# POLICY



# HERITAGE STEWARDSHIP POLICY

Category: Operations

Approval: Finance and Property Committee, Board of Governors

Responsibility:VP Administration and FinanceDate:March 2017

# Purpose/Reason for Policy:

The Heritage Stewardship Policy provides direction on the identification and maintenance of significant University structures, spaces and cultural resources to ensure these assets are available for future generations to enjoy. The Policy provides guidance on how to maintain the integrity of important heritage elements while meeting changing academic and administrative requirements of the University. It acknowledges the need for the university to change and grow, while respecting the intrinsic value and continuity that traditional spaces, buildings and cultural items offer to the university experience.

# Definitions:

Heritage Stewardship: Actions directed at the careful management of historic and cultural property, items, spaces and artifacts.

Built-Heritage Resources: buildings and structures that have heritage value or interest.

Cultural Heritage Landscapes: a defined geographical area that may include building and structures, natural elements, and spaces that have heritage value, often involving a variety of elements that together create specific meaning or value.

Sacred Spaces: areas of intrinsic, cultural, or spiritual value, typically natural, but may involve human-made additions

Cultural Resources/ Property: human-made items deemed to have cultural heritage value or interest due to historical, artistic, social or scientific importance. Includes moveable objects (e.g. art, artifacts, books, archival material) and immovable objects (e.g. monuments, architecture, archaeological sites). Many of the movable objects at Trent University are guided by specific policies (i.e., *Archives: Policy Statement* and *Art Collection Policy*).

Archaeological Resources: artifacts or any other physical evidence of past human use or activity that is assessed to have heritage value

Heritage Attributes: the main features or characteristics that define or create the historic and/or cultural value of interest.

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Conservation Plan: A document that outlines how a heritage property will be conserved and/or preserved. The report provides an examination of the current condition of the cultural heritage resource so it can help to identify risks to the historic fabric and heritage attributes, establish priorities for repairs as well as, outline a schedule for heritage maintenance.

# Scope of this Policy:

The University will identify cultural resources, sacred spaces, and items of built heritage that are of **a lasting significance** to the University, and these will be addressed by the Heritage Stewardship policy. University property shall be categorized under one of the following levels:

*Level 1* - items, buildings/structures, landscapes or spaces deemed of significant and lasting value that are inherently part of the Trent fabric, of significant monetary/cultural heritage value

*Level 2* - items, buildings/structures, landscapes or spaces that are connected to, or have a direct relationship with Level 1 Resources and those designed with elements used by Ron Thom (i.e., use of levels, concrete, interplay with nature) or are historic buildings with architecturally noteworthy design. These resources have the potential to have cultural heritage value or interest.

*Level 3* - all other items, buildings/structures or spaces that are not, at the present time, deemed to have significant or lasting cultural value.

If there is a building or property that is 40 or more years old that has not been reviewed to determine if it is a cultural resource (i.e. a Level 1 or 2) or a Level 3 resource (i.e. does not have cultural heritage value or interest), then it is recommended that the University completes an evaluation to determine if it is of heritage value prior to its alteration. The evaluation of buildings or landscapes or sacred spaces should be completed by a qualified heritage consultant *(i.e., Professional Member of the Canadian Association of Heritage Professionals)*. From time to time, Level 3 resources should be re-evaluated to ensure they remain appropriately categorized.

# Policy Statement:

Trent University is committed to offering an outstanding student experience in a setting that balances natural beauty and thoughtfully-executed design. Trent's award-winning architecture, and particularly its original, mid-century Modern precinct, inspires and elevates learning. As an academic institution with finite resources and a fiduciary responsibility to the public, the University acknowledges it is also in the public interest to maintain the spaces and objects of lasting academic and cultural value. Trent University is committed to establishing appropriate heritage and cultural resource management policies; to engaging others in their active promotion; and in raising funds to ensure that these heritage assets, sacred spaces and cultural resources are available for future generations to enjoy.

