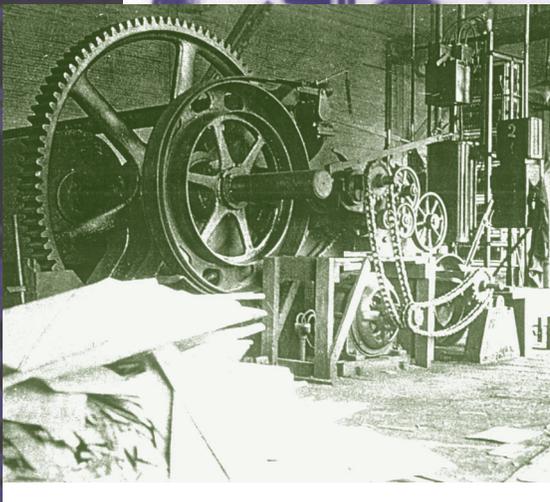


# CITY OF COQUITLAM HERITAGE STRATEGIC PLAN

2001



**DONALD  
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# THE COQUITLAM HERITAGE STRATEGIC PLAN 2001-2005

## EXECUTIVE SUMMARY

### OVERVIEW

Coquitlam enjoys a rich diverse and unique heritage. The City of Coquitlam has identified the need for a heritage strategic plan in order to identify, maintain and protect these valuable community resources. This plan outlines a prioritized strategy for the development of Coquitlam's heritage conservation policies for the next five years. It answers key questions about the existing situation, defines a community vision for heritage, and recommends an Action Plan for implementation. The strategic plan asks, and answers, four key questions:

- Where are we now?
- Where do we want to get to?
- How do we get there?
- What enabling resources do we need in order to get there?

Key players in the City's heritage initiatives include City Council (setting overall direction and establishing budgets); the Coquitlam Heritage Advisory Committee (established in 1998 as an advisory body to Council); the Planning and Development Department (primary responsibility for planning and built heritage initiatives); Leisure and Parks Services (responsible for maintenance of City-owned heritage buildings); and Heritage Square (*Place des Arts*, Mackin House Museum, and the Station Museum).

### HERITAGE PLANNING

The City's heritage initiatives date back to 1986, when an inventory of Maillardville was first undertaken. Three years later six buildings were designated as municipal heritage sites under the *Heritage Conservation Act*. The City identifies an annual budget for cultural initiatives, but no specific budget for heritage conservation initiatives. The primary City planning initiative this year will be the development of a City-wide Official Community Plan [OCP], which could include heritage planning policy directions. Following the completion of the OCP, neighbourhood plans should be developed and updated to reflect heritage issues and policies, where relevant and consistent with OCP policies.

### HERITAGE INFORMATION

A number of key areas have been intensively inventoried, based on standard heritage evaluation criteria, including Maillardville, Riverview, Minnekhada and Colony Farms. A review of this information indicates that the evaluation systems used during these inventories and surveys remain valid today, and this work does not need to be redone. The inventory evaluation criteria used in *Heritage Maillardville* in 1986 could be extended for use throughout the city. There is an identified need for more heritage information, including the area of archaeological resources. The City has just received the results of a consultant's Community Archival Feasibility Study.

### HERITAGE COMMUNICATION

Awareness and education initiatives will be an ongoing component of the City's heritage initiatives. These could take a number of forms, and can be facilitated through Heritage Square and other community partners.

# 1. INTRODUCTION

## HERITAGE IN COQUITLAM

Every city's heritage is unique in terms of its character and origins. Coquitlam enjoys a rich heritage, evident in many features throughout the city. The City of Coquitlam has recently identified the need for a heritage strategic plan in order to identify, maintain and protect these valuable heritage resources.

## WHAT IS HERITAGE?

The term "heritage" is used to describe a wide range of aspects, from physical to social and cultural elements. Common physical aspects of heritage can include aboriginal artifacts, community collections and archival information. Historic structures such as Mackin House, Ryan House, *Notre Dame de Lourdes* Roman Catholic Church, Millside School and the Fraser Mills Train Station are examples of tangible built heritage. The community may value many other historically significant features such as farms, industrial sites, natural landscapes and vegetation. Intangible elements of heritage are also diverse, ranging from cultural ancestry to social identity, community relationships and traditions.

## WHY IS HERITAGE IMPORTANT?

Heritage is important for a number of reasons. Each community's heritage is distinctive, and therefore can help instill a sense of community identity and resident pride. It promotes a sense of continuity for residents, an understanding of where we have been and how we got here today. As such, key resources should be preserved for future generations to enjoy and benefit from. Heritage conservation is also important economically; it can increase property value and provide opportunities for business, property owners and tourism.

## WHAT IS COQUITLAM'S HERITAGE?

- Coquitlam has a fascinating history - ranging from aboriginal settlement to major industrial initiatives - that tells many diverse stories.
- Coquitlam has a unique heritage, defined by its people (memories, stories) and physical remains (artifacts, heritage sites, and structures)
- Coquitlam has an historic infrastructure (early road patterns), an extensive natural heritage (salmon runs, riverfront, mountains, etc.) and examples of many types of heritage sites and buildings (industrial, agricultural, institutional, commercial, etc.)
- The larger historic sites are obvious - Riverview, Maillardville and Minnehada - but many other sites remain to be discovered

## 1.1 THE HERITAGE STRATEGIC PLAN PROCESS

This plan outlines a prioritized strategy for the development of Coquitlam's heritage conservation policies for the next five years. It answers key questions about the existing situation, defines a community vision for heritage conservation, and recommends an Action Plan for implementation.

The strategic plan asks, and answers, four key questions:

- Where are we now?
- Where do we want to get to?
- How do we get there?
- What enabling resources do we need in order to get there?

Coquitlam has already undertaken a number of successful heritage initiatives. This plan commenced with a background review and analysis of the existing situation, including initial meetings with City staff and the Heritage Advisory Committee, including planning session workshops held on October 4 and November 7, 2000 (*Appendix B*), and January 11 and February 6, 2001 (*Appendix C*). A City Staff Technical Workshop was held on October 24, 2000 (*Appendix A*) to brief other City departments on the intent of the strategy and discuss available heritage tools. On February 19, 2001, Coquitlam Council had an opportunity to confirm the direction of the strategy and its recommendations. An open house was held on March 6, 2001 to present the draft Strategy to the public, and solicit comments and feedback. In addition to the strategic plan process, a Heritage Legislation Workshop, with the Heritage Advisory Committee and selected City staff, was held on December 5, 2000. There has also been extensive staff consultation throughout the course of this project.

## 1.2 MANDATE

The governing authority for the Heritage Strategic Plan is the City of Coquitlam. Primary responsibility for the implementation of heritage policies and planning lies with City Council, which provides the policy direction, enables the implementation of the Plan, and approves budgets. The Heritage Advisory Committee [HAC] acts in an advisory capacity to Council on heritage matters. Staff support is provided by the Planning and Development Department.

Throughout the development of the plan, political, public and administrative support has been demonstrated for the goal of heritage conservation. Opportunities have also been identified for ongoing heritage partnerships that will advance Coquitlam's heritage conservation planning goals. In this regard, the contributions of numerous community volunteers, past, present and future, cannot be underestimated.

## 2. CURRENT SITUATION

### 2.1 CITY HERITAGE INITIATIVES

The City's heritage initiatives date back to 1986, when an inventory of Maillardville was first undertaken. Three years later the following six buildings were designated as municipal heritage sites under the *Heritage Conservation Act*:

- Millside Elementary School, 1432 Brunette Avenue
- Ryan House, 1120 Brunette Avenue
- Mackin House, 169 King Edward Street
- *Notre Dame de Lourdes* Roman Catholic Church, 830 Laval Square
- Church Hall, 838 Laval Square
- Priest's House, 828 Laval Square

Coquitlam has also established an official Municipal Heritage Register, on which these six sites are included. Since 1989, most conservation efforts have been private and voluntary, but there has been renewed activity since the formation of the Coquitlam Heritage Advisory Committee by Council in 1998.

The City owns and maintains two heritage designated sites, Ryan House and Mackin House, and may own other resources evaluated as having heritage significance (e.g. Fraser Mills Station, now the Station Museum). The other designated buildings are in institutional ownership: the Catholic Church (*Notre Dame* church, hall and house) and the District #43 School Board (Millside School).

The City's budget for general cultural initiatives is listed below:

<b>COQUITLAM CULTURAL GRANTS</b>	<b>2000</b>	<b>2001</b>
<i>Place des Arts</i> and Heritage Square	\$547,027	\$578,579
Evergreen Cultural Centre	\$425,700	\$495,000
Festival Coquitlam	\$61,740	\$61,740
Coquitlam Heritage Society	\$44,000	\$75,000
<i>Festival du Bois</i>	\$10,000	\$10,000

These figures include internal funds (maintenance, utilities and insurance, e.g. the *Place des Arts* budget for 2001 includes \$31,896 for these costs), but no budget is identified for specific heritage conservation initiatives.

The City has also initiated other planning actions that relate to heritage conservation planning, as further described in this section.

## 2.2 COQUITLAM HERITAGE ADVISORY COMMITTEE

The Coquitlam Heritage Advisory Committee [HAC] was established in 1998 as an advisory body to Council on matters relating to Coquitlam's heritage. In fulfillment of this mandate the HAC may advise Council on the following:

- Opportunities for public education and discussion regarding heritage resources and their conservation;
- Coquitlam's inventory of heritage sites;
- Input on heritage conservation to Civic policy initiatives; and
- Potential strategies to encourage conservation of historic resources within the powers assigned to local governments from the Province regarding heritage conservation through the *Heritage Conservation Act* and the *Local Government Act*.

