

## HARBOUR GRACE

Heritage District Development Plan & Ridley Hall Adaptive Reuse Study

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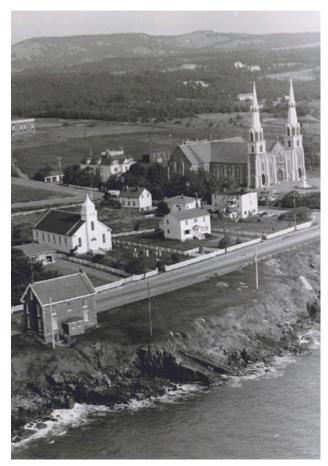
## EXECUTIVE SUMMARY

HERITAGE NL

This study was undertaken by Heritage NL, in partnership with the Town of Harbour Grace and the Harbour Grace Board of Culture, Innovation, and Business, to explore design strategies for the development and beautification of the Harbour Grace Registered Heritage District. Enhancements for the district include:

- Development of a harbour walk and an enhancement of the network of historic laneways, with interpretive elements and spaces for exploration.
- Enhancements to public spaces within the district through the addition of lighting, signage, and proper urban infrastructure.
- Cohesive wayfinding system throughout the district
- Working with Harbour Grace Ocean Enterprises to provide more access for the public to the workings of the shipyard and the history of marine industries on the site.

In addition, we have drafted a feasibility study for the adaptive reuse of the historic Ridley Hall. While full restoration of the property is seen as likely being prohibitive in terms of cost, ideas for preserving it as a ruin and developing the site as a community amenity were explored. Ideas put forward for the site included lawn sports and gardens (recognizing the extensive gardens from its heyday) and using the ruin as an open air venue for public and private events.



# HARBOUR GRACE

### REGISTERED HERITAGE DISTRICT

In 1992, the Heritage Foundation of Newfoundland & Labrador designated a portion of Downtown Harbour Grace as a Registered Heritage District – the first of its kind in the province. Stretching from Cochrane Street to the Cathedral, this district exemplifies the prominence of the town as an important center for the Newfoundland fishery and mercantile class in the early 19th century. It is comprised of impressive private residences of past merchants and professionals, as well as landmark religious and institutional structures. Within the district, the Heritage Foundation has designated seven properties which include: the former Immaculate Conception Church, the Harbour Grace Courthouse, Garrison House/Hampshire Cottage. Rothesay House, Ridley Hall Ruins, Ridley , and St. Paul's Anglican church

The district is comprised of a rich collection of heritage assets that can contribute to the wellbeing of its residents, the tourism industry, and towards a stable economic future. The purchase of the former Cathedral and Courthouse for adaptive reuse as tourism establishments will provide important anchor tenants that can both support and be supported by an enhanced heritage district. Maintaining the district's heritage values is imperative for its future success, however, modern developments must coexist with the historical fabric in order to create a stronger community asset.

#### A HISTORY ROOTED IN THE SEA

One of the earliest written references to the town is found in the journal of the famous English colonizer John Guy, founder of Cupids Cove, the first European colony in Newfoundland. Cupids spawned additional colonies, including the Bristol's Hope Colony at Harbour Grace. By 1697, Harbour Grace was recorded as having a population of 100.

Harbour Grace gained notoriety as being the home base for Peter Easton in the early 17th century. The pirate Henry Mainwaring also had an association with the community.

By 1715, Harbour Grace was an established port community with industries in shipbuilding, whaling, sealing, and fishing. A number of Western European merchants established mercantile premises in the community which, until the 20th century, was the second most populated town in Newfoundland, after St. John's. With the bank crash of the 1890s many outport merchants

were ruined including a number in Harbour Grace. With the emergence of the St. John's steam operated sealing fleet, many significant commercial centres lost further importance to the capital city. In 1944, virtually the commercial centre of the town which was second only to St. John's in scale and prominence, perished in a fire.

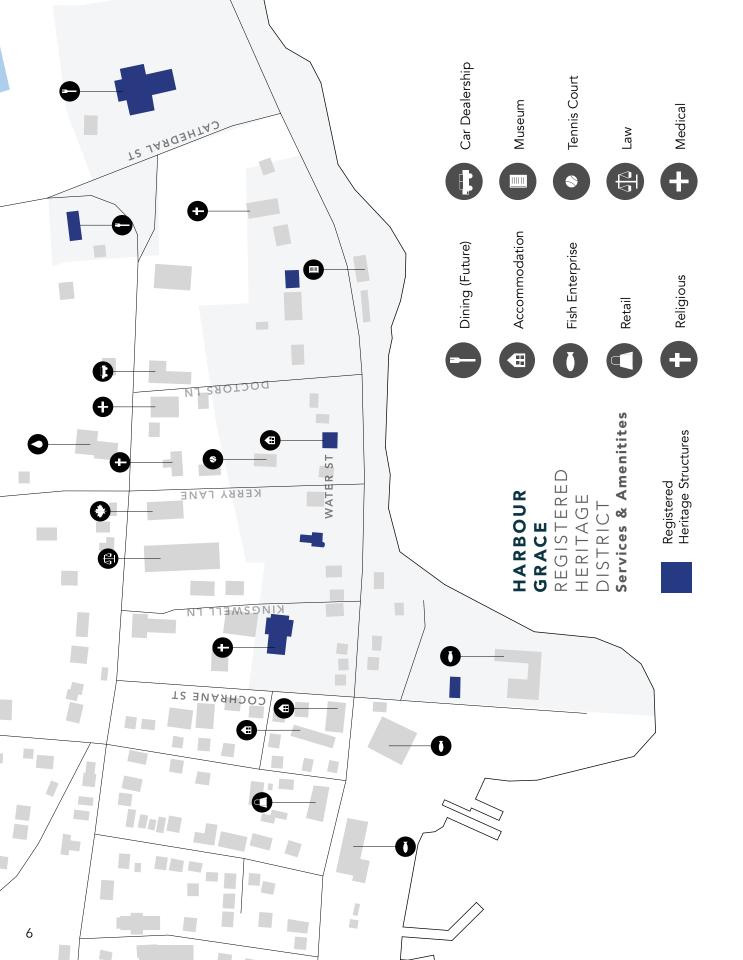
In the mid-20th century, a number of modern industries came to the town including the first large-scale fish plant supported by a trawler fleet, Terra Nova Shoes, and other industries. Today most of these industries are gone but the town still maintains a significant ocean industries base with the Harbour Grace Shrimp Cold Storage Company, Harbour Grace Ocean Enterprises (a shipyard located within the Heritage District), and a fishing fleet.