The Trent University Heritage Stewardship Policy:

- respects the University's primary academic mission, the need to provide appropriate and competitive student accommodations, and the real financial limitations of the University budget
- seeks to balance necessary development and modification of spaces with appropriate heritage conservation, providing guidance and flexibility essential for meeting evolving academic, administrative, residential, and financial objectives.
- contributes to the university's distinctive reputation as a high calibre institution with an inspiring natural and built environment;
- promotes an active interest in buildings, landscapes, sacred spaces and cultural resources, their role in the learning environment and their aesthetic value, to the

University community and beyond; and provides guidance on the responsible, long term management of these resources

- is directed primarily at structures, landscapes, sacred spaces and cultural resources with a demonstrable and lasting cultural value;
- creates an awareness of and encourages an open dialogue on the management of Trent properties, heritage features, sacred spaces and cultural resources;

## Responsibilities:

*Board of Governors:* Responsible for oversight of property, capital and buildings, ensuring that heritage matters have been appropriately addressed in accordance with this policy before approving projects under its purview.

*Finance and Property Committee:* The Committee is responsible for the overall monitoring of campus capital building programs, stewardship of heritage assets, and makes recommendations to the Board of Governors for the approval of revisions to the Master Plan (siting of new facilities), the appointment of architects, final building designs and major construction contracts.

*Heritage Advisory Committee:* As an advisory committee to the Vice President Finance and Administration, assists Facilities Management with the identification, inventorying, assessment, monitoring and management of the University's built heritage, cultural resources and sacred spaces; fosters curricular links to cultural resources, and promotes an interest in and understanding of these spaces and resources; provides input on the development of relevant policies; and assists the Development office with events and fundraising activities to support heritage stewardship.

*Facilities Management Department:* Responsible for understanding and implementing this policy.

University staff and faculty: Be aware of the policy and seek advice of Facilities Management and/or the Heritage Advisory Committee on its implementation. Take an interest in the heritage elements of the University, and the impact of any decisions on the value of these elements to the learning experience and the heritage value.

Contact Officer	AVP Facilities Management
Date for Next Review	June 2021
Related Policies, Procedures and Guidelines	
Policies Superseded by This Policy	Nil

APPENDIX 'B'

# PROCEDURE



# HERITAGE STEWARDSHIP POLICY

**Contact Officer** 

AVP Facilities Management

-	Purpose	This procedure describes the approach to implementing the heritage stewardship policy.					
	Procedure	Implementation of the policy is aided by the below table that clearly outlines the degree of scrutiny or advice required before undertaking action. It is intended to reduce roadblocks to timely project management while ensuring the highest value structures and items are appropriately scrutinized for the impact on heritage value.					
					TRENT UNIVERS Heritage Stewardship		
						Building/Site Categori	es
			u	Monitoring	Level   Building/Site	Level II Building/Site	Level III Building/Site
			Minimal Intervention	Housekeeping	ase contr	Secon.	Secon.
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			nal Ir	Maintenance	Consul	Consul	Consur
PROCEDURE			Vinit	Repair	Nedto	Nedto	Nedto
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Δ			ions	Relocation			. Hee
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			Inter	Reconstruction	Consult	Consult	eritage
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	Level 1 Resources	Minimal Interventions: implemented by Facilities Management without further consultation when heritage attributes are not affected.					out further
		Moderate and Maximum Interventions: require consultation with the Heritage Advisory					
		Committee and oversight by the F&P committee. The committee will refer to the					
		value statements and list of heritage attributes of Level 1 resources contained in the					
		Cultural Heritage Inventory when reviewing any interventions and, when applicable, developing mitigation measures. *					
	Level 2	Minimal Interventions: implemented by Facilities Management without further					
	Resources	consultation when heritage features are not affected.					

