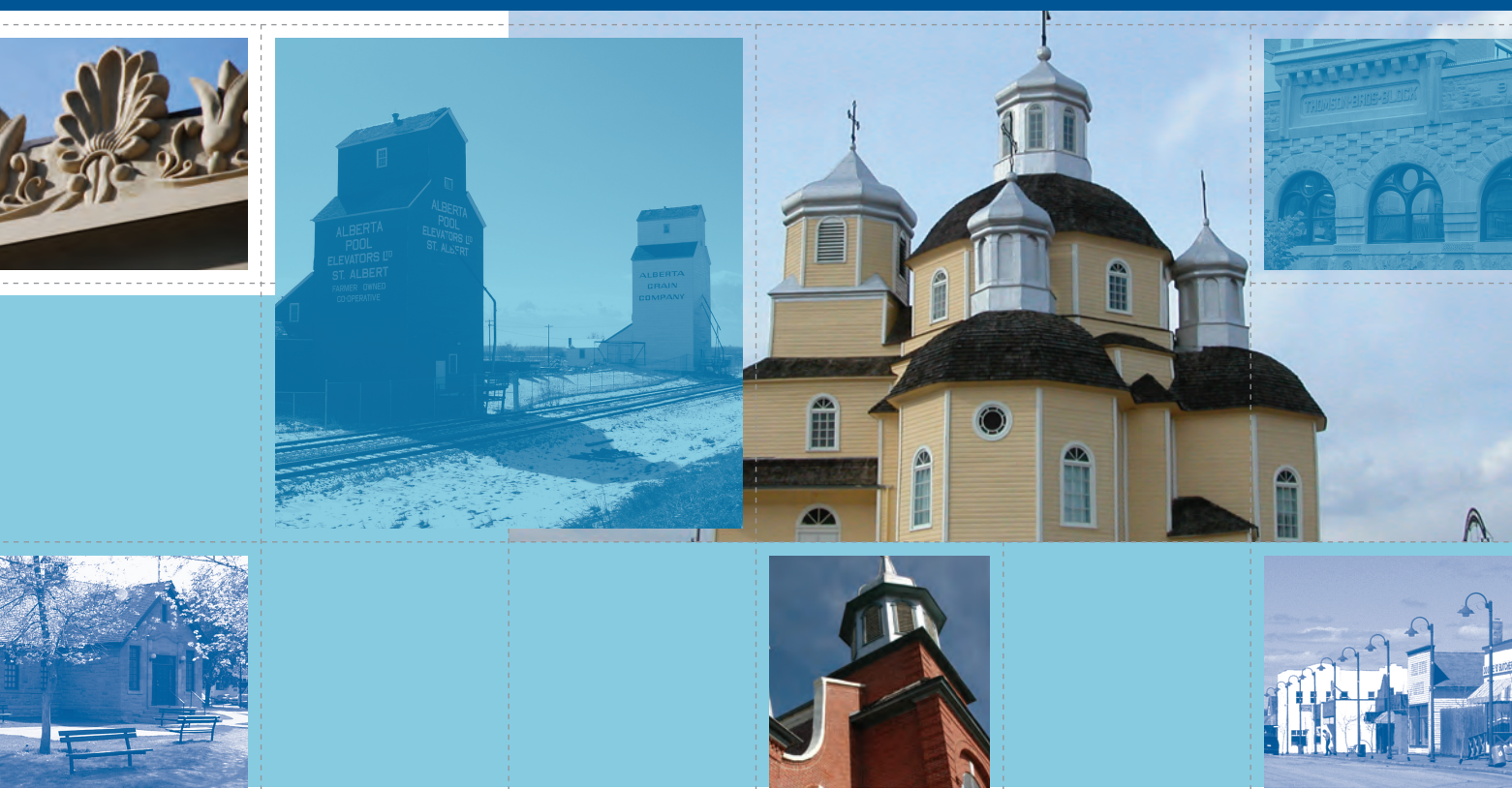




Identifying Historic Places



Part 1—Conducting a Municipal Heritage Survey



Municipal Heritage
Partnership Program



Canada's
Historic Places

Lieux patrimoniaux
du Canada

Alberta

Preface

Whether it's the corner coffee shop that has always served as a local gathering place or the ornate church at the centre of town with a soaring steeple, historic places are vitally important to defining a community's sense of itself. This series of publications is designed to help Alberta's municipalities create and implement local heritage programs to protect the historic places they value and wish to preserve. The following manuals describe the steps involved in establishing a municipal heritage program, and in identifying, evaluating and developing municipal historic places. It is intended to be used by municipal staff members; elected officials and heritage advisory committees; local heritage organizations and historical societies; volunteers and business organizations; heritage conservation professionals such as planners and architects; and the owners of historic properties.

This guide, comprised of the publications listed below, have been prepared as part of the Government of Alberta's Municipal Heritage Partnership Program, which supports municipal contributions to the Alberta Register of Historic Places and the Canadian Register of Historic Places. Each publication in the series describes the processes involved in identifying, evaluating and managing locally significant historic places in Alberta.

The Historic Places Initiative, a Pan-Canadian partnership of all the Provinces and Territories together with the Federal Government, has developed tools to assist communities in achieving their goals. Alberta, as a partner in the Historic Places Initiative, gratefully recognizes the support of the Government of Canada in the production of these manuals.



Municipal Heritage
Partnership Program

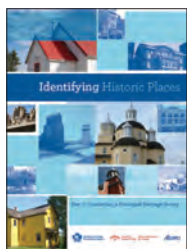


Canada's
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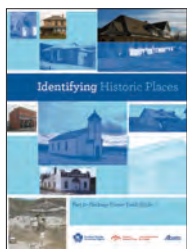
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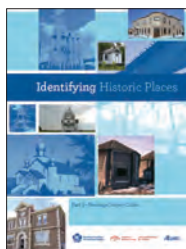
Creating a Future for Alberta's Historic Places: Identifying, Evaluating, Managing



*Identifying
Historic Places:
Part 1—Conducting
A Municipal
Heritage Survey*



*Identifying
Historic Places:
Part 2—Heritage
Survey Field Guide*



*Identifying
Historic Places:
Part 3—Heritage
Survey Codes*



*Evaluating
Historic Places:
Eligibility,
Significance
and Integrity*



*Managing
Historic Places:
Protection and
Stewardship
of Your Local
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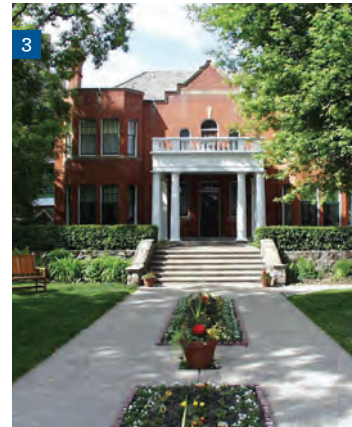
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Introduction

What is a Heritage Survey?

A Heritage Survey gathers and records information associated with the physical remains of the past. In Alberta, these “physical remains” can be geological or natural features but are most often man-made structures such as houses and bridges. This manual focuses on recording the heritage resources that comprise Alberta’s built heritage.

What types of information are collected?

Heritage Surveys may vary depending on their location, scope and intensity, but the type of information collected is fairly universal—it includes the physical appearance and history of heritage resources. Obtaining this information involves two stages: fieldwork and research. Fieldwork is the visual inspection and recording of a resource, and research is the historical documentation of the resource.

Why complete a survey?

Surveys are conducted to identify, document and understand potential resources in a community. A survey creates a base of knowledge that can be used to identify and evaluate significant resources and, eventually, to recognize important historic places.

Heritage is important and worth preserving, and a Heritage Survey is the first step towards the preservation of historic resources. These resources are not museum pieces, but rather places that should be maintained as a part of Albertans’ daily lives.

A historic place is a structure, building, group of buildings, district, landscape, archaeological site or other place in Canada that has been formally recognized for its heritage value. In other words, these are the uniquely important sites that help define the character of a community and offer a rare glimpse of culture, heritage and tradition. They tell the stories of past generations and instil pride.

Heritage value is the aesthetic, historic, scientific, cultural, social or spiritual importance or significance of a historic place. The heritage value of a historic place is embodied in its character-defining materials, forms, location, spatial configurations, uses and cultural associations or meanings

A survey:

- Lays the foundation for continued heritage preservation
- Promotes public awareness and fosters grassroots support for heritage preservation
- Offers municipalities a planning tool for managing and preserving historic places

Heritage Survey uses and products

Alberta's Historical Resources Act

defines a historic resource as “Any work of nature or of humans that is primarily of value for its palaeontological, archaeological, prehistoric, historic, cultural, natural, scientific or esthetic interest including, but not limited to, a palaeontological, archaeological, prehistoric, historic or natural site, structure or object.” This definition allows Alberta to identify natural sites as historic places; however, the federal government only allows for man-made sites to be given historic place status.