In May, 1999 the HAC organized and participated in a *Let's Get Organized!* Workshop, funded by the B.C. Heritage Trust and facilitated by Sue Morhun. As a result of this workshop the following Working Vision was developed for 2001:

*Our vision to the year 2001 is to advise and assist Council in the development of a City of Coquitlam Heritage Policy to govern all future heritage preservation which will enable the HAC to carry out its mandate.*

This workshop was thoroughly documented and provided renewed focus for the HAC and a starting point for this strategic plan.

## 2.3 HERITAGE SQUARE

Heritage Square (*Place des Arts*, Mackin House Museum, and the Station Museum) is an important symbol of the community's pride in its past, and the City makes a significant contribution to Heritage Square both by providing the buildings for this use, budgets for their maintenance, and annual operating funds. There are a number of heritage awareness programs currently provided through *Place des Arts*, including the Satellite Program 2001, in which approximately 800 students will attend three hour workshops. Other initiatives include tours, festival activities, and the Maillardville Birthday Celebration. One of the current initiatives being undertaken by Heritage Square is the design and installation of interpretive signs in the Maillardville area.

The Mackin House Museum is operated by the Coquitlam Heritage Society [CHS], which receives annual operating funds from the City. As it received a significant increase in funding this year, the Coquitlam Heritage Society could play a stronger role in the City's heritage initiatives, specifically in the realm of public education and awareness. The Society currently has a walking tour brochure of Maillardville, which requires revisions to reflect the changes in the area. Although beyond the bounds of this study to assess, it appears logical to assume that the Society could help deliver heritage information through brochures, pamphlets and other means.

## 2.4 OTHER CITY INITIATIVES

### 2.4.1 Coquitlam Strategic Plan 2000

A "Strategic Plan for the Future of Coquitlam" was approved by Council in 2000 that outlines a vision for the future of the community and the civic organization. Under the Section "A Growing, Changing and Diverse Coquitlam," the following statements are made regarding community heritage:

**GOAL 2: Celebrate Our Community Diversity and Heritage**

**This goal will be accomplished by:**

- fostering awareness of our diversity and heritage;
- enhancing the organization's respect for, and understanding of, the diversity of our community and customers; and
- understanding and recognizing our distinct and diverse heritage.

These statements form the basis for heritage policy statements that could be considered for inclusion in the development of the City-wide OCP.

## 2.4.2 City of Coquitlam Cultural Policy and Plan

In 1998 Council approved in principle the *Cultural Policy and Plan*, prepared by the Cultural Task Force initiative. This plan identified as its vision: "Linking our Past with our Future: Coquitlam will be a community recognized for a strong cultural awareness which celebrates our sense of community, cultural diversity, heritage and encourages future growth." This reinforces the concept that the City's cultural and heritage initiatives should be mutually self-supportive.

The plan provides a definition of Heritage: "Heritage resources include artifacts and architecture, historic and prehistoric resources and archival and interpretive material and activity. Significant objects and structures are protected by legislation which distinguishes that which is merely old from that which is deemed valuable according to notable public aesthetic, educational and social significance."

Recommendation 10 of the plan was "That the City develop strategies to encourage aesthetic, environmental, and heritage improvements to the community." This sets a direction for the integration of heritage initiatives within the City's planning mandate.

## 2.4.3 City Records Management

Archival records, that facilitate accurate and authentic research, are a crucial part of heritage programs and initiatives. They form the core collective memory of the community, and an archives can act as a repository for both civic records of importance and for materials from the larger community. To date, the City's archival records have not been systematically managed. Existing archival records, including assessment records, have been kept in storage. In 1999, the City finalized a Records Classification System for the management of civic records. At present the City has a corporate wide standard classification and retention schedule and Council has recently approved, by resolution, three policies related to records management, records retention and disposition, and archives management.

The City, along with the Public Library and Coquitlam Heritage Society, have just received the results of a consultant's Community Archives Feasibility Study. This is an important first step in developing policies for the ongoing management of archival material. Coquitlam may wish to enter into discussions about future partnership opportunities in the development of an archives facility.

## 2.5 IDENTIFIED HERITAGE RESOURCES

The heritage resources of Coquitlam are a key component of the community's identity. These heritage resources are diverse in age, style and condition but they contribute to a sense of continuing community tradition. A number of key areas have been intensively surveyed, based on standard heritage evaluation criteria:

**Maillardville:** This historic area was thoroughly inventoried in 1986 (*Heritage Maillardville*, Foundation Group Designs Ltd.). The status of these resources has been monitored, and analysis of the current situation indicates that of the seventy-five properties surveyed in Maillardville in 1986, forty-four remain today.

**Riverview:** Established in 1904, the Coquitlam Hospital for the Mind, later known as Essondale and now called Riverview, was a major institution in Coquitlam. Its heritage resources have been thoroughly inventoried, including buildings and structures (*Heritage BCBC Report*, 1979, *Preliminary Evaluation*, 1981 and *Riverview Heritage Evaluation*, F.G. Consultants, 1995) and landscape features (*Riverview Heritage Tree Inventory Report*, Philips, Wuori, Long *et al.*, 1995). There has been little change since these surveys were undertaken, so they may be considered an accurate representation of what exists on the site. The primary responsibility for the future of the site is within provincial jurisdiction.

**Minnekhada:** This historically-significant site is owned by GVRD Parks. In July, 1981 the Park Committee approved the establishment of Minnekhada Park and ensured its long term protection, care and maintenance as a regional heritage attraction. The centrepiece of the park is the main lodge building, designed by architects Palmer & Bow in 1934 for Lt. Gov. Eric Hamber. Minnekhada was also designed as a model farm, and there is a surviving group of twenty agricultural buildings considered to be of heritage significance. The GVRD Park Committee has held back on heritage designation until matters of future use, economics and operation are resolved and funding from outside sources secured.

**Colony Farms:** A total of ten structures have been identified by GVRD Parks on their Colony Farms property. A heritage management policy has not yet been developed for this site.

A review of this information indicates that the evaluation systems used during these inventories and surveys remain valid today, and this work does not need to be redone. The existing information can be compiled as the "First Phase" of a comprehensive City-wide heritage inventory, following which a Phase II Heritage Inventory could be undertaken. Information on potential heritage resources is now being gathered through a public nomination process, that could be expanded in scope through direct contact with neighbourhood groups. Refer to **3.2.1.2 Heritage Management Plan** for further information.

## 2.6 STRENGTHS AND WEAKNESSES OF THE CURRENT SITUATION

During the community consultation, it was acknowledged that Coquitlam has made progress in heritage conservation planning initiatives, achieving successful results within a short timeframe. There remain, however, serious threats to the conservation of individual aspects of local heritage resources, both publicly and privately owned, and decisions will need to be based on competing priorities for limited municipal resources. Within these discussions there was also a recognition of the opportunities provided by the City's anticipated growth in population and employment. These comments, more fully recorded in *Appendices A* and *B*, may be summarized as follows:

**Strengths of the Current Situation:** There is favourable political, public and administrative support for heritage conservation. Coquitlam is a strong and proud community with a rich and diverse history - authentic and not "prettified," which is the starting point for the development of heritage policies. Family continuity, especially in Maillardville, and community traditions are strong and visible. Current heritage initiatives include the designation of six buildings, in both public and private ownership, and an annual budget provided to the Coquitlam Heritage Society to operate Mackin House Museum. Staff time has been committed to this issue. There is previous inventory information available that has been updated, and the 1986 evaluation framework can be used as the basis for further inventory work. A Heritage Advisory Committee has been established, and represents community interests in its advice to Council.

**Weaknesses of the Current Situation:** There is a lack of awareness among some sectors of the public, including some building owners who fear the possibility of "designation." There may be too narrow a definition of "heritage" in a community that is increasingly diverse. The history of Coquitlam has many elements of "oppression" - which makes it difficult to interpret to many people. Some of our history can be seen as "racist" or at best "working class." At this point in time aboriginal heritage is not being addressed, and there is uncertainty about treaty negotiations. Many new residents will not know the history of the City. There may not be enough funding to meet identified objectives.

**Opportunities:** There are some significant opportunities provided by the current growth of the community, and the flexibility for negotiation built into the new heritage legislation. The City is starting "fresh" at this point in time, and can build a broad base of support for new heritage initiatives. Heritage policies can grow, based on positive economic, cultural and tourism opportunities, and community partnerships. There are many opportunities to increase the delivery of heritage information. Some of Coquitlam's most significant heritage sites are already in public ownership. The proposed new Federal heritage initiatives could have a substantial, positive impact on the conservation of Coquitlam's built heritage.

**Threats:** It is difficult to assess the degree of risk without a clearer understanding of the possible extent of Coquitlam's heritage resources, but there is immediate danger that some resources will be lost before regulations and incentives can be implemented. Potential heritage resources are in scattered locations, and some are inaccessible. The extent of loss in Maillardville alone indicates the fragility of these resources. Another threat is the possibility of alteration over time - original building fabric being lost to insensitive renovation due to lack of awareness or technical advice. Concerns were expressed about development pressures, and potential deterioration caused by the lack of financial incentives. Given the lack of an appropriate repository, there was considered to be an urgent need regarding the collection of community archival material.

How to balance these issues within the City's development of overall heritage policies is further discussed in *Section 3: Future Actions*.

# 3. FUTURE ACTIONS

## 3.1 VISION AND MISSION

In the *Coquitlam Strategic Plan 2000*, Council's vision for future community development was outlined, based on Choice, Sustainability and Quality of Life. Community Diversity and Heritage is one of the goals identified in this Strategy.

As part of the development of a City-wide Official Community Plan, it will be possible to confirm the City's vision for heritage conservation, and formulate and integrate heritage conservation policies within the broader scope of the planning process, including tourism and economic development objectives, for the consideration of Council, and public consultation. This process also presents an opportunity to foster community dialogue on heritage issues.

