</sup>

One of the authors of this report (Peters) remembers watching community baseball games in the small town of Vulcan, Alberta in the 1950s, games that had the same community feel that Martin describes for Southern Ontario. In fact baseball got started in Alberta while it was still the Northwest Territories, with the first team we know of organized in Edmonton in 1884.<sup>iii</sup> There are similar stories of baseball's pioneer beginnings and deep roots in communities all across Canada and community games continue to be a popular spring, summer and fall activity across the country today.



### **The Baseball Community**

Currently there are 37 professional or college teams in Canada. Baseball Canada, an affiliate of Sport Canada, is Canada's governing body for Baseball. It is made up of ten provincial associations which represent players, coaches, and umpires across the country. Baseball Canada is a member of both the Canadian Olympic Committee and the International Baseball Federation. It organizes the national teams that represent Canada internationally. Similarly, Softball Canada, also a Sport Canada affiliate, acts as the organizing agency for Softball and Slo-Pitch. A joint effort is underway by Baseball Canada and Softball Canada to get both sports included in future Olympic Games.

Sport Canada surveys in 2003 and 2009 suggest over 1.8 million in Canada play some type of organized baseball each year. There are 856 Canadians who play baseball professionally in the US or are there on baseball scholarships. Added to these numbers are the millions of Canadian spectators who watch baseball, be it a community game or the Blue Jays, or who follow Canadian players in Major League Baseball.

The economic impact of baseball in Canada is profound. The Blue Jays alone drew 2,375,525 spectators to Rogers Centre in Toronto in 2014 and their estimated payroll was \$136,466,200USD.<sup>iv</sup> Right across Canada, numerous minor league and amateur teams, as well as the international tournaments occasionally hosted in Canada, generate interest and economic impact coast-to-coast.

### **The Canadian Baseball Hall of Fame and Museum**

In 1992 a group of business people, baseball enthusiasts and elected officials from St. Marys, Ontario drove to Toronto and made a presentation to the Board of the Canadian Baseball Hall of Fame and Museum (CBHFM). The organization, founded in 1983, had premises in Toronto at Exhibition Place from 1983 to 1985 and then at Ontario Place from 1986 to 1989. When these premises were no longer available the Board put out a request for proposals for a community that would host the Hall of Fame. The group from St. Marys, a small town of then around 5,500 people, located between the cities of Stratford and London, Ontario believed that St. Marys, with its many attractive characteristics would be an ideal location and that they could win.

In Toronto, in the face of daunting competition from larger centres, the St. Marys group presented a compelling case to bring the Hall of Fame to a town with wonderful Victorian limestone architecture, a beautiful river front and waterfall on the Thames River, and a flooded quarry that is the largest outdoor swimming pool in Canada; a town close to Beachville, Ontario where the first recorded game of baseball was played on June 4, 1838.

The St. Marys group was delighted when their community was chosen to become the home of the Hall of Fame and Museum. Important in the choice of St. Marys was the availability of thirty two acres of land, an amazing parcel located on a bluff above the Quarry swimming pool. Included were two houses, one of which could be used as the initial location of the Hall of Fame Museum in St. Marys. The thirty two acre parcel of land was a gift of the St. Marys Cement Company to the Town of St. Marys for use by the CBHFM.

By 1998 the first baseball field had been created on the site and was in full use and the museum's exhibits had been developed and installed in the house at 386 Church Street South in St. Marys. From the start, this small facility was considered a temporary museum. The ultimate aim is to create a larger museum that would be more reflective of the scope of Canadians in baseball, while also providing greater economic and community benefits for the St. Marys region.



During the next fifteen years the organization focused on operating the small Hall of Fame and Museum, creating additional ball fields and ensuring the annual Induction Ceremony into the Hall of Fame would be a first-class event. It has achieved some very important successes.

The annual Induction, hosted in a large events tent erected at the ball fields, is a premiere event in Canadian baseball. It draws approximately 2,000 guests to St. Marys, including major league stars, owners, managers and leaders from Baseball Canada and regional baseball organizations. It attracts many VIP guests from the United States.

Being inducted into the Canadian Baseball Hall of Fame is considered the most significant recognition in Canadian Baseball. Inductees are selected by a Canada-wide committee of baseball greats and experts. As of 2014 there are 106 inductees, not counting the individual members of inducted teams. Notable Inductees include; pitcher Ferguson Jenkins who grew up in Chatham, Ontario and went on to record breaking performances with the Philadelphia Phillies, Chicago Cubs, Texas Rangers and Boston Red Sox; right fielder Larry Walker, who became the first Canadian to win the Major League Baseball Most Valuable Player Award; the 2011 Team Canada Senior National Team, which won their first-ever gold medal at the 2011 Pan Am Games, held in Guadalajara, Mexico; Paul Beeston, the Toronto Blue Jays CEO who oversaw its two world series wins and then went on to become the Chief Operating Officer of Major League Baseball before returning to the Jays; and Jim Fanning, a player, manager and executive who built the Montreal Expos over a twenty five year career with the team. Fanning recruited and developed numerous outstanding players, including Larry Walker. He led the Expos to within one win of advancing to the World Series in 1981.

The annual Induction receives significant sponsorship support and is hosted by an enthusiastic corps of community volunteers. It garners national and international coverage by both the sports and general news media. For the 2014 Induction the CBHFM partnered with the Toronto Blue Jays and the Town of St. Marys to host a Baseball Festival. This event saw a portion of Queen Street closed and filled with family oriented baseball-related activities. The event proved highly popular with guests, local business people and residents alike. This new festival format for the Induction is likely to continue in the future.

There are quite a few museums which, like the CBHFM have both a national or international mandate and at the same time are rooted firmly in their communities. Canada's National Museums fall into this category. Reflecting its community and regional roots, the CBHFM has become a premiere destination in southern Ontario to play baseball or softball.

Since completing Cement Field in 1998, the CBHFM has built three more ball fields. Rotary Field and Third Field opened in the early 2000's and King Field in 2014. With their splendid treed location on the bluff above the Swimming Quarry, playing ball on these diamonds or just visiting them is a special experience with a real "field of dreams" feel. Recently the Museum has been contracted by the Town of St. Marys to operate a fifth field, Teddy's Field, which is in close proximity to the four on the bluff.

Developing these fields represents a major effort and investment on the part of the organization, the St. Marys community and the Town of St. Marys. The Hall of Fame ball fields are considered among the finest community fields in all of Canada. They are a welcome component of the Hall of Fame and Museum and an important regional recreational resource, with potential to become a national resource.



The ball fields are on the St. Marys Loop Trail System, an asset the Town is vigorously developing. The CBHFM, by adding trail segments and additional appropriate buildings and landscaping has the potential to add a great deal of value to the Trail System.

While the small museum facility has yet to move to a larger home, its collection has continued to grow and it now includes some important artifacts reflecting Canada's history of baseball. It is a pilgrimage for baseball enthusiasts and historians and a valued part of the St. Marys tourist experience.

---

<sup>i</sup> **The Canadian Encyclopedia**

<http://www.thecanadianencyclopedia.com/en/article/baseball/>

Accessed 2014 March 14

<sup>ii</sup> **Baseball's Creation Myth**

Adam Ford, Abner Graves and the Cooperstown Story

Brian Martin, McFarland & Company Inc. 2013. Page 22. See pages 44-45 for accounts of the 1838 Beachville game and page 170 for the paragraph quoted.

<sup>iii</sup> **The Rajah of Renfrew: The Life and Times of John E. Ducey, Edmonton's Mr. Baseball**

University of Alberta Press, 1998. Page 22.

<sup>iv</sup> **Baseball-reference.com**

<http://www.baseball-reference.com/teams/TOR/attend.shtml>

Accessed 2014 November 11



# Community Needs Assessment

Canadian Baseball Hall of Fame and Museum

## *Chapter 2*

As part of our planning and organizational development, The Canadian Baseball Hall of Fame and Museum decided it was time to think deeply about how we could add the greatest value to the lives of Canadians, people in baseball, in southern Ontario and those immediately in the St. Marys region, as well as visitors to Canada. We chose to begin this thinking by consulting broadly with people who are in touch with the needs of these target groups.

We consulted a wide range of baseball people, community leaders, politicians, educators, and others. The interviews, and this summary, focus on how best to develop the new Hall of Fame and Museum Project (the expanded Museum, for short) in order to meet the needs and aspirations articulated by those we consulted. In general those interviewed see the expanded Museum as a potential partner in creating positive change.

We used diverse methodologies to collect perspectives on the community's needs and aspirations:

- Community Needs Interviews
- Canadian Baseball Hall of Fame and Museum Leadership Input - Policy Guidance
- Staff Experience
- Literature Review
- Demographic Market Profile (see Chapter 9)
- Best Practices

This process also examined the major decisions we had already taken as an organization as well as some long standing planning assumptions.

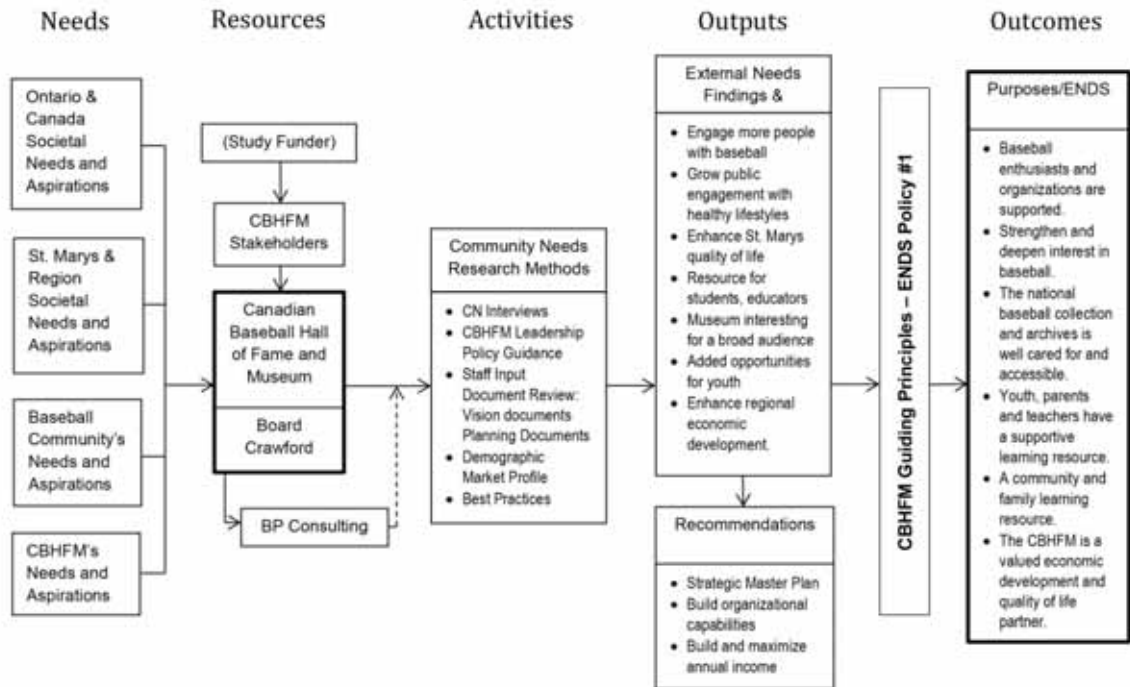
Respondents to this study are asking us to transform the Canadian Baseball Hall of Fame and Museum in a way that it can play a larger and more active role in the learning and economic development of the Town of St. Marys and the region. The baseball community are saying they want a bigger, better Canadian Baseball Hall of Fame to promote interest in baseball, to care for the important national baseball collection and archives, as a resource for baseball history and research, and to celebrate baseball's contributions to culture. They also value the role of the CBHFM as a connector among baseball professionals and between professionals and fans.

Many of the respondents are impatient for us to get on with these tasks, at the same time they appreciate that the opportunity to build the new Museum comes once, so they expect the result to be thoughtfully planned, taking the needs of stakeholders into account, and they want the result to have a high level of quality and appeal.



A logic model shows the process and the findings in this diagram:

**Canadian Baseball Hall of Fame and Museum, St. Marys, Ontario**



**Table 2.1**

Source: Bill Peters Consulting with White Oak Associates, Inc.

**Summary of Community Needs**

As a result of this extensive process, we identified the following Needs and Aspirations:

**External Needs and Aspirations**

1. Canadian Baseball aspires to celebrate its achievements and get more people engaged with baseball.
2. Canada and Ontario need a fit, healthy population.
3. St. Marys wants to add to the quality of life to be attractive for visitors, residents, and businesses.
4. Educators value a resource that helps them engage students with numeracy, literacy and physical education, and inspires them as self-motivated learners.
5. Potential guests want a wonderful quality of life experience that goes beyond baseball.
6. St. Marys needs greater opportunities for youth.
7. The region seeks economic development.





### **Internal Needs and Aspirations**

- 1 The Canadian Baseball Hall of Fame and Museum needs components and programs that will address the external needs.
- 2 Canadian Baseball Hall of Fame and Museum needs to build its organizational capabilities in order to meet the expressed needs.
- 3 The CBHFM needs to maximize operating support, earned income, donations, and bequests.

### **Canada and Ontario's Needs and Aspirations**

Senior levels of government see the CBHFM as an agent for promoting healthy lifestyles thus reducing dependence on the health care system, as a tourism economic development partner, as an educational resource, and as a partner in job creation and workforce development. In addition to these specifics they value our overarching contributions to the quality of life in Ontario and in Canada.

This statement by the Government of Ontario equally echoes the views of the Government of Canada:

*“Helping people stay healthy must be our primary goal and it requires partnership. As a government, we’re increasingly putting our efforts into promoting healthy habits and behaviors, supporting lifestyle changes and better management of chronic conditions. But to succeed, we need everyone to play an active role in their health care by participating in healthy living and wellness . . .”*

Tourism economic development specialists, in our interviews, pointed to a lack of product, things for visitors to do and see in the Stratford, London, St. Marys region.

Through summer jobs, internships and volunteer opportunities, we already play a role in workforce development and in that sometimes challenging hand-off from high school to more advanced training or higher education. We have the potential to do more. In addition, building our new Museum components on the site will create construction jobs and on-going jobs to operate the facilities.

While everyone appreciates that we cannot do it alone, they understand we are a valued partner to senior levels of government and that we can play a larger role than we do today in addressing these and other needs.

### **The Baseball Community's Needs and Aspirations**

People in Canadian baseball, be they amateurs or professionals, tell us they need the Canadian Baseball Hall of Fame and Museum to:

- Be an even more active agent and partner with them in building a greater knowledge of, and interest in baseball among Canadians, than it is today
- Provide a quality, enduring, home for the artifacts that represent the great moments and the great people of the game
- Be a home for baseball that connects and celebrates baseball people across Canada. They want CBHFM to play a larger and stronger role for people from British Columbia to Newfoundland and Labrador than it does today.



The interviews showed that the number one wish of baseball people is for a Hall of Fame and Museum that brings to baseball the interest and respect consistent with the stature of the game in Canada and the stature of Canadians in the game world-wide.

One respondent captured the feelings expressed by many in this quote:

*“Clearly we need to celebrate the success of Canadians in the game everywhere. We need to wear our flags on our sleeves and celebrate Canadian success. It is important that we be the keeper of the stories and ensure the objects that remind us of the stories are kept safe and celebrate Canadian achievement in the game.”*

Baseball people highly value the Induction event and, in parallel with the annual Baseball Canada dinner in Toronto, tell us it an important and essential part of Canadian Baseball. They love this event and want our Museum to have a new venue that expands our role and possibilities as a connector and convener among baseball people and between baseball people and the larger community.

### **St. Marys’ and Regional Needs and Aspirations**

As museums are inherently rooted in the communities in which they are built, we need to devote particular attention to the Town of St. Marys’ needs, and the needs of the immediate region, as our new Museum is planned. The Town’s *2010 Community Strategic Plan* identifies these factors in its SWOT analysis:

#### **Strengths**

- Quality of Place
- Sense of Community
- Health Care Facilities
- Location and Access
- Recreation and Attractions
- Industrial Heritage

#### **Weaknesses**

- Perceived Lack of Direction and Strategy
- Opportunities for Youth
- Availability of Serviced Industrial Land
- Lack of a Marketing and Promotion Strategy
- Attracting Skilled Workers
- Availability of Retail and Declining Downtown

#### **Opportunities**

- Downtown Revitalization
- New Industries – the attraction of ICT and Green Economy industries
- The Hospital and Demand for Medical Services
- Youth-Oriented Programming



- Creative and Cultural Assets
- Tourism Development
- Sustained Growth

#### **Threats**

- Structural Shifts in the Provincial and National Economies
- Lack of Unified Vision
- Demographic Polarization

Source: Town of St. Marys Community Based Strategic Plan (February 2010) by millierdickinsonblais inc. (p 41)

---

#### **Town Goals That Might be Advanced by the Museum**

The Community Based Strategic Plan then goes on to elaborate the following themes for the Town of St. Marys (relevant sections only):

##### **Theme One: The Protection of Community and Cultural Assets**

- Goals of a caring + collaborative community and efficient + sustainable infrastructure.

##### **Theme Two: The Need to Encourage Sustainable Growth**

- Cultural hub
- Relationships need to be developed with educational institutions to realize the potential of digital media and information and communications technology, as well as the green economy.
- Goal of a prosperous local economy.

##### **Theme Three: The Need to Develop a Stronger Local Retail Market**

- Goal of a strong + vibrant downtown

##### **Theme Four: The Need to Enhance the Town's Quality of Place**

- Green spaces and public walkways contribute to the walkability of the community
- Integration of the waterfront with the downtown
- Goals of a caring + collaborative community and efficient + sustainable infrastructure.

Source: Town of St. Marys Community Based Strategic Plan (February 2010) by millierdickinsonblais inc. (pp 42-43)

The essence of the Town's vision is captured in this snapshot:

#### **Goals**

- 1** A Collaborative and Caring Community
- 2** A Prosperous Local Economy
- 3** Efficient + Sustainable Infrastructure
- 4** A Strong + Vibrant Downtown
- 5** A Celebrated Community

The expanded Museum can potentially play a role in all these.



### **St. Marys Cultural Plan**

The Town of St. Marys recognizes that it has the potential to build upon some unique historical and cultural resources to enhance the vibrancy of the community. It commissioned Lord Cultural Resources to assist it in developing a *Municipal Cultural Plan*. This *Plan* identifies these factors for the Town to consider:

#### **Cultural Infrastructure**

- Flexibility and Multi-Purpose Engagement
- Social Amenities
- Designing and Programming for Maximum Accessibility
- Branding Strategy and Market Positioning
- “Green-Thinking” and Sustainable Practices
- Public art
- Community gardens

#### **St. Marys' Points of Pride**

- People
  - Small Town Charm
  - Nature
  - Architecture
  - Sports and Recreation
- 

### **The CBHFM and St. Marys**

Interviewees for the Community Needs Assessment see that the Canadian Baseball Hall of Fame and Museum gives St. Marys a competitive advantage compared to other destination towns because the CBHFM is a unique, nationally significant attraction. They see it not only as a destination itself but adding to the combination of assets that St. Marys already has – so it is really St. Marys as a whole that becomes the destination attraction.

The Community Needs Assessment report makes these observations:

- St. Marys aspires to add to its portfolio of valuable economic development assets.
  - A new Hall of Fame and Museum is seen as a unique addition bringing Canada-wide and international presence.
  - Adds to St. Marys reputation as a great place to raise a family
- St. Marys needs to draw tourists, increase tourist stays and encourage them to use local businesses.
- St. Marys needs venues and events that draw people – and attention - to the Town and to the region.
- St. Marys needs to retain businesses and be seen as a great place to locate a new business.
- St. Marys people want their CBHFM to be an important element of their community



- Visible, accessible
- Attractive
- Quality reflective of a national resource
- A “must-see” versus “nice-to-see” destination.

---

<sup>1</sup> Source: Ontario's Action Plan for Health Care

[http://www.health.gov.on.ca/en/ms/ecfa/healthy\\_change/docs/rep\\_healthychange.pdf](http://www.health.gov.on.ca/en/ms/ecfa/healthy_change/docs/rep_healthychange.pdf), page 7

Accessed 2014 March 15



# Future Vision

Canadian Baseball Hall of Fame and Museum

## Chapter 3

### Vision

*Imagine . . . you are a tourist from the US exploring southern Ontario by car. You've heard of this town called St. Marys, which has unique stone buildings. Your spouse and kids are watching the GPS and guide you up Water Street into St. Marys. Just as you pass the impressive St. Marys Cement Company quarry, you spot a sign that says "Canadian Baseball Hall of Fame and Museum" and "Visitor Information." You swing into the visitor parking of an attractive and interesting building.*

*Inside you are greeted by a young lady who seems to know everything about St. Marys. It turns out this is her summer job and she is a student at the local high school. She provides the free information packet and then mentions the value added pack that includes admission to the Hall of Fame and Museum. One glance at the coupons for the motels, restaurants and stores in St. Marys and nearby Stratford shows the young lady is right – if you buy the packet you will likely save the cost and more.*

*In the museum galleries the exhibits are really different. The stories with the things on display are witty, personal and bring back memories of games and people in baseball that you've watched play. Here and there you can touch a tablet and hear a player talk about what it is like to step onto the field for the first time as a major league player or how it feels to be inducted into the Hall of Fame.*

*In another room you find local high school students, with the help of experts from an area college, have put together table top exhibits and all sorts of hands-on demos, as well as items drawn from the collection that show the science behind baseball. A couple of the students are there as "explainers" and before long you are having as much fun as your kids seeing how you can levitate a baseball with a blast of air or seeing how fast your reaction time is compared to a major league player.*

*As you leave the exhibition galleries, you decide to take the advice of the students and leave the car – there is lots of parking across Water Street, and walk up through the baseball fields and into town. On the way up Ball Field Hill you discover the Walkway of Fame – with portraits and stories about the Hall of Fame Inductees – so this is how those clever Canadians do it – as the Museum continues outside into a beautiful treed landscape with striking views of the Town and the huge swimming quarry as you follow the story trail up the hill.*

*On top of the hill you are surprised to see the extent of the Museum's Heritage Diamonds. Most ball fields are in use, some obviously full of summer camp kids and leaders. The trail leads you to a Victorian style pavilion where the family stops for a drink and a snack, then it is on through*



*the Baseball History Walkway and to the branch of the Loop Trail that leads to the St. Marys Museum and then to Queen Street and downtown.*

*It is amazing that a walk that is barely more than a kilometer has taken well over an hour. It's dinner time and the restaurant you pick is happy to see the coupon you've brought. Over dinner you're thinking, "What a gem of a town to make us feel so welcome and to create such opportunities for us to have a great family experience."*

*Imagine . . . you are a teacher and you've brought students to the Canadian Baseball Hall of Fame and Museum for a special program. After a tour of the Museum exhibits the class rushes into one of the Program Studios. A video introduces the topic of numbers and baseball and then the students dive into a bunch of game-like activities. In a little while you find they are farther into data, numbers and statistics than you thought possible. As your class gets set to go back to school, a couple of other classes are coming in, one to work on literacy and storytelling and another for the program about health and fitness.*

*Imagine . . . you are a student in the digital media program at the St. Marys District Vocational and Collegiate Institute (DCVI). You're excited to come over to the Museum's Collections and Archives Centre and help a staff member photograph rare baseball items in the collection and add these images to the digital Collections Management System. As part of your internship you help maintain a popular blog about the collection and add to the buzz about the Hall of Fame and Museum on social media. Some of your work is even going to appear in the Hall of Fame's display at Roger's Centre in Toronto. You're thinking that that will make a great line on your resume and help get you a job with a business that needs your skills.*

*Imagine . . . you are a Slo-Pitch ball player and you have organized your league's tournament at the Canadian Baseball Hall of Fame and Museum. Teams from all over eastern Canada have come. Some players and their families are staying at the local RV park, others at local motels and more at motels in Stratford, which is just 20 minutes away. This is a big tournament so all the ball fields suitable for Slo-Pitch are in use. The Hall of Fame and Museum has even brought in portable seating to accommodate the crowds. When you're not watching the games there are all sorts of things for the other family members who've come along to do. Some are swimming at the quarry, others exploring the shops in the limestone buildings downtown and others are off on an outdoor adventure exploring parts of the Loop Trail.*

*Imagine...your team has finally made the regional finals, and you find the ball fields have a "Field of Dreams" like quality. Visiting the Walk of Fame and the Baseball History Walk really adds to the feeling that we're playing at someplace very, very special.*

*Imagine...you are a corporate manager whose products are aligned with baseball, and you want to link your brand with the Museum's national publicity exposure, highly selected audiences, and museum quality standards.*

*Imagine...you are a Canadian professional player, and you want to make sure your teammates' stories are told and that their collections are cared for, so you contribute regularly to the Collections and Archives Centre.*



*Imagine...you are an inductee, in St. Marys to welcome the newest round of Hall of Famers. You see old friends, and teammates, and don your uniform to play ball with other Museum supporters. You see that the Museum is doing important work locally and nationally. This is baseball giving back. You decide to partner with the Museum as your own way of giving back.*

These story vignettes paint a picture of some of the outcomes that we at Canadian Baseball Hall of Fame and Museum (the Museum) aim to achieve for baseball, for its community, and for visitors to the St. Marys Ontario region. We have more precisely and completely articulated our vision in our ENDS Policy.

## About ENDS

To capture our Museum's future vision and values, we have articulated a set of ENDS that flow out of our Community Needs Assessment.

The concept of ENDS is an advance over the typical mission, vision and values because the typical approach does not provide a rigorous framework for managing and evaluating organizational performance. It does not hold the organization to account in terms of value to the recipients of its services. In the context of our *Strategic Master Plan*, we are accountable for addressing the needs of those individuals and communities that we have carefully chosen to address and expressed as our ENDS.

"ENDS" is capitalized to emphasize that it has a very specific meaning in Policy Governance. Specifically:

*"Some decisions directly describe the intended consumer results of the organization, for example, reading skills, family harmony, knowledge, or shelter from the elements. Some decisions directly describe the intended recipients of such results, such as adolescents, persons with severe burns, or low income families. Some describe the worth of the intended results, such as in dollar cost or priority against other results.*

*In Policy Governance, this triad of decisions is called "ends." Ends are always about the changes for persons to be made outside the organization, along with their cost or priority. Ends never describe the organization itself or its activities. For example, the professional and technical activities in which the organization engages are not ends. In a school, for example, which students should acquire what knowledge at what cost are ends issues. Ends are about the organization's impact on the world (much like cost-benefit) that justify its existence.*

*Any decision that is not an ends decision is a "means" decision.*

ENDS are strategic in that they conceptually indicate a future state and the direction of resource allocation to achieve that state.

## The CBHF's ENDS (Drawn from the Community Needs Assessment)

**Mission: The Canadian Baseball Hall of Fame and Museum in St. Marys, Ontario exists so that Canadians and visitors to Canada value baseball and benefit from our contributions to community and economic development, education and healthy lifestyles.**





Accordingly:

### **1 Support for Baseball**

Baseball professionals and organizations are supported in their success, and baseball enthusiasts have a resource in Canada to support, strengthen and deepen their interest. Therefore we:

- A. Connect baseball people with each other and with fans, enthusiasts and the public in a way that expands baseball interest and knowledge.
- B. Are seen to play a role in expanding interest in baseball in Canada and in promoting the value of baseball as a sport.
- C. Recognize and celebrate the great people, moments and memories of the Canadian game in a way that engages enthusiast's interest and expands interest in the sport.
- D. Ensure that baseball in Canada benefits from the visibility of, and association with, a national sports hall of fame.
- E. Ensure our national baseball collection and archive is well cared for and is an accessible resource for research and for expanding interest in baseball history and in baseball generally.

### **2 Youth Education, Internships and Jobs**

We provide young people, parents, professional educators and home schoolers with a supportive resource for learning and transitioning young people into advanced education and the world of work. Therefore we:

- A. Use Baseball to inspire learning in a variety of areas, such as numeracy and literacy,
- B. Through Baseball, develop personal values like persistence, teamwork, sportsmanship, overcoming failure, and what it takes to succeed,
- C. Provide students with jobs, volunteer and co-op study opportunities, and
- D. Through our programs and exhibits, motivate participants to learn and to stay in school or to pursue more advanced education.
- E. We will reach 1,250 educational/youth participants each year with our programs and exhibits.

### **3 Personal Growth and Leisure**

People participate in a broad range of inspired learning experiences and quality of life activities. Participants will:

- A. Have a shared family experience that enhances the quality of life for families,
- B. Appreciate and visit southern Ontario and St. Marys as a tourist destination,
- C. Appreciate CBHFM as an interesting museum and community resource with broad appeal as well as appeal to baseball enthusiasts,



- D. Learn how to be healthier and have a more enjoyable life through fitness and sports and thus also to have a lower cost on the health care system,
- E. Learn about baseball's contributions to culture, and
- F. Participation is sponsored by those who want to reach those audiences, and subsidized for those who cannot afford paid admissions.
- G. We will reach 54,000 visitors and program participants each year.

#### **4 Community Development**

We will continue to be a valued community development partner to St. Marys, the southern Ontario region and Canada. Thus:

- A. We are seen by people in St. Marys and the region as a resource which adds to the qualities which make this a great place to live and to raise a family, and
- B. This value is reflected in the value received from and contributed by the residents of the region.

#### **5 Economic Development**

Our organization is a valued partner to business and government in economic development. Thus:

- A. Governments understand and value our role in all aspects of economic development, and
- B. This value is reflected in the value received from and contributed by government partners and the constituents of government.

The ENDS summarize what we learned when the community was extensively consulted during the Community Needs Assessment. Additional planning work, including this *Strategic Master Plan*, will assist us in setting quantitative targets for participation.

The value of our ENDS is also summarized in this quick snapshot:

##### **Success Factors**

- Baseball is more popular
- Young people are inspired and motivated
- Community is involved
- Local and regional economy is healthy
- St. Marys is celebrated

##### **Key Results**

Guided by its overarching ENDS, we have thought very carefully about how we wanted to manage the project to create our expanded Museum. After carefully listening to and analyzing our stakeholders' interests and hearing from experienced museum professionals and planners, we selected these nine Key Results to frame the management process for our project.



Each Key Result (KR) is supported by a list of concrete Deliverables. When all the Deliverables associated with each KR are delivered, the KR is complete and our Stakeholders' conditions of satisfaction should be met.

In this planning process the Deliverables can be rearranged into a schedule that allows us as a Board to see the major Milestones, the sequence in which these need to fall and the time to get from one milestone to the next. It also allows us as a Board to discuss and plan the options we have at each Milestone, which typically represents a major set of decisions.

The Deliverables and schedule are captured in a separate, more detailed project plan. Our Key Results establish that we will:

**Key Result #1 (KR1) – Project Management**

Create our new Museum via a well-run project characterized by a highly capable, experienced team, effective Board and Stakeholder communications and a strong *Strategic Master Plan*.

**Key Result #2 (KR2) – Museum Collections**

Deepen our collection and archive and increase the standards of care and documentation in order to strengthen the collection and archive and improve access to it as a resource for researchers, the public and for exhibition development

**Key Result #3 (KR3) – Sites and Buildings**

Plan, build and outfit existing and new buildings and site landscaping that support outstanding visitor and participant experiences and are environmentally conscious, attractive, accessible and welcoming to guests and stakeholders.

**Key Result #4 (KR4) - On-Site and National Programs and Exhibitions**

Develop and present programs and activities that foster learning and engage guests with the baseball story and baseball's contributions to culture. New programs will build on the extensive experience that the CBHFM has in producing the annual Induction and the Kids on Deck summer camp. It will support the resurgence of major league baseball in Canada and strongly support the growth of baseball at all levels. The Museum may act as a visitor centre guiding guests to the rich experience that all of St. Marys has to offer.

**Key Result #5 (KR5) – Museum Human Resources**

As we move into and through this project, we will continue to build our core organization capacity by maintaining and building our strong network of volunteers, staff, partners and supporters, and continually develop that team's capacity, leadership, governance, teamwork, efficiency and effectiveness.

**Key Result #6 (KR6) - Museum Visitor & Participant Experience**

Offer engaging, socially relevant, high quality experiences for our visitors and program participants. These experiences will have these characteristics: good quality, well-presented, fun and engaging, layered, rich, current, good learning, socially relevant and accessible.

**Key Result #7 (KR7) – Support and Earned Income**

Plan our new Museum to maximize earned income in order to operate in an economic and sustainable manner. It will operate a strong, successful capital campaign and will transition this into a strong continuing annual support campaign that expands on its current successful annual campaign.



**Key Result #8 (KR8) – Reputation, Brand and Stewardship**

Expand our national and international presence and reputation. We will be an outstanding steward of our partners and stakeholders and of the collections and funds they contribute. We will strongly align the use of our resources to achieve our ENDS, for the benefit of our audiences and supporters.

We will provide appropriate recognition of inductees and donors. We will strive to be inclusive versus exclusive in all of our activities.

**Key Result #9 (KR9) – Fun**

Foster great team chemistry among all of our stakeholders so that building and operating the expanded Museum and stewarding it into the future is a positive and engaging experience for all involved.

**Museum Indicators of Impact and Performance (MIIP) Framework**

White Oak has developed the Museum Indicators of Impact and Performance (MIIP) Framework to guide museum planning. MIIP is an integrated and shareable menu of indicators for measuring a museum’s impact, operations and performance. The following table shows how the CBHFM’s ENDS and *selected Means* align with the MIIP Framework.



## Alignment of ENDS and Means to MIIP Framework

Canadian Baseball Hall of Fame and Museum

MIIP Framework of Potential Museum Impacts	ENDS (Plain Text) & Means ( <i>Italics</i> )
<b>Public Values</b>	
Broadening participation	Opportunities for youth; <i>Broad range of inspired learning activities</i>
Preserving heritage	<i>Collections stewardship; Document and honor successes in baseball; care for the national baseball collection</i>
Strengthening social capital	Quality of life; Greater opportunities for youth; Enhanced sense of community; <i>Community gathering place</i>
Enhancing public knowledge	<i>Explore useful life lessons from baseball's contributions to Canadian culture and character</i>
Serving education	Provide educators with resources to engage their students; transition young people to advanced learning and work skills
Advancing social change (health)	Public health and fitness; <i>Role models; Teamwork; Citizenry</i> ; get more people involved with baseball
Communicating public identity & image	<i>Host Canadian baseball's icon(s)</i> ; Communicate Canadian character; St. Marys' brand; Celebrate the achievements of Canadian baseball; engage people with baseball
<b>Private Values</b>	
Contributing to the economy	Tourism; Jobs; Attract visitors, residents and businesses; Regional economic development; workforce development
Delivering corporate community services	<i>Leveraged sponsorship; Access to decision makers; Prestige and benefits from co-branding with the CBFHM</i>
<b>Personal Values</b>	
Enabling personal growth	Quality experiences for friends and families; new experiences; Chance to learn something relevant and useful; Social, physical and life skills; Strengthen and deepen fans' interests; <i>Role models; Fitness challenges, Identity development; Self-assessment stations</i> ;
Offering personal respite	<i>Park garden-like setting for contemplation</i>
Welcoming personal leisure	<i>Must-see, fun, cool baseball icon; Games to watch</i>
<b>Institutional Values</b>	
Helping museum operations	<i>Build capacity; maximize service</i>
Building museum capital	<i>Invest in infrastructure (venue and programs) to address these needs</i>

Table 3.1

Source: Bill Peters Consulting and White Oak Associates  
 Museum Indicators of Impact and Performance (MIIP) is a database of 1,025 existing indicators

**Reinventing Your Board**

John Carver

San Francisco: Jossey-Bass, 1997

See also <http://www.carvergovernance.com/pg-np.htm> for a concise summary.

Accessed 2014 May 8



# Audiences and Supporters

Canadian Baseball Hall of Fame and Museum

## Chapter 4

This chapter is a qualitative look at the needs and interests of the Canadian Baseball Hall of Fame and Museum's potential service constituencies. For a quantitative look at the tourist and resident markets, please refer to "Market Analysis," Chapter 9.

We will expand the Museum to better serve our mission for our audiences and supporters. The mission, objectives and strategy all point to a very close and cooperative relationship with baseball's and St. Marys' communities. Broadly, the Canadian Baseball Hall of Fame and Museum will serve and is likely to find support from the following major external revenue sectors: public funds, private funds, and personal spending. The first two are often considered support revenues and the last earned revenues.

**While it is challenging and fun to design museum buildings and fill them with exhibits, the real task is to create a long-term institution that will serve its community in numerous ways and that will be capable of operating as a sound business enterprise.** The surest way to thrive as an institution is to provide value to our visitors, program participants and supporting partners over the years. A major interest for investors in capital campaigns for not-for-profit institutions is increasingly the on-going health of the institution after opening. We will start the process by envisioning on-going relationships between the Canadian Baseball Hall of Fame and Museum and the constituencies we could serve. The goal for these relationships is to provide sufficient operating revenues to maintain and enhance the initial capital commitment to quality and vitality.

### Audiences and Supporters

CBHFM's Board provided the following policy guidance relevant to this chapter during the Board Workshop on July 10, 2014:

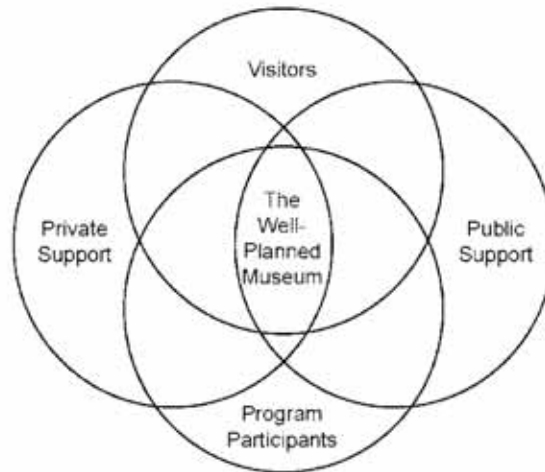
- There should be an about equal balance between *visitors* and *program participants*.
- About three quarters of the visitors should be *tourists*, with the rest *residents*.
- There should be an equal balance between *general visitors* and *school/youth group visitors*.
- About two thirds of the *program participants* should be tourists.

### Potential Revenue Sectors

There are potential revenue sources that we will consider in defining the offerings, services and operations of the Canadian Baseball Hall of Fame and Museum:



**Principal Domains of Revenue and Support**  
Canadian Baseball Hall of Fame and Museum



**Table 4.1**

Source: White Oak Associates

Planning for the Museum starts by exploring the interests of each of these constituencies and identifying their convergent and common goals. No one of these groups can adequately support the vision of the Museum by itself, but together, these four revenue sources can make the new Museum a great success and an important part of baseball's contribution to Canadian life and of St. Marys's economic and educational infrastructure.

---

**Potential Sources of Operating Revenue**

**Visitor-Based Earned Revenues**

- Admissions revenue from visitors
  - Exhibitions (when total exhibit SF > 3,000 SF)
- Retail shop and food service revenues
- School System Fees (Parents and Parent Councils)

**Program-Based Earned Revenues**

- Festival and event admission fees (if not free)
- Fees for school and youth group programs
- Pre-school/Discovery programs
- Fee-based programs (courses, clinics and workshops)
- Camps
- Ball field rentals
- Facility rentals
- Ceremonial, memorial and honorary induction events
- Memberships (discounts for programs and admissions)
- Grant-funded and subsidized programs, like after-school workshops and internships
- Brand licensing programs (future)
- Site leasing and franchise net income (future)
- Online baseball apps (future)
- Outreach programs (future)



### **Private Support-Based Revenues**

Endowment income (future)  
Annual campaign  
Higher levels of membership  
Corporate membership  
Corporate sponsorships  
Foundation and private agency grants

### **Public Support-Based Revenues**

Town of St. Marys  
Perth County  
Ontario  
Federal

These are potential direct revenues only and do not include the indirect economic benefit to the broader southwestern Ontario region. Retail businesses and other initiatives could spring up around the Museum - such as campgrounds, motels, restaurants, etc. The enhanced tax base generated by this development may convince local/county/regional/state governments to be supporters of the Canadian Baseball Hall of Fame and Museum and its initiatives. One way this link might be expressed is through destination marketing fees geared to tourists with the revenues from the tax helping to support the Museum's operation. Alternatively, many governments choose to support their museums out of the general tax base, versus a specific levy.

The sections that follow look at the public audiences (visitors and program participants) and the community and support partners (public and private) that could be served by the Museum.

## **Potential Public Audiences**

### **Visitors and Program Participants (Paying Audiences)**

It is useful to divide the public audiences who will directly pay for some of our community services into two broad service markets: *visitors* and *program participants*. Visitors are those who come to the Program & Visitor Centre and pay to visit its exhibits. Program participants are those who pay for the use of the Museum's other services, like its baseball games and workshops.