Alberta's Historic Places are:

- Places directly associated with themes, activities or events that have made a significant contribution to the broad pattern of cultural history
- Places directly associated with significant institutions or the lives of significant people
- Places embodying distinctive characteristics of design, style, architecture or construction
- Places that offer, or have the potential to offer, information important to Alberta's history, prehistory or natural history
- Places that are landmarks or that have acquired symbolic value

The uses of a Heritage Survey

Heritage Surveys provide reference information for municipal governments, business owners and developers, local schools, museums, heritage organizations and the general public. In addition to heritage preservation, their uses include land use studies, tourism initiatives and hands-on educational programming.

- ① A Heritage Survey can be used as part of a municipal strategy for planning and management.

The survey can be a **development and management tool** that:

- Records historic and existing land uses
- Exhibits street and subdivision density, development and patterns
- Identifies sensitive areas and helps to guide future development
- Demonstrates construction development, practices and elements
- Offers new opportunities for public awareness of local heritage
- Informs the tourism industry
- Fosters business development

The survey can be a heritage **preservation tool** that:

- Helps to set municipal goals for preservation planning
- Provides for the evaluation of existing resources
- Facilitates planning for the maintenance, alteration or demolition of resources
- Identifies potential historic districts, areas or streetscapes
- Identifies resources and areas that are potentially of social importance

- ② A Heritage Survey can be a **resource for public and private research** that:

- Informs the development of walking tours and driving tours
- Provides for the identification of potential historic districts
- Provides information to property and business owners
- Creates educational resources for schools and local museums
- Provides a resource for historical and genealogical researchers

The products of a survey

The in-depth study of a community has intangible benefits, such as:

- Instilling civic pride while helping to define the region's character
- Allowing for an exploration of the past and its preservation for the future
- Reinforcing an investment in local identity by offering a renewed sense of community

The more concrete products of a survey are the survey documentation and final report.

The **survey documentation** is a key component of a completed Heritage Survey because it formally records all information gathered during the survey process. The survey documentation includes:

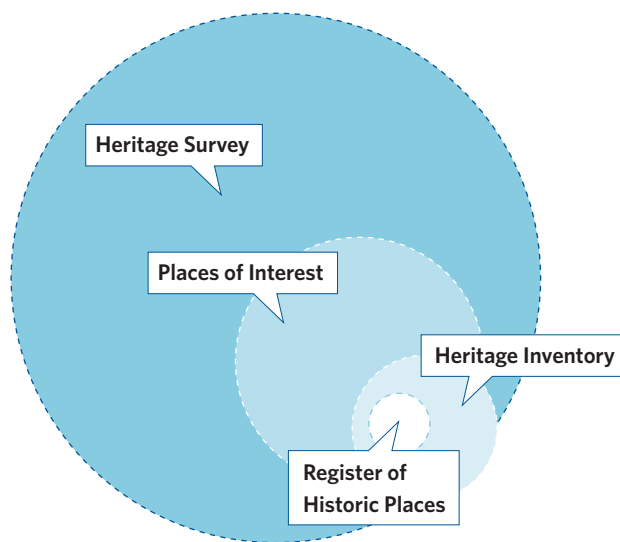
- Provincial Heritage Survey Forms (called “survey forms” throughout this manual)
- Information about the resources' locations, architectural features, condition and history
- A photo record
- Archival prints and negatives
- Historical research files

By completing the survey documentation, a municipality also enters this information in the Alberta Heritage Survey database. Two copies are created, one for the municipality and one for the Alberta Heritage Survey Program.

The **final report** is an in-depth examination of the survey project highlighting the important findings. This report with its preliminary outcomes, including a list of Places of Interest, can be used as a reference point for creating a Municipal Heritage Inventory, which is the next step in creating a Municipal Register of Historic Places.

HERITAGE RESOURCE MANAGEMENT

This diagram illustrates the relationships between the major components of a Heritage Resource Management program.



SEE *Managing Historic Places: Protection and Stewardship of Your Local Heritage* FOR AN OVERVIEW OF HERITAGE RESOURCE MANAGEMENT.



Resources listed on a Municipal Register of Historic Places may also be eligible for listing on the Alberta Register of Historic Places and ultimately the Canadian Register of Historic Places, if they satisfy certain qualifying criteria.

Heritage Survey

The creation of a Heritage Survey is the first step in a heritage resource management program. It is a collection of information about a municipality's heritage resources. A Heritage Survey will require periodic updating since, over time, more resources will become eligible, and others will be lost. A Places of Interest list is made up of resources that may be significant, and may possibly merit designation.

Heritage Inventory

The creation of a Heritage Inventory is the second step in a heritage resource management program. Surveyed resources—often, but not exclusively Places of Interest—are evaluated for “significance” and “integrity” (See *Evaluating Historic Places: Eligibility, Significance and Integrity* for details of this process). The result is a filtered sub-set of a municipality's Heritage Survey. Even if a resource was not documented during the survey process, it may be added as a result of evaluation for the inventory.

Register of Historic Places

Eventually, a resource placed on the Heritage Inventory may be listed on a municipal Register of Historic Places, if it is designated a Municipal Historic Resource. Having designated a resource, a municipality begins proactive management to ensure its preservation. It is possible that a resource not already listed on the Municipal Heritage Survey or Inventory may be nominated for the municipal register. However, once the nomination process begins, the resource will automatically be added to the survey, and if selected for designation, it will automatically become part of the inventory.

National initiatives and provincial programs

The Historic Places Initiative

In 1999, a pan-Canadian heritage program was initiated to recognize heritage places and foster a culture of conservation in Canada. Fundamental to these ideals is the preservation of Canada's historic places.

The Historic Places Initiative is a collaborative effort between the provinces, territories and federal government to create a national program that recognizes historic places across the country. All the provinces and territories have embraced this program and are working with the federal government to introduce a comprehensive set of tools that recognize the historic places of Canada.

Goals of the Historic Places Initiative:

- To foster a culture of conservation and a greater appreciation of Canada's historic places
- To enhance access to tools that help to ensure the conservation and preservation of Canada's historic places
- To provide financial incentives to promote a more lasting rehabilitation and maintenance of these places

The Municipal Heritage Partnership Program

The Municipal Heritage Partnership Program (MHPP) is designed to help municipalities manage their historic places. This program provides opportunities for municipalities to access funding assistance, expertise and networks that will help them to establish or maintain an ongoing municipal heritage conservation program.

Support from the MHPP for the identification and protection of local historic places consists primarily of funding, guidance and capacity-building tools. The province is committed to helping municipalities become stewards of their own unique heritage and the guiding force for the protection of what each community determines to be historically important. The MHPP offers cost-sharing opportunities to aid in the preparation of heritage surveys, inventories, designations and management plans.

The Municipal Heritage Partnership Program is a municipality's gateway to the tools and programs of the Historic Places Initiative; it offers the resources necessary to get started. Together, these two programs present unique opportunities for Alberta's municipalities to participate in heritage conservation.



www.mhpp.ab.ca

Initial Planning

Thorough planning at the outset not only eases start-up anxieties but also helps set a standard for the detailed work ahead. Since surveys vary by scope, type, timing, personnel and funding, no two surveys will be planned in exactly the same way. Each municipality must tailor its survey, and the planning behind it, to suit its needs and capacity.

The Municipal Heritage Partnership Program, as well as private consultants, can help a municipality meet its individual goals during nearly every step of the Heritage Survey process.

Project scope

One of the first decisions a municipality will make when planning a Heritage Survey is the scope of its project. Ideally, a survey provides a municipality with comprehensive data on its heritage resources, so its scope should ultimately include everything within the municipality's boundaries. This may be a realistic single-project goal for a small or thinly populated municipality, but a larger centre or a rural area with higher density will probably need to consider longer-range alternatives.



FOR MORE INFORMATION ON FIELDWORK,
RESEARCH AND SURVEY FORM COMPLETION,
SEE *Identifying Historic Places: Part 2—
Municipal Heritage Survey Field Guide*.

Elements of a Survey

The “front line” elements of fieldwork, research and document completion—the collecting and recording of information—are key factors that affect the scope of a survey.

