

# Regional Economic Development Board

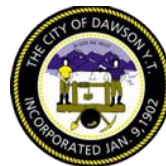
## DEVELOPMENT VENTURE OPPORTUNITIES IDENTIFICATION



## VACANT HERITAGE AND OTHER BUILDINGS

RESEARCH AND BUSINESS CASE ANALYSES

MARCH 2017



*Funding for this report was provided by Government of Yukon, Tr'ondek Hwëch'in and City of Dawson*

## SUMMARY

As part of its 2016-17 Investment Attraction Strategy work plan, the Regional Economic Development Board (REDPAB) initiated a number of strategies for the Downtown Dawson City area. One such strategy was to research, analyze, and, where feasibly applicable, prepare business case analyses to inform venture selection. These would also assist subsequent sourcing of planning finance and new investment capital to fund the rehabilitation of these key vacant community heritage buildings and others.

First and foremost, the goal is to adaptively rehabilitate heritage buildings for compatible uses that also meet the recognized core objectives of the Official Community Plan and the Regional Economic Development Plan (REDP) such as expanding the housing supply, thereby maximizing the leverage and community benefits of these investments.

Seven opportunities are listed in a loose order of priority, taking into account building and owner readiness, viability, access to finance and sum community economic and social benefit:

Building	Owner	Budget	Use
1. Bank of Commerce (National Historic Site of Canada)	City of Dawson	\$1,227,000	2 two-bed apartments plus public gathering space or other
2. Caley's Store (National Historic Site of Canada)	Private	\$1,350,000	8 one-bed apartments
3. New build (staff housing support)	N/A	\$1,368,000	6 one-bed and 2 two-bed apartments using KDO design
4. Yukon SOVA student housing	Private	\$309,000	9 student rooms with communal living and dining space
5. Yukon Sawmill Co. Office (Yukon Historic Site)	Yukon Government	N/A	Possible maker/innovation/co-working/artisan space
6. Old Territorial Court House (National Historic Site of Canada)	Parks Canada	N/A	Not assessed.
7. Midnight Sun Hotel	Private	N/A	Not assessed.

The Bank of Commerce is the best developed concept at this time and a full business and financing case paper is appended. This is being considered by City of Dawson Council and could be advanced swiftly as the property is under community ownership. However, it is in the poorest current condition.

Subject to a hazardous materials assessment. Caley's Store would be the simplest project technically with the highest net impact on the core OCP and community economic objective of expanding the housing supply. However, finance for the significant initial acquisition would likely require loan assistance from government given the project risks to a commercial bank.

Next steps for Caley's Store would include:

1. General condition inspection - \$10K
2. Structural inspection by an engineer - \$10K
3. Certified electrical inspection - \$5K
4. Certified plumbing and HVAC inspection - \$5K
5. Certified hazardous materials review - \$10K

Based on this information acquisition may proceed and a stabilization plan, if required, completed by a suitably experienced project manager. Once any issues are mitigated a final design can be developed by a design/build company and implemented.

Costs for steps prior to final design would qualify for Parks Canada and YG heritage funding but only if the proponent is already the owner or long-term lessee. CMHC can finance final design work.

## UPDATE

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The research and business case analyses were reviewed by both REDPAB and Klondike Development Organization (KDO), a not-for-profit community economic development organization just completing Dawson's first current community-owned rental housing complex.

From the options presented KDO indicated preference to consider for its next project:

1. Caley's Store
2. New-build 8-unit apartment complex (repeat design, potentially at 'Old Korbo' site on 6<sup>th</sup> Avenue)

The Bank of Commerce restoration was also of interest but the Board noted the need for the owner, City of Dawson, to better determine its vision and plans prior to resources being directed this way.

The development environment, market demand and potential for financing supports continues to evolve apace. Since this report and its review, further factors include:

- Demand for rental housing remains extremely strong as indicated by significant over-subscription to the new KDO units and staff housing challenges expressed by all governments (TH, City and Yukon). This remains the key inhibitor to regional economic development, prosperity and 'quality of life'.
- As Caley's Store is privately owned with a posted acquisition cost over \$500,000 (that is unlikely to be financed by a commercial bank given its condition) this venture likely requires the application of innovative financing techniques such as the Opportunity Development Co-Operative model (see related report), a possible contractor financing option, vendor finance or public investment. Whichever, this option will be necessarily delayed while these financing options are further detailed.
- KDO presented its current community-owned rental housing complex model to senior government ministers and officials. A copy of the model summary is attached as Appendix B. While this was well-received, access to donated property at the 'Old Korbo' site on 6<sup>th</sup> Avenue remains uncertain.
- Rehabilitation of the 'Old Alexander McDonald Lodge' building into a multi-market housing project including staff, market affordable and student housing has been proposed. This may bring large cost savings but remains a high-level concept that requires much further business case analysis, planning, design and financing methodology work.
- City of Dawson has allocated budget for the immediate repairs to the Bank of Commerce. Some alternative options under long-term consideration for future use, tenancy and financing have been eliminated from feasibility. City has since expressed interest in KDO and/or REDPAB leading next steps in exploring the CED rehabilitation model in this report.
- An alternative site for a repeat new-build by KDO of the existing 8-unit apartment complex on a City of Dawson-owned lot has been identified. If donated to KDO, this would be eligible for YHC Municipal Matching Program funding, tipping the balance of financing feasibility. If such support were confirmed by City of Dawson, this project would become by far the best business case for expeditious advancement by the close of the 2017 summer season.

In order to best support advancement of these development opportunities to act as both short-term stimulators (including through the priority winter downturn) and pillars of long-term socio-economic health, REDPAB should allocate portions of 2017-18 READI funding in its work plan to:

1. Business and financing plan for a second KDO new-build community-owned rental housing complex
2. Bank of Commerce development vision, business planning and community consultation
3. Opportunity Development Co-Operative feasibility & planning to finance Caley's Store rehabilitation

BANK OF COMMERCE  
NATIONAL HISTORIC SITE

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CURRENT KEY PLAN	See Page 7	
LOCATION	1001 Front Street, Dawson City, YT Lot 1024, Waterfront	
OWNER	City of Dawson	
DESIGNATION	National Historic Site of Canada	
AREA	Basement: 1615 sq. ft. Main floor: 1615 sq. ft. Second floor: 16115 sq. ft. Total: 4845 sq. ft.	
CONSTRUCTION DATE	1901	
CONSTRUCTION TYPE	“A two-storey wood structure of native spruce with ornamental pressed metal fronts sanded and painted to resemble grey sandstone. Despite its small size and modest construction materials, the building is an ambitious essay in classical architecture, featuring a cornice, pilasters, elaborate mouldings and artificial rustication, all executed in pressed metal” (source: <i>Statement of Significance</i> , <a href="http://www.historicplaces.ca">www.historicplaces.ca</a> )	
STATUS	Vacant	
CONDITION	<b>POOR / FAIR / GOOD / EXCELLENT</b>  Minor foundation structural issues Major roof cladding, window and door issues Exterior paint peeling No insulation No interior finishes or utilities Connected to water and sewer mains Hazardous materials present	
HAZARDOUS MATERIALS	Asbestos fabric between exterior cladding and wallboards Asbestos fibers in second floor cavity Urea Formaldehyde Foam Insulation in second floor wall cavity Lead paint on exterior wall and roof cladding	
CURRENT ACTIVITY	<b>A full rehabilitation concept discussion paper had been prepared and is appended. A summary is included on page 5 and the 2<sup>nd</sup> floor design concept on page 6. City of Dawson is currently considering this and other opportunities for reuse.</b>	

### Bank of Commerce Community Economic Development Rehabilitation Concept

#### 1. Why?

To protect and preserve the heritage value of a significant and cherished community asset owned by City of Dawson and adaptively reuse this existing building to simultaneously meet key long-term goals of the OCP & Regional Economic Development Plan. These include the development of new housing; interpretation and celebration of Dawson's heritage; downtown revitalization; completing waterfront redevelopment and presentation; and the provision of a high-quality dedicated gathering space to support community needs, events and the visiting conference market.

