

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 24, 2015

Item 3, Report No. 14, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on March 24, 2015.

3 **MACMILLAN PROPERTY – BUSINESS PLAN
AND PREFERRED OPERATING MODEL- WARD 4**

The Committee of the Whole (Working Session) recommends:

- 1) That the recommendation contained in the following report of the Commissioner of Planning and the Executive Director, Office of the City Manager dated March 10, 2015, be approved;
- 2) That Communication C4, presentation material, entitled “*MacMillan Property Business Plan and Preferred Operating Model*”, be received; and
- 3) That the deputation of Mr. Mark Stabb, The Nature Conservancy of Canada, Second Avenue, Uxbridge, Ontario, be received.

Recommendation

The Commissioner of Planning and the Executive Director, Office of the City Manager, in consultation with the Director of Parks Development, the Director of Recreation and Culture, and the Director of Financial Planning and Analytics, recommend:

- 1, That the presentation by MMM Group Ltd. be received;
2. That the report entitled “MacMillan Property Business Plan and Preferred Operating Model” dated December 2014 by MMM Group Ltd. be received and that implementation of Option 4 for combined passive/active parkland and urban agriculture uses be endorsed for further review and consideration;
3. That funding in the amount of \$50,000 (excluding the 3% administration recovery fee) be requested for consulting services as part of the 2016 Capital Budget process for the development of a Master Plan for the MacMillan site and surrounding open space area;
4. That the results of the community consultation process and proposed site master plan be brought back to Council for consideration and approval; and,
5. That in the interim, the City continue to lease the houses for residential use and operate the site at the established level of service.

Contribution to Sustainability

The vision for the MacMillan Farm revolves around six themes: nature, food, agriculture, heritage, tourism and education. Fulfilling this vision will establish a site for near-urban agriculture, community engagement, and educational opportunities and provide a unique destination point within the City of Vaughan. The primary uses of the property will include the promotion of urban agriculture and provisions for outdoor recreational and cultural opportunities.

This report is consistent with the priorities previously set by Council in the Green Directions Vaughan, Community Sustainability Environmental Master Plan, specifically:

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Goal 2, Objective 2.2

- To ensure sustainable development and redevelopment.
 - To develop Vaughan as a City with maximum green space and an urban form that supports our expected population growth.

Goal 4, Objective 4.1

- To create a vibrant community where citizens, business and visitors thrive.
 - To foster a City with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage.

Economic Impact

Pending Council's endorsement, staff are requesting that \$50,000 (excluding the 3% administration recovery fee) be allocated in the 2016 capital budget process to undertake community consultation and development of a site master plan for the MacMillan Farm property and surrounding open space lands to further refine Option 4 of the Business Plan. Part of this work will include a review of capital and operating costs associated with proposed implementation strategy and phasing plans, to be completed in collaboration with Finance, Parks & Forestry Operations, and Recreation and Culture.

Currently the City allocates an annual budget of \$35,000 to cover general property repairs and maintenance and collects \$24,000 in annual rental income from the two homes. The Consultant's report has based the operating impact of current use (status quo) on these amounts.

Communications Plan

Engagement with stakeholders and external agencies was an essential component of the scope of work completed by MMM Group. The purpose of this consultation was to gain insight into the governance and operations of other organizations, as well as to determine whether there were potential public private partnerships that could be formed.

The following stakeholders were consulted with:

- Nature Conservancy of Canada (NCC)
- Toronto and Region Conservation Authority (TRCA)
- Bill Redelmeier, owner of Southbrook Farms
- Sridharan Sethuratnam, FarmStart
- York Region Food Network

Purpose

The purpose of this report is to present to Council the proposed Business Plan and Preferred Operating Model for the MacMillan Farmstead and to seek Council endorsement to conduct further review and consideration of implementation Option 4 for combined passive/active parkland and urban agriculture uses.

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Background - Analysis and Options

Acquisition of MacMillan Farm

In 2011 Council approved the acquisition of the MacMillan Farmstead, a 24.71 acre (10 Ha) site located on the east side of Dufferin Street south of Major MacKenzie Drive East. The farmstead is surrounded by a 135 acre (56 hectare) nature reserve donated by the MacMillan family to the Nature Conservancy of Canada in 2004.

The MacMillan lands are located in the Carrville Community within an area of the City identified for intensification. Acquisition of these lands was recommended based on the 2008 Active Together Master Plan (ATMP) which provided two (2) key action plans for parkland acquisition:

1. The City should ensure the acquisition of an adequate land base for the outdoor recreation facilities proposed in the Master Plan, particularly those requiring large land bases and those required to serve new residential communities (before appropriate lands become unavailable).
2. Where shortfalls may occur in parkland acquisition through the development process, the City should employ a range of alternative parkland acquisition mechanisms to obtain the necessary amount of parkland.

The update to the Active Together Master Plan (ATMP) in 2013 confirms that the City continues to be deficient in active parkland. The ATMP warns that due to the proposed urban intensification planned within the City, the shortfall in parkland will increase if lands are not acquired to meet the population growth projected for 2031. In order to meet City-wide targets for parkland provision of 2.2ha/1000population, the City will need to acquire parkland in addition to maximizing parkland dedication through the development approvals process.

The 25 acre (10 Ha) MacMillan site and surrounding open space area will allow for active and passive recreational opportunities, cultural heritage assets and significant environmental features, which will assist in reducing the parkland deficiency in the Carrville Community.

Business Plan and Preferred Operating Model

As part of the 2011 Capital Budget, Council approved funds for the development of a detailed Business Plan and Preferred Operating Model that would build upon the vision and primary uses for the property established by the City. In 2012, following an RFP process, the City successfully awarded the RFP to MMM Group Ltd. to prepare a Business Plan and Preferred Operation Model for the MacMillan Site.

As part of the study and analysis included in this project, MMM Group completed the following:

- a) Reviewed and assessed the financial viability and marketability of potential uses for the MacMillan Farm Site;
- b) Assessed the site plan, design and layout of the options proposed, including estimated construction costs;
- c) Identified potential users and program uses;
- d) Assessed the financial impact of three options;
- e) Recommended potential uses for the site, based on the financial analysis;
- f) Determined the operating, capital and construction/rehabilitation costs for the uses proposed;
- g) Identified potential partnerships, grants or other funding sources;
- h) Created a conceptual site plan and preliminary schematic drawings for the buildings and property;

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- i) Identified potential governance and operating models; and
- j) Consulted with Staff Working Committee, Senior Management Team and other external stakeholders.

Options for Consideration

MMM Group narrowed the list of potential uses into five options. The following criteria were used to assess each option:

1. Consistency with City’s Policies, Goals and Objectives (incl. Active Together Master Plan, Official Plan and Zoning By-law), as well as with the objectives of the project and land purchase;
2. Consistency with the intended use of "cash-in-lieu of parkland dedication" monies;
3. Economic viability and sustainability;
4. Operating viability and sustainability;
5. Socio-economic benefits;
6. Site and structure feasibility;
7. Compatibility with adjacent property and integration with the existing and planned neighbourhoods;
8. Opportunity for partnerships and/or collaboration with respect to ongoing operations and/or funding models; and,
9. Consistency with the City of Vaughan’s Program Review Framework.

OPTION 1: Status Quo – City’s current operating costs and revenue, including any already planned improvements.

Pros	Cons
a) City continues to perform general maintenance to the site as per the required established level of service.	a) Does not unlock the value of the property by the City for greater public benefit for outdoor public space or active living. b) City operates the site at a loss of approximately \$11K/year.

OPTION 2: Passive/Active Parkland– 1,200m of walking trails connecting to surrounding trail system, picnic facilities (tables and covered structure), junior and senior children’s play structure and benches.

- General Site Upgrades – these upgrades are required regardless of the alternative chosen. These would include: parking lot, roadway improvements, access gate, signage along Dufferin Street and washrooms.

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Pros	Cons
<ul style="list-style-type: none"> a) Provides the best opportunity for the City to develop and offer broad outdoor recreational uses. b) Consistent with level of service provided throughout the City and recommendation of the ATMP. 	<ul style="list-style-type: none"> a) Revenue stream is modest vs operating costs, resulting in negative net operating income. b) Capital costs are significant.

OPTION 3: Urban Agriculture – Community garden plots and/or allotment gardens. Urban agriculture includes partnership with a farmer for more commercial activities. This option will require slightly less investment from the City and will likely be governed by a committee.

- General Site Upgrades – these upgrades are required regardless of the alternative chosen. These would include: parking lot, roadway improvements, access gate, signage along Dufferin Street and washrooms.

Pros	Cons
<ul style="list-style-type: none"> a) Provides outdoor recreational opportunities to the community. b) Uses are consistent with and complementary to current uses on the property. c) Potential to grow revenue stream as the facility becomes established over time. d) Consistent with City of Vaughan objectives for the site. 	<ul style="list-style-type: none"> a) Revenue stream is modest vs operating costs, resulting in negative net operating income. b) Capital costs are significant.

OPTION 4: Combined Passive/Active Parkland and Urban Agriculture - A combination of features listed in the Passive/Active Parkland option (trails, picnic area, play structure and benches), along with garden plots/allotments.

- General Site Upgrades – these upgrades are required regardless of the alternative chosen. These would include: parking lot, roadway improvements, access gate, signage along Dufferin Street and washrooms.

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Pros	Cons
<ul style="list-style-type: none"> a) Complementary uses and programming. b) Would enable the highest uses of the options considered for the property. c) Provides a significant local and broader community benefit. d) Leverage capital investment in the site. e) Showcase an outdoor recreation and urban agriculture experience, adding to the quality of life in the City. f) Can be phased in over time. 	<ul style="list-style-type: none"> a) Revenue stream is modest vs operating costs, resulting in negative net operating income. b) Capital costs are significant.

OPTION 5: Divest Property – Sell property at market value.

Pros	Cons
<ul style="list-style-type: none"> a) Potential financial gain in the sale of the property. 	<ul style="list-style-type: none"> a) Does not meet the City's objective for parks and open space provision. b) Significant restrictions on future development opportunities for this site based on Regional Official Plan, City Official Plan and Provincial Oak Ridges Moraine Conservation Plan policies.

Preferred Option

Staff supports the recommendation of Option 4, which recommends the combination of Passive/Active Parkland and Urban Agriculture. Staff recommends that a Master Plan for the park and surrounding open space lands be considered in the 2016 Capital Budget process. The master plan process will include public consultation and community engagement with respect to options for active and passive uses, pedestrian connections, incorporation of urban agriculture/community gardens, etc. in the context of the greater parks and open space system (i.e. NCC lands and other local parks) and to inform potential phasing, timing, capital and operating costing and funding strategy.

Relationship to Vaughan Vision 2020/Strategic Plan

The initiative to pursue options to develop the MacMillan Farm property is consistent with two Vaughan Vision 2020 strategic goals:

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- STRATEGIC GOAL: Service Excellence
 - Lead and Promote Environmental Sustainability
 - Preserve our Heritage and Support Diversity, Arts and Culture

- STRATEGIC GOAL: Organizational Excellence
 - Manage Corporate Assets

Regional Implications

None

Conclusion

Staff recommends that Council receive the presentation by MMM Group Ltd. Staff also recommends that Option 4 of the Business Plan and Preferred Operating Model be endorsed for further review and consideration. Staff also request that \$50,000 (excluding the 3% administration recovery fee) be allocated in the 2016 budget planning process to undertake a community consultation process and development of a site master plan for the MacMillan Farm property and surrounding open space lands to further refine Option 4 of the Business Plan. Once the Master Plan is completed, the Plan will be brought back to Council for final approval.

In addition, it is recommended that the houses continue to be leased for residential use and that the City continues to perform general maintenance to the site as per the required established level of service, until such time that a Master Plan has been finalized and approved for implementation.

Attachments

Attachment 1: MacMillan Property Business Plan and Preferred Operating Model - Report

Report Prepared By

Jamie Bronsema, Director of Parks Development, ext. 8858
Mary Reali, Director of Recreation and Culture, ext. 8234
Martin Tavares, Manager of Parks & Open Space Planning, ext. 8882
Sunny Bains, Business Services Manager, ext. 8336
Paola D'Amato, Business Services Supervisor, ext. 8806

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

C4 - Cw(ws) March 10/15

Item 3

MACMILLAN FARM BUSINESS PLAN AND PREFERRED OPERATION MODEL

Committee of the Whole

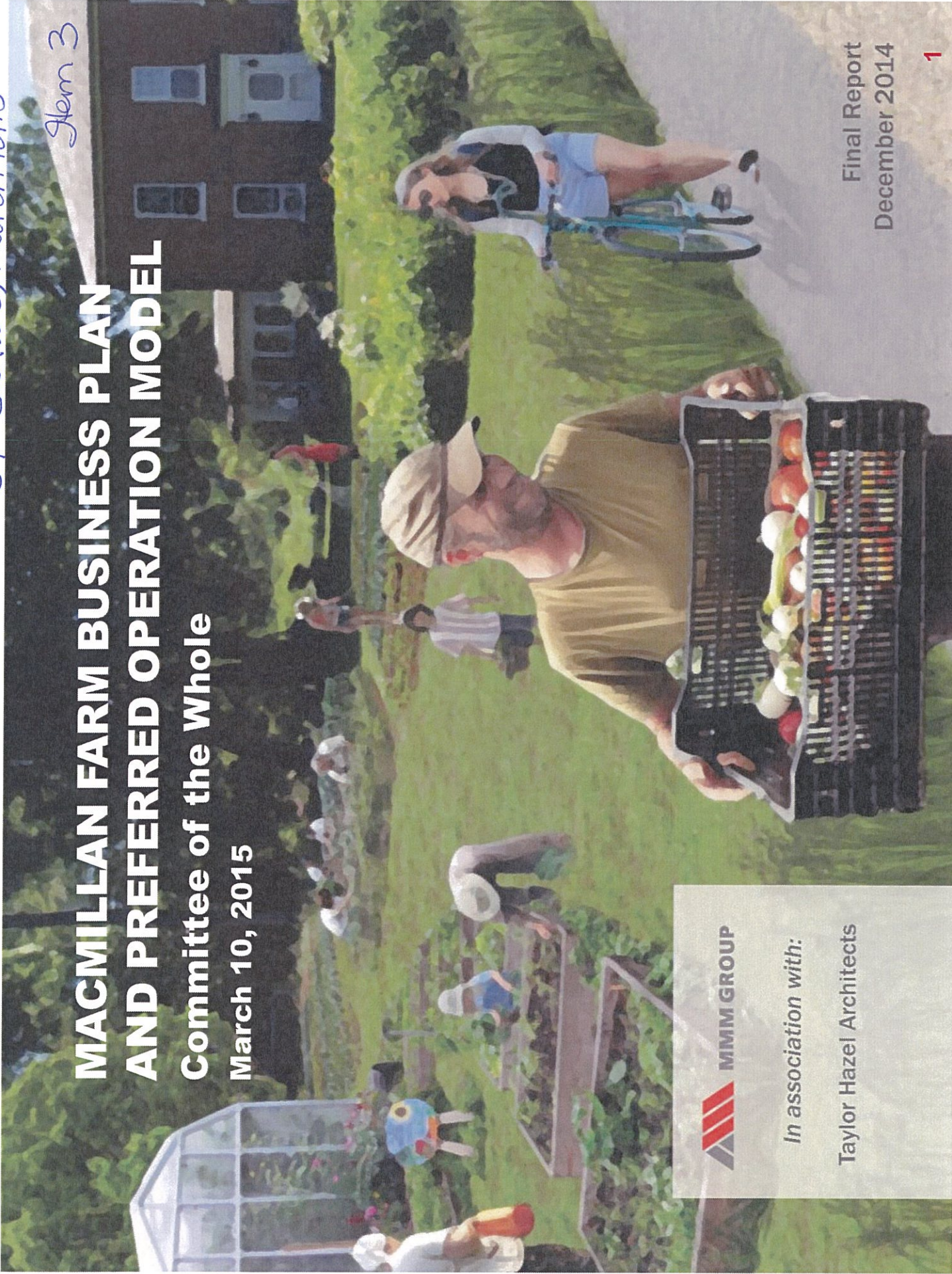
March 10, 2015



MMM GROUP

In association with:

Taylor Hazel Architects



Presentation Objective:

- Present recommendations for the MacMillan Farm Business Plan and Operations Model

Presentation Outline:

1. Objectives and Overview
2. Spectrum of Options
3. Groupings and Analysis
4. Governance and Funding
5. Recommendation

Project Objectives:

In connection with the MacMillan Farm:

- Develop a business case & preferred operations model
- Consistent with the City's main objectives for purchasing the property.
 - Acquisition was largely funded through *Cash-in-Lieu of Parkland monies*;
 - With the intent of maintaining urban agriculture & open recreation space opportunities.

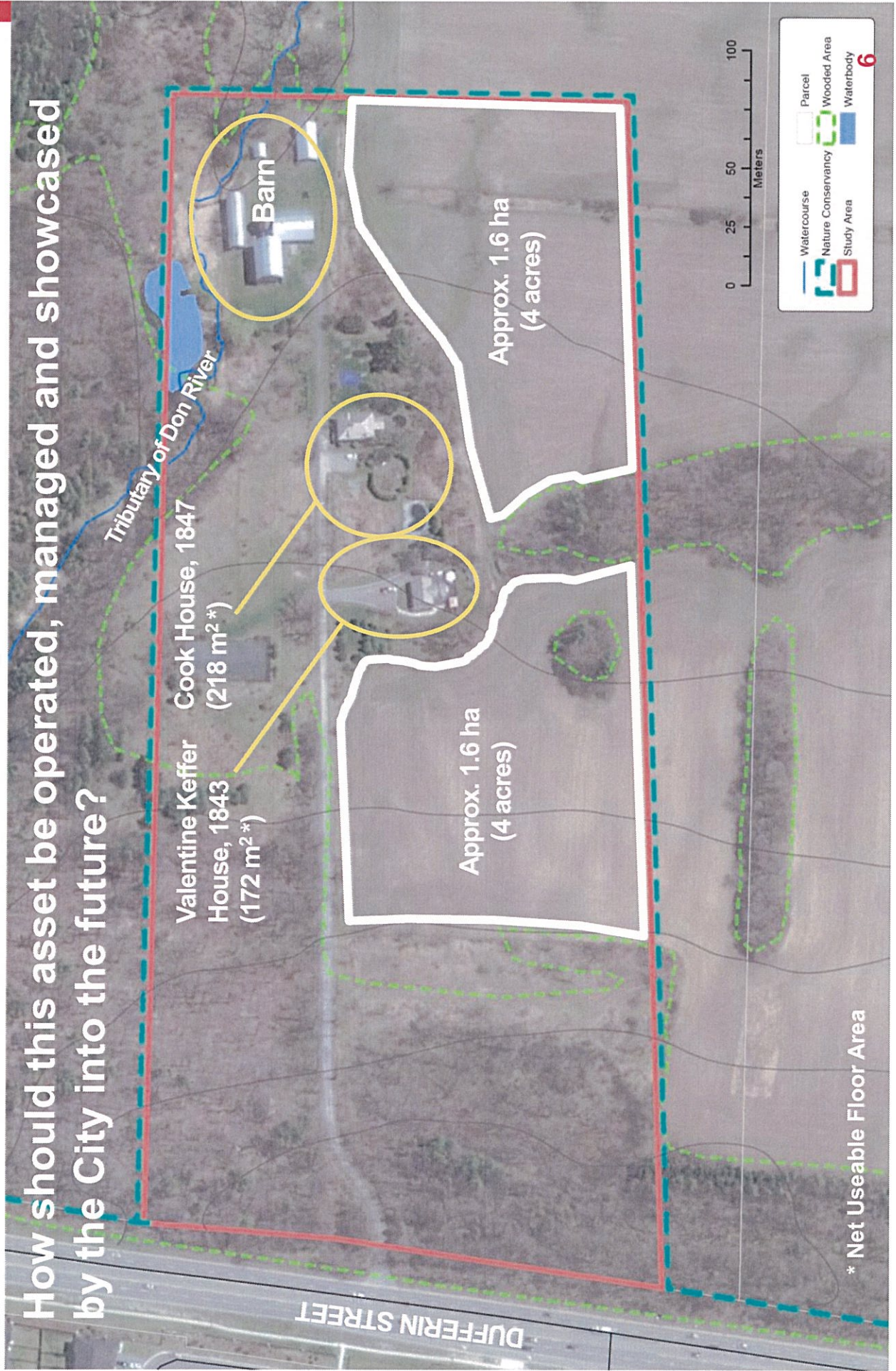
City Involvement:

- 2008: Options Study undertaken by Urban Strategies, for the City of Vaughan, York Region, TRCA, Nature Conservancy of Canada.
- 2011: Property acquired by City of Vaughan (24.71 acre / 10 ha).
- 2013: Steering Committee established to work together with the consultant on the Business Plan & Preferred Operations Model.
- Steering Committee comprised of City of Vaughan Staff from:
- Budgeting & Financial Planning
 - Parks Development
 - Parks & Forestry Operations
 - Policy Planning
 - Recreation & Culture

Property Overview

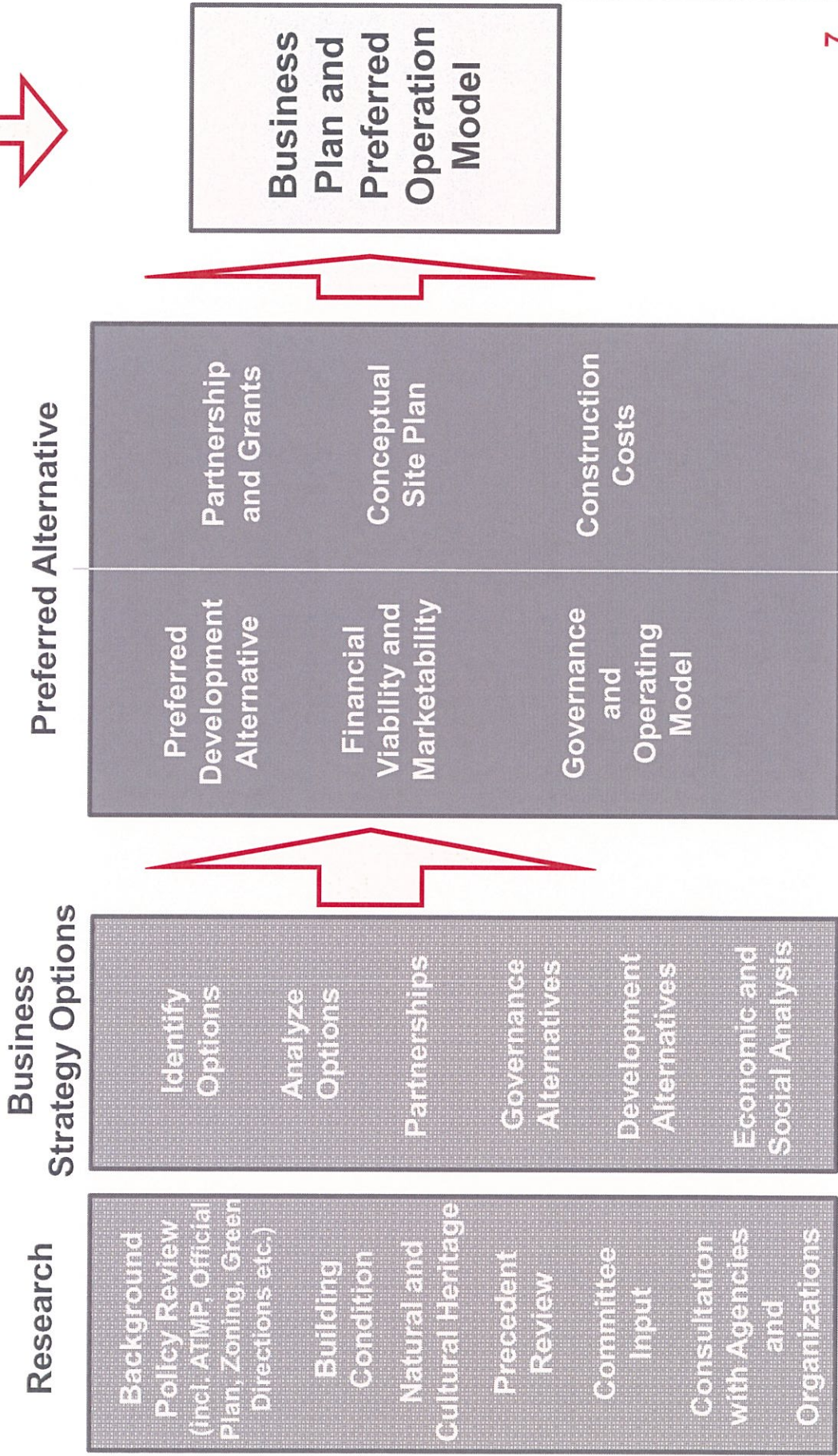
- Total property area of 24.71 acre / 10 ha
- Two dwellings designated under the *Ontario Heritage Act*, barns & two sheds
- Large open farm fields, a large woodlot area, and a tributary to the Don River
- Of the total property (24.71 acre / 10 ha), approximately **8 acres / 3.2 hectares (+/- 32%)** is open space and may be used for a future use
- Surrounded by a 135 acre (55 ha) **nature reserve**
 - donated by the MacMillan Family to the Nature Conservancy of Canada
 - lands are not included in the scope of this study

How should this asset be operated, managed and showcased by the City into the future?



Project Process

We are here 



Nine Criteria for Evaluation



Consistency with City Policies, Goals & Objectives



Consistency with intended use of cash-in-lieu of parkland dedication monies



Economic Viability and Sustainability



Operating Viability and Sustainability



Socio-Economic Benefits

Nine Criteria for Evaluation



Site & Structure Feasibility & Constraints



Compatibility with Adjacent Property

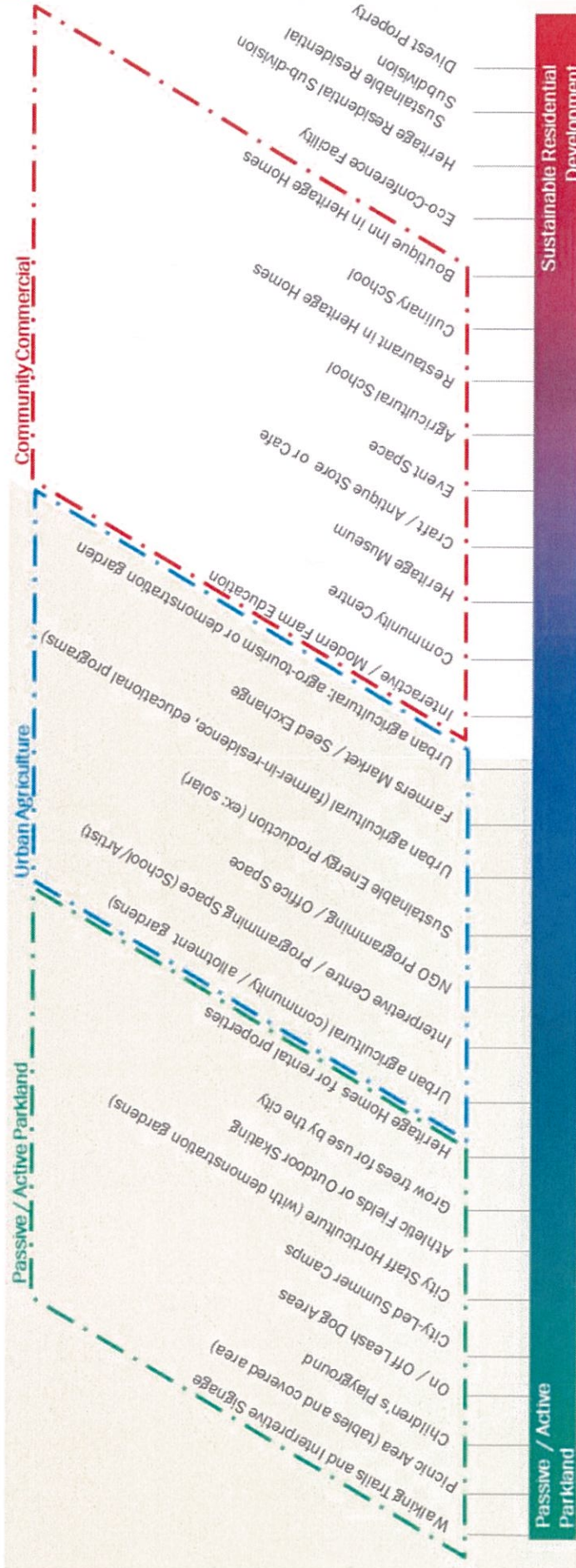


Opportunity for Partnerships/Collaboration



Consistency with Program Review
Framework

Options Evaluated Qualitatively Against Noted Criteria



Don Valley Hills,
Toronto: City of
Toronto pathways
through Don Valley



Community Garden Resource Network, Calgary: works to ease process of setting up community gardens



FarmStart, Guelph: many teaching programs on how to farm, & farms
RAIRÉ, Cambridge



Black Creek Pioneer Village, North York - Re-created Pioneer Village



WWOOF Site, various locations: links volunteer farm workers with farms.



Macomber Farm, Massachusetts: interactive model farm



Markham Heritage Estates, Markham: 42-lot heritage subdivision



BedZed, Beddington Corner, United Kingdom: First Zero Energy Development

Designated Residential Structures

- **Review by heritage architects from Taylor Hazel Architects:**
 - Two designated residential structures;
 - To determine possible future uses & associated upgrades; and
 - Consideration of financial impact of alternative options.
- **Considerations:**
 - More significant upgrades to the houses would be required if use is changed from private residence.
Estimated capital cost: \$1-1.5 million for both houses:
 - Upgrade to meet Ontario Building Code
 - Minor exterior, electrical and mechanical upgrades
 - Accessibility to ground floor of Cook House
 - Life lease exists on one of the houses (Cook House).
 - Houses are currently rented as residential dwellings.

Options for the Property

Following a detailed analysis of the spectrum of options, the following options were assessed:

Option	Uses Proposed
1 Status Quo	<ul style="list-style-type: none"> • Continue to rent houses • Property maintenance
2 Passive / Active Parkland	<ul style="list-style-type: none"> • Trails on-site (approx. 1,200 m crushed limestone) • Opportunity for trail connections off-site • Picnic Shelter and Picnic Tables • Benches • Junior and Senior Children’s Playground • Site Upgrades (washroom, servicing, roadway, signage, secure barns) • City-led Summer Camp Programs
3 Urban Agriculture	<ul style="list-style-type: none"> • Establish allotment gardens / farm and associated infrastructure • Site Upgrades (washroom, servicing, roadway, signage, secure barns)
4 Combined	<ul style="list-style-type: none"> • All Option 2 + all Option 3
5 Divest Property	<ul style="list-style-type: none"> • Divest Property at Market Rate

Option 1: Status Quo



LEGEND

Property Boundary

STATUS QUO

0m 25m 50m



Option 2: Passive/Active Parkland



Option 3: Urban Agriculture



Option 4: Combined



COMBINED

Financial Summary, Comparative Data

	Option 1 Status Quo	Option 2 Passive/Active Parkland	Option 3 Urban Agriculture	Option 4 Combined
Total Capital Cost (millions)	Nil	\$ 1-2 million		
Net Annual Income (thousands)	(\$10-\$12)	(\$60-\$65)	(\$30-\$40)	(\$65-\$70)

- Data shown are for business case Year 1 in 2014 dollars for comparison purposes
- Capital costs are one-time expenditure and exclude land costs
- Operating costs are assumed constant
- Operating revenue for Option 3 and Option 4 may increase with additional garden plot rentals
- Option 1 assumes below market rent (i.e., current rates)

Funding Opportunities

Municipal Funding:

- Capital Funding:
 - Taxation Funding
 - City-Wide Development Charges
 - Grants

NOTE: Any capital funding will need to be vetted against other City priorities by departments, Directors Working Group (DWG), Senior Management Team (SMT) and Council through the City's budget process.