- ① **Fieldwork** (the visual inspection and recording of a resource) requires that fieldworkers visit a resource to take specialized notes on its location, architecture and condition, and create a photographic record.
- ② **Research** (the historical investigation of the resource) requires that researchers conduct detailed research to uncover information on ownership, on the builder and architect, and on important dates, people and/or events related to the resource.
- ③ **Survey Form completion** (the documentation stage) involves collating fieldwork, photography and research and entering it on Provincial Heritage Survey Forms.

An understanding of the amount of work involved in carrying out these elements of a survey is essential to determining the scope of an individual project.

Having decided on the scope of the project, it remains to select an appropriate survey type to achieve the desired result.

Types of Heritage Surveys

In general there are two types of surveys: reconnaissance and intensive. A reconnaissance survey is a general information-gathering expedition, whereas an intensive survey is a systematic and thorough examination of a specific survey area. These two types of surveys yield vastly different results. Because the intensive survey produces a more comprehensive record, it represents the ideal, but not always attainable, survey type.

Intensive surveys

An intensive survey is a thorough, leave no stone unturned, examination of a municipality. It provides detailed information about the entire built heritage of a community, and it creates comprehensive survey documentation. Often referred to as a blanket survey, this inspection of all resources in a given area, quarter-section by quarter-section or lot by lot, requires detailed planning, extensive time, sufficient funding and skilled personnel. However, when the proper elements are in place, these efforts are rewarded with results.

TARGET DATES AND ZONES

Although an intensive survey should always be a rigorous and exhaustive search for potential historic places, there are different ways to approach it, including the identification of target dates or zones.

Target dates

A project area can be narrowed by a target date. A municipality may choose to blanket all resources up to a certain date, for example, all resources built before 1965, or to examine a certain time period, for example, selecting the dates 1914 to 1919 would target resources developed during World War I.

Zones

To make a daunting project less intimidating, complex urban centres and large rural areas can be broken down into smaller, more workable zones that function as separate phases of the overall survey. These zones can be based on geographic layout, development trends, heritage density or priorities among preservation goals. To help define potential zones, a municipality may decide to conduct a reconnaissance survey or do preliminary background research.

Reconnaissance surveys

A reconnaissance survey is a basic overview of a municipality. Its aim is to quickly identify potential historic places in a given area. Typically designed to help large project areas narrow their scope, it can readily identify highly sensitive, important and/or threatened resources.

The weakness of this type of survey lies in its reliance on visual clues. In cases where the significance of a resource is obscured or lies in an area unrelated to appearance – such as an association with a historic event or person – it may be missed by this survey method. A reconnaissance survey almost always requires detailed follow-up: either an intensive survey of important areas or a detailed recording of important resources identified in the original survey area. A reconnaissance survey is only a starting point; an additional and more thorough survey will almost always be required.

There are two basic types of reconnaissance surveys: windshield and sampling.

- ① A **windshield survey** is a look at a project area through the windshield of a car. This type of survey covers a large area quite quickly, but it requires an expert eye to identify potential historic places. Once these resources are identified, a follow-up visit is necessary for proper documentation.
- ② In a **sampling survey**, a variety of resources are selected for documentation. The goal is generally to document most of the known significant resources, as well as to highlight a community's development over time.



Why conduct a reconnaissance survey?

If timing and funding constraints require a scaled-down approach, a reconnaissance survey can start a community on the preservation path.

A reconnaissance survey might be appropriate when:

- A project must be set in motion immediately. For example, sensitive areas may be threatened by development or demolition, and a quick response is needed.
- The scope of a large project must be narrowed. A reconnaissance survey can identify and break up a project area into more workable units in preparation for a subsequent intensive survey.
- A community's heritage density is quite low. A reconnaissance survey saves time and energy by focusing on the more important resources. For example, a town with 2,000 structures may have 70 per cent of its buildings constructed since 1990, 20 per cent between 1960 and 1990, and 10 per cent before 1960. This town might choose to examine all pre-1960 structures, but only conduct a sampling survey of the newer buildings.

Differences between urban and rural surveys

Urban and rural surveys offer different challenges. For example, an urban area allows for easy access to resources. Fieldworkers can work from public land such as the sidewalk or the alleyway. In rural areas, fieldworkers may have to enter private land, which means obtaining permission before the fieldwork begins.

The types of resources inspected and the types of research available also differ greatly. A survey of farmscapes and homesteads is completely different from a survey of urban commercial buildings. Therefore, training sessions for fieldworkers and researchers need to be specifically tailored to the setting.

Types of Heritage Surveys already done

Over the past 20 or more years, nearly every type and scope of survey has been successfully conducted in Alberta. Original survey documents are held in an archive maintained by the provincial Heritage Survey Program, and the communities or organizations that completed the original survey work often still use copies of these records.

If a municipality does not have its previous survey forms on file, the Alberta Heritage Survey can make them available. It is advisable to review these records before beginning the initial planning of a Heritage Survey.

Heritage Survey timeline

Seasonal Concerns

Spring: Late storms and rain

Summer: Heat and foliage

Fall: Foliage, cold and early snow

Winter: Snow, ice and cold

No season is without its challenges. Relatively moderate conditions and lack of foliage make Spring and Fall the best seasons for fieldwork.

The best time to survey

Typically spring and fall offer the optimal conditions for fieldwork. It is best to conduct inspect and record resources when the weather is the good, and in these seasons vision and photography are not obscured by trees and hedges in full foliage. Winter and summer are more suited to research, document completion and reporting. Scheduling these indoor activities during the seasons that are less than ideal for fieldwork can help to make the best possible use of time.

How long will it take?

The duration of a project depends on its scope and on the type of personnel involved. While a small town of less than 1,000 resources may take as little as four months to survey and only require volunteer help, a survey involving several zones in a large city could take well over a year, even with a large paid staff.

The project sponsors' requirements affect project timing. For example, the deadline for projects funded by the Municipal Heritage Partnership Program is typically March 31, which is the end of the Alberta government's fiscal year. For more details about the timing of applications to the Municipal Heritage Partnership Program, see pages 19–22.

Conducting a Heritage Survey at any level is detailed work, and it is always better to overestimate the time required. Starting initial planning and application for funding one and a half years in advance of a potential deadline will allow for detailed planning, hiring and training staff, fieldwork and research, and document completion.

IDEAL TIMELINE FOR SURVEYS

Year One:	September–November → <ul style="list-style-type: none">Initial planningApplication for funding	December–March → <ul style="list-style-type: none">Detailed PlanningHiring consultant and staffTraining	April–June → <ul style="list-style-type: none">FieldworkResearch	July–August <ul style="list-style-type: none">ResearchSurvey form completionChecking
	Year Two:	September–November → <ul style="list-style-type: none">Complete survey documentationFinal reporting	December–February → <ul style="list-style-type: none">Complete survey documentationFinal reporting	March <ul style="list-style-type: none">ReviewSubmission

Heritage Survey personnel

THE SURVEY PERSONNEL TEAM

Heritage surveys are rigorous and multifaceted projects that require a team of specialized individuals to accomplish the various tasks.

- ① Alberta Heritage Survey Program or MHPP staff
- ② Municipal coordinator
- ③ Heritage consultant(s)
- ④ Staff and volunteers:
 - Fieldworkers
 - Researchers

① Alberta Heritage Survey Program or MHPP Staff

Staff with the Alberta Heritage Survey Program and the Municipal Heritage Partnership Program can advise and assist in finalizing plans to undertake a Heritage Survey. They can:

- Discuss the fine-tuning of the proposed scope of the project
- Assess and advise on adjustments to the preliminary budget
- Suggest funding sources
- Advise on the phasing of the project to suit the needs of the municipality

② Municipal coordinator

The role of the municipal coordinator is crucial. Every project must have a designated local municipal coordinator who is involved at all stages and acts as a liaison between MHPP, the Heritage Survey Program, the heritage consultant, fieldworkers, researchers and support staff. The municipal coordinator's primary task is to oversee the set-up, implementation and daily management of the survey through to the final product.

The coordinator needs to have good verbal and written communication skills, be highly organized, have good people skills, be capable of managing a budget and know the local community. This person, who requires a designated workspace, might already be on staff or hired specifically for the job. In either case, this job involves a variety of tasks, and it requires an extensive time commitment.

The coordinator should be able to:

- Explain and promote the project within the community and to the media
- Work cooperatively with a heritage consultant in setting up, monitoring and evaluating progress
- Develop and implement clear and detailed procedural guidelines
- Establish efficient volunteer and staff coordination strategies
- Manage the day-to-day aspects of fieldwork
- Arrange and supervise film processing
- Manage the storage and filing of all materials associated with the project
- Advise and respond to fieldworkers as required
- Exercise flexibility and adaptability as the project unfolds
- Administer the budget

③ Heritage consultant

A heritage consultant, consulting team or heritage firm can bring a range of professional knowledge, experience and services to the project. A strong background in architectural history, heritage planning and building research complements practical field experience when extensive Heritage Surveys are undertaken.