Visitors and program participants are also counted and categorized by the Museum's new admissions and registration system. The ticketing system will report on visitor and program participant counts by cash register transactions, broken down into key program and visitor segments.

Visitors, as defined, can exist only when there is an exhibition open that is large enough to justify staffing, admission and ticketing. This means that ticketed visitors exist only in summer mode or when the Program & Visitor Centre is filled mostly with exhibits. At other times admission will be by donation.

### **Casuals: Free Walkers, Game Spectators and Event Attendees (Non-paying Audiences)**

*Casuals* come on site but do not have admission or registration transactions. They are free. Casuals might walk the Walk of Fame and Baseball Timeline Trails, watch a free ball game, and buy a baseball mug. They may also wander in to see the five exhibit niches off season, when the Program & Visitor Centre is open for other reasons.





The largest number of annual engagements with the Museum is likely to be casuals drawn to the permeable 32 acre site, which could be a free amenity with activities and attractions. An active schedule of events and special outdoor programs should also draw community groups to the site. While some of these programs may well have free admission, there will be opportunities for CBHFM to earn revenue if casuals can be interested in using the food services, gift shop, and possibly the ticketed areas of the Program & Visitor Centre, converting them to visitors.

There are many different types of audiences and different ways of categorizing them. This section looks at such distinctions as where the visitors live, how often they come to the Museum, whether they come in families, dates or school groups, and their connections to baseball and St. Marys. Each of these ways of looking at the potential audiences provides important perspectives for our planning team to incorporate into the Museum's evolving program.

---

### **Looking at Audiences by Location of Residence**

The foundational way of looking at the market is through geographic zones radiating outward from the Canadian Baseball Hall of Fame and Museum's Water Street site. After opening, the actual capture ratio of the resident populations in these zones can be quantified and analyzed through postal code tracking of visitors.

This way of looking at the potential audiences is very helpful for developing attendance estimates, a key indicator for the Museum's management and marketing efforts.

"Market Analysis" (Chapter 9) looks at the market in this geographical sense, including considerable data on the resident and school population and tourists. The principal segments identified by this perspective are:

**Resident Primary Market:** Prime market for the Museum's Visitor & Program Centre, exhibits and programs, and Heritage Diamonds. Includes:

- Perth County

**Resident Secondary Market:** Prime market for the Museum's Heritage Diamonds and secondary market for the Visitor & Program Centre's programs and exhibits. Includes:

- Huron County
- Middlesex County
- Oxford County
- Waterloo (regional municipality)

**School Market:** Prime market for programs and guided tours.

- Avon Maitland School District in the Counties of Perth and Huron
- Catholic School District in the Counties of Perth and Huron.

Other targeted school districts will include the Thames Valley Public School District (which includes London and reaches northeast almost to St. Marys) and the London Catholic School District. At somewhat greater distance, but still within a reasonable bus trip, are the Waterloo Region and Grand Erie School Districts, as well as Waterloo and Brant/Haldimand-Norfolk Catholic School Districts. Smaller numbers of children in the region attend French language schools or are home schooled.



Note that children will also visit in non-school youth groups, but the number is hard to quantify. These groups will come from the resident markets, and like school children, they might visit as a group plus with their families.

**Tourists and Daytrippers:**

Prime market for professional and amateur ballgames, national tournaments and the Visitor & Program Centre's exhibits.

- Ontario Tourism District RTO4 (Regional Tourism Organization #4), which includes visitors to the counties of Huron, Perth, Waterloo and Wellington. Tourists are defined as travellers residing 40 km or farther from a site, or crossing a border into Ontario. They include daytrippers as well as overnight tourists.

As the exhibitions and tournaments offered in the Program & Visitor Centre and Heritage Diamonds are intended primarily to attract and serve tourists, considerable attention in the next planning phases should be given to who these travelers are and to their interests. What is the seasonality of use? What is the ratio of day to overnight visitors? The ratio of people travelling in cars versus campers? How many visitors are traveling with their young children? The answers to these and other questions should guide the shape of the Museum's components.

*The Town of St. Marys Municipal Cultural Plan* completed by Lord Cultural Resources (January 28, 2013) offers the following insights on regional tourists:

**"Generally, the cultural participant:**

- Has limited leisure time
- Is aging
- Has an abundance of leisure activities to choose from
- Identifies with increasingly niche cultural tastes and seeks to actively contribute content
- Seeks a meaningful and multi-tiered cultural experience
- Pursues social opportunities through culture

**Traits of the Cultural Tourist**

- Frequent short trips
- "Total visitor experience"
- A Personal Experience
- Travellers are increasingly world-conscious
- Cultural and heritage tourism increasingly includes cultural landscapes and townscapes
- Blockbusters and special events are major attractions
- City-as-Stage
- Most likely to visit museums, historic sites and monuments: For cultural tourists, these attractions are must-sees
- Higher propensity to "explore"
- Concerned about environmental, economic and cultural sustainability
- Seeks high-impact. Time-specific cultural events."

Source: *The Town of St. Marys Municipal Cultural Plan* completed by Lord Cultural Resources - January 28, 2013



---

### Looking at Audiences by Familiarity with the Museum Visit

Many museums with permanent exhibits are unable to attract visitors more than once. In order to attract repeat visits from residents, the Program & Visitor Centre and its programming have to change yearly.

- **First Time Visitors** need to be oriented to the Museum as a whole before addressing the individual components. First time visitors, especially tourists drawn to baseball's history, come with basic expectations, derived largely from images and stories they already associate with halls of fame. We will always have some exhibits that meet the needs of these first time visitors. Everyone who visits the first time is visiting without prior knowledge of the Museum's components.
- **Returning Visitors:** When the local resident or nearby daytripper returns for a second time, the relationship evolves into something different. The returning visitor will know more about what to look for and will start to identify aspects of the Museum that reward a second visit. To attract return visitors in the summer, the expanded institution is going to need to create a vibrant, exciting environment that offers substantially new exhibition content each season.

---

### Looking at Audiences by Their Connections to Baseball and St. Marys

**1 Cultural and outdoor tourists:** Tourism is a significant industry in the region, and St. Marys has the potential to play a larger role by leveraging the Museum as both an attraction and as a symbol and identity platform. Stratford is the main draw in southwestern Ontario, a region defined as RTO4, and Shakespeare and Stratford are synonymous for tourists. Cooperstown, NY, the home of the National Baseball Hall of Fame and Museum, is synonymous with baseball in America. Such identifiers are draws, even if the tourists never step inside the theatres or museums. While sending clear messages to distant tourists, such identifiers allow for a richer diversity of character nearby; Stratford is also the home of the annual Ontario Pork Congress. St. Marys has the potential of symbolizing Canadian Baseball and continuing its Victorian heritage identity because baseball's roots in the region are Victorian.

Cultural and outdoor tourists (see profiles in Chapter 9) in RT04 are interested in outdoor activities, and the Museum and St. Marys have strong assets in this regard. The Quarry is the largest in Canada, the trail system has significant potential, the Museum's 32-acre site and ball fields can deliver excellent outdoor experiences for outdoor tourists, and the new Program & Visitor Centre can offer cultural experiences. The Gap Analysis (Chapter 9) lists more sports facilities (6) in St. Marys than in any other town within 60 km.

**2 Regional Residents:** People living within a reasonable drive from the Museum have the potential to return to the Museum with a frequency that increases as their residences get closer. Some people living two hours away might come yearly to the Induction; some people living in London might come for picnics and pro/am games in the summer and then for a special lecture or film in the auditorium in the winter, and some people living in St. Marys might come every Tuesday morning for Yoga classes during the winter.

Regional residents are also hosts to visiting friends and relatives with kids, and will behave like tourists the first time they visit and when their visiting friends or relatives are in town.

**3 Youth groups and schools:** Regional schools during the winter and youth groups during the summer are important audiences for the Museum to serve with meaningful education. During



the school year, teachers will be interested in programs they can use to connect their students' interests in baseball to curriculum topics. In the summer, youth camps and baseball leagues will want to train and play on the Heritage Diamonds.

- 4 Baseball enthusiasts:** Fans of baseball can be ardent and knowledgeable. Some will be drawn by the collection, but more will be drawn by games, by meeting professional players and by the opportunities to trade stories with other baseball fans. For baseball enthusiasts, the Museum is a pilgrimage site. They can visit the Museum in St. Marys and nationally on the web and social media.
- 5 Walkers, joggers and exercisers:** The Museum's 32-acre site, its linkage to St. Marys' trail system, and the Museum's purpose to promote fitness can serve locals who make the Museum's Story Trail and fields part of their exercise routine, as well as tourists who enjoy walking through new environments.

---

**Looking at Audiences by Component Use and Revenues**

**Audiences by Potential Revenue**  
Canadian Baseball Hall of Fame and Museum

	Earned			Support			
	Visitors	Program Participants	Casuals	Levels of Govt.	Baseball Community	Local Donors	Regional Orgs
Cultural & outdoor tourists	✓	✓	✓		✓		✓
Regional Residents	✓	✓	✓	✓		✓	✓
Youth Groups & Schools		✓		✓	✓	✓	✓
Baseball enthusiasts	✓	✓			✓		
Walkers and joggers			✓	✓		✓	✓

**Table 4.2**

Source: Bill Peters Consulting and White Oak Associates



**Audiences by Component Use**  
Canadian Baseball Hall of Fame and Museum

	Program & Visitor Centre		Walk of Fame and Baseball Timeline Trails	Heritage Diamonds	
	Exhibits	Programs		Programs	Games
Cultural & outdoor tourists	✓		✓	✓	✓
Regional Residents	✓	✓	✓	✓	✓
Youth Groups & Schools	✓	✓		✓	✓
Baseball enthusiasts	✓	✓	✓	✓	✓
Walkers and joggers			✓		

**Table 4.3 (Also Table 5.3)**

Source: Bill Peters Consulting and White Oak Associates

### Potential Visitors for Exhibitions (Paid Visitors)

Visitors are a museum's expected audience. Historically, CBHFM's visitors have been a small fraction of its yearly audience totals, with program participants (games, clinics, induction events, etc.) accounting for most of the total. This *Plan* is designed to shift, but not reverse, this ratio.

#### Looking at Visitors by Group Make-up: Key Visitor Segments

Marilyn Hood, a researcher of family leisure time, has identified six concepts sought by most people in their leisure activities<sup>1</sup>:

- To have the opportunity to be with people (social interaction)
- To do something worthwhile
- To feel comfortable and at ease in one's surroundings
- To have a challenge of new experiences
- To learn
- To participate actively in leisure events

Research asking visitors why they came to a museum tends to focus on three prioritized factors, which are consistent with Hood's findings:

- To have a good time with friends or family
- To experience something new
- To learn something new

Variations of six *key visitor segments* occur in different priorities and account for different shares of total attendance at different types of museums. Adult groups, for instance, are far more common at history museums than they are at children's museums.

<sup>1</sup> Marilyn Hood, *Museum News*, 1983.

The six key visitor segments reflect the major social groups for museums. A museum can use this framework to assess how its annual attendance falls into these sociocultural contexts. Five groups are social groups of two or more individuals and one addresses solo visitors.

**Social Context Framework: Key Visitor Segments**  
Canadian Baseball Hall of Fame and Museum

**1. Adults Visiting with Children**

- Small family groups
- Extended families
- Day-trip and tourist families
- Preschoolers and caregivers

**2. Pre-K-12 School and Youth Groups**

- Elementary school
- Middle school
- High school
- Day care groups
- Home schoolers
- Summer camps

**3. Adults 34+ Visiting With Adults**

- Couples without children
- Empty nesters
- Seniors
- Group tours
- Business conferences
- Tourists

**4. Young Adults 18-34 without Children**

- Dating couples
- Groups of friends (18-34)
- College students

**5. Teens 11-18**

- After school teens
- Groups of friends 13-18
- Sports activities
- Special interest clubs (i.e. science or sports)

**6. Solo Visitors 18-75+**

- Students on projects
- Singles
- Travelers
- Aficionados

**Table 4.4**

Source: White Oak Associates.

Of these, the CBHFM Board prioritized the following segments during the Board Workshop on July 10, 2014:

**Prioritized Key Visitor Segments**  
Canadian Baseball Hall of Fame and Museum

1. Adults visiting with children (6-10 years-old)
2. School and youth groups
3. Solo visitors
4. Adults 34+ visiting with adults
5. Teens

**Table 4.5**

Source: CBHFM Board

**Potential Program Participants (Scheduled, fee/grant-based engagements)**

Program participants will be the primary constituencies for the following Canadian Baseball Hall of Fame and Museum components and elements (see Chapter 5 for descriptions):

- Program and Visitor Centre (Winter)
- Heritage Diamonds (Summer)



- Online and Virtual Programs
- Function Rentals (Indoors in winter)

**Key Program Participant Segments**  
Canadian Baseball Hall of Fame and Museum

<b>Brand Customer Segment</b>	<b>Primary Residents</b>	<b>Secondary &amp; Day-Trippers</b>	<b>Overnight Tourists</b>
Event Tourists		√√	√√
Residents	√√√	√	
Baseball Players and Fans	√	√√√	√√√
School and Youth Groups	√√	√	
Baseball Enthusiasts	√	√√	√
Pre-schoolers	√		
Student Interns	√		

**Table 4.6**

Source: White Oak Associates

√√√ = primary use; √√ = secondary use; √ = occasional use

During the winter season, CBHFM’s Program & Visitor Centre will operate in program mode as a community-wide resource for residents and especially for school-group visits. School groups will have the opportunity to engage in the story of baseball through workshops that use the study collection.

---

**Key Program Participant Segments**

While there will be overlap between audiences for visits and audiences for programs – individuals who have been both visitors and program participants – the motivation, expectations and business transactions are different. Most significantly, programs are scheduled, whereas visits are not. Programs are often, but not always, offered by staff and contractors, and reserved in advance by participants.

**Event Tourists**

The Museum’s Induction Weekend is already a popular draw for event tourists from the region, and the Museum in partnership with the Town can explore additional programs with similar impact. Event tourists are interested in festive, fun, no-cost (though they spend on peripherals) outdoor events with some special features that are only there during the event, like celebrities, lots of antique cars, and key baseball games and tournaments.

**Resident Families, Empty Nesters and Seniors**

Households living within driving range are the main audience for the Museum’s fee-based indoor programs during the winter. They are interested in learning and fitness programs for their kids; adult education and exercise for themselves, creative workshops, book clubs, and social and cultural events for older adults.

**Baseball Players and Fans**

Players already use the Heritage Diamonds, and additional infrastructure and services can attract more players and handle tournaments that will also bring spectators. Tournaments with a wider geography will bring additional economic impact. When admission is charged, game spectators are counted as program participants; when free, they are counted as casuals.

### **School and Youth Groups, and their Teachers**

Schools, day-care centres, scout and church youth organizations and others are interested in field trips and bus tours that fit with their mission and curricular objectives. Youth groups are only available at certain times and many want programs that are integrated with school curricula - which suggest the need for seasonal programming. The majority of school group visits are from the third grade to ninth grade. The Museum will explore the need for teacher professional development

### **Baseball Enthusiasts**

Fans of professional baseball nationally are interested in the history and stories of their teams and might sign up for the Museum's virtual programs that engage them in chat forums, collection and photo crowdsourcing, and in following the baseball awards.

### **Parents at-home with Pre-Schoolers and Day Care Centres**

Stay-at-home-parents or grandparents, and day-care centres with pre-school children look for educational and pleasant activities to do with their kids while older kids are in school.

### **Student Interns and Volunteers: Coaches, Guides, Explainers and Tournament Assistants**

CBHFM's most active program participants are likely to be its interns and volunteers. Grant-funded programs designed for at-risk youths will be appropriate for teen interns.

High school and college students will be attracted to CBHFM's internships and volunteer programs, providing greater St. Marys with a safe and constructive social, entertainment and educational resource.

## **Potential Casuals (free engagements)**

### **Casuals (open timing; no official engagement)**

- 1 Game spectators (when no admission is charged)
- 2 Resident walkers and joggers
- 3 Tourists and daytrippers walking the St. Marys Loop Trail
- 4 Health and fitness program practitioners

### **Virtual On-line and Social Media**

- 1 Baseball enthusiasts
- 2 Baseball players (amateur league coordination)

## **Potential Community Partners**

### **The Town of St. Marys**

Museums typically have a key partner whose support, actions and attitude tends to frame the attitude of all other partners engaged with the organization. In the case of the Canadian Baseball Hall of Fame and Museum, the key partner is the Town of St. Marys. It has provided, in league with the St. Marys Cement Company, an amazing land grant, capital funding and operating support. It has actively engaged with the CBHFM and the Blue Jays to create an annual baseball festival for the whole Town at the time of the annual induction. The Town of St. Marys' support sends a very strong message that the CBHFM has a good home and that it is indeed worthy of the support of other partners. The Museum also has the potential to partner with the Town on many of the themes and goals in the Town's Master Plan (see Chapter 2), pending resources.





---

### **Provincial and Federal Agencies**

A well planned museum project provides an opportunity for senior levels of government to make targeted investments that advance the government's and the agency's strategies. These strategies may encompass wellness, training, workforce development, community development, heritage, and various aspects of economic development including tourism. Museum projects may be a particularly attractive investment because the results are enduring and, due to the involvement of other partners, the agency investment is leveraged by other funds and is only a small fraction of the total project cost.

Tourism Agencies:

- Perth County Tourism Bureau
- Ontario Ministry of Tourism, Culture and Sport

---

### **The Blue Jays**

The Toronto Blue Jays have long been supporters of the CBHFM and they are a vital partner. They benefit from the recognition and media attention that the CBHFM's Induction brings to Major League Baseball, and they see the CBHFM as a partner in helping grow interest in baseball at all levels in Canada. An array of additional ways to expand the partnership are being explored, from working with the CBHFM to create an exhibit at Rogers Centre to having the CBHFM assist with the curatorial work and preservation of the Blue Jays' own baseball collection.

---

### **Baseball Canada**

Baseball Canada and the CBHFM already communicate frequently and see the benefits of working more closely together. The mutual objective is to expand interest in the sport and to ensure that Canadians in baseball are recognized in keeping with the role baseball plays in Canada and Canadian baseball plays in the world. As the two organizations expand their working relationship, the possibility of Baseball Canada hosting events, clinics and tournaments at the CBHFM's fields will be explored.

---

### **Softball Canada**

The formal Softball Canada organization sees softball as a distinctly different sport from baseball. However the CBHFM does have good softball fields and the two organizations may wish to explore how Softball Canada might use the CBHFM's facilities for tournaments and events and otherwise work together to expand the recognition of softball as a popular Canadian and international sport.

---

### **Schools**

Aside from lesson plans and field trips, schools can form partnerships with the Museum to accomplish the development of curriculum materials, teacher training and after-school programming that fit with both the mission and curricular objectives.

High schools and regional colleges may see the CBHFM as offering opportunities for internships and work-study programs.



---

### **Social Agencies**

Collaborations between the Museum and local social agencies can expand the Museum's specific funding base beyond donors supportive of baseball and of educational programs, or of economic development to audiences interested in leveraging baseball's popularity to advance public health and fitness, teamwork skills, cultural competence and Canadian identity. In addition, such programs strengthen the Museum's general appeal to the wider community.

Museum experiences have proved exceptionally valuable for such groups as "at-risk" youth, hearing- and sight-impaired people, the elderly and recent immigrants. Designing such programs, while challenging, profoundly enriches the professional excellence of the Museum's offerings. If a program will work with one of these groups, it will likely be even better – and more meaningful – to general audiences.

---

### **Neighbourhood Civic, Religious, and Social Organizations**

The Museum can make its facilities available to many groups not ordinarily associated with baseball. Arts groups, schools, clubs, professional associations, evening training institutes, classes, and the like, are all potential partners in program development.

---

### **Social Media, Broadcast and Print Media**

The media serving the region can provide the Museum with an obvious benefit – publicity. Making the community aware of the Museum and its offerings is an extremely difficult task, and promotional partnerships with radio and television stations, newspapers and magazines can make all of the difference. For instance, when the Museum begins to publicize its programming for families or courses for adults, etc., it may be possible to rely upon area media organizations to help promote such programs.

### **Potential Supporters: Public and Private**

The Museum will be supported financially by both public and private supporters. Together, the Museum's supporters will cover the majority of the operating budget in return for the Museum delivering the services described in this *Plan*.

---

#### **Potential Public Supporters**

##### **Levels of Government**

- Town of St Marys
- Perth County
- Other counties in the RT04 Region
- Ontario
- Canada

---

#### **Potential Private Supporters**

Donors will be regarded as "investors" in the Canadian Baseball Hall of Fame and Museum as their funds will be considered as investments establishing and maintaining important community services that are a part of the regional learning infrastructure. In particular, the popular culture museum will look for investors in the following areas:

##### **Baseball Community**

- The Toronto Blue Jays and their supporters



- Major League Baseball
- Inductees
- Players – professional and amateurs
- Sports vendors
- Sponsors
- Fans
- Collectors
- Foundations

**Local Donors**

- Community supporters
- Local businesses
- Board members
- Members
- Service clubs
- Individual legacy donors

**Regional organizations and initiatives (non-profit support)**

- School support groups
- STEM workforce programs
- Intern support agencies
- Family agencies
- Youth programs
- Community and family foundations
- Regional economic development agencies
- Regional tourism initiatives



# Museum Components: Summary Descriptions

Canadian Baseball Hall of Fame and Museum

## Chapter 5

This chapter describes the Canadian Baseball Hall of Fame and Museum (the “Museum”) from the perspective of the public audiences who will use it: our visitors and program participants.

Our ENDS will be accomplished through a designed mix of components working as an integrated system of offerings. Together, the different parts have the potential to achieve the objectives for the audiences and supporters listed in the previous chapters.

Together, all these components are the Museum. The Museum’s name and brand embrace all, and link them through the Museum’s reputation, assets, values and collections. Each component contributes to the business model, and each one needs diligent management attention and resources. No single component should be knighted with “the Museum,” but rather, “Museum” will be used as our family name, as in “the Museum’s Heritage Diamonds,” and “the Program & Visitor Centre on the Museum’s campus.” All names are working titles, pending donor participation and design development.

Achieving the earned revenue associated with these components (see Chapter 11) will be challenging, and requires both entrepreneurial energy and the full investment specified in the Capital Budget to get the most customer value. Conversely, the evolving exhibit and building design should not compromise potential earnings with variations from the *Plan*.

### Project Description

The future Canadian Baseball Hall of Fame and Museum will contain the following main components, each with sub-components:

#### Physical Components

- A. The Program & Visitor Centre
- B. The Heritage Diamonds and Game Pavilion
- C. The Walk of Fame and Baseball Timeline Trails
- D. The Collection and Archives Centre

#### Program Components

- E. On-site Programs
- F. Outreach Programs (future phases)
- G. Online and Virtual Programs (future phases)
- H. Brand Licensing Programs (future phases)

#### Support Components

- I. Gift Shops
- J. Refreshment Services



K. Function Rental Programs

L. Parking

M. Support Facilities

N. Volunteer and Intern Programs

This chapter describes each component and its parts. The descriptions are integrated with the architectural program, capital budget, operating revenues and expense assumptions in this *Plan*. As planning develops, and the Museum's implementation team expands, these components may change, given new opportunities, new talents and expertise, and donor partnerships. As such changes happen, corresponding changes need to be made to the economic and community benefits assumptions.

The components described in this chapter can be designed to be affordable within the capital budget and operable within the operating budget. However, both budgets are tight, and there are bound to be unforeseen developments. Hence, we will look for ways to produce these components within their capital budget allowance (see Chapter 12) while at the same time making them appealing enough to draw their revenue assumptions, and rugged enough to operate within the budget (see Chapter 11). In short, design and run within tight budget limits.

### Principal Assumptions

The Board Workshop on July 10, 2014 provided the following policy directions relevant to this chapter:

- First, the Museum should be most like a *hall of fame*, but it should also be like a *youth museum* and a *history museum*.
- In the summer, the Museum should shift its emphasis slightly more toward being a *commercial attraction*; in the winter, the Museum should shift its emphasis slightly more toward being a *community resource*.
- The emphasis should be *on-site*, with *outreach* and *virtual programs* playing secondary roles.

The planners developed three alternative museum models to describe a full menu of possible components to others. The alternate models and their components are shown at the end of this chapter. The Board was first briefed on what a wide range of stakeholders said about the three models in private interviews. Then at a workshop on September 5, 2014, the Board selected the components in this chapter from the larger menu provided by the three alternative models developed by the planners.

- The Board has indicated a not-to-exceed capital fund raising limit of \$5.0 million (2014\$ CN), and the Capital Budget (see Chapter 12) is within that limit.
- A transition budget of \$1.16m will also be needed during the period of fund development, planning and construction. In addition to the transition costs, the Board will need to consider escalation and interest costs before setting a campaign goal.
- The success and feasibility of these campaigns depend on the Town of St. Marys providing a base of \$150,000 in yearly operating support, starting in the next phase and continuing permanently.



**Seasonality: Business Models**  
Canadian Baseball Hall of Fame and Museum

	<b>Summer</b>	<b>Winter</b>
Audience	Primary and secondary tourist markets Youth groups	Primary resident market Regional schools
Deliverables	Ball games Events & Outdoor Programs Exhibitions	Programs Events
Locations	Indoors & outdoors	Indoors
Revenues	Outdoor program fees Retail Admission fees	Indoor program fees Rentals Retail Admission donations

**Table 5.1**

Source: Bill Peters Consulting and White Oak Associates

**Components by Seasonality**  
Canadian Baseball Hall of Fame and Museum

	<b>Summer</b>	<b>Winter</b>
The Heritage Diamonds	Fees	Closed
The Walk of Fame and Baseball Timeline Trails	No Charge	No Charge
The Program & Visitor Centre	Tickets Only	Fees & Donations Only
The Collection and Archives Centre	Service Fees	Service Fees
The Museum On-site Programs	Fees Outdoors	Fees Indoors
Online and Virtual Programs	No Charge (yet)	No Charge (yet)
Gift and Refreshment Services: Game Pavilion	Paid	Closed
Function Rental Programs	Fees + disruption costs	Fees
Parking	No Charge	No Charge

**Table 5.2**

Source: Bill Peters Consulting and White Oak Associates



**Attributes Shared by All Components**

Some basics are common to all museums and ingrained in public expectations for all museum components. Museums are *social* and *physical*, and these characteristics distinguish us from public television, textbook learning, online experiences and many other media in the educational infrastructure. Most museum visitors come in small social groups, like a family or a group of friends. Most program participants come in pairs or alone or as part of an organized group (e.g., school and senior groups). The physicality is evident with hands-on activities and physical collections, but is equally a factor in outdoor environments, as well as in architecturally distinct spaces and landscapes.

Our main purpose (END #1) is to have these physical and social engagements spark and deepen their engagement with baseball, and the Museum also creates quality time for friends and family and offers them new kinds of experiences and opportunities for personal growth (END #3).

The components described below are intended as broad concepts for discussion and development. They are intentionally no more detailed than they need to be to inform other chapters and assumptions. Central to the further development process should be the involvement of the Museum’s future program participants, visitors, community partners and sponsoring investors in each of these learning spaces and the programs they will contain. While names, specific themes and skills addressed are likely to evolve over time, these concepts are intended to provide a framework for discussions with potential partners and community investors.

**Matrix of Components and Audiences**

The following matrix shows how we think the components will be used, but this initial assessment needs to be revisited as planning and design proceed.

**Audience Groups by Components**  
Canadian Baseball Hall of Fame and Museum

	Program & Visitor Centre		Walk of Fame and Baseball Timeline Trails	Heritage Diamonds	
	Exhibits	Programs		Programs	Games
Cultural & outdoor tourists	√		√	√	√
Regional Residents	√	√	√	√	√
Youth Groups & Schools	√	√		√	√
Baseball enthusiasts	√	√	√	√	√
Walkers and joggers			√		

**Table 5.3 (Also Table 4.3)**

Source: Bill Peters Consulting and White Oak Associates



### **Multi-Mode Operation**

The physical components will be conceived as multi-mode spaces, capable of being operated for different kinds of functions and different kinds of audiences at different parts of the day, week or year. The *Plan* envisions two of CBHFM's components operating in these major modes:

#### **Program & Visitor Centre (PVC)**

- 1 Public Visitor Mode:** Daytime during the **summer months**. Admission is charged, and all visitors are counted by the ticketing system.
- 2 Program Mode:** Open to groups and reserved individuals for scheduled programs offered during the **winter months**. All paid program participants are counted by the ticketing system. During the winter, the PVC may be open only for scheduled programs and function rentals. The Museum's ticketing and scheduling system is used to avoid function rental and program conflicts.
- 3 Community Event Mode:** The whole building and the grounds outside can host community events, even if unconnected to baseball as long as they are within the Museum's guiding principles and brand values: Victory parties, food festivals, heritage days, parades and speeches, farmers' shows, antique fairs, etc. Community events are defined as produced or co-produced by the Museum, often in partnerships, and are either free or paid admission.
- 4 Function Rental Mode:** In the winter, particularly during the December holiday season, the Program & Visitor Centre will transform itself into a facility ideal for receptions, sit-down dinners, and other events. Function events are produced by others who reserve components for a period of time, some for free and most for a rental fee. The Museum is not responsible for the editorial content of these, but does retain approval rights, based on conformance to its principles. Sit-down dinners and other functions requiring floor space are available on a more limited basis in the summer and their fee is adjusted to cover the disruption of moving exhibits and resetting spaces.
- 5 Maintenance Modes:** The systems should allow the building to be put in several modes to facilitate maintenance, cleaning, and overnight security.

#### **Heritage Diamonds and Game Pavilion**

- 1 Tournament Mode:** Periods of time reserved for one or more of the ball fields by a league and/or individual ball clubs who run the tournaments and pay rental fees to the Museum.
- 2 Baseball Clinic Mode:** The Museum produces outdoor programs using the ball fields for fees from the participants or their agencies. Kids on Deck is in this category.
- 3 Demonstration Game Mode:** The Museum produces games for donors, spectators and sponsors who pay the Museum.
- 4 Maintenance Modes:** The systems should allow the outdoor grounds to be put in several modes to facilitate maintenance, watering, and overnight security.
- 5 Winter Mode** when the Heritage Diamonds, Equipment Shed and Game Pavilion are closed down for the winter.





Note: the Walk of Fame and Baseball Timeline Trails will remain open as part of the Town’s walking trails during winter.

**Multi-mode Operations**  
Canadian Baseball Hall of Fame and Museum

	<b>Summer</b>	<b>Winter</b>
<b>Program &amp; Visitor Centre</b>	May-August	September– April
Public Visitor Mode	√	Only 1,000 SF of exhibits
Program Mode	If Auditorium free	√
Community Event Mode	√ outdoors	√
Function Rental Mode	Requires moving exhibits	√
<b>Heritage Diamonds and Game Pavilion</b>	April - October	November - March
Tournament Mode	√	closed
Baseball Clinic Mode	√	closed
Demonstration Game Mode	√	closed
<b>Walk of Fame and Baseball Timeline Trails</b>	√	√

**Table 5.4**  
Source: White Oak Associates

**The Program & Visitor Centre**

The new friendly Program & Visitor Centre (7,100 gross square feet (SF)) is an inexpensive, multi-purpose building that supports several Museum functions.

Above all, the Program & Visitor Centre will be flexible and seasonally adjustable in order to achieve its potential purposes and operate sustainably given a diversity of revenue sources. Tables 5.1 – 5.2 describe the business and mode assumptions in the operating budget at full potential, but it may take some time for the Museum to get there. For instance, we may want to open the Program & Visitor Centre in summer mode only to get that core aspect working, before opening the rest of the year in winter mode.

One quarter of the public space (1,000 SF), plus the support spaces, is in one mode all year long: The five 200 SF (avg.) exhibit niches will always have exhibits related to baseball, except during installation of a new niche.

The other public space will be used differently in the summer and winter, with different audiences and business models. There are four spaces totaling 3,000 SF that can be used as one, or sub-divided: Reception Lobby (750 SF) and three Program Studios (500, 750 and 1,000 SF ea.).

These names should not be limiting, nor should all Program Studios be alike. There will be a time when the Museum wants to fill them all with a travelling exhibition, and other times when it wants to host four different programs in four spaces, or to use two or three combined.

The operating model assumes these spaces, except for one Program Studio/Auditorium, are full of exhibits and operated in visitor mode during the summer, but that during the winter, each space will be scheduled and programmed according to market demand. The exhibit niches are year-round. This means that a seated function rental in the summer will carry disruption costs as all but one program studio are full of exhibits. In the winter 1,000 SF of exhibits is too small to justify staffing a ticket counter and charging a formal admissions fee, and “admission” will be by suggested donation.

---

### **Reception Lobby**

The Reception Lobby will include:

- Museum Orientation Display
- Registration, Ticketing and Admissions Desk
- St. Marys Orientation Display and Brochure Rack
- Museum Shop/Cooler and Vending Machines (staffed by admissions desk)
- Summer Exhibition (moveable)
- Washrooms
- Office Entry

The St. Marys’ orientation displays are operated as a service to the Town and the Museum under a cooperative agreement whereby the Town covers a share of the Museum’s cost. The St. Marys display contains attractive information and promotional material about the recreational and interpretive experiences that are available in the Town, and staff are trained to provide directions and help to arriving tourists. The displays will allow the Museum to reveal its deep connections to St. Marys’ historic community by illustrating our shared missions and services to the community. From here, visitors to St. Marys can walk the trails that will take them to the Riverwalk, downtown and other cultural and historic destinations.

In the summer, the exhibits, wall hangings and banners installed in the Reception Lobby will celebrate different aspects of Canadian baseball each year (see pg. 5-17).

May and June are expected to be busy with school groups and evening/weekend events, which will put great demands of the flexibility of the Reception Lobby. For the school groups, the Lobby has to contribute to their exhibit and educational experience, as the other exhibit spaces are not large enough on their own to justify the school trip. For the event rentals, the Lobby needs to be cleared, and often re-decorated for the event. Food will be served and daylight is encouraged, which may limit the collection items that can be shown in the Lobby.

The ability to transform operating mode quickly, and to permit as many different looks and uses as possible does come at a cost of not dedicating this space to any one function. This space in particular, should not be described or used as the Hall of Fame with a display of induction plaques; these will be displayed instead, along with media interactives, in one or more of the Exhibit Niches.

### **Gift and Refreshment Services**

The admission counter will be adjacent to a retail display area in the Reception Lobby, with the individual at admissions also handling sales and security for both in slow times. Also visible from admissions are a cooler and a few vending machines, serving the thirst and sustenance needs of



visitors, program participants and casuals, as well as people walking the St. Marys Heritage Trail and using the Lind Centre and the Quarry.

The Game Pavilion will have a food counter and a 100 SF gift shop and vending machines when it is open during games and clinics. The food counter and shop will be attractively designed to make them must-visit parts of the ball diamond experience and to maximize revenues.

Merchandizing is attractive to museums, and good retail displays and varied stock improve profitability. Baseball fans will want mementos of the Museum, but they will also want books, training videos, licensed products and clothing. Vending machines and ice cream and fruit juice coolers by admissions will provide visitors, program participants and passing casuals with pre-packaged snacks without requiring the Museum to gear up for food preparation.

---

### **Exhibit Niches**

Each exhibit niche (5 @ 200 SF [avg.] = 1,000 SF) has rare collection objects and elegant exhibits honoring baseball's greats. A few are long-term – one dedicated to the inductees, and perhaps an overview of the history of baseball, or the science of baseball in another, but most are changing mini-exhibits: A memorable season for the Jays; a players' biography; an overview of Canadian training facilities; or a history of the Rogers Centre. Some of these changing exhibits premiere at the Rogers Centre, often unveiled by their sponsors as part of a Toronto award dinner and fundraiser for the Museum.

The 200 SF exhibit niches will take advantage of the latest developments and technologies in museum and exhibition design, within the budget allowances. These might include:

- **Induction Plaques** will be included in one of the Exhibit Niches focused on the Inductees. While the indoor display space is limited, the Inductees also appear in more detail using touch screens. The primary feature honouring Inductees is the outdoor Walk of Fame.
- **Interactive displays** that encourage visitors to investigate, identify, and observe by letting visitors interact with an inductee's history or a collection object through interactive technologies that select imagery, focus lighting and produce audio according to visitor interests.
- **The Growing Use of Digital Interactives:** Digital media and information technologies have matured and stabilized in many areas, and the visiting public has developed interface skills and comfort with mobile phones, web site navigation, game controls and numerous other human computer interfaces.
- **Use of Big Data:** The potential of branded digital intellectual property (IP) and live big data should also be included. This is an opportunity for content and data developers in baseball to showcase their information.
- **Game-based Learning Experiences and Cyberlearning** offer opportunities in the future for the Museum to launch online extensions of its exhibits, some of which might feed back into the niche exhibits.

---

### **Multi-purpose Auditorium (one of the Program Studios)**

A multi-purpose auditorium and presentation theatre will be a useful mode for one of the Program Studios (Program Studio C @ 1,000 SF in this *Plan*). During the summer in Visitor Mode, this space will show baseball-related film loops to visitors, drawn from the Jay's library



and other sources. We also will use the auditorium and its small stage for school programs, public demonstrations and evening travel and member series. The community will use the auditorium on a rental basis for awards and presentations, corporate meetings, public forums and other community events. The auditorium should be adjacent to the Reception Lobby capable of hosting dinner parties and/or receptions.

---

**The Three Program Studios**

The decision about which modes to operate these spaces during the seasons will evolve over time, as we learn what the audiences and supporters want and how to use the spaces most efficiently. The spaces should be designed with enough flexibility to operate in the following functions/modes:

- Changing/Travelling Exhibitions
- Program Spaces and Workshops
- Early Learning Discovery Centre
- Standing Receptions
- Seated Dinners
- Group Orientation and Lunch Room
- Community Events (e.g. Earth Day, Bingo)
- Collectors and Trade Exhibitions/Shows
- Gaming and other Fan Weekend Conferences
- Weddings and Function Rentals
- Auditorium and Presentation Theatre (just Program Space C)

---

**Summary of Public Spaces in the Program and Visitor Centre**

The available spaces for exhibits and or programs consist of:

**Program and Visitor Centre: Seasonability**  
Canadian Baseball Hall of Fame and Museum

	<b>SF</b>	<b>Summer</b>	<b>Winter</b>
Reception Lobby	750	Moveable Exhibits	Rentals
Niche A	120	Exhibits	Exhibits
Niche B	160	Exhibits	Exhibits
Niche C: Hall of Famers	200	Exhibits & Plaques	Exhibits
Niche D	240	Exhibits	Exhibits
Niche E	280	Exhibits	Exhibits
Program Space A	500	Exhibits	Programs
Program Space B	750	Exhibits	Programs
Program C/Auditorium	1,000	Theme Films/Auditorium	Auditorium

**Table 5.5**

Source: White Oak Associates



### **The Heritage Diamonds and the Game Pavilion**

Canada's great players play on the Museum's five baseball diamonds, and so do aspiring kids. Yearly tournaments and all-star demonstration games bring players, families and fans from afar. Once here, they are entertained by the Museum's other interpretive and athletic programs around their 32-Acre site, and linked by the trail to St. Marys Riverwalk and historic downtown.

Over time, the Museum will build up the legend of these fields, as more and more stars come to town for pro-am fundraising demonstration games. In time, Canadians will see these fields as the fields of *their* dreams, and make pilgrimages here. Playing on these fields will become an important rite of passage and achievement. These are Canada's most sacred ball diamonds.

The new Game Pavilion (800 GSF indoor, plus awnings), is on the central rise where it can be seen by four of the diamonds. This seasonal structure provides players and spectators with essential services – food counter, vending machines, small gift shop, washrooms and trash handling, plus a covered patio for BBQs.

The new Pavilion and rented seating areas enable the Museum to host baseball clinics, camps and tournaments all season long, and this activity will provide summer work for local youth.

The Equipment Shed is an inconspicuous economical shelter that houses tractors and gear to maintain the ball diamonds, clean and store playing equipment for clinics and Kids on Deck, as well as winter storage for seating risers and other perishables (1,150 gross SF unheated).

Infrastructure improvements to the ball fields include lights on Cement Field, and irrigation on all fields (field priority: Rotary, King, Cement, 3<sup>rd</sup> and Teddies).

Future improvements might include more parking lots and road improvements (including lights), seating and shade for game spectators.

