

Town of Deer Lake



People, Places & Culture Workshop - Report

March 4-5, 2020



Heritage NL

Introduction

Heritage NL's program, "People, Places & Culture" is designed to assist communities to identify their cultural assets and to consider ways to protect and develop them. It is based on recognition that heritage/cultural assets are some of the strongest elements that a community has to:

- define its unique character and brand
- create new economic opportunities
- enhance the quality of life for residents
- instill local pride

These notes represent the results of a "People, Places & Culture" workshop, facilitated by Heritage NL in Deer Lake on March 4-5, 2020 at the International Pulp & Paper Staff House (itself a registered Heritage Property). There were approximately 25 individuals from the community on the first night (March 4th) and a smaller group including some partner organizations the following day (March 5th).

The workshop comprised two parts:

- I) A **cultural mapping** activity that considered the community's tangible and intangible cultural assets
- II) A session with stakeholders to explore opportunities for protecting, safeguarding and developing these assets. The latter activity involved the **identification of themes and clusters** of cultural assets that emerged from the mapping session.

Anticipated Benefits of Cultural Mapping for Deer Lake (March 4th, 2020 - Facilitated Discussion)

- Contribute to larger GIS mapping/planning tool being developed by the town
- Contribute to drawing people into Deer Lake (tourism)
- Help preserve heritage/artifacts which are being lost or destroyed
- Create awareness of little-known but important parts/places of the community's history
- Teach our children and new citizens the history



- of the community and build local pride and identity
- Support employment and business
- Support awareness about the environmental impact of resource sector/industry

I. Results of Mapping Workshop (organized according to themes)

In addition to a number of specific themes there were a number of over-arching themes that relate to these themes included:

- Change (economic, social, ecological/environmental)
- Ecology, landscape, natural resources
- Notable people
- Roots of most residents in other parts of Newfoundland and Labrador and beyond (from early times to present)



Theme 1 - Logging/Resource Town

- Tommy Cooper from Reidsville – First Woods Camp along the Tramway (a railway line of approximately 20 miles) that extended from the Humber River to Aides Pond, an artificial pond used to collect and transport 4 foot pulpwood logs
- West Haven Camp Pasadena – old wood camps were donated to the United Church as children's summer camps
- Potash site
- Numerous logging camp sites – major early economic activity in Deer Lake



Theme 2 - Power Plant Complex

- The Powerhouse/dam/canal built in the 1920s to service the pulp and paper mill which was eventually built in Corner Brook
- Main Dam House
- Powerhouse Manager's House - Bearsley (English) was manager of the Powerhouse – Mrs. Bearsley had us there for girl guides – the house is across from where the current Treehouse Family Resource Centre is located – now uses “Bowater House” – they are in the process of reclaiming their vegetable garden as a community garden – lots of people had their wedding pictures taken in the gardens
- Elias Dinney worked as a carpenter on #8 & #9 penstocks in the early 1920s

Theme 3 - Transportation

- Airport- Alexander (Sandy) Reid – towed houses from Junction Brook to Newtown in Deer Lake during the 1950s to make room for the development of the Deer Lake Airport
- Harold Wight – long-term employee at the airport
- Railway
- Tramway



Theme 4 - History of Businesses/Professionals/Main Street

- Dr. T.M. Greene – first doctor in the community
- Dr. McDonald – had no set hours for patients; made after hours house calls
- Mr. St. George was a hotel owner (now the Driftwood Inn)

- Jim Lung – operated the first Chinese business in Deer Lake on Main Street – participant related how they had worked there 57 years ago making \$16/week – not allowed to handle cash
- Description of a number of business owners being “Syrian” which seems to be a general term for people of Middle Eastern or other foreign origins
- Sam Schwartz – store owner on Main Street – a job interview there comprised your ability to break the twine [for packaging]. If you could do it you were hired
- Short’s Hotel which later became a medical clinic and now a private home
- Ralph Ball was a settler in Deer Lake and operated a blacksmith shop which served as Kruger/Bowater’s main forge
- Harness repair shop
- Dan Bolous blacksmith shop (still there)
- Amos Coish harness maker
- Famous business people: Mike Basha, Frankie Basha, Schwartz, Boulos, Mrs. Hinton
- Every avenue had a store: Stuckless Store (5th Ave.); Critches, Becky Critch; Osmonds; Barretts; ; Bill Green; Mose Critch; Williams’ Store; Eddy’s
- Main Street was full of stores
- Nurse Guinchard was a midwife who delivered hundreds of babies – buried in Nicholsville