The role of the consultant is to work cooperatively with the municipality and the community in advising and supporting the role of the project coordinator. The specific duties of the consultant will depend on:

- The consultant's experience and expertise
- The project's budget and scope
- The consultant's proximity to and familiarity with the municipality
- The level of community/volunteer participation and expertise

A consultant can offer a broad knowledge of the wider context of Alberta's historical development, which can complement the community's specific knowledge of its own local history. Additionally, knowledge of architecture and architectural history is invaluable in providing guidance on "reading a building." The identification of architectural features and construction methods is necessary to a properly executed Heritage Survey.

A consultant who has experience with other Heritage Surveys can share proven strategies for success and help to avoid organizational pitfalls. While each municipality may have unique requirements, all community Heritage Surveys face common challenges that require specific solutions. A heritage consultant can assist a municipality in several ways.

SPECIFIC SERVICES A HERITAGE CONSULTANT CAN PROVIDE

A heritage consultant can assist a municipality in several ways.

Public relations and community awareness planning

- Advise and/or participate in public relations and awareness strategies within the community
- Draw up answers to FAQs for fieldworkers

Developing procedures to meet local needs

- Plan or assist in drawing up a seamless strategy for efficient fieldwork procedures and schedules, and for the management of survey forms
- Advise and assist the coordinator in compiling packages of materials for fieldworkers
- Design forms to support procedural guidelines (for example, forms for signing film and equipment in and out)

Training

- Set up and provide a specially tailored training program for community fieldworkers and researchers

Liaison with the Municipal Heritage Partnership Program

- Consult as necessary or as requested with MHPP and the Alberta Heritage Survey Program to ensure that the project is meeting the objectives of those programs

Troubleshooting

- Be proactive in dealing with concerns, issues and difficulties that arise in relation to the details of fieldwork and survey form completion
- Suggest adjustments to meet deadlines

Evaluation

- Provide quality control by regularly assessing work, including photo-documentation and field notes
- Check for accurate use of required codes in filling out survey forms
- Monitor levels of survey form completion throughout the project
- Gather opinions/feedback from staff and volunteers
- Boost morale by providing feedback on progress and significant findings

Reporting

- Provide interim evaluation reports to the project coordinator
- Prepare a final report that meets the specific requirements of the Municipal Heritage Partnership Program
- Provide a professional analysis and summation of findings and trends
- Flag selected survey forms, that is, compile the Places of Interest List as base data for a potential inventory

④ Staff and volunteers

Volunteers

These are some of the pros and cons of using volunteers on a survey project.

Benefits:

- Volunteers are often well-known in the community.
- Volunteers often have extensive knowledge of local history.
- Volunteers build community support.
- Volunteers can help reduce costs.

Considerations:

- Volunteers are often overstretched already and cannot live up to their commitments.
- Volunteers sometimes do not feel compelled to follow instructions or do a job as thoroughly as if they were being paid.
- Experience shows that volunteers are less suited for rural fieldwork than paid staff, since it takes up larger blocks of time.
- Using volunteers requires the establishment of a volunteer appreciation program and public recognition of their participation.

Staffing needs depend on the project's scope and timeline and on whether it is a rural or urban survey.

In an urban area, a **fieldworker** might be able to record (take photos and field notes) approximately 20 to 25 resources in a seven-hour day. In a rural area, covering only 10 resources a day might be a more realistic goal. Workloads in rural areas depend on the proximity to the road and the amount of time spent with a landowner. In any case six efficient and competent fieldworkers are preferable to a dozen who are less committed.

Research work is time-consuming. Once again, the number of people required depends on the project scope as well as the level of knowledge or skills the **researchers** bring to the project. Research may require travel, and associated costs such as photocopying need to be factored in. A researcher, whether paid or volunteer, needs to be able to be available for entire days, as little can be accomplished in shorter periods of time.

Experience shows that the single most important factor for success lies in identifying people who are genuinely interested in the survey project and will take on the task of fieldwork or research with dedication and passion. Fieldworkers need to be self-starters, be basically fit, especially for rural survey work, and be able to work independently. Many municipalities require them to provide their own vehicle. If fieldwork is done in spring and early summer, university students may be hired through a summer temporary employment program. Students often have good research skills. History students may be especially well suited to the task.

Volunteers can play an active role in fieldwork, research and document completion. An enthusiastic base of volunteers benefits a survey project by supplying manpower and reducing costs. Members of the local heritage organization or museum volunteers are often a source of knowledge about documentary sources and the historical context of the community's resources and residents.

To maximize efficiency and cooperation, a project team needs a clear understanding of expectations on both sides (professional and volunteer) as well as an understanding of the relationships among volunteers, the coordinator, consultant and paid staff. All volunteers need to participate in training sessions alongside paid staff.

Funding a Heritage Survey

Funding is available in Alberta to help municipalities reach their heritage goals. Cost-shared funding for Heritage Survey projects is available through the Municipal Heritage Partnership Program or through the Alberta Historical Resources Foundation. Additional indirect sources of assistance may be available federally, provincially and locally, for example, for summer temporary employment and work experience programs. MHPP staff, who have extensive knowledge of funding sources, can assist municipalities in this regard.

Costs and budget

To make the money “match the dream,” a municipality has to determine what needs to be done and when, and then make adjustments to work within the available resources. Costs can vary widely, so there is no standard guide to budgeting. Municipal Heritage Partnership Program staff or a heritage consultant can help to determine costs and prepare an overall budget.

The major factors in determining costs are the project scope and the survey type; wages, fees and/or salaries; administration, equipment and supplies; film processing; and public relations and publications. Without adequate funding, it may not be possible to carry out a survey project successfully.

MUNICIPAL AND PROVINCIAL PROVISIONS

Goods and services “in kind” comprise a significant part of a heritage survey project budget.

The municipality provides for:

- Film development:
 - two copies of black and white prints plus digital (CD)
- Photocopying original survey forms
- Office supplies
 - notebooks
 - clipboards
 - pens
 - permanent marker for negatives
 - etc...
- Maps of county, civic addressing and planning

- Office space/storage space
- Equipment/communications:
 - computer
 - cameras (35 mm SLR)
 - GPS units
 - telephone
 - etc...
- Wages and fees
- Mileage
- Miscellaneous and unexpected

The province provides for:

- Blank survey forms
- Previous heritage survey records
- Black and white film with allocated numbers
- Archival negative sleeves
- Archival photo mounting squares

Municipal Heritage Partnership Program—application and process

Preparing to apply

Consult with the Municipal Heritage Partnership Program for specifics of current application requirements. The following section is intended as a general guide and indication of the kinds of process and information you can expect to encounter.

Initial planning is required before applying to and participating in the Municipal Heritage Partnership Program. The Heritage Resource Management Branch evaluates the content and viability of the initial plans when selecting which projects to support.

Key elements of the planning stage are organization and methodology, community interest and support, and budget.

Organization and methodology

- ① Statement of objectives: a clear statement of the municipality involved and what is to be accomplished, including both immediate plans and future goals
- ② Definition of project scope: an outline of the survey area, the type of survey being planned and the kinds of resources that may be present
- ③ Outline of survey personnel: a basic list of project team members, including the names of the municipal coordinator and possible consultant, and the numbers of employed staff and volunteers (hours/days of commitment)
- ④ Rough work plan: definitions of personnel duties and an indication of how and when these duties are performed
- ⑤ Preliminary schedule: an outline of the overall project, with a focus on preliminary deadlines and project deliverables

Community interest and support

Public interest and support are not only vital to completing a survey but essential to ongoing heritage resource management and preservation. Municipalities are therefore required to gauge support in the community before launching a Heritage Survey. The impact the project is expected to have is reviewed during the application process. Because of the community-focused nature of Heritage Surveys, these projects often actively promote public awareness and strengthen community interest and support.

Project budget

The municipality must prepare a preliminary budget detailing total project costs in the following categories.