## 3.2 STRATEGIC PRIORITIES

### 3.2.1 Heritage Planning

There are a number of ways in which the City could establish more focussed heritage policies. The following opportunities for the determination of heritage policies should be considered:

***Official Community Plan:*** The City's major planning commitment for the current year will be the consolidation of the four existing Official Community Plans [OCPs] into a City-wide OCP. This presents a timely opportunity, based on the recommendations of the Heritage Strategic Plan, to include specific statements and policies in the OCP regarding the City's vision for heritage conservation. This will clarify expectations for those involved in heritage projects and initiatives.

***Neighbourhood Plans:*** A community vision for conservation should be based on the positive aspects of community heritage, and foster community partnerships. The development of neighbourhood plans is to commence following the completion of the OCP, and should include references to identified heritage resources and conservation policies, where relevant and consistent with OCP policies.

### 3.2.1.1 Stewardship Policies for City-Owned Heritage Properties

The City can lead by setting the example for other heritage building owners to follow. As a demonstration of this leadership, Coquitlam could prepare master plans for their identified heritage sites, which would act as the basis for ongoing maintenance and restoration decisions. In order to ensure the highest possible level of conservation of its own heritage properties, the City should develop conservation master plans that will guide their ongoing maintenance. These plans should be prepared under the direction of Council through Leisure and Parks Services in consultation with interested parties; cost-shared funding may be available through the B.C. Heritage Trust. Conservation plans should also be developed for any other historic properties the City may acquire in the future.

### 3.2.1.2 Heritage Management Plan

A Heritage Management Plan is a more comprehensive approach to integrated heritage planning. As Coquitlam's heritage policies and initiatives develop, there will be a need for more sophisticated management of planning tools and initiatives related to heritage applications. This may include a number of different tools and policies as outlined in the Strategic Plan, but will also require further study as to what needs to be included to best suit the City's future requirements. Based on the experience of other municipalities, the following are some of the potential components that should be assessed as part of the Heritage Management Plan process:

- ***Phase II Heritage Inventory:*** The proposed new Federal heritage initiatives could have a substantial impact on the conservation of built heritage in Coquitlam, and the City should position itself to be able to take full advantage of any benefits available through this program. One way to do this is to have City-wide heritage information available on which long-term management decisions can be based. As described in ***Section 2.5 Identified Heritage Resources***, some of the larger concentrations of known heritage resources have already been thoroughly inventoried. There are, however, large areas of the City that have never been surveyed to determine if there are any other significant surviving heritage resources. It is unknown what other potential heritage buildings, structures or sites may yet be identified. The previous work requires updating and confirmation, but provides a substantial foundation on which to base the completion of the inventory. Additional information is already being gathered through a public nomination process, and the HAC is expected to undertake community consultation to gather further information. Crucial to the success of the inventory process is a consistency of approach. The evaluation criteria used in *Heritage Maillardville* in 1986 remain valid today, and could be extended for use throughout the City.

- ***Heritage Procedures Bylaw:*** The City can enact a Bylaw that establishes procedures and guidelines for heritage conservation. This bylaw may also delegate authority to an officer or authority for the negotiation of heritage issues. It can also identify levels of protection required for different incentives, and a range of conservation incentives including developmental, financial, and administrative incentives, and building code equivalencies.
- ***Heritage Register:*** A Heritage Register is an official listing, passed by resolution of Council, of properties identified as having heritage significance. Although this is not a form of legal protection, it enables monitoring of proposed changes to these properties. It may also act as the basis for the granting of incentives, and has some implications in the granting of building code equivalencies. Coquitlam has established a Municipal Heritage Register, which includes the six municipally designated sites. The Register can now grow over time. It should be revised yearly to include other sites, such as those which have received incentives or legal protection, or voluntary additions. Alternatively, it could continue to include only legally protected properties. Once more comprehensive inventory information is available, a strategy for adding sites to the Register, and the implications, can be developed.
- ***Conservation Principles, Standards and Guidelines:*** Coquitlam has not yet adopted a set of conservation principles, conservation standards and development guidelines for the assessment of permit applications. The B.C. Heritage Trust Technical Paper Series 9: *Principles of Heritage Conservation*; Technical Paper Series 10: *Restoration Principles and Procedures*; and Technical Paper Series 11: *Rehabilitation Principles and Guidelines* could be adopted as the basis of their heritage application review process. Alternately, the Federal government is rapidly moving towards the completion of national Standards and Guidelines, which could also be adopted by the City.
- ***Structural or Feasibility Studies:*** As part of development proposals involving heritage properties, there is often a need for specific information on how the site will be affected. Currently this structural or financial information is provided by the owner. The City could consider standardizing the results of these structural and feasibility studies by either providing funds for cost-sharing, or else by tightly defining their terms of reference.

- ***Conservation Incentives:*** There is an need to expand the range of conservation incentives offered by the City. These can be offered in several different ways, including developmental, financial, and administrative incentives, as well as building code equivalencies. This range of incentives should be more fully explored by the City, either as an internal study or as part of the larger Heritage Management Plan. The experience of many other jurisdictions has proven that, if applied properly, financial incentives for the rehabilitation and restoration of heritage buildings are a sound investment for all parties. Financial incentives can be provided in several ways, including direct grants or tax relief. There are many examples of jurisdictions that use tax incentives and financial grants to achieve heritage conservation objectives. The City could consider establishing a modest annual budget for restoration grants, offered in exchange for legal protection. There may be additional funding assistance available through other government and private programs, including the Federal Residential Rehabilitation Assistance Program (RRAP), the Bronfman Foundation, the Vancouver Foundation, and others.
- ***Coquitlam Heritage Foundation:*** As many of the identified heritage buildings in Coquitlam are single family houses, the most effective model for financial incentives could be the granting programs operated by a number of heritage foundations throughout the Province. Examples of such grant programs include the Vancouver Heritage Foundation's True Colours program, established in 1999, and the grant program offered by the Victoria Heritage Foundation since 1983. The City may wish to establish a municipal heritage foundation, which in addition to administering grant programs could also serve an education and awareness function. A foundation would also be able to actively fundraise to fulfill its mandate. Matching funding could be sought for potential grant programs, through corporate sponsorship, private foundations and other sources. If an incentive program was to be established, an annual granting budget of \$15,000 to \$20,000 from the City could be considered a reasonable starting point, with additional funds necessary to pay for administration.

### 3.2.1.3 National Historic Places Initiative

A significant opportunity is presented by the possibility of new Federal initiatives for the conservation of built heritage. In 1999, the Federal government made a renewed commitment to the conservation of the country's built heritage, and is currently studying the possibility of a National Heritage Register, national conservation standards, and investment tax credits. It is anticipated that any financial or tax benefits from these programs will be limited to revenue-generating properties. This may have significant implications for a number of Coquitlam's heritage resources.

As of May 2, 2001, the Federal Government has made the financial commitment to fund the development of these initiatives. Coquitlam should indicate its support of these initiatives, which may have a significant positive impact in the near future.

### 3.2.1.4 Recommended Heritage Planning Actions

- As part of the development of the City-wide OCP, define a vision of community heritage conservation, and a framework for heritage conservation policies. [Staff, with input from HAC, for Council's consideration]
- Consider the inclusion of identified heritage resources and conservation policies in future neighbourhood plans. [Council, Public Process and staff]
- Commence development of an overall Heritage Management Plan, through cost-shared funding, that would include a Phase II Inventory, and consideration of a comprehensive set of regulations and incentives for heritage conservation, and related implementation strategies. When complete, recommend the results of the Heritage Management Plan, including the Phase II Inventory, to Council. [Council, staff and consultants; input from HAC]
- Work with GVRD Parks to explore the designation of Minnekhada and Colony Farms as heritage sites. [Council, GVRD Board and staff]
- Work with the Province to explore the planning of significant provincially-owned heritage resources (e.g. Riverview). [Council, Province and staff]
- Prepare heritage conservation master plans, through cost-shared funding, for City-owned heritage properties. [Staff and consultants; input from HAC]
- Seek out opportunities to support senior government heritage conservation initiatives, especially the evolving National Historic Places Initiatives (through Council resolution and letters of support), and jointly through the Union of B.C. Municipalities and the Federation of Canadian Municipalities. [Council and HAC]

### 3.2.2 Heritage Information

Good heritage conservation work is based on accurate information, which ensures authenticity. The provision of heritage information will be a crucial part of the City's heritage initiatives. This information can range from broadly-based general requirements (updated inventory information) to site-specific issues ("how old is my house?") to technical advice ("how do I restore my wooden windows?"). The need for heritage information will grow over time as heritage initiatives develop. How will this information be delivered to the community?

#### 3.2.2.1 Heritage Information Delivery

There are implications to the way that heritage information could be disseminated, including historical information and technical advice to property owners. There are several potential models that could be followed, that would need to be further assessed. In each case, budget figures would have to be tied to performance standards, based on clearly understood expectations.

**City Delivery:** The City could directly undertake the delivery of heritage information. This could be coordinated through staff, and would require an additional allocation of funds and staff time.

**Delivery by Another Agency:** The City already funds the Coquitlam Heritage Society to undertake public outreach programs. It would be within their mandate to develop education and awareness material, and technical support, but may require a specific budget allocation to ensure effectiveness of delivery.

**Community Partnerships:** These educational initiatives could be shared with other partners (such as the *Société Unité Maillardville* and the School Board) but specific allocations, perhaps cost-shared, would be required.

**Establish a Heritage Foundation with an Educational Mandate:** The potential for establishing a municipal heritage foundation should be assessed as part of the Heritage Management Plan process. If established, a foundation's mandate could include educational activities, a standard function for similar foundations. Specific funds would need to be allocated to fulfill this mandate.

