

# Heritage Foundation of Newfoundland and Labrador

## Activity Plan

Fiscal Year 2011-2014



## Message from the Chairperson

As Chair of the Heritage Foundation of Newfoundland and Labrador, I am pleased to submit the Activity Plan for the activities of the Board for the next three fiscal years 2011-2014. This Plan is prepared in compliance with the *Transparency and Accountability Act* pursuant to which the Foundation has been categorized as a category 3 government entity and which requires the Foundation to prepare a performance-based activity plan. The Board of the Foundation is accountable for the preparation of this plan and for the achievement of its objectives.

The Heritage Foundation of Newfoundland and Labrador was established in 1984 under *Part IV of The Historic Resources Act* and enacted by the House of Assembly in legislative session. The Foundation is the pre-eminent organization in the province mandated to preserve one of the most visible dimensions of Newfoundland and Labrador culture - its architectural heritage. The mandate of the Foundation is to preserve this built heritage through: the designation of heritage buildings, structures and districts; the provision of grants to assist with the preservation of designated buildings, and the provision of professional advisory services to individuals and organizations; and through this, to stimulate an understanding and appreciation of the architectural, cultural and historical value of the cultural landscape.

The Board of Directors meet three times a year – two meetings to review applications for its Registered Heritage Structure and Grant Programs, its Registered Heritage Districts Program, its Fisheries Heritage Preservation Program, and its Intangible Cultural Heritage Program and one meeting to discuss the business of the HFNL.

As the Chairman of the Heritage Foundation of Newfoundland and Labrador, I have reviewed this activity plan and am satisfied that it truly reflects the strategic directions of Government. The Board accepts accountability for the preparation of the plan and for the achievement of the goals and objectives as contained in the plan.

Kenneth Flynn  
Chairperson

# TABLE OF CONTENTS

**1.0 Overview..... 4**

**2.0 Mandate..... 5**

**3.0 Lines of Business..... 5**

**4.0 Values..... 8**

**5.0 Primary Clients..... 9**

**6.0 Vision..... 9**

**7.0 Mission 2011-2017..... 9**

**8.0 Goals..... 10**

**Appendix I..... 14**

## Overview

The Heritage Foundation of Newfoundland and Labrador (HFNL) was established in 1984 under *Part IV of The Historic Resources Act* and enacted by the House of Assembly in legislative session. The Foundation is the pre-eminent organization in the province mandated to preserve one of the most visible dimensions of Newfoundland and Labrador culture – its architectural heritage.

The Foundation is composed of a Board of Directors appointed by the Lieutenant-Governor in Council. The Board of Directors is composed of 12 members: Chairperson, Vice-Chairperson, government representative and several Board members (full complement shall consist of not less than 7 nor more than 12 members as per the *Act*). The Board of Directors is currently comprised of Ken Flynn, Chair - Placentia; Shannie Duff, Vice Chair - St. John's; Jerry Dick, government representative - St. John's; Kim Blanchard - St. John's; Roy Dawe - Cupids; Doug Wells - Harbour Breton; Mike Paterson - Bonavista; Sandra Wheeler - Corner Brook; Dominic Lundrigan - Burin; and Frank Crews - Grand Bank.

The *Act* confers on the Foundation the authority to preserve the built heritage through: the designation of heritage buildings, structures and districts; the provision of grants to assist with the preservation of designated buildings, and the provision of professional advisory services to individuals and organizations. Through this, the HFNL stimulates an understanding and appreciation of the architectural, cultural and historical value of the cultural landscape. Changes to the *Act* in 2001 governing the Foundation allowed the Foundation to designate whole areas, districts and communities as Registered Heritage Districts, which will denote the unique heritage values of structures and their association to the landscape.

From 2006 to March 31, 2010 the Foundation administered the Historic Places Initiative (HPI), a multifaceted program aimed at conserving and celebrating Canada's historic places. This program was an initiative under the Government of Canada, and under contract by the provincial government, was implemented in Newfoundland and Labrador by the Heritage Foundation. The HPI Program ceased as of March 31, 2010, but the legacy of this program has been the introduction and continuation of three programs, the Provincial Registry of Historic Places (PRHP), the Standards and Guidelines for the Conservation of Historic Places in Canada, and the Municipal Outreach Program.