### **The Walk of Fame and Baseball Timeline Trails**

The new Walk of Fame and Baseball Timeline Trails are sections of the longer trail that weaves through the Museum's 32-acre site, connecting the St. Marys Museum up on Tracy Street down to the end of the Riverwalk, and completing the St. Marys Family Loop Walk, a scenic and historic loop through downtown. These new trails will be the Museum's free front-end attraction, drawing "casuals" for walks, picnics, and activities.

The Baseball Timeline Trail and the Walk of Fame are two portions along the full trail where the Museum will maintain outdoor interpretive displays about baseball, extending the indoor exhibit experience. The Walk of Fame is inside a long Victorian pergola covered in roses with recognition plaques for the Hall of Fame inductees along the sides. The Baseball Timeline is a playful graphic chronology that highlights great moments and especially Canadian contributions in the development of the game.

### **Collection and Archives Centre**

When not on display, the Museum's extensive baseball collection will be housed in the existing building at the top of the hill that currently houses the Museum's exhibits (3,538 SF), after a systems upgrade and interior renovations. The Collection and Archives Centre will be staffed



part-time by a qualified museum curator, as the Museum aspires to meet Ontario's museum standards and to earn the trust of significant collectors.

The Museum's collection is a destination for both physical and virtual visits. Only a tiny fraction of the collection can be on exhibit, but even that fraction plays a powerful role in the visitor's experience and perception of the Museum's authenticity.

While this step significantly improves on the Museum's collection care, in future phases, the Museum will need to add additional space and continue to improve its collection conservation conditions and security, as specified by the Canadian Institute for Conservation (CIC).

### **On-site Programs**

While exhibits happen in space, programs happen in time, and typically involve educators in the guise of interpreters, demonstrators, actors, lecturers, presenters, greeters, and other roles designed to add a human dimension to the Museum. Our staff, contract labor and volunteers will be involved in the delivery of educational programs planned to reach different audiences with one or more of our five ENDS.

The Museum will work closely with the school systems in order to make sure its programs are integrated with the curriculum in the region. It would be useful to standardize the Museum's approach and to make sure the Museum does not offer subjects already covered by any other educational or recreational institutions such as the Pyramid Centre (see Chapter 9 for listings of local programs).

#### **Fee-Based Programs (On site – outdoors in summer and indoors in winter)**

This category of programming is based on the program participants paying a fee to register and attend the program, which can be a single program or a weekly series. Summer camps, tournaments and inductions are likely to be the largest revenue source in this category.

The Museum will host paid lectures, films, special interest clubs and groups, as well as overnight camp-ins whereby children can spend the night in the Program and Visitor Centre with sleeping bags on the floor. The Museum will publish seasonal course catalogs of fee-based programs, with a focus on residential households.

#### **Grant-funded Programs**

This category of programming is based on agencies, foundations and other sources of funding underwriting programs that typically serve audiences who would not, or could not, pay the cost themselves. Grant-funded programs are likely to include after-school workshops for teens, summer training camps, English as second language courses and more social service programs.

#### **Current Program Categories**

- Clinics
- Games
- Weekend festivals
- Presentations
- Summer Camps
- Golf classics
- BBQs



**Potential New Programs**

- Learning Programs and Workshops
- Travel Programs to Rogers Centre
- (Corporate and Private) Function Rentals
- Kids Discovery
- School and Youth Group Programs
- Evening Empty Nester Programs
- Community Events
- Birthday Parties
- On-Line Programs

**Programs: Prioritized**

Canadian Baseball Hall of Fame and Museum

1. Baseball Games & Tournaments
2. Private Rental Functions and Weddings
3. Baseball Clinics
4. Weekend Festivals (e.g., Induction)
5. Educational Classes & Workshops
6. Speakers' and Film Series
7. Professional Development Programs for Teachers
8. Performances or Concerts
9. Birthday or Other Parties
10. Conferences and Meetings

**Table 5.6**

Source: From the Board Workshop on July 10, 2014

**Community Events**

Several outdoor themed festivals are popular and successful in the region including the Museum's own Induction celebration. The Canadian Baseball Hall of Fame and Museum should develop additional events and festivals after opening that will build over time according to market interest and popularity. Some events should be of regional scale while more will be community-oriented, including county gatherings, local fund raisers, and corporate and private function rentals.

The purpose of this schedule of activities is to attract to the site a much wider range of people than would normally come to a baseball museum alone. These sponsored activities, many of which will be free, should attract family groups that might not normally come to a museum.

It is expected that the organization and operation of many of these events may be handled by outside groups, on a voluntary partnership basis. CBHFM will provide services, limited staff support, and some amount of resources to the event sponsors in return for their ability to attract crowds to the site, who might then use CBHFM's revenue-generating facilities.

**Sample Programs**

Sample programs that would increase school use, create opportunities for weekend events, and/or tie in with the Town's emerging cultural plan include:



**Schools:** matched to the curriculum for the right ages/grades. Program studio would be set up with a variety of tabletop science style activities:

- **Numbers and Baseball:** tables, lists, basic statistics, average, mean and mode. Graphing. Using data to make predictions.
- **Story Telling Baseball:** story arc, introducing characters, personalities, and other ingredients for an engaging story. Description, pace and action.
- **Physical Development and Baseball:** Fitness and life, the training effect, muscular fitness, aerobic fitness. Mode, motivation and behavior.
- **Physics and Baseball:** Projectile motion, action and reaction, projectile trajectory. Aerodynamics and projectile flight. Elasticity and the properties of materials. Leverage. Outdoors - compressed air cannon that fires baseballs so you can measure relationship between angle fired and range. Also energy and range.
- **How It Works Lab:** Get a pallet load of old VCRs, typewriters, computers, phones, anything technological and take them apart. Then use the hot glue gun to make weird art pieces from the components.

**Weekend Events:** We will try a series of these and then stick with the ones that work best from year to year. Principle here is that we will branch out beyond baseball and connect to things sporting and beyond. For events like these that are not directly related to baseball, the Museum will work with partner organizations to attract the events and support them in producing the events.

- **Show off your classic car:** Enthusiasts bring cars. Park them on the 10,000 SF lawn adjacent to the Program and Visitors Centre and the parking lot across the street. Talks and films related to classic cars in the Visitors Centre. Have a renowned car person come and talk. Have a baseball person who is into cars attend. Have all the cars parade through town.
- **Motorcycles**
- **Makers Fair**
- **Annual hand-made furniture show and sale:** With a baseball bat turning competition judged by a professional player.

#### **Outreach Programs (Future Phases)**

Outreach programs are staffed learning experiences using the teaching collection to travel out to schools and other regional organizations. Outreach programs are popular services at other community learning centres and museums.

Once the new facilities are open, the Museum should investigate the economics and determine the scope of the need for outreach programs in order to determine the appropriate investment. At first, the outreach programs could be based on the in-house learning programs that have been developed at the Program & Visitor Centre for the youth groups who come to the Museum.





### **Online and Virtual Programs**

The Canadian Baseball Hall of Fame and Museum will continue to have a website that can be used by all visitors. Similar to the technology throughout the Museum, it is difficult to get too specific about the website until closer to the year of opening, but there are several components that we will include in order to be useful to all visitors.

The site, <http://baseballhalloffame.ca/> (currently owned by the CBHFM), will provide the user with marketing information, a connection to the Museum's collection, a compilation of relevant lesson plans and curriculum guides with images and archives, and an online library.

The website will also provide users with information on Museum programming and services. The programs and services page will be linked to relevant websites that target specific audiences; for example, programs for tourists and a list of function rental spaces can be linked to St. Marys' website.

- Social Media Sites (future phases)
- Educator Support Centre (future phases)
- Program and Exhibit Extension Programs (future phases)
- Virtual Experiences (future phases)
- Baseball Fan Dialogue and Input Centre (future phases)
- Paid Virtual Programs and Apps (future phases)

With a significant exception, the Museum does not see itself developing digital content that provides a revenue stream in the near future, and is watching the efforts of other museums and halls of fame in this area with interest.

The exception is a possible national crowd-funding campaign modeled on the US Navy Log Memorial and other promotions that museums have mounted to raise millions from the general public by offering \$50 - \$100 records in the Museum's Baseball History Log, or some similar vehicle.

The Museum may wish to develop more fee-based digital programs at some point after its new Program and Visitor Centre is open.

### **Brand Licensing Programs**

The Museum's designation as the national hall of fame and museum for Canadian baseball is a significant asset that can be leveraged in many ways. The Museum can partner and license the use of its brand by others.

As the charter is national, this is an opportunity for the Museum to be visible on a national scale through the following types of programs:

- Social media and blogs
- Syndicated radio and TV spots
- Fan dialogue forums
- Baseball-related gaming and contests



- Local team scheduling logistics and reporting apps
- Collector support services
- Co-sponsorship of events and campaigns by others
- Product licensing (For example the Museum's logo on a line of bats sold by a national retailer.)

Such programs will be more valuable after the new Museum components are up and running, and the CBHFM collection is better housed. Hence, the Museum will continue with its current name and logo until after opening, at which time the larger, national role for the Museum can be more fully explored.

One national brand program will be prototyped, with the potential to serve as a capital fund raising vehicle. The selection of which program should be made after identifying potential partners and customers/donors.

### **Function Rentals**

The Museum will not have dedicated function spaces, but rather will make available for rental the four public spaces inside the Program & Visitor Centre during the winter. The Program & Visitor Centre can be rented by businesses throwing award ceremonies, adult education programs for evening courses and workshops; families for weddings and birthday parties; and St. Marys organizations for meeting and event spaces. The building will be set up to receive catering, however there will be no catering kitchen as there are a number of these in St. Marys with available capacity.

### **Parking**

On grade parking is available in a large surface lot on Water St. contiguous to the museum site.

### **Support Facilities**

Behind-the-scenes operating support facilities will be needed to run the Museum efficiently. These will be programmed in two broad categories:

- 1 Operations areas
  - Storage
  - Function Support
- 2 Staff offices and other clean support facilities

### **Volunteer and Intern Programs**

In order to operate successfully, the Museum will have a very active Volunteer Program with a unique focus on engaging not only local residents, but also members of the baseball community as volunteers in projects, interpretation, mentoring, appearances and other aspects.

### **Summer Exhibit Concepts**

This section develops inexpensive concepts that could be used in the Reception Lobby and Program Studios during Summer Mode.



The principle here is that the Museum needs to have a minimum of 3,000 SF of exhibits to produce a sufficiently complete experience to justify staffing and charging admission. During the winter, with insufficient visitors in the area to justify presenting exhibits, the Museum will shift into program mode, serving its ENDS and earning income by hosting events and programs.

---

### **Sample Summer Exhibits**

In summer mode the Reception Lobby and two Program Studios will be used for exhibits, as well as the niches. This provides a total exhibit area of about 3,000 SF. When events demand space during the summer, the exhibits in the Reception Lobby can be rolled into the circulation space in one of the Program Studios that is populated with exhibits.

In summer mode, one program studio remains available for program/events use and as an auditorium. Operating as an auditorium it may run short films or digital presentations that augment the exhibit experience.

During the winter it will be necessary to store the summer exhibits. The Museum's capital program is not sufficient to build the needed storage space. Therefore, museum artifacts will be removed to the Collections and Archives Centre and the other components will be moved to the equipment shed or a storage container.

It is also possible that one or more of these exhibits can be rented to another museum or a sports organization (for example the Toronto Blue Jays) for the October through April period.

Another challenge from the capital program is that the exhibits must be designed and fabricated at a reasonable cost. This is accomplished by:

- Using professional design combined with local fabrication talent
- Adapting the best affordable concepts from children's museum and science centre design
- Taking advantage of the fact that in St. Marys a lower level of exhibit robustness is acceptable compared to the intensive use experienced in a museum in a large urban centre
- Partnering with local colleges and schools to use volunteers and interns to produce digital content.

A parallel advantage of using the children's museum and science centre approach to exhibits is that these will better connect with some of the Museum's ENDS and key audiences compared to more conventional museum exhibits.

All of the exhibit concepts discussed below connect to the Museum's ENDS. The concepts are not rigid and are designed as a start for added creativity by museum staff and exhibit designers. They do however give enough detail to visualise project costs and storage space requirements. The creative trick in all of this is to find exhibit concepts that connect to the ENDS, are at once engaging and can also be produced at reasonable cost. There are relatively few concepts that hit the sweet spot and meet all three of these three criteria.

Exhibits in the Niches will show off the Museum's collection, honor Inductees and tell personal and engaging stories of Canadian Baseball. These exhibits will appeal to baseball fans and change on a gradual basis.

The portable exhibits, described below, will be modestly refreshed each summer.

**The Canadian Baseball Hall of Fame and Museum Honours (Honouree name here)**

**Target audience:** Youth and adult baseball enthusiasts.

**Location:** Reception Lobby, 750 SF.

Each year the CBHFM will honour a team, league or individual with an exhibit in the Reception Lobby. Who gets honoured? This is done by soliciting proposals from teams and organizations that make the case of why they should be honoured as well as a commitment to provide artifacts and video for display. Typically those teams who have hosted Canadian players or have had an impact in Canada would have preference. For example – think about, *The Canadian Baseball Hall of Fame and Museum honours Baseball Canada* or *The Canadian Baseball Hall of Fame and Museum honours the Detroit Tigers*.

This could be the type of exhibit of interest to the Toronto Blue Jays, one they would be willing to rent and host in their exhibit space mid-September through mid-April each year. Also the team being honoured may wish to host it in their facilities or in partnership with a local museum.

The exhibition would be presented via an introductory panel, four A/V touch display units, twelve display cases in assorted sizes and twelve free standing graphics panels.

Since the Reception Lobby needs to be cleared from time to time for a special event, the exhibits are all on wheels or easily moveable so they can be rolled into the open space in one of the program studios that is occupied with exhibits.

For winter storage and shipping, all of the exhibit cases are of the type that are self-casing, where the base becomes the box that stores the top part of the case. The bases thus have a shipping crate design idiom and get repainted and re-stenciled each year to reflect the team or organization being honoured.

This display will be designed to not crowd the Lobby, with enough space around the exhibits to allow the Reception Lobby to serve as visitor arrival and orientation, St. Mary's interpretation and as a reception venue.

**LEGO – The Baseball Adventure**

■ **Target audience:** For seven year olds, to 12 year olds – however adults will love this too.

■ **Possible Location:** Program Studio A, 500 SF.

This is a rather unique concept because it relies on crowd sourcing part of the exhibit. Here is how this works.

Lego exhibits typically consist of some big, amazing Lego sculptures combined with lots of activity tables where participants can build their own Lego creations. There are shelves so that the creations can be displayed and the Museum (and participants) will show off the creations on social media.

To acquire the big amazing Lego sculptures the Museum will offer a contest with appealing, substantive rewards for the winning baseball themed sculptures. The rewards may be sponsored, for example by MLB teams providing cash prizes trips and tickets for winners who have the best project featuring their team. The contest should run for about a year to allow time for Lego enthusiasts to find out about it and respond.

This exhibit is likely to have a very high level of appeal to other community museums in Ontario and beyond. There is good likelihood this exhibit can be produced in partnership with another museum or sports hall of fame and shared; summer in St. Marys and winter with the partner.

**Baseball, Science and You**

- **Target audience:** For eight years olds through adult.
- **Possible Location:** Program Studio B, 750 SF.

This exhibit uses the concept of table top science exhibits, a concept substantially developed at Science North in Sudbury. It requires one or two on-floor explainers – likely students from the local high school or students home from college. By using on-floor explainers and mostly unprotected exhibits, the costs are dramatically lower than for conventional interactive exhibits. In addition to the table top exhibits there would be a couple of pieces of fitness equipment and a Virtual Sports type simulator that can be used for baseball as well as other sports.

While relatively expensive, the Virtual Sports type simulator has the ability to fill a fairly large floor area (roughly 200 sq. ft.) with an engaging content. Since it leaves the floor open, it need not be stored away and can be left in the Program Studio for use throughout the year. The simulator may be used for other sports as well as baseball.

The idea of this exhibit is it would connect to the ENDS by allowing visitors to explore their own fitness in a number of ways, and record their fitness level for comparison later. This will be of especial interest to young people who return for repeated visits as they grow, allowing them to see how they change in ways they may find surprising.

For example a treadmill can be used to give a basic determination of aerobic capacity, perhaps the most important indicator of fitness and longevity. A hand dynamometer is used to explore grip strength and a simple inter active exhibit, reaction time.

Another dimension of the exhibit is how baseball equipment has evolved over time. Examples from the Museum collection illustrate this, and the graphic panels and explainers help guests understand the science behind the evolution of the equipment. Visitors get to play with examples from the educational collection, and the permanent collection items are behind plastic. What does it feel like to wear a MLB batter’s helmet? How does it feel to walk and slide on various kinds of artificial turf? And more.

Some of the table top exhibits will be adapted from information in the Association of Science and Technology Centres three volume set of Cheap Books, which describe exhibits that produce good learning and are quite affordable.

**Roll, Throw, Bounce and Spin!**

- **Target audience:** For crawlers to seven year olds – and their caregivers.
- **Possible Location:** Program Studio C, 1000 SF; exhibits must be moveable for auditorium use.

This is a children’s museum style exhibit, produced at reasonable cost because, in St. Marys, it does not require the kind of “armor plating” that intensive-use children’s museums receive in large urban centres. The theme is selected because this is, after all, part of a baseball museum and balls (and related round things) provide endless opportunities for creative play, physical skill development and learning.

Families will enter the gallery past an introductory panel that describes the theme and learning possibilities, honours project donors and recognizes volunteers. Right at the entry there is seating for caregivers and this area has some graphics that attune caregivers to the life-long value of very early learning and the type of learning that takes place in the gallery. Caregivers are positioned here near the entrance to prevent energized kids from running out of the gallery. The graphics invites caregivers to get into play mode with the kinds and suggests how. Additional graphics banners throughout the gallery add visual energy and guide caregivers in understanding other aspects of early childhood learning.

The space is arranged to keep the younger kids close to the caregiver area and encourage the older kids to use other areas. Large urban children's museums often use gated areas to separate age groups; however, with the low intensity use expected in St. Marys and the presence of caregivers, this will not be necessary.

As the kids enter "Roll, Throw, Bounce and Spin!," here are some of the exhibits they might encounter:

- **Ball bins:** Unlike to ones common in kids play areas, these are bigger and varied. Kids love moving balls from bin to bin, so there is more than one bin to make this possible.
- **Ball crane:** A very soft, big ball with a tiny magnet in it is lifted up to the ceiling by a cord with a pulley. At the top the ball releases and drops. Kids are encouraged to try to catch the dropping ball.
- **Ball sorter:** Roll balls along a ramp with different sized holes in it. Watch as the hole size selects where the balls drop. When the ball bins are full, pulling a lever spills the balls out and the game can start again.
- **Roll ramps:** Kids roll balls down ramps at different angles and see how far they go.
- **Bounce lab:** Kids scramble up a play structure, drop different balls and see how high they bounce.
- **Build-it corral:** Soft structure building activity with foam cylinders, squares, cones and of course balls
- **Try-it Units:** Interactives designed for 5-7 years olds (and a few older ones who will inevitably slip in). These are mostly table top activities, however a kid whiffle or nerf ball throw where you try to hit a target in the strike zone with light, safe ball would be fun.

### **Summary**

This discussion is designed not to provide definitive exhibit concepts but to test whether a variety of concepts are available that hit the sweet spot of being engaging, affordable and meeting the ENDS. This test confirms that it is feasible, with the application of some ingenuity and style.

In thinking this through, these additional ideas occur:

- 1 The idea of hosting touring exhibits in a Program Studio or the Lobby in the winter has some merit if the exhibit is mostly free to the Museum. Sometimes this opportunity is available. Since the St. Marys Museum has no touring exhibit galleries it may be possible to host an exhibit in partnership with the St. Marys Museum.



- 2 Winter touring exhibits in similar sized towns have occasionally generated more attendance than the population of the town. This doesn't happen all the time but with the right exhibit and some effort to engage the community as a partner in hosting the exhibit, it has the potential to occur.

If some of the exhibits described are produced, the Museum may wish to keep selected components in the Program Studios in winter for program use. This enriches the programs and reduces the storage burden.



**Development Projects: Alternate Models Studied**  
Canadian Baseball Hall of Fame and Museum

<b>Project</b>	<b>Model A Place of Honor</b>	<b>Model B Fields of Dreams</b>	<b>Model C Family Attraction</b>	<b>Selected Model</b>
Architectural Concept Design & Site Master Plan	Yes	Yes	Yes	Yes
Hall of Fame	Premium Hall	Walkway of Fame	Constellation Dome	Walkway of Fame
Museum Galleries or Interpretive Elements	A few elegant exhibits (1000 SF)	Outdoor interpretive features	Interactive exhibit galleries (15,000 SF)	A few elegant exhibits (1000 SF)
Program Centre and Support Facilities	Lobby (850 SF)	4,500 Flex space	Dome (1,000 SF)	Lobby (750 SF) 3 Program Spaces (3@750 SF avg)
Outreach Home Base	--	Yes	--	--
Digital Headend	--	Yes	--	--
Green Trail connecting Riverwalk to St. Marys Museum	Elevator (?)	Green Trail	--	Walk of Fame Timeline Trails
Ball Field Pavilion and Spectator Stands	--	Yes	--	Game Pavilion
Conversion of Current Museum into Collection and Archives Centre	Yes	--	--	Yes
Parking lot, Water St. Pergola and St. Marys Welcome Kiosk	--	--	Yes	Existing Lot
Family Baseball Adventure Zone (pay-for-use batting, throwing and running cages and baseball simulators)	--	--	Yes	--
Virtual presence	Web site and Baseball History Log	Web, social media, blogs and chat forums	Marketing web site	Marketing web site

**Table 5.7**

Source: Bill Peters Consulting and White Oak Associates





# Collections Policy and Program

Canadian Baseball Hall of Fame and Museum

## *Chapter 6*

This section captures the main elements of our Collections Policy, which is part of the Canadian Baseball Hall of Fame and Museum's Policy Manual. In addition, this section outlines our vision regarding digitization of our collection and the reuse of our existing museum building in St. Marys on Church Street as a Collections and Archives Centre. It describes how we will undertake a Collections Management Upgrade Project. This project will inventory our collection and archives in order to support exhibit and storage planning and take the necessary record keeping, conservation and preservation steps required by the important assets in our National Baseball Collection.

### **How Collections Serve Needs**

We acquire, manage, and preserve objects that are significant in Canada's baseball history and community. We collect objects purposefully to serve our ENDS; to tell the story of baseball in Canada and to advance our work in education, fostering respect, diversity, and the encouragement of healthy lifestyles. Our collections management activities support the Museum's programming, exhibits and research. They are part of our public presentation and underlie our ability to be viewed as a professional organization that the community can trust. We will implement appropriate standards of museum practice regarding objects in our care, whether they are loaned to or owned by the Museum.

### **Scope of Collections Statement**

Objects we collect can include Canadian baseball memorabilia, equipment and clothing, regalia of any type, photographs, personal documents, books and periodicals, and other articles or digital images and information that we determine to be of significance to the history of baseball in Canada. Our collection will be used for research, exhibition, programming, and otherwise sharing information with the public, to illustrate the history and development of baseball in Canada, the sporting careers of Inductees and outstanding athletes, as well as participants in and contributors to the sport of baseball in Canada and Canadians in baseball internationally.

We will accept objects and accession them into our collections only if the following conditions and criteria are met:

- Represents baseball in Canada
- Represents a baseball event held in Canada
- Represents a Canadian athlete participating in baseball at an elite level
- Represents a Canadian who had a significant influence on baseball
- Related to an Inductee's baseball career



- Related to an event that an Inductee participated in
- Significant baseball history is attached to the object
- Relevant to current research, exhibition, or interpretation program activities
- Current condition of object is stable and safe for the museum environment
- Museum can provide proper care, conservation, storage, and security
- Related to the history of the Canadian Baseball Hall of Fame and Museum, which may also include partner or related organizations and associations.

We strive to collect objects with solid provenance and accompanying documentation about the object's history of use, significance and ownership. Recognizing the significant costs associated with the care of collections, we seek to negotiate object donations along with accompanying resources for the object's care.

We will strive to use documentation standards and software shared by peers in the museum community in order to increase the community's overall digital collection.

### **Ethical Standards**

As an organization we commit ourselves to meeting basic museum standards as set out by the museum community and related agencies such as the Ontario government. Our collections are held in the public trust in perpetuity and thus will not be sold to fundraise for the organization. Likewise, they will not be considered capital assets or listed as such on our financial statements.

We will adhere to ethical behaviour in collection development (e.g. repatriation, human remains) and we will meet municipal, provincial and federal legislative requirements that have an impact on collecting activities (e.g. illicit materials) and that have an impact on collections management and documentation (e.g. firearms, hazardous materials).

Our organization will not acquire objects in an illegal or unethical manner. We will likewise not acquire objects where legal ownership by the donor / seller, or the provenance of the object, cannot be substantiated or where there are other reasons to suspect the object may have been obtained illegally.

Board, staff and volunteers will declare any existing conflicts of interest in their personal collecting activities. Board, staff and volunteers will refrain from actively collecting materials of a similar nature to the Museum's collections while they are associated with the Museum. Under no circumstances should information obtained through association with the Museum be used for personal gain.

### **Categories of Collections**

For the purposes of managing the care and use of the collection, we have established collections categories. As each category of collection has different needs and expectations for care, access, use, and record keeping, they may be stored in different areas of the Museum. An object should be easily identified as belonging to one of the categories; the object's collections category will be part of its records.



We will hold three types of collections:

**Permanent Collection:** These are the objects acquired with an expectation of permanence. Objects in the Permanent Collection can be loaned to other institutions, exhibited, and studied. They are stored, handled and cared for with the upmost of respect for museum standards for storage and display of collections, especially preventive conservation methods. Establishing and maintaining records for our Permanent Collection will be considered a high priority.

**Education Collection:** These are the objects used in place of permanent collection objects to share the story of baseball with the public. They are used for learning and experience based programs where participants can touch or use the objects. The Education Collection is constituted of duplicates, damaged items, or objects lacking historical significance. When objects from the Permanent Collection are transferred to the Education Collection, this decision is approved by the Collections Committee and the reasons for the transfer are recorded. Objects can be actively acquired for the Education Collection if a strategic educational purpose is identified; donors should be made aware that the item is being acquired for the Education Collection and the nature of this collection and its care and use. Likewise, program participants handling objects from the Education Collection should be notified that the object is part of an Education Collection intended for handling. Participants should still be made aware of expectations for respectful handling and care. Objects in the Education Collection can be loaned to other institutions, exhibited, studied, and used for programs and other hands-on activities.

**Archival Collection:** These are documents, audio or video materials, photographs, personal documents, and occasionally books and periodicals (especially when associated with personal records), that contain information about baseball in Canada. They can contain supplementary information on Canadian baseball teams, athletes, and events. These collections are maintained as reference material for research. They are made available to the public for research purposes under circumstances that provide appropriate security, care for the physical integrity of the item, and respecting ethical and legal obligations, in particular regarding privacy, intellectual property and copyright. They are acquired with an expectation of permanence and managed respecting standards of practice for archival collections.

## Collecting Plan

We will acquire objects by donation whenever possible. When deemed appropriate by the Collections Committee with approval from the Board for costs beyond budgeted allowance, we may acquire objects by purchase.

Priority for acquisition is given to objects that fill a gap in our storyline and our planned areas of collections development.

In deciding to acquire an object, we will consider the resources required to acquire, assess, document, and preserve the object. We will also consider whether the object:

- Will support the mission of the Canadian Baseball Hall of Fame;
- Fits within the criteria established in Scope of Collections;
- Is a priority in alignment with the Museum's collections development planning;
- Is in good condition and can be adequately cared for using the museum's preventive conservation practices; and,



- Is of a size and nature that it can be adequately stored and exhibited.

The Collections Committee will consider objects for collection and they will be accepted only with approval from the Board. While under consideration, we will issue a Temporary Custody Receipt if the object is left at the Museum.

We will issue tax receipts at a donor's request, only after an appraisal to determine fair market value undertaken at the donor's expense. Under no circumstances will a tax receipt be issued for items valued at \$1000 or higher without an independent external appraisal.

All donations are deemed to be unconditional gifts. Gift Agreements will be signed by the donor and an authorized museum representative giving us unqualified, legal ownership of the objects with no donor restrictions. When applicable, the Gift Agreement will also seek to ensure that copyright and other intellectual property rights are assigned to us. In any case rights that reside outside the Museum (e.g. artist's moral rights) will be documented.

### **Deaccessioning Strategy**

As an organization, we approach deaccessioning decisions cautiously, respecting our role in holding collections in the public trust and with consideration for reputational issues and the maintenance of positive relationships within the community. Objects are deaccessioned and disposed of only with approval from the Board.

We will consider objects for deaccessioning under any of the following circumstances:

- An object is no longer or has been minimally relevant to the mission and purpose of the Museum and does not support the collections development plan or exhibitions, programming, or research activities of the Museum.
- An object was acquired illegally or unethically and is being returned to the appropriate authority or party.
- An object has failed to retain its physical integrity or authenticity and cannot be properly preserved, stored, and used.
- An object has been damaged through an accident, disaster, deterioration, or vandalism and can no longer be properly preserved, stored, and used.
- An object is duplicated, redundant or over-represented in our collection.
- An object has been lost or stolen and must be deaccessioned for object records to accurately reflect the fact that the object is no longer in the collection.

Priority will be given to ensuring that deaccessioned objects remain in the public domain. Disposal of deaccessioned objects will be made by one of the following means:

- Exchange with another museum or charitable institution.
- Donation to another museum or charitable institution.
- Sale to another museum or charitable institution.
- Sale at public auction outside the Museum's immediate location.
- Objects that are damaged beyond repair or that constitute a health or safety risk can be recycled or destroyed. If they contain hazardous materials they should be surrendered to an



authority or agency qualified to dispose of them. In both of these cases, the object should be destroyed or given up in front of witnesses.

We will not return deaccessioned objects to the donor. Museum board members, staff and volunteers may not purchase items deaccessioned from the collection, even at public auction.

We will use the funds obtained through the sale of deaccessioned objects at public auction to support collections care and development. We will not sell objects that belong in the collection to raise funds for other purposes.

## **Loans and Shared Uses of Collections**

Museums frequently loan objects to each other for educational, scholarly or exhibition purposes. In doing so they negotiate loan agreements which establish, among other things, the term of the loan, conditions under which the object will be kept as well as risk management provisions including insurance. Our Collections Policy considers incoming objects, outgoing objects and objects in custody.

---

### **Outgoing Loans**

We will consider loan requests from similar organizations (such as galleries, heritage institutions, universities, and other museums) which have the capability of meeting museum standard conditions for the care, handling and documentation of objects.

We will loan objects only if they are in stable condition and will not be harmed by transport or the conditions under which they will be exhibited or stored at the borrowing institution.

Organizations will be considered qualified to borrow objects from us in the following circumstances:

- Loaned objects will be used solely for educational, scholarly, or exhibition purposes.
- The purposes identified by the borrowing institution for the loan do not compromise the mission or reputation of the Canadian Baseball Hall of Fame.
- The borrower demonstrates that it will provide an exhibit space which has adequate environmental controls and security.
- The borrower demonstrates that the object will only be handled by trained staff members using standard preventive conservation methods.
- The borrower insures the object for the value assigned to that object and submits a certificate of insurance coverage to Museum prior to receiving the objects. The borrowers insurance will cover the object through the transport to and from the Museum and while it is in the care of the borrowing organization.

The loan of an object by us comes with conditions, including:

- Any and all use of loaned objects will be credited in writing as being on loan from the Museum.
- If granted, permission to the borrowing organization to photograph an object for research, educational, or publicity purposes will be stipulated in the Loan Agreement.



- A borrowed object remains the property of the Museum and may not be claimed, mortgaged, loaned, assigned, used as collateral or otherwise encumbered by the borrower.
  - Objects can be loaned up to a maximum of three years.
  - The borrower must return an object on loan from the Museum on or before the agreed upon date.
  - The borrower notifies the lender immediately in writing of any loss, theft, or damage related to an object.
  - The condition of the object will be recorded using a condition report before the object leaves the Museum, when it arrives at the borrowing organization, when it leaves the borrowing organization, and again upon arrival back at the Museum.
  - Borrowers are responsible for all costs incurred in the packing and transportation of the object from and to the Museum.
- 

### **Incoming Loans**

From time to time we will borrow objects for exhibit purposes from other institutions. Not surprisingly, these objects will likely be governed by outgoing loan policies similar to our own, outlined above. Regardless of the other institution's policies, our Collections Policy commits us to:

- Provide agreed-upon environmental controls, record keeping and security throughout the time the objects are on loan to the Museum.
  - Ensure only trained staff and volunteers will handle borrowed objects.
  - Not accept objects for "permanent" loan to the Museum.
  - Acquire proper insurance coverage for the length of time loaned objects are on the premises and while they are in transit.
  - Assume responsibility for all costs incurred in packing and transporting loaned objects from and to the place of origin.
  - Notify the lending organization / individual in writing of any loss, theft, or damage which has occurred to the objects.
  - Record the condition of the object using a condition report before the object leaves the Museum, when it arrives at the Museum, when it leaves, and again upon arrival back at the Museum.
- 

### **Objects in Custody**

The Museum normally accepts objects into temporary custody only when being considered for acquisition. Such objects are only accepted by authorized staff and when received are recorded using a Temporary Custody Receipt.

Objects found in the collection will be treated as newly accessioned objects but their unknown provenance will be noted in the object's records, however objects abandoned at the Museum will not be accepted into our collection or care because we cannot substantiate the object's legal ownership or its provenance.



## Storage Resources and Care of Collections

The Museum's current staff and volunteer resources permit only periodic attention to the collections. Part of the role of this *Strategic Master Plan* is to develop the resources, space and capacity as an organization to attend to the collections on an on-going basis. As part of this capacity development, the Collections Policy states the Museum will:

- Assign the responsibility for care of collections to a designated trained staff member or members. Appropriate resources will be provided to support the care and preservation of the collection.
  - Provide training in collections care and handling and preventive conservation practices for Museum staff and volunteers with responsibility for the collections or whose role causes them to handle or monitor collections.
  - The procedures for care and handling of museum objects will be included in the orientation procedures for new staff and volunteers.
- Provide spaces for the safe care, storage and exhibition of collections.
- Use preventative conservation techniques to protect and preserve items in the Permanent and Archival Collections, with treatment conservation to be undertaken by trained conservators, contracted as required.
  - Preventive Conservation practices and procedure will address the ten agents of deterioration that impact collections: light and UV, incorrect temperature, incorrect relative humidity, pollutants, pests, physical forces, thieves and vandals, disassociation, fire, and water.
- Handle Education Collection items with care, respecting their value to the Museum and in alignment with their assigned use.
  - Regularly monitor collections for signs of deterioration, evidence of pests, and to protect against theft and other forms of disassociation.
  - Label and document objects using practices that meet museum standards of practice.
  - Record the location, condition and special conservation needs of collection objects in the object's records.

In order to manage risk, we will:

- Secure insurance as required to protect the collection.
- Provide secure spaces for collections.
- Not allow conditions to occur that compromise the health or safety of Museum staff, volunteers or visitors interacting with the collection objects.
- Maintain a current Emergency and Disaster Preparedness Plan that provides guidance to ensure the safety of Museum staff, volunteers and visitors first and foremost, as well as the collection. The Plan will be regularly reviewed and tested.



### **Documentation, Records and Inventory**

Currently the Museum's digital record keeping system uses a generic spreadsheet as the database. As part of the transformation of the Museum envisioned by the *Strategic Master Plan*, the Collections Policy determines the Museum will establish a records management system that meets standards of practice identified by the museum community. It would make sense to consider using the same, professional database adopted by either/or Cooperstown, or the nearby St. Marys Museum, whose staff have extensive experience in managing collections, archives and the concordant records.

We maintain records to preserve and provide access to information related to the history, provenance, significance, manufacture, use, and provenance of objects in our collections. This information supports the conservation, research, exhibition, programming, and community service functions of our Museum. Specifically, we will:

- Use an effective collections and archives documentation system that includes an accession register, signed gift and loan agreements, registration records, catalogue records, loan agreements, deaccession records, and other records as required to manage the museum's collections.
- Maintain records relating to the acquisition, care, use, and disposal of archival materials respecting the standards of practice identified by the archival community.
- Assign responsibility for record keeping to a designated staff member, or members, and identify appropriate resources and funds for training, equipment and materials, workspace, and time for collections management activities.
- Assign each object accessioned into the collection a unique accession number to link the physical object with its records. Accession numbers will be assigned using the standard tripartite numbering system and applied to the object using conservational-sound methods.
- Give priority in collections records management activities to records that document the Museum's legal ownership of the objects in its collection.
- Maintain paper-based and electronic records in safe and secure locations, including an off-site location.
- An initial inventory of the collection will be conducted to facilitate collections development and exhibitions planning. A full inventory will be undertaken every three years to protect against damage to collections, theft and loss.
- Spot audits will be completed as required to address security, conservation or collections management concerns.
- All records will be kept current.

---

### **Access**

- We will provide access to our collections, under Museum staff supervision, during the scheduled hours of operation of the institution. Access to objects and related documentation will be provided when:
  - Advance notice, normally a minimum of twenty-four hours, is given to the Museum's staff in order to gather the relevant objects and records;





- The individuals wishing to document or research the objects have prior knowledge related to the care and handling of the objects in question, or, they have received training from our staff in the proper care and handling of the objects in question;
  - The object is in good enough condition (as determined by the collections staff) to be handled safely;
  - Providing access to collections records does not compromise the security of the object or the privacy of the donor;
  - Required by legislation or ethical practice; and,
  - We able to do so without compromising our legal and ethical obligations.
- We allow photocopying or scanning of documents up to a maximum number of pages as determined by authorized Museum staff, provided the binding is not damaged and copyright laws and restrictions are adhered to. Fees to cover the costs of photocopying and staff time in facilitating research requests may be charged as deemed appropriate by authorized staff.
  - We permit reproduction of photographs in the collection and images of collection objects provided current copyright laws and restrictions are adhered to and a formal request has been made using an Image Request Form and payment of applicable fees have been made.
- 

### **Appraisals**

- Appraisal of objects may be sought when required for insurance purposes, in support of cultural property certification, in negotiating a purchase price, or in order to provide a tax receipt to an eligible donor. When appraisals are required for tax receipting purposes, they are done at the expense of the donor.
- When appraisals are required, they will be undertaken by a qualified, independent, third-party appraiser.
- The independent, third-party appraiser will provide a written appraisal document on letterhead to the CBHFM that includes:
  - The credentials of the appraiser;
  - A detailed description of the object including condition;
  - A notation of specialists consulted;
  - A list of references consulted and information substantiating the value assigned;
  - The individual value of each object;
  - The date of the appraisal; and,
  - The signature of the appraiser.
- Records documenting the appraisal will be maintained.
- Our board members, staff or volunteers will not work as outside appraisers for individuals or institutions without prior approval of our Board.



---

## Digital Information

While not yet specifically provided for in our formal Collections Policy, we appreciate that more and more of the archival materials we may receive in the future will exist only in digital form. We also intend to make portions of our archives and collections available in digital form in our exhibits and as part of our electronic outreach efforts over the Internet. We may do this electronic outreach in coordination and collaboration with the Canadian Heritage Information Network (CHIN) and the Virtual Museum of Canada.

## Staffing and Implementation

During the past several years, we have taken steps to improve our standard of collections management. These include:

- Establishment of a spreadsheet-based record keeping system and a program where staff summer students register collections items in this system.
- Taking the first step to refit the HVAC system of the Church Street museum building to museum standards. A second step is required to adapt the system to full humidity control.
- Removal of the portions of the collection stored off-site from storage containers to warehouse storage.
- Drafting, with professional assistance, a new Collections Policy.

As part of our implementation of this *Strategic Master Plan* we will take a number of steps to fully implement our Collections Policy. These steps include completion of the Board level review of that Collection Policy, formal adoption of the Policy and the initiation of a project which will take a major step in bringing collections management into full compliance with the Collection Policy. This Collections Management Upgrade Project will be guided by a contracted collections management expert. It will:

- Analyze the Museum's collections management and registration database needs and acquire the appropriate database management hardware and software.
- Engage part-time staff, volunteers and interns as appropriate to assist with various phases of the Collections Management Upgrade Project.
- Provide professional development upgrading and training to staff, interns and volunteers in collections management methods and knowledge of the Collections Policy.
- Transfer or re-create the Museum's registration records to the new system.
- Perform an initial overview inventory to identify the main elements of the Museum's collection and prioritize these elements for accessioning to the formal collection or for consideration for deaccessioning.
- Based upon the overview inventory, identify the elements of the collection that most urgently need conservation and preservation attention and take steps to ensure this attention is provided.
- Identify and acquire the storage systems and materials needed to properly care for the collection and acquire these materials and systems on an as needed and as funded basis.