#### 3.2.2.2 Recommended Heritage Information Actions

- Provide, as requested, input to any future studies for the establishment of a Coquitlam civic and community archives facility. [HAC and staff]
- Compile existing inventory information from previous studies. [HAC and staff]
- Begin the process of gathering information on other unidentified resources through direct contact with community and neighbourhood associations. [HAC and CHS with staff assistance]
- Once more detailed information is available on the City's heritage resources through the results of the Phase II Inventory, consider publishing an inventory document in a book format, similar to those undertaken by the City of Port Moody, the Township of Langley, the Corporation of Delta, and other municipalities. Additional funds would have to be allocated for graphic production and printing, but the majority of these costs are potentially recoverable through grants and book sales.

### 3.2.3 Heritage Communication

A campaign of "heritage marketing" and public awareness initiatives should be more fully developed in order to publicize and make visible the City's heritage goals and achievements. At this time it is not known which initiatives should be undertaken, but the following projects have been discussed and all would be worthwhile to explore:

- A public relations program and media information package (a "media kit"), including articles about heritage concerns, and promotion of heritage events. The local media should be targeted at every opportunity.
- Walking or driving tours, and other interpretive pamphlets and brochures that would disseminate heritage information.
- School programs, and the presentation of heritage within the broader spectrum of general education. The City, through the volunteers of the Heritage Advisory Committee and the Coquitlam Heritage Society, could work with the School District in the development of teaching packages, beginning with the grade school level.
- Development of technical resources, such as a Restoration Resource List, which can be made available to property owners, designers and contractors.
- Methods of promoting the prestige of ownership of a heritage resource should be explored, including interpretive signs, awards etc. In the experience of other cities the pride of ownership helps ensure long-term conservation by keeping the market value of the buildings at a premium.

### 3.2.3.1 Archaeological Information

A neglected area of study is the pre-European history of Coquitlam. First Nation settlements are known to have existed, but the archaeological potential of the area has never been mapped. Protection for archaeological resources is a provincial responsibility, defined under the *Heritage Conservation Act*, which outlines procedures for impact assessment for sites found to contain archaeological material. The Archaeology Branch of the Ministry of Small Business, Tourism and Culture maintains information on any previously identified sites. As the treatment of archaeological sites falls under provincial jurisdiction, the City only needs to be familiar with the correct procedures for handling this issue, as defined in the *British Columbia Archaeological Resource Management Handbook*. New or existing archaeological sites should be carefully examined, and situations which threaten each site should be handled in conformance with the *British Columbia Archaeological Impact Assessment Guidelines*. The Minister may order the owner of a heritage site to carry out a site investigation to record, remove or salvage a heritage object; or undertake a site survey to assess the heritage significance of the site. In order to assist property owners in assessing potential significant archaeological areas, the City could develop and provide referral information regarding archaeological resources and history, and communicate the owner's responsibilities under Provincial jurisdiction.

### 3.2.3.2 Recommended Heritage Communication Actions

- Work with the Coquitlam Heritage Society to determine what role it will play in community heritage initiatives. [HAC, CHS and staff]
- Continue design and installation of Maillardville Interpretive Signs [Heritage Square]
- Continue education and awareness initiatives, including the development of web-based information, on a continuing basis. [Lead Role: HAC, with community partners]
- Identify other community groups and potential partners (including the Economic Development Committee, corporate sponsors, etc.) who can become involved in community heritage initiatives. Produce a "canned" presentation on Coquitlam's heritage, and begin outreach. [HAC]
- Update the Maillardville walking tour brochure. [CHS]
- Initiate a pilot awareness project, such as a brochure or pamphlet, for general public distribution. [Coordinated through Heritage Square]
- Develop a public relations program and media information package ("media kit"). [HAC]
- Continue to explore opportunities to work with the local media to promote awareness of local history and heritage issues. [Lead Role: HAC]
- Consider publishing heritage information as an inventory document in a book format. [HAC, staff, community partners and/or consultants]
- Develop communication and education strategy for archaeological resources and history. [HAC, staff and consultants]

### 3.4 RESOURCE ALLOCATION

Recognizing that many of the proposed actions in this Heritage Strategic Plan will require further study, the resources implications can only be considered a rough estimate of the budgetary impact of the initiatives outlined in the Action Plan. This does not take into account either the cost of City staff time (which would need to be increased to undertake many of these initiatives), any increases to the budget of other societies, or the cost of establishing an archives facility or a municipal heritage foundation.

There are a number of outside resources that may be available to help undertake some of these initiatives, including provincial grant programs (available through the B.C. Heritage Trust) and private and corporate sponsors; securing these resources would require support time and resources from the City and its volunteers.

<b>ACTION</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Brochure (Pilot Project)	\$2,500 *				
Awareness Initiatives		\$4,000 *	\$4,000 *	\$4,000 *	\$4,000 *
Management Plan/Inventory **		\$30,000 *			
Conservation Plans (2 buildings)			\$8,000 *		
Archaeological Strategy			\$8,000		
Design and Print Inventory			\$13,000 ***		
<b>TOTAL</b>	<b>\$2,500</b>	<b>\$34,000</b>	<b>\$33,000</b>	<b>\$4,000</b>	<b>\$4,000</b>
<b>COST TO COQUITLAM</b>	<b>\$1,250</b>	<b>\$17,000</b>	<b>\$27,000</b>	<b>\$2,000</b>	<b>\$2,000</b>

\* 50% cost-sharing may be available from the B.C. Heritage Trust.

\*\* Note: To commence in 2002 and be completed the following year.

\*\*\* Potential cost recovery item, through sales.

**Note:** some awareness initiatives could be based on cost recovery/self-liquidation.

#### 3.4.1 Recommended Budget Actions

- Formulate an annual budget for heritage initiatives. [Staff with HAC input]

### 3.5 ANNUAL AND ONGOING REVIEW

In order to ensure the most efficient possible work plan for the City's heritage initiatives, progress, effectiveness and costs should be monitored on an ongoing basis. At the end of the calendar year, each heritage initiative should be monitored and assessed. This should be undertaken as part of the HAC's year-end Committee Report. Progress would be measured against recommendations of the five year Action Plan, and adjustments made to the following year's work plan.

At the end of 2005, the goals and the priorities of the Heritage Program should again be thoroughly re-assessed, and a new five year Action Plan prepared.

#### 3.5.1 Recommended Monitoring Actions

- At the end of the calendar year, each heritage initiative should be monitored and assessed. Progress should be measured against the five year Action Plan, and adjustments made to the following year's work plan. This should be prepared as a year-end Committee Report by the HAC, and can also be developed as an annual Heritage Week report to Council by HAC. [HAC and staff]
- The Heritage Register should be updated annually, as required, to reflect the voluntary inclusions of heritage sites or any that are legally protected. [Council]
- At the end of 2005, Coquitlam's heritage goals, priorities and initiatives should again be thoroughly re-assessed, and a new five year Action Plan prepared. [HAC and staff]

# 4. FIVE YEAR ACTION PLAN

## FIVE YEAR ACTION PLAN FOR IMPLEMENTATION OF THE HERITAGE STRATEGIC PLAN

### **NOTE:**

[HAC] = [Coquitlam Heritage Advisory Committee]

[CHS] = [Coquitlam Heritage Society]

2001

### **HERITAGE PLANNING**

- As part of the development of the City-wide OCP, define a vision of community heritage conservation, and a framework for heritage conservation policies. [Staff, with input from HAC for Council's consideration]
- Work with GVRD Parks to explore the designation of Minnehada and Colony Farms as heritage sites. [Council, GVRD Board and staff]
- Work with the Province to explore the planning of significant provincially-owned heritage resources (e.g. Riverview). [Council, Province and staff]
- Prepare grant application for matching funding for a Heritage Management Plan. [Council and staff, with HAC input]
- Formulate a budget for heritage initiatives in 2002, including contributions to a Heritage Management Plan. [Staff with HAC input]
- Seek out opportunities to support senior government heritage conservation initiatives, especially the evolving National Historic Places Initiatives (through Council resolution and letters of support), and jointly through the Union of B.C. Municipalities and the Federation of Canadian Municipalities. [Council and HAC]

### **HERITAGE INFORMATION**

- Provide, as requested, input to any future studies for the establishment of a Coquitlam civic and community archives facility. [HAC and staff]
- Compile existing inventory information from previous studies. [HAC and staff]
- Begin the process of gathering information on other unidentified resources through direct contact with community and neighbourhood associations. [HAC and CHS with staff assistance]

## 2001 (cont'd)

### **HERITAGE COMMUNICATION**

- Develop education and awareness initiatives. [HAC, CHS and community partners]
- Continue development of web-based information. [HAC with initial setup by staff]
- Work with the Coquitlam Heritage Society to determine what role it will play in community heritage initiatives. [HAC, CHS and staff]
- Update the Maillardville walking tour brochure. [CHS]
- Identify other community groups and potential partners (including the Economic Development Committee, corporate sponsors, etc.) who can become involved in community heritage initiatives. Produce a "canned" presentation on Coquitlam's heritage, and begin outreach. [HAC]
- Initiate a pilot awareness project, such as a brochure or pamphlet, for general public distribution. [Coordinated through Heritage Square]
- Continue design and installation of Maillardville Interpretive Signs [Heritage Square]
- Develop a public relations program and media information package ("media kit"). [HAC]
- Continue to explore opportunities to work with the local media to promote awareness of local history and heritage issues. [HAC]

