

*The Exchange District
A National Historic Site
Heritage Interpretation Strategy*



All roads lead to Winnipeg. It is the focal point of the three transcontinental lines of Canada, and nobody, neither manufacturer, capitalist, farmer, mechanic, lawyer, doctor, merchant, priest, or labourer, can pass from one part of Canada to another without going through Winnipeg. It is a gateway through which all the commerce of the east and the west and the north and the south must flow. No city, in America at least, has such an absolute and complete command over the wholesale trade of so vast an area. It is destined to become one of the greatest distributing commercial centres of the continent as well as a manufacturing community of great importance.

(Curtis, W.E. Chicago Record Herald, September 1911.)

The Exchange District A National Historic Site Heritage Interpretation Strategy

July 1999

*The Exchange District Heritage Partnership
Prepared by Shelley Bruce, Project Coordinator*

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The marketing strategy and audience profile was developed and completed by:

Dave McVetty, Western Canada Service
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In February 1999, letters of invitation were sent to individuals and organisations asking for a volunteer to review the second draft of this Interpretation Strategy. A month later, eighty copies of the second draft were sent to a broad range of key organisations and to those who volunteered their time and expertise. Copies were sent to organisations such as the Museum of Man and Nature, the North Main Task Force, City Council, Manitoba Labour Education Centre, CUPE, Exchange District BIZ, Economic Development Winnipeg, Heritage Canada, Manitoba Historical Society, Heritage Winnipeg, Association of Manitoba Museums, CentrePlan, and a variety of departments of the three levels of government.

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Executive Summary

EXECUTIVE SUMMARY

Introduction

In September 1997, Winnipeg's Exchange District became a National Historic Site. This recognition was granted because the area vividly illustrates the opening of the Canadian west as well as the role the City of Winnipeg played in the development of the Western Canadian economy. The Exchange District Heritage Partnership was created to develop a Heritage Interpretation Strategy for the Exchange District National Historic Site in January 1998. Development of this work was focused on achieving three goals:

Goal 1: To achieve preservation/conservation awareness of the Exchange District National Historic Site through an improved visitor experience.

Goal 2: To create a framework in the Exchange District for historic resource interpretation by a stakeholder structure.

Goal 3: To create economic opportunities for the local business community.

This Strategy provides a comprehensive framework for interpreting the history of the District. In the end, it will achieve conservation awareness and resource stewardship as visitors gain a greater understanding and appreciation of the National Historic Site.

Themes

Work began with a review of the architectural and historical research completed by the federal designating body, the Historic Sites and Monuments Board of Canada. From this material, the Partnership extracted six primary historical themes associated with the history of



The Exchange District National Historic Site highlighted within downtown Winnipeg.

“Through interpretation, understanding; through understanding, appreciation; through appreciation, protection.” (Tilden 1977, 38)



the National Historic Site:

1. Grain Trade,
2. Finance,
3. Wholesale/Manufacturing,
4. Architecture,
5. Civic Development, and
6. Labour.

Recommendations in this Strategy deal specifically with interpreting these six themes.

Marketing Strategy

While the Interpretation Strategy was underway, a marketing strategy and audience profile was completed by Dennis McKnight 2051 Inc. Data from that report has been incorporated within this Strategy. It is bound under separate cover and should be used as a supporting resource to this document. The marketing study determined that a wide range of age groups visit the Exchange District, for a variety of reasons, but the most common visitors are those under the age of 25 and those older than 55. It also appears that women may have interests that are more sympathetic to what the District can and does offer. Non-local visitors are generally from neighbouring provinces and states. The most common reason for travelling to Winnipeg and Manitoba is to spend time with friends and family. These visitors are often interested in heritage activities and they seek the advice of locals, friends and family, hotel management, and tourist information centres for things to do and places to visit. It is therefore important to ensure that marketing strategies for the Exchange District initially target the home audience. If we can ensure that Winnipeggers continue to visit and enjoy the Exchange District, they in turn, will recommend it as a unique destination to their visitors. Selective marketing to non-local visitors could then be pursued at that time.

Resources and Recommendations

A wide range of media, both programming and physical elements, can be utilised in the interpretation of historic sites. The six primary categories of recommended interpretive media are:

1. interpretive centre,
2. interpretive panels,
3. walking tours,
4. installations,
5. publications/multimedia, and
6. special events/programmes.

These six categories cover a vast array of options which can be programmed separately or work in combination. In most cases, it is appropriate to offer a wide selection of media in order to attract the broadest audience possible. It was discovered that there already exists a wealth of historical resources pertaining to the majority of the primary themes. These resources are scattered throughout the city, and are often difficult to locate. Interpretive proposals attempt to fill voids in the current programming and target historical themes for which there is little interpretive material.

The marketing strategy's in-person interviews began to illustrate levels of interest in and awareness of particular historical themes. Generally, respondents were aware of the main themes associated with the National Historic Site, but were most interested in architecture, arts and entertainment, finance, and transportation history. Fewer were interested in wholesale trade and the garment trade. In addition, few were aware of the District's connection to the publishing industry or women's suffrage, but interest in these two areas was quite high. Further development of interpretive initiatives will have to strike a balance of conveying key themes while still appealing to the interests of the audience.



Implementation

The Exchange District Heritage Partnership suggests that two recommendations be initiated immediately:

1. the creation of an organisational structure to oversee the implementation of this Heritage Interpretation Strategy, and
2. creation of an interpretive centre for the Exchange District National Historic Site.

The recommended interpretive programmes are outlined in the accompanying implementation tables.

<p>DEVELOPMENT STRATEGY</p> <p><i>short term recommendations year 1 or 1999</i></p> <ol style="list-style-type: none"> 1. Initiate creation of organisation 2. Interpretive centre feasibility studies 3. Roving/kiosk interpretive centre 4. Guided tours of the Exchange District 5. National Historic Site banners 6. HSMBC plaque and ceremony 7. Canadian flag programme 8. History of the Exchange District 9. Historic Winnipeg plaques and cleaning programme 	<p>AWARENESS AND OWNERSHIP STRATEGY</p> <p><i>short term recommendations year 2 or 2000</i></p> <ol style="list-style-type: none"> 1. Promotional material 2. Enhance existing tours such as Art Walk, Terra Cotta tour and 1919 Strike Walking Tour 3. Web site 4. Trail of Historic Winnipeg plaques 5. Public Forums and seminars 6. Tours of job sites 7. Travelling exhibits/storefront displays
<p>EXPANSION OF PROGRAMMING</p> <p><i>medium term recommendations years 3 and 4 or 2001-2002</i></p> <ol style="list-style-type: none"> 1. Exchange District interim interpretive centre 2. CD ROMs 3. Develop additional tours 4. Interpretive nodes 5. Re-release older publications 6. Architectural and urban planning publications 7. School materials 8. Interpretive centre fundraising 9. Determine site/building for interpretive centre 	<p>INTERPRETIVE CENTRE AND EXPANSION OF PROGRAMMING</p> <p><i>long term recommendations years 5+ or 2003+</i></p> <ol style="list-style-type: none"> 1. Architectural fragment park 3. Play structure 4. Commemorate original street names 5. Public art and street furniture 6. Designation plaque programme 7. Additional videos 8. Performances and reenactments 9. Construction and display development for interpretive centre





Introduction **1**

PURPOSE OF THIS STRATEGY

This Strategy is intended to guide the community through the planning and implementation of interpretive programmes and infrastructure within the Exchange District National Historic Site. It is intended to provide a framework for the development of a long term and sustainable Interpretation Strategy for the site. Several sections of background information are provided, some of which can be used as promotional tools.

The content of this Strategy is straightforward, beginning with a review of the planning process and research. The historical importance of the National Historic Site is elaborated upon by the identification of the key historical themes and stories. Visitors will acquire a clear understanding of the site's national significance if these stories are conveyed to them through the use of dynamic and provocative media. The themes are matched with appropriate means of commemoration based on the range of existing interpretive media as well as recommendations to round out the visitor experience. An implementation strategy over a five year time period illustrates how the proposed methods may work together over the short, medium, and long term. Funding for these projects will be a pivotal part of the implementation strategy. A brief list of current funding programmes and agencies has been provided. The mandates and criteria of these programmes are such that funding for recommendations in this Strategy may be possible. An integral component of the Strategy is the creation of an organisational framework to oversee the implementation of this Interpretation Strategy and thus, several organisational models are explored.

It is expected that the users of this Interpretation Strategy will consist of a wide range of people and organisations. The content of this Strategy should prove very useful to



local heritage organisations, government agencies, interest groups, independent heritage consultants, or anyone interested in development in the District.



THE EXCHANGE DISTRICT HERITAGE PARTNERSHIP

A group of individuals representing local interest and heritage groups, as well as the three levels of government first met in June 1997 to discuss the upcoming national designation of the Exchange District. The group became known as the Exchange District Heritage Partnership. While the composition has changed, the core participants in the Partnership have been:

Wayne Copet	Partnership Chair/Exchange District BIZ
Shelley Bruce	Project Coordinator
Susan Algie	Parks Canada
Giles Bugailiskis	City of Winnipeg
Bob Coutts	Parks Canada
Doug Dealey	Dealey Photographic Service/Exchange District BIZ
Bruce Donaldson	Manitoba Culture, Heritage and Citizenship
Neil Einarson	Manitoba Culture, Heritage and Citizenship
Barb Ford	The Forks National Historic Site, Parks Canada
Greg Thomas	Parks Canada
Susan Turner	Heritage Winnipeg

That summer, the recommendation to designate the Exchange District a National Historic Site was still under review by the Minister of Canadian Heritage, the Right Honourable Sheila Copps. In anticipation of the designation, the Partnership began to discuss the creation of a Heritage Interpretation Strategy which would create a long term approach for commemorating the rich history of the District. Previously, this had been cited as a key recommendation in the 1996 Strategic Action Plan for the Exchange District. The committee concluded that it would be difficult to find a single firm to undertake the development of this Strategy. Instead, the Partnership volunteers agreed to work together to pool their ideas, experience, and resources.



Documents such as Plan Winnipeg, CentrePlan, and the Exchange District Strategic Action Plan have expressed the desire to maintain and rehabilitate heritage buildings in the Exchange District. The development and implementation of an Interpretation Strategy for the Exchange District has also been identified as a necessary planning tool. It was decided that the Exchange District Business Improvement Zone would take the lead on the project with applications for funding being prepared by their Executive Director. The Exchange District Business Improvement Zone has a particular interest in the commemoration of the District's heritage as seen in the Exchange District Strategic Action Plan. A recommended action from that Plan was Action Strategy 3.1:

[preparation of] a Heritage Interpretation Strategy for the Exchange District. The Strategy will detail the District's historical, social and architectural themes and outline the methods for public awareness and education. An interpretive strategy may include public programming, such as walking tours, interpretive nodes, publications and an Exchange District visitor and heritage resource centre.

With this background in place, development of this Interpretation Strategy is a logical next step.

In mid-January 1998, a project coordinator, Shelley Bruce, was hired to begin work on the development and coordination of the Heritage Interpretation Strategy for the District.



GOALS AND OBJECTIVES OF THE STRATEGY

In an effort to clarify the direction and development of the Strategy, a workshop was held with the Exchange District Heritage Partnership in November 1998. This culminated in a set of goals and objectives for the Interpretation Strategy. These goals guided the development of the Strategy and the formulation of its recommendations for interpretive initiatives. The Strategy's recommendations relate directly to these three key goals.

Goal 1:

To achieve conservation/awareness of the Exchange District National Historic Site through an improved visitor experience.

Objectives:

- To make the Exchange District more distinct/recognisable as a National Historic Site.
- To educate visitors about the Exchange District.
- To create cultural/natural awareness and appreciation of the area.
- To foster stewardship of the built resources in the Exchange District.
- To provide a range of activities and programming to appeal to a broad range of visitors.



Goal 2:

To create a framework in the Exchange District for historic resource interpretation by a stakeholder structure.

Objectives:

- To instill a sense of place and history.
- To create an understanding of the past and a respect for what remains.
- To highlight historical themes in the Exchange District National Historic Site.
- To address a variety of audience sizes, ages, and interests.
- To appeal to people's interests in heritage and cultural activities.
- To link interpretation to residents', tourists', and business owners' needs and interests.
- To improve the current standard of interpretation.

Goal 3:

To create economic opportunities for the local business community.

Objectives:

- To increase pedestrian traffic in the Exchange District.
- To encourage residents' commitment to our city, and invite them to explore in new ways.
- To foster local business partnerships (both public and private).
- To provide entertainment and recreation opportunities.
- To introduce new interpretive initiatives which embrace or enhance existing initiatives where possible.



Background **2**

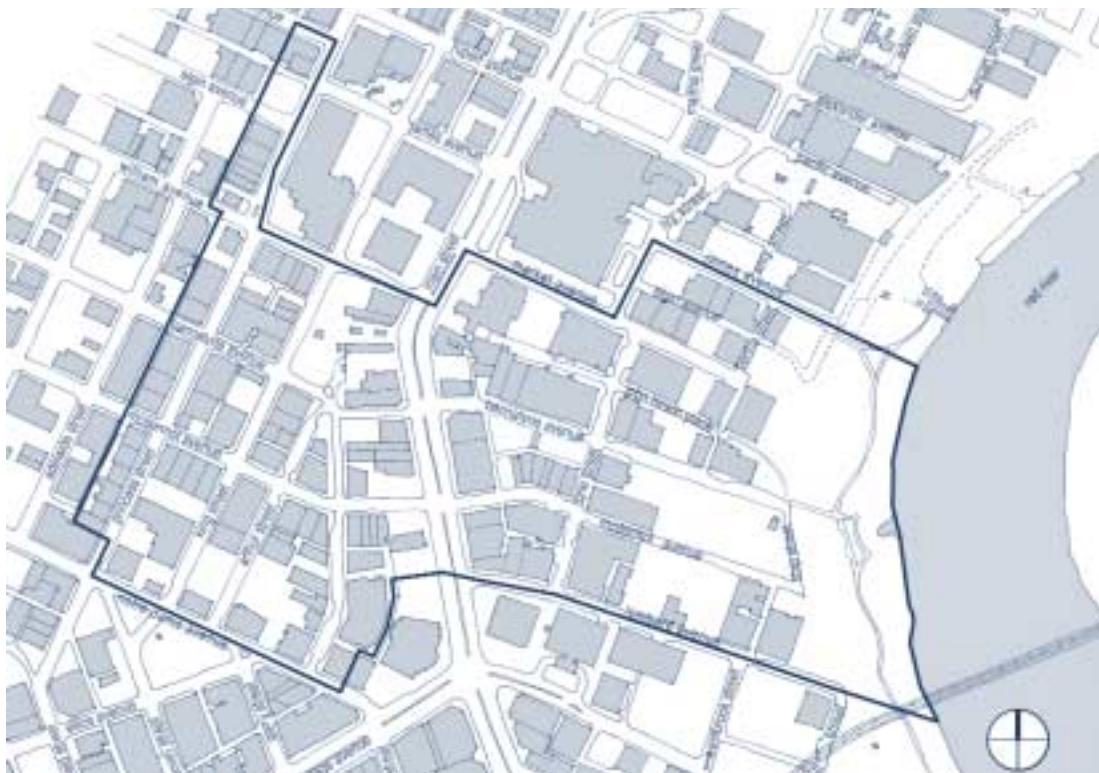
CONTEMPORARY CONTEXT

The Exchange District National Historic Site, named after the original grain exchange, is a dense urban area consisting of approximately 20 city blocks (CentrePlan) in the downtown of Winnipeg, the capital city of Manitoba. The National Historic Site boundaries coincide with those created by the Historic Winnipeg By-law (3693/84). Located just north of Portage Avenue and Main Street, the District is bounded by the Red River to the east, Lombard and Notre Dame Avenues to the south, Princess Street in the west and William to James Avenues to the north. These boundaries have helped the Exchange District to maintain an identifiable character and sense of place. It is known for its intact collection of warehouses, financial institutions, and early terra cotta clad skyscrapers dating from the turn-of-the-century.

Boundaries of the Exchange District National Historic Site.



The Exchange District National Historic Site highlighted within downtown Winnipeg.





Centennial Concert Hall, Main Street.

The clear, identifiable boundaries of the District, and the development of the city's downtown along and south of Portage Avenue after World War II, has kept the Exchange District in relative isolation from development and major modification.

From both an urban and architectural perspective, the Exchange District National Historic Site is truly unique. The heart of the District is Old Market Square found on the west side of Main Street where the Fire Hall once stood. It is now a multipurpose green space with a permanent stage that is used for both impromptu activities and organised events. Financial institutions and larger corporations built early Chicago School inspired skyscrapers along Main Street from Portage Avenue up to William Avenue. The narrow side streets which meet Main Street are lined with shorter massive stone and brick warehouses complete with covered alleys. This combination creates a different sense of scale not found in the rest of the downtown. Streetscaping was improved in the early 1980s with the creation of wider sidewalks, historically appropriate street furniture and lighting, and decorative paving patterns and materials.

Fringe Festival billboards, 1998.



Once the commercial and financial centre of the city, the Exchange District is now better known for its specialty retail shops, restaurants, nightclubs, and as a popular location for film and television productions. Nearly 40,000 people work within or adjacent to the District. North of the National Historic Site boundary on the west side of Main Street is City Hall, the Public Safety Building and Chinatown. In addition to Old Market Square, green space is found along the Red River in Stephen Juba Park. The Exchange District is also known as the city's centre for arts and cultural activities. Facilities such as the Museum of Man and Nature, the Centennial Concert

Hall, Pantages Theatre, ArtSpace, and numerous small independently operated galleries are found throughout the District. The concentration of the arts and cultural community makes the Exchange District an attractive location for festivals such as the popular Winnipeg Fringe and Winnipeg Jazz Festivals.

Access to the District is easy from all parts of Winnipeg. By car or bus, most would arrive via Main Street and turn east or west as required, while others may arrive to the west side of the District via Notre Dame Avenue. Access to the east side of the District from the Forks is also very direct with access via Pioneer and Westbrook. The system of one-way streets can make the District confusing for visiting drivers. River access is also convenient with the Red River forming the District's eastern boundary. At the end of Bannatyne Avenue, there are currently pedestrian paths and docking facilities in Stephen Juba Park suitable for small pleasure craft. To the north of the National Historic Site are the Alexander Docks, a larger scale facility more appropriate for commercial craft such as the Paddlewheel boats.

The supply of vehicular parking is currently a contentious issue. On-street metred parking, as well as a collection of privately operated parking lots and parkades (there are 5 parkades and 29 surface lots) combine to provide approximately 4700 parking stalls. On-street parking of bicycles is inconvenient and there is currently no monitored and secure bicycle parking provided in the area.

At the time of writing, there was no one central venue where visitors could obtain tourist information or meet for guided tours in the Exchange District.



BIZ bulletin board, character lighting and street signage in the Exchange District National Historic Site.

Fringe Festival, 1998.





THE NEED FOR AN INTERPRETATION STRATEGY

Although interpretive activities have been in use in Canadian and American national parks since the 1920s, the study of heritage interpretation as we know it today, began with Freeman Tilden in 1957. In his publication *Interpreting Our Heritage*, Tilden defines interpretation as

An educational activity which aims to reveal meanings and relationships through the use of original objects, by firsthand experience, and by illustrative media, rather than simply to communicate factual information. (1977, 8).

The essential difference between information and interpretation is that interpretation places items in context to reveal their meanings and thus develop a more thorough understanding. Demonstration and explanation are tools of interpretation, while study and experience creates knowledge based on information (Knudson, et. al., 1995). The sole purpose of interpretation is to help visitors achieve a sense of place, either natural or cultural, and to convey the significance of their history and culture to them. Furthermore, interpretation aims to weave a series of themes into an integral story where relationships between a variety of components are brought to light and connected to the lives and experiences of the audience. Visitors to sites must be encouraged to move forward and to discover for themselves, while having an enjoyable and safe visit. A long term goal of interpretation is to enhance a community's understanding and appreciation of natural and cultural resources, with the hopes that their conservation is secured (National Trust for Historic Preservation).

“Through interpretation, understanding; through understanding, appreciation; through appreciation, protection.” (Tilden 1977, 38)

Brochure for Lowell, MA with site description and tourist information.



In *Interpreting our Heritage*, Tilden suggests that exceptional interpretation should be based on the following set of principals:

1. Any interpretation that does not somehow relate what is being displayed or described to something within the personality or experience of the visitor will be sterile.
2. Information, as such, is not Interpretation. Interpretation is revelation based upon information. But they are entirely different things. However, all interpretation includes information.
3. Interpretation is an art, which combines many arts, whether the materials presented are scientific, historical or architectural. Any art is in some degree teachable.
4. The chief aim of Interpretation is not instruction, but provocation.
5. Interpretation should aim to present a whole rather than a part, and must address itself to the whole man rather than any phase.
6. Interpretation addressed to children (say, up to the age of twelve) should not be a dilution of the presentation to adults, but should follow a fundamentally different approach. To be at its best it will require a separate program. (1977, 9)

National Parks Service brochure for Olmsted National Historic Site, Boston. The National Parks Service uses this template for this type of publication.



Generally, it is easy to describe why an interpretive experience was negative or weak, and more difficult to explain what made an interpreter or interpretive programme compelling. A strong interpreter or programme is one which recognises its audience and develops its content to suit their needs and expectations while striving to fulfil the principals mentioned above.

Interpretation has many roles. It can be used for recreation purposes, for visitor management, or for public relations. In the end, interpretation is one tool used to achieve a sense of resource stewardship in one's audience.

Development of an Interpretation Strategy for the Exchange District National Historic Site is a logical outcome from previous planning documents, legislation, and now, the national designation. While a comprehensive interpretation strategy for an urban area like the Exchange District is unique, it will be a valuable tool for guiding interpretive planning and programming. It will serve the district in several ways:

1. it will identify and characterise both current and potential audiences;
2. identify existing programmes;
3. identify proposed programmes; and
4. offer implementation and funding opportunities.

Tickets from a lecture series on Red River Architecture held at Lower Fort Garry National Historic Site, Manitoba.



The Exchange District Heritage Interpretation Strategy



PLANNING PROCESS

Several stages of research were required and completed in the development of this Heritage Interpretation Strategy.

The planning team

The Exchange District Heritage Partnership met monthly with the Project Coordinator to review the progress of the project, and provide direction and guidance. As the group consisted of a range of interests and organisations, all had the opportunity to inform the Partnership of developments or contacts in the local heritage community as they pertained to the project. This was also an opportunity for other individuals or organisations unaffiliated with the Partnership to present their upcoming projects or events. The meetings were held on a regular basis for the sake of continuity and to maintain interest and momentum.

Historical themes

Work began with the identification of a range of historical themes associated with the national designation. This thematic development was an important phase as it bounded the scope of the initial research. A total of five themes were identified in agenda paper prepared for the Historic Sites and Monuments Board of Canada as being key in the period 1883 to 1913:

1. Grain Trade,
2. Finance,
3. Wholesale,
4. Manufacturing, and
5. Transportation.



Based on current research and knowledge, the Partnership further developed a series of supporting themes derived from the original five themes. The following topics were also reviewed:

1. Architecture,
2. Civic Development,
3. Labour,
4. Early Settlement,
5. Heritage Conservation,
6. Arts and Entertainment,
7. Publishing,
8. Garment Trade, and
9. Women's Suffrage.

This list of fourteen historical themes defined the context for the next phase of research, resource analysis.

Resource analysis

A survey of existing research, interpretive programmes, infrastructure, and resources was undertaken in this phase of resource analysis. These materials were analysed for relevance to the Exchange District National Historic Site and its historical themes.

Two databases were created to catalogue the found resources. The first was used to establish the extent to which the current built resources reflected the range of fourteen historical themes. A record was created for each building indicating the site's relevance to the themes. The second database contains records of found resources pertaining to each of the themes. Material for this database was collected from literature reviews, archival and photographic research, and material from libraries/archives at government agencies or local organisations. Each piece of documentation is catalogued according to theme, bibliographic



information, current source, and format. From this database it is possible to generate lists of all the existing walking tours, research, interpretive plaques etc. by theme, source, author or any other category. This has proven to be an invaluable resource for tracking the availability of resources for each historical theme, or by interpretive method.