#### 2. What?

Complete current preservation & restoration work plan and rehabilitate, providing new housing for 4 or more residents, a ~1200 ft<sup>2</sup> public gathering space and suitable interpretation of the historic vault & other character defining elements. See page 5 for 2<sup>nd</sup> floor design concept.

#### 3. Who?

A 3<sup>rd</sup>-party non-profit entity such as Klondike Development Organization (if willing) or a new charitable foundation could act as developer and long-term landlord/property manager with City of Dawson retaining building ownership.

#### 4. How Much?

Rehabilitation	\$626,026
Preservation and restoration	\$550,000
Administration and other	\$51,031

**TOTAL \$1,227,327**

The O&M budget would be \$40,470 in year one. This includes utilities, heat and electric for public spaces, insurance, maintenance and property management. This will be covered by the rent of the 2 two-bed apartments and the public gathering space.

#### 5. Who Pays?

YHC Affordable Rental Construction Program	\$100,000
YHC Municipal Matching Program	\$88,392
Parks Canada Cost Sharing Program	\$275,000
GY Historic Properties Assistance Program	\$40,000
Major philanthropic donations e.g. CIBC Bank	\$300,000
Minor sponsors and crowdfunding campaigns	\$235,000
Commercial bank mortgage finance	\$138,935

**TOTAL \$ 1,227,327**

***NO capital or O&M required from City of Dawson under this model***

#### 6. When?

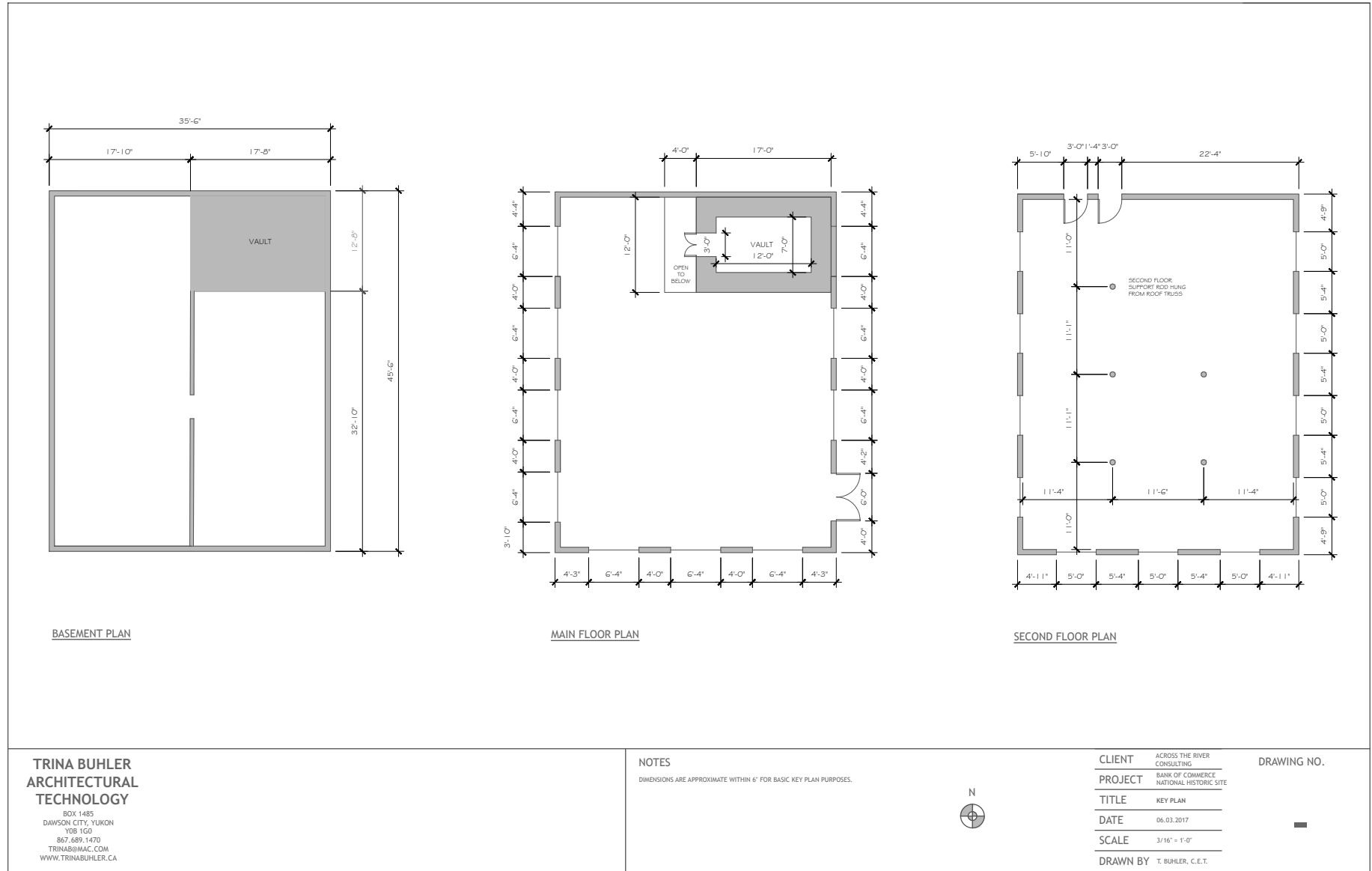
Parks Canada Cost Sharing Program deadline was February 17 and the urgent immediate preservation is now planned for summer 2017. The remainder of design and financing work could be finalized such that rehabilitation is complete and the building occupied by Summer/Fall of 2018 when UNESCO World Heritage Site designation is anticipated.