2002

### **HERITAGE PLANNING**

- Monitor and assess heritage initiatives of the previous year, and adjust work program. [HAC and staff]
- Commence development of an overall Heritage Management Plan, through cost-shared funding, that would include a Phase II Inventory, and consideration of a comprehensive set of regulations and incentives for heritage conservation, and related implementation strategies. [Consultants, with input from HAC and staff]
- Prepare grant application for matching funding for heritage conservation master plans for City-owned heritage buildings. [Council and staff, with HAC input]
- Formulate a budget for heritage initiatives in 2003, including contributions to heritage conservation master plans for City-owned heritage buildings. [Staff with HAC input]
- Update the Heritage Register as required. [Council]
- Continue to support senior government heritage conservation initiatives. [Council and HAC]

### **HERITAGE INFORMATION**

- Continue the process of gathering information on other unidentified resources through direct contact with community and neighbourhood associations. [HAC and CHS with staff assistance]

### **HERITAGE COMMUNICATION**

- Annual Heritage week report to Council [HAC]
- Continue education and awareness initiatives. [HAC and community partners]
- Produce new walking tour brochure. [CHS]
- Initiate another awareness project, such as an additional brochure or pamphlet, for general public distribution. [Coordinated through Heritage Square]
- Continue to explore opportunities to work with the local media to promote awareness of local history and heritage issues. [HAC]
- Develop a media kit [HAC with assistance from Heritage Square]

2003

### **HERITAGE PLANNING**

- Monitor and assess heritage initiatives of the previous year, and adjust work program. [HAC and staff]
- When complete, recommend the results of the Heritage Management Plan, including the Phase II Heritage Inventory, to Council. [Council and staff]
- Prepare heritage conservation master plans for City-owned heritage properties. [Staff and consultants; input from HAC]
- Consider the inclusion of heritage issues and policies in future neighbourhood plans. [Council, Public Process and staff]
- Formulate a budget for heritage initiatives in 2004. [Staff with HAC input]
- Update the Heritage Register as required. [Council]
- Continue to support senior government heritage conservation initiatives. [Council and HAC]

### **HERITAGE INFORMATION**

- Consider publishing heritage information as an inventory document in a book format. [HAC, staff, community partners and/or consultants]

### **HERITAGE COMMUNICATION**

- Annual Heritage week report to Council [HAC]
- Continue community education and awareness initiatives (work with the Coquitlam Heritage Society and School District to develop curriculum packages on local history and heritage, etc.). [HAC, CHS and community partners]
- Produce additional walking or driving tour brochure. [CHS]
- Initiate additional awareness projects for general public distribution. [Coordinated through Heritage Square]
- Continue to explore opportunities to work with the local media to promote awareness of local history and heritage issues; explore local programming options. [HAC]
- Develop communication and education strategy for archaeological resources and history. [HAC, staff and consultants]

2004

### **HERITAGE PLANNING**

- Monitor and assess heritage initiatives of the previous year, and adjust work program. [HAC and staff]
- Formulate a budget for heritage initiatives. [Staff with HAC input]
- Update the Heritage Register as required. [Council]
- Consider the inclusion of heritage policies in future neighbourhood plans. [Council, Public Process and staff]
- Continue to support senior government heritage conservation initiatives. [Council and HAC]

### **HERITAGE INFORMATION**

- Continue to update heritage inventory information. [HAC and staff]

### **HERITAGE COMMUNICATION**

- Annual Heritage week report to Council [HAC]
- Continue community education and awareness initiatives. [HAC and community partners]
- Produce new walking tour brochure. [CHS]
- Initiate another awareness project, such as a brochure or pamphlet, for general public distribution. [Coordinated through Heritage Square]
- Continue to explore opportunities to work with the local media to promote awareness of local history and heritage issues. [HAC]
- Implement communication and education strategy for archaeological resources and history. [HAC and staff]

2005

**HERITAGE PLANNING**

- Review overall results, effectiveness, and direction of the Heritage Strategic Plan. [HAC and staff]
- Apply for matching funding for, and begin preparation of, a new Heritage Strategic Plan for 2006-2010. [HAC, staff and consultants]
- Formulate a budget for heritage initiatives in 2006. [Staff with HAC input]
- Update the Heritage Register as required. [Council]
- Consider the inclusion of heritage policies in future neighbourhood plans. [Council, Public Process and staff]
- Continue to support senior government heritage conservation initiatives. [Council and HAC]

**HERITAGE INFORMATION**

- Continue to update heritage inventory information. [HAC and staff]

**HERITAGE COMMUNICATION**

- Annual Heritage week report to Council [HAC]
- Continue community education and awareness initiatives. [HAC and community partners]
- Produce additional walking or driving tour brochure. [CHS]
- Initiate additional awareness projects for general public distribution. [Coordinated through Heritage Square]
- Continue to explore opportunities to work with the local media to promote awareness of local history and heritage issues; explore local programming options. [HAC]

# ACKNOWLEDGEMENTS

The project team for the *City of Coquitlam Heritage Strategic Plan 2001* consisted of Donald Luxton, principal of Donald Luxton & Associates. Staff liaison was provided by the Planning and Development Department, which coordinated input from other City staff. Alastair Kerr, Senior Preservation Consultant, Heritage Branch, Ministry of Small Business, Tourism and Culture also participated. In addition we would like to extend our appreciation to those who participated in the community consultation component of the process. We offer our sincere thanks to all for their efforts on behalf of this project.

We would also like to thank the Heritage Advisory Committee, who were an integral part of the development of the *Heritage Strategic Plan*:

## **City of Coquitlam Heritage Advisory Committee (2000-2001)**

- Councillor Jim Stangier, Chair (2001)
- Councillor Diane Thorne, Chair (2000)
- Uttam Bajwa (2001)
- Margot Baur (2000-2001)
- Fern Bouvier (2000-2001)
- Paula Cyr (2000-2001)
- Ineke J. Dijks (2000-2001)
- Gillian Elliott (2000-2001)
- Brian E. Ellis (2000-2001)
- Dave Gallagher (2000)
- D. Geordie Howe (2000-2001)
- Barry Lynch (2001)
- George Porges (2000-2001)

**The British Columbia Heritage Trust has provided financial assistance to this project to support conservation of our heritage resources, gain further knowledge and increase public understanding of the complete history of British Columbia.**

**The City of Coquitlam has provided matching funding for this project to further the City's heritage planning objectives.**

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# APPENDIX A:

## STAFF TECHNICAL WORKSHOP

**Staff Technical Workshop**  
**Held Tuesday October 24, 2000; 8:30 am - 11:30 am**

Facilitator: Donald Luxton

**Coquitlam Staff Present:**

- Don Allen - Economic Development
- Bill Blakeson - Manager Facilities Division
- Deborah Brown - Manager, Legal and Bylaw Enforcement
- Deb Day - General Manager Planning and Development
- Edie Doepker - Manager Leisure Services East Division
- Lynn Guilbault - Community Planner
- Gary Jackson - Business and Tax Services Manager
- Jennifer Little - Community Planning Assistant
- Ken McLaren - Development Planning Supervisor
- Mike Nihls - Manager Parks and Environmental Services
- Jane Pickering - Community Planner
- Joe Sulmona - Manager Community Planning

*The following is a summary of the discussion in point form:*

**WHAT IS COQUITLAM'S HERITAGE?**

- Coquitlam has a fascinating history - ranging from aboriginal settlement to major industrial initiatives - that tells many diverse stories.
- Coquitlam has a unique heritage, defined by its people (memories, stories) and physical remains (artifacts, heritage sites, and structures)
- Coquitlam has an historic infrastructure (early road patterns), an extensive natural heritage (salmon runs, riverfront, mountains, etc.) and examples of many types of heritage sites and buildings (industrial, agricultural, institutional, commercial, etc.)
- The larger historic sites are obvious - Riverview, Maillardville and Minnekhada - but many other sites remain to be discovered

### **STRENGTHS OF THE CURRENT SITUATION**

- The City has policies in support of heritage (O.C.P. and local area plans)
- Coquitlam has six designated buildings, both in civic and institutional ownership
- Coquitlam makes an annual financial contribution to heritage, including a budget for the Coquitlam Heritage Society to operate Mackin House Museum, and operating funds for the heritage buildings that it owns
- The City has a diverse heritage and history
- There is previous inventory information available, especially for Maillardville and Riverview
- There is now a functioning Heritage Advisory Committee
- There is a local heritage society
- Minnekhada is already being well-cared for by GVRD Parks, who are excellent heritage stewards

### **WEAKNESSES OF THE CURRENT SITUATION**

- Provincial support for heritage issues is at an all-time low (very little financial support or technical resources available right now)
- Perceived lack of public support - there has been no real demonstration of public feeling or big reaction against the loss of heritage
- The community is growing quickly and this puts pressure on existing heritage resources
- Lack of public awareness and understanding, especially among newer residents
- Some of Coquitlam's history is the story of discrimination, and there are other negative aspects to overcome
- Perceived barriers to public participation, including the perception of 'exclusivity' rather than 'inclusiveness'
- Uncertainty over the Land Claims issue
- Lack of information, especially updated heritage inventory data and access to archival material
- Inadequate municipal archives - currently there are poor municipal records management policies
- Coquitlam's historic records and archival materials are currently scattered among a variety of other locations (Port Moody Station Museum, Simon Fraser University, etc.) as there was no local repository for these records
- Current weakness of the heritage program - no incentives; difficulty of adaptive reuse; poor economic return; no tools to deal with private owners
- The economic feasibility of heritage conservation has not been identified - perceived poor quality of existing structures (which may be a problem with how they are perceived) - and perceived conflict between economic development and the retention of old buildings and sites

## **OPPORTUNITIES**

- There is a current move towards Federal heritage policies (national heritage register, standards and guidelines, and tax incentives) which may provide new leadership in this area. The City may wish to indicate support for these initiatives.
- Riverview is a site with great potential economic return and community benefit
- Maillardville is already well-known and could be a popular tourist destination attraction
- Heritage initiatives can be coupled with cultural initiatives, including the potential for education and awareness
- Get Coquitlam's archival records back!
- There is a great potential for cooperation with local groups and societies
- Tourism and the movie industry offer excellent potential for future economic development
- A number of potential heritage buildings are in institutional ownership (churches, etc.)
- The city's current growth presents new opportunities for the integration of historic sites in new developments

## **POTENTIAL HERITAGE CONSERVATION GOALS**

### **Overview**

- Dwell on 'Gain' rather than 'Loss' - be positive in outlook
- Undertake overall planning framework - Plan, Implement, Evaluate!