#### RIDLEY HALL

Ridley Hall captures, in many ways, Harbour Grace's past as a major commercial centre in Newfoundland as it was one of the grandest homes of its day. It was built in 1834 by Thomas Ridley, the leading merchant of the town and the owner of one of the largest mercantile firms in 19th century Newfoundland. It was renowned as the site of formal balls and events in Harbour Grace. Later in its life it served as a cable station and, gradually deteriorated, until a major fire in 2003 reduced it to a ruin. The site has great potential to revive its role in the town as a place for events, to recall some of its former glory and to tell the story of Ridley and Harbour Grace's rich mercantile history. Given its current condition, its stabilization, conservation, and redevelopment are critical if it is to remain a part of the town's rich built heritage.

Ridley Hall, is one of Harbour Grace's most historically and architecturally significant 19th century buildings. Designated a Registered Heritage Structure by Heritage NL and a focal point within the Registered Heritage District, the structure currently exists as a ruin due to a serious fire in 2003. Immediate attention is required if the structure is to endure.

This report, prepared by Heritage NL with public input from the community, presents options for preserving Ridley Hall as a ruin. It proposes developing the site as an outdoor community venue, ornamental garden, and recreational facility that will serve a variety of community needs and that can support existing and future business operators in Harbour Grace. A redeveloped Ridley Hall site could form an important activity and interpretive focal point for the district and play a role in the rejuvenation of this historic town. An important premise of this report is that the site must generate sufficient revenue to cover its long-term operational and maintenance costs. It has been proposed that it be operated as a social enterprise by the Harbour Grace Board of Culture, Innovation and Business (HGBCIB), a not-for-profit group with a mandate to develop the town's cultural assets.



# OBSERVATIONS OF THE DISTRICT BY HERITAGE NL

Heritage NL staff visited the district on a number of occasions. While time did not permit an exhaustive study of the district, following are a number of observations:

- There is minimal pedestrian activity within the district.
- The walkability of the district is less than ideal with sidewalks in poor condition, overgrown laneways, and some visually unappealing areas (e.g., Ridley Hall).
- While there have been recent attempts to capitalize on harbour views (lawn chairs/ museum area) it is not entirely clear whether or not these are public or private amenities.
- There is a no signage to mark the Heritage District and little interpretive signage marking designated structures or significant historical information.
- While the modern shipyard that forms the western anchor of the district has considerable interest and appeal to visitors and passersby, it lacks visual appeal and no real way for visitors to access what happens there or to learn about the town's long shipbuilding and marine industries heritage.
- There are a number of historic laneways in the district that invite exploration, but in their present state, are unappealing. These have the potential to link different areas within the district and to increase the pedestrian routes of Harbour Grace.

# COMMUNITY CONSULTATION

JULY 21, 2020

On July 21, 2020, Heritage NL solicited concerns and ideas relating to the heritage district through an online Focus Group session on July 21, 2020 and through interviews with the owners of existing and planned hospitality businesses in and near the district.

- Shipyard not accessible
- Overgrown greenery
- Under-utilized benches
- Are spaces public or private?
- No heritage district signage

- Lack of lighting
- Uninviting walkways
- Crumbling fencing
- No coffee shop
- No recycling bins

The focus group also included a discussion regarding the historic Ridley Hall Ruins. While full restoration of the historic Ridley Hall is seen as likely being prohibitive in terms of cost, ideas for preserving it as a ruin and developing the site as a community amenity were explored.

It suffered a catastrophic fire in 2003, that destroyed most of the interior structure. Ideas put forward for the site included lawn sports and gardens (recognizing the extensive gardens from its heyday) and an outdoor venue for public and private events.

Matthew McCarthy, the town's Development Officer, believes that there are numerous benefits to enhancing the heritage district. He states that "There's a sense that Harbour Grace has lagged behind other historic towns, that we haven't done enough to promote our rich history and heritage. Hopefully this development plan and ongoing restoration projects in the district will signal things are changing for the better."