Targeted consultation

In an effort to consider the relevant themes and topics in a more manageable fashion, subcommittees comprised of local specialists and academics were established. Several meetings were held with these thematic subcommittees. The initial list of fourteen historical themes was divided among three categories. The following categories were simply an organisational tool used to facilitate the discussion of the themes by the subcommittees:

- 1. Social and Cultural History:**
Architecture, Conservation, Arts and Entertainment, Publishing
- 2. Politics:**
Civic Development, Labour, Early Settlement, Women's Suffrage
- 3. Economics:**
Grain Trade, Wholesale Trade, Finance, Garment Trade, Manufacturing, Transportation

The subcommittees discussed a particular theme, its key stories, and resources. They also provided suggestions on how these stories could be presented to visitors. These meetings were beneficial as they included individuals intimately involved with these historical themes. The resulting suggestions were used as a starting point for developing recommendations for future interpretive programming and infrastructure.



Local heritage models

To study how other historic sites and communities have approached the interpretive planning process, examples of similar plans were reviewed. As of 1998, none of the nationally designated historic districts have a Heritage Interpretation Strategy. However, The Montreal Main/Saint-Laurent Boulevard Historic District, which received its National Historic Site status at the same time as the Exchange District, may in the future be looking at developing more comprehensive interpretive programming.

Several developments for the downtown which may impact the Exchange District National Historic Site were reviewed during this stage of research. Additionally, several examples of heritage interpretation strategies from other communities were found and consulted in the development of this document. Some of these precedents have slowly developed over time but implementation of others has not yet begun.

Three downtown sites have the potential to impact on interpretive programming in the Exchange District National Historic Site.

*James Avenue Pumping Station,
Winnipeg.*



The first site is the James Avenue Pumping Station. Located just outside the boundary of the National Historic Site, the Pumping Station is a rich, relatively intact historic resource which is integral to the theme of civic development. The facility was built in 1906 to provide a high-pressure water pumping system for fire protection in Winnipeg's central business district. Originally consisting of a powerhouse, gas producing plant and a gas storage tank, only the brick powerhouse remains, with much of the equipment still in place. Today,

a local entrepreneur is working towards the development of a microbrewery and museum within the building. While the project has yet to get underway, it could conserve a unique heritage building located in an underutilised area just north of the National Historic Site boundary. Early reports suggested that interpretation of the site could consist of a dedication plaque, exhibits, panels, and films.

The second project is a component of the Neeginan redevelopment of North Main. The Victoria Park Committee, of the North Main Task Force, looked at the area which was once a formal greenspace known as Victoria Park. It is currently occupied by the Amy Street Steam Plant. Consisting of labour leaders, historians, the Museum of Man and Nature, The City of Winnipeg, and the Exchange District BIZ, the Committee formalised a conceptual design for a new park which would commemorate the historical importance of the site. Landscape architects were responsible for providing a schematic design that could be used by the North Main Task Force as a preliminary design and promotional tool. Key themes for historical interpretation in the park include:

- people,
- infrastructure,
- services,
- industry, and
- reform initiatives.

These ideas would be conveyed through the use of contrast and conflict by opposing one concept with its opposite. Both design options incorporate several components. The proposal addressed the river as well as the historical themes of infrastructure, services, and industry. These are especially key to the Exchange District National Historic Site. Should the park proceed,

*Victoria Park, c. 1900.
(PAM, N11900)*



further involvement from representatives of the Exchange District National Historic Site will be necessary to ensure programming of complementary activities and to avoid duplication of stories and artefacts.

Interpretive planning at The Forks and The Forks National Historic Site was the third to be considered. An interpretive plan was commissioned by the Forks Renewal Corporation in 1993. The purpose of this plan was threefold:

1. establish how The Forks should approach the interpretation of its heritage resources;
2. identify major themes and topics that require emphasis; and
3. provide guidelines for appropriate heritage resource management and interpretive activities.

Walking Tour Guide produced in 1994 by The Forks Renewal Corporation.



Participants in this process wanted to take a broad approach to interpreting heritage at The Forks. The plan contributed to future planning and community-based development, while integrating heritage planning and programming as a way to enhance public use and appreciation.

There will be unlimited opportunities for The Forks National Historic Site and the Exchange District to work together in planning heritage activities and events. With such close proximity between the two sites, heritage events could easily be packaged to allow the sites to pull from one another's visitor groups.

Public consultation

On September 11 and 12, 1998, the Exchange District Heritage Partnership helped to organise and host *The Heritage Exchange*. This was a series of free heritage and history-related events, in conjunction with an Open House. Parks Canada invited representatives from other National Historic Sites and the heritage community to visit the Exchange District and to meet one another. While at a day long workshop, they were informed of options available to them from the different levels of government for funding, resources, and support. Historic Resources Branch, Province of Manitoba, hosted a free seminar on proper conservation techniques. Free walking tours were offered throughout the District by the City of Winnipeg and the Winnipeg Architecture Foundation guided participants through their Terra Cotta Tour. On Friday evening, a slide presentation was hosted by Steve Barber and Chuck Brook, the City's first heritage planners from the 1970s. Their presentation focused on the evolution of the city's heritage conservation movement, and gave them the opportunity to reflect on an exciting time in Winnipeg and in their careers. Marketing of the Exchange District National Historic Site began that weekend with the unveiling of a reproduction of a 1911 panoramic poster depicting the west side of Main Street from Portage to Higgins Avenues.

The Open House, held at the former Canadian Bank of Commerce at 387 Main Street, was designed as a casual forum for interested individuals to stop in, speak with the Partnership, and view displays concerning the Interpretation Strategy, or to admire the beautiful interior of this currently vacant building. Four information stations, an Introduction, Social and Cultural History,



Advertising for the Brook and Barber Heritage Slide Show, Pantages Theatre.

Display station at the Open House, Canadian Bank of Commerce.



The Exchange District Heritage Interpretation Strategy



Open House in the banking hall of the Canadian Bank of Commerce.

Politics, and Economics, were displayed to provide cursory information about the pertinent historical themes as well as suggestions for the types of interpretive programmes that might be developed for a variety of audiences. A display of artefacts on loan from Parks Canada provided a sense of the types of items sold and manufactured in the District from the 1880s to the First World War. A booklet of the ideas presented at the Open House was available for visitors to take home to read at their leisure. It contained a comment sheet asking participants for their views on interpreting the Exchange District. Approximately 200 visitors passed through the Open House, with five completing the visitor survey.

The type of critical commentary and feedback that the Partnership was hoping to generate at the Open House did not materialise. Many visitors were thrilled to be able to visit the glorious banking hall of the Canadian Bank of Commerce and many more were so taken with the space that the artefacts, photos, and other materials on display paled in comparison. Arguably, the greatest success of the weekend is that the activities brought people into the area and allowed them to experience the interior of a building that few have been able to access in 30 years. Fostering an interest and appreciation of heritage resources is a key component in heritage conservation and interpretation. The Heritage Exchange was the first step in motivating Winnipeggers to take an active interest in the history of the Exchange District National Historic Site.

Artefacts on display at the Open House, Canadian Bank of Commerce.



Workshop

To build on the feedback from the targeted and public consultation, the Exchange District Heritage Partnership met for a day long workshop on November 4, 1998 to more fully develop the themes and options for interpretation, and to decide on the direction and subsequent content of the Interpretation Strategy. The City of Winnipeg provided two planners, Ms. Elizabeth Sweatman and Mr. John Kiernan, to act as facilitators to allow all committee members to speak and participate freely. The content of the agenda included:

- discussion of the goals and objectives for the Partnership and the Interpretation Strategy;
- a prioritisation of the historical themes;
- discussion of the merits of various interpretive methods and how they may relate to each theme; and
- organisation of the work that needed to be completed before the finalisation of the Interpretation Strategy.

At this meeting, the original and comprehensive inventory of fourteen historical themes was re-evaluated and it was agreed that

4. Grain Trade,
6. Finance,
5. Wholesale/Manufacturing,
1. Architecture,
2. Civic Development, and
3. Labour

were the primary historical themes for the Exchange District National Historic Site.



From this workshop, the Partnership determined that to successfully complete and implement the plan, several other components and tasks needed to be addressed:

1. Research

- completion of more detailed audience/market research
- a research plan for the creation of a comprehensive research book on the history of the Exchange District
- a draft programme for an Interpretive Centre
- organisation of additional walking tours through the Exchange District
- development of the Commemorative Integrity Statement by Parks Canada

2. Marketing

- an interpretive key for the panoramic poster to provide concise descriptions of the buildings seen along Main Street
- creation and production of National Historic Site banners for the District
- development of a web site for the National Historic Site
- design display cases at City Hall with material on the Exchange District
- draft of a marketing document to be used to build a constituency
- continued promotion of the Interpretation Strategy

3. Governing body

- creation of an organisational framework to take ownership of the interpretation plan
- complete applications for funding of recommendations from the Strategy

4. Interpretation Strategy

- complete first draft
- distribution of the draft for comments
- final submission and distribution

Some items were thought to be of lesser importance for this stage of work. These were temporarily put on hold while committee members volunteered to complete or look into the other items.



MARKETING STRATEGY

Process

At the time of writing, the Western Canada Service Centre (Parks Canada), was consulted with regard to the completion of a visitor profile and marketing strategy for the Exchange District National Historic Site. Since visitor determination is such a critical component of interpretive planning, the Partnership decided to hire an outside consultant to complete this portion of work. Dennis McKnight of Dennis McKnight 2051 Inc. was contracted to complete the study which is bound under separate cover. Some of the findings are summarised in this section.

The research brought together data from a wide range of sources. The legislative environment within which the Exchange District exists is first reviewed before delving into the area's competitive advantages. Analysis of the Winnipeg market segment synthesised data from the following sources:

- a 1997 Downtown Frequent Users Study;
- attendance records from neighbouring institutions and programmes;
- Heritage Tourism in Winnipeg and Manitoba based on Exist Surveys from 1995;
- a study by Prairie Research Associates in 1992 on heritage sites and visitation;
- the Manitoba Tourism Market; and
- highway and airport data.

Secondary data sources were also reviewed to analyse visitor trends to the province. Finally, a custom in-person survey was completed as part of the research.

From this data it was possible to develop a profile of visitors to Manitoba, Winnipeg, and downtown Winnipeg in particular.



Downtown visitors summary

Further data can be referenced in the marketing strategy but it was necessary for the sake of the Interpretation Strategy to summarise some of its results. This data is based on a 1997 study of frequent users of the downtown including the Exchange District completed by Dennis McKnight 2051 Inc. The Exchange District BIZ participated in this study along with the Downtown BIZ and CentrePlan. A total of 500 Winnipeg residents were interviewed in this study. The following is an excerpt of findings from this report.

Visitation Frequency

It is estimated that just over two-thirds (70%) of Winnipeg residents visit the downtown area on average of two to three times a month. About one-quarter (26%) visit downtown nearly on a daily basis. It is estimated that about one-quarter of the city's work force is located within the downtown area.

In terms of demographics, those 18-34 years (84%) are the most likely to visit downtown at least two to three times a month than those 35-54 years (65%) and those over the age of 55 years (55%).

Purpose of Trip

Shopping is the single largest reason (40%) visitors gave for making a special visit downtown, followed by dining (28%) and entertainment (28%). Arts and culture (15%) and medical reasons (15%) were mentioned as well.

More women (44%) than men (37%) make a special trip downtown to go shopping. Women (19%) are more likely to attend an arts and cultural event than men (15%). Men (30%) are more likely to be attracted to other



entertainment purposes than women (25%).

The average expenditure made when shopping downtown was \$54.72. Those 18-34 years spent the most (\$60.62), and those over 55 years spent the least (\$45.62) on their expenditures.

The Exchange District

More than one-third (39%) of those surveyed in the 1997 study claim they would consider living in one of the heritage warehouses in the Exchange District if the Main Street improved. This increased from 23% (+16%) from a study that was conducted a year previous (1996).

The concept of living in the Exchange District had the greatest appeal to men (44%), those 18-34 years (54%) and those who work downtown (52%). Those 35-54 years (32%) had the second highest degree of interest in living in the Exchange District. Likely those in the older age grouping of this demographic (40 years plus) who find themselves as "empty nesters" find the concept more appealing than those with younger family members still living at home. Those over the age of 55 years (26%) were the least likely to find living in the Exchange District an appealing concept.

Just over one-half (56%) of those interviewed felt the Exchange District has improved over the past 5 years. Only the Exchange District and The Forks (82%) were perceived by a majority of study respondents to have improved over the past year. Only a few (9%) felt the Exchange District has declined in the past 5 years.

Over three-quarters (79%) agreed that heritage buildings in the Exchange District are important to the future of downtown and should be preserved. Men were slightly



(81%) more likely to agree with that statement than women (77%) who were interviewed in the study.

Just over one-half (56%), said they have attended events in Old Market Square. More men (59%) than women (53%) have attended events. Those 18-34 years (62%) are more likely to have attended events than those 35-54 years (58%) and those over the age of 55 years (44%).

Just over one-half (59%) claimed they were aware that walking tours of the Exchange District were available. Women (63%) were slightly more aware than men (55%) that walking tours are offered. Those 35-54 years (62%) had the highest level of awareness compared to those 18-34 years (57%) and those 55 years and older (57%).

The concept of having a trolley car connecting The Forks to The Exchange District was appealing to nearly three quarters (73%) of those studied. More women (77%) than men (69%) found the concept appealing.

Study participants were asked what images came to mind when they thought of the Exchange District. Nearly all agreed that images of older buildings (91%), cobblestone sidewalks (85%), and unique architecture (82%) came to mind. Arts and entertainment (73%) and dining and nightlife (68%) had good recognition as well. Unique retail shopping (58%) had the weakest image of all the areas tested.

In-person interviews

The week of April 12-16, 1999, the consultants conducted in-person interviews based on a questionnaire and series of photographs. A copy of the



questionnaire is included in the Appendices of this document. A sample of 250 people found in the Lombard Concourse were asked to spend a few moments completing a questionnaire aimed to evaluate their knowledge of the Exchange District's history as well as to test some alternatives for interpretive programmes and infrastructure. Where appropriate, the results of this component are incorporated within the proposed recommendations. The following is an excerpt of those results.

Demographic Profile

An equal number of men (125) and women (125) were interviewed.

Those 18-24 years of age constituted 19% of the respondents; 31% were 25-34 years; 28% were 35-44 years; 14% were 45-54 years; and 5% were 55 years or older.

By residency, 4% of those interviewed live in the Exchange District while over one-half (51%) work in other parts of the downtown. The remainder, (17%) either worked elsewhere or were unemployed at the time.

The vast majority of those interviewed (85%) were in the downtown at the time of the interview for work related purposes. The remainder were visiting the area (7%); shopping (4%); or were there for personal reasons (4%) i.e. doctor, lawyer etc.

General Awareness

Some 40% of the respondents were aware of the Exchange District's National Historic Site designation while over half (58%) were not aware of the designation.



Generally, respondents' awareness of the listed events and industries associated with the Exchange District was high. Awareness of the Exchange District's history as a centre for commerce (85%), civic development (81%), and the grain trade (76%) was very high. This was followed by awareness of Winnipeg as a transportation hub (73%) and awareness of the Exchange District's collection of turn of the century buildings (71%). Roughly two-thirds of the respondents were aware of wholesale trade origins (65%), arts and entertainment history (61%), the general strike (60%), and the Exchange District's association with the origin of the garment industry (58%). Less than one-quarter of the respondents were aware of the Exchange District's association with women's suffrage (24%) or newspaper row (21%).

General Interest

Respondents were most interested in the collection of turn of the century buildings (84%), the history of arts and entertainment (79%), commerce (75%) and the area as an early transportation hub (74%). Respondents were least interested in the history of the wholesale trade (55%) and garment industry (48%).

It is interesting to note that there were two areas in which awareness was very low and interest was moderately high. While fewer than one-quarter of the respondents were aware of the Exchange District's association with women's suffrage (24%) and publishing (21%), these areas rated notable levels of respondent interest (62% and 58% respectively).

Heritage Interpretation Centre

Over three-quarters of the respondents (78%) were in favour of the concept of a Heritage Interpretation and Information Centre.



The large majority of respondents approved of the inclusion of a multi-media tour (90%), a gift or book shop (87%), and a coffee shop (86%) as amenities of the Heritage Interpretation and Information Centre. The concepts of a library (71%), restoration workshops (71%) and a lecture hall (58%) were also strongly endorsed.

Clearly, Old Market Square is the most popular location for the Heritage Interpretation and Information Centre (64%) eliciting a higher aided preference rating than all the other suggested locations combined.

Likelihood of usage of the Centre was high with 44% of respondents stating it is very likely and 45% indicating it is somewhat likely they will visit the Centre.

Effectiveness of Interpretation and Information Options

While both the travelling kiosk and the computer kiosk were considered to be somewhat effective (53% / 40% respectively), the computer kiosk was considered to be more effective than the travelling kiosk.

Interest in Heritage Tours and Guided Tours

Of all the tour options, respondents were least interested in tours on an audio cassette with headphones with only 12% indicating they were very interested and 28% stating they were somewhat interested in audio tours. The remainder of the tour options received much higher levels of interest starting with the printed guide (54% very interested / 36% somewhat interested), tour guide (43% / 42%), vintage auto (41% / 31%), actors (40% / 28%) and a musical production (34% / 33%).

While only 16% of the respondents have taken the Exchange District's walking tour, over half (56%) rate the



tours as being good while 39% rate the tour as being excellent. Over half the respondents (54%) said they would take a guided walking tour of the Exchange District in the future. Of those who indicated they would not go on a guided walking tour in the future, 17% claim they are not interested, another 17% are already familiar with the area and 14% said they would do it on their own.

Recommendations

Almost two-thirds of respondents (62%) recommend visiting the Exchange District to visitors and tourists.

Plaques

Over one-quarter of the respondents (27%) always read the plaques on heritage buildings while over half (58%) occasionally read the plaques.

Methods for Interpreting Historic Sites

The familiar method of using plaques to interpret historic sites was considered to be an appropriate method of interpreting a historic site by the largest number of respondents (93%) followed by public art and street furniture (87% each) and panels (84%). Respondents also considered banners (81%) and a fragment park (78%) to be suitable interpretive methods. A play structure was considered to be both an appropriate (55%) and inappropriate means (42%) of interpreting historic sites.

Likelihood of Purchases

Of all the suggested merchandising items, respondents were most interested in purchasing the illustrated guide/booklet with a combined total of 73% of the respondents indicating they would be somewhat likely (39%) or very likely (24%) to purchase the guide. There was moderate interest in the coffee table photography



book (16% very / 40% somewhat likely to purchase) and a scholarly book of photos (13% Very / 39% somewhat likely) but much less interest in the CD ROM and the video with each eliciting 27% combined likelihood.

Event Packages

Over three-quarters of the respondents (76%) indicated they would be likely to take advantage of an Exchange District event/tour Package.

Heritage Days

As well, almost three-quarters of the respondents (74%) approved of the concept of Heritage Days in which people would dress up and re-enact life at the turn of the century.

Conclusion

A wide range of age groups spend time in the Exchange District for a variety of reasons but the most common visitor are those under the age of 25 and those older than 55. Visitors under the age of 35 are interested in nightclubs, the arts, and other entertainment. The Museum, retail shopping, and arts and cultural events appeal to the 45-54 year olds. Heritage and the arts are most heavily supported by those over 55 years of age. It would also appear from the statistics that women may have interests that are sympathetic to what the District can and does offer. Future marketing initiatives may consider tailoring their approach to appeal to women.

Visitors to Winnipeg and Manitoba are generally from Ontario, other prairie provinces, and border states. They are more likely to visit in the summer months. These foreign visitors are interested in heritage activities and



they will seek the advice of locals, friends and family, hotel management, and tourist information centres. Publications from tourism organisations such as Travel Manitoba and Tourism Winnipeg also provide valuable information to these visitors.

One very important result came from the development of the visitor profile. The most common reason for travelling to Winnipeg and Manitoba is to spend time with friends and family. Interestingly, visitors are also more likely to stay with friends and family. Visitors claim that they seek the advice of their hosts when looking for things to do and places to visit. Thus it is important to ensure that marketing strategies for the Exchange District National Historic Site (at least initially perhaps) target our home audience. Of those who completed the questionnaire, 62% of the respondents recommend to visitors that they visit the District. If we can ensure that Winnipeggers continue to visit and enjoy the Exchange District, they in turn will recommend (and in some cases continue to recommend) it as a unique destination to their visitors. Selective marketing of foreign visitors should then be pursued at that time.





Designation of the Exchange District

3

THE CONSERVATION MOVEMENT IN WINNIPEG

Heritage conservation in Winnipeg has been the result of a combined public and private investment of energy, dedication, and legislation.

Conserving heritage areas in Winnipeg began in 1974 with the release of the Historic Winnipeg Restoration Area Study by the City of Winnipeg. It was the first public acknowledgement of the Exchange District's (then referred to as The Historic Winnipeg Restoration Area) unparalleled character and it looked at the possibility of recycling its heritage buildings. Since the late 1970s, the City of Winnipeg has been directly involved in the conservation of the Exchange District. In 1977, City Council adopted the Historical Buildings By-law (1474/77) which established the Buildings Conservation List as a means of protecting buildings on the merits of their architectural and/or historical significance. The following year, the Exchange District was protected under the City's Historic Winnipeg Restoration Area By-law 2048/78. At this time two committees were established, the Historical Buildings Committee and the Heritage Advisory Committee, who are responsible for the review of applications for designation and conservation work. The Downtown Zoning By-law (4800) of 1988 created the Historic Winnipeg (HW) design designation for the Exchange District. This legislation is intended to protect the overall character of the District by requiring a system of design review for all buildings, streetscaping, and new construction within the area. The Core Area Initiative operated in two phases, the Heritage Programme (1981-1986) and the Exchange District Redevelopment Programme (1986-1991). Building rehabilitation and economic incentives programmes were provided by the Core Area Initiative as a means of revitalising the District. During this time, the Province of Manitoba implemented a programme offering financial

A public call for action from the Manitoba Historical Society to save the Bank of Hamilton and Bank of Commerce from demolition. (Tribune, November 17, 1978)





The Winnipeg Historic Warehouse Study prepared for Heritage Canada & Manitoba Historical Society in 1977/78.

The map below illustrates the collection of municipally designated and listed buildings in and around the Exchange District. Total numbers should be confirmed with the City.

assistance to owners of designated properties. Current funding programmes such as the Heritage Tax Credits, Winnipeg Development Agreement, and Gail Parvin Hammerquist Fund provide assistance for conservation work as well as historical research.

Organisations such as Heritage Canada, Heritage Winnipeg, the Manitoba Historical Society, and the precursor to the BIZ, The Old Market Square Association, have actively promoted the District and campaigned to save the area and its resources.

It has been this collective effort which has seen the retention of the Exchange District and effectively made the national designation possible.



THE HISTORIC SITES AND MONUMENTS BOARD OF CANADA

Created in 1919, the Historic Sites and Monuments Board of Canada (HSMBC) was created to ease public concern about the lack of a federal programme to develop and preserve nationally significant heritage sites. At the same time, the federal government was looking at options for extending their national parks programme into eastern Canada. The idea of creating sites around significant historic structures addressed both concerns. James B. Harkin, the Commissioner of Dominion Parks, persuaded the federal government to establish “An Advisory Board for Historic preservation” which would be responsible for advising federal authorities on sites worthy of a national distinction. The six member Board, under the direction of Chairman Brigadier General E.A. Cruikshank, first met in Ottawa in 1920 and chose the name “The Historic Sites and Monuments Board of Canada” (HSMBC).

