



# Report on the 2020 Salvage People, Places & Culture Workshop

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## 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 a recognition that heritage/cultural assets are some of the strongest elements that a community has to: define its unique character; create new economic opportunities and; enhance the quality of life for residents and; instill local pride.



These notes represent the results of a "People, Places & Culture" Workshop, facilitated by Heritage NL in Salvage on Monday, 2 November 2020, which was attended by approximately 15-20 individuals from the community on the first night and 20-25 the following day, Tuesday, 3 November 2020, including some partner and governmental organizations. The workshop comprised two parts: I) a cultural mapping activity that considered the community's tangible and intangible cultural assets and; II) a session to explore opportunities for protecting, safeguarding and developing these assets that

included representation from stakeholders. The latter activity involved the ranking of themes and clusters of cultural assets that emerged from the mapping session. The anticipated benefits of this cultural mapping include:

- Contribute to municipal plan being developed by the town
- Contribute to drawing people into the community through sharing its local history and culture (tourism/interpretive planning)
- Create awareness of little-known but important parts/places of the community's history
- Teach our children and citizens the history of the community and build local pride and identity
- Support employment and business

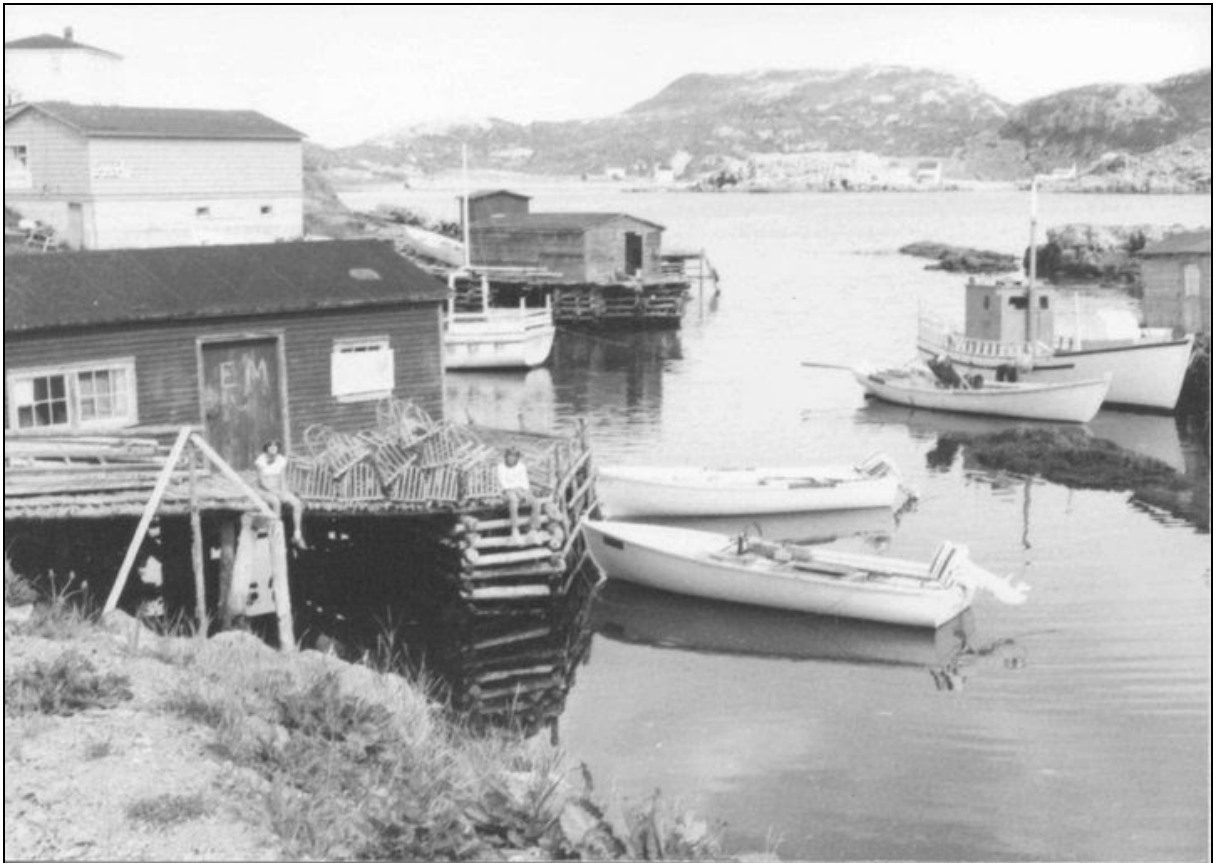
## Themes/Clusters

Through the mapping exercise, a number of themes were suggested by the community. During the second day workshop, there were four top-priority themes identified from these: Fishing Knowledge and Fish Processing; Old Routes and Paths/Trails; Cemeteries; and Traditional Placenames. These top four themes are addressed first, the lower-ranked themes are included below.