The PRHP serves as a Registry of Historic Structures and Historic Districts in Newfoundland which is a mandated function of the Department of Tourism, Culture and Recreation. This legislative mandate has now been assumed by the HFNL. The Registry has become the Heritage Foundation's "portal to the public" of not only Newfoundland and Labrador but anyone schooled in the knowledge of the internet.

The Standards and Guidelines for the Conservation of Historic Places in Canada is Canada's first nationwide benchmark of conservation principles and practices. The emphasis is on solid, practical advice for heritage conservation for conserving everything from historic residential and industrial buildings to landscape gardens and archaeological sites.

Through the Municipal Outreach Program we will continue to liaison and work with communities to encourage municipal designations throughout the province.

The permanent staff of the Foundation is composed of an Executive Director, Finance Manager, Provincial Registrar and an Intangible Cultural Heritage Development Officer. A Provincial Cultural Outreach Position was developed for Labrador and is administered by the Newfoundland and Labrador Arts Council. This outreach person works from Happy Valley-Goose Bay and encompasses both “arts” and “heritage”

The annual budget of the Foundation from the provincial government is approximately \$750,000.

## **2.0 Mandate**

The Heritage Foundation of Newfoundland and Labrador (HFNL) was established in 1984 under *Part IV, sections 19-30 of The Historic Resources Act* and enacted by the House of Assembly in legislative session. The Foundation has a primary mandate to preserve one of the most visible dimensions of Newfoundland and Labrador culture - its architectural heritage. The mandate of the Foundation is to preserve this built heritage through: the designation of heritage buildings, structures and districts; the provision of grants to assist with the preservation of designated buildings, and the provision of professional advisory services to individuals and organizations; and through this, to stimulate an understanding and appreciation of the architectural, cultural and historical value of the cultural landscape.

## **3.0 Lines of Business**

To fulfil its mandate the Foundation delivers the following programs:

### **1. Designation, funding and plaquing programs for heritage structures**

Through the Registered Heritage Structure Designation Program, the Registered Heritage Structure Grants Program, and the Registered Heritage Structure Maintenance Granting Program the Foundation designates structures and provides grants for exterior restoration and maintenance on these properties. Through the Registered Heritage Structure Plaquing Program the structure receives provincial heritage recognition.

The Registered Heritage Structure Designation Program and the Registered Heritage Structure Granting Program are application driven – applicants can request an application from the Foundation or can download an application from the Foundation’s website at [www.heritagefoundation.ca](http://www.heritagefoundation.ca). A structure must be designated as a Registered Heritage Structure before its owner is eligible to apply for a Registered Heritage Structure Grant. The grant, administered on a 50/50 cost-shared basis, can cover up to 50 percent of the cost of preservation measures and/or restoration of exterior features only. The deadline for the receipt of application for the designation and granting program is March 1<sup>st</sup> and August 15<sup>th</sup>.

Applications are reviewed by the Heritage Preservation Committee consisting of staff and a number of Board of Directors. This committee makes recommendations to the Board at the two Board meetings held each year to review applications. The Board will either adopt the recommendations of the committee or make other recommendations. Once an application is voted upon by the Board of Directors, the successful applicants are sent a contract and guidelines for the restoration of their property. The unsuccessful applicants are sent a letter explaining the reason(s) they were unsuccessful.

The Registered Heritage Structure Maintenance Granting Program is also application driven, but can only be applied for by Registered Heritage Structures owners who have had their restoration grants for a minimum period of 5 years. These maintenance grants (maximum of \$2,000) can be applied for at any time during the year and are administered on a 50/50 cost-shared basis and can cover up to 50 percent of the cost of maintenance measures of exterior features only. Owners of Registered Heritage Structures can apply for a maintenance grant every five years

The benefits of designation include provincial recognition of the structure with the installation of a 5"x10" bronze plaque on the outside of the building to indicate its heritage significance, and listed on the Provincial Registry of Historic Places, which is then listed on the Canadian Register of Historic Places (CRHP).