Project costs:

- Volunteer time
- Municipal staff time
- Primary consultant costs
- Sub-consultant costs
- Project personnel costs
- Training costs
- Materials and supplies
- Film processing
- Equipment/communications
- Office space

Expenses:

- Travel and accommodation
- Mileage
- Meals
- Other

Project financing:

- Municipal government funding
- Municipal government donated time
- Community volunteers
- Donated materials, supplies, etc.
- Other funding sources
- Total amount requested

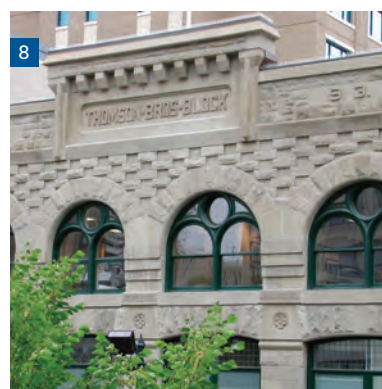
The application process

Contact the Municipal Heritage Partnership Program for current information:

Municipal Heritage Partnership Program
Old St. Stephen's College
8820-112 Street
Edmonton, Alberta T6G 2P8
Phone: 780-431-2300

When to apply

There are no application deadlines for MHPP funding. Municipalities should consult with the Municipal Heritage Partnership Program to establish their application and completion timelines.



Supporting documentation

Applications are most likely to be successful if they are complete and include a viable project plan. Early and detailed preparations are key to the application process.

The application, which should consist of a proposal 5 to 7 pages long based on the initial planning, can be expected to include the following information, either as part of the proposal or as an attachment to the proposal.

○ Project description:

- Methodology, approach or strategy to be used
- Schedule, including commencement and completion dates
- Project personnel
- Specific research sources to be consulted
- Area to be surveyed (square kilometres) and population
- Number of resources

○ Community benefits statement:

Describe how the project will benefit the general population and/or make a positive difference in their lives, for example:

- Increased awareness
- Understanding, knowledge or skills
- Strengthened community pride and enhanced quality of life
- Job creation and economic benefits to business
- Improved building conditions
- Enhanced tourism

○ As well, answer the question, *“How will you build awareness and community support?”*

○ Attachments:

- Consultants’ profiles/resumes
- Copy of the terms of reference for the project
- Council resolution indicating support for the Municipal Heritage Survey project

APPLICATION GUIDELINES

Municipalities should consult with MHPP staff to establish their project application and completion timelines.

Funding

The program will contribute up to one-half of the total eligible cost to a maximum of \$30,000 per project. Supplies, such as black and white film, are available through the Alberta Heritage Survey Program.

The applicant's portion can consist of cash, donated municipal staff time, volunteers, office space, materials, equipment, supplies or funds from other sources. Funding from other sources can include provincial government programs; however, the applicant is expected to contribute at least one-third of the total project cost.

Successful applicants must sign a Contract or Memorandum of Agreement for Services. Funds will be released in accordance with the Fee and Project Schedule attached to the Agreement, which makes provisions for project start-up funds, interim payments based on a report and statement of expenditures, and the final payment based on receipt of final report, statement of expenditures and products.

Eligibility

Local governments

Application deadline

There is no deadline. Applications will be accepted on a first-come, first-served basis.

Selection criteria

- completeness of application
- financial commitment
- degree of organization and planning
- community interest, support and participation
- viability/capacity: Is the project well defined? Is the budget realistic? Does the community have the necessary expertise and capacity to undertake and complete this phase and continue through to the implementation of a Heritage Management Plan?
- regional distribution of projects
- council resolution in support of the Municipal Heritage Survey Project

Eligible costs

Eligible costs include all direct costs properly and reasonably incurred and paid solely and specifically for the proposed project. This applies whether the project is carried out by a suitably qualified local government employee or by a consultant.

Ineligible costs

Ineligible costs include capital or maintenance expenses, ongoing operational expenses, debt reduction, endowments or donations, computer hardware and office equipment, expenditures made prior to the submission of the proposal.

Training

A Heritage Survey is a substantial undertaking that demands dedicated teamwork. It requires thoroughness, consistency and accuracy during all phases of the work. All participants need to understand all aspects of the survey program, as the staff will be on the front line and representing the municipality to the public on this project. The success of the survey will determine the success of later phases as well as the community's perspective on the municipality's management of its historic places. Consequently, a thorough training program is essential for all staff, whether paid or volunteer.

The municipal coordinator and heritage consultant should be able to provide training. Staff of MHPP and the Alberta Heritage Survey Program can help through consultation or direct training of municipal staff and volunteers. Others, such as a local historian or archives staff, might also be available to help. It is important that municipal staff, local elected or appointed officials have the opportunity to participate in the training sessions.



Organizing training programs

The time required for a training program depends on several factors, such as the scope of the project and whether it is being undertaken in a rural or urban area. The most extensive training is required for an intensive municipal survey that includes both urban and rural areas, for example, several towns within a larger municipality. Training time should be at least two days with follow-up evaluation and reinforcement training when gaps and/or issues are identified.

Training sessions must be well organized, keep to schedules and set high expectations, while at the same time creating an easy and informal (but highly focused) workshop atmosphere. The information to be imparted during training is best divided into several sessions to avoid overload. Breaking up the training into manageable and engaging blocks can be effective, for example, an initial orientation session with a day-long session on fieldwork that includes a field trip, followed by two separate sessions on how to fill out a survey form and do research.

Projects conducted across Alberta have shown that:

- As volunteers (and/or staff) may turn over rapidly, training is an ongoing process.
- Well-trained staff can assist in the training of new staff and volunteers.
- Refresher sessions help even the most seasoned fieldworkers and researchers to actively hone their skills.
- Proper review and evaluation of work from the outset will indicate areas that may require further training.

TIPS FOR TRAINING SESSION

- Delivery methods can include slide shows, PowerPoint presentations, videos, field trips, quizzes and handouts. Using AV materials and different speakers keeps the sessions engaging.
- Leave plenty of time for question and answer sessions, which encourage the trainees to participate.
- Take time to practise filling out survey forms.
- If fieldworkers will be using their own 35 mm single lens reflex cameras, it is useful to have the cameras at the training session.

Guidelines

Here is a suggested schedule for a survey project training session; note that the training should be tailored to the project's needs. Fine tuning can best be accomplished through collaborative efforts between the municipal coordinator, heritage consultant, MHPP and Alberta Heritage Survey staff.

SURVEY PROJECT TRAINING SESSION CHECKLIST (SUGGESTED SCHEDULE)

At the end of the training sessions it is important that fieldworkers should be able to:

- | | | |
|--|---|--|
| ○ Demonstrate basic knowledge of the local historical context | ○ Identify the architectural features and detail, scale and form of local buildings | ○ Understand and use GPS and/or UTM |
| ○ Demonstrate basic knowledge of local building features, construction methods and materials | ○ Understand the recording steps in the field | ○ Demonstrate ability to fill out survey forms |
| ○ Demonstrate basic observational skills in "reading a building" | ○ Understand photography/photo-documentation skills and the procedures required | ○ Understand the basic concepts behind the Places of Interest List |
| | | ○ Be familiar with the project's procedural guidelines |

Session 1: Orientation to survey project

- Purpose of the survey: aims and objectives
- How it fits into the Alberta Heritage Survey Program, the Municipal Heritage Partnership Program and the Historic Places Initiative
- Overview of survey process:
 - Preparation
 - Fieldwork
 - Photo-documentation of resource
 - Note taking
 - Filling out survey forms and attaching photos
 - Research and completing final survey form
 - The Places of Interest List
- How the project will be organized, and procedural guidelines to be followed
- Orientation to the region: its broad historical development
- Settlement patterns: who settled where, when and why
- Factors influencing patterns in the built environment such as railways, ethnicity, values and aesthetics
 - Farmscapes
 - Streetscapes
- Overview of basic architectural styles and site types in the area
 - Characteristic scale and form
 - Characteristic features and architectural terminology
 - Construction methods and materials



FOR MORE INFORMATION ABOUT FIELDWORK, HERITAGE SURVEY FORMS AND RESEARCH, SEE *Identifying Heritage Places: Part 2—Heritage Survey Field Guide*.

Session 2: Fieldwork

How to:

- Plan a day in the field
- Take photos for photo-documentation
- Use GPS units
- Take notes
- Keep a photo log sheet
- Deal with landowners and the public

Session 3: Filling out Heritage Survey forms

Provide step-by-step instructions for filling out each numbered field on the survey form. Go through the form step by step to ensure that fieldworkers understand and are quite familiar with all the requirements.

Session 4: Research

Researchers need to understand the focused nature of the history required, where the sources are, how to access and use them, and how to input and reference the information on the survey form.

Management and Execution

In order to manage a survey project effectively, the municipal coordinator, or other person in charge, must be organized and pay strict attention to detail, while remaining flexible and patient. Striking the correct balance is often difficult. Effective managers need to understand the task or project fully.

This section addresses the essential elements of managing a Heritage Survey project: overall management, daily management issues and public relations.