The HSMBC quickly began to identify people, places, and events of national significance. Most of the early decisions from the Board focused on military history, exploration, and politics. Sites identified by the Board were frequently government owned properties and in these cases, some degree of restoration was also recommended. The most common means of commemoration was the installation of a bronze plaque mounted on a stone cairn which described the significance of the site. Cruikshank was the Board's Chairman for 20 years during which time almost 300 plaques were installed across the country.

By 1951, the Royal Commission on National Development in the Arts, Letters and Sciences noticed an imbalance in the commemorative programme of the Board and suggested that more effort be placed on preservation. In 1953, the composition of the Board was

HSMBC plaque commemorating the creation of Manitoba at the Forks. The plaques are frequently installed onto a piece of Tyndall stone as was done here.





HSMBC plaque commemorating the forks of the Red and Assiniboine Rivers at The Forks.

HSMBC plaque commemorating Lord Selkirk on Memorial Boulevard. The installation of this plaque is more elaborate in its use of Tyndall stone to create a low wall topped with an inscription.



increased and the group was given greater power. Later, an amendment was passed which allowed for the national designation of buildings based on age and architectural design. This resulted in greater attention being paid to the country's built heritage and a broader programme of commemoration for elements such as streetscapes, districts, gardens, rural and urban landscapes, and railway stations. Over the years, the Board has continued to evolve taking into account requests for identification of a wide range of people, places and events. The Board's most recent focus is the designation of historical elements pertaining to Aboriginal Peoples, women, and other cultural communities.

Under the authority of the Historic Sites and Monuments Act, Board members are appointed by the Governor of Canada for a five year term (reappointment is possible). Ontario and Quebec each have two representatives, while the remaining provinces and territories each have one representative. Members must reside in the province or territory that he or she represents. The Chair is appointed by the Governor in Council from the members of the Board.

The Board advises the Minister for Canadian Heritage on the designation of appropriate people, events and places that represent nationally significant aspects of Canadian history. It will also recommend the type of commemoration that is suitable for the individual sites such as plaques, cost-sharing with a third party, or in very rare instances, acquisition and development by Parks Canada. Heritage issues are becoming more important to Canadian society and, as a result, the Board has taken on the role of public advocate. Upon request, it will make its opinion known to public organisations, the media, and the general public on heritage issues and



THE NATIONAL DESIGNATION

The Historic Winnipeg (HW) By-law defines the boundaries of the Exchange District and legally protects municipally designated structures within its boundaries. There are almost 80 municipally designated buildings in the Exchange District with a further 52 on the inventory, any of which may fit the criteria for municipal designation (a complete list of designated buildings on the Buildings Conservation list is included in the Appendices). Only one building within the District has been designated by the Province of Manitoba, the former Great-West Life, while a total of five buildings are registered as National Historic Sites. These include:

- The Pantages Theatre,
- The Royal Bank Tower and Annex,
- The Confederation Life Building, and
- Early Skyscrapers - Confederation Life Building, Bank of Hamilton, and Union Trust

The Walker Theatre, located just outside the boundary of the District is also a National Historic Site. One event is federally commemorated in the Exchange District at William Avenue and Main Street, the 1919 Winnipeg General Strike.

At the Spring 1996 meeting of the Historic Sites and Monuments Board of Canada, the Former Union Bank Building and Annex at 500-504 Main Street and the Exchange District were included on the agenda. All were recommended for designation as National Historic Sites at this meeting. The minutes from the meeting pertaining to the Exchange District articulate the architectural and historical significance of the area:

Following a very brief discussion, the Board recommended that Winnipeg's Exchange District, as defined in the paper before it and by municipal bylaw, is of national historic and architectural



Provincial plaque on the former Great-West Life Life Building, 177 Lombard Avenue.

Another National Historic Site within the Exchange District, the Pantages Theatre, 180 Market Avenue.



significance and should be commemorated by means of a plaque.

The Board recommended that Winnipeg's Exchange District be designated an historic district of national significance because it illustrates the city's key role as a centre of grain and wholesale trade, finance and manufacturing in two historically important periods in western development - between 1880 and 1900 when Winnipeg became the gateway to Canada's West, and between 1900 and 1913, when the city's growth made it the region's metropolis. Further the district, which has clear boundaries and largely excludes post-1913 structures, contains a range of architecturally significant built resources which speak to the city's key economic role in the west and the collective character of these built resources is distinctive and relatively intact.

The Board noted that the Exchange District may be redefined through an amendment to the existing municipal bylaw and it asked that it be provided with any research paper that might be prepared to support redefinition of its boundaries. (HSMBC Minutes, Spring 1996)

Minutes from this meeting were signed by the Minister of Canadian Heritage, the Right Honourable Sheila Copps on September 22, 1997 thereby designating the sites.

There are now a total of seventeen Canadian historic districts with National Historic Site status. They include streetscapes, former company towns, and vibrant urban areas. The short inventory of other sites serves to emphasise that the Exchange District is a very unique

The Union/Royal Bank Tower (Main Street), and the Exchange District both became National Historic Sites in 1997.



and historically noteworthy area. The other sixteen districts of national significance include:

- Battle Harbour Historic District, Battle Harbour, Newfoundland;
- Rennie's Mill Road Historic District, St. John's, Newfoundland;
- Water Street Historic District, St. John's, Newfoundland;
- Annapolis Royal Historic District, Annapolis Royal, Nova Scotia;
- Grand-Pre Rural Historic District, Grand-Pre, Nova Scotia;
- Old Town Lunenburg Historic District, Lunenburg, Nova Scotia;
- Halifax Hydrostone District, Halifax, Nova Scotia;
- Great George Street Historic District, Charlottetown, Prince Edward Island;
- Marysville Historic District, Marysville, New Brunswick;
- St. Andrews Historic District, St. Andrews, New Brunswick;
- The Main/Saint-Laurent Boulevard Historic District, Montreal, Quebec;
- Trois-Rivieres Historical Complex, Trois-Rivieres, Quebec;
- Powell River Townsite Historic District, Powell River, British Columbia;
- Four Esquimalt Naval Stations, Esquimalt, British Columbia;
- Chinatown, Victoria, British Columbia; and
- Dawson Historical Complex, Dawson City, Yukon.

While national designation of the Exchange District offers no legal protection of the built resources and cultural landscape, it is an honour which can be used as a marketing and conservation tool. When news of the designation became public in spring 1998, international news agencies printed the story in newspapers in Grande Prairie, AB, Chicago, IL and Florida.

The Union Trust Tower along with the Bank of Hamilton and the Confederation Life Buildings are a group of early skyscrapers in the Exchange District which are a National Historic Site.





HISTORIC SITES AND MONUMENTS BOARD OF CANADA PLAQUE

National Historic Sites are commemorated by the Historic Sites and Monuments Board of Canada (HSMBC) by installation of a bronze plaque at the site. The Board has two styles of plaques, one for sites and another for districts. A plaque for the Exchange District National Historic Site will contain a bilingual explanation of the national significance of the site, three photographs, and a map of the district. Over the course of the project, the Exchange District Heritage Partnership has developed an inscription for the plaque. The following inscription has been approved by the Board's inscription committee:

This remarkable group of commercial buildings vividly illustrates Winnipeg's transformation between 1878 and 1913 from a modest pioneer settlement to western Canada's largest metropolitan centre. The district's banks, warehouses, and early skyscrapers recall the city's dominance in the fields of finance, manufacturing, wholesale distribution and the international grain trade. Designed by a number of well known architects, the buildings of the Exchange District reflect an approach to architecture that was innovative, functional and stylish. The First World War and the Great Depression contributed to the end of Winnipeg's spectacular boom era, leaving the district virtually intact. Through the efforts of dedicated citizens since the 1970s, the Exchange District has been preserved as a distinctive legacy from a formative period in Canada's economic development.

Currently under construction, the plaque should be installed some time during 1999.

HSMBC Plaque for the Confederation Building which commemorates early skyscraper design in Winnipeg. This particular plaque was installed right on the exterior of the building.





Historical Themes **4**

THEMATIC ORGANISATION AND DESCRIPTIONS

In the agenda paper prepared for the Historic Sites and Monuments Board of Canada, the following historical themes were identified for the Exchange District:

1. Grain Trade,
2. Finance,
3. Wholesale/Manufacturing, and
4. Transportation.

These themes all contributed to the national significance of the Exchange District as the gateway to the Canadian west and as the key metropolitan centre in western Canada from 1883 to 1913. In an effort to elaborate upon the basic themes listed above, and in order to provide supporting stories and messages, the following topics were developed for integration into the basic interpretive storyline for the Exchange District. These include the story of the area's unique architecture, the development of a civic infrastructure, and information about work and labour within the district. As there are virtually no physical reminders to demonstrate the significance of transportation in the history of the area, it was decided that the primary themes for interpretation at the site would be the following:

1. Grain Trade,
2. Finance,
3. Wholesale/Manufacturing,
4. Architecture,
5. Civic Development, and
6. Labour.

These six primary themes provide the thematic organisation for the remainder of the Interpretive Strategy.

Several supporting themes were also considered during the planning process and background research for this Strategy as a means of supporting those identified by the Historic Sites and Monuments Board of Canada. These



seven supporting themes

1. Transportation,
2. Early Settlement,
3. Heritage Conservation,
4. Arts and Entertainment,
5. Publishing,
6. Garment Trade, and
7. Women's Suffrage

are briefly described at the end of this chapter.

Information contained in this Interpretation Strategy regarding the themes and topics outlined above is based upon current historical knowledge and will evolve as additional research data becomes available.



PRIMARY THEMES

Grain trade



Winnipeg has traditionally dominated the prairie economy. The Winnipeg Grain Exchange was the centre of the Canadian grain trade and a primary generator of private fortunes. The second and third Grain Exchange buildings, on Princess Street, and the much larger replacement on Lombard Avenue, are tangible reminders of the importance of this industry to Winnipeg's growth and prosperity. As well, many grain handling companies still are headquartered or have offices within the Exchange District. This theme is intrinsically tied to the development of Winnipeg's banks and trust companies, the vast array of railway lines through the city, as well as the development of many community organisations.

Key stories for interpretation include:

- grain hybrids, grain testing and crop reporting
- types of buildings and transportation required
- development of the Grain Commission, Commodity Exchange and Wheat Pools
- prominent individuals



*Interior of Princess Grain Exchange, c. 1896.
(PAM, Winnipeg - Buildings - Business - Grain Exchange/Princess 3, N19674)*

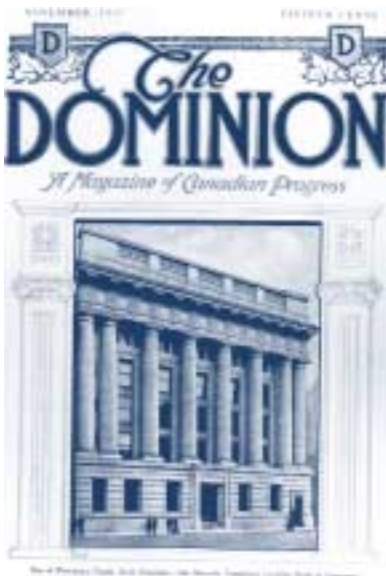
*Interior of Princess Grain Exchange, c. 1896.
(PAM, Winnipeg - Buildings - Business - Grain Exchange/Princess 2, N19674)*





East Side of Main from McDermot to Portage.
(PAM, Winnipeg - Streets - Main 1906 1 N19677)

Bank of Commerce, c. 1912.
(PAM, Winnipeg - Buildings - Banks - Commerce (2) 3 - N4479)



Finance



Winnipeg's banks financed the growth of the prairies by borrowing capital from British, and to a lesser extent, Canadian money markets, and used it to finance the grain trade, the erection of warehouses, and the distribution of goods to the prairies. Winnipeg was also the prairie banking centre, with regional offices of the major eastern Canadian bank, trust and insurance companies being located in the Exchange District. The segment of Main Street leading up to Portage Avenue was known as Bankers' Row, due its concentration of financial institutions. As well, local firms, such as Great West Life, erected fine buildings here. Most banks built monumental classically-inspired buildings whose designs reflected the established wealth and the optimism of the era.

Key stories for interpretation include:

- evolution of banks, insurance, assurance and trust companies
- contribution of prominent individuals
- architects, their buildings and Bankers Row
- financial connection to other industries

Wholesale/manufacturing



All European and eastern Canadian trade goods had to be shipped through Winnipeg. Between 1897 and 1901, freight rate reductions made it less expensive to ship goods to Winnipeg, store them, and then ship them to their final destinations. Wholesale trade required extensive warehouse space as well as other types of services for commercial travellers who sold goods to western retailers. Functionally, warehouses required clear, unobstructed space for the easy movement of materials, ready access to transportation for loading and unloading, good protection against fire, and good natural lighting. Hotels were required to house employees and retailing scouts who travelled looking for new products.

By the turn of the century, Winnipeg had become the centre for manufacturing in western Canada. This was influenced by two factors, the limited availability of raw materials around the city and the relative costs of transporting finished and unfinished goods to Winnipeg from elsewhere. Freight rates encouraged some processing of natural products, such as grain and meat before being shipped. Clothing and hardware became profitable businesses as raw materials were warehoused in the city.

Key stories for interpretation include:

- evolution of industrial and warehouse architecture
- entrepreneurship and business history
- the manufacturing process
- description of the work force
- importance of transportation
- examples of prominent businesses and people
- ancillary services such as hotels and clubs



Caricature, J.H. Ashdown, 1909
(PAM, Ashdown, James Henry 3 N19669)

King Street, 1890s.
(PAM, Winnipeg - Buildings - Business - Ryan Block (2) 1, N7562 [Manitoba Viewing Company, D.H. Ward])





Princess North from William, 1900.
(PAM, Winnipeg - Streets - Princess
2 N4826)

John Hamilton Gordon Russell,
Architect, 1913.
(PAM, Russell, John Hamilton
Gordon N8672)



Architecture



The buildings erected from the early 1880s until the First World War, and especially at the turn of the century, transformed a primarily residential and retail district into a vibrant urban core. Famous architects, many trained in the manner of the Chicago School, came to the booming city where they employed the latest stylistic trends and new construction techniques. Many distinctive skyscrapers, warehouses, theatres, and banks still grace the Exchange District providing evidence of Winnipeg's boomtown era and national importance.

Key stories for interpretation include:

- types of buildings by function
- evolution of different styles and construction techniques
- architects and their careers
- buildings as evidence of the city's growth and prosperity



Civic development



In addition to being the location of Manitoba's first Legislative Assembly in the home of A.G.B. Bannatyne and Winnipeg's first City Council, for more than a century, the Exchange District has been the site of Winnipeg's city halls. The first city hall, a handsome yellow brick building, was formally opened in March, 1876. The second City Hall, built from 1883 to 1886, captured in its design details, the exuberance and optimism of the period. Immediately west of city hall was the market building which along with adjacent hotels, stores, agricultural businesses, and livery stables, became the centre of trade and commerce in the Market Square. Both buildings were demolished in 1962 to make way for the present Civic Centre.

The Exchange District also was the location of Hydro Sub-Station No. 1 which served the City Light and Power Company, the first public utility in Western Canada; the High Pressure Pumping Station which served the area was one of the most sophisticated of its kind in the world; the Arthur Street electricity sub-station; the Amy Street Steam Heating Plant; and Central Fire Hall. These utility buildings provided the necessary infrastructure to support the urban cluster that formed the heart of the city. In addition, the Exchange District was the site of several government buildings.

Key stories for interpretation include:

- city hall and market
- union and labour related sites
- formation and location of public utilities
- government buildings



*Municipal City Market, 1908.
(PAM, Winnipeg - Buildings -
Municipal City Market 7 - N15970)*

*A.G.B. Bannatyne and Family,
1870s.
(PAM, Bannatyne, A.G.B. 4 -
N10624)*





*Winnipeg General Strike, June 21, 1919.
(PAM, Foote 1694 - N2760 [L.B. Foote])*

*Stagehands/Pantages, 1915-16.
(PAM, Winnipeg - Theatres - Playhouse 12 - N4216)*



Labour



As a result of campaigns by civic and commercial leaders to attract immigrants for agriculture and industry, Winnipeg's population grew dramatically from 26,000 to 179,000 between 1891 and 1921. As prairie communities swelled with newcomers during this time, a variety of services sprang up to meet their needs: livery stables, restaurants, laundries, clothing stores, stationary outlets, confectioneries, offices and hotels. Thus, it is possible to commemorate a wide variety of work and workers within the Exchange District. Thousands were workers who settled with their families in the neighbourhoods west of the Exchange District and in the North End. The working and living conditions they experienced, once in the city, underlay this urban working class' extensive participation in the city's labour and socialist movements. This activity culminated in the 1919 General Strike, most of the events of which took place in the Exchange District. Behind what is now the Museum of Man and Nature, the Winnipeg Labour Temple was constructed on James Avenue by the affiliated unions of the Winnipeg Trades and Labour Council. The Temple was the centre for labour's involvement in social activities, political campaigns, strikes, and the organisation of workers. Other union offices were located in office buildings throughout the Exchange District, and fraternal organisations had halls in or near it.

Key stories for interpretation include:

- types of work and working conditions
- population growth and changing ethnicity of work force
- development of unions
- Winnipeg General Strike of 1919



SUPPORTING THEMES

Transportation

Winnipeg was the only access point to and from western Canada in its early days. In addition, the grain trade, wholesale trade, and manufacturing relied on the city's extensive rail network for shipping materials and finished goods. Today, the only physical reminder of the evolution and critical role that transportation played in the development of the Exchange District can be found in the orientation of some buildings and streets.

Key stories for interpretation include:

- evolution of passenger/cargo transport and types of transportation
- location of rail lines and docks and their impact on urban design of the District
- description of the work force
- routes and connection with the rest of Canada and the USA



*Ox Carts, c. 1875.
(PAM, Winnipeg - Views C1875 1 N8499)*

Early Settlement

Winnipeg's early settlement was initially concentrated around the junction of the Red and Assiniboine rivers. In the 1860s, independent entrepreneurs, such as Henry McKenny, began to locate their new businesses away from the fort and the Hudson's Bay Company's 500 acre land reserve. By the end of 1873, there were well over 900 structures containing small industries, offices, shops, hotels, and dwellings in the area including what we now refer to as the Exchange District.

Key stories for interpretation include:

- shift in growth/development from the Forks to the Exchange District
- types of businesses and people
- population growth and urban development
- gateway to the Canadian West

*West Side of Main, Lombard to William, c. 1876.
(PAM, Winnipeg - Streets Main c1876 2)*





McIntyre Block, c. 1900.
(PAM, Winnipeg - Buildings - Business - McIntyre Block 1)

Heritage Conservation

After the completion of the 1960s Centennial Concert Hall and Civic Plaza redevelopment, private sector rejuvenation did not occur in the Exchange District as expected. It was not until the late 1970s that with alternative community-based strategies in conjunction with municipal legislation, did conservation and streetscaping begin to occur in the District.

Key stories for interpretation include:

- timeline of events
- policies, legislation and committees
- establishment of city's heritage organisations
- proper conservation techniques and practices
- development of the rest of Winnipeg around the District

Arts and Entertainment

Along with being the commercial core of Winnipeg at the turn of the century, the Exchange District was and still is the heart of the city's visual and performing arts community.

Key stories for interpretation include:

- major venues
- development of different types of entertainment
- types of performers and performing centres
- Winnipeg as part of the theatre "circuit"
- role of women in the performing arts

Programme for Remenyi, c. 1893.
(PAM, Winnipeg - Theatres - Bijou N19676)



Publishing

Winnipeg's early newspapers industry was centred on McDermot Avenue. It was known as Newspaper Row due to the concentration of newspaper headquarters, printing companies, news agencies, and foundries.

Key stories for interpretation include:

- businesses such as news agencies and newspapers
- businesses such as book binders, printers, and foundries
- the process of printing a publication
- Newspaper Row
- ethnic publications
- circulation of newspapers



Winnipeg Tribune, c. 1892.
(PAM, Winnipeg - Buildings - Business - Tribune/Bannatyne 2)

Garment Trade

The garment trade was one of the largest industries in the Exchange District occupying such a large percentage of the warehouse space that at one time the area was known as the “Garment District”. A wide range of garments were produced by an industrious work force, who participated in labour disputes, and adapted to new methods of mass production and scientific management.

Key stories for interpretation include:

- evolution of industrial architecture
- businesses history and entrepreneurship
- union organisation
- the process of garment making
- women's history and changing ethnicity of the work force

Princess and McDermot, 1888.
(PAM, Winnipeg - Buildings - Business - Carscarden and Peck 1 N8596 [Commercial, Volume 6 #13/February 1888])





*Women Volunteers During General Strike, 1919
(PAM, Foote 1670 - N2736)*

Women's Suffrage

Women's suffrage deals not only with the fight for political empowerment, but also for social welfare, improved working conditions, prohibition, and support for unwed mothers.

Key stories for interpretation include:

- the right to vote and types of lobbying methods
- key individuals
- venues of events
- changing role of women in society

Existing Resources **5**

EXISTING INTERPRETIVE INITIATIVES

A wide range of media can be utilised in the interpretation of historic sites. The six primary categories of media recommended in this document are:

1. interpretive centre,
2. interpretive panels,
3. walking tours,
4. installations,
5. publications/multimedia, and
6. special events/programmes.

These six categories can encompass both personal programming and physical infrastructure. Currently, media relating to the Exchange District National Historic Site are weighted very heavily towards the physical variety. The most common types of media include collections of plaques, publications, photos, and the built resources, but there is almost no activity that animates the material on a regular basis. A personal approach based on activities to commemorate the history of the District is critical and would be complemented by bringing all the existing resources together in a central collection.

Each example discussed was analysed for relevance to the six primary historical themes and that relationship is noted through the use of icons for each theme.





Interpretive centre

Currently there is no centralised source for information specifically about the Exchange District National Historic Site and its wide range of historical themes. Visitor centres in the city tend to provide exclusively tourist information services with no mandate for interpretation nor public education. The lack of a centre dedicated specifically to the Exchange District is definitely a missed opportunity for both visitors and the local community.

There are several resources in Winnipeg which to some extent provide tourist information and orientation services. Visitor information and orientation on Winnipeg in general can be obtained in the lobby at City Hall. In addition, Tourism Winnipeg at 259 Portage Avenue and the Travel Idea Centre in the Johnston Terminal at The Forks provide promotional material from Tourism Winnipeg and Travel Manitoba respectively. The Travel Idea Centre does have a permanent display area with installations representing the major regions of the province, but the Exchange District is covered only briefly. In addition, staff at the Travel Idea Centre are generally not knowledgeable of the area. Information on National Parks and Sites operated by Parks Canada can also be obtained at the Travel Idea Centre. It would be beneficial for the Exchange District to be associated with this particular kiosk in order to make a connection with the province's family of National Historic Sites and National Parks.

Located at 190 Rupert Avenue, the Manitoba Museum of Man and Nature is open Tuesdays to Sundays. General tourist information can be found in the Museum's lobby. There are several exhibits at the Museum which tie into the history of the Exchange District. The Urban Gallery,

*The Museum of Man and Nature,
190 Rupert Avenue.*



for instance, provides the opportunity for one to experience a streetscape not too different than what existed in the Exchange District during its early days.

Oseredok, the Ukrainian Cultural Centre at 184 Alexander Avenue East (just north of the Exchange District National Historic Site) offers educational outreach programmes, a museum, art gallery, library, and gift shop. Open Tuesday to Sunday, the Centre celebrates the Ukrainian-Canadian experience. Oseredok provides a resource to explore one of the more prominent cultural groups to settle in this city and province.

Frequently the Exchange District BIZ and Heritage Winnipeg receive enquiries concerning the City's walking tours or other programming and activities in the District. Staff provide assistance and brochures as required.

Outside of the downtown there are several museums such as the Police or Transit Museums. While not directly tied to the Exchange District's themes, these institutions provide a valuable resource and experience for visitors looking to learn more about the history and evolution of Winnipeg.