	Moderate and Maximum Interventions: require consultation with the Heritage Advisory Committee and may require oversight by the F&P committee depending upon scale of the project. The committee will refer to the value statements and list of heritage attributes of Level 2 resources contained within the Cultural Heritage Inventory, when reviewing any interventions and, when applicable, developing mitigation measures.*
Level 3 Resources	Facilities Management Department has full authority, as defined by other policies, to act as required to meet the institutional needs.
New Construction	The Heritage Advisory Committee will be engaged for all new construction planned amongst, or adjacent to, Level 1 and Level 2 resources. It is encouraged that the Heritage Committee should be consulted in the planning process of all new construction to insure the spirit and integrity of the existing structures is carried forward. Refer to the value statements and list of heritage attributes of Level 1 and 2 resources contained within the Cultural Heritage Inventory, when reviewing new construction.
Arbitration of Heritage Issues	From time to time, different perspectives on a heritage issue may find different university parties in disagreement. In these instances, the Heritage Advisory Committee could be consulted by the University (i.e. Finance and Property or PVP) for advice. In the case of Level 1 & 2 items, the Finance and Property Committee, supported by the VP Finance and Administration, would make a recommendation to the Board. For Level 3, the AVP Facilities Management would make a decision in consultation with the VP F&A.

\*In order to inform their input on moderate and maximum interventions to Level 1, and maximum interventions to level 2 resources, and new construction planned amongst, or adjacent to, Level 1 and 2 resources, the Heritage Advisory Committee may suggest the completion of the following heritage assessments by a qualified heritage consultant to supplement the cultural inventory already completed and on file:

- Cultural Heritage Evaluation Report (CHER) -The cultural heritage value or interest of a built heritage resource, cultural heritage landscape, or sacred space is examined in a CHER through research, consultation with stakeholders and a site visit. The resulting Statement of Significance and list of heritage attributes will help guide design and evaluation of impact.
- Heritage Impact Assessment (HIA) The potential impact of the proposed changes to any identified heritage attributes of a built heritage resource, cultural heritage landscape, or sacred space would be outlined in a HIA. Mitigation strategies and/or conservation measures can be developed to minimize the impact of the changes to the heritage attributes (i.e., alternative design approaches). An HIA may take place as a feedback loop, with proposed changes presented, impacts and mitigation strategies suggested by the qualified heritage consultant, discussions take place with the Heritage Committee and stakeholders, and recommendations made by the qualified heritage consultant.

There may be occasions that an existing level 1 building is not scheduled for intervention, but is judged to need attention. The Facilities Department may choose, with the support of the Heritage Advisory Committee, to develop a Conservation Plan, a document that outlines how a heritage property will be conserved and/or preserved. The report provides an examination of the current condition of the cultural heritage resource so it can help to identify risks to the historic fabric and heritage attributes, establish priorities for repairs as well as, outline a schedule for heritage maintenance. The Conservation Plan report will also explore the essential long term policies and strategies for the management of the cultural heritage resource.

Most movable cultural heritage project (aka items) are guided by policies of other department or committees (i.e., (i.e., *Archives: Policy Statement* and *Art Collection Policy*). This policy should be used in consultation with other policies and engagement with the relevant department or committee should be considered if specific items will be impacted by proposed changes. Consultation can form part of these heritage assessments.

Date Approved	
Approval Authority	Board of Governors
Date of Commencement	
Amendment Dates	
Date for Next Review	June 2021
Related Policies, Procedures and Guidelines	

APPENDIX 'C'

# GUIDELINE TEMPLATE



# HERITAGE STEWARDSHIP

Contact Officer

AVP Facilities Management

#### Purpose

The implementation of the Heritage Stewardship Policy is based on the designation of structures, resources and assets according to their importance from a heritage standpoint. Different approvals are required according to the levels of intervention. The Heritage Advisory Committee provides advice to staff as required, and may consult with external experts.

#### **Guidelines on Implementation**

#### Heritage Advisory Committee

The Heritage Advisory Committee of Trent University exists to assist in the identification, preservation and promotion of the university's built-heritage assets, cultural resources, and sacred spaces. Through a collaborative, grassroots and inter-departmental membership, the committee will offer advice, support policy development, undertake research and be a visible and accessible resource for any decision that involves heritage assets.

The committee is advisory to the VP Finance and Administration and is co-chaired by the AVP Facilities Management and a Faculty-Staff Designate (Preferably with a background in heritage, material culture, &c.). Membership is voluntary and may include PRD Project Manager, Director of Alumni Affairs, Archivist, faculty, students, staff and others as interested.