- Based upon the overview inventory and additional collections research provide the Museum's exhibit planners with the information that they need to select objects for display and otherwise support exhibits education and outreach.
- Initiate work on a Collections Procedures Manual, which will document the specifics of how our Collections Policy will be implemented on a day-to-day basis.

### **Schedule of Review**

We will review the Collections Policy one year after its date of adoption and every three years thereafter, or as deemed necessary by the Board or staff of the CBHFM.

### **Impact of the *Strategic Master Plan***

This *Strategic Master Plan* envisages taking a dramatic first step in upgrading the quality of collections management. Due to financial constraints this step will not entirely solve the issues of the long-term health of the collection and archive. This step will set the stage for the future by providing us with a clearer picture of the work needed in future phases. In addition this project is open ended in that it will establish the capability and practices for the organization to proceed in compliance with its Collections Policy, over time completing all necessary registration and preservation activities for our entire collection. Note that the new Program & Visitor Centre will not have the space to display the entire collection, nor should it. A museum's collection is typically several times the capacity of the display space, the collection being a resource for scholarship as well as for changing and touring exhibits.

As it currently stands our Museum has insufficient space to properly house its entire collection. This *Strategic Master Plan* envisages using the entire existing museum building on Church Street as our Collections and Archives Centre. This Centre will provide a place to conduct research, a location for digital photography and scanning equipment and a workspace for curators and conservators.



# Site Analysis Description

Canadian Baseball Hall of Fame and Museum

## Chapter 7

During the Community Needs Assessment, a number of stakeholders, including potential funders, wondered if the original plan to locate the new Visitor & Program Centre beside the ball fields, atop Ball Field Hill<sup>1</sup>, was the best solution. They wondered if this site was the most suitable in terms of the prestige desired for an institution of national and international importance, visibility and accessibility, tourism, revenue potential, and economic development potential for the Town of St. Marys.

As a result, we decided to undertake a review of potential locations for the proposed new Visitor & Program Centre. We commissioned Bill Peters Consulting and Marklevitz Architects to perform this work. The task was to identify available sites in an established site selection area, develop a set of site selection criteria, evaluate the available lands based on the defined criteria, and then provide an organized summary of all sites and a recommended short list of appropriate sites for further study.

### Study Area

The site study area was confined to the Town limits of St. Marys, Ontario plus the sites at three important highway intersections outside Town limits. We advised our consultants that:

- 1 A competitive bidding process during the 1990s which considered a range of possible towns and cities had brought the CBHFM to St. Marys.
- 2 The popularity of the annual Induction Ceremony, which draws hundreds of people, including numerous world renowned ball players, coaches and managers and generates international media attention, confirms the success of the decision to locate in St. Marys.
- 3 That stakeholders like having the Hall of Fame and Museum in St. Marys, with its exceptional small town appeal and its big city proximity, and
- 4 The consensus is that this location adds to the economic development potential of St. Marys and the Southern Ontario region. Based upon this background the Board concluded it would not be productive to consider locations beyond St. Marys.

The primary study area is shown in Diagram 7.1.

<sup>1</sup> The hill or bluff on which the fields are located apparently does not have a name. For the purposes of this report we call it "Ball Field Hill". Similarly the road ascending the hill from Water Street is referred to as "Ball Field Road." BP: Might this also be the Story Trail?



The primary Study Area is delimited by Town boundaries. Note the arterial roads.

**St. Marys Road Classifications**  
Canadian Baseball Hall of Fame and Museum



**Diagram 7.1**

Source: <http://www.townofstmarys.com/>

**Site Criteria and the Evaluation Framework**  
Canadian Baseball Hall of Fame and Museum

Location Factors	Essential	Highly Desirable
Weighting 50%		
Accessibility and Transportation	<ul style="list-style-type: none"> <li>• Site has good road access by construction start</li> <li>• Site easy to find for first time visitors</li> <li>• Good public parking that is visible, convenient</li> </ul>	<ul style="list-style-type: none"> <li>• Off-site parking available for peak periods</li> <li>• Good access to regional and local pathways (pedestrian and bicycle.)</li> <li>• School/Tour/Team bus parking is convenient</li> <li>• Central location</li> </ul>

**Table 7.1 (1 of 3)**

Source: Bill Peters Consulting and Marklevitz Architects



**Site Criteria and the Evaluation Framework**  
Canadian Baseball Hall of Fame and Museum

Attendance and Economic Potential	<ul style="list-style-type: none"> <li>• Safe location (perceived and actual)</li> <li>• Visible site/building from outside in (from arterial roads)</li> <li>• Appeal to funders – prestige concordant with CBHFM national/international importance</li> </ul>	<ul style="list-style-type: none"> <li>• Located within reasonable distance of Ball Fields (&lt; 1km preferred.)</li> <li>• View corridors clear from inside out</li> <li>• Site close to amenities</li> <li>• Located with complimentary public/tourist facility or attraction (i.e. swimming quarry, downtown shops)</li> </ul>
<b>Physical Factors</b>	<b>Weighting 25%</b>	
Site Requirements	<ul style="list-style-type: none"> <li>• Room to expand building in the future</li> </ul>	<ul style="list-style-type: none"> <li>• Room for outdoor pavilion</li> <li>• First right of refusal on land surrounding or adjacent</li> </ul>
Site Requirements (environment, shape, topography, landscaping)	<ul style="list-style-type: none"> <li>• Development not inhibited by buildings, site topography or shape.</li> <li>• Easy rehabilitation/adaption if a structure suitable for a museum building exists on the site</li> <li>• Environmental issues, if any, are manageable (i.e. waste on site, flood plain etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability (green architecture, site development, rehabilitation)</li> </ul>
Infrastructure (servicing)	<ul style="list-style-type: none"> <li>• Site is anticipated to be fully serviced or could be serviced by time of construction start</li> </ul>	<ul style="list-style-type: none"> <li>• Site is fully serviced</li> </ul>
<b>Development Factors</b>	<b>Weighting 25%</b>	
Timing – construction completion	<ul style="list-style-type: none"> <li>• Acquisition (lease or free-hold) can be completed prior to anticipated construction start</li> </ul>	
Land Use Compatibility	<ul style="list-style-type: none"> <li>• Few building restrictions</li> <li>• Land use and subdivision processes can be completed prior to permitting start</li> <li>• Fit with surrounding communities</li> </ul>	<ul style="list-style-type: none"> <li>• Zoned for public buildings</li> <li>• Opportunities in the area for development of complimentary services (revenue generation, economic development)</li> </ul>

**Table 7.1 (2 of 3)**

Source: Bill Peters Consulting and Marklevitz Architects



**Site Criteria and the Evaluation Framework**  
Canadian Baseball Hall of Fame and Museum

Economics (cost of acquisition and servicing costs including traffic improvements)	<ul style="list-style-type: none"> <li>• Reasonable acquisition costs</li> <li>• Reasonable on-site development costs</li> <li>• Reasonable off-site development costs (servicing costs including traffic improvements)</li> <li>• Low operating cost</li> </ul>	<ul style="list-style-type: none"> <li>• Public ownership</li> <li>• Public ownership achievable with support from government or gov't agency</li> <li>• Off-site improvements exist</li> <li>• Funding potential (i.e. rural economic development grant or partnership)</li> </ul>
--	--	---

**Table 7.1 (3 of 3)**

Source: Bill Peters Consulting and Marklevitz Architects

The set of criteria in **Table 7.1** were adapted from a set used to locate other museums and significant public institutions. Thus it contains some standard criteria like “Safe location (perceived and actual)” that may be true in all instances in St. Marys. These standard inclusions do not bias the study and provide assurance that all significant criteria have been considered.

**Size**

To determine site size, the Canadian Baseball Hall of Fame and Museum’s draft program requirements as well as potential future expansion were considered. Members of the Museum’s Board met with the consultants and established a target size range for the new Museum based upon planning work done to date and a standard list of spaces and space ratios provided by museum planning organizations.

As a result of this analysis the following building size standards were adopted for the purposes of this study:

**Standard A – 1450 m<sup>2</sup> (15,608 ft<sup>2</sup>) building plus 53 parking spaces**

This size accommodates the functional program the organization has under consideration and gets above the threshold where the facility can offer a satisfying experience in terms of completeness, variety, display of a significant portion of the collection, amenities and time spent by guests.

**Standard B – 5607 m<sup>2</sup> (60,353 ft<sup>2</sup>) building plus 184 parking spaces**

Standard B makes provision for the future by allowing for an addition or additions of 4157 m<sup>2</sup> (44,746 ft<sup>2</sup>) and for 131 additional parking stalls. These additions would bring the total facility size to 5607 m<sup>2</sup> (60,353 ft<sup>2</sup>). This is the size of a typical mid-sized regional museum and 3.86 times the building size of Standard A. While larger than the size the CBHFM currently aspires to, it represents a target size that balances what, in the future, may be appropriate for a community the size of St. Marys with what is expected of an institution of national scope.

It is important to note that this work preceded this *Strategic Master Plan* with its recommendation for a Visitor & Program Centre of 6,525 GSF – a recommendation smaller than the smallest size considered by the Site Study. This subsequent planning does not invalidate the Site Study. A review of the Study shows, that even with a smaller specified size, there are no sites other than those recommended that would meet the criteria of the Study. Also as noted above it is wise to plan for eventual growth of the building to meet needs identified in the

planning process that the CBHFM does not have the ability to address at this stage of its development.

### Site Areas

Based on the full proposal (Standard B), the building footprint is 3,528 m<sup>2</sup> (37,975 ft<sup>2</sup>) and the parking lot is 5,645 m<sup>2</sup> for a total of 1.39 Acres. Assuming a minimum of 30% landscaped open space (per St. Marys' zoning by-laws); the smallest possible site area would be 11,925 m<sup>2</sup> or 2.95 Acres. Note that this site area would not include any public outdoor amenity and only the barest of landscaping, as the open space requirement is usually contained with the legal setbacks of a building site. The minimum site area also does not include for the inevitability of additional land required due to site configuration, additional landscaped areas that may be required, and any land that must be provided to accommodate for grade changes and/or storm water retention. While these additional areas need to be determined and planned for a particular site, a more desirable minimum would be 1.35x the above for an area of 12,384 m<sup>2</sup> (3.06 Acres) with the ideal lot size being 1.75x the above for an area of 16053 m<sup>2</sup> (3.97 Acres).

In the St. Marys central business district it is possible to build to property lines with a setback from the rear lane. Thus for the Queen Street – Core Area site, for Standard B, a building area of 0.35 ha or 0.87 acres and a parking area of 0.56 ha or 1.4 acres plus minimal lane setbacks would be required in this district.

#### Site Areas

##### Canadian Baseball Hall of Fame and Museum

	Space Ratio	Standard A		Standard B	
		Sq. Meters	Acres	Sq. Meters	Acres
Building and Parking	1	2,957	0.73	9,173	2.27
Building, Parking and Required Open Space	1.3	3,844	0.95	11,925	2.95
Minimum based on a Flat Lot	1.35	3,992	0.99	12,384	3.06
<b>Recommended Minimum</b>	1.75	5,175	1.28	16,053	<b>3.97</b>

**Table 7.2**

Source: Bill Peters Consulting and Marklevitz Architects

Based upon this analysis the Site Study recommends the acquisition of a site of either 0.87 Acres plus lane setbacks and parking in the Queen Street – Core Area or a site of 3.97 Acres elsewhere.

### Survey of Potential Sites

During the study, the consultants compiled a list of sixteen sites, including the site the organization had long considered adjacent to the Ball Fields on top of Ball Field Hill. Possible sites were added to the list by our Board, the Town of St. Marys and the consultants based upon their own research.

The sixteen-site list was then compared with the Site Criteria in two stages. The first stage review eliminated sites that were too small to accommodate the intended structure and parking,





at high environmental risk, for example in a flood zone below the 100 year flood level, or otherwise did not meet the criteria in a substantive way.

Possible sites at the arterial junctions outside the St. Marys town boundaries were investigated but were found to be unsuitable because most traffic by these sites is purpose driven and unlikely to stop because a museum is noticed. These junctions offered no locational advantage over any other junction of secondary roads in the region. They are too far from amenities and the ball fields and thus locating the Visitor & Program Centre at one of these junctions offers no economic development advantages for St. Marys.

This left a short list of six sites. This short list was refined and is shown in Table 7.3 with locations shown on Diagram 7.2.

### Short List of Sites

#### Canadian Baseball Hall of Fame and Museum

	Location	Address	Ownership	Precinct
1	Ball Field Hill – on top	On ridge at southerly end of the Ball Fields.	St. Marys Cement Company land designated for CBHFM.	Water Street Quarry Area
2	Water Street Gateway Site	Approx. 950 Water Street. S. At the foot of the hill including the two lots on either side of Water Street where Ball Field Road meets Water Street.	St. Marys Cement land designated for CBHFM and Town of St. Marys.	Water Street Quarry Area
3	Queen Street – Core Area	TBD – assumes a site of sufficient contiguous size can be assembled on Queen Street to the east of Wellington and to the west of the Via Rail Station.	Private	Victorian Town. For illustration and to provide a sense of scale, the Town Hall/Library site at 175 Queens Street East is used in the Diagrams.
4	Via Rail Station including vacant lot to the north.	5 James Street North.	Town of St. Marys	Victorian Town
5	Adjacent to St. Marys Museum	177 Church Street S. Includes site of former Friendship Centre.	Town of St. Marys	Residential/Museum.
6	Pyramid Centre	Assumes enough land can be assembled at approx. 340 James Street S. contiguous with the Pyramid Centre property.	Private	Pyramid Centre/Schools

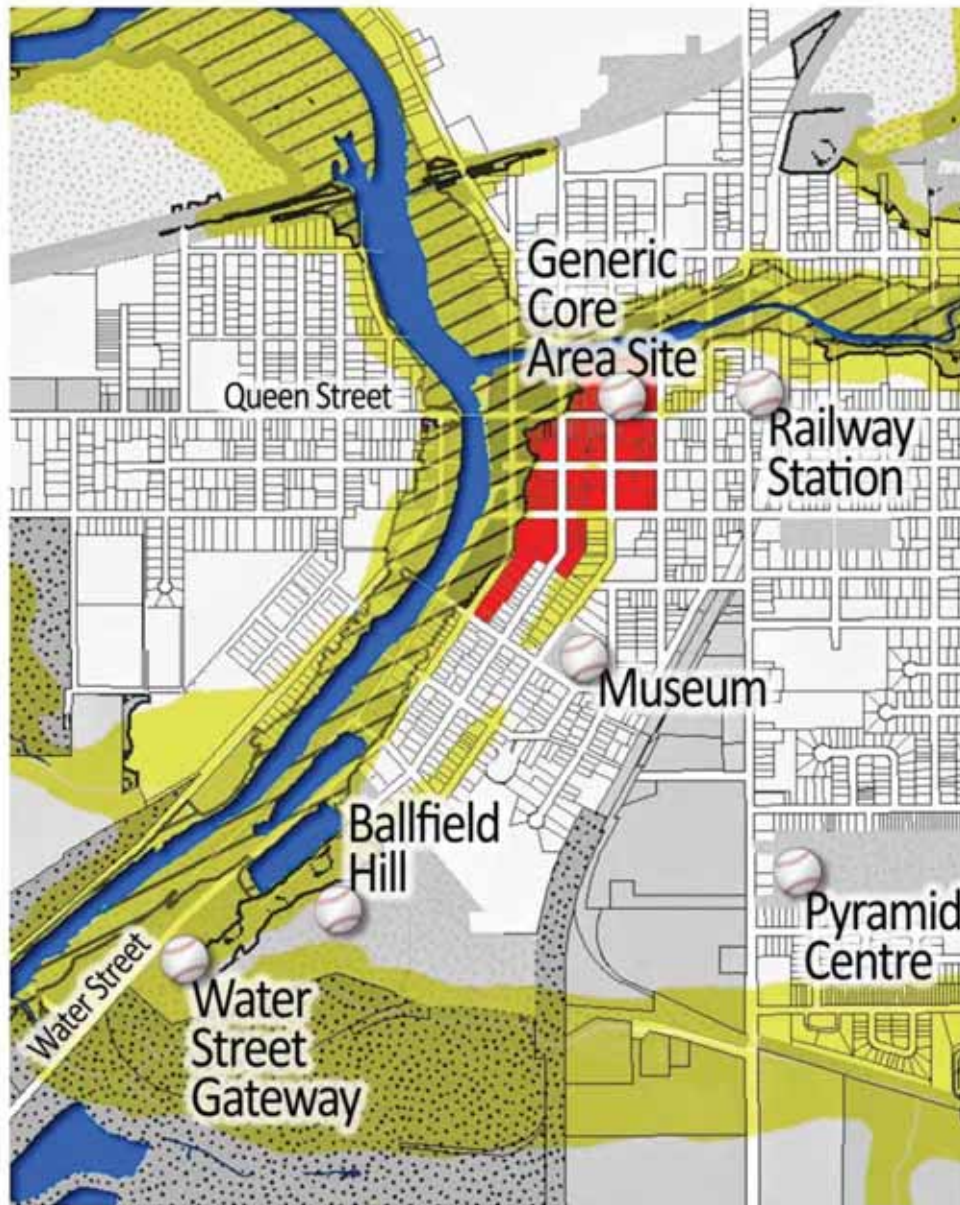
**Table 7.3**

Source: Bill Peters Consulting and Marklevitz Architects



**Short Listed Sites**

Canadian Baseball Hall of Fame and Museum



**Diagram 7.2**

Note that Site 3 (Queens Street – Core Area) and Site 6 (Pyramid Centre – James Street) do not have specific parcels of land identified; however potential assemblages of private land do exist in each case. Given the significant investments made by the Town of St. Marys in the Pyramid Centre/Schools Precinct and the strong priority of the Town to maintain the vitality of the core Victorian Town Precinct it was considered important to analyze a “for example” site in each precinct.



## Evaluation

Each site was evaluated to determine whether or not it satisfied the major criteria. Each criterion has a scale of 0 (lowest) to 2 (highest).

Rating Scale of Factors:

- 2 This site is highly responsive to this factor. It satisfies all of the "essential" and "highly desirable" criteria.
- 1 This site is somewhat responsive to this factor. It satisfies all of the "essential" criteria. However, it does not meet one or more of the "highly desirable" criteria.
- 0 This option offers limited or no benefits with respect to the factor. It does not meet the "essential" criteria.

## Weighting

In order to evaluate and compare the short-listed sites, a weighting scale was developed to transform the observations into a numerical value. This then provide a representative framework for an overall score. Each criterion is assigned a percentage weight, which reflects the significance of a particular criterion. The weights add up to 100% for the full set of criteria. The purpose of assigning different weights to each criterion is to allow the relative importance of each criterion to be reflected in the analysis. The weighting scale is listed in Table 7.4.

### Weighting Scale

Canadian Baseball Hall of Fame and Museum

FACTOR	Locational	Physical	Developmental
Weight	50%	25%	25%
Maximum Points =	4	5	6

**Table 7.4**

Source: Bill Peters Consulting and Marklevitz Architects

The evaluation framework ensured that each site was considered in an organized and rational manner and ranked in comparison to other sites. This approach assisted the Canadian Baseball Hall of Fame and Museum in formulating a justifiable site decision.



## Results

### List of Results Canadian Baseball Hall of Fame and Museum

	Site Name	Locational Actual Score	Physical Actual Score	Developmental Actual Score	Overall Score
1	Top of Ball Field Hill	0	4	4	37%
2	Water Street Gateway	2	4	6	70%
3	Queen Street – Core Area	3	2	3	60%
4	Via Rail Station	0	2	2	18%
5	Adjacent to St. Marys Museum	0	4	5	36%
6	Pyramid Centre - Adjacent	1	4	2	37%

**Table 7.5**

Source: Bill Peters Consulting and Marklevitz Architects

## Recommendation

The Site Study sites recommended two site options for our consideration:

- **Water Street Gateway Site** at the base of Ball Field Hill, encompassing the lots on either side of Water Street where Ball Field Road meets Water Street.
- **Queen Street – Core Area Site**, to be assembled from under-utilized properties on Queen Street.

The scores of the recommended sites were very strong and clearly placed them distinctly ahead of all other candidates, especially in the vital locational category. In discussing these two sites the Site Study consultants noted:

Easy access from all areas of the St. Marys is highly desirable, therefore it was considered necessary that all chosen sites be accessible in both a perceived and tangible manner, especially by first time visitors.

To be considered to have good access, a site has adequate entry and service points and be sufficiently connected to the arterial road network. Proximity to a complimentary public facility, or attraction, or natural area increases opportunities for attendance.

In addition to good vehicular access, sufficient and obvious public parking at the site is critical. Access to and from regional and local pathways is also highly desirable. A potential Queen Street – Core Area site as well as the Water Street Gateway site both responded highly to these criteria.

Visibility and profile as a distinct facility also plays an important role in attracting visitors. Clear visibility in a driver's or car passenger's "billboard visibility window" from arterial roads is important. Reasonable proximity to the ball fields located on Ball Field Hill and/or below that hill at Teddy's Field is highly desirable. The Water Street Gateway Site strongly meets this



criterion. The Queen Street – Core Area Site being, roughly 1 km from the ball fields, meets this criterion less strongly but has the advantage of centrality and proximity to amenities.

While the centrality of the a Queen Street – Core Area Site would give a museum there an advantage in making a contribution to the vitality of the Victorian Town Precinct, the base of Water Street Gateway site would contribute to the economic vitality of the town by dramatically punctuating a major tourist entrance to the Town – something recommended by the Town’s Community Based Strategic Plan Report. Both sites have the potential to make an exceptional contribution to the cultural attractiveness and economic development of St. Marys, in all of the areas where cultural infrastructure can make a difference, as outlined in the Town of St. Marys Municipal Cultural Plan.

### **Board Action**

The Board of Directors of the CBHFM consulted the Town of St. Marys about the two recommended sites. The Town Council, after significant discussion and debate, indicated its preference for the Water Street Gateway Site. This coincided with our (the Board’s) preference for a site immediately adjacent to the ball fields. The Town of St. Marys has indicated its willingness to make the parking lot on the westerly side of Water Street available as well as land on the easterly side to enable the CBHFM to build its new Program & Visitors Centre at the Water Street Gateway Site.

The Water Street Gateway Site includes the Alexander McDonald House, a heritage designated 1200 sq. ft building. The Board considered including this building as part of its planned Program and Visitors Centre. It had the house examined for suitability by architect Terry Marklevitz. Marklevitz’s report indicates the house is in derelict condition with structural issues. Based upon this report the decision was made to not include the house in the architectural program.

The board is committed to working in partnership with the Town of St. Marys and the heritage community to determine the most appropriate future for the McDonald House.



# Outline Architectural Program

Canadian Baseball Hall of Fame and Museum

## Chapter 8

This chapter explores the many design criteria and operational characteristics that are important to both site and facility. An outline architectural program is defined – and summarized - with guidelines for planning the operational environments that the Canadian Baseball Hall of Fame and Museum (CBHFM) envisions. While specific aesthetic, physical, and operational requirements of the site and building may be examined in much greater detail at a later point in CBHFM's *Architectural Room Book*, this chapter will provide a summary of those requirements.

### Site

The Canadian Baseball Hall of Fame and Museum is located in the southwestern portion of St. Marys, Ontario, Canada, nestled between Water Street and Church Street.

The site of the CBHFM has a number of striking features that impact significantly on elements of *the Master Plan*. These include:

- The site is approximately 32 acres in size.
- There is a height differential from the parking on Water Street to the top of the bluff of approximately fifty feet.
- Striking vistas of the Thames River and the Swimming Quarry.
- The site includes wooded areas and both natural and man-made open areas. The latter includes space for 5 baseball diamonds of varying sizes and with varying purposes.
- A matrix of service roads augments the primary entrance to the grounds from the northwest off Water Street.

### Buildings

The new and renovated physical structures of CBHFM will be significantly more prominent and will feature greater capabilities for St. Marys than do its current facilities. The campus will be perceived in myriad ways, but a number of modes will stand out:

#### Buildings as Space

The net interior program area of the various campus buildings is currently projected to be approximately 9,461 net square feet for a program and visitor centre; exhibits; a small stage; a collections and archives centre; offices; a support pavilion for ball game players and fans; and additional support spaces for all of these functions.



This total square footage is located in a number of physically separate buildings on different parts of the Museum’s 32-acre campus, as summarized below in Table 8.1 and detailed in Table 8.2.

<b>Physically Separate Components</b>		
Canadian Baseball Hall of Fame and Museum		
	<b>Net SF</b>	<b>Gross SF</b>
Program & Visitor Centre**	5,462	7,100
Collections & Archives Centre***	2,359	3,538
Game Pavilion**	640	800
Equipment Shed**	1,000	1,150
<b>Total Area</b>	<b>9,461</b>	<b>12,589</b>

**Table 8.1**

Source: White Oak Associates

\*\* Indicates that the gross area is calculated with a factor suiting the nature of the spaces.

\*\*\* Indicates that the gross area is an estimate of an existing building.

The gross interior program includes areas for mechanical, electrical and plumbing equipment; circulation; wall thicknesses; etc. that adds approximately 3,129 square feet to the net area for a total area of approximately 12,589 GSF.

---

### **Buildings as Objective**

- The Canadian Baseball Hall of Fame and Museum with its spacious site will be an integrated experience that is replete with choices of routes and destinations for visitors, program participants, and casuals. In addition to choices within the varied venues on the site (e.g.: the Program & Visitor Centre, the Game Pavilion, the Heritage Diamonds, etc.) public audiences will have choices within venues (e.g.: exhibits, programs, or events in the Program & Visitor Centre).
- While security and efficient ticket taking are obviously important to the operation of the Program & Visitor Centre in visitor mode, it is important that the visitor’s experience be self-directed.
- In addition to serving their specific functions, all renovations, additions, and further integration of CBHFM’s components, all elements of the campus need to create and enhance CBHFM’s iconic role as the centre and home of baseball in Canada.
- Planners and architects will design for continued future flexibility to facilitate changes in uses and users of the facility.

---

### **Building as Expandable Space**

- The current architectural program has been planned to fit within a feasible budget. Future capital investment, based on the success of the current vision of CBHFM, is likely to expand functions and add program components that require space.



- The identification and facilitation of future expansion zones within the site and the design as it develops will help insure the feasibility and cost-effectiveness of future additions of space to the facilities.

---

### **Building as Sustainable System**

- As a public, educational facility, the Canadian Baseball Hall of Fame and Museum will project both the image and the reality of responsible citizenship. The building and site offer an opportunity to embody the principles of sustainability through the utilization and articulation of green technologies.
- The individual components of the project will meet high green building standards, achieving the highest cost-effective level of efficiency.
- The interpretation of sustainable energy systems and resources may be incorporated into the design of the site features and the building. Significant features of the building could interpret these technologies to all visitors and passers-by.

### **Gross Circulation Considerations**

---

#### **Levels Desired/Required**

The Canadian Baseball Hall of Fame and Museum's program of spaces will benefit greatly from being located wherever possible on a single functional level. Easy and comfortable circulation for the visitor and program participant within and between facilities is accompanied by the elimination of the need for elevators or escalators, accessibility ramps, fire stair towers, and similar means of code-compliant vertical circulation.

Even though the Collections & Archives Centre (the existing Hall of Fame and Museum building) is not intended for use by the general public, accessibility will be considered and accommodated in its renovation.

---

#### **The Free and Paid Zones**

The Free Zone is that part of the site and buildings that can be enjoyed by the public without an admission charge at any time the facility is open. The Paid Zones require purchasing an admissions ticket, whether as a group or as walk-up visitors.

The vast majority of the 32-acre site is a Free Zone, and the public is welcome. Those who come but do not buy admission are *casuals* and are likely to be the Museum's largest audience.

The Paid Zones include:

- Inside the Program & Visitor Centre when in visitor mode or in paid-program mode
- Inside the seating areas of selected ball fields during admission-limited ball games.
- Inside a fenced-in area during ticketed events

---

#### **Icons and Signs**

Important in the development of the entire Museum campus is the number and design of way-finding devices for visitors. Icons, signs, and more intuitive way-finding devices need to provide both clear access to the various components and a clear sense of the range of venues and activities available to the visitor at any time.





## Overall Design Criteria and Operational Characteristics

The following design and operational criteria are presented here as a checklist of the Museum's fundamental expectations of the design of its facilities.

---

### Safety, Security and Compliance

The safety of the public and staff in all of the buildings and the surrounding exterior campus is the highest priority. Both the reality and the perception of safety are critical to the public. To be successful, the site and its buildings must be perceived as clean, healthy, safe, and secure during all open hours.

Full compliance with all applicable building- and life-safety codes and with universal design expectations is assumed; pro-active measures in these areas are encouraged.

---

### Building Integrity

The basic performance of any new or renovated building will meet high architectural standards; the facilities will be:

- **Watertight:** Roofs, windows, basements, canopies, and similar joints will not leak;
- **Operable:** The buildings and the campus will be designed to minimize operating costs and to be energy-efficient. It will have the effective practical amenities - such as adequate loading docks and inconspicuous service roads – as required for all its operational and programmatic purposes; and
- **Maintainable:** Windows, surfaces, lighting fixtures, and similar building elements in all new or renovated buildings will be accessible, replaceable, and able to be easily maintained in a cost-effective manner.

While these expectations may seem obvious, it is instructive to note that in a recent casual poll of executive directors of similar facilities, nearly half reported leaks in the roof of their facility sufficiently serious to impact their daily programming.

---

### Net Program Spaces

The program spaces as specified in the architectural program provided by the planning team in this document require approximately 9,461 NSF – see Table 8.2 later in this document. These net spaces constitute the Museum's fundamental expectations for its facility. The details of these expectations may be described in significant detail at a later point in a *CBHFM Architectural Room Book*.

An early phase of the work of implementing this *Strategic Master Plan* will be an in-depth review of these expectations, with recommendations for the implementation of adequate support spaces, building systems, parking, circulation in renovated existing facilities, and other elements that together will determine the long-term development and design of the Museum campus.

---

### Imagery and Design Aesthetics

CBHFM will be a distinctive group of facilities that integrates its indoor and outdoor spaces. It will capitalize on attractive, fun, inviting, and appealing imagery, engaging a broad-based audience.

- **Imagery:** No aspect of the Museum’s public environment will be neutral; instead it will be complex, layered, and will inspire the visitors and program participants to fully engage with the experiences it offers. Every element of its complex of physical characteristics will also encourage the visitors and program participants to return to re-experience their favourite activities and to discover new encounters with the baseball world.
- **Marketing Appeal:** The landscape design and exterior iconic experience will be dramatic, exciting, and fun; it will promise adventure both outside and inside. The experience of the interior space will be friendly yet sophisticated; it will be a provocatively designed, artistic expression of a way of thinking and feeling about Canadian baseball. The design of the campus will express to visitors and program participants the appeal of its activities and programs, encouraging them to participate.
- **Design Receptivity and Open Design Standards:** The aesthetics of the facilities and the site will be welcoming to the later addition of new elements in a diverse range of styles and fashions.
- **Advance Organizing:** The exterior environment and many aspects of the interior spaces can function as “advance organizers,” giving approaching visitors and program participants a clear sense of the experiences that await them. Efficient circulation spaces can be combined with attractive, intriguing program elements and selective information devices to help the visitors and program participants become more receptive to playful participation and discovery as they enter any of the buildings or exterior activity zones.

---

### **Design for the Visitors and Program Participants**

The buildings and exterior spaces will be easy to use, easy to move through, and comfortable for the public and staff alike. Its spaces will function smoothly both as independent spaces and as an integrated whole with easily understood operational procedures. The design of the spaces will derive from their functions, and their design will integrate these interrelationships of spaces with the spatial features of the site.

Some specific areas of functionality:

- **Pedestrian Flow:** The CBHFM will handle large crowds without difficulty, yet not feel empty on a slow day. The design of visitor and program participant circulation will prevent long lines, intersecting traffic flows, and bottlenecks wherever possible.
- **Way-finding:** Clear signs and directions create the visitor and program participant’s sense of orientation. These begin with exterior signs highly visible from the main approaches and continue with site and building entrances that are intuitive. Inside the facility’s primary circulation patterns, visitor and program participants will always understand where they are and how to get to the facility’s other activities.
- **Sensitivity to Visitor and Program Participants’ Experiences:** The circulation pattern will offer participants a variety of experiences along the way that contributes to the quality of their cumulative experience.
- **Acoustic Isolation and Control:** In addition to a generally high level of acoustic isolation throughout building interiors, there is particular need for areas within a building that need to be “quiet and contemplative” to be protected from those that are encouraged to be “loud and



invigorating." All interior spaces and activities need to be protected from all exterior noises that distract from the visitor and program participant's experience.

- **Access:** Control of access is important and depends on the nature of the transition from space to space; a variety of approaches may be assembled into a security plan that provides coherent control of access. For example the spaces will be designed with food and food movement in mind to restrict food movement from areas such as exhibits.

---

### **Expandability**

It is highly likely that future expansion of programs and activities will require additional space and support areas. The Museum will benefit from addressing this likelihood in the planning and design processes, identifying places where expansion is possible and providing the infrastructure to make those additions easier and more affordable to construct.

---

### **Low Operating Costs:**

The buildings and campus will be designed to minimize operating costs (utility, upkeep, janitorial, maintenance, etc.) and to achieve a level of energy efficiency consistent with the goals of green building technology. Systems and equipment will be specified that require the minimum inventory of replacement parts, particularly in the area of interior lighting.

---

### **Adaptability, Versatility, and Programmability**

The Museum's facilities will be designed to accommodate modifications and program changes, allowing it to evolve with new uses (and new users) over time. Many of its spaces will be multi-functional, requiring easy and smooth transitions.

Utilities and services will be designed for change throughout the campus wherever possible with empty conduits, raceways, cable troughs, and other dedicated pathways for the future connection and service of new communications and information equipment.

The ability to control lighting, audio, and other systems will provide opportunity to change the feeling and use of an interior space very quickly and easily. In addition to centralized and/or automated control of the campus systems, some areas - notably the more complex exhibit areas - will require control that is locally programmable to facilitate multiple operational modes.

---

### **Design and Build to Budget**

All of the above desirables must be considered against the operating and capital budgets. (Chapters 11 & 12). The capital campaign assumes design-to-budgets, and the work on the site and buildings have not-to-exceed budgets. Budget has top priority; second priority is to deliver the NSF in the program, and the third is to accommodate the design criteria included in this and other chapters of the *Master Plan*.

## **Outline Architectural Program**

The Outline Architectural Program is the most concise statement of the physical master plan for the new campus. It groups the required spaces by function and specifies the area required for their proper functioning. As the visitor programs and exhibits are further developed, their requirements will be updated in a timely manner.



**Detail Architectural Program**

The following table presents the complete, detailed architectural program. Note that the bracketed numbers are either exterior space or off-site spaces that are not included in the net interior square footage.

**Detail Architectural Program**  
Canadian Baseball Hall of Fame and Museum

Room Code	Room Name	Net SF
<b>A. The Exterior and Off-site Spaces</b>		<b>Net SF</b>
A-10 Parking		
A-11	Water Street Parking	[TBD]
A-12	Current Museum Building Parking (existing)	[TBD]
A-13	Program & Visitor Centre Parking (new)	[TBD]
A-20 Baseball Diamonds		
A-21	Cement Plant Field	[TBD]
A-22	King Field	[TBD]
A-23	Rotary Field	[TBD]
A-24	3rd Field	[TBD]
A-25	Teddies Field	[TBD]
A-30 Site Trails		
A-31	Walk of Fame	[TBD]
A-32	Baseball Timeline Trail	[TBD]
A-40 Other Exterior Spaces		
A-41	Event Tent Site	[10,000]
A-42	Diamond Playground (future)	[TBD]
A-50 Service Roads		
A-51	Program & Visitor Centre access	[TBD]
A-52	Baseball Diamond access	[TBD]
A-53	Game Pavilion access	[TBD]
A-54	Collections, Archives and Library Centre access	[TBD]
A-60 Off-Site Spaces		
A-61	Queen Street Office	[TBD]
A-62	Boardroom	[TBD]
A-63	Sales Counter	[TBD]
A-64	Collections Storage	[400]
Subtotal Net Space		[TBD]
<b>B. The Program &amp; Visitor Centre</b>		<b>Net SF</b>
B-10 Entry & Lobby Areas		
B-11	Public Entrance Vestibule	in gross
B-12	Reception Lobby	750
B-13	Gift Shop	220
B-14	Vending Machine/Cooler Area	50
B-15	Ticket & Admissions Area	50



B-20 Exhibit Areas		
B-21	Exhibit Niche A	120
B-22	Exhibit Niche B	160
B-23	Exhibit Niche C: Hall of Famers	200
B-24	Exhibit Niche D	240
B-25	Exhibit Niche E	280
B-30 Program Areas		
B-31	Program Area A	500
B-32	Program Area B	750
B-33	Program Area C (Auditorium)	1,000
B-40 Presentation Stage		
B-41	Seating Area - see B-33 above	inc.
B-42	Stage Area	315
B-50 Support Spaces		
B-51	Meeting Room, Function/Wedding Support Sp	120
B-52	Stage Support Space (offstage)	20
B-53	Stage Technical Support Space (offstage)	50
B-54	Seating Storage Area for 100 Chairs	50
B-55	Public Restrooms	200
B-56	Catering Support Vestibule	in gross
B-57	Loading Dock	in gross
B-60 Administrative Spaces		
B-61	Executive Director Office	100
B-62	COO Office	100
B-63	Office Landscape	187
	• Executive Assistant	inc.
	• Program Officer	inc.
	• Marketing/Membership	inc.
	• Bookkeeper	inc.
		<hr/>
Subtotal Net Space		5,462
Gross Space (@1.30)		1,639
<hr/>		
Total Program Centre Space		7,101

<b>C. The Collections and Archives Centre</b>	<b>Net SF</b>
---	---------------

C-10 Collection Spaces		
C-11	Collections Work Room	150
C-12	Collections Storage - standard HVAC environr	750
C-13	Collections Storage - protected HVAC environ	350
C-20 Archives		
C-21	Archives Storage - standard HVAC environme	300
C-22	Archives Storage - protected HVAC environme	150
C-30 Library		
C-31	Library Shelving & Seating Area	300
C-32	Librarian Office Area - within Library, not encl	inc.
C-40 Support Spaces		
C-41	Curator's Office	100
C-42	Office Landscape	199
	• Station A	inc.
	• Station B	inc.
C-43	Restroom (unisex)	60
		<hr/>
Subtotal Net Space		2,359



D. The Game Pavilion		Net SF
D-10 Interior Amenities		
D-11	Food Service Counter	100
D-12	Vending Machine/Cooler Area	80
D-13	Gift shop	100
D-14	Public Restrooms (2)	210
D-20 Amenities Support		
D-21	Food Prep Area	100
D-22	Trash Handling Area	50
D-30 Exterior Amenities		
D-31	Picnic Table Patio (with awnings)	[1500]
D-32	BBQ Grill Area	[200]
Subtotal Net Space		640
Gross Space (@1.25)		160
Total Game Pavilion Space		800

E. The Equipment Shed		Net SF
E-10 Storage Areas		
E-11	Open Area (risers & other large equipment)	630
E-12	Motor Maintenance and Storage Area (enclosed)	250
E-20 Enclosed Lockable Tool Crib		
E-21	Crib	120
E-22	Work Benches	inc.
E-23	Tool Cabinets	inc.
E-30 Future Equipment Expansion		
E-31	Expansion of Open Area	[350]
E-32	Expansion of Motor Maintenance & Storage	[150]
E-33	Expansion of Tool Crib	[80]
Subtotal Net Space		1,000
Gross Space (@1.15)		150
Total Equipment Shed Space		1,150

**Total Net Area (NSF) 9,461**

Itemized Gross-up 1,949

Gross-up of Existing @ 1.5\* 1,180

**Total Gross Floor Area (GSF) 12,589**

\* This is a preliminary estimate of a gross-up applied to existing spaces regardless of size.

Table 8.2

Source: White Oak Associates



## Potential Support Systems

In addition to the conventional building-oriented systems within any group of facilities, CBHFM may require additional museum-oriented systems and equipment both in the initial facility and in future phases of development.

The following list is an overview of the types of systems that may require integration into a successfully functioning campus. It is intended to provide suggestions for Board and staff discussions with architects, exhibit designers, and vendors to determine the appropriate systems to incorporate in each phase of development.

Some of these systems are currently present in the existing facility and may be moved to new spaces. Some may be affordable in this phase and others be part of future phases. Some systems that are part of conventional architecture may need enhancement at this phase because adding them later is difficult or expensive (appropriate acoustic separation of spaces is a good example of this).