### **Theme #1 - Fishing Knowledge and Fish Processing**

- Includes both tangible and intangible assets, including existing fishing stages, and the knowledge and skills associated with them;
- trap berths, cod traps, salmon berths, fishing grounds, traditional names and triangulation points;

- various lobster canneries; fish plants; all the Salvage stages; old flakes; Sandy Dunn, Lisie May Dunn, fish plant manager; lobster factory by Randolph Brown's.



*Image: Salvage, circa 1979.*

*Source: We Love Salvage Newfoundland Facebook group.*

#### *Opportunities and Participant Comments:*

- *Inventory, map, and photo record of existing stages and fisheries buildings (including more recently constructed buildings);*
- *Simple design guidelines for new construction of recreational/food fishery buildings/family stages. (ie roof types, paint colours);*
- *For Municipal Plan - in reference to new buildings: traditional forms; scale; setbacks; materials; placement in landscape;*

- *Include in heritage areas; municipal heritage bylaw (municipal designations; design regulations);*
  - *Several community members expressed a desire to keep the town as a living, working place, not to see it turn into a seasonally-empty “museum community.”*
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## **Theme #2 - Old Routes and Paths/Trails**

- The old roads and pathways that were used in the early settler days of the area;
- Existing trails and paths and the traditional placenames and stories associated with them;
- Fishermen’s Museum as a hub from which walking trails or paths might radiate out throughout the town.

### *Opportunities and Participant Comments:*

- *For linking trails to local history see: “Living Heritage Economy Case Study No. 007 - A Walk Back in Time: Hiking and Heritage with Barb Parsons-Sooley”  
[https://www.mun.ca/ich/resources/ICH\\_Case\\_Study\\_007\\_WEB.pdf](https://www.mun.ca/ich/resources/ICH_Case_Study_007_WEB.pdf)*
- *Explore using the Fishermen’s Museum as a central hub for the existing trails network, or possibly for new walking tours showcasing fisheries heritage;*
- *For Municipal Plan, including notes on traditional landscape elements: fences; rock walls; root cellars; rights of way and laneways; gardens; vegetation;*
- *For Municipal Plan, including places in the landscape where traditional activities took place that are valued by residents: berry picking grounds; recreation; gathering wood, etc.;*
- *Measures to safeguard traditional rights of way and access to shoreline and shared resources - this is an important characteristic of most Newfoundland rural communities and is often something that is under threat from inappropriate development;*
- *Document/map some of the lesser-known paths - informal pathways and shortcuts, access points, wood-cutting trails and slide paths, etc.*

### Theme #3 Cemeteries

Five known cemeteries exist in the community, plus some burial sites in surrounding places, most of which are overgrown. Headstone transcriptions exist for many of these cemeteries, which could be updated, and there are also copies of some parish records at the Fishermen's Museum.



- Burden's Point Cemetery (Salvage 1) - <https://billiongraves.com/cemetery/Burdens-Point-Cemetery-Salvage-1/333974>
- Salvage 2 - <https://billiongraves.com/cemetery/Salvage-2/333979>
- Salvage 3 - <https://billiongraves.com/cemetery/Salvage-3/333977>
- Salvage 4 - <https://billiongraves.com/cemetery/Salvage-4/333978>
- St. Stephen's Anglican (Salvage 5) - <https://billiongraves.com/cemetery/St-Stephens-Anglican-Cemetery-Salvage-5/333747>

#### *Opportunities and Participant Comments:*

- *Priority should be on making sure there is good documentation of existing headstones, and entering this information on a spreadsheet to make it searchable by researchers and family members; ensure any cleanup done to heritage standards.*
- [www.billiongraves.com](http://www.billiongraves.com) workshop, possible project for summer students and parish volunteers;
- *For municipal heritage designations of inactive cemeteries, see [http://heritagefoundation.ca/wp-content/uploads/2018/01/Graveyard\\_Design\\_web.pdf](http://heritagefoundation.ca/wp-content/uploads/2018/01/Graveyard_Design_web.pdf)*
- *Use Fishermen's Museum as a hub for visiting families who want to visit and see where their ancestors are buried, using combinations of BillionGraves app and paper documents at the museum.*