Theme 5 - Social/Recreation

- Old outdoor swimming pool and Dance Hall – steps going up the back to the back of Goodyear’s store – location the stadium parking lot
- Lover’s Bridge – located on the back of the old dance hall – there was a chip stand down from the hall
- Victor Hayder – had the second operation in the hospital (for appendix)

Theme 6 - Local Neighborhoods& Places

- Bug Town – if you wanted to know where Bug Town was you went up Chapel Hill and that road was filled with trees and lots of bugs (Loreen Wight)
- Nicholsville: Claus Bang was 1st or second livyer at Hinton House at 12 Upper Nicholsville Rd (he was among 136 people who died on Oct 14, 1942 when the SS Caribou, en route from North Sydney to Port aux Basques, was torpedoed and sunk by German submarine U-69 25 miles from Port aux Basques.
- The Nichols Family were early settlers of the area who were farmers as well as fishing and hunting guides

- People had to travel from Reidville into Deer Lake by boat for groceries, supplies, to visit the doctor – there is a story of a pregnant lady who gave birth in the small boat on the way down the river and actually had the kid at the boat launch on the Deer Lake side of the Humber River/

Theme 7 –Agricultural/Farming History and Close Ties to Nearby Cormack

- Walter Gribowski –machinist who owned a saw mill and farm (Cormack)
- Albert Thomas – sawmill owner (Cormack)
- Van Koustville – owned a nursery and greenhouse (Cormack)
- Herb Hewitt – operated the Cormack Cooperative Store
- Sandy Rideout – farmer (Cormack)
- Sid Oak – logger (Cormack)
- Wes Luff – had one arm – was a logger, mill runner, Cormack Store
- Maude Tapp – known to be one of the first women around to operate a power saw (Cormack)
- The Butts – loggers (Cormack)
- Sutton – mill (now Crooked Feeder Brewery) (Cormack)
- Wallace Wells – operated a large sawmill (Cormack)
- Mr. Prowse – had a farm on the Humber River near the upper bridge (Deer Lake)
- Abraham (Abe) Feltham – original settler at Junction Brook where several families lived who worked on the construction of the Main Dam and farmed to provide food for Deer Lake
- Sam Feltham – started Junction Brook looking after horses for Bowater – he ran a woods camp located somewhere between the TCH and Nicholsville Bridge (historic photos exist)
- War Veteran farmers – some of whom brought back war brides from the British Isles (e.g., Alex and Alice Hewitt)
- Frank Pye was a contractor who built 50+ homes for WW II veterans who settled as farmers in Cormack
- William Thomas and Mary Anne (Major) Reid were the first settlers in Reidville in 1933
- Nete Roberts (war bride) – Veteran home – hosted first Cormack school class and first church service in the front bedroom of her home
- Ida Upward – 1st librarian in Cormack
- Cyril Sheppard was the first school master
- Nanny Hillier was the midwife in Cormack
- Moses Burton – WW II vet married Frank Pye’s daughter – his parents and brother perished in a fire in 1954
- Story of the Lightning Strike that Started a Forest Fire in Cormack July 4, 1949 by Howard George Hewitt –“My father said that the fire saved Cormack. It was very hard to make a living farming and few transportation routes were available to markets. Confederation made it impossible to compete with the import of cheaper mainland

[agricultural] goods. Although many of the men were skilled loggers, Bowater would not permit them to cut pulp wood in the area. However, after the fire the company wanted the burnt wood salvaged and gave small contracts to Mr. Upward, Mr. Hewitt and Sandy Rideout (veterans). This employment coupled with farming provided subsistence living for many early settlers. The fire started from Art Taylor's at the east end of the community and was stopped by the Humber River at Little Falls.