---

### Acoustic and Ambient Light Control

- Acoustic absorption and/or diffusion materials
- Window blinds, films and/or curtains
- Glare-reduction materials and devices

---

### Cash Handling and Security Systems

- Surveillance system
- Cash room equipment
- Cash registers (if not integrated into the ticketing system)
- Safe/drop box

---

### Computer Systems

- Office support (word processing, database, spreadsheet, etc.)
- Finance system
- Membership/development
- Ticketing and admissions (see also "ticketing system")
- Facility use scheduling
- Electronic messaging

---

### Data and Information Systems

- Information technology backbone: the primary delivery systems for all data and information
- Computer networks: servers, routers, firewalls, Internet access, electronic messaging etc.
- Communication LANs as required within departments, between staff and exhibits, and between amenities and tracking systems
- Control LANs as required for building, administrative, and exhibit operation

- Connection to the external world: phone, Internet, cable, satellite, wireless, etc
- 

#### **Electrical Systems**

- Building-wide electrical control systems
  - Dimmable room lighting: to control selected rooms independently of the building systems; especially in spaces where the lighting may or may not be integrated into the theatre lighting dimming systems
  - Theatre lighting dimming system: to control lighting and effects in the small theatre
  - UPS (uninterrupted power supply) - to maintain operation of systems long enough to power down data and control systems; may be applied to specific equipment and/or entire systems
  - Power conditioning - to guarantee electrical voltage at  $\pm 5\%$  of nominal voltage to insure the health of computer and data systems
  - Emergency power system for sustained power outages
- 

#### **Emergency Systems**

- Emergency lighting
  - Sprinkler systems
  - Magnetic-release doors for fire emergencies in areas where open corridors or spaces are desired
- 

#### **Exhibit and Demonstration Support Systems**

- Exhibit “Being Installed” signage system
  - Exhibit “Out of Order” signage system
- 

#### **Food Vending, and Function Event Equipment**

- Vending machines
  - Function catering equipment
  - Function furniture: tables and chairs
  - Function A/V: portable sound and projection systems
  - Food carts for interior and/or exterior use
- 

#### **Furniture Systems**

- Outdoor casual seating
  - Indoor casual seating
  - Movable exhibit seating
  - Movable office furniture
- 

#### **Graphics and Signs**

- Corporate identity system
- Institution logo and style sheet





- Exterior signs
  - Interior signs
    - Directional signs
    - Location signs
    - Donor recognition
    - Code signs
  - LED signs and systems
  - Sign generating system
  - Imagery acquisition protocol and equipment
- 

#### **HVAC Systems**

- Local control of heating, ventilation and air conditioning may be desired in some exhibit and collections areas.
  - Special heating, ventilation and air conditioning may be required for sensitive parts of the collections areas.
- 

#### **Lighting Systems - Special**

- Exhibits may require special lighting or lighting control.
  - Task lighting: some areas may require very specific task lighting to achieve an effective ambiance within a space
  - Work/maintenance lighting: separate work lights may be required in some spaces for flexible set-up procedures and maintenance of specialized equipment
  - Ball field lighting.
- 

#### **Maintenance Systems**

- Janitor closets
  - Floor cleaning systems
  - Personnel and equipment lifts
  - Exterior landscape irrigation and maintenance systems
- 

#### **Management Systems**

- Office support and data access (word processing, database, spreadsheet, etc.)
- Telephone system
- Ticketing and admissions (see also "Ticketing System")
- Finance system
- Membership/development support systems
- Facility use scheduling system



---

**Media Systems Independent of Exhibit and Theatre Programs**

- Audio announcement and music system (analog and digital)
- Video monitor network
- Audiovisual event support equipment
- Wall clocks

---

**Retail Shop Equipment**

- Cash register units
- Other shop equipment
- Retail fixtures and environment
- Possible cart for outdoor sales

---

**Office Systems**

- Office landscape systems
- Telephone systems
- Printing system
- Fax system
- Duplication systems
- Image manipulation systems
- Teleconferencing systems

---

**Outreach Systems (future)**

- Teacher resource system
- Kit distribution system
- Outreach transportation system

---

**Signal Systems**

- Raceways, cable-trays, trenches, etc.: Open and accessible routes for frequent additions and changes in the signal lines that control exhibit and theatre systems
- Power separation: Special precautions will be required to keep power and signal lines separate; this is particularly important for audio and data cables

---

**Ticketing System**

- Point-of-sale ticketing system
- Telemarketing sales and reservations

---

**Visitor and Program Participant Service Equipment**

- Information booth equipment
- Membership booth equipment



- Box office equipment
  - Cash room equipment
  - Catering prep equipment
  - Crowd handling equipment and turnstiles
  - First-aid room equipment
  - Coat room equipment
  - Staff communications systems
  - Audio announcement and music system
  - Audiovisual support equipment
- 

**Web Systems**

- Remote information access
- Remote ticketing
- Remote scheduling and reservations
- Remote teacher resource system
- On-site information access
- On-site visitor tracking system
- On-site visitor way-finding system
- On-site scheduling system



# Market Analysis

Canadian Baseball Hall of Fame and Museum

## Chapter 9

### Overview

The intent of this chapter is to define the market segments and their population from which the Canadian Baseball Hall of Fame and Museum (CBHFM or the Museum) will primarily draw its attendance.

Because of the relatively small population of St. Marys, and for CBHFM to grow its audience and number of visitors, it will be critical to get repeat use from area residents (especially for year-round programs and the seasonal ball fields) and to also attract tourists and daytrippers.

Much of Ontario's tourism is from Ontario residents. A tourism survey indicated that trends from 2005 – 2010 showed decreasing average leisure time among Canadians as cited in a 2011 study published by Statistics Canada. This suggests a strong focus on regional residents who live close by and tourists already coming to the region. Residents of Perth County and adjacent counties are clearly a key target market. Sports tourism is the biggest sector of tourism in Ontario, a good fit with CBHFM.

### Findings

In looking at the market and other aspects of this project, the planners assessed the opportunities and challenges in regard to attendance to the future Canadian Baseball Hall of Fame and Museum.

#### Opportunities

- The more developed Museum will be able to build on its current brand reputation.
- It is a Museum that is nationally branded, with very successful annual Hall of Fame induction events.
- With improved ball field amenities, including the Game Pavilion, irrigation and lighting, the Heritage Diamonds will be more appealing and allow for evening rentals, which should increase usage and rentals. And with higher attendance to the Heritage Diamond ball fields, the new Program & Visitor Centre should be able to capture far more of those already on-site than it currently does.
- The expanded Museum will offer improved exhibits and better visitor and program experiences.
- There is continued support from and partnerships with the Rogers Centre and Blue Jays management.
- The potential of opening satellite exhibits at the Rogers Centre would boost the Museum's profile considerably.



- The population within a one-hour drive, based on the larger towns and cities, is quite large, over 676,000 residents, offering a good population base from which to draw. Within 1.5 hours the population is over 1.3 million.
- The population in Southwestern Ontario is expected to increase by 170,000 by 2036.
- Tourism is an important part of Ontario's economy and the province has a goal of doubling tourism numbers – attendance and spending – by 2020.
- There are several regional and provincial tourism organizations promoting tourism to Perth County and St. Marys.
- The vast majority of tourists and daytrippers to Ontario and the province's Regional Tourist Organization #4 (RTO4), which includes Perth County, are visiting friends and relatives. They are easier to reach through local and regional advertising and word of mouth, which is one of the most frequent ways that people learn about a museum.
- The Gap Analysis presented later in this chapter shows a relative scarcity of family attractions and history museums within 30 km of St. Marys.
- Stratford's tourism numbers are the highest in the area and the town is less than 20 minutes away. A new Museum with revitalized exhibits and grounds will have a better chance of attracting some of Stratford's visitors.
- The location of the Museum's future Program and Visitor Centre's makes it visible to those walking the St. Marys Loop Trail and is easily accessible from downtown.
- The current facility has a high ticket price for the visitor experience that is offered. The future ticket price suggested in this *Master Plan* is lower, and together with a better facility and exhibit experience will help attract more people, including those using the ball fields, many of whom have not, in the past, visited the exhibits.
- If St. Marys is able to implement and realize some of its strategic goals and desire to increase tourism and culture, then the CBHFM will benefit and the town will benefit from the Museum.

### **Challenges**

- St. Marys' and Perth County's population is relatively small and is projected to have very little population growth over the next decades.
- The number of children in Perth County in the 0-14 age range is expected to decrease between now and 2036. It is one of the target markets for the Museum's exhibits and programs.
- The population aged 65 and higher is expected to increase significantly, but this group is not necessarily a key target market for the new Visitor & Program Centre. CBHFM should consider ways to make the Museum also attractive to this age group.
- Although tourism is a strong market in the area, there is much competition from other communities for traveller's leisure time and dollars.
- The percentage of tourists and daytrippers visiting museums in the region is low.



- There are a small number of hotel/motel rooms in St. Marys so drawing a large number of overnight visitors is problematic, although Stratford, with more accommodations is only 20 minutes away.
- The Pyramid Centre offers a wealth of programs, some of which may compete with programs offered by the Museum, and compete for people's leisure time.
- There are other regional indoor and outdoor ball fields that will compete with CBHFM's Heritage Diamonds and programs.

### **Town of St. Marys**

St. Marys is in southwestern Ontario, located at the junction of the Thames River and Trout Creek. The first settlers arrive in the early 1840s, attracted by the area's natural resources. The river cascading over the limestone ledges provided power to run early pioneer mills. In the late 1850s the Grand Trunk Railway connected St. Marys to the rest of Canada and the world and the town became a centre for milling, grain-trading and the manufacture of agriculture-related projects<sup>1</sup>. St. Marys Cement, an important area company and employer, founded in 1912, recently celebrated 100 years of business in the town. Administratively the town is within Perth County, but technically is in St. Marys County.

St. Marys is known for its rich history and architectural heritage (Heritage Conservation District) and its small-town warmth and charm. It is known as "the Stonetown" because of the many buildings built of limestone, which is prevalent in the area. St. Marys has easy access to nature. Sports and recreation are important to town residents as indicated by the Canadian Baseball Hall of Fame and Museum, the Pyramid Centre with its aquatic and ice rink facilities and other sports activities.

St. Marys 2011 population was 6,655. That represents a 6% growth since 2006, less than the population increase for Perth County and much less than the national or provincial averages. The population is aging more rapidly than the province or Canada as a whole. Residents of St. Marys ranked among the top 10% of the smartest communities in Canada, based on the Composite Learning Index of Canada data.

Although it is a lovely town on the banks of a river, it does not yet have enough features, facilities and amenities (restaurants, lodging, tourist-oriented retail stores) to draw a large number of tourists. Stratford tourists might offer a base to draw from, but many of those tourists tend to be more interested in culture and less in sports. Those who do wander farther afield on day trips have several options, such as Bayfield and Goderich on Lake Huron, antique shopping in Blyth and Shakespeare, St. Jacobs with its factory outlets, and Elora with its quaint retail and restaurants.

But St. Marys is also an option with the appeal of its limestone architecture, the quarry and hiking and river activities and CBHFM.



**St. Marys Population Growth**  
Canadian Baseball Hall of Fame and Museum

	<b>Population</b>	<b>Average Age of Population</b>
1996	5,955	37.9
2001	6,293	39.3
2006	6,617	41.4
2012	6,655	44.4
2021 Projected	7,617	not/av
2036 Projected	8,768	not/av

**Table 9.1**

Source: Town of St. Marys and projections for St. Marys from the town’s website posting “Small Town Big Opportunities, accessed 9/12/2014.

As shown in Table 9.2, within an hour’s drive from St. Marys there are approximately 676,000 residents, and within a 1.5 hour drive, based only on the populations of the larger towns and cities, there over 1.3 million residents. Within 2.25 hours, which includes Toronto, and, again, based only on the populations of the larger towns and cities, there are 6.3 million people.

Toronto is about two hours east of St. Marys and London is about 45 minutes southwest. Stratford, known for its Shakespeare theatre and festivals that draw hundreds of thousands of tourists, is about 20 minutes from St. Marys.



**Regional Towns and Cities: Drive Time from St. Marys**  
Canadian Baseball Hall of Fame and Museum

Town/City	Drivetime	County or Division	City/Town Popul. 2011
St. Marys	:00	Perth	6,655
Stratford	:22	Perth	30,886
London	:42	Middlesex	366,151
Woodstock	:45	Oxford	37,754
Kitchener	:56	Waterloo	219,153
Tillsonburg	:56	Oxford	15,301
<b>Subtotal w/in 1 Hour</b>			<b>675,900</b>

Cambridge	1:00	Waterloo	126,748
Lambton Shores	1:00	Lambton	10,656
St. Thomas	1:00	Elgin	37,905
Waterloo	1:02	Waterloo	98,780
Huron East	1:03	Huron	9,264
St. Jacobs	1:07	Waterloo	1,891
Brantford	1:13	Brant	93,650
Guelph	1:21	Wellington	121,688
Norfolk (Simcoe)	1:24	Norfolk	63,175
Milton	1:28	Halton	84,362
Simcoe	1:29	Norfolk	14,777
<b>Subtotal 1 hour to 1.5</b>			<b>662,896</b>
<b>TOTAL W/IN 1.5 HOURS</b>			<b>1,338,796</b>

Hamilton	1:31	Hamilton D.	519,949
Oakville	1:40	Halton	182,520
Mississauga	1:42	Peel Munic.	713,443
Brampton	1:43	Peel Munic.	523,911
Haldimand	1:46	Haldimand	44,876
Chatham-Kent	1:46	Chatham-Kent	103,671
Toronto	2:00	Toronto Div.	2,615,060
St. Catharines	2:02	Niagara	131,400
Niagara Fall	2:10	Niagara	82,997
Welland	2:16	Niagara	50,631
<b>Subtotal 1.5 Hours - approximately 2.25 hours</b>			<b>4,968,458</b>
<b>TOTAL W/IN APPROX 2.25 HOURS</b>			<b>6,307,254</b>

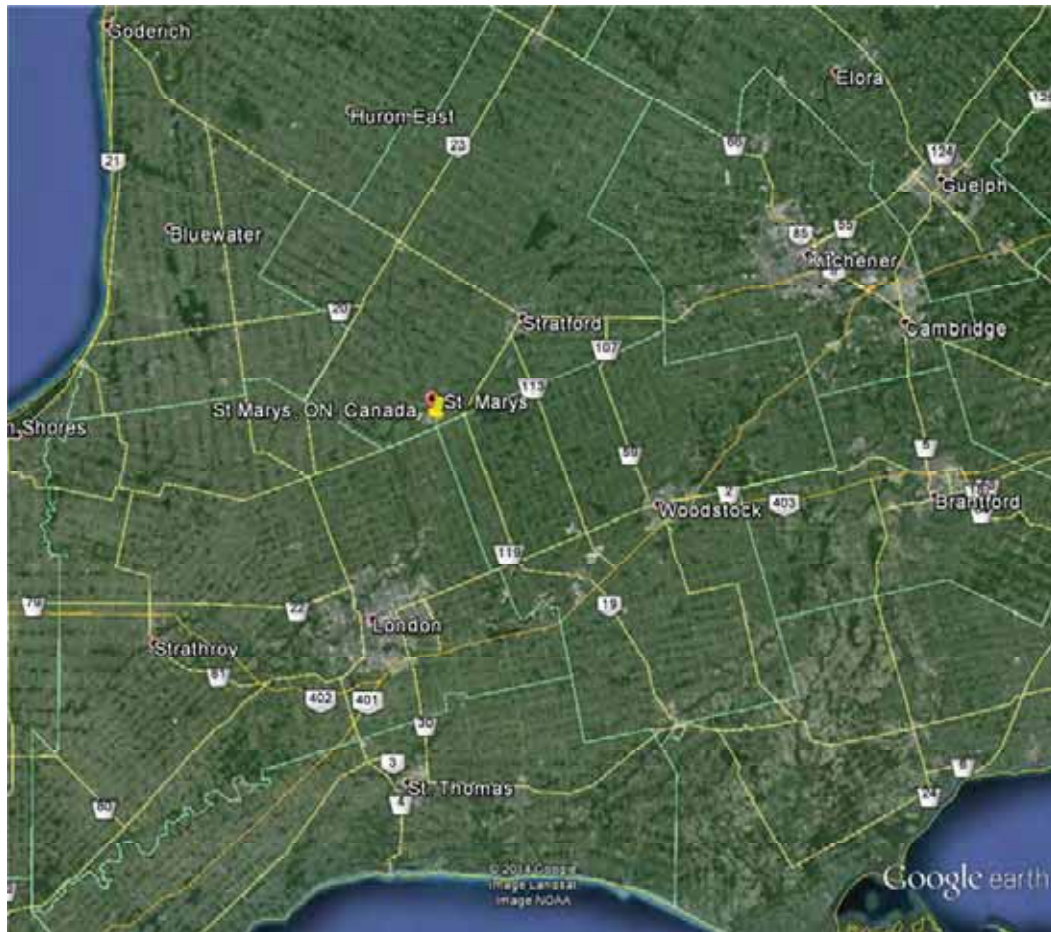
**Table 9.2**

Source: White Oak Associates, Google Earth, and <http://www.citypopulation.de/Canada.html>. Populations are for the population centre.





**Area Road Map and Communities**  
Canadian Baseball Hall of Fame and Museum



**Map 9.1**

Source: Google Earth

**Recreation**

St. Marys new Pyramid Recreation Centre includes an Aquatic Centre, two ice pads built to Hockey Canada standards, a Community Centre, End Zone viewing room, meeting and activity rooms, Home Support Services and the Friendship Centre for senior citizens. One of the ice pads operates year round and the other is converted to a dry floor in the off season for floor hockey, volleyball, in-line skating and concerts for up to 1400 spectators. Combined with the Community Hall which has a 400-person capacity, the two venues can host trade shows, wedding receptions, dog shows, fashion shows, bar mitzvahs and other special functions. The Centre and the Town of St. Marys offer a variety of programs for all ages such as birthday parties, newborn and preschool programs, school break, summer and child and youth programs before and after school. According to a representative of the Town of St. Marys Recreation Department, rentals for use of the ice rinks come predominantly from St. Marys and Perth South, but many also come from London, Stratford, Lakeside and Granton.

There is another pool, the Cadzow Pool and St. Marys Quarry is open seasonally for outdoor swimming. The Quarry is Canada's largest outdoor swimming pool.



The St. Marys Skate Park operates seasonally. There is a St. Marys youth centre that has computers, ping pong, X-Box and other games, a lounge area and board games.

Parks and trails include the Wildwood Conservation Area, the St. Marys Loop Trail, which includes the Riverview Walkway along the Thames River and the Grand Trunk Trail that follows a former railway line and has panoramic views of the Town.

### **St. Marys Attractions**

- **Canadian Baseball Hall of Fame and Museum:** CBHFM currently is open in May on weekends only and daily from June 1 through October 11. Ticket prices for adults are \$7.50, \$6.00 for seniors, and \$3.75 for children (6-16). The family ticket price is \$15. Group rates are also available. The annual Induction Ceremony and events are in June and in 2014 ran from Thursday, June 19 through Saturday, June 21. The summer baseball camp, Kids on Deck, is an overnight week-long camp for youth. In 2014 there was one camp in July. In a previous year there was more than one camp, but that was supported by a grant. Programs for children are also offered during winter and spring school vacation breaks.

On TripAdvisor (accessed 9/29/14) there were 25 reviews of the Hall of Fame and Museum and the rating was high, four out of five stars. Eleven reviews rated it excellent, eight were very good, two average and four poor. None rated it terrible. One of the poor reviews said you had “to be a diehard serious baseball fan to benefit from this one.” A person who gave it a five-star review raved about the collections. Several five star reviews indicated that the building housing the collections didn’t look like much, but that the baseball memorabilia was amazing and “crammed with fascinating baseball tidbits everywhere you look.” A four-star review appreciated the Canadian viewpoint. Another four-star review noted that it took an hour to see everything. Several people enjoyed the walking trails. Proximity to Stratford was mentioned several times. Several people also mentioned that they were aware that the facility was too small to show all the collections and it would be nice to see more.

- **St. Marys Museum & Archives:** The Museum overlooks the town and is situated in an 1854 home. It is also known as the Castle in the Bush as it was the largest home in the village when it was built. The museum has both permanent and changing exhibits, two outbuildings with a woodworking shop and displays of farm implements. The Museum was recently expanded. The new archival wing houses a collection of historic photographs, local newspapers, maps and genealogical files. The museum operates year round.<sup>ii</sup>
- **St. Marys Events and Festivals:** The annual Stonetown Heritage Festival includes live music, family activities, evening street dancing, fireworks and more. St. Marys Downtown Car Show includes cars shown on the downtown streets plus there are sidewalk sales, music, food vendors, a trunk sale, and family entertainment including the Veggie Car Derby. Other events include Canada Day. Other festivals include Kinfest and Teddy Bear Reunion, and the Outdoor Lights Festival. From May to October there is a Farmers’ Market on Saturdays.
- **McCully’s Hill Farm:** The McCully farm is not only a working farm with an on-site market, but it also offers seasonal events and festivals and education programs focused on agriculture, food and healthy living. They offer summer camps and birthday parties for children as well as school group educational tours.



### **St. Marys Municipal Cultural Plan**

Arts and culture are an important theme for St. Marys as evidenced by the initiative that developed a Municipal Cultural Plan in 2012.<sup>iii</sup> The plan embraced eight important themes related to culture and creativity. CBHFM fits very well with many of these initiatives, especially numbers 1, 2, 5, 6 and 8.

- 1 *Economic Development*: Attract and retain a creative workforce, fostering urban regeneration and appealing to cultural tourists.
- 2 *Strong Neighborhoods*: Culture as a vehicle for meaningful community engagement.
- 3 *Innovation*: Creative thinking leads to new ideas. Culture can foster new uses of space and new models for local businesses.
- 4 *Environmental Sustainability*: Cultural districts encourage the reuse of empty spaces, support alternative modes of transportation and support local and sustainable food sources.
- 5 *Public Health*: Culture propels active discovery through such things as local museums, participating in heritage street festivals and outdoor swimming. Culture promotes healthy movement and meaningful social interaction.
- 6 *Lifelong Learning*: Culture promotes cognitive and emotional development and offers rich opportunities for continuous learning and challenging our assumptions.
- 7 *Public Safety*: Culture establishes positive and safe community spaces.
- 8 *Well-Being and Quality of Life*: Culture shapes and inspires, helps establish meaningful bonds. Culture is an essential component of human experience and engaging in it supports an increased quality of life.

Goals of the plan include: unite and strengthen the arts and cultural community in St. Marys; build community capacity among artists and arts and culture organizations; enhance appreciation of the arts; inspire cultural participation; and improve attractiveness of St. Marys for residents and tourists. The Plan also mentioned St. Marys' active jazz and popular music scene.

The Cultural Plan pointed out the Town has “more assets than market-ready products.” The development and success of how St. Marys implements the cultural plan will have an impact on the future Canadian Baseball Hall of Fame and Museum and its potential to attract more visitors. It will be critical for the Town to attract more visitors. An expanded CBHFM can be a part of the infrastructure to attract more visitors, but it can't do it alone. The Cultural Plan is yet to be implemented.

The report indicated that the Town is not currently equipped to handle a large number of cultural tourists. Cultural tourists are generally older in age and require high quality cultural tourism products and experiences and CBHFM should keep this in mind as it develops its new facilities.

The cultural plan's initiatives complement the Economic Development Strategy and Action Plan 2010-14 developed for the County of Perth, the Town of St. Marys and the City of Stratford. It identified arts, culture and tourism as “very strong” future economic drivers. An expanded CBHFM will contribute to strengthening tourism.

### Regional Attractions and Gap Analysis

The Canadian Baseball Hall of Fame and Museum will compete with other attractions for people's leisure time. There are at least 51 publicized permanent attractions within 100 kilometers of the museum site (See Table 9.4), which break down into the categories shown in Table 9.3.

**Attractions within 100 Kilometers**  
Canadian Baseball Hall of Fame and Museum

Art Museums	2
Theatres	3
Historic Sites	4
Family Museums	6
History Museums	9
Parks/Zoos/Nature Centres	9
Sports Facilities	18

**Table 9.3**

Source: Web searches, Individual Websites and White Oak Associates

The expanded Museum will have aspects of a family museum, a sports facility and a history museum. Aside from the nearby St. Marys Museum which relates to the Town's history, the closest other family museums are in London, ON (Fanshawe Pioneer Village and the London Children's Museum). London also has three history museums. The St. Marys neighborhood already has six sports attractions. In Table 9.4 the full list of sports attractions in the region includes, among other categories, sports complexes, parks and trails, attractions and swimming facilities.

The Gap Analysis shows a relative scarcity of family attractions and history museums within 30 km, and an abundance of sports attractions in St. Marys. This suggests that the future Museum has the potential to serve unmet potentials among family audiences living in the Primary Resident Market and among history-seekers in all markets. The future Museum should avoid competing with St. Marys' other sports attractions, both for good community relations and because the market is competitive. The Museum should find its niche, and focusing on games and clinics on the Heritage Diamonds will provide a clear distinction to golf, swimming, tubing, and hiking attractions. Given its regional strength in sports attractions, the Museum and these other sports-related attractions could collaborate with the Town to position St. Marys as the region's *family sports and heritage destination*.

There are many other ball fields in the region, some of which have better amenities, such as lights and food service. Upgrading the CBHFM fields will make it more competitive and additional lighting will enable more evening rentals. One of the competitive facilities is the Packham Road Sports Complex in Stratford. It has five baseball diamonds with lights, irrigation and a pavilion with food and beverage service. The City of Guelph has several lighted and irrigated softball and baseball diamonds as well as many "B" softball diamonds.

Toronto has substantial indoor facilities at the Dugout, the Baseball and Softball Academy. Among other items, it has a 10,000 SF field area, 64 foot retractable batting cages, a full length pitching tunnel, a lounge for parents, a mezzanine viewing area, birthday party rooms, and much more. They offer an array of baseball and softball clinics and summer camps. London has a facility, Centrefield Sports, which opened in 2007. The indoor facility is 45,000 SF with Infill



Turf and includes a 20,000 SF turfed field. The facility serves the baseball, softball and slo-pitch markets as well as soccer and football. There are nine batting cages with pitching machines, a members' lounge, cardio training machines and more. It is staffed by both professional and semi-pro athletes. Their website states that over 100 sports teams come to the indoor facility from as far away as Toronto, Sarnia and Windsor. They offer clinics and programs. The City of London actively promotes sports tourism.

Closer to St. Marys, Stratford is home to the International Canadian Academy of Sports Excellence (iCASE), a baseball academy, which opened in 2013. It was designed in partnership with the Avon Maitland School District Board and Northwestern secondary school in Stratford. It is Ontario's' first student-focused, full-time baseball academy. It combines baseball training with academic education for high school students. During school breaks they offer programs and classes. It has outdoor facilities as well as an indoor training facility that can be rented.

Note that Table 9.4 listing regional attractions does not include listings for baseball diamonds.



# Canadian Baseball Hall of Fame and Museum: Strategic Master Plan 9-11

## Regional Attractions Canadian Baseball Hall of Fame and Museum

NAME	LOCATION	TYPE	County	KM from CBHFM	Time from CBHFM	Activity
CANADIAN BASEBALL HALL OF FAME	St. Marys ON	Museum: Fam	Perth	0	:00	hall of fame
St Marys Lind Sportsplex	St. Marys ON	Sports	Perth	0	:00	home of the St Marys curling club
The Quarry	St. Marys ON	Sports	Perth	1	:11	recreation
Cadzow Park and Cadzow Pool	St. Marys ON	Sports	Perth	1	:07	park, swimming
The St. Marys Museum & Archives	St. Marys ON	Museum: Hist	Perth	1	:07	community museum
Parks and Trails	St. Marys ON	Sports	Perth	2	:04	recreation
Pyramid Recreational Center	St. Marys ON	Sports	Perth	2	:21	Aquatics, ice rinks, Community Centre, End Zone viewing room, meeting/activi
River Valley Golf & Country Club	St. Marys ON	Sports	Perth	5	:08	golf, winter tubing
McCully's Hill Farm	St. Marys ON	Park/Zoo/Natr Ctr	Perth	6	:08	farm
Wildwood Conservation Area	St. Marys ON	Sports	Perth	7.5	:11	3,500 acre outdoor playground
Stratford Festival Theatre	Stratford ON	Theatre	Perth	22	:27	professional theatre
Gallery Stratford	Stratford	Museum: Art	Perth	22	:26	public art gallery
Stratford Perth Museum	Stratford	Museum: Hist	Perth	22	:27	community museum
Fanshawe Pioneer Village	London, On	Museum: Fam	Middlesex	31	:30	living history village
The Royal Canadian Regiment Museum	London, On	Museum: Hist	Middlesex	39	:37	military museum
The Museum of Ontario Archaeology	London, On	Museum: Hist	Middlesex	41	:36	human history museum
The Canadian Medical Hall of Fame	London, On	Museum: Hist	Middlesex	44	:43	hall of fame
London Children's Museum	London, On	Museum: Fam	Middlesex	44	:42	children's museum
Museum London	London, On	Museum: Art	Middlesex	44	:44	regional art, culture and history
Castle Kilbride National Historic Site	Baden ON	Historic Site	Waterloo	50	:51	National Historic Site
Hullett Provincial Wildlife Area	Clinton	Park/Zoo/Natr Ctr	Huron	58	1:02	wildlife area
Adventures on Wonderland	London, ON	Sports	Middlesex	59	:49	indoor playground and family entertainment facility
Woodlands Arboretum and Nature Center	Clinton	Park/Zoo/Natr Ctr	Huron	62	1:02	Arboretum, nut grove, trails
School on Wheels Railcar Museum	Clinton, ON	Museum: Hist	Huron	62	1:05	history museum
Clinton Racetrack	Clinton	Sports	Huron	63	1:04	harness racing
Grand River Rocks	Kitchener, ON	Sports	Waterloo	65	:59	indoor rock climbing
The Joseph Schneider Haus Museum and Gallery	Kitchener, ON	Historic Site	Waterloo	65	:59	National Historic Site
THEMUSEUM	Kitchener, ON	Museum: Fam	Waterloo	66	1:01	community museum
Canadian Clay & Glass Gallery	Waterloo ON	Museum: Art	Waterloo	66	1:09	gallery
Waterloo Region Museum and Doon Heritage Village	Kitchener, ON	Museum: Fam	Waterloo	68	1:03	community museum
Chicopee Tube Park	Kitchener, ON	Sports	Waterloo	70	1:00	
Chicopee Ski & Summer Resort	Kitchener, ON	Sports	Waterloo	70	1:04	recreation
Kitchener-Waterloo Art Gallery	Kitchener, ON	Museum: Art	Waterloo	70	1:00	public art gallery
Bingemans FunworX	Kitchener, ON	Sports	Waterloo	71	1:02	indoor playland
Kingpin Bowlounge	Kitchener, ON	Sports	Waterloo	71	1:01	recreation
Bayfield Historical Society & Archives	Bayfield	Museum: Hist	Huron	74	1:19	community museum, historical walking tour in July/August
Cambridge Butterfly Conservatory	Cambridge ON	Park/Zoo/Natr Ctr	Waterloo	75	1:07	butterfly conservatory
Laithwaite Apple Park	Goderich, ON	Park/Zoo/Natr Ctr	Huron	78	1:17	farm
Toy Building Zone	Waterloo, ON	Sports	Waterloo	79	1:05	lego toys
Cambridge Ice Centre	Cambridge ON	Sports	Waterloo	79	1:13	ice skating
PLAYFIT Kids Club	Cambridge, ON	Sports	Waterloo	81	1:10	indoor playground
The Palmerston Railway Heritage Museum	Minto, ON	Museum: Hist	Wellington	82	1:24	
The Huron County Museum & Gaol	Goderich, ON	Museum: Hist	Huron	83	1:24	community museum
Huron Historic Gaol	Goderich, ON	Historic Site	Huron	83	1:23	National Historic Site
The Waterloo Central Railway	St. Jacobs, ON	Historic Site	Waterloo	83	1:09	historic train rides
Marine Museum	Goderich, ON	Museum: Hist	Huron	83	1:26	marine museum
Point Farms Provincial Park	Goderich, ON	Park/Zoo/Natr Ctr	Huron	86	1:27	Nature/ Wildlife Areas
Ball's Bridge	Auburn	Sports	Huron	87	1:22	historic bridge, swimming
Drayton Entertainment	Cambridge	Theatre	Waterloo	89	1:11	professional theatre
Canoeing The Grand	Kitchener, ON	Sports	Waterloo	91	1:09	recreation
River Run Centre	Guelph, ON	Theatre	Wellington	92	1:26	performing arts centre
Guelph's Public Art Gallery and Sculpture Park	Guelph, ON	Museum: Art	Wellington	92	1:25	Canadian art including Canadian contemporary art, Inuit art, and public sculptur
Dungannon Zoo	Goderich, ON	Park/Zoo/Natr Ctr	Huron	94	1:39	Zoo
Guelph Civic Museum	Guelph, ON	Museum: Fam	Wellington	94	1:21	culture and natural history
The Sleeman Centre	Guelph, ON	Theatre	Wellington	95	1:22	hosts concerts and events
African Lion Safari	Hamilton, ON	Park/Zoo/Natr Ctr	Waterloo	96	1:29	safari
Elora Gorge	Elora, ON	Park/Zoo/Natr Ctr	Wellington	97	1:24	natural environment

Table 9.4

Source: White Oak Associates and Individual Websites



### Province of Ontario Population Trends

Over the past ten years, with an annual average growth rate of just over 1%, Canada's population has grown at the fastest rate of any of the G8 countries.

Between 2001 and 2006 about 2/3<sup>rd</sup> of Canada's population growth was due to international migration. Ontario and Alberta made up more than 2/3's of Canada's population growth.<sup>iv</sup> Ontario's population growth has been stronger than the national average, which has been the case for more than a decade.

Between 2001 and 2006, Ontario's population increase of 750,000 represented approximately half of Canada's population growth and was predominantly driven by international migration; 600,000 immigrants arrived during that time frame. This reflects the trend in Canada of net migration being a major contributor to population growth, whether from international sources or other parts of Canada.

Population projections for the Province of Ontario by the Ontario Ministry of Finance<sup>v</sup> indicate that the population is expected to increase from 13.5 million, July 1, 2012, to almost 17.5 million by July 1, 2036, an almost 3.9 million person increase.

The number of seniors aged 65 and over is projected to more than double, from about 2.0 million to 4.2 million. The number of children aged 0-14 is projected to increase gradually over the period, from 2.2 million in 2012 to 2.7 million by 2036. The number of Ontarians aged 15-64 is expected to increase from 9.3 million in 2012 to 10.5 million by 2036.

As shown in Table 9.5, the population of Perth County is projected to decline slightly by 2036 as compared to 2012. The population of St. Marys is expected to increase.

The population of Southwestern Ontario, which includes 10 counties including Perth, is projected to grow from 1.61 million in 2012 to 1.78 million by 2036, a 10.4% increase, about 170,000 persons.



**Population Growth**

Canadian Baseball Hall of Fame and Museum

	St. Marys	Perth County	South-western Ontario	Ontario
2001	6,293	73,675		11,896,700
2006	6,617	74,344		12,665,400
2012	6,655	77,000	1.61 MM	13,505,900
2021 Projected	7,617	76,400		14,816,000
2036 Projected	8,768	76,100	1.78 MM	17,371,800
Projected 2012 to '36 Change in Population	31.8%	2.4%	10.6%	28.6%
Incr/Decrease 2012-'36	2,113	-900	170,000	3,865,900
2011 Median Age	44.4	41.2		40.4

**Table 9.5**

Source: Town of St. Marys, Statistics Canada, Projections for Perth County and Ontario from the Ontario Ministry of Finance accessed 9/15/14 with data from Spring 2013, and projections for St. Marys from the town’s website posting “Small Town. Big Opportunities, accessed 9/12/2014.

Table 9.6 presents projections for population growth between 2012 and 2036 by age group. Children in the 0-14 age range are projected to decline slightly in Perth County, with the largest increase projected for those 65 and over.

**Ontario Population Projections (in millions)**

Canadian Baseball Hall of Fame and Museum

Age Group	Perth		Ontario	
	2012	2036	2012	2036
0-14	13,860	12,340	2.2 million	2.7 million
15-64	50,450	40,840	9.3 million	10.5 million
65 and over	12,740	22,940	2.0 million	2.2 million

**Table 9.6**

Source: Ontario Ministry of Finance Website accessed 9/14/2014. Data from Spring 2013.

**Market Segment Definitions and Population Sizes**

The planners have divided the market segments into Primary and Secondary residential markets, school children and tourist and daytripper travellers.

The expanded CBHFM will still be relatively small, which implies a relatively short dwell time. Dwell time is how long visitors spend in a museum. With small exhibit halls visitors might spend as little as 30-45 minutes to one to two hours for die-hard baseball fans. Dwell time is linked to how far visitors are willing to travel for an activity. A one-hour activity does not often justify a two-hour drive unless coupled with other activities in the area. This mostly applies to visitors to the exhibit galleries, the majority of whom will be visiting in the summer. Programs, events and games that run several hours in length might be able to draw from several hours away.

Taking these considerations into account, the planners defined the resident market segments to include residents who live within an approximately one-hour drive.



The ball fields and rentals to ball teams might have a wider geographic reach. The Induction Ceremony has the largest geographic reach.

**Resident Primary Market:** Prime market for the Museum's Program & Visitor Centre, exhibits and programs, and Heritage Diamonds. Includes:

- Perth County

**Resident Secondary Market:** Prime market for the Museum's Heritage Diamonds and secondary market for the Program & Visitor Centre's programs and exhibits. Includes:

- Huron County
- Middlesex County
- Oxford County
- Waterloo (regional municipality)

**School Market:** Prime market for programs and guided tours.

- Avon Maitland School District, includes St. Marys
- Huron-Perth Catholic School District, includes St. Marys

Other targeted school districts will include the Thames Valley Public School District (which includes London and reaches northeast almost to St. Marys) and the London Catholic School District. At somewhat greater distance, but still within a reasonable bus trip, are the Waterloo Region and Grand Erie School Districts, as well as Waterloo and Brant/Haldimand-Norfolk Catholic School Districts.<sup>vi</sup> Smaller numbers of children in the region attend French language schools or are home schooled.

### **Tourists and Daytrippers**

Prime market for professional and amateur ballgames, national tournaments and the Program & Visitor Centre's exhibits.

- Ontario Tourism District RTO4, which includes visitors to the counties of Huron, Perth, Waterloo and Wellington. Tourists are defined as travellers residing 40 km or farther from a site, or crossing a border into Ontario. They include daytrippers as well as overnight tourists.

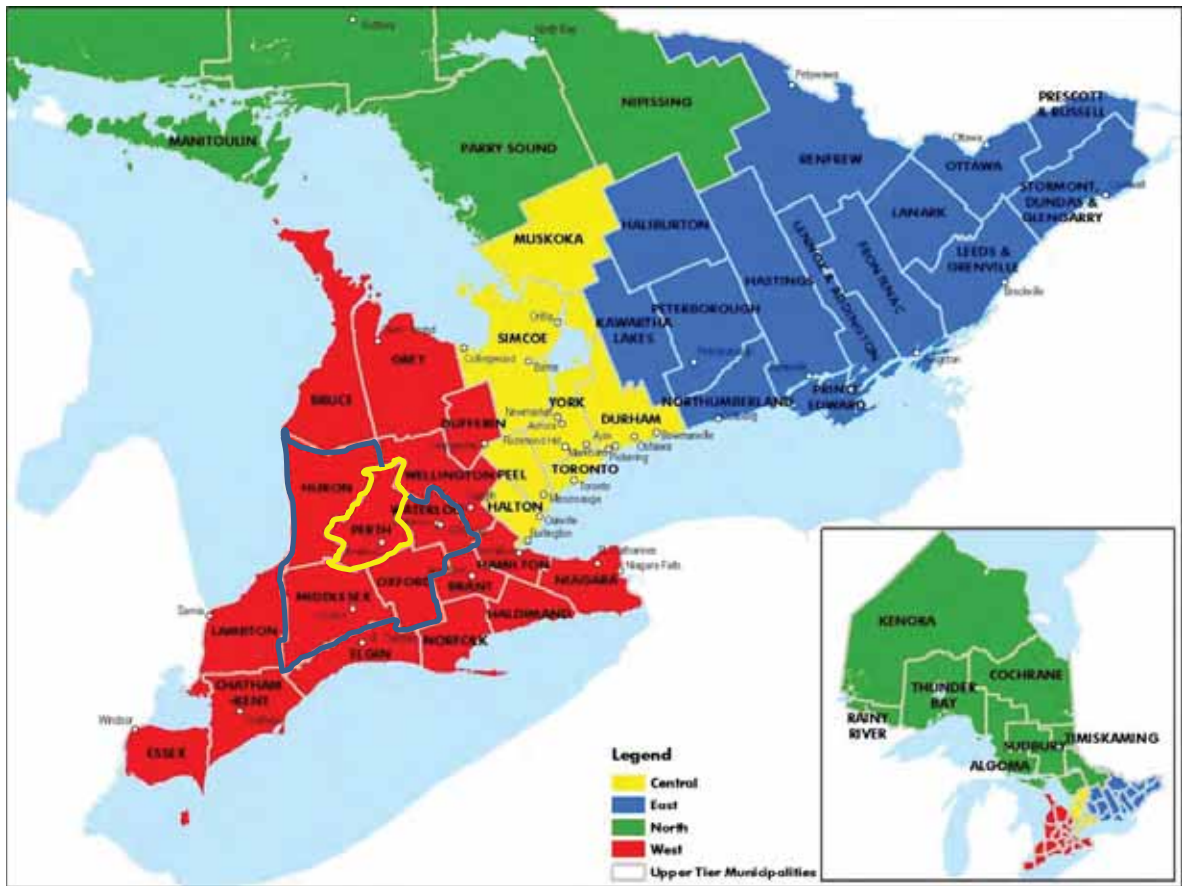
---

### **Resident Market:**

Map 9.2 shows the counties in the two resident market segments.