### **Designation and plaquing program for heritage districts**

Historic districts are geographically defined areas which create a special sense of time and place through buildings, structures and open spaces modified by human use and which are united by past events and use and/or aesthetically, by architecture and plan.

The application process is an open, public process in which interested parties are invited to suggest districts for consideration by the HFNL Board of Directors. Applications can be obtained from the Foundation's office. Information about this program can be viewed at [www.heritagefoundation.ca](http://www.heritagefoundation.ca).

The Registered Heritage District Designation is commemorative only at this time and is usually commemorated by means of a bronze plaque. There are no additional restrictions other than what the town may make on its own under the *Municipalities Act*. The designation does not impose any legal obligations on the owner(s) of structures and properties in the Registered Heritage District. The Foundation is working toward providing greater services to perspective communities asking to avail of the Registered Heritage District Program.

## **2. Granting program for fishery related buildings**

The Fisheries Heritage Preservation Program (FHPP) is a small-project restoration grant program which provides funding to individuals, municipalities, community and non-profit groups to assist in the preservation and presentation of the Newfoundland and Labrador fisheries heritage i.e. stages, stores, flakes, lofts and other fishery-related buildings of Newfoundland and Labrador.

The FHPP is an application driven program – applications can be obtained from the Foundation’s office or downloaded from the Foundation’s website at [www.heritagefoundation.ca](http://www.heritagefoundation.ca). Applications are reviewed by a peer committee who selects the projects which qualify for a cost-shared 50/50 restoration grant. Information on this program can also be obtained at [www.fisheriesheritage.ca](http://www.fisheriesheritage.ca).

### **3. Educational Role/sponsorship role:**

The Foundation undertakes a number of “how to” publications to inform the public on the correct procedures when dealing with the restoration of heritage buildings. Some of these include restoration practices when dealing with wooden shingles, exterior wooden cladding, nails, eaves brackets, municipal designation and municipal designation of cemeteries and a publication on Modern Architecture.

The Foundation sponsors a number of initiatives such as Tidy Towns of Newfoundland and Labrador, Newfoundland Historic Trust Southcott Awards and Doors Open NL.

The Foundation also houses the Provincial Intangible Cultural Heritage Program (ICH). The ICH Program will preserve, strengthen and celebrate Newfoundland and Labrador’s distinctive tangible and intangible cultural heritage. ICH comprises information in the form of traditional knowledge, beliefs and skills. Preserving intangible cultural heritage is vital to sustaining the province’s innate creativity and sense of identity.

Since 2008, HFNL has been working to safeguard and sustain the Intangible Cultural Heritage of Newfoundland and Labrador for present and future generations everywhere, as a vital part of the identities of Newfoundlanders and Labradoreans, and as a valuable collection of unique knowledge and customs. This is being achieved through policies that support initiatives that celebrate, record, disseminate and promote our living heritage and help to build bridges between diverse cultural groups within and outside Newfoundland and Labrador. HFNL-ICH regularly runs community training workshops, administers the provincial folklife festival, and works to identify, inventory, and conserve traditions and bodies of knowledge that are under threat.

HFNL is involved with an initiative pertaining to youth of our province; the Provincial Historica Fairs. The Provincial Historica Fairs were introduced to Newfoundland and Labrador and in its initial years was administered by the HFNL. The Fairs have their own co-ordinator and are housed with the Newfoundland Historic Sites Association. The Foundation continues as a provincial sponsor and provides a number of awards as well as other support. This program helps students develop a critical appreciation of the significant roles that tangible and intangible heritage plays in our society.

### **4. The Provincial Registry of Historic Places (PRHP) & Standards and Guidelines for the Conservation of Historic Places In Canada and Municipal Outreach**

The *Provincial Registry of Historic Places* serves as a Registry of Historic Structures and Historic Districts in Newfoundland which is a mandated function of the Department of Tourism, Culture and Recreation. This legislative mandate has now been assumed by

the HFNL. The Registry has become the Heritage Foundation's "portal to the public" of not only Newfoundland and Labrador, but anyone schooled in the knowledge of the internet.