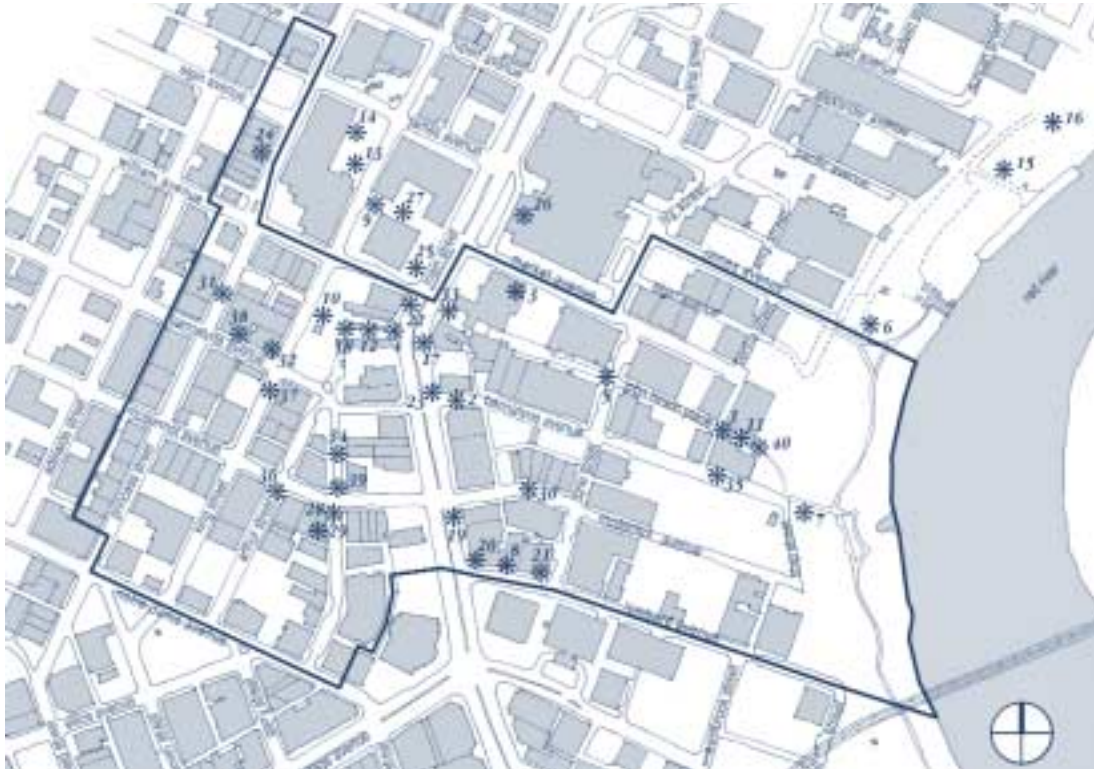


This map and accompanying table indicate the most descriptive and relevant (i.e.: in terms of content, location, and relationship to historical themes) existing interpretive plaques in the Exchange District National Historic Site. The numbers on the map correspond with the table on the following page. Many of the plaques are the Historic Winnipeg plaques that the City began to use in 1977 on buildings in the Winnipeg Restoration Area.

Interpretive panels



There are approximately 40 interpretive plaques already within the Exchange District National Historic Site interpreting ten different historical themes. The majority are the Historic Winnipeg plaques but there are also plaques installed by the Historic Sites and Monuments Board of Canada, The Province of Manitoba, and several private organisations. The Historic Winnipeg plaques continue to be installed on buildings of architectural and historical significance. There is currently no guide to these plaques for public use. The maintenance of the plaques is variable and no inventory is kept to note the removal or disappearance of a plaque.



theme	site/subject	location
1 Architecture	Royal Alexandra Hotel	John Hirsh Place
2 Architecture	Rowand Block/Canada Life	Imperial Bank of Canada
3 Arts and Entertainment	Pantages Theatre	180 Market Avenue
4 Arts and Entertainment	West Clements Block	Old Market Square
5 Arts and Entertainment	John Steven Hirsch	Manitoba Theatre Centre
6 Civic Development	Winnipeg Aqueduct	Stephen Juba Park
7 Civic Development	Stephen Juba Park	Stephen Juba Park
8 Civic Development	Northern Light Lodge	191 Lombard Avenue
9 Civic Development	Salvation Army	City Hall
10 Civic Development	Central Fire Hall	Old Market Square
11 Civic Development	Sinclair's Creek	John Hirsch Place
12 Civic Development	Court House	Old Market Square
13 Civic Development	City Hall Market	Public Safety Building
14 Civic Development	Central Police Station	Public Safety Building
15 Early Settlement	Fort Douglas 1816	Alexander Docks
16 Early Settlement	Scots Monuments	Alexander Docks
17 Finance	Confederation Life Building	Main Street
18 Finance	Merchants Bank Building	Old Market Square
19 Finance	Bank of Hamilton	395 Main Street
20 Finance	Union Tower	191 Lombard Avenue
21 Finance	Great West Life Building	177 Lombard Avenue
22 Finance	Union Bank Building	504 Main Street
23 Finance	Imperial Bank of Canada	441 Main Street
24 Grain Trade	Exchange Building	160 Princess Street
25 Labour	Winnipeg General Strike	William Avenue/Main Street
26 Labour	Winnipeg Labour Temple	Centennial Concert Hall
27 Labour	Winnipeg General Strike	City Hall
28 Publishing	Telegram Building	70 Albert Street
29 Publishing	Newspaper Row	70 Albert Street
30 Publishing	Dawson Richardson Building	171 McDermot Avenue
31 Manufacturing	Fairchild Building	120 Princess Street
32 Wholesale Trade	Traveller's Block	283 Bannatyne Avenue
33 Wholesale Trade	Crescent Furniture Building	Pantages Theatre
34 Wholesale Trade	Imperial Dry Goods Block	91 Albert Street
35 Wholesale Trade	Donald H. Bain	115 Bannatyne Avenue
36 Wholesale Trade	Whitla Building	70 Arthur Street
37 Wholesale Trade	Gault Building	99 King Street
38 Wholesale Trade	Sanford Building/Maw Garage	291 Bannatyne Avenue
39 Wholesale Trade	Lyon Block	225 McDermot Avenue
40 Transportation	Winnipeg Transfer Spur Line	John Hirsch Place





Walking tours

The walking tours described in this section include guided and self-guided tours that are currently offered or were offered at one point in time. Examples have been grouped into guided tours and publications.

Guided Tours

ArtWalk



ArtWalk has completed its third summer of guiding visitors through downtown Winnipeg's visual arts community. Beginning at the Winnipeg Art Gallery, ArtWalk winds its way through a series of galleries in the downtown and the Exchange District, ending at the Ukrainian Cultural Centre. The tour takes the better part of a day starting at 10:00 a.m. and ending at 3:30 p.m. (with a one hour break for lunch). This is excellent value for one's money as the tour costs \$4.95 per person. With admission, one receives a brochure with a map of the route, as well as coupons for local businesses found along the tour's route. Galleries visited in 1998 included the Winnipeg Art Gallery, Northern Images, The Upstairs Gallery, Manitoba Society of Artists' 66th Annual Juried exhibition, Adelaide McDermot Gallery, Ace Art, Plug In Inc., Craftspace, The Floating Gallery, Ukrainian Cultural and Educational Centre, Urban Shaman, Warehouse Artworks, and <SITE> Gallery. ArtWalk participants ranged from Winnipeggers to tourists from the rest of Canada, the United States, and abroad.

ArtWalk tour in the Exchange District, summer 1998. Note the giant feet painted on the sidewalk indicating a participating gallery and providing a phone number for tour information.



Commentary on the tour consists of some discussion of the collection at each gallery and if an artist is present at the time, they are encouraged to speak with the group.



Between galleries, the guides provide historical commentary about the evolution of the city and its architectural heritage. ArtWalk has done a commendable job of heightening awareness of the city's visual arts community. However, there is an overall lack of discussion about the artistic works on display. In addition, when the tour was taken in 1998, the narration included several inaccuracies in the historical and architectural commentary. The success and scope of ArtWalk should be built upon by making every effort to improve the quality and content of its delivery. By providing more detailed background to the ArtWalk programme pertaining to the National Historic Site status, the tour could very easily reinforce the identity of the Exchange District National Historic Site.

Exchange District Guided Walking Tour



The City of Winnipeg's *Exchange District Guided Walking Tour* was operated during the months of July and August by the Community Services Department. About an hour and a half in length, the guided tour took visitors through the east or west side of the Exchange District ending with a tour of the interior of the Canadian Bank of Commerce (389 Main Street) or the James Avenue Pumping Station. A tour of the highlights of the District was also available. These tours ran from Tuesday to Sunday at several different times, and departed from the Pantages Theatre. Fees for the tour were quite reasonable at \$5.50 for adults, \$4.50 for seniors and \$3.50 for youth and children. Operated for several years by the same group of staff, the walking tour was very well

The 1998 brochure advertising the City's guided walking tours of the Exchange District.



presented and provided a sound overview of the history of the district, covering the types of architecture and businesses, prominent personalities, and evolution of the city. Marketing of this tour was less than adequate, resulting in approximately 600 participating in both 1997 and 1998.

The Exchange District BIZ assumed delivery of the walking tours in 1999. The content has essentially remained the same except for an expanded introduction of the District as a National Historic Site. The operating period has been expanded to May through September thereby adding 3 months of additional operating time. In addition, the Exchange District BIZ is aggressively marketing and promoting the tours.

Publications

Cover of Heritage Winnipeg's Illustrated Guide to the Exchange District.



The Exchange District - An Illustrated Guide to Winnipeg's Historic Commercial District



Heritage Winnipeg has reproduced this walking tour several times, with the last reprint completed in 1989. Overall, this publication provides extensive and detailed historical background about the Exchange District and its built resources. Over the years, this free booklet has been an excellent resource for teachers, students, tourists, as well as a variety of government departments. In a subtle fashion, the themes on which the national designation is based are touched upon in the guide. While Heritage Winnipeg is determining how they would like to revise the booklet in the future, it has been the Exchange District Heritage Partnership's

recommendation that any revision should focus on the themes associated with the national designation. This can be easily achieved by the insertion of new sections, some minor rewriting of the building descriptions to continually reinforce the wide range of historical themes, and perhaps some revisions to the tour's route and map.

Walk Winnipeg - A Visitor's Guide to Winnipeg's Historic and Architectural Downtown Area



Tourism Winnipeg has published a number of versions of this 75 site self-guided walking tour. The tour encompasses the entire downtown area of Winnipeg including St. Boniface. Portions of the pamphlet are organised into shorter tours to appeal to those with different interests, or limited time. Descriptions for each site are very brief but a wide range of sites such as buildings (both historic and contemporary), parks, groups of settlers, and non-extant historic resources are covered. This tour should not be viewed as an in-depth publication but it does provide an overview of Winnipeg's downtown. It is distributed through the Travel Idea Centre at The Forks, Tourism Winnipeg, major hotels, and the Winnipeg International Airport.

Some improvements must be made to this publication. Approximately 32 sites located within or around the Exchange District National Historic Site are included in the tour. However, 21 are incorrectly located or completely overlooked on the map. Written directions are provided throughout the pamphlet which does alleviate potential problems caused by the map inaccuracies. Of particular importance to this study, is the indication of the Exchange District on the tour map. It should be labelled in a similar manner to The Forks where the entire area is

Cover of Walk Winnipeg produced by Tourism Winnipeg.



shaded instead of pinpointing one intersection as is done. Future editions of this publication need to make all necessary corrections and additions to more accurately reflect the city's downtown.

Winnipeg Architecture - A Terra Cotta Tour

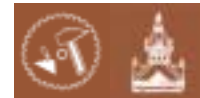


Winnipeg Architecture - A Terra Cotta Tour by the Winnipeg Architecture Foundation (WAF) is a 15 site booklet that tours one through the Exchange District and downtown on a tour of exceptionally varied terra cotta buildings. An hour and a half in length, this self-guided walking tour can be purchased locally for \$5.00 or ordered directly from the Winnipeg Architecture Foundation. Several times a year, WAF will organise guided versions of the tour for its members or outside groups. Heritage conservation, various construction methods, and the architects of the buildings are the primary topics of the tour. WAF is an organisation dedicated to the promotion of local architecture and design (both historic and modern) through public education. Future initiatives pertaining to the architecture of the Exchange District National Historic Site could perhaps be undertaken by an organisation such as WAF.

Cover of *Winnipeg Architecture - A Terra Cotta Tour* by the Winnipeg Architecture Foundation.



1919 The Winnipeg General Strike - A Driving and Walking Tour



The Historic Resources Branch, Manitoba Culture, Heritage and Citizenship, published this brochure in 1985 and in 1994 it was reprinted by the The Manitoba Labour Education Centre (MLEC) for the 75th anniversary of the 1919 General Strike. The authors indicate that this tour is of historical sites throughout the city which are associated with the events of the General



Strike. The booklet provides a chronology of the strike's main events, as well as three individual, yet complementary tours: Working-Class Winnipeg; Crescentwood: Home of the Committee of 1000; and Central Winnipeg: Scene of Conflict. It provides a succinct account of the fight for collective bargaining and higher wages, mass demonstrations, the firing of the police force, imprisonment of the strike leaders, and other events that directly involved a third of the city's population.

The publication is now difficult to find. The MLEC is exploring the opportunity to reprint the tour as well as organise a regular guided tour of the sites found within the Exchange District to begin in 1999. Representatives from the MLEC have kept the Exchange District Heritage Partnership informed of the progress of the venture and would like to work in coordination with other existing tours. Since the MLEC is considering its relaunch, it is opportune to link the commemoration of events of the strike to the District's national designation, and to update the publication. A Historic Sites and Monuments Board plaque was installed in 1986 at William Avenue and Main Street to commemorate the 1919 Strike and this site should also be noted in future revisions of the tour.

Muddy Waters - An Interpretive Guide to Winnipeg's Rivers



Completed in 1982 by the City of Winnipeg Parks and Recreation Department, *Muddy Waters* was developed for those wanting to explore the city's rivers from both natural and historical perspectives. The tour can be completed in about two hours by car and covers a large area beginning at the Redwood Bridge and ending at the

Walking tour for the 1919 Winnipeg General Strike.



Maryland Bridge. While the content of the tour does not relate physically to the Exchange District National Historic Site, it does provide for a stop at the Post Office Street docks, now Lombard Avenue. The description of this site is integral to the national designation of the District as it recounts the story of A.G.B. Bannatyne, postmaster and prominent businessman, and Andrew McDermot. In addition, the old docks relate to the evolution of transportation on Manitoba's rivers, wholesale trade, and the grain trade. This publication is now dated and difficult to find. However, the primary stories are compelling and should be brought to light again. With the River Access Coalition (CAR/RAC) slowly developing improved and expanded access points along both the Red and the Assiniboine Rivers, perhaps the docking facilities could incorporate interpretive components loosely based on the material presented in *Muddy Waters*.



Installations

Installations are physical interventions within a site or area, which may or may not have an interpretive role. The scale and scope of these is different from, for instance, an interpretive plaque. The most commonly used examples of installations are street furniture, public art, and signage systems used for general orientation.



Murals



In 1983, Alfred Lamoureux and Micheal Fournier completed the only mural in the District which encompasses historical themes (the mural on the north side of Albert Street Burgers at 58 Albert Street does not pertain directly to the themes but does portray period elements). Found on the north wall of the former Ryan/Banfield Block at 492 Main Street, it depicts several historical vignettes covering themes such as civic development and publishing. Murals are frequently cited as a means of beautification which have side benefits of deterring unwanted activity such as vandalism and graffiti. Further development of murals must be considered very carefully. Under the HW Zoning By-law, applications for murals can only proceed with a Certificate of Appropriateness to ensure that the mural's content is in keeping with the historical nature of the district and to ensure that the wall will not be damaged in any way. A mural strategy which outlines very strict subject criteria to ensure that the content would relate to the National Historic Site status may be something to pursue

From a heritage conservation perspective, the application of paint on a brick or stone surface is almost

The mural on the north face of the former Ryan/Banfield Block (now referred to as the Macdonald Shoe Building) at 492 Main Street.



irreversible, and it reduces the brick's ability to naturally expel moisture. One would have to choose a "canvas" carefully and perhaps only those wall surfaces which have already undergone a stucco-like treatment be considered. The Exchange District National Historic Site has many examples of buildings whose neighbouring buildings have been demolished and the "scars" left behind have a beauty of their own, with an important story to tell. To smooth it over and cover it with paint is to remove remnants of our history, which could degrade the heritage resources on which the National Historic Site designation was based.

Traditional Advertising



Vestiges of roof or wall signage and advertising is abundant throughout the District. The wire frame corporate signage built up from a building's roof was extremely common. Akin to murals, businesses often painted corporate logos or advertising on their buildings. While those that remain may not deal specifically with the 1880-1919 period of history, they contribute to the sense of place. Every effort must be made to ensure that these can be retained and restored. As an alternative to murals, advertising could perhaps be permitted to recall the wholesale/business function of the area. Proposals could be subject to a design review, to ensure it is sympathetic to the character of the District. Other application techniques, such as a portable printed canvas, should be explored (as found on the Electric Railway Chambers, 213 Notre Dame Avenue).

Example of traditional advertising that was common throughout the Exchange District. This particular example has deteriorated almost completely.



Publications/multimedia

Publications and multimedia in this instance refers to videos, publications (books, pamphlets, maps etc.) and web sites.

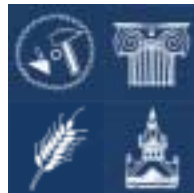


Pyramids on the Prairie



Produced in 1994, by Prairie Public Television, this video explains how the Exchange District came to be the oldest collection of buildings in downtown Winnipeg. The District is described as the transportation hub of Canada where banks congregated along Banker's Row with agricultural implement dealers, wholesale and manufacturing, and the garment trade filling the warehouse space on either side of Main Street. *Pyramids on the Prairie* provides an excellent overview of most of the historical themes while also reflecting how the Exchange District survived the 1960s redevelopment schemes to become today's arts and cultural centre of the city.

Other Videos



The National Film Board of Canada (NFB) has produced several programmes on both the grain trade and the 1919 Strike, as has the Manitoba Labour Education Centre. The history of vaudeville theatre (arts and

Produced by the National Film Board of Canada, The McIntyre Block is a short film about an office building since demolished.



Dafoe, Christopher. 1998. *Heart of the Continent*.

Bennett, Richard E. *A House of Quality it has Ever Been - History of the Great-West Life Assurance Company*.

Berkowski, Gerry. December 22, 1987. *The Winnipeg Garment Industry, 1900-1955*.

Dick, Lyle. 1986. *The Confederation Life Building: Early Skyscraper Architecture and White Collar Work in Winnipeg*.

Historical Buildings Committee. *The year past: report of the City of Winnipeg Historical Buildings Committee*.

Kameen, Diane and Richard Brown. 1984. *Pantages Playhouse - Unequaled Vaudeville 1914-1984 the 70 Year History*.

Leah, Vince. 1982. *Alarm of Fire - 100 Years of Firefighting in Winnipeg 1882-1982*.

Morriss, Bill. 1987. *Chosen instrument : a history of the Canadian Wheat Board, the McIvor years*.

Spector, David. 1980. *Suburban and Downtown Bank Architecture and Banking in Winnipeg*.

Wade, Jill. 1976. *Manitoba architecture to 1940 : a bibliography*.

Winnipeg's historic warehouse area: its revitalisation through conservation : a report prepared for Heritage Canada and the Manitoba Historical Society. [1976].

entertainment) is captured in the film *One Theatre Way* which looks at the development of theatres in Winnipeg including the Pantages and Walker Theatres. A 1977 short film entitled *The McIntyre* is the life story of a building constructed in 1898 and the people who worked within, prior to its demolition. Several other NFB films deal more with the history and evolution of Winnipeg, such as *Winnipeg: The Growth of a City 1874-1914* or *Railway City: Winnipeg*, and as a result, their content relative to the Exchange District may not be as pertinent.

The Exchange District National Historic Site '98 Visitor's Guide

Every year the Exchange District Business Improvement Zone produces a pamphlet which is a guide to the restaurants, shops and parking found within the District. While this is not a publication which is interpreting the heritage of the area, it is an excellent orientation device for visitors to the area who are looking for first floor merchants or restaurants. At the same time, it is a marketing tool for those businesses. The BIZ makes every effort to ensure that the content is as current as possible at the time of printing but some minor revisions could be made to the map to more accurately reflect the existing building stock.

Existing Publications



Currently there is no comprehensive history of the Exchange District. Preliminary research did reveal that there is a wide range of existing publications that cover many themes related to the history of the Exchange

District. Many are no longer in print, or were unpublished research with very limited access. It is essential to review these existing publications for connection to the National Historic Site themes, and to determine which themes have not already been explored. It would be convenient to have some of these publications or reports reprinted, to bring them back into the public domain. [The sidebars represent a sample of some of the available references.]

Existing Web Sites



Several organisations currently maintain web sites which provide either basic tourist information or historical background on activities or sites in the Exchange District.

Heritage Winnipeg's web site can be found at <http://www.escape.ca/~heritage>. Their web site was designed and made public over the summer of 1998 by high school students from Kildonan East Collegiate. This simple site provides a photo and historical summary of most of the buildings in the Exchange District which are conveniently arranged by streets. Background material was obtained from Historic Resources Branch (Province of Manitoba) publications. The content and the organisation of the site could be improved to better relate to the National Historic Site and Heritage Winnipeg's mandate. Greater coherence to the template for each building, by ensuring consistent use of information (i.e.: there must be a photo for every site), would aid in the understanding of the area's built resources. The discussion of architectural styles often links one to other sites for more detailed information (for instance, a link to a site dedicated to H.H. Richardson for further information on Richardsonian Romanesque design). There is currently no material on the web site concerning

A Decent living: women workers in the Winnipeg garment industry. [1991].

Anderson, Charles W. 1991. *Grain: the entrepreneurs.*

Artibise, Alan F.J. 1971. *The urban development of Winnipeg, 1874-1914.*

Artibise, Alan F. J. 1977. *Winnipeg: an illustrated history.*

Bercuson, David Jay. 1990. *Confrontation at Winnipeg: labour, industrial relations, and the General Strike*

Blanchard, J. 1987. *A history of the Canadian Grain Commission.*

Bradley, Walter E. *A history of transportation in Winnipeg.*

Bumsted, J. M. 1994. *The Winnipeg General Strike of 1919: an illustrated history.*

Hutchison, Robert. 1974. *A century of service: a history of the Winnipeg police force, 1874-1974.*

Colquette, R. D. 1957. *The first fifty years: a history of United Grain Growers Limited.*

Levine, Allan Gerald. 1987. *The Exchange: 100 years of trading grain in Winnipeg.*

Henry, Ann. 1975. *Lulu Street: a play.*

Marshall-Wells Company. 1930. *Complete general catalogue of Marshall-Wells Company, Limited, Winnipeg.*

Short, Roger B. 1973. *The wholesale function in Winnipeg.*

Stewart, James. *The James Stewart minute books of the first Canadian Wheat Board, 1919-1921.*



the recent national designation of the Exchange District and there is no background material on Heritage Winnipeg as an organisation. Several searches in a variety of search engines will not lead one to their web site indicating that the posting process was not completed.

The Exchange District Business Improvement Zone is located at <http://www.exchangebiz.winnipeg.mb.ca>. The Exchange District BIZ's web site is consistent in content and design to their printed visitor's guide, in that it provides a street by street listing of the street level businesses, as well as links to the business's web sites if they have one. For 1999, the Exchange District BIZ will most likely include information about their walking tours of the National Historic Site when they update the site with their summer concert series schedule. A few minor corrections should be made but the heritage section already provides references to the National Historic Site status and several historical themes.

Tourism Winnipeg's web site is located at <http://www.tourism.winnipeg.mb.ca>. There is some mention of the cultural institutions in the Exchange District with a map of the city centre, as well as a few paragraphs describing Winnipeg as the "Chicago of the North". While The Forks is referred to as a National Historic Site, there is no mention of the Exchange District National Historic Site. Since this very professional site does a wonderful job of posting current activities in the city, Tourism Winnipeg should be encouraged to actively promote the Exchange District's National Historic Site status and its walking tours and festivals.