Bank of Commerce National Historic Site Rehabilitation Concept – 2<sup>nd</sup> Floor Design



# Development Venture Opportunities Identification

## Bank of Commerce National Historic Site Key Plan – Current Condition





## CALEY'S STORE NATIONAL HISTORIC SITE

CURRENT KEY PLAN	See Page 9
LOCATION	1067 Third Avenue, Dawson City, YT Lot 14, Block I, Plan 8338
OWNER	Midnight Sun Hotel
DESIGNATION	National Historic Site of Canada
AREA	5178 sq. ft.
CONSTRUCTION DATE	1901, restored 1986
CONSTRUCTION TYPE	A two-storey wood-frame structure that has horizontal wood siding along the front, asphalt tile on the sides, and a metal panel rear. The shed style roof is also metal. Finishes throughout include carpeting, prefinished wall panels and a T-bar ceiling." More detailed information available at <a href="http://www.midnightsunhotel.com">www.midnightsunhotel.com</a> .
STATUS	Vacant and For Sale
CONDITION	POOR / FAIR / <b>GOOD</b> / EXCELLENT
HAZARDOUS MATERIALS	NOT DETERMINED AT THIS TIME
CURRENT ACTIVITY	<b>For Sale</b>
CONCEPT PLAN	See Page 10



## FINANCIAL PROJECTIONS

## 1. Capital Investment

Purchase cost	450,000
Renovation	900,000
<b>TOTAL</b>	<b>\$1,350,000</b>

## Investment and financing

Federal heritage grant	100,000
Yukon heritage grants	40,000
YHC municipal matching	210,600
Housing grant	400,000
Mortgage debt	599,400
<b>TOTAL</b>	<b>\$1,350,000</b>

***Viable business case exists to rehabilitate building to 8 one-bed apartments comparable to new KDO 8-plex, subject to further building assessments, design and cost studies.***

## 2. Operations

Rent @ \$900/month (ex-heat)	82,080
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## Expenses

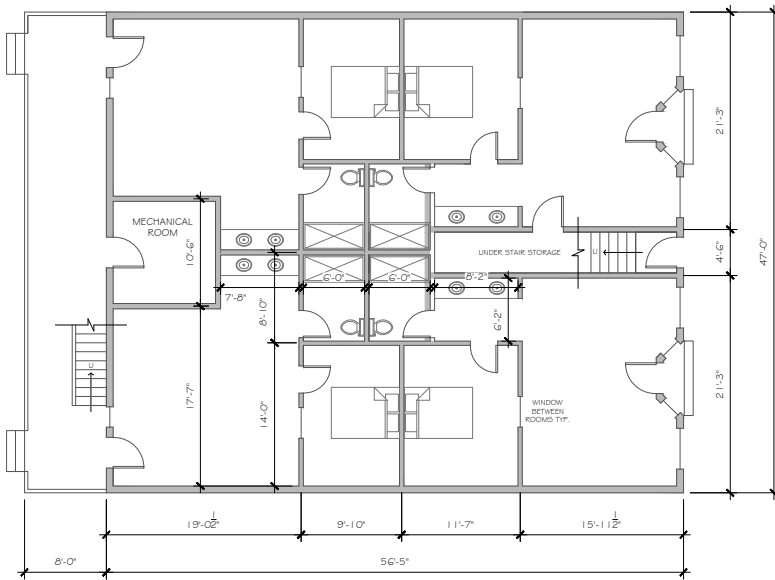
Mortgage service	40,659
Property taxes	0
Utilities	9,720
Replacement reserve	6,566
Maintenance	6,000
Insurance	5,185
Heat and electric	3,000
Hot water	1,640
Snow and landscape	1,500
Property management	5,000
Administration	2,810

**YEAR ONE BUDGET      \$82,080**

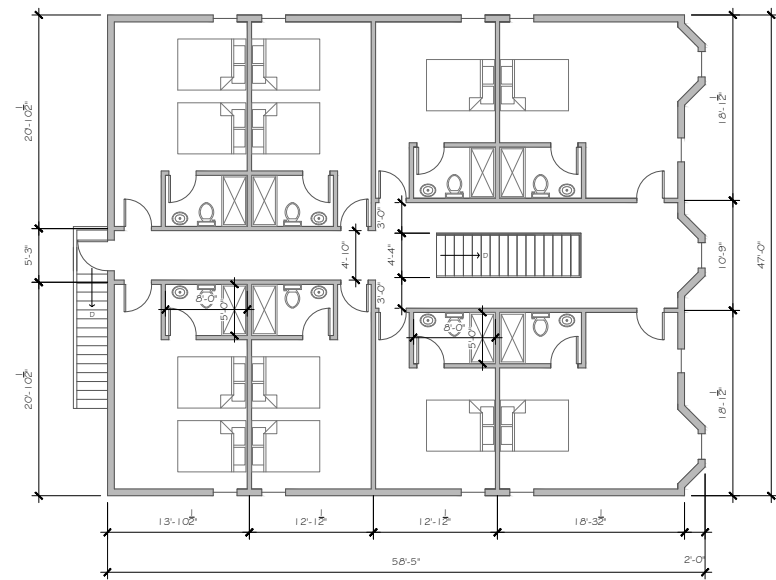


## Development Venture Opportunities Identification

### Caley's Store Key Plan – Current Condition



MAIN FLOOR PLAN



SECOND FLOOR PLAN

**TRINA BUHLER**  
**ARCHITECTURAL**  
**TECHNOLOGY**  
 BOX 1485  
 DAWSON CITY, YUKON  
 Y0B 1G0  
 867.689.1470  
 TRINABUHLER.COM  
 WWW.TRINABUHLER.CA

#### NOTES

DIMENSIONS ARE APPROXIMATE WITHIN 6" FOR BASIC KEY PLAN PURPOSES.

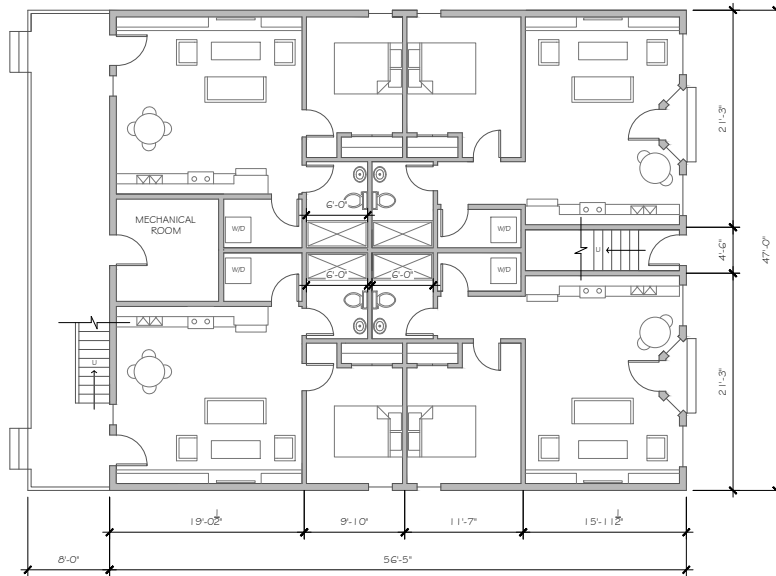


CLIENT	ACROSS THE RIVER CONSULTING
PROJECT	CALEY'S STORE
TITLE	KEY PLAN
DATE	06.03.2017
SCALE	3/16" = 1'-0"
DRAWN BY	T. BUHLER, C.E.T.