# MASTER PLAN

HERITAGE DISTRICT

Heritage NL has created a concept plan for the enhancement and redevelopment of the heritage district and the adaptive reuse of the Ridley Hall site as a focal point within the district. Our goals with these two projects include:

- To fully capitalize on the heritage district as a means to support the new development being planned by Yellowbelly and to support other new business ventures. The experience of other communities in the province have proven that these kinds of public investments can go a long way toward leveraging private and business investment.
- To enhance the area as a real focal point for residents: to walk; explore; recreate; and to build pride.
- To celebrate Harbour Grace's rich commercial history and the Registered Heritage District.
- To integrate the existing marine industrial area into the heritage district and to frame it as a continuation of the town's long and important marine industrial heritage right now it seems somewhat cut off but there are opportunities to integrate the modern shipyard with the town's long shipbuilding history.
- To find a way to preserve Ridley Hall before it is lost.
- To take a fresh, contemporary approach to beautifying the area that is inspired by Harbour Grace's past and its unique sense of place and that avoids a generic "heritage" landscape of brick pavers and Victorian lamp standards.
- To create something that is good fit for the community in terms of cost and maintenance.

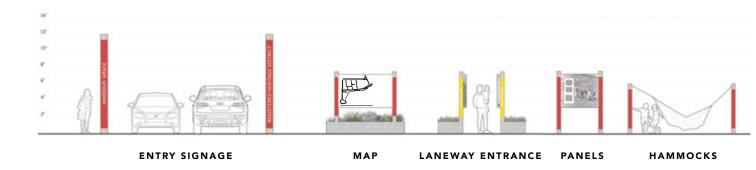
This Master Plan comprises three walking routes that are seen as a way to capitalize on some of the principal assets of the heritage district: Harbour Walk; Historic Laneways; and Shipyard Walk. A number of design features are intended to enhance the walkability and attractiveness of the district for both residents and visitors.

These plans are conceptual and will require more detailed planning and design work before they can be implemented but they are intended to show the community what might be possible.





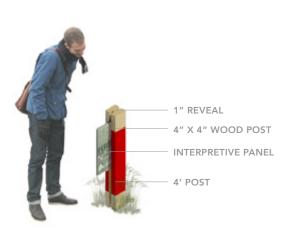
# DESIGN LANGUAGE



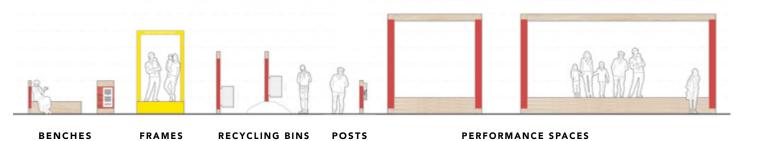
### A contemporary take on the historic urban fabric

New take on historic gate post as a device to:

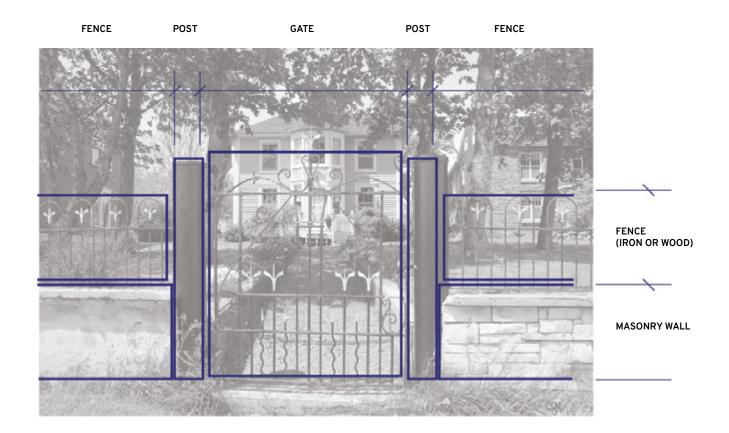
- Mark entries (to district/laneways)
- Wayfinding (signage/lighting/walking route)
- Interpretation
- Frame views/mark focal points
- Component of community amenities (seating/hammocks/stage/garbage containers)
- Fresh, contemporary approach to design that draws on Harbour Grace's uniqe sense of place and doesn't engage in a false sense of history (brick paving and Victorian lamp standards)







### HISTORIC GATEWAYS



# CELEBRATING HARBOUR GRACE'S SCENIC HARBOUR Harbour Walk

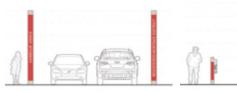








CURRENT





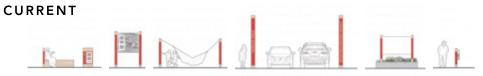


CURRENT

PROPOSED







#### AREA NEAR MUSEUM





CURRENT

PROPOSED





# ENHANCING AND CELEBRATING THE HISTORIC LANEWAYS

Laneways









PROPOSED





CURRENT

CURRENT







CURRENT

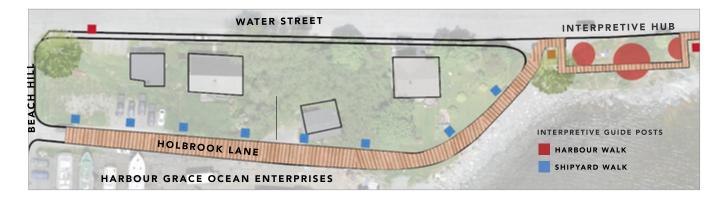


PROPOSED





# EXPLORING THE RICH MARINE HISTORY Shipyard Walk

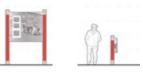


An exploration around the Point of Beach, site of the present shipyard in Harbour Grace, revealed the presence of discarded pieces of scrap metal, tires, and other materials. The concept emerged of recycling these elements into a number of art installations or sculpture along the "walks" proposed in this plan and on the Ridley Hall site. These could be fun landscape features that have the potential for hands-on engagement by residents and visitors alike speak to the town's contemporary historical and contemporary marine industries. Preliminary discussions have been held with Harbour Grace Ocean Enterprises on a potential collaboration on this initiative which may include the fabrication of the installations "in house". Ideas have also been put forward for a design competition for the pieces, perhaps through the Visual Arts program at Grenfell College.