Ontario County Map<sup>vii</sup>  
Canadian Baseball Hall of Fame and Museum



Yellow Outline  
Primary Resident Market

Blue Outline  
Secondary Resident Market

Map 9.2

Source: Council of Private Investigators Ontario and White Oak Associates

Table 9.7 presents the population by county for the resident markets, the population change between 2006 and 2011 and projected 2036 populations. The population of Perth County has remained relatively stable, around 75,000, with only an increase of 768 persons between 2006 and 2011. The Secondary Market grew by almost 49,000 persons with the largest increase in Waterloo, followed by Middlesex County. The county of Huron saw a decrease in population.

In 2011, the size of the Primary and Secondary Markets combined was 1.1 million. The projected 2036 population is almost 1,576,580, an almost 390,000 person increase over 2011. Perth County is only projected to increase by about 1,000 persons.<sup>1</sup>

<sup>1</sup> Earlier in this chapter the projected population to 2036 for Perth County showed a decline as it was compared to 2012 population, not 2011.

**Population by Resident Market Segment**  
Canadian Baseball Hall of Fame and Museum

County or Census Division	Population		Change	Projected	Change
	2006	2011	2011 vs. 2006	2036	2036 vs. 2011
<b>Primary Market</b>					
Perth	74,344	75,112	768	76,110	998
<b>Secondary Market</b>					
Huron	59,325	59,100	-225	57,740	-1,360
Middlesex	422,333	439,151	16,818	596,940	157,789
Oxford	102,756	105,719	2,963	113,510	7,791
Waterloo (RM)	478,121	507,096	28,975	732,280	225,184
<b>Subtotal Secondary</b>	1,062,535	1,111,066	48,531	1,500,470	389,404
<b>Total Both Markets</b>	1,136,879	1,186,178	49,299	1,576,580	390,402

**Table 9.7**

Source: Statistics Canada and Ontario and projections from Ministry of Finance Website accessed 9/12/2014.

Some of the programs, classes and gallery exhibits will appeal to children in the five to 14 age-range. Table 9.8 shows the 2011 population by county, market segment and child age ranges. In 2011, Perth County had 9,300 in the 5-14 age-range. The Secondary Market had about 130,000 in that age range.

**Population by Resident Market Segment and Age Range**  
Canadian Baseball Hall of Fame and Museum

County or Census Division	2011: Children Aged				Total 5 - 14
	0-4	5-9	10-14	15-19	
<b>Primary Market</b>					
Perth	4,445	4,550	4,750	5,325	9,300
<b>Secondary Market</b>					
Huron	3,255	3,200	3,630	4,135	6,830
Middlesex	24,110	23,415	25,270	30,440	48,685
Oxford	6,140	6,345	6,805	7,240	13,150
Waterloo (RM)	30,940	30,660	31,370	34,580	62,030
<b>Subtotal Secondary</b>	64,445	63,620	67,075	76,395	130,695
<b>Total Both Markets</b>	68,890	68,170	71,825	81,720	139,995

**Table 9.8**

Source: Statistics Canada

**School Market**

St. Marys has two elementary schools, a secondary school and an early childhood education centre. The Town of St. Marys' website indicated that according to the Composite Learning Index of 2010, the Town was ranked in the top 10% of smartest communities in Canada.

**Avon Maitland School District**

St. Marys is part of the Avon Maitland School District (AMSD), which includes the counties of Perth and Huron. Estimated enrolment for 2014 is 15,042 and projections indicate a decline to

14,956 by 2024. That represents a small increase in JK – 8 and a small decline in secondary schools.

Perth County enrolment in 2009/10 was 9,484, which included 5,775 in junior kindergarten through grade 8 and 3,709 for grades 9-12. Projections to 2024 by The Ammendolia Group, presented to the school district on March 22, 2011, indicated some growth for the JK-8 group and declining enrolment for grades in 9-12.

Enrolment in Area 2 in Perth County, which includes St. Marys and Part Perth South, for junior kindergarten through grade 8, was 845 in 2001, declining to 676 in 2009. Enrolment projections through 2024 show an increase to 822 students. Secondary school enrolment shows declining enrolment.

**Avon Maitland School District Historical and Projected Student Enrolment**  
Canadian Baseball Hall of Fame and Museum

		HISTORICAL			PROJECTED		
Perth	Area	2001	2006	2009	2014	2019	2024
<b>JK - Grade 8</b>							
Stratford, Parts Perth East and South	1	3,274	2,960	2,856	2,734	2,719	2,786
St. Marys, Part Perth South	2	845	721	676	696	734	822
Perth West	3	875	724	699	697	719	767
Part Perth East	4	446	402	380	417	391	409
Perth North	5	1,359	1,278	1,164	1,201	1,214	1,267
	Subtotal	6,799	6,085	5,775	5,745	5,777	6,051
<b>Secondary Schools (9-12)</b>							
Perth				3,709	3,157	2,917	2,614
	Total			9,484	8,902	8,694	8,665

		HISTORICAL			PROJECTED		
Huron	Area	2001	2006	2009	2014	2019	2024
<b>JK - Grade 8</b>							
South Huron, Part Bluewater	6	1,256	988	820	711	724	761
East Huron, Part Bluewater	7	796	758	676	547	545	566
Many towns	8	3,254	2,846	2,598	2,438	2,434	2,583
	Subtotal	5,306	4,592	4,094	3,696	3,703	3,910
<b>Secondary Schools (9-12)</b>							
Huron				2,810	2,444	2,231	2,381
	Total			6,904	6,140	5,934	6,291

		HISTORICAL			PROJECTED		
		2001	2006	2009	2014	2019	2024
JK - 8 Avon Maitland School District		12,105	10,677	9,869	9,441	9,480	9,961
Avon-Maitland School District		6,799	6,085	6,519	5,601	5,148	4,995
	Total	18,904	16,762	16,388	15,042	14,628	14,956

**Table 9.9**

Source: [www.yourschools.ca](http://www.yourschools.ca); <http://yourschools.ca/accommodation-pages/enrolment-and-population-trends-huron-and-perth/>. Accessed July 22, 2014.

**Huron-Perth Catholic School District**

According to the Huron-Perth Catholic District School Board Director’s Annual Report, 4,111 students were enrolled in the 2012-2013 school year.

**Combined AMSC and Catholic School District Enrolment**

Combined enrolment for both the AMSD (projected 2014) and the Huron-Perth Catholic schools (actual 2012-13) indicates total enrolment of 19,153, with the larger portion, 12,223, in elementary grades.

**Avon Maitland and Catholic School Districts Student Enrolment**  
Canadian Baseball Hall of Fame and Museum

Elementary	
JK - 8 AMSD (2014 projected)	9,441
Huron-Perth Catholic Schools (2013 actual)	2782
<b>Total Elementary</b>	<b>12,223</b>
Secondary Schools (9-12)	
AMSD (2014 projected)	5,601
Huron-Perth Catholic Schools (2013 actual)	1329
<b>Total Secondary</b>	<b>6,930</b>
<b>Total Elementary and Secondary</b>	<b>19,153</b>

**Table 9.10**

Source: [www.yourschools.ca](http://www.yourschools.ca); <http://yourschools.ca/accommodation-pages/enrolment-and-population-trends-huron-and-perth/>. Accessed July 22, 2014 and Huron-Perth Catholic School District Director’s Annual Report.

Other targeted school districts will include the Thames Valley Public School District (which includes London and reaches northeast almost to St. Marys) and the London Catholic School District. At somewhat greater distance, but still within a reasonable bus trip, are the Waterloo Region and Grand Erie School Districts, as well as Waterloo and Brant/Haldimand-Norfolk Catholic School Districts. Smaller numbers of children in the region attend French language schools or are home schooled.

K-12 school enrollment in Ontario for the 2012-13 school year was 2,031,195.

---

**Tourism**

**St. Marys and Perth County**

St. Marys is part of the Regional Tourism Organization (RTO4) established in October 2010 by the Destination Marketing Organization (DMO).

In looking at tourism websites, the government of Ontario’s tourism website<sup>viii</sup> did not single out individual attractions in St. Marys though it does mention the town. The Perth County Visitors’ Association website ([www.visitperth.ca](http://www.visitperth.ca)) lists many of St. Marys’ tourist-related amenities, including the Canadian Baseball Hall of Fame and Museum.

Discussions with a Town of St. Marys representative indicated the following in regard to where St. Marys tourists come from.

*From our own research, as well as compiled regional data, we know that the majority of visitors are within a one to two hour drive (we put the most effort and funds into the Kitchener/Waterloo and London markets - along with small communities in between). We’ve been, through various means, tapping into the Stratford market (folks that visit the Festival and are looking for something else to do – extend and/or repeat visitation). A large majority of our visitors are a part of the VFR market (visiting friends and*

*relatives) along with families that would more ideally be suited for some of our annual events and festivals, along with the quarry.<sup>ix</sup>*

One of the Government of Ontario's tourism websites highlights Perth County and describes it as follows:<sup>x</sup>

*Perth County melds metropolitan sophistication [and] country charm. From rural byways and scenic rivers and countryside, to historic small towns such as Stratford and St. Marys, Perth County is the place to unwind and enjoy life's simpler pleasures. Farms, trails, antiques, natural landscapes, theatre, restaurants, inns and more offer diversions for families as well as for couples looking for the perfect romantic getaway.*

Stratford, with its Victorian architecture, the Shakespeare Festival, and wealth of shops and restaurants, is the region's largest draw in Perth County. In 2003 the festival attracted 672,924 patrons to 18 plays, a record number of playgoers over its 50 seasons. The festival runs from April to October and has four permanent venues. Recently there were several years of declining attendance, but in 2013 it achieved attendance of 480,000, an almost 50,000 person increase. Anecdotal evidence in 2014 indicated attendance remains strong.

---

#### **Ontario and RTO4 Tourism**

Ontario's Ministry of Tourism, Culture and Sport divides the province into 13 regional tourism organizations. Perth County, as noted above, is part of RTO4, which also includes the counties of Huron, Waterloo and Wellington. One of the RTO4 website dropdown menus is for Sport Tourism and the Regional Sport Tourism Office. Activities for 2014 referenced championship games in fastball, volleyball, triathlons, minor ball hockey, basketball, softball and curling, among others.

A 2011 document, *Ontario's Tourism Investment Strategy and Implementation Plan<sup>xi</sup>*, stated that the Province's goal was to double tourism receipts by the year 2020 through increased visitations and visitor spending.

2011 tourism data for RTO4 are available from the Ontario's Ministry of Tourism, Culture and Sport.<sup>xii</sup> In 2011 there were 10.7 million person visits to RTO4 and 7.6 million household/party visits. The definition for travellers is those residing 40 km or more from a site.



**Map of Ontario Regional Tourism Organization (RTO4)**  
Canadian Baseball Hall of Fame and Museum



**Map 9.3**

Source: Ontario Ministry of Tourism, Culture and Sport website  
[http://www.mtc.gov.on.ca/en/images/regions\\_maps/South\\_lam.pdf](http://www.mtc.gov.on.ca/en/images/regions_maps/South_lam.pdf)

According to the data 92% of Ontario’s visitors are residents of Ontario. U.S. visitors were the second largest group, though much smaller in number, though by far the largest foreign market. The third largest group was visitors from other Canadian provinces and the smallest percentage was non-U.S. international visitors.

**2011 Data for Ontario Regional Tourism Organization 4 (RTO4)**  
Canadian Baseball Hall of Fame and Museum

<b>Total Person Visits</b>	<b>10,710,400</b>	
<b>Origin of Visitors</b>		
Ontario	9,897,700	92.0%
U.S.	554,200	5.0%
Other Canada	159,600	1.5%
Overseas	98,900	0.9%

**Table 9.11**

Source: Ontario Ministry of Tourism, Culture and Sport

**Overnight Travellers**

On average, 72% of visitors did not spend the night, 12% spent one night and 16% spent two or more nights. The high percentage of visitors not spending the night is due to the 76% of travellers residing in Ontario who were on day trips.



**2011 Ontario RTO4 Data: Overnight versus Daytripper Visitors**  
Canadian Baseball Hall of Fame and Museum

Total Person Visits	
Overnight Visitors	2,984,100
Daytrippers	7,726,400

**Table 9.12**

Source: Ontario Ministry of Tourism, Culture and Sport

**Activities of Travellers**

Table 9.13 presents data on activities in which travellers participated. By far the highest numbers were for outdoor/sports activities, which includes the categories of fishing (the highest), followed by downhill skiing/snowboarding and then boating, golfing and hunting. The number of travellers visiting museums and art galleries was relatively low.

**2011 Ontario RTO4 Data: Activities in Which Travellers Participated**  
**Sorted Highest to Lowest for Travellers from Ontario**  
Canadian Baseball Hall of Fame and Museum

Activities Participated In	Total	Ontario	Other Canada	US	Overseas
Any Outdoor/Sports Activity	1,531,600	1,424,100	23,400	67,400	16,700
Sports Events	422,000	402,400	4,600	8,000	7,000
Cultural Performances	513,600	262,300	12,800	230,600	7,900
National/Provincial Nature Parks	293,600	219,600	11,200	32,700	30,100
Festivals/Fairs	199,400	111,200	9,100	64,200	14,900
Casinos	132,600	96,300	7,700	13,000	15,600
Historic Sites	191,000	72,000	19,300	50,200	49,500
Museums/Art Galleries	126,700	44,400	12,600	44,200	25,500
Theme Parks	45,600	19,600	4,300	9,200	12,500
Zoos/Aquariums/Botanical Gardens	51,900	13,300	-	19,500	19,100

**Table 9.13**

Ministry of Tourism, Culture and Sport Website

**Purpose of Trip and Seasonality**

Table 9.14 breaks out some of the data by Pleasure, VFR and Shopping travellers. Convention and Business travellers, with much lower numbers, are not included in the table.

Visitation by season is fairly even across the four quarters for VFRs and, as to be expected, Pleasure visitors had a high percentage travelling from July to September.





**2011 Ontario RTO4 Data: Summary Profile of Travellers**  
Canadian Baseball Hall of Fame and Museum

Category	RTO4	By Purpose			By Visitor Origin			
		Pleasure	VFRs	Shopping	Ontario	Other CA	US	Overseas
Total Person Visits	10,710,500	2,919,300	6,083,200	503,200	9,897,800	159,600	554,300	98,800
Total Household/Party Visits	7,551,700	1,922,200	4,231,200	359,700	7,065,100	136,200	284,300	66,100
Traveling with Children	19.00%	36.00%	59.00%	20.00%	20.00%	0.00%	14.00%	7.00%
Household/Party Visits Traveling w. Children	1,434,823	691,992	2,496,408	71,940	1,413,020	0	39,802	4,627
Average Party Size	1.9	7.1	5.9	2.4	2.5	2.9	2.0	1.5
Quarter Traveling: (Person Visits)								
Jan - Mar	22%	18%	23%	18%	23%	16%	7%	12%
Apr - Jun	23%	18%	25%	31%	23%	24%	24%	31%
Jul - Sept	31%	42%	27%	28%	30%	34%	41%	46%
Oct - Dec	23%	22%	25%	24%	23%	26%	27%	11%
Top Activities Participated In (Person Visits)								
Any Outdoor Sports/Activity	1,531,600	891,100	581,200	3,900	1,424,100	23,400	67,400	16,700
Cultural Performances	513,600	374,400	105,700		262,300	12,800	230,600	7,900
Sports Events (402,400 from Ontario)	422,000	202,500	186,600		402,400	4,600	8,000	7,000
Nat'l/Provincial Nature Parks	293,600	177,500	95,000		219,600	11,200	32,700	30,100
Festivals and Fairs	199,400	90,700	69,200		111,200	9,100	64,200	14,900
Selected Other Activities								
Historic Sites	191,000	83,800	79,000		72,000	19,300	50,200	49,500
Museums/Art Galleries	126,700	77,700	44,700		44,400	12,600	44,200	25,500
Theme Parks	45,600	32,600	12,800		19,600	4,300	9,200	12,500
Number of Nights (person visits)								
% 0 nights	72%	70%	71%	100%	76%	27%	26%	25%
0 nights	7,726,400	2,031,000	4,308,700	501,500	7,511,800	43,800	146,300	24,500
1 night	1,305,700	319,300	859,600	1,700	1,167,700	8,600	122,000	7,400
2 nights	872,800	295,100	492,400	0	705,900	37,100	124,500	5,300
3 or more nights	805,500	273,700	422,300	0	512,400	70,200	161,500	61,500
% 2 or more nights	16%	19%	15%	0%	12%	67%	52%	68%

**Table 9.14**

Source: Ministry of Tourism, Culture and Sport Website.

**Those Travelling with Children**

The Museum will have some exhibits that will appeal to children so looking at those travelling with children is useful. Although the overall average party size was only 1.9 and the percentage of households/parties travelling with children only 19%, the subcategories of the 19% have varying statistics. Of the biggest tourism segment, household parties visiting friends and relatives (VFRs), 59% travelled with children. The second largest group was pleasure traveller household parties, 36% travelling with children.

On average 19%, or 1.4 million household/parties, were travelling with children.

**2011 Ontario RTO4 Data: Number of Visits**  
Canadian Baseball Hall of Fame and Museum

Total Person Visits	10,710,400
Total Household Party Visits	7,551,700
Average Party Size	1.9
Parties with Adults Only	82% (1)
Parties with Children	19% (1)
# of Parties w. Children	1.4 million

**Table 9.15**

(1) Numbers total 101% due to rounding issues. They are taken directly from the source data.

Source: Ontario Ministry of Tourism, Culture and Sport

The 2011 data by origin of residence indicated that, of the 9.9 million travellers who reside in Ontario, 20% traveled with children. Fourteen percent (14%) of tourists from the much smaller U.S. market travelled with children. The survey indicated that 0% of other Canadian travellers (non-Ontario) travelled with children. Only 7% overseas visitors travelled with children.



**2011 Ontario RTO4 Data: Residence of Visitors Travelling with Children**  
Canadian Baseball Hall of Fame and Museum

<b>Households/Parties Travelling with Children</b>	<b>1,457,400</b>
Those from Ontario	1,413,000
Those from the U.S.	39,800
Those from Canada other	0
Overseas	4,600
<b>Total</b>	<b>1,457,400</b>

**Table 9.16**

Source: Ontario Ministry of Tourism, Culture and Sport

**2011 Ontario RTO4 Data: Visitors Travelling with or without Children**  
Canadian Baseball Hall of Fame and Museum

<b>Tourist/Daytripper Person Visits to RTO4</b>	<b>Population</b>
Overnight w/out Children	
Ontario Resident	1,908,800
Other than Ontario	535,786
Overnight with Children	
Ontario Resident	477,200
Other than Ontario	62,314
Daytrippers w/out Children	
Ontario Resident	6,009,440
Other than Ontario	192,403
Daytrippers with Children	
Ontario Resident	1,502,360
Other than Ontario	22,197
<b>Total Tourists &amp; Daytrippers</b>	<b>10,710,500</b>
Total from Ontario	9,897,800
Total Other than Ontario	812,700
Total with Children	2,064,071
Total with/out Children	8,646,429
Total Overnight	2,984,100
Total Daytrippers	7,726,400

**Table 9.17**

Source: Ontario Ministry of Tourism, Culture and Sport

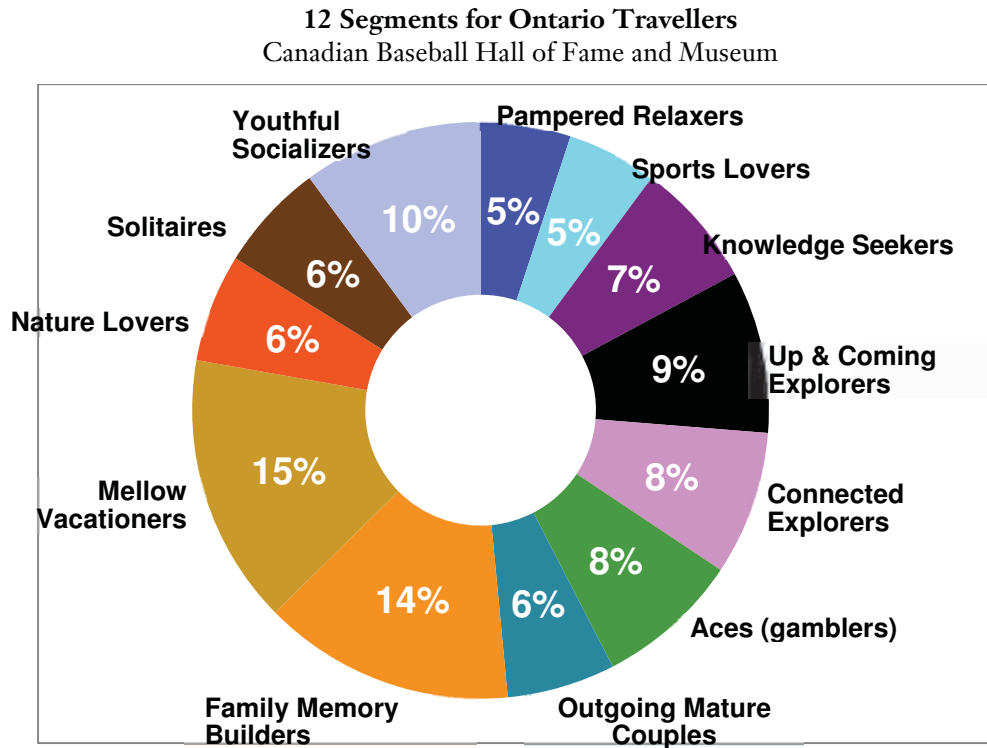
**Profile of Visitors**

In 2012 a survey was conducted for the Ontario Ministry of Tourism, Culture and Sport. The research was conducted across Ontario, principal Quebec and Manitoba markets and U.S. near and mid-markets. The surveys were conducted from mid-April through early June 2012. The methodology included both paper interviews and online surveys. The survey included 69,093 individuals 18 years and older with total respondents of 46,066 travellers. Travellers were defined as “individuals who took any out-of-town trips of one or more nights away from home for pleasure in the last 12 months.”<sup>xiii</sup>

The responses were analyzed and grouped into 12 segments. The largest segment was Mellow Vacationers (15%) followed by Family Memory Builders (14%). Sports lovers represented 5% of

respondents. Note that sports lovers are a small percent compared to the profile of visitors to RTO4, which includes day trippers as well as overnight visitors. This survey’s data only includes overnight visitors.

Table 9.18 presents all 12 segments. The data are for travellers to all parts of Ontario. Data are currently being compiled for each RTO4, but were not yet available.



**Table 9.18**

Source: @ TNS 2012. Consumer Insight Research Reference Report in PowerPoint format. For the Ontario Ministry of Tourism, Culture and Sport.

The segments that might apply best to the CBHFM are listed below. This does not mean that other groups would not visit as well. These groups total 46% of the Ontario traveller market.

- 5% Sports Lovers
- 7% Knowledge Seekers
- 8% Connected Explorers
- 14% Family Memory Builders
- 6% Outgoing Mature Couples
- 6% Solitaires

**Sports Lovers:** The report describes the profiles of the different segments. For example, Sports Lovers tend to be 35 or older, are 61% male, have an average household income of \$103,533, are married, and 32% have children, and 41% are without children. They are employed (73%) or retired (18%). Forth-one (41%) have a university degree or higher. Only 6% are of a “visible minority” and 10% were born outside Canada or the U.S.

Of Sports Travellers, fifty-one percent (51%) attended a sports event as a spectator in the past 12 months. Thirty-seven percent (37

%) stated that the main reason for their trip was a sports event and 47% said they took part in sports activities while on a trip (in the past 12 months).

**Knowledge Seekers:** This group is much more likely to visit museums and to travel to explore and learn.

**Connected Explorers:** This group tends to use smart phones and tablets while traveling and social media. They are looking to take a break from everyday life and be exposed to new experiences and knowledge.

**Family Memory Builders:** This group is much more likely to travel with children under 18. The trip is a way to stay connected with family, have fun and build memories. Activities such as theme parks are one example of the activities they might pursue.

**Outgoing Mature Couples:** This group skews strongly towards seniors and those in retirement. They are not looking to escape from their daily lives. They want travels that offer the opportunity to socialize with others and meet new people.

**Solitaires:** This group tends to travel alone. They tend to be more inward thinking and introverted and visit museums and galleries. They are seeking learning and intellectual experiences.

### Total Market Size

Table 9.19 presents the population for each of the four market segments. The total market size for CBHFM is large, slightly over two million. The largest segment is the Secondary Resident Market, with a population of 1,111,066. That number will increase if current population projections are correct. The second largest market segment, at 812,700, is tourists from outside of Ontario.

Since the definition of travellers to the Regional Tourist Organization 4 includes Ontarians, there is an overlap in the count of the population between the tourist travellers from Ontario and the resident market segments. There is no way to quantify that number. As a result only non-Ontarian travellers are included in the tourist market segment in Table 9.19.



**2011 Population for the Four Defined Market Segments  
(School market estimated 2013/2014 data)**  
Canadian Baseball Hall of Fame and Museum

<b>Market</b>	<b>Population</b>
Primary Resident	75,112
Secondary Resident	1,111,066
School Market (AMSD and Catholic 2013/14)	19,153
<b>Total Resident Market</b>	<b>1,205,331</b>
Tourists from Outside of Ontario	812,700
<b>Totals</b>	<b>2,018,031</b>

**Table 9.19**

Source: As cited previously

Note: Those travelling with children are numbers of visitors. The 1.4 million cited previously related to household parties, not persons.

In Chapter 10, “Attendance Potential,” low, medium and high capture ratios are presented for each of the four market segments resulting in a range of attendance potential for the CBHFM.

<sup>i</sup> Town of St. Marys website, accessed October 9, 2014.

<sup>ii</sup> Town of St. Marys website.

<http://www.townofstmarys.com/discover/attractions/attractions.aspx?id=4340>

<sup>iii</sup> Town of St. Marys Municipal Cultural Plan, January 28, 2013. Lord Cultural Resources

<sup>iv</sup> <http://yourschools.ca/accommodation-pages/enrolment-and-population-trends-huron-and-perth/>

Accessed July 22, 2014.

<sup>v</sup> From the website of the Ontario Ministry of Finance, (based on a posting dated Spring 2013)

<sup>vi</sup> Ontario School Board Boundary Maps, <https://gis4u.edu.gov.on.ca/website/Publichome.asp>

accessed 2014 November 11.

<sup>vii</sup> Map from the website of the Council of Private Investigators Ontario

<sup>viii</sup> [www.ontariotravel.net](http://www.ontariotravel.net)

<sup>ix</sup> Corp. Communications Mgr. for St. Marys

<sup>x</sup> Ontario:

<http://www.ontariotravel.net/TCISSegmentsWeb/gn/placesToGo/HuronPerthWlooWell/Perth.xhtml?language=en>

<sup>xi</sup> Prepare by millerdickinsonblais, TCI Management Consultants and CGA Management Consultants, for the Ministry of Tourism and Culture, November 18, 2011.

<sup>xii</sup> The data are based on Statistics Canada micro data collected in the Travel Survey of Residents of Canada and the International Travel Survey. The computations of the micro data were prepared by the Ontario Ministry of Tourism and Culture.

<sup>xiii</sup> Consumer Insight Research Reference Report in PowerPoint format. 2012. TNS for the Ontario Ministry of Tourism, Culture and Sport.



# Attendance Potential Estimate

Canadian Baseball Hall of Fame and Museum

## Chapter 10

### Overview

In the previous chapter, “Market Analysis,” the market segments available to the Museum were defined and their population identified. The segments include Primary and Secondary residents, school children and tourists. The Market Analysis informs the attendance potential estimate presented in this chapter.

Standard practice is to determine future attendance based on a percentage capture of each of the defined markets. The percentages are normally based on attendance at comparable museums and industry averages. CBHFM has no real comparables as most other baseball and sports halls of fame are either significantly larger and/or are located in much larger population bases. The planners estimated capture ratios based on industry knowledge for museum visitation and captures ratios and adjusted for circumstances related to the expanded Museum and the Town of St. Marys. Three scenarios are presented indicating what attendance might be based on low, medium and high percentage capture ratios of the market populations.

The number of program participants was determined based on utilization assumptions for number of programs and participants per month in each space.

The attendance potential estimate relates to on-site visitation only and does not include people that will access the Museum’s website or sites like YouTube, Facebook and Twitter.

### Opportunities and Challenges

Some of the opportunities and challenges for the expanded Museum are listed below. The “Market Analysis” chapter (see pages 9-1 to 9-3) lists additional opportunities and challenges.

#### Opportunities

- The population in the 10-county southwestern region of Ontario, which includes Perth, is projected to grow by about 170,000 persons by 2036.
- The population within a one-hour drive, based on the larger towns and cities, is quite large, over 676,000 residents, offering a large population base from which to draw visitors.
- Larger exhibit galleries and more visitor amenities will provide a longer dwell time, resulting in the potential to attract visitors from farther away and more repeat visitation from area residents.
- The program spaces will allow the Museum to offer indoor programs for the first time at their own facility.



- The new building and site will be more appealing and equipped to handle function rentals.
- The ball fields will have more amenities making them a more desirable location for both day and evening ball games.
- The site for the Program & Visitor Centre will be far more visible and accessible than the current museum building.
- Promotion at Rogers Centre, which attracts about 2.5 million annually to its games, offers great visibility for the Museum.
- Perth County is part of Ontario's Regional Tourist Organization 4 (RTO4), which, in 2011, drew over 10 million visitors, although that number includes almost 9.9 million Ontario residents that reside 40 km or more from a destination. Based on 2011 data, about two million of the visitors travel with children. The expanded Museum will have some exhibits that will appeal to children.
- The profile of Ontario travellers that appeared in the "Market Analysis" chapter indicates that many of the 12 market segments identified by type will fit within target markets for the expanded Museum, including Sports Lovers, Knowledge Seekers, Connected Explorers and Family Memory Builders, Outgoing Mature Couples and Solitaires. Together these make up 46% of the 12 market segments.
- The Stratford Festival Theatre has attendance of 480,000 +/- and it is only 20 minutes away from St. Marys. Capturing even a small percentage of those visitors will benefit the Museum.
- If St. Marys is able to implement some of the goals in its Municipal Cultural Plan, which includes upgrading its tourist environment and cultural amenities, that would benefit the Museum.

### **Challenge**

- Very small resident population base.
- St. Marys has a low number of tourists.
- Relatively low attendance at other regional attractions (excluding Toronto and London).
- If the demographic projections for the county are accurate the number of children in the 0-14 age group will decrease, as will the population aged 15-64.
- There will be some competition from programs offered at the Pyramid Centre. Although the program topics may be very different at the two facilities, they will compete for people's limited leisure time.
- The percentage of tourists and daytrippers visiting museums in the region is low.
- There are other regional indoor and outdoor ball fields that will compete with CBHFM's Heritage Diamonds and baseball programs.

### **Base Assumptions**

Attendance potential estimates cannot be done in a void; rather, they must be considered as only one aspect of an integrated economic model. For instance, attendance is usually related to the amount of capital invested, the marketing expenditures, the quality of the exhibits, the



programming strategies and the ticket pricing. Changes to any of the main operating and capital assumptions are likely to change the attendance potential estimate. Major changes in the economic, tourist and competitive environment, as well as the weather, can also affect attendance.

In approaching an estimated attendance analysis, certain key items, issues and understandings have been assumed:

- 1 The Program & Visitor Centre (PVC) will be located on Water Street near the site of the McDonald Building.
- 2 There will be free parking near the PVC.
- 3 The programs and exhibits will be designed and constructed at least at the level indicated in this report.
- 4 The programs will be appealing to the tourist market as well as the resident and school markets and will appeal to a variety of types of visitors of various ages and configurations – single visitors, small groups, families, etc.
- 5 The capital campaign will be successful at raising all funds, on schedule and without debt (except minor provisions to bridge pledge payments).
- 6 The Museum will have the components and programs listed in Chapters 5, “Museum Components – Summary Descriptions” and Chapter 8, “Outline Architectural Program.”
- 7 The Museum will be fully capitalized at the level and in the manner suggested in this *Strategic Master Plan*.
- 8 The ticket pricing will be reasonable and at levels suggested in this *Strategic Master Plan*. Increases in ticket prices from these levels could decrease the attendance potential.
- 9 CBHFM will continue to be owned by and operated as a charitable not-for-profit corporation under paragraph 149(1)(l) of the Income Tax Act. It may incorporate a wholly owned subsidiary entity to handle certain non-charitable functions such as rental of the ball fields.
- 10 The data obtained by the planners from responsible sources in St. Marys and elsewhere is accurate and reliable.
- 11 The forecasts are based on research performed and secondary data obtained by the planners during 2014, as well as from data/research compiled in other markets relating to museum performance, as deemed appropriate for this study.
- 12 That these assumptions continue to hold true. Any significant changes in the components, site, budget or other key elements of the Museum definition may change the estimate of attendance potential. Changes in the market environment, such as a recession and/or inclement weather, could also affect attendance.
- 13 The estimate is for the *potential* attendance. The actual attendance may, of course, not reach its potential for a variety of reasons, including the quality of the building and exhibits, the amenities at the Heritage Diamonds, level of marketing and more.





## Attendance Potential

It is important to make the distinction between forecast *attendance potential* and the Museum's *actual attendance*: For the actual number to equal or surpass the potential, both the original estimating *and* the resulting creation of the Museum and grounds have to be done correctly. The second task is by far the more complicated and subject to compromise. Cultural attractions that do not meet their attendance potential estimates typically have poor building profiles, undersized facilities, thin and/or stagnant programming, inefficient operations, inadequate marketing or a combination of these problems. Another major consideration is the quality of the leadership. A good or bad director can make or break a facility.

Other factors that affect likelihood of capturing markets are distance, pricing, economic circumstances of persons living within the markets, market conditions, parking and accessibility, perceived safety of the site, and more. Of course, even the best attractions can be rendered somewhat powerless under very poor economic circumstances and the Museum's Heritage Diamonds are affected by inclement weather resulting in the cancellation of ball field rentals.

---

## Attendance Scenarios

A broad rule of thumb suggests that museums are generally able to capture 10 to 30 percent of their Primary Market although the definitions of the Primary Market vary with each institution. The capture ratio of the Secondary Market is often one-quarter of the Primary Market capture ratio. Capture ratios of the tourist population tend to be as little as 1% and as high as 5% or 6%. This rule of thumb applies more to museums and cultural attractions in larger towns and cities. CBHFM is an anomaly in many respects. The planners believe that CBHFM will have much smaller capture ratios given CBHFM's:

- Location in a small community with currently limited tourism
- The size of the building and exhibits
- Competition in the region for tourist's leisure time
- The small percentage of Ontario visitors that visit museums
- The narrower theme of the Museum, baseball, compared to other museums.
- Other challenges listed above and in the "Market Analysis" chapter.

Table 10.1 presents three scenarios based on low, medium and high capture ratios, which result in potential on-site attendance of (rounded) 16,000, 27,000 and 35,000, excluding participants and attendance to the Heritage Diamonds. For the purposes of developing the future typical year operating model (Chapter 11), we feel it is important to be conservative and to use the low number as the basis for earned revenue and other operating budget calculations. Table 10.5, later in this chapter, breaks out the 16,000 person on-site attendance by category.

The market segments and their populations shown in the table are based on those developed in the "Market Analysis" chapter. The one difference is in the tourist population number. The attendance potential for the tourist market is based only on travellers from outside of Ontario. Travellers from Ontario were not included as some are also residents of the Primary and Secondary Market segments and there is no way to quantify the number. This is a more conservative approach.



**Future Typical Year Attendance Potential – Program & Visitor Centre and Induction**  
Canadian Baseball Hall of Fame and Museum

Market	Population	If Market Capture			Resulting Attendance		
		Low	Mid	High	Low	Mid	High
Primary Resident	75,112	4.00%	5.00%	6.00%	3,004	3,756	4,507
Secondary Resident	1,111,066	0.75%	1.25%	1.50%	8,333	13,888	16,666
School Market (AMSD and Catholic 2013/14)	19,153	4.00%	6.00%	8.00%	766	1,149	1,532
<b>Total Resident Market</b>	<b>1,205,331</b>	<b>1.00%</b>	<b>1.56%</b>	<b>1.88%</b>	<b>12,104</b>	<b>18,793</b>	<b>22,705</b>
Tourists from Outside of Ontario	812,700	0.50%	1.00%	1.50%	4,064	8,127	12,191
<b>Totals</b>	<b>2,018,031</b>	<b>0.80%</b>	<b>1.33%</b>	<b>1.73%</b>	<b>16,167</b>	<b>26,920</b>	<b>34,895</b>
<b>Nominal Attendance</b>					<b>16,000</b>	<b>27,000</b>	<b>35,000</b>

**Table 10.1**

Source: Statistics Canada, Ontario Ministry of Tourism Culture and Sport, White Oak Associates and [www.yourschools.ca](http://yourschools.ca); <http://yourschools.ca/accommodation-pages/enrolment-and-population-trends-huron-and-perth/> and [http://yourschools.ca/wp-content/uploads/2012/10/pdf/documents/AMDSB%202010\\_11%20Enrolment%20Update%20Projections.pdf](http://yourschools.ca/wp-content/uploads/2012/10/pdf/documents/AMDSB%202010_11%20Enrolment%20Update%20Projections.pdf)  
Accessed July 22, 2014.

**Attendance Potential: Program & Visitor Centre and Induction**

Based on the low capture ratio of 16,000, on-site attendance is expected to be over five times current attendance with increases in all categories of visitors, admissions, programs, function rentals, other events and the induction ceremony.

- *Admissions attendance* at the current museum is around 1800 persons, which is extremely low and reflects the compromised visitor experience, little marketing and the high ticket price. This is where the biggest growth in attendance is expected, with attendance potential reaching 16,000, as shown in Table 10.5 below.
- *School attendance*, which is included in admissions attendance, is currently low and there is an opportunity to increase it based on the size of the Avon Maitland and Catholic School Districts (estimated enrolment of 19,153 in 2014), in Perth and Huron Counties. Increasing attendance also assumes that programs will be tied to curriculum. In order to achieve attendance of 1,250 school children (approximately 50 groups of 25 children and teachers/chaperones) the Museum will have to reach beyond Perth County schools.
- *Program participation* will increase dramatically as there are currently no indoor spaces on-site in which to deliver programs and offer rental of spaces. The summer Kids on Deck program is held primarily outdoors and utilizes the building next to the quarry for indoor activities and accommodations. There will be three program spaces, one of which (1,000 SF) will be available all year long and can also serve as an auditorium. The other two (500 and 750 SF each) will be available in the off-peak season and used as exhibit space during the peak season. Attendance at programs is based on the average number of rentals per space/per month. This results in 1,060 program participants. The detail behind this number appears in Chapter 11, “Typical Year Operating Profile.”
- *Function Rentals* will be a new offering for the Museum and will take place in the 750 SF reception lobby, the exhibit halls and the program spaces, one of which will have a screen and A/V capabilities. An outdoor tent can also be used when needed. The estimated number of rentals is conservative and assumes only six large rentals per year with an average of 80 people at each event, resulting in 480 function rental attendees.