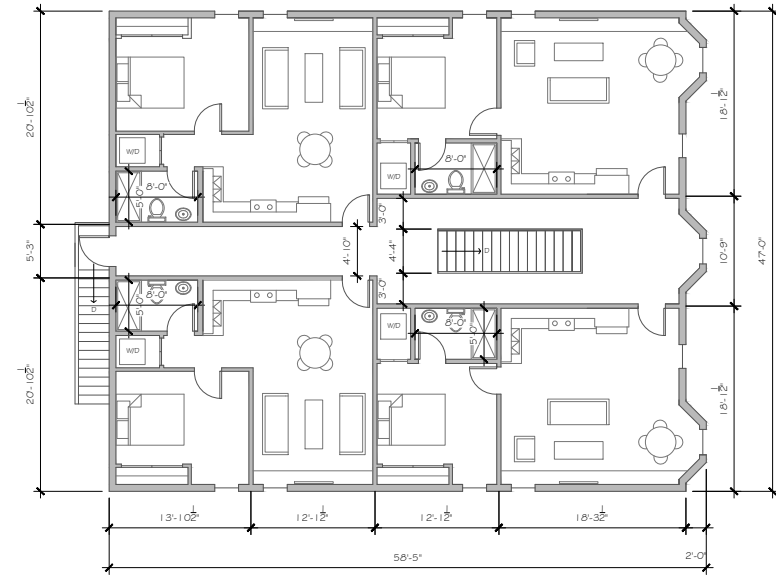
DRAWING NO.

## Development Venture Opportunities Identification

### Caley's Store – Development Concept



MAIN FLOOR PLAN - CONCEPT



SECOND FLOOR PLAN - CONCEPT

**TRINA BUHLER  
ARCHITECTURAL  
TECHNOLOGY**  
BOX 1485  
DAWSON CITY, YUKON  
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TRINAB@MAC.COM  
WWW.TRINABUHLER.CA

#### NOTES

DIMENSIONS ARE APPROXIMATE WITHIN 6" FOR BASIC CONCEPTUAL PURPOSES.



CLIENT	ACROSS THE RIVER CONSULTING
PROJECT	CALEY'S STORE
TITLE	CONCEPT
DATE	06.08.2017
SCALE	3/16" = 1'-0"
DRAWN BY	T. BUHLER, C.E.T.

DRAWING NO.

## YUKON GOVERNMENT STAFF HOUSING SUPPORT

KEY PLAN	Ref: New KDO 8-plex
LOCATION	926-966 6 <sup>th</sup> Avenue (Former Korbo Apts. Site)
OWNER	Yukon Housing
AREA	4,536 sq. ft.
CONSTRUCTION TYPE	6 one-bed and 2 two-bed apartments
STATUS	<b>New Build</b>



**Klondike Development Organization was approached by a Government of Yukon department (Highways and Public Works) to explore a partnership by which the department could access an assured supply of rental units for hard-to-fill positions. A viable venture for KDO would require, at a minimum, an up-front capital contribution of \$100,000 per unit plus rent at the standard affordability rate.**

**This model also leverages free access to part of the vacant 'Former Korbo' site on Sixth Avenue.**

## FINANCIAL PROJECTIONS

## 1. Capital Investment

Land	0
Lot development	95,000
Construction @\$265/ft <sup>2</sup>	1,202,040
Soft costs @6%	71,528
<b>TOTAL</b>	<b>\$1,368,568</b>

## Investment and financing

YHC matching	240,000
Housing grant	300,000
Staff housing contribution	200,000
Mortgage debt	628,568
<b>TOTAL</b>	<b>\$1,368,568</b>

## 2. Operations

Rent @ \$900/\$1250/month	90,060
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## Expenses

Mortgage service	42,816
Property taxes	0
Utilities	9,720
Replacement reserve	11,235
Maintenance	4,800
Insurance	5,553
Heat and electric	675
Hot water	1,658
Snow and landscape	5,000
Property management	5,000
Administration	3,602

**YEAR ONE BUDGET \$90,060**

## YUKON SOVA STUDENT HOUSING

KEY PLAN	N/A
LOCATION	747 Sixth Avenue, Dawson City, YT Lot 13 Block HH, Harper Estate
OWNER	Private
DESIGNATION	No Designation
AREA	2,400 sq. ft.
CONSTRUCTION TYPE	9 bedrooms, 4 bathrooms & big open living/dining space.
STATUS	Occupied
<b>CURRENT ACTIVITY</b>	<b>For Sale @ \$309,000</b>



## FINANCIAL PROJECTIONS

## 1. Capital Investment

Purchase cost	309,000
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## Investment and financing

Equity grants & donations	30,900
Mortgage debt	278,100

***Rental revenue from students and summer workers at only \$550/month all-in including heat and electric can cover mortgage and all operational costs.***

***Grants and donations of 10% (only \$30,900) required to potentially 'solve' the Yukon SOVA student housing issue given current enrolment numbers and that a portion would prefer other options than communal housing.***

## 2. Operations

Rent @ \$550/month all-in	56,430
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## Expenses

Mortgage service	18,868
Property taxes	3,199
Utilities	1,895
Replacement reserve	5,896
Maintenance	6,600
Insurance	3,000
Heat and electric	5,800
Hot water	1,850
Snow and landscape	1,500
Property management	5,000
Administration	2,822

**YEAR ONE BUDGET                      \$56,430**

YUKON SAWMILL COMPANY OFFICE  
TERRITORIAL HISTORIC SITE

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KEY PLAN	See Pages 14 & 15
LOCATION	1302 Front Street, Dawson City, YT Lot 1, Block E, Ladue Estate
OWNER	Yukon Government
DESIGNATION	Territorial Historic Site of Canada