Travel Manitoba, <http://www.travelmanitoba.com>, is responsible for the promotion of travel and tourism for the entire province. Its table of contents page links to a search for historical sites. The site's search engine will pull together a vast array of pages from the site, including one specifically on the Exchange District walking tours. The Exchange District BIZ will contact Travel Manitoba to ensure that the information will be updated for this summer's roster of tours.

The City of Winnipeg's municipal government web site at <http://www.city.winnipeg.mb.ca> provides information on City government as well as City policy and general tourist information. A search for the Exchange District brought up 15 links, many of which were duplicate links. One dealt with City policy on heritage conservation, and another provided a copy of the document, Plan Winnipeg, which, in part, deals with how the City should address its heritage sites and buildings. Only one page, for shopping centres, made mention of the Exchange District, however, it refers to Old Market Square and summer market activities which ended years ago. No other mention of the District nor anything concerning its National Historic Site status was made. There are pages for historic sites and museums in the city, but little connection is made with those found in the District and the District itself. The City should be encouraged to address the Exchange District in a different fashion, particularly since the seat of City government is just north of the National Historic Site boundary. Once a greater concentration of activity and interpretive programming is in place, the City could be approached to incorporate those activities on their web site.





Special events/programmes

There have been few special events or regular programming pertaining to the history of the Exchange District. Only a couple of examples were found in the category of special events/programming. One example is Ann Henry's play about the 1919 Strike entitled *Lulu Street*, which was performed for the first time at the Manitoba Theatre Centre in March of 1967. Within ten years of its release it was performed in other Canadian cities, and also broadcasted on CBC television. Special events are usually one time events or are, for instance, held on the anniversary of an event such as the 75th Anniversary commemoration of the 1919 General Strike.

Events such as the Winnipeg Art Festival, Cobblestone Classic, and Christmas in the Exchange are no longer held. These events may not have related to historical themes, but they were successful in bringing people into the area. Once visitors arrive, it is then possible to introduce them to heritage activities that they may not have previously been aware of. The Winnipeg Fringe and Winnipeg Jazz Festivals must be encouraged to prosper because they are effective means of enticing people to spend extended periods of time in the Exchange District.



EXISTING INTERPRETIVE MEDIA BY PRIMARY THEME

This section relates the six primary historical themes:

1. Grain Trade,
2. Finance,
3. Wholesale/manufacturing,
4. Architecture,
5. Civic Development, and
6. Labour

to a sample of the major existing interpretive initiatives. The initiatives listed under each theme are classified according to the six main classifications of interpretive media:

1. interpretive centre,
2. interpretive panels,
3. walking tours,
4. installations,
5. publications/multimedia, and
6. special events/programmes.

Analysing the material in this fashion is useful as it clearly indicates concentrations and voids in the possible types of interpretive media. A simple glance at each table illustrates where future efforts could be focused (assuming the a particular interpretive method can convey the theme and/or story in question). Opposite the table of interpretive media is a map of the Exchange District National Historic Site which highlights the built resources for each theme. These maps indicate the location and more importantly, density, of the built resources and aids in the organisation of proposals by theme.





Grain trade



Interpretive Centre

- Commodity Exchange visitor deck
- company archives at the University of Manitoba libraries



Interpretive Panels

- Historic Winnipeg plaques



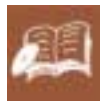
Walking Tours

- self-guided: Illustrated Guide to the Exchange District
- guided: City's guided tour



Installations

- building stock: Exchange Building, the Grain Exchange Building, the Lake of the Woods Building, and the Canadian Wheat Board



Publications/multimedia

- publications: Grain: The Entrepreneurs, Chosen Instrument: A History of the Canadian Wheat Board, the McIvor Years and The Exchange: 100 years of Trading Grain in Winnipeg
- web sites: Heritage Winnipeg



Special Events/Programmes





Grain Exchange, 171 Lombard Avenue.

Existing grain trade resources in the Exchange District National Historic Site.





Finance



Interpretive Centre



Interpretive Panels

- Historic Winnipeg plaques
- HSMBC plaque
- Manitoba Heritage Council



Walking Tours

- self-guided: Illustrated Guide to the Exchange District
- guided: City's guided tour



Installations

- building stock: Chamber of Commerce, Union Tower, Bank of Commerce, Bank of Hamilton, Former Bank of British North America, Imperial Bank of Canada, Confederation Life, Bank of Toronto, Royal Bank of Canada, Union Bank Building and Annex)



Publications/multimedia

- publications: A House of Quality it has Ever Been - History of the Great-West Life Assurance Company, and The Year Past - Annual Report of the City of Winnipeg Historical Building Committee
- web site: Heritage Winnipeg



Special Events/Programmes





Canadian Bank of Commerce, 389 Main Street.

Existing finance resources in the Exchange District National Historic Site.





Wholesale/ manufacturing



Interpretive Centre



Interpretive Panels

- Historic Winnipeg plaques



Walking Tours

- self-guided: Illustrated Guide to the Exchange District
- guided: City's guided tour



Installations

- existing building stock including approximately 45 buildings
- remaining wall and roof top signage



Publications/multimedia

- publications: The Wholesale Function in Winnipeg and The Year Past - Annual Report of the City of Winnipeg Historical Building Committee
- videos: Pyramids on the Prairie
- web sites: Heritage Winnipeg



Special Events/Programmes





Ashdown Warehouse, 179 Bannatyne Avenue.

Existing wholesale/manufacturing resources in the Exchange District National Historic Site.





Architecture



Interpretive Centre

- Urban Gallery, Museum of Man and Nature



Interpretive Panels

- Historic Winnipeg plaques
- HSMBC plaques



Walking Tours

- self-guided: Illustrated Guide to the Exchange District and Winnipeg Architecture - A Terra Cotta Tour
- guided: ArtWalk and City's guided tour



Installations

- entire building stock
- some architectural fragments



Publications/multimedia

- publications: The Year Past - Annual Report of the City of Winnipeg Historical Building Committee
- videos: Pyramids on the Prairie and The McIntyre
- web sites: Heritage Winnipeg



Special Events/Programmes





Cornice of the Confederation Life Building, 457 Main Street.

Existing architecture resources in the Exchange District National Historic Site by date of construction.





Civic development



Interpretive Centre

- Police Museum
- Fire Service Museum



Interpretive Panels

- Historic Winnipeg plaques
- private organisations



Walking Tours

- self-guided: Illustrated Guide to the Exchange District and Winnipeg Architecture - A Terra Cotta Tour
- guided: ArtWalk and City's guided tour



Installations

- building stock: Amy Street Steam Plant, James Avenue Pumping Station, Winnipeg Hydro Substation No. 1, Electric Railway Chambers, and Customs Examining Warehouse



Publications/multimedia

- publications: The Year Past - Annual Report of the City of Winnipeg Historical Building Committee and A Century of Service: A history of the Winnipeg Police Force, 1874-1974
- videos: Pyramids on the Prairie
- web sites: Heritage Winnipeg



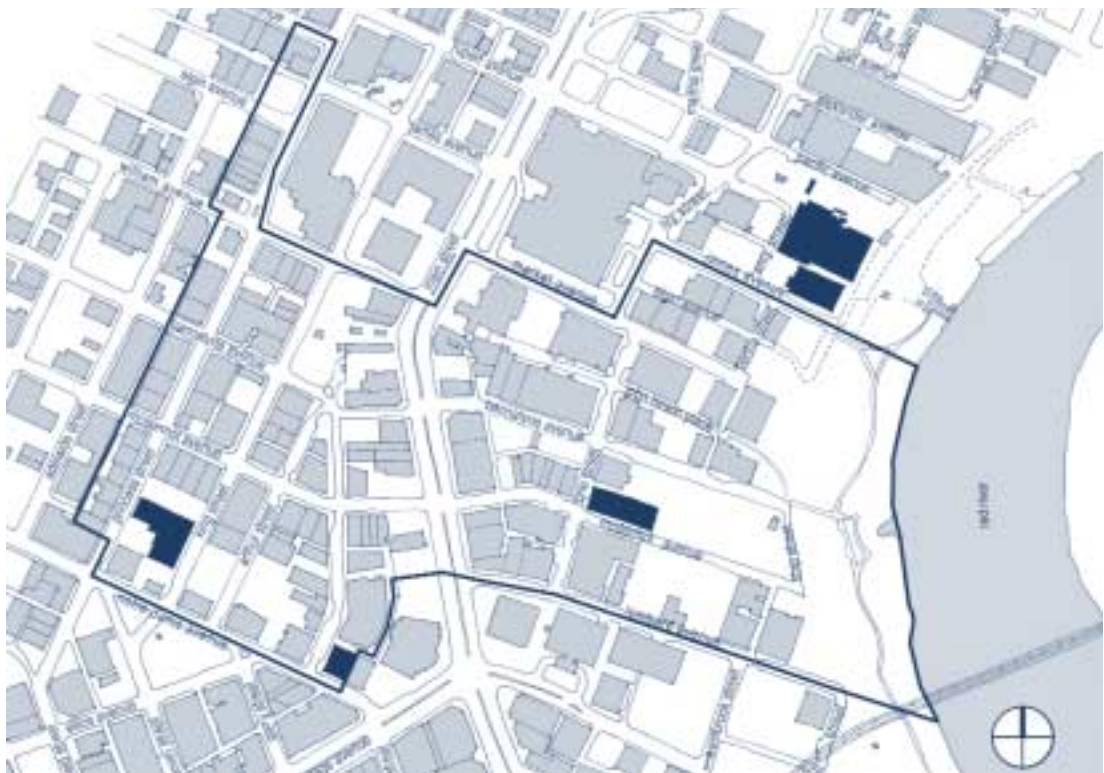
Special Events/Programmes





Hydro Sub-Station No. 1, 43 King Street.

Existing civic development resources in the Exchange District National Historic Site.





Labour



Interpretive Centre



Interpretive Panels

- HSMBC plaques
- private organisations



Walking Tours

- self-guided: Illustrated Guide to the Exchange District and 1919 General Strike
- guided: City's guided tour and The Forks National Historic Site theatrical guided tours



Installations

- building stock: Odd Fellows Hall/McDermot Block



Publications/multimedia

- publications: The Year Past - Annual Report of the City of Winnipeg Historical Building Committee and Let Us Rise!
- videos: Pyramids on the Prairie and Six Weeks of Solidarity
- web sites: Heritage Winnipeg



Special Events/Programmes





Oddfellows, 74 Princess Street.

Existing labour resources in the Exchange District National Historic Site.





Strategy Management 6

ORGANISATIONAL FRAMEWORK

The impetus behind the development of the Exchange District Heritage Interpretation Strategy has been a coalition of heritage community supporters and the three levels of government who combined their skills to initiate and to develop the Strategy. To move the Exchange District Heritage Interpretation Strategy into the implementation phase, an organisational model must be identified and put in place. This section of the Strategy identifies several organisational models, and provides a brief evaluation of their strengths and weaknesses.

When one is examining organisational models and administrative structures, it is important to measure them against the jurisdictional or legislative authorities active in the area. The City of Winnipeg, and specifically the Historic Winnipeg By-law, provides an important protective mechanism for the Exchange District National Historic Site. Any external changes to the area's buildings and cultural landscape is governed by this City of Winnipeg By-law. The City of Winnipeg has also designated buildings in the Exchange District under its historic building guidelines. In 1997, the federal government designated the Exchange District to be of national historic significance. While this does not assume any legal authority over the area, it does recognise the importance of the area to all Canadians, and reinforces Parks Canada's involvement in the preparation of this Interpretation Strategy. This federal designation is complemented by the recognition of several individual buildings within the Exchange District as National Historic Sites for their architectural significance.

Whatever administrative model is put in place, it must have a leadership group who is prepared to steer the implementation strategy for the next several years. Initially, there needs to be a stakeholder, or constituency



building process to allow the community to get “on board”. Any new organisation today must also seek to establish strong public sector/private sector partnerships. The Exchange District Heritage Interpretation Strategy requires an advocate organisation which has funding from numerous sources, strong public/private alliances, and the ability to implement project planning and development.



ORGANISATIONAL MODELS

1. Exchange District Interpretation Advisory Committee

This administrative structure incorporates a number of jurisdictions in a cooperative forum to move the implementation of the Heritage Interpretation Strategy forward. In this model, the Advisory Committee is a coalition of the key organisations and stakeholders in the Exchange District who agree to fund, support and direct the implementation of the Strategy in a cooperative effort. Key partners such as Parks Canada, the Province of Manitoba, the City of Winnipeg, and the Exchange District BIZ would take the lead to set up this advisory committee and ensure its operation. A comparable model is the City of Winnipeg's Historical Building Committee. In that model, the City of Winnipeg has invited participation of the federal and provincial governments as well as experts in history and architecture to provide advice for the City in the implementation of its historic preservation programme.

The strength of this model is that it allows the City of Winnipeg to draw upon the expertise of other levels of government at minimal cost as well as to involve both elected civic officials and key stakeholders in the operation of this city-wide program. The City of Winnipeg does have to absorb administrative support and fund the consulting services for the support research. A weakness of this advisory committee model is that it would be difficult to fundraise, as potential sponsors may view the initiative as the responsibility of the government.

2. Exchange District Partnership Interpretation Programme

Under this organisational model, an existing organisation such as the Exchange District BIZ or Heritage Winnipeg would assume responsibility for the Heritage



Interpretation Strategy implementation, and absorb it into its regular operation. The sponsoring organisation may choose to invite the active participation of the government and stakeholder partners in funding and programme expertise, but the lead responsibility would clearly rest with the specific community body. It would be responsible for the administrative support, the search for funding, and Strategy implementation.

The advantages of this model relate to the fact that there are existing organisations with compatible mandates. The weakness of this model is that the existing organisations may not be positioned to take on a potentially major initiative such as the Heritage Interpretation Strategy. The respective Board of Directors or Executive may not see the merit of absorbing a new initiative that would place additional demands above and beyond the current activities of the organisation.

3. Exchange District Authority

Under this option, the City of Winnipeg could establish a new authority to oversee the civic responsibilities for the Exchange District. One part of this new mandate could be the implementation of the Strategic Plan for the Exchange District, which identifies the Interpretation Strategy as a priority initiative. This new authority might be established under the terms of a tri-level agreement among the three levels of government which would provide the funding and authority base for this new entity. Similar models have been established to oversee conservation and resource management of individual watershed systems, such as the Ontario Regional Conservation Authority. An Exchange District Authority would have a number of responsibilities, which could include, among others, facets of land use planning,



building conservation, tourism promotion, and heritage interpretation.

The advantage of this new entity would be an infusion of public investment and expertise into the development of the Exchange District. The first phase of the Mandate for the Forks Renewal Corporation is a good example of a tri-level government initiative making major progress in the areas of conservation, business and programme development, and community enthusiasm. The downside of major public sector investment and control is sustainability. Any initiative needs the stakeholder and private sector confidence to maintain the development momentum and financial success. Governments are very cautious of tri-level agreements that may result in long term commitments.

4. Historic Exchange District Inc.

Under this option, a new organisation and administrative structure would be established with a specific mandate focussed upon the presentation of the Exchange District story to the public. This new organisation would have to establish its purpose, appoint a Board of Directors, and apply for non-profit status. It could invite representatives of the different levels of government, or other heritage organisations, to sit on its executive or act in an advisory capacity. It could also choose to be totally community based, without any formal or informal ties to the public sector.

The advantages of this organisation is centred upon the energy associated with a new mandate and *raison d'être*. The initiators are fully responsible for the establishment of the guiding principles and organisational structure. The disadvantage to this organisation is the amount of energy required to start from scratch. It takes



considerable time and energy to establish a new organisation from the ground up. Equally important, funding bodies evaluate organisation's track records carefully before funding projects.

Conclusion and Recommendation

These are a few organisational options for discussion purposes. It is understood that there will be a transitional period following completion of the Strategy when its key supporters are going to have to maintain the momentum. Traditionally, plans such as this cooperative initiative take several years to gather strength.

It is the recommendation of the Exchange District Heritage Partnership that an organisation modelled on the fourth option, the **Historic Exchange District Inc.**, would be the most suitable agency to oversee the implementation of this Heritage Interpretation Strategy. Its primary mandate, which must be clearly defined and entrenched in its by-laws, will be the implementation of this Strategy. The alternative delivery service model also could be incorporated as some responsibilities which are currently overseen by the City of Winnipeg could perhaps be delegated to the new organisation. Strong linkages to land use and development concerns must be fostered where they impact the realisation of some interpretive recommendations. Membership will need to embrace all the key stakeholders including but not limited to building owners, businesses, arts groups, theatres, residents, and the three levels of government. Sustainability of the organisation will be critical and only the membership should be able to dissolve it.





Recommendations **7**

PROPOSED INTERPRETIVE MEDIA

A wide range of media, both programming and physical elements, can be utilised in the interpretation of historic sites. The six primary categories of interpretive media are:

1. interpretive centre,
2. interpretive panels,
3. walking tours,
4. installations,
5. publications/multimedia, and
6. special events/programmes.

These six categories cover a vast array of options which can be programmed separately or work in combination. In most cases, it is appropriate to offer a wide selection of media in order to attract the broadest audience possible. Another way of looking at these categories is to divide them according to personal (i.e.: walking tours, an interpretive centre, and special events/programmes) and non-personal (i.e.: interpretive panels, installations, and publications/multimedia) interpretive techniques. A mixture of the two types is an effective approach to reach and appeal to a broad audience.

The marketing strategy's in-person interviews began to illustrate levels of interest in and awareness of particular historical themes. Generally, respondents were aware of the main themes associated with the National Historic Site. Overall, respondents were interested in architecture, arts and entertainment, finance, and transportation history but less interested in wholesale trade and garment trade. Few were aware of the District's connection to the publishing industry or women's suffrage but interest in these two areas was quite high. As was done with the existing interpretive media, most of the following recommendations can be associated with particular themes or groups of themes. Further development of interpretive initiatives will have to strike a balance of conveying key themes while still appealing to the interests of the audience.





Interpretive centre



The Need

The importance of creating a presence in the form of an interpretive centre cannot be stressed enough. An interpretive centre housed in a converted heritage building located in the heart of the Exchange District National Historic Site would create a physical presence and enhance the identity of the District. Of those interviewed in the marketing study, 78% were in favour of developing an interpretive centre and almost half (44%) stated it would be very likely that they would use the facility. A facility which operates seven days a week creates a destination from which visitors can obtain tourist information, view interpretive displays and presentations, as well as participate in activities such as demonstrations, lectures, and walking tours.

advantages

- viewed at visitor's own pace
- can display permanent and temporary exhibits
- caters to the needs and interests of visitors
- can incorporate a range of interpretive media
- can include interior and exterior components
- special programming

limitations

- an appropriate location and design is essential
- requires security and maintenance
- ownership and staffing issues

This type of facility is not meant to replace existing visitor centres or museums because it would deal specifically with the commemoration and interpretation of the Exchange District National Historic Site. Where other institutions provide outstanding resources on complementary topics, relationships and cross-promotions should be built among the institutions and the interpretive centre. Linked to local economic and tourism development strategies, and other neighbouring or related museums, an interpretive centre would attract tourists and visitors to the Exchange District because it would provide a much needed focal point.

It is likely that an organisational body like the proposed Historic Exchange District Inc. would be established and part of its mandate would be to oversee the day-to-day operation of the centre. To ensure that the facility will mature, develop and survive, this organisation must define the objectives of the centre, target its audience carefully, and adopt high standards of management practice.

A Site

The most appropriate site must be an easily accessible and highly visible street level venue requiring a minimum of signage. It should have access to or be in proximity to a loading zone for buses and be located along already established routes for pedestrians and those travelling by public transit or car. In the Exchange District, an interpretive centre would be ideally located in an area like Old Market Square where people already naturally congregate. More than the other locations combined, Old Market Square was the preferred location (64%) by those interviewed. Changing the use of a building to that of an interpretive centre must be completed in such a fashion as to ensure that there is minimal impact on the immediate area and on the historic buildings. An exterior component would also be suitable especially when contemplating the installation of the Historic Sites and Monuments Board of Canada's commemorative plaque.

Facility Programming

An interpretive centre typically provides several types of space to suit a variety of visitor requirements. Of those interviewed, a large majority approved of the inclusion of ancillary amenities such as a book/gift shop (87%), library (71%), and lecture hall (58%). The following are suggested areas to be incorporated into an interpretive centre for the Exchange District National Historic Site.



Schematic design sketch depicting an Interpretive Centre for the Exchange District National Historic Site.

The west face of the Royal Bank Annex, Exchange District National Historic Site.





Displays at the Lower Fort Garry National Historic Site Interpretive Centre.

A roving Interpretive Centre at the Forks National Historic Site. This type of equipment could be an interim measure while the Interpretive Centre is being completed in the Exchange District.



These figures are based on the assumption of a maximum of one bus load of visitors totally 50 people would be in the facility at one time:

• a reception and orientation area	500 ft ²
• public washrooms	400 ft ²
• storage/mechanical and curatorial	900 ft ²
• staff facilities	500 ft ²
• a book/gift shop	500 ft ²
• common multipurpose space	500 ft ²
• flexible exhibition space	1200 ft ²
total:	4500 ft ²

Space requirements for each component of an interpretive centre should be determined by a visitor profile as well as by building code requirements. Understanding the audience, their visit patterns, and requirements will have a large impact on the type of facility that will be provided. Reference to the audience profile and marketing strategy, found under separate cover, illustrates the other activities and facilities from which the Exchange District can draw. Programming should also consider the carrying capacity of the Exchange District or manipulating the number of visitors on a daily basis to ensure that the District is not overwhelmed or its resources damaged.

Interpretive Content

An interpretive centre in the Exchange District National Historic Site would provide interpretive programming to educate visitors about the history and national significance of the District. The facility must have a flexible display space where the six primary historical themes of grain trade, finance, wholesale/manufacturing, architecture, civic development, and labour could provide the thematic structure for permanent core displays. A series of revolving videos, tours, special exhibits or demonstrations could provide background material on

the other themes. Development of a high-tech multimedia presentation designed for small audiences may be one means of almost transporting visitors back to the early days where they could participate in a typical day in the Exchange District.

One must also consolidate story research and thematic development for exhibit and programming options before displays are designed and outfitted. Material on display must be bilingual. Listed below are suggestions for the types of material that could be housed in an interpretive centre:

- displays and dioramas illustrating the process or the type of work involved in some typical manufacturing businesses
- present memorabilia, photographs, and a series of historical maps illustrating the sites of major buildings or events and the growth of the city
- historical vignettes of the 1919 General Strike
- displays focusing on the processes of the grain trade with material on crop reporting, testing and sampling, transportation, development of hybrid varieties, milling, the drama of the trading floor, and financing connections
- creation of a wall of fame with portraits of the key personalities in any theme
- a display of models illustrating typical construction techniques
- include copies of early newspaper advertisements from the Nor'Wester featuring early wholesalers in the area such as Ashdown and Bannatyne
- a large scale model of the Exchange District as seen in 1913 (an alternative would be a tactile model for the visually impaired)



This sectional model of the Paris Opera House is on display at the Musee d'Orsay, Paris. Over five feet tall, it brings architectural design and construction to life where reproductions of drawings cannot.

Interpretive Centre in a converted mill at the Boot Cotton Mill, Lowell, MA.





The Urban Gallery at the Museum of Man and Nature interprets several aspects of the Exchange District such as the garment industry, theatres and transportation.

Main Street at the Urban Gallery, Museum of Man and Nature.