Potential Outside Revenue Sources:

- Partnership Opportunities (ex: FarmStart)
- Corporate Sponsorship
- Private Donation / Fundraising

Recommendation

Operations Model and Business Case

Option 4: Combined – Passive/Active Parkland and Urban Agriculture

- Complementary uses & consistent with stated objectives for the site
- Creates opportunity for future partnerships with organizations that promote, manage and operate urban farms
- Sensitive to the natural heritage & character of the existing property and allows for potential integration with the adjacent NCC lands
- Trails can be connected with broader City/Regional Trail system
- Houses can be adaptively reused, or can continue to be rented
- Consistent with the City's Program Review Framework

MACMILLAN FARM BUSINESS PLAN AND PREFERRED OPERATION MODEL

Committee of the Whole
March 10, 2015

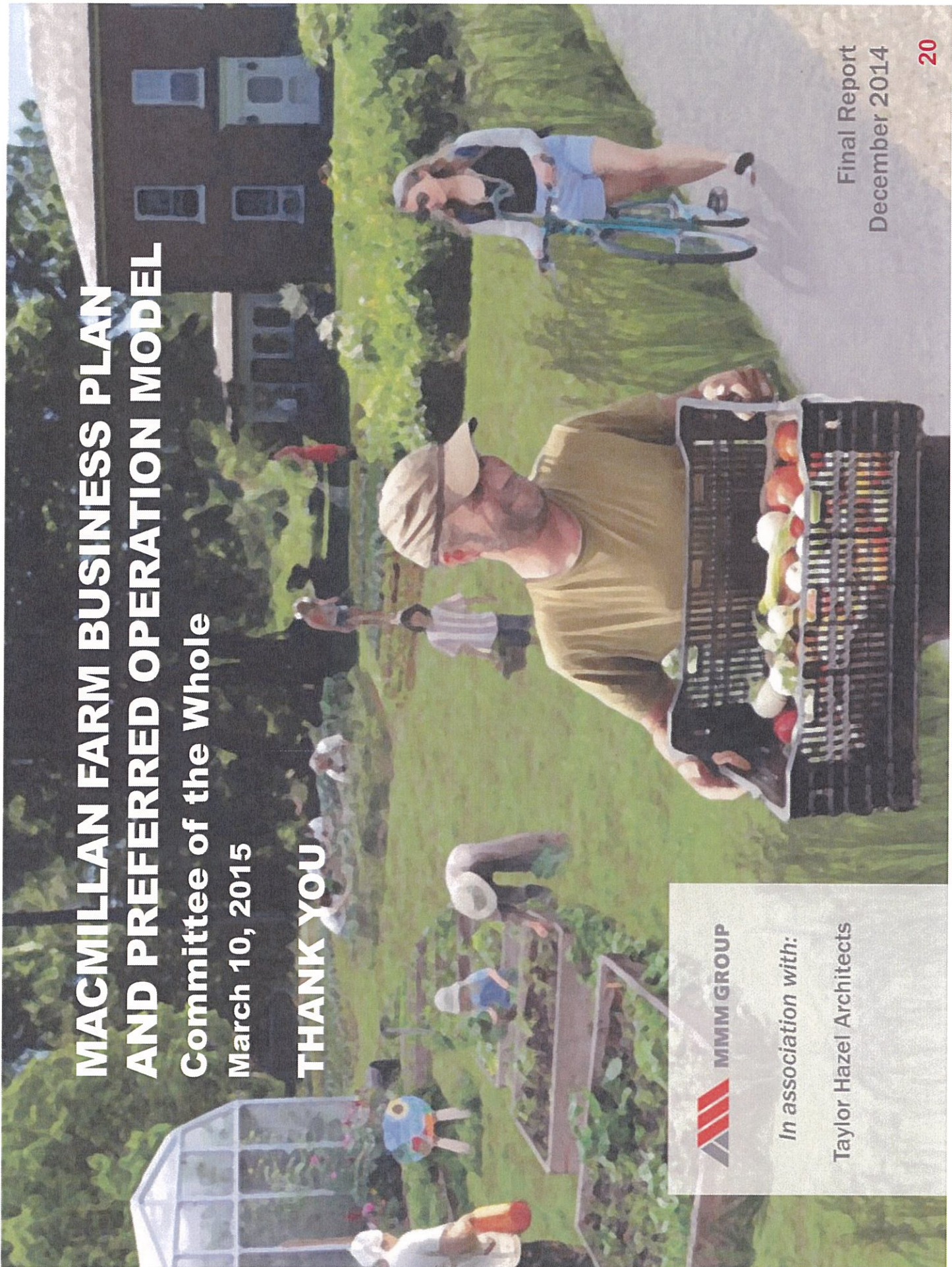
THANK YOU



MMM GROUP

In association with:

Taylor Hazel Architects



COMMITTEE OF THE WHOLE (WORKING SESSION) – MARCH 10, 2015

MACMILLAN PROPERTY – BUSINESS PLAN AND PREFERRED OPERATING MODEL- WARD 4

Recommendation

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Options for Consideration

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8. Opportunity for partnerships and/or collaboration with respect to ongoing operations and/or funding models; and,
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Pros	Cons
<p>a) City continues to perform general maintenance to the site as per the required established level of service.</p>	<p>a) Does not unlock the value of the property by the City for greater public benefit for outdoor public space or active living.</p> <p>b) City operates the site at a loss of approximately \$11K/year.</p>

OPTION 2: Passive/Active Parkland– 1,200m of walking trails connecting to surrounding trail system, picnic facilities (tables and covered structure), junior and senior children’s play structure and benches.

- General Site Upgrades – these upgrades are required regardless of the alternative chosen. These would include: parking lot, roadway improvements, access gate, signage along Dufferin Street and washrooms.

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- General Site Upgrades – these upgrades are required regardless of the alternative chosen. These would include: parking lot, roadway improvements, access gate, signage along Dufferin Street and washrooms.

Pros	Cons
<ul style="list-style-type: none"> a) Provides outdoor recreational opportunities to the community. b) Uses are consistent with and complementary to current uses on the property. c) Potential to grow revenue stream as the facility becomes established over time. d) Consistent with City of Vaughan objectives for the site. 	<ul style="list-style-type: none"> a) Revenue stream is modest vs operating costs, resulting in negative net operating income. b) Capital costs are significant.

OPTION 4: Combined Passive/Active Parkland and Urban Agriculture - A combination of features listed in the Passive/Active Parkland option (trails, picnic area, play structure and benches), along with garden plots/allotments.

- General Site Upgrades – these upgrades are required regardless of the alternative chosen. These would include: parking lot, roadway improvements, access gate, signage along Dufferin Street and washrooms.

Pros	Cons
<ul style="list-style-type: none"> a) Complementary uses and programming. b) Would enable the highest uses of the options considered for the property. c) Provides a significant local and broader community benefit. d) Leverage capital investment in the site. e) Showcase an outdoor recreation and urban agriculture experience, adding to the quality of life in the City. f) Can be phased in over time. 	<ul style="list-style-type: none"> a) Revenue stream is modest vs operating costs, resulting in negative net operating income. b) Capital costs are significant.

OPTION 5: Divest Property – Sell property at market value.

Pros	Cons
a) Potential financial gain in the sale of the property.	a) Does not meet the City's objective for parks and open space provision. b) Significant restrictions on future development opportunities for this site based on Regional Official Plan, City Official Plan and Provincial Oak Ridges Moraine Conservation Plan policies.

Preferred Option

Staff supports the recommendation of Option 4, which recommends the combination of Passive/Active Parkland and Urban Agriculture. Staff recommends that a Master Plan for the park and surrounding open space lands be considered in the 2016 Capital Budget process. The master plan process will include public consultation and community engagement with respect to options for active and passive uses, pedestrian connections, incorporation of urban agriculture/community gardens, etc. in the context of the greater parks and open space system (i.e. NCC lands and other local parks) and to inform potential phasing, timing, capital and operating costing and funding strategy.

Relationship to Vaughan Vision 2020/Strategic Plan

The initiative to pursue options to develop the MacMillan Farm property is consistent with two Vaughan Vision 2020 strategic goals:

- STRATEGIC GOAL: Service Excellence
 - Lead and Promote Environmental Sustainability
 - Preserve our Heritage and Support Diversity, Arts and Culture
- STRATEGIC GOAL: Organizational Excellence
 - Manage Corporate Assets

Regional Implications

None

Conclusion

Staff recommends that Council receive the presentation by MMM Group Ltd. Staff also recommends that Option 4 of the Business Plan and Preferred Operating Model be endorsed for further review and consideration. Staff also request that \$50,000 (excluding the 3% administration recovery fee) be allocated in the 2016 budget planning process to undertake a community consultation process and development of a site master plan for the MacMillan Farm property and surrounding open space lands to further refine Option 4 of the Business Plan. Once the Master Plan is completed, the Plan will be brought back to Council for final approval.

In addition, it is recommended that the houses continue to be leased for residential use and that the City continues to perform general maintenance to the site as per the required established

level of service, until such time that a Master Plan has been finalized and approved for implementation.

Attachments

Attachment 1: MacMillan Property Business Plan and Preferred Operating Model - Report

Report Prepared By

Jamie Bronsema, Director of Parks Development, ext. 8858
Mary Reali, Director of Recreation and Culture, ext. 8234
Martin Tavares, Manager of Parks & Open Space Planning, ext. 8882
Sunny Bains, Business Services Manager, ext. 8336
Paola D'Amato, Business Services Supervisor, ext. 8806

Respectfully submitted,

John MacKenzie
Commissioner of Planning

Tim Simmonds
Executive Director,
Office of the City Manager

MacMillan Farm Business Plan and Preferred Operation Model



 **MMM GROUP**

In association with:

Taylor Hazel Architects

**Final Report
December 2014**

MacMillan Farm

Business Plan and Preferred Operation Model

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STANDARD LIMITATIONS

This report was prepared by MMM Group Limited (MMM) for the client in accordance with the agreement between MMM and the City of Vaughan. This report is based on information provided to MMM which has not been independently verified.

The disclosure of any information contained in this report is the sole responsibility of the client. The material in this report, accompanying spreadsheets and all information relating to this activity reflect MMM's judgment in light of the information available to us at the time of preparation of this report. Any use which a third party makes of this report, or any reliance on or decisions to be made based on it, are the responsibility of such third parties. MMM accepts no responsibility for damages, if any, suffered by a third party as a result of decisions made or actions based on this report.

MMM warrants that it performed services hereunder with that degree of care, skill, and diligence normally provided in the performance of such services in respect of projects of similar nature at the time and place those services were rendered. MMM disclaims all other warranties, representations, or conditions, either express or implied, including, without limitation, warranties, representations, or conditions of merchantability or profitability, or fitness for a particular purpose.

This Standard Limitations statement is considered part of this report.

1.0 Introduction

In January 2013, the City of Vaughan retained MMM Group Limited, in association with Taylor Hazel Architects to undertake a study to determine a Business Plan and Preferred Operation Model for the MacMillan Farm property. The purpose of this study is to assess the financial viability and marketability of potential uses for the MacMillan Farm property and recommend a preferred use, business strategy, governance model and potential partners.

The MacMillan Farm property is located at 9605 Dufferin Street and is 10 hectares (24.7 acres) in size. The property contains two houses that are designated under the *Ontario Heritage Act*. It was purchased by the City of Vaughan from the MacMillan family in 2011. The property is surrounded by 56 hectares (135 acres) of Nature Conservancy of Canada (NCC) lands. **Figure 1-1** illustrates the MacMillan Farm in the broader context of the City of Vaughan. This also illustrates the unique context in which the MacMillan Farm and NCC properties are placed within the increasingly urban area development within the City of Vaughan. Directly north and south of the MacMillan farm property and along the west side of Dufferin Street are new single-family residential dwellings.

In 1934 the property was purchased and subsequently occupied by the MacMillan Family. The original MacMillan Farm property encompassed over 65 hectares of natural woodlot and agricultural lands containing two heritage houses and barns. In 2004, the MacMillan Family severed the property into two parcels, one 56 hectares (135 acres) in size and the second, 10 hectares (24.7 acres) in size, and donated the larger portion to the Nature Conservancy of Canada (NCC).

This study is being undertaken following the completion of an initial Historic MacMillan Farm Options Report undertaken jointly by the Nature Conservancy of Canada, The Region of York, Toronto and Region Conservation Authority (TRCA) and the City of Vaughan, in 2008. The findings of the 2008 Options Report are summarized in Section 3.6.1 of this report.

The Business Plan and Preferred Operation Model for MacMillan Farm will support the City's vision for the subject site, which is consistent with the Active Together Master Plan (ATMP). The ATMP also supports the development of facilities and spaces that provide arts and cultural opportunities, promote active living and the healthy physical, social and educational development of all ages, and enhance awareness and appreciation of the environment. More specifically, this study will:

- Review and assess the financial viability and marketability of potential uses for the MacMillan Farm property;
- Identify the potential users and program uses;
- Assess the financial impact of options, which may contain more than one type of program;
- Recommend a potential use for the site, based on the financial analysis;
- Determine the operating, capital and construction/rehabilitation costs for the use proposed;
- Identify potential partnerships, grants or other funding sources;
- Create a conceptual site plan for the buildings and property;
- Identify potential governance and operating models; and
- Consult with key internal and external Stakeholders.

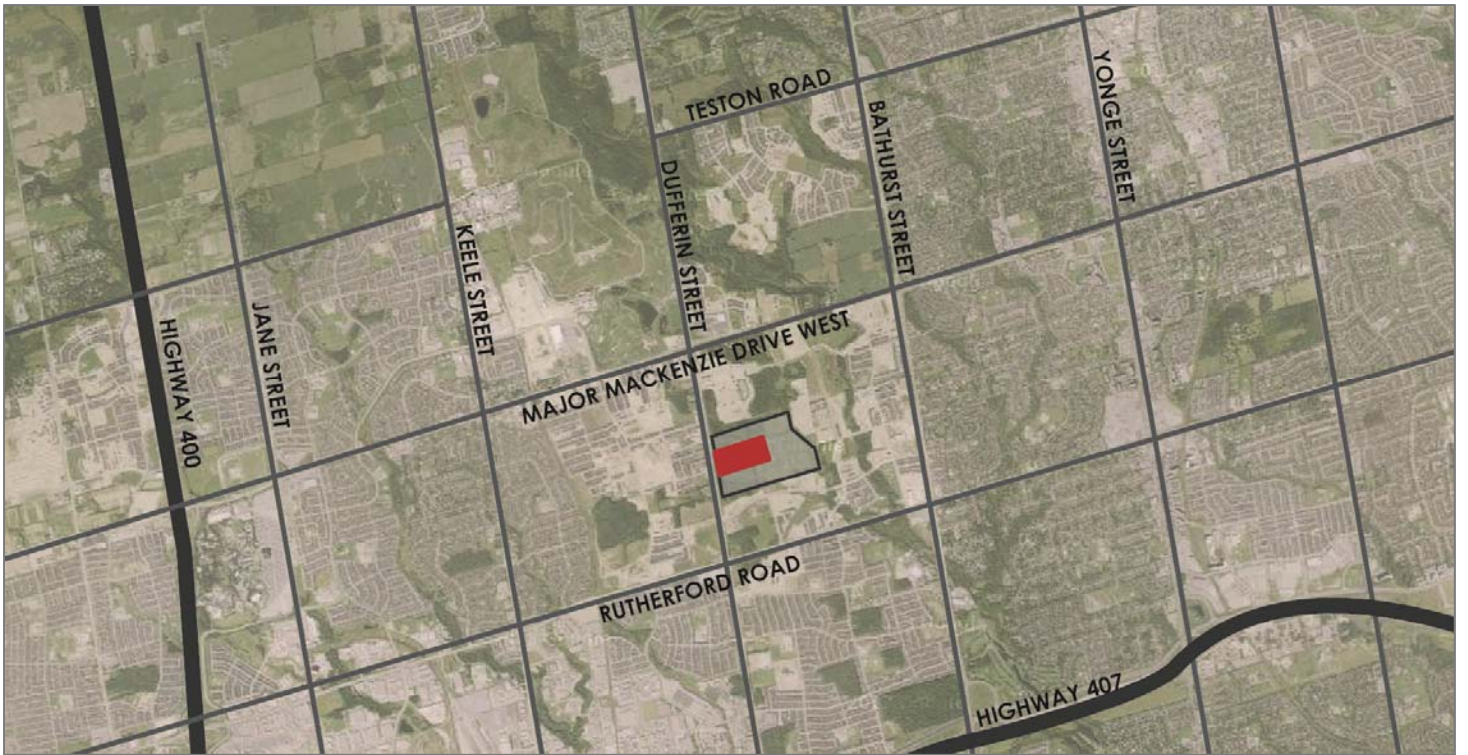


Figure 1-1: Site Context

2.0 Study Objectives, Vision and Process

2.1 Vision for MacMillan Farm

The vision for MacMillan Farm revolves around the six themes of “Nature, Food, Agriculture, Heritage, Tourism and Education” which were determined through stakeholder consultation during the Options Report Study (2008). The six themes are also consistent with the objectives of the City’s “Green Directions Vaughan, Community Sustainability and Environmental Master Plan” and the Active Together Master Plan’s recommendation to develop facilities and spaces that provide arts and cultural opportunities; promote active living and the healthy physical, social and educational development of all ages; and enhance awareness and appreciation of the environment.

Through discussions with the City, these themes have been refined further to reflect the current study objectives:

1. Health, Activity and Leisure – implement the goals of the Active Together Master Plan by enhancing opportunities for physical activity, wellness and informal use opportunities.
2. Community Building – contributing to the vibrancy of Vaughan and York Region’s communities.
3. Environmental – protect and enhance the existing natural areas, including crucial ecological functions.
4. Sustainability – environmental and financial.

The vision for MacMillan Farm, as established by the City, is a critical driver in the refinement of the spectrum of options and preliminary recommendations for the repurposing of the property.

2.2 Study Objectives and Process

The objective of this study is to assess the viability and marketability of a number of potential uses and recommend the preferred business strategy, use and options. The study identifies the financial impact of a series of options and identifies them on a spectrum starting with high public investment, low return moving generally towards low public investment, high return.

The study was undertaken in five key steps which included:

- Undertaking a review of background material, including precedent centres, and detailed site visit;
- Consultation with the City’s Steering Committee Members, Senior Management as well as Key Stakeholders;
- Identifying and analyzing options for the business strategy for development and potential partnerships;
- Recommended Development Option and Governance Strategies; and
- Conceptual Site Plan.

2.3 Roles

As project lead, MMM Group has worked together with City Staff from Vaughan’s Recreation and Culture Department. The Recreation and Culture Department is responsible for the provision of leisure opportunities and offers a full range of recreation services and amenities to the residents of the City of Vaughan. In addition, the Department is responsible for delivering arts and culture events, exhibitions and shows for the community, as well as heritage permitting and managing of those assets. The Project Team has also been working closely with a project Steering Committee made up of representatives from various City departments, including Budgeting and Financial Planning, Building and Facilities, Parks Development, Parks & Forestry Operations, and Policy Planning.

In assessing the options brought forward for the repurposing of the MacMillan Farm property, an understanding of the individual mandates of both the City and the Nature Conservancy of Canada (NCC) is essential. The City’s

property is surrounded on the north, south and east sides by the NCC's lands and there is no fence or delineated boundary surrounding the majority of the shared property lines. The repurposing of the City's property will invariably have an influence on the surrounding NCC property, particularly since the primary vehicular access for the NCC property is via the City's access driveway.

The mission of the NCC is to: "... *lead, innovate and use creativity in the conservation of Canada's natural heritage. [They] secure important natural areas through their purchase, donation or other mechanisms, and then manage these properties for the long term.*" After acquiring the lands in 2004, the NCC developed a Property Management Plan for the MacMillan Nature Preserve Natural Area (2008). The Property Management Plan was reviewed in the context of this study. Further, the project team consulted and met with the NCC to discuss the City's project objectives for this site. This is summarized in Section 9.0.

3.0 Site Context and Background Review

3.1 Site History

The built heritage resources on the MacMillan site include roads and laneways, barriers and fences, several barns, out buildings and two homes. The assessment of the farm lot's cultural heritage landscape places each of these resources in the context of their significance within the property and the landscape. For the purposes of this feasibility study, the built heritage resources subject to review are the two primary residential structures known as the William Cook and the Valentine Keffer Houses. This review has generated a preliminary inventory of characteristics and attributes compiled for each home with the intention of identifying possible elements that may be deemed as character defining.

The MacMillan Farm property is associated with the early settlement of this area and was originally part of a large 300 acre farm owned by William Cook (d. 1878). William Cook emigrated from England in 1831 and purchased the farm from his brother Thomas Cook (1801-1872) who had assembled 600 acres (Figure 3-1). Thomas retained the adjoining 300 acres for himself that contained the earliest saw mill in the area built by Michael Fisher. Thomas built a house for himself and operated and expanded the saw mill on his property. William Cook returned to England and rented his land out to a tenant farmer named Nathaniel Kirby. Nathaniel Kirby may have lived in a mud brick house on the site, a portion of which was discovered within the walls of the William Cook House during renovations in 1981. That wall has been preserved as evidence of this earlier structure, which probably dates from the 1830s or 1840s.

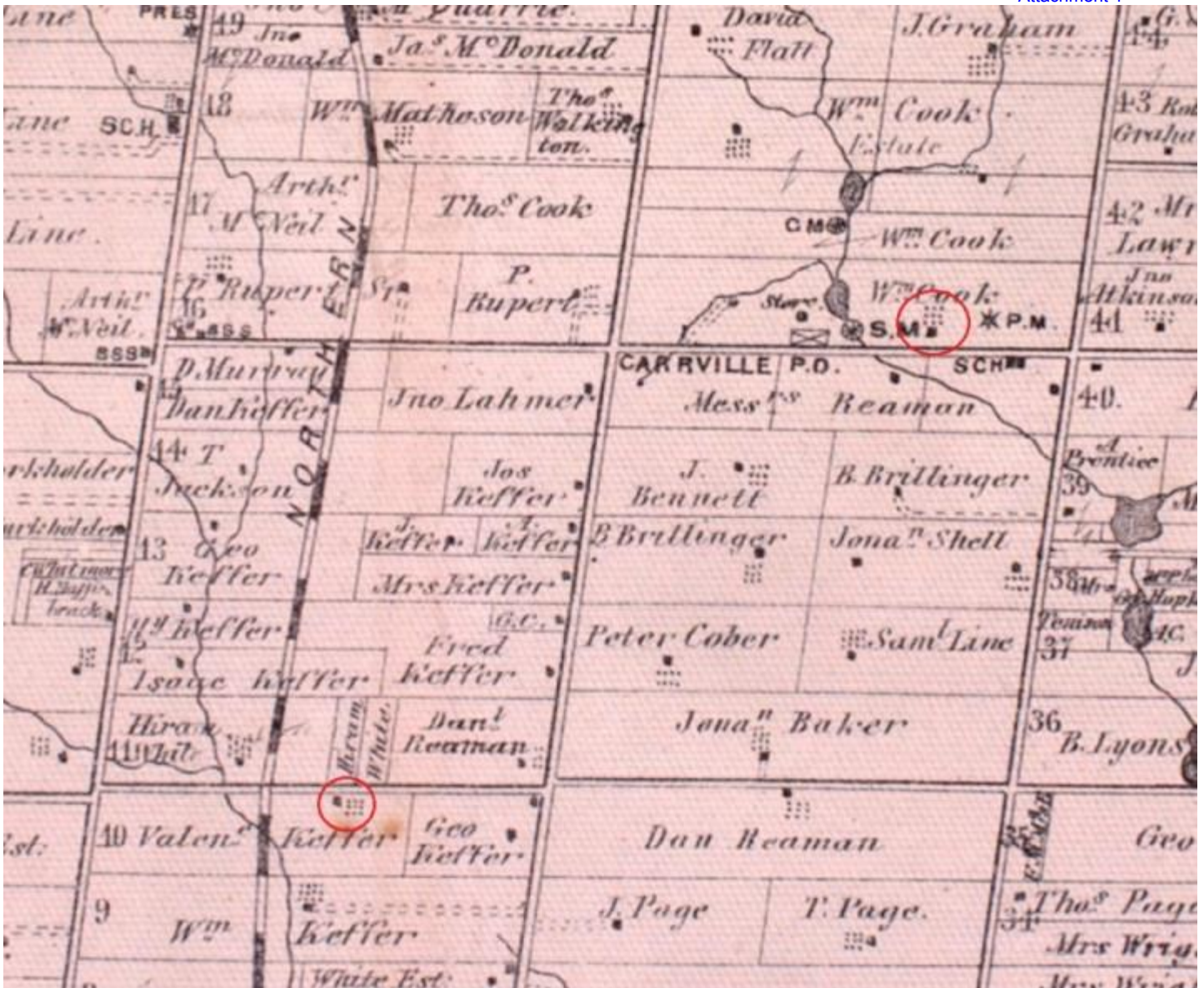


Figure 3-1: Early Settlement and Lot Division in Vaughan Township, showing the William Cook Farm and original location of the Valentine Keffer House. York County Atlas Detail, 1878

When William Cook returned from England in 1847 he built a two-storey three-bay brick house for him and his family that he later expanded to six bays (Figure 3-2). This house is now Designated and is known as the William Cook House because of its architectural and historical significance. The mill dam associated with his brother's milling operation is also Designated and is known as the Carville Mill Dam and is located a short distance from the MacMillan Farm property. The names of Howard Cook and George Kirby (descendants of the original landowner and tenant farmer) are carved in the dam.

The Cook family was instrumental in the establishment of the historic mill town of Carville. This historic town, now built over by modern development, was located across the Concession line from the Cook property. The 1878 County Atlas shows that Carville consisted of a store, post office, church and school. The Cook family played an important part in the early industrial and agricultural development of this area. Due to their influence, Carville became an important mill center for the region. William Cook served the community as Deputy Reeve and was on the Town Council from 1861-63. His brother Thomas Cook operated the Carville Mill and store containing the

Carville Post Office, and was Carville's 1st Post Master. The Cooks donated land and money for the Carville Primitive Methodist Church (now Carville United Church).

Descendants of William Cook lived on this property until 1936 when it was purchased by Robert and Lyn MacMillan. The MacMillans' purchase included the William Cook House, barns and out-buildings and a large tract of land containing agricultural land, forest, a stream and a pond (Figure 3-3). Robert and Lyn MacMillan used the property as a country retreat. Robert had a medical practice in Toronto. Lyn MacMillan was the daughter of Lloyd George, Prime Minister of England from 1916 to 1922.



Figure 3-2: William Cook House



Figure 3-3: MacMillan Farm Principal Laneway

Ownership of the property passed to their son Robert MacMillan Jr. In the early 1980s, he and his wife made a number of changes to the property including renovations to the William Cook House and relocation of the Valentine Keffer House from 1931 Langstaff Road to their property (Figure 3-4). The wood frame Keffer house was sited a short distance from the Cook House and used by the MacMillan's as a guest cottage. After its relocation and restoration the Valentine Keffer House was Designated because it is a very fine example of 'plank on plank' construction, a rare type of construction, only found near milling centers in the early pioneer period. The Keffer house is associated with Valentine Keffer a descendent of Michael Keffer, one of the founders of the Zion Evangelical Lutheran Church. The original site of the Valentine Keffer House was the next Concession, near the historic village of Maple. The original location of the house and orchard are represented on the 1878 County Atlas (Figure 3-1).



Figure 3-4: Valentine Keffer House

In 2004 Robert MacMillan Jr. and his wife donated a large portion of their land to the Nature Conservancy of Canada that is now the MacMillan Nature Preserve and contains a mix of forest, streams and agricultural lands on a gently sloping topography.

In 2010 the remainder of the property including the houses, tennis courts, dam and barns was sold to the City of Vaughan. Mrs. MacMillan has a lease agreement to continue using the property for the next ten years and/or Life interest. The farm buildings have not served agricultural uses for some time and are occasionally used for events such as weddings and other family gatherings. Ploughed fields on the south side of the property are currently rented for agricultural use. The donated lands are a mix of agricultural, woodland and riparian habitats. The lands are still currently farmed with corn and soybeans.

3.2 Site and Surrounding Context

The MacMillan Farm property, in relation to the NCC lands, and the immediate surrounding context are illustrated in Figure 3-5. The NCC lands surround the property on the north, south and east sides. Beyond the NCC lands, is new residential development, including some that is currently under construction to the south around the former town of Carrville. Dufferin Street is a major roadway that runs along the west side of the property. The area to the south east of the lands managed by the NCC will be kept naturalized due to the presence of the creek, despite the new development. The site now stands out as one of the few areas within the City that remains naturalized within a generally urbanizing context.

Pedestrian access to the site is currently very challenging. Dufferin Street, at the west entrance, is quite busy and makes road crossing very challenging. A multi-use trail was recently added to eastern side of Dufferin Street creating the opportunity for active transportation along that corridor.

There are many informal paths around the property, including vegetated paths leading to the swimming hole beside the barns, through the woodlands, as well as along the tractor paths heading East. Within the former MacMillan property now owned by the Nature Conservancy of Canada there still exists many informal trails used by the family that can be accessed from City property. Snowmobile trails have been noted by the NCC.

The property is not currently fenced along the Western edge adjacent Dufferin Street, however the mature vegetation does create a relative barrier. The NCC lands are generally separated by the adjacent residential properties by fencing. The NCC’s property management plan states that fencing should be maintained and added, as needed, to manage access to their site, but should also allow for future potential trail linkages to and from surrounding areas. It is unclear if this fencing is continuous at present as construction is incomplete. Other than the woodland buffers along Dufferin Street and along the NCC lands, no other boundary delineation is present. There is no fencing between the City’s property and the lands owned by the NCC.

Views from the west off of Dufferin Street into the property are obscured by the thick mature vegetation bordering the road (Figure 3-6). Upon entering the MacMillan Farm property on the main access road, the road descends down a slight hill into the property and the two heritage houses and red barn become visible. During the winter months where there is minimal foliage, views to the east and south east reveal the surrounding residential development. The access road is framed by mature trees on either side and hydro poles. Views from the access road to the north are obscured by the mature forest along the northern property boundary of the NCC lands. From the William Cook house new residential development is visible to the east and southeast, as well as the farmed fields in the foreground.

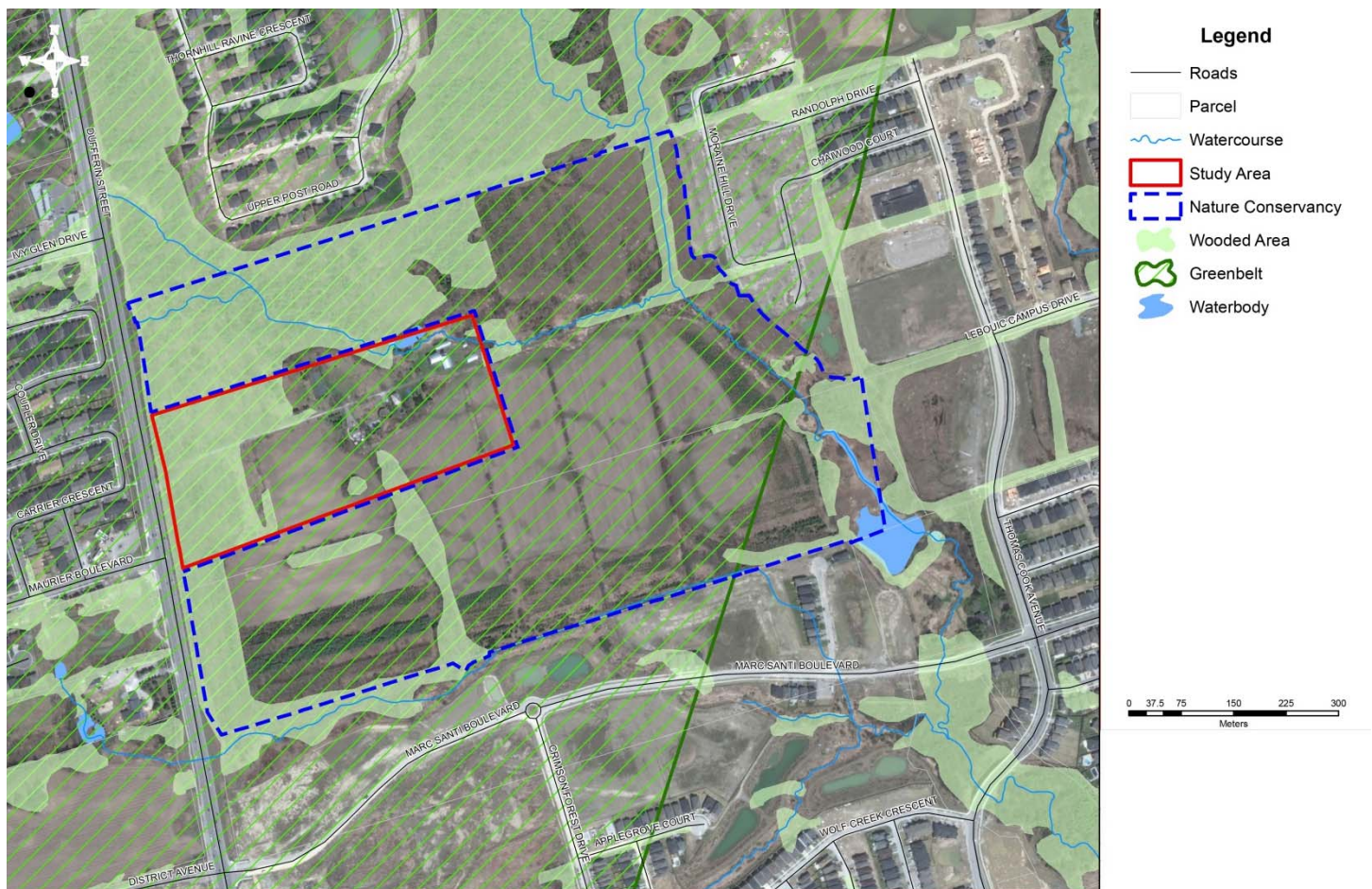


Figure 3-5: Study Area and Surrounding Context



Figure 3-6: MacMillan Farm Entrance From Dufferin Street (looking north)

Vehicular access is from the single entrance on the east side of Dufferin Street. Dufferin Street is a busy four lane roadway with a centre turning lane which makes access and egress from the property quite challenging, particularly exiting the property to head south during certain times of day. Further, the narrow gravel access road to the site is not very visible from Dufferin Street. Vehicular access to the NCC lands is also gained using this driveway from Dufferin Street. There is no other direct vehicular access to the site and/or the NCC lands.

Currently there is no signage on site or at the entrance identifying the City owned land. The NCC's Property Management Plan suggests adding signage to clearly identify their property boundaries and identifying the land as a nature reserve (and what activities that implies). This signage would also aide in the controlled access to the MacMillan City-owned lands.

3.2.1 Existing Facilities

Prior to determining the future use on the MacMillan property, a review of the existing outdoor recreation, conservation areas, parks, and educational facilities in proximity to the site was undertaken. The location of these facilities is illustrated in Figures 3-7 through 3-9. Section 4.0 of this report describes relevant precedent facilities in greater detail.