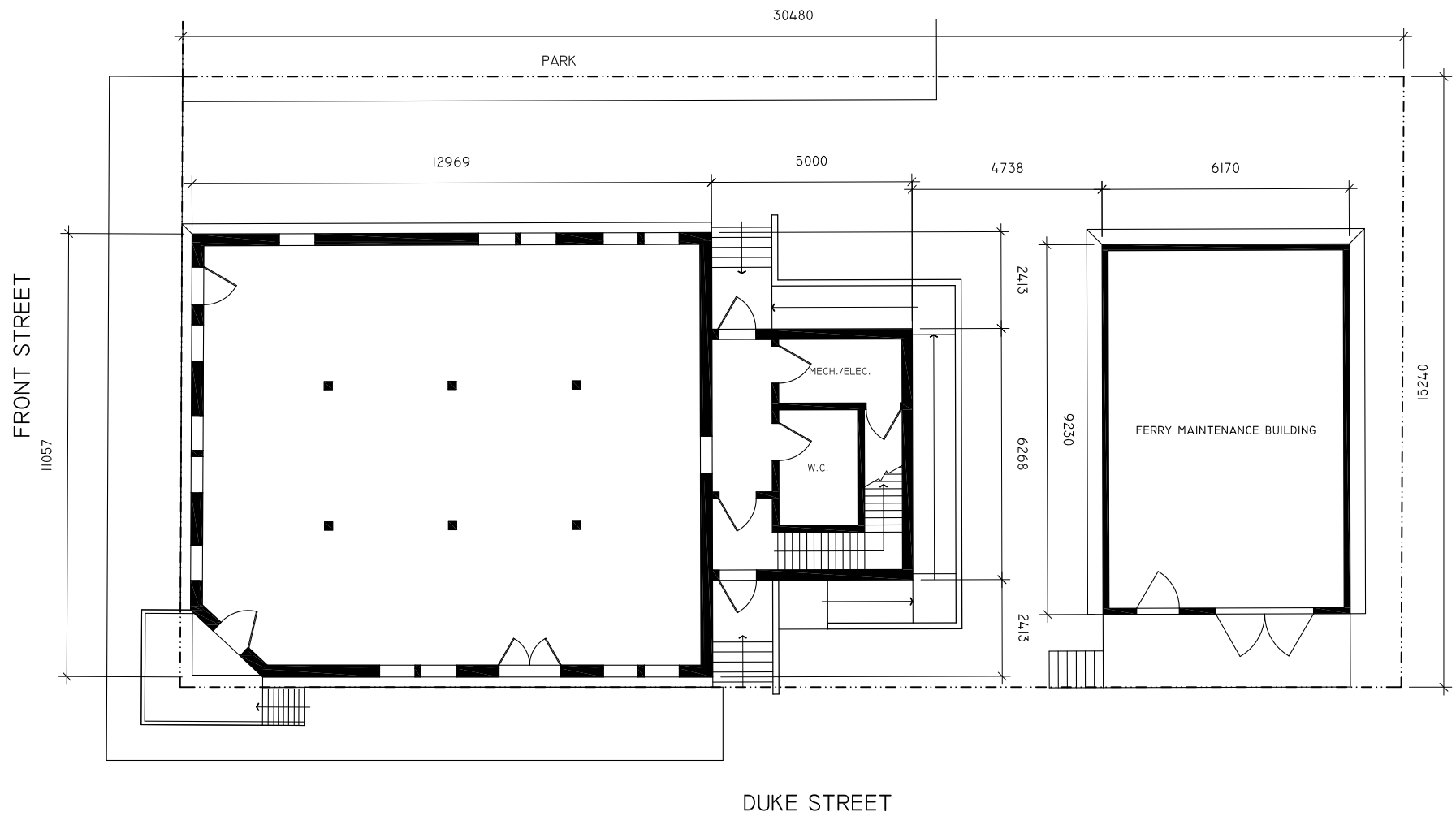
AREA	Main floor: 1880 sq. ft. Second floor: 1880 sq. ft. Total: 3760 sq. ft.
CONSTRUCTION DATE	1901
CONSTRUCTION TYPE	"A two story wood frame building... with plain trims, oversize multi-light windows and hipped metal roof..." (source: <i>Statement of Significance</i> , <a href="http://www.historicplaces.ca">www.historicplaces.ca</a> )
STATUS	Vacant
CONDITION	POOR / FAIR / <b>GOOD</b> / EXCELLENT
HAZARDOUS MATERIALS	NONE
CURRENT ACTIVITY	<b>Yukon Government will put forth a Call for Interest summer 2017.</b>

**During further community economic development planning sessions, private sector interest to invest capital in the rehabilitation of this building for a series of potential private enterprise ventures was identified. While the viability of these, or their applicability to the building, have not yet been demonstrated, in keeping with past practice in relation to competition policy, social enterprise opportunities may be held while the private investment interest is pursued as a preference.**

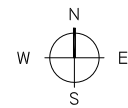
**Yukon Government prefers that the character of the large spaces not be broken up, excluding housing as a use. If the private enterprise is not pursued, from a community economic development perspective, the building may best suit rehabilitation as a Maker Space, innovation/co-working centre, shared artisan space or combination.**