- Deer Lake Farms: Doug Morey; Prouse's Farm; Brownie's Farm; Tack's Farm

II. Opportunities & Need for Preservation of Local Heritage

- There are number of early log homes that still exist although most have been clad with other materials so not immediately recognizable
- There is a need to inventory what remains of the community's history/heritage: built heritage; stories; special places around the community; artifact and archival collections
- Preserve and protect the 1924 Power Plant and complex that includes the manager's house; the Whistle; penstocks; canal; and dam
- Preserve, enhance, and animate what remains of Main Street, the former principle commercial district of Deer Lake
- Transportation history
- DEW Line - Comstock Mine
- Beach/tail race/recreational spots around the lake/wharf



III. Opportunities for Sharing and Raising Awareness about the Community's History/Heritage

- Public engagement opportunities:
 - Special events (like the Roxy Theatre Evening)
 - Story-telling sessions with seniors (Memory Mug-ups)
 - Old Pictures evenings/picture scanning parties
 - Undertaking of oral histories
 - Children/youth projects – hold a public event to feature Heritage Fair projects and display them in public places around the town (work with local teachers)
 - History/Heritage Cafes
 - Need for a place to go and do things
 - Need effective messaging of events/activities”: social media; monthly newsletter; calendar of events – need consistency and coordination

- Participatory/hands-on events and activities that allow people to learn about traditional activities
 - Re-enactment of traditional industrial processes
- Storyboards
- Murals
- Make better use of public spaces/venues and tourism locales to display aspects of the community's history and heritage (e.g., the airport)
- Experiential Workshops – hands-on sharing and learning (e.g., jam making, bottling moose and wild game)
- Guided/self-guided tours
- Power House tour – include lunch boxes prepared by local restaurants/service organizations
- 100th Anniversary of the West Coast pulp and paper industry (year long):
 - develop programming and events for Deer Lake area
 - develop market ready packages for tourists in collaboration with local tourism service providers
 - develop one or more legacy projects
 - create/support a coordinating mechanism amongst all stakeholders to work toward of all
- Organize a Logger's Festival/incorporate heritage elements into existing community festivals and events



IV. Business/Development Opportunities that Draw on Heritage Assets

- Winter activities
 - snowmobile tours (e.g., of sites associated with local industry such as former logging camp sites; mill site, etc.)
 - Boil up in the woods that includes story-telling and local history
 - Develop an information package with local cultural and historical content/suggestions that can be used by tourism providers in developing and delivering their own tourism experiences/packages
- Celebrating and enhancing Main Street:
 - Collecting and sharing stories and history of businesses on the street
 - Considering public improvements/enhancements to the area
 - Hold a celebration/festival around Main Street (e.g., Main Street Days)

- Celebrate and add value to the local culinary/drink scene through developing experiences and packages that focus on the area's heritage (e.g., partnerships with restaurants, breweries, and others)

V. Strategies/Priorities

Strategic Area/Actions	Partners/Resources	Lead
Preservation/Protection of Heritage Assets		
Compile a list of existing inventories of heritage assets	Students Heritage Society CEDP	
Undertake a heritage building inventory of the community	Students/volunteers Heritage NL can provide template and training Carol Spicer (Pasadena) CEDP	
Research the history of the Power Plant/dam complex; develop a document articulating its heritage values; develop an assessment of the built heritage assets of the plant	Corner Brook Pulp & Paper Student researcher Heritage NL (see note below in recommendations)	
Consider municipal and/or Heritage NL designation of the Power Plant/dam complex	Corner Brook Pulp & Paper Heritage NL Town of Deer Lake	
Sharing History/Heritage		
Develop a Power House (incorporate Main Dam House) Tour	Corner Brook Pulp & Paper Heritage NL provide templates Student/consultant	
Develop experiential workshops/offering that draw on local heritage/history	Town of Deer Lake Western DMO Tourism division TCII	
Develop information package/tool kit on heritage assets and how they can be incorporated into local festivals and events	Heritage NL Town of Deer Lake	
Development Opportunities of Heritage Assets		
100th Anniversary of Paper Mill and all associated regional infrastructure	Town of Deer Lake City of Corner Brook	Corner Brook Museum & Archives NFP
Main Street revitalization	Town of Deer Lake Local business community Heritage NL ACOA/TCII	Town of Deer Lake

Note – denotes top selected priorities

Heritage NL Observations/Recommendations

The Town of Deer Lake and the surrounding communities have a unique history tied to the forestry and agricultural land resources of the region. The establishment of the dam and powerhouse complex in the 1920s along with the local logging industry that fed the pulp and paper mill in Corner Brook is also significant. To support a rapidly growing population the region's agricultural land base was developed -- particularly in Cormack -- and numerous businesses developed focused along Main Street.



