

HERITAGE
CONSERVATION
DU PATRIMOINE
Moncton

The
Record House
93 Victoria
Street

2019 - 2021 **Strategic Plan**



Ce document est disponible en français.

Castle
Manor
Estates



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Introduction and Purpose of the Strategic Plan

The main objective of the Heritage Conservation Board's three-year Strategic Plan is to provide guidance and direction on strategic heritage conservation priorities and to align these priorities with operational activities and other City plans and strategies concerning built-heritage conservation in the City.

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Mandate

The Mandate of the Heritage Conservation Board is as follows:

The City of Moncton Heritage Conservation Board provides advice to Moncton City Council on built heritage matters, research local heritage architecture and sites and promotes Moncton's history through its built heritage. The board administers the Heritage Conservation By-law Z-1116 as well as the Commemorative Heritage Plaque Program and the Heritage Grants Program on behalf of Moncton City Council. The City of Moncton Heritage Conservation Board interprets supports and acts as an advocate to protect the City's heritage assets, including cultural, architectural, and natural heritage.

Background on Strategic Planning Process

In 2017, the Heritage Conservation Board and City staff undertook a number of strategic planning workshop sessions focused on the review and update of the previous three-year Strategic Plan. The first workshop consisted of a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, an organizational assessment analysis, and a visioning exercise. The purpose of this planning session was to evaluate the programs and service delivery themes related to heritage conservation. The themes reviewed included governance, mandate, heritage by-law, human and financial resources, service delivery, conservation of neglected heritage properties, adaptive re-use strategies, and awareness/appreciation of programs and services.

A second workshop session focused on identifying major goals, objectives, and strategic action plan priorities that would be addressed over the short, medium and long term. To assist with implementing the Strategic Plan, the Board developed a detailed Action Plan for each Strategic Priority.

Vision and Goals

As result of the planning session, the following vision statement has been drafted:

Moncton is proud of its history, culture and heritage. Linking our past to our present and future along with celebrating and protecting our best examples of architectural and community achievements will provide a foundation for place making and fostering a sense of belonging. Our City will be a sustainable community that balances growth by integrating, respecting, commemorating and celebrating its built heritage and significant cultural landscapes.

We recognize the importance of community support. Opportunities will be offered and promoted to involve the community and integrate innovative approaches. The protection of unique places, streetscapes, buildings and natural features are an investment and strong asset for Moncton's sustainability.

Goals, Priorities and Action Items

The Board has identified nine priority areas, which have been categorized into goals and actions. These priorities include:

- 1 Develop a Communication Plan (Create Awareness, Outreach and Education Programs)
- 2 Develop Operational Documentation
- 3 Create Permanent Sub-Committees
- 4 Planning for Heritage – Designating Additional Properties
- 5 Develop Partnerships in the Community
- 6 Develop Interdepartmental Partnerships
- 7 Participate in (or Support) the Implementation of the Downtown Core Community Improvement Plan
- 8 Establish an Adaptive Re-use Strategy for Neglected and Vacant Heritage Properties
- 9 Recruit Volunteers



Priorities

The background features a series of overlapping, semi-transparent geometric shapes in various shades of blue and grey. The shapes create a layered, mountain-like effect. In the bottom right corner, there is a pattern of stylized, overlapping leaves in a light grey color, partially obscured by the darker geometric shapes.



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1 Develop a Communication Plan

(Create Awareness, Outreach and Education Programs)

Clear messaging, programs, initiatives, and educational outreach will help promote heritage stewardship in the community. Speaking engagements by Board members can help build awareness, if clear and consistent messaging is relayed through standardized speaking engagement material. Seeking out opportunities to engage with groups, schools and the community at large about the important role of heritage conservation in the overall vision of the City will promote the important role that heritage conservation plays in downtown revitalization and in other parts of the City.

Short/Medium Term Goal

It is a goal of the Board to:

- Create and raise awareness of our valuable heritage assets.

Actions to achieve this goal

It is the intention of the Board to:

- Prepare and adopt a Communication Plan with the purpose of promoting the Board's raison-d'être; its roles, processes, and programs, and improve public perception of the value of built-heritage to a community's identity.
- Continue to support events and activities like Doors Open.
- Continue and expand iTour Moncton.
- Update the "Timeless Heritage Properties" brochure.
- Create partnerships with other organizations such as The Heritage Trust and Association Heritage New Brunswick.
- Expand the Heritage Plaque Program.
- Produce a presentation template ('plug and play') for Board members. Presentation to include the Board's mandate, an overview of its activities, special projects, grant and plaque programs, technical assistance available, and highlights of some of the heritage properties.
- Continue to promote the Heritage Grants Program.



2 Develop Operational Documentation

A comprehensive package should be created to guide the Board members in their decision-making and procedures. This Operational Manual will lay out the expectations of each member and include directional protocol for responding to media or public inquiries and giving presentations. New members need to have resources at their disposal to make the transition onto the Board as easy as possible; their welcome package should include copies of the Heritage Conservation By-law, the Heritage Conservation Act, the Operational Manual, and the Standards and Guidelines for the Conservation of Historic Places in Canada.

Short Term Goal

It is a goal of the Board to:

- Create documented resources so that all members are clear on duties, protocols and responsibilities relating to individual members and the Board as a whole.

Actions to achieve this goal

It is the intention of the Board to:

- Create an Operational Manual that includes procedures and media protocols. Create a “New Member” package.



3 Create Permanent Sub-Committees

The creation of sub-committees will allow the Board to have dedicated members who can focus more specifically on certain actions that will enhance the overall activities of the Board. Sub-committees will assist the Board in achieving many of the other goals outlined in the Strategic Plan.

Short Term Goal

It is a goal of the Board to:

- Create sub-committees to support the initiatives of the Heritage Conservation Board.

Actions to achieve this goal

It is the intention of the Board to:

- Establish three permanent sub-committees and outline their composition, roles and responsibilities:
 1. Communication and Education Committee
 2. Heritage Awards and Plaques Committee
 3. Heritage Finance and Grant Committee



4 Planning for Heritage-Designating Additional Properties

The current listing of designated heritage properties in the Heritage Conservation By-law represents a partial representation of valued heritage resources. There is an opportunity to identify and protect additional heritage properties and districts within the city, including buildings that represent unique architectural design and features. Several steps need to be addressed before we engage in adding new properties and districts. Outreach needs to create a receptive environment in the community. Standardized criteria need to be established in order to create objectivity to the process. Staff and financial resources need to be evaluated to ensure that the process can be followed and that the addition of properties can be effectively regulated and monitored.

Medium Term Goal

It is a goal of the Board to:

- Increase the number of designated heritage properties and districts under the Heritage Conservation By-law.

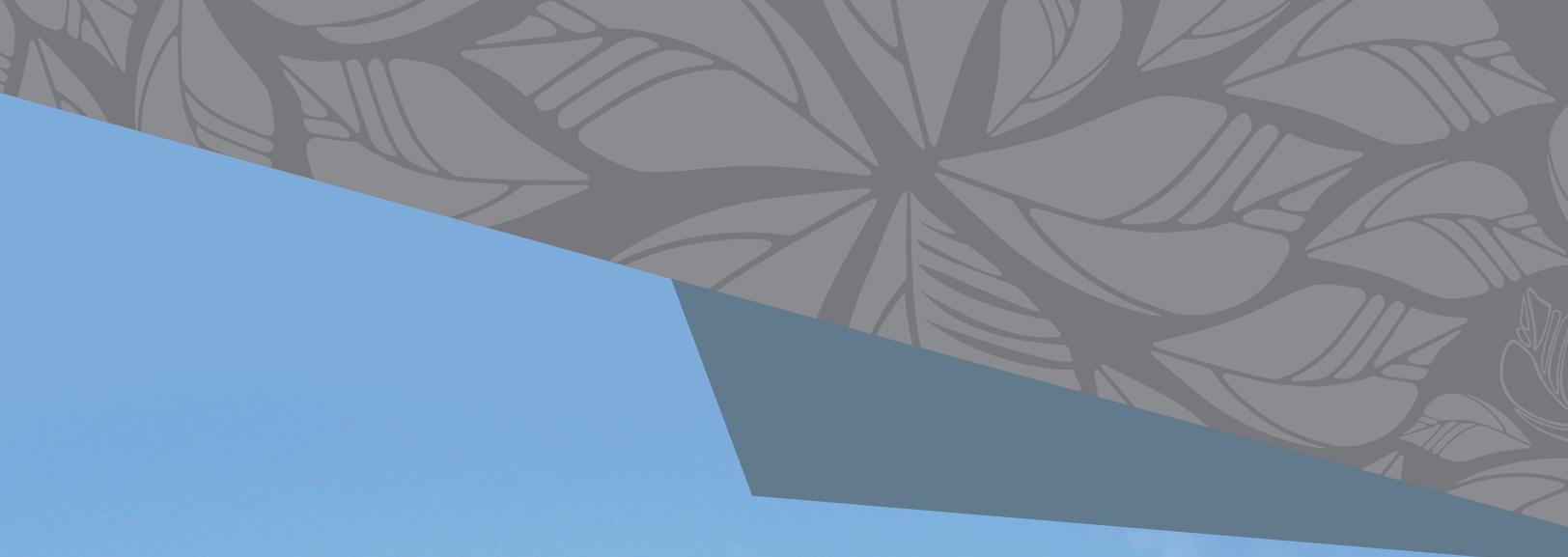
Actions to achieve this goal

It is the intention of the Board to:

- Establish criteria and methodology to be used in considering and proposing additional heritage property and district designations.
- Evaluate the required resources to undertake this project.
- Conduct research and inventory on the properties and source historical images.
- Prepare a draft Statement of Significance for proposed properties.
- Conduct a public consultation process.
- Provide input into the implementation and development of neighbourhood plans.



St. James Gate - Moncton,
14 Church Street & Former
Salvation Army Citadel



Peters House


YWCA
OF THE METROPOLITAN AREA
Women's
Resource Centre

55 Highfield St



5 Develop Partnerships in the Community

The Board cannot accomplish its goals in isolation. Building awareness in the community through strategic partnerships will nurture a more positive environment for heritage conservation. These partnerships may result in an increase in volunteers and potentially add to a pool of potential Board members. Community partnerships may be a source of innovation and ideas that can be the key to addressing challenging projects.

Short Term Goal

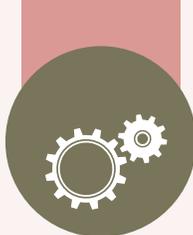
It is a goal of the Board to:

- Develop working relationships with a variety of partners in the community.

Actions to achieve this goal

It is the intention of the Board to:

- Invite potential partners to monthly Board meetings such as Downtown Moncton Centre-ville, 3+ Corporation, Education Institutions, Chamber of Commerce, Moncton Real Estate Board.
- When appropriate, invite representation from these groups to working group meetings relating to specific files.
- Create a better understanding of what assistance and incentives are available for Heritage properties and illustrate the potential for what can be done.



6 Develop Interdepartmental Partnerships

Through our experiences with complex files, we have learned that the inclusion of other municipal departments adds strength and brings to light auxiliary resources at our disposal. Holistic, multi-faceted approaches to complex files increase the potential for appropriate resolutions of these files. The current ad hoc model should be a more formalized process.

Short Term Goal

It is a goal of the Board to:

- Develop a unified interdepartmental front in approaching development and complex files that pertain to heritage conservation.

Actions to achieve this goal

It is the intention of the Board to:

- Work with Urban Planning and Economic Development to develop other forms of potential incentives (in addition to the Heritage Grant), for consideration by Council.
- Work with the Legal Department and Urban Planning on potential by-law updates.
- Important/complex heritage files addressed with interdepartmental working groups that include Legal, Urban Planning, and Economic Development.

Thomas Williams House



St. James Gate - Moncton



7 Participate on the implementation of the Downtown Community Improvement Plan

The City of Moncton Downtown Core Community Improvement Plan (DCIP) is a master plan-based document designed to serve as a 'go-forward' map for city-centre development over the next 20 – 30 years. The plan will support and direct staff, Council, and developers relative to urban structure, land use, urban design, and public realm evolution over this period through administrative and physical actions.

Short Term Goal

It is a goal of the Board to:

- Enhance the Heritage aspect in the Downtown.

Actions to achieve this goal

It is the intention of the Board to:

- Participate in ad hoc committee meetings.
- Advise on appropriateness of development plans.



8 Establish an Adaptive Re-Use Strategy for Neglected and Vacant Heritage Properties

Medium Term Goal

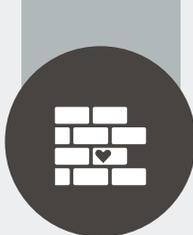
It is a goal of the Board to:

- Work with other departments and groups to ensure the conservation of the site through proper development and/or adaptive re-use plans.

Actions to achieve this goal

It is the intention of the Board to:

- Identify and develop strategy for adaptive re-use and rehabilitation of vacant and underutilized heritage properties.
- Promote the Standards and Guidelines for the Conservation of Historic Places in Canada.



9 Recruitment of Volunteers

As the Board strives to increase awareness in the community through events like Doors Open, a healthy volunteer list will be essential for success. Developing a shared list will be an efficient way for both the historical and cultural sectors to strengthen their link to the community.

Short Term Goal

It is a goal of the Board to:

- Develop and maintain a pool of volunteers for a variety of heritage/culture events/ activities.

Actions to achieve this goal

It is the intention of the Board to:

- All members to approach associations, students, etc. to recruit volunteers.
- Create a volunteer form for recruitment.

Former Moncton High School



Actions and Desired Outcomes

The Heritage Conservation Board has a better understanding of its current and potential future roles.

The Board has developed a set of goals and actions that correlate to identified priorities; the implementation strategy is shown in Table 1.



Implementation • Prioritized Actions

Table 1

ACTIONS	PRIORITY				LEAD(S)	COMMENT
	O	S	M	L		
Communication, Education / Awareness and Outreach						
Enhanced online heritage information (HCB Portal)	X				UP, CC	<ul style="list-style-type: none"> Heritage Board meeting agenda and minutes Municipal Heritage Permit application Heritage Programs
Social Media	X	X			CC	<ul style="list-style-type: none"> City's Twitter and Facebook accounts /other
Media Releases	X		X		UP, CC	<ul style="list-style-type: none"> Provide public information on important heritage issues, accomplishments and decisions
Monthly Media Column	X	X			CC	<ul style="list-style-type: none"> Hire professional writer – post/promote via social medias and / or newspapers (need to budget)
School Outreach Program			X		HCB, UP, RP	<ul style="list-style-type: none"> Need to establish partnership with school districts Need to fit curriculum
Kiosk at Moncton Market	X		X		HCB	<ul style="list-style-type: none"> Once per quarter
Rack Card / Information brochure			X		UP, CC	<ul style="list-style-type: none"> Information and promotion of heritage including HCB mandate and programs
Doors Open Event	X	X			HCB, UP, RP	<ul style="list-style-type: none"> Need volunteers
iTour	X				UP, RP	<ul style="list-style-type: none"> Online presence
Explore other type of awards			X		UP, HCB	<ul style="list-style-type: none"> Highlighting success stories and achievements and commemoration Explore potential historical markers / signs

ACTIONS	PRIORITY				LEAD(S)	COMMENT
	O	S	M	L		
Heritage Conservation Planning						
Inventory of potential additional heritage properties	X		X		UP, RP	<ul style="list-style-type: none"> Evaluate need for additional consultant and budget resources Need to develop methodology and approach
Identify and develop strategy that assist with the adaptive re-use of vacant heritage properties	X	X			UP, HCB, ED, BI	<ul style="list-style-type: none"> Promote the Standards and Guidelines for the Conservation of Historic Place in Canada
Develop an information fiche for all designated properties, using Open Data portal			X		UP, RP, BI	<ul style="list-style-type: none"> Keeping up to date information on all designated properties Historical permits, grants, etc.

PRIORITY TIMELINE

O	Ongoing
S	Short Term (2019-20)
M	Medium Term (2020-21)
L	Long Term (2021-22)

LEAD(S)

HCB	Heritage Conservation Board
UP	Urban Planning
BI	Building Inspection
RP	Resurgo Place/Culture
CC	Corporate Communications
ED	Economic Development

ACTIONS	PRIORITY				LEAD(S)	COMMENT
	O	S	M	L		
Operation and Programs						
Recruitment of Volunteers	X	X			HCB, RP	<ul style="list-style-type: none"> To assist with Doors Open and other heritage initiatives
Heritage Grant Program Review and Update		X			HCB, UP, Finance	<ul style="list-style-type: none"> Need to review and promote the grant program Need to enhance participation into the program
Media Relations	X	X			HCB Chair, CC, UP	<ul style="list-style-type: none"> HCB Chair and Members need procedures in operation manual Media training
Heritage Board Operational Manual		X			UP	<ul style="list-style-type: none"> Role and responsibility, public versus private meetings City's objectives, Media relationship and limitations, media relations and procedures
Develop Procedure for the Commemorative Plaque Program			X		HCB, UP	
Establish Permanent Sub-Committees		X			HCB	<ul style="list-style-type: none"> Communication and Awareness Heritage Awards and Plaques Heritage Finance and Grants
Develop Interdepartmental Partnership	X	X			HCB, UP, Legal, ED, RP	<ul style="list-style-type: none"> Promote incentives Explore other forms of incentives Ad hoc working groups on complex heritage projects Input related to heritage conservation in Downtown and Neighbourhood Plans

St. James Gate Boutique Hotel, 14 Church Street & Former Salvation Army Citadel



Conclusion

The Planning Sessions met the defined objectives: the Heritage Conservation Board has a three-year Strategic Plan in place. The two main objectives of the previous strategic plan were achieved with the adoption of an updated Heritage Conservation By-law and the establishment of a progressively more partnership-oriented approach to heritage. The journey forward continues to raise the profile and promote the beautiful heritage buildings found in our City.

The Board will accomplish their priorities and beyond, because each member believes in the conservation of the architectural richness found in historic buildings; they understand its importance and value.

The next step is to continue to foster community, business, and city department partnerships to ensure that the voice of heritage conservation is part of the conversation as the City moves forward.

Communications Plan

PROJECT CHAMPIONS

Chair Marcus Cormier, Councillor Paulette Thériault, Bill Budd, Don MacLellan

PROCESS OWNERS

Jean-Pierre Charron, Bill Budd

PROJECT LEADS

Jean-Pierre Charron, Nicole Melanson

PREAMBLE / CONTEXT

The City of Moncton Heritage Conservation Board (HCB) advises Moncton City Council on built heritage matters, researches local heritage architecture and promotes Moncton's history through its built heritage.

As part of the City's 2018 Strategic Plan (Culture pillar, p. 20), the HCB must develop an outreach, awareness and education program.

This proposed Communications Plan is a working document; all elements, methods, timing, etc. can be modified with HCB consensus (50% + 1), based on various considerations, such as budgets, resources or issues management.

STRATEGIC OBJECTIVES

Building understanding and buy-in for the conservation of heritage properties in Moncton.

How can we work together to protect our collective story? Why is this important?

Building awareness of the role of the City of Moncton's Heritage Conservation Board.

Gatekeeper of Moncton's historic buildings, collaboration with stakeholders.

SPOKEPERSONS/AMBASSADORS

1. HCB Chair (on behalf of group)
 - a. Define circumstances, and how (HCB is primary advisor to Council; what does Council expect)
 - b. Proactive approach rather than only reactive to requests, etc.
2. Urban Planning dept. representatives
3. City Council
4. Successful Projects (residential or commercial)

PROJECT PARTNERS

1. HCB members
2. City Administration
3. Downtown Moncton Centre-ville inc. (DMCI)

COMMUNICATIONS GOALS

1. Promote raison-d'être of HCB and existing rules/regulations/processes/incentive programs.
2. Improve public perception of the value of heritage buildings to a community's identity.
3. Inspire civic pride in Moncton's history; increase awareness overall of heritage built form.
Go beyond the bricks and mortar, and focus rather on what they represent.
4. Provide leadership re: significant projects and properties (ex. Protection of former Moncton High School; CN overpass update is coming up... are there others?)
5. Engage with other municipal departments (esp. Ec. Dev. And Building Inspection)
6. Increase transparency of HCB.



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