CURRENT

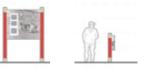


PROPOSED





CURRENT



### Turning Industrial Scrap into Public Art





# CAPITAL COSTS AND FUNDING

As this is a conceptual plan for enhancements to the Heritage District it has not been possible to develop a cost estimate for proposed work. This would normally be developed through the preparation of a detailed design by a professional landscape design consultant.

### Capital Budget

The development of a capital budget for conservation and development work of the Harbour Grace District will require more detailed planning and design work. This would normally be generated through a feasibility/concept design report which would form an important next step in preserving and developing the property.

### Funding

There are a variety of funding sources that are available to community organizations and municipalities for projects such as this that support community economic development. The current time may be a good one for accessing such funding given federal government funding programs that are becoming available to help communities adjust to the economic challenges and social distancing realities of COVID-19. Programs include:

1) Infrastructure Canada COVID-19 Fund – this program is designed to assist communities in adjusting to the health and social challenges of the current pandemic. Its objectives include the creation of healthy, outdoor community spaces and facilities for which Ridley Hall should be a good candidate. It can cover up to 80% of project costs and promises accelerated approval processes.

**2) ACOA** – Through the Innovative Communities Fund (ICF), the agency provides grants for initiatives that support community economic/business development. For tourism-related initiatives projects must demonstrate a focus on "experiential tourism" and not just on "bricks

and mortar." Funding levels depend on the contributions required to make a project a reality and generally require a minimum 10% contribution by the project proponent/community. Projects must demonstrate sound business and management feasibility and practices.

**3) Regional Development Programs Government NL** - The Department of Tourism, Culture, Arts and Recreation provides support to organizations by way of non-repayable contributions for projects aimed at supporting economic development, innovation and capacity building in all regions of the province. The Regional Development Fund is comprised of two components: the Regional Development Program (RDP) and Community Capacity Building. RDP can support cultural heritage projects that will support long-term economic development in a community and provides up to 25% of project funding. This fund is often applied for in conjunction with the ICF program of ACOA above. The Community Capacity Building fund can provide funding for project planning and building local capacity to undertake development work. For more information see: www.tcii.gov.nl.ca/regionaldev/RDF.html

# NEXT STEPS

A project of this nature and scope will require a comprehensive development plan. Suggested next steps include:

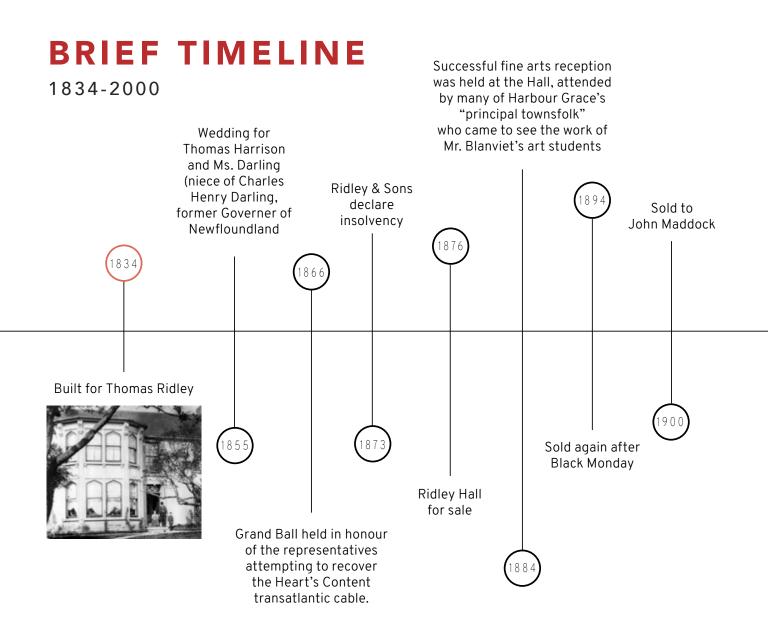
1. Build Support amongst the community of Harbour Grace, local business, and local and regional stakeholders