#### Heritage Stewardship Continuum

Heritage Stewardship is an ongoing process and commitment that involves the following continuum of actions:

- Inventory a comprehensive survey of heritage resources, including architectural features, commemorative places and sacred spaces, to understand and assess the scope of the cultural resources that exist at Trent University and to assign Level 1-3 ratings.
- Prioritization from a comprehensive inventory of cultural resources the university can then decide on its priorities for repair/ maintenance.
- Maintenance/Preservation a systematic approach by Facilities Management to identify and cost deferred maintenance, repair and rehabilitation work.
- Fundraising Support new fundraising initiatives shall be pursued by the Development Office to raise funds to supplement deferred maintenance budgets.
- Making Known a program of promotion and awareness that can involve both staff and students fostering respect for Trent's cultural resources and spaces. Activities that can

make known the University's resources include, but are not limited to:

- virtual and real exhibitions and campaigns;
- support for relevant academic departments to develop courses and programs that support cultural resource and heritage management;
- development of student orientation and other first year programming around heritage;
- hosting of workshops, conferences and tours that address Trent's cultural resources;
- support of the University Archives in their continuing efforts to promote Trent's heritage;
- the construction and operation of dedicated museum to departmental and institutional cultural resources
- Monitoring vigilance and continued respect for the heritage policies and resources is necessary; monitoring also includes the revisiting of certain practices and policies if they are found to be ineffective. Level 2 and 3 resources should be reevaluated periodically to ensure that their status has not changed over time.

# Levels of Intervention: Designated Built-Heritage, Sacred Spaces and Cultural Resources

This section offers definitions of different levels of intervention and provides a practical guide for employees. This section draws upon the definitions found in the *Heritage Policy* (1994) from Queen's University, Kingston. The levels and types of intervention as defined below may be occur in some circumstances. However, to address any building/landscape or sacred space alteration or change in use, it is recommended that the Project Manager and Trent's Heritage Advisory Committee consult *The Standards and Guidelines for the Conservation of Historic Places in Canada* (Parks Canada 2010) for guidance on an appropriate approach to the alteration/intervention. Further heritage advice and/or the assistance of a qualified heritage consultant may be needed.

#### Minimal Interventions

- *Monitoring* is undertaken to ensure that adverse impacts on buildings, structures, cultural resources and landscapes are avoided.
- *Housekeeping* is the least intrusive of all maintenance procedures, comprising those actions which have little or no deleterious or irreversible effect on the fabric of the cultural landscape but which through basic, scheduled procedures help to retard deterioration.
- *Mothballing* (also known as 'de-commissioning') is a long-term stabilization process, intended to safeguard an unused resource from the elements and vandalism over an extended period, often years, until such time as it is decided to proceed with an undertaking.
- *Maintenance* comprises the regular, routine actions taken to delay the natural deterioration of a resource (or fixture, chattel, and/or equipment). These actions are intended to keep the resource from premature loss due to failure, decline, wear, or change attributable to normal use or the effect of the natural environment. Such activities are usually conducted on a cyclical basis. Maintenance is a pro-active intervention.

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- *Repair* is the process of returning a resource (or fixture, chattel, and/or equipment) to its prior condition when it has undergone changes attributable to failure, decline, wear, normal use, or abuse. A repair action does not alter or enhance the integrity, character, performance, or design intent. Repair is a reactive kind of intervention. Repair may include patching of existing components using compatible materials and methods; limited replacement in-kind of components; complete replacement in kind of a component when the degree of change it has undergone precludes any other type of action.
- **Stabilization** is a minimum amount of work done to safeguard a resource from the elements and/or destruction and to protect the public from danger. This work may involve emergency structural reinforcing, cabling (with trees), protective coverings, or hoardings of a temporary nature. In most cases, stabilization is undertaken in order to preserve the building for a future undertaking, often over a relatively short-term period. Stabilization is often an emergency measure, intended to provide temporary protection against an immediate threat. Emergency stabilization should not affect the integrity of the heritage fabric, and should also be reversible.