Work plan and procedures

Detailed work plan



Fieldwork can be designed in several different ways, depending on the area being surveyed. Some of the various techniques include:

- Street-by-street
 - Directional
(north to south, east to west)
 - By civic plan or block
 - By geographic location
(neighbourhood, township, etc.)
- Is developed collaboratively by the municipality, the municipal coordinator and the heritage consultant
 - Takes into account the skills and abilities of the staff and volunteers
 - Outlines the project's time requirements
 - Should include:
 - The work approach
 - The necessary tools
 - The distribution of work
 - The detailed work schedule

The **work approach** defines the method to be used for overall project completion, including detailed systems for fieldwork, research and document completion.

WORK PLAN TOOLS

The necessary tools will vary, but always include:

Procedural guide

Project materials:

- Office supplies
- Cameras
- GPS

Administrative forms:

- Mileage
- Hours
- Film sign-out/return sheet
- Tracking sheet for survey form management

The **distribution of work** involves deciding what tasks need to be done and who will do them. These are some of the major tasks to be assigned:

- Daily management:
 - office administration
 - work scheduling
 - volunteer coordination
 - Heritage Survey form administration
 - film management and development
 - budget administration
 - evaluation
- Public relations
- Fieldwork
- Research
- Document completion
- Reporting

The **detailed work schedule** describes the schedule for completing tasks and sets personnel requirements (deadlines and deliverables). The schedules can be plotted on calendars that are distributed to project personnel, or posted in the project office.

Procedural guide

It is a good idea for the municipal coordinator to create a procedural guide—a set of prescriptive instructions for the “nitty gritty,” daily running of the survey, that sets out the specific tasks and order of work for all personnel. This reference tool informs the municipal coordinator, heritage consultant, staff and volunteers of the survey project’s rules, procedures and organization.

The procedural guide provides all the information that fieldworkers and researchers need to know in order to follow the methodology and work plan.

The guide should cover these topics:

- How fieldwork will be organized and specific survey areas allocated
- How and when fieldworkers will collect film, maps, photo log sheets and other forms
- How cameras and GPS units will be signed in and out
- What materials a fieldworker will be issued in a personal package
- How and by who permissions for photographing rural properties will be handled
- How to plan a day working in the field
- How film will be returned for processing
- Where and how survey form completion stages will be organized
- How time sheets and travel claims for personnel will be handled

Daily management

After planning and setting up the project, the municipality has to implement the methodology, work plan and procedural guidelines. The majority of the daily management duties are the municipal coordinator's responsibility, but some duties may be split among staff and/or shared with the heritage consultant.

To set priorities and successfully manage a project, municipalities can divide daily management duties into various categories, such as office administration, daily work scheduling, volunteer coordination, survey form administration, film development and management, budget administration and evaluation.

Office administration

Office administration involves organizing an office space and system for the efficient storage and management of project materials.

Projects conducted across Alberta have shown that:

- Space is often a key issue – hundreds or thousands of Heritage Survey forms, photos and research files have to be stored.
- Effective offices can be set up in municipal offices, local museums and local business development centres.

Daily work scheduling

Daily work scheduling involves:

- Team management
- Scheduling and tracking tasks to meet deadlines and ensure project completion
- Creating a system to ensure that work is completed at a proper pace. For example, fieldwork should not get too far ahead of survey form completion.
- Establishing a fieldwork system before beginning the survey work. For example, determine “who works where” and how to ensure that every resource is recorded.
- Having the municipal coordinator assign areas to fieldworkers.
- Using a systematic approach to record resources by block in urban areas and by township in the countryside.
- Keeping meticulous field notes in a notebook, on photocopies of survey forms or on a form specifically created for the project.

Projects conducted across Alberta have shown that:

- Intensive management and overseeing of staff yields better results.
- Allowing sufficient time for fieldwork ensures proper completion of survey areas.
- Recording progress on a large-scale map boosts morale by clearly showing the project's advancement.

Volunteer coordination



FOR A SAMPLE *Heritage Survey Volunteer Time Sheet*, REFER TO THE BLUE TAB ENTITLED *Sample Forms*.

Volunteer coordination tasks include recruiting, scheduling and tracking the hours of volunteer input.

As all survey projects are funded on a cost-sharing basis, municipal budgetary contributions may be partially based on in-kind contributions such as volunteer time. Coordination at this level is extremely important, not only to ensure proper manpower and support but also to ensure that the municipality has done the accounting and reporting necessary for obtaining funding assistance.

Projects conducted across Alberta have shown that:

- Allowing volunteers to conduct fieldwork or research their own areas (neighbourhoods) often increases their interest and personal stake in the project.
- Older or “indoor-bound” volunteers have often turned out to be excellent clerical helpers.
- Scheduling staff to assist volunteers in the field or help volunteers to complete documents boosts morale and the quality of work.
- Frequent community and volunteer meetings to discuss survey results can help keep volunteers excited about the work.
- Utilizing local, provincial or national volunteer groups such as the Katimavik program can increase volunteer support.
- An active public relations campaign aimed towards recruitment can attract new volunteers.

TIME MANAGEMENT

Team management skills

- Planning
- Communication
- Flexibility
- Patience
- Encouragement

Time management tips

- Set a realistic pace, and maintain it
- Prioritize
- Delegate
- Be flexible
- Review and adjust

Heritage survey form administration



If survey work has been completed previously in a community, the municipality can be provided copies of these Heritage Survey forms, which will also need to be managed.

Heritage survey form administration involves ensuring a detailed level of organization to manage the survey forms. Focus attention on the allocation of work (Who completes which portion?), physical tracking (Where is the form?) and storage of completed forms. Also address the timely completion of forms (accounting for the collation of all survey data) and establish a system for monitoring the quality of survey forms.

Account for the tracking of survey forms at different stages of completion. For example, if the researcher is a different person than the fieldworker, the forms need to be forwarded to the researcher for completion.



FOR A SAMPLE *Heritage Survey Forms Management Form*, REFER TO THE BLUE TAB ENTITLED *Sample Forms*.

Projects conducted across Alberta have shown that:

- Filing completed Heritage Survey forms in batches according to the film roll number—rather than geographically or by fieldworker—facilitates the collating of Heritage Survey forms with photo prints. Once completed, the Heritage Survey forms can be re-filed by location.

Film development and management



Use only proper archival mounting squares to stick photos permanently onto heritage survey forms. Use these adhesive tabs on all four corners of the print. Avoid smoothing them down with your fingers as this will damage (fingerprint) the photos.

Film development and management can be a huge task when a large survey project is undertaken. A good working relationship is essential with a firm that is willing and able to undertake the processing of large amounts of film and provide speedy turnaround times. The requirements include B&W archival development, two sets of 4x6 glossy prints, a CD with digital reproductions and a numbered contact sheet (index card).

When the processed film, prints and CDs are back in the office:

- ① Check prints and negatives and CD to make sure all numbers match.
- ② Number prints and negatives with allocated film numbers.
- ③ File negatives in the negative binder.
- ④ Set aside one set of prints for the later work of attaching photos to the photocopied set of completed forms to be kept by the municipality.
- ⑤ Collate the other set of prints with proper survey forms, and begin document completion.

Log all of these steps to ensure consistency and to monitor progress.



FOR A SAMPLE *Heritage Survey Records Management Form*, REFER TO THE BLUE TAB ENTITLED *Sample Forms*.

Projects conducted across Alberta have shown that:

- It is important to label all packets of photographs, CDs and negative strips with their film number at the earliest opportunity, as hundreds of photo packets can easily be mixed up.
- Beginning development as soon as possible allows for the review of photo quality and for document completion to begin without delay.
- Allowing staff and volunteers to review their photographic work can improve future results.

Budget administration

Budget administration involves processing invoices and tracking overall project costs, as well as preparing interim and final budget reports. Project leaders should regularly monitor film development costs, as well as travel claims for fieldworkers, fees for consultants and wages for paid staff.

Projects conducted across Alberta have shown that:

- Budget administration is often best handled by someone who is experienced in money management.

Evaluation

**FOR DETAILED INFORMATION
ON EVALUATION ISSUES, *Products*
and *Evaluation* ON PAGE 33.**

Evaluation provides quality control and ensures that the final product meets all expectations. Evaluation is an ongoing process that applies to staff, volunteers, survey forms, photos and photo records. Daily project supervision sets a level of expectation and helps to maintain a high quality of work.

Projects conducted across Alberta have shown that:

- Paying attention to supervision helps maintain the quality of work.
- Project managers get good results from consistently checking Heritage Survey forms and architectural codes in some detail.