The *Standards and Guidelines for the Conservation of Historic Places in Canada* is Canada's first nationwide benchmark of conservation principles and practices. Similar to the national Building Code which is a standard for new construction, the Standards and Guidelines have become the national equivalent for the restoration of historic places. The emphasis is on solid, practical advice for heritage conservation for conserving everything from historic residential and industrial buildings to landscape gardens and archaeological sites. Emphasis has been placed on providing sound, practical advice for conserving our rich and irreplaceable built heritage.

The Municipal Outreach Program of the Heritage Foundation encourages municipalities to become aware of and protect their built heritage. The municipal outreach officer instructs municipalities on the designation process under the *Municipalities Act* and encourages communities to designate structures that are architecturally and historically important within their municipal boundaries. The municipal outreach officer will assist in the writing of a Statement of Significance for the designated structure and then places this designation on the PRHP which feeds to the CRHP.

## 4.0 Values

In order for the Foundation to administer its programs mandated under the *Historic Resources Act*, it is important that its clients have a high level of trust and confidence in the independence of the Board of Directors, its staff and the quality of its services. To this end, the Board of Directors promote four key values: conservation, independence, professionalism, and respect. The action statements below speak to how these values are reflected in the conduct of the Board of Directors and its administrative staff.

### ***Conservation***

The Board of Directors and staff work to promote a culture of heritage conservation, that being all those actions or processes that are aimed at safeguarding the character-defining elements of the historic places of Newfoundland and Labrador, so as to retain their heritage value and extend their physical life.

### ***Independence***

The Board of Directors must maintain and be perceived by its clients to have complete independence in making unbiased decisions with no influence from outside agencies or the provincial government, while fulfilling its mandate as legislated in the *Historic Resources Act*.

### ***Professionalism***

The Board of Directors and its staff believe in providing services with high standards by maintaining and enhancing their knowledge base and providing quality services in a timely, responsible, business-like manner.

### ***Respect***

The Board of Directors and its staff will continue to exercise good judgement in the treatment of the public and other employees.

## **5.0 Primary Clients**

The Heritage Foundation of Newfoundland and Labrador serves the general public, municipalities, and heritage organizations seeking provincial heritage designation and/or information on various aspects of tangible and intangible heritage.

## **6.0 Vision**

The Vision of the Heritage Foundation of Newfoundland and Labrador is of a province that is aware of its unique heritage value and which promotes and benefits from best practices in preserving its historic places and its intangible cultural heritage.

## **7.0 Mission (2011-17)**

The mission statement identifies the priority focus areas of the Foundation over the next two planning cycles. It represents the key long-term results that the Foundation and the Board will be working towards as they move forward on the Strategic Directions of Government. The statement also identifies the measure(s) and indicator(s) that will assist both the entity and the public in monitoring and evaluating success.

The Foundation is supporting the protection and strengthening of the province's tangible and intangible heritage by encouraging and celebrating the preservation of the architectural heritage of Newfoundland and Labrador through financial assistance and formal recognition and the sponsoring of intangible cultural heritage initiatives, for the greater understanding and appreciation of the province's people and visitors.

***By March 31, 2017, HFNL will have conserved, protected and commemorated historic places and safeguarded intangible cultural heritage for the benefit of present and future generations.***

**Measure:** Historic places are conserved, protected and commemorated; and intangible cultural heritage is safeguarded.

**Indicators:**

- Included the Modern Architectural Style into the Heritage Designation Program by establishing criteria for designation of Modern Architecture;
- Promoted the conservation of ecclesiastical structures by designating church structures that are important by way of architecture and history as it relates to the province's Heritage and commemorate these church structures with a Registered Heritage Structure Plaque; and,

- Implemented key objectives of its updated Intangible Cultural Heritage Strategy to safeguard its Intangible Heritage.

## Goals – 2011-14

Significant heritage structures, inshore fisheries infrastructure, ecclesiastical and our traditions and traditional arts throughout the province are at risk. These tangible and intangible heritage resources mark our cultural identity, define the character of our communities and are landmarks of our history. Much of this remarkable heritage is being lost with each passing year, and much more of it is threatened. Once these heritage resources vanish, they cannot be replaced. The Foundation is working to preserve, protect and strengthen the province's tangible and intangible heritage.

The following goals represent the focus of the Board for the fiscal year 2011-2014 and include measure and indicators to assist the entity and the public in monitoring and evaluating success.