Finances

A budget for the development of an interpretive centre will be influenced by several factors. Availability and cost of a building will play a major role in development of this particular recommendation. The condition and historical/architectural value of the building will influence the cost per square foot for construction. For instance, retrofitting the main floor of a typical warehouse space would be less expensive due to the lack of “precious” interior detailing. A banking hall, on the other hand, may have its ornate decoration in place, but its condition (and the interests of the client) may require a different level of work and thus a higher cost per square foot. A budget for design and construction of display materials is in the range of \$150-\$200 per square foot for very high end design. Using the areas suggested in the chart, \$240 000 could be a reasonable estimate for outfitting the exhibition space.

Fundraising, feasibility studies, design of the space as well as the exhibits, production and staffing requirements will all have to be considered in detail. Creation of a five year financial plan is a mandatory step in the development process and will help to ensure its sustainability. It must include capital costs, operating costs, and income as well as assess both direct and indirect benefits to the local economy. The centre will need to provide procedures to evaluate the performance of the centre (i.e.: visitor attendance records and patterns along with visitor satisfaction) including a system to monitor its finances. This data will then be valuable for audits and for making necessary improvements to the centre along the way.



Interpretive panels

Interpretive panels can consist of numerous types. They can include signage for general orientation and wayfinding. Panels can also be used for a self-guided walking tour, or can take the form of a plaque to indicate heritage designation status or the receipt of heritage awards. An interpretive node or kiosk is a more elaborate example, consisting of perhaps several panels, or a display case presenting artefacts, photos and captions.

Development of a range of interpretive panels containing a variety and depth of information would allow for casual exploration of the Exchange District National Historic Site on a year round basis. Some 93% of those surveyed indicated that interpretive plaques were an effective means of interpreting historic sites but only 58% of the respondents suggested that they occasionally read them. This might suggest that the District must develop a coordinated approach or programme of interpretive panels and plaques. A strategy is required to ensure consistency in design, installation, and maintenance. From a design perspective, a consistent and eye-catching design is critical to the creation of a useful and notable signage system.

Historic Winnipeg Plaques & Cleaning Programme



There already exists an extensive collection of Historic Winnipeg plaques throughout the Exchange District. Several more could be added and a maintenance programme should be devised to clean them on an



advantages

- provide interpretive material 24 hours a day, 7 days a week
- does not require trained staff
- can convey a wide range of information
- allows visitors to take in as much or as little information as required

limitations

- subject to vandalism
- incurs regular maintenance costs
- should not be placed directly on buildings nor should they block the view of buildings or streetscapes





Boston's Freedom Trail is marked by several different methods one of which is a red brick inlay in the sidewalk. It marks the circuit for the tour and more elaborate brass inlays indicate the stops along the route. An inlay method similar to this could be used to commemorate street names.

This simple metal signage indicating the two cross streets wraps around a building's corner in Edmonton.



annual basis. They were originally installed by the City of Winnipeg and perhaps one could look to the City to install others to round out the collection and replace those that may have gone missing. During the summer months, the Exchange District BIZ hires a team of students to carry out routine clean up and maintenance in the District. It would be possible to arrange for a local metal expert from Parks Canada to train the students in proper cleaning materials and techniques. These students would then carry out the maintenance routine over the course of the summer. The primary purpose of a programme such as this is twofold. Not only would a cleaning programme increase visibility of the plaques, it will reflect a degree of care and pride on the part of the local community.

Commemorate Original Street Names



To demonstrate the growth and expansion of the city and the Exchange District, there could be some visual reminder of original street names. Mary Hislop's history of street names could be reprinted, or further research conducted and published. Ideally, a visitor should be able to identify original and current street names. A dual street sign may prove to be too confusing. Perhaps enamel or metal signs could be adhered to the corners of buildings (similar to those found on historic buildings in other areas of Winnipeg), or brass or block inlays could be incorporated into sidewalks. These new signs could be coded and titled to indicate stages of growth of the District. Additionally, more information could be incorporated such as the duration of the prior street name and the creation of the contemporary name.



Designation Plaque Programme



In order for a visitor to understand the process and criteria for municipal heritage designation, one may benefit by the obvious identification of buildings with municipal heritage status. Throughout Britain and in Canadian cities such as Calgary and Edmonton, a designated building is bestowed with a small, usually circular, ceramic plaque indicating the designating body and year. Examples of this type are usually colourful and utilise a consistent design and system of installation thus making them easily identifiable. The concept is not that unusual in this city, as both provincial and national designations are recognised by large and descriptive bronze plaques. Receiving a municipal designation is not only an honour, but it also requires a sense of dedication on the part of the building owner to apply for it. Installation of this type of plaque could instill a sense of pride and civic obligation in property owners, and in so doing, may contribute as a means of deterring demolition by neglect. This type of plaque programme would have to be administered by the City of Winnipeg. These plaques could also be incorporated into future walking tour publications.



In Calgary, designated heritage buildings are indicated with a circular ceramic plaque.

Several interpretive nodes are found in Boston Common. They provide historical information and tourist information. Content may vary among them, but their distinctive design make them easy to locate.

Interpretive Nodes



Interpretive nodes are installations which consist of more than a simple panel with text and illustrations. They can be comprised of several panels, display cases, listening posts or vantage points. Throughout the District, there are a few areas which exhibit a concentration of built resources, reflecting a particular theme or themes. Examples of such areas are Bankers Row along Main





Chicago's State Street is enhanced with a "Cultural Walk" system of nodes. These complement the street furniture while providing historical material on the evolution of the street and its businesses.

One of the photos chosen for the HSMBC plaque. (PAM, Main Street north from Portage, 1912 N17779)



Street, and Printers Row on McDermot west of Main Street. These areas exhibit a rich concentration of heritage buildings pertaining to a single theme and thus require more in-depth on-site interpretation. Partnerships for this type of venture could include Parks Canada, and the banks and newspapers who were originally headquartered in these two areas. The Bank of Montreal and Canadian Imperial Bank of Commerce are considered to be on the periphery of the National Historic Site, but their involvement (along with the Royal Bank and Great-West Life) in commemorating the financial history of the District would be very meaningful. The resident arts community may be interested in developing interpretive nodes whereby artists oversee the design creation of interpretive nodes based on historical material.

HSMBC Plaque

National Historic Sites in Canada are commemorated by the Historic Sites and Monuments Board of Canada by the use of a large bronze plaque, with a bilingual inscription describing the national significance of the site. A draft of the proposed text for the plaque for the Exchange District is already with the HSMBC and has been approved by the inscription committee. The Exchange District National Historic Site should have a plaque by early this summer and funding for its installation and unveiling ceremony is guaranteed by Parks Canada. A location for the plaque still must be chosen. It is recommended that if an interpretive centre is developed, the plaque must be showcased near the centre. In the case of the Exchange District National Historic Site where an interpretive centre is a recommended interpretive medium, the plaque may not reach its final home once the location of the centre has been finalised. Combining the two proposals is a logical

decision as the centre would be the venue where visitors would begin their exploration of the District and thus the chances of being noted would be far greater and meaningful at the centre. Some sites acquire plaques within a year of designation and others wait well over forty years. Obviously it can be a lengthy process but one which should be thoroughly assessed.





Walking tours

Walking tours are perhaps the most familiar example of interpretive media. Tours can be easily customised to meet various interests or the requirements of different age groups. They are very versatile, as they can be self-guided where participants follow a series of panels with the aid of a brochure, or follow a prerecorded audio programme. Tours can also be led by trained staff, or actors who role play. Tours could also access historic interiors or the job sites of conservation projects. A full menu of tours, both guided and self-guided, covering as many themes as possible, must be offered. Of the tour options suggested in the in-person interviews, respondents expressed greater interest in guided tours, printed self-guided tours, those taken in vintage vehicles, or tours led by actors. There are already several tours available throughout the Exchange District specific to the primary themes to some extent. Tours must be coordinated in price and scheduling. Training of their staff must be of a consistently high calibre to present a valuable experience regardless of who may manage the tour. Tour coordination can be taken further by offering packages of tours or through cross promotion with other events or services. If given the opportunity, 76% of those interviewed indicated an interest in packaged events.

advantages

- provide opportunity for dialogue
- require no structural changes to sites
- easily adapted to specific audiences
- provides a personal touch
- encourages community participation

limitations

- restricted to scheduled times and sometimes weather
- accommodate a limited number of people
- possible liability issues
- requires training and monitoring of tour guides
- may not be universally accessible
- difficult to collect payment and tickets

Guided Tours of the Exchange District



The Exchange District BIZ has assumed responsibility of the City of Winnipeg's guided tour of the District. It is the recommendation of this report that, for the time being,

the content and the staff remain unchanged. Content of the tour is well rounded and discusses virtually all of the themes that the national designation was based on. Current staff do an excellent job of presenting the material due to their years of experience. However, consideration should be given to expanding the period of operation and marketing of the tours.

ArtWalk



ArtWalk has proven to be an exceptionally positive experience which continues to grow in popularity. Last summer approximately 1200 people took the tour. The programme should be encouraged to continue with some minor modifications. It provides very cursory historical and architectural information between stops at downtown and Exchange District galleries. Staff should be encouraged to incorporate additional thematic information about the National Historic Site while also developing a more professional presentation.



Visitors to the Forks National Historic Site can take a theatrical tour during the summer months. Three actors assume different personalities as they guide the audience through the history of the Forks in both official languages. Attendance for the tours from May to September, 1998 was 1221 participants.

A Terra Cotta Tour and MLEC 1919 General Strike Walking Tour



The Winnipeg Architecture Foundation's (WAF) Terra Cotta Tour and the Manitoba Labour Education Centre's (MLEC) 1919 Strike tour are other existing resources. WAF could be encouraged to offer their tour on a more regular basis. MLEC, as mentioned earlier, could be re-releasing their publication as well as looking at the possibility of developing a guided version of the publication.





A more elaborate sign indicating a stop on Boston's Freedom Trail.

Historic sites associated with American architect Frank Lloyd Wright, are easily identified by a simple red square used on signage systems. The red square is symbolic of Wright's logo. The no parking sign in Oak Park features this square.



Trail of Historic Winnipeg Plaques



Regardless of whether or not the City of Winnipeg adds to the existing stock of Historic Winnipeg plaques, a simple tour could be developed containing an inventory of all the plaques. This, in turn, would form the basis of a straight-forward and relatively inexpensive self-guided trail. As plaques are added, the brochure should be updated.

Develop Additional Tours

In the future, several other walking or bicycle tours could be developed. Tours on the themes of finance and wholesale/manufacturing would fill some voids in the current programming. Candle lit or flashlight tours are an effective means of allowing visitors to explore a site at night. Visitors are always interested in the opportunity to tour the interiors of building. The Exchange District has enough varied building stock to tour the interiors of theatres, banking halls, and warehouses which would provide a new perspective and appreciation of the buildings. To encourage visitors to explore the Exchange District National Historic Site within the context of the city of Winnipeg, it would be fascinating to develop a tour such as "The Old House/Old Business District" tour. It would tie the Exchange District to the residential neighbourhoods in which business owners and workers lived thereby allowing visitors to see not only how these people worked, but also where they lived. Where possible, tours should be packaged with one another or with other activities. One example is an Elder Hostel programme where groups of seniors travel together to participate in a set of packaged activities.

Installations

The use of installations, although less common, can be a very effective method for interpreting historic sites. Banners, street signage and street furniture (i.e.: benches, lighting, tree grates, and manhole covers) are part of our normal streetscape and often go unnoticed by us, but when used imaginatively, they can play a positive role in the creation of an image or a sense of place for historic sites. The clever use of building fragments from demolished buildings and greater use of thematically-based public art would provide a fresh perspective to heritage interpretation in the District.



National Historic Site Banners



The Exchange District is already identified with a series of banners maintained by the Exchange District BIZ. Some depict the performing arts component of the district, while others use the icon of a gentleman in a bowler hat. During the winter, a snowflake motif is used on a small number of banners. A new series of banners should be created immediately. Of a variety of suggested interpretive media, 81% of those completing the questionnaire expressed the belief that banners were a suitable means of commemoration. The new banners should include the bilingual text “Exchange District National Historic Site” and a new image relating to the national designation’s key historical themes. This undertaking would fall primarily under the mandate of the Exchange District BIZ. Parks Canada may be able to contribute to this project in some fashion.

advantages

- provide opportunity for dialogue and personal interaction
- encourages community participation
- items could be tactile

limitations

- may impact on the physical resources
- public art would have to follow the views presented at the site
- safety concerns
- risk of vandalism





Pullman is a municipal, state and federal historic district in Chicago. A Interpretive Centre and walking tour commemorate the history of George Pullman and his company while these banners enhance visitor awareness.

The Bijou Theatre site in the Exchange District contains a modest collection of building fragments.



Architectural Fragment Park



While the Exchange District National Historic Site does contain an exceptional collection of heritage buildings, unfortunately several notable examples have been lost. Fortunately, the City of Winnipeg, the Manitoba Historical Society, and Heritage Winnipeg have retained and stored a collection of fragments from many lost buildings. To fully appreciate what has been lost, and what the Exchange District once was, some of these fragments should be brought out of storage for visitors to appreciate. From results of the questionnaire, one can assume that this would be of interest to the general public as 78% of the respondents indicated they would endorse such development. There is some risk of weakening historical honesty by placing elements in their unoriginal locations but that option is not always available. A collection of fragments could be assembled in Stephen Juba Park along the Red River, at the small underutilised green space at the south-west corner of Main Street and McDermot Avenue, or perhaps at the Bijou Theatre site adjacent to Old Market Square. Careful selection and arrangement of the elements is necessary to create a meaningful space. The Bijou Theatre site already has a few fragments complete with Historic Winnipeg plaques explaining the significance and location of the original building.

Public Art and Street Furniture



Winnipeg's arts and cultural district is located in the Exchange District. The District is home to the Centennial Concert Hall, a variety of theatres and galleries and an unprecedented number of studio spaces used by a wide range of artists. Ironically, Winnipeg is almost devoid of urban public art. Respondents to the questionnaire suggested a fairly strong (87%) interest in seeing this type of development. There may be opportunities to commission or organise a competition for the creation of artistic interpretations of some historical themes, people or events. In addition, the artistic community could be involved with the design and creation of historically inspired signage, man-hole covers, tree grates, or street furniture. The benefits of working with the local community cannot be emphasised enough and will be critical to the sustainability and in the end, appreciation of the area. Ventures such as competitions may have to be a cooperative effort involving numerous players and sponsors.

Canadian Flag Programme

There are well over 100 flag poles within the Exchange District National Historic Site and in most cases they are not in use. They may not be in use for any number of reasons - the flag pole requires repairing, there is no one to maintain the flag pole on a regular basis, or the building owner simply may not own a flag to install. A flag programme would provide small grants for repairs to flag poles as long as the Canadian flag was installed on a permanent basis. The flags could be provided at a



These very abstract, tortured figures commemorate political prisoners who lost their lives at the Sachsenhausen concentration camp outside Berlin. This graphic display of public art is not only provocative but is also deeply personal.





This interactive play structure at the Forks National Historic Site takes children and their parents back in time while allowing them to explore themes such as transportation and early settlement.

reasonable cost and Canadian Heritage already produces a manual entitled *Flag Etiquette in Canada* which clearly illustrates the rules for installing the flag. A simple programme such as this puts to use existing infrastructure while raising awareness of the national significance of the Exchange District.

Play Structure



A play structure such as the one at The Forks National Historic Site can put underutilised green space to good use. More importantly, the medium can allow children to role play with their parents as they explore historical themes, events, and people. This recommendation received mixed reviews in the questionnaire results.

Travelling Exhibits and Store Front Displays



Travelling exhibits can bring the Exchange District National Historic Site to those who cannot get there or may not know enough about it to make a visit. A series of rotating exhibits consisting of interpretive panels, artefacts and models, could be researched, constructed, and installed in a variety of locations throughout the city to provide off-site interpretive opportunities. They could be installed at the airport or train/bus station, schools, public libraries, or at conferences. The same displays could be also be installed in vacant store fronts for short periods of time.

Publications/multimedia

Publications can embrace a complete menu of possibilities from printed material (i.e.: reference books, walking tours, postcards, and maps) to audiovisual products (i.e.: an interactive CD ROM, web site, and audio-visual presentations).



Re-release Older Publications



Publications and multimedia can cover a very wide range of items suitable for a variety of audiences, and can be used on-site or purchased and taken away. Over the years, there have been several fine books and tours prepared which are no longer in print. Updating and reprinting some would be very worthwhile. In addition, there are several pieces of unpublished research which should be brought into the public domain.

History of the Exchange District



While there are several examples of published research on the Exchange District and various facets of it, there is currently no single authoritative publication dedicated to the history of the District and the themes associated with the national designation. In 1999, research and writing of a draft will be undertaken on contract. This popular history is intended for publication as well as be the

advantages

- highly portable items
- can be provided at a range of price points
- high souvenir value
- a wide variety of illustrative techniques can be used
- suited for presenting sequential material
- can be viewed at visitor's own pace
- capture realism and emotional impact
- can be produced at various levels of detail
- can illustrate before and after effects
- can reach many visitors at one time





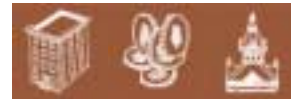
The official National Park handbook for Lowell, MA. The National Parks service publishes similar books for most of their parks in order to create a recognisable collection or series. This small book is easy to read and beautifully illustrated. It is reasonably priced at \$5 (US) and makes for a useful souvenir.

limitations

- poor design reduces interest
- requires storage, handling and accountability
- ease of production could encourage use in place of more appropriate media
- revisions of some material could be infrequent and costly
- best when used under controlled situations where not perceived as a visual or auditory intrusion
- requires backup equipment, regular maintenance and monitoring

guiding reference material for upcoming interpretive programming and infrastructure.

Additional Videos



Pyramids on the Prairie touches on a number of historical themes. Some themes have enough resources to warrant the production of a video focusing on one theme alone such as the grain trade, finance, or wholesale/manufacturing. Some very short videos could also be produced to be used by tour companies as a pre-visit orientation device to inform travellers about the Exchange District and the types of activities and special places it has to offer.

Taking the idea of stand alone video productions a step further, cable access television may be interested in the production of a series of documentaries highlighting the six primary historical themes.

Architectural and Urban Planning Publications



A publication akin to *Lost Toronto* but entitled *Lost Winnipeg* which elaborates on demolished Exchange District buildings would contribute to the understanding of themes such as civic development, architecture, and heritage conservation.

There is a wealth of documentation and research already conducted on a good portion of the District's buildings. There may be some way that the project could be brought together to create a comprehensive architectural



history of the Exchange District. To expand the knowledge about the existing buildings, the City of Winnipeg and the Historical Buildings Committee should be encouraged to expand the release of their *Year Past* publications to a wider audience, perhaps through the City's web site. Along the same line, architecture in the Exchange District could be celebrated with an exceptionally high quality coffee table style book filled with rich contemporary photos of the district's buildings. Archival photos could supplement the material to reveal just how little some parts have or have not changed. This type of project would bring to light the photographic collection of the Provincial Archives and Western Canada Pictorial Index, and could use the talent of local photographers.

Another useful publication would be a collection of reproduced archival maps. Such a collection would aid in understanding of the physical growth and evolution of the district in relation to the rest of the city.

School Materials



School programmes would use several types of media as long as it was accessible, designed for certain grade levels, and coordinated with provincial curriculum. With the prevalence of multimedia in schools, video productions and CD ROMs can be easily incorporated. Workbooks such as the Manitoba Architecture Edukit that was produced several years ago, can target particular grades as well as provide lesson plans, activities, and heritage scavenger hunts.



The latest in the Year Past series produced by the City of Winnipeg's Historical Buildings Committee. For those interested in brief histories of designated properties in the city, these are an excellent resource.



Web Site

The internet has, in many instances, made travel and travel planning easier and more informative. A web site for the organisational body responsible for overseeing the interpretive development of the Exchange District National Historic Site would help in reaching a worldwide audience. Marketing and information dissemination would be the two key functions of a web site. A web site could be linked to the Parks Canada site to make a connection with other federally designated sites which are administered by Parks Canada. A schedule of events, sale of related merchandise, historical or thematic background, links to other heritage/business organisations, and general visitor information could be the main types of information provided on a web site. It would be worthwhile to include this Heritage Interpretation Strategy as an Adobe Acrobat (PDF) file which readers could download and access at their convenience.

An orientation guide to the Forks National Historic Site.



A Special Place

Just a few minutes walk from the busy shops of The Forks Market is The Forks National Historic Site, a green island back in time. When you stroll the tranquil pathways, every turn presents an intriguing chapter in the 3,000 years of history that this site commemorates. Follow in the footsteps of generations long gone. Absorb the Site's beauty. Stand at the famous junction of the Red and Assiniboine rivers and feel the attraction this special place has had over the millennia.



CD ROMs



A step beyond video productions are interactive CD ROMs. Although they are labour intensive and require basic computer skills to navigate through them, they can combine moving or still images, audio tracks, and written text in a manner that video cannot do as effectively. They could be produced for events or people, or on a theme by theme approach. The material is portable, easy to reproduce, and is a wise means of archiving material. It is also possible to programme the CD ROM to be able to link the user with the Exchange District National Historic

Site web site if the user has access to an internet browser. CD ROMs can also be used as a potential sales item.

Promotional Material



Promotional material in this instance refers to print materials used for merchandising or for marketing/advertising purposes. If items are to be sold, careful market analysis should be conducted to ensure that the ventures will be profitable. Results from the questionnaire suggest that as items became more in depth and perhaps expensive, the less likely visitors may be to purchase them. An inexpensive illustrated guide or booklet was the most likely (73%) item to be purchased. These items can be used both on-site and off-site and allow for a variety of partnership opportunities.

The first piece of commemorative merchandise for the Exchange District National Historic Site was released in September 1998, a reprint of a 1911 panoramic photo of Main Street. This image, as well as a host of other archival images, can be used in the creation of postcards, note cards, and calendars as long as there is approval given by the copyright owner. If these images and designs are based on the historical themes, understanding of the national significance of the District can be enhanced.

A relationship with both print and television media must be fostered by the organisational body. From this relationship, advertising campaigns will be an easier and



Information and orientation brochure for the Riel House National Historic Site. It follows a Parks Canada template with a photograph on the front with bilingual information on the back.

A postcard from the Inglis Elevators National Historic Site, Inglis, Manitoba.





The two postcards on this page are examples from the Go-Card Programme that was in place in Calgary in 1997. These cards are free to the public and advertised upcoming events, or simply promoted the downtown. Downtown merchants were solicited for sponsorships in exchange for advertising. High quality graphic design made these very popular.



more effective media for announcing events and programming. Along with this, a logo or set of images should be created for the National Historic Site based on its resources and historical themes. These can be used in advertising as a tool for creating a consistent image for the Exchange District. To take it a step further, this logo or collection of images could be used on banners, billboards, or other installations.

The organisational body may want to explore the idea of creating an information network through the bi-weekly or monthly publication of a community newspaper which could be available throughout the downtown. It could be used as a forum for upcoming events, heritage and business issues, and advertising. A similar arrangement may be developed with a local newspaper where a weekly column on heritage in general, and the Exchange District in particular, could be discussed. These stories would be written well in advance and follow a predefined sequence of topics.

When producing publications or promotional material, certain conventions must be followed:

- as appropriate, the primary historical themes should be emphasised and the reasons for the national designation be mentioned;
- credit for all photos must be given;
- universal design guidelines (like those used by Parks Canada) should be used to ensure accessibility to all age groups; and
- the same up-to-date map indicating the boundaries of the National Historic Site must be used.

Perhaps the organisational body could be responsible for review of publications to ensure the use of accurate and consistent information.

Special events/programmes

Special events and programmes are traditionally items which are held on an infrequent or as “required basis”. For instance, an annual lecture series could be developed to explore the range of themes associated with a historic site. Performing arts groups could be included through the creation of a concert, dance, drama, or video series. Reenactments of events and demonstrations of processes (i.e.: printing newspapers or garment making) could be staged to bring the history to life and to encourage the participation of visitors. Finally, the Exchange District will from time to time have ongoing conservation work which could be made open and explained to the public.