## Theme #4 - Traditional Placenames



- Desire to record and preserve traditional placenames and names associated with cod and salmon berths.
- Examples of local names: Back Beach (two of them!); Backside Beach; Big Shute; Broomclose; Cow Head; Dark Hole/Dark Cove; Doctor's Pond; George Bull's Hill; Martin's Point; Medder (The Meadow); Minister's Hill; Orange Hall Cove; Salt Water Pond (or Salt Pit); Sitting Rock; Sprucey (or Sprucey) Hill; The Gulch; Tommie Cove.

### *Opportunities and Participant Comments:*

- *These could be incorporated into community maps, and further researched as part of the above themes/potential projects;*
  - *Some of the land-based placenames have been recorded, berth names have not.;*
  - *Utilize traditional names in town signage, tourism, and trail maps.*
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## Medium Level Priorities

### Boats and Boatbuilding

- John Hunter, Captain of the Crystal Stream; fireboat used to dock at Backside; Stewart Sturge, boatbuilder.
- *Parts of this theme could be in Theme #1 - Fishing Knowledge and Fish Processing.*
- *Possible partnerships with the Wooden Boat Museum of NL, see:*

<http://heritagefoundation.ca/wp-content/uploads/2020/08/ICH-Case-Study-004-WEB.pdf>



*Image: Boats at Salvage, Bonavista Bay, Newfoundland in the 1980s.  
Source: Dr. Gordon Handcock Slide Collection.*



## Shops and Stores

- John Moss had a shop on Sprucey Hill; Heffern's Variety; Jim Dyke; Coop store; Andrew Hunter; Burdens; Marcus Moss, DJ Variety; Calvin Brown's (hangout); Doug Heffern (hangout).
- *Important to include these locations in a heritage inventory. See Recommendation #1.*
- *See the example booklet on historic shops in Port Blandford at:*  
[https://www.mun.ca/ich/OHR\\_booklet\\_003\\_WEB.pdf](https://www.mun.ca/ich/OHR_booklet_003_WEB.pdf)

## Craft and Craftspeople

- Annie Lane, baker and knitted for NONIA;
- James (Jim) Burden, Burden's Point carpenter and blacksmith;
- Heber Heffern, birch broom maker;
- Patsy Janes, local painter.
- *See a video example of birch broom making at:*  
<https://youtu.be/aTXX0EApUbA>
- *See the example booklet on craft traditions in Cartwright at:* <https://tinyurl.com/yxns2yed>

Heber Heffern, In his small shop in Salvage - 1973



## Folk Medicine/Cures

- Midwives like Sophie Oldford and Polly Brown,
- Allister Heffern could put away warts,
- Edgar Ralph could charm blood.
- *See the example booklet on charms and cures from Spaniard's Bay at:*  
[https://www.mun.ca/ich/resources/OHR\\_booklet\\_002\\_WEB.pdf](https://www.mun.ca/ich/resources/OHR_booklet_002_WEB.pdf)



### Interesting People/Characters

- Art Heffern, storyteller; Barney Moss, welfare officer; Wilfred and Ida Heffern, first caretakers of Museum; Johnny Brown, first car; John Rogers, rowed across the bay for a fist fight; Marcus Moss, first phone; Gerald Hunter, oldest man; John Chaytor, died at age 107, Marilyn Brown's great-great-grandfather; Dr "Mac" - first doctor in the community.

*These last three themes - Craft/Cures/Characters - could form the basis for one or more community oral history projects. See Recommendation #1.*