#### Moderate Interventions:

- **Restoration** is the activity in which a building, structure, site, or object is returned to the appearance of an earlier time by removing later material and by replacing missing elements and details, with a respect for the value of the building fabric as a document of the past.
- *Composite Restoration* is a form of restoration in which all significant features from all historical periods are left intact. With this form of restoration the process becomes one of revealing the continuity of the history of a resource. Newer material which is judged to be of little or no value may be removed if this will expose intact historical features of greater value. Designed vegetative features or missing architectural elements may be replaced, but only when this does not obscure the existing historic fabric. This approach, which is recommended for most restoration projects, requires a concerted effort at research and documentation.
- *Period Restoration* is the process of returning a building or site to its appearance at an earlier time. This is an exacting form of restoration that, in most cases, is undertaken only when a compelling case for it can be made on the basis of the exceptional architectural or historical importance and consequent educational value of the state to which the building is to be restored, or when the removal of later additions will reveal the unity of the original work. Material and components which have been added since the period to which the resource is being restored are removed even though they may have historic value in their own right and missing elements may be replaced. There must be sufficient evidence to allow restoration without conjecture and all material which is removed must be properly documented
- *Rehabilitation* is the process of returning a property to a useable state through repair or alteration. Rehabilitation makes possible an efficient contemporary use while preserving those portions and features which are significant to the property's historic, architectural, and cultural values. With landscapes (i.e. college quads, gardens, approaches to structures, etc.), rehabilitation is the most common intervention, since it allows for change necessary to satisfy present-day demands upon the site. Rehabilitation can be further defined as either continued-use or adaptive reuse, depending on the reasons for and nature of the intervention.

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- *Renovation* occurs when extensive changes and/or additions are made to an existing building internally and externally in order to 'renew' the structure. These changes are often made in response to the need for more space, repair, general improvements, or lifestyle considerations. Renovations may be made in harmony with the existing structures, although conservation of heritage fabric is not the first priority of this intervention but is sought to be managed within the project.
- Modernization is a conscious attempt to hide or alter heritage features in order to achieve a 'modernized' appearance. Commercial storefronts, streetscapes, and landscapes are quite often updated in this way as merchandising and advertising trends change. As opposed to renovation, where some respect is given to the intrinsic heritage value of a building, remodelling is, by definition, the opposite of heritage preservation. Modernization is included as a level of intervention in order to put the previous levels of intervention in perspective.
- *Retrofit* involves bringing an historic building up to contemporary standards by the insertion, change or upgrade of its structure and/or systems. Conservation of heritage fabric and interior is of secondary importance and it is assumed that the property in question contains little of heritage value.

#### Maximum Interventions:

- **Reassembly** is when an historic building, structure, or artifact is carefully dismantled and reassembled *in situ*, if possible, but often on another site. Reassembly is often undertaken out of structural necessity, to repair deteriorated material, or to observe historic construction techniques.
- *Moving* (or relocation) is when an historic building, structure, or site-related artifact is relocated to another site, often as a last-resort alternative to demolition. The decision to move a building should be made only after a thorough look at conserving it *in situ*.
- *Replication* is the making of an exact copy of portions of an existing structure, feature, or artifact. The purpose of replication is usually to replace a missing or decayed component in order to maintain aesthetic unity and harmony. Replication is often used for cosmetic reasons in restoration work. If valuable cultural property is being threatened or damaged irretrievably by its environment, it may have to be moved to a more protected environment. A replica may be substituted in order to maintain the unity of a site or building.
- Reconstruction occurs when a building, site feature, or artifact that no longer exists is
  reproduced with new construction that exhibits the shape, material, and detailing (and
  often construction methods) of the resource as it once appeared. Reconstruction differs
  from replication in that the original from which the copy is made no longer exists.
  Authenticity is dependent on the amount of historical and pictorial evidence available
  for the original resource.
- Demolition is the systematic and deliberate destruction of a building (or fixture, chattel, etc.) or portion thereof. This includes not only removals of sections of buildings, (i.e. additions, wings, etc.), but also integral design and structural components (both interior and exterior), surface finishes such as plaster or paneling, and design treatments such as store fronts, windows, and doors. Any heritage fabric likely to be lost through demolition should be recorded beforehand.
- *Fragmentation* is the process in which portions of a building are retained, either on the original site or reassembled elsewhere. It is justified only for research, commemorative, or aesthetic purposes. Other heritage conservation measures, such as stabilization, can

be used on the salvaged fragments in the process of incorporating them into the new context.