Performances and Reenactments



Puppetry and theatre would be two ways of including the local arts community in commemorating the history and themes of the District. Written in the 1960s, *Lulu Street*, is a play about the 1919 General Strike. It may be possible to commemorate the 1919 General Strike every summer with performances of the play culminating in the reenactment of the RCMP’s charge down Main Street to provide two very different perspectives of the events. Acts from the days of vaudeville theatre could be also be brought back with special performances in the local theatres, through the use of roving costumed actors, or partnerships with the Fringe Festival. A connection with The Forks could be made through travel in wagons or on the river via York boats. Packages of evening activities

advantages

- ability to attract larger groups of visitors at one time
- opportunity to create annual events
- actively involves the visitor
- includes the local community
- can be academic or popular in nature
- provides opportunities for varied partnerships

limitations

- organisation can be long and involved
- issues of liability
- requires an organisational body and adequate volunteers and staff





A walk through Lower Fort Garry National Historic Site for the Red River Architecture lecture, November 1998.

could be purchased through partnerships with local restaurants and production companies for packages such as “Dinner and Living History”. Events of this nature appear to interest those completing the questionnaire with almost three quarter indicating an interest.

Public Forums or Seminars



Public forums and seminars are an effective means of appealing to the more academic visitor looking for more in-depth knowledge. Hosted on a semi-regular basis by local historians and organisations, these are a good medium to learn more about a theme and give the visitor the opportunity to ask questions of an expert. Conversely, a workshop may instruct participants such as building owners on proper conservation practices or how to complete applications for heritage funding.

Tours of Job Sites



As conservation work is carried out, visitors may want to tour the job sites to better appreciate the architectural heritage of the Exchange District and to see proper conservation techniques in practice.

A restored trolley transports visitors to the different sites and museums in Lowell, MA.



PROPOSED INTERPRETIVE MEDIA AND PARTNERSHIPS BY PRIMARY THEME

The purpose of this section is to provide an overview of suggested interpretive programmes according to historical theme. Suggestions are also made as to the partnership opportunities which could see through the realisation of the proposals. Funding of the proposals may be provided by those developing the programmes but chances are other funding sources will be sought out. Seeking private sponsorships is one means of achieving financing but it would be beyond the scope of this Strategy to identify some options. There are, however, several agencies who provide funding for the types of projects this Strategy identifies. Some current examples include the following:

- The Winnipeg Development Agreement - Programme 13B;
- Gail Parvin Hammerquist Fund - City of Winnipeg;
- Millennium Fund - Province of Manitoba;
- Canada Millennium Partnership Programme - Federal Government;
- Heritage Grants Programme - Manitoba Culture, Heritage and Citizenship;
- Urban Issue Programme - The Samule and Saidye Bronfman Family Foundation;
- The Winnipeg Foundation; and
- Thomas Sill Foundation.





Grain trade

partnership opportunities

- building owners
- The Commodity Exchange
- Canadian Wheat Board
- City of Winnipeg
- grain companies
- University of Manitoba
- private support
- Metis Horticultural and Heritage Society



Interpretive Centre

- displays and programming



Interpretive Panels

- Historic Winnipeg plaques and cleaning programme
- private organisations



Walking Tours

- guided tours of the Exchange District
- trail of Historic Winnipeg plaques



Installations

- National Historic Site banners
- public art and street furniture
- play structure
- travelling exhibits and store front displays



Publications/multimedia

- re-release older publications
- history of the Exchange District
- school materials
- CD ROMs
- promotional materials



Special Events/Programmes

- performances and reenactments
- public forums or seminars



Interpretive Centre

- displays and programming



Interpretive Panels

- Historic Winnipeg plaques and cleaning programme
- interpretive nodes



Walking Tours

- guided tours of the Exchange District
- trail of Historic Winnipeg plaques



Installations

- National Historic Site banners
- architectural fragment park
- public art and street furniture
- play structure
- travelling exhibits and store front displays



Publications/multimedia

- re-release older publications
- history of the Exchange District
- additional videos
- school materials
- CD ROMs
- promotional materials



Special Events/Programmes

- performances and reenactments
- public forums or seminars



Finance

partnership opportunities

- building owners
- The Exchange District BIZ
- Great-West Life
- Heritage Winnipeg
- Bank of Montreal
- Royal Bank
- Canadian Imperial Bank of Commerce
- private support





Wholesale/ manufacturing



Interpretive Centre

- displays and programming



Interpretive Panels

- Historic Winnipeg plaques and cleaning programme
- interpretive nodes



Walking Tours

- guided tours of the Exchange District
- trail of Historic Winnipeg plaques



Installations

- National Historic Site banners
- architectural fragment park
- public art and street furniture
- play structure
- travelling exhibits and store front displays



Publications/multimedia

- re-release older publications
- history of the Exchange District
- additional videos
- school materials
- CD ROMs
- promotional materials



Special Events/Programmes

- performances and reenactments
- public forums or seminars

partnership opportunities

- building owners
- The Exchange District BIZ
- Heritage Winnipeg
- Chamber of Commerce
- private support
- City of Winnipeg
- Province of Manitoba
- Manitoba Historical Society





Interpretive Centre

- displays and programming



Interpretive Panels

- Historic Winnipeg plaques and cleaning programme
- designation plaque programme
- interpretive nodes



Walking Tours

- guided tours of the Exchange District
- ArtWalk
- A Terra Cotta Tour



Installations

- National Historic Site banners
- architectural fragment park
- public art and street furniture
- play structure
- travelling exhibits and store front displays



Publications/multimedia

- re-release older publications
- history of the Exchange District
- architectural and urban planning publications
- school materials
- CD ROMs
- promotional materials



Special Events/Programmes

- performances and reenactments
- public forums or seminars
- tours of job sites



Architecture

partnership opportunities

- building owners
- The Exchange District BIZ
- Heritage Winnipeg
- City of Winnipeg
- Winnipeg Architecture Foundation
- Museum of Man and Nature
- ArtWalk, Winnipeg Art Gallery
- Manitoba Association of Architects
- organisational body
- Faculty of Architecture, University of Manitoba
- Manitoba Historical Society





Civic development

partnership opportunities

- building owners
- The Exchange District BIZ
- Heritage Winnipeg
- Police Museum
- Fire Service Museum
- City of Winnipeg
- Province of Manitoba
- Federal Government
- Chamber of Commerce
- utility companies



Interpretive Centre

- displays and programming



Interpretive Panels

- Historic Winnipeg plaques and cleaning programme
- commemorate original street names



Walking Tours

- guided tours of the Exchange District
- Trail of Historic Winnipeg plaques



Installations

- National Historic Site banners
- architectural fragment park
- public art and street furniture
- play structure
- travelling exhibits and store front displays



Publications/multimedia

- re-release older publications
- history of the Exchange District
- additional videos
- architectural and urban planning publications
- school materials
- CD ROMs



Special Events/Programmes

- performances and publications
- public forums or seminars



Labour

partnership opportunities

- building owners
- The Exchange District BIZ
- Manitoba Labour Education Centre
- local theatres and actors
- Manitoba Museum of Man and Nature
- labour unions
- City of Winnipeg
- Province of Manitoba



Interpretive Centre

- displays and programming



Interpretive Panels

- Historic Winnipeg plaques and cleaning programme



Walking Tours

- guided tours of the Exchange District
- MLEC 1919 General Strike tour
- trail of Historic Winnipeg plaques



Installations

- National Historic Site banners
- architectural fragment park
- public art and street furniture
- play structure
- travelling exhibits and store front displays



Publications/multimedia

- re-release older publications
- history of the Exchange District
- school materials
- CD ROMs
- promotional materials



Special Events/Programmes

- performances and reenactments
- public forums or seminars





Implementation Strategy 8

STRATEGY AND TIMELINE

The Exchange District Heritage Partnership acknowledges that currently there are limited resources, both financial and human, available for implementation of this Interpretation Strategy. This section provides a strategy and timeline for implementation of the recommendations outlined in this document. Recommendations identified in the timeline have been chosen to realise the following goals and objectives of this Interpretation Strategy:

Goal 1: To achieve preservation/conservation awareness of the Exchange District National Historic Site through an improved visitor experience.

Goal 2: To create a framework in the Exchange District for historic resource interpretation by a stakeholder structure.

Goal 3: To create economic opportunities for the local business community.

Categorised as short, medium and long term recommendations, implementation has been mapped out to begin in 1999 and then continue for the next five or more years. A very tight time frame for review and completion of this Interpretation Strategy has been developed. During consultation with the community, individuals frequently stressed the immediate need for creation of particular components such as an interpretive centre or a widely distributed self-guided trail. Likewise, the levels of interest and concern for development in the Exchange District National Historic Site have seen a new injection of energy in the last year. Individuals, developers, and politicians now appear to support active development in the Exchange District while respecting and building upon the area's heritage assets. If this energy and interest can be utilised to oversee the



implementation of recommendations from this Strategy, development of this Interpretation Strategy will provide lasting benefits to the Exchange District community as well as for the rest of the downtown and Winnipeg as a whole.

Four phases of similar recommendations have been identified and grouped as follows:

1. Short Term: development strategy;
2. Short Term: awareness and creation of ownership;
3. Medium Term: expansion of programming; and
4. Long Term: interpretive centre and expansion of programming.

With some of the Strategy's recommendations, their planning and realisation will extend beyond their identified time frame, and in other cases, it will be necessary to implement some recommendations before embarking on others. These phases will allow the heritage community to prioritise initiatives based on the requirement to fulfill long term planning goals while also adding to and improving current interpretive programming based on the availability of various media for each historical theme. Incremental development will allow the Strategy to grow and expand as resources become available and as partnerships are fostered.



Short term: development strategy

This first phase, a development strategy, outlines a series of recommendations for the first year of implementing this Heritage Interpretation Strategy. In some instances, several of these recommendations have already been implemented or are in the development stages.

The Exchange District Heritage Partnership recommends that two initiatives begin development immediately:

1. the creation of an organisational structure to oversee the implementation of this Heritage Interpretation Strategy, and
2. creation of an interpretive centre for the Exchange District National Historic Site.

Through public consultation, it became apparent that a concentrated effort is needed to spearhead interpretive development at the Exchange District National Historic Site. There must be one legal entity responsible for overseeing development of this Heritage Interpretation Strategy. This phase will also realise the Strategy's second goal, "to create a framework in the Exchange District through historic resource interpretation by a stakeholder structure."

DEVELOPMENT STRATEGY

*short term recommendations
year 1 or 1999*

1. Initiate creation of organisation
2. Interpretive centre feasibility studies
3. Roving/kiosk interpretive centre
4. Guided tours of the Exchange District
5. National Historic Site banners
6. HSMBC plaque and ceremony
7. Canadian flag programme
8. History of the Exchange District
9. Historic Winnipeg plaques and cleaning programme



Short term: awareness and ownership strategy

This phase must build awareness generally of the Exchange District National Historic Site while laying the ground work for developing an organisation to oversee the development of this Interpretation Strategy.

Winnipeg's heritage community is already very familiar with the recent national designation of the Exchange District, and are aware of the reasons for its National Historic Site status. It is now essential to increase the breadth of awareness and understanding of the general public to what it means to be a National Historic Site. A constituency of supporters and partners must be fostered, in addition to enhancing the visibility of the District itself. These recommendations are relatively easy to realise and some will set the stage for further initiatives. Achievement of the Strategy's first goal, "to achieve preservation/conservation awareness of the Exchange District National Historic Site through an improved visitor experience" is the first aim of this phase.

Suitable initiatives for this stage of implementation are ranked in the accompanying table.

AWARENESS AND OWNERSHIP STRATEGY

*short term recommendations
year 2 or 2000*

1. Promotional material
2. Enhance existing tours such as Art Walk, Terra Cotta tour and 1919 Strike Walking Tour
3. Web site
4. Trail of Historic Winnipeg plaques
5. Public Forums and seminars
6. Tours of job sites
7. Travelling exhibits/storefront displays



Medium term: expansion of programming

This third phase considers the further expansion of interpretive programming for the Exchange District National Historic Site by planning for installation of new infrastructure and the production of more complex (and expensive) interpretive media. Generally, these recommendations will require greater ground work as funding must be sought and research completed. Programming already in place from phase one will continue to be offered. This material should be re-evaluated periodically to ensure they are contributing to a positive and successful visitor experience. Proposals in this phase must help to realise the third goal, “to create economic opportunities for the local business community”. With improved visitor and resident awareness and an operating organisation by this phase, the local business community should see an improvement in visitor numbers and expenditures, and therefore be willing to participate in a variety of ventures. Partnerships with heritage organisations and the business community will be critical to expanded programming.

Suitable initiatives for this stage of implementation are ranked in the accompanying table.

EXPANSION OF PROGRAMMING

*medium term recommendations
years 3 and 4 or 2001-2002*

1. Exchange District interim interpretive centre
2. CD ROMs
3. Develop additional tours
4. Interpretive nodes
5. Re-release older publications
6. Architectural/urban planning publications
7. School materials
8. Interpretive centre fundraising
9. Determine site/building for interpretive centre



Long term: interpretive centre and expansion of programming

The creation and management of a centrally located interpretive centre in the Exchange District National Historic Site would contribute to the realisation of all three of the Strategy's goals. As a priority item, planning for the interpretive centre must begin immediately in order to see its successful realisation. On an interim basis, the kiosk or modest storefront interpretive centre, as seen in the first phase of this implementation strategy may be used until the permanent facility is completed. Upon completion, all interpretive programming can originate from it and the organisation could be housed within it. The other recommendations in this phase will again require extensive planning, production, and partnership development.

Suitable initiatives for this stage of implementation are ranked in the accompanying table.

INTERPRETIVE CENTRE AND EXPANSION OF PROGRAMMING

*long term recommendations
years 5+ or 2003+*

1. Architectural fragment park
3. Play structure
4. Commemorate original street names
5. Public art and street furniture
6. Designation plaque programme
7. Additional videos
8. Performances and reenactments
9. Construction and display development for interpretive centre



ESTIMATED BUDGETS

This section provides estimated capital costs (in 1999 dollars) for as many of the Strategy's recommendations as possible. Where the scale of the venture is uncertain and may involve enhancing existing service, estimates cannot be provided. All merchandise items must be developed on a cost recovery basis.

DEVELOPMENT STRATEGY <i>short term recommendations</i> <i>year 1 or 1999</i>	DEVELOPMENT STRATEGY <i>short term recommendations</i> <i>estimated budgets</i>
<ol style="list-style-type: none"> 1. Initiate creation of organisation 2. Interpretive centre feasibility studies 3. Roving/kiosk interpretive centre 4. Guided tours of the Exchange District 5. National Historic Site banners 6. HSMBC plaque and ceremony 7. Canadian flag programme 8. History of the Exchange District 9. Historic Winnipeg plaques and cleaning programme 	<ol style="list-style-type: none"> 1. \$2000 2. \$25,000 3. \$2500 plus staffing 4. \$20,000 per year 5. \$4000 for 30 banners 6. Provided by HSMBC/Parks Canada (\$1500) 7. Flags have been donated (\$100/flag); structure of grant programme is still uncertain 8. Research \$15,000; \$50,000-75,000 for layout, design, and publication 9. Additional Historic Winnipeg plaques could be provided by the City for \$550/plaque; \$300/plaque for the cleaning programme

AWARENESS AND OWNERSHIP STRATEGY <i>short term recommendations</i> <i>year 2 or 2000</i>	AWARENESS AND OWNERSHIP STRATEGY <i>short term recommendations</i> <i>estimated budgets</i>
<ol style="list-style-type: none"> 1. Promotional material 2. Enhance existing tours such as Art Walk, Terra Cotta Tour and 1919 Strike Walking Tour 3. Web site 4. Trail of Historic Winnipeg plaques 5. Public Forums and seminars 6. Tours of job sites 7. Travelling exhibits/storefront displays 	<ol style="list-style-type: none"> 1. \$15,000; price will depend on type and quantity 2. Tours absorbed as part of their normal operating expenses 3. Research, writing, design, and posting \$7500; does not include internet account 4. Research, writing, layout and printing \$4000 5. \$5000 6. \$1000 7. Research, design, and construction \$5000-7000 per display



EXPANSION OF PROGRAMMING <i>medium term recommendations</i> <i>years 3 and 4 or 2001-2002</i>	EXPANSION OF PROGRAMMING <i>medium term recommendations</i> <i>estimated budgets</i>
<ol style="list-style-type: none"> 1. Exchange District interim interpretive centre 2. CD ROMs 3. Develop additional tours 4. Interpretive nodes 5. Re-release older publications 6. Architectural and urban planning publications 7. School materials 8. Interpretive centre fundraising 9. Determine site/building for interpretive centre 	<ol style="list-style-type: none"> 1. \$10,000 plus staffing 2. Depending on the complexity of the project, \$25,000-75,000 for research and development 3. Depending on the type of tour (\$10,000 - \$12,000) 4. \$3000/panel for research and production of porcelain enamel interpretive panels; node price will depend on scale and complexity of design 5. Possible partnership opportunities 6. Possible partnership opportunities 7. Depends on the type of media 8. Dependent on feasibility study 9. Dependent on feasibility study

INTERPRETIVE CENTRE AND EXPANSION OF PROGRAMMING <i>long term recommendations</i> <i>years 5+ or 2003+</i>	INTERPRETIVE CENTRE AND EXPANSION OF PROGRAMMING <i>long term recommendations</i> <i>estimated budgets</i>
<ol style="list-style-type: none"> 1. Architectural fragment park 2. Play structure 3. Commemorate original street names 4. Public art and street furniture 5. Designation plaque programme 6. Additional videos 7. Performances and reenactments 8. Construction and display development for interpretive centre 	<ol style="list-style-type: none"> 1. Design, construction, and interpretive panel costs \$25,000/installation (does not include overall design fees or acquisition of land) 2. To be determined through further study 3. Depends on the chosen medium 4. To be determined through further study 5. Depends on nature of the programme 6. Very high end production including research, script, and production for \$4000/minute 7. \$4000 for script and \$32,000 in operating costs 8. Construction at \$150-200/ft² for displays but does not allow for acquisition of certain types of artefacts



EVALUATION OF THE PROGRAMMES

An organisational body should periodically monitor and evaluate the state of historic interpretation within the Exchange District National Historic Site. There are numerous reasons for evaluating programmes:

- individuals and organisations want to know if their work is effective and if it is meeting their objectives;
- the recreational and educational impact of interpretation must be determined;
- various interpretive methods must be rated according to cost effectiveness;
- an organisational body must be accountable to its visitors;
- the value of interpretation must be made known by proving that it can address and achieve goals;
- to provide direction for policy, planning and programming decisions; and
- to allow visitors to contribute to the assessment process with qualitative data.

Relative successes or failures of programming or infrastructure will have to be evaluated against the goals of the Strategy:

Goal 1: To achieve preservation/conservation awareness of the Exchange District National Historic Site through improved visitor experience.

Goal 2: To create a framework in the Exchange District for historic resource interpretation by a stakeholder structure.

Goal 3: To create economic opportunities for the local business community.

Assessment must be conducted on a routine basis before development (front-end evaluation), during development (developmental evaluation), and after the programme (performance and post-occupancy evaluation). Multi-stage evaluation of the objectives for



the above goals will allow the organisational body to develop a baseline, as a reference point against which results can be compared. The approach must be unbiased and systematic, and indicate a programme's strengths and weaknesses.

There are four main categories of assessment for interpretive media, regardless of the chosen method:

- visitors' behaviour and reactions to a variety of media and learning objectives;
- evaluation of interpreters to improve their delivery and approach;
- evaluation of nonpersonal installations/exhibits/trails; and
- overall combination of programming and facilities.

Within each broad category, measurement of interpretive effectiveness, interpretive efficiency, and cost effectiveness is required.

A variety of techniques can be used to evaluate media, and many can be conducted in-house and/or contracted out. On the following two pages are several evaluation techniques with a brief description of the process and their advantages and limitations (Veverka 1998, 84-86).

Some interpretive media need to be matched to the appropriate evaluation techniques while other programmes will require a variety of evaluation methods to determine their relative success.



<i>evaluative technique</i>	<i>advantages</i>	<i>limitations</i>
<p>• <i>direct audience feedback</i></p> <p>Interpreter analyses visitors responses in face-to-face settings.</p>	<p>Allows for immediate analysis of visitor's reaction to the interpreter and service. The interpreter can change approach on the spot to elicit a better response from the visitors.</p>	<p>Technique is subjective since the interpreter must "interpret" the visitor's reaction to him/herself and service.</p>
<p>• <i>auditing by an expert</i></p> <p>Have an experienced interpreter watch and critique an interpretive presentation.</p>	<p>Allows for the input of more experienced professionals into interpretive programming.</p>	<p>The expert judges how s/he thinks a presentation will affect a visitor. Thus, subjective.</p>
<p>• <i>direct measures of behaviour</i></p> <p>Determine what interpretive service options visitors take when given a choice.</p>	<p>Allows for the determination of which services are most preferred.</p>	<p>Can determine what services preferred but not why.</p>
<p>• <i>observation of audience attention</i></p> <p>Plant scanners in audience to watch and document how many people are focusing their eyes on the interpreter.</p>	<p>Allows for determination of visitor responses during a presentation.</p>	<p>Assumes that watching the interpreter is synonymous with interest, understanding, enjoyment etc.</p>
<p>• <i>length of viewing or listening time</i></p> <p>Compare the amount of time people look at or listen to a presentation with the amount of time it would take to completely read or hear it.</p>	<p>Allows for the determination of whether or not people are spending enough time with an exhibit, sign, etc. to absorb the entire message.</p>	<p>Cannot determine visitor enjoyment, understanding, or interest. Thus no judgement can be made as to whether or not the message is too long.</p>
<p>• <i>questionnaire</i></p> <p>A written set of questions given to visitors to determine demographic and experiential data.</p>	<p>A great deal of visitor information can be obtained with a well-designed questionnaire. Questions concerning specifics services can be incorporated into the questionnaire.</p>	<p>Subject to written response bias. Time-consuming to design, administer and evaluate.</p>



<i>evaluative technique</i>	<i>advantages</i>	<i>limitations</i>
<p>• <i>interviews</i></p> <p>Similar to questionnaires except that questions are administered orally.</p>	<p>Same advantages as questionnaires. Often a preferred method of data collection since “many people are more willing to communicate orally than in writing”.</p>	<p>Similar problems as with questionnaires in terms of designing objective questions.</p>
<p>• <i>self-testing devices</i></p> <p>Mechanical devices operated by the visitor to answer questions or uncover more interpretive information.</p>	<p>Allows for active participation of visitors. A “fun” technique of evaluation from the visitor’s point of view.</p>	<p>Subject to mechanical breakdown and vandalism. Often monopolised by children.</p>
<p>• <i>panel of outsiders/focus groups</i></p> <p>A panel of people not associated with interpretation nor the subject matter being presented are asked to evaluate a service.</p>	<p>The panel can point out the strengths and weaknesses of a service before it is ever presented to the public.</p>	<p>The evaluation will only be as objective as the panel members chosen.</p>
<p>• <i>other unobtrusive measures</i></p> <p>Look at fingerprints and noseprints on glass, footwear, litter (leaflets, cigarette butts etc.). Look at products of depreciative behaviour (graffiti, vandalism etc.)</p>	<p>May indicate heavy use or a basic design problem.</p>	<p>Do not know why areas are being used so extensively nor the specific design flow.</p>
<p>• <i>suggestion box</i></p> <p>A locked box where visitors can drop any comments or suggestions.</p>	<p>Anonymity.</p>	<p>Usually get comments biased towards a positive or negative extreme.</p>



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Appendices

IN-PERSON INTERVIEWS

Demographic summary

An equal number of men and women were interviewed in the development of the marketing strategy completed by Dennis McKnight 2051 Inc. The purpose of this research was to study typical users of the area as well as to test a variety of interpretive services. A total of 250 people completed the questionnaire in April 1999. The breakdown of the respondents by age is as follows:

18-24 years, 14%,
25-34 years, 30%,
35-44 years, 28%, and
55-65 years, 14%

Most of the respondents in the study (82%) did not live in the Exchange District or the downtown. A total of 32% worked in the Exchange District with a further 51% working in the downtown. The majority of the respondents indicated (85%) that they were in the Exchange District for work related activities.