The heritage resources derived from this unique history and culture – stories; archival collections; historic structures and places; traditional knowledge – offer the residents and businesses of Deer Lake today with a rich source from which to build community identity and pride and to create and enhance economic opportunity.

While there are a wide variety of initiatives that Deer Lake could undertake to preserve, celebrate, and develop its heritage assets, it makes the most sense to focus on a relatively small number of projects, starting with those that are relatively easy to accomplish in the short term (on which future success can be built).

Based on the ideas generated in the People, Places & Culture Workshop, Heritage NL recommends the following priorities:

1. Heritage Inventory Work– the place to start in preserving, celebrating and developing a community's heritage assets is to know what it has to work with. Before undertaking new inventories or historical research it will be useful to see what has already been gathered in the way of archival collections (photos and documents); oral history interviews; writing about local history, etc. This research into existing sources could be undertaken either by volunteers in the community with a strong knowledge of and interest in local history and/or with the assistance of a student with a background in a heritage/history/folklore. Young Canada Works offers grants for hiring both post secondary summer students and interns (see Appendix I).

In terms of new inventory work, two specific initiatives are recommended that will generate useful information that will support other action items identified in this strategy:

1) Built Heritage Inventory—during the workshop a number of early structures in the community were mentioned, many of which had been altered and were likely not recognizable as older buildings (e.g., log houses). An inventory would form the basis for any future strategies or actions to preserve Deer Lake’s built heritage which might include: designation (municipal or provincial); incentives for preservation and restoration; publications, exhibits, tours. Suggestions for undertaking such an inventory are provided above. Heritage NL can offer built heritage inventory templates along with training.

2) Oral Histories – oral histories can add a rich layer to our understanding of the past by providing firsthand accounts and a variety of different perspectives/voices. These can help fill in gaps and personalize a community’s history beyond mere facts and dates. Oral history projects are most effective when they are well-planned and focused (i.e., dealing with specific topics). Involving youth in the collecting of oral histories can be a good way of creating inter-generational sharing. Seniors get validation through sharing their knowledge with young people and youth learn about their community’s past. Suggested oral history topics that would help flesh out the main themes of Deer Lake’s past include: the life of loggers and their families; the businesses on Main Street; the life of farming families in the area.

There are a variety of tools for collecting oral histories and sharing the results that include:

- i. Formal oral history projects involving researchers/interviewers and the audio or visual recording of targeted residents (e.g., of older people engaged in a specific economic activity or way of life)
- ii. Oral history “Memory Mug-ups” where seniors are invited to a session to share their stories. These can often be followed up by individual oral history sessions.
- iii. The sharing of this information can take a variety of forms from on-line platforms to publications. Heritage NL’s ICH Office has produced a number of booklets from community oral history projects which can be viewed on its website: <https://heritagefoundation.ca/discover/publications-ich/>

2. Main Street—Deer Lake’s historical focal point was Main Street with its numerous businesses. With the shift of businesses to the highway and other parts of the community, Main Street declined resulting in the loss of a considerable amount of its built heritage. As a result, the town today lacks a clear “centre” where people in the community can congregate and that denotes a unique sense of “place.” This has been a trend experienced by communities across Newfoundland and Labrador and across North America.

A number of communities have undertaken downtown revitalization initiatives that have brought new life. The Town of Bonaville, for example, has used downtown revitalization as a way to bring new vitality and economic growth, in part through tourism. Deer Lake’s

downtown will likely never again be the hub of the community's business but it could regain its role as a community centre and place of local identity and pride.