2. Prioritize development opportunities for the district

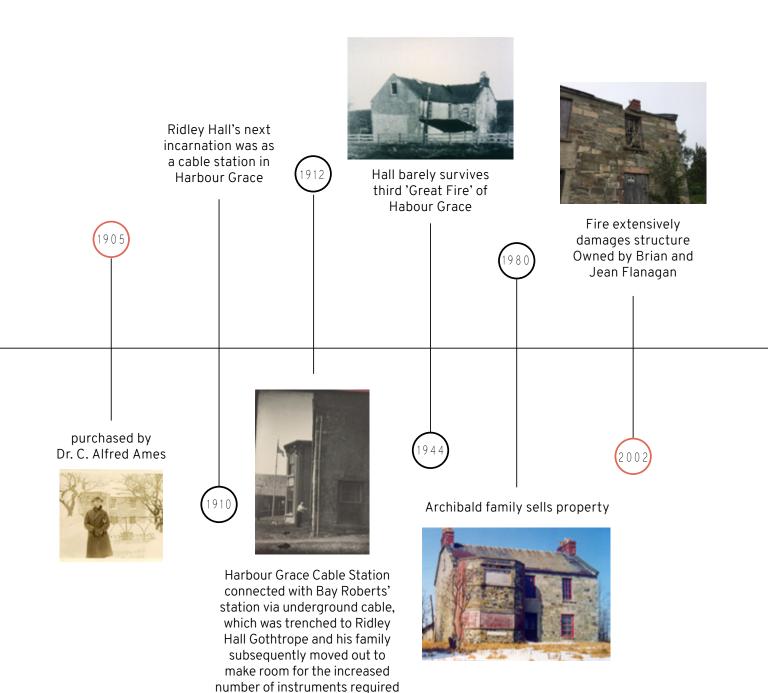
3. Apply for funding to undertake a detailed development plan, construction drawings, and project budget

- 4. Apply for funding to implement district development plan
- 5. Undertake a phased approach to realizing development components

# **RIDLEY HALL RUINS**



# ADAPTIVE REUSE & DEVELOPMENT PLAN 2020



to work the extra cables

### Documentation

The building was digitally scanned in the summer of 2020 by the design team with the assistance of Blair Bridger, an instructor in the Geomatic program at the College of the North Atlantic. This information is useful as a design tool (to prepare measured drawings and undertake modeling) and to examine the building in a detailed way to determine conservation requirements.

### Building Assessment

A building assessment has been commissioned by ACP (Association of Conservation Professionals) of Limerick Ireland, a firm with extensive experience in the preservation of historic masonry buildings. The assessment will provide a better understanding of the structural condition of Ridley Hall and will outline conservation strategies in broad terms. This assessment will form a separate report. Prior to undertaking conservation work, more detailed conservation strategies and construction documents will need to be developed.



### Preservation as a Ruin

This study advocates for the preservation and adaptive reuse of Ridley Hall as a ruin rather than as a fully restored structure. The reasons for this include:

- The cost of total reconstruction was seen as prohibitive and the cost of operating and maintaining a fully-functional building was seen as considerable. The ongoing maintenance costs of a largely unheated, unroofed, windowless structure are considerably less than a complete building.
- Ruins can be very evocative and even romantic (think castle ruins in Europe) and they speak to the passage of time and the vagaries of history (Harbour Grace's gradual decline as a mercantile centre)
- An open air facility provides a healthy, wellventilated space which is important in times of pandemic, like the present.

It would be a unique attraction for visitors to the province as there is nothing like it in Newfoundland and Labrador.

# **CONSERVATION STRATEGY**

Standards for historic building conservation point to the desirability of preserving as much of a structure's original fabric as possible. Conservation and development of the site will require some disassembly of the damaged walls in order to prevent further stress on them and to allow for safe working conditions during construction. Ultimately, the cost of restoration and program requirements will determine how much of the original building fabric can be preserved.



## PLANNING THE FUTURE

### Research and Community Engagement

A community engagement process was undertaken to generate ideas for the future use of Ridley Hall. This process included a video-conferenced focus group session with interested members and stakeholders from the community, interviews with the owners of existing and planned hospitality businesses in and around the heritage district, and an in-person community presentation of the draft report. A number of case studies on the preservation and adaptive reuse of ruins around the world were examined and also informed the recommendations in this report (see Appendix A). A number of site visits permitted a study of the Ridley Hall property and environs and its situation within the Registered Heritage District. In addition, a number of case studies on the adaptive reuse of historic building ruins were considered.

### Strategies for Adaptive Reuse

Developed by a team from Heritage NL, with input from the research and consultation process, the concept for Ridley Hall draws on the history of the property and its role as a focal point for social events, as the former site of formal gardens, and as a part of the town's rich mercantile history. It is envisioned as an outdoor community venue that can serve a variety of community functions:

#### RIDLEY HALL (JUNE 2020)



**i. Community Event Venue –** a place that could be rented by families and groups for parties and celebrations; an outdoor performance venue

**ii. Recreation Facility -** space for leisurely outdoor sports such as lawn bowling and croquet that call to mind, the genteel past of the neighbourhood – this could be operated by HGBCID or the town's recreation department (e.g., as an extension of the tennis court)

**iii. A venue that could be used by businesses in the town by providing them with a unique space that complements their operations -** As an example, a local B & B operator might use the space on a scheduled basis to offer high tea, bridal showers, or as part of a themed vacation package (think murder mystery). The site, with its covered outdoor venue and gardens, could provide a very attractive wedding venue on the Avalon Peninsula as a location for wedding ceremonies, banquets, and photo shoots, particularly when packaged with local accommodations (existing accommodations operators and the hotel and venue that will be part of Yellow Belly Brewery's development of Immaculate Conception Church), caterers, and other service providers.

**iv. Café** – a seasonal café is proposed that fills a current gap in the town that would offer beverages, snacks and light lunches such as soups and sandwiches or other items that could be prepared elsewhere and plated on-site. It could be operated in one of two ways: 1) as a social enterprise by HGBCID with the profits going back into the operation of the site or; 2) as a space leased to a private operator. The former would likely generate more revenue for the site's operation than leasing it to a third party to operate.