- *Induction Festivities:* The annual June induction festivities are held at several locations, a breakfast in London, the golf tournament at a club in St. Marys and on the Museum grounds. Attendance is approximately 2,000 but that includes people going to several of the events. There is no actual head count. 1,250 was used as an estimate for the number of people attending the Induction Ceremony. That number is expected to increase in the future and budgeted at 2500 persons. It is possible to accommodate many more than that.

**Attendance Potential: Heritage Diamonds**

The added amenities to the Heritage Diamonds will include lighting for one more fields (three already have it), irrigation and a new Game Pavilion that will include bathrooms and a concession stand, critical amenities to attract more ball field rentals.

Table 10.2 shows the number of annual ball field events by who rents the fields. If a renter has a tournament and uses three ball fields that is counted as three events. Rentals to teams from St. Marys grew steadily between 2012 and 2014. A fifth field opened in 2014 but only at the end of the year, which is why the number of fields is shown as 4.5.

Future assumptions are that rentals to St. Marys will increase slightly and that more growth will come from rentals to out of town leagues and teams. A key target will be tournaments, though growth may be limited to some degree by the lack of hotel/motel rooms in St. Marys.

Table 10.3 estimates how many people, players and viewers might be at each event, based on current attendance. Table 10.4 calculates the number of people at events annually.

**Number of Ball Events**  
Canadian Baseball Hall of Fame and Museum

Year	2012	2013	2014	Future
Number of Fields	3	4	4.5	5
St. Marys Minor ball	170	170	170	
St. Marys Slo-pitch – men	102	92	137	
St. Marys Slo-pitch – women		94	94	
St. Marys mens baseball	14	13		
St. Marys High School	5		14	
<b>Subtotal St. Marys</b>	<b>291</b>	<b>369</b>	<b>415</b>	<b>430</b>
AAA Bantam (WOBA)	3		28	
Stratford	47	1	4	
NEW ERA Team *	37	11		
Other	11	1	11	
Hall of Fame events	11	9	9	
Tournaments	3	5	5	
London	5	4		
Ontario Nationals *		12	26	
Ontario Expos		1	89	
Ontario Outlaws *			14	
Dan Mendam *		1	2	
<b>Subtotal out of town</b>	<b>117</b>	<b>45</b>	<b>188</b>	<b>250</b>
<b>Total Number of Events/Games</b>	<b>408</b>	<b>414</b>	<b>603</b>	<b>680</b>

**Table 10.2**

Source: White Oak Associates, Inc. and CBHFM

\* Elite teams that bring players from all over Ontario, though generally players are within two hours from St. Marys. AAA WOBA team is based in St. Marys, but also has players from as far away as Owen Sound in the north.



**Estimated Attendance at Each Ball Field Game**  
Canadian Baseball Hall of Fame and Museum

	People
Players	26
Coaches, Umps	4
Fans	40
<b>Subtotal</b>	<b>70</b>
Discount for multi-game days	
20%	14
<b>Total Number of People</b>	<b>56</b>

**Table 10.3**

Source: White Oak Associates, Inc. and CBHFM

**Estimated Attendance at Annual Ball Field Games**  
Canadian Baseball Hall of Fame and Museum

	Year	2012	2013	2014	Future
<b>Number of Fields</b>		3	4	4.5	5
St. Marys Minor ball		9,520	9,520	9,520	
St. Marys Slo-pitch – men		5,712	5,152	7,672	
St. Marys Slo-pitch – women		0	5,264	5,264	
St. Marys mens baseball		784	728	0	
St. Marys High School		280	0	784	
Subtotal St. Marys		16,296	20,664	23,240	24,080
AAA Bantam (WOBA)		168	0	1,568	
Stratford		2,632	56	224	
NEW ERA Team		2,072	616	0	
Other		616	56	616	
Hall of Fame events		616	504	504	
Tournaments		168	280	280	
London		280	224	0	
Ontario Nationals		0	672	1,456	
Ontario Expos		0	56	4,984	
Ontario Outlaws		0	0	784	
Dan Mendam		0	56	112	
<b>Total Attendance at Games</b>		<b>22,848</b>	<b>23,184</b>	<b>33,768</b>	<b>38,080</b>

**Table 10.4**

Source: White Oak Associates, Inc. and CBHFM

---

**Attendance Summary**

Table 10.5 summarizes the attendance potential estimate for the expanded Museum.



**Current and Future Attendance Potential**  
Canadian Baseball Hall of Fame and Museum

	Current Facility	Future Facility Typical Year
<b>ATTENDANCE</b>	<b>Estimated:</b>	
Exhibit Admissions Attendance (visitors)	1,800	11,000
Program Attendance (participants)	26	1,060
Function Rental Attendees	-	480
Other, including Other Events	n/av	960
Annual Baseball Induction Ceremony (Persons On-site)	1,250	2,500
Subtotal before Heritage Diamond Attendance	3,076	16,000
Heritage Diamonds Ball Field Game Attendance	23,200	38,080
Subtotal On-Site Attendance	26,276	54,080
School Attend. (included in Tx Admissions above)	250	1,250

**Table 10.5**

Source: White Oak Associates, Inc. and CBHFM

**Attendance at Regional Attractions and Other Halls of Fame**

**Attendance at Other Regional Attractions**

Attendance numbers for local and regional museums/attractions was difficult to obtain, with a few exceptions. The St. Marys Museum in the years 2011, 2012 and 2013 had attendance ranging from approximately 5,400 to 7,000, depending on the year. The Guelph Museum, a city museum in Guelph, has a little over 30,000 visitors. The London Children’s Museum’s attendance is around 100,000. According to a memorandum of understanding between the City of London and the Fanshaw Pioneer Village, the attendance target for 2010 was 40,000. The Waterloo Region Museum and Doon Heritage Village attracted almost 69,000 visitors in 2012.

Attendance at the Stratford Festival Theatre in 2013 was 480,000.

**Attendance at Other Sports Halls of Fame**

As stated at the beginning of this chapter, CBHFM has no comparables as other similar-themed institutions are much larger and/or are located in larger population bases. Chapter 11, “Typical Year Operating Profile,” presents information, including revenue and expenses, for a selection of other Canadian and American sports halls of fame and museums. Attendance data for the Canadian museums and halls of fame were not readily available.

The National Baseball Hall of Fame in Cooperstown, New York, is one of the most well-known halls of fame and is one of the larger facilities. Their annual attendance is roughly 270,000 to 300,000. The Naismith Basketball Hall of Fame in Springfield, Massachusetts attracts around 235,000 people. In 2012, the Negro Leagues Baseball Museum in Kansas City, Missouri had 65,000 paid admissions. Twenty years ago the Hockey Hall of Fame in Toronto drew about 500,000 visitors. Attendance in the past several years has been around 300,000.<sup>i</sup>

<sup>i</sup> Source for Hockey Hall of Fame attendance, <http://www.upi.com/blog/2013/07/16/Sports-Halls-of-Fame-lose-visitors/4811374010621/>, July 16, 2013 accessed online November 11, 2014.

# Typical Year Operating Model

Canadian Baseball Hall of Fame and Museum

## Chapter 11

### Overview

The Museum's primary activities currently include running the museum and the gift shop, overseeing our collections, fundraising, and managing and hosting the annual induction festivities and other special events. Other activities include managing and operating the ball fields and the one-week long summer baseball program, Kids on Deck.

Future additional activities will include managing and running the Game Pavilion, hosting function rentals and expanding programming, as well other activities listed in this and other chapters of this *Strategic Master Plan*.

### Typical Year Operating Model

#### Assumptions

The operating model for the expanded Museum is for a future typical year of operations, assumed to be three to four years after the new facility opens. It is a year in which attendance is driven more by programming than the excitement surrounding the opening of a new or expanded museum. If trends follow those of other new museum launches or expansions, the opening years will have higher attendance and revenue.

The operating model is based on the assumptions shown below as well as the assumptions in other chapters of this *Strategic Master Plan*. All dollars are in 2014 Canadian dollars (\$CAD).

A critical assumption relates to the size of the exhibit galleries and their seasonality. There will be two seasons for the galleries (different from the Heritage Diamonds). During the peak season, May through August and the September long weekend, the exhibit galleries will include the core 1,000 square feet (five exhibit niches ranging in size from 120 to 280 SF each) plus 1,250 SF by using two of the three program spaces and another 750 SF in the Reception Lobby. This brings the total peak season exhibit square footage to 3,000 SF. One program space (1,000 SF) will continue to be used for programs and birthday parties during the peak season.

In the off-peak season (8 months, including two two-week periods to change the exhibit gallery and program space configurations) the exhibit square footage will revert to the core 1,000 SF and all three program spaces will be available to deliver programs.

The Heritage Diamonds have different length seasons, seven months in the peak season (April through October) and five months for the off-peak season.

The Program & Visitor Centre will be twice as large as the current Museum building. The current building will continue to be used after improvements as the Collections and Archives Centre.



**Building Components and Assumptions**  
Canadian Baseball Hall of Fame and Museum

<b>Building and Component Assumptions</b>	<b>Current Facility</b>	<b>Future Facility Typical Year</b>
<b>PHYSICAL COMPONENTS</b>		
Heritage Diamonds		
Baseball Fields (7 month peak season)	4, just opened 5th	5
Game Pavilion w. concessions and washrooms	no	yes
Equipment Shed	no	yes
The outdoor Walk of Fame and Baseball Timeline	no	yes
Program and Visitor Centre	no	yes
<b>Exhibit Galleries &amp; Program Spaces - 4 Peak Months</b>		
5 Exhibit Niches + 2 Program Spaces + Lobby (net SF)	648	3,000
1 Program/Auditorium Space (Net SF)		1,000
<b>Exhibit Galleries &amp; Program Spaces - 8 Off-Peak Months</b>		
5 Exhibit Niches (120 to 280 net SF each)	648	1,000
3 Program Spaces (500, 750,1000 net SF)		2,250
Reception Lobby net SF	none	750
Collection and Archives (existing bldg)	sub-par	renovated
Gift Shop	yes	yes
Function Rentals (w. some catering support)	no	yes
<b>Gross Building Square Footage:</b>		
New Program and Visitors Centre		7,100
Existing Museum Building Sq. Footage	3,538	3,538
New Game Pavilion at Ball Fields		800
New Equipment Shed		1,150
<b>Total Building(s) Sq. Footage</b>	<b>3,538</b>	<b>12,588</b>

**Table 11.1**

Source: White Oak Associates, Inc. and CBHFM

**Attendance**

Chapter 10, “Attendance Potential Estimate,” presents more detail behind the assumptions regarding future attendance at the Program & Visitor Centre and the Heritage Diamonds.

On-site attendance is expected to be more than five times current numbers, with increases in all categories of visitation.



**On-Site Attendance (Individuals)**  
Canadian Baseball Hall of Fame and Museum

	<b>Current Facility 2013</b>	<b>Future Facility Typical Year</b>
<b>ATTENDANCE</b>	<i>Estimated:</i>	
Exhibit Admissions Attendance (visitors)	1,800	11,000
Program Attendance (participants)	26	1,060
Function Rental Attendees	-	480
Other, including Other Events	n/av	960
Annual Baseball Induction Ceremony (persons On-site)	1,250	2,500
Subtotal before Heritage Diamonds Attendance	3,076	16,000
Heritage Diamonds Ball Field Game Attendance	23,200	38,080
Subtotal On-Site Attendance	26,276	54,080
School Attend. (included in Tx Admissions above)	250	1,250

**Table 11.2**

Source: White Oak Associates, Inc. and CBHFM

---

**Contributed Revenue**

The Museum currently receives both private and public support, including grants. The Town of St. Marys is a partner in the town ball fields and that role is expected to continue and increase. Annual support from the Town of St. Marys is a critical component of the operating budget. Town annual support is budgeted at \$150,000 annually.

As the expanded Museum and Hall of Fame's reputation grows with the new facility and expanded offerings, growth is expected in revenue from fundraising, which includes the golf tournament. The largest increase in revenue will come from donations, sponsorships and government support.

**Golf Tournament Revenue**

Revenue from the annual golf tournament includes the following:

- Sponsorship
- Registration (the bulk of the revenue)
- Mulligans/50-50
- Bar Sales
- The Auction
- Banquet Tickets
- Miscellaneous other revenue, generally a nominal amount, if any, depending on the year.

---

**Earned Revenue**

The majority of earned revenue for the Museum currently comes from the Induction festivities, the gift shop and the Kids on Deck summer program. The annual Induction festivities include a breakfast in London and on-site activities at the Museum where the Induction ceremony and



ball games take place. The annual golf tournament also takes place at this time but is categorized as support revenue.

At the expanded Museum additional revenue will come from on-site programs in the three program spaces, facility rentals and concessions at the new Game Pavilion. Other earned revenue that will increase as a result of higher attendance includes admissions revenue, membership revenue and ball field rentals.

**Induction Activities Include:** (Currently categorized as earned revenue.)

- Auction
- Sponsorships
- Program sales
- Advertisers
- Merchandise sales
- Autographs
- Breakfast tickets, sponsorship and raffles
- Food and beverage
- Celebrity Game

**Admissions Revenue and Ticket Prices**

Currently the adult ticket price for the Museum is \$7.50, which is high for the size of the exhibit galleries. The future galleries, during the peak season, will be over four and a half times the current size, but still not very large by museum standards. The assumption has been made that lowering the adult ticket price (to \$6.00) will increase attendance more than if the ticket price were kept at \$7.50. There is a correlation between ticket prices and attendance, although it is hard to quantify.

The average ticket price will be less than the full price, reflecting that school children will have a lower ticket price as will families buying a family ticket, and to allow for promotional discounts and those who attend for free.

Current ticketing is discounted for seniors (\$6.00) and children aged 6-16 (\$3.75) as well as for school groups (\$3.00 per child.) With the reduction in the adult ticket price suggestions for future pricing are to charge \$6.00 for all individual tickets. The lower age limit for children admitted for free is currently under six and that should be reviewed to see if the limit should be decreased to five and under or less depending on whether some of the future exhibits are geared to children, which is currently the intent. School ticket prices should be reviewed and possibly increased to \$4.00 or \$5.00. A reduced family ticket should continue to be offered.

In the off-peak season, since the galleries will be only 1,000 SF, admission will be by suggested donation, prominently displayed, instead of by a required ticket.

**Gift Shop Revenue**

Gift shop sales have been very strong. Currently the average revenue per visitor is \$12.19. Sales include clothing, some baseball furniture and baseball memorabilia, including autographs. The per capita is based on on-site attendance, excluding players and spectators at the ball field games.



The future per capita is estimated at \$6.00 with the assumption that more general visitors, who are not baseball aficionados, will visit the Museum and spend less money in the store.

### **Concessions Revenue**

Currently CBHFM does not have a concession stand. The estimated per capita sales at the Pavilion have been conservatively estimated at \$.50 based on the number of ball field players and spectators. The per capita is low as it has not yet been decided what the concession stand will offer for food and beverage, however the products need to be appealing, well merchandized and well marketed. The Pavilion is expected to be open only for ball games and not during Museum hours unless there is demand.

### **Function Rentals**

The expanded Museum will be an excellent venue for function rentals, including weddings, which could happen either in the Program & Visitor Centre and/or in a tent on the grounds. The number of annual rentals is conservatively estimated at only six rentals per year with an average of 80 people per event. Preliminary pricing is \$500 for the rental fee. Additional revenue to the Museum is expected from catering, based on 12% of gross catering revenue. Catering per capita is based on \$15 gross per head.

In addition, in the off-peak season, two of the Program Spaces can be rented out to individuals and groups, whether to a family who wants to show videos of their trip to family and friends or for Christmas and holiday parties or other functions. The 1,000 SF program space will be available year round.

### **Program Revenue**

The three program spaces are 500 SF, 750 SF and 1,000 SF each and will be flexible allowing two of the program spaces to be used for exhibits during the peak season. CBHFM currently does not have any separately allocated indoor space to deliver programs. These spaces will be important in the off-peak season to offer programming to attract and serve residents. A variety of programs will be offered for school groups and the general public, both for children and adults. The topics will be varied and range from curriculum related programs for school children, birthday parties for the general public and programs for the general public and baseball aficionados. Programs will vary in time, from one to two hours to weeklong school vacation week programs that might meet for one-half day every day of the week.

Another program might include a lecture and film series, as the 1,000 SF program space has a small stage at one end and audio-visual capabilities.

The Kids on Deck summer week-long camp will continue and one additional week-long camp will be offered.

### **Special Events**

The Program & Visitor Centre will offer options for additional special events such as watching baseball games and the World Series in the program/auditorium space that has A/V capabilities. There will be many opportunities for special events smaller in scale than the induction.

### **Membership**

Membership numbers will increase with the growth in attendance. Some might join to receive a discount on program fees and store purchases.

The largest growth in membership is expected to come from area families. Future pricing has been reduced for both families and individuals in order to encourage more memberships and



better reflect the value of the membership. A rule of thumb for many museums is to calculate what the price would be if an individual or family visited three or three and a half times per year on average. The Museum currently charges \$15.00 for a family to visit. If a family visited three times the cost would be \$45.00 and if they visited 3.5 times, \$52.50. Usually membership prices are around the same price or less than the resulting calculation plus benefits like discounts on programs and the gift shop. In this case both the current and future family membership prices are already above that. Before opening the expansion and setting prices, the Museum should consider doing a survey of members and non-members to help determine what membership prices should be in the future as well as ticket prices.

As shown in Table 11.3, the average membership fee declines in the future because of the lower rates but overall revenue increases because there will be more members.

**Membership and Future Revenue**  
Canadian Baseball Hall of Fame and Museum

Category	2014 Pricing	Future Pricing	2012	2013	2014	Future
<b>Regural Memberships - Earned</b>						
Elite	\$100	\$100	73	80	87	100
Family	\$75	\$70	7	15	15	40
Basic/Individual	\$50	\$40	62	60	60	80
<b>Regural Memberships</b>			142	155	162	220
<b>Support Levels - Contributed</b>						
Grand Slam	\$1,000	\$1,000	3	1	4	7
Home Run	\$500	\$500	2	6	9	12
<b>Contributed Levels</b>			5	7	13	19

	2013	Future
Basic Memberships	Revenue	Revenue
Elite	\$ 8,000	\$10,000
Family	\$ 1,125	\$2,800
Basic	\$ 3,000	\$3,200
<b>REGULAR LEVEL</b>	<b>\$ 12,125</b>	<b>\$16,000</b>
<b>Average Membership Fee</b>	<b>\$ 78.23</b>	<b>\$ 72.73</b>

**Table 11.3**

Source: White Oak Associates, Inc. and CBHFM

**Heritage Diamonds**

As indicated in Chapter 10, “Attendance Potential Estimate,” the number of ball field rentals, with their new amenities, are anticipated to increase, especially for out-of-town rentals.

**Heritage Diamonds Rentals**  
Canadian Baseball Hall of Fame and Museum

	2014	Future Rentals Typical Year
St. Marys Teams	415	430
Out-of-Town Teams	188	250
Total	603	680

**Table 11.4**

Source: White Oak Associates, Inc. and CBHFM

**Licensing**

Many other sports halls of fame and museums receive revenue from licensing images from their collections. This is a potential area of growth for the expanded Museum.

**Summary of Earned Revenue Assumptions**

Table 11.5 shows the assumptions behind earned revenue, including ticket prices.

CBHFM will continue to be owned by and operated as a charitable not-for-profit corporation under paragraph 149(1)(l) of the Income Tax Act. It may incorporate a wholly owned subsidiary entity to handle certain non-charitable functions and revenue such as rental of the ball fields.

Note that all revenue is exclusive of HST.



**Revenue Assumptions**  
Canadian Baseball Hall of Fame and Museum

	Current Facility 2013	Future Facility Typical Year
<b>REVENUE</b>	<i>approx.</i>	
<b>Memberships - Number of Regular Memberships</b>	155	220
Average Membership Price	\$78	\$72.73
Revenue	\$12,125	\$16,000
<b>Exhibit Admission Ticket Prices</b>	<i>approx.</i>	
Annual Admissions Attendance	1,800	11,000
Percent visiting during 4 mo. when galleries ticketed		90%
Ticketed Attendance Peak Season		9,900
Ticket Price - adult	\$7.50	\$6.00
Average Ticket Price (ATP)	\$4.81	\$4.80
Revenue from Gallery Admissions (future based on ATP)	\$8,663	\$47,520
Admissions Attendance off-peak		1,100
Donation Box estimated per capita		\$2.00
Estimated admissions donations		\$2,200
<b>Gift Shop</b>		
Gift Shop Gross/On-site Visit (no ball fields)	\$12.19	\$6.00
Gift Shop Revenue	\$37,500	\$96,000
<b>Concessions</b>	none	
Concessions per Capita for Ball Field Attendance		\$0.50
Concessions Revenue		\$19,040
<b>Ball Field Rentals</b>		
Average Rental Fee		\$33.85
Number of Rentals per Year	400-600	680
Average Number of People per Event	56	56
Annual Number of People	23,200	38,080
Total Rental Fees	\$14,641	\$23,020
<b>PVC Facility Function Rentals</b>	none	
Average Rental Fee		\$500
Number of Rentals per Year		6
Revenue per Year		\$3,000
Average Number of People per Event		80
Annual Number of People		480
Average Gross Catering Revenue per Person		\$15
Gross Catering Revenue		\$7,200
Percentage Catering Revenue to CBHFM		12%
Catering Share to CBHFM		\$864

**Table 11.5 (Part 1 of 2)**

Source: White Oak Associates, and CBHFM



**Revenue Assumptions (continued)**  
Canadian Baseball Hall of Fame and Museum

	<b>Current Facility 2013</b>	<b>Future Facility Typical Year</b>
<b>REVENUE CONTINUED</b>		
<b>PROGRAM REVENUE</b>		
<b>PVC Programs (including Birthday Parties) - Off-Peak</b>	none	
Average # programs/month/space		4.0
Times # Program Rooms		3
Number of months per year		7
Calculated Yrly # of Program Units		84
Average # of people/program		10
Total Program Attendance		840
Times Program Unit Average Gross/Head		\$10.00
Total Revenue		\$8,400
<b>PVC Programs (including Birthday Parties) - Peak Season</b>	none	
Average # programs/month/space		3.0
Times # Program Rooms		1
Number of months per year		4
Calculated Yrly # of Program Units		12
Average # of people/program		10
Total Program Attendance		120
Times Program Unit Average Gross/Head		\$10.00
Total Revenue		\$1,200
<b>School Break Week-Long Classes</b>	none	
Average Fee per Child		\$100
Number of Week-Long Class Weeks per Year		4
Average Number of People per Event		10
Annual Number of People		40
Total Revenue		\$4,000
<b>Kids on Deck and Summer Programs</b>		
Full Fee per Child	\$695	\$700
Average Fee per Child (assuming discounts)		\$680
Number of Rentals per Year	1	2
Average Number of People per Event	26	30
Annual Number of People	26	60
Kids on Deck Total Revenue (based on Average Fee per Child)	\$17,824	\$40,800

**Table 11.5 (Part 2 of 2)**

Source: White Oak Associates and CBHFM



### **Staffing and Museum Hours**

Currently, we have one full-time and two part-time staff, which include the Director of Operations, a part-time assistant and a young adult who staffs the museum, covering the tasks of handling admissions and store transactions, overseeing the exhibit galleries when there are visitors, and other general administrative tasks. Seasonal staff is employed for the ball fields and for the Kids on Deck program.

The future facility staff list has been kept to a small number and can grow as needed as the Museum evolves. An Executive Director will be added, whose primary responsibility will be fundraising, in addition to managing the organization and implementing board policy and direction.

The Director of Operations responsibilities will broaden to include overseeing the development of new programs as well as continuing to oversee exhibits, collections and the ball fields. A part-time curator will manage the collections.

A half-time employee will assist in marketing, membership and function rentals. This will be a critical position. This person will have to be entrepreneurial and have enough experience to manage and handle these functions to successfully generate the earned income associated with membership and function rentals. Marketing will be a critical aspect to achieving the expected increase in earned revenue and to achieve the expected increase in attendance to the exhibit galleries, programs and the Heritage Diamonds. As the Museum evolves it would be beneficial to either increase this person to full-time or hire an assistant.

Store and gallery part-time staff hours will be increased to accommodate longer opening hours, and concessions part-time hourly staff will staff the concessions at the new Game Pavilion. As at any small museum, staff will have to wear many hats.

The hours for the part-time staff are based on expanded museum hours, as shown in Table 11.7 and assume an additional half hour of work before and after the public hours. Currently the Museum is open daily from June 1 through August 31, weekends in May and Thursday through Sunday September 1 through October 11. Pre-booked tours are available October 11 through May. Future hours will expand to include being open daily in May and extending the October hours through the end of October.

From November through April the program spaces will be active and the PVC will be available for function rentals. It is assumed the exhibits will not be staffed by paid floor staff from November through April and that volunteers will staff the admissions/information desk as needed when programs are active.

Salaries for staff and contract labour appear in an Attachment to this *Strategic Master Plan*. Benefits are calculated at 20% for full-time personnel and 10% for part-time.



**Staffing List**

Canadian Baseball Hall of Fame and Museum

<b>STAFFING</b>	<b>FT</b>	<b>PT</b>	<b>FTE</b>	<b>Hours</b>
Executive Director/Fund Development	1		1.00	2,080
Executive Assistant		1	0.50	1,040
Director of Operations	1		1.00	2,080
Curator		1	0.25	520
Marketing/Membership/Functions		1	0.50	1,040
Store and Museum Gallery Staff			0.87	1,818
Pavilion Concessions Staff			0.42	875
Gallery Attendants - Volunteers				
<b>TOTAL STAFF</b>	<b>2</b>	<b>3</b>	<b>4.54</b>	

<b>Contract Labour</b>				
Bookkeeper		1	0.09	180
Seasonal ball fields		2.5		
Kids on Deck Coaches and Staff		@ 3-4		
Concessions for ball fields		1		875
Exhibit installation/repair/other		2		60
PVC Programs		several		316
Function Rentals		1		36

**Table 11.6**

Source: White Oak Associates. and CBHFM

**Part-time Staff Hours: Exhibit Galleries and Store**

Canadian Baseball Hall of Fame and Museum

<b>PT STAFF HOURS - MUSEUM</b>	<b>Hours</b>	<b>Current</b>	<b>Plus Future Hrs.</b>	<b>Staff Hrs</b>	<b># Days</b>	<b>Subtotal Hours</b>	<b>floor staff # people</b>	<b>Total Hours</b>
May weekends only	Sat	10:30-4:00		6.5	4	26.0	2	52.0
May weekends only	Sun	12:00-4:00		5.0	4	20.0	2	40.0
Other Days May	wkdys		10:30 - 4:00	6.5	23	149.5	1	149.5
6/1 - August 31	Daily	10:30-4:00		6.5	80	520.0	2	1040.0
6/1 - August 31	Sun	12:00-4:00		5.0	12	60.0	2	120.0
9/1 to October 11	Thrs- Sa	10:30-4:00		6.5	21	136.5	2	273.0
9/1 to October 11	Sun	12:00-4:00		5.0	7	35.0	2	70.0
Oct 12 - Oct. 31	Thrs- Sa		10:30-4:00	6.5	9	58.5	1	58.5
Oct 12 - Oct. 31	Sun		12:00-4:00	5.0	3	15.0	1	15.0
11/1-4/30	Thurs - Sat		optional					
11/1-4/30	Sun		optional					
			<b>TOTAL</b>		<b>163</b>	<b>1020.5</b>		<b>1818.0</b>

**Table 11.7**

Source: White Oak Associates and CBHFM

**Operating Expenses**

The Museum's current operating expenses are in the \$330,000 to \$342,000 range. 2013 adjusted operating expenses (pre-audit and excluding capital items) were \$342,000. Operating expenses for the expanded Museum, in a typical year of operations, are expected to be just under \$779,000, or 2.3 times 2013 expenses.





The largest increase in expenses will come from salaries and contract labour, operating the Museum's exhibits and programs. As store revenue increases, so will the cost of goods sold. Custodial services (contracted out) will be needed and utilities will increase with the addition of the new Program & Visitor Centre and Game Pavilion and improved care of the collections at the existing museum building. Fundraising expenses will increase to reflect higher support revenue and the effort to achieve the support revenue goals. The budget also includes an approximate 1% contingency line.

Currently the Town of St. Marys pays to light the ball fields, but then deducts those expenses from any ball field revenue attributed and given to CBHFM. CBHFM and the Town of St. Marys will be clarifying what the arrangement will be moving forward.

Numbers for 2013 are based on pre-audited financial statements and adjusted, as much as possible, to exclude capital costs and/or costs related to the expanded Museum.

Amortization expenses are based on amortization of current assets and do not include the planned expansion, as exact final costs cannot yet be determined.

As noted above, salaries and hourly wages for part-time staff appear in an Attachment to this report.

The operating profile is a prudent budget, which reflects the realities of running a small museum so that it will be sustainable. Much flexibility and generosity of spirit will be needed to make it work.

#### **Debt Reduction Plan**

The Museum has two lines of credit available and currently has outstanding balances on both. CBHFM has a plan in place to pay off the lines of credit before the future Museum's typical operating year. The operating model assumes that the lines will have been paid off, except for borrowing for short-term cash flow needs. A small amount of interest is budgeted for use of the lines for cash flow purposes.



**2013 and Future Typical Year Functional Expenses**  
Canadian Baseball Hall of Fame and Museum

Functional Expenses	CBHFM '13 Pre-Audit. Adjusted		Future Facility Typical Year	
Salaries, Benefits, Contract Labor	\$ 122,319	36%	\$ 348,962	45%
Prof Fees/Services (Legal, Acctg)	\$ 7,582	2%	\$ 10,000	1%
Prof. Fees - Other			\$ 2,000	0%
Advertising/Marketing/Promo	\$ 5,053	1%	\$ 15,000	2%
Amortization	\$ 42,000	12%	\$ 34,022	4%
Bank Charges			\$ 1,500	0%
Bank Interest	\$ 15,264	4%	\$ 1,000	0%
Contingency/Misc			\$ 10,000	1%
Dues and Subscriptions			\$ 500	0%
Fundraising				
Golf	\$ 31,271	9%	\$ 32,000	4%
Kids on Deck	\$ 9,644	3%	\$ 17,736	2%
Other	\$ 1,512	0%	\$ 15,000	2%
Induction (w. catering)	\$ 30,615	9%	\$ 30,000	4%
Insurance - Museum, D&O, Gen'l	\$ 10,356	3%	\$ 15,000	2%
Membership			\$ 5,000	1%
Museum Exhibits & Programs	\$ 10,553	3%	\$ 30,000	4%
Museum Curatorial			\$ 5,000	1%
Museum Exh & Theatre (A/V)			\$ 5,000	1%
Museum Temporary Exhibits			\$ 25,000	3%
Office Expenses/Services/Supplies	\$ 14,083	4%	\$ 15,000	2%
Office Supplies			in above	
Outside Services and Internet			in above	
Postage			\$ 2,000	0%
Printing			\$ 5,000	1%
Professional Development			\$ 500	0%
Professional Fees			\$ 3,000	0%
Program Supplies			\$ 10,000	1%
Rent	\$ 6,000	2%	\$ -	0%
Special Events (Other than Induction)			\$ 5,000	1%
COGs Store (55%)	\$ 16,133	5%	\$ 52,800	7%
COGs Concessions (35%)			\$ 6,664	1%
Telephone & Internet	\$ 3,145	1%	\$ 5,000	1%
Travel/Conferences/Meetings	\$ 4,690	1%	\$ 5,000	1%
Meals			\$ 1,000	0%
Mileage Reimbursement			\$ 1,500	0%
Volunteers			\$ 1,250	0%
Website			\$ 5,000	1%
Utilities (\$/SF)			\$ 23,936	3%
Repair & Maintenance - Ball Diamonds	\$ 11,892	3%	\$ 15,000	2%
Maintenance & Repairs Other	in above		\$ 9,042	1%
Building Custodial			\$ 9,150	1%
<b>TOTAL</b>	<b>\$ 342,112</b>	<b>100%</b>	<b>\$ 778,563</b>	<b>100%</b>

**Table 11.8**

Source: White Oak Associates and CBHFM



### **Operating Profile**

Table 11.8 presents the future typical year operating budget as well as 2013 data. The 2013 operating data, as mentioned above, is based on the pre-audited financial statements with adjustments made to exclude costs and revenue related to capital projects and the expanded Museum. CBHFM experienced a small loss in 2013. If amortized deferred contributions and expenses were excluded there would be a profit. Future net income is projected to be \$31,600 (rounded) in a typical year of operations. Years in which successful travelling exhibits are presented, or additional special events and rentals occur, would presumably increase revenue and net income.

In 2013 earned revenue was 45% and support revenue 55%. The typical year pro forma shows earned revenue of 41% and support revenue of 59%. Although the earned revenue percentage declines the earned revenue dollars (rounded) are expected to increase by just over \$178,000, from \$153,700 to almost \$332,000.

Support revenue from public and private sources is expected to increase by almost \$290,000. Future government funding is budgeted from the Town of St. Marys at \$150,000 annually. Note that not all St. Marys support funds in the 2013 data appear under contributed revenue, as some of the town's funding of the ball fields off-set expenses and were posted as such.

Future private support is budgeted at \$293,000, a \$154,600 increase over 2013 support.

Overall operating expenses per square foot are expected to decline significantly because of economies of scale and a more efficient building as the Program & Visitor Centre will be new construction and the existing museum will be renovated.



**Typical Year Operating Profile**  
Canadian Baseball Hall of Fame and Museum

<b>OPERATING PROFILE</b>	<b>Current Facility 2013</b>	<b>Future Facility Typical Year</b>	<b>Variance Future over 2013</b>
<b>Earned Revenue</b>			
Admissions Revenue	\$ 8,663	\$ 49,720	\$ 41,057
Induction	\$ 57,906	\$ 60,000	\$ 2,094
PVC Programs Gross Revenue		\$ 9,600	\$ 9,600
Classes: Week-long School Break Periods		\$ 4,000	\$ 4,000
Summer Camps (including Kids on Deck)	\$ 17,824	\$ 40,800	\$ 22,976
Membership Revenue - Standard Levels	\$ 20,523	\$ 16,000	\$ (4,523)
Ballfield Rentals	\$ 11,675	\$ 23,020	\$ 11,345
Ballfield Sign Rentals	\$ 6,486	\$ 10,000	\$ 3,514
Facility Rentals and Catering	in fundraising	\$ 3,864	\$ 3,864
Gift Shop Gross Revenue	\$ 30,653	\$ 96,000	\$ 65,347
Concessions at Ball Field Pavilion		\$ 19,040	\$ 19,040
<b>Total Earned</b>	<b>\$ 153,730</b>	<b>\$ 332,044</b>	<b>\$ 178,314</b>
Government Support - Town of St. Marys	in grants	\$ 150,000	\$ 134,670
Grants (future in govt support)	\$ 15,330	in govt supp't	
Fundraising			
Golf	\$ 59,553	\$ 60,000	\$ 447
Other	\$ 43,559	\$ 60,000	\$ 16,441
Donations/Sponsorships	\$ 35,252	\$ 160,000	\$ 124,748
Amortization of Deferred Contributions	\$ 30,000	\$ 34,022	\$ 4,022
Higher Level Memberships	in earned	\$ 13,000	\$ 13,000
Interest on Shortterm Investments	\$ 3,558	\$ -	\$ (3,558)
<b>Total Support</b>	<b>\$ 187,252</b>	<b>\$ 477,022</b>	<b>\$ 289,770</b>
<b>Total Revenue</b>	<b>\$ 340,982</b>	<b>\$ 809,066</b>	<b>\$ 468,084</b>
<b>Expenses</b>			
Personnel Costs with Contract Labor	\$ 122,319	\$ 348,962	\$ 226,643
Non-Personnel Operating Costs	\$ 219,793	\$ 429,600	\$ 209,807
<b>Total Operating Expenses</b>	<b>\$ 342,112</b>	<b>\$ 778,563</b>	<b>\$ 436,451</b>
<b>Net Surplus</b>	<b>\$ (1,130)</b>	<b>\$ 30,504</b>	<b>\$ 31,633</b>
Staffing as % of Tot. Costs (no contract labor)	36%	45%	9%
Expenses per Square Foot	\$97	\$62	-\$35
Earned	45%	41%	-4%
Support	55%	59%	4%

**Table 11.9**

Source: White Oak Associates and CBHFM



### **Attendance and Operating Profiles at Other Sports Halls of Fame**

Below are descriptions for a selection of sports halls of fame and museums. Revenue and expenses are noted for some of the organizations. If the organization is American the dollars referenced are American dollars. If the organization is Canadian, the dollars are Canadian dollars.

#### **National Baseball Hall of Fame, Cooperstown, NY, USA**

One of the more well-known baseball halls of fame is the National Baseball Hall of Fame and Museum in Cooperstown, New York. Although they are located in a small town they have many other amenities and assets not currently available to a smaller organization like CBHFM and St. Marys.

The Village of Cooperstown has a small population, only 1834 as of 2012. Cooperstown has a Historic District and includes several museums and cultural organizations including the Farmers' Museum, the Fenimore Art Museum, the Glimmerglass Opera and the New York State Historical Association. The area is also home to Brewery Ommegang and the Clark Sports Center, a large fitness facility where the annual Hall of Fame induction is held. All of these attractions together make Cooperstown a tourist destination. St. Marys' other attractions and offerings are not at the same scale.

The Clark family, who has lived in Cooperstown since the mid-19<sup>th</sup> century, is a prominent family whose wealth originated from ownership of the patent for the Singer Sewing Machine. The Clarks are founding partners of, and retain an interest in, the National Baseball Hall of Fame. The Clark Foundation supports Cooperstown through donations to area non-profits, scholarships and services and, recently, a new Little League baseball field. The Clark Foundation supports not only Cooperstown but also Otsego County organizations and causes with donations of \$7.5 million annually to non-profit organizations.

The Museum has over 38,000 three-dimensional artifacts. Exhibits are on three floors. The second floor includes a 191-seat Grandstand Theater, which shows a 13-minute multimedia presentation. There is a Learning Center on the first floor for education-based programming including hands-on learning and special events. The Hall of Famers holds the 297 bronze plaques for the inductees. Another theater, the Bullpen Theater and presentation space hosts public programs and has multimedia capabilities. There is an area for young children called the Sandlot Kids' Clubhouse. Annual awards are also given for excellence in broadcasting and for journalists.

The library is in a separate building, the Giamatti Research Center, which is open to researchers by appointment and to walk-in visitors. The facility has an online library catalogue and offers fee-based services such as photocopying and research assistance. Original documents, photographs and recordings are stored in state of the art archival conditions. Collections include papers of individuals, records of organizations, scrapbooks, photos and more. The photography collection contains approximately 250,000 images going back to the 1860s. The recorded media collection includes approximately 14,000 hours of moving images and sound recordings. Online exhibits extend the Museum's reach.

According to their 2012 U.S. 990 tax return, their total income was \$8.3 million, though that may include capital campaign related donations and contributions. Total expenses were \$11.4 million, including depreciation and amortization of almost \$1.4 million. Admissions revenue was \$3.1 million and membership revenue \$1.5 million. Earned revenue was 68%, support revenue



25% and other income 8%. Annual attendance is roughly 260,000 to 300,000. Staffing was listed as 35 full-time and 75 part-time.

The National Baseball Hall of Fame and Museum now offers a select number of VIP Experiences in the spring and fall. The visit starts with exclusive after-hours access on a Thursday evening and ends Friday afternoon with a private reception. It includes a library archive tour and a museum collections artifact presentation. The visits are coordinated in partnership with area accommodations.

Function rentals include corporate events, receptions, business conferences and parties.

Based on 2014, annual events include the following:

- Hall of Fame Classic Weekend held in May with exhibition games on Doubleday Field featuring recently retired stars. There is a hitting contest on the field and the annual Cooperstown Game Day Parade on Main Street.
- Hall of Fame Weekend held in July, which includes awards presentations, a Parade of Legends, the Induction Ceremony and a Legends of the Game Roundtable.
- Member Exclusives
- Public Programs:
  - Overnight program for families and children ages 7-12
  - All-Star and World Series Galas
  - Youth Baseball Week
  - Halloween Celebration trick-or-treat
  - Live presentations by Hall of Famers in the Voices of the Game program in the Grandstand Theater.
  - Daily programs, included with admissions, such as guided tours of the Hall of Fame Gallery, Artifact Spotlight, recreate a radio broadcast, Hands-On History Cars and more.
  - Family programs include the All-Star Gala night with games, prizes, food and the game on a big screen; Boy Scout and Girl Scout Discovery Tours; a free film series in January and February; a Discovery Tour scavenger hunt.
  - School programs are offered for grades K-12. Programs can be on-site, off-site through videoconferencing or downloading curriculum to use in the classroom.
  - Periodic professional development workshops offered for educators either on-site or via videoconferencing.
  - Internship programs.
- Symposiums: Multi-day symposium on baseball and American Culture.