Downtown revitalization is more than just "rearranging the furniture" with new benches and lamp standards. And there are no quick fixes or simple formulas. It is most effective when it is multi-faceted and includes:

- Focus on design: beautification; enhancement of public amenities; restoration/upgrading of downtown buildings; guidelines for new construction
- Focus on business: marketing and promotion; strategies for new business development
- Focus on animation: events and activities that draw people downtown
- Focus on organization: getting a community/key stakeholders organized to work toward common objectives for Main Street

Successful community revitalization requires a couple of key components to realize success:

- A long-term comprehensive plan** – community revitalization is a long-term undertaking often requiring many years to achieve significant results through a series of incremental projects and initiatives. A good plan keeps a community focused and is a critical piece when accessing incremental funding from public sources. The Bonavista Historic Townscape Foundation has been working from the same plan for over 20 years and is seeing real success for its efforts. Through its plan it has accessed tens of millions of dollars in public funding to undertake numerous projects that add up to real community change and that have, in turn, spurred considerable private investment.
- Leadership** – effective leadership is critical to bring about real change; to inspire people and unite them to work for a common cause. Leadership for community revitalization can come from a variety of sources. In the case of Bonavista it came from a group of dedicated volunteers. In Placentia, efforts to revitalize the central core came from town council. Regardless of where leadership comes from efforts are most effective when all of the stakeholders work together.

Following are a few suggestions for revitalizing and re-animating **Deer Lake's Main Street** area:

- Incentives to upgrade and restore early commercial buildings
- Undertake public upgrades of sidewalks, lighting and parking and creating public nodes/landscape elements in some of the empty spaces on the street (e.g., outdoor performance space, seating areas, outdoor market space, community gardens, etc.)



- Introduce interpretive components that tell the story of Main Street's historic past
- Publish a booklet containing oral history accounts and historic photos that celebrate the history of Main Street (see: *A Little Montreal: Merchants and Memories of Main Street, Windsor* http://www.mun.ca/ich/CMBooklets_03_MainStreet_WEB.pdf)
- Introducing public art in the form of murals, sculpture, landscape installations that relate to the area's past
- Consider establishing a new anchor facility in one of the empty spaces on Main Street that draws people to the area on a regular basis (e.g., new town hall, cultural facility, other public/community space). Consideration might be given to establishing it on the site of the former railway station and using the architectural vocabulary of the station to inform the design of a new building
- Hold an annual festival and/or a series of smaller events on Main Street that celebrate Deer's Lake's historic past – this could also involve including Main Street as a location for events associated with other community celebrations
- "101 Ways You Can Improve your City" is an online resource with a wealth of simple, creative ideas that can be employed to animate streets and neighborhoods: <https://www.curbed.com/2016/9/22/13019420/urban-design-community-building-placemaking>

3. Preservation of Historic Power Plant Complex– The nearly 100 year-old Deer Lake Hydro Power Plant is, arguably, the most iconic historic structure in Deer Lake and a testament to the town's history as a major supplier of both power and raw materials for the pulp and paper mill in Corner Brook.



Its size, location at the head of Deer Lake adjacent to the Trans Canada, and classical detailing all add to its prominence in the community.

It also represents one of a diminishing number of NL's industrial landmarks, **particularly when seen as a complex** that includes the dam, Main Dam House, the canal and its related infrastructure, and the penstocks.

Preservation of the heritage values of the site are worthy of serious consideration as a way to protect this valuable heritage resource. It should be mentioned here that heritage protection can exist alongside a working industrial facility and can allow for its ongoing adaptation to changing needs. One tool for preservation is heritage designation which can run the gamut from commemorative only to the inclusion of agreements/contracts that protect heritage features and character.

Options for designation/commemoration include:

- i. **National Historic Site under the National Historic Sites and Monuments Board** – this is a largely commemorative designation that can open the door to significant conservation funding under Parks Canada’s Cost Shared Agreement (see: <https://www.pc.gc.ca/en/culture/clmhc-hsmbc>).
- ii. **Registered Heritage Structure/Landmark under Heritage NL**, a provincial crown agency – designation is commemorative and opens the door to restoration grants and technical expertise on various aspects of preservation (www.heritagenl.ca)
- iii. **Municipal Heritage Designation** – a commemorative designation under a municipal government (community must have enabling municipal bylaw and process)
- iv. **Provincial Historic Commemorations Program** – administered by Heritage NL, this program recognizes aspects of NL’s history and culture of significance. For more information see: <http://commemorations.ca/about/>

Heritage NL strongly recommends making application as a Registered Heritage Structure.