# **DESIGN STRATEGY**

1) Erect a Ghost Structure – a ghost structure is a frame of metal or timber that evokes the original silhouette of a building and serves to fill in missing pieces. It has been used successfully to interpret archaeological sites where the structure above ground is wholly missing. This is seen as a cost-effective way not only to "recreate" missing pieces of Ridley Hall but as a strategy for helping to shore up the existing masonry walls. The selection of materials for the ghost structure should consider durability and strength.

**2) Mezzanine Level –** the use of a ghost structure would allow the construction of a mezzanine or upper level in the front portion of Ridley Hall that could serve as: a viewing platform for the front gardens and harbour; a place for interpretive panels/images relating to the history of Ridley Hall; and additional seating for events inside the building's walls.

**3)** Supporting Service Modules – the venue is seen as requiring a number of supporting services that will required enclosed spaces that include: a prep/serving kitchen; toilets; and storage. These are envisioned as largely self-contained, self-supporting units that are independent of and situated within or adjacent to the exterior perimeter walls. The kitchen might comprise a modified 20-foot shipping container which could help to support part of the mezzanine level.

**4)** Formal Gardens and Lawns – these are proposed to evoke Ridley Hall's original gardens and to serve as an extension of Ridley Hall as an event venue. Formal gardens in the front of Ridley Hall would help to frame the historic structure, to be an attraction to residents and visitors alike, and to serve as a venue for wedding and family photos. Kitchen gardens could serve the café. The lawns to the side and back of Ridley Hall are imagined as an extension of the interior space (an area to the west of the building could house a large tent to extend the covered area) and as the location for lawn sports such as lawn bowling and croquet. The latter could be stand-alone activities or incorporated into visitor experiences that include food and entertainment.

#### AUTUMN



#### WINTER

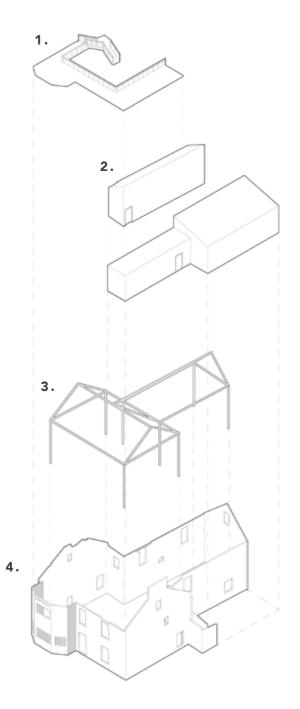


#### LAWNSPORTS



#### SUMMER





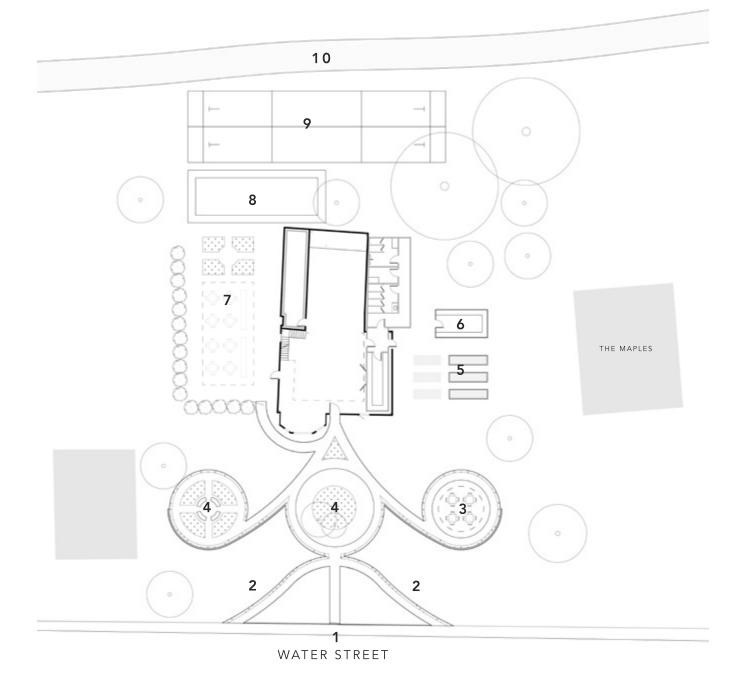
**1. MEZZANINE** Viewing & Interpretation Level

2. SERVICE PAVILIONS Cafe / Kitchen / Washrooms / Storage

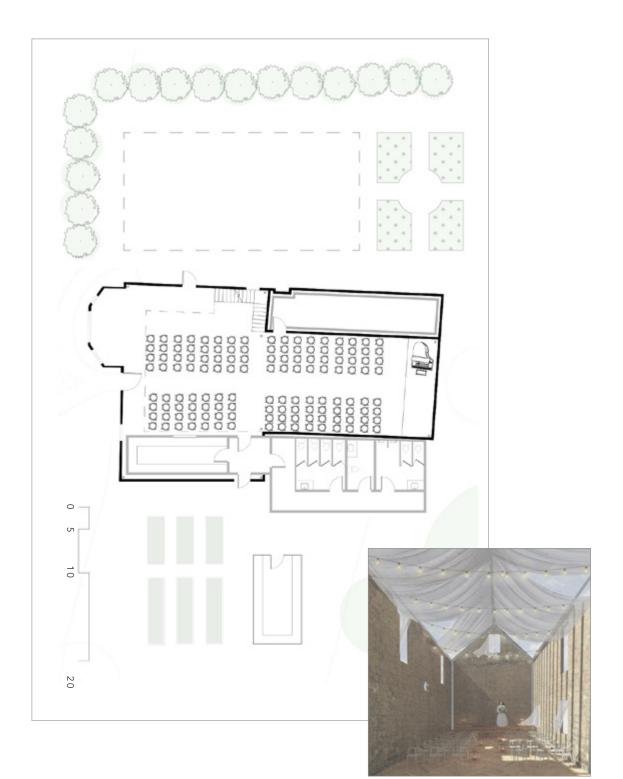
**3. STEEL GHOST FRAME** Stabilizing Method & Evokes Missing Structural Elements