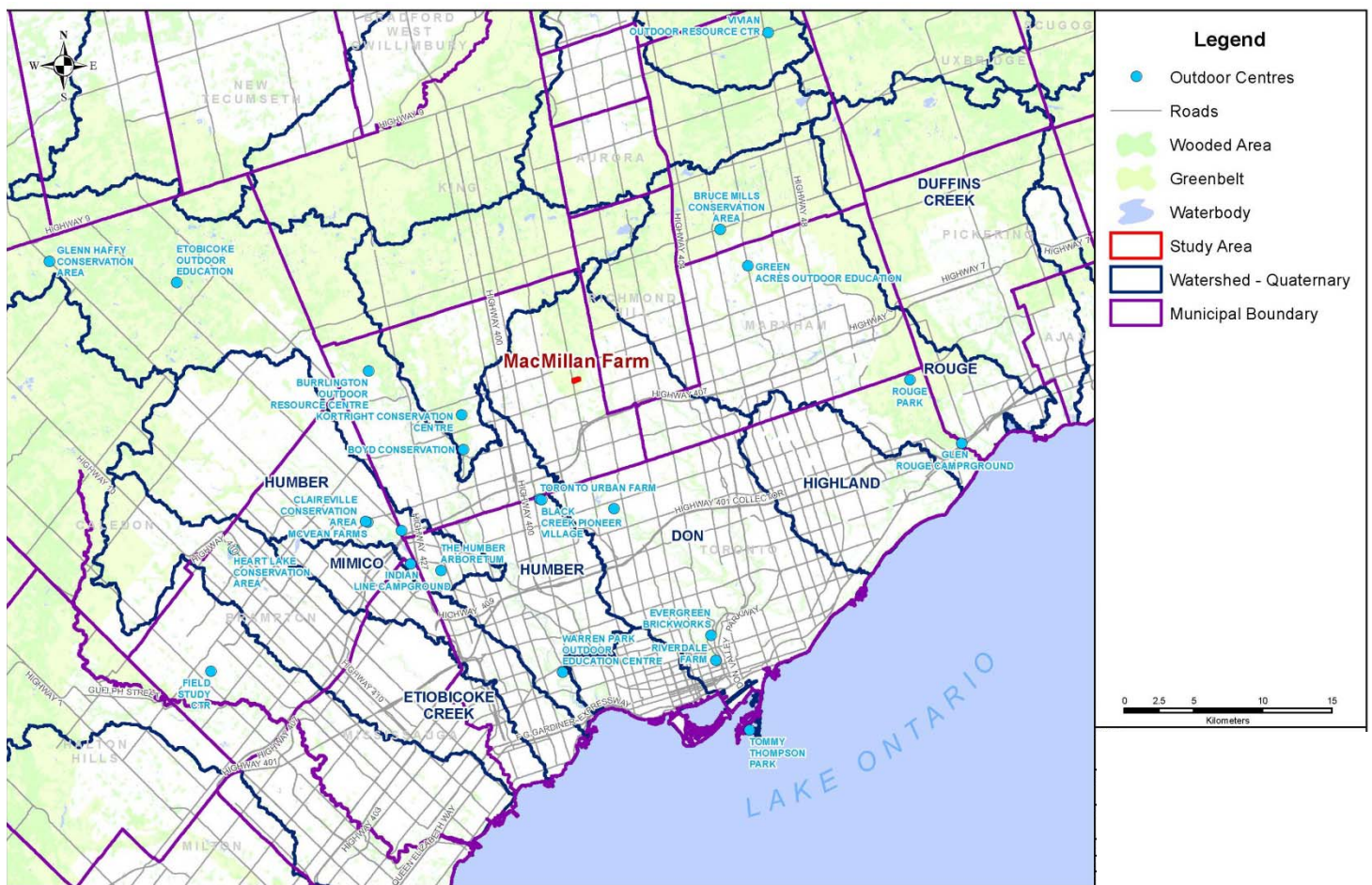


Figure 3-7: Existing Outdoor Recreation Centres

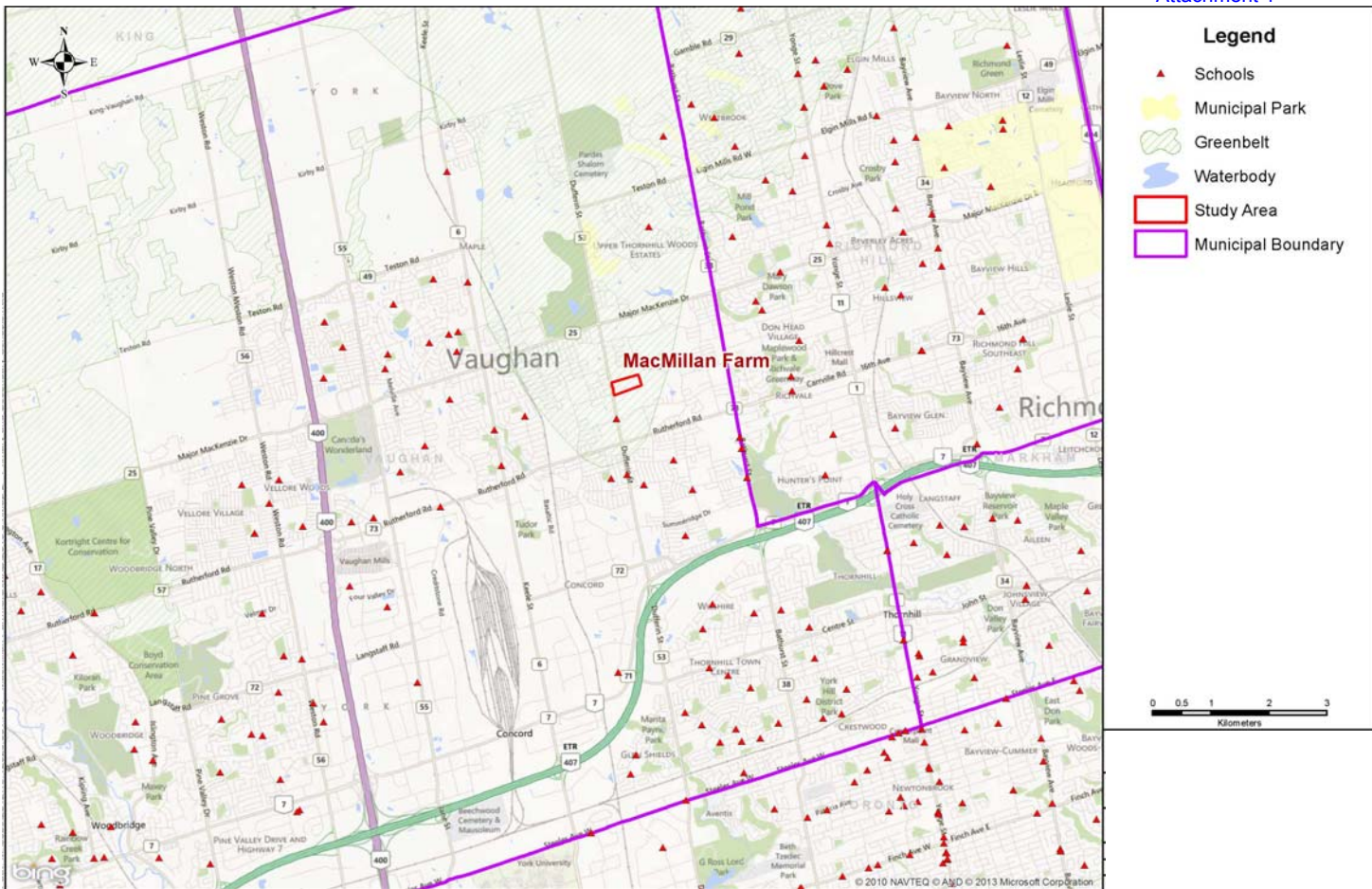


Figure 3-8: School Locations

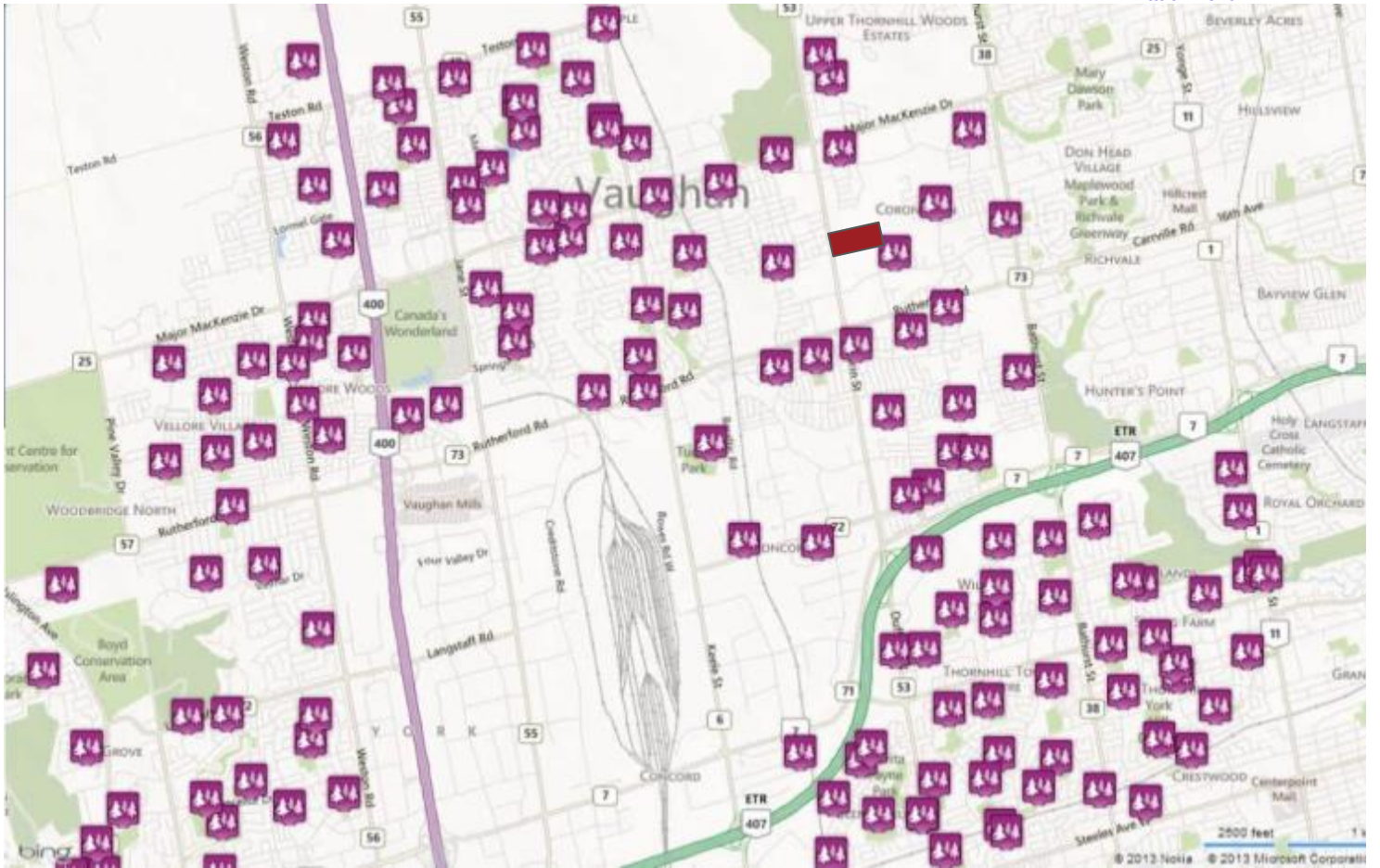


Figure 3-9: Existing Parks

3.2.2 Demographics

Figures 3-10 and 3-11 illustrate the population, under the age of 19 and over the age of 19, within proximity to MacMillan Farm property. The demographic information provides an indication of population density, as well as potential future users of the MacMillan Farm property.

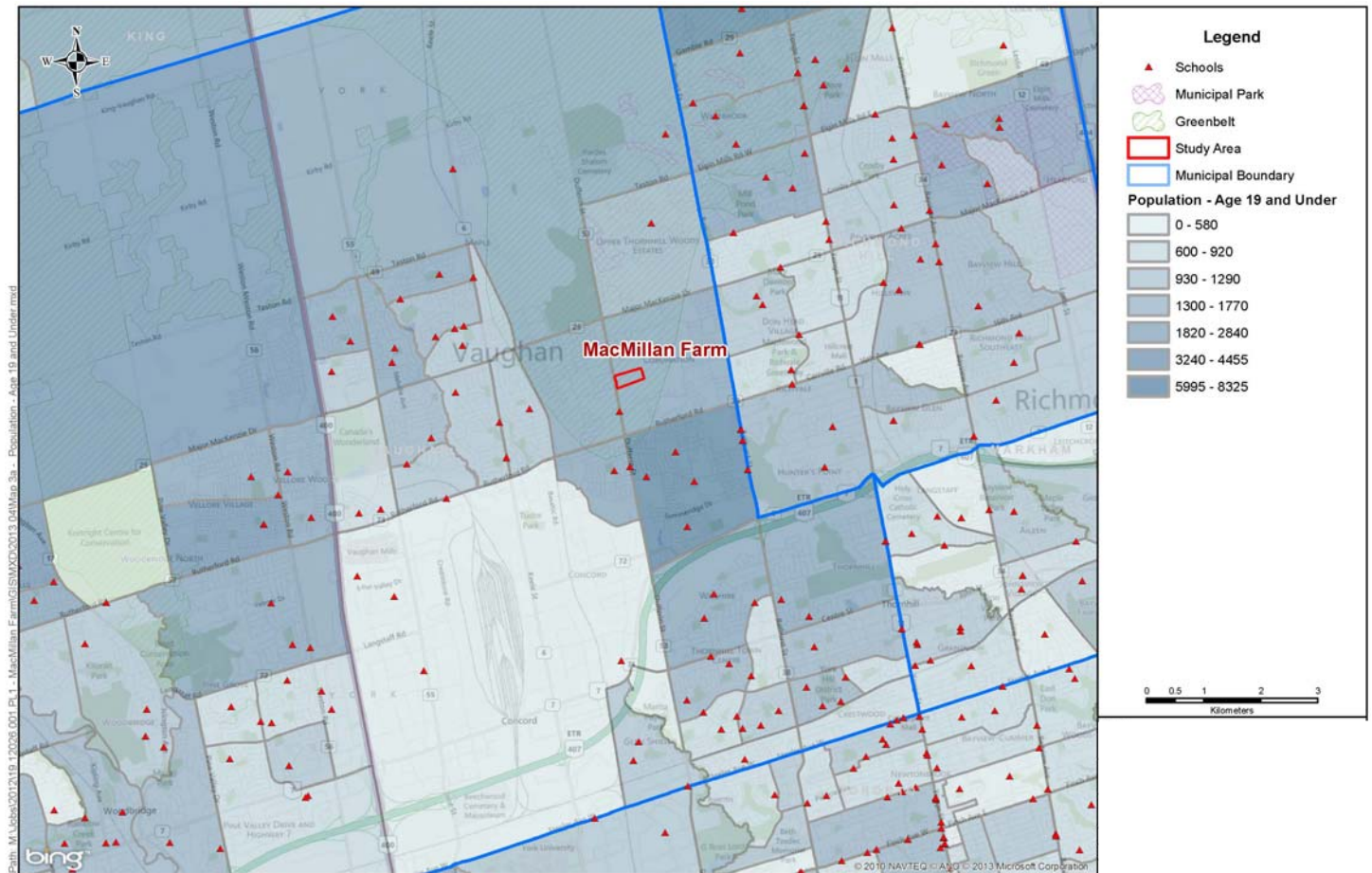


Figure 3-10: Population Age 19 and Under

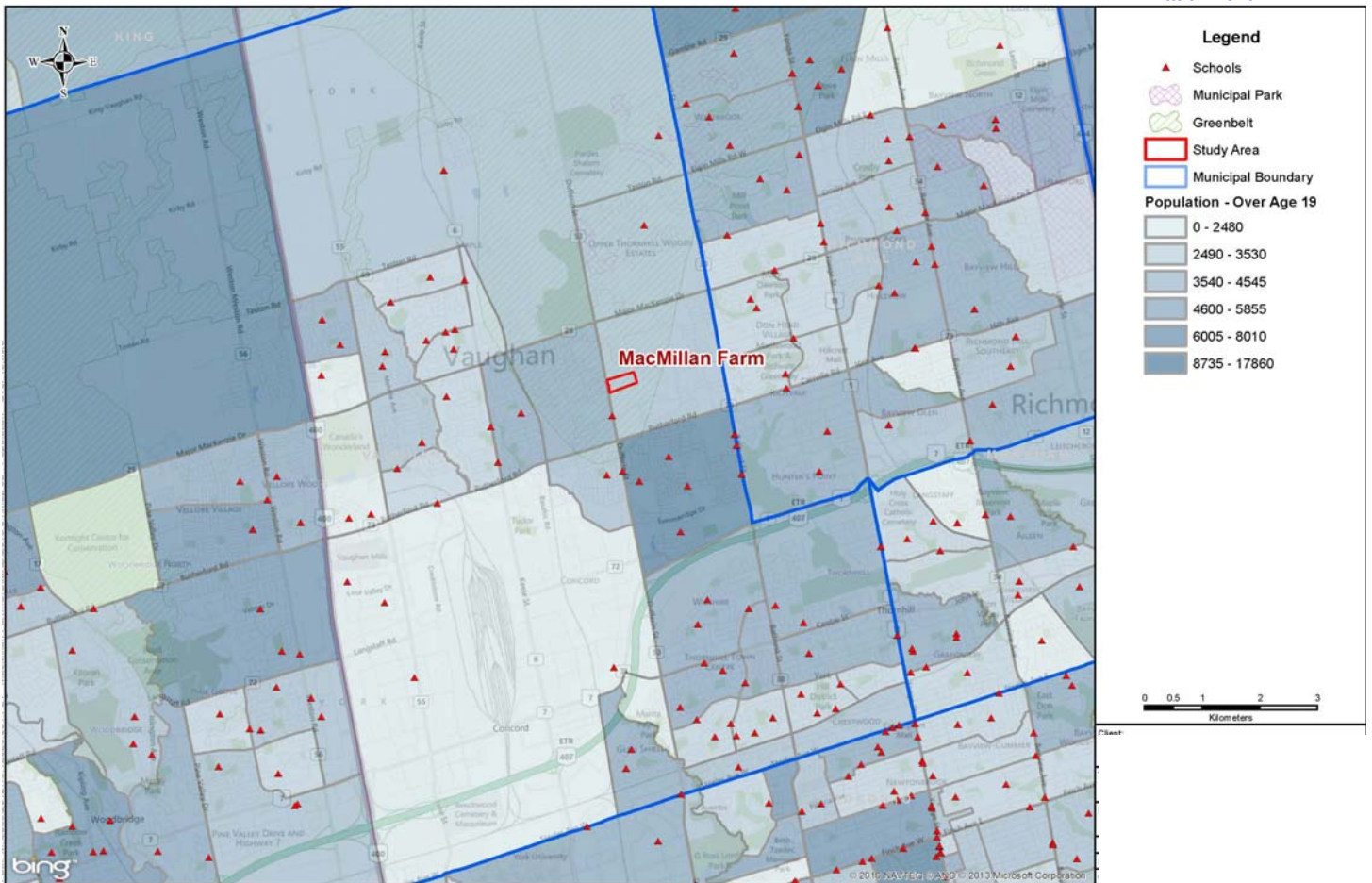


Figure 3-11: Population Age 19 and Over

3.3 Natural Features, Landscape and Cultural Heritage

The MacMillan Farm property has gently sloping topography due to its location on the southern part of the Oak Ridges Moraine. The site slopes from the west down to the headwaters of the Don River on the east side of the adjacent NCC lands.

The Oak Ridges Moraine is made up of sand and gravel glacial till, with the site itself containing Oneida clay loam. The MacMillan Farm property and surrounding area is generally good for growing with the exception of the areas around the stream courses. The southern area of Vaughan is considered to be good growing area due to the deciduous forest cover that formerly existed here. Mature forest is found primarily at the west end of the site and is dominated by Sugar Maple, Ash, Beech, and White Pine with understorey dominated by native species. A small area on the north east property boundary in the lowland areas adjacent the Don tributaries is marsh wetland. The rest of the site is either old field meadows or in-active agricultural use. Invasive species were noted in the woodlands adjacent Dufferin Street and most likely extend into City property. These species will need to be heavily managed to ensure they do not further encroach into the property.

Given the unique natural setting of the MacMillan Farm property as well as its location within the Oak Ridges Moraine, it is important that any proposed future uses to maintain the existing landscape character of the property. The MacMillan Farm property, combined with the surrounding NCC lands, create a large natural heritage feature that directly relates back to the former land uses and history of the City. The NCC has a stated goal to “increase the size and condition of existing forest communities and to support and promote cooperative and complementary management of forests and other lands adjacent to the property”. Future use of the MacMillan Farm lands should be complementary with the long-term use of the adjacent NCC lands and be supportive of the organization’s stated goals. More intensive land uses on the MacMillan Farm property that may compromise or detract from the existing landscape character on the site, as well as on the NCC lands should not be encouraged.

Based on the existing landscape character, in combination with the surrounding NCC lands, the large open space areas may be used in a way that will build upon the agricultural history of its past. Alternatively, the size and complexity of the existing forest could be increased and passive recreation such as walking trails, could be implemented which would lend support to the goals of the NCC while supporting a more biodiverse habitat at the headwaters of the Don River, a river which is proposed to be ~90% developed by 2020. Further evaluation of the full spectrum of uses is included in Section 6.0.

3.4 Built Heritage

The William Cook House and the Valentine Keffer Houses are Designated under Part IV of the *Ontario Heritage Act* (OHA). The OHA provides municipalities with the tools to designate individual properties based on their cultural heritage value or significance. Once designated through the adoption of a designating By-law, alterations to property that may affect the property’s heritage attributes require written consent from Council. This process ensures that the heritage attributes are conserved, while allowing for improvements and alterations to occur as needed. Depending on the heritage attributes identified in the By-law, Council consent may also be required for alterations to landscape or natural features. The William Cook House is designated under By-Law Number 69-84 and the Valentine Keffer House is designated under By-Law Number 39-86. The implications of these by-laws and a description of each house is below. A detailed inventory of the built features is included in **Appendix A** to this report.

3.4.1 William Cook House

The William Cook House is a two-storey red brick building with a fieldstone foundation. It is Designated for its Historical and Architectural Significance. The house has been adapted several times and contains remnants of an earlier structure. The remnant ‘mud brick’ wall was retained in situ. Surviving examples of ‘mud brick’ or ‘adobe’ construction are rare in Ontario. This building method was used in the early Pioneer period (prior to 1840) in

situations where building materials were unavailable. Mud excavated for a cellar would be mixed with straw to create blocks to build the walls of the structure. The mud bricks at the Cook House are approximately 10 x 15”.

The William Cook House is Designated for its Historical Significance because of its association with the Cook family and is Designated for its Architectural Significance as an example of a vernacular house with Classical details that has been adapted to suit changing needs. The north portion of the house, consisting of three bays with a side-hall entrance, was constructed c. 1847 on the site of an earlier structure, by William Cook. The south portion was added later, presumably sometime between 1850 and 1880, but further research is needed to confirm this (Figure 3-12).

The south portion essentially repeats the three-bay side hall plan of the older north portion and the interior details are similar. The south portion had a raised basement with two steps up to the ground floor from grade. It is believed that this addition was done to create a double-house with two separate semi-detached residences. The double-hung sash windows and hipped roof appear to date from this period.

The two building phases account for the unusual composition and grade and interior floor level changes that characterize the house today.

The MacMillan’s adapted the William Cook House to suit their needs. In 1981 they did extensive renovations to convert the house to a single residence. This resulted in level changes on the first floor between the original north portion and the slightly later south portion built during the Cook period (Figure 3-13).

Changes from the MacMillan period include the addition of a sunroom on the south side, the addition of a covered entrance on the north side, and many interior alterations including kitchen and bathroom renovations, and built-in bookcases in the library (Figure 3-14), and built-in closets in the dressing room off the master bedroom. A new concrete block basement was built below the south portion of the house with new floor framing under the kitchen, dining and living room floors.

The numerous changes made to the Cook House over the years has resulted in a mix of wood elements on the interior, some original and some from later periods. In general, alterations have been done sympathetically and have been well executed and significant amounts of original material remains largely intact, including wood sash windows, raised panel doors, wood trim and panelling and some original wood plank floors (parquet floors were added later) (Figure 3-15).



Figure 3-12 William Cook House Principal Facade



Figure 3-13: William Cook House Dining Room and Adobe Wall



Figure 3-14: William Cook House Library



Figure 3-15 William Cook House Kitchen Alteration

3.4.2 Valentine Keffer House

The Valentine Keffer House is a one-and-a-half storey wood frame house that was relocated to this site by Robert and Lyn MacMillan in 1981. The relocation involved placing the house on a new, full concrete block basement. It is not known how the house was relocated, whether it was moved in one piece or cut into sections for transport and re-assembled at the new site. The house was used as a guest cottage by the MacMillans.

The Valentine Keffer House is designated for its architectural significance as a rare example in Ontario of 'plank on plank' or 'stacked plank' construction where plank boards are laid horizontally one on top of another and spiked together (Figure 3-16). There are only a few examples of this building technique in Ontario. This is a particularly fine and intact example. This method of building is associated with the pioneer period in areas where early saw mills operated. It was dependent upon a good supply of sawn boards and availability of skilled carpenters to finish the boards. One of the earliest saw mills in this area was located on the Cook property.

The main block of the Keffer house is believed to have been built around 1843 and a kitchen addition added sometime between 1865 and 1872 (Figure 3-17). Kitchen additions were common for early farmhouses but were typically added to the rear. This addition is unusual in that it appears to have been added to the front, at the location of the original front entrance. The exterior is faced with clapboard (perhaps not all original), and the interior is finished with 5" tongue-and-groove boards with beaded edges (Figure 3-18 and 3-19). Ceilings and floors also have 5" tongue-and-groove boards. The interiors are remarkably intact and include original trim, raised panel doors, wood window sash and original door and window hardware survive.



Figure 3-16 Valentine Keffer House Plank-on-Plank Construction detail



Figure 3-17: Valentine Keffer House Original (left) and Addition (right)



Figure 3-18: Valentine Keffer House Interior Board Finish

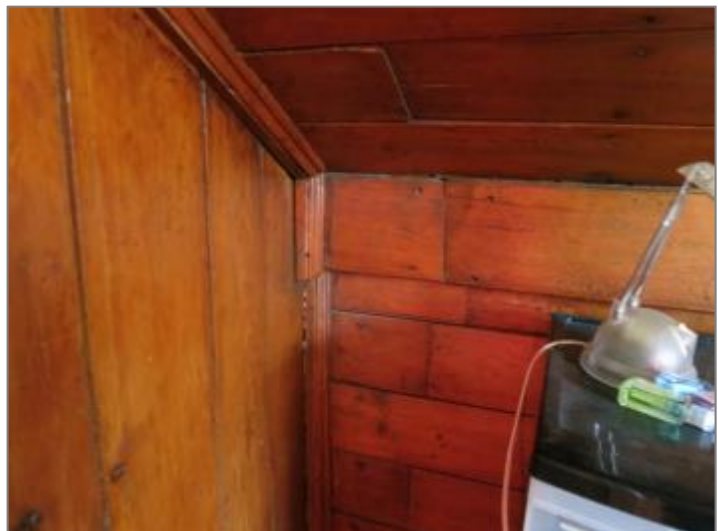


Figure 3-19: Valentine Keffer House Interior Board Finish

3.4.3 Built Heritage Conclusions

The Building Inventories for each house are located in Appendix A and include for the exterior and interiors of each, a list of attributes and elements, assessment of their condition, representative photographs and a preliminary identification of potential heritage significance.

It is recommended that more detailed assessment of the buildings and expanded archival research be undertaken in the subsequent stages of the project so that a Statement of Cultural Heritage Value may be developed which will review the recommendations of the preliminary inventory and conclude which of the attributes and elements will be considered character defining.

The conclusions of the preliminary assessment process are as follows:

- The houses are in good to very good condition;
- Evidence of original plan arrangements remains in both houses;
- The size and proportion of rooms are modest and evoke a very strong residential character;
- The William Cook House has undergone significant and comprehensive alterations over time that makes the identification of original fabric challenging and requires additional assessment and research to determine extent and different eras of construction. Its level of 'intactness' is currently indeterminate. The frequent alteration of the home to suit the emerging needs of its owners is one of its most significant characteristics;
- The Valentine Keffer House has been profoundly altered through its removal and relocation to the subject property. It is an example of a construction technique rarely found in Ontario and its level of intactness is very high. Alterations to the interior of the original home are modest and preserve the original construction and finishes. The addition is logical, unusual in its orientation and largely intact itself.

Table 3-1: Data Sheet for William Cook House



Building Name	William Cook House
Street Address	9605 Dufferin Street
Community/Municipality	City of Vaughan
Owner	City of Vaughan
Heritage Status	Designated, Part IV Ontario Heritage Act Designation By-Law Number 69-84
Original Use	Private Residence
Current Use	Private Residence (Seasonal lease to original owner)
Construction Date	c. 1847, north portion (incorporates remnants of an earlier structure)
Construction Date Source	Designation By-Law Number 69-84
Date(s) of Addition(s)	Undated, south portion(south of dining room) 1981, sunroom addition and various interior alterations
Source for Date(s) of Addition(s)	Designation By-Law Number 69-84
Architect, Landscape Architect, and/or Builder	Unknown

Table 3-2: Data Sheet for Valentine Keffer House



Building Name	Valentine Keffer House
Street Address	9605 Dufferin Street (relocated from 1933 Langstaff Road)
Community/Municipality	City of Vaughan
Owner	City of Vaughan
Heritage Status	Designated, Part IV Ontario Heritage Act Designation By-Law 39-86
Original Use	Private Residence
Current Use	Private Residence (Leased from City of Vaughan)
Construction Date	c. 1843
Construction Date Source	Designation By-Law 39-86
Date(s) of Addition(s)	c. 1865-72, kitchen addition 1982, relocated to current site
Source for Date(s) of Addition(s)	Designation By-law 39-86
Architect, Landscape Architect, and/or Builder	Unknown

3.5 Planning Framework

3.5.1 Provincial Planning Policy

Provincial policy documents governing this site include the Provincial Policy Statement (PPS), Growth Plan for the Greater Golden Horseshoe (the Growth Plan), and the Greenbelt Plan. Policies contained in these documents provide high-level direction on matters of provincial interest, growth management within the Greater Golden Horseshoe, and greenbelt protection.

The PPS provides land use planning policies that direct the entire province on matters of provincial interest. Section 1.1.1 indicates that healthy, liveable and safe communities are to be sustained through the promotion of efficient development and land use patterns that will sustain the financial well-being of the Province and municipalities over the long term; accommodation of an appropriate range and mix of residential, employment (including industrial, commercial and institutional uses), recreational and open space uses to meet long-term needs; and avoidance of development and land use patterns which may cause environmental or public health and safety concerns. Further, the PPS promotes the development of “healthy, active communities” by providing a “full range and equitable distribution of publicly-accessible built and natural settings for recreation, including facilities, parklands, open space areas, trails and, where practical, water-based resources” (s. 1.5.1.b). The PPS also outlines policies relating to built and cultural heritage, stating that: significant built heritage resources and significant cultural heritage landscapes shall be conserved (s. 2.6.1). These policies support the provision of efficient development, appropriate mix of uses, including both residential and recreational/open space and publically accessible built and natural settings.

The Growth Plan provides guidance for diverse communities and efficient growth within the Greater Golden Horseshoe. The aim of the plan is to “build compact, vibrant and complete communities” while supporting the economy, protecting natural resources and optimizing the use of infrastructure. The plan recognizes that natural systems are valuable areas to protect and as such utilizes the policies within other provincial plans, such as the Greenbelt Plan, to provide further protection. Within the urban area, “municipalities are encouraged to establish an urban open space system”, to create publically accessible open space (s. 4.2.1). The Growth Plan also contains policies for the conservation of cultural heritage and archaeological resources at the municipal level.

The Oak Ridges Moraine is an environmentally sensitive area that has been incorporated into the Greenbelt Plan. The Greenbelt Plan aims to permanently protect significant natural heritage features, agricultural lands and encourages a diverse range of economic and social activities. The site falls within the Settlement Area of the Oak Ridges Moraine Conservation Plan, which is intended to focus and contain urban growth to ensure ecological and hydrological function is maintained and where possible improve the health of these features. The area promotes the efficient use of urban areas to create strong communities, economy and environment.

3.5.2 Official Plans

3.5.2.1 York Region Official Plan (2010)

As a part of York Region, the Official Plan policies are an important consideration for this site. The plan has been approved by the Minister of Municipal Affairs and Housing, but subsequently appealed to the Ontario Municipal Board. The Board has approved specific policies of the plan to date, while others remain under appeal. The policies of the 2010 York Region Official Plan represent the Region’s intentions for the future and thus will be considered as a part of the planning framework for this site.

The York Region Official Plan recognizes the site’s location within the Oak Ridges Moraine and the Greenbelt. The woodlands on the site are included in the Regional Greenlands System. Within the Greenlands System development and site alteration are prohibited with exceptions made for agricultural uses, passive recreational uses and new

infrastructure required to service communities. The site is also within the landform conservation area which “is critical to maintaining and improving the integrity of the Moraine” (s. 2.1.19.a).

In terms of access to the site, Dufferin Street has been identified for on road cycling facilities and a special study area for a potential rapid transit corridor. It is the Region’s objective to create an active transportation system and improve public transit connections to provide access across the Region.

The York Region Official Plan contains policies to recognize, conserve and promote the Cultural Heritage resources within the Region. The policies urge local municipalities to be involved in the process of protecting these resources through registries, heritage conservation districts, community improvement plans and urban design standards. The significance of first nations sites are also noted in the Region’s Official Plan policies.

3.5.2.2 *City of Vaughan Official Plan (2010)*

Urban Structure and Land Use

The City of Vaughan Official Plan designates the site as part of the natural areas and countryside of the Urban Structure. The City recognizes the importance of protecting the ecological function of these areas and the value of linkages or corridors for connectivity. The Official Plan encourages public ownership of major open spaces and natural features with the intention of facilitating public access to these community resources. The site is located within the Urban Boundary but outside the Growth Plan 2006 Built Boundary.

In the Natural Heritage Network the site is recognized as part of the Core Features and is within the Oak Ridges Moraine Plan Area. For specific environmental features such as streams, wetlands or woodlands specific vegetation protection zones are required. Development within the Core Features is prohibited with an exception for low-intensity and passive recreational activities that would not have a negative impact. The site is designated as Natural Areas as shown in Figure 3-20. Uses permitted within the Natural Areas include:

- Interpretive centres
- Agriculture
- Farmers Market
- Animal Husbandry
- Wildlife Refuge
- Renewable Energy Generation
- Sustainable Building Demonstration

Within the Oak Ridges Moraine Settlement Area, development should minimize adverse effects on the ecological integrity of the Oak Ridges Moraine Conservation Plan Area (s. 3.4.5.1). It is the policy of Council that a recreational trail system be established to provide continuous access and travel throughout the Oak Ridges Moraine Conservation Plan Area and to provide connections to existing open space and park lands (s 3.4.9.1). As a part of the Oak Ridges Moraine the site also has an aquifer of high vulnerability. As a result, specific uses related to hazardous waste and contaminant storage, waste disposal, organic soil conditioning and snow storage are prohibited. Policies of Official Plan Section 3.4 should be reviewed prior to development on the site.

The City of Vaughan Official Plan also includes policies for Parks and Open Spaces. The ATMP provides an overview of the City’s needs and helps to utilize Official Plan policies to create additional Parks and Open Spaces in the City of Vaughan.