Heritage NL could provide funding for the preparation of a “Building Assessment” report and assist in the documentation of the power house complex and the articulation of its heritage values. The values of the complex include its “intangible cultural values” that comprise stories and accounts of the role that it played in the community. These could best be determined through an oral history project. For additional information on Heritage NL programs and support see: <https://heritagefoundation.ca>. A useful first step might be a teleconference meeting between officials at Corner Brook Pulp and Paper, Heritage NL, and the Town of Deer Lake.

As a central part of Deer Lake’s history and cultural landscape, the power house complex offers tourism opportunities as was mentioned in the workshop. Tourism experiences could run the gamut from a self-guided or guided tour of the complex to an “economuseum” which provides a hands-on opportunity for visitors to learn about traditional production practices. While typical economuseums focus on traditional crafts and industries, a similar model might be considered for larger industrial processes, particularly if combined with the production side of pulp and paper. Economuseums typically have some sort of interpretive component, tours, and often opportunities for hands-on activities and the purchase of local products. For more information see: <http://economusees.com>.

4. Interpretive Framework– Deer Lake has a rich history and heritage that can and should be shared with residents and visitors alike. People today are generally looking for something outside of the typical static museum experience. The sharing of Deer Lake’s story could happen at various locations around the community allowing people to engage with history in a meaningful and personal way and whetting their appetites to learn and explore more.

Changing displays and programs on a variety of topics could be situated in the airport (encouraging visitors to stay in the area and explore); in local schools; in the town hall and library; and in local hospitality businesses.

The development of an interpretive framework would outline the major themes and stories of Deer Lake's history and heritage and would articulate the ways in which these stories could be told in a compelling manner (displays, programs, tours, festivals, events). Assistance for the preparation interpretive planning can be accessed through the Cultural Economic Development Program of Dept TCII (<https://www.tcii.gov.nl.ca/heritage/cedp/index.html>).

5. Development of Experiential Tourism Opportunities— A few ideas were generated during the workshop on how Deer Lake could capitalize on its heritage to create more engaging tourism experiences that would keep people in the region longer. One idea was to work with local breweries; another was to partner with hospitality providers such as hotels and food providers. A starting point might be a workshop with key stakeholders to brainstorm on specific opportunities and to prioritize a number of these for implementation/trial. This could form the basis for an experiential tourism strategy. Engaging people from the arts and the creative communities in this process could help to generate some innovative and fresh ideas.

The Heritage Inventories and Interpretive Framework, identified above, could be useful resources for identifying local historical themes that could be used to develop unique experiences and packages closely linked with Deer Lake's special sense of place. The Western Destination Management Organization (Go Western) along with the product development division of the Department of Tourism, Culture & Innovation can play a leading role with this. Another useful resource is the Gros Morne Institute and its "Edge of the Wedge: Experiential Tourism" program.

Appendix I – Resources for Community-based Heritage Initiatives:

There is a wide variety of programs and resources that can support initiatives to protect, safeguard, and develop community heritage assets. These include:

Heritage NL

Offers programs and services to preserve historic places and safeguard intangible cultural heritage:

- the designation of **Registered Heritage Structures** and **Registered Heritage Districts** which can help protect historic places and structures
- **funding programs** for the preservation of designated properties
- assistance with **municipal designation** programs and heritage protection measures
- **technical assistance on heritage preservation**
- assistance with **inventorying tangible and intangible heritage resources**
- assistance with developing and implementing **oral history projects** and projects that celebrate, transmit and develop intangible cultural heritage resources
- the **Provincial Historical Commemorations Program** that recognizes historic places, persons, and events of provincial significance along with cultural traditions and tradition bearers
- For more information on our programs see: www.heritagenl.ca or contact us at tel. 709-739-1892

Government of Newfoundland & Labrador

There are a variety of provincial programs that can support cultural projects and initiatives:

Cultural Economic Development Program (CEDP) – offers funding for the planning and implementation of heritage projects in areas such as inventorying, conservation, and interpretation For more information see: <https://www.tcii.gov.nl.ca/heritage/cedp/index.html>

Regional Development Programs- The Department of Tourism, Culture, Industry and Innovation provides support to organizations by way of non-repayable contributions for projects aimed at supporting economic development, innovation and capacity building in all regions of the province. The Regional Development Fund is comprised of two components: the Regional Development Program (RDF) and Community Capacity Building. RDF can support cultural heritage projects that will support long-term economic development in a community. The Community Capacity Building fund can provide funding for project planning and building local capacity to undertake development work. For more information see: <https://www.tcii.gov.nl.ca/regionaldev/RDF.html>

Tourism Product Development - The 2017-20 Provincial Tourism Product Development Plan reflects the collective private-public tourism development priorities for the provincial tourism industry, along with integrating the regional Destination Development Plans for St. John's/Northeast Avalon, Eastern, Central, Western and Labrador.

The Provincial Tourism Product Development Plan can be found here: https://www.tcii.gov.nl.ca/tourism/tourism_development/pdf/17-20_prov_prod_dev_plan.pdf

The Western Destination Development Plan can be found here: https://www.tcii.gov.nl.ca/tourism/tourism_development/pdf/TDVAA-Western-Sept-2015.pdf

The online toolkit *Creating Experiences* provides information about the business opportunities that surround experiential travel. It can be found here: https://www.tcii.gov.nl.ca/tourism/tourism_development/pdf/creat_exp_toolkit.pdf

Other Provincial Department Programs:

Employment-related programs: The Department of Advanced Education, Skills and Labour offers programs such as the Job Creation Program (JCP) which have been used for a wide variety of heritage initiatives including: restoration of historic buildings; construction of infrastructure; oral history and inventorying projects. The Self-Employment program provides financial support to eligible participants while they are starting up a business. Youth employment programs can support the hiring of students and interns for cultural projects. For more information see: <https://www.aesl.gov.nl.ca/forcommunitypartners/default.html>.

The Department of Municipal Affairs and Environment offers the Community Enhancement Employment Program which has been used to provide labour for various heritage initiatives. For more information see: https://www.mae.gov.nl.ca/emp_support/ceep.html

Government of Canada

The federal government has a number of programs, in various departments that can support cultural initiatives:

Atlantic Canada Opportunities Agency (ACOA) supports community economic development through such programs as the Innovative Communities Fund (ICF) and the Business Development Partnership (BDP). It has been used by various communities in the province to support enhancements and infrastructure initiatives that will support economic development (e.g., adaptive reuse of heritage buildings, cultural infrastructure, public improvements) <http://www.acoa-apeca.gc.ca/eng/ImLookingFor/ProgramInformation/Pages/Home.aspx>

New Horizons offers grant programs to community organizations that support seniors in a number of ways: empowerment; encouraging them to share their knowledge, skills and experience with others in the community; and enhancing seniors' social well-being and community vitality. Grants have been used to support initiatives such as oral history projects and sharing knowledge with younger generations.

<https://www.canada.ca/en/employment-social-development/programs/new-horizons-seniors.html>

The Canada Cultural Spaces Fund (CCSF) offered by the Department of Canadian Heritage supports the improvement of physical conditions for arts, heritage, culture and creative innovation. The Fund supports renovation and construction projects, the acquisition of specialized equipment and feasibility studies related to cultural spaces. It has been used to support the adaptive reuse of heritage properties for the presentation of the arts and heritage (e.g., performance and interpretive spaces).

<https://www.canada.ca/en/canadian-heritage/services/funding/cultural-spaces-fund.html>

Young Canada Works administered by Shared Services Canada offers employment grants and internships to eligible employers to hire students and recent graduates. It can be used in a variety of ways to support heritage initiative such as (inventorying, research, interpretation).

<https://young-canada-works.canada.ca/Account/Login>

Staff at Heritage NL and in the Arts and Heritage division of the Department of Tourism, Culture, Industry and Innovation can provide additional information on project planning and accessing resources for community cultural heritage projects.