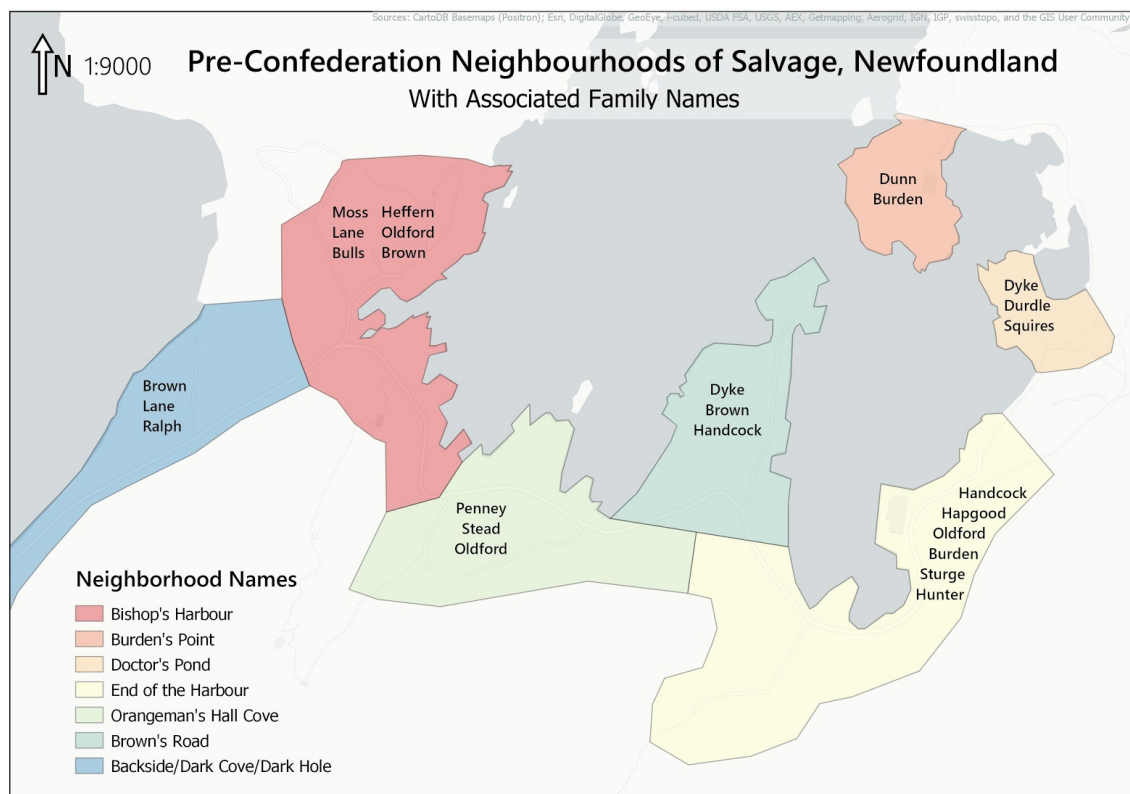
### Archaeological Resources

- Pre-colonial history, plus vanished sites from the more recent past such as the bridge to Burden's Point,
  - *Recognized archaeological sites should be noted in the new Salvage municipal plan, in consultation with the Provincial Archaeological Office (PAO), Dept. of Tourism, <https://www.gov.nl.ca/tcar/artsheritage/culture/archaeology/provincial-archaeology-office/>*
  - *There is always the possibility of accidental discovery of historic resources in areas not previously assessed; if that happens, work must stop and the PAO must be contacted immediately.*
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## Third Level Priorities

A number of themes emerged which were ranked lowest in terms of strategic importance but which could form the basis for future projects:

- **Family Neighbourhoods:** location of which families settled in which areas;
- **Musicians:** Johnny Brown, Owen Dyke, accordion players; Ralph Brown played the church organ beautifully; Llewellyn Dyke played accordion at the Orange Hall, Parish Hall, and for local dances;
- **House Moving:** Houses moved in from Flat Islands and other places, as well as being disassembled or moved around within the community, eg from Burden's Point/Doctor's Pond area; and **Migration and Movement:** Working "away," from the historical period into the present;



- **Food Production and Communal Resources:** Sheep, community wells, springs, dying wool with lichens and berries, gardens;
- **Childhood Activities:** Playing war on Johnny's Big Hill; bonfire night fires; getting up to "no good"; sliding on the Barrens; swimming at Brown's Cove and Backside Beach.

## Recommendations for the community of Salvage

Based on the ideas generated in the People, Places & Culture workshops, Heritage NL recommends the following community actions.

### 1. Heritage Inventory

The best 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 heritage/history/folklore. Young Canada Works offers grants for hiring both post secondary summer students and interns.

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 the town's built heritage which might include: designation (municipal or provincial); incentives for preservation and restoration; publications, exhibits, tours. 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 first hand 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 identified above. There are a variety of tools for collecting oral histories and sharing the results that include:

- A. 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) See our online handbook at <http://www.ichblog.ca/p/oral-history.html>
- B. 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. See our guide at [https://www.mun.ca/ich/resources/MUG\\_UP.pdf](https://www.mun.ca/ich/resources/MUG_UP.pdf)
- C. Hosting a “Photo Scanning Party” and followup events is a good way to get locals to share vintage photos from the community. Scanning stations are set up at a public space, people bring photos to be scanned on site. Then at a later date, an old picture night can be held, showing the photos and collecting more information on photo contents.