NOTES ON SUPERVISION

Supervision of researchers

- Maintain an established schedule
- Verify proper research quality
- Conduct workplace observation to ensure proper procedure, organization and methodology

Supervision of fieldworkers

- Allocate fieldwork areas to individuals or teams
- Monitor their work and progress
- Review outgoing and incoming numbered film and sets of prints, negatives and photo-record sheets
- Conduct on-site supervision to ensure proper procedures and recording

Public relations

A public relations plan helps spread the word and can be integral to fostering grassroots support for continuing heritage preservation work. Since a survey project is “of and by” a community, public interest and support are vital, not only for completing the survey but also for future heritage resource management.



FOR SAMPLE *Heritage Survey Property Owner Information Sheet and Questionnaire*, REFER TO THE BLUE TAB IN THIS SECTION ENTITLED *Sample Forms*.

FOR MORE INFORMATION, SEE APPENDIX A: *Sample Fieldworker FAQ* ON PAGE 38, AND APPENDIX B: *Sample Press Release* ON PAGE 39.

Public relations may also be a requirement of a project sponsor. For projects funded by the Municipal Heritage Partnership Program, municipalities are expected to execute a public relations plan and maintain a record of all public relations activities such as press releases. This record is a required part of the final report.

If a municipality has a communications department, their staff will be able to provide direction and assistance throughout the survey. They are professionals who have in-depth knowledge of communication techniques that are suitable for the community. Otherwise, the public relations can be delegated to the municipal coordinator, the heritage consultant or a staff member – or most likely to all of these people. The selection of the public relations person or team depends on their qualifications and skills.

BASIC ELEMENTS OF A PUBLIC RELATIONS PLAN

Direct communications

Information for fieldworkers to hand out and discuss while canvassing can include:

- Property owner information sheets
- Property owner questionnaires
- FAQs
- Posters (for store windows)

Newspaper/media

Drafting a press release could lead to a feature story on the project. Be sure to contact local:

- Newspapers
- Television
- Radio

Acknowledging funding source(s) is typically a requirement of any PR plan, and should constitute a portion of press releases.

Meetings

Public meetings offer direct contact with the community. Along with informing the public, they offer an excellent opportunity for volunteer recruitment.

Schedule meetings with:

- Community groups
- Heritage organizations
- Retirement homes

Products and Evaluation

The lasting, concrete and mandatory products of a survey are the survey documentation and the final report. To ensure the usability and quality of these products, consistent evaluation must occur throughout the survey project.

Quality control

Quality control is a management issue that basically comes down to levels of supervision. There must be not only hands-on supervision of staff and volunteers, but also constant evaluation of the work they produce.

HERITAGE SURVEY FORMS

When survey forms are returned to the office, check to ensure they are complete and meet the requirements. Check for:

- Legibility
- Proper location information
- Proper photographic information
- Proper architectural coding
- Consistent and reliable historical research

Address inconsistencies such as conflicting dates of construction or ownership, and flag poor-quality survey forms for further attention, correction or additional research.

PHOTO-DOCUMENTS

When photographs are returned from development, check them and the photo logs for:

- Photographic quality
 - Clarity, lighting and distortion
 - View
- Development quality
 - Prints
 - Negatives
 - Contact sheet (for clarity and numbering accuracy)
- Recording errors
 - Resource location and direction (e.g., southwest facade)
 - Roll number
 - Frame number



FOR DETAILS OF SURVEY REQUIREMENTS, SEE *Identifying Historic Places: Part 2—Heritage Survey Field Guide*. **ALL SURVEY FORMS MUST MEET THESE REQUIREMENTS TO BE CONSIDERED COMPLETE.**

Heritage Survey documentation

The survey documentation is essentially the collation of all survey forms (with attached photographs) and all subordinate information and materials such as maps, additional photographs, research files, methodology and bibliography. All of this information forms a lasting record of the Heritage Survey. Two copies of this documentation are created, one for the municipality and one for the Alberta Heritage Survey Program.

Municipality

Adequate space is needed to store the municipality's copy of the survey documentation. Access is a key issue in choosing a storage space: ensure that the documents are maintained as a dynamic, usable resource and research tool.

- File and store photocopied survey forms with attached photographs in clearly labelled binders – typically ordered by municipal address or legal description.
- File attachments (previous survey forms, additional photographs, additional research, etc.) in the binder behind its associated current survey form.
- Place additional materials (maps, methodology, final report, bibliography, etc.) at the front of the first binder or file them in a separate binder.

Alberta Heritage Survey Program

When the survey project is completed, one copy of the survey documentation is submitted to the Alberta Heritage Survey Program. This will include:

- Original survey forms
- Attachments (additional photographs, research, etc.)
- Additional material (maps, etc.)
- Negatives and photo log sheets
- CDs of photographs



Contact the Heritage Survey Program to receive instructions regarding delivery of the completed survey documentation.

File these materials in storage boxes – typically ordered by municipal address or legal description. File attachments (copies of survey forms documenting the demolition of buildings recorded in previous surveys, additional photographs, photocopies of additional research, etc.) behind their associated current survey form. File additional materials (maps, methodology, bibliography, etc.), negatives (and photo log sheets) and CDs at the front of the survey documentation.

The Places of Interest List—POIL

A Places of Interest List, or POIL, is included as a required element of the survey documentation in order to:

- Support and encourage further municipal heritage initiatives
- Leverage community support
- Encourage citizen involvement
- Provide insight into survey process
- Summarize survey findings

WHAT IS A POIL?

A POIL is a preliminary, non-evaluative list of potential historic places derived from a completed survey and included as part of the survey final report. It acts as a stepping stone to the formal evaluation process that results in the creation of a municipal heritage inventory. The POIL is created as an ongoing process simultaneous to the preparation of the survey.

A POIL may include:

- Structures
- Buildings
- Groups of buildings
- Districts
- Landscapes
- Archaeological sites
- Other potential historic places

A POIL is not:

- All encompassing, or exhaustive—it is possible for a place not on the POIL to be included in the inventory at any time
- Formally evaluative or a determination of significance—evaluation is completed during inventory process
- Dependant on condition or integrity—integrity is determined during inventory process

Required elements of a POIL include:

- Site name (as on survey site form) and Key Number
- Site type
- Location (address)
- Number of structures
- Source of suggestion
- An indication of why it appears to be of interest, with reference to the five established significance criteria used in the heritage inventory process:
 - A.** Theme/Event/Activity
 - B.** Person/Institution
 - C.** Design/Style/Construction
 - D.** Information Potential
 - E.** Landmark/Symbolic Value



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The complexity of creating a POIL will vary depending on the scope, scale and structure of the survey project.

How to compile a POIL

The following steps are suggested to create a POIL:

- ① In the course of gathering survey information, be alert for places that stand out from larger survey body or are representative of a particular type or community.
- ② Flag potential places of interest and record why they appear to be of interest
- ③ Compile flagged places into preliminary list, including the required elements listed above in section
- ④ Review flagged places to form POIL
- ⑤ Confirm POIL for inclusion in survey final report at the conclusion of the survey project

Creating a POIL may involve input from and collaboration with:

- Field Workers who have made POIL flags throughout
- Researchers who have made POIL flags throughout
- Volunteers
- Community groups
- Local heritage groups
- Members of the public
- Home/property owners
- Other advocacy groups
- Professionals
- Heritage consultants
- Archivists
- Historians
- Planners
- Municipal Governments

Final report

The final report, which is required for all Heritage Surveys in Alberta, sums up the project, highlights some of the survey's findings and ideally offers an in-depth analysis that can guide continuing heritage work. The report writer should be a heritage consultant who has experience with this type of reporting as well as experience with the requirements of the Municipal Heritage Partnership Program. The municipal coordinator sometimes prepares the report when a heritage consultant is not available to handle this task.

Requirements

Treat the final report as a formal document that is open to outside viewing. In other words, produce it in as professional a format as possible.

The Municipal Heritage Partnership Program requires the final report to include:

- A Places of Interest List – POIL
- Total number of resources surveyed
- Area surveyed (square kilometres) and its population
- Partnerships
- Publicity (newspaper articles, etc.)
- Number of previously documented resources, if applicable, and whether any of these are extant or lost
- Number of community interest meetings, project sessions and volunteers
- Cost summary, including volunteer time and other donations

The next step: Creating a Municipal Heritage Inventory



DETAILS OF THIS PROCESS CAN BE FOUND IN
*Evaluating Municipal Historic Places:
Eligibility, Significance, Integrity.*

Undertaking a Heritage Survey is a municipality's first step in managing its heritage resources. The next step is to create a municipal heritage inventory, which is a sub-set of a municipality's surveyed resources. This list of significant historic places is created by evaluating the resources against specific criteria: eligibility, significance and integrity. Resources that meet the criteria may be elevated to the municipal heritage inventory, thus setting the stage for designating and preserving those resources for future generations.

