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FINAL REPORT

DND HERITAGE MANAGEMENT PLANS – TEMPLATE

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Prepared for:



Canadian Forces Housing Agency

and



Defence Construction Canada

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1.0 Heritage Management Plan – [Site/Building name]

- Note: For detailed instructions on how to prepare the HMP, please refer to DND Heritage Management Plans – A Guide.

1.1 Location

- Use general maps and/or aerial/satellite photos to ensure the reader understands where the site or building is located.

1.2 Cultural Heritage Asset Profile (CHAP)

- This section comprises a summary of basic data and information concerning the property. It is a one-page “snapshot” for quick access to this information.

Photo & caption	
PRIN (Building) Number	
Asset Name	
CFB Base	
FHBRO designation	i.e. Classified/Recognized
Year of designation	
Other designation	i.e. National Historic Site of Canada (?)
Values	i.e. Architectural, archaeological, historical, aesthetic etc.
Character defining elements (CDE)	i.e. Form, proportions, materials, windows, etc.
Earliest construction date	
Location	i.e. Base or civic address
Fire alarm system	Yes/No
Sprinkler system	Yes/No
Structure/construction type	i.e. Wood/Stone masonry/Brick/Cast Iron/Steel
Past use	
Current use	
Condition of CDEs	
Building condition	i.e. Very good/Good/Fair/Poor/Very poor
Occupancy rating	i.e. Very good/Good/Fair/Poor/Very poor
Risk to heritage	i.e. Insignificant/Minor/Moderate/Major/Catastrophic
Date of survey	
Last fire and life safety audit	Date
Floor area	sq.m. (RAIS)
Cap – OM 2005-9/sq.m. (RAIS)	
Proposed disposal / mothballing	

1.3 Purpose of the Plan

- Explains the purpose of the plan and summarises the projects and activities (cross-referred to the full descriptions in an appendix of the HMP).
- Identifies the parties involved in the plan preparation process.

1.3.1 Reasons for the Plan
Text

1.3.2 Parties Involved in the Plan Preparation	
DND Personnel	(Name, title, mailing address, tel., fax, e-mail)
Agencies	(Name, contact person, mailing address, tel., fax, e-mail)
Consultants and Specialists	(Name, specialty, mailing address, tel., fax, e-mail)
Residents, tenants, businesses, visitors	

1.4 Description and History

- Location and extent of property and ownership(s).
- Brief description of the physical character of the property.
- Brief description of statutory designations, assessments and policy context.
- Summary of the significant stages in the history of the property.

1.4.1 Base Data, Location and Extent of Property		
PRIN (bldg.) Number		
Asset Name		
CFB Base or civic address		
General description, location & geographical context		
GPS coordinates		
Property/Bldg. Area	Hectares/sq.m.:	Acres/sq.f.:

- **Note:** Include map of relevant authority areas (e.g. Fed. Gov., Provincial. County, Municipality).

1.4.2 Ownership(s)	
Explain the ownership(s)	
Rights of way, permissive access	

1.4.3 Uses	
Past use	
Current use	

1.4.4 Physical Character of the Property	
Geology, topography, drainage, and climate	
Vegetation incl. field boundaries, woodlands, habitat types	

1.4.5 Statutory Designations	
FHBRO designation & year	
HMBC designation & year	
Other designations & year	

1.4.6 Significant Stages in the History of the Property	
Historical chronology & major phases of development	Text

1.4.7 Specialist Surveys/Studies	
Reference to specialist surveys	List

1.5 Significance, Values, Features, Condition, Vulnerability

- Significance including FHBRO’s *Heritage Character Statement* or HSMBC’s *Statement of Significance* – explain why the property and each key feature is significant (e.g. its association with a national figure/event).
- Brief description of features/elements within designated area – photographs or maps can be helpful.
- For each key feature:
 - provide a brief description;
 - explain why it is significant in its own right;
 - explain its contribution to the outstanding interest of the designated property; and
 - assess its potential vulnerability and state what is required to retain the heritage qualities (significance) for which the property was designated.

1.5.1 Significance and Values	
Summary of Heritage Character Statement	Text

1.5.2 Values and Key Features	
Key Feature 1 & values	Short description, significance, condition, vulnerability [photo]
Key Feature 2 & values	Short description, significance, condition, vulnerability [photo]
Key Feature 3 & values	Short description, significance, condition, vulnerability [photo]
Etc.	

1.6 Management Issues

- Summary of the main management issues.
- Conflict between conservation, economic objectives and operational uses.
- Problems arising from previous or existing management regimes.
- Conflicts between the Heritage Management Plan and other existing agreed management plans.
- Implications of compliance with safety or access legislation for the character and/or conservation interest.
- Options for limited resource allocation.

There are four principal aspects to bear in mind for each management issue:

- current management;
- constraints/concerns/conflicts;
- relationship of management to significance; and,
- future management opportunities.

1.6.1 Current Management

Management:
(Brief description of how the property is managed and main management issues).

The 3 key management issues at (site name) are:

1. Text
2. Text
3. Text

1.6.2 Constraints/Concerns/Conflicts

Key management issue 1: (heading)

Current concerns

- Text

Resolution of conflicts

- Text

Remaining concerns

- Text

Key management issue 2: (heading)

Current concerns

- Text

Resolution of conflicts

- Text

Remaining concerns

- Text

1.6.3 Future Management Opportunities

(Short-term opportunities, longer term aspirations, resources or actions to resolve issues)

1.6.4 Conservation Questions – For Information Only

1. Does this action conserve (or enhance) the significance of the designated property?
2. If not, does it have a neutral effect?
3. If not, can it be amended so that it has a neutral or conserving effect?
4. If not, will this jeopardise the significance of the feature or property or the conservation aims/objectives? (If the decision is taken to continue with the action despite its negative impact, set out the reasons and review the decision at HMP review.

1.7 Aims

- This section sets out the overall aims (broad policies) for managing the designated heritage property or National historic site, taking into account its various uses and interests, conservation of the designation status and the practical realities of normal management.

1.7.1 Mandatory Requirements

(Operational, legal, heritage, community etc.)

AIM 1:

Text

AIM 2:

Text

AIM 3:

Text

1.7.2 Voluntary Enhancements

(Economic, interpretation, restoration, research etc.)

1.8 Management Objectives

- Objectives set out the detailed steps to be taken to implement the activities or projects and the HMP aims.
- Complex properties may need more than one objective for any given feature/area/interest including general and specific objectives, whereas other plans may achieve good management with a few simple objectives.
- Objectives should be SMART:
 - **S**pecific (to the purpose of the HMP and to the feature/area/interest).
 - **M**easurable (to help monitor progress).
 - **A**greed (with the relevant Agencies).
 - **R**ealistic.
 - **T**imetable (by reference to the detailed work programs).

Management objective 1: Text
Management objective 2: Text
Management objective 3: Text

1.9 Specific Objectives Related to Condition

Objectives for each key feature or area:

- Describe the feature, referring to supporting information.
- Summarise condition.
- Summarise current management practice.
- Assess the potential vulnerability and state what is required to retain its heritage qualities (i.e. its significance).
- Set objectives identifying the work necessary to meet mandatory requirements to maintain and preserve the outstanding land or maintain, repair and preserve the outstanding buildings including any work required to bring the quality of the designated property up to the required standard.
- Clearly identify any works proposed that are over and above the requirements as voluntary enhancement.
- Check each objective against the HMP sections on history, assessment of significance and management issues and with other objectives using the 'conservation questions' approach, to ensure cross-compliance.
- Where necessary, set out the steps to be taken to resolve any potential conflict between objectives including a brief summary of the reasons for decisions.

Feature 1: Name Current condition, current management, vulnerability and maintenance requirements, voluntary enhancement.
Feature 2: Name Current condition, current management, vulnerability and maintenance requirements, voluntary enhancement.
Feature 3: Name Current condition, current management, vulnerability and maintenance requirements, voluntary enhancement.

1.10 Work Programs (Past & Future)

- Summarize the significant work that has been carried on at the property and refer to FHBRO intervention reviews. You can adapt the tables to suit your particular needs.
- Proposed work program(s) 5 year horizon.
- Longer term work program(s), e.g. over 25 years including both fairly firm proposals
- Regular routine maintenance tasks, e.g. cleaning, inspection/maintenance of HVAC systems.
- 'One-off' tasks, e.g. major repair to building.

1.10.1 Past Work Programs

- Relevance to mission = Direct, General support, Indirect, Training
- Use = Storage, Utilities and Plants, Non Public Property, Workshops, Office Buildings, Armoury, Training and Research, Fire/Police Station, Works, Storage – Fuel and Hazardous Materials, Personnel support, Marine Works
- Category = Life Safety, Miscellaneous, OFC, Building Code, Appearance, Grandfathered Code, Heritage, Functionality, Environmental, Operations, Integrity
- Prime System = Site Roads and Hard Structures, Site improvements, Fences, Structural, Envelope, Interior Construction, Infrastructures

Project/Building/Structure/System	Year	\$(000)	Relevance to Mission	Use	Category	Prime System
Name						
Name						
Name						
Name						
Etc.						

1.10.2 Current/Proposed Work Program(s) [1-5 years horizon]

	2012	2013	2014	2015	2016
Project					
i.e. Prepare Heritage Management Plan					
i.e. Quinquennial inspection of building(s) incl. fire and life safety audit by qualified person					
Project name					
Project name					
Etc.					

1.10.3 Longer Term Work Program(s) [Over 25 Years]

Project	2012 2016	2017 2021	2022 2026	2027 2031	2032 2036
Project name					
Project name					
Etc.					

1.10.4 Regular Routine Maintenance Tasks and Major Repairs to Building

Project	Spring	Summer	Autumn	Winter
Interior cleaning of building	x	x	x	x
Inspection and maintenance of heating systems			x	
Inspection and maintenance of cooling systems	x			
Project name				
Project name				
Etc.				
Etc.				

1.10.5 New Constructions

Project	Year	\$(000)	Relevance to mission	Use	Category	Prime system
Project name						
Project name						
Etc.						

1.11 Monitoring and Review

- Statement of requirements in relation to monitoring, plan reviews and access by statutory Agencies.

Meetings / Reviews	
Activity 1	Schedule
Activity 2	Schedule

Items to be Monitored	Indicator	Frequency
Item 1		
Item 2		
Item 3		

1.12 Acronyms

CF	Canadian Forces
CFB	Canadian Forces Base
CHAP	Cultural Heritage Asset Profile
DCC	Defence Construction Canada
DFRP	The Directory of Federal Real Property
DND	Department of National Defence
DRPM	Directorate of Real Property Management

DRPP	Directorate Real Property Planning
FHBRO	Federal Heritage Buildings Review Office
HMP	Heritage Management Plan
HSMBC	Historic Sites and Monuments Board of Canada
MRADP / MRPDP	Master Realty Assets Development Plan / Master Real Property Development Plan
NPMF	National Property Management Framework
NPMP	National Portfolio Management Plan
OAG	Office of the Auditor General of Canada
PC	Parks Canada
PWGSC	Public Works and Government Services Canada
RADP / RPDP	Real Asset Development Plan / Real Property Development Plan
SAMP	Site Asset Management Plan
SOA	Standing Offer Agreement

1.13 Approvals

This Heritage Management Plan has been reviewed and approved:

By: _____

Date: _____

Name:

Title: Base Commander

By: _____

Date: _____

Name:

Title:

ADM(IE)

Appendices

- Access and location maps; Acronyms; Archive catalogues & inventories; Baseline surveys; Building plans; Designation documents; Glossaries; Historic plans and illustrations; Historical reports & research; Maintenance plans; Photos & videos; Project proposals; Special military activities ; Useful contacts & Advisory Agencies; Woodland records

Appendix 1 – Useful Contacts & Advisory Agencies

Agency/contact	Services/support
<p>Base Construction Engineering Officer</p> <p>Contact</p>	<ul style="list-style-type: none"> • Preparation of HMPs • Planning and implementation of heritage conservation work • Monitoring and reporting
<p>National Real Property Programs DRFM3 – 9 Center Block North DND 101 Colonel By Dr. Ottawa, ON</p> <p>Contact: Alain Lafrenière Section Head, 613.995.5479 Alain.Lafreniere@forces.gc.ca</p>	<ul style="list-style-type: none"> • Preparation of HMPs • Liaison with FHBRO re: designation of buildings 40 years of age or older • Preservation standards and guidelines • Advice on heritage conservation approaches and practices • Advice and recommendation of heritage conservation specialists
<p>Federal Heritage Buildings Review Office (FHBRO)</p> <p>Contact/Website: http://www.pc.gc.ca/progs/beefp-fhbro/index_e.asp</p>	<ul style="list-style-type: none"> • How buildings are designated • What is a heritage Character Statement • What kinds of protection federal heritage buildings receive if changes or interventions are proposed • What is a disposal • List of designated federal heritage buildings
<p>Historic Sites and Monuments Board of Canada (HSMBC)</p> <p>Contact/Website: http://www.pc.gc.ca/clmhc-hsmbc/index.aspx</p>	<ul style="list-style-type: none"> • How to check whether a place, person or event has already been designated • Sources of funding for the conservation, maintenance or operation of a designated heritage building or site • Responsibilities of an owner of a designated national historic site
<p>Public Works and Gov. Services Canada Heritage Conservation Directorate Professional and Tech. Service Management Real Property Branch</p> <p>Contact/Website: http://www.tpsqc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/tech/patrimoine-heritage-eng.html</p>	<ul style="list-style-type: none"> • Specialized heritage conservation services (surveys, recordings, technical advice etc.)
<p>Municipality</p> <p>Contact</p>	<ul style="list-style-type: none"> • Zoning, • Long-term planning • By-laws
<p>Consultants</p>	<ul style="list-style-type: none"> • Specialized services

Appendix 2 – Glossary

Aims – Broad policies which will underlie the overall management of the property and indicate the intended balance that is to be struck between its various uses and interests.

Archaeological Sites - A place or area where tangible evidence of human activity of historical, cultural or scientific interest is or was located on, above or below the ground, whether submerged or not. The identification, recovery and interpretation of this evidence can be carried out using archaeological research methods. (Archaeological Resource Management (ARM), National Historic Sites Directorate, Parks Canada Agency).

Baseline record – A record of the extent and condition of the whole or parts of a property (including land, archaeological features, buildings and structures, objects, and flora and fauna) and its management, normally taken at the start of a plan.

Character-defining Element (CDE) - A character-defining element is any tangible or intangible feature that expresses the heritage values associated with the historic place. (Standards and Guidelines for the Conservation of Historic Places in Canada) **OR** The materials, forms, location, spatial configurations, uses and cultural associations or meanings that contribute to the heritage value of a historic place, and which must be retained in order to preserve heritage value (Heritage Places Initiative).

Classified federal heritage building - Means a federal building to which the Minister of Environment has assigned the highest heritage designation.

Conservation - All actions or processes that are aimed at safeguarding the character-defining elements of a cultural resource so as to retain its heritage value and extend its physical life. This may involve “**Preservation**”, “**Rehabilitation**”, “**Restoration**”, or a combination of these actions or processes. Reconstruction or reconstitution of a disappeared cultural resource is not considered conservation (Standards and Guidelines for the Conservation of Historic Places in Canada).

Designated heritage property – Buildings designated “*Classified*” or “*Recognized*” by FHBRO; National Historic Sites designated by the Historic Sites and Monuments Board of Canada; and objects which are historically associated with such buildings and sites; an area of land of outstanding scenic, historic or scientific interest.

Designed Landscape - A designed landscape is an area of land which has been modified by people for primarily aesthetic effect. The term is used by historians to denote various types of site, such as gardens, parks, cemeteries, and estates. Such sites are often protected for their historic or artistic value. A designed landscape may comprise landform, water, built structures, trees and plants, all of which may be naturally occurring or introduced.

Disposal - Means that a building which no longer meets a government department's operational requirements is considered in excess and is transferred or sold.

Fabric - Means all the physical material of the place including components, fixtures, contents, and objects. Fabric includes building interiors and sub-surface remains, as well as excavated material.

Federal Heritage Building - The primary objective of the Federal Heritage Buildings Review Office (FHBRO) is to assist federal government departments in the protection of their heritage buildings, in accordance with the Treasury Board Policy on Management of Real Property. The policy applies to

all federal government departments which administer real property but not to Crown Corporations (Federal Heritage Buildings Review Office).

Federal Heritage Collections - Collections of art, historical artefacts, archaeological artefacts and archival collections that are of artistic, historical, ceremonial, documentary, technological or associative importance and that are owned by federal departments (excepting those managed by Parks Canada under its legislative mandate). New objects of potential heritage value are also considered to be valid cultural property (TBS Policy on Management of Material).

FHBRO – Federal Heritage Buildings Review Office. Federal government departments must arrange for the Federal Heritage Buildings Review Office to evaluate all buildings 40 years of age or older, in order to determine if they should be designated as **Federal Heritage Buildings**.

Heritage Character - Means the synthesis of a building's heritage values. The heritage values of Crown-owned buildings derive from many sources. These include historical associations, architectural significance and environmental importance.

Heritage Character Statement (HCS) - The heritage character statement is a formal document prepared by the Federal Heritage Buildings Review Office (FHBRO) that explains why the building was designated and which of its physical features must be preserved in order to protect its heritage character. The heritage character statement is intended to guide departments when contemplating changes or interventions to a federal heritage building. It is similar in structure and purpose to a Statement of Significance (Federal Heritage Buildings Review Office), Department of National Defence Cultural Heritage Baseline Study PWGSC, RPB, PTSM, Heritage Conservation Network.

Heritage Value - A value determined by assessing the symbolic value, the age and/or rarity value. The associative or representative value of an asset; artistic value, historical value, aesthetic value, monetary value, etc., do not in themselves constitute elements of heritage value, though they do play a role in determining significance (TBS Policy on Management of Material).

Historic Sites and Monuments Board of Canada - The Historic Sites and Monuments Board of Canada is an honorary board responsible for advising the Minister of the Environment on the national significance of sites, persons, events and other aspects of Canadian history. The HSMBC is not limited to places in federal ownership. However, some of the most significant FHBs are also National Historic Sites. An example would be the Parliament Buildings, which are designated as Classified FHBs and also designated as a National Historic Site because of their national significance (Parks Canada Agency).

Intervention - Means any action which affects the heritage character of a federal heritage building.

Maintenance – The routine work necessary to keep the fabric of a building, garden, landscape or other artefact in good order.

Objectives – Objectives state how the aims are to be pursued by defining what is to be achieved by management in both the longer and the short term within each interest use or each part of the property.

Preservation - Action or process of protecting, maintaining and/or stabilizing the existing materials, form and integrity of a historic place or of an individual component, while protecting its heritage value (Standards and Guidelines for the Conservation of Historic Places in Canada).

Reasonable public access – Used in this document to mean:

- affording reasonable public access to the outstanding buildings and historically associated objects;
- access for walking on existing rights of way and permissive paths, supplemented where necessary by new access; and,
- publicising the availability of such access.

Recognized federal heritage building - Means a federal building to which the Minister of Environment has assigned the second highest heritage designation.

Rehabilitation - Action or process of achieving a continuing or compatible contemporary use of a historic place or of an individual component, through repair, alterations and/or additions, while protecting its heritage value (Standards and Guidelines for the Conservation of Historic Places in Canada).

Repair – Work beyond the scope of regular maintenance to return a building, garden, landscape, or other artefact to good order by remedying defects, significant decay or damage caused deliberately or by accident, neglect, normal weathering or wear and tear. The object of repair is to return a building, garden, landscape or other artefact to good order.

Restoration - Action or process of accurately revealing, recovering or representing the state of a historic place or of an individual component, as it appeared at a particular period in its history, while protecting its heritage value. (Standards and Guidelines for the Conservation of Historic Places in Canada) Department of National Defence Cultural Heritage Baseline Study 78 PWGSC, RPB, PTSM, Heritage Conservation Network.

Significance – Means the overall importance of a site, determined through an analysis of all of the values attributed to it.

Site or Asset – In this guidance can mean any type of heritage asset, whether a building, landscape, collection or buried remains. It includes archaeology, ecology, architecture, gardens, countryside, artefacts, interiors or archives.

Setting - Setting means the natural and/or man-made contexts (in which the historic urban heritage is located) that influence the static or dynamic way these areas are perceived, experienced and/or enjoyed, or which are directly linked to them socially, economically or culturally.

Statement of Significance - A Statement of Significance (SOS) is a declaration of value that briefly explains what a historic place is and why it is important. The SOS identifies key aspects of the place that must be protected in order for the historic place to continue to be important. (Historic Places Initiative).

The SOS is composed of three sections.

- Description of Historic Place explains what the place consists of in physical terms, where it is located, and what are its physical limits.
- Heritage Value explains why the place is of value to the community, province, territory or nation.
- Character-defining Elements sets out the key features that must be conserved in order for the place to continue to have value.

Sustainability in relation to HMPs – Heritage properties are designated for their outstanding importance for the nation. Government of Canada policy is based on sustainable principles and therefore the management of heritage property should follow such principles. This involves managing change so that the maximum significance is passed on to the next generation conserving the property in a manner which negotiates the transition from past to future so as to secure the transfer of maximum significance. The process of preparing an HMP includes identifying those features which are of significance and providing for their conservation so that their essential character and qualities are not eroded or lost.

Values - The positive characteristics attributed to heritage places and objects by legislation, governing authorities, and other stakeholders; values can be aesthetic, historic, scientific, social or spiritual, educational, environmental, economic etc.

Work program(s) - Works—program of recurring and non-recurring items or projects. Recurring items may include annual maintenance tasks relevant to heritage management. Nonrecurring items or projects normally have to be completed in a specific year or within a defined period.

World Heritage Sites - The Convention Concerning the Protection of the World Cultural and Natural Heritage (the World Heritage Convention, for short) was adopted by the UNESCO General Conference in 1972. Currently, 177 countries have ratified the Convention, including Canada in 1976. The Convention established the World Heritage List as a means of recognizing that some places, either natural or cultural, are of sufficient importance to be the responsibility of the international community as a whole. By joining the Convention, States Parties pledge to care for World Heritage Sites in their territory and to avoid deliberate measures that could damage World Heritage Sites in other countries. As such, the World Heritage List serves as a tool for conservation. The Historic District of Old Québec is a World Heritage Site. It includes several FHBs, military works and archaeological sites in DND's portfolio. (Parks Canada Agency)

Appendix X – Access and Location Maps

Appendix X – FHBRO Reports

Appendix X – Historical reports and research

Appendix X – Historical plans and illustrations

Appendix X – Site and/or Building architectural plans and work plans

Appendix X – Photos, illustrations

Appendix X – Other Appendices

- Baseline surveys
- Archive catalogues & inventories
- Maintenance plans
- Project proposals
- Special military activities
- Photos & videos
- Woodland records