### **For Tangible Assets**

- Do an overall updated heritage inventory

### **For Intangible Assets**

- Initiate community dialogue
- Plan for the return of Coquitlam's archival records by providing adequate new facilities for them
- Record oral and neighbourhood histories
- Include heritage policies in neighbourhood plans
- Initiate and develop community partnerships

# APPENDIX B:

## CITY OF COQUITLAM HERITAGE ADVISORY COMMITTEE HERITAGE STRATEGIC PLAN: FIRST WORKSHOP

**City of Coquitlam Heritage Advisory Committee  
Heritage Strategic Plan: First Workshop  
Held Tuesday, November 7, 2000**

### **ANALYSIS OF STRENGTHS AND WEAKNESSES**

#### **PRESENT:**

Facilitator: Donald Luxton

#### **Heritage Advisory Committee:**

- Councillor Diane Thorne, Chairperson
- Margot Baur
- Geordie Howe
- Gillian Elliott
- Fern Bouvier
- Paula Cyr
- Dave Gallagher
- Ineke Dijks

#### **City Staff:**

- Deb Day - General Manager Planning and Development
- Lynn Guilbault - Community Planner
- Jennifer Little - Community Planning Assistant

### **STRENGTHS OF THE CURRENT SITUATION**

- Coquitlam is a strong and proud community with a rich and diverse history - authentic and not "prettified"
- Coquitlam has many historic natural resources and an historic infrastructure
- The City is starting to develop appropriate archival policies
- Coquitlam has a number of important older industrial sites - potential for industrial historic interpretation
- Local history has already been publicised through books dating back as far as 1958 (Monk and Stewart)
- The Coquitlam Heritage Society is conducting successful school tours at Mackin House Museum (over 580 participants to date)
- Family continuity - especially in Maillardville
- The City already has six designated buildings, and identified budget items that are allocated towards heritage issues
- The City supports Heritage Square
- The Heritage Advisory Committee is now "up and running" - which demonstrates City support

### **WEAKNESSES OF THE CURRENT SITUATION**

- Not enough 'information' - either about resources or our ability to deal with them
- The heritage resources are scattered - some are inaccessible
- Lack of archival information - there has been no real source of research information
- Urgency regarding the collection of archival material
- "Lack of certainty" and direction - currently no overall concept or process for heritage issues
- "No Tools"
- Divided jurisdictions - province pulling away from leadership
- Lack of money to achieve objectives
- The history of Coquitlam has many elements of "oppression" - which makes it difficult to interpret to many people. Some of our history can be seen as "racist" or at best "working class"
- Not addressing aboriginal heritage issues
- Coquitlam is growing quickly, and some of our new residents may not understand our local history - we may not yet have the means to reach them.

## **OPPORTUNITIES SUGGESTED BY THE CURRENT SITUATION**

- We are starting "fresh" at this point in time - and can seek a broader base of support
- Cultural tourism is a growing economic generator, and could be the source of many spin-off dollars in other sectors. There are opportunities on the micro- and macro-levels.
- There are many potential community partnerships that have not yet been explored - including corporate partners, private foundations, clubs, institutions, and local native bands
- Possibility of coordinating local groups with similar interests through a central group such as the HAC.
- The City's current initiatives in Records Management are a perfect fit with the development of a local archives
- There exist within the City significant private collections (especially of artifacts) that could become part of ongoing initiatives
- Community festivals as a way to promote heritage and community traditions
- Work with the local School District to develop curriculum packages and tours
- Electronic-based media are very popular and may be a more economical way to reach people than traditional media (books, videos etc.)
- The Coquitlam Heritage Society can continue to provide community-based programming

# APPENDIX C:

## CITY OF COQUITLAM HERITAGE ADVISORY COMMITTEE HERITAGE STRATEGIC PLAN: SECOND WORKSHOP

**City of Coquitlam Heritage Advisory Committee  
Heritage Strategic Plan: Second Workshop  
Held Tuesday, February 6, 2001**

### **WHO WILL DO WHAT?**

#### **PRESENT:**

Facilitator: Donald Luxton

#### **Heritage Advisory Committee:**

- Councillor Jim Stangier, Chairperson
- Margot Baur
- Geordie Howe
- Gillian Elliott
- Fern Bouvier
- Paula Cyr
- Brian Ellis
- George Porges
- Uttam Bajwa

#### **City Staff:**

- Deb Day - General Manager Planning and Development
- Lynn Guilbault - Community Planner
- Jennifer Little - Community Planning Assistant

## **DISCUSSION: TASKS TO BE ASSIGNED.**

*A list was circulated of potential "players" in the heritage program for Coquitlam, including:*

- The Federal Government
- The Provincial Government
- GVRD Parks
- Coquitlam City Council
- Coquitlam Planning and Development Department
- Coquitlam Leisure and Parks Department
- Coquitlam Heritage Advisory Committee
- Heritage Square
- Place des Arts
- Coquitlam Heritage Society (Museum)
- Other Potential Partners

*A list of potential tasks was also circulated:*

1. Responsibility for Built Heritage
2. Ongoing Planning Initiatives (Development of OCP, neighbourhood Plans, etc.)
3. Heritage inventory information
4. Archaeological information
5. Heritage communication (education and awareness)
6. Collecting and conserving archival records and other material
7. Paying for all this

*After a thorough discussion, the following tasks were assigned:*

### **The Federal Government**

- Potential source of future tax incentives through National Historic Places Initiatives.

### **The Provincial Government**

- Possible source of cost-shared grants. Provide advice as required. Ongoing consultation re. Riverview.

### **GVRD Parks**

- Responsibility for two major historic sites. Work with them to promote awareness.

**Coquitlam City Council**

- Ongoing consultation. Provide direction and funding.

**Coquitlam Planning and Development Department**

- Primary focus is built heritage. Concentrate on development of a City-wide OCP in near future. Work with HAC for the first two years to gather (but not assess) heritage inventory information.

**Coquitlam Leisure and Parks Department**

- Primary responsibility for the maintenance of City-owned heritage buildings.

**Coquitlam Heritage Advisory Committee**

- Focus first on built heritage. Undertake a modest yearly event, such as an annual heritage award. Make an annual report to Council (tied to Heritage Day in February). Work with staff for the first two years to gather (but not assess) heritage inventory information. Members to produce a "canned" presentation on Coquitlam's heritage, and contact potential partners. develop this into a media kit in the future.

**Heritage Square (administered by Coquitlam *Place des Arts* Society)**

- Considered a broad community resource. Publishes a quarterly newsletter and already has a brochure. Working on interpretive signs in Maillardville. Could coordinate information around existing festivals.

**Coquitlam Heritage Society (Mackin House Museum)**

- Has members, a brochure and a mailing list, and already publishes six newsletters a year. Maintains a presence at local festivals. The Society has an increased budget this year. The Museum is a logical place to house collections of artifacts but does not have the resources to do so, so this issue was deferred. In the short term the Society should update the Maillardville walking tour brochure.

**Other Potential Partners**

- The Canadian Railroad Historical Association, Pacific division, is already an active participant in Heritage Square. Other partners could include Neighbourhood Associations; community groups; service groups; church groups; Chamber of Commerce; arts groups and seniors networks.

# APPENDIX D:

## HERITAGE CONSERVATION TOOLKIT

The Heritage Conservation Toolkit lists the legislative tools available before, during and after a permit application is made. Tools enabled since 1994 are listed below as 'New Tools.' For further information please refer directly to the Heritage Conservation Statutes Amendment Act.

*Web Site:* <[http://www.qp.gov.bc.ca/stat\\_reg/statutes/18700.htm](http://www.qp.gov.bc.ca/stat_reg/statutes/18700.htm)>

### TOOLS THAT NEED TO BE IN PLACE BEFORE NEGOTIATION:

**Official Community Plan (*Local Government Act*)**

Sets out the municipality's intent for development. States overall goals for heritage conservation and can also include heritage area designations.

**Zoning and Development Bylaws (*Local Government Act*)**

Outline the existing general requirements for site development.

**Development Permit Controls (*Local Government Act*)**

Give specific requirements for areas designated as Development Permit Areas.

**Heritage Conservation Areas (*Local Government Act: New Tool*)**

The municipality can define special areas in the OCP to provide long-term protection to distinct heritage areas.

**Community Heritage Register (*Local Government Act: New Tool*)**

The municipality can establish an official listing of properties defined as having heritage character or heritage value. This can act as the basis for the offering of incentives.

**Heritage Zoning (*Local Government Act: New Tool*)**

A zoning schedule can be tailored to preserve the character of a heritage site or area.

**Community Heritage Commission (*Local Government Act: New Tool*)**

Allows for an expanded terms of reference for the existing Commission, and the establishment of new commissions for other purposes.

**Heritage Procedures Bylaw (*Local Government Act: New Tool*)**

The municipality can enact a Bylaw that establishes the municipality's procedures and guidelines for heritage conservation. This bylaw may also delegate authority to an officer or authority for the negotiation of heritage issues.

**Heritage Site Maintenance Standards (*Local Government Act: New Tool*)**

The municipality can enact a 'Heritage Site Maintenance Standards Bylaw,' that establishes the municipality's minimum requirements for the care and maintenance of legally protected heritage properties.