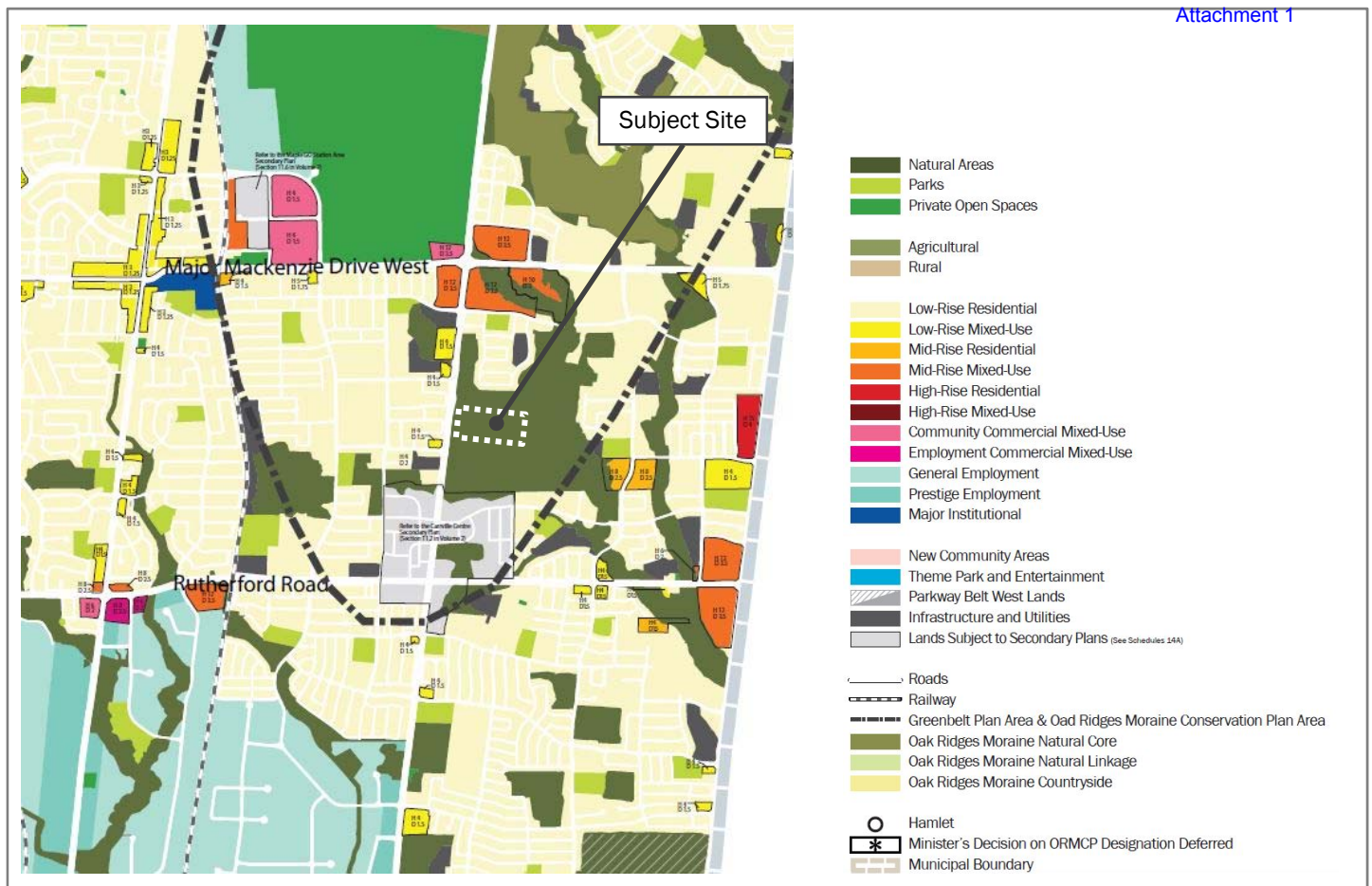


Figure 3-20: City of Vaughan Official Plan Land Use Map (Schedule 13, Oct. 2014)

Cultural Heritage Policies

The City of Vaughan supports the protection of cultural heritage resources and has established Official Plan policies which ensure these assets are preserved and protected into the future. The Official Plan also supports the use and educational potential of these resources.

The Official Plan contains policies that relate to both Designated Heritage Properties, and Cultural Heritage Landscapes. The Official Plan states that it is the policy of Council to:

- To recognize and conserve cultural heritage resources, including heritage buildings and structures, Cultural heritage landscapes, and other cultural heritage resources, and to promote the maintenance and development of an appropriate setting within, around and adjacent to all such resources (s. 6.1.1.1); and
- To support an active and engaged approach to heritage conservation and interpretation that maximizes awareness and education and encourages innovation in the use and conservation of heritage resources (s.6.1.1.2).

The two houses on the property are designated under the *Ontario Heritage Act*. The City maintains a Heritage Register to track the available resources and provide opportunities to enhance the Cultural Heritage Resources of the City. For City-owned properties, the policies states that cultural heritage resources will be kept in a good state of repair and compliance with heritage policies is encouraged to minimize impacts. Maintaining community awareness of cultural heritage resources is a priority. This can be done with commemorative plaques, involving the community

in conservation decisions, by having the Heritage Register publically available and naming City infrastructure and facilities based on important cultural heritage.

To protect designated heritage properties, cultural heritage impact assessments are required if alterations or additions are proposed during specific planning processes. The City wishes to explore on-site retention of heritage buildings as a priority and where possible adaptively reuse built heritage resources. Development applications adjacent to heritage resources must be compatible. Similar height, massing, setbacks and façade treatments are some considerations that should be made.

Section 6.3.1 of the Official Plan contains policies that relate to the protection of cultural heritage landscapes, stating that “cultural heritage landscapes”. The City has committed to identify and conserve cultural heritage landscapes throughout the City, both as a requirement through the Provincial Policy Statement, as well as a means to recognize clusters of related heritage structures, lands, vegetation, archaeological resources and other heritage resources in the City. The City will “actively seek opportunities to pursue the joint protection of cultural and natural heritage resources as a more complete means of conserving Vaughan’s heritage resources”. Specific policies relating to the protection of cultural heritage landscapes state that it is the policy of Council:

- To conserve and protect Cultural heritage landscapes deemed significant through Cultural heritage surveys or other studies (s. 6.3.1.1).
- To prepare and maintain an inventory of Cultural heritage landscapes and include significant Cultural heritage landscapes in the Heritage register (s.6.3.1.2)
- To showcase Cultural heritage landscapes by, among other things, encouraging, where appropriate public access and preserving viewpoints, viewsheds and vistas to and from Cultural heritage landscapes (s.6.3.1.3).
- That, where Cultural heritage landscapes are located within close proximity to natural heritage resources, opportunities to integrate these resources through conservation and interpretation be considered (s.6.3.1.4.)

The future use of the MacMillan Farm property should be consistent with the City’s Official Plan policies relating to Cultural Heritage.

3.5.3 Zoning By-Law

The City of Vaughan Zoning Bylaw 1-88 zones the site as both “Open Space 5” (OS5) and “Agricultural” (A). Figure 3-21 below is an extract of the City of Vaughan Zoning Map and shows the zoning split on the site.

Specific uses permitted in Open Space and Agricultural zones are noted the sections below. In addition to those permitted uses, the Zoning By-Law states the following relating to Public Uses (section 3.10):

- a) Nothing in the By-law shall prevent the use of land in any Zone for a public park, community park, playground, road allowance or as a site for a statue, monument, cenotaph, other memorial or ornamental structure by the City, the Regional Municipality of York or other Government Authority referred to in Paragraph 3.10(b). Notwithstanding this section, all requirements of this By-law shall be complied with for the lands within the Oak Ridges Moraine Area.

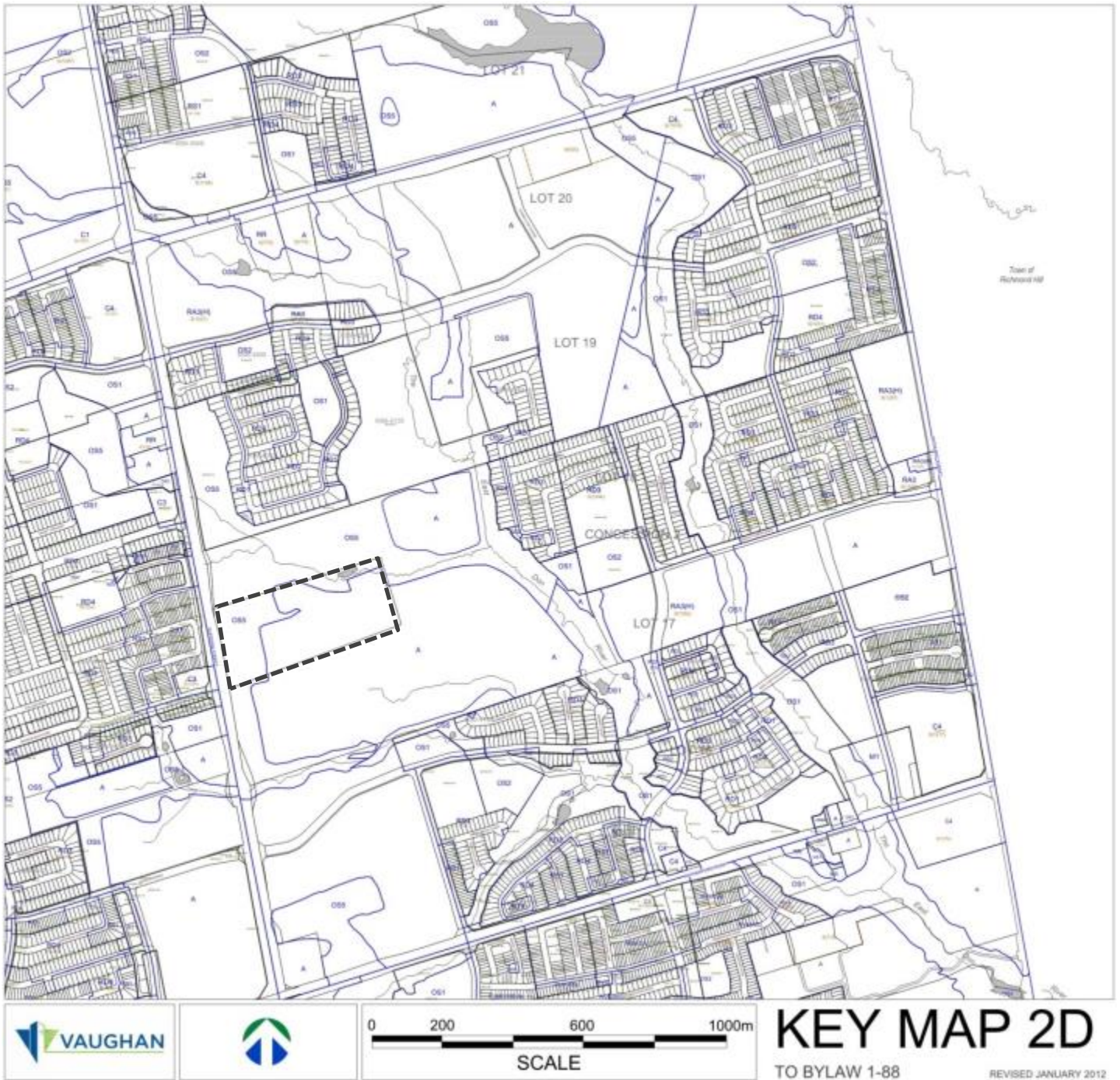


Figure 3-21: City of Vaughan Zoning Map

3.5.3.1 *Open Space Zone Requirements*

The Open Space 5 zone is intended for environmental protection. On the site the open space zone is located along the front of the property, adjacent to Dufferin Street. In this particular open space zone the uses permitted specifically related to fish, wildlife and forest management; conservation projects and flood and erosion control; transportation, infrastructure and utilities; low intensity recreational uses and trails. In addition, the following uses are permitted in all Open Space Zones (s.7.1.2):

- Driving Range
- Golf Course
- Miniature Golf Course
- Recreational Uses as defined in Section 2.0
- Cemetery, Mausoleum, Columbarium and Crematorium established with the approval of the Ministry of Consumer & Commercial Relations under the *Cemeteries Act*.
- Conservation Project; and
- Forestry Project

3.5.3.2 *Agricultural Zone Requirements*

The Agricultural zone has a much wider permission of uses than the Open Space zone. As expected a variety of agriculturally related uses such as farming and the care and breeding of animals are permitted. The permissions of the zone are expanded to include the commercial sale of products from the farm. In addition to these traditional agriculture uses, the zone also permits a variety of other uses including: single family detached dwellings; a host of public amenities such as schools, community centres and libraries; active uses such as ice rinks, tennis court or swimming pools; and institutional facilities owned and operated by a religious, educational or charitable institution supported in whole or in part by public funds. The zone also incorporates cottage industries to permit artist's studios which allows for the production and sale of crafts.

3.5.3.3 *Parking*

Additional parking will be required at the site to support any new uses proposed. Parking requirements associated with uses are summarized below and should be confirmed in the future design process.

- Employment Uses other than Warehousing (Building 3,700 sq.m. or less G.F.A.): 2.0 parking spaces per 100 sq.m. or 3.5 parking spaces or per unit, whichever is greater.
- Home Occupation: 2.0 parking spaces in addition to residential requirements
- Office Building: 3.5 parking spaces per 100 sq.m. GFA devoted to office uses plus the requirement for any other use
- Residential - Single Family Detached Dwelling / Semi-Detached Dwelling: 3.0 parking spaces per dwelling unit for Lots greater than 11.0m frontage, and 2.0 parking spaces per dwelling unit for Lots less than and equal to 11.0m frontage.
- Other Uses Not Specifically Listed 3.3 parking spaces per 100 sq.m GFA
- For a minimum number of parking spaces between 10 – 100, a minimum of 1 accessible parking spaces is to be provided.

3.6 Guidelines, Special Planning Studies and Strategies

3.6.1 The Historic MacMillan Farm Options Report

In 2008, The Nature Conservancy of Canada, together with their funding partners, The Region of York, Toronto and Region Conservation Authority (TRCA) and the City of Vaughan, initiated a study to review potential options for the “green” and sustainable development program for the MacMillan Farm property. The Historic MacMillan Farm Options Report provides an overview of the regional, municipal and local context of the farm in order to demonstrate the relevance of this property and broader connections to green spaces at these levels.

The visioning session with key stakeholders revealed that nature, food, agriculture, heritage, tourism and education should be key themes of the development program. Some ideas for how the property should be used in the future include:

- Urban agriculture and locally grown foods;
- Environmental centre with community compost exchange;
- Agritourism site to bring the rural experience to an urban environment;
- Location for intensive urban garden plots;
- Link new Canadians with valuable farming experience and to the countryside;
- Host summer camps for at risk youth linking natural heritage and food production;
- Link to the Oak Ridges Moraine and Niagara Escarpment trail network;
- Create an accredited farming skills training centre to teach food production methods;
- Connect farming on the site to local chef’s network;
- Build “bothies” (small garden shelters) to become part of the agritourism experience;
- Create a network of other regional farms in a “farm belt”
- Establish a “farmer-in-residence” program as part of an educational program;
- Connect with Willing Workers on Organic Farms program and become a host side
- Build on heritage assets for tourism. Heritage houses could accommodate an upscale local food restaurant and inn;
- Allow site to become a built heritage repository;
- Create a Centre for Sustainable Urban Agriculture including teaching programs;
- Launch a small scale culinary school linked to the on-site agricultural production and slow food movement;
- Create a small scale conference facility;
- Grow red fife wheat for local bakeries;
- Create an Oak Ridges Moraine interpretive centre; and
- Establish a local agricultural and historical museum in one if the built structures on site.

Following the vision session, the report recommended ten courses of action to guide the thinking and organization around the next steps needed to realize a vision for the MacMillan Farm. Recommendations include:

1. Recognize existing assets, of the MacMillan Farm lands themselves.
2. Move quickly to acquisition, by securing the necessary resources.
3. Support ownership by the City of Vaughan, similar to existing parks in the City.

4. Tap into Vaughan Business community, through the formation of a coalition, foundation or association and a “made-in-Vaughan” financial solution.
5. Create partnerships to operate the site, with differing, but complimentary mandates.
6. Develop a low-impact programming strategy, by minimizing new development and creating succinct programming that draws people from the community and beyond.
7. Highlight the built infrastructure, and activate new uses within existing buildings.
8. Promote the cultural and historic value, of the existing heritage resources.
9. Make the farm a destination in Vaughan and the Region, by hosting special events.
10. Kick off the quick starts, including painting the barns, define the relationship with the Nature Reserve, establish small intensive garden plots and establish a farmers market.

The Options Report provides high-level direction and recommendations for the MacMillan Farm property. These recommendations will be reviewed in combination with the findings from this study.

3.6.2 Active Together Master Plan, 2013

The City of Vaughan Active Together Master Plan (ATMP) was created to review and assess the City’s current supply of recreation and community spaces. The ATMP was approved initially in 2008 and underwent a formal review in 2013. The ATMP considers the existing supply of park and recreation spaces and projects future needs based on population increases to 2031. The ATMP considers a wide range of publically owned resources including: parkland, indoor recreation, outdoor recreation and libraries.

The plan identifies a variety of additional recreational facilities which will be required in order to meet the projected demand in 2031. Facilities included: soccer fields, baseball diamonds, tennis and basketball courts, skate parks, outdoor aquatic and skating facilities, playgrounds, community garden, and picnic sites. The ATMP 2013 review included a significant public consultation component to gauge the communities support for additional facilities. As a part of the public consultation, residents stated those facilities that they wished to see additional funding for; such as libraries, pools, community centres, nature and paved multi-use trails, outdoor and indoor skating rinks, outdoor and indoor courts for tennis, soccer and basketball as well as community food gardens. Some of the facilities the public did not wish to see additional spending put towards included: off-leash dog parks, skateboard and bike parks, bocce courts and cricket facilities.

The availability of active parkland, which is parks that are City-owned and intended as recreational amenities, was a focus of the report. Open space lands, which generally refer to areas designated for environmental protect, were not considered in this plan. The City-wide target for active parkland is 2.2 hectares per 1000 residents. As can be seen in Table 3-3 below, the City had a deficit of parkland at the time of the study, which carries on into the future. More specifically, the Carrville Community was identified in both the 2008 and 2013 ATMP’s as being deficient in active parkland. The Carrville Community had 1.1 hectares of active parkland in per 1,000 residents which is significantly below the City’s target.

Table 3-3: Forecasted Active Parkland Requirements, 2013-2031

	2013	2021	2031
Total Population	311,200	360,380	416,573
Parkland Provision Target	2.2 hectares (active parkland) per 1,000 residents		
Parkland Supply Required to Attain Provision Target	684.6	792.8	916.5
Current Parkland Supply (ha)	582.1		
Parkland Surplus (Deficit)	(102.5)	(210.7)	(334.4)

Note: Does not include open space lands such as woodlots, stormwater ponds, or school lands.

A recommendation of the plan outlines criteria that should be considered when designing parks. The diverse needs of the community and accessibility should be considered by incorporating washrooms, seating, shade, drinking fountains, pathways and picnic area into parks. The design should promote physical activity, sustainable practice, environmental stewardship, public art and active transportation. Materials should be robust and durable with native and drought resistance plant materials. Consideration to the principles of Crime Prevention Through Environmental Design should also occur. The City encourages joint or shared community sites that can be used for a variety of recreational purposes.

3.6.3 Green Directions, Vaughan: Community Sustainability and Environmental Master Plan, 2009

Green Directions is the City of Vaughan's long term sustainability plan that addresses environmental cultural, social and economic issues and establishes principles of sustainability for the City. The Plan serves two distinct functions, the first is to create action plans to guide the City's operational and regulatory functions and the second is to act as the City's first Integrated Community Sustainability Plan (ICSP). The Plan is intended to be a living document allowing the actions to evolve over time, as priorities and conditions change. The Green Directions Report forms one portion of Vaughan Tomorrow – the City's comprehensive growth management strategy which was mandated by the City's strategic plan: Vaughan Vision 2020.

Green Directions provides guidance on the City's operational and regulatory activities including the growth management strategy. The Report contains six goals with associated objectives and actions. The goals are all related to the broad concepts of: Sustainability, Environmental Ethic, and Principles to govern implementation. The goals, objectives and actions are designed to be implemented easily through the identification of timeframes, the responsibility / contact at the City and openly stating financial implications. Updates on the Green Direction goals are provided on the City's website on a regular basis. The development options identified in the Options Report for MacMillan Farm will be able to support some of the actions in Green Directions.

3.6.4 Natural Heritage Network Study

The City of Vaughan is undertaking a Natural Heritage Network Study to assess the role of the existing Natural Heritage Network (NHN) in maintaining elements of biodiversity and ecological functions for the long term and to propose additional NHN areas to meet biodiversity and ecosystem function targets. The study builds on the City's natural heritage review, the wetland evaluation for the East Humber (2010) undertaken by the Ministry of Natural Resources and the significant forests study, undertaken by the Region of York. The study's focus areas include significant wildlife habitat assessment to secure habitat in the Greenbelt Plan and Oak Ridges Moraine Plan areas and a headwaters evaluation to understand watershed health and maintain or improve the headwater stream functions. The Natural Heritage Network Study will provide valuable information to this study with respect to the existing natural features on the MacMillan site as well as the surrounding uses.

3.6.5 Pedestrian and Bicycle Master Plan Study, 2007

In 2007, the City of Vaughan adopted the Pedestrian and Bicycle Master Plan which created a comprehensive City-wide pedestrian and cycling network that is to be implemented over the next 10 to 20 years. The plan proposes an expanded range of recreation and utilitarian pedestrian and cycling facilities that encourage and support active transportation and healthy living. The vision for the Master Plan is to develop a comprehensive and connected network of pedestrian and cycling facilities consisting of off-road multi-use pathways, on-road bike lanes and routes, boulevard pathways and sidewalks that will help facilitate walking and cycling in the City for leisure and community purposes.

The Master Plan identifies Dufferin Street as being a "Community Multi-Use Boulevard Pathway". A multi-use pathway was constructed along Dufferin Street in 2014. A "Neighbourhood multi-use recreational pathway" is proposed to run south from Major Mackenzie Drive towards the Nature Conservancy of Canada and subject lands. This pathway is to be constructed in the short-term identified as being between 2006 and 2016. Figure 3-22 shows the location of the proposed pathway. These pathways are to be typically located in parks and open spaces, serving recreational users, except when the pathways are located along valley lands, active or abandoned rail lines, hydro corridors and other linear routes. The minimum recommended pathway width is 3.0 metres with asphalt or granular surface (i.e., stone-dust or gravel).

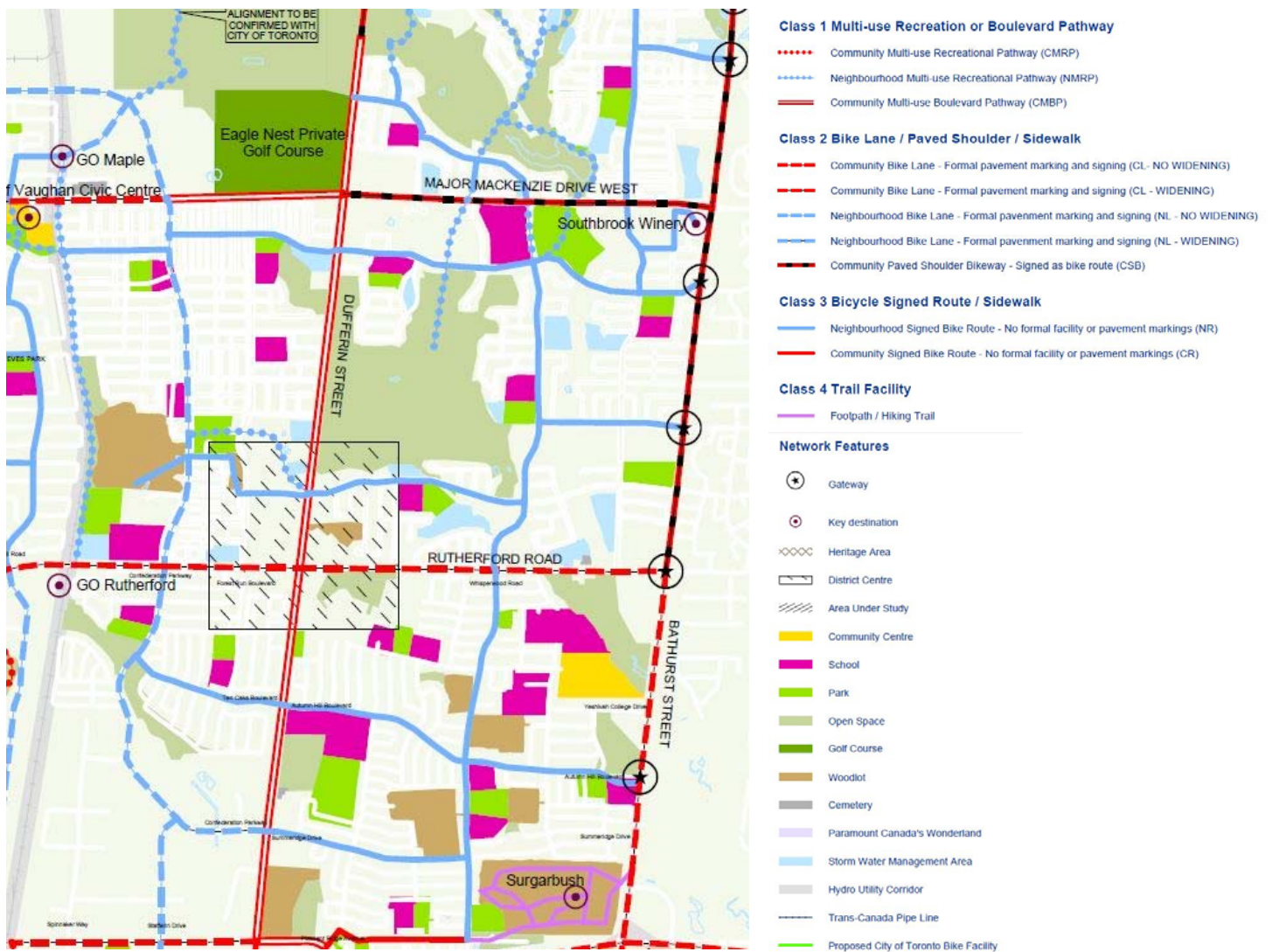


Figure 3-22 – Pedestrian and Bicycling Network, Facility Types (Vaughan, 2006)

3.6.6 Vaughan Vision 2020, the City of Vaughan Strategic Plan

The City of Vaughan created the Vaughan Vision 2020 Strategic Plan to help lead the City from a suburban community to a world class city by the year 2020. The vision for the City of Vaughan is “a City of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive, environmentally responsible and sustainable”. The vision is supported by a mission “citizens first through service excellence” and values “respect, accountability and dedication”. The plan sets out to achieve its vision, mission and values by incorporating three broad strategic goals: service excellence, staff excellence and organizational excellence. Service excellence includes the commitment to “Preserve Our Heritage and Support Diversity, Arts and Culture”, by establishing a “welcoming city that supports a vibrant arts community, with diverse heritage and cultural initiatives”.

3.6.7 York Region Food Network

The York Region Food Network (YRFN) seeks to promote food security within York and acts as a liaison between food banks and the region. The YRFN also works to raise public awareness on the issues effecting food security, including poverty, affordable housing, employment, child care, etc. The Food Network has community gardens in Markham, Newmarket and Aurora, with over 226 individual farm plots, and acts as a resource for groups who want to set up their own community gardens. In September 2012, the YRFN developed a Charter that establishes a vision for a resilient food system where all components work together in the Region. These principles relate to the MacMillan Farm property as there may be opportunities to promote the growth and supply of healthy food options, encouraging urban and sustainable farming options, provide nutritious and accessible food options, support educational opportunities in agriculture and food, enhance linkages between food, farming, health and the environment, and foster community ownership.

4.0 Project Precedents

To better understand what was possible at the MacMillan Farm property, the project team undertook a detailed review of existing outdoor education centres, recreational facilities (active and passive), agricultural and sustainable education centres, organizations that support community gardening, and sustainable housing development projects. These facilities represent a broad spectrum of potential uses at the MacMillan property and provide real-life examples, locally, regionally, and internationally, of the options presented in the 2008 Options Report, as well as some additional precedents that are important for comparative purposes. From this broad review, we will narrow the precedents and analyze the operational and governance models to gain insight into the proposed operation and governance for the MacMillan Farm property.

Table 4-1 summarizes the research undertaken. The project precedents illustrate alternative programming, governance approaches and partnerships of organizations throughout the Greater Toronto Area. This also identifies some of the existing uses that are within proximity to the MacMillan Farm property that may draw users away from the MacMillan Farm property and the potential future land uses proposed. The full spectrum of options for the future use of the MacMillan Farm property is analyzed in Section 6.0.

Table 4-1: Precedent Review

Location	Objectives / Goals	Services / Facilities Provided	Partnerships
<p>Kortright Conservation Centre</p> <p>9550 Pine Valley Drive, Woodbridge, Ontario</p>	<p>The Kortright Centre for Conservation is an environmental and renewable energy education and demonstration centre. The centre hosts 135,000 visitors annually and offers over 50 environmental education programs for schools and 30 sustainable technology workshops for the public, trades and professionals</p> <p>Since 1982, the Kortright Centre has been a centre of excellence in the field of sustainable technology. The sustainable technology education programs are anchored around The Power Trip Trail, a 1.6 kilometre trail which links a variety of demonstrations on renewable energy, energy efficiency, waste water treatment and sustainable building design.</p>	<ul style="list-style-type: none"> ▪ Visitor Centre with exhibits, a 130-seat theatre, classrooms, meeting spaces and washrooms. Visitor centre facilities are also made available for weddings, corporate and social functions including picnics, holiday parties and business meetings. Catering services are available. ▪ Walking trails, Kite festival ▪ Gift shop, Kortright Café ▪ Maple syrup making, honey bee demonstrations ▪ Alternative energy demonstrations ▪ Guided nature interpretive programs 	<ul style="list-style-type: none"> ▪ Toronto and Region Conservation Authority
<p>Boyd Conservation Area</p> <p>8739 Islington Ave, Vaughan, ON</p>	<p>Conservation Area operated by the TRCA providing a range of passive recreational uses.</p>	<ul style="list-style-type: none"> ▪ Picnic areas ▪ Hiking trails, soccer field, cross country running ▪ Bird watching 	<p>Toronto and Region Conservation Authority</p>
<p>Etobicoke Field Studies Centre</p> <p>8180 Highway 50, Brampton, Ontario</p>	<p>One of ten Toronto District School Board (T.D.S.B.) Outdoor Education Schools.</p> <p>Site is 800 hectares in size, and contains a variety of terrain including mixed woodlots, reforestation areas and open fields. The west branch of the Humber River flows through the property. The natural resources of this area make it an ideal location for introducing students to the natural environment.</p>	<ul style="list-style-type: none"> ▪ Offers day programs for both 1 - 2 elementary classes (grades 1-6) and 1 intermediate - secondary class (any discipline or school program) ▪ Over 20 half day or full day programs 	<ul style="list-style-type: none"> ▪ Operated by the TDSB, located on TRCA lands (Claireville Conservation Area).