- D. Digital Storytelling Videos incorporating collected audio and photos is a way to share local stories through social media/town website. See: <https://youtu.be/BMJKcrgMePc>



*Image: Uncle John "Jack" Brown cleaning fish in Salvage.  
Source: We Love Salvage Newfoundland Facebook group.*

## 2. Stages and Stores

Salvage's historical focal point was the harbour with its numerous stages and shores. Many of these have been well-preserved, and continue to be used, and it is this continuity of use that ensures their future conservation. There needs to be a reason to keep investing time and materials into these structures. Following are a few suggestions for future work to preserve and celebrate Salvage's stages and stores:

- Municipal heritage designation and plaquing program;
- Guidelines for new construction, so future shoreline buildings are designed to blend in with existing heritage structures;
- Walking tour of the stages, perhaps starting at the Fisherman's Museum
- Mapping project to document placement and history of stages (see recommendation #3);
- A Virtual Museums of Canada project to showcase the stories of the different stages (<http://www.virtualmuseum.ca/home/>);
- Exploring options and developing a plan for adaptive reuse of vacant or under-utilized structures that serve community needs or that can support experiential tourism development;
- Creation of a plan for public improvements and beautification along the harbour to enhance it as a community amenity and tourism attraction.
- Small municipal grants or tax breaks for maintenance of properties such as exists in the town of CBS can provide incentives for the owners of stages and stores to repair and maintain them

### 3. Development of Experiential Tourism Opportunities

A few ideas were generated during the workshop on how Salvage could capitalize on its heritage to create more engaging tourism experiences that would keep people in the region longer. Plans to convert the old fish plant in the community into tourism accommodations, a restaurant, and possibly a brewery will bring additional tourists into the community. Experiential tourism offerings will support this operation and help keep visitors in the community longer. There are lots of great examples from across the province of tourism products that allow tourists to more fully immerse themselves in a community and, in the process, to leave more dollars behind. Most of these draw on a community's natural and cultural heritage and their traditions. Engaging people from the arts and the creative communities in this process could help to generate some innovative and fresh ideas.



- As a starting point, hold a workshop with key stakeholders (including the regional Tourism Destination Management Organization) 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.

### **Museum Mug-ups**

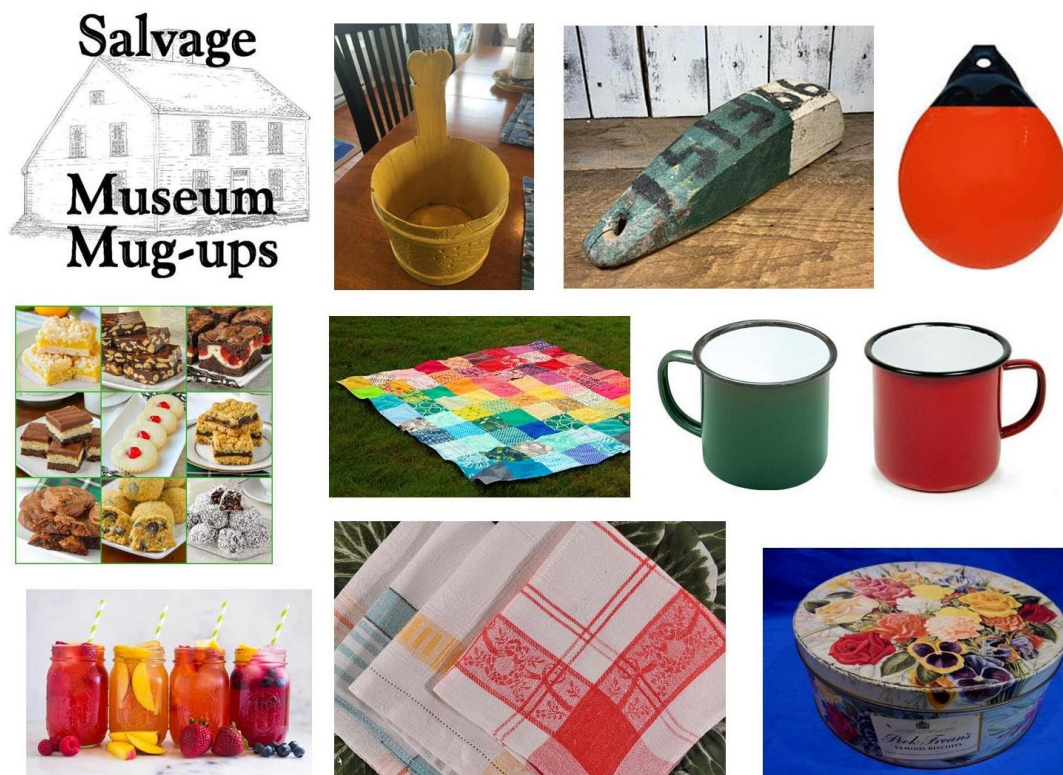
Considering the central and prominent location of the Fishermen's Museum, it is well-placed to offer value-added activities. Following a tour of the museum and the Pickersgill Premises, one very unique item stood out (pictured below). Following some research, it appears to be a piggin. The Dictionary of Newfoundland English defines a piggin as “a little pail having a long stave, for a handle; used to bale water out of a boat. [A] Small wooden bucket made of staves, one of which protrudes to form a handle, used to bail water from a deep-keeled boat.” Similar piggins of various sizes were found at the Pickersgill Premises and a community member had one. They are fashioned out of staves and held together with either metal or wooden hoops. The most intriguing feature of the Salvage piggins is the apple motif on the long stave.