**Reservation and Dedication of Municipal Property (*Local Government Act: New Tool*)**

The municipality can commit to the long-term protection of public property. Although previously enabled, there is new scope added to this tool.

**Administrative Procedures:**

- **Priority Routing**

The municipality can institute a policy of expediting applications involving identified heritage resources.

- **Heritage Awareness Programs**

The municipality can continue to make the public aware of the importance of heritage resources through education programs.

- **Commemoration and Interpretation**

The municipality can provide for commemoration and/or interpretation of historic sites or buildings. This is not the equivalent of designation.

- **Complementary Public Works**

The municipality may commit to public works that complement the character of heritage sites or areas.

## TOOLS AVAILABLE DURING NEGOTIATION:

### Financial Incentives

- **Financial Assistance (*Local Government Act: New Tool*)**  
Direct monetary grants can be offered in exchange for heritage conservation.
- **Tax Incentives/Exemption (*Local Government Act: New Tool*)**  
Full or partial tax exemptions for up to ten years can be offered.

### Development/Zoning Incentives

- **Heritage Revitalization Agreements (*Local Government Act: New Tool*)**  
This is potentially the most useful new conservation tool, and has been widely used by other municipalities. This allows for a voluntary negotiated agreement, which may vary bylaw and permit conditions. If use and density are not varied, a Public Hearing is not required. This is considered a form of legal protection.
- **Heritage Conservation Covenants (*Land Titles Act: New Tool*)**  
Allows for the negotiation of a contractual agreement with the owner, that is then registered on the Land Title. This may not vary siting, use or density. This is considered a form of legal protection.
- **Building Code Equivalencies**  
Buildings identified on an inventory or Heritage Register are eligible for building code equivalencies under the *BC Building Code*.
- **Heritage Density Bonuses (*Local Government Act*)**  
Increases in density, although previously available, may now be achieved more easily through a Heritage Revitalization Agreement.
- **Transfer of Density (*Local Government Act: New Tool*)**  
Although previously enabled, may now be expedited through negotiated agreements.
- **Development Variance Permits (*Local Government Act*)**  
Allow for development requirements to be varied or waived.

**Heritage Designation (*Local Government Act*)**

This tool is now enabled under the *Local Government Act*, and provides long-term protection and demolition control. Designation is generally negotiated in exchange for development incentives. This is considered a form of legal protection.

**Heritage Alteration Permits (*Local Government Act: New Tool*)**

Once a Heritage Conservation Area is established, HAPs may be required for subdivision, additions, new construction or alteration of an existing building. May also be used to allow changes to legally protected heritage property.

**Tree Protection (*Local Government Act*)**

Although previously enabled, there are now new procedures that streamline the ways in which the municipality can protect and maintain significant identified trees.

**TOOLS AVAILABLE IF NEGOTIATION BREAKS DOWN:**

**Temporary Heritage Protection (*Local Government Act: New Tool*)**

A resource can be temporarily protected through the withholding of permits and approvals, or protection orders and bylaws. The resource must be listed on a Heritage Register, and a Heritage Procedures Bylaw must be in place. Specific time periods apply, and this protection cannot be indefinitely extended.

**Heritage Designation (*Local Government Act*)**

See above for details; if the resource is of sufficient community value, the municipality may enact an involuntary designation; this will make the municipality liable for compensation.

**Heritage Inspection (*Local Government Act: New Tool*)**

The municipality can order heritage inspections to assess heritage value and conservation needs.

**Heritage Impact Assessment (*Local Government Act: New Tool*)**

The municipality can order an assessment to be prepared at either owner or municipal expense to predict the impact of a proposed development on adjacent heritage resources.

**Relocation**

When it is not possible to save a structure on its original site, it may be desirable to move it to another location to ensure its preservation. Costs may be borne either by the developer or the municipality.

**Documentation**

When it is not possible to save a structure, it may be desirable to document it before demolition. Costs may be borne either by the developer or the municipality.

**Salvage**

When it is not possible to save a structure, it may be desirable to salvage artifacts or portions of the structure before demolition.

Further information on these tools may be found in *Heritage Conservation: A Community Heritage Guide*, or through reference to the appropriate legislation.

# APPENDIX E:

## PRECEDENTS FROM OTHER JURISDICTIONS

### INTERNATIONAL CHARTERS AND CONVENTIONS

#### ATHENS CHARTER FOR THE RESTORATION OF HISTORIC MONUMENTS (1931)

*Web Site:* <[http://www.icomos.org/docs/athens\\_charter.html](http://www.icomos.org/docs/athens_charter.html)>

In 1931, the Athens Charter defined the basic principles of restoration and preservation of ancient buildings. Although international in basis, each country was advised to apply the principles within its own cultural and traditional framework. Seven resolutions were made at the conference and are as follows:

1. International organizations for restoration on operational and advisory levels are to be established.
2. Proposed Restoration projects are to be subjected to knowledgeable criticism to prevent mistakes which will cause loss of character and historical values to the structures.
3. Problems of preservation of historic sites are to be solved by legislation at national level for all countries.
4. Excavated sites which are not subject to immediate restoration should be reburied for protection.
5. Modern techniques and materials may be used in restoration work.
6. Historical sites are to be given strict custodial protection.
7. Attention should be given to the protection of areas surrounding historic sites.

#### *Implications:*

The Athens Charter was the first to define these basic principles, the result of which was an international movement that continues to this day. These are the building blocks on which all subsequent charters and standards have been built.

## **THE VENICE CHARTER (1964)**

### **International Charter for the Conservation and Restoration of Monuments and Sites.**

**Web Site:** <[http://www.international.icomos.org/icomos/e\\_venice.htm](http://www.international.icomos.org/icomos/e_venice.htm)>

Thirty-three years after the Athens Charter, it was time to re-examine the principles established and to enlarge the scope. The resulting document was the Venice Charter. Conservation, restoration, historic sites, excavations, and publication form the sections which have been enlarged and, in some cases, clarified. The section on conservation touches on finding a socially useful purpose for the monument while at the same time maintaining the layout or decoration of the building. Emphasis is placed on maintaining the building and its decorations in situ. The restoration section emphasizes giving new work a contemporary stamp, the validity of all periods, the preference of traditional over modern techniques, and using sympathetic additions to the building.

Any excavations should follow international scientific standards. Only the reassembling of existing but dismembered parts (anastylosis) is permitted. All work involving historic sites must be properly documented and a record placed in the archives of a public institution.

#### ***Implications:***

The Venice Charter has clearer guidelines than the Athens Charter and introduces the importance of documentation. Emphasis is placed on the context of the building or structure.

## **APPLETON CHARTER (1983)**

### **For the Protection and Enhancement of the Built Environment.**

**Web Site:** <[http://www.icomos.org/canada/appleton\\_charter.html](http://www.icomos.org/canada/appleton_charter.html)>

The Appleton Charter is a creation of English-speaking Canada and deals with the different levels, scales and activities of intervention. It emphasizes that the appropriate level of intervention must consider the cultural significance of the site, its contextual value, the condition and integrity of the fabric, and the appropriate use of available physical, social and economic resources.

#### ***Implications:***

The Appleton Charter is based strongly on the Venice Charter, the Burra Charter (Australia), and the Deschambault Charter (Quebec). It emphasizes the levels of intervention and introduces the importance of patina and reversibility. It is valuable as the Canadian view of international policies and regulations.

**ICOMOS CHARTER FOR THE CONSERVATION OF HISTORIC TOWNS AND URBAN AREAS  
(1987)**

**THE WASHINGTON CHARTER**

**Web Site:** <[http://www.international.icomos.org/icomos/e\\_towns.htm](http://www.international.icomos.org/icomos/e_towns.htm)>

The Washington Charter results from twelve years of study and development by international specialists. Knowing that there are numerous methods of planning and protection throughout the world, this charter specifically kept its terms broad. The charter applies to all sizes of historic towns and to the natural environments that may accompany them and is intended to complement the Venice Charter (1964).

The Washington Charter sets out to establish steps to protect, conserve and restore historic towns and areas while at the same time encouraging their development and adaptation to contemporary life. There is a clear understanding that the survival of a historic town or area requires policies of economic and social development and that consideration be given at every level of urban and regional planning.

***Implications:***

The Washington Charter is a clear and concise guideline for the preservation and growth of historic towns and areas. Its strength is in its common sense approach and in its realism. From the importance of including residents (especially school age children), to traffic requirements, to multidisciplinary planning; this charter is an excellent resource.

## **THE AUSTRALIAN ICOMOS CHARTER FOR THE CONSERVATION OF PLACES OF CULTURAL SIGNIFICANCE: (1981)**

### **The Burra Charter.**

**Web Site:** <[http://www.icomos.org/docs/burra\\_charter.html](http://www.icomos.org/docs/burra_charter.html)>

The Burra Charter begins with an invaluable list of relevant definitions. The remaining document is divided into conservation principles, conservation processes, and conservation practices. Conservation principles deals with such considerations as the aim of conservation, respect for original fabric, cultural significance, conservation techniques, visual setting, and original siting. Conservation processes discusses the relative appropriateness of preservation, restoration, reconstruction and adaptation. Conservation practice considers the importance of study prior to action, of necessary versus unnecessary examinations, and of conservation policy statements. This section also introduces the notion that organizations and individuals responsible for decisions on a project must be named.

### ***Implications:***

The Burra Charter is the best written of the group examined here. It is clear, concise, and based on realism. Most useful is the division of the document into conservation principles, processes and practices. The same division can be applied to any conservation plan.