**4. EXTERIOR WALLS** Existing Masonry Walls of Ruin

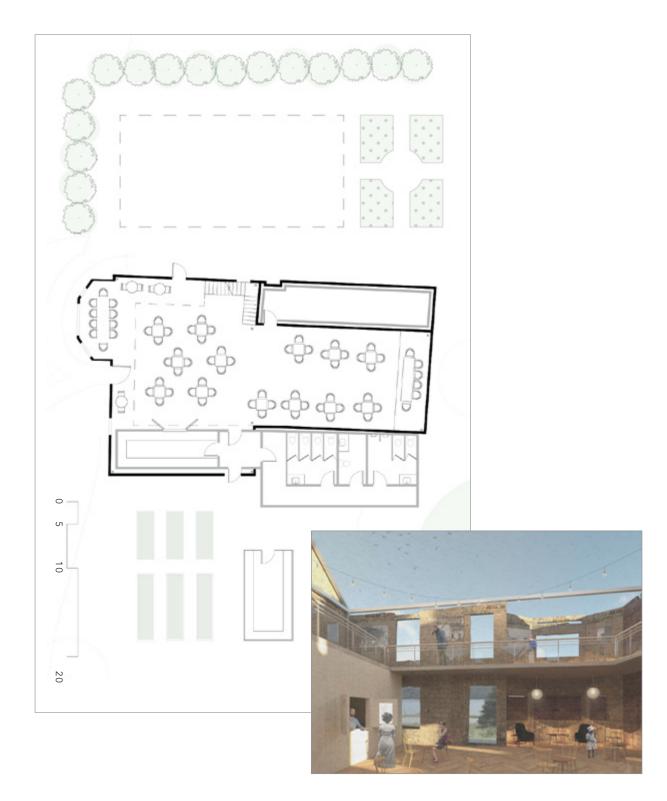
# SITE PLAN



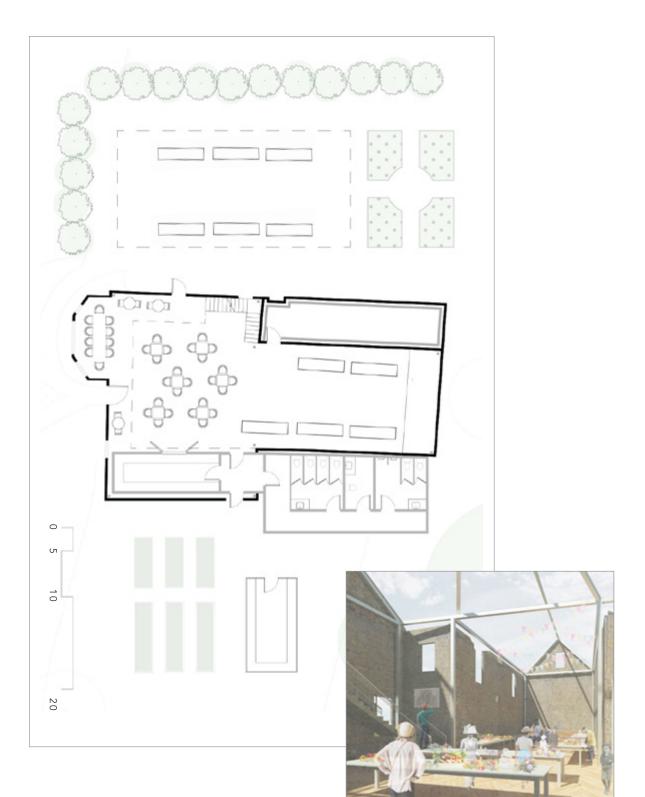




# CAFE + DINING



## MARKET





1 BUILDING ENTRANCE

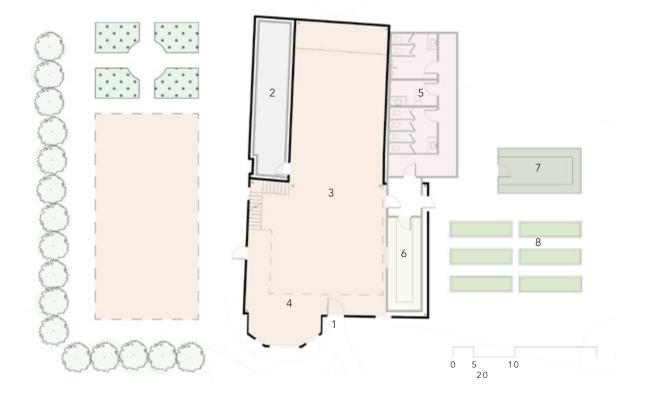
2 STORAGE

3 EVENT FLEX SPACE

4 MEZZANINE ABOVE

5 WASHROOMS

- 6 CATERING KITCHEN/CAFE
- 7 GREENHOUSE
- 8 KITCHEN GARDENS
- 9 OUTDOOR VENUE SPACE 25'x50'





# **OPERATIONAL MODEL**

An important premise of this proposal is that the Ridley Hall site needs to generate sufficient revenue to cover its ongoing operations, maintenance, and long-term capital costs.