A copy of the questionnaire is reproduced in this section. The complete marketing strategy and audience profile is available for review under separate cover.



Exchange District National Historic Site Questionnaire

1. The Exchange District has been given a National Historic Site designation recognising its contribution to the development of Western Canada. Were you aware of this prior to today?

- Yes
- No
- Don't know

2. A number of major events and industries had their early beginnings in the Exchange District. Please read the list below and indicate whether you were aware of the event or industry having their roots in the area, and whether the topic is of interest to you or not?

	Aware	Unaware	Interested	Not interested
The labour movement had its early beginnings in the area, including many of the activities during the 1919 General Strike.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Exchange District was Winnipeg's early centre of banking, trade and commerce.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Exchange District was and is the home to civic development in Winnipeg. Where public markets, public utilities, government offices & all the city halls were located.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The early women's movement (i.e. right to vote) had its early beginnings in the area.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Exchange District was the birthplace for the grain trade in western Canada and is still headquarters for many grain companies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Exchange District has one of the best collections of turn of the century buildings in North America.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
McDermot Avenue was known as Newspaper Row because of the concentration of newspapers, printing companies, news agencies and foundries.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



The Exchange District has a long tradition in arts and entertainment. Many vaudeville performers including Charlie Chaplin performed at theatres like The Pantages Theatre.

☐ ☐ ☐ ☐

The Exchange District was the home to many prominent wholesale companies such as Ashdown's.

☐ ☐ ☐ ☐

The Winnipeg garment industry had its early beginnings in the area.

☐ ☐ ☐ ☐

Winnipeg was the only access point to and from Western Canada in its early days. This allowed Winnipeg to develop as a transportation hub.

☐ ☐ ☐ ☐

3. A Heritage Interpretation Centre is being considered for the Exchange District. It would house interpretative heritage displays, offer walking tours of the area, provide directions and information about the area, to name a few things. In your opinion, is there a need to have a Heritage Interpretation Centre in the area?

Yes ☐
 No ☐
 Don't know ☐

Answer Q#4 only if you said 'Yes' to previous question (#3).

4. Do you think the Heritage Interpretation Centre should offer the following amenities as well:

	Yes	No	Don't know
Gift or book shop	☐	☐	☐
Library	☐	☐	☐
Coffee shop	☐	☐	☐
Lecture hall	☐	☐	☐
Workshops on topics such as how to restore and repair woodwork on heritage buildings	☐	☐	☐
An interactive multi-media tour which takes visitors back in time	☐	☐	☐



5 a) There are a number of possible areas to locate the Heritage Interpretation Centre. Which of the following locations do you think would be the best?

Portage and Main area	a
At City Hall	a
Old Market Square Area	a
Somewhere close to the Red River	a
Underground concourse where we are standing	a

5 b) Do you have any other suggestions?

6. How likely would you be to visit the Heritage Interpretation Centre? Would you say...

Very likely	a
Somewhat likely	a
Not very likely	a
Not at all likely	a

7. There are other ways to provide heritage interpretation and information on the Exchange District in addition to the centre. Please indicate how effective you feel the following concepts would be...

	Very effective	Somewhat effective	Not very effective	Not at all effective
a) Have a travelling kiosk (i.e. Red River Cart) roving the area providing information to those in need	a	a	a	a
b) Have computer kiosks located at several locations throughout the district where city guide and web site information on The Exchange District could be accessed	a	a	a	a



8. There are a number of ways of providing heritage tours of the Exchange District. Please indicate your level of interest in each of the following:

	Very interested	Somewhat interested	Not very interested	Not at all interested
a) Have a printed guide you could follow at your own leisure	9	9	9	9
b) Have a recorded tour on an audio cassette with headphones	9	9	9	9
c) Have a tour guide who walks you through the area explaining key points of interest	9	9	9	9
d) Have actors located at key sites providing mini-performances about the life and times of the area	9	9	9	9
e) A musical and narrative depicting the people, events and culture of the time performed in a heritage theatre	9	9	9	9
f) A tour of the area inside a topless vintage auto that could seat 6-8 people	9	9	9	9

9. Have you ever taken one of the guided walking tours of the Exchange District?

Yes	9
No	9
[If no go to Q#11]	

10. How would you rate the tour?

Excellent	9
Good	9
Average	9
Poor	9



11 a) Do you ever see yourself going on a, or on another, guided walking tour of the Exchange District?

Yes	α
No	α
Don't know	α

11 b) If no, is there any reason why you wouldn't go on a guided tour of the Exchange District?

12. Have you ever recommended to people visiting Winnipeg that they visit/tour the Exchange District?

Yes	α
No	α

13. How often do you read plaques on heritage buildings you are visiting or passing by?

Always	α
Occasionally	α
Seldom	α
Never	α

14. How likely would you be to purchase any of the following items ?

	Very likely	Somewhat likely	Not very likely	Not at all
Illustrated guide/booklet on the Exchange District for \$5	α	α	α	α
A scholarly book of photos and writings on the area for \$25	α	α	α	α
A coffee table photography book (similar to Winnipeg Flood Book) of heritage buildings and historical artifacts for \$30	α	α	α	α
A CD-ROM of photographs and history				

of Exchange District selling for \$25 ☐ ☐ ☐ ☐

A 30 minute video on the history of the Exchange District for \$20 ☐ ☐ ☐ ☐

15. Would you be more likely to attend events and tours in the Exchange District if they were packaged together? For example, a walking tour of the area and lunch, or a play and a dinner. Assuming there was a cost savings for taking in both events would you be more likely to attend?

Yes ☐
 No ☐

16. Do you think the Exchange District should hold Heritage Days where for 2-3 days businesses and people in the area dress up and hold events, which would re-enact life at the turn of the last century?

Yes ☐
 No ☐

17. Do you live in the Exchange District or downtown area

Yes – Live in Exchange ☐
 Yes – Live in another part of downtown ☐
 No – Don't live in Exchange or downtown ☐

18. Do you work in the Exchange District, or another part of downtown?

Yes – Work in Exchange ☐
 Yes – Work downtown ☐
 No – Don't work in Exchange or downtown ☐



19. What brings you to the area today?

Work related	<input type="checkbox"/>
Personal (lawyer, doctor etc.)	<input type="checkbox"/>
Shopping	<input type="checkbox"/>
Visiting	<input type="checkbox"/>
Tourist	<input type="checkbox"/>
Other: _____	

20. Which best describes your age?

Under 18 years	<input type="checkbox"/>
18-24 years	<input type="checkbox"/>
25 –34 years	<input type="checkbox"/>
35-44 years	<input type="checkbox"/>
45-54 years	<input type="checkbox"/>
55 –65 years	<input type="checkbox"/>
Over 65 years	<input type="checkbox"/>

21. Are you?

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

Please check with the person coordinating this survey to review the photos that accompany this question.

22. Finally, there are other ways to interpret historic sites. Please review the photos from what some other cities have done and indicate whether you feel these methods would be appropriate, or not, for the Exchange District.

	Appropriate	Not appropriate
a) Public Art	<input type="checkbox"/>	<input type="checkbox"/>
b) Street Furniture	<input type="checkbox"/>	<input type="checkbox"/>
c) Play Structure	<input type="checkbox"/>	<input type="checkbox"/>
d) Fragment Park	<input type="checkbox"/>	<input type="checkbox"/>
e) Banners	<input type="checkbox"/>	<input type="checkbox"/>
f) Plaques	<input type="checkbox"/>	<input type="checkbox"/>
g) Panels	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for taking the time to fill out the questionnaire.



THE CITY OF WINNIPEG AND HERITAGE CONSERVATION

Background

The conservation of historical structures and districts in Winnipeg is the result of long-standing cooperation and commitment by many individuals and groups.

Since the 1970s, governments have contributed to the effort in five main ways: protective legislation, direct capital investment, financial and professional support for private-sector conservation projects, research, and commemorative recognition of sites and structures.

Winnipeg's **Historical Buildings By-law** is one piece of protective legislation. It enables the City to:

- designate structures within its jurisdiction that are of architectural and/or historical significance; and
- regulate the alteration and demolition of listed buildings.

The original version of the By-law (No. 1474/77) was adopted by City Council on February 2, 1977. It has since been amended by By-laws 2032/78, 3284/82, 4339/86 and 6124/93. The main provisions of the legislation are outlined below.

The **Historical Buildings Committee** is authorised to:

- advise City Council on heritage issues and policies through the standing Policy Committee on Property and Development;
- research, assess, and recommend structures for designation; and
- regulate proposed alterations to listed structures outside the Exchange District. (A separate design review process governed by the **Historic Winnipeg Advisory Committee** under Downtown Winnipeg Zoning By-law 4800/88 is used to regulate changes to designated buildings in the Exchange District.)

The responsibilities of the Historical Buildings Committee have grown in recent years to include the administration of programs that provide financial assistance for conservation initiatives.

The Committee's volunteer membership includes appointees from the City, Province of Manitoba, Government of Canada, Manitoba Association of Architects, and the Manitoba Historical Society.

The **Historical Buildings Inventory** is a tabulation of structures that have not been formally researched and evaluated, but are known to be of potential architectural and/or historical



significance. Inclusion in the Inventory carries no restrictions except to delay the approval of a demolition permit pending an assessment of whether the building in question warrants preservation. There are about 700 commercial, industrial, institutional, religious, residential, and miscellaneous structures in the Inventory.

The **Buildings Conservation List** is the official record of structures designated by City Council. The List contains basic information about each building, including address, name, priority rating (Grade I, II or III), and, where applicable, any specific components of the structure that have been identified for protection.

The By-law sets out detailed **criteria and processes** to guide its administration. These provisions include the criteria for determining a structure's heritage significance, listing procedures, appeal processes, and requirements for obtaining approvals to undertake alterations, repairs and maintenance. The authority to regulate and prohibit the issuance of demolition permits is outlined, as is the role of City Council in determining whether demolition or removal of a listed structure should be approved.

Criteria for Listing and Property Ratings

Under the By-law, the Historical Buildings Committee may choose on its own to research and evaluate the heritage significance of a structure. As well, the Committee may undertake an evaluation based on a request by an owner or other party, or on notification that an application has been made to demolish a building in the Historical Buildings Inventory.

When deciding whether or not a building is worthy of being listed, the Committee takes the following criteria into account:

1. Significance in illustrating or interpreting Winnipeg's history.
2. Association with important historic persons or events.
3. Illustration of the architectural history of the city.
4. Distinguishing architectural characteristics of a style or method of construction.

If listing is warranted, the building is assigned a priority grade which also indicates the degree of alteration that may be considered acceptable.

Grade I buildings are Winnipeg's outstanding examples of architectural and historical merit which are to be preserved in perpetuity. Restoration and maintenance of the entire interior and

exterior of these structures are the only types of work permitted. In general, alterations, deletions and additions to these buildings are considered unacceptable.

Grade II buildings include the majority of Winnipeg's heritage stock. Sympathetic alterations and additions to the exterior and listed interior elements of these buildings may be allowed in order to maintain the economic viability of the structure. In certain instances, the adaptive re-use of listed interior elements may be permitted.

Grade III buildings have been identified as moderately significant heritage examples worthy of listing. Suitable exterior alterations and modifications may be permitted. There is usually no restriction on interior alterations.

Listing, Notice, and Appeal Procedures

There are two methods by which a building may be included on the Buildings Conservation List:

1. Listing by City Council

The Historical Buildings Committee recommends to the Policy Committee on Property and Development that a building be placed on the List.

The Policy Committee notifies the owner of the proposed listing, affording him/her the opportunity to object by delivering a letter to the City Clerk. If no letter of objection is received within fourteen days of the notification, the building is considered to be listed by Council.

If a letter of objection is received, the Policy Committee on Property and Development holds a hearing as part of its regular business, then forwards its recommendation to City Council. After again notifying the owner, Council hears representation on the matter. It may then include the structure on the Buildings Conservation List under the grade recommended or any other grade, or it may reject the listing.

This procedure holds true for Grade I and Grade II listings. The only change in the case of Grade III designations is that prior to notifying the owner, the Policy Committee on Property and Development will seek the advice of the Community Committee representing the district in which the building is located.



2. Listing by the Chief Administrative Officer

The Chief Administrative Officer is empowered under the By-law to list buildings with or without the recommendation of the Historical Buildings Committee. Upon listing a building, the Chief Administrative Officer notifies the owner, and, in the case of a Grade III building, the Community Committee as well. The Policy Committee on Property and Development then holds a hearing as part of its regular business. The same procedures as those outlined in Method 1 apply.

Regulation of Alterations and Repairs

Except for ordinary maintenance, no permit will be issued for the exterior alteration, repair, demolition or removal of any building on the Buildings Conservation List, located in the City of Winnipeg outside the Exchange District, without prior issuance of an approval form called a Certificate of Suitability. A Certificate of Suitability is also required for changes to the interiors of Grade I buildings and for listed interior components of Grade II buildings. Application forms for these certificates are available through the Planning and Land Use Division.

A subcommittee of the Historical Buildings Committee meets as required to consider design proposals for listed buildings. The subcommittee hears the applicant's proposal, asks questions, and discusses possible changes. This open forum encourages negotiation on desirable alternatives and compromises.

The subcommittee makes a recommendation to the full Historical Buildings Committee which issues the Certificate of Suitability provided the applicant agrees in writing with its recommendations.

Where the Historical Buildings Committee recommends to the Policy Committee on Property and Development that a certificate be refused, the reasons for that refusal are forwarded to the owner, who then has the right to appear at a hearing of the Policy Committee on Property and Development as part of its regular business. That Committee's decision is final.

Certificate of Ordinary Maintenance

A Certificate of Suitability is not required for ordinary maintenance or repair of a building provided the work does not involve a change in any element of design affecting the appearance of the building or its architectural or historic interest. However, a Certificate of



Ordinary Maintenance must be obtained. Applications may be made through the Planning and Land Use Division.

Sandblasting

Sandblasting and other abrasive processes are unacceptable methods for cleaning the wood and masonry surfaces of designated buildings. If, however, it is established to the satisfaction of the Historical Buildings Committee that a surface can be cleaned without damage to a building, the Committee may issue a Certificate of Suitability for the work.

Standards for Conservation

In 1995, City Council approved a series of standards for conservation work. These standards are to be applied to heritage projects in a reasonable manner, taking into consideration economic and technical feasibility. Copies may be obtained from the Planning and Land Use Division.

Delisting, Change of Grade and Demolition

An owner or the Chief Administrative Officer may apply to the City Clerk to have a structure removed from the Buildings Conservation List, or to have it listed under a different grade. A procedure similar to that involved in listing the building applies.

In considering a proposed delisting or change of grade, the Policy Committee on Property and Development and City Council may take into account the economic viability of the building where circumstances warrant. An application may be denied if the proposed demolition of a listed building is deemed unnecessary.

Where a demolition is approved, the manner in which the building is dismantled may be regulated; that is, photographic recording of the building or the preservation of some of its specific components may be required prior to a demolition permit being issued.

When a demolition permit application is made for a building that is not yet listed but is in the Historical Buildings Inventory, the permit is withheld until the Historical Buildings Committee has had the opportunity to evaluate the structure. The Committee may recommend that the building be designated or that it be thoroughly photographed before permission to proceed with demolition is granted.



Penalties

Any person who contravenes or disobeys, or refuses or neglects to obey, any provision of the Historical Buildings By-law is guilty of an offense and liable on summary conviction to the penalties provided in Section 138 of The City of Winnipeg Act.

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BUILDINGS CONSERVATION LIST ENTRIES FOR THE EXCHANGE DISTRICT

City of Winnipeg, By-Law No. 1474/77

As of March 31, 1999, the following buildings in the Exchange District have been placed on the Buildings Conservation List:

address	name	grade	date listed
48 Albert Street	Royal Albert Arms Hotel	III*	May 19, 1981
52-54-56 Albert Street	Gregg Building	III	May 26, 1986
62 Albert Street	Dingwall Building	III	Mar. 27, 1985
63 Albert Street	Hammond Building	III*	July 14, 1980
70 Albert Street	Telegram Building	II*	July 14, 1980
	with the following interior elements:		
	1) cast iron columns,		
	2) water tank - 4th floor, and		
	3) post and beam system - upper floors		
86 Albert Street	Albert Block (227-237 McDermot Ave.)	II*	May 28, 1984
90 Albert Street	Western Building	III*	Jan. 7, 1985
91 Albert Street	Trend Interiors	III*	June 16, 1980
92 Arthur Street	Gault Annex	II	Feb. 16, 1987
104 Arthur Street	Gault Building (99 King Street)	II*	Dec. 6, 1982
115 Bannatyne Avenue	Donald H. Bain Building	II*	June 16, 1980
123 Bannatyne Avenue	Marshall Wells Building	II*	Nov. 14, 1983
137 Bannatyne Avenue	Swiss Building	III	Dec. 8, 1986
141 Bannatyne Avenue	MacKenzie Block	III	Jan. 15, 1993
167 Bannatyne Avenue	Ashdown's Warehouse	II*	Sept. 16, 1985
168 Bannatyne Avenue	Chatfield Distributors (Franklin Press)	III	Nov. 14, 1983
185 Bannatyne Avenue	McClary Building	III	Oct. 1, 1987
283 Bannatyne Avenue	Travellers Building	II	Nov. 19, 1979
	with the following interior elements:		
	1) open cage elevator,		
	2) ornamental fireplace/5th floor, and		
	3) internal staircase		
291 Bannatyne Avenue	Sanford Building (116 King St.)	II*	Nov. 19, 1979
291 Bannatyne Avenue	Maw's Garage (Brandy's)	III*	Nov. 19, 1979
66 King Street	Maltese Cross Building	III	Sept. 30, 1997
	with the following interior elements:		
	1) oak and glass vestibule on the main floor, and		
	2) original interior stairwell		
87 King Street	Anne Building	III*	Sept. 12, 1983



address	name	grade	date listed
104 King Street	King Building (former Ryan Block) with the following interior elements: 1) elevator doors, and 2) staircase components	II*	Mar. 11, 1991
120 King Street	Sparling Sales Ltd.	II*	March 7, 1983
167 Lombard Avenue	Grain Exchange Building	II	Oct. 1, 1992
177 Lombard Avenue	Chamber of Commerce Bldg. with the following interior elements: 1) entrance foyer and lobby on main floor, 2) 2nd floor boardroom & adjoining office, 3) stairway, and 4) second floor lobby	II	Sept. 12, 1983
191 Lombard Avenue	Union Tower Building with the following interior elements: 1) main floor foyer and lobby, and 2) main floor banking hall	II*	Sept. 12, 1983
389 Main Street	Bank of Commerce	I	Nov. 7, 1979
395 Main Street	Bank of Hamilton	I	Nov. 7, 1979
436 Main Street	Former Bank of British North America (Newmac Building) with the following interior elements: 1) original fabric of the main floor including entrance lobby, fan lights, staircase, and 2) original plaster ceiling on the upper floors	II	Sept. 2, 1997
441 Main Street	Imperial Bank of Canada with the following interior elements: 1) basement - ornamental metal fixtures & gates, marble, vaults, curved stairwell, & grating at the top with signage; 2) main flr. - entire banking hall, all wood detailing, & preservation of the existing black marble banking counters; 3) 2nd flr. - oak woodwork, rear & front stairwells; and 4) 3rd flr. - glass roof lights.	I	Oct. 28, 1997
455 Main Street	Confederation Life Building	II*	June 16, 1980
456 Main Street	Bank of Toronto with the following interior elements: 1) four vaults in basement; 2) main flr., lobby, cage elevator and banking hall; manager's office; 3) central stairway; and 4) marble on first, second & third floors	II	Nov. 13, 1984

address	name	grade	date listed
460 Main Street	Royal Bank of Canada Building with the following interior elements: 1) brass doors; 2) marble finishes; 3) banking hall & foyer; 4) stairwells; 5) wall clock; and 6) lower vault area	II	Sept. 2, 1997
466 Main Street	Woodbine Hotel with the following interior element: 1) pressed tin ceiling	III	Jan. 27, 1986
468 Main Street	Birt's Saddlery (Baker Block)	III	March 5, 1984
492 Main Street	Former Macdonald Shoe Store	III	Mar. 28, 1996
500 Main Street	Union Bank Building Annex	II	July 18, 1995
504 Main Street	Union Bank Building	I	July 18, 1995
112-114 Market Avenue	Great West Saddlery Warehouse	III	May 14, 1990
113 Market Avenue	Great West Saddlery Building	II	Nov. 18, 1985
136 Market Avenue	Marshall-Wells Building with the following interior element: 1) capitals on the main floor with following interior elements: 1) foyer	III	May 11, 1987
180 Market Avenue	Playhouse Theatre with the following interior elements: 1) foyer, and 2) concert hall except ceiling	II	Jan. 5, 1981
165 McDermot Avenue	Galpern (Porter) Building	III	June 24, 1985
171 McDermot Avenue	Dawson Richardson Building	III	July 15, 1985
173 McDermot Avenue	Grange Building	III	July 15, 1985
175 McDermot Avenue	Toronto Type Foundry Building	III*	Aug. 29, 1988
177 McDermot Avenue	T.W. Taylor Building	III	July 15, 1985
179 McDermot Avenue	W.F. Alloway Building	III	June 24, 1985
214 McDermot Avenue	Criterion Hotel with the following interior element: 1) ground floor lobby	II*	April 21, 1981
217-223 McDermot Avenue	Bate Building with the following interior elements: 1) public areas	II*	May 19, 1981
245 McDermot Avenue	Stovel Block (Kay Building)	II	Nov. 16, 1998
246-248 McDermot Avenue	Sures Building	III*	Dec. 5, 1983
281 McDermot Avenue	Bedford Building	III	Dec. 5, 1983
288 McDermot Avenue	Allen Building	III*	May 11, 1987



address	name	grade	date listed
290 McDermot Avenue	Glengarry Block	III*	May 11, 1987
296 McDermot Avenue	Daylite Building	II*	Mar. 30, 1987
213 Notre Dame Avenue	Notre Dame Chambers with the following interior element: 1) main floor lobby incl. mezzanine & offices	II*	Aug. 24, 1987
235 Notre Dame Avenue	St. Charles Hotel	III	Mar. 24, 1986
265 Notre Dame Avenue	Greater Winnipeg Gas Company	III	Mar. 28, 1988
33 Princess Street	Peck Building	II*	April 16, 1984
44 Princess Street	Ryan Block	III	Sept. 22, 1998
72-74 Princess Street	I.O.O.F. Hall	III	Sept. 8, 1986
78 Princess Street	Earn International Building	III	Aug. 24, 1998
92-100 Princess Street	Adelman Building	II*	Sept. 12, 1983
104-108 Princess Street	Warehouse	III	June 18, 1984
110-118 Princess Street	Sterling Cloak Building (Fairchild Building) with following interior elements: 1) glass foyer, and 2) cast iron columns	II	May 29, 1985
121 Princess Street	Miller & Richard Type Founders Building with the following interior element: 1) entrance way	III	March 2, 1999
146 Princess Street	Drake Hotel	III*	June 18, 1979
150 Princess Street	House of Comoy	III*	June 18, 1979
154 Princess Street	Hochman Building	III*	June 18, 1979
160 Princess Street	Exchange Building	II*	June 18, 1979
164 Princess Street	Utility Building	II*	June 18, 1979
65 Rorie Street	Northern Electric Building	III	April 1, 1985
218 William Avenue	Leland Hotel (Delisted May 28, 1998) (Demolished by fire Jan. 16/99)	III	May 13, 1985
294-296 William Avenue	Massey Building with following interior elements: 1) pressed tin ceilings, 2) oak staircase & balustrade, 3) oak paneling & wainscotting, 4) exposed beams, and 5) any other original exposed woodwork	II	Sept. 12, 1983