Considering the lack of eateries in the community, this piggin design could be the centrepiece of a new culinary experience in the community, one that would not be in direct conflict with the existing restaurant.



The concept is a “Museum Mug-up.” The museum could offer mug-ups served in replica piggins. A simple mug-up could include a choice of beverage (tea, coffee or lemonade using local flavours) and two medium sized desserts (local favorites perhaps). A small kitchenette, including a sink and counter space, could be incorporated into the back section of the museum. Hot drinks could be prepared there and mug-ups assembled in the piggins. In the initial phase of the project, desserts could be commissioned from local bakeries or home bakers and assembled in traditional cookie tins at the museum. All mugs, glasses and napkins could be reusable (with the option of disposable items as well.) Once the mug-ups are prepared, customers would be given their full piggin, a quilt and a small wooden float with the name of a local trap berth written on it. On the rocks in front of the museum, several buoys with the names of corresponding trap berths stenciled on them could be placed in areas with flat spaces. Customers would find their berth and enjoy their mug-up overlooking the harbour.



Similar ventures offering full picnics exist in the province. This option would differ in that it offers a drink and desserts only. It could be marketed as a nice mid-morning or mid-afternoon break during a day of hiking. And it would not be in direct competition with the full menu offered at local restaurants. A price of \$10 per mug-up would be quite reasonable and would offer a good return on investment.

Startup costs would be incurred in the first season, but these might be offset by partnering with community residents and groups. Items needed would include electric kettles, coffeemaker, sink, countertop, plumbing upgrades, piggins, quilts, floats, buoys, mugs, mason jars, cookie tins and napkins. Ways of partnering might include:

- Piggins and wooden floats - approach Holy Cross School in Eastport to determine if the production of piggins and small wooden floats might be an option for students enrolled in Technology and Skilled Trades courses.
- Quilts and napkins- approach local crafters who may consider donating a quilt or a set of napkins.
- Buoys - approach fishermen who might donate a buoy.
- Mugs, mason jars, cookie tins - put out a call to community members who might consider donating some of these items.

If the venture is successful, future investments could be made to improve the quality and cohesiveness of the items used. The mug-ups could also serve as a jumping off point for introducing site specific merchandise to the museum shop. Replica piggins, quilts, float ornaments, museum specific items, and products from local coffee/tea companies are some options.



The mug-up initiative could also tie into opportunities to reboot the museum (see section 5 below). Items used for mug-ups - such as the piggins, wooden floats, quilts, and even the desserts themselves - could be topics for future hands-on workshops.