This proposal is based on the premise that the site would be operated by the Harbour Grace Board of Culture, Innovation and Development as a social enterprise that generates sufficient revenue to cover its ongoing operations, maintenance, and long-term capital costs. The latter means generating sufficient funds to reinvest in the site to keep it in good repair. Alternately, the site could be operated by the town or another existing group in the town. There are also opportunities to contract out some services to local businesses, such as managing venue rental bookings. The town recreation division could manage the sporting rentals at the site.

# FINANCIAL PROJECTIONS

The following financial projections for the operation of the Ridley Hall site by a not-for-profit group are based on a number of assumptions:

**1) Café –** operated as a social enterprise from June to September, based on 56 customers spending \$10/person for July and August and 28 persons spending \$10/person during June and September. Staffing would comprise two full-time salaries which could also comprise part-time positions, one of which would serve as manager

**2) Venue Rental –** revenues were based on an assumption of 16 full day rentals (such as weddings) at \$500/event and 32 half-day rentals (parties/performances) at \$250/event

**3) Special Events –** the staging of two special seasonal events are recommended to generate additional revenue for the operation of the site and to further engage the community. These are calculated as netting \$5,000/ event. Ideas include:

- A Halloween Haunted Mansion or Fall Harvest Festival
- Christmas Celebration with decorated grounds, refreshments and entertainment
- Summer Garden party with entertainment, food, and lawn recreation

#### **PROJECTED REVENUE**

Café	\$ 7,500 (net)
Venue Rentals	\$16,000
Special Events (2 seasonal)	\$10,000

Total Revenue . . . . . . . . . \$33,500

#### **PROJECTED EXPENSES**

Site Management	\$12,000
Site/garden Maintenance	\$10,000
Utilities	\$ 4,500
Insurance	\$ 2,000
Capital Improvements	\$ 5,000

Total Expenses . . . . . . . \$33,500

# FUNDING AND NEXT STEPS

### Capital Budget

The development of a capital budget for conservation and development work of the Ridley Hall site will require more detailed planning and design work. This would normally be generated through a feasibility/concept design report which would form an important next step in preserving and developing the property. It must be emphasized again, that in order to preserve Ridley Hall, immediate action is required to stabilize what remains. The Building Assessment Report should provide direction on this.

### Funding

There are a variety of funding sources that are available to community organizations and municipalities for projects such as this that support community economic development. The current time may be a good one for accessing such funding given federal government funding programs that are becoming available to help communities adjust to the economic challenges and social distancing realities of COVID-19. Programs include:

**1) Infrastructure Canada COVID-19 Fund –** this program is designed to assist communities in adjusting to the health and social challenges of the current pandemic. Its objectives include the creation of healthy, outdoor community spaces and facilities for which Ridley Hall should be a good candidate. It can cover up to 80% of project costs and promises accelerated approval processes.

**2) ACOA** – Through the Innovative Communities Fund (ICF), the agency provides grants for initiatives that support community economic/business development. For tourism-related initiatives projects must demonstrate a focus on "experiential tourism" and not just on "bricks and mortar." Funding levels depend on the contributions required to make a project a reality and generally require a minimum 10% contribution by the project proponent/community. Projects must demonstrate sound business and management feasibility and practices.

**3) Regional Development Programs Government NL** - The Department of Tourism, Culture, Arts and Recreation provides support to organizations by way of non-repayable contributions for projects aimed at supporting economic development, innovation and capacity building in all regions of the province. The Regional Development Fund is comprised of two components: the Regional Development Program (RDP) and Community Capacity Building. RDP can support cultural heritage projects that will support long-term economic development in a community and provides up to 25% of project funding. This fund is often applied for in conjunction with the ICF program of ACOA above. The Community Capacity Building fund can provide funding for project planning and building local capacity to undertake development work. For more information see: www.tcii.gov.nl.ca/regionaldev/RDF.html

Realizing the preservation and adaptive reuse of Ridley Hall Ruins is, undoubtedly, an ambitious project but one that could have significant paybacks for Harbour Grace in terms of beautifying the town, creating a community venue and attraction, and supporting local business development. Undertaking projects such as this generally requires an incremental or phased approach which may be undertaken over multiple years. Below are a number of phases or steps that are recommended:

1) Promotion of and building support for the development concept amongst the community and regional stakeholders. Community support and partnerships will be key to make the project a success.

**2)** Stabilization of Ridley Hall to retain the structure during project planning and construction. The Building Assessment should provide some direction in this regard.

**3)** Conservation Strategy & Design – this would engage professionals to develop a more detailed conservation strategy and development concept and to develop a Class D capital budget for project realization. It would identify distinct design phases.

**4) Development of Project Management Capacity –** a development steering committee should be established with key stakeholders to oversee the project from inception to completion

**5) Project Implementation –** a phased approach that will start with the preparation of construction drawings, the conservation of Ridley Hall and the fabrication of the ghost structure/frame.

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For case studies on approaches to Public Enhancements and the Adaptive Reuse of Ruins see:

heritage foundation. ca/wp-content/uploads/2020/12/Harbour-Grace-Booklet-Appendices.pdf





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