## ISSUES

### Goal 1

**The mandate of the HFNL is to ensure that the built architectural heritage of the province is conserved, protected and commemorated. The Foundation has since its inception concentrated on structures of the 19<sup>th</sup> and 20<sup>th</sup> century. It is now appropriate that the built heritage of the Modern Architecture of the province be included in this protection and commemoration. This goal is in line with the strategic direction of Government to ensure that Newfoundland and Labrador's distinctive tangible cultural heritage is preserved.**

By March 31, 2014 the Heritage Foundation of Newfoundland and Labrador will have broadened its Registered Heritage Structure Program.

#### *Measure*

Broadened the Registered Heritage Structure Program.

#### **Indicators**

- Identified structures built in the Modern Architectural Style;
- Inventoried the Modern Architectural Style architecture in the province;
- Launched a publication as it relates to the Modern Architectural Style;
- Modified designation criteria to include the Modern Architectural Style;
- Promoted by way of advertisement and public education the importance of the Modern Architectural Style of architecture; and,
- Designated a structure built in the Modern Architectural Style.

### **Objective 2012**

By March 31, 2012, the Heritage Foundation of Newfoundland and Labrador will have identified structures built in the Modern Architectural Style by way of an inventory, and launched a publication as it relates to the Modern Architectural Style.

#### **Measure**

Identified by, way of an inventory, structures built in the Modern Architectural Style and launched a publication as it relates to the Modern Architectural Style.

#### **Indicators**

- Identified structures built in the Modern Architectural Style;
- Inventoried the Modern Architectural Style architecture in the province; and
- Launched a publication as it relates to the Modern Architectural Style.

### **Objective 2013**

By March 31, 2013, the Heritage Foundation of Newfoundland and Labrador will have modified its designation criteria to include Modern Architectural Style and educated the public on the importance of this style.

### **Objective 2014**

By March 31, 2014, the Heritage Foundation of Newfoundland and Labrador will have designated one or more structures built in the Modern Architectural Style.

## **Goal 2**

**The most vibrant and architectural important structures in any community in the province are the ecclesiastical structures. Many of these church structures date from the mid 19th century and due to the decline in rural population and decline in congregations, these structures are the ones most in jeopardy. These ecclesiastical structures also fall under the mandate of HFNL which is to ensure that the built architectural heritage of the province is conserved, protected and commemorated. This goal is in line with the strategic direction of Government to ensure that Newfoundland and Labrador's distinctive tangible cultural heritage is preserved.**

By March 31, 2014, the Heritage Foundation of Newfoundland and Labrador will have identified options to move forward in addressing the challenges for the sustainability of the Province's Historical Ecclesiastical Structures.

#### **Measure**

Identified options to move forward in addressing the challenges for the sustainability of the Province's Historical Ecclesiastical Structures.

#### **Indicators**

- Surveyed issues surrounding the sustainability of the Province's Historical Ecclesiastical Structures;

- Completed the inventory of ecclesiastical structures throughout the province;
- Developed and implemented classification mechanisms for historical ecclesiastical structures;
- Identified mechanisms /strategies for preserving historic churches;
- Developed advisory services to owners of historical ecclesiastical structures; and,
- Developed pilot strategies for the preservation of historical ecclesiastical structures.

### **Objective 2012**

By March 31, 2012, the Heritage Foundation of Newfoundland and Labrador will have surveyed issues surrounding the sustainability of the Province's Historical Ecclesiastical Structures; completed the inventory of ecclesiastical structures throughout the province and developed and implemented classification mechanisms for historical ecclesiastical structures.

### **Measure**

Surveyed issues surrounding the sustainability of the Province's Historical Ecclesiastical Structures; completed the inventory of ecclesiastical structures throughout the province, and implemented classification mechanisms for historical ecclesiastical structures.

### **Indicators**

- Surveyed issues surrounding the sustainability of the Province's Historical Ecclesiastical Structures;
- Completed the inventory of ecclesiastical structures throughout the province; and,
- Developed and implemented classification mechanisms for historical ecclesiastical structures.