Resources for crafting tourism experiences:

- “Creating Experiences A toolkit for the tourism industry”  
[https://www.gov.nl.ca/tcar/files/creat\\_exp\\_toolkit.pdf](https://www.gov.nl.ca/tcar/files/creat_exp_toolkit.pdf)
- “Experiences: A toolkit for partners”  
[https://www.destinationcanada.com/sites/default/files/2016-11/Programs\\_SignatureExperiences\\_Toolkit\\_Experiences\\_2011\\_EN.pdf](https://www.destinationcanada.com/sites/default/files/2016-11/Programs_SignatureExperiences_Toolkit_Experiences_2011_EN.pdf)
- “Experience Nova Scotia A Toolkit”  
<https://tourismns.ca/sites/default/files/2011-experience-ns-toolkit.pdf>

## 4. Protection of Cultural Landscape & Character-Defining Features



*Image: Stages and stores of Salvage.  
Source: Heritage NL Fisheries Heritage Files.*

Salvage has a unique cultural landscape defined by its distinctive geography and the ways that humans have interacted with this geography over time. It is characterized by its settlement patterns, the types of buildings and the way they are set in the landscape, roads and pathways in which people accessed the community and its resources, evidence of human use of the landscape (e.g., gardens), and places in the landscape that have special meaning for people (e.g., the setting of activities, stories).

A defining characteristic of rural communities like Salvage is the traditional access by residents to shared land resources be that the shoreline or places where people recreate, hunt, cut firewood, or pick berries. Preserving traditional rights of access via old roadways, paths, and trails is important to support the quality of life of residents but it also has a benefit when promoting tourism.

The current process to develop a municipal plan for Salvage provides a special opportunity to protect the community's cultural landscape. Municipalities often have the strongest tools to preserve these assets as they are responsible for all permitting be that in the form of development or demolition permits. The goal of such protection measures isn't to impede development but to ensure that it is done in a way that is sympathetic to the special sense of place that exists in Salvage. Specific measures might include:

- Heritage conservation zones and buffers to protect areas of significance;
- Recommendations for the development of special area plans for such zones;
- Recommendations for the development of heritage bylaws to protect and guide development within heritage areas;
- Recommendations for the development of design guidelines to ensure that new development is in keeping with the special character of Salvage
- The mapping of traditional roadways and rights of way with provisions to protect them from incursion or loss through development;
- The creation of protective buffers along shoreline areas to protect traditional rights of access.
- The development of a community outdoor access code that enshrines broad public access while protecting private property rights



## 5. Museum “Reboot” and Community Engagement in Heritage



*Image: Fisherman's Museum, circa 1975.  
Source: Dr. Gordon Handcock Slide Collection.*

The Fisherman's Museum/Lane-Heffern House was designated as a Registered Heritage Structure in 2020, in part, due to the fact that the building represents one of the oldest community museums in the province. The Museum has reopened after being closed for a number of years, with much of its displays and collection dating back to the Museum's early history. There is potential for a reimagination of the Museum and its role in the community, as a centre or hub for other projects or tours, as a focal point for future community heritage and oral history work, as the town's official tourism information centre, and/or as a site with a stronger emphasis on living interpretation

rather than static exhibits. Its redevelopment could complement current efforts to undertake repairs and maintenance work on the building itself. Following are a number of different considerations for a revamped museum:

- It is common practice for museums to refresh their approach to interpretation every decade or so to reflect new information along with changes in what museum visitors are looking for. Increasingly, the traditional approach of static displays of artifacts doesn't meet visitor expectations who want more of a hands-on, experiential approach. Museums with static displays that don't change for decades also provide locals with no reason to visit a museum on a repeat basis and risk falling into irrelevance. As well, they have limited potential for revenue generation. Interactive displays along with value-added programming and experiences add to a museum's vitality and interest and can help generate much-needed sources of income.

See: Urbaniak, Tom. Community Museums Must Change - Or Die.

<http://www.capebretonpost.com/opinion/columnists/tom-urbaniak-community-museums-must-change--or-die-174953>

One of the province's most successful museums is the Wooden Boat Museum in Winterton that includes community displays along with a major focus on the province's wooden boat traditions. It offers guided tours of its exhibits along with a variety of workshops. See: <http://woodenboatmuseum.com>

- A good starting point for redeveloping a museum's visitor experience is the development of an interpretive framework that outlines key themes, subjects, and stories and that identifies ways in which these can be shared with the public in an engaging way. The People, Places & Culture Workshop generated considerable information that could feed into a broader telling of Salvage's history and tell stories about Salvage that aren't currently being told. These could contribute to putting "community" back into the "community museum." Professional input can be very valuable in this process. The province's Cultural Economic Development Program (CEDP) along with agencies like ACOA can



provide support for this. See:

<https://www.gov.nl.ca/tcar/artsheritage/culture/funding-programs/cedp-heritage/#HERITAGE>

- If not already a member, the museum committee might get involved with groups such as the Museum Association of NL (MANL) and the Association of Newfoundland and Labrador Archives (ANLA). They offer training and advice on a range of subjects related to the subject of the operation of museums and archives.