- Salvage as a mitigative action is the process of retaining and protecting from deterioration, historic fabric (or fixture, etc.) which has been removed from its context, through the process of demolition. Material may be salvaged for various reasons, including protection of significant individual features from permanent loss, protection of materials for reconstruction, or simply the reuse of resources. Regardless of the reason for salvage, records of all historic fabric's *in-situ* characteristics should be made, to accurately document associated design and process. If historic fabric is to be used in new and different applications, especially in restoration, removation, remodeling or reconstruction, either through design, treatment of finishes, or written description.

Date Approved	
Approval Authority	Board of Governors

Building No.	Name	Campus	Level
1	Bata Library	Symons Campus	Level 1
2	Faryon Bridge	Symons Campus	Level 1
3	Archaeology Centre	Symons Campus	Level 1
4	Stan Adamson Power House	Symons Campus	Level 1
5	Science Complex	Symons Campus	Level 1
6	Orange Lodge	Symons Campus	Level 1
7	Wallis Hall	Catharine Parr Traill College	Level 1
8	Scott House	Catharine Parr Traill College	Level 1
9	Kerr House	Catharine Parr Traill College	Level 1
10	Mackenzie House	Symons Campus	Level 2
11	Otonabee College	Symons Campus	Level 2
12	Environmental Science Centre	Symons Campus	Level 2
13	Trent Child Care	Symons Campus	Level 2
14	Chemical Science Building	Symons Campus	Level 2
15	Crime Scene House	Symons Campus	Level 2
16	Crawford House	Catharine Parr Traill College	Level 2
17	Stewart House	Catharine Parr Traill College	Level 2
18	Principal's Lounge	Catharine Parr Traill College	Level 2
19	Bagnani Hall	Catharine Parr Traill College	Level 3
20	Bolton Farm House	Symons Campus	Level 2
21	Champlain College Annex	Symons Campus	Level 3
22	Campus Heights - Residences	Symons Campus	Level 3
23	Justin Chiu Stadium	Symons Campus	Level 3
24	Trent Athletics Centre	Symons Campus	Level 3
25	Julian Blackburn Hall/Student Centre	Symons Campus	Level 3
26	DNA Building and Life & Health Sciences Complex	Symons Campus	Level 3

Table 4: Summary of Buildings on Symons and Catharine Parr Traill Campuses
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## Table 5: Summary of Landscapes on Symons and Catharine Parr Traill Campuses

Landscape No.	Name	Campus	Level
1	Champlain College (with Alumni House and Memorial Tree Area)	Symons Campus	Level 1
2	University Court/Bata Podium	Symons Campus	Level 1
3	Lady Eaton College with Drumlin	Symons Campus	Level 1
4	Ron Thom Area	Symons Campus	Level 1
5	Otonabee River	Symons Campus	Level 1
6	Catharine Parr Traill College	Catharine Parr Traill College	Level 1
7	Nassau Mills Landscape	Symons Campus	Level 2
8	Science Buildings	Symons Campus	Level 2
9	Trails/Camp Kawartha Environmental Centre	Symons Campus	Level 2
10	Trent Sports Fields	Symons Campus	Level 3
11	Experimental Farm & Marketing Garden	Symons Campus	Level 3

## Table 6: Summary of Sacred Spaces on Symons and Catharine Parr Traill Campuses

Sacred Space No.	Name	Campus	Level
1		Symons Campus	Level 2
	of Learning, Ska'nitón:ra: Benedict Gathering Place		
2	Tipi	Symons Campus	Level 2