## AMERICAN POLICIES

### SECRETARY OF INTERIOR'S STANDARDS AND GUIDELINES: (1992)

#### For Federal Agency Historic Preservation Programs Pursuant to the National Historic Preservation Act, USA.

*Web Site:* <<http://www2.cr.nps.gov/pad/sec110.htm>>

In 1966, section 110 of the National Historic Preservation Act (NHPA) established broad historic preservation responsibilities of American Federal agencies to ensure that each agency fully integrated preservation into its programs. Amendments to the NHPA in 1980 expanded and specified that each Federal agency was responsible for identifying and protecting historic properties. Each agency was also asked to consider projects and programs which would support the NHPA. In 1992, the NHPA was further strengthened. The head of each agency which owned historic properties acquired new responsibilities, including the establishment of preservation programs to identify, evaluate and protect the properties. A detailed set of guidelines exists, which each agency is expected to know and to follow, with the help of its Preservation Officer. The NHPA has seven standards, as follows:

**Standard 1:** Each Federal agency establishes and maintains a historic preservation program that is coordinated by a qualified Preservation Officer, and that is consistent with and seeks to advance the purposes of the National Historic Preservation Act. The head of each Federal agency is responsible for the preservation of historic properties owned or controlled by the agency.

**Standard 2:** An agency provides for the timely identification and evaluation of historic properties under agency jurisdiction or control and/or subject to effect by agency actions.

**Standard 3:** An agency nominates historic properties under the agency's jurisdiction or control to the National Register of Historic Places.

**Standard 4:** An agency gives historic properties full consideration when planning or considering approval of any action that might affect such properties.

**Standard 5:** An agency consults with knowledgeable and concerned parties outside the agency about its historic preservation related activities.

**Standard 6:** An agency manages and maintains historic properties under its jurisdiction or control in a manner that considers the preservation of their historic, architectural, archeological, and cultural values.

**Standard 7:** An agency gives priority to the use of historic properties to carry out agency missions.

#### *Implications:*

Although the United States has significantly different legislation to Canada, a great deal can be learned from the NHPA. The variety of tax incentives, the requirement to include preservation in everyday programs, the pro-active approach, the encouragement to seek outside expertise, and the implementation of long-term management programs are all guidelines which can be applied anywhere.

## CANADIAN FEDERAL POLICIES

### FEDERAL HERITAGE BUILDINGS REVIEW OFFICE (FHBRO)

*Web Site:* <<http://daryl.chin.gc.ca:2000/basis/cher/user/www/sdf>>

Or can be reached through the main menu for CHIN (Heritage Directory):

*Web Site:* <[http://www.chin.gc.ca/e\\_main\\_menu.html](http://www.chin.gc.ca/e_main_menu.html)>

FHBRO policy guides the treatment of those Crown-owned buildings evaluated as having heritage character, and ensures that the custodian department is aware of the heritage status of each building. FHBRO is responsible both for the identification of heritage buildings owned by the Federal Government, and for the review of intervention to its designated buildings. Alterations to any federal buildings older than forty years must be referred to FHBRO; buildings less than 40 years old may also be identified as significant. Those considered to have the highest heritage designation are *Classified*, while those of the second highest designation are *Recognized*.

For Classified and Recognized buildings, a *Heritage Character Statement* is prepared, which guides all future interventions to the resource. These statements are prepared on a case-by-case basis, and there is no standard format for documentation. This statement can, and usually does, include interior features. FHBRO policy states that "heritage character must be clearly linked to the character-defining elements, patterns and relationships which support it." It also states that appropriate use and occupancy are essential to long-term conservation, and recognizes the importance of patterns of access, circulation and use; spatial hierarchies and sequences; the treatment of public spaces; and historic room layouts and finishes.

Once a building is Classified or Recognized, the custodian department must protect the resource, using FHBRO standards and guidelines. Unfortunately these guidelines, while covering the theoretical aspects of restoration and renovation work, are not site-specific, and must be individually interpreted.

#### ***Implications:***

Federal designation will not be a useful tool for the local protection of historic buildings and sites. Federal policy does, however, provide a useful model for the review, assessment and on-going protection of these significant heritage properties.

## **THE HISTORIC SITES AND MONUMENTS BOARD OF CANADA (PARKS CANADA)**

### ***National Historic Sites:***

***Web Site:*** <[http://parkscanada.pch.gc.ca/library/PC Guiding Principles/Park88.htm](http://parkscanada.pch.gc.ca/library/PC_Guiding_Principles/Park88.htm)>

### ***Federal Heritage Sites:***

***Web Site:*** <[http://parkscanada.pch.gc.ca/federalhb/fhb e.htm](http://parkscanada.pch.gc.ca/federalhb/fhb_e.htm)>

The Historic Sites and Monuments Board of Canada was created in 1919 to preserve and develop historic sites. The Historic Sites and Monuments Act was established in 1953. An amendment in 1955 allowed the Board to recommend national designation for buildings based on age or architectural design. Each year, the Board receives over 200 requests to declare people, places or events as having national historic significance. Between 50 and 70 of these will result in research papers.

The Board has a large number of sub-committees to deal with the work. The Built Environment Committee deals with built heritage, historic districts and streetscapes and will recommend the type of commemoration awarded. This can include a plaque, cost-sharing with other interested parties, or acquisition (rare). Heritage resources may be designated if they have intrinsic heritage value and/or they are associated with a nationally significant aspect of Canadian history (the association itself must be important). The Board has extended its definition of built heritage to include streetscapes, districts, gardens and cultural landscapes.

### ***Implications:***

Although the Historic Sites and Monuments Board presumes to have the leadership role within the overall heritage community for the protection of heritage resources, the reality is quite different. The reality of protection is based in a local community, and in the support that community receives from the municipal or regional level. The possibility of cost-sharing, however, is worth investigating - and the web sites are a valuable resource.

## MUNICIPAL PRECEDENTS

### CITY OF VANCOUVER

*Web Site:* <<http://www.city.vancouver.bc.ca>>

The City of Vancouver has its own charter (*The Vancouver Charter*), unlike the rest of the province of British Columbia which is subject to the *Local Government Act*. Vancouver does not have an overall management plan due only to the reluctance of City Council to accept one. In the meantime, planning staff have developed "Heritage Policies and Guidelines," and a series of "Heritage Fact Sheets". Significant buildings and sites in Vancouver are listed on a Register and are rated and then categorized into "A", "B", or "C". A building or site may also be formally designated, a legal prerequisite for certain bonuses and incentives.

If a resource is listed on the Vancouver Register, it triggers certain reactions at City Hall. For example: special attention is given if the resource is in an area zoned for comprehensive development or for conditional use. If an "A" listed building is scheduled for demolition, the owner must produce a feasibility study before approval is given. Adjacent landscaping receives review in its own right when there is a proposed change to a listed building. All listed buildings are eligible for the relaxations of certain regulations (an increase in floor space ratio, parking relaxations, subdivision etc.). A most popular incentive in Vancouver is the heritage density bonus provision (the transfer of density from one site to another site). All category "A" buildings are automatically eligible, while category "B" and "C" buildings may also apply, but must receive Council approval.

The Heritage Fact Sheets examine nine categories of heritage in Vancouver:

1. Vancouver Heritage Conservation Program;
2. Vancouver Heritage Register, a listing of 2,200 buildings, landscapes, monuments and archaeological sites which are listed in A, B or C evaluation categories;
3. Municipal Heritage Designation, designation of heritage properties is a legislative tool;
4. Heritage Revitalization Agreement, an agreement negotiated by the City and an owner which outlines duties, obligations and benefits;
5. Municipally Designated Buildings in Vancouver, a list;
6. Provincial Heritage Designation, a discussion of Gastown and Chinatown;
7. Heritage Conservation Principles, a method to gauge the appropriateness of changes to heritage buildings;
8. Vancouver Heritage Commission, a ten member commission appointed from the community by City Council;
9. Vancouver Heritage Foundation, a private, non-profit charitable organization to promote preservation, maintenance and restoration of heritage properties.

***Implications:***

The most significant aspects of Vancouver's heritage program are the Heritage Revitalization Agreements (HRAs) and density bonuses and transfers. Both British Columbia and Vancouver have developed incentives which encourage developers and residential owners to consider heritage as a positive prospect. There are a number of developers in Vancouver who specialize in heritage commercial buildings, who would not be doing so if it were not for the legislation and for the willingness of the heritage planning staff to work with them to reach a win-win situation.

**CITY OF VICTORIA**

**Downtown Heritage Management Plan**

Although this management plan was written prior to the revised BC heritage legislation (Heritage Statutes Amendment Act of 1994), many aspects are still relevant. The goals, for example, can apply anywhere. They include; conservation of heritage resources, development of incentives, creation of regulatory controls, examination of view corridors, maintenance and monitoring of the heritage program, promotion of public awareness and of public education.

Of particular interest is the recognition by the City of Victoria that their downtown core had its own set of identifiable sub-areas which reflected the historical development pattern of the City and which held distinct clusters of heritage buildings. The resulting management plan dealt with these distinct sub-areas individually and did not attempt to apply one formula to the downtown core as a whole. Victoria also examined urban features such as main and secondary streets, walkways, courtyards, and street furnishings. They examined interpretive plaques and signage, enhancement of urban features, use of appropriate street furnishings, seismic upgrading, and co-operation from senior levels of government. The City hoped, where economically feasible, to acquire and rehabilitate heritage buildings for the use of the City. They hoped to create documentation and salvage policies for registered buildings lost to demolition. Zoning changes were discussed.

More recently (1999) Victoria instituted tax rebates, over a ten year period, to offset the costs of seismic upgrading for residential conversion projects in the downtown core. This has been recognized by all parties as a very successful program proven

***Implications:***

The City of Victoria is most often ahead of the rest of the Province of BC with regard to heritage issues. Victoria's use of pro-active policies, excellent public relations, and the existence of three granting agencies for heritage buildings, all provide very useful models for the protection and promotion of heritage resources.