### **Objective 2013**

By March 31, 2013, the Heritage Foundation of Newfoundland and Labrador will have identified mechanisms/strategies for preserving historic churches and developed advisory services to owners of historical ecclesiastical structures.

### **Objective 2014**

By March 31, 2014, the Heritage Foundation of Newfoundland and Labrador will have developed pilot strategies for the preservation of historical ecclesiastical structure.

## **Goal 3**

**As lifestyles and the economy change, traditional knowledge is at risk of being lost. To ensure that the intangible heritage is not lost to future generations, it is important to record and document them while those with the knowledge are still able to do so. The linkage between tangible and intangible will ensure that the stories related to structures, places and objects will be recorded. This goal is in line with the strategic direction of Government to ensure that Newfoundland and Labrador's distinctive tangible and intangible heritage resources are preserved, safeguarded and supported for the benefit of present and future generations; and to maximize their impact on sustainable tourism and community development.**

By March 31, 2014 the Heritage Foundation of Newfoundland and Labrador will have addressed key challenges around best practices in ICH documentation and around fostering stronger connections between Intangible and Tangible Cultural Heritage.

**Measure**

Addressed key challenges around best practices in ICH documentation and around fostering stronger connections between Intangible and Tangible Cultural Heritage.

**Indicators**

- Identified key challenges around best practices in documentation for the inventory of Intangible Cultural Heritage (ICH);
- Increased components of ICH included on MUN's digital archive (DAI);
- Targeted training sessions to community groups engaged in ICH documentation; and,
- Explored potential initiatives with the Department of Education to enhance outreach to schools through the development of ICH-related curriculum and involvement of tradition-bearers in school programming.

**Objective 2012**

By March 31, 2012 the Heritage Foundation of Newfoundland and Labrador will have identified key challenges around best practices in documentation for the inventory of Intangible Cultural Heritage.

**Measure**

Identified key challenges around best practices in documentation for the inventory of Intangible Cultural Heritage.

**Indicators**

- Identified key challenges around best practices in documentation for the inventory of Intangible Cultural Heritage.

**Objective 2013**

By March 31, 2013, the Heritage Foundation of Newfoundland and Labrador will have increased components of ICH included on MUN's digital archive (DAI) and targeted training sessions to community groups engaged in ICH documentation.

**Objective 2014**

By March 31, 2014, the Heritage Foundation of Newfoundland and Labrador will have explored potential initiatives with the Department of Education to enhance outreach to schools through the development of ICH-related curriculum and involvement of tradition-bearers in school programming.

## APPENDIX 1 – STRATEGIC DIRECTIONS

Strategic Directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments. Strategic Directions that are relevant to the Heritage Foundation of Newfoundland and Labrador are:

### 1. PRESERVE AND SAFEGUARD TANGIBLE AND INTANGIBLE HERITAGE

**Outcome:** Tangible and intangible heritage resources are preserved and safeguarded for the benefit of present and future generations; and to maximize their impact on sustainable tourism and community development.

Focus Areas of the Strategic Direction	This Direction is:		
	Addressed in the HFNL Activity Plan	Addressed in the HFNL Operational Plan	Addressed in the HFNL Work Plan
Further advance the strategic cultural plan and its ten key directions	•		
Further safeguard Intangible Cultural Heritage	•		
Strengthen the links and opportunities between tangible and intangible heritage and tourism			•
Build increased awareness of historic places, persons and events	•		

### 2. STRENGTHEN CULTURAL SECTOR PARTNERSHIP AND SUPPORT

**Outcome:** Stronger partnerships are forged within a collaborative atmosphere in order to increase awareness of, and support for, artists, cultural professionals, the cultural industries as well as the community.

Focus Areas of the Strategic Direction	This Direction is:		
	Addressed in the HFNL Activity Plan	Addressed in the HFNL Operational Plan	Addressed in the HFNL Work Plan
Further advance the strategic cultural plan and its ten key directions	•		
Recognize and support Artists and Cultural Professionals			•
Continue to support cultural industries and cultural organizations (arts and heritage)			•
Pursue opportunities to maximize tourism through arts and culture			•
Collaborative support for Aboriginal culture			•
Expand cultural education and outreach	•		
Increase public engagement in arts and heritage	•		