#### **Naismith Basketball Hall of Fame, Springfield, MA, USA**

The Basket Hall of Fame is another well-known institution in the U.S. Springfield's metropolitan population is about 690,000. The Hall of Fame's building is 80,000 SF and attendance is around 235,000. According to their 2012 U.S. 990 tax return, total income was \$5.8 million with \$2.8 million from admissions. Expenses, including amortization and



depreciation (\$543,274) totaled \$6.2 million. Net income excluding amortization and depreciation was over \$140,000. It is difficult to tell from the tax returns what revenue is related to a capital campaign, if any.

**Alberta Sports Hall of Fame and Museum, Red Deer, Alberta, Canada**

Red Deer's population in 2011 was 90,600. The exhibit square footage is 17,000. According to tax information for a recent year, total income was \$874,000, including \$105,000 in gate admissions. Total earned revenue was \$154,000 with support revenue \$720,000. Full-time staff was listed as six people. Information posted on the Canada Revenue Agency website showed revenue in 2014 of \$603,000 (rounded) with expenses of \$608,000. Expenses included \$104,000 in amortization of capitalized assets, so excluding that, net income was almost \$100,000. In 2013, excluding amortization, net income was about \$66,000.

**Cincinnati Reds Hall of Fame & Museum, Cincinnati, Ohio<sup>i</sup>**

Established in 1958, the Reds Hall of Fame is the largest team hall of fame in baseball. It had several stops and starts and different management before opening at its current location in 2004. Hall of Fame elections happen every two years. The facility has 10 museum galleries covering a range of topics and highlighting the biggest moments and greatest legends of the Reds' 145-year history. One of the larger galleries has some interactive exhibits and covers the topics of fielding, hitting and running, pitching and catching and managing.

The museum has an interactive area called the Kids' Clubhouse, sponsored by the Cincinnati Children's Hospital and its target audience is visitors six and under. Another gallery has a recreated broadcast booth where visitors can take their place behind the mic and call plays.

According to their 2012 U.S. 990 tax return, revenues were \$6,601,844 and expenses \$1,594,025. With such high revenue, most likely it includes funds received as part of a capital campaign. Prior year revenue was \$1.3 million with expenses at \$1.6 million. The expenses included \$337,345 of depreciation. Without depreciation net income was about \$18,000. Six staff members are listed on their website.

**Canadian Football League Hall of Fame, Hamilton, Ontario<sup>ii</sup>**

The Canadian Football Hall of Fame was awarded to Hamilton in February 1963. It opened in its current location in 1972. Up to seven individuals are inducted into the Hall of Fame annually. The Induction Weekend is held in one of the eight CFL cities. Ceremonies include a celebrity golf tournament, unveiling of the busts, special presentations to the inductees and a gala dinner. To date 264 Hall of Famers have been inducted. The facility also houses exhibits illustrating the history of the game. They also tour off-site exhibits annually to promote the Hall of Fame across Canada. They have 30,000 artifacts.

They offer two education programs for students in grades K-8, with programs offered to schools in the Greater Toronto, Hamilton and Golden Horseshoe areas.

The organization's website states that it has two full-time staff and over 70 volunteers. In 2013, its tax return listed that they had three full-time and two part-time staff.

A June 2014 online article<sup>iii</sup> stated the museum is considering relocating. One option is to move to the Tim Horton's Field Stadium. The Town of Hamilton recently provided monetary assistance to the hall of fame as it was experiencing financial difficulties.

Based on data from the Canada Revenue Agency, in 2013, revenue was \$384,322 and expenses \$421,587 resulting in a loss of \$37,265. The expenses did not list amortization costs.

**Negro Leagues Baseball Museum, Kansas City, Missouri<sup>iv</sup>**

The museum first opened out of a small, one room office in the early 1990's and expanded in 1994 to a 2,000 square foot space. In 1997 the museum moved into a new facility built to house the American Jazz Museum and a new, permanent 10,000 square foot home for the Negro Leagues Baseball Museum. This new space includes multi-media computer stations, several film exhibits, hundreds of photographs, bronze sculptures, and a growing collection of artifacts. The museum raised over \$2 million to complete design and construction of their space.

The museum has created several travelling exhibits which are available for lease.

The museum offers a range of programs for schools (both on and off-site) and the general public.

In fiscal year 2012 the museum had over 65,000 paid admissions. Data taken from their 2012 U.S. 990 tax return showed revenue of \$1,603,444 with expenses of \$1,287,294. Expenses included \$68,940 of depreciation.

**Hockey Hall of Fame, Toronto<sup>v</sup>**

The Hockey Hall of Fame officially opened in 1961 on the Canadian National Exhibition grounds in Toronto. In its inaugural year, the Hockey Hall of Fame drew over 750,000 visitors. Attendance in the 1990s was around 500,000. In the past several years attendance has been around 300,000.<sup>vi</sup>

The facility has continued to grow over the years. In 1993, the Hall of Fame moved into a new state of the art facility at Brookfield Place in Toronto, renovated at a cost of \$27 million. The hall has a variety of revenue sources including retail, licensing, and education and outreach programs. Between 2000 and 2006 the Hockey Hall of Fame allocated over \$12 million for exhibit enhancements. By 2006 a large portion of the 57,000 square foot facility had been renovated.

The facility is a combination of artifacts, multi-media exhibits, interactive games, a showcase for its honoured members and the home of the Stanley Cup.

In 2009 the new state of the art D.K. Seaman Hockey Resource Centre was opened within a new 4-pad arena complex. The 18,000 SF facility is now the new home of the Hockey Hall of Fame's vast artifact and archival collections and is the focal point for research.

In 2010 a large retail store was opened at street level and it also opened the expanded, 6,000 square foot Tissot World of Hockey Zone. In 2012, the renovated Esso Great Hall was opened, housing the Stanley Cup and other major trophies and honoree recognition structures.

The HHOF has several outreach exhibits that can be leased, for \$3,000 to \$5,000 per day.

According to the Canada Revenue Agency the organization's 2013 revenue were \$13,072,083 and expenses were \$13,025,001, which includes slightly over \$1.4 million for amortization of capitalized assets. It had 30 full-time employees and 63 part-time.

**Other Museums and Halls of Fames Associated with Stadiums**

In recent years, in America, many football stadiums and teams have opened halls of fame, museums, historical displays or similar spaces that are on the same grounds as stadiums. Some charge a separate admission fee, others include the museum/hall of fame with the cost of stadium tours and others allow admittance for free when there is a game, but charge when there is no game. An October 2014 article in The New York Times highlighted many of these initiatives.<sup>vii</sup>



In 2003 the Green Bay Packers Hall of Fame moved from an off-site location in Wisconsin to Lambeau Field as part of a \$300 million expansion of the field. That move has been viewed as a success and in July 2012, the museum welcomed its one millionth visitor.

The Pittsburgh Steelers created a Walk of Fame at Heinz Field. The exhibits are accessible for free on game days or on non-game days as part of a tour, which costs 8.00 \$US for adults.

The Kansas City Chiefs built a 26,000 SF Hall of Honor on a concourse in Arrowhead Stadium. The exhibits are free on game days. They can also be seen as part of a stadium tour that costs up to \$30.00

In 2008 the Hall at Patriot Place opened in Foxborough, MA. With 30,000 SF it is the largest team museum and one of the most innovative. Admission is \$10.00.

In August of 2014 the San Francisco 49ers opened a museum that is sponsored by Sony. They are expecting 150,000 visitors a year to pay about \$15 to visit the museum or \$35 if they also take a stadium tour.

The Canadian Baseball Hall of Fame and Museum and Blue Jays management have discussed the concept of exhibits at an existing space at Rogers Centre. As the Museum builds capacity, this would be an excellent way to broaden its reach by creating and providing exhibits that could be hosted at the Museum and at Rogers Centre.

---

<sup>i</sup> Source: Cincinnati Reds Hall of Fame and Museum website, accessed November 11, 2014

<sup>ii</sup> Source: Canadian Football League Hall of Fame website, accessed November 11, 2014.

<sup>iii</sup> Source: CBC/Hamilton website, accessed November 11, 2014.

<sup>iv</sup> Source: Negro Leagues Baseball Museum website, accessed November 11, 2014

<sup>v</sup> Source: Hockey Hall of Fame website, accessed November 11, 2014

<sup>vi</sup> Source for Hockey Hall of Fame attendance, <http://www.upi.com/blog/2013/07/16/Sports-Halls-of-Fame-lose-visitors/4811374010621/>, July 16, 2013 accessed online November 11, 2014.

<sup>vii</sup> The New York Times, "Encouraging a Walk in the Hall of Fame." Ken Belson, October 26, 2014.

# Capital Phase Schedule and Organization

Canadian Baseball Hall of Fame and Museum

## Chapter 12

### Phases and Schedule

#### Critical Path Phases

Canadian Baseball Hall of Fame and Museum

	PHASE	ON CRITICAL PATH	DURATION
1a	Preliminary Research & Planning	Board	Complete
1b	Phase 2 & 3 Funds Identified	Board	Complete
2a	Community Needs Assessment	Program Team	Complete
2b	Site Selection	Program Team	Complete
2c	Assessment of Alternatives	Program Team	Complete
3	<i>Strategic Master Plan</i>	Program Team	Complete
	Town of St. Marys Investment	Board & Town	Benchmark
4	Org. Capacity Development	Board	12 Months
5	Campaign Research & Plan	Investment Team	3 Months
	<b>Greenlight Campaign</b>	Board	Benchmark
6	Organization & Lead Funding	Investment Team	6 Months
	<b>Greenlight Design</b>	Board	Benchmark
7	Program Research & Development	Program Team	3 Months
8	Pre-Design Architectural Program	Program Team and Architect	3 Months
9	Schematic Design	Architect	3 Months
10	Design Development	Architect	3 Months
11	Construction Documents	Architect	4 Months
	Construction Investments Raised	Investment Team	Benchmark
	<b>Greenlight Construction</b>	Board	Benchmark
12	Construction Bids & Awards	Building Team	2 Months
	Groundbreaking	Contractor	(+ 39 Months)
13	Construction	Contractor	12 Months
14a	Installation	Program Team	2 Months
14b	Shakedown	Operations Team	1 Month
14c	Previews	Investment Team	10 Days
	Public Launch	Marketing	(+ 54 Months)
	Operations	Operations Team	On-going
15	Summative Evaluation	Program Team	4 Months

**Table 12.1**

Source: White Oak Associates, Inc.

Implementation is organized into a series of phases in order to allow the Board and its advisors to manage the project and keep track of time and resources. The phase schedule (see Table 12.1) is based on the experience of similar projects in other cities. While many teams will be working



at the same time, the phase's name reflects the activity that is on the critical path at that time. Responsibility for the critical path will shift among the architects, operating staff, program team, investment team and the other teams critical to launching a successful institution.

If the project meets all of its benchmark points at the end of each of these phases, and the next phase is initiated by February 2015, then groundbreaking is scheduled for May, 2018, when the majority of the funding should be committed, and the public opening will be in August, 2019.

Before launching the Capital Campaign, we need to build capacity, relationships, fund raising success and regional stature. Having completed Phase 3 with this *Strategic Master Plan*, we will now focus on developing capacity (Phase 4), first by engaging and supporting a fund raising Executive Director. While capacity is being developed, we will do the Capital Campaign Research and Plan. We will then greenlight Phase 6 "Organization and Lead Funding" only when our organization has achieved the following capacity growth indicators: a) that we are already raising \$150,000 in annual support above the current support revenues; b) that we have secured substantial on-going government support; c) that 50% of the amount required to fund the \$1.16 million *Transition Plan* is in hand or pledged; d) that the debt retirement plan is on track; and e) that a CEO and support team are already functioning effectively and building confidence and relationships for the launch of the Capital Campaign. The capacity building effort is estimated to take 15 months before greenlighting Phase 6.

### Summary of Budgets

The overall Project Budget contains the two components, the Capital Budget (\$5m), which meets the government definition of infrastructure capital, and the Transition Budget (\$1.16m), which covers our incremental costs over our Operating Budgets in order to increase our levels of operating support, raise the capital funds, and manage and launch the project until opening day. It is important that these Transition Budget funds are unrestricted and in cash (not in-kind). The overall Project Budget is \$6.16 million.

In addition to the Project Budget, the organization requires a permanent, secure increase to its Operating Budget to enable it to build its capacities and strengthen its core team so that it can do the work required by this project and then operate successfully after opening. This increased Operating Budget draws its support from two sources, the Town of St. Marys and donors and sponsors. If the Town of St. Mary's commits to an increase of \$150,000 in its annual operating support (indexed; not including ball field arrangements), this will enable the project to move forward by giving the organization the operating capacity to take on the project and by signalling other levels of government, donors and sponsors that the on-going operations will be sustainable.

In summary, the Museum intends to raise and then invest a) \$5 million in capital; b) \$1.16 million in transitional operating funds; c) secure an on-going operating commitment outside these project funds of \$150,000 (indexed) annually; d) continue our debt retirement plan, which has already been reduced below \$300,000; and e) continue supporting the current operating budget.

The Capital and Transition Budgets and Town Support are expressed in 2014 \$CAD. As the project years advance, the campaign goals and allocation budgets need to be periodically



updated, based on increases in the cost of living and inflation. Cost escalation is not included in the budgets.

### **Overview of the Capital Budget**

This section looks at how the capital fundraising goal established by the Board should be strategically assigned to the tasks detailed elsewhere in this *Plan*. The Capital Budget is not a specific estimate of expenses in each area. Nothing is designed yet, so nothing can be priced, and the overarching management task is to get everyone to design and fabricate within budget.

From a management viewpoint, this means that each line item needs to carry all costs associated with that area in the broadest definition possible. For instance, if \$20,000 is allocated for a system, this does not mean that CBHFM should look for a system with that price tag; rather, the budget needs to cover the cost of change orders to the building cabinetry in order to accommodate the selected system, delivery, installation and travel costs, staff training, and other related expenses, in addition to the system itself, which might end up being only half the budget. Except for construction, which has separate soft costs, any other category of expense should include its design, contractors, installation and all other associated expenses.

A corollary to this inclusive coverage will be the dawning realization by managers and designers that the budgets are tight.

Having stressed the inclusive nature of each line item, it is also important to emphasize the need for flexibility in managing the Capital Budget. Areas of the Capital Budget will be delegated to key team members to manage, and they should have the flexibility to adjust assignments and categories within their sub-totals as long as the operating economics are not negatively affected. The Capital Budget has been organized according to a number of management responsibilities, with the key premise that the designer or manager in charge has to operate within a fixed budget. Budget accountability will reside with a governance group but responsibility for achieving the goals while staying in budgets, will be assigned to “Task Managers” for each section of the Capital Budget.

The operating sustainability of the institution depends on raising funds that can be spent on the capital budget items as listed. The sources of funds must match the allocation of funds; if other funds are raised for other projects or phases, then either the campaign goal must be raised by the same amount, or the gift must be postponed. Trying to fund more galleries without increasing the operating support will be damaging, not helpful, to the operating sustainability, as the extra space will cost more to maintain than it will earn in more visitation.

CBHFM cannot survive on earned revenue alone, and it will need operating support. Raising this support is part of the campaign, and if it is not identified well in advance, the Museum should not move toward opening, as it would shortly have to close. Obtaining sustaining government support from the Town of St. Marys is particularly critical to moving the project forward and needs to be negotiated before Phase 4 – Organizational Capacity Development. Lack of this support will send a negative message to other sponsors and donors and a capital campaign will not succeed in the face of this. Equally this support is essential for the organization to build capacity, sustain itself during the capital campaign and construction, and make the envisaged economic development and community development contributions to the Town of St. Marys and region.



While money has been spent on the project in the past, those are separate funds, and this budget assumes a start date for Phase 4 in February 2015 when expenses can be charged to the Transition Budget. From Phase 7 on expenses can start to be charged against the \$5M Capital Budget. Costs for Phases 4 and 5 and later staff and fund-raising costs come from the Transition Budget.

**Policy Direction**

The Museum will not greenlight any process or contract until it has raised all those funds in order to avoid wasteful terminations or debt. This is particularly important with construction because museums that entered into debt to finish construction have usually suffered for years.

All expenses incurred prior to opening have to fit into one or more of the existing line items. If new categories of expenses are created, then other existing line items must be reduced, as the total Capital and Transition Budgets should not be increased without Board approval.

All costs are in 2014 \$CAD. Yearly adjustments to the budgets and goals will track actual inflation, resulting in regular increases.



**Capital Budget 2014 \$CAD**

Canadian Baseball Hall of Fame and Museum

	FN	Unit Cost	Amount	Area Total	Dept. Total
<b>BUILDING CONTRACT</b>	1,2				
Construction Costs: PVC	3,4	\$300	7,100	\$2,130,000	
Construction Costs: Collection Ctr.		\$50	3,180	\$159,000	
Construction Costs: Game Pavilion		\$200	800	\$160,000	
Construction Costs: Equipment Shed	3	\$125	1,150	\$143,750	
Ball Field Lighting and Irrigation				\$170,000	
Site Trail Landscaping	3			\$100,000	
Other Landscaping	3			\$50,000	
Parking				by others	
Gray Bucket: Exhibit Utility Connections				\$10,000	
Exhibit Lighting Infrastructure				incl	
Networking and IT Support				incl	
Curb cuts, Sidewalks				by others	
Remediation				by others	
Building and Site Signs & Graphics				\$50,000	
Change Orders				incl	
Site Utilities and Access Roads				by others	
General Conditions				incl	
GC's Fee				incl	
<b>SUBTOTAL BUILDING</b>	59%				\$2,972,750
<b>BUILDING ASSOCIATED</b>	5				
Land				not incl	
Relocation				\$5,000	
Architecture & Engineering		10.00%	of bldg	\$297,275	
Reimbursable Exps		10.00%	of fee	\$29,728	
Consultants/Special Services		20.00%	of fee	\$59,455	
Construction Manager (individual)	6			\$75,000	
Museum Program Interface Specs.	7	1.00%	of bldg	\$29,728	
Fees, Permits, Taxes & Titles				\$5,000	
Site Survey and Other Studies				\$10,000	
Legal and Accounting				\$7,500	
Builder's Risk Insurance				\$10,000	
Utility Co. Impact fees				tbd	
Contingency on Construction Costs				incl	
Contingency on Design & Soft Costs				incl	
<b>SUBTOTAL ASSOC.</b>	11%				\$528,685
<b>MUSEUM EQUIPMENT</b>					
Furniture & Fixtures				\$10,000	
IT Network, Computers & Software	8			\$15,000	
Other Office Systems				\$7,500	
Telephone System	8			\$10,000	
Visitor Service Equip.				\$5,000	
Ticketing System	8			\$15,000	
Audiovisual Systems (Moveable AV Equip)				\$5,000	
Security Systems & Cash Handling				\$2,500	

Table 12.2 (1 of 3)

Source: White Oak Associates, Inc.



**Capital Budget 2014 \$CAD**  
Canadian Baseball Hall of Fame and Museum

	FN	Unit Cost	Amount	Area Total	Dept. Total
Bldg Maintenance Equip.				\$2,000	
Storage Units/Shelving/Cages				\$2,000	
Grounds Maintenance Equip.				\$4,000	
Interior Signs				\$7,500	
Uniforms & Badges				\$1,000	
Bicycle Racks, Trash Cans, Outdoor Furn.				\$2,000	
Museum Store					
Professional Services				\$15,000	
Merchandising FFE				\$5,000	
Décor, Graphics and & Environ				\$7,500	
Retail Equipment				\$6,000	
Opening Inventory				in operations	
Proprietary Merchandise Development				\$5,500	
Vending Machines (by Concession)				by others	
Special Event Catering Equipment				\$7,500	
<b>SUBTOTAL EQUIP</b>		3%			\$135,000
<b>MUSEUM PROGRAM &amp; SHARED COSTS</b>					
Exhibit and Program Master Plan				\$65,000	
Content Research and Label Copy				\$7,500	
Installation Expenses				\$7,500	
Travel & Expenses				\$20,000	
Management & Coordination				\$60,000	
Owner Furnished Items				\$5,000	
Rights and Object Acquisition				incl.	
Label and Small Graphic Production				incl.	
Exhibit Lighting				\$15,000	
Summer Exhibition Infrastructure	9			\$123,600	
Contingency on Program Costs		10%		\$123,860	
<b>PROGRAM COMPONENTS</b>					
Heritage Diamonds Interpretation Plaques				\$15,000	
Game Pavilion FF&E				\$15,000	
Site Trails					
Walk of Fame Pergola and Plaques				\$100,000	
Baseball Timeline Walk				\$50,000	
Equipment Shed FF&E				\$15,000	
Collection storage and archiving				\$25,000	
Collections handling				\$10,000	
Program & Visitor Centre					
Entrance Vestibule Art				\$5,000	
Reception Lobby Counters and Displays				\$75,000	
Exhibit Niches - Des. & Fab.		\$400	1000	\$400,000	

**Table 12.2 (2 of 3)**

Source: White Oak Associates.



**Capital Budget 2014 \$CAD**  
Canadian Baseball Hall of Fame and Museum

	<b>FN</b>	<b>Unit Cost</b>	<b>Amount</b>	<b>Area Total</b>	<b>Dept. Total</b>
Small stage - Equipment				\$75,000	
Program Studios FF&E		\$25,000	3	\$75,000	
Function/Wedding Support Furnishings				\$15,000	
Web Site Development				\$35,000	
Exh & Program Tools/Maint Equip				\$5,000	
On-site Promotional Kiosks and Display	10			\$20,000	
<b>SUBTOTAL PROGRAM</b>	<b>27%</b>				<b>\$1,362,460</b>
<b>SUBTOT CAP COSTS</b>	<b>100%</b>				<b>\$4,998,895</b>

**Table 12.2 (3 of 3)**

Source: White Oak Associates, Inc.

**Summary Capital Budget: 2014 \$CAD**  
Canadian Baseball Hall of Fame and Museum

Building Contract	\$2,972,750
Building Associated	\$528,685
Museum Equipment	\$135,000
Museum Program Costs	\$1,362,460
<b>TOTAL CAPITAL</b>	<b>\$4,998,895</b>

**Table 12.3**

Source: White Oak Associates

**Notes to Capital Budget**

- 1 All years are calendar years. All dollars are 2014 \$CAD. HST is not included/factored.
- 2 Many parts of the budget assume some level of donated services and equipment. When donations are received, their value should not be deducted from these figures, but added to both the campaign total and to the appropriate budget.
- 3 The capital budget assumes that the site will be remediated, if necessary, by others.

**Building Contract**

- 4 **The Construction Budget** of \$300/SF is for the Program & Visitor Centre (PVC) and is based on industry figures and advice provided by Marklevitz Architects (Handscomb Yardsticks for Costing, Section E, pg. 159). The figure was for an example 3-story "Private Museum" at \$359.10/SF (avg.), which we factored downward to \$300 with the understanding that the resulting building will be one story, and that the design can be done at a slightly lower cost than a private museum. Other construction costs have been factored from this PVC level assuming relatively simpler buildings.

We are not experts on construction costs in southwestern Ontario and an independent cost estimate should be done of this project prior to freezing the capital budget.

**Building Associated Costs**

- 5 **Building Associated Costs:** this collection of costs are often referred to as the "soft costs."





- 6 Construction Support:** An owner's rep, who will essentially be a part-time contracted person for the duration of the detailed design and construction period.
- 7 Museum Program Interface Specifications:** a budget to cover the development of the *Room Book* and the ongoing review of the architectural design to make sure it conforms to the needs of the Museum and its exhibits, theatres and other programmatic elements.

#### Museum Equipment

- 8 IT, Telephone and Ticketing Systems:** These three systems are converging, and the Museum should consider scoping them together, with the hope that a centralized system and vendor will provide the best service for the available funds.

#### Program

- 9 Summer Exhibition Materials** as budgeted and described by Bill Peter Consulting
- 10 On-site Promotional Facilities** may include kiosks, display vitrines, daily program announcement boards, LED sign systems and other means of letting people on-site know what is going on, and engaging their attention in upcoming programs, volunteer opportunities, educational programs, coming events, and upcoming exhibitions.

### Transition Plan and Budget

We, as an organization, understand that our greatest risk in implementing this *Strategic Master Plan* is that we build the expanded Museum and then find we are unable fund its operation. In a community the size and location of St. Marys we appreciate that the majority of operating funds (roughly 60%) will need to come from support, as opposed to earned income. Therefore, the strongest things we can do to mitigate operating risk are to:

- 1 Strengthen the Core Team:** Add staff level leadership and capacity first in the areas of community relations and fund development, with the view that this will
- 2 Build Operating and Philanthropic Support** - Develop a larger circle of donor support and work with the Town of St. Marys to strengthen its operating participation. Prepare the donor community to provide transformational support in the future.
- 3 Start Building Operating Capacity Early** - This capacity building needs to begin promptly and demonstrate results soon in order to build our own confidence and that of our stakeholders and supporters that the expanded Museum will be sustainable.

Of course this is not our only way of mitigating risk. This *Strategic Master Plan* assists in risk management by using conservative operating projections and by envisioning a versatile facility that gives us the ability to raise earned income and engage donors and sponsors in a variety of ways. However increasing our operating capacity is a vital step.

During this period of capacity building (aka Phase 4), prior to fully launching into the capital campaign, we see a number of opportunities to serve our ENDS and demonstrate our growing strength as an organization. These include undertaking a project to upgrade collections management, continuing to make the Induction a better event for the baseball community, sports-interested people across Canada and internationally, and especially for the Town of St. Marys. Of course a vital part of capacity building is stewardship of our supporters and



stakeholders. Strengthening our core team will enable us to do an increasingly better job of stewardship.

Equally, experience shows that organizations who run an effective capital campaign find they have the capacity to continue to engage with sponsors and supporters who will often wish to make on-going investments in the success of the organization. Thus, as the impact of the capital campaign on annual donations fades, it is reasonable that the annual campaign will grow and be sustained at a new, higher level.

In addition to the operating support for a successful transition to a new facility and new level of operation, the Transition Budget in this *Strategic Master Plan* provides for campaign costs, and other start-up costs, such as legal, financial, planning, research, marketing and organizational costs needed to run a successful capital campaign.

---

### **Transition Budget**

The Transition Budget covers our incremental costs over our regular operating budgets to develop our capacities, increase our levels of operating support, raise the capital funds, and manage and launch the project during the capital phase (2015 through 2020). After opening, the operating budgets take over fully. It is important that these funds are unrestricted and in cash (not in-kind).

This budget is in addition to the capital budget. Ideally, it shows up as unrestricted operating funds in growing annual amounts equal to the growing needs of our project team as we approach the public launch of our new facilities. If the Town of St. Mary's commits to an annual increase of \$150,000 in its annual operating support (indexed; not including ball field arrangements), then, the museum will only need to raise the additional \$1,159,000 of the Transition Budget shown in Table 12.4.

The Transition Budget should not be used to support or replace current operations. The Museum's current operating budget should continue, including its support funding, during the project years, growing modestly as services expand. The Transition Budget provides an increment to the operating budget.

A long-term plan is currently in place to retire the Museum's remaining debt, and that should be covered by the base operating budget.



**Transition Budget 2014 \$CAD**  
Canadian Baseball Hall of Fame and Museum

	FN	Unit Cost	Amount	Area Total	Dept. Total
<b>PROJECT MANAGEMENT AND FUND RAISING</b>					
Organizational Costs				\$5,000	
Owner's Liability Insurance				\$4,000	
Pre-Opening Staffing & Operations	1			\$250,000	
Capital Campaign Costs	2			\$200,000	
Marketing	3			\$75,000	
Bridging Interest Costs	4			\$10,000	
Planning Fees & Studies	5			\$50,000	
SUBTOTAL MGMT.	51%				\$594,000
<b>MUSEUM FUNDS</b>					
Escalation		6		not incl	
Operating Support Fund (3 yrs)		7		\$560,000	
Endowment		8		\$5,000	
Operating Cash Reserve				not incl	
SUBTOTAL FUNDS					\$565,000
<b>TOTAL</b>					<b>\$1,159,000</b>

**Table 12.4**

Source: White Oak Associates, Inc.

**Summary Transition Budget: 2014\$ CAD**  
Canadian Baseball Hall of Fame and Museum

Project Mgmt & Fund Raising	\$594,000
Museum Funds	\$565,000
<b>TOTAL TRANSITION</b>	<b>\$1,159,000</b>

**Table 12.5**

Source: White Oak Associates, Inc.

**Notes to Transition Budget**

**General**

- 4** All years are fiscal years. All dollars are \$2014 CAD. HST is not included. All amounts are in addition to the normal operating budget, which is also to cover the debt retirement plan. The term is from the start of Phase 4 to opening, estimated at 4.5 years.

**Project Management**

- 5 Notes to Pre-Opening Operating Costs:** This category addresses the routine salary, benefits and overhead needs of a growing project team, including a fund raising CEO and campaign support staff and expenses, such as a newsletter, membership drive, informational package, training and community outreach programs, etc. This allowance is to complement the Town's annual operating support.
- 6 Fund Raising:** Materials, publications, fund raising counsel, preparation of grant proposals, maintenance of donor data files, on-going PR campaign, negotiating and contractual



expenses, donor recognition events, promotion and stewardship. This budget should be focused on raising support dollars. The allowance is to complement the Town's separate and ongoing \$150,000 annual operating support, starting with the next phase.

- 7 Marketing:** Principal marketing expenses will be associated with the launch and the campaign to announce the project broadly in the region through paid advertising, promotions, public relations, collateral preparation and distribution, and other communications techniques to be detailed in the Marketing Plan. This budget should be focused on generating earned revenues.
- 8 Bridging Interest Costs:** A relatively small budget to cover financing of some pledge payments that may extend past opening. This figure is too small to accommodate major donations coming in after opening, or to manage sophisticated financing or tax credit schemes. The planners strongly advise against borrowing money to complete the project with the hope that the loans can be repaid by future fund-raising or by excess revenues generated by earned income; museums that have tried this road have routinely suffered.
- 9 Planning Fees and Studies:** covers Phase 4 and later planning and studies at an institutional level, including food service, parking, museum planning counsel, updates to the economic model and other consultant-based work that will support institutional planning, and that is not explicitly covered by the program budget or by the building-related soft costs.

#### **Museum Funds**

- 10 Escalation Reserve on Non-Building Costs:** has NOT been included. All figures are in 2014\$. Both the budgets and the fund raising goals will need to be indexed upward based on actual inflation in that category of expense.
- 11 Operating Support Fund:** As some donors to the Museum's campaign will still be paying off pledges after opening, this amount is included in the budget to offset the difficulty in raising operating funds during the early years from the same donors who have supported the capital project. This amount will cover most of the first two years of private support (\$293,000/year).
- 12 Endowment** is NOT included, except for \$5,000 to seed and establish an account for the future, as raising a more substantive endowment is a goal for budget surpluses, surprise bequests and future campaigns.

#### **Capital Campaign Plan**

A separate, confidential capital campaign document is provided to the Board of Directors by Bill Peters Consulting. It provides information on organizing the capital campaign, establishing a campaign goal and indicates that a campaign of the scope required for this project is feasible.



# Next Steps

Canadian Baseball Hall of Fame and Museum

## Chapter 13

The common advice from the Museum directors who have been through this process before is "Don't design for opening day." Design, instead, a viable and sustainable operating institution playing a central role in the community and its learning infrastructure. Changing programming that is up-to-date and connected to community issues is fundamental to this operating vitality. As a result, the implementation of the capital project should focus on providing the institution with adaptable resources that can be used in many ways over the next decades. As long as we stick to our core values and ideology, when we see what is needed we can be prepared to shift by remaining fast, fluid and flexible.

### Next Steps

The major and immediate steps following the completion of the *Strategic Master Plan* will be:

- 1 Adopt the Plan:** The full Board adopts the *Strategic Master Plan* as the baseline for planning.
- 2 Secure Long-term Operating Support** from the Town of St. Marys.

#### Phase 4: Capacity Building

- 3 Start the Transition Plan** to build capacity and funding
- 4 Hire and Support a Fund-raising CEO.**
- 5 Prepare Management and Staff** to run the project and to operate the larger institution once it is complete. This is an on-going professional development process that should be started in a modest way at this time and ramped up during the development years into a fully articulated *Transition Plan*.
- 6 Secure Funding for at least half of the Transition Budget** beyond the Town's support.
- 7 Sufficient Pledges and Cash Flow** to fund and authorize work in Phases 5-8.

#### Phase 5: Campaign Planning

- 8 Continue a Quiet Communications Campaign** (underway) to inform regional leadership that this project is moving forward with strength and vision.
- 9 A Schedule of Investment Opportunities** needs to be developed that links the program concepts with benefit packages and price tags for potential sponsors. CBHFM's management, working with campaign counsel, can identify and price the major program components that might lend themselves to naming opportunities. A workshop can accomplish this.
- 10 Assess CBHFM's Abilities to Raise Capital** based on the *Strategic Master Plan* and the success of the *Transition Plan* to date to see if the capital budget is achievable and to involve



potential supporters. Part of that process is to translate/excerpt the *Strategic Master Plan* into a *Case Statement*.

**11 Write the Campaign Plan**

**12 Attract the Backing of St. Marys' and Canadian baseball's Key Leaders** for the project and the project team (on-going)

**13 Greenlight the Campaign** (Phase 6)

**Phase 6: Lead Gifts and Project Organization**

**14 Secure Pledge Commitments and Public Funds** equal to at least half the campaign. Identify on-going support revenues will be addressed at the same time as the capital funds are raised.

**15 Transition Budget and Capital Budget Cash Flow:** Once we know the inflows of pledges and public funds and other finance and proposal requests, define parameters and cash flow for the pre-opening Transition and Capital Budgets.

**Phase 7: Architectural Program (partial list)**

**16 Create *the Room Book***, which is the Owners' direction to the architect about what should be in each space. This document, also known as the functional architectural program, will be developed by museum planners working with the architect to establish physical characteristics, support systems and architectural characteristics for each space in the project's outline architectural program. Naturally, the document will evolve as the design and contracting proceed.

**17 Start a Building Contractor Selection Process:** Some projects are selecting their building contractor shortly after the architect is on board in order to have the builders at the table during the early design phases when the client has the greatest control over the cost of the project. This selection process will be headed by a board-level committee.

**Phase 8: Schematic Design (partial list)**

**18 Architecture and Landscaping:** Schematic Design and Visuals

**19 Expand Program Design Team:** Once the spaces are defined, sized and budgeted, then exhibit, theatre and program designers can be selected to start working.

**On-Going Processes**

- 1 Develop a Shared Sense of Vision.** From Board members to project volunteers, the intellectual concepts, character and soul of the new institution needs to be discussed regularly and refined in terms of its core business, corporate values and community service objectives. A broad understanding of why we are doing this and what will result should be shared by everyone involved in the project. In time, as staff are added, this discussion about framework will become the institution's corporate culture and brand identity. One method is to read and discuss a series of books that will be influential in our planning.
- 2 Grant and Proposal Writing** will continue to be an important part of the campaign, and we will establish processes and materials to be able to respond quickly with targeted proposals to specific potential donors. Some proposals will require presentation visuals and considerable



research to formulate; as more proposals get written, a stock of text, images, covers, data and other materials will be useful.

- 3 Community Discussions:** Engage potential community partners in discussions about the *Plan* and make adjustments as needed to accommodate partnerships without adversely affecting the economics or the planning to date. Early partnerships will have more flexibility than later ones.
- 4 React to Opportunities** presented by the community. Such opportunities should be evaluated against the growing planning framework, perhaps by calling on coaching and consulting services as needed.
- 5 Organize Tours of Other Museums** to educate Board and potential donors and build connections among the project's leadership.
- 6 Define a Museum Visit Research Process** for Board members and volunteers to share reports on visits to other museums.
- 7 Define a Best Practices Research Process** that will include examples of specific museum practices that should be studied carefully by our planners.
- 8 Maintain an Orientation Package** to give to new project team members. The 20-30 page summary should include: ENDS, Audiences and Supporters, Component Descriptions, Summary Architectural Program, Project Organization Chart and Contact List, and Master Schedule.

During all of this, professional development by staff and training for key Board members is important. Staff should attend conferences, read books about planning and developing museums, and talk to colleagues who have been through expansions.



## Acknowledgements

Canadian Baseball Hall of Fame and Museum

### *Attachment A*

For the Community Needs Assessment, a total of 44 interviewees were conducted, in addition to planning sessions and discussions with Canadian Baseball Hall of Fame and Museum's Board of Directors and exhibit designers.

Adkin	Tammy	Board and Guelph Museums
Baba	Jim	Baseball Canada
Boerson	Dawne	Principal - Holy Name of Mary School
Brockman	Helen	Principal - Little Falls Public School
Brooks	Stephen	Board and Toronto Blue Jays
Brower	Grant	Town of St. Marys
Carter	Dave	Stratford Beacon
Crawford	Scott	CBHFM Director of Operations
Debrabendere	Kirsten	President - Ladies Slow-Pitch
Docker-Johnson	Julie	Former Board, Business Woman
Dundas	Reid	Volunteer
Gall	Jocelyene	CBHFM Admin. Coordinator
Hahn	Jamie	Former Mayor of St. Marys
Hainer	Lynn	Councillor, Town of St. Marys
Hamilton	Greg	Baseball Canada
Hammond	Charlie	Board of Directors
Ichie	Sheila	Pyramid Centre
Johnson	Sheila	Fanshawe Pioneer Village
Kastner	John	Stratford Perth Museum/Sports Writer
Langford	Dave	Selection Committee, Metro London
Lawrence	Kim	Alberta Sports Hall of Fame
Lierman	Arthur	Volunteer; Landscape Architect, London
Little	Tony	Board Member
Marklevitz	Terry	Architect, Stratford
McDougall	Don	Founder, Toronto Blue Jays
McIlwain	Kevin	CAO, town of St. Marys
McKibbon	Trisha	St. Marys Museum
Meehan	Brian	Director, Museum London
Mielke	Breanna	Alberta Sports Hall of Fame
Mullens	Angela	Metro Newspaper London
Oliver	Nelda	CBHFM Volunteer





Podsadecki	Paul	CBHFM Volunteer
Riddell	Nancy	YMCA
Simbert	Bob	Owens Fitness Studio, St. Marys
Smith	April	Principal - St. Marys District Collegiate and Vocational Institute
Staffen	Bob	Business man, business instructor
Starzynski	John	Lawyer, Chair of Board
Stephens	Bob	Board of Directors
Stern	Adam	Former MLB Player, Trainer
Taylor	Rob	Taylor Construction
Thorup	Tanya	St. Marys Minor Ball
Weselan	Karl	Dentist, St. Marys
Winston	John	Tourism London
Zakreski	Eugene	Stratford Tourism

As part of the strategic master-planning process, additional interviews were conducted with a number of CBHFM board members and staff, and with:

Ash	Mike	Superintendent, Avon Maitland District School Board
Badder	Daryl	London Baseball
Blair	Peggy	Superintendent, Avon Maitland District School Board
Carter	Dave	Stratford Beacon Herald
Dundas	Reid	Remax
Elgee	Andrew	Department of Canadian Heritage, Museums Assistance Program
Guy	Robin T.	Director of Policy, Office of the Minister of State (Sport)
Hahn	Jamie	Former Mayor of St. Marys
Johnson	Sheila	Fanshawe Pioneer Village
Kemp	Scott	St. Marys Men's Slo-pitch
Larocque	Manon	Manager, Sport Canada
Mathieson	Dan	Mayor of Stratford
McDougall	Don	Founder, Toronto Blue Jays. Inductee.
Mitchener	Hugh	Softball Canada
Pettapeice	Randy	MPP for Perth-Wellington
Robinson	Chris	Centrefield Sports, London
Rogers	Ashley	St. Marys Ladies Slo-pitch
Schellenberger	Gary	Member of Parliament for Perth-Wellington
Senior Managers		Town of St. Marys
Smith	April	Principal - St. Marys District Collegiate and Vocational Institute
Staffen	Rob	Business leader, owner St. Marys Golf Course
Stern	Adam	Centrefield Sports, London
Strathdee	Al	Incoming Mayor of St. Marys
Taylor	Rob	McLean Taylor, Retired
Wilkinson	John	Wilkinson Insight, Former Ontario Cabinet Minister



**Attachment A-3**

Winston	John	Tourism London
Wolfe	Doug	Mitchell Baseball
Zakreski	Eugene	Stratford Tourism