MANL: <http://www.manl.nf.ca>

ANLA: <http://anla.nf.ca>

Some particular museum models that might be considered:

1. **Ecomuseum Concept** - “Sometimes called ‘museums without walls,’ ecomuseums are locally-run community museums that foster sustainable forms of social and economic development based on conservation and interpretation of natural and cultural heritage. The aim is to combine tangible objects, sites, and built structures with the traditions, practices, and customs associated with intangible cultural heritage (ICH), also known as ‘living heritage.’ This model treats a museum building more as a visitor centre or portal which allows visitors to explore an entire community. For information see:
  - *Saskatchewan Ecomuseum Network*: <https://heritagesask.ca/projects/ecomuseums>
  - *See also Development Framework, and how to set up an Ecomuseum - NEWLY-FORMING ECOMUSEUMS*
2. **Economuseum Concept** - An Economuseum or Économusée is a centre that focuses on the small-scale production of goods in a workshop environment focusing on the preservation and perpetuation of traditional skills and craftsmanship. Shop owners provide the visiting public with information on techniques, skills, and production processes.
  - <http://economusees.com/what-is-an-economusee/>

- *Tradition is why we're at it! The Livyers' Lot Économusée with Elizabeth Ann Murphy*  
[https://www.mun.ca/ich/resources/ICH\\_Case\\_Study\\_003.pdf](https://www.mun.ca/ich/resources/ICH_Case_Study_003.pdf)

## 6. Preservation of the Burden's Point/Pickersgill Premises



*Image: Burden's Point.  
Source: Heritage NL 2020.*

The Pickersgill Premises Registered Heritage Structure was recognized as a well-preserved collection of traditional outport structures (residences and outbuildings) comprising an early 20th c fishing premises in a picturesque setting on a

point of land projecting into Salvage Harbour. It is one of two registered heritage properties in Salvage and an important part of the town's cultural landscape. The property was for sale a few years ago but no buyer came forward perhaps related to challenges around vehicular access (one accesses the property via a footpath). Its ongoing preservation is seen as very important both as a cultural artifact but also for its heritage development potential.

In the absence of a conventional sale to a buyer intending to use the property as a private residence consideration may be given to using it for private business or community purposes. The sustainability of any heritage structure depends on its having viable uses and/or generating sufficient income to continue to invest in its ongoing maintenance. A couple of options may be considered for new ownership of the property and for adapting it in a sustainable manner:

- A. Development of a promotional package/pro forma to reach out to potential buyers, particularly those with the potential to develop the property for tourism purposes. Such a package could contain: property description; information about tourism development plans for the town/region; types of assistance available for preserving and developing the property (e.g., Heritage NL grants; public funding programs such as ACOA; municipal tax incentives, etc.); market information and financial projections for different business scenarios. The development of such a package could be a collaboration between the property owners, groups in the community, and public agencies that support business development and heritage preservation.
- B. Transfer of property to a community organization such as an historic trust or foundation, established specifically to own and manage the property. This would necessarily involve the development of a viable business case, demonstrating income potential from activities, in addition to any funding that might be available from sources such as government and other programmes. Examples of historic trusts include:
  - Battle Harbour Historic Trust - manages a large collection of historical fisheries and residential structures in Southern Labrador as an historical/

tourism attraction offering accommodation, food, and visitor experiences (social enterprise);

- Landfall Cottage Trust - manages the historic Landfall Cottage in Brigus as an artist residence and vacation rental;
  - Quinton Premises Historic Trust - a newly-established group set up to manage a collection of historic structures in Red Cliffe, NL that comprises a particularly well-preserved outport merchant premises. The property is to be operated as a “social enterprise” offering services to the community that generates sufficient revenue for ongoing operation and maintenance.
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## 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](http://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](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](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](https://www.tcii.gov.nl.ca/tourism/tourism_development/pdf/creat_exp_toolkit.pdf)

The Legendary Coasts of Eastern Newfoundland Destination Management Organization (DMO) is a membership organization representing tourism operators in the region <https://legendarycoasts.com>

### **Other Provincial Department Programs:**

Employment-related programs: The Department of Advanced Education, Skills and Labour offers programs such as 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](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:

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 initiatives such as (inventorying, research, interpretation).

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

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.

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