Table 4-1: Precedent Review

Location	Objectives / Goals	Services / Facilities Provided	Partnerships
<p>Evergreen Brickworks</p> <p>550 Bayview Ave, Toronto, Ontario</p>	<p>Evergreen Brick Works demonstrates, promotes and shares best practices for creating healthier communities, sustainability and improving environmental health.</p> <p>In 2002 the idea was to launch a native plant nursery that would provide youth with employment and skills-development opportunities, propagate native plants that would support the delivery of Evergreen’s mission and generate a financial return that would support our charitable mandate. It was to be a “triple-bottom-line” enterprise that would provide environmental, social and economic returns.</p> <p>Create a large scale venue to connect local communities with nature.</p> <p>Desire for a more stable, predictable income base for the organization (as opposed to program-to-program grants).</p>	<ul style="list-style-type: none"> ▪ Welcome Centre ▪ Farmers Market ▪ Ropes course and climbing tower (Outward Bound) ▪ Contemporary Art Installations ▪ Restaurant /Café ▪ Koerner Gardens – 20,000 ft² native plant demonstration and nursery ▪ Centre for Green Cities including Evergreen Offices, and space for innovators, educators, etc. ▪ Covered programming space (kids programs, etc) – 27,000 ft² ▪ Community Arts and Cultural Building – snowshoe, winter sports ▪ BikeWorks – community bike repair and rental ▪ Reclaimed wood shop and workshop ▪ Quarry / Ravine / Trails 	<ul style="list-style-type: none"> ▪ Site Partners: ▪ City of Toronto and TRCA ▪ Federal Government and Ontario Heritage Trust ▪ Program Partners: ▪ YMCA of Greater Toronto ▪ Outward Bound Canada ▪ George Brown College ▪ Moorelands ▪ Local Fare ▪ Sketch

Table 4-1: Precedent Review

Location	Objectives / Goals	Services / Facilities Provided	Partnerships
<p>FarmStart 5420 Hwy 6 N, Guelph, ON</p> <p>Brampton-McVean Farm</p> <p>Property: N/W corner of McVean Drive & Queen St. E., Pt. Lt. 6 Conc. 8 N.D., Brampton, ON</p> <p>Hamilton – Landmark Farm 250 4th Concession Road W, Flamborough, Ontario</p>	<p>Provides training, resources and mentors for prospective farmers to allow them to assess and plan their next steps into agriculture.</p> <p>Provides land, assets and peers that help new farmers get their farm businesses off the ground and thrive.</p> <p>Provide start-up farms, seed capital and flexible training and skills building opportunities as well as important connections to peer, mentor and community networks and emphasize ecological farming practices.</p>	<ul style="list-style-type: none"> ▪ Programs - 3 general areas: start up farms, seed capital, training ▪ Participants have access to tilled land, ready for planting. ▪ Shared facilities and equipment ▪ Provides custom tractor work (such as plowing and bed making). ▪ Mentorship and Training including several technical workshops ▪ Business development workshops and farm tours 	<ul style="list-style-type: none"> ▪ Owned by TRCA and leased to FarmShare <p>Regional:</p> <ul style="list-style-type: none"> ▪ Canadian Organic Growers ▪ Eat Local Sudbury ▪ Everdale ▪ Farms at Work ▪ Just Food ▪ London Training Centre ▪ NFU <p>Ontario-wide:</p> <ul style="list-style-type: none"> ▪ Ecological Farmers of Ontario ▪ Ontario Farm Land Trust ▪ Organic Council of Ontario ▪ Ontario Soil and Crop Improvement Association <p>Across Canada:</p> <ul style="list-style-type: none"> ▪ FarmerLINK ▪ Tides Canada ▪ Farm Management Canada ▪ National Farmers Union ▪ Canadian Organic Growers ▪ Farm Folk City Folk, BC <p>Institutional:</p> <ul style="list-style-type: none"> ▪ Georgian College ▪ The Research Shop, University of Guelph <p>Government:</p> <ul style="list-style-type: none"> ▪ Ontario Ministry of Food, Agriculture and Rural Affairs

Table 4-1: Precedent Review

Location	Objectives / Goals	Services / Facilities Provided	Partnerships
Sibbald Point Outdoor Education Centre 26465 York Rd 18 Sutton West, ON LOE 1R0	<p>Located within the boundaries of Sibbald Point Provincial Park. Sibbald Point Provincial Park is over 650 acres and has an abundance of cultural and natural heritage. The Sibbald family from Scotland held the land grant in 1835. Their family home, Eildon Hall, still stands in the centre of the Park.</p> <p>As well students may visit St. George's Church, built by the Sibbald family in 1857, and the adjoining cemetery.</p>	<ul style="list-style-type: none"> ▪ Outdoor Education Centre serves the schools in the Northern part of York Region. 	<ul style="list-style-type: none"> ▪ The partnership between the York Region District School Board and Ontario Parks, Ministry of Natural Resources is the first of its kind in Ontario.
Black Creek Pioneer Village Jane St. & Steeles Ave., Toronto	<p>Program and exhibits that focus on experiential learning and encourage people to draw on connections between the mid-1800s and contemporary life.</p>	<ul style="list-style-type: none"> ▪ Educational programs, museums, tours, events, private function space. 	<ul style="list-style-type: none"> ▪ Toronto and Region Conservation Authority managed
Toronto Urban Farm Jane St. & Steeles Ave. (@ Black Creek Pioneer Village), Toronto	<p>The Toronto Urban Farm project objectives fulfill Toronto City Council's mandate to promote urban agriculture and create local food production pilot projects. It also fulfills TRCA's commitment to the Sustainability Round Table and fulfills the Sustainable Communities objective under its The Living City vision by means of:</p> <ul style="list-style-type: none"> ▪ Providing youth employment and leadership training skills ▪ Increasing knowledge and skills of organic farming, environmental stewardship and local food systems ▪ Building community capacity to address local food security and environmental issues ▪ Promoting healthy nutrition and active lifestyles ▪ Increasing the availability of rare and nearly extinct vegetable and other plant species <p>Located in one of Toronto's most vulnerable and stigmatized communities - this initiative engages youth and the community in urban organic farming, leadership development, environmental stewardship and health promotion.</p>	<ul style="list-style-type: none"> ▪ Employment of 68 youth to date at the farm. ▪ Experimentation with heirloom vegetable varieties. ▪ Engagement of youth in formal and informal sessions on leadership and life skills, including cross-cultural sensitivity, food security, time-management, and nutrition ▪ Creation of an Advisory Committee of representatives from several community agencies ▪ Preparation of farm site, including vegetation removal, installation of an irrigation system and fencing, soil tilling and bed preparation ▪ Held several community events: Composting Week Kick-Off (partnership with Composting Council of Canada), and a 2-day work camp. ▪ Developed partnership with a local Starbucks Coffee shop to compost coffee grinds ▪ Continued to support the Peer Nutrition Community Garden to promote healthy nutrition and social inclusion among newcomer women 	<ul style="list-style-type: none"> ▪ City of Toronto ▪ TRCA

Table 4-1: Precedent Review

Location	Objectives / Goals	Services / Facilities Provided	Partnerships
The Humber Arboretum 205 Humber College Blvd., Toronto, Ontario, M9W 5L7	The Humber Arboretum consists of botanical gardens and natural areas, adjacent to the Humber River. The Centre for Urban Ecology is located on the Arboretum lands and provides a venue for education and research on urban ecology and maintains the lowest possible environmental impact.	<ul style="list-style-type: none"> ▪ Environmental programs and events for schools, community groups, and other organizations on the Arboretum grounds 	<ul style="list-style-type: none"> ▪ Humber College
Riverdale Farm	Promotes community participation and volunteering through programming centres around the plants, animals, sustainable farming, urban agriculture, food production, and the environment, in a natural and tranquil setting. When the farm opened (1978), there were 2 primary objectives: 1) to give children in the City the chance to see how a farm operated during the late 19th/early 20th century 2) to feature rare farm animal breeds that would have been on the farm at the turn of the 20th century.	<ul style="list-style-type: none"> ▪ Upper Area (2 acres) - formal area of the farm, includes animals and buildings ▪ Lower Area (5.5 acres) - pathways, wooded areas, ponds, butterfly garden ▪ Animals - rare breeds that might have been on a farm at the turn of the 20th century ▪ Buildings - old zoo buildings, barns, etc. ▪ Activities & Programming - Explore the Farm, drop by a demonstration special activity or festival, enjoy nature, special occasion bookings, farmers market, programs (summer camps, year round classes) 	<ul style="list-style-type: none"> ▪ City of Toronto (Parks, Forestry and Recreation) ▪ Riverdale Farm Stewardship Group
Rare – Charitable Research Reserve 1679 Blair Road Cambridge, ON N3H 4R8 (519) 650-9336	A 900+ acre land reserve situated at the confluence of the Grand and Speed Rivers. Key Objectives include: <ul style="list-style-type: none"> ▪ To preserve, protect and restore the environment; ▪ To encourage, promote and foster an understanding of the Region’s natural resources, history and environment and their value; ▪ To conduct research, seminars, interpretive activities, conferences and public forums; ▪ To preserve, protect, enhance and expand wildlife habitat in the Region; ▪ To promote the advancement of education and scientific methodology, at all levels of learning; and ▪ To purchase, maintain and preserve historical buildings and archaeological sites in the Region. 	<ul style="list-style-type: none"> ▪ Conservation, research, education and trails 	Charitable Organization that relies on grants, individual donations, foundation and corporate support, including: <ul style="list-style-type: none"> ▪ Ontario Trillium Foundation ▪ Union Gas ▪ Hamberlain Family Foundation ▪ University of Waterloo ▪ The Kitchener and Waterloo Community Foundation ▪ Equitable Life Canada ▪ Gore Mutual Insurance Fund

Table 4-1: Precedent Review

Location	Objectives / Goals	Services / Facilities Provided	Partnerships
Markham Heritage Estates Heritage Corners Lane and 16th Avenue, Markham	Markham Heritage Estates functions as a subdivision for heritage buildings in the community that cannot be successfully retained on site.	<ul style="list-style-type: none"> ▪ Markham Heritage Estates, a unique, specially designed 42 lot, heritage subdivision owned by the Town of Markham, is an innovative concept in heritage conservation. 	<ul style="list-style-type: none"> ▪ Managed by City of Markham Heritage Section
FoodShare 90 Croatia Street, Toronto, ON M6H 1K9	Founded in 1985 and addresses hunger in Toronto communities. FoodShare's Overarching Strategic Objectives: <ul style="list-style-type: none"> ▪ To decrease hunger through improving access to affordable food. ▪ To promote health through consumption of nutritious, safe food. ▪ To increase the sustainability of the food system by supporting local, safe farming. ▪ To build community capacity and self-determination by promoting collective activities, providing scalable participatory models to solve food access problems and providing support around the production, distribution and consumption of safe food. 	<ul style="list-style-type: none"> ▪ Works to empower individuals, families and communities through food-based initiatives, while advocating for the broader public policies needed to ensure that everyone has adequate access to sustainably produced, good healthy food 	<ul style="list-style-type: none"> ▪ United Way (major) ▪ City of Toronto (major) Minor: <ul style="list-style-type: none"> ▪ Government of Canada ▪ The Sprott Foundation ▪ Ontario Trillium Foundation ▪ Ace Bakery ▪ Ariad ▪ Bernarndin ▪ The Big Carrot ▪ GreenBelt ▪ Heart and Stroke Foundation ▪ Metcalf Foundation ▪ Rotary Club ▪ Toronto Community Foundation ▪ Westin Limited and others.
Macomber Farm Massachusetts	The Massachusetts Society for the Prevention of Cruelty to Animals (MSPCA) invited ESI to create a visitor program that would help build public will around the prevention of inhumane treatment of animals.	<ul style="list-style-type: none"> ▪ A 46-acre model farm and education center that invited visitors to explore and learn about the concerns of animals in a fun and positive context. ▪ Interactive activities that invite visitors to experience the world from an animal's point of view. Ex: "Sight Masks" gave visitors the unique opportunity to see like a cow (with 360-degree vision), a goat (through a square pupil) or a sheep (in black and white). 	<ul style="list-style-type: none"> ▪

Table 4-1: Precedent Review

Location	Objectives / Goals	Services / Facilities Provided	Partnerships
BedZed Beddington UK	The project was led by the Peabody Trust (charity supporting regeneration) in partnership with Bill Dunster Architects, Ellis & Moore Consulting Engineers, BioRegional, Arup and the cost consultants Gardiner and Theobald. A total of 82 homes, and 1,405 square metres of work space were constructed between 2000–2002.	<ul style="list-style-type: none"> ▪ Zero energy – use only energy from renewable sources generated on site. ▪ Energy efficient –houses face south to take advantage of solar gain ▪ Water efficient – rainwater collection ▪ Low-impact materials – Use of local building materials ▪ Waste recycling ▪ Transport – environmentally friendly alternatives to private car ownership are encouraged; an on-site selection of vehicles are available for use. ▪ Encourage eco-friendly transport 	<ul style="list-style-type: none"> ▪ Privately developed with support from a UK-based charity focused on regeneration.

5.0 Strengths, Weaknesses, Opportunities and Threats

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was undertaken to assist in narrowing the development options and identifying the priorities and potential issues on site. The analysis draws on the work background work undertaken in Section 3.0: The Site and Section 4.0 Planning Framework, as well as discussions with the City's Steering Committee. Table 5-1 summarizes the SWOT analysis. For the purposes of this analysis, the following methodology was applied:

- Strengths: considers the characteristics of MacMillan Farm that provide an advantage over other sites or outdoor / recreation / farm facilities.
- Weaknesses: considers the characteristics of MacMillan Farm that provide a disadvantage over other sites or outdoor / recreation / farm facilities.
- Opportunities: considers characteristics of MacMillan Farm that could be used to the advantage of the future proposal.
- Threats: considers the characteristics of MacMillan Farm that may cause issues during the successful implementation.

Table 5-1: Strengths, Weaknesses, Opportunities and Threats Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Unique natural space surrounded by single-detached dwellings but that feels entirely separate from those areas ▪ Natural Heritage - within the Oak Ridges Moraine Plan Area ▪ Cultural and landscape heritage ▪ A portion of the lands is cleared. ▪ Proximity to future Vaughan Multi-Use Trail (as proposed in the Pedestrian and Bicycling Master Plan, 2007) ▪ Proximity to existing residential neighbourhoods that may want/need park-space ▪ Assist in parkland deficiency in this area (based on ATMP) ▪ Adjacent to Nature Conservancy of Canada Lands ▪ Heritage Buildings, designated under Part IV of the <i>Ontario Heritage Act</i>. Unique examples of built form. ▪ Natural views 	<ul style="list-style-type: none"> ▪ Steeper topography may limit future development options ▪ Access primarily by personal vehicle ▪ Access to and from Dufferin St. – left turn out of site onto Dufferin St. is challenging. ▪ Parking requirements may limit development potential. ▪ Some view corridors are altered as a result of surrounding residential subdivisions, particularly in the winter when foliage is not present. ▪ Proximity to single-family homes may limit the type of use (i.e., non-compatible uses) ▪ Drawing visitors / setting this place apart from others. ▪ Limited permitted uses in Official Plan and Zoning By-law due to Natural Areas designation and “Open Space” and “Agricultural” zones. ▪ Potential for soil contamination from previous farming activities. ▪ Restrictions associated with the arrangement and sizes of rooms in the two heritage houses. <ul style="list-style-type: none"> ▪ Varying floor levels and their location on the ground floor of William Cook House. ▪ Costs associated with upgrades to houses if used for other purposes than a private residence.

Opportunities	Threats
<ul style="list-style-type: none"> ▪ Partnership opportunities with the Nature Conservancy of Canada ▪ Partnership opportunities other organizations (Toronto and Region Conservation Authority, educational organizations, FarmStart, etc.) ▪ Create a cultural / recreational facility within Vaughan and York Region ▪ Creating an financially sustainable facility / space ▪ Creating an environmentally sustainable facility / space ▪ Zoning By-Law: Open Space Protection Zone and agricultural – supports the potential use as agricultural lands / farming plots, as well as nursery use and/or farmers market. Agricultural Zones permit single family detached dwellings. ▪ Oak Ridges Moraine and potential trail connections ▪ Enhance and promote cultural heritage within the City. Property’s cultural heritage features include: historical agricultural uses, spatial organization and connection between the historical farm buildings, residences, farm fields and roads, relationship with creek, sightlines of successive buildings, etc. ▪ Buildings can be repurposed for new uses with upgrades. ▪ Bringing buildings up to current codes and standards (i.e., Ontario Building Code and Accessibility Standards) create an opportunity for increased range of uses. ▪ Discrete and sensitive additions to the two houses in order to accommodate new elements or spaces required to bring buildings to code. 	<ul style="list-style-type: none"> ▪ Achieving economic sustainability. ▪ Controlling access between City and NCC lands (properties are not currently delineated). ▪ Ensuring complementary and appropriate land uses between City and NCC lands. ▪ Providing a facility / service / use that is unique from others (i.e., differentiating this space from other outdoor centres in the GTA). ▪ Creating a space that will attract local residents and visitors. ▪ Potential revenue competition. ▪ Costs associated with bringing heritage houses to current codes and standards. ▪ Liability associated leaving property idle (ex: further building degradation, trespassing) ▪ Official Plan Land Use Designation: Natural Areas – limitations on permitted uses beyond ecological/environmental uses (i.e., residential uses are not permitted). ▪ Zoning By-Law: Open Space Protection Zone – limitations on permitted uses (including no new residential). ▪ Within the Oak Ridges Moraine Plan Area ▪ Potentially invasive plant species ▪ Threatened species and species of concern were identified on the surrounding Nature Conservancy Lands, and could also exist on-site Within TRCA Regulated Area and therefore will require a permit to alter area within a buffer of the watercourse ▪ Soil quality may pose challenge for future farming.

6.0 Spectrum of Alternatives

6.1 Project Spectrum

The project spectrum was developed based on the alternatives identified in the Options Report (2008), as well as through discussions with the City's Steering Committee, review of program needs in the City's Active Together Master Plan (2012) and precedent research in Section 5.0. Options for the use of the MacMillan property were placed on the spectrum conceptually to relate to the degree of capital investment, operation cost, potential revenue and site and market feasibility. **Figure 6-1** shows the project spectrum.

Options on the left side of the spectrum align with the theme of passive and/or active recreation. These options are expected to require a higher degree of capital investment from the City and are anticipated to require the City's continual and active involvement in the operation and maintenance. Moving right along the spectrum, options align with the theme of agriculture, food, sustainability and heritage. These options are expected to require capital investment from the City; however, there may be increased opportunities for partnerships with non-governmental organizations. These operational options will be explored further in Section 8.0 of this report. The options identified furthest right along the spectrum align with the theme of more commercially driven organizations, including the opportunities for boutique hotels, culinary schools, or sustainable residential development.

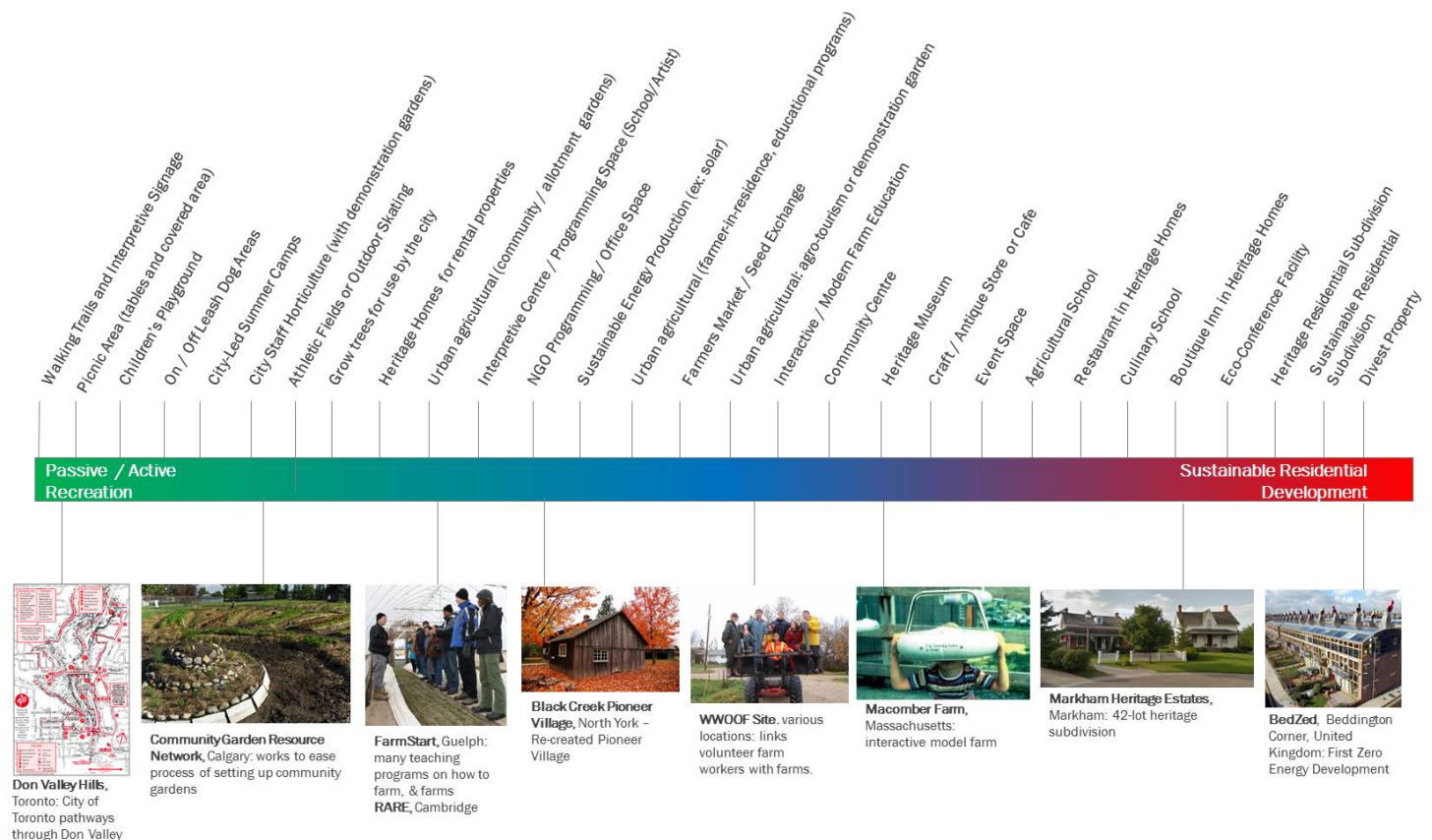


Figure 6-1: Spectrum of Options

6.2 Evaluation Criteria

The following criteria were developed as a means to evaluate the development options identified on the spectrum above and determine which development alternatives will be carried forward for further evaluation. Each of the criterion is supported below by a description and considerations used in the evaluation process.

In addition to the criteria listed below, the development alternatives carried forward also consider the study objective to identify the financial viability of both high public investment with low return as well as low public investment with high return. Criteria are not in order of importance and are not weighted:

1. Consistency with City's Policies, Goals and Objectives, as well as with the objectives of the project and land purchase:
 - Section 3.0 of this report provides an overview of the relevant policies, guidelines and strategic objectives of the City of Vaughan. Consistency with these key documents is an important consideration in the evaluation. More specifically, the following questions have been asked:
 - Is the option consistent with the Official Plan policies, including uses that are permitted in the Natural Areas land use designation, and cultural heritage policies?
 - Is the option consistent with the ATMP objectives? Does the option provide the recreational facilities identified as being required in the Master Plan?
 - Is the option consistent with the Zoning by-law permissions for Open Space and Agricultural zones and the general provisions for public uses?
 - Is the option consistent with the objectives of Green Directions Vaughan and Vaughan 2020 Strategic Plan?
2. Consistency with the intended use of "cash-in-lieu of parkland dedication" monies:
 - Funds for purchase of these lands were in part provided from the cash-in-lieu of parkland monies. Under *Planning Act* section 51.1, municipalities may require, through the development process, that parkland be dedicated, or, when land is not available, cash-in-lieu of parkland be provided to the municipality. The Act states that the lands conveyed are to be used for park or other public recreational purposes. The City of Vaughan's Official Plan policy 7.3.3.2 states that cash-in-lieu of parkland dedications [...] may be considered by the City where such contributions may be more effective in achieving local parkland targets and the objectives of the Active Together Master Plan [...]. Further Official Plan policy 7.3.3.1 states that: "communities that fall short of the active and passive parkland targets are considered priorities for additional parkland resources".
3. Potential for economic viability and sustainability, including capital costs required.
 - Is the option financially viable and sustainable for the City?
 - Are capital costs feasible within the context of the uses provided?
4. Potential for operating viability and sustainability.
 - Does the City operate similar facilities?
 - Are there opportunities for operational partnerships?
5. Potential socio-economic benefits:
 - Socio-economic benefits may be significant and although these cannot be quantified numerically, these should be a consideration, in combination with the financial considerations, when determining the preferred option for MacMillan Farm.
 - Does the option provide socio-economic benefits to the community, City and Region?

6. Site and structure feasibility:

- The options carried forward through the financial analysis must accommodate and be sensitive to the environmental, landscape, cultural and built heritage of the site. Further site constraints or limitations, such as vehicular access and availability of infrastructure must be considered.
- Can the site physically accommodate the option without causing negative impacts to the environment, landscape, cultural and built heritage?

7. Compatibility with adjacent property and integration with the existing and planned neighbourhoods.

- The subject lands to the south, east and north are owned by the Nature Conservancy of Canada (NCC). The NCC's mandate and the objectives for this site as noted in their property management plan should be considered when assessing options for the future use of the MacMillan property.
- Beyond the NCC lands, the existing and planned land uses, are primarily residential. The options carried forward should integrate with the surrounding community.
- Is the option consistent with the uses proposed on the adjacent property?

8. Opportunity for partnerships and/or collaboration with respect to ongoing operations and/or funding models.

- The subject lands present a unique opportunity for the City to partner with the private sector, NGOs, or other agencies in the programming, operation and maintenance of the lands.
- Does the option present an opportunity for capital and/or operational partnerships, either now or into the future?

9. Consistency with the Program Review Framework:

- In 2011, City of Vaughan established a program review process to assess current service offerings or core services with the intent of clarifying the appropriateness of the programs and identify areas requiring further review. More generally, the program is aimed at prioritizing the programs offered to the residents and determining what services the City will provide into the future (2011, Finance and Administration Committee). Seven program review questions were developed to assist city staff in the program review process. These questions will be used as part of the method for evaluation of the options for the subject property. The questions include:
 - Is the program still in the public interest?
 - Does this service fit with the public's priorities?
 - Is the delivery of the program a legitimate and necessary role of the City?
 - Should the program be realigned with other levels of government?
 - Should it be delivered in partnership with the private or voluntary sector?
 - Is the program affordable given our financial situation?
 - Can the program be redesigned for efficiency?

6.3 Evaluation of Spectrum Alternatives

Given the range and number of options brought forward for analysis and evaluation, the spectrum of options were grouped into four categories and then evaluated against the project evaluation criteria. Categories included:

- Active/Passive Parkland;
- Urban Agricultural; and
- Community Commercial.

The final category included alternatives that would require more intensive development on the MacMillan Farm property, such as:

- Eco-Conference Facility;
- Heritage Residential Subdivision; and
- Sustainable Residential Subdivision.

These alternatives were not considered to be consistent with the stated goals and objectives of the study, and were not consistent with the evaluation criteria. In addition, through discussion with the City's Steering Committee, it was agreed that these alternatives were not consistent with the original objectives and rationale for purchasing the property. As a result these alternatives were not carried forward for further analysis. The furthest right side on the spectrum of options indicates "Divest Property" as an option. This option was not analyzed against the evaluation criteria. Although this option is not consistent with and does not fulfill many of the established evaluation criteria, the option to divest the property was carried forward in the financial analysis for comparison and demonstration purposes.

The three main categories that were carried forward for evaluation include multiple uses within each, which, depending on consistency with the evaluation criteria, may be combined with options contained in that same category, or with options contained in the other categories (Figure 6-2). A more detailed analysis relating to the potential adaptation of the two designated heritage buildings is included in Section 6.4. The analysis determined the options that should be carried forward for further consideration. **Table 6-1** summarizes the qualitative evaluation of spectrum alternatives.

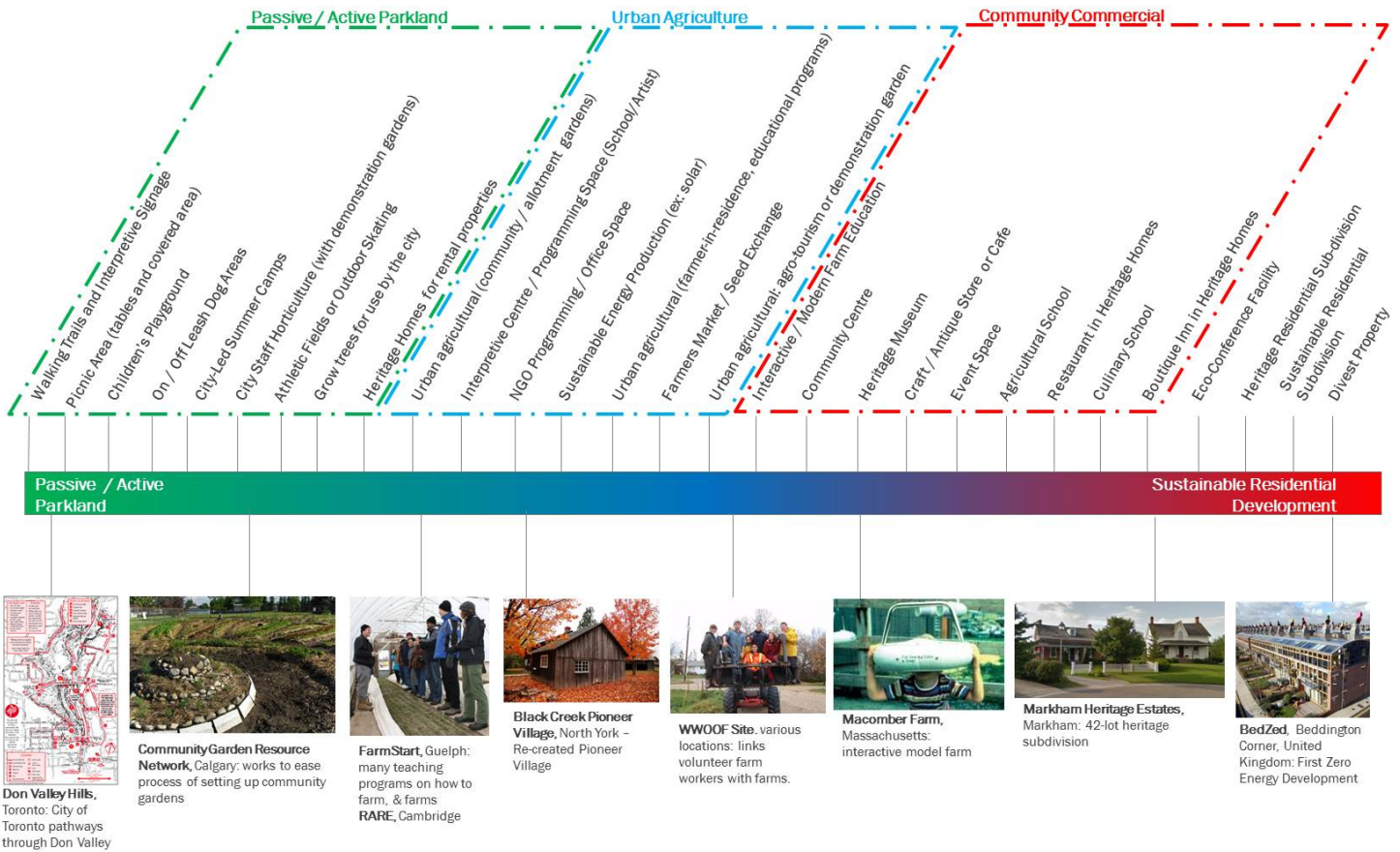


Figure 6-2: Categories of Alternatives

Table 6-1: Evaluation of MacMillan Farm Options

Options	1 Consistency with City's Policies, Goals and Objectives	2 Consistency with the intended use of "cash-in-lieu of parkland dedication" monies	3 Potential for economic viability and sustainability	4 Potential for operating viability and sustainability	5 Potential socio-economic benefits	6 Site and structure feasibility	7 Compatibility with adjacent property	8 Opportunity for partnerships and/or	9 Consistency with the Program Review Framework	Should the options be carried forward?
<p>ACTIVE/PASSIVE PARKLAND</p> <ul style="list-style-type: none"> ▪ Walking Trails ▪ Picnic Area (tables and covered area) ▪ Children's playground; ▪ Interpretive Signage ▪ On / Off Leash Dog Areas ▪ Outdoor Athletic Facilities (soccer / baseball /softball / skating) ▪ City Staff Horticulture (with demonstration gardens) ▪ Grow trees for use by the city ▪ Heritage houses for rental properties 	<p>Uses are generally consistent with Official Plan and Zoning permissions.</p> <ul style="list-style-type: none"> ▪ ATMP recommendation #46 (high priority) seeks opportunities to create a linked trail system. ▪ ATMP recommendation #50 (high priority) seeks to develop additional soccer fields over next 15 years. ▪ ATMP recommendation #53 (medium priority) seeks to develop adult baseball fields. ▪ ATMP recommendation #69 (medium priority) seeks to explore options for additional off-leash dog parks. ▪ ATMP recommendation #74 (high priority) seeks to establish additional picnic sites, with appropriate ancillary amenities. ▪ ATMP recommendation #70 (medium priority) seeks to develop artificial outdoor skating rinks. ▪ Other sports fields and tennis facilities are medium priority in ATMP. 	<p>Uses are generally consistent with the intended use.</p> <p>Heritage houses as rental properties is consistent providing the remainder of the lands are used as a public park space.</p>	<p>Low potential for passive recreation options to be economically viable/ sustainable.</p> <p>A greater investment is required by the City.</p> <p>Moderate revenue generated from renting houses at market rate.</p>	<p>Low potential, particularly in short term, unless combined with other options.</p>	<p>Generally high potential.</p> <p>If heritage houses are privately leased, then public does not benefit from heritage asset.</p>	<p>Site can accommodate trails, picnic area, interpretive signage with minor modifications.</p> <p>An off-leash dog park and athletic facilities will require more significant and alteration to the existing and unique landscape.</p> <p>Additional parking would be required for all uses; however, significantly more would be required to provide for athletic fields.</p>	<p>All uses are generally compatible with the adjacent property</p> <p>Trails, picnic area and interpretive signage are compatible with NCC property and associated management plan. Trails could extend into NCC lands and link to existing trail on Dufferin Street.</p>	<p>Does not negate opportunities for partnerships in the future.</p>	<p>The majority of the uses are consistent with the Program Review Framework and are either programs are services that are already offered by the City.</p> <p>The City horticulture demonstration gardens, tree plantation for use by the City and Heritage houses as rental properties are not services that the City typically provides.</p>	<p>Options recommended to be carried forward for financial analysis include:</p> <p>Walking trails; picnic and playground spaces and renting the heritage houses.</p> <p>Athletic facilities, horticulture demonstration gardens and off-leash dog areas are not carried forward.</p>

Options	1 Consistency with City's Policies, Goals and Objectives	2 Consistency with the intended use of "cash-in-lieu of parkland dedication" monies	3 Potential for economic viability and sustainability	4 Potential for operating viability and sustainability	5 Potential socio-economic benefits	6 Site and structure feasibility	7 Compatibility with adjacent property	8 Opportunity for partnerships and/or	9 Consistency with the Program Review Framework	Should the options be carried forward?
<p>URBAN AGRICULTURE</p> <ul style="list-style-type: none"> ▪ Urban agricultural (community / allotment gardens) ▪ Interpretive Centre and/ or NGO Office Space ▪ School Program / Summer Camps / NGOs ▪ Sustainable Energy Production (ex: solar) ▪ Urban agricultural (farmer-in-residence, educational programs) ▪ Farmers Market / Seed Exchange ▪ Urban agricultural: agro-tourism or demonstration garden 	<p>Uses identified are generally consistent with Official Plan heritage conservation policies, natural heritage and Agricultural Zone permissions. "Green Directions Vaughan" supports renewable energy production, near urban agriculture and establishing farmers markets.</p> <ul style="list-style-type: none"> ▪ ATMP recommendation #73 relates to the development of a Community Garden Policy. ATMP consultation illustrated support for increased spending for community food gardens. ▪ ATMP recommends (#2) that an 'urban parkland hierarchy and conveyance policy' be established that considers private sector involvement in park operation (ex. Markets). ▪ "NGO Office Space within the heritage houses: Generally consistent with Official Plan. Zoning permits: "institution owned and operated by a religious, educational or charitable institution 	<p>Community gardens, an interpretive centre, and farmers market could be considered a public recreational use and are therefore consistent with intended use.</p> <p>Uses may be combined with park uses to fulfill this requirement.</p>	<p>Low potential.</p> <p>City may charge user or rental fees for these uses.</p>	<p>Moderate potential.</p> <p>City would likely operate gardens; however opportunity exists for increased operational responsibility by community.</p> <p>Larger scale agricultural operation may reduce City's need to operate.</p>	<p>High socio-economic benefits.</p>	<p>Site can accommodate small scale agricultural uses. If combined with NCC lands, larger scale agriculture may be accommodated.</p> <p>Heritage houses would require renovations/ upgrades to bring up to Building Code Standards (see Section 6.4).</p>	<p>Will not have implications on the NCC lands.</p> <p>Opportunity for greater partnership / coordination.</p>	<p>High opportunity for partnership / coordination with NCC lands and outside NGOs.</p>	<p>City operates community farms and provides spaces for farmers markets; however larger scale agricultural operations would be outside of normal operating mandate.</p>	<p>Community farms and potential upgrades to heritage houses were carried forward for the purposes of the financial analysis.</p> <p>Larger-scale agricultural operation would require partnership with NCC but should be considered.</p>
<p>COMMUNITY COMMERCIAL</p> <ul style="list-style-type: none"> ▪ Interactive / Modern Farm Education ▪ Community Centre ▪ Heritage Museum ▪ Craft / Antique Store or Café ▪ Event Space ▪ Agricultural School ▪ Restaurant in Heritage Houses ▪ Culinary School ▪ Boutique Inn in Heritage Houses 	<p>Uses are not generally supported in the Official Plan land use polices associated with Natural Areas or permitted in the zoning by-law. Uses that can be sensitively accommodated within the existing heritage houses may be explored further.</p> <p>Uses that are more intensive (i.e., community centre, event space, restaurant, hotel, culinary school) and that would require either a separate building or significant additions to the existing buildings would have a greater effect on the natural landscape.</p>	<p>Uses are not generally consistent with the intended use for cash in lieu of parkland dedication monies.</p>	<p>Greater potential for economic viability; however there may be greater risk associated with these uses.</p>	<p>Greater potential for operating viability as operations would likely be shared with another organization/ operator.</p>	<p>High socio-economic benefits.</p>	<p>Uses would require more significant upgrades to the site to accommodate a greater number of visitors / users.</p> <p>Uses requiring larger building footprints (i.e., community centre, event space), would have a more significant effect on the natural landscape.</p>	<p>Uses are generally compatible with the adjacent property, unless significant additions are required to existing buildings or if new buildings are required.</p>	<p>Greater opportunity for partnerships.</p>	<p>The City does not typically operate these uses.</p>	<p>Specific options were not carried forward, as further study is required on the heritage houses to determine whether they can be adapted to accommodate these suggested uses.</p>

Based on the analysis undertaken above, the **Figure 6-3** illustrates the categories of options that were carried forward for further analysis (shaded).

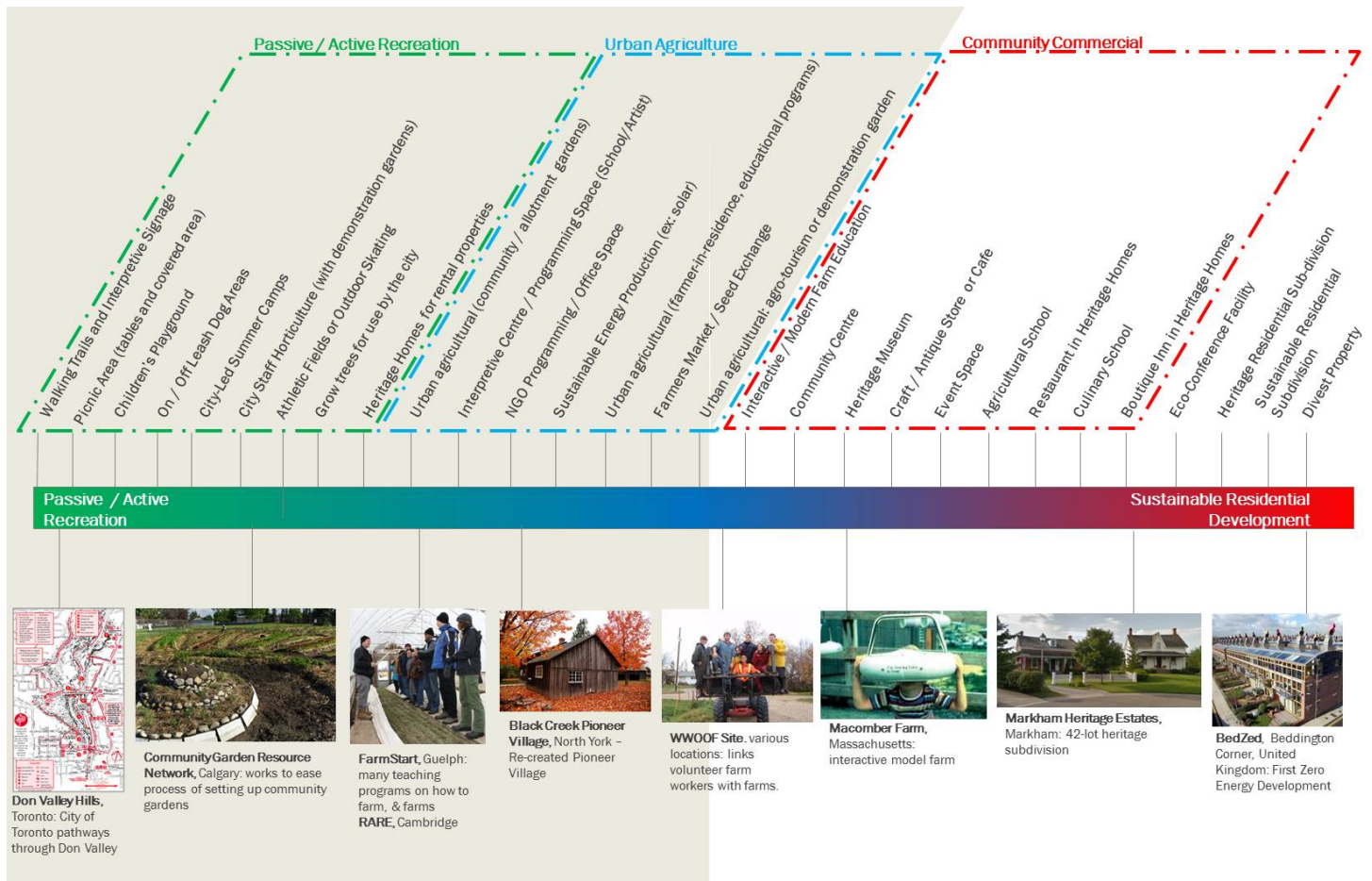


Figure 6-3: Range of Options Carried Forward

The following 5 options have been developed and assessed for their financial viability:

- Option 1: Status Quo
- Option 2: Passive/Active Parkland
- Option 3: Urban Agriculture
- Option 4: Combined
- Option 5: Divest Property

6.4 Heritage Building Adaptation and Repurposing

6.4.1 Preservation of Built Heritage Assets

The William Cook and Valentine Keffer houses are in stable and good condition as noted earlier and attributes for exterior and the interior that are potentially character defining have been identified. Currently the site is occupied year round, and the homes are maintained either for full-time or seasonal occupancy. The building heating systems are functioning so that the interior environments are tempered year round which maintains the homes in very stable condition. At the time of evaluation, there were no significant vulnerabilities in the building envelopes of either house that threaten the integrity of these assets. Regular monitoring and maintenance repairs for the exteriors should be undertaken every 2 years to address any changes in condition and obvious failures in the building envelopes.

We understand that there are agreements in place for life lease for the William Cook house by Mrs. MacMillan. There also exists an ongoing lease for the Valentine Keffer house. It is recommended that the William Cook house and Valentine Keffer house remain leased to full time tenants for the period of time required to develop a detailed adaptive reuse plan for the site and these buildings.

6.4.2 Repurposing Opportunities

The repurposing of these two residences will require a Cultural Heritage Evaluation, a Statement of Cultural Heritage Value and an Adaptive Reuse Study at the next stage of project development:

- Cultural Heritage Evaluation (CHER): establishes a more complete picture of the heritage significance and provides context and rationale for significance. It incorporates findings of additional archival research and on-site investigations.
- Statement of Cultural Heritage Value (SCHV): focuses on identifying the character defining attributes and elements of the buildings that are to be conserved during the renovation and alteration of the buildings.
- Adaptive Reuse Study (ARS): considers only those uses that are compatible within the overall plan for the conservation of the cultural heritage landscape of the property. A detailed building condition assessment, including structural and buildings systems review is required. The selection of the new uses and programs for the houses shall be compatible with the buildings and governed by the terms established by the SCHV. Finally, the ARS will include the measures and strategies for the conservation of the character defining elements and attributes that have been identified. The conservation of these attributes is governed by The Standards and Guidelines for the Conservation of Historic Places in Canada (CHP, 2010) which defines three principal treatments in the conservation of heritage properties and buildings: preservation, rehabilitation and restoration.

Following the completion of the studies above, it will be determined whether the City needs to proceed with a Heritage Impact Assessment (HIA) for the adaptive re-use of the buildings and site itself. An HIA is typically required for proposals that redevelop heritage sites. The HIA will assess the impact of the proposed new functional programs and uses upon the buildings and their character defining elements.

Repurposing, or adaptive reuse, falls under the primary conservation treatment of rehabilitation as defined in The Standards and Guidelines for the Conservation of Historic Places in Canada, 2010. This permits the sensitive alteration of and addition to a heritage property and building so that the original is not obscured or lost entirely. Within this overriding conservation principle, secondary treatments are utilized, including restoration of defining elements and even the preservation of some in their current state.

The Cook House is intact and has a long history of renovation, with overlaps between recent alterations and elements and finishes that are much older and in some cases, original. The new structural wood framing of the ground floor on either side of the main stair hall suggests that in the 1980's the MacMillan's replaced existing floor framing and perhaps even altered the levels of the finished floors themselves. How much original fabric remains,

has been removed and obscured in the course of the various alterations has yet to be determined. Elements such as fireplace mantels, and door and window trim would be subject to further review.

The Valentine Keffer House has been relocated from its original site, is very intact and owing to its method of construction can be considered as an artifact rarely found in the province. The integrity of the construction and consistency of the interior beaded board finish is exemplary. At some point early on, the 2 storey addition to the south elevation was built. There have been recent modifications in the original building including updated washrooms and a sauna. The kitchen in the addition appears to be fairly recent as well. Although further study is required to establish dates and chronology, it is clear that the intactness and rarity of the construction and finishes of the original home establishes the heritage significance of this building at this early stage.

The possible scenarios for the repurposing of these homes shall be integrated with:

- The interpretation of, and the conservation treatments for, the cultural heritage landscape of the farm property;
- A new program, use and access that is compatible with the conservation approach for the cultural heritage landscape of the farm; and/or
- Respecting the current siting of the buildings, including the original homestead and the recent addition of the relocated residence.

These requirements will establish the criteria under which the new vision for the site, its identity and program have been determined, the possible scenarios for repurposing these buildings will become much clearer.

The range of scenarios for adaptation of these buildings is limited because of the following notable physical constraints:

- The inherent restrictions of the plan arrangement and room sizes of each residence;
- Absence of any provisions for barrier free of travel from the exterior into the buildings, within the floor areas (door widths and space to the side of doors), and from the ground to the second floors;
- The varying floor levels and their location within the ground floor plan of the William Cook House;
- Significant alterations or removal of structural walls will not yield new spaces with combined area and dimension that are an order of magnitude significantly greater than those currently present;
- The unique character and significance of the interior of the Valentine Keffer House will impose restrictions on possible alterations;
- Upgrading of building services including heating and ventilation, plumbing facilities and electrical services;
- Requirements for life safety measures such as fire alarm detection and possibly sprinkler systems if the use is changed to any type of Assembly Occupancy;
- Impact of compliance with barrier free path of travel and washroom provisions of the Ontario Building Code (OBC);
- The approximate total net usable floor areas for each building (excludes basement and attic):

Cook House

Ground Floor	118.26 sm
Second Floor	100.82 sm

Valentine Keffer House

Ground Floor	87.20 sm
Second Floor	84.53 sm

Repurposing opportunities remain, however these shall respect the ‘residential’ character of the buildings which imposes an appropriate scale for the new uses that preserves their essential arrangement and character.

In particular, the original portion Valentine Keffer House (north wing of the home) and its interiors should assume to be of heritage significance worth of the primary conservation treatment of *preservation* as defined in the HPI 2010.

6.4.3 Possible New Uses

Working within the constraints noted above, these buildings are suitable for new uses that will not increase occupant density in significant orders of magnitude beyond current residential uses.

As a guide, refer to the following occupant load factors for various uses from Table 3.1.17.1 of the Ontario Building Code (OBC):

Residential	4.60 sm / person
Personal Service Shops	4.60 sm / person
Offices	9.30 sm / person
Exhibition spaces in assembly uses	2.80 sm / person
Dining, alcoholic beverage & Cafeterias	1.10 sm / person

Possible compatible uses that could be further explored:

- Interpretive centre for the new public use of the farmstead and the history of the City of Vaughan;
- Small offices for new farmstead property management unit or other appropriate municipal offices;
- Small scale café in combination with small second floor offices;
- A modified residential use in a ‘stewardship’ model: Allow for a portion of the land and one of the residences to be leased for a specialty, year-round farm business that integrates an interpretive program about site history and farming.

Bringing the buildings up to current codes and standards, including reinforcing floors for new occupant loads, fire & life safety measures and improving universal accessibility, will likely be required under most scenarios other than current residential use. Often this requires new elements and spaces, such as washrooms, ramps and service rooms be incorporated into buildings.

The recommended strategy for adaptive reuse of these buildings should be to make discrete and sensitive additions to the buildings. These additions can accommodate the variety of new elements and spaces required, while permitting more modest and focused alterations within them that can reconcile the challenges inherent in the building arrangements and preserve significant spatial arrangements and built fabric. This approach is supported the HPI Standards and Guidelines.

An example of this approach would be to consider a small 1 storey addition along the west elevation of the Cook House that would accommodate:

- A new ramp incorporated into a revised landscape arrangement that gives access to the a new vestibule addition at the existing north entry door to the building;
- Adjustment to the threshold of the existing door to permit entry from the vestibule into the ground floor level;
- A new ramp that runs from the lower level of the north entry to the higher level of the sun room and adjacent living room;
- Additional service rooms for ventilation equipment and universally accessible washrooms.

The main rooms on the ground floor would become fully accessible, the building systems upgraded, and current service spaces such as the kitchen could be altered to suit the new use of the building while preserving the characteristics of the home in its current state.

7.0 Financial Viability

7.1 Business Case

A Business Case was prepared to enable direct comparison of selected options that were carried forward from the evaluation undertaken in Section 6. Options were selected based upon their consistency with the evaluation criteria, including with the ATMP recommendations to develop facilities in Vaughan aimed at “providing arts and cultural opportunities; promoting active living and the healthy physical, social and educational development of all ages; and enhancing awareness and appreciation of the environment.” The options considered for comparison, outlined in **Table 7-1**, include: maintaining the status quo; providing a space for passive and active parkland; developing a site for urban agriculture; combining recreational facilities with urban agriculture; and divesting the property. Considerations for each of the development options are described further below.

	Option	Uses Proposed
1	Status Quo	<ul style="list-style-type: none"> ▪ Continue to rent houses at current rent (below market) ▪ Property maintenance
2	Passive/Active Parkland	<ul style="list-style-type: none"> ▪ Trails on-site (approx. 1,200 m, crushed limestone) ▪ Opportunity for trail connections off-site ▪ Picnic shelter and picnic tables ▪ Benches ▪ Junior and senior children’s playground ▪ City-led summer camp programs ▪ Site upgrades (washroom, servicing, roadway, signage, secure barns)
3	Urban Agriculture	<ul style="list-style-type: none"> ▪ Establish allotment gardens / farm and associated infrastructure ▪ Site upgrades (washroom, servicing, roadway, signage, secure barns)
4	Combined	<ul style="list-style-type: none"> ▪ Uses proposed in Option 2 and Option 3
5	Divest Property	<ul style="list-style-type: none"> ▪ Divest property at market rate

Table 7-1: Development Options

Option 1 - Status Quo: Maintaining the status quo involves the City of Vaughan continuing to operate the property in its current state, generating rental revenue from each of the two houses on the property. The model considers the property in the current state at the current rents for each property. Allowance for the current property maintenance budget has been included. No capital improvements were applied to this option.

Option 2 - Passive / Active Parkland, Option 3 - Urban Agriculture, and Option 4 - Combined: For the second, third and fourth options, a demand forecast (for anticipated revenue generating assets) and a revenue forecast (based upon the application of estimated unit rate inputs to the demand forecast) were prepared. Capital costs were estimated, including site improvements and site servicing for the usage associated with the particular option. High level operating costs were also estimated, including the cost of operations and maintenance by applying unit costs to previously determined demand forecasts. The net operating income was derived as the difference between net operating revenues and net operating costs.

Option 5 – Divest Property: The final option is property divestment; it considers the sale of the property at the market rate within the City of Vaughan, and is included in this study for comparison purposes. A potential gain on the sale of the property is estimated based upon the difference between the current market rate and the original purchase price.

Additionally, a high level stand-alone assessment of potential Cook House and Keffer House upgrades was prepared. The assessment was based upon supporting architectural estimates for capital construction to meet the

specific needs of defined uses. Associated potential revenue streams were considered and maintenance costs were included.

7.2 Business Case Inputs

Business case inputs consist of unit prices and unit costs provided by the City of Vaughan, market research, MMM professional recommendations, and third party (architectural) estimates. Forecasts were based upon reasonable estimates benchmarked against comparable environments. All business case inputs are supported by identified sources and defined assumptions. The tax impact of the various options to the average household was determined based upon the City of Vaughan tax formula.

The financial summary portion of the business case includes the calculation of the present value of revenue and cost streams over a ten year period, including net operating revenue, net operating cost and capital expenditures, in 2014 dollars. A net present value was determined as the sum of all streams, and net present values for all considered options were prepared enabling direct comparison of proposed options.

7.3 Financial Viability of Groupings

The business case considers the financial viability of each one of the development options. A direct comparison of the various options was made by applying our business case methodology defined above. A summary of the findings follows:

Option 1 - Status Quo: This option results in a negative net present value over the study period; while no capital investments have been assumed, revenues from house rentals are exceeded by current City of Vaughan stated expenses. An opportunity exists to increase revenue and achieve a modestly positive net present value by increasing rent to market value. However, for the time being, Cook House will continue to be occupied seasonally, and thus rent will continue to be collected at a sub-market rate for some years. Although Option 1 could potentially provide a modest positive income stream for the property under market rent conditions in future years, it would still not unlock the value of the property for the City of Vaughan by meeting greater social benefit objectives of providing public outdoor space for active living. Therefore, this option is viewed as being inconsistent with City of Vaughan objectives for the property.

Option 2 - Passive / Active Parkland: The passive / active parkland option represents perhaps the best opportunity for the City of Vaughan to develop and offer an outdoor experience with broad appeal for city residents and the broader public. Construction of a picnic shelter, walking trails, children's play structure as well as the provision of picnic tables, benches and grassed fields within the urban environment will present a broadly appealing outdoor experience to urban residents. Consistent with the City of Vaughan policy to not charge admission fees for outdoor park-like facilities, this option has limited revenue opportunity, with the two sources of revenue coming from anticipated nominal revenues from picnic shelter rentals and from summer camp programming. Operations and maintenance costs have been factored into the analysis and generally exceed operating revenues, resulting in negative net operating income. This, combined with one of the greatest capital costs of the development oriented options considered, results in a negative net present value for this option. In fact, this option has the lowest net present value for the site. Notwithstanding, Option 2 still represents an appealing choice for the City of Vaughan to deliver broader social benefits to the community consistent with its objectives.

Option 3 - Urban Agriculture: Similar to Option 2, the urban agriculture option presents the City of Vaughan with an attractive approach to providing an outdoor recreation opportunity to the community. Offering allotment garden plots is consistent with and complementary to current agricultural usage for the property. There is potential to grow

the revenue stream from allotment garden plots as the facility becomes established over time. However, the potential revenue stream is seen as quite modest in comparison to operating costs and therefore this option results in negative net operating income. Site servicing and site improvement capital costs, although less than those for Option 2, are significant compared to revenue opportunities, resulting in a negative net present value for the business case. Conversely, the social benefits of offering urban agriculture opportunities to Vaughan residents are quite significant and consistent with City of Vaughan objectives for the property.

Option 4 - Combined – Passive / Active Parkland and Urban Agriculture: Option 4 combines Option 2 - Passive/Active Parkland and Option 3 - Urban Agriculture. These two options are complementary developments that would enable the City of Vaughan to realize the highest usage of the options considered while also fulfilling the City's objectives for the property. Each of these options presents significant community benefit as a stand-alone project; however, implementing both options has the further advantage of leveraging capital investments in the site such as road upgrades, parking and servicing infrastructure with the potential to achieve a fully utilized destination that the City of Vaughan is seeking. Option 4 has the potential to significantly increase engagement by the broader community and provide the opportunity to showcase a parkland space in an area that is currently deficient in parkland and combine it with an urban agriculture experience that further enhances the already high quality of life available within the City of Vaughan.

Option 5 - Divest Property: While a potential gain on the sale of the property is possible based on preliminary review of comparable property sales in the area, this option does not meet City of Vaughan objectives to provide outdoor green space for enjoyment by the larger community within the urban environment. Further, potential sale as a developable residential parcel would require zoning changes to allow development of the property for residential use. While this is the only option that would provide a positive net present value, it is not in line with the objectives of the City.

Figures 7-1 through 7-4 below conceptually illustrate Options 1, 2, 3 and 4.



Figure 7-1: Option 1 Status Quo



Figure 7-3: Option 3 Urban Agriculture

7.3.1 Comparative Financial Data

A summary of comparative financial data for the options under consideration is provided below. For ease of comparison, the following assumptions form the basis of our analysis:

- Data shown are for business case Year 1 in 2014 dollars
- Capital costs are a one-time expenditure and exclude land costs
- Operating costs are assumed constant
- Operating revenue for Option 3 and Option 4 may increase with additional garden plot rentals
- Option 1 assumes current (i.e., below-market) rent

7.3.1.1 Capital and Annual Operating Costs

Table 7-2 below outlines the capital and annual operating costs associated with each development option.

	Option 1 Status Quo	Option 2 Passive / Active Parkland	Option 3 Urban Agriculture	Option 4 Combined	Option 5 Divest Property
Capital Cost (000's)	\$0	\$1,687	\$1,118	\$1,705	\$0
Annual Operating Cost (000's)	\$35.0	\$81.9	\$40.0	\$87.7	\$0

Table 7-2: Capital and Annual Operating Costs

Option 1: While there are no capital costs associated with this option, there are property maintenance costs associated with the MacMillan Farm property, including Cook House and Keffer House. These maintenance costs would amount to approximately \$35,000 per year, thus making this the least cost option, with the exception of Option 4 – property divestment.

Option 2: The Option 2 would require almost \$1.7 million in capital improvements. These include both site servicing, such as asphalt surfaced access road, asphalt surfaced parking lot, water service, signage, entrance gate and washroom/storage facility; and site improvements, such as the need for a picnic shelter, picnic tables, benches, children's play structure, walking trail and grassed fields. Ongoing operations and maintenance costs, in turn, include marketing, promotion and City of Vaughan administration, as well as costs associated with the operation of summer camp programming, maintenance of roads, parking lot, washroom, playground, walking trail, grassed field and parkland.

Option 3: For Option 3, necessary capital improvements consist of site servicing (see Option 2), as well as site improvements, including allotment garden plots with pathway, delineation, and signage; these would amount to just over \$1.1 million. The operating costs including those associated with marketing and promotion, City of Vaughan administration, and allotment garden soil, compost and waste management, in addition to the maintenance costs for roads, parking lot and washroom, totalling around \$40,000 per year.

Option 4: The Option 4 alternative has the greatest capital cost (over \$1.7 million) and annual operating cost (\$88,000 per year), but leverages considerable site servicing overlap between Options 2 and 3.

Option 5: The capital cost for Option 5 is assumed to be the original purchase price of the property for comparison purposes but no capital improvements are contemplated for this option. There are no operating costs associated with this option.

7.3.1.2 Annual Revenue

Table 7-3 below outlines the annual revenue associated with each development option. Option 1 has the highest annual revenue, deriving from monthly rental income from Cook House and Keffer House. In this case, current rates have been applied, assuming the current lease rates remain, totalling \$24,000 per year.¹ Option 2 derives revenue from picnic shelter rentals and summer camp program fees (\$18,000), as the City of Vaughan does not charge gate admission for outdoor recreational facilities. Revenue for Option 3 consists of allotment garden plot rentals, and amounts to \$3,500 per year. The Option 4, in turn, totals almost \$22,000 per year. Finally revenue for Option 5 is assumed to correspond to proceeds from the sale of the property, for comparison purposes. The sale of the property would likely result in a net gain of approximately \$1.4 million (not including transaction costs and commissions).

	Option 1 Status Quo	Option 2 Passive / Active Parkland	Option 3 Urban Agriculture	Option 4 Combined	Option 5 Divest Property
Annual Revenue (000's)	\$24.0	\$18.1	\$3.5	\$21.6	\$0

Table 7-3: Annual Revenue

7.3.2 Heritage Houses

The City may also consider upgrading the two heritage houses on the property William Cook House and Keffer House. The heritage houses were reviewed by a Heritage Architect to determine possible future uses and associated upgrades (see Section 6.4). Conversion to community office space, including a small public assembly space, was identified as a potential future use for the heritage houses.

Financial analysis for the heritage houses was separated from the financial analysis for potential uses for the property. Architectural estimates for upgrading heritage houses are presented in Table 7-3 below, and total approximately \$1.3 million, while estimates for the maintenance of William Cook House and Keffer House are expected to be \$35,000 (Table 7-5). Estimates for operating revenue/rental income are presented in Table 7-6. As noted in Section 7.3.1, costs estimates provided in Tables 7-4, 7-5 and 7-6 are in 2014 dollars. Further, capital costs are a one-time expenditure and exclude land costs.

¹ It is noteworthy that this option could potentially result in double this annual revenue, should market rent be applied in future years.

William Cook House and Keffer House Upgrade Capital Cost Estimate	Cost
Cultural Heritage Evaluation Report and Statement of Heritage Value and Adaptive Re-use report	\$59,000
William Cook House - low impact renovation - upgrade sprinklers, finishes, restore masonry and windows, new roof, no structural upgrade, minor electrical/mechanical upgrade, includes 10% contingency	\$506,000
William Cook House community office with small public assembly space - accessibility ramp and washroom, upgrade floor structure, expand sunroom for assembly space, mechanical/electrical upgrades, contingency 10% (Note: costs do not include provisions for an accessibility lift to the second storey on the Cook House)	\$247,000
Keffer House community organization office - low impact renovation - upgrade sprinklers, finishes, restore exterior siding, eaves and windows, no structural upgrade, minor electrical/mechanical upgrade, contingency 10%	\$465,000
Subtotal	\$1,277,000
Heritage Reserve Fund (2%)	\$25,540
Total	\$1,302,540

Table 7-4: William Cook House and Keffer House Upgrade – Capital Cost

William Cook House and Keffer House Annual Maintenance Estimate	Cost
Total Estimate	\$35,000

Table 7-5: William Cook House and Keffer House Annual Maintenance and Operating Cost

Potential Operating Revenue	Cost
Monthly Rental as Private Residence or Farmer in Residence (each house)	\$2,000
Monthly Rental as Community Organizational Use (each house)	\$750

Table 7-6: Operating Revenue Estimates

7.4 Impact on Property Taxes

The City of Vaughan tax formula was applied to each of the options to determine the impact of each option on taxation of the average home. The calculations assume that the options under consideration are funded entirely by City of Vaughan municipal taxes. The City of Vaughan tax formula was applied as follows:

- Tax increase (decrease) to average home = annual net operating cost increase (decrease)/1,564,093*12.36

The results of changes in property taxes are presented in Table 7-7 below. It was determined that Option 4 would result in the highest increase in tax per average household at \$0.44. For Option 2, Option 3 and Option 4, all result in a net increase in the tax per average household due to modest revenue, moderate expenses and significant capital expenditures. Option 1 would not result in any changes in tax per average home, since this option represents a continuation of the status quo. Should the rents increase from the current below-market rents to market value, there would be a slight decrease in tax per average house. Option 5, in turn, would result in a decrease in tax per average household, compared to the status quo. In this scenario, the City would forego monthly rents, but would save on (larger) operating expenses, resulting in a reduction in taxes by -\$0.09 per household. The impact on property taxes may be minimized through the application of alternative funding sources, and through a project phasing plan.

Impact on Property Taxes

	Option 1 Status Quo	Option 2 Passive / Active Parkland	Option 3 Urban Agriculture	Option 4 Combined	Option 5 Divest Property
Net Operating Cost Increase	\$0	\$52,791	\$28,548	\$55,051	-\$11,000
Change in Tax to Average Home	\$0.00	\$0.42	\$0.20	\$0.44	-\$0.09

Table 7-7: Impact on Property Taxes

7.5 Partnerships and Grants

The City of Vaughan may consider a number of funding opportunities for the project including internal sources (i.e. municipal capital funding options) as well as external funding sources and partnerships as well as sponsorship arrangements. Exploring these various funding opportunities could help alleviate a potential tax impact of the preferred option.

7.5.1 Municipal Capital Funding Options

Municipal capital funding options include the following potential sources:

- Gas Tax Funding;
- City-Wide Development Charges; and/or
- Taxation Funding.

7.5.2 Outside Funding Sources and Partnerships

Further consideration should be given by the City of Vaughan to exploring external funding opportunities to support the project. Initial research indicates that funding for parks may be available through a range of sources. Examples of existing corporate and provincial funding programs identified by parkpeople.ca that warrant further investigation include: The Weston Family Parks Challenge, which has committed a total of \$5 million over three years (announced in 2012) to “enhance Toronto’s green spaces while encouraging public-private partnership for the long-term sustainability of Toronto’s parks” (parkpeople.ca); the Ontario Trillium Foundation, which has announced an additional \$1.25 million, as part of the Weston Family Parks Challenge; the Evergreen Grant Program (in conjunction with Walmart), which provides grants of up to \$10,000, not amounting to more than 50% of the total project budget (evergreen.ca); and the TD Bank Friends of the Environment Fund, which is a national charity that funds green projects such as environmental education, urban greening and biodiversity enhancing.

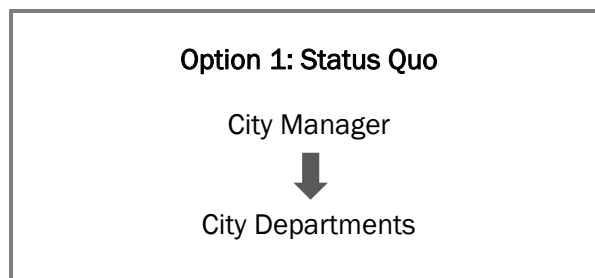
Additional potential funding sources worthy of further exploration include:

- Corporate Sponsorship agreements
- Private donation through fundraising
- Operational partnership opportunities (example: FarmStart)

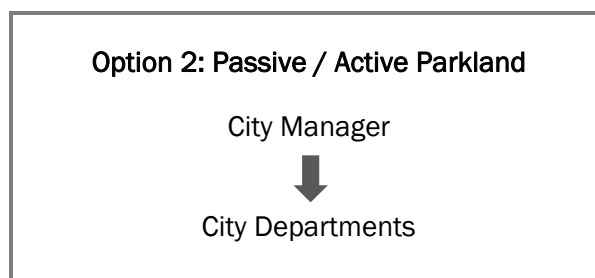
Operational partnerships can also be created with external organizations to alleviate some pressures off the City and help develop programming that is in line with the City’s objectives. Such partnerships can help create and foster linkages and relationships with local stakeholders, such as residents and new farming enthusiasts. FarmStart, for instance, supports new farmers to develop their operations and practices in urban Start-Up Farms, holds workshops and courses, as well as tours, and facilitates interaction between students and experienced farmers.

7.6 Governance and Operations

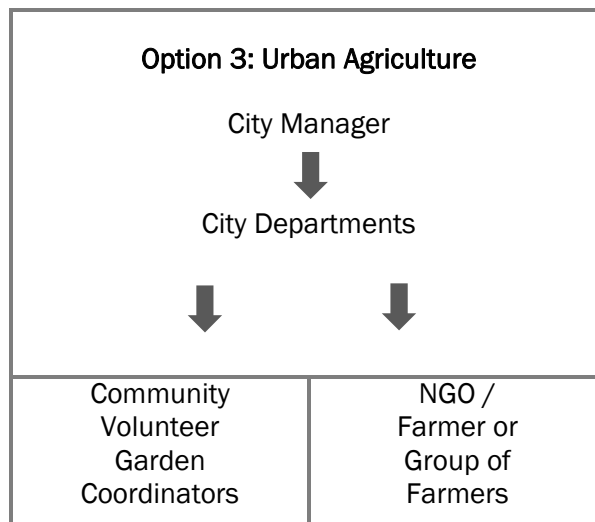
The future governance of the MacMillan Farm property will depend on the uses proposed on the site. The following provides an overview of the options for governance. As the alternatives for the future uses of the heritage houses can be applied to any of the options noted below, the options for governance of the houses and future programming is noted independently.



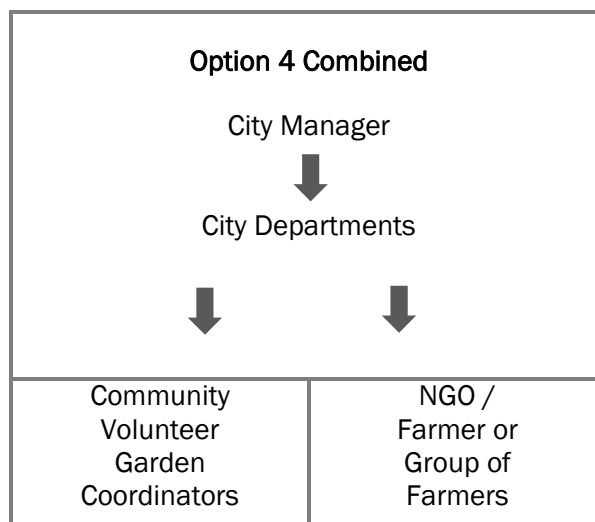
The governance model for Option 1 would remain as it is currently in place. Under the City Manager, the Parks and Forestry Operations would continue to be responsible for the property's maintenance and upkeep. The two heritage houses on the property, the William Cook House and the Valentine Keffer House, in turn will continue to fall under the mandate of the Buildings and Facilities Department, which provides property management services for the City's owned buildings.



Option 2 would also continue to be governed through the City. Reporting to the City Manager, a number of departments would be involved in the governance and operations of the parkland space. Parks Development is a City Department responsible for acquiring parks, and the planning, design and construction of spaces and facilities for outdoor recreation and physical activity. It develops parks that are in line with local need for active and passive parks and open spaces, with the objective of implementing recommendations from the Active Together Master Plan. In addition to park (re-)development, its services also include park mapping and inventory. As with Option 1, the Parks and Forestry Operations Department would continue to be responsible for property maintenance and upkeep (once the park is constructed), as would the Buildings and Facilities Department for the heritage houses. Site programming, such as summer camp programming, would be under the remit of Recreation and Culture.

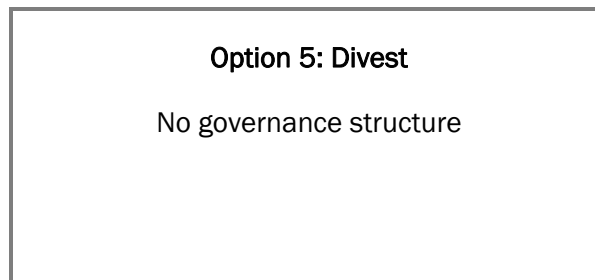


For Option 3, the Parks and Forestry Operations Department would continue to be responsible for property maintenance and upkeep and the Buildings and Facilities Department for the heritage houses. In order to develop the site for urban agriculture, there would be a role for the Environmental Sustainability Office to become involved. This department is responsible for research, policy and program development activities that address environmental priorities and implements coordinated activities across the City's departments. More specifically, this body would be responsible for community garden start-ups and general administration of the farm plots. Here, an opportunity exists to work with other organizations to both conduct day-to-day garden management and to lead community events and programs, bringing the space closer to its users. This can be achieved through involvement of community volunteer garden coordinators, non-governmental organizations, and/or farmer or a group of farmers involved in coordinating an allotment garden.

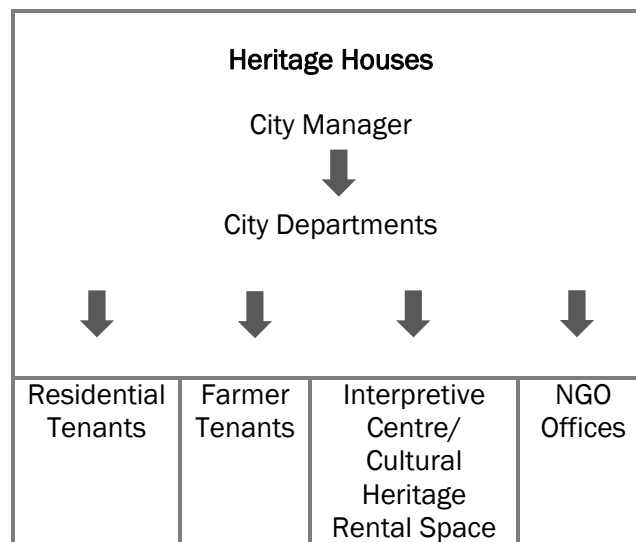


The governance model proposed for Option 4 involves both City Department involvement and external volunteer and/or non-governmental organizations. As with Option 2, the Parks Development is responsible planning, designing and constructing the park facilities. Once the park is constructed, Parks and Forestry Operations would be responsible for park maintenance and upkeep. The Buildings and Facilities department would continue to be

responsible for the heritage houses. As with Option 3, the Environmental Sustainability Office would be responsible for community garden start-ups and general administration of the farm plots, and Recreation and Culture would be responsible for the provision of site programming. Community volunteer garden coordinators and/or non-governmental organizations or farmers/ groups of farmers could also be responsible for day-to-day garden management and can lead community events or programs.



With Option 5, since the property is to be divested and no longer in the hands of the City of Vaughan, no governance structure is proposed.



Finally, with respect to the Heritage Houses, these fall under the mandate of the Buildings and Facilities Department at the City. Depending on the decisions for the future uses of the heritage houses, the governance structure will vary. Some possibilities can be identified; these may include use by residential tenants or farmer tenants. The homes may also be utilized for the development of an interpretive centre or cultural heritage rental space (e.g. by artists), or can provide office space for an NGO or community organization involved in the governance of the property.

8.0 Recommended Alternative

8.1 Recommended Alternative

A thorough investigation and analysis of development opportunities for the MacMillan Farm property has been conducted within the context of the City of Vaughan's objectives for the site. A broad range of opportunities had been previously identified by the City. Our team subsequently narrowed the focus of the analysis to those options which, when evaluated against the agreed upon criteria, were deemed to be the most feasible while also meeting the City's objectives. Consistent the direction provided by the City, our detailed analysis therefore targeted specific options including Option 1 - Status Quo (for comparison), Option 2 - Passive / Active Parkland, Option 3 - Urban Agriculture, Option 4 - Passive /Active Parkland and Urban Agriculture and Option 5 - Property Divestiture.

Our assessment of the above noted development options was supported by a quantitative financial analysis for each option including total capital cost, annual operating cost, annual revenue potential and the net tax increase (decrease) to the average home in Vaughan. Our approach throughout the analysis was to consider the qualitative aspects of each scenario in terms of opportunity to deliver maximum value to the City of Vaughan and its citizens. Our qualitative analysis was supported by a comprehensive financial analysis that enabled direct quantitative comparison between the options.

Based upon our qualitative and quantitative analysis, our recommended option for the City is Option 4: Passive / Active Parkland and Urban Agriculture. Further to the discussion presented in this report, our recommendation for Option 4 can be summarized based upon a number of compelling advantages for this option. The advantages of Option 4 include:

- Passive/Active Parkland and Urban Agriculture uses are complementary uses and consistent with City of Vaughan objectives for the site;
- Passive /Active Parkland represents the best opportunity for the enhanced MacMillan Farm property to provide the greatest benefit to the greatest number of citizens, while implementing key recommendations of the City's Active Together Master Plan;
- The capital cost of Option 4 is only nominally greater than the capital cost for the Passive/Active Parkland option alone due to considerable overlap of the development requirements for Option 2 and Option 3;
- Option 4 leverages capital investments in common infrastructure more quickly and enable citizens of Vaughan to enjoy the full benefits of the property sooner;
- The annual operating cost of Option 4 is also only nominally greater than the operating cost for the Passive /Active Parkland option alone, due to significant administrative overlap for Option 2 and Option 3;
- Implementing urban agriculture also provides an opportunity for future partnerships with organizations that promote, manage and operate urban farms. These partnerships would minimize the operating burden from the City;
- Maintains and is sensitive to the natural heritage and character of the existing property and allows for potential integration with the adjacent NCC lands;
- Provides an opportunity to connect trails with the broader City of Vaughan and York Region trail system;
- Including the Urban Agriculture Option as part of the site development maximizes leverage of the capital investment by expanding opportunity for site usage by a broader spectrum of citizens with diverse interests.

Based upon data inputs to engagement, ongoing feedback and guidance from the City and our thorough analysis of options identified, we believe the City of Vaughan has an historic opportunity to consider upgrading the MacMillan Farm property to extend and enhance the urban experience of its citizens.

8.2 Site Plan and Design Concept

A cost summary for the recommended development alternative design concept consisting of Option 4 is provided below in Table 8-1. This is an estimate based upon inputs provided by the City of Vaughan, MMM design professionals, architectural partners, independent research and comparable benchmarks. Figure 8-1 conceptually illustrates the recommended option.

Option 4	Quantity	Unit	Unit Cost	Cost
Site Servicing				
Road Improvement - Asphalt	400	m	\$975	\$390,000
Parking Lot - Asphalt	50	space	\$5,000	\$250,000
Water Service	300	m	\$150	\$45,000
Signage - Onsite and Offsite	all	N/A	N/A	\$10,000
Entrance Gate	1	gate	\$10,000	\$10,000
Washroom/Storage Facility	1	facility	\$240,000	\$240,000
Subtotal Site Servicing				\$945,000
Site Improvements				
Secure barns and outbuildings	250	m	\$50	\$12,500
Picnic Shelter	1	shelter	\$150,000	\$150,000
Picnic Tables	15	each	\$1,500	\$22,500
Benches	5	each	\$2,000	\$10,000
Children's Play Structure	1	unit	\$150,000	\$150,000
Walking Trail	1,200	m	\$75	\$90,000
Grassed Fields	25,000	Sq. m	\$3.50	\$87,500
Garden Plot Pathway, delineation, signage	200	m	\$50	\$15,000
Subtotal Site Improvements				\$537,500
Total Capital Cost				
Subtotal Capital Cost				\$1,482,500
Consulting, taxes, administration			15%	\$222,375
Total Capital Cost				\$1,704,875

Table 8-1 Summary of Capital Costs for Preferred Option



Figure 8-1: Recommended Option 4

8.3 Development Phasing

As noted above, implementation of Option 4, Passive/Active Parkland and Urban Agriculture is the recommended development alternative. While these two options could be developed using a phased approach, the nominal incremental increase in capital cost and program administration requirements compared to a phased approach favours the more direct approach of a combined implementation. For example, when reviewing capital costs for Option 2 and Option 3 separately, it is apparent that the majority of capital construction required is common to both options. Accordingly, it is recommended that Option 2 and Option 3 be implemented concurrently as part of a single development program. This approach will leverage capital spending to maximize and accelerate usage of the development by a broader citizen constituency.

8.4 Governance Options

Various governance models were considered as outlined in Section 7.5 above, based on the proposed facility usage and development plan. In a 2012 report entitled “Parks, People, and Participation: Models of Park Governance and Community Engagement”, authors Cascante et al. summarize independent research by Paul F.J. Eagles evaluating various park governance models. The research Eagles reveals the Public/Non-Profit Combination is the highest ranked form of park governance with strengths of this model cited as:

- Accountability
- Consensus orientation
- Equity
- Effectiveness
- Financial efficacy
- Rule of law
- Public participation
- Responsiveness
- Strategic vision
- Transparency

The Public/Non-Profit Combination governance model not only offers these key advantages, it is also well-suited to the proposed development for MacMillan Farm by the City of Vaughan as defined within our recommended alternative, Option 4. Notably, the Public/Non-Profit Combination governance model will enable the City to retain control of facility investment, development and broad operations while effectively promoting participation by target sector user groups through engagement with key stakeholder groups. The City is free to implement its strategic vision for the site while still maintaining transparency through public administration of the park on behalf of the citizens of Vaughan.

Participation in management of specific mandates by stakeholder groups promotes public engagement and allows user groups to have some influence in how their park is run with the likely outcome of increasing public engagement in the facility over time. Indeed, the power of grass roots participation and subsequent word of mouth promotion of the opportunities for public participation represent a significant opportunity to drive park participation numbers. The Public/Non-Profit Combination governance model further enhances the transparency of how the park is run and increases responsiveness of the park administration to stakeholder advocacy through a formalized and sustainable relationship.

In this arrangement, the City Manager has overall responsibility for the MacMillan Farm property and is supported by relevant City departments including:

- Parks Development
- Engineering Services
- Parks and Forestry Operations
- Buildings and Facilities
- Environmental Sustainability Office
- Recreation and Culture

The City Manager is further supported by key non-profit external stakeholder groups such as:

- Community Volunteer Garden Coordinators
- Non-Governmental Organization, Farmer or Group of Farmers

9.0 Consultation

9.1 City of Vaughan Advisory Committee

The consultant team worked together with an Advisory Committee at the City of Vaughan, which was made up of representatives from Recreation and Culture, Parks Development, Parks and Forestry Operations, Policy Planning, and Budgeting and Financial Planning.

9.2 Senior Management Team Meetings

With assistance from the City's Project Manager, meetings with the City's Senior Management Team were arranged. The purpose of these meetings was to present our interim findings on the SWOT-analysis, precedent review, consultation to date, Heritage Building conditions, existing natural heritage conditions, and preliminary Business Strategies. The City Manager and Commissioners were invited to participate in the project process. The project team met with interested Commissioners to discuss the project, the options being explored and to obtain feedback on the initial work. Prior to the meeting the commissioners were provided with a presentation and list of key questions.

Following the individual meetings with the City's Commissioners, the consultant team presented the key findings of the study at a Senior Management Team meeting in May 2014.

9.3 Stakeholder Consultation

Focused consultation occurred with key stakeholders, relevant agencies and comparable industries. The purpose of the consultation was to gain insight into the governance and operations of other organizations, as well as to determine whether there are potential partnerships that can be formed.

The initial stakeholder consultation occurred with representatives at the Nature Conservancy of Canada as there are strong linkages between the MacMillan Farm property and the surrounding Nature Conservancy site. The project team contacted representatives from the nature conservancy by telephone to discuss the project, the NCC lands and the NCC management plan. Later in the process, the project team met with the Nature Conservancy more formally. This meeting included members of the consultant's project team, the City's project manager and representatives from the Nature Conservancy. We discussed the property management, their intentions with regards to potential partnerships for future operations/ governance. If possible, we would also like to gain an understanding of the operating costs and maintenance required onsite (i.e., invasive species, agricultural, etc.).

Broader stakeholder consultation provides additional input on potential operating models, governance structures, marketability, and partnerships. The list of stakeholders was initially based on the 2008 stakeholder list and included any additional relevant stakeholders that the project team determines appropriate during the study. The following agencies and organizations were contacted to discuss the project: Toronto and Region Conservation Authority, Bill Redelmeier, owner Southbrook Farms, and a representative from FarmStart. Additional agencies were contacted; however they declined the opportunity to discuss this project with the study team.

10.0 Next Steps and Implementation

This study assessed possible uses for the MacMillan Farm property, including maintaining the status quo (Option 1), developing a site as a passive and active park (Option 2), cultivating a space for urban agriculture (Option 3), combining passive and active parkland and urban agriculture facilities (Option 4), and divesting the property (Option 5). Based on the evaluation of options presented herein, it is recommended that the City proceed with Option 4, as outlined in Section 9.

In order to move forward, it is recommended that the City further refines details associated with developing Option 4. This study presented a conceptual overview of various options for consideration and high-level costing and financial modeling. Implementing Option 4 must begin by undergoing a detailed master planning process to determine specific park use as well as programming.

A number of opportunities exist for developing partnerships with a range of organizations to help focus the uses and operations of the farm (e.g. to develop active farming, educational programmes, etc.), as well as building financial partnerships. It is recommended that the City leverage the property's expansive open space (together with the surrounding NCC lands) situated in an increasingly urban location to draw interest from potential partnering organizations for its management/operations. While there are a number of strategies that can be utilized to attract potential partners, one avenue would be to solicit private sector involvement by issuing a request for proposals. This has the advantage of both attracting innovative strategies for developing the site, and could seek to relieve or significantly reduce the City's operational responsibilities for the property.

The purpose of this study was to assess the financial viability and marketability of potential uses for the MacMillan Farm property and recommend a preferred use, business strategy, governance model and potential partners. This study lays the groundwork for further consideration by the City on the future of this property.

11.0 Sources

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Riverdale Farm, 2014, Riverdale Farm Business Plan <<<http://www.toronto.ca/legdocs/mmis/2012/ex/bgrd/backgroundfile-47816.pdf> >>

A photograph of a community garden with several raised beds, a greenhouse, and people working. In the foreground, a man in a cap and sunglasses holds a basket of fresh vegetables. To his right, a woman in sunglasses and a vest stands with a bicycle. The background shows more garden beds and people working under a clear sky with large trees.

APPENDIX A

Built Heritage Inventories

MacMillan Farm
Built Heritage Description

APPENDIX A

Built Heritage Resource Inventories

The following Heritage Inventories were compiled by Taylor Hazell Architects Ltd., in the role as heritage conservation specialists to the MMM Group Ltd.

Building Inventory

The review and assessment were intended to give an overall description of the current conditions, and opinions about possible heritage attributes and constraints and opportunities for re-purposing within the recommendations for the new business and operational strategies proposed in this report. The terms of reference were as follows:

- Assessments confined to the MacMillan Cook and Valentine Keffer Houses
- Assessments were based on visual reviews only
- Prepare photographic and written inventory of conditions at interior and exterior
- Identify possible character defining attributes to be researched during the next stage of development
- Provide primary floor plan diagrams that indicate arrangement and sizes of rooms for the purposes of feasibility assessment of the buildings

Access to roofs and high levels of the buildings was not provided and an assessment of the building structure by an engineer was deemed unnecessary for the purposes of this study. No destructive/non-destructive testing was conducted. The identification of designated substances was not part of our review. In addition the barns were excluded

THA visited the site on January 24th, and February 1st, 2013 to conduct the surveys of the exterior and interior of both houses. During these visits measurements were taken and floor plans produced of the primary floors of both houses. Representative photos of each room and the exteriors were taken.

The inventories consist of the following parts:

- General description of the exterior and interior conditions and possible heritage significance
- Inventory Assessment Chart: Summarizes observations of the general condition of architectural components of the exterior and interior rooms and assigns a level of condition to each
- Identifies the elements and arrangements which may be deemed Character Defining Attributes pending further research and investigation.

The condition of the building elements and arrangements will be give the following descriptors which assess the condition based on:

- level of intactness and stability;
- need of remediation;
- Whether their condition is subject to further deterioration.

MacMillan Farm
Built Heritage Description

The chart will identify conditions that are producing dynamics that will lead to further deterioration of building elements.

Condition	Definition
VERY GOOD	Element is intact and does not require remediation currently
GOOD	Element is intact but shows signs of deterioration due to normal wear
FAIR	Element is partially intact and deterioration has been arrested
POOR	Element is not intact and is subject to continuing deterioration
VERY POOR	Element is not intact, severely damaged or missing and conditions promoting active deterioration are present

For arrangements that are attributes of the design of the houses, for example 'centre hall plan', the definitions above will not apply. Instead they will be deemed as either 'Intact', 'Partially Intact' or 'Not Intact'.

Taylor Hazell Architects Ltd
Jill Taylor, OAA, FRAIC, CAHP,
Int'l Assoc. AIA, LEED® AP

Built Heritage Inventory & Assessment Chart William Cook House

Arrangement

Attribute	Photo No.	Description	Condition	Potential Heritage Attribute
Form and Massing	WCH-01 WCH-02 WCH-03 WCH-04	2 ½ storey brick structure with a hipped roof and a flat roofed modern 1-storey brick sunroom addition on the south side and a modern entrance portico on the north side.	Partially intact	Further investigation required
Plan Arrangement	See floor plans	The main entrance and stair hall are located off centre and are flanked by a living room and dining room. There is a second entrance on the main elevation at the north end and a secondary stair at the north end of the house. The second floor contains two upper halls with a master suite including a bedroom, dressing room and bathroom at the south end of the house – and two bedrooms and a bathroom/laundry at the north end. There is a large library between the two upper halls. Access to the attic is from the north hall.	Partially intact	Further investigation required
Siting	WCH-05	The house is located on the south side a long entrance lane from Dufferin Avenue and is oriented sideways to the laneway. The road curves and slopes down to the house which is situated on a level site that includes a formal lawn, pond and landscape elements. The house is not visible from Dufferin Avenue and is buffered by a wood lot. The main façade faces East onto a formal lawn surrounded by planting beds. There are trees and a pond on the south side of the house. There is a parking area and a propane tank on the west side of the house. The house has views of; the barns and pond located to the east on the north side of the entrance road, a cultivated field to the east on the south side of the entrance road, and the Keffer House and a	Intact	Further investigation required

cultivated field to the west.

Exterior

Element	Photo No.	Description	Condition	Potential Heritage Attribute
Foundation (Main Building)	WCH-06	The main building has a random fieldstone foundation on north-east half and fieldstone block foundation on the south-east half. The height of the foundation varies from 4'0" in the north section and 18" in the south section.	Fair to Good	Yes
Foundation (Sunroom Addition)	WCH-07	The sunroom addition has a poured concrete foundation wall.	Good	No
Construction (Main Building)	WCH-08	The main building is brick construction consisting of hand-pressed red brick laid in common bond with stretchers every 4 th course, indicating double-brick construction. Window openings are square-headed with brick lintels and wood sills. Several different mortars are evident, including raised ribbon-joint lime mortar and poorly done Portland mortar repairs.	Fair to Good	Yes
Construction (Sunroom Addition)	WCH-11	The sunroom addition is wood frame with a low red brick wall below the windows. Brick is an acceptable match to older brick.	Good	No
Roof (Main Building)	WCH-01 WCH-02	The main building has a hipped roof with 2 front gable dormers on the east and west elevations. Roof covering is wood shingle.	Not assessed	Further investigation needed
Roof (Sunroom Addition)	WCH-04	The sunroom addition has a low slope gable roof.	Not assessed	Further investigation needed
Chimneys	WCH-02 WCH-09	The main building has 2 brick chimneys that have missing mortar and loose bricks.	Poor	Yes
Rain Goods	WCH-10	The entire structure has modern aluminum eaves troughs and downspouts.	Good	No
Cornice (Main Building)	WCH-10	The main building has a wood tongue-and-groove board soffit and simple paired wood brackets.	Fair to Good	Further investigation needed
Windows	WCH-06	The main building has single-glazed 9 over 6 wood sash	Fair to Good	Yes

MacMillan Farm
Built Heritage Description

Element	Photo No.	Description	Condition	Potential Heritage Attribute
(Main Building)	WCH-08	windows, with the exception of the 1 st floor window on the north side which is 6 over 6 wood sash. There are wood storm windows.		
Windows (Sunroom Addition)	WCH-04 WCH-07	Windows in the sunroom addition are double-glazed modern fixed sash and casement wood windows. There are aluminum storm windows.	Good	No
Doors (Main Building)	WCH-12 WCH-13 WCH-14 WCH-15 WCH-16	Exterior doors are all different. The south-east door is a raised panel solid wood door. The north-east door is wood with paired glass panels. The north door is wood with 12 over 1 divided lights. Both doors on the east elevation have wood storm doors. The door on the north elevation has an aluminum storm door. Entrances are located at different grades. The south-east door is located above grade 2 steps. The north-east entrance is located at grade. The north entrance is located below grade 3 steps.	Fair to Good, with exception of the casing around the north-east entrance door where there is evidence of water damage at grade	Yes (not North entrance)
Doors (Sunroom Addition)	WCH-11	The sunroom addition has one wood sliding door. The sunroom entrance is located at grade.	Good	No
Projections (Entrance Portico)	WCH-16	The modern entrance portico on the north side is wood frame with low fieldstone walls and piers supporting a gable roof with asphalt shingle. The fieldstone is an acceptable match to older fieldstone. There is a modern iron handrail.	Fair	No
Paving	WCH-02 WCH-12 WCH-13 WCH-11 WCH-14	The entrance road and parking area are gravel. There is an untreated wooden stoop at the south-east entrance. There is flagstone paving at the north-east entrance. There is interlocking brick at the entrance to the sunroom. There is a combination of interlocking brick, poured concrete and flagstone at the north entrance.	Poor, especially the flagstone around the north-east entrance which does not appear to be providing proper drainage and possibly contributing to rot at the base of the	No

MacMillan Farm
Built Heritage Description

Element	Photo No.	Description	Condition	Potential Heritage Attribute
			wood casing around the door.	
Interior				
Location	Photo No.	Description	Condition	Potential Heritage Attribute
Front Hall	WCH-01	A small rectangular space between the Living Room and Dining Room that contains a narrow staircase and a blind hall formerly leading to the Kitchen. The hall stairs provide access to the 2 nd floor.		
	WCH-02			
	WCH-03			
	WCH-04			
	WCH-05			
Floor finishes	WCH-06	Pine plank floors, with boards of varying widths between 7-8 ins.	Good	Yes
Wall finishes	WCH-01	Painted plaster with wooden chair rail and wood tongue and groove panelling on the lower third. The walls adjacent to the door have openings to flanking rooms that are fitted with glass shelves.	Good	
	WCH-04			
Ceilings	WCH-01	Painted dry-wall	Good	No
Windows & hardware				
	WCH-01	n/a	n/a	Yes
Doors & hardware	WCH-02	There is 1 exterior raised panel wood door with modern hardware. Interior doors to flanking rooms are raised panel wood doors with original hardware.	Fair to Good	Yes
	WCH-03			
	WCH-04			
Wood trim	WCH-03	Wood trim includes chair rail, baseboard, door and window casings.	Fair to Good	No
Light fixtures	WCH-01	There is 1 modern pendant ceiling fixture and 1 pot light	Good	Yes
Staircase	WCH-01	There is a narrow straight run wood staircase (30 ins) that provides access to the 2 nd floor South Hall. It has a stained wood handrail and newel with painted wood spindles and painted wood paneling along the wall. There is modern carpeting on the stairs and a modern handrail affixed to the wall.	Good	Yes (not carpet or handrail affixed to wall)
	WCH-05			
Living Room		A rectangular room with access to Front Hall, Sunroom Addition		

MacMillan Farm
Built Heritage Description

Location	Photo No.	Description	Condition	Potential Heritage Attribute
Floor finishes	WCH-07	and Kitchen. Pine plank floors with boards of varying widths between 7-8 ins.	Good	Yes
Wall finishes	WCH-08	Wallpaper over plaster. There is tongue and groove wood panelling on lower third of the wall with a ledge on top.	Good	Yes
Ceiling	WCH-08	Painted dry-wall	Good	No
Windows & hardware	WCH-09	There are two single-glazed 9 over six wood sash windows with original hardware.	Good	Yes
Doors & hardware	WCH-10	There is one raised wood panel door leading to the Front Hall that has original hardware. There is a modern French door leading to the sun room. Opening to the Kitchen does not have a door.	Good	Yes (not French door)
Wood trim	WCH-13	Wood trim includes wood chair rail, wall panelling, door and window casings and baseboards.	Good	Yes
Light fixtures	WCH-12	There is a modern iron chandelier. (There are two candelabra brass sconces on the wall).	Good (the candles in the wall sconces may be a fire hazard)	No
Sunroom	WCH-14	A rectangular addition with a brick knee wall with windows above on three sides and a sliding door on the east side.		
Floor finishes	WCH-15	Flagstone tile	Good	No
Wall finishes	WCH-14 WCH-15	Painted dry-wall on three sides and exposed brick wall of main building.	Good	No
Ceiling	WCG-14	Painted dry-wall		No
Windows & hardware	WCH-14	Double-glazed metal framed fixed and casement sash with metal hardware.	Good	No
Doors & hardware	WCH-16	There is one glazed sliding door to the outside and one French door to the interior of the main building (ie; Living Room).	Good	No
Light fixtures	WCH-15	Pot lights	Good	No
Dining Room	WCH-17 WCH-18	A rectangular room with access to the Front Hall, Kitchen and Side Entry hall. There is a narrow enclosed staircase in the north west corner that provides access to the 2 nd floor. There is		

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Location	Photo No.	Description	Condition	Potential Heritage Attribute
Floor finishes	WCH-20	a fireplace on the west side. The Dining Room is level with the Kitchen and North Entry Hall but is two steps lower than the Front Hall and Living room. Medium-stained oak parquet. There are modern forced air heating vents cut through the floor.	Fair	No
Wall finishes	WCH-21 WCH-22	Plaster with wallpaper. There tongue and groove wood panelling on the lower third of the walls with a ledge on top. There is a glass panel on the west wall that reveals part of a mud brick wall from an earlier structure.	Fair to Good	Yes
Ceilings	WCH-17	Painted dry-wall	Good	No
Windows & Hardware	WCH-21	There are two single glazed 9 over 6 single-glazed wood sash windows with original hardware. There is one 6 over 6 single-glazed wood sash window with original hardware.	Fair to Good	Yes
Doors & Hardware	WCH-23 WCH-24	There are raised panel wood doors to the Front Hall and the Side Entry Hall with original hardware. There is one wood exterior door on the east side with divided lights. There is a raised panel door to the staircase in the north-west corner with original metal latch.	Fair to Good	Yes
Wood Trim	WCH-25	Wood trim includes wood chair rail, wall panelling, door and window casings and baseboards. The fireplace mantel may be a reproduction.	Fair to Good	Yes (Further investigation needed to determine if fireplace mantle is a reproduction)
Light fixtures	WCH-17	Pot lights	Good	No
Fireplace	WCH-26	There is a brick fireplace on the west wall with exposed chimney breast and brick hearth. It has a reproduction wood mantel.	Good	Further investigation needed
Staircase	WCH-24 WCH-27	There is an enclosed wood stair case with a left-hand turn in the north west corner of the Dining Room that provides access to the 2 nd Floor North Hall. Stairs are wood with carpet on top.	Fair to Good	Yes
Kitchen	WCH-28 WCH-29 WCH-30	A long rectangular room that stretches along the back of the main building. The kitchen is on the same level as the Dining Room and North Entry Hall but is two steps lower than the Dining Room and Front Hall. There is a home office and a		

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Built Heritage Description

Location	Photo No.	Description	Condition	Potential Heritage Attribute
		fireplace located at the south end and a bathroom at the north end. There is a free-standing island in the center of the room with stove-top and built-in cabinets. Built-in cabinets and other appliances are arranged along the west, north and east walls. There is access to the basement on the east wall. Kitchen cabinets and fixtures appear to date from the 1980s.		
Floor finishes	WCH-28	Light-stained parquet.	Fair	No
Wall finishes	WCH-28	Painted dry-wall with exposed brick chimneys.	Good	
Ceilings	WCH-31	Painted dry-wall. The ceiling overlaps the top of the window frames on the south side.	Good	No
Windows & hardware	WCH-29	There six over nine sash windows with original hardware.	Fair to Good	Yes
Doors & hardware	WCH-28	There is one painted wood door to the Basement and one painted wood door to the Side Entry Hall.	Fair to Good	No
Wood trim	WCH-31	Wood trim includes baseboards and door and window casings.	Fair to Good	Yes
Light Fixtures	WCH-28	Pot lights	Good	No
Fireplace	WCH-32	There is an exposed brick fireplace with a brick hearth and rustic timber mantel located at the south end on the west wall. The back of the Dining Room fireplace is exposed brick with a built-in wood cabinet below.	Fair to Good	Further investigation needed
Powder Room	WCH-33	A small 2-piece bathroom.		
Floor finishes	WCH-33	Light-stained oak parquet.	Good	
Wall finishes	WCH-33	Painted dry-wall	Good	
Ceilings	WCH-33	Painted dry-wall	Good	
Windows & hardware		n/a	n/a	
Doors & hardware	WCH-33	There is one painted wood door	Good	No
Wood trim		n/a	n/a	n/a
Light fixtures	WCH-33	Pot lights and wall sconce above sink	Good	No
Bathroom fixtures	WCH-33	Sink and toilet	Fair to Good	No
Side Entry Hall	WCH-34	An entrance vestibule located inside the north entrance with closets and a small built in counter and cabinets in the south east corner.		
	WCH-35			
	WCH-36			
Floor finishes	WCH-35	Light-stained oak parquet.	Fair to Good	No

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Location	Photo No.	Description	Condition	Potential Heritage Attribute
Wall finishes	WCH-35	Painted dry-wall with modern stained tongue-and-groove wall panelling. Built-in stained wood cabinets.		No
Ceilings	WCH-35	Painted dry-wall	Good	No
Windows & hardware	n/a		n/a	No
Doors & hardware	WCH-35	One modern French door to the outside. Modern stained wood double doors to closet on south wall. Original painted wood plank door on closet beneath the staircase with original latch hardware.		Yes (closet beneath the staircase only)
	WCH-36			
	WCH-37			
Wood trim	WCH-35	Modern unpainted pine trim	Good	No
Light fixtures	WCH-35	Pot lights	Good	No
Bathroom fixtures	WCH-36	There is a built-in bath in the closet on the south wall.	Good	No
2nd Floor South Hall	WCH-37	A small landing at the top of the stairs that is level with the Master Bathroom, Dressing Room and Library. There are four steps leading to an upper landing that is level with the Master Bedroom.		
	WCH-38			
Floor finishes	WCH-39	Pine plank floor with boards of varying widths, approximately 7-8 ins. Steps are carpeted.	Good	Yes (not carpet)
Wall finishes	WCH-37	Plaster with wood paneling on the lower third of the wall on the lower landing.	Fair to Good	Yes
Ceilings	WCH-37	Dry-wall	Good	No
Windows & hardware	WCH-37	There is one single-glazed 9 over six wood sash window with original hardware.	Fair to Good	Yes
Doors & Hardware	WCH-37	There are three raised panel wood doors with original hardware.	Fair to Good	Yes
Wood trim	WCH-39	Wood trim includes wood wall panelling, door and window casings, wood baseboard, stair railing	Fair to Good	Yes
Light fixtures	WCH-37	Modern brass ceiling fixture		No
Master Bedroom	WCH-40	A square room with access to the South Hall upper landing and the Dressing Room (down 4 steps).		
	WCH-41			
Floor finishes	WCH-42	Pine plank floors with boards of varying widths, approximately 7-8 ins.	Fair to Good	Yes
Wall finishes	WCH-40	Painted plaster	Fair to Good	Yes
	WCH-41			

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Location	Photo No.	Description	Condition	Potential Heritage Attribute
Ceilings	WCH-40	Painted dry-wall	Good	No
Windows & hardware	WCH-43	Two single-glazed 9 over 6 wood sash windows with original hardware.	Fair to Good	Yes
Doors & hardware	WCH-44	There is one raised panel wood door with original hardware.	Fair to Good	Yes
Wood trim	WCH-44	Wood trim includes original door and window casings and baseboards.	Fair to Good	Yes
Light fixtures	WCH-40	Pot lights	Good	No
Master Bathroom	WCH-45	A six-piece bathroom with modern fixtures including a two sinks claw-foot bath tub, built-in shower, toilet and bidet.	Fair	No
Floor finishes	WCH-45	Pine plank floor with boards of varying widths, approximately 7-8 ins.	Fair to Good	Yes
WCH-46				
Wall finishes	WCH-45	Painted dry-wall and modern tongue-and-groove wall panelling on lower third of wall.	Fair	No
WCH-46				
Ceilings		Painted dry-wall	Good	No
Windows & hardware	WCH-45	One single-glazed 9 over 6 wood sash window with original hardware.	Fair to Good	Yes
Doors & hardware	WCH-46	There is a raised wood panel door to the Hall. There is a painted wood pocket door between the Bathroom and Dressing Room	Fair	Yes (door from hallway only)
Wood trim	WCH-45	Modern pine wall panelling, door and window casings.	Good	Yes (hall door casing only)
Light fixtures	WCH-46	Wall sconces.	Good	No
Dressing Room	WCH-47	A room between the Master Bedroom and Bathroom with built-in closets on two walls. There are 4 steps up to the Master Bedroom with modern carpet and a modern handrail attached to both walls.		
Floor finishes	WCH-47	Pine plank floor with boards of varying widths, approximately 7-8 ins.	Fair to Good	Yes
WCH-48				
WCH-49				
WCH-50				
Wall finishes	WCH-47	Painted plaster		
Ceilings		Painted dry-wall		
Windows & hardware	WCH-49	One single-glazed 9 over 6 wood sash window with original hardware.	Fair to Good	Yes

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Location	Photo No.	Description	Condition	Potential Heritage Attribute
Doors & hardware	WCH-48	One modern pocket door to Master Bathroom. Ten closet doors with trim and 10 upper closet doors with no trim.	Fair	No
Wood trim	WCH-49	Wood trim includes door and window casings and wood baseboards.	Fair to Good	Yes (window casing and baseboard only)
Light fixtures	WCH-50	Wall sconce	Fair	No
Library	WCH-51	A rectangular room with access to the South and North Hall landings. There is a fireplace in the center of the west wall and floor to ceiling built-in bookcases lining the south and north walls.		
	WCH-52			
Floor finishes	WCH-53	Wood plank floors with 5 in. boards. Library and adjacent South landing floor boards are not continuous. Boards in the South Landing are slightly wider a lighter in colour.	Fair to Good	Yes
Wall finishes	WCH-51	Painted plaster with wood chair rail and paneling on lower third of the wall on west and east walls. Built in wood floor to ceiling bookcases on south and north walls.	Fair to Good	Yes (not bookcases)
	WCH-52			
Ceilings	WCH-51	Dry-wall	Good	No
	WCH-52			
Windows & hardware	WCH-51	There are two single-glazed 9 over 6 wood sash windows with original hardware.	Fair to Good	Yes
Doors & hardware	WCH-54	There are two raised panel wood doors with original hardware.	Fair to Good	Yes (not bookcase doors)
	WCH-55	Bookcases have wood doors with wood knobs on the lower quarter.		
Wood trim	WCH-51	Wood trim includes wood chair rail, wall panelling, door and window casings and wood baseboards. Fireplace mantle appears to be a reproduction. Bookcases are not original.	Fair to Good	Yes (Further investigation needed to confirm if fireplace mantle is a reproduction)
	WCH-54			
	WCH-55			
Light fixtures	WCH-51	There is one modern chandelier.	Fair	No
Fireplace	WCH-56	Exposed brick chimney apron and hearth with a reproduction wood mantel.	Fair to Good	Further investigation needed
2nd Floor North Hall	WCH-57	A small hall with access to the 2 nd floor Bathroom/Laundry, two Bedrooms and the attic staircase.		
	WCH-59			
Floor finishes	WCH-57	Pine plank floor with 5 in boards	Fair to Good	Yes

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Location	Photo No.	Description	Condition	Potential Heritage Attribute
Wall finishes	WCH-57	Painted plaster	Fair to Good	Yes
Ceilings	WCH-57	Dry-wall	Good	No
Windows & hardware	WCH-58	One single-glazed 9 over 6 wood sash window with original hardware.	Fair to Good	Yes
Doors & hardware	WCH-59	Four raised panel wood doors with original hardware.	Fair to Good	Yes
Wood trim	WCH-59	Wood trim includes door and window casings and baseboard.	Fair to Good	Yes
Light fixtures		Modern ceiling fixture	Good	No
Staircase	WCH-57	There is a left turn wood staircase leading to the attic with wood banister.	Fair to Good	Yes (further investigation needed)
2nd Floor	WCH-60	A three-piece bathroom with sink, bath and toilet. Also contains laundry facilities including washer and dryer.	Fair	Yes (not bathroom fixtures)
Bath/Laundry Room	WCH-61	Pine plank floor with 5 in. boards	Fair to Good	Yes
Floor finishes	WCH-61	Painted plaster with ceramic tile around bath.	Fair	Yes (not ceramic tile)
Wall finishes	WC-60	Painted dry-wall	Good	No
Ceilings	WCH-60	One single-glazed 9 over 6 sash window.	Fair to Good	Yes
Windows & hardware	WCH-60	One raised panel wood door with original hardware. Wood cabinet doors.	Fair to Good	Yes (not cabinet doors)
Doors & hardware	WCH-61	Wood trim includes wood door and window casings and baseboard.	Fair to Good	Yes (not baseboard)
Wood trim	WCH-61	Modern wall sconce	Good	No
Light fixtures	WCH-60	Modern fixtures including a built-in sink and cabinet, toilet and bathtub.	Fair	No
Bathroom fixtures	WCH-60	One washer and one dryer and built in wood cabinets.	Fair	No
Laundry fixtures	WCH-61	A small bedroom with one window.	Fair to Good	Yes
East Bedroom	WCH-62	Pine plank floors with 5 in boards.	Fair to Good	Yes
Floor finishes	WCH-62	Plaster	Fair to Good	Yes
Wall finishes	WCH-62	Dry-wall	Good	No
Ceilings	WCH-62	One single-glazed 9 over 6 wood sash window with original hardware.	Fair to Good	Yes
Windows & hardware	WCH-63	One raised panel wood door with original hardware.	Fair to Good	Yes
Doors & hardware	WCH-64	Wood trim includes door and window casing and baseboard.	Fair to Good	Yes
Wood trim	WCH-63		Fair to Good	Yes

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Location	Photo No.	Description	Condition	Potential Heritage Attribute
Light fixtures	WCH-64	One flush mount ceiling fixture	Good	No
West Bedroom	WCH-65 WCH-66	A small bedroom with one window, a closet and a fireplace.		
Floor finishes	WCH-66	Pine plank floors with 5 in. boards	Fair to Good	Yes
Wall finishes	WCH-65	Plaster with wallpaper	Fair to Good	Yes
Ceilings	WCH-65	Painted dry-wall	Good	No
Windows & hardware	WCH-65	One single-glazed 9 over 6 wood sash window with original hardware.	Fair to Good	Yes
Doors & hardware	WCH-66	Two raised panel wood doors with original hardware.	Fair to Good	Yes
Wood trim	WCH-66	Wood trim includes door and window casings and baseboard. Fireplace mantle appears to be a reproduction.	Fair to Good	Yes (Further investigation needed to determine if fireplace mantle is original)
Light fixtures		One flush mount ceiling fixture	Good	No
Fireplace	WCH-67	Exposed brick chimney apron and hearth with a painted wood mantel.	Fair to Good	Further investigation needed
Attic	WCH-68 WCH-69 WCH-70	The attic is comprised of a finished room on the east side with sloping ceilings and a dormer window and an unfinished area on the west side. Original features include plaster walls, wood trim, wood plank floors, roof timbers.	Fair to Good	Yes
Stairs	WCH-71	There narrow right turn stair leading to the attic with wood treads and risers. There is no handrail.	Fair to Good	Yes
Basement	WCH-72	There is a full basement under the south portion of the house. There is a crawl space under the north portion that was not accessible. Access to the basement is from the Kitchen. Modern floor joist have been installed to support the Dining and Living Rooms.		Further investigation is required.
Floor finishes	WCH-72	New concrete block foundation walls are visible in the crawl space to the north and the in the basement to the south.		
Wall finishes	WCH-72 WCH-73	Poured concrete Concrete Block	Good Good	No No

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Location	Photo No.	Description	Condition	Potential Heritage Attribute
Framing	WCH-73	There are two large hand-hewn timbers supporting the rafters.	Fair to Good	Yes (not modern framing)
	WCH-74	There is a brick pier supporting the center of the timbers. There		
	WCH-75	is modern framing under the kitchen.		



WCH - 01 East Elevation



WCH - 02 West Elevation



WCH - 03 North Elevation



WCH - 04 South Elevation



WCH - 05 Entrance road



WCH - 06 East Elevation window



WCH - 07 Sunroom Addition detail



WCH - 08 East Elevation windows



WCH - 09 West Elevation dormer and chimney



WCH - 10 Roof cornice and brackets



WCH - 11 Sunroom addition



WCH - 12 South-east entrance



WCH - 13 North-east entrance



WCH - 14 North-east entrance paving



WCH - 15 North entrance



WCH - 16 North Entrance portico



WCH-01 Front Hall stairs



WCH-02 Front Hall entrance



WCH-03 Front Hall level



WCH-04 Front Hall to LR



WCH-05 Front Hall stairs



WCH-06 Front Hall floor



WCH-07 LR floor



WCH-08 Living Room



WCH-09 LR window



WCH-10 LR door



WCH-11- LR door



WCH-12 LR opening to K



WCH-13 LR trim



WCH-14 Sunroom



WCH-15 SR wall



WCH-16 SR windows



WCH-17 Dining Room



WCH-18 DR



WCH-19 DR level



WCH-20 DR to K parquet



WCH-21 DR trim detail



WCH-22 DR mud brick wall



WCH-23 - DR North-east Entrance



WCH-24 DR Back Stairs



WCH-25 DR trim detail



WCH-26 DR fireplace



WCH-27 DR back stairs



WCH-28 Kitchen



WCH-29 Kitchen



WCH-30 Kitchen level



WCH-31 Kitchen ceiling



WCH-32 Kitchen fireplace



WCH-33 Powder Room



WCH-34 Kitchen hall



WCH-35 North Entrance Hall



WCH-36 North Entrance Hall bath



WCH-37 North Entrance closet



WCH-37 South landing



WCH-38 South landing



WCH-39 South landing stairs



WCH-40 Master Bedroom



WCH-41 Master Bedroom



WCH-42 MBed floor



WCH-43 MBed windows



WCH-44 MBed door



WCH-45 Master Bath



WCH-46 Master Bath



WCH-47 Dressing Room



WCH-48 Dressing Room



WCH-49 Dressing Room window



WCH-50 Dressing Room level



WCH-51 Library



WCH-52 Library



WCH-53 Library floor



WCH-54 Library door



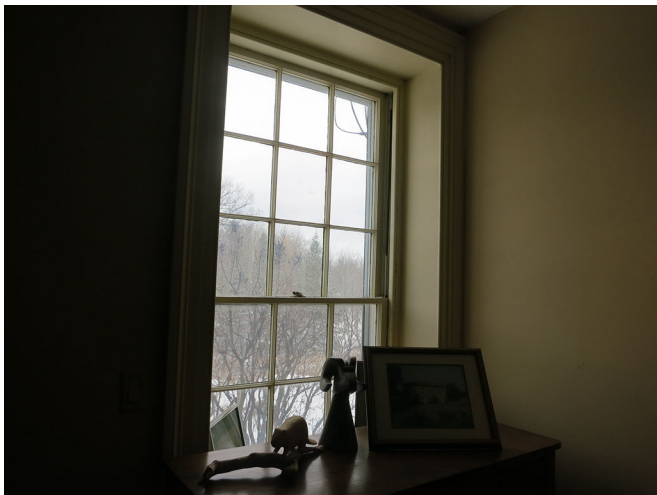
WCH-55 Library door



WCH-56 Library fireplace



WCH-57 North Landing



WCH-58 North landing window



WCH-59 North landing



WCH-60 Bath & laundry



WCH-61 Bath & laundry



WCH-62 East Bedroom



WCH-63 East Bedroom trim



WCH-64 East bedroom door



WCH-65 West bedroom



WCH-66 West bedroom doors



WCH-67 West Bedroom fireplace



WCH-68 Attic room



WCH-69 Attic timber frame



WCH-70 Attic split lathe



WCH-71 Attic stairs



WCH-72 Basement stairs



WCH-73 Basement new walls & joists



WCH-74 Basement old beams



WCH-75 Basement brick support

Built Heritage Inventory & Assessment Chart Valentine Keffer House

Arrangement

Attribute	Photo No.	Description	Condition	Potential Heritage Attribute
Form and Massing	VKH-01 VKH-02 VKH-03 VKH-04 VKH-05	1 ½ storey frame structure comprised of a 3-bay rectangular main block with a rectangular ½ storey frame addition on the south side.	Intact	Yes
Plan Arrangement		The main block of the house originally had a centre-hall plan with the main entrance possibly located in the centre of the south side where the kitchen addition is now located.	Intact	Yes

Siting	VKH-06	The house is located on the south side of a long entrance lane from Dufferin Avenue that provides access to the William Cook House and the barns and outbuildings on the property. The Keffer House is not visible from Dufferin Avenue and is buffered by a wood lot. It is located a short distance to the west of the Cook House, which is also located on the south side of the entrance road. It is set slightly further back from the road than the Cook House. It is separated from the road by an unpaved parking area with a drive and temporary garage structure on the east side of the house. There are ploughed fields on the south and west sides. The main entrance is at the rear of the main block and there are secondary entrances on the south and east elevations of the Kitchen addition. There is modern wood decking around the Kitchen addition.	Not applicable	Not applicable
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Exterior

Element	Photo No.	Description	Condition	Potential Heritage Attribute
Foundation	VKH-07	The entire structure sits on a modern concrete block foundation. There are concrete window wells around basement windows.	Good	No
Construction	VKH-07	The entire structure is wood frame with horizontal wood board	Fair to Good	Yes

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Element	Photo No.	Description	Condition	Potential Heritage Attribute
Roof	VKH-03	cladding. The main block has plank on plank construction visible in the interior of the hallway closet. The Main Block and Kitchen addition have gable roofs that intersect at right angles. The Kitchen Addition has a gabled dormer near the centre of each side.	Fair	Yes
Chimneys	VKH-05	There is a modern chimney on the East Elevation of the Main Block	Good	No
Rain Goods	VKH-08	The entire structure has aluminum eaves troughs and downspouts	Fair	No
Cornice	VKH-09	The entire structure has a plain vinyl soffit and fascia	Poor	Further investigation needed to determine if there is original material beneath the cladding
Windows	VKH-10 VKH-11 VKH-12	The Main Block has single-pane six-over-six wood sash. The Kitchen Addition has single-pane two-over-two wood sash.	Fair - Poor	Yes
Doors	VKH-13 VKH-14 VKH-15	The Main Block has a single entrance door on the south side with raised wood panels on the lower half and divided lights in the top half. The Kitchen Addition has two entrance located on the south and east sides that are Dutch doors with wood on the lower half and divided lights on the top half.	Fair	Yes
Projections	VKH-16 VKH-17 VKH-02	There is modern wood decking around the Kitchen Addition including; a platform at the Main entrance with two wooden steps and no railings, a large L-shaped deck with railings on the South and East sides of the Kitchen addition. The deck provides access to the south and east Kitchen entrance doors and to the back yard which is down four steps. The deck contains a large seating and barbeque area.	Fair to Poor	No
Paving	VKH-01	Areas around the house are unpaved	Fair	No

Interior

Element	Photo No.	Description	Condition	Potential Heritage Attribute
Mud Room	VKH-18	A rectangular room located in the Main Block that is accessed directly from the main entrance and is currently being used as a mud room. The entrance is located on the south wall and there are two windows on the west wall. A door at the north end leads to small hall flanked by a bathroom and a sauna. A door on the east side leads to a hall that contains the stairs to the 2 nd floor of the Main Block.	Fair to Good	
	VKH-19			
Floor finishes	VKH-18	Wood plank floors, approximately 5" wide	Fair to Good	Yes
Wall finishes	VKH-20	Horizontal tongue-and-groove boards with a beaded edge, approximately 5" wide. Chair rail and painted horizontally laid wood boards on the lower third of the wall. Upper two thirds are stained, lower third is painted.	Good	Yes
Ceilings	VKH-21	Wood plank – painted white.	Good	Yes
Windows & hardware	VKH-18	There is a double window on the east wall that has two single-pane six-over-six sash windows. The trim and hardware were not evaluated because they were hidden behind furniture and window treatments that could not be moved.		Further investigation needed
Doors & hardware	VKH-21	The entrance door is a wood door with two raised panels on the lower half and glazing on the upper half. It has older hardware with a new brass lock below. The door to the bathroom/sauna area is a wood door with six raised panels and has an older latch. The door to the stair hall has been removed.	Fair to Good	Yes
Wood trim	VKH-21	Each door and window casings is slightly different. Trim widths and profiles vary. There is a thin crown moulding that does not appear to be original. Trim may have been added to simpler	Fair to Good	Yes (Further investigation needed)
	VKH-22			
	VKH-23			

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Element	Photo No.	Description	Condition	Potential Heritage Attribute
Light Fixtures	VKH-18	original door casings. There is one modern ceiling mounted light fixture.	Good	No
1st Floor Bathroom	VKH-24	A small three piece bathroom. There is a small hall between the bathroom and sauna.		
Floor finishes	VKH-25	Vinyl tile	Fair	No
Wall finishes		Horizontal tongue-and-groove boards with a beaded edge, approximately 5" wide. Some areas are painted others are stained. There is modern ceramic tile around the bathtub.	Fair	Yes (not ceramic tile)
Ceiling		Wood tongue-and-groove boards, approximately 5" wide, painted white.	Fair	Further investigation needed
Windows & hardware		There is one small modern sash window in the bathroom and a single-pane six-over-six sash window in the hall between the bathroom and sauna.	Fair to Good	Yes – for hall window only
Doors & hardware		There is one modern wood door with modern hardware	Fair to Good	No
Light fixtures		There is one modern ceiling mounted light fixture	Good	No
Sauna	VKH-26 VKH-27	A modern wood lined steam sauna.	Good	No
Hall	VKH-28 VKH-29	A small rectangular hall that contains stairs to the second floor and a large closet, and doors through to the Mud Room, Living Room and Kitchen. The door to the kitchen is centred on the wall and flanked by two symmetrical openings that have been filled with shelving. This may reflect the former front entrance to the Main Block (with door and sidelights), prior to the Kitchen Addition.		Further investigation required
Floor finishes	VKH-30	Wood plank floors, approximately 5" wide. There is a square area that has been patched.	Fair	Yes
Wall finishes	VKH-28 VKH-29	The upper portion of the walls is painted plaster with a painted wood chair rail and horizontal wood boards on the lower quarter.	Fair	Yes
Ceiling	VKH-28	Plaster	Fair to Good	Further investigation needed
Windows & hardware		n/a	n/a	n/a

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Element	Photo No.	Description	Condition	Potential Heritage Attribute
Doors & hardware	VKH-29	Doors to the adjoining rooms and staircase have been removed. Evidence of hinges is visible on the door casings. There closet door has four raised panels and an older latch mechanism.	Poor (doors have been removed)	Yes
Wood trim	VKH-28 VKH-29	Trim around the doors is similar. The trim above the stair case has been cut and removed. There is a crown moulding that may be original.	Fair to Poor	Yes
Light fixtures		There is no light fixture	n/a	n/a
Stairs	VKH-31 VKH-32	The stairs are painted wood with horizontal wood plank panelling on both sides. There are no handrails. The opening to the stairs has been altered and part of the trim is missing at the ceiling juncture.	Fair to Good (see top of entrance to stairs)	Yes
Hall closet	VKH-33 VKH-34 VKH-35	There is a closet to one side of the stairs. The 'plank on plank' (or 'stacked plank') construction of the walls is exposed on the interior. The planks are stacked horizontally and are approximately ¾" thick.	Fair to Good	Yes
Living Room	VKH-36 VKH-37	A rectangular room with a small alcove in the north west corner containing book shelves and a fireplace in the center of the east wall.		
Floor finishes		Wood plank floors with boards approximately 5" wide	Fair to Good	Yes
Wall finishes	VKH-38	Horizontal wood tongue-and-groove with a beaded edge, approximately 5" wide	Good	Yes
Ceiling	VKH-38	Painted wood panelling, approximately 5" wide, painted white.	Fair to Poor (sagging)	Yes
Windows & hardware		There is one single-pane six-over-six wood sash window on the north wall. There are two eight-over-eight wood sash windows on the east wall. There is one six-over-six wood sash window on the south wall. These windows were not assessed because they were obscured by modern window treatments.		Further investigation needed.
Doors & hardware	VKH-39	The door from the hallway has been removed but the location of the hinges is visible.	Poor	Yes
Wood trim	VKH-38 VKH-39	Trim around the door and the window on the north are similar and similar to trim in stair hall and may be original. Trim around	Fair to Good	Yes (not east window trim)

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Built Heritage Description

Element	Photo No.	Description	Condition	Potential Heritage Attribute
Light fixtures	VKH-37	windows on the east wall is thinner and has a flat profile and does not appear to be original. There is a thin crown moulding that does not appear to be original. There is modern ceiling-mounted track lighting at the north end of the room.	Fair	No
Fireplace	VKH-40	There is a modern brick fireplace in the centre of the East wall.	Fair to Good	No
Kitchen Addition	VKH-41	A rectangular room with exterior doors on the south and east side. Access to the 2 nd floor office and basement are located at the south end.		
Floor finishes	VKH-42	Wood plank, approximately 3 1/2" wide.	Fair to Good	Yes
Wall finishes	VKH-43	The upper half is painted plaster. There is a chair rail and vertical tongue-and-groove wood paneling on the lower half.	Fair to Good	Yes
Ceilings	VKH-41	Dry-wall with pot lights.	Good	No
Windows & hardware		The east and west walls each have two single-glazed two-over-two wood sash windows.	Fair to Good	Yes
Doors & hardware	VKH-44	There are two exterior doors located on the south and east walls that are Dutch doors with a cross panel pattern on the lower half and a single-glazed 9-light window on the top half. Both have modern hardware. There are two raised panel wood doors with original latches located at the entrance to the two staircases at the south end of the room.	Fair to Good	Yes
Wood trim	VKH-45	Door and window trim is wide with a flat margin and simple profile that is different from other areas of the 1 st floor. There is a crown molding.	Fair to Good	Yes (Further investigation needed)
Stairs	VKH-46 VKH-47	There is an enclosed right turn wood stair to the 2 nd floor office with an enclosed left turn wood stair to the basement underneath. The second floor stair has a modern handrail the basement stair has no handrail.		
2nd Floor Hall	VKH-48 VKH-49	A small rectangular space at the top of the stairs that provides access to all upper floor rooms. There are modern wood railings on either side of the stairwell. There is a large modern skylight in the ceiling.	Fair to Good	Yes

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Element	Photo No.	Description	Condition	Potential Heritage Attribute
Floor finishes	VKH-50	Wood plank, approximately 5" wide.	Fair to Good	Yes
Wall finishes	VKH-49	Horizontal tongue-and-groove boards with a beaded edge, approximately 5" wide	Fair to Good	Yes
Ceilings	VKH-49	Wood tongue-and-groove with a beaded edge, approximately 5" wide. The ceiling slopes down to the outside wall.	Fair to Good	Yes
Windows & hardware	VKH-49	There is a large modern fixed-pane skylight in the ceiling and a modern fixed-pane window in the exterior wall.	Poor (evidence of leaking skylight)	No
Doors & hardware	VKH-51 VKH-52	There are 4 original wood doors with six raised panels and original hardware.	Fair to Good	Yes
Wood trim	VKH-51	Trim around the bathroom door is simple with a flat profile. Trim around bedroom doors is different and has mitred edges.	Fair to Good	Yes
Light fixtures		There is one ceiling mounted fixture.	n/a	n/a
2nd Floor Bathroom	VKH-53	A small three-piece bathroom.	Poor (inadequate venting)	No
Floor finishes	VKH-53	Vinyl tile	Fair	No
Wall finishes	VKH-53	Partition walls have single vertical tongue-and groove boards with a beaded edge with no framing, approximately 5" wide.	Poor (mildew stains)	Further investigation needed.
Ceiling	VKH-53	Tongue-and-groove boards with a beaded edge, approximately 5" wide.	Fair to Good	Yes
Windows & hardware	VKH-53	There is one window.		
Doors & hardware	VKH-53	There is one raised panel door with original hardware.	Fair to Good	Yes
Light fixtures	VKH-53	There is one modern ceiling fixture.	Good	No
Bathroom fixtures	VKH-53	Modern fixtures including a pedestal sink, toilet, and bathtub with shower.	Fair to Poor	No
Bedroom 1 (SW corner)	VKH-54 VKH-55	A rectangular room with a closet and one window. The ceiling slopes down on the south side.		
Floor finishes	VKH-56	Wood plank, approximately 5" wide.	Fair to Good	Yes
Wall finishes	VKH-57	Outside walls have horizontal tongue-and-groove with a beaded edge, approximately 5" wide. Partition walls have single vertical tongue-and groove boards with a beaded edge with no framing, approximately 5" wide.	Fair to Good	Yes
Ceiling	VKH-54	Tongue-and-groove with a beaded edge, approximately 5" wide	Fair to Good	Yes

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Element	Photo No.	Description	Condition	Potential Heritage Attribute
Windows & hardware	VKH-58	There is one double window with two single-pane six-over-six wood sash windows. Hardware was not visible. There is an a/c unit in the window.	Fair to Good	Yes
Doors & hardware	VKH-55	There is one wood door with six raised panels and original hardware. The closet door has been removed but the location of the hinges is visible.	Fair to Poor (closet door has been removed)	Yes
Wood Trim	VKH-55	Windows have simple wood trim that does not appear to be original. Doors have trim with a similar width and profile to other rooms that appears to be original. There is a simple baseboard and crown moulding that do not appear to be original.	Fair to Good	Yes
Light fixtures		There is no light fixture	n/a	n/a
Bedroom 2 (NE corner)	VKH-59	A rectangular room with one window. The ceiling slopes down on the east side.		
Floor finishes	VKH-59	Wall to wall carpet	Fair to Good	No
Wall finishes	VKH-59	Exterior walls have horizontal tongue-and-groove with a beaded edge, approximately 5" wide. Partition walls have single vertical tongue-and groove boards with a beaded edge with no framing, approximately 5" wide.	Fair to Good	Yes
Ceiling finishes	VKH-59	Tongue-and-groove with a beaded edge, approximately 5" wide.	Fair to Good	Yes
Windows & hardware	VKH-59	There is one single-paned six-over-six sash window. There is an a/c window unit.	Fair	Yes
Doors & hardware	VKH-60	There is one wood door with six raised panels and original hardware.		
Wood trim	VKH-59	Window trim is simple and does not appear to be original. The door has trim that is similar to other areas of the house and appears to be original.	Fair to Good	Yes
Light fixtures	VKH-59	There are two pot lights set in dropped ceiling along the west end of the room.	Fair	No
Bedroom 3 (SE corner)	VKH-61	A rectangular room with one window and built-in closets along one wall. The ceiling slopes down on the south side.		
Floor finishes	VKH-61	Wood plank, approximately 5" wide.	Fair to Good	Yes
Wall finishes	VKH-61	Exterior walls have horizontal tongue-and-groove with a beaded	Fair to Good	Yes

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Element	Photo No.	Description	Condition	Potential Heritage Attribute
		edge, approximately 5" wide. Partition walls have single vertical tongue-and groove boards with a beaded edge with no framing, approximately 5" wide.		
Ceiling finishes	VKH-61	Tongue-and-groove with a beaded edge, approximately 5" wide.	Fair to Good	Yes
Windows & hardware	VKH-61	There is one single-pane six-over-six sash window.	Fair to Good	
Doors & hardware	VKH-61	There is one wood door with six raised panels and original hardware.	Fair to Good	Yes
Wood trim	VKH-61	Window trim is simple and does not appear to be original. The door has trim that is similar to other areas of the house and appears to be original	Fair to Good	Yes
Light fixtures	VKH-61	There are no light fixtures.	n/a	n/a
Study (above Kitchen Addition)	VKH-62 VKH-63	A room above the Kitchen Addition is currently being used as a home office. This area is not connected with the 2 nd floor containing the bedrooms that is located above the Main Block. The ceilings are sloped and there are two gable dormers on the west and east sides.		
Floor finishes	VKH-64	Wood plank approximately 4" wide	Fair to Good	Yes
Wall finishes	VKH-62 VKH-66	Plaster	Fair to Poor (damaged plaster below west window a/c unit)	Further investigation required
Ceiling	VKH-62	Plaster.	Fair to Good	Further investigation required
Windows & hardware	VKH-65 VKH-66	There are gabled dormers on the west and east sides that have pointed windows with a square casement window in the lower half and two fixed triangular panes above. The west window has an a/c unit that has leaked and caused damage to the wood sill and plaster below.	Fair to Poor (damaged window sill below west window a/c unit)	Yes
Doors & hardware		There are no doors.	n/a	n/a
Wood trim	VKH-65	Windows have simple wood trim.	Fair	Yes
Light Fixtures				
Basement	VKH-67	The basement is a large t-shaped open space underneath the		

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Element	Photo No.	Description	Condition	Potential Heritage Attribute
	VKH-68	entire first floor. Access to the basement is from the kitchen.		
	VKH-69	There are two square masonry columns supporting the upstairs wall between the main block and the kitchen addition. There are windows in window wells at the top of the wall in a few locations.		
Floor finishes	VKH-70	Vinyl tile	Good	No
Wall finishes	VKH-70	Exposed concrete block, currently covered in felt fabric that is tacked and draped over the surface.	Further investigation needed	No
Ceiling	VKH-71	The ceiling is currently draped with fabric and was not visible except for one small area in the south west corner where an original floor beam and floor boards was visible. The floor beam appears to have termite damage or may have been cut away for inspection.	Further investigation needed	Yes
Doors & hardware		There are no doors	n/a	n/a
Windows & hardware	VKH-72	Windows are modern double-glazed horizontal sliders	Fair	No
Wood Trim		There is no wood trim.	n/a	No
Light fixtures	VKH-68 VKH-69	There are incandescent and fluorescent ceiling fixtures	Fair	No



VKH-01 North Elevation



VKH-02 South Elevation



VKH-03 West Elevation



VKH-04 East Elevation 1



VKH-05 East Elevation 2



VKH-06 siting



VKH-07 - Foundation



VKH-08 downspout



VKH-09 Fascia detail



VKH-10 window



VKH-11 window



VKH-12 window



VKH-13 Mudroom Entrance



VKH-14 Kitchen entrance S elevation



VKH-15 Kitchen entrance E elevation



VKH-16 Kitchen Addition W elevation



VKH-17 Kitchen Addition East elevation



VKH-18 Mud Room



VKH-19 Mud Room



VKH-20 MR wall panelling



VKH-21 ceiling



VKH-22 MR door



VKH-23 trim



VKH-24 Bathroom



VKH-25 Bathroom



VKH-26 Sauna



VKH-27 Sauna



VKH-28 Hall



VKH-29 Hall



VKH-30 Hall floor



VKH-31 Stairs



VKH-32 Stair trim



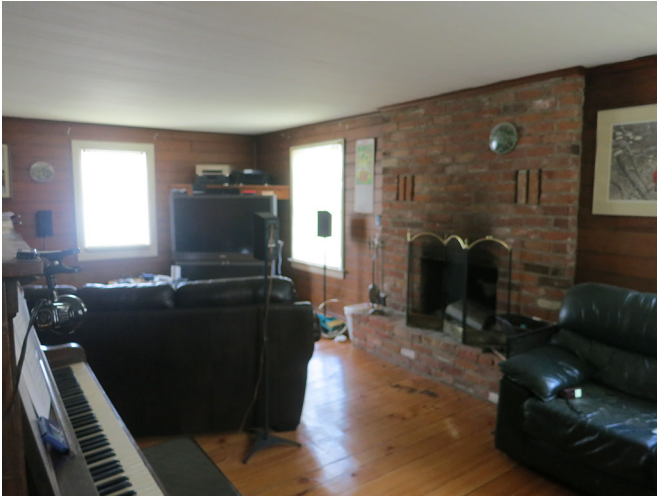
VKH-33 Hall closet



VKH-34 Stacked plank construction



VKH-35 Stacked plank construction



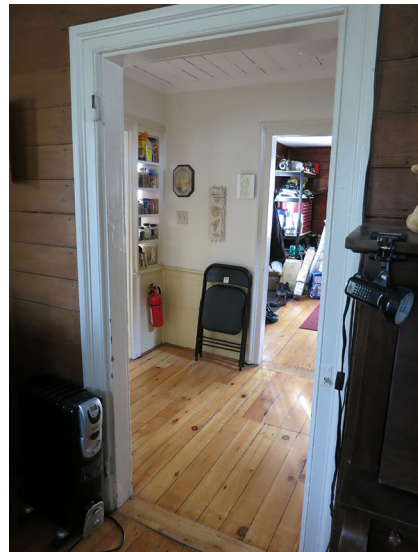
VKH-36 Living Room



VKH-37 Living Room



VKH-38 LR wall and trim



VKH-39 LR door removed



VKH-40 LR fireplace



VKH-41 Kitchen



VKH-42 Hall to kitchen floor



VKH-43 K wall panelling



VKH-44 Kitchen dutch door



VKH-45 Kitchen trim



VKH-46 K stairs to upper



VKH-47 K stairs to lower



VKH-48 Upstairs hall



VKH-49 Upstairs hall



VKH-50 Upstairs hall floor



VKH-51 Bathroom door



VKH-52 original door hardware



VKH-53 Bathroom



VKH-54 SW Bedroom



VKH-55 SW Bedroom



VKH-56 SW Bedroom floor



VKH-57 SW Bedroom walls



VKH-58 SW window



VKH-59 NE Bedroom



VKH-60 NE Bedroom door



VKH-61 SE Bedroom



VKH-62 Study



VKH-63 Study



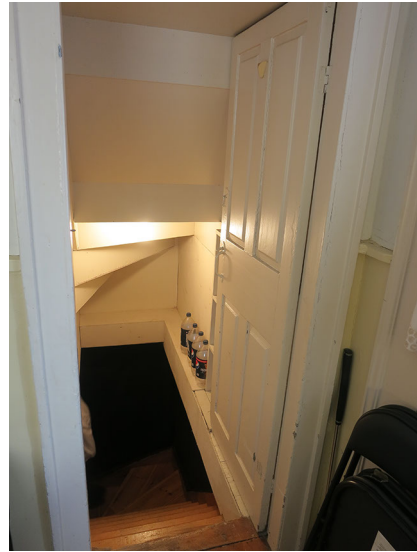
VKH-64 Study floor



VKH-65 Study E window



VKH-66 Study W window



VKH-67 Basement stairs



VKH-68 Basement



VKH-69 Basement



VKH-70 Basement concrete block



VKH-71 Basement floor beam



VKH-72 Basement window