# Development Venture Opportunities Identification

## Yukon Sawmill Key Plan – Current Condition Ground Floor

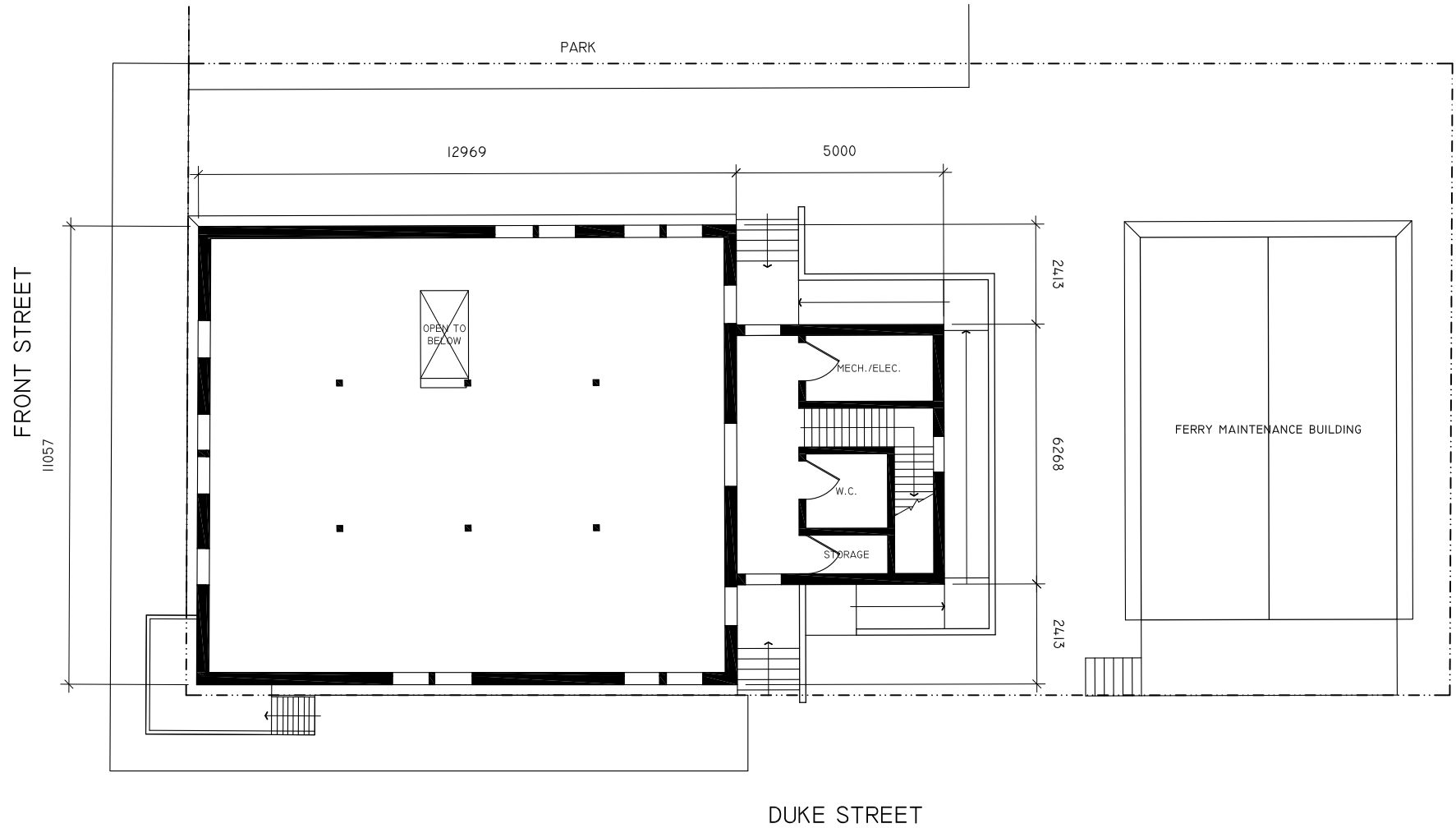


SITE PLAN - YUKON SAWMILL CO. OFFICE BUILDING  
NTS

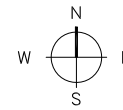


# Development Venture Opportunities Identification

## Yukon Sawmill Key Plan – Current Condition Second Floor



SECOND FLOOR PLAN - YUKON SAWMILL CO. OFFICE BUILDING  
NTS





FORMER TERRITORIAL COURTHOUSE  
NATIONAL HISTORIC SITE

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KEY PLAN	N/A
LOCATION	302 Front Street, Dawson City, YT Parcel P + V, Government Reserve
OWNER	The Queen in Right of Canada (Parks Canada)
DESIGNATION	National Historic Site of Canada
AREA	Basement: N/A Main floor: N/A Second floor: N/A Total: N/A
CONSTRUCTION DATE	1900 - 1901
CONSTRUCTION TYPE	"A two-storey wood-frame building designed in a classical style. The building is distinguished by its imposing scale, regularly arranged two-over-two sash windows, and its metal hipped roof topped with a lantern." (source: <i>Statement of Significance</i> , <a href="http://www.historicplaces.ca">www.historicplaces.ca</a> )
STATUS	Vacant
CONDITION	POOR / <b>FAIR</b> / GOOD / EXCELLENT
HAZARDOUS MATERIALS	NONE
CURRENT ACTIVITY	<b>Parks Canada is currently developing a strategy for the reuse of this structure.</b>  <b>No social enterprise opportunity possible at this time.</b>



MIDNIGHT SUN HOTEL

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KEY PLAN	N/A
LOCATION	1007 Third Avenue, Dawson City, YT Lot 18,19,20, Block I, Plan 8338
OWNER	Midnight Sun Hotel
DESIGNATION	No Designation
AREA	13,994 sq. ft.
CONSTRUCTION DATE	1984
CONSTRUCTION TYPE	A two – three storey wood-frame structure has a solid rock foundation. It has horizontal wood siding along the front, corrugated metal on the sides, rear, and shed style roof. The interior spaces are finished with carpeted floors, prefinished wall panels and wood wainscoting and pressed metal and T-bar ceilings.” More detailed information available at <a href="http://www.midnightsunhotel.com">www.midnightsunhotel.com</a> .
STATUS	Vacant
CONDITION	POOR / FAIR / <b>GOOD</b> / EXCELLENT
HAZARDOUS MATERIALS	NONE
CURRENT ACTIVITY	For Sale



**This is a large building and no proposed social enterprise has been assessed. As an important vacant building in a key area, it is included here for future reference as it has strong potential to act for Downtown Revitalization.**

## **APPENDIX A**

# BANK OF COMMERCE NATIONAL HISTORIC SITE

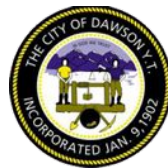
## REHABILITATION FOR COMMUNITY ECONOMIC DEVELOPMENT



CONCEPT DISCUSSION PAPER

JANUARY 2017

FUNDING PROVIDED BY THE NORTH YUKON READI



## Community Economic Development Rehabilitation Concept

### 7. Why?

To protect and preserve the heritage value of a significant and cherished community asset owned by City of Dawson and adaptively reuse this existing building to simultaneously meet key long-term goals of the OCP & Regional Economic Development Plan. These include the development of new housing; interpretation and celebration of Dawson's heritage; downtown revitalization; completing waterfront redevelopment and presentation; and the provision of a high-quality dedicated gathering space to support community needs, events and the visiting conference market.

### 8. What?

Complete current preservation & restoration work plan and rehabilitate, providing new housing for 4 or more residents, a ~1200 ft<sup>2</sup> public gathering space and suitable interpretation of the historic vault & other character defining elements.

### 9. Who?

A 3<sup>rd</sup>-party non-profit entity such as Klondike Development Organization (if willing) or a new charitable foundation could act as developer and long-term landlord/property manager with City of Dawson retaining building ownership.

### 10. How Much?

Rehabilitation	\$626,026
Preservation and restoration	\$550,000
Administration and other	\$51,031

**TOTAL \$1,227,327**

The O&M budget would be \$40,470 in year one. This includes utilities, heat and electric for public spaces, insurance, maintenance and property management. This will be covered by the rent of the 2 two-bed apartments and the public gathering space.

### 11. Who Pays?

YHC Affordable Rental Construction Program	\$100,000
YHC Municipal Matching Program	\$88,392
Parks Canada Cost Sharing Program	\$275,000
GY Historic Properties Assistance Program	\$40,000
Major philanthropic donations e.g. CIBC Bank	\$300,000
Minor sponsors and crowdfunding campaigns	\$235,000
Commercial bank mortgage finance	\$138,935

**TOTAL \$ 1,227,327**

**NO capital or O&M required from City of Dawson under this model**

### 12. When?

Parks Canada Cost Sharing Program deadline is February 17. Urgent immediate preservation work could be done in summer 2017 while remainder of design and financing work is being finalized such that rehabilitation is complete and the building occupied by Summer/Fall of 2018 when UNESCO World Heritage Site designation is anticipated.

## 1. CONSERVATION OF HISTORIC SITE

When conserving a historic structure for reuse the work can be divided into three treatments as noted by *The Standards and Guidelines for the Conservation of Historic Places in Canada*:

### A. PRESERVATION

- Preservation involves protecting, maintaining and stabilizing the existing form, material and integrity of an historic place or individual component, while protecting its heritage value.

### B. RESTORATION

- Restoration involves accurately revealing, recovering or representing the state of an historic place or individual component as it appeared at a particular period in its history, while protecting its heritage value.

### C. REHABILITATION

- Rehabilitation involves the sensitive adaptation of an historic place or individual component for a continuing or compatible contemporary use, while protecting its heritage value.

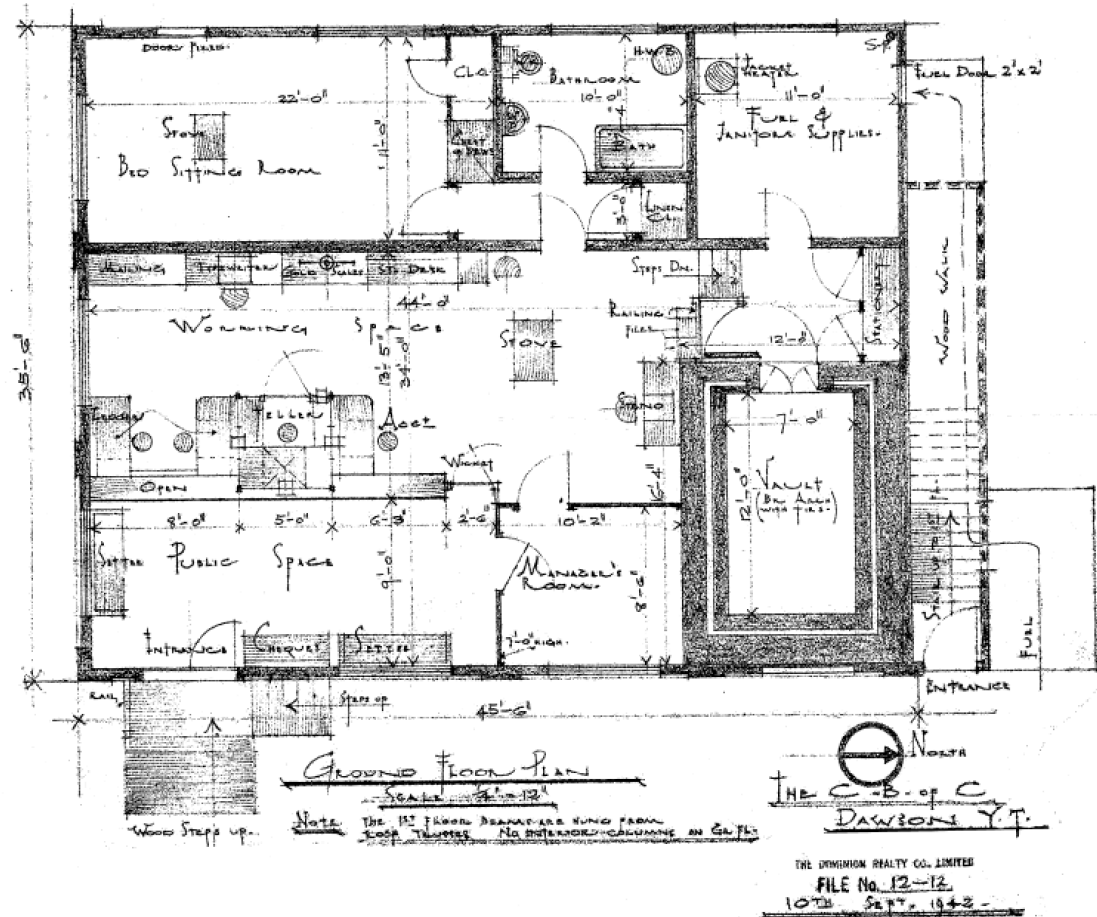
Preservation on the Bank of Commerce National Historic Site, owned by City of Dawson, began in 2013 and is ongoing. It involves structural remediation, hazardous materials remediation, and building envelope remediation.

Restoration of the existing historic building elements like the exterior cladding and details, windows, and main floor ceiling will ensure the heritage character is maintained.

Rehabilitation will move the building from a preserved shell into the proposed uses of gathering space, interpretation and young family housing introduced in this paper. These will maximize the net community and economic benefits from this significant and widely-valued community-owned asset and the social return on the necessary capital investments.

#### A&B. PRESERVATION + RESTORATION

The City of Dawson is currently in the midst of both the preservation and restoration phases. Restoration of various character defining elements (i.e. windows, pressed tin ceiling tiles) began when these original building components were removed from the building to allow for adequate preservation treatments (i.e. HAZMAT remediation) to take place. A summary of the elements included in these phases, the progress to date, and a Class D estimate of the items that remain to be completed is as follows:





Bank of Commerce NHS Concept Discussion Paper

TASK	DESCRIPTION	COMPLETED	TO BE COMPLETED	ESTIMATED COSTS \$
HAZMAT	Remove asbestos between subfloor and floor boards	○		
HAZMAT	Remove asbestos under base plates of second floor walls	○		
HAZMAT	Remove UFFI in main floor cavities walls	○		
HAZMAT	Remove UFFI in attic	○		
HAZMAT	Remove mold	○		
HAZMAT	Remove lead on main floor pressed tin ceiling panels	○		
STRUCTURAL	Sister main floor studs	○		
STRUCTURAL	Reconstruct rotten roof truss heel	○		
STRUCTURAL	Install additional attic framing	○		
STRUCTURAL	Reconstruct second floor beam	○		
STRUCTURAL	Implement shear support on main floor walls	○		
STRUCTURAL	Correct bow in foundation wall	○		
STRUCTURAL	Mitigate moisture weeping into basement	○		
STRUCTURAL	Implement shear support on interior basement walls	○		
WINDOWS	Reconstruct main floor exterior storm windows	○		
WINDOWS	Remove asbestos fibres from original windows	○		
CEILING	Remove pressed tin ceiling tiles and remove lead paint	○		
HAZMAT	Remediate asbestos between exterior cladding and framing		○	\$25 000
HAZMAT	Remove asbestos in second floor cavity		○	\$40 000
HAZMAT	Remove UFFI in second floor wall cavity		○	\$40 000
HAZMAT	Encapsulate UFFI on vault		○	\$10 000
HAZMAT	Remove lead on exterior cladding and repaint		○	\$150 000
STRUCTURAL	Implement shear support on second floor ext. walls		○	\$10 000
ENVELOPE	Repair roof slope and standing seam membrane		○	\$75 000
RECORDING	Complete extant recording prior to rehabilitation		○	\$15 000
WINDOWS	Repair, restore, and install original windows		○	\$80 000
WINDOWS	Install reconstructed exterior storm windows		○	\$10 000
WINDOWS	Reconstruct and install exterior doors		○	\$15 000
CEILING	Install original pressed tin ceiling tiles		○	\$30 000
CLADDING	Repair damaged pressed tin cladding and details		○	\$50 000
			<b>TOTAL</b>	<b>\$550 000</b>

## C. REHABILITATION

Rehabilitation involves the sensitive adaptation of the historic building for a continuing or compatible contemporary use, while protecting its heritage value. Historically, the main floor of the Bank of Commerce NHS was used as the name suggests and the second floor as an assay office and accommodation. Reuse of the structure for a gathering space on the main floor and housing on the second floor would be considered a compatible contemporary use.

Because the reuse of the building is compatible to the historic use of the building, required changes to the building in this concept are minimal. As much as possible, the concept design follows the intent of the original drawings and the period of commemoration 1898 - 1910 by using openings as shown on the original drawings.

## 2. PROPOSED BUILDING SPACES

The proposed rehabilitation would include the following amenities in the 35' - 6" x 45' - 6" existing structure:

### Basement

- Mechanical room
- Storage room
- Janitorial room
- Men's + Women's washrooms
- Vault access for interpretation
- Stair access to main floor

### Main Floor

- Gathering room
- Family/Unisex/Barrier Free washroom
- Main entrance
- Emergency exit
- Stair access to basement

### Second Floor

- 2 Two-bedroom apartments

a. SECOND FLOOR

Goals in developing accommodation on the second floor include reusing existing window and door openings, incorporating existing structural components, and developing 2 two-bedroom apartments to maximize rental revenue.

Ideas around views, sunlight, and access were considered when developing the concept layouts. Other layouts are possible and the proposed layout is one of many. However, an east/west division of the second floor is proposed to accommodate views and sunlight for both apartments.

Access to the second floor has always been from the exterior. Evidence on the building of two separate sets of stairs can be seen on both the north elevation and the west



elevation. In keeping with the original drawings, and an existing intervention, access to the second floor is via two separate doors on the north elevation thus allowing for the west elevation to remain intact and unobstructed.

Both apartments would have two parking spaces.

b. MAIN FLOOR

The main meeting space was kept as open and square as possible to allow for more varied community uses and rental opportunities.

The windows and auxiliary door on the Yukon River side were removed at one point but have been reincorporated in this design thus creating a space with three key views; Front Street, Dike, and Yukon River.



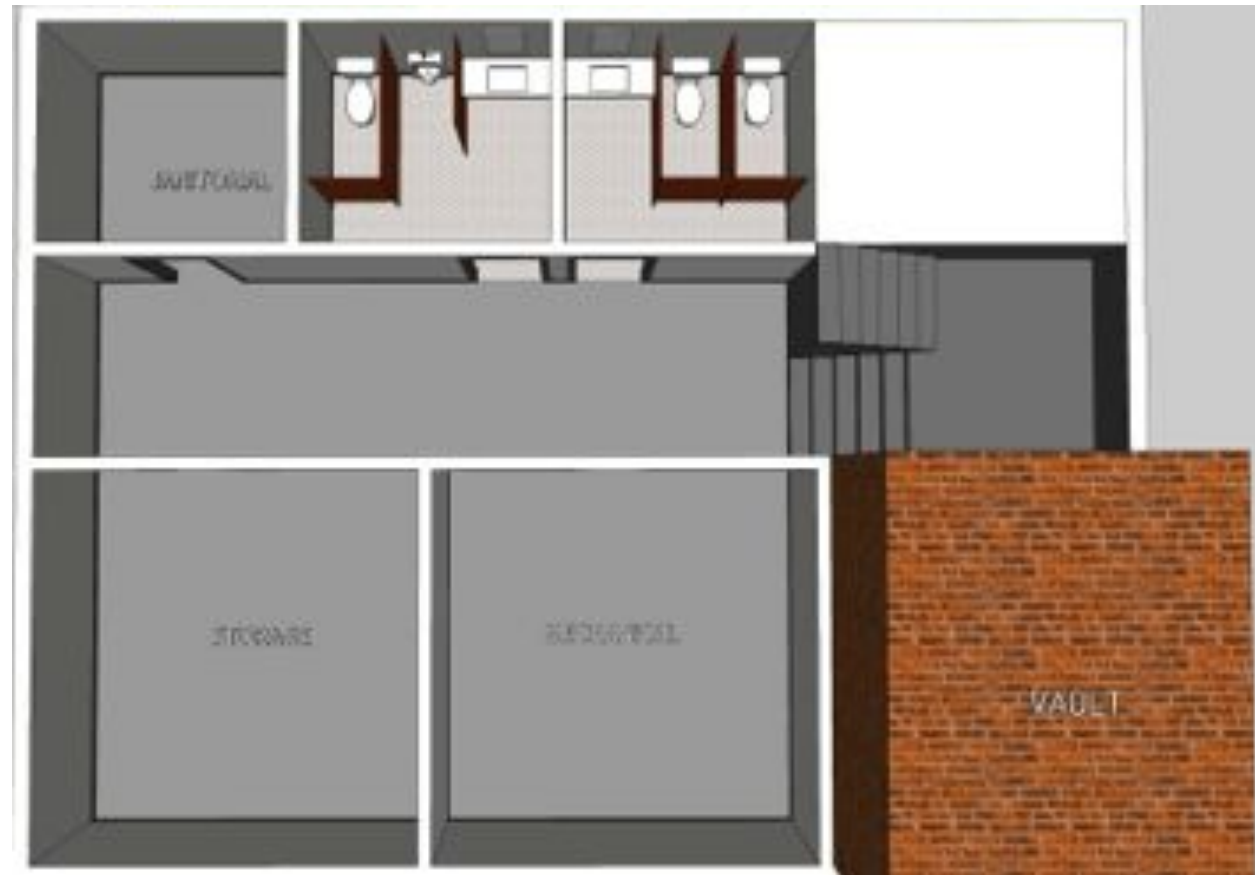
### c. BASEMENT

Historically a basement did not exist, this was a feature added in 2000/2001. By using this space to accommodate the mechanical, janitorial, storage, and washrooms, more space was made available for the main floor gathering space.

The original drawings of the bank showed two steps down from the main floor to access the vault. By reintroducing this feature, not only is there access to the vault door, but also extending the stairs creates access to the newly introduced basement.

### d. VAULT

The vault is a character-defining element in the bank. The majority is constructed of rough stone and the face around the vault door a more refined brick. It currently has a large amount of urea formaldehyde foam insulation on its surface which is considered a hazardous substance and is costly to remove on this particular surface. One option is to encapsulate the majority of the vault with poly and a 2x4 stud wall. The more refined section of the vault around the door could be cleaned and left exposed as a display for historical presentation purposes. The wall that encapsulates the vault could be painted in a brick/stone colour as a nod to the structure behind it.



### 3. COST ESTIMATE

The project is a combination of the rehabilitation and the remainder of the preservation and restoration phases, each with differing cost estimates.

Recent new residential construction projects of similar scale in Dawson City have a Class D estimate of \$260/ft<sup>2</sup>.

Rehabilitation projects of similar scale can expect to reduce the construction costs by approximately 40% because of the various aspects of the project that are already in place or are already addressed in the preservation/restoration phase (i.e. site, foundation, structural framing, roof, exterior cladding, and windows). Therefore, a \$260/ft<sup>2</sup> cost for new build is reduced to a \$155/ft<sup>2</sup> cost estimate for rehabilitation on this particular building.

**Rehabilitation estimate of \$155/ft<sup>2</sup> x 4,039 ft<sup>2</sup> (developed space) = \$626,026**

**Remaining preservation and restoration phases estimate = \$550,000**

**Construction administration and other costs estimate = \$51,301**

**Total Class D estimate for entire project = \$1,227,327**

### 4. CAPITAL INVESTMENT SOURCES

1. Yukon Housing Corporation
  - Affordable Rental Construction Program @ \$50,000 per unit
  - Municipal Matching Rental Construction Program @ 10-year property tax rebate equivalent
2. Parks Canada National Cost-Sharing Program for Heritage Places @ 50% for preservation and restoration only
3. Government of Yukon Historic Properties Assistance Program @ 50% matching contribution
4. Philanthropic donations
  - Major contributor(s) e.g. CIBC Bank
  - Minor sponsors and crowdfunding campaigns
5. Commercial bank mortgage finance

## 5. FINANCIAL PROJECTIONS

### 3. Capital Investment

#### Construction cost

Rehabilitation	626,026
Preservation and restoration	550,000
Administration and other	51,031

**TOTAL \$1,227,327**

#### Investment and financing

YHC Affordable Rental Construction Program	100,000
YHC Municipal Matching Program	88,392
Parks Canada Cost Sharing Program	275,000
GY Historic Properties Assistance Program	40,000
Major philanthropic donations e.g. CIBC Bank	300,000
Minor sponsors and crowdfunding campaigns	235,000
Commercial bank mortgage finance	138,935

**TOTAL \$ 1,227,327**

### 4. Operations

#### Revenue

Housing	29,070
Gathering Space	11,400

#### Expenses

Mortgage service	9,332
Property taxes	0
Utilities	3,245
Replacement reserve	4,047
Maintenance	3,600
Insurance	6,260
Heat and electric	3,600
Hot water	1,000
Snow and landscape	2,000
Property management	5,000
Administration	2,385

**TOTAL YEAR 1 BUDGET \$40,470**



## **APPENDIX B**