APPENDIX A:

Sample Fieldworker FAQ

This FAQ sheet is a handy and quick reference tool that fieldworkers can use. Fieldworkers may encounter the following questions. Here are the typical answers a municipality can give.

Who did you say you are with?

We are community volunteers/fieldworkers with (city, town, etc.) Alberta. We think it is a very important project to record the history of buildings in the municipality.

Why are you doing this?

(city, town, etc.) wishes to identify, protect and preserve its heritage or historic buildings. Our job is to do the first stage – to photograph and document buildings in (city, town, etc.). The next stage is to determine which of those buildings are significant. Those buildings may be put on a Heritage Inventory, and ultimately some could be designated as Municipal Historic Resources. Some might eventually be placed on the Alberta Register of Historic Places and the Canadian Register of Historic Places.

Will this affect my tax assessment?

This is just a survey for the moment. If, in the future the property is deemed a significant historic resource, the municipality will discuss the implications with you before considering the designation. Anything that could affect you would have your approval – it is a voluntary program.

Can you make me do any of this?

No, of course not. This is a community project and is entirely voluntary. Its purpose is simply to record what buildings we have, so that those that are most significant can be identified for possible designation. If your building turns out to be historically significant, it is entirely up to you whether you wish it to be designated as a Municipal Historic Resource. There are certainly benefits to doing so.

I'm confused. What is the difference between the survey, the inventory and the register?

The survey, what we are doing now, is simply a photographic recording of buildings. The inventory is a list of buildings that have been determined to be significant and eligible for municipal designation. The register is a list of buildings from the inventory that have been designated Municipal Historic Resources, with the owner's approval.

Where will all the photographs be kept?

For each location where there are buildings, the photographs will be attached to a survey form along with a description of each building and historical information. The forms will be filed at the municipal office and another copy will be placed with the Provincial Heritage Survey Program offices in Edmonton.

If you cannot answer a question, simply say “I do not know the answer to your question. Please call the project coordinator at (phone number).”

APPENDIX B:

Sample Press Release

Help us create a 'Wainwright Places of Interest List'

As part of the Historic Inventory Project, we are asking your help in identifying buildings and resources of public value to the Wainwright community. This list composed from Municipal Heritage Survey Review Forms will be reviewed and buildings and resources will be added to or removed from the Inventory.

SOME BUILDINGS AND RESOURCES WILL BE IMPORTANT TO OUR LOCAL COMMUNITY WHILE OTHERS MAY BE LISTED ON THE ALBERTA REGISTRY AS PROVINCIAL SITES.

The most obvious heritage buildings and resources that stand out in Wainwright include the Old Town Hall, the Post Office, the Train Station (Wainwright Museum), Memorial Clock Tower and the Wainwright Hotel. The Pump Jack may well fall into this category as it was one of the first, if not the first of its kind in the Province.



Other buildings on the survey include Voila, Toys and Treasures, Patterson's, Walker's Jewelers and the beautiful 1930 stucco building located at 109 - 10 St. Many of our buildings have significant histories that relate to pioneers of the town but many have been altered or need work to be restored and returned to their original architecture.

A major residence that may well merit provincial or municipal designation is the old Watson (Mackenzie) home. There are many other residences in town and particularly situated on the east side of Main Street between Second and Fifth Avenues that are significant due to their design or their original histories due to the original owner or builder. Names like Wallace, Laird, Dawson, Gano, Coleman, Brunker, Clark, Dawson and Middlemass all factor into the contextual history of Wainwright and deserve to be reviewed to see if they fit the categories necessary to be put on the Alberta list of historical buildings and resources.

Email your historic building or resource to the survey to: mainstreetab@town.wainwright.ab.ca or call the Town Office and ask for Gord Snyder at 842-3384 or drop of a handwritten note. **First deadline: March 15**



The Town of Wainwright gratefully acknowledges the contribution of the Government of Canada in supporting its participation in the Historic Places Initiative and the Government of Alberta in supporting its participation in the Municipal Heritage Partnership Program.



Municipal Heritage
Partnership Program



Canada's
Historic Places

Lieux patrimoniaux
du Canada



Selecting a Heritage Consultant

The Alberta Heritage Survey Program and the MHPP can provide information about qualified heritage consultants in Alberta, but municipalities are responsible for screening and selecting a consultant who is best suited to their needs. This can be accomplished through a Request for Proposals (RFP).

Consultants who receive an RFP must fully understand the project's scope and preliminary parameters in order to provide a coherent and well-thought-out proposal that includes a methodology, a work plan and budget requirements. RFP Guidelines are provided in Appendix D of this manual.

After distributing an RFP, the municipality will begin to receive feedback from consultants—either requests for additional information or proposals for the given project. The municipality then has to assess:

- Whether the consultant has demonstrated an understanding of the project's requirements and is capable of meeting them
- The production value (professionalism, communication skills, etc.)
- The consultant's experience
- Value for money: What does the consultant propose to do and how much does he/she charge for that service?

In general, the review of these elements will elevate certain proposals to the top. If further evaluation is required, interviews with the consultants will help to choose the best person for the job.

Request for Proposals

Guidelines for heritage preservation and planning work

When a municipality engages in a heritage program with the province, a consultant is often hired to help guide the process and provide advice on the development of the project. Often, the first step in finding a consultant is to issue a Request for Proposals (RFP). An RFP informs consultants about the project so that it can be bid on in a fair, evaluative process.

Before undertaking an RFP, a municipality may wish to consider issuing an “expression of interest,” which identifies the project being undertaken and the timelines, and asks those interested in bidding on the project about their qualifications. With this information, an RFP can be sent to a select, qualified pool of candidates.

When writing an RFP, be sure to include enough information to allow the bidder to fully gauge the scope of work, the parties involved, the contributions by the municipality and the expectations for the final product. When entering into a contract with the province, the municipality will receive a “project requirements” for the project. This is useful to consultants, but it does not contain enough information for them to develop a thorough proposal. All consultants receive the same information to ensure a fair process.

An RFP may or may not include fees to be paid to the consultant. If the fee is advertised, then the municipality can select the bidder based on the scope of services offered by the bidder. If the fee is not advertised, the municipality can then select the bidder based on the quote and scope of services offered. Both approaches have merit, and whichever approach is used is up to the municipality’s better judgment.

THINGS TO REQUEST IN AN RFP:

- Names of team members and lead consultant, if more than one consultant or a firm is involved
- The candidate’s qualifications
- Related work experience
- References
- Methodology for completing the required tasks

THINGS TO INCLUDE IN AN RFP:

- Name, location, population and size of your municipality or project area
- Background on the municipality and/or area, including previous related projects, brief context or history (a paragraph or two) and important stakeholders in the process
- Scope of work and expectations —what services are required as a minimum from bidders
- Consulting fees to be paid (optional)
- Contributions from the municipality, including the number of volunteers, staff, office space, equipment, photocopying, etc.
- Timeline and due dates for proposals and services being provided
- Contact information for your municipality
- Criteria for selecting a consultant, such as price, services above and beyond the terms of reference, proposed methodology, etc.

BIBLIOGRAPHY

The following sources were instrumental in the creation of this handbook.
In many cases, their content and concepts have been adapted for use in Alberta.

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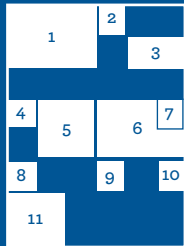


IMAGES

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1. Haultain School, Calgary
2. Father Lacombe Chapel, St. Albert
3. Rutherford House, Edmonton
4. Memorial Park Library, Calgary
5. M & J Hardware, Lacombe
6. Shandro Community Hall
7. Northern Hardware, Vermillion
8. Thomson Bros. Block, Calgary
9. C.O. Card House, Cardston
10. Clarke Residence, Red Deer
11. Cardston Courthouse
12. Drewry House, near Cowley
13. Rutledge Hangar, Calgary
14. Hudson's Bay Company Freighter's Home, Little Red River

COVER IMAGES:



1. Fishburn United Church, near Pincher Creek
2. Princess Theatre and Whyte Avenue,
Old Strathcona, Edmonton
3. Lorraine Apartments, Calgary
4. Memorial Park Library, Calgary
5. Alberta Wheat Pool Grain Elevator and Alberta
Grain Company Gain Elevator, St. Albert
6. Russo Greek Orthodox Church of Sts. Peter
and Paul (Dickiebush), near Willingdon
7. Thomson Bros. Block, Calgary
8. Haultain School, Calgary
9. St. Norbert's Roman Catholic Church, near Provost
10. Main Street Sexsmith
11. Old Bay House